
November 14, 2025

**FY 2025/9
Financial
Results
Briefing**

RECOMM Co., Ltd.

TSE Standard (3323)

Contents

1	FY 2025/9 financial results summary	P3
2	Full-year plans and dividend forecasts	P13
3	Topics	P20
4	Growth strategy	P26
5	Summary of medium-term management plan	P30
6	Appendix	P36



FY 2025/9 financial results summary

[Summary]

- ◆ Sales revenue is a **record high** for the **first time in 18 periods**
- ◆ Adjusted operating profit is **590%** of that for the previous period, profit before tax is **420%**, and unadjusted net income also **increased to 230%**
- ◆ **Growth is driven by** the overseas solutions businesses

Sales revenue			
Record high for the first time in 18 periods			
13,088 million yen			
Previous period	11,687 million yen	Change (YoY)	+1.401 million yen (112.0%)

Operating profit			
407 million yen			
Unadjusted Previous period	269 million yen	Change (YoY)	+138 million yen (151.4%)
Adjusted *1 Previous period	69 million yen	Change (YoY)	+338 million yen (About 590%)

Profit before tax			
447 million yen			
Unadjusted Previous period	307 million yen	Change (YoY)	+140 million yen (145.8%)
Adjusted Previous period	107 million yen	Change (YoY)	+340 million yen (About 420%)

Net income attributable to owners of the Parent			
196 million yen			
Unadjusted Previous period	83 million yen	Change (YoY)	+113 million yen (About 230%)
Adjusted Previous period	(117) million yen	Change (YoY)	+313 million yen (-)

EBITDA *2			
614 million yen			
Unadjusted Previous period	445 million yen	Change (YoY)	+169 million yen (137.8%)
Adjusted Previous period	245 million yen	Change (YoY)	+369 million yen (About 250%)

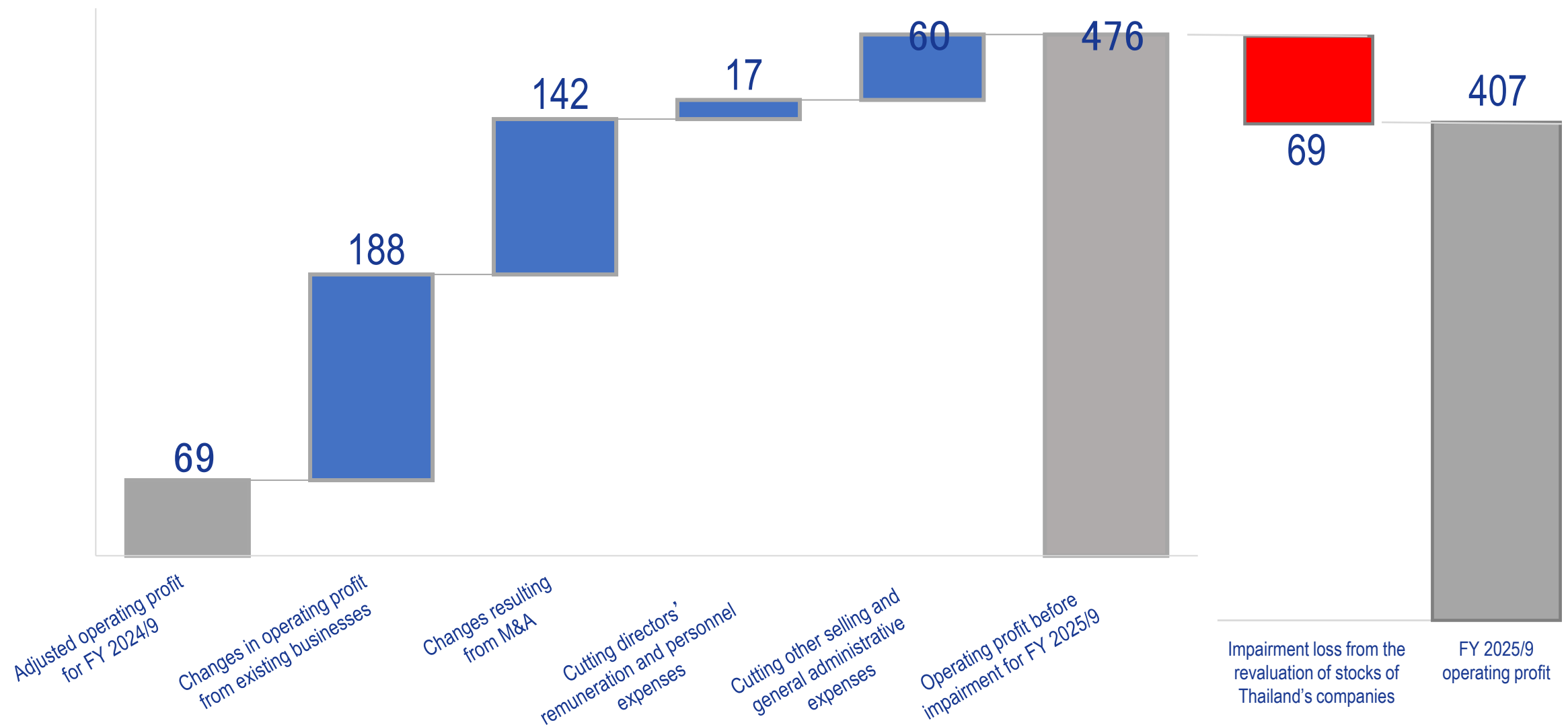
*1 Adjusted: Amount adjusted to exclude gains on sale of a franchise business

*2 EBITDA: operating profit + depreciation and amortization

Main causes of changes in operating profit



(Unit: million yen)



FY 2025/9 financial results summary (results by segment)



(Unit: million yen)

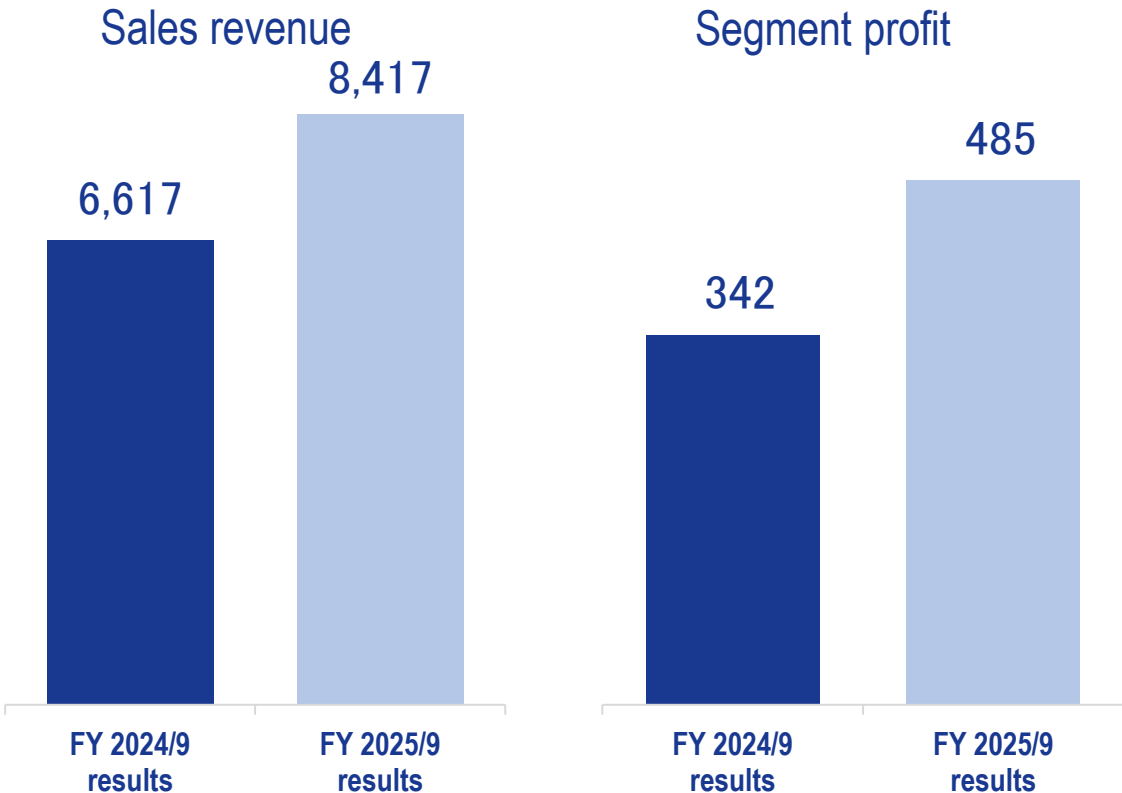
	FY 2024/9	FY 2025/9	Change	YoY
Sales revenue	11,687	13,088	1,401	112.0%
Overseas solutions businesses	6,617	8,417	1,800	127.2%
Domestic solutions businesses	4,471	4,096	- 375	91.6%
BPR business	598	573	- 25	95.8%
Adjusted segment profit	69	407	338	About 590%
Overseas solutions businesses	342	485	143	141.8%
Domestic solutions businesses	223	194	- 29	87.0%
BPR business	30	11	- 19	36.7%
Consolidation adjustments	-526	- 283	243	-

FY 2025/9 financial results (overseas solutions business)



(Unit: million yen)

	FY 2024/9	FY 2025/9	Change	YoY
Sales revenue	6,617	8,417	+1,800	127.2%
Segment profit	342	485	+143	141.8%



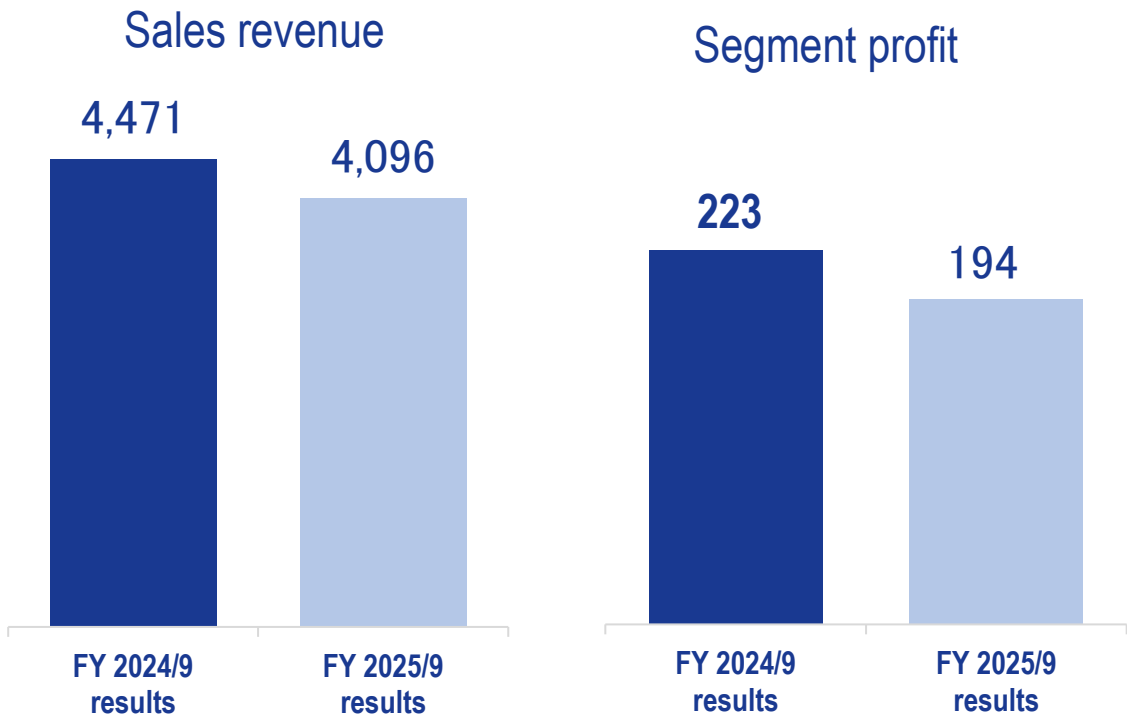
- The effects of adding a Singapore subsidiary to the consolidation contributed substantially to sales and segment income
- Businesses for Japan-affiliated companies also increased the ratio of profit due to a reduction in selling and administrative expenses and an improvement in the ratio of the cost of sales.
- Some subsidiaries in existing businesses occasionally decreased sales and the ratio of profit, and it is still important to respond to issues by region in the future.

FY 2025/9 financial results (domestic solutions business)



(Unit: million yen)

	FY 2024/9	FY 2025/9	Change	YoY
Sales revenue	4,471	4,096	-375	91.6%
Adjusted segment profit	223	194	-29	87.0%



- The decrease in sales revenue is because of a 68% decrease in sales of UTM resulting from enhanced price competition in the cybersecurity area and decreased transaction volume of major agents.
- The decrease in profit is because restructuring of the sales system and reduction of selling and administrative expenses for improvement had a limited effect.
- The future issue is to bring prospective employees for the next period up early and increase sales productivity.

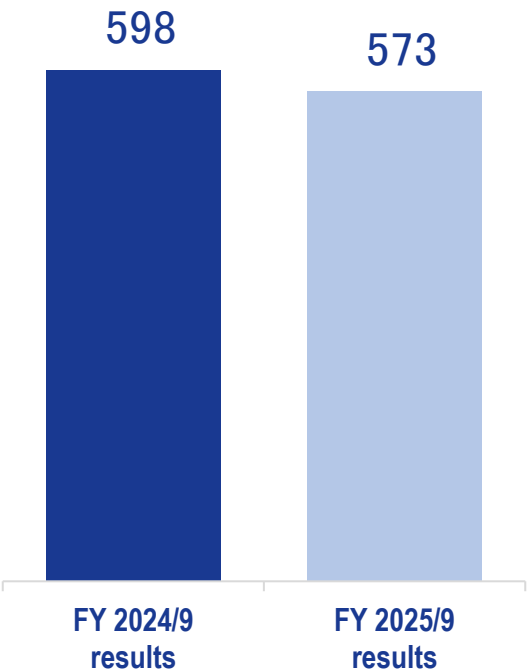
FY 2025/9 financial results (BPR business)



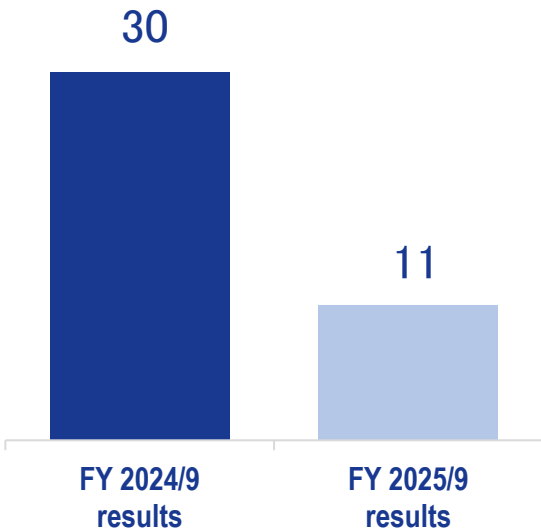
(Unit: million yen)

	FY 2024/9	FY 2025/9	Change	YoY
Sales revenue	598	573	-25	95.8%
Segment profit	30	11	-19	36.7%

Sales revenue



Segment profit



- The decrease in sales revenue is because strengthening the sales of development of new customers dedicated to business categories failed to generate results.
- Myanmar center turned into the red because of an increase in retired employees resulting from the start of the conscription system. The decrease in profit is because of the limited effect of the effort to reduce selling and administrative expenses in the entire business.
- The future issue is to strengthen the development of new customers by promoting DX x BPO mainly in the AI Agent as a DX business.

Balance Sheet



(Unit: million yen)

	Previous consolidated fiscal year September 30, 2024	Current consolidated fiscal year September 30, 2025	Change
Current assets	8,364	8,178	-186
Non-current assets	4,281	4,525	+244
Total assets	12,645	12,703	+58
Current liabilities	5,012	5,369	+357
Non-current liabilities	2,337	1,924	-413
Total liabilities	7,350	7,294	-56
Equity attributable to owners of the Parent	4,963	5,054	+91
Non-controlling interests	331	354	+23
Total equity	5,294	5,409	+114
Liabilities and equity Total	12,645	12,703	+58

Total assets: 12,703 million yen Up 58 million yen

The increase is mainly because of an increase in the right-of-use assets resulting from the relocation of the headquarters and warehouses of overseas subsidiaries for business expansion and software for sales capitalized by overseas subsidiaries.

Total liabilities: 7,294 million yen Down 56 million yen

Mostly loans payable decreased 85 million yen.

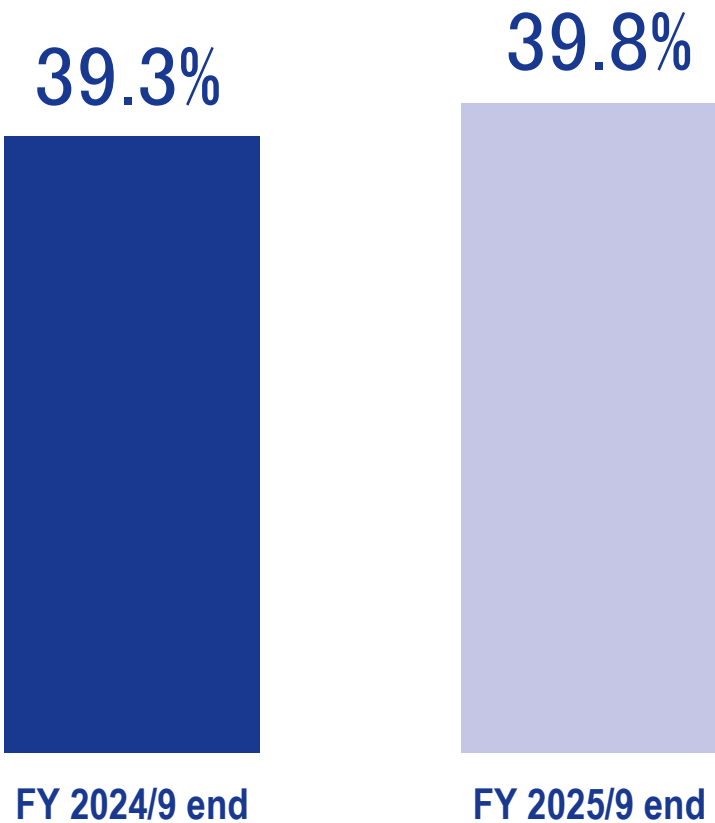
Total equity: 5,409 million yen Up 114 million yen

The main increasing factor is the net income of 295 million yen while the main decreasing factors are dividends of 129 million yen and the acquisition of treasury stock of 35 million yen.

Equity ratio: 39.8%

The improvement in the equity ratio is due to an increase in retained earnings resulting from net income and the proper decrease in liabilities.

Equity capital ratio



The decrease in cash flow from operating activities is mainly because of the contribution of profit before tax of 447 million yen and depreciation of 275 million yen and the decrease in current liabilities of 105 million yen and income tax paid of 165 million yen.

	Previous consolidated fiscal year From October 1, 2023 September 30, 2024	Current consolidated fiscal year From October 1, 2024 September 30, 2025	Change
Cash flow from/used in operating activities	841	472	-369
Cash flow from/used in investing activities	-1,348	-332	1,016
Cash flow from/used in financing activities	816	-443	-1,259
Change in cash and cash equivalents	349	-295	-644
Ending balance of cash and cash equivalents	2,975	2,680	-295

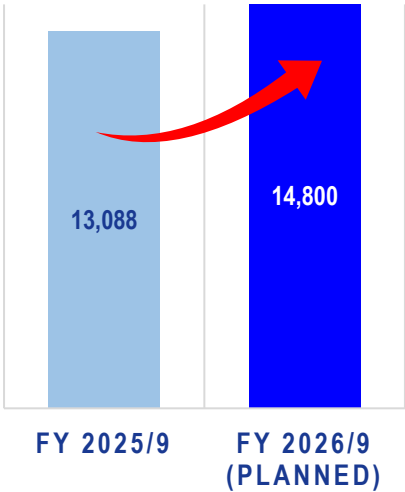


Record sales for the second consecutive month and the highest operating profit after COVID-19

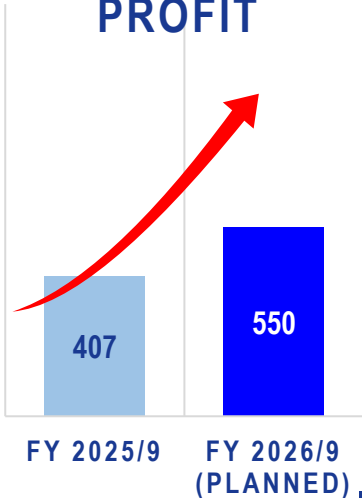
(Unit: million yen)

	FY 2025/9 (Actual)	FY 2026/9 (plans)			YoY
		1H	2H	Full year	
Sales revenue	13,088	7,000	7,800	14,800	113.1%
Operating profit	407	180	370	550	135.1%
Profit before tax	447	180	380	560	125.3%
Net income attributable to owners of the Parent	<u>196</u>	100	220	320	<u>162.7%</u>
EBITDA	614	248	509	757	123.3%

SALES REVENUE



OPERATING PROFIT



FY 2026/9 plans (by segment)

(Unit: million yen)

	FY 2025/9 (Actual)	FY 2026/9 (plans)			YoY
		1H	2H	Full year	
Sales revenue	13,088	7,000	7,800	14,800	113.1%
Overseas solutions businesses	8,418	4,471	5,028	9,499	112.8%
Domestic solutions businesses	4,097	2,250	2,441	4,691	114.5%
BPR business	574	280	331	611	106.4%
Segment profit	408	180	370	550	135.1%
Overseas solutions businesses	486	222	330	552	113.7%
Domestic solutions businesses	194	179	171	350	180.4%
BPR business	11	20	29	49	428.2%
Consolidation adjustments	-283	-240	-161	-400	141.5%

FY 2026/9 plans (overseas solutions business)



(Unit: million yen)

	FY 2025/9 (Actual)	FY 2026/9 (plans)			YoY
		1H	2H	Full year	
Sales revenue	8,418	4,471	5,028	9,499	112.8%
Segment profit	486	222	330	552	113.7%

<Measures for achieving full-year plans>

- Strengthening sales of SPACECOOL → Expanding sales target through expansion of the product lineup
- Strengthening sales of AI servers → Increasing the ratio of new orders received by strengthening the support system through an increase in engineers
- Bringing new employees up early by achieving the plan for increasing sales staff (up 25% from the end of previous period) and promotion of sales DX

FY 2026/9 plans (domestic solutions business)



(Unit: million yen)

	FY 2025/9 (Actual)	FY 2026/9 (plans)			YoY
		1H	2H	Full year	
Sales revenue	4,097	2,250	2,441	4,691	114.5%
Segment profit	194	179	171	350	180.4%

- <Measures for achieving full-year plans>
- Bringing new employees up early by achieving the plan for increasing sales staff (up 40% from the end of previous period) and promotion of sales DX
 - Expanding sales area through M&As and store opening of franchises
 - Strengthening sales of the wholesale channel by expanding the product lineup

(Unit: million yen)

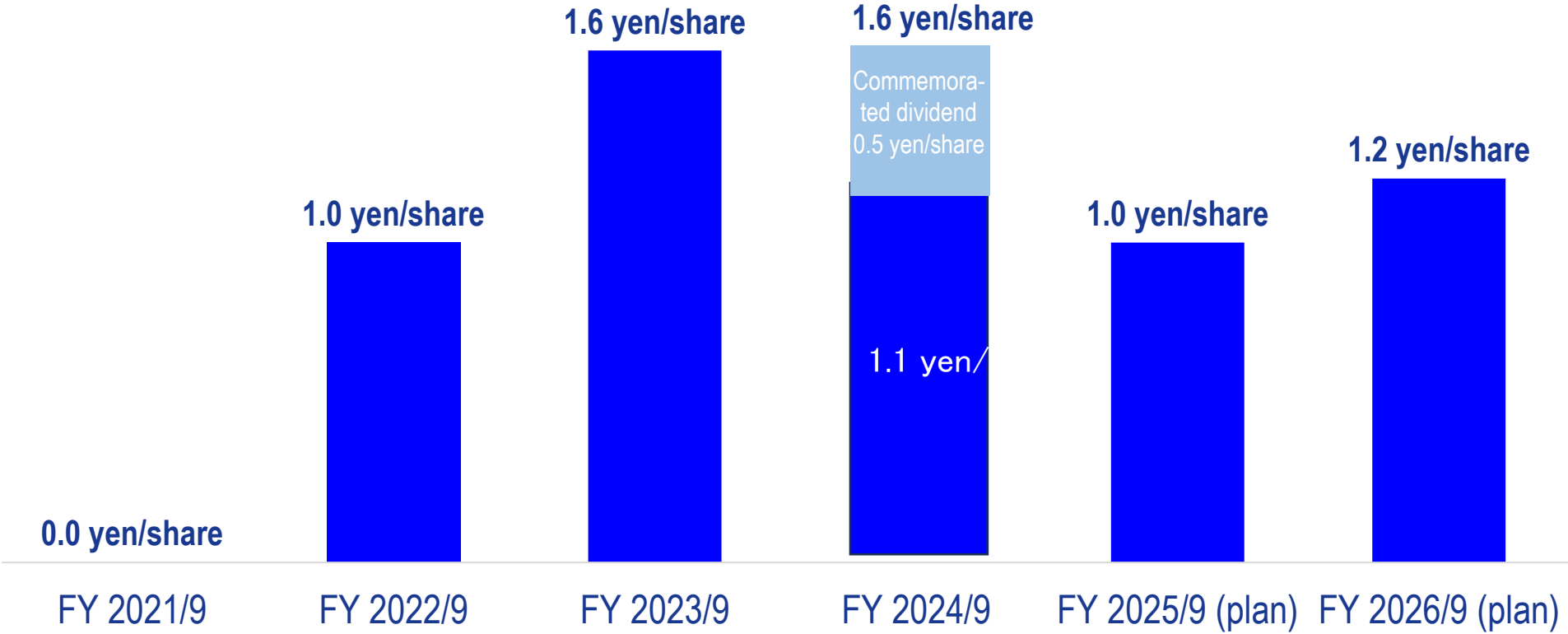
	FY 2025/9 (Actual)	FY 2026/9 (plans)			YoY
		1H	2H	Full year	
Sales revenue	574	280	331	611	106.4%
Segment profit	11	20	29	49	428.2%

<Measures for achieving full-year plans>

- Strengthening the packaged deal combining Robo Worker with the BPO service by using examples of internal operation
- Reducing selling and administrative expenses through internal digital transformation
- Improving the rate of earning in domestic and Myanmar centers by driving optimization of allocation of contracted services

Basic policy: Paying performance-based dividend with the standard of payout ratio of 30%

Dividend: 1.2 yen





Topics

Overview of Kawahara Jimuki

Item	Details
Name	Yugenkaisya Kawahara Jimuki
Address	2-14-4 Kita Matsuzono, Morioka-shi, Iwate prefecture
Representative	Representative director Yasuhiro Kawahara
Business description:	Sales, leasing, rental and maintenance of office devices, office automation equipment, and office supplies
Established	May, 1980
Share capital	3,000 thousand yen
Ownership ratio of shares to be acquired	100%

List of major clients



Ricoh, PLUS, ASKUL, and others

Investment purposes

- A part of the management strategy to realize regrowth in domestic solutions businesses
- Acquisition of the customer base, including public offices, construction, and medical and welfare facilities of the acquired company conducting sales activities as one of the top dealers of Ricoh mainly in Iwate Prefecture for 45 years
- Synergy between IT Solutions of the Group and the local network of Kawahara Jimuki
- Business expansion through cross selling and improvement in the marketing capability and the ability to respond to customers
- Strengthening the brand and competitiveness through building of community-based sales and maintenance systems in Iwate prefecture

To be consolidated in Q2 of FY2026
Generating the Group synergy in the customer base of Tohoku district!

Status of Launch of AI Agent Business



The Japanese version of the AI agent platform business launched by a joint venture with a Chinese AI company

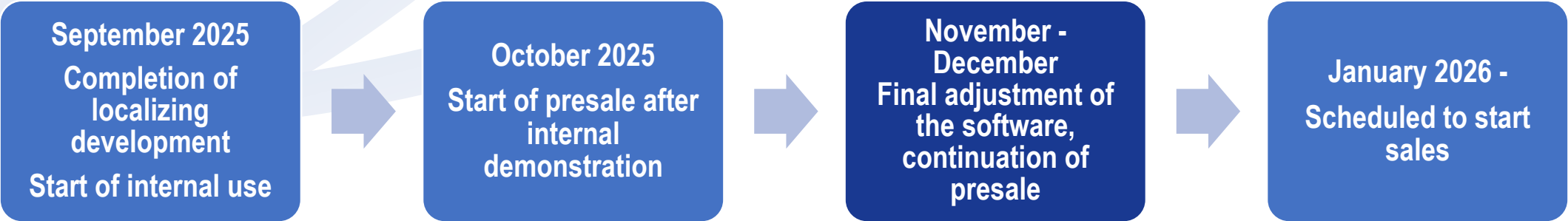
AI agent platform

The system makes it possible to autonomously implement clerical work, data analysis, and support for decision making as long as an employee enters instruction in Japanese

Main functions

- Automation of PC operation by RPA
- Efficiency of handling of documents by AI-OCR (responses to invoices/contract documents)
- Knowledge base integrating internal regulations with FAQs
- Automatic reporting of data analysis and management indexes

Name	Intelligence Indeed RECOMM Co., Ltd.
Established	April 2023
Business description	Offering the Japanese version of the AI agent platform in the Japanese market
Component ratio of shareholders	Intelligence Indeed 51% RECOMM Co., Ltd. 49%



Expanding the English-version business in the Malaysian market following the Japanese version business

Merger between Two Consolidated Subsidiaries



The merger between two consolidated subsidiaries of the company were conducted on October 1, 2025, to optimize managerial resources and make operations efficient.



[Benefits from the absorption-type merger of RECOMM Japan]

- **Creation of opportunities for up selling and cross selling resulting from unified management of customer information**
- **Increase in customer satisfaction resulting from the integration of sales, work, and maintenance**

Enhancement of HR development

- Annual completion rate of a 100-hour training per employee: 95% (FY 2025 actual)
- AI skills trainees: 196 (FY 2025 actual)

Improving global competitive strength and realizing sustainable growth through strengthening human capital management

Global human resource development

- Introduction of the evaluation-based compensation plan reflecting our corporate motto merit system for local employees in the ASEAN region October 2025 → Start of operation of the common evaluation-based compensation plan within the group

A large increase in sales staff for business expansion

- Holding of the ceremony for prospective employees to join the Company in April 2026 who reached an all-time high of 42 on October 1, 2025



Issuance of performance-based paid stock options for achieving the medium-term management plan

Purposes of the issuance

Increase in motivation of the management and employees toward achievement of the medium-term management plan (through FY 2027/9)

Overview of the issuance

Item	The 22nd new stock acquisition rights	The 23rd new stock acquisition rights
Date of allotment/date of payment	November 28, 2025	Same as on the left
Total units	<u>8,700</u> units	550 units
Persons to be allotted	Officers and employees of the Company/its wholly owned subsidiaries	Officers and employees of partially owned subsidiaries
The number of shares per right	100 shares	100 shares
Exercise price (per share)	95 yen	95 yen
Issuance price (per unit)	354 yen	354 yen
Exercise period	November 28, 2027 to November 27, 2035	Same as on the left

Terms and conditions of exercise

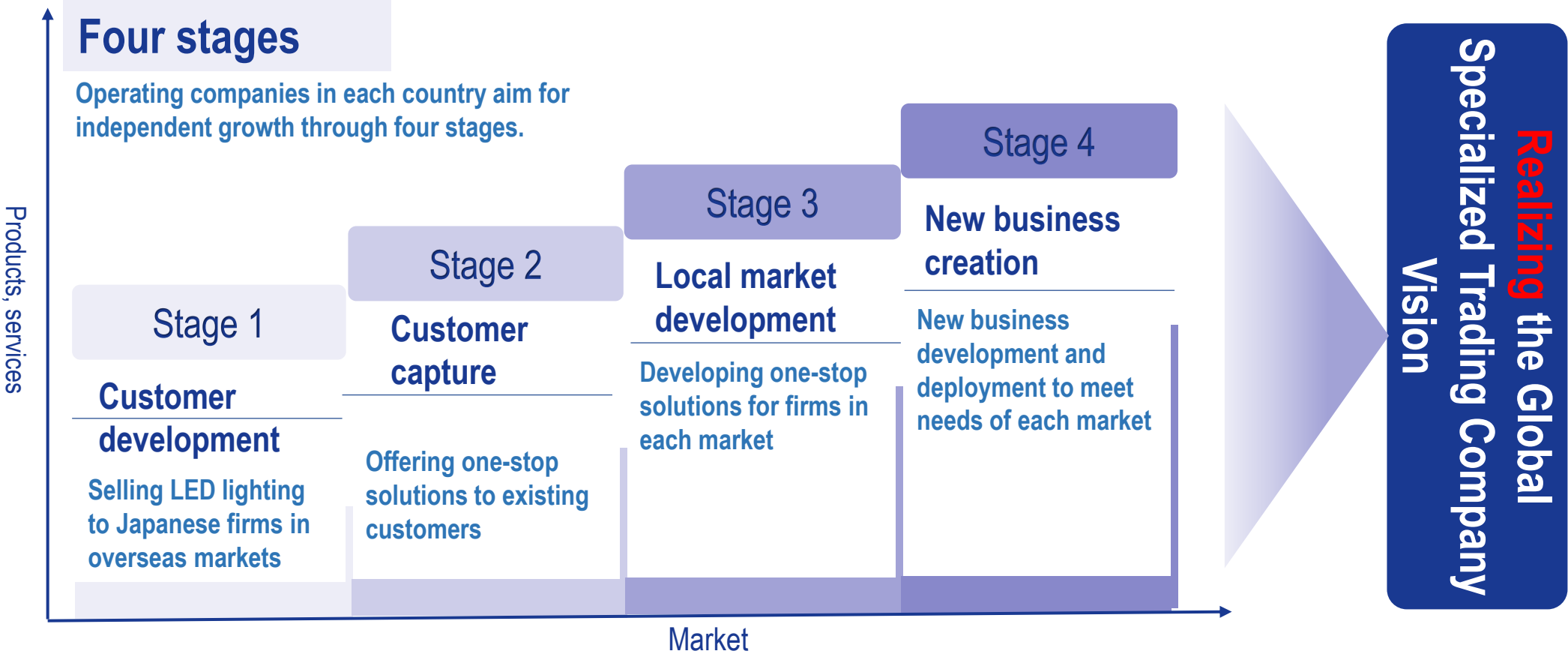
Item	Details
Ratio of exercise	A total of 70% to 100% of the number of shares to be granted is exercisable according to achievement of goals of the medium-term management plan.
Performance-linked indexes	(1) Average growth rate of sales revenue: 20% or more (2) Operating profit ratio: 10% or more (3) ROE: 20% or more
Terms and conditions of exercise	Being in the office (excluding the case of expiration of term of office/involuntary retirement)



Growth strategy

Basic strategy: Global specialized trading company vision

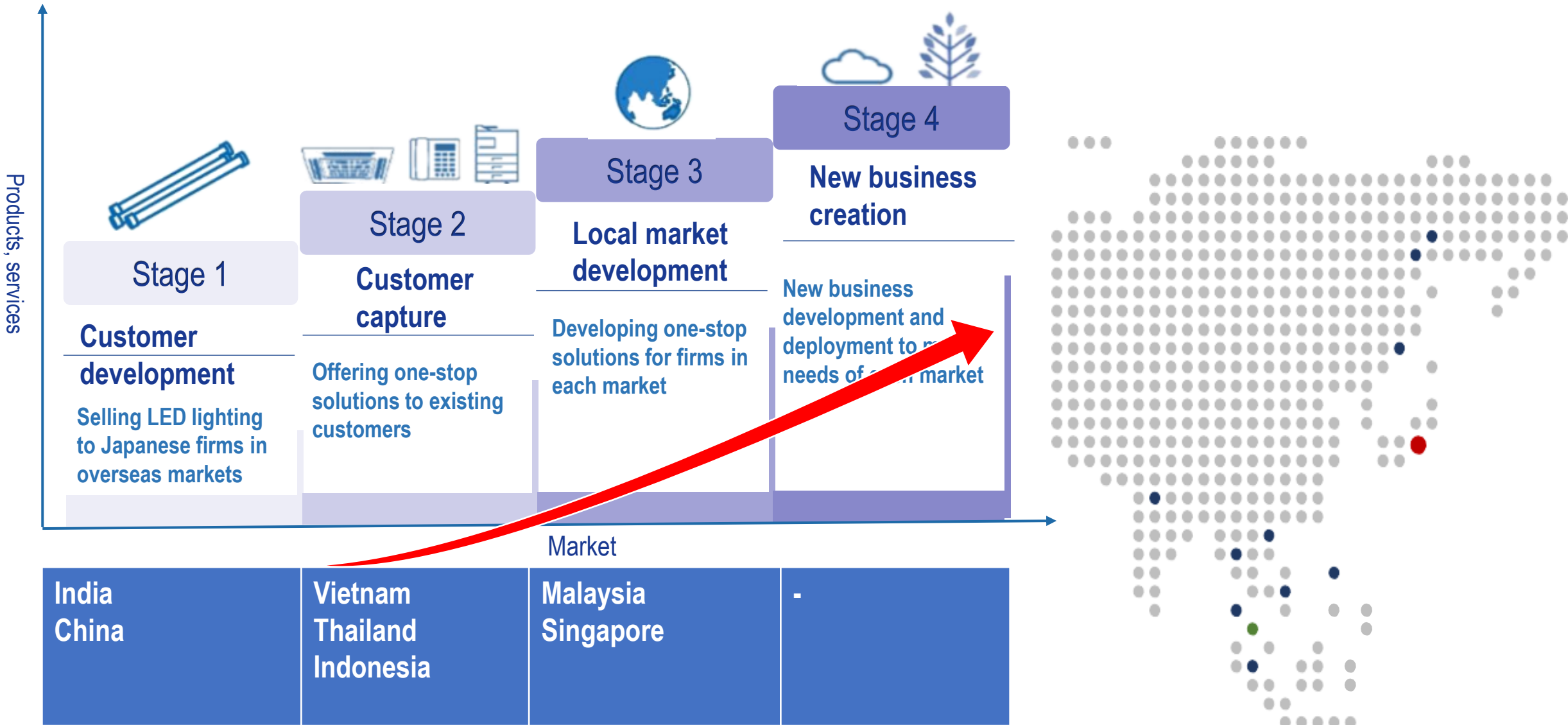
Global Specialized Trading Company Vision: Accelerating global business growth by proposing solutions to global customers based on state-of-the-art products and services appropriate for the times and our strengths in direct marketing

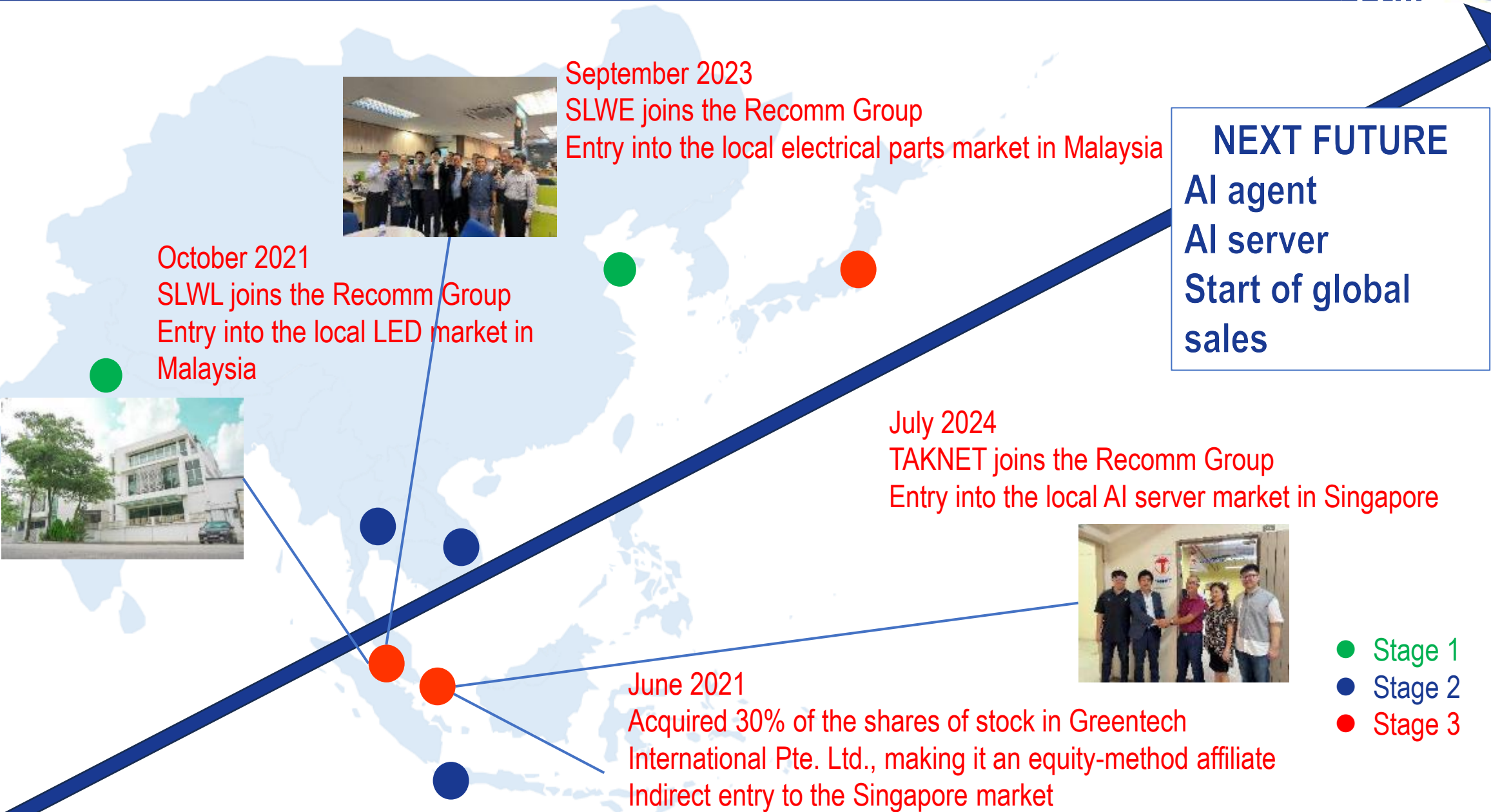


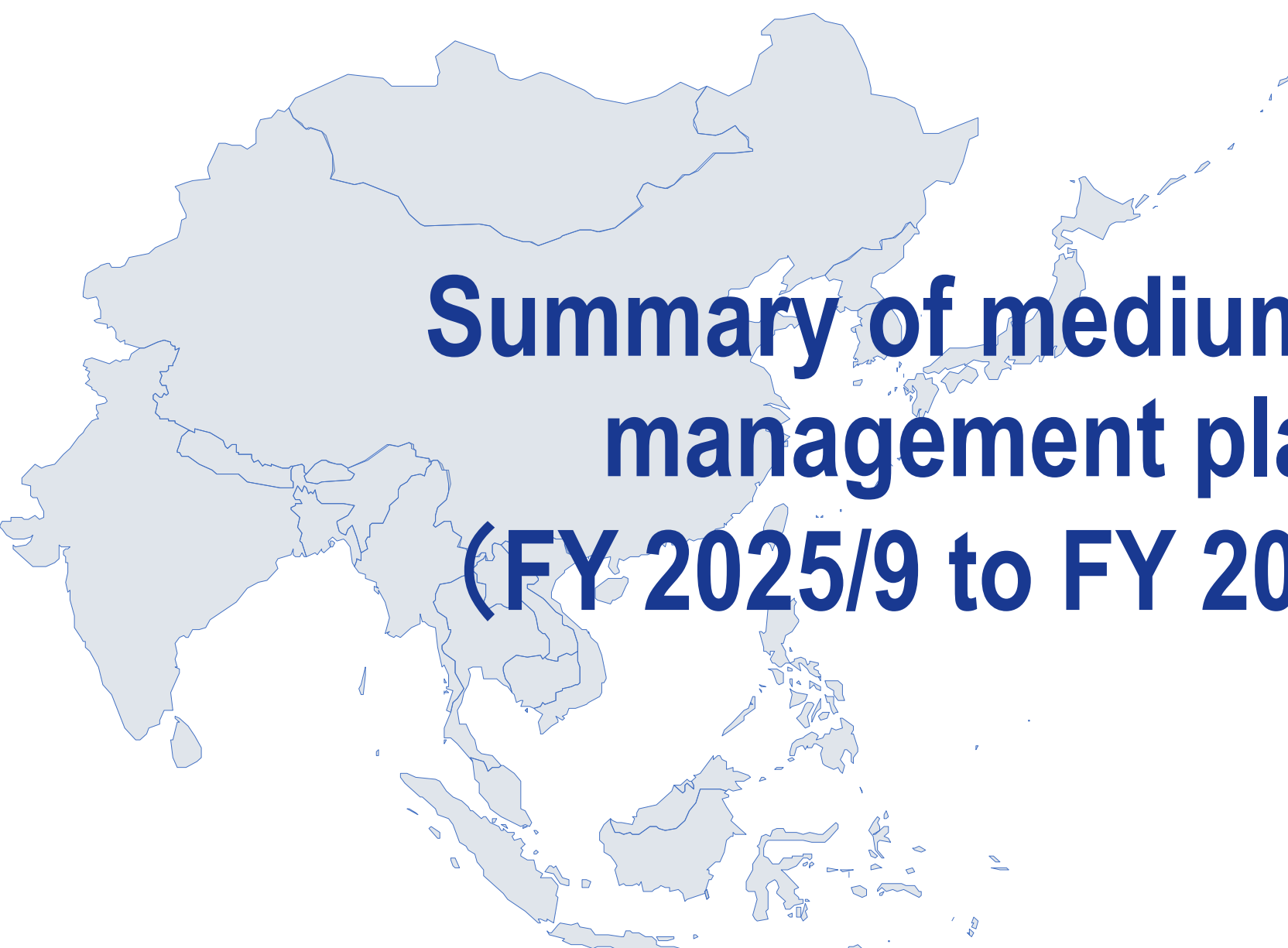
Global specialized trading company vision: Stage by country



Accelerating global deployment by advancing to higher business stages in each country







Summary of medium-term management plan (FY 2025/9 to FY 2027/9)

FY 2027/9 targets

Sales revenue
CAGR



Ratio of operating
profit to sales revenue



ROE



FY 2025/9
Status of
progress

17.3%

3.1%

3.9%

Sales DX

Promoting digital transformation (DX) of sales through sales activities based on a customer relationship management (CRM) system



M&A

Transplanting sales DX to new Group firms added through M&As



Growing Groupwide earnings foundations



Overseas solutions businesses

- National human resource development
- More precise targeting of customers of companies in each market
- Generating synergies with M&A subsidiaries in overseas markets



Domestic solutions businesses

- Strengthening the development of new customers
- Increasing percentage of stock (fixed-price) business sales
- Increasing customer satisfaction



BPR business (DX business)

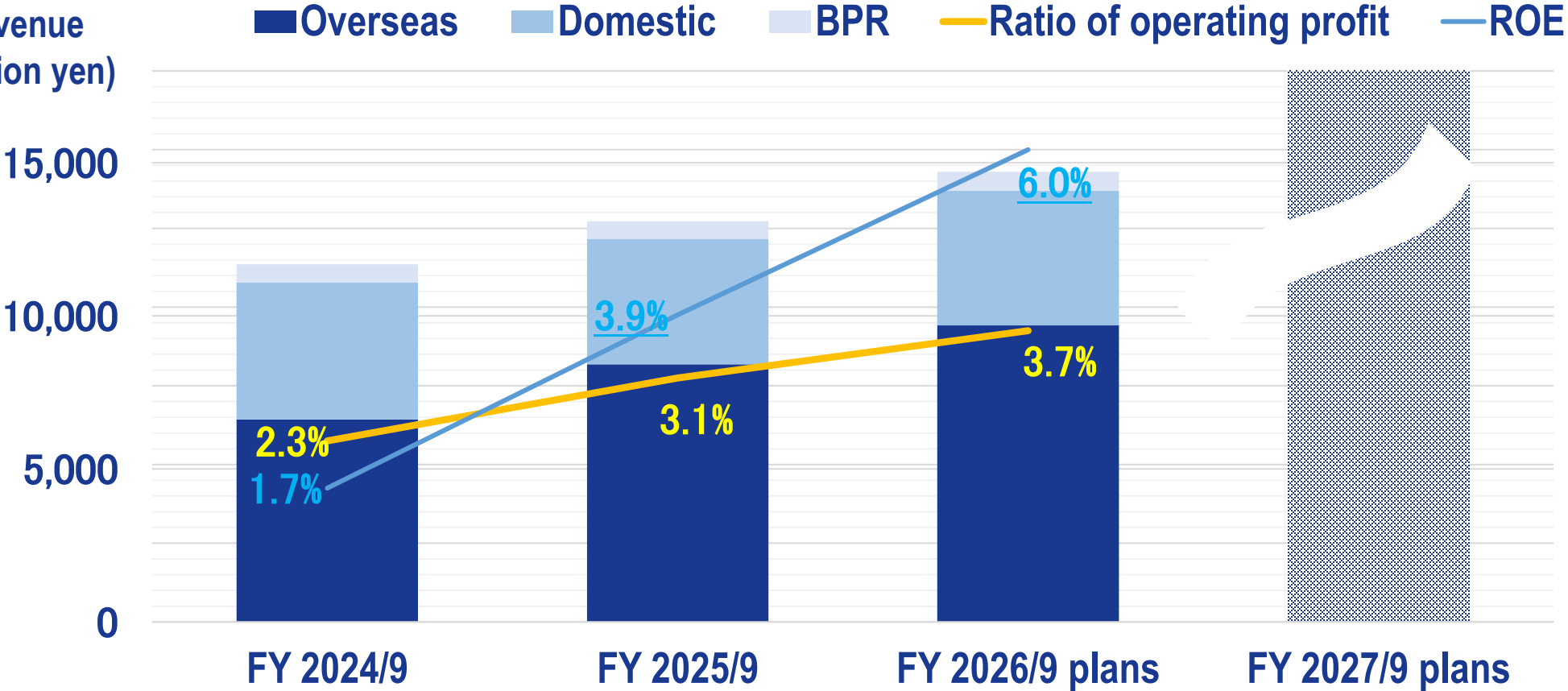
- Establishment of new development sales methods specializing in specific industries
- Offering comprehensive solutions combining RPA and BPO services



Road map of the medium-term management plan



Sales revenue
(Unit: million yen)

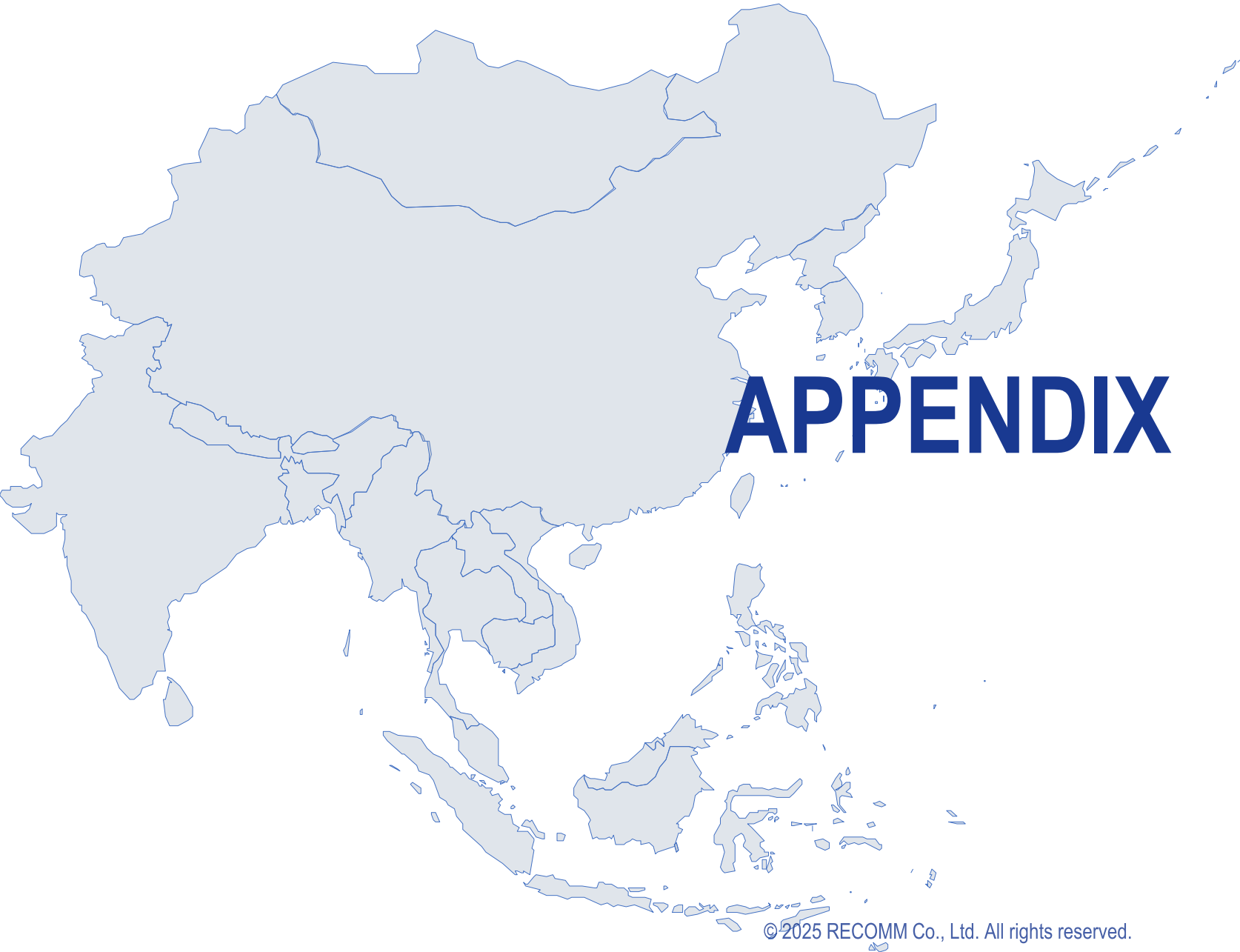


CAGR*	14.5%	17.3%	12.3%	20% (goal)
Ratio of operating profit	2.3%	3.1%	3.7%	10% (goal)
ROE	1.6%	3.9%	6.0%	20% or more (goal)

Calculation method of CAGR: Average growth rate of sales revenue for the past three years



**Becoming a global leading
B2B solution provider group**



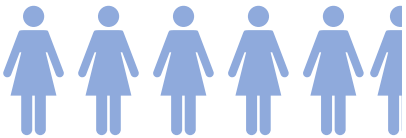
Company name	RECOMM Co., Ltd. (RECOMM CO., LTD.)
Established	September 30, 1994
Shares listed	May 26, 2004 TSE Standard: Securities code 3323
Address	25-3 Yoyogi 3-chome, Shibuya-ku, Tokyo
Representative	Hidehiro Ito, President and Group CEO
Business description	Overseas solutions businesses, domestic solutions businesses, BPR business
Total shares issued and outstanding	82,630,255 shares (as of September 30, 2025)
Shareholders	21,894 (as of September 30, 2025)
Share capital	2,449 million yen (as of June 30, 2025)
Number of employees	455 (consolidated, as of June 30, 2025)

Characteristics of employees

As of September 30, 2025

Gender

Female **53%** Male **47%**



Ratio of nationalities

Foreign nationalities **63%** Japanese **37%**



Operating companies in individual businesses



The Group consists of 6 operating companies in Japan and 18 overseas companies in three businesses (as of September 30, 2025)

Overseas: 17 facilities in nine countries

Overseas solutions businesses

RECOMM Business Solutions (Dalian) *1

RECOMM Business Solutions (Shanghai)

FTG Philippines

Vietnam RECOMM (Ho Chi Minh City, Hanoi)

RECOMM Business Solutions (Asia) *Thailand

RECOMM Business Solutions (Thailand)

RECOMM Business Solutions (Malaysia)

Sin Lian Wah Lighting Sdn. Bhd. (Malaysia)

Sin Lian Wah Electric Sdn. Bhd. (Malaysia)

Intelligence Indeed Malaysia Sdn. Bhd. (Malaysia)*2

RECOMM Business Solutions (Indonesia)

RECOMM Business Solutions (India)

Greentech International (Singapore) *2

TAKNET SYSTEMS PTE LTD. (Singapore)

BPR (DX) business

RECOMM Business Solutions (Dalian) *1

RECOMM Tengyuan Business Solutions (Dalian)

RECOMM Business Solutions (Changchun)

Myanmar RECOMM

RECOMM BPO (Japan)

Domestic solutions businesses

RECOMM Japan

Venustech Japan

RECOMM IE Partner

Intelligence Indeed RECOMM *2

RECOMM DX Solutions

Domestic: 21 branches, four sales offices, service & support center

Kanto region:
Tokyo Branch No.1
Tokyo Branch No.2
Tochigi Branch
Gunma Branch
Saitama West Branch
Toshima Branch
Chiyoda Branch
Hachioji Branch

Service & support center

Chubu region:
Nagano Branch
Nagano South Branch
Shizuoka Branch
Nagoya Branch I
Nagoya Branch II
Nagoya East Sales Office

Kinki region:
Osaka Branch
Green Innovation Osaka Branch
Kobe Branch

Chugoku-Shikoku region:
Matsue Branch
Shunan Branch

Kyushu region:
Kitakyushu Branch
Kurume Branch
Oita Sales Office
Yatsushiro Sales Office

Okinawa region:
Okinawa Branch
Naha Branch

*1: RECOMM Business Solutions (Dalian) operates in both the overseas solutions and BPR businesses.
*2: Equity-method affiliate

Established year

1994

Began the first sales franchise business in the industry



Listing year

2004

Listed on the Osaka Securities Exchange Hercules Market



Year of listing by Chinese subsidiary Actual result of M&As

2018

Shares of subsidiary Dalian RECOMM listed on the OTC market in China



23

domestic and overseas acquisitions and sales

Recent cross-border M&A results of overseas subsidiaries



Sales revenue

1.3 billion yen

FY 2025/9 consolidated settlement of accounts



Operating profit

400 million yen

FY 2025/9 consolidated settlement of accounts



Number of domestic facilities

6 companies
21 branches,
4 sales offices

Supporting SMEs across Japan through a nationwide network of 21 branches and 5 sales offices



Number of overseas facilities

8 countries
18 companies

Overseas expansion in China, Southeast Asia, and India





1994

- Established to sell and maintain telecommunications devices and office equipment

1995

- Became the first in Japan to seek franchisees in the sales franchise business

1999

- Launched RET'S NET hosting services

Ret's Copy

2000

- Start of the fixed-rate maintenance service of multifunction printers RET'S COPY



2003

- Establishment of a call center in Dalian
First entry to China market



2004

- Shares listed on the Hercules Market of the Osaka Securities Exchange (now the Standard Market of the Tokyo Stock Exchange)

2005

- Opened a document management center and began office automation device sales in Dalian, China

2009

- Accepted BPO service contracts in Dalian, China
Full-fledged launch of the BPO business

2012

- BPO center opened in Changchun, China

2013

- BPO sales began in Japan



2014

- Launched Rentia, our brand of LED lighting
- BPO center opened in Myanmar



2015

- Company established in Japan to develop and sell security products as a joint venture with Venustech of China

2016

- Began the sales of LED lighting and etc. in Shanghai, China.
"Full-fledged launch of overseas corporate sales"
- Launched the PPS power distribution business

2017

- Began the sales of LED lighting, commercial air conditioners, etc. in Vietnam



2018

- Began the sales of LED lighting, commercial air conditioners etc. in Malaysia
- Began the sales of LED lighting, commercial air conditioners etc. in Myanmar
- Began the sales of LED lighting, commercial air conditioners etc. in India



2018

- Shares of Chinese subsidiary listed on the OTC market in China
"The Group's second IPO"



2019

- Shares in subsidiaries in Thailand, Indonesia, and the Philippines acquired from FT Group Co., Ltd.
- New global headquarters established in Malaysia



2020

- Began sales of ReSPR antiviral equipment (acquired exclusive sales rights in seven overseas markets)



2021

- Acquired shares in Sin Lian Wah Lighting of Malaysia
"Full-fledged launch of businesses in local markets overseas"



2023

- Intelligence Indeed RECOMM Co., Ltd., established as a Japanese joint venture with Intelligence Indeed of China; wholly owned subsidiary RECOMM DX Solutions Co., Ltd. established as a sales company
- Began the sales of Robo Worker (AI-RPA)
- Acquired 100% of the shares of stock in Sin Lian Wah Electric Sdn Bhd of Malaysia, making it a subsidiary

2024

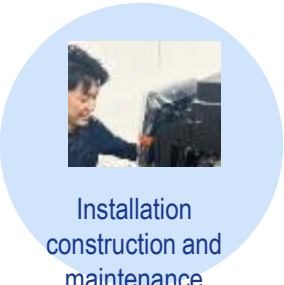
- Acquired 65% of the shares of stock in TAKNET SYSTEMS PTE. LTD., an AI server company in Singapore, making it a subsidiary

A comprehensive producer of **optimal office environments**

We offer the following product lineup as a B2B solutions provider.

IT solutions

Provision of **IT devices** and **cybersecurity** services for corporate users
Installation construction and maintenance contracting



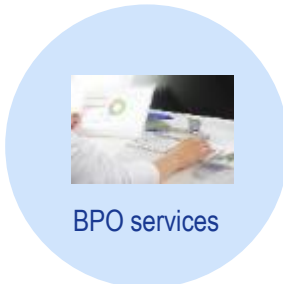
Carbon-neutral solutions

Helping corporate customers to achieve carbon neutrality and cut costs, by providing **highly energy-efficient products and services**



Digital transformation solutions

Promoting corporate **digital transformation (DX)** and providing **business restructuring solutions** through such means as BPO centers and business automation tools



Comfortable working environments, cost savings

More efficient office work

Global one-stop solutions



- Advancing into eight countries overseas
- Offering consistent products and services in every country
- BPO contracting also available in addition to IT devices and eco products

Direct sales abilities



- Deploying direct sales overseas as well as in Japan

A corporate culture that continues to adapt to the changing times



- The first sales franchise business in the industry
- First in the industry to sell copiers with fixed-rate maintenance services
- First in Japan to open an outbound offshore call center
- First in Japan to open a BPO center in Myanmar
- The only non-manufacturer company in Japan to list parent and subsidiary shares in Japan and China
- The world's first RPA service with embedded generative AI

Deepening relations of trust with customers and building long-lasting partnerships through direct transactions

Sensitive to customer needs

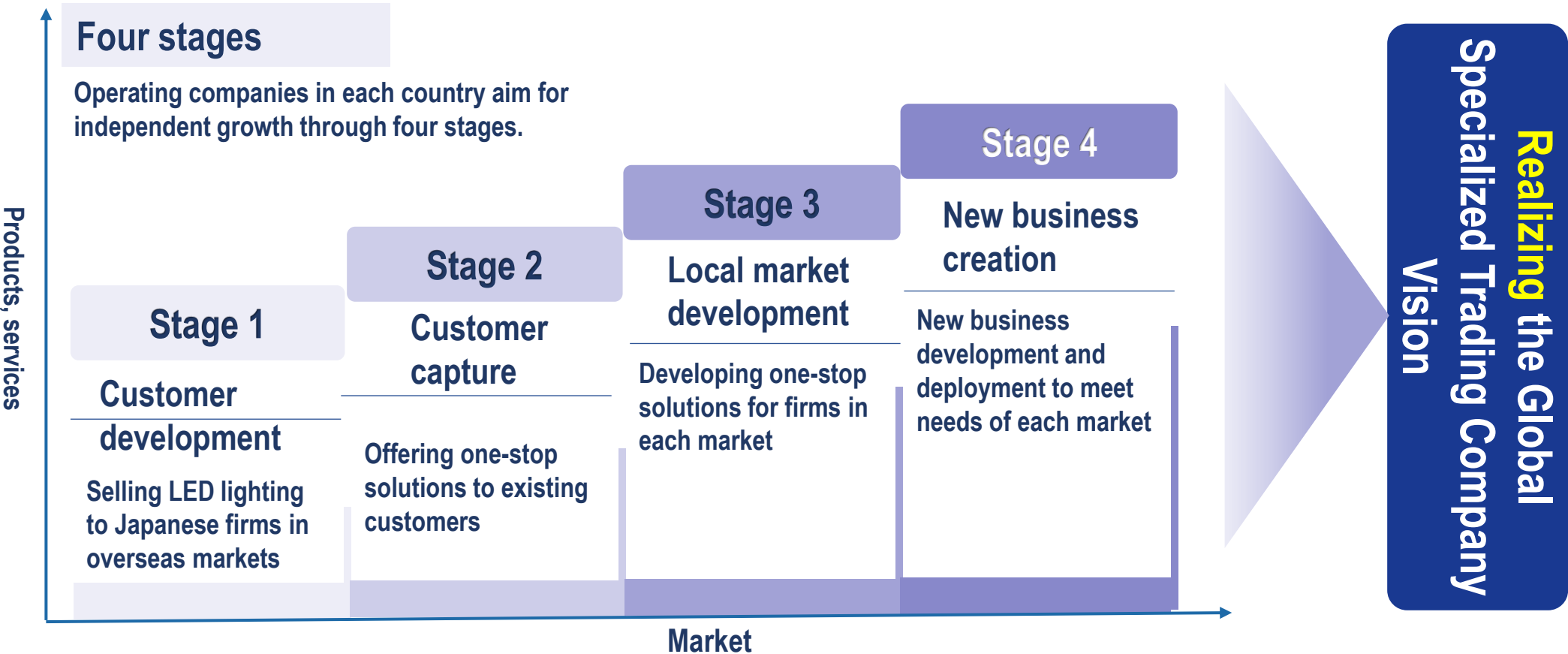
Proposing optimal solutions

2025-2027 Medium-Term management plan

Basic strategy

Basic strategy: Global specialized trading company vision

Global Specialized Trading Company Vision: Accelerating global business growth by proposing solutions to global customers based on state-of-the-art products and services appropriate for the times and our strengths in direct marketing



Goals

- We will do business aiming to achieve the following three targets by FY 2027/9.

**Sales revenue
CAGR**



**Ratio of operating
profit to sales revenue**



ROE



Issues and policies in working to formulate the new Medium-Term Management Plan targets

- We will address delays in product and service development and customer development, which was the main reasons we failed to achieve the previous Medium-Term Management Plan's target sales revenue CAGR of 31.3%, by accelerating growth based on establishment of systems not dependent on human resources (digital transformation of sales).

Assessment of results of priority strategies

Product and service development	Overseas	Enhancing current stage and moving to next stage (Building up sales to LED customers)	△
	Overseas	Enhancing current stage and moving to next stage (Local firm development)	×
	Stock	Creating new maintenance services and subscription models through establishment of a stock business promotion section	△
Customer development	Overseas	Development of global strategic products	×
	DX promotion	DX promotion support using BPR analysis	△
	DX promotion	Advancement of BPR business operations through DX	
	Decarbonization	Introducing high-performance energy-saving products under our own Rentia brand of LED lighting	○
	Decarbonization	Expanding the lineup of products to promote decarbonization	△
Partner development (including M&As), facility development	Overseas	Growing strategic partnerships	○
	DX	BPR business development in China	×

Issues

- ✓ **Difficulty of balancing new customer acquisition and new product development**
Impossible to make time available for development without increasing productivity
- ✓ **Low productivity per salesperson**
Inability to generate results exceeding labor input in labor-intensive sales activities
- ✓ **Difficulty of hiring salespersons**
Not easy to fill vacancies due to external environmental conditions
- ✓ **(Overseas) Not enough brands targeting local firms**
Brand-building activities are essential, but it is hard enough just to devote time to sales

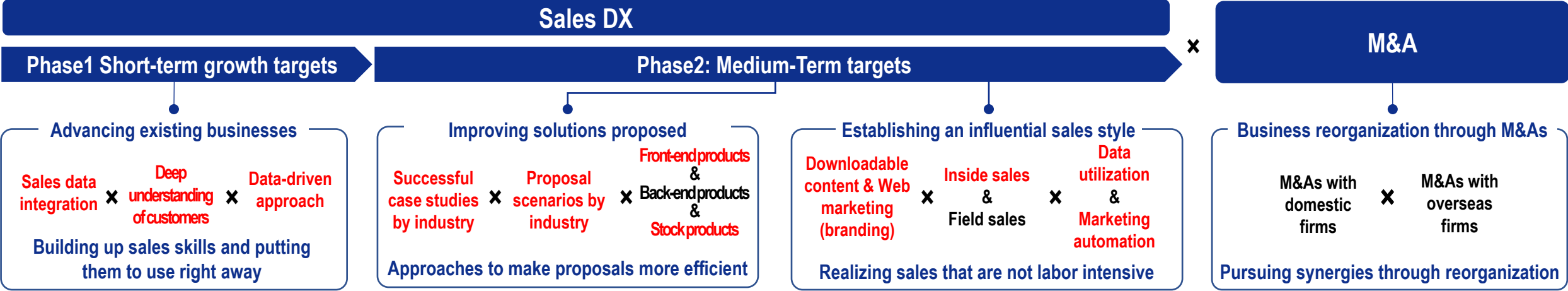
Future policies

Vision:
Sales DX × M&A

- ✓ Executing data-driven approaches by improving existing sales to build a base of customer data
- ✓ Aiming to realize sales much more efficient than traditional sales through sales DX
- ✓ Also increasing value of new Group firms added through M&As by transplanting sales DX to them
- ✓ Realizing sustained growth through both improving RECOMM itself and accelerating M&As

Issues and policies in working to formulate the new Medium-Term Management Plan targets

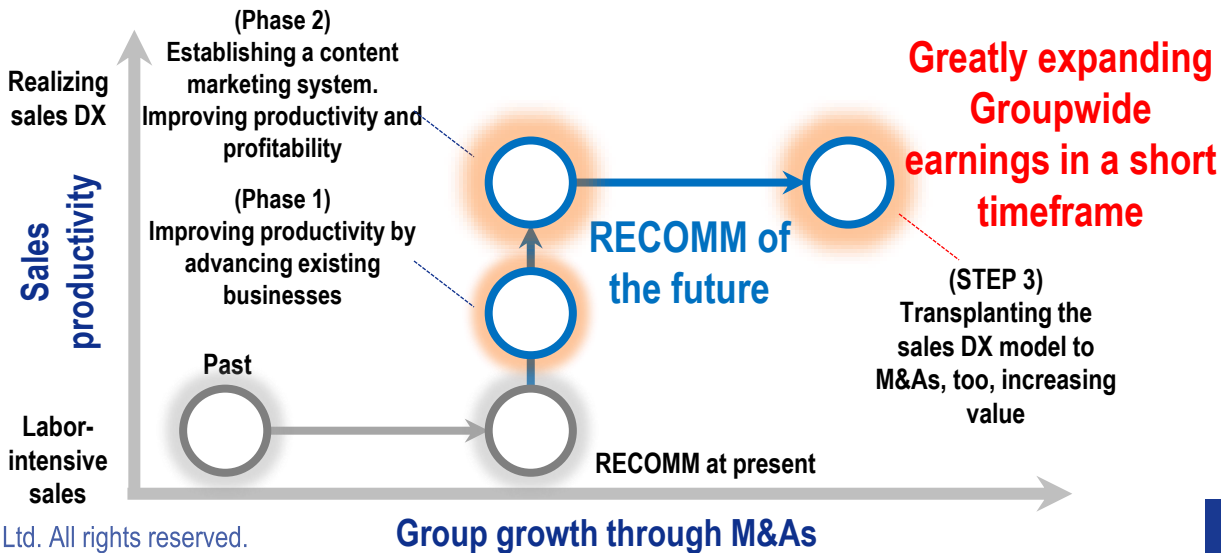
- We will build a structure able to achieve efficient sales activities even with limited staff through sales DX. We also will transplant this system to M&As to increase their value. (* The aim is to achieve massive business growth in a short time using both sales DX and M&As.)
- ▶ Vision for sustained business growth (* Business growth by fusing sales DX and M&As) *Items in red are not yet final or involve issues



▶ Scenarios for business growth through DX × M&A

- Realizing sales DX within RECOMM (improving productivity and profitability)
- Increasing value of M&As (transplanting sales DX model to M&As too)
- Growing Groupwide earnings foundations (as sources of further M&As and partnership development)

Toward sustained growth of more than 20%/year



Sales DX overview

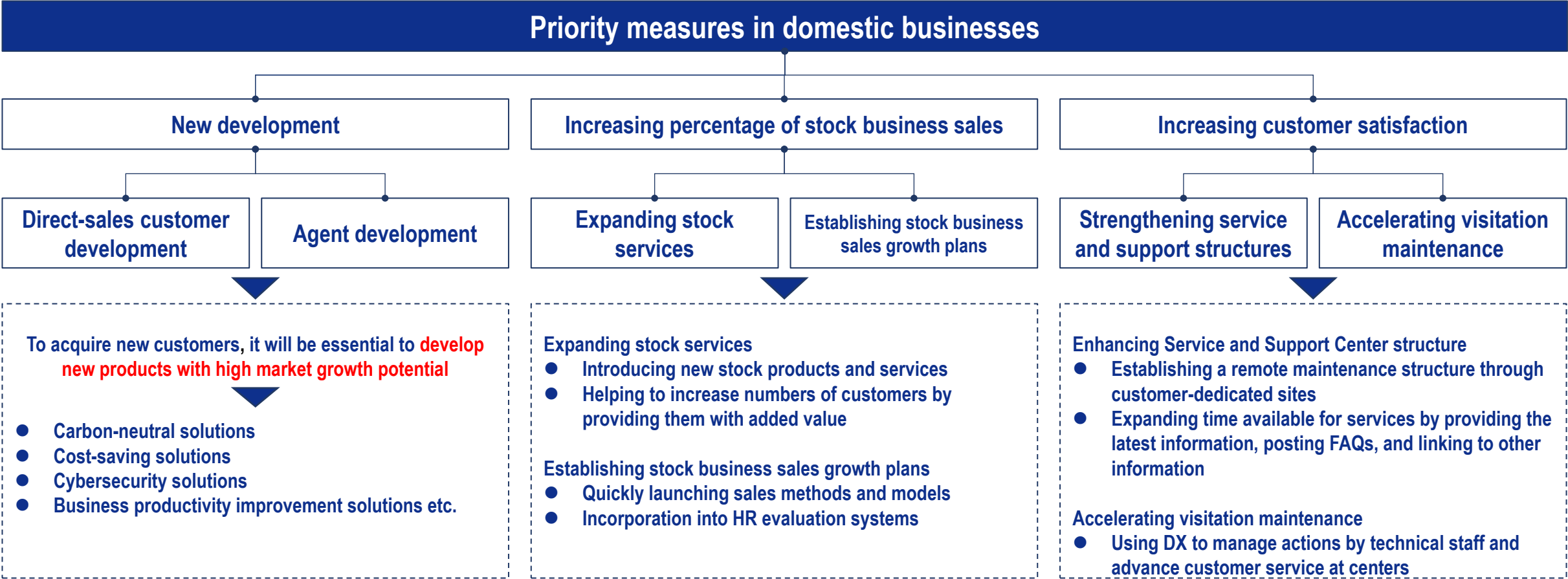
- We will link data to the CRM system in a short timeframe and thoroughly implement sales based on the system.
- The aim is to improve all three aspects of sales, human resource development, and product development through sales activities based on customer information.

Overview of Companywide sales DX promotion based on the CRM system



Priority measures in domestic businesses

- In domestic businesses, we will develop new businesses, increase the percentage of stock business sales, and increase customer satisfaction.
- We will establish target sales for each measure and shift toward business models with more solid revenue bases.

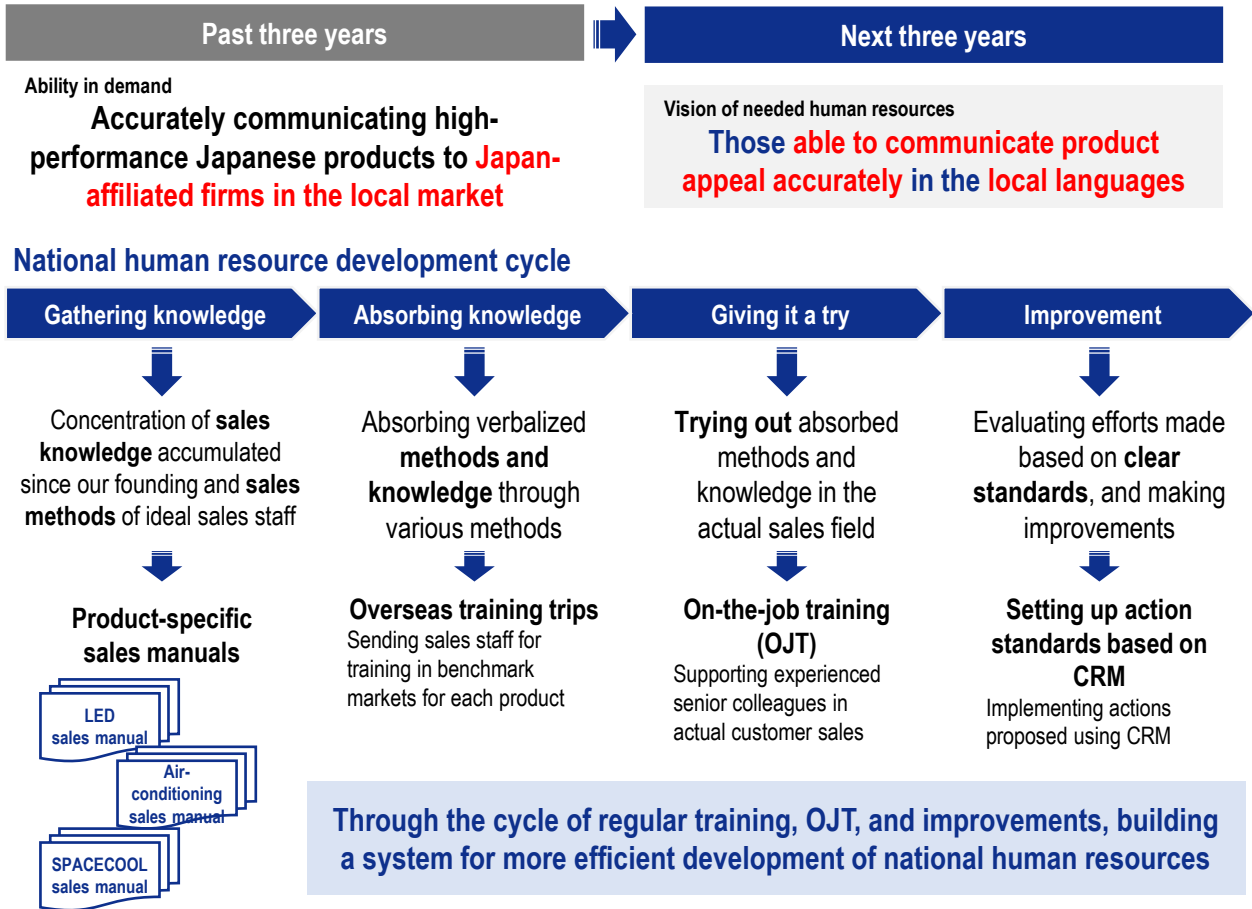


Main policy on domestic businesses **Shifting toward stock-based business models with more solid revenue bases**
⇒ **Deploying measures to secure new customers and increase customer satisfaction**

Priority measures in overseas businesses

- We will target firms in each market through development of national human resources and more precise marketing.
- We will accelerate strategies by developing human resources capable of communicating the high quality of RECOMM product brands to local firms and by refining the local target selection.

National human resource development



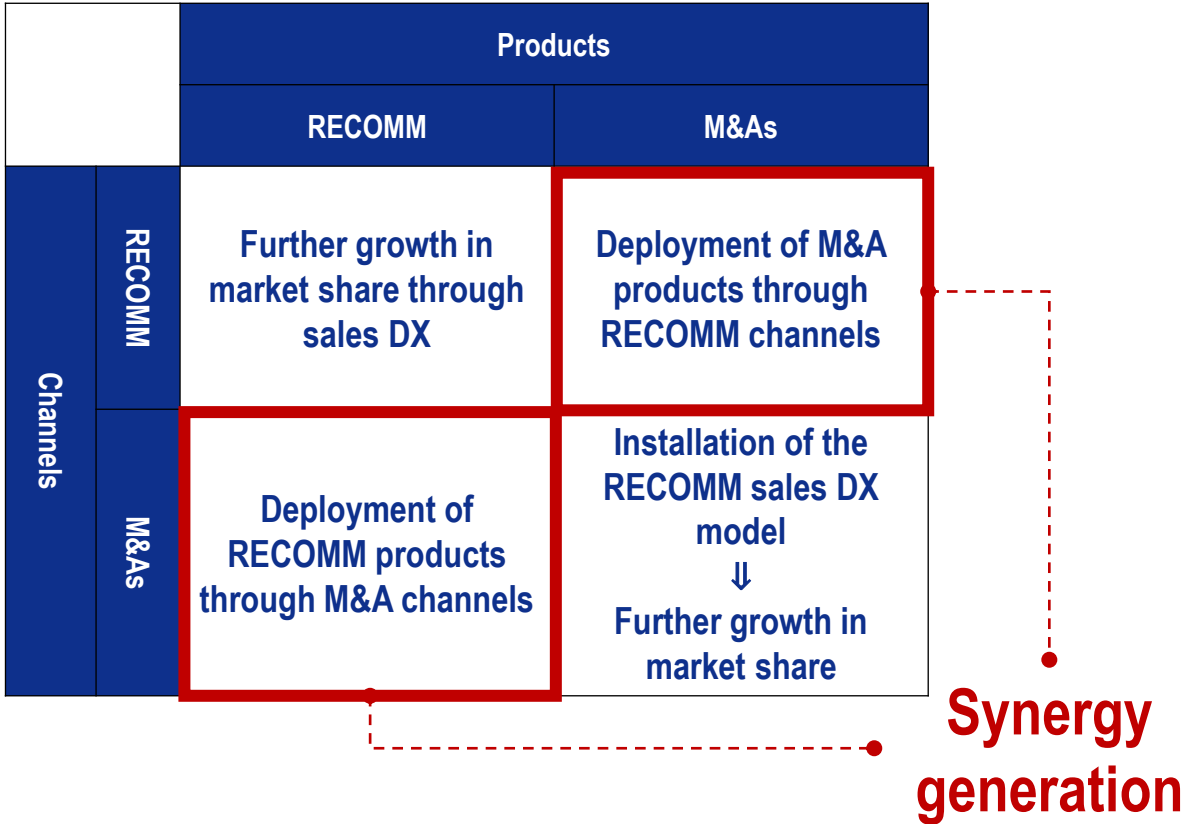
More precise targeting of firms in each market

Target allocation illustration	Target customers	Target priority
	Japan-affiliated firms	○ ▶ Sales will continue
	Leading firms trading with Japan-affiliated firms	○ ▶ Sales will be promoted to build up case studies on priority targets
	National firms more sensitive to quality	△ ▶ Active development will be promoted based on the above case studies
	National firms looking for low-priced products above all	x ▶ Not targeted

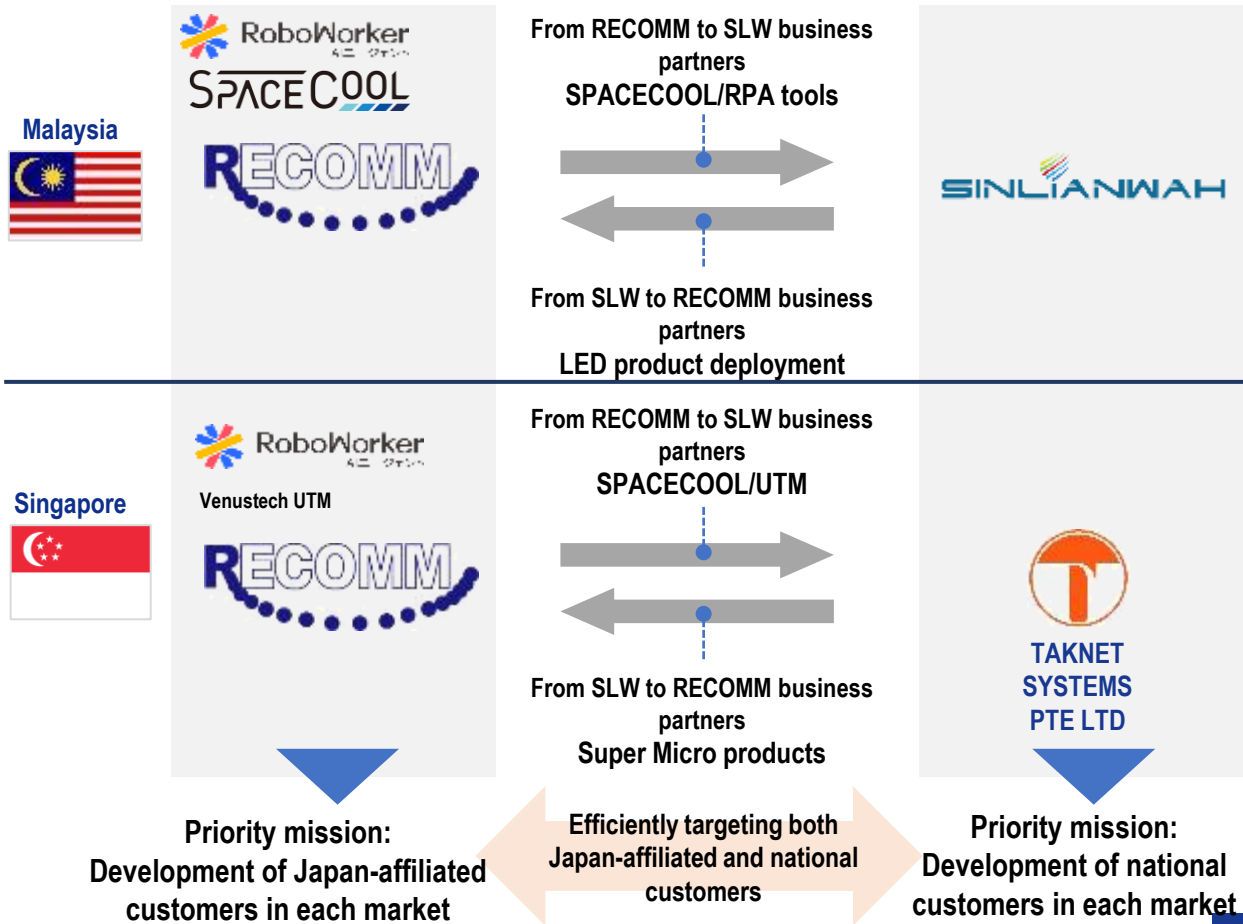
Priority measures at overseas M&As

- We will aim to improve business results further through synergies leveraging the advantages of M&As and RECOMM.
- The RECOMM Group will promote the development of customer firms in each market via local Japan-affiliated firms and M&As.

Illustration of generating synergies through our businesses and M&As



Strategic synergy generation scenarios (exs.)



Priority measures in the DX business (RPA)

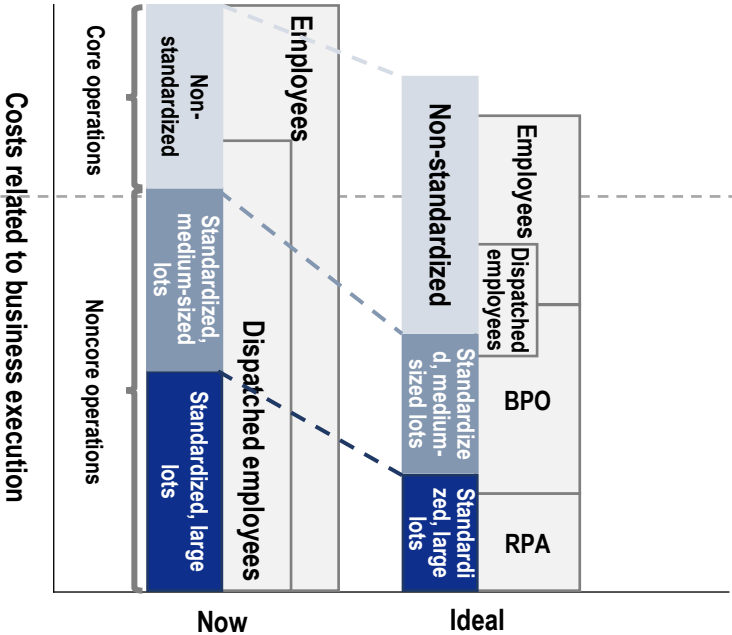
- We will promote solutions matched to industry needs through both RPA and BPO based on more precise targeting.
- We also will promote market development leveraging BPR proposals by combining both BPO and RPA.



Illustration of service provision combining RPA and BPO

Accelerating BPR proposals combining RPA and BPO

Cutting total costs
Developing an environment for concentrating on core operations (development, sales, planning, etc.)



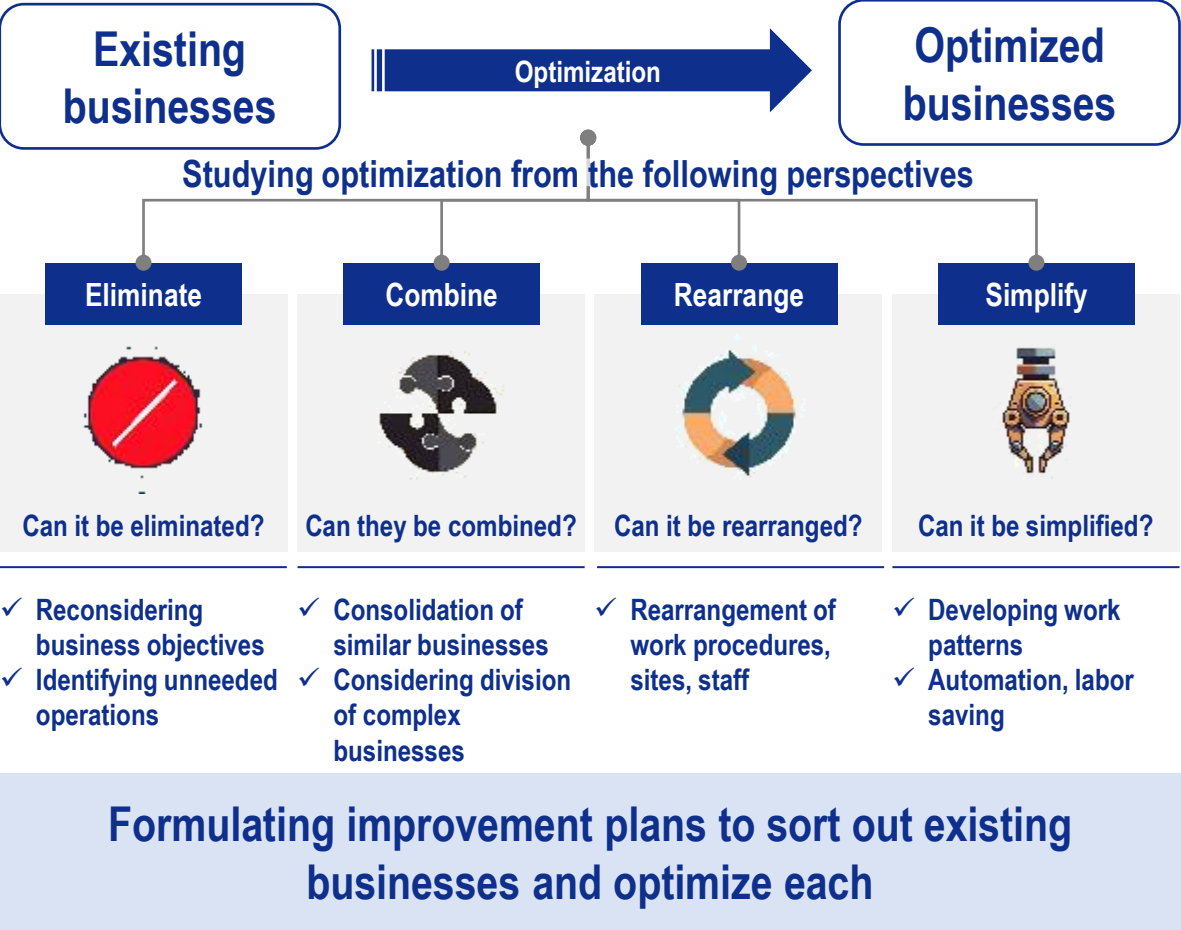
Differentiation from the competition

Creating successful case studies in individual industries through comprehensive proposals of BPO and RPA solutions ⇒ Deploying successful case studies horizontally in market development

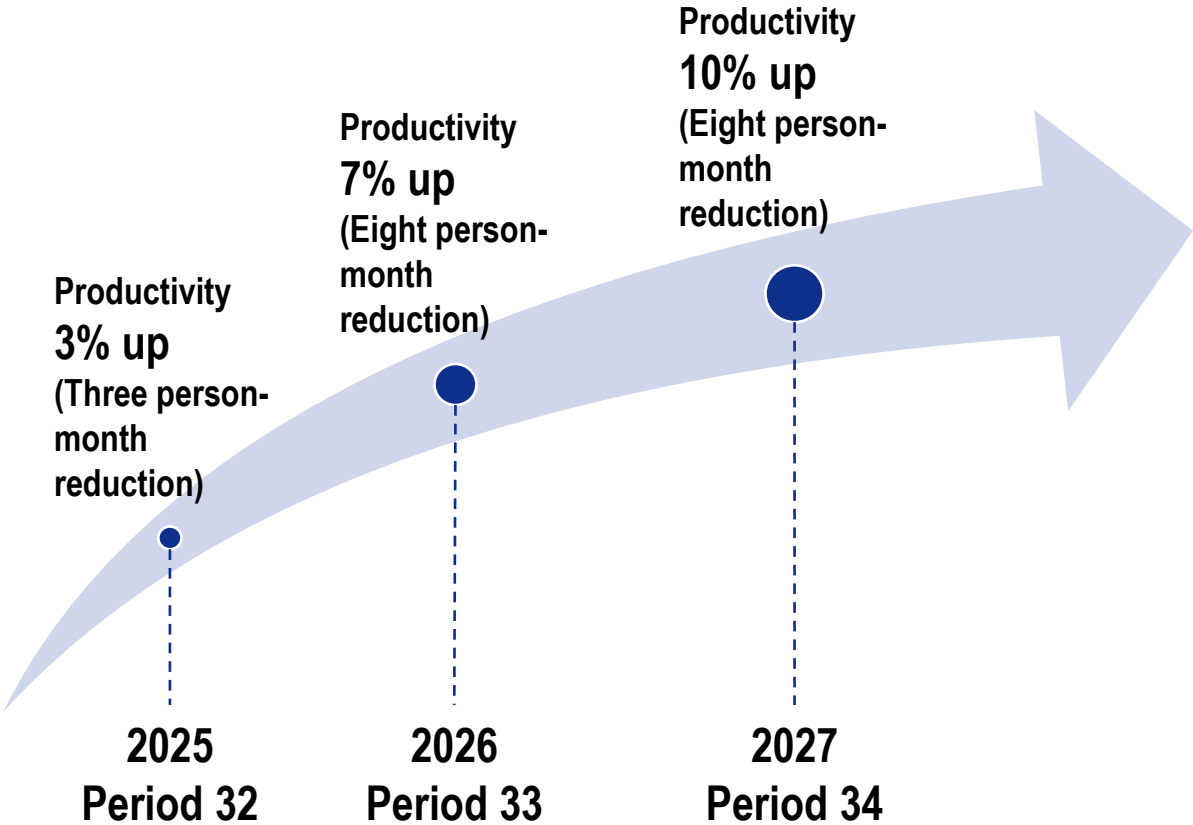
Priority measures in administrative sections

- We will improve productivity by revising the workflows in existing businesses and eliminating waste in operations.
- We will shift toward administrative sections that generate profits by promoting management through optimized operations and staff numbers.

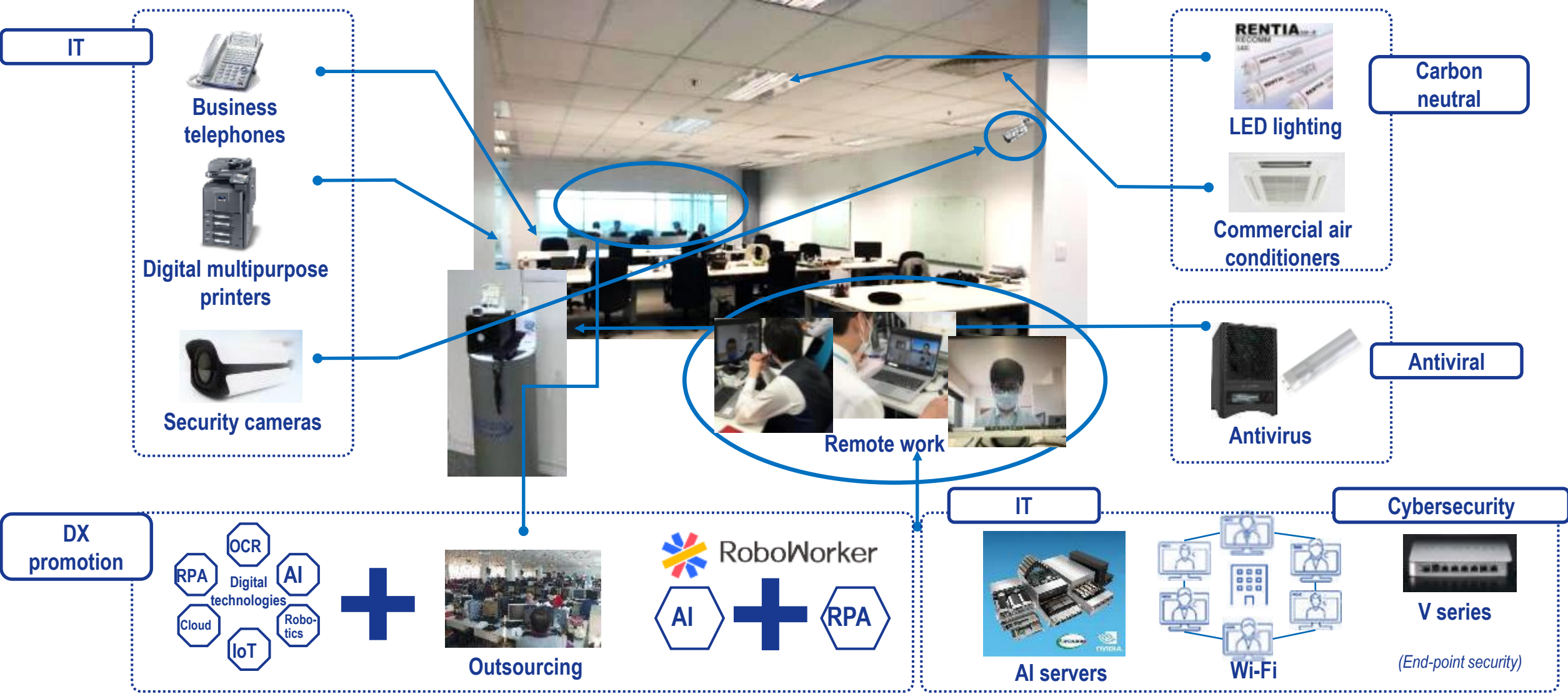
Formulating improvement plans for existing businesses



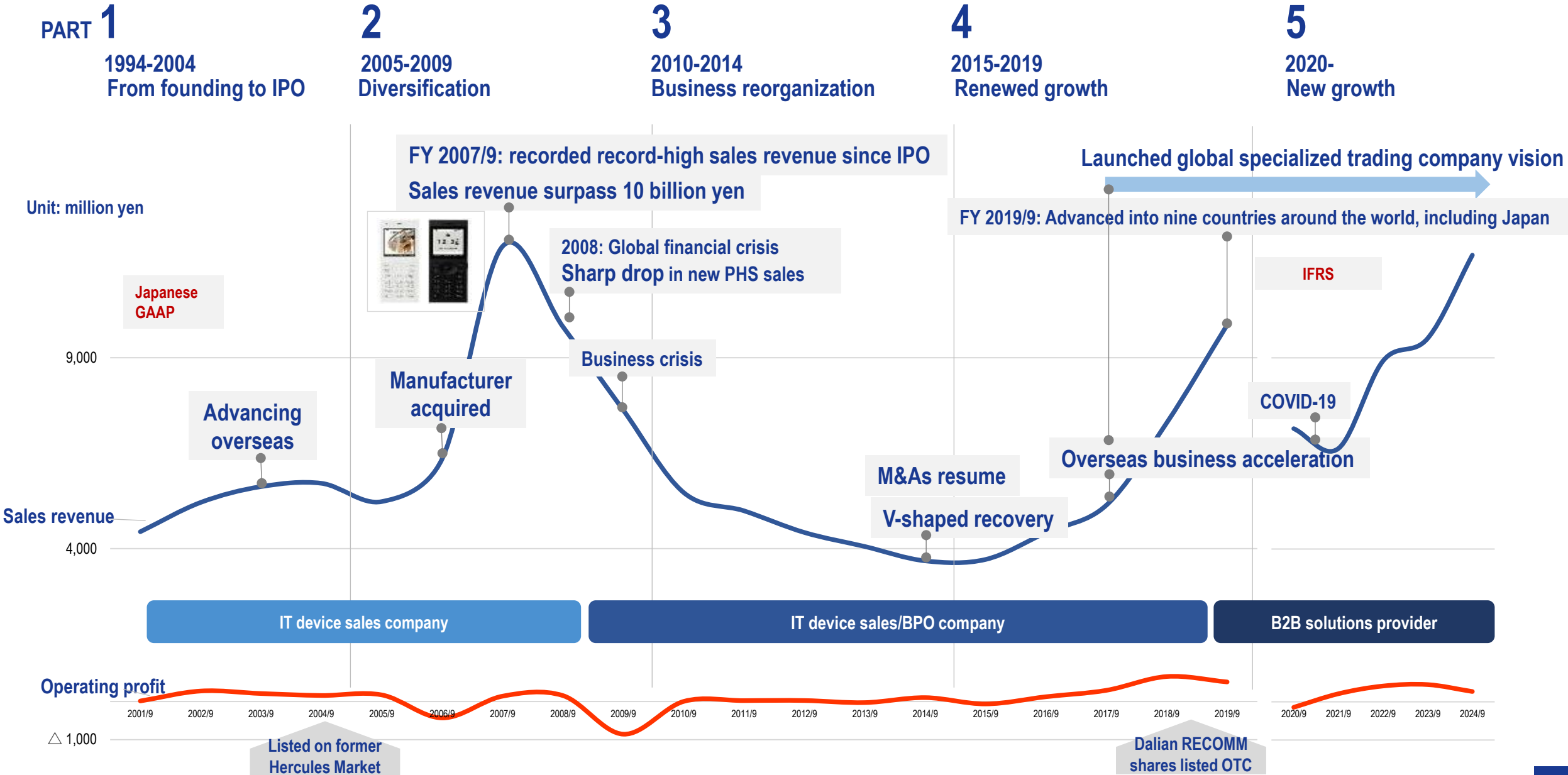
Improvement targets



Business model: One-stop provider of five solutions from IT to carbon neutrality, DX, security, and anti-infection



Evolution from a sales company to a B2B solutions provider



Information other than historical facts in the descriptions in this document or made orally are forward-looking statements prepared on the basis of certain assumptions. These reflect management's judgment based on information available at the present time, and they include risks and uncertainties.

This document is intended to help shareholders, investors, and others understand the Company's management policies, plans, financial position, and other information. It is not intended to solicit investments by readers, including the purchase or sale of Company stock. Readers are requested to use their own judgment in making investment decisions.

While every care is taken with regard to the inclusion of information and data, no guarantee is provided regarding such matters as the accuracy of the information contained herein. In addition, the Company will not be liable for the information contained or any errors therein, regardless of cause.

Unauthorized reuse of this document and its data is prohibited.

Address any inquiries to the following

RECOMM Co., Ltd., attn.: IR
Email: ir@recomm.co.jp
URL: <http://www.recomm.co.jp>