

Financial Results for the Fiscal Year Ended December 31, 2022

ProjectCompany, Inc. [TSE Growth: 9246]
February 14, 2023



ProjectCompany

1. Company Overview
2. FY2022 Q4 Financial Results
3. FY2022 Full-Year Financial Results
4. FY2023 Earnings Forecast
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1. Company Overview

FY2022 Full-Year Financial Results

Net Sales	Operating Income	Employees ^{*1}	Net Sales per Client ^{*2}
¥4,352 million (YoY +103%)	¥958 million (YoY +88%)	167 (YoY +103)	¥30.2 million (YoY +65%)
<ul style="list-style-type: none"> Both consolidated net sales and operating income nearly doubled year-on-year, achieving seven consecutive years of net sales and operating income growth since the company's founding. The number of year-end employees increased significantly due to steady recruitment throughout the year and the addition of two companies to the Group through M&A. We believe that the human resources we secured will serve as the foundation for sales growth and contribute to future increased sales for the Company. Due to our successful strategy of providing cross-domain services to major companies in a wide range of industries, we have significantly increased per-client sales, while discovering new clients. 			

FY2023 Earnings Forecast

Net Sales	Operating Income
¥7,470 million	¥1,270 million
<ul style="list-style-type: none"> Consolidated net sales are projected to be ¥7,470 million (+71.6% YoY), and operating income ¥1,270 million (+32.6% YoY). In FY2023, we will aggressively invest in future growth, while prioritizing top-line growth and securing a certain level of operating income. In particular, recruiting expenses and land and office rents are expected to increase significantly. 	

Management Policy

Achievement of medium-term performance targets one year ahead of schedule
<ul style="list-style-type: none"> In addition to FY2022 results, FY2023 forecasts are also expected to significantly exceed the medium-term performance target "TARGET100" (announced in March 2022). Promote our initiatives to achieve the sales target of ¥10 billion one year ahead of schedule.
Full-scale shift to group management system
<ul style="list-style-type: none"> Further accelerate M&As and new business creation based on the steady progress of the group management system that was tried out in FY2022.

*1. Consolidated number of employees, excluding part-time and non-regular employees. *2 Results for the digital transformation business only.

∞ ProjectCompany Group

Group Management Philosophy

Creating a Project-based Society

The Japanese economy has continued to stagnate. If the situation remains unchanged, it is feared that it will continue to decline in the future.

We believe that the only way for the Japanese economy and society to regain their vitality is for Japanese companies to break away from their old, vertical, top-down "task-based" organizational structure and transform themselves into a "project-based" structure, where human resources who can proactively promote projects are organically connected based on their missions and work together as a team toward their goals.

Based on this management philosophy, we will work together to develop our business toward creating a project-based society.

Company History

Period of diversified growth through group management



April 2023: Dr. KENKO KEIEI Inc. becomes a group company (scheduled)

October 2022: Cuatro Technologies Co., Ltd. (current Project Technologies Co., Ltd.) became a group company

July 2022: Established Project Digital Marketing Co., Ltd. (current DCX Force Co., Ltd.) and Project Partners Co., Ltd. The company shifted to a group management system

April 2022: ulogo. Co., Ltd. (current Project HR Solutions Co., Ltd.) became a group company

Business expansion period



September 2021: Listed on the TSE Mothers (current TSE Growth)

June 2019: Relocation of Head Office

June 2018: Acquisition of UIscope

June 2017: Relocation of Head Office

January 2016: Establishment of the Company

2016 2017 2018 2019 2020 2021 2022 2023

Sales trends (Quarterly)

¥1.5 billion

¥1.0 billion

¥0.5 billion



To Our Investors



I would like to express my sincere gratitude to all of our shareholders and potential investors for your warmest support.

I would like to take this opportunity to share with you what I value most as a manager:

“Accomplishing ordinary tasks with maximum effort” (in Japanese as “*Bonji Tettei*”).

I used to practice the piano, until my junior high school years, and I practiced very hard so I could become a professional pianist. However, my teacher at the time told me, “Even if you continue to practice hard, you will only become the third best pianist in Japan.” Therefore, I decided to compete not in the field of art, which requires an innate artistic sense, but in a field where I can achieve successful results by being thorough in my work. Since then, I pursued the field of management as the career of my choice.

Although our main business domain is digital transformation (DX), which in a sense is a trendy area, we are striving to be thorough even with ordinary tasks, such as, first and foremost, raising the level of our organization, working united as one team, providing value to clients at a deeper level, and committing to sales and profit figures as ultimate results.

As a publicly traded company, we understand that we are naturally expected to produce quantitative results in the form of sales and profit growth.

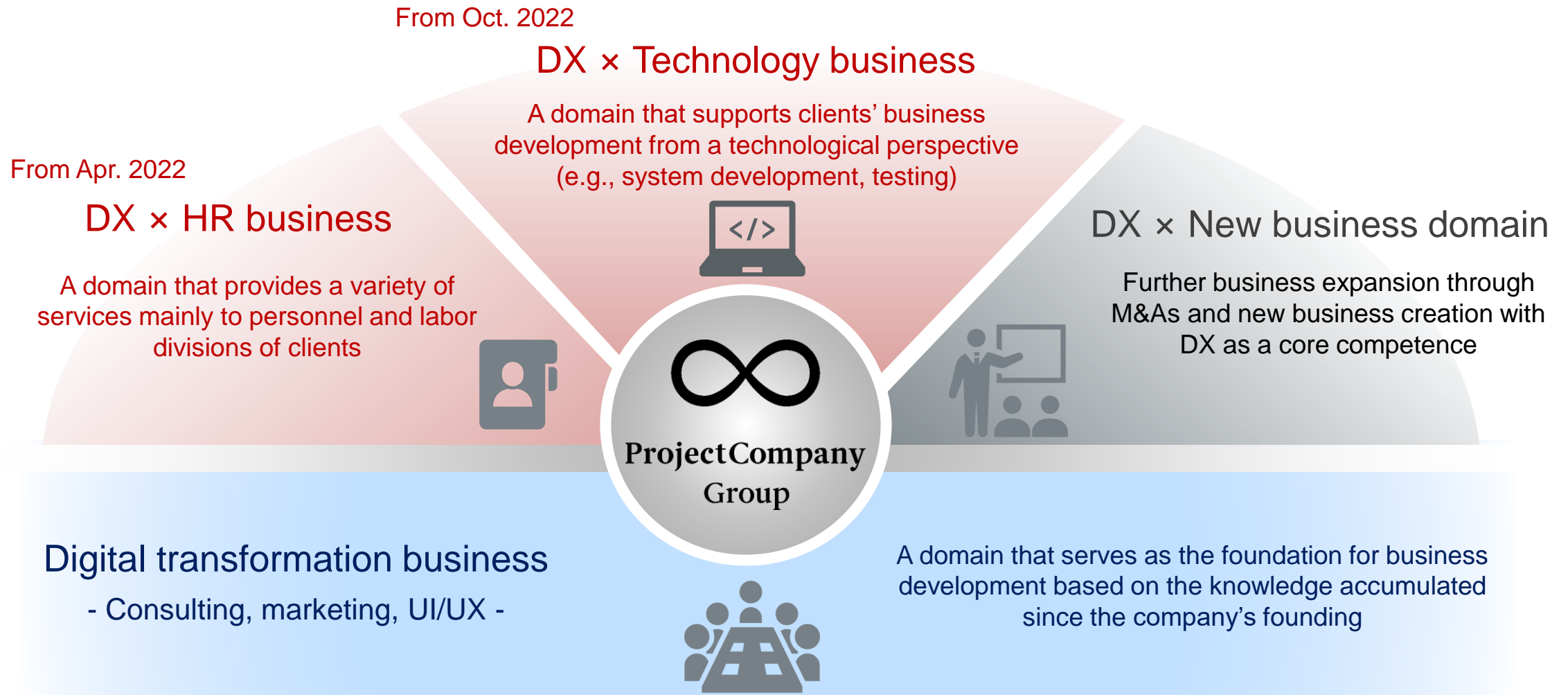
In return for the long-term support from our stakeholders and shareholders, we are committed to showing our gratitude by increasing our corporate value.

Going forward, I would like to ask for your continued support and encouragement.

Yunosuke Doi, Representative Director and President

Our Group's Business Domains

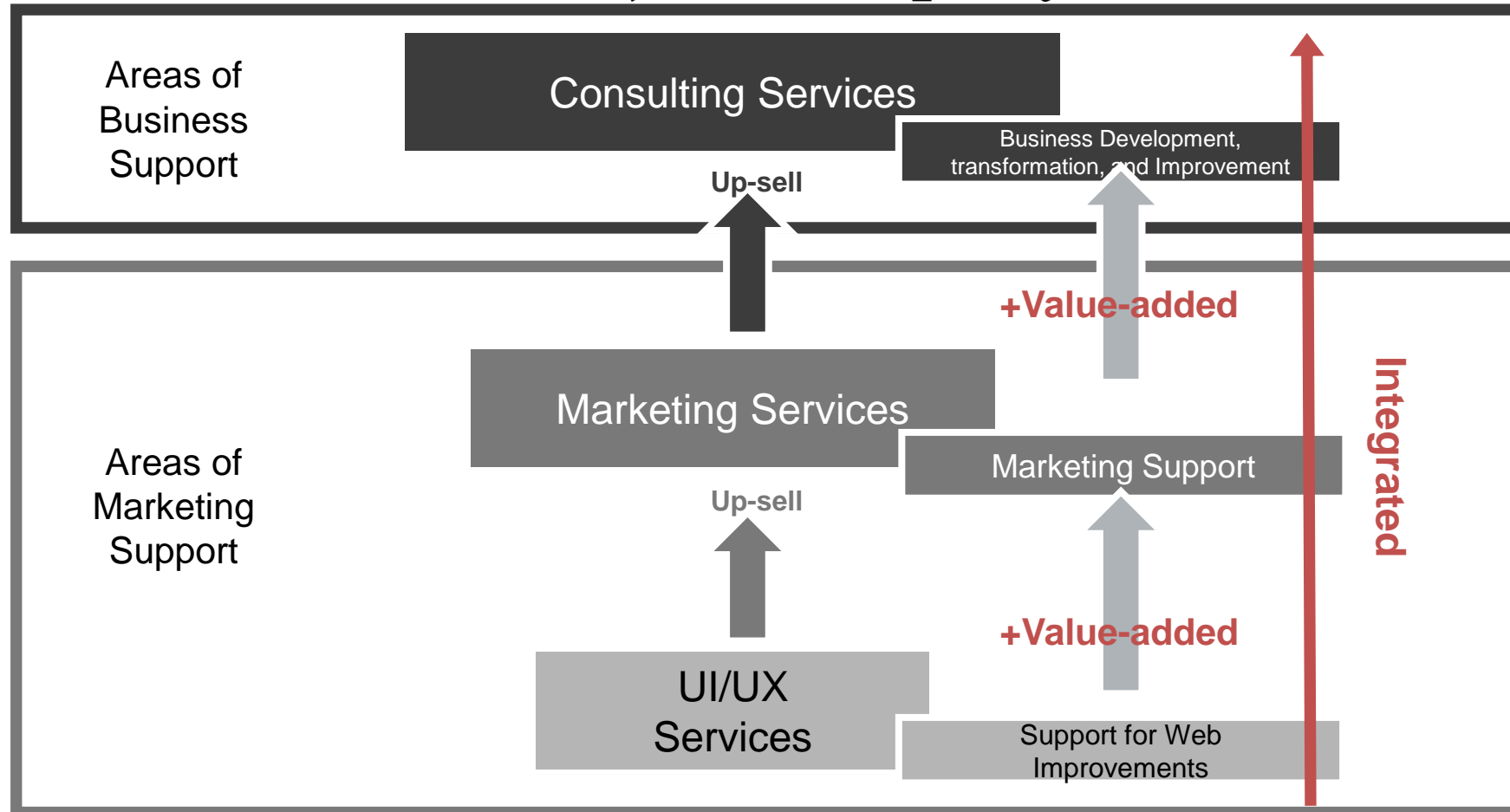
- ▶ We expanded our business domains to include DX × HR business and DX × Technology business in FY2022 based on digital transformation (DX), an area we have accumulated knowledge in since the company's founding.
- ▶ We will continue to strive to expand our business domains through M&As and new business creation based on DX.



Digital Transformation Business: Advantages and Features 1 - Integrated Advisory System Towards DX

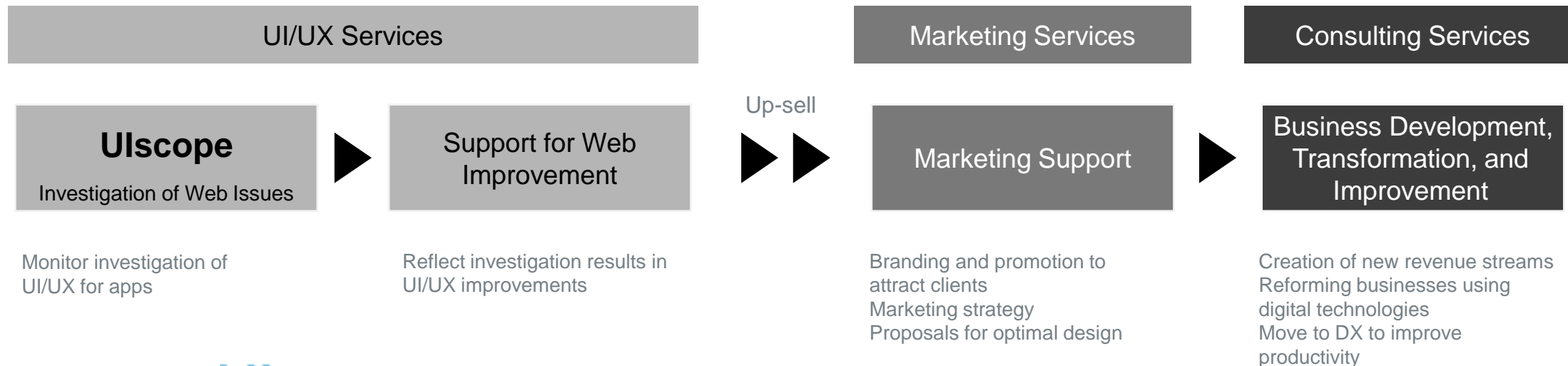
- ▶ Provides full-range integrated services, from support for improving the Web user interface through to marketing support and even business support including new business development.
- ▶ Enables efficient and effective DX by providing clients with one-stop support.
- ▶ While there are many competitors in each service we provide, only a limited number of them can provide integrated services.

∞ ProjectCompany



Digital Transformation Business: Advantages and Features 2 - Ulscope as a Starting Point

- ▶ The starting point for an integrated model is Ulscope for usability testing and improvement. UI/UX surveys using monitors provide support for objective and exhaustive app/website improvements.
- ▶ Boasts high recognition in the areas of UI/UX, with 82% of UI/UX service projects acquired from inbound* inquiries (FY2022).
- ▶ Ulscope has over 30,000 monitors (as of the end of June 2021).

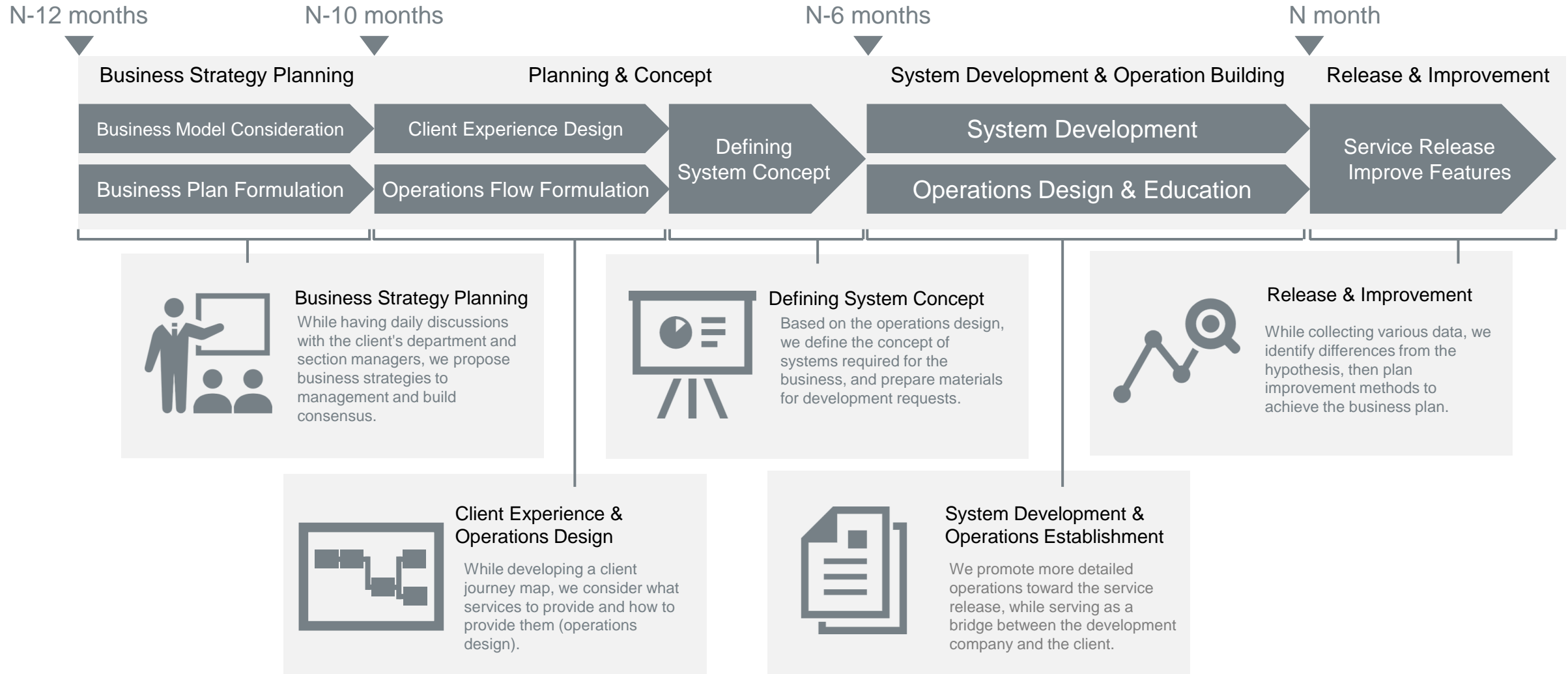


The screenshot shows the Ulscope website with the headline "ユーザーの本音を聞いてほしい" (We want to hear your true voice). Below it, there's a testimonial from a user and a "サービス説明を再生する" (Play service explanation) button. To the right, three blue circular icons represent the service types: **Videos**, **Audio**, and **Questionnaires**. The text "Reasonable, Fast, and Simple High-Quality User Tests" is positioned above these icons.

*Inbound: Inquiries from clients that lead to orders, instead of making sales approaches to companies

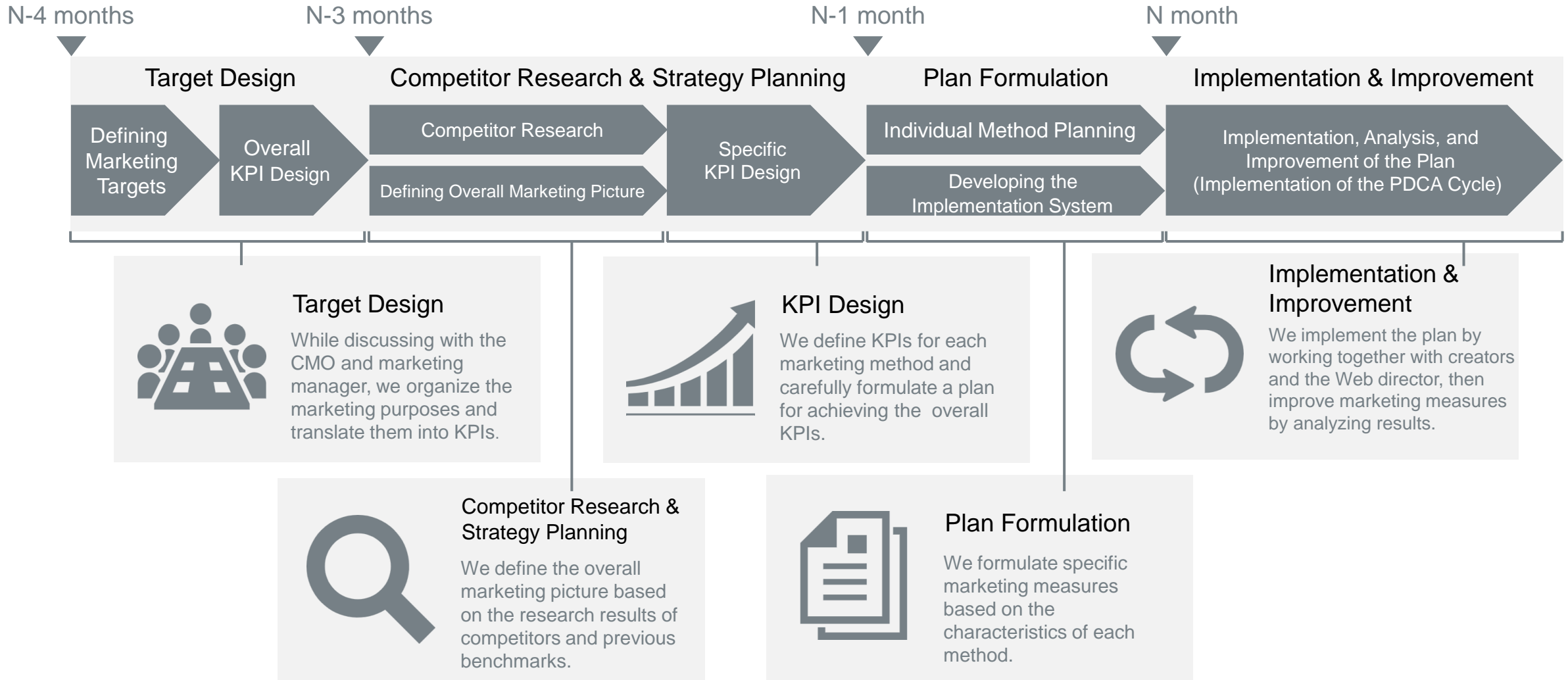
Consulting Services: Case Introduction - New Business Development

- ▶ In new business development, there are many cases where we provide support from the stage of business strategy planning, such as considering business models and formulating business plans.
- ▶ As business development professionals, we formulate and manage the overall schedule until service release, leading problem solving, and facilitating meetings.



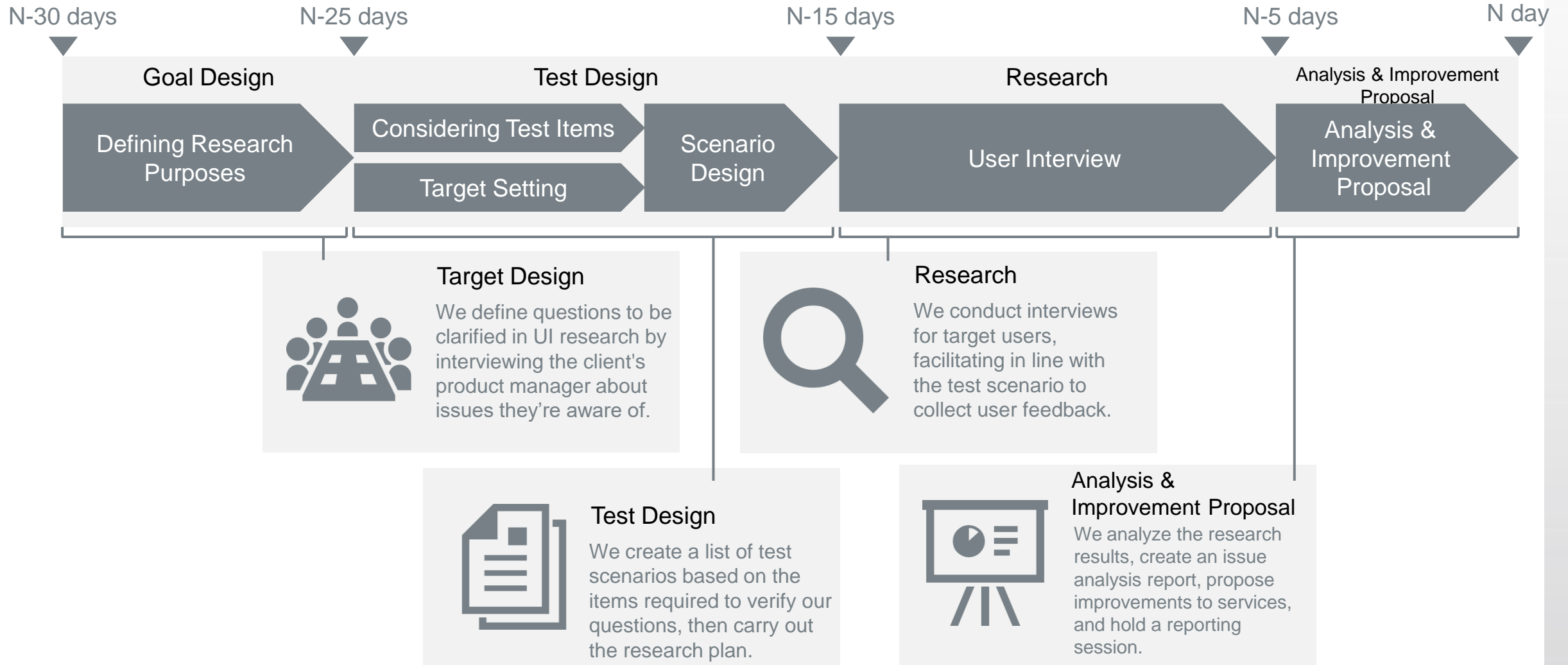
Marketing Services: Case Introduction – From Marketing Strategy Planning to Implementation Support

- ▶ In planning a marketing strategy, it is important to clarify "what is marketing for?" by defining targets.
- ▶ The value provided by our marketing support is to achieve visible results, not just planning strategies, but also by repeating the PDCA cycle.



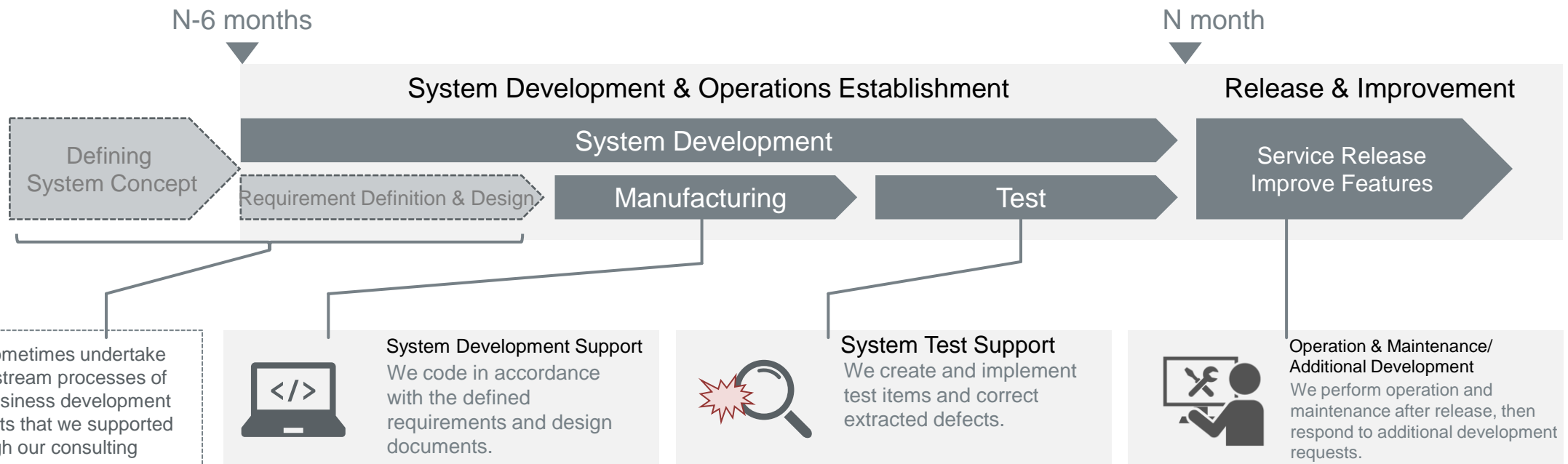
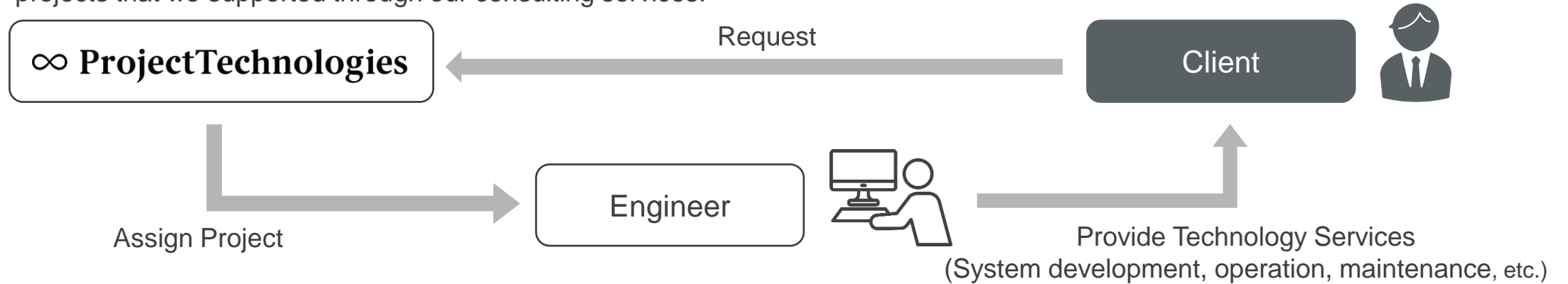
UI/UX Services: Case Introduction - UI Research

- ▶ In UI research, we collect opinions from target users on the convenience of applications and websites.
- ▶ We offer effective improvement proposals by discovering bottlenecks that cannot be detected by quantitative data only.



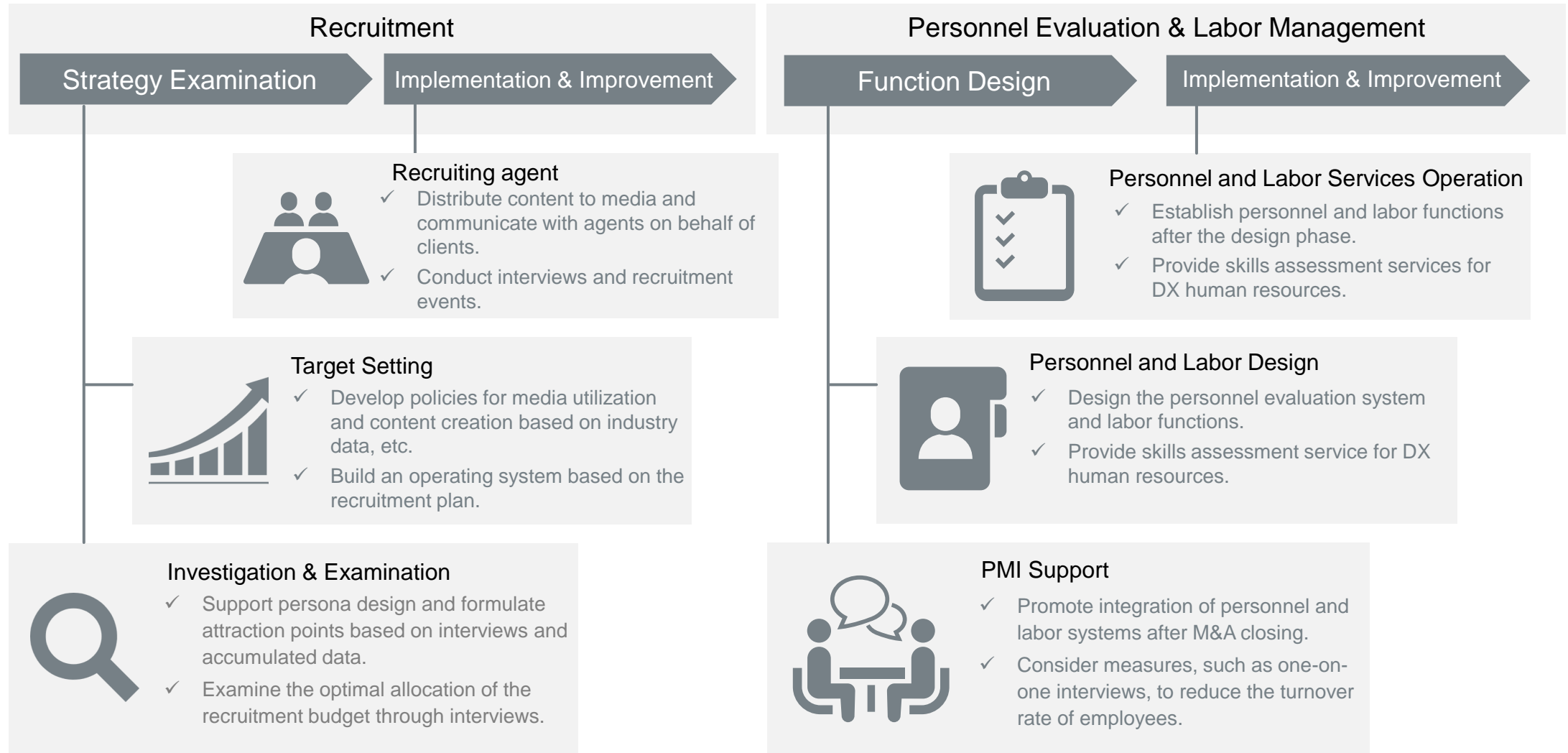
Overview of DX × Technology Business

- ▶ In technology services, we mainly provide dispatch services of engineers for system development, operation, and maintenance.
- ▶ There are cases where we undertake system development, operation, and maintenance phases of the business development projects that we supported through our consulting services.



Overview of DX × HR Business

- ▶ We provide a lineup of HR solutions services for comprehensive backup support in the HR domain, from recruitment through to personnel evaluation and labor management.
- ▶ We provide services to personnel and labor divisions in a wide range of industries.

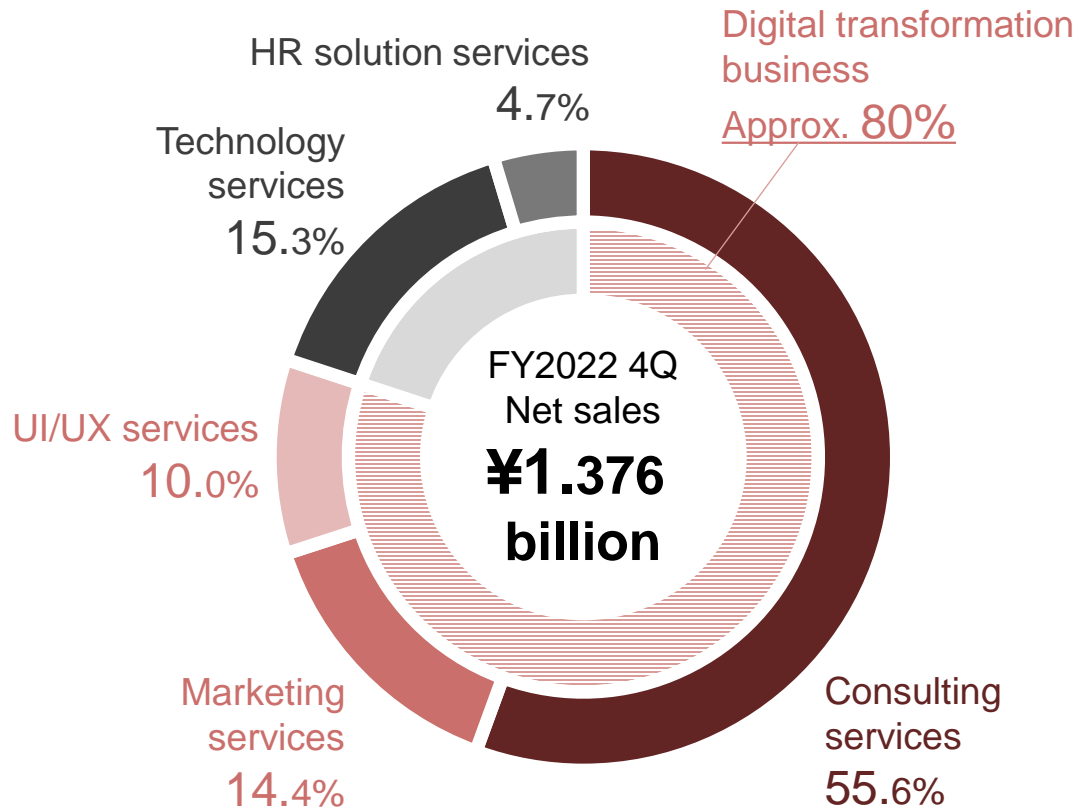


2. FY2022 Q4 Financial Results

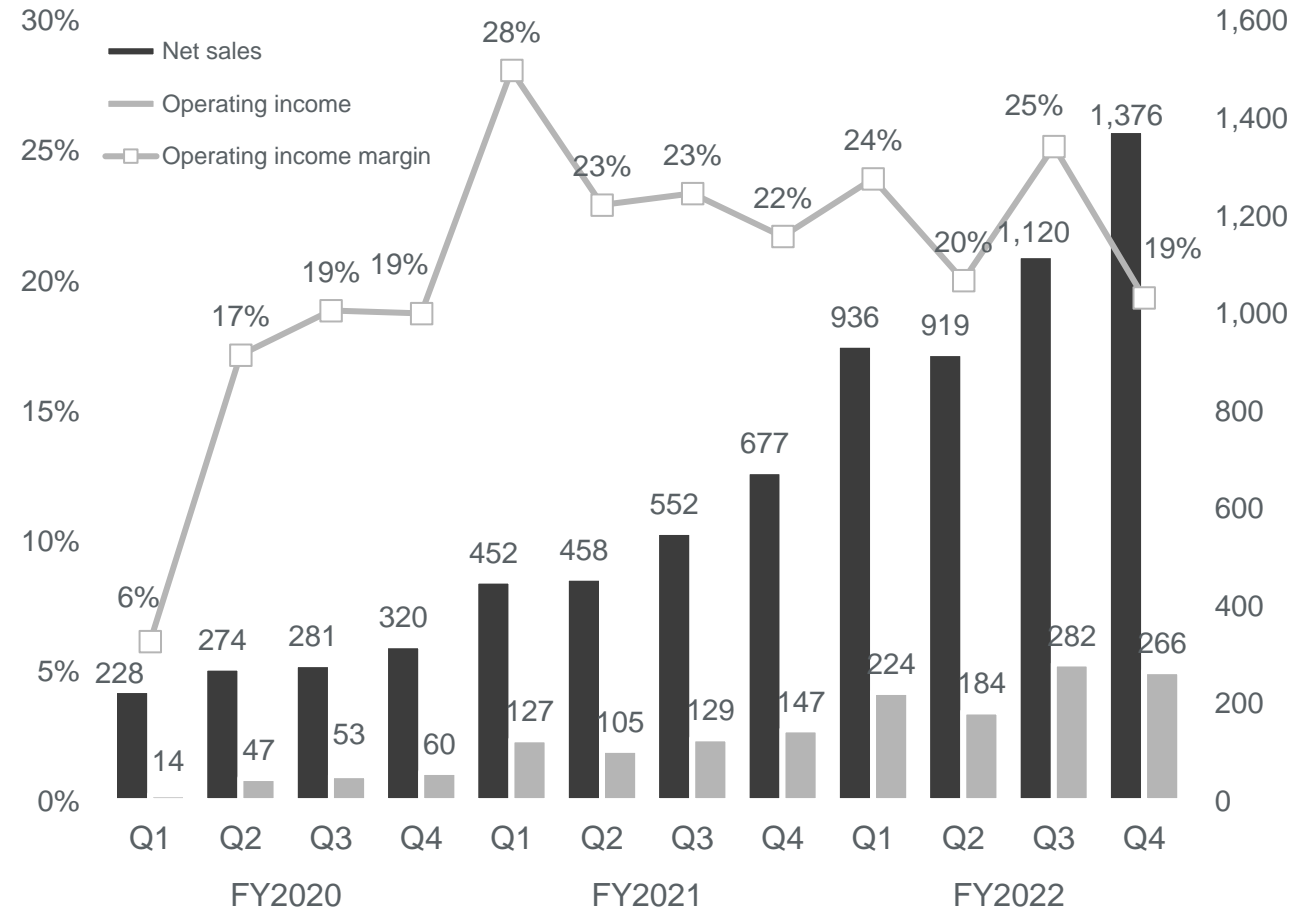
FY2022 Q4 Net Sales Composition & Earnings (All businesses)

- ▶ Consulting, marketing, and UI/UX services account for approx. 80% of our net sales (FY2022 Q4 results)
- ▶ FY2022 Q4: Net sales up 103% YoY to ¥1,376 million; operating income up 81% YoY to ¥266 million

Net Sales Composition



Earnings* (million yen)



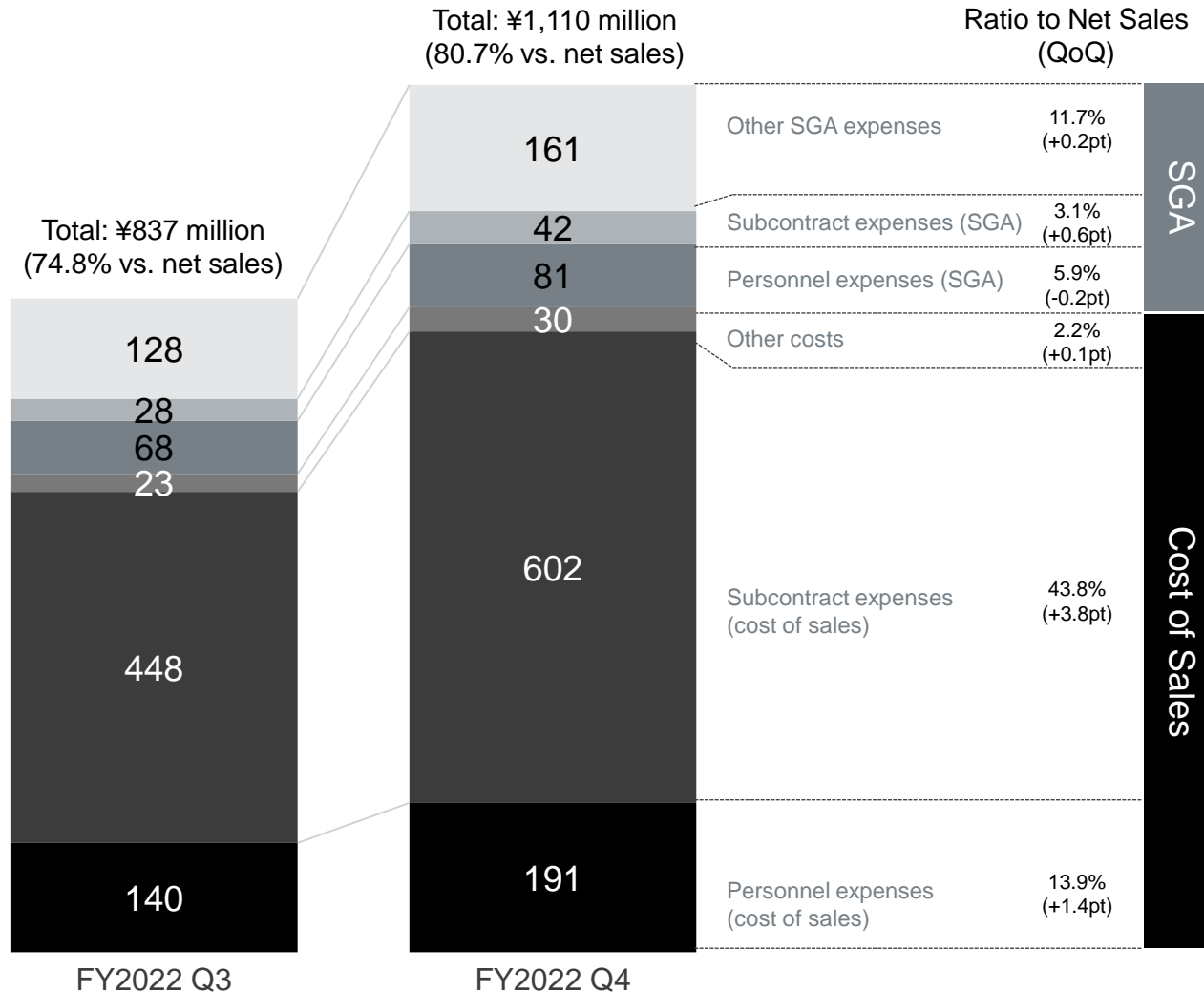
*As a result of making uloqo Co., Ltd. a consolidated subsidiary by acquiring its shares, uloqo's income statement has been included in the scope of consolidation from FY2022 Q3.

Also, as a result of making Quattro Technologies Co., Ltd. a consolidated subsidiary by acquiring its shares, Quattro Technologies' income statement has been included in the scope of consolidation from FY2022 Q4.

FY2022 Q4 Operating Expense Composition (All businesses)

- ▶ Cost of sales significantly increased mainly due to an increase in the use of joint participation partners as a result of winning new projects and the consolidation of the DX x Technology business, which has a relatively high cost of sales ratio. As a result, operating expenses increased by ¥273 million QoQ (ratio to net sales + 5.9 pt) to ¥1,110 million.

Operating Expense Composition (QoQ, Million yen)



SGA vs. net sales:

FY2022 Q3 20.1% → FY2022 Q4 20.7%

- Other SGA expenses increased by ¥33 million QoQ due to an increase in the amortization of goodwill and recruiting expenses.
- The ratio of SGA expenses to net sales increased QoQ.

Cost of sales vs. net sales:

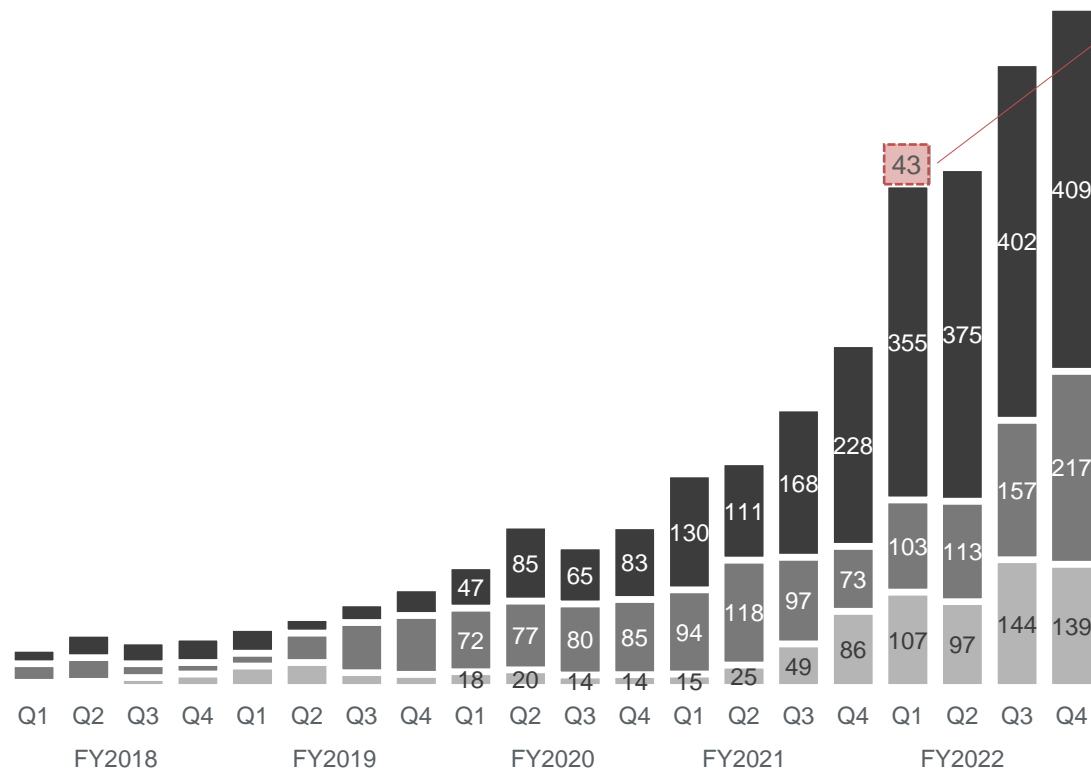
FY2022 Q3 54.7% → FY2022Q4 59.9%

- Subcontract expenses (cost of sales) significantly increased by ¥154 million (vs. net sales +3.8pt) QoQ mainly due to an increase in the use of joint participation partners as a result of winning new projects and the consolidation of the DX x Technology business, which has a relatively high cost of sales ratio.
- Personnel expenses also increased because the number of year-end employees increased by 53 QoQ.
- The ratio of cost of sales to net sales increased QoQ.

Performance by Service 1 Consulting Services

- ▶ Our mainstay work in consulting services is new business development using digital technologies, accounting for roughly 50% of sales. Needs for new business development to secure new revenue sources remain strong, leading to stable sales.
- ▶ In FY2022 Q4, sales of support for reforming existing business increased significantly from the previous quarter, driving sales growth.

Consulting Services Sales (million yen)



Details of Services

UI/UX Services -> Services transferred to Consulting Services

- ✓ Of our UI/UX Services projects, those with consulting elements have been transferred to Consulting Services.
- ✓ Of the projects transferred, more than 90% are support for new business development.

Support for New Business Development

- Support for new business development using digital technologies
- Creation of new revenue streams through support for new business development

Support for Reforming Existing Businesses

- Support for reforming businesses using digital technologies
- Realizing business reformation to achieve PL plan

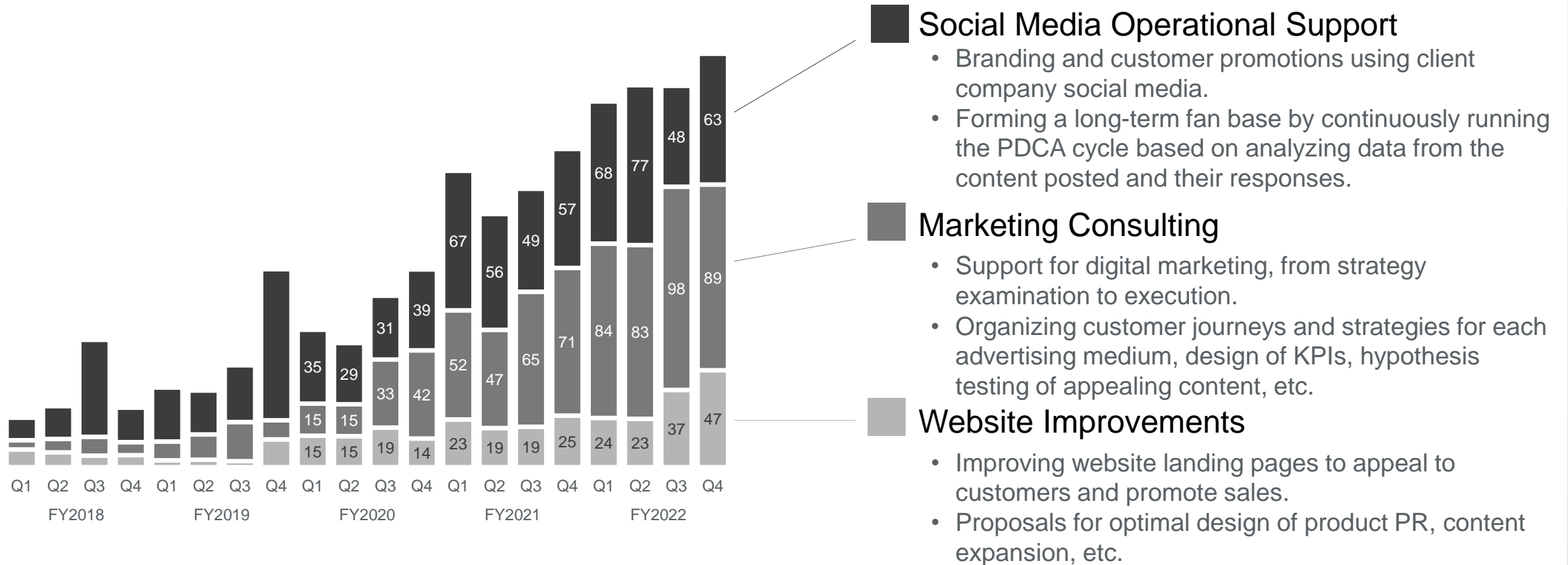
Support for Improving Operations

- Support for introduction of RPA and BI tools, support for organizational transformation
- Support for promoting DX to improve productivity

Performance by Service 2 Marketing Services

- ▶ Social media operational support and marketing consulting are core sales elements. We produced results through social media operational support, and planned a more wide ranging strategy for digital marketing as a whole (marketing consulting) to create a demand structure.
- ▶ In FY2022 Q4, sales of web site improvements grew, boosting overall sales.

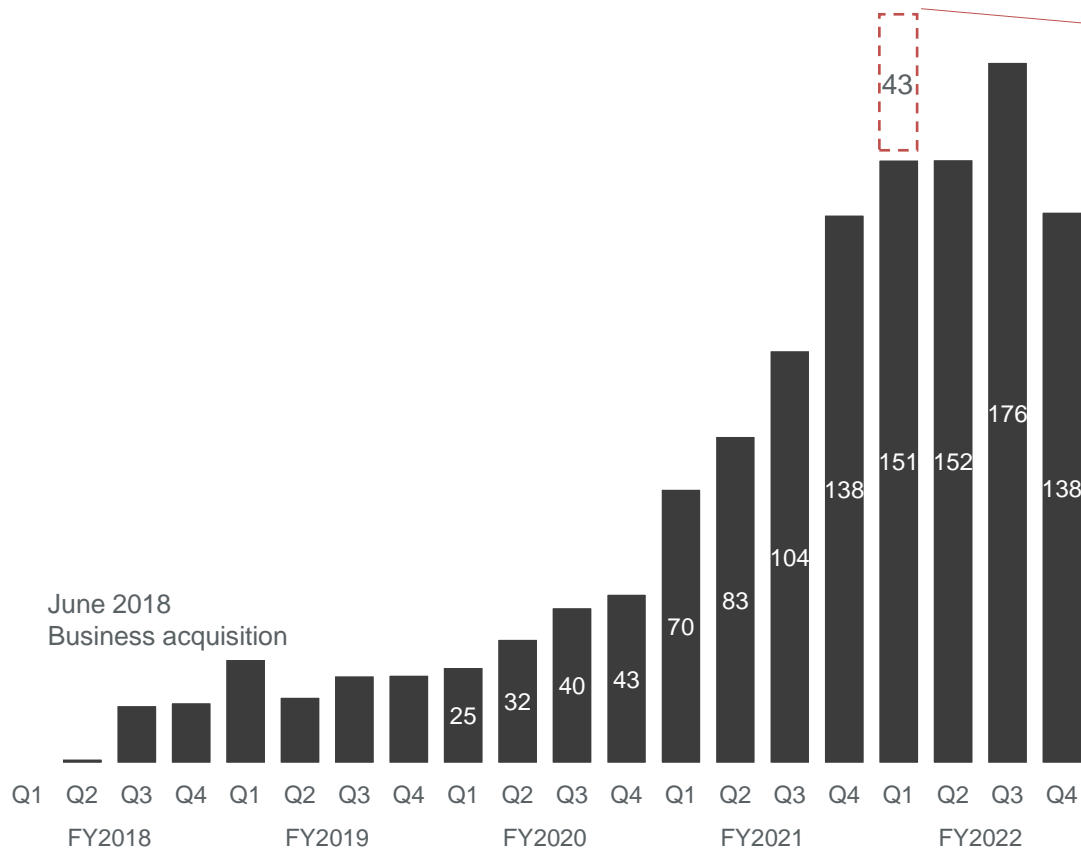
Marketing Services Sales (million yen) Details of Services



Performance by Service 3 UI/UX Services

- ▶ Ulscope, our usability testing service for improving UI/UX, is used in our research and advisory business to test smartphone apps and websites for the formation of service experience design proposals (business acquired in June 2018).
- ▶ Cross-selling to companies that introduced UI/UX services contributed to the sales increase in consulting services.

UI/UX Services Sales (million yen)



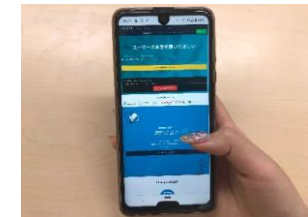
Details of Services

- UI/UX Services -> Services transferred to Consulting Services
 - ✓ Of our UI/UX Services projects, those with consulting elements have been transferred to Consulting Services.

Ulscope

- Knock-in tools that lead to new client development.
- Adopted by 178 companies in total (from business acquisition to Dec. 2022)
- Usability testing service that records user operations and proposes UI/UX improvements based on the recorded videos, audio, and questionnaire results.

User Testing



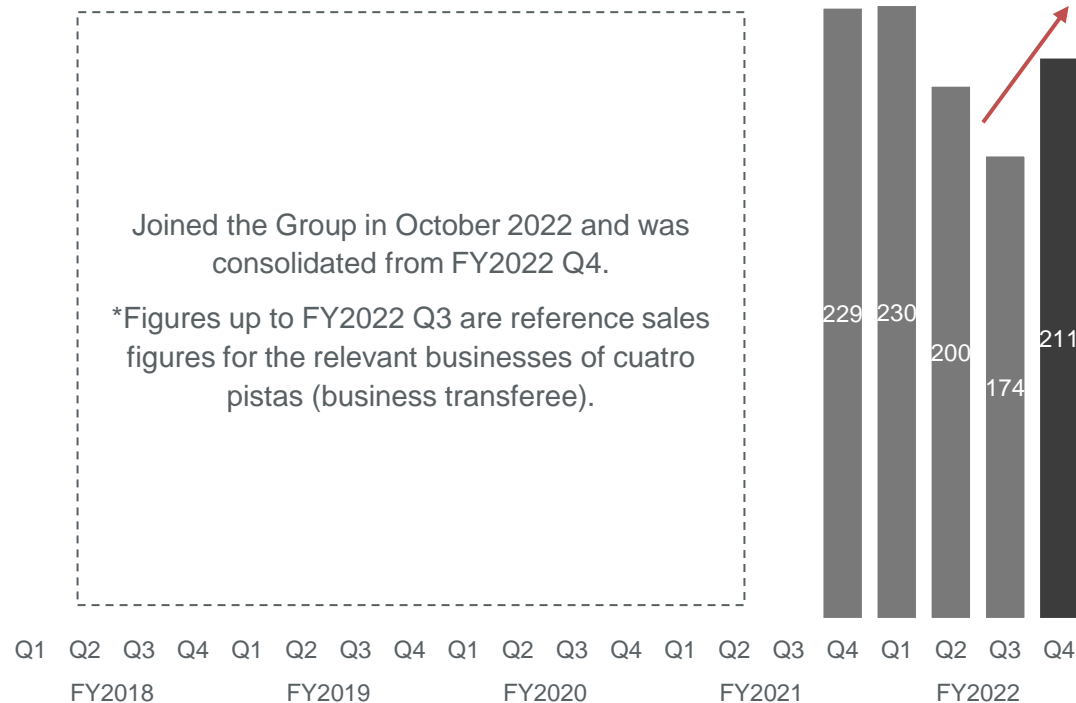
Performance by Service 4 Technology Services

- ▶ In Technology Services, we mainly provide an engineer dispatch service for system development, operation, and maintenance.
- ▶ After acquiring the business from cuatro pistas Co., Ltd. in October 2022, sales significantly increased from FY2022 3Q, just before it joined the Group.

Technology Services Sales (million yen)

October 2022: cuatro technologies joined the Group

After cuatro technologies joined the Group, cross-selling to existing clients was successful, resulting in a significant increase in sales based on reference values during the PMI.



Details of Services

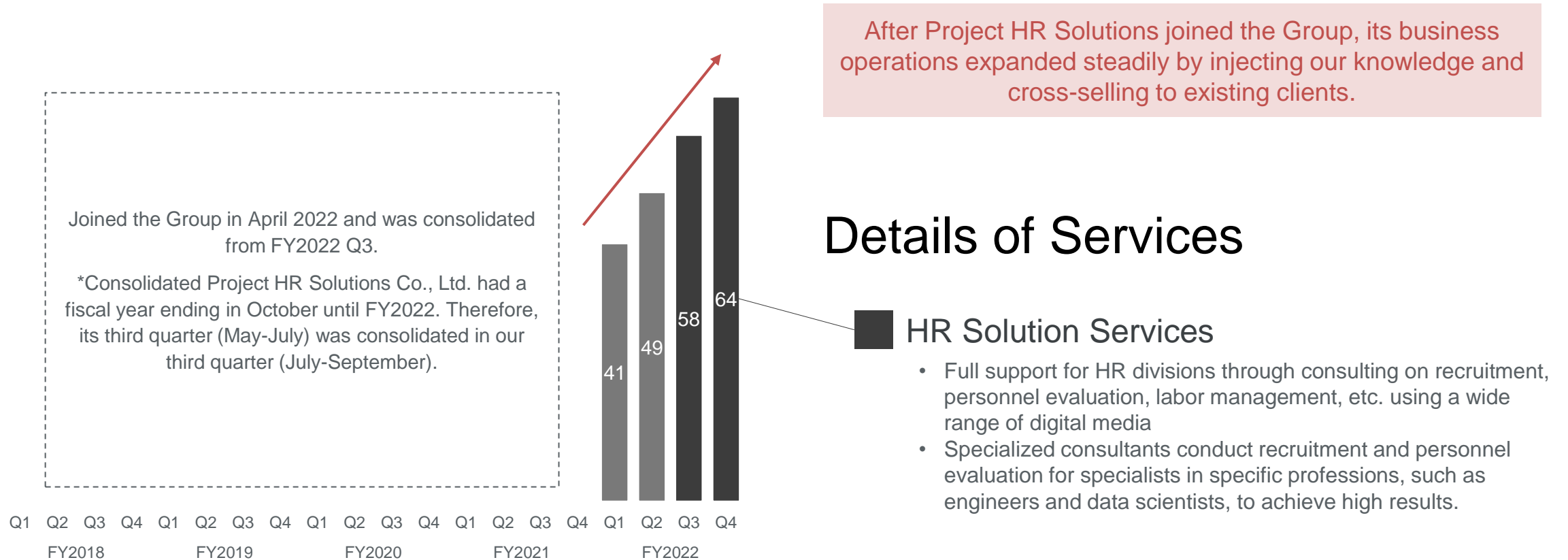
Technology Services

- Dispatching engineers for system development, operation, and maintenance
- Expanding our integrated support services area by means such as undertaking system development, operation, and maintenance phases for business development projects we support through our consulting services

Performance by Service 5 HR Solution Services

- ▶ In the HR solution services, we mainly provide recruitment and other consulting services in the HR area, and fully support personnel and labor divisions of companies
- ▶ Sales increased steadily even after joining our group by injecting our knowledge including organization building and demonstrating synergies with existing businesses.

HR Solution Services Sales (million yen)



Quarterly Performance Summary (QoQ)

	Million yen	FY2022 Q3	FY2022 Q4	QoQ	QoQ (%)
▶ FY2022 Q4 net sales increased 22.9% QoQ to ¥1,376 million due to growth in existing businesses and the contribution of newly consolidated Technology Services.	Net sales	1,120	1,376	+256	+22.9
	Consulting services included	702	765	+63	+9.0
	Marketing services included	183	199	+16	+8.7
	UI/UX services included	175	138	-37	-21.1
	Technology services included	-	211	-	-
	HR services included	58	64	+6	+10.3
▶ Within services, Consulting Services and Marketing Services contributed positively to the sales growth.	Cost of sales	612	824	+212	+34.6
▶ Gross profit margin and operating income margin as well as operating income decreased QoQ, due to the relatively lower gross profit margin of newly-consolidated Technology Services and the expanded use of joint participation partners.	Gross profit (Gross profit margin)	507 (45.3%)	551 (40.1%)	+44	+8.7
	Selling, general and administrative expenses	225	285	+60	+26.7
	Operating income (Operating income margin)	282 (25.2%)	266 (19.4%)	-16	-5.7
	Ordinary income	279	263	-16	-5.7
▶ Quarterly net income increased 20.0% QoQ to ¥216 million.	Quarterly net income (Net income margin)	180 (16.1%)	216 (15.7%)	+36	+20.0

3. FY2022 Full-Year Financial Results

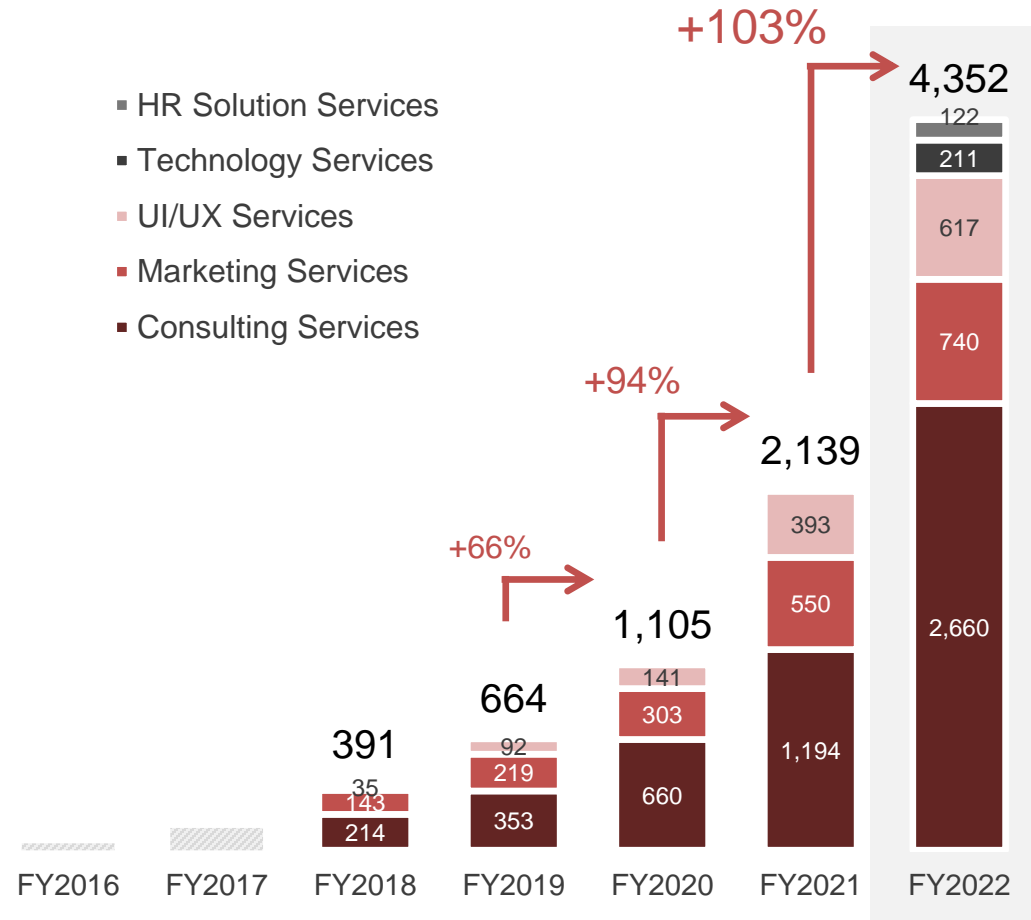
Performance Highlights (1) Changes in Net Sales and Operating Income

All businesses

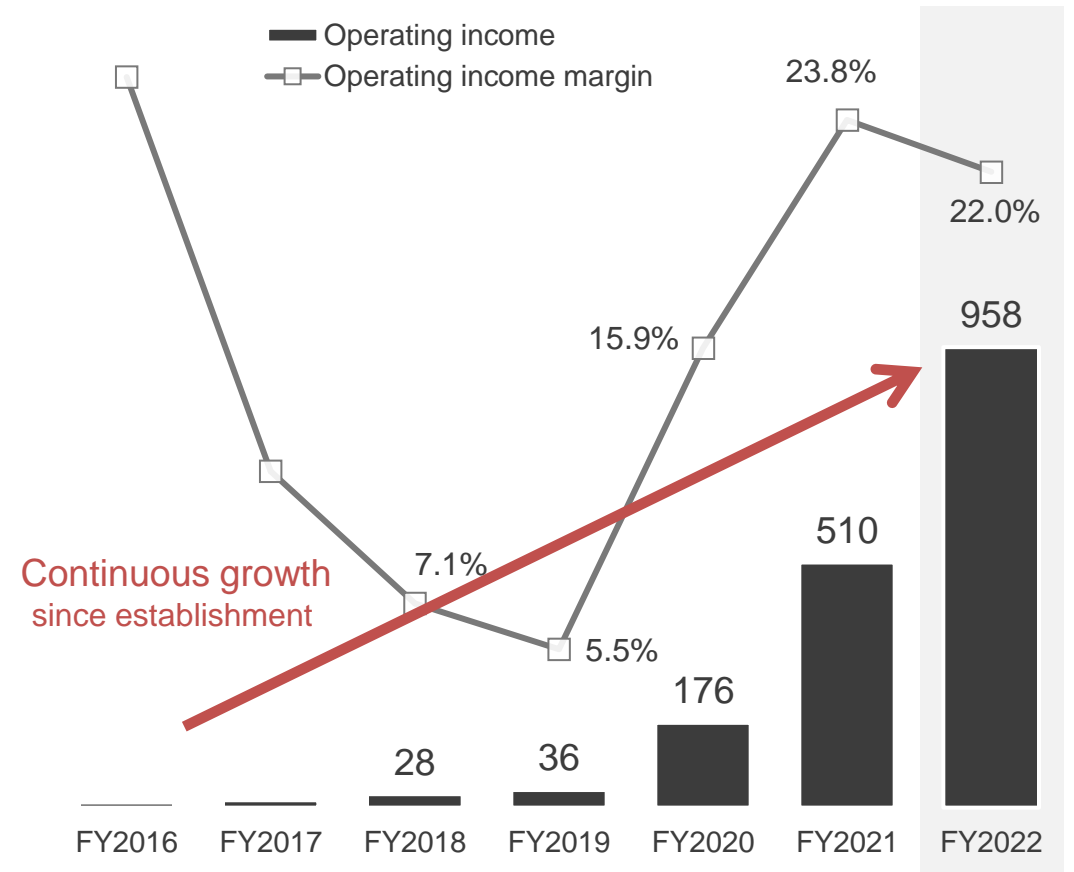
DX only

- ▶ FY2022 net sales amounted to ¥4,352 million. Operating income amounted to ¥958 million.
- ▶ FY2022 sales growth was higher than the growth rates in past fiscal years, mainly due to the favorable impact of M&As.
- ▶ Operating income continued its growth trend since the company's establishment.

Net Sales (million yen)



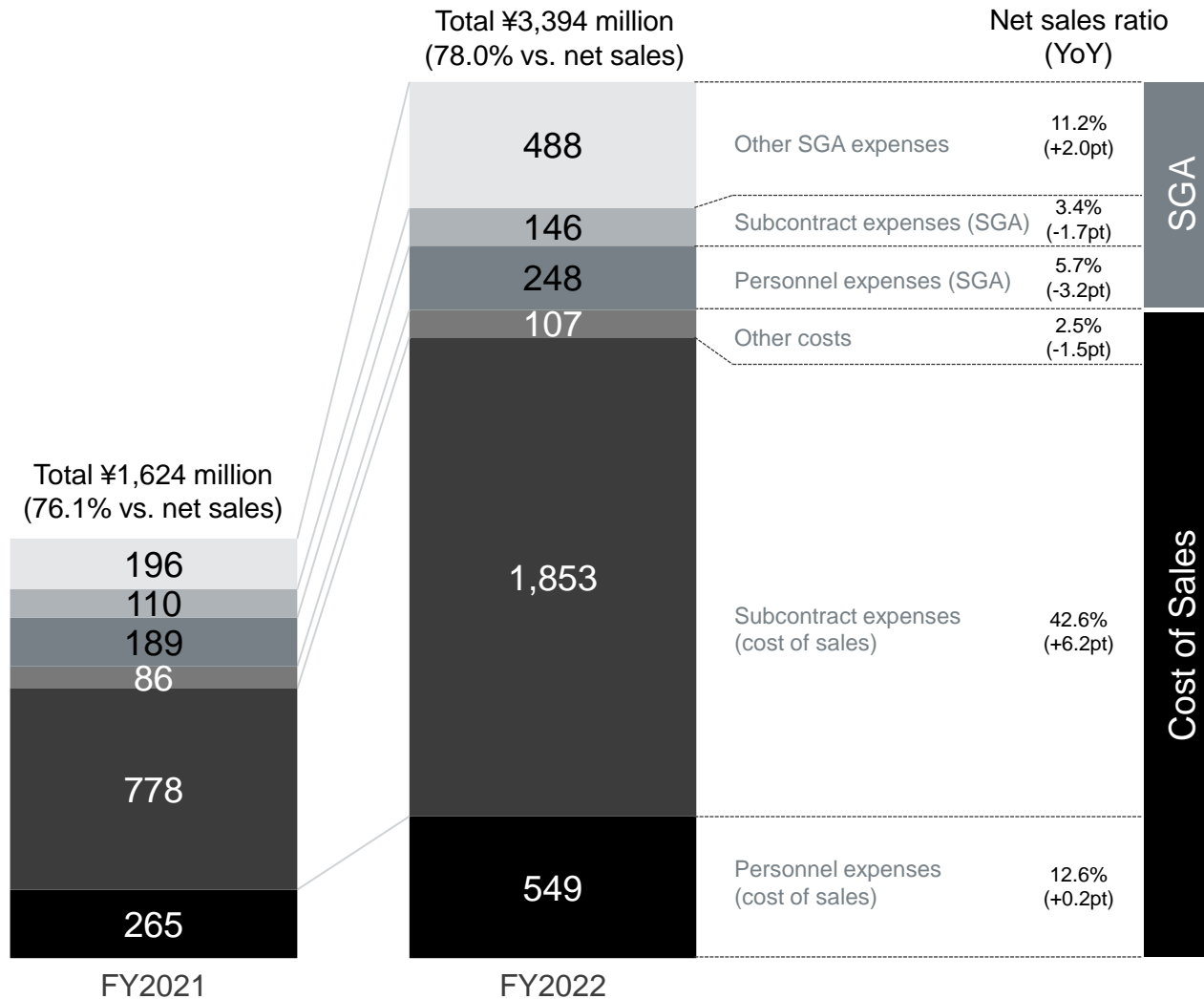
Operating Income (million yen; %)



*Net sales from FY2016 to FY2017 indicate total net sales for each service

- ▶ The decrease in the SGA expenses to net sales ratio was offset by the expanded use of participating partners and other factors, leading to a higher cost of sales to net sales ratio.

Operating Expense Composition (YoY, Million yen)



SGA vs. Net Sales: FY2021 23.3% → FY2022 20.3%

- Other SGA expenses increased ¥292 million year on year due to strong recruitment results.
- The ratio of SGA expenses to net sales decreased year on year due to only moderate increases in expenses relative to net sales.

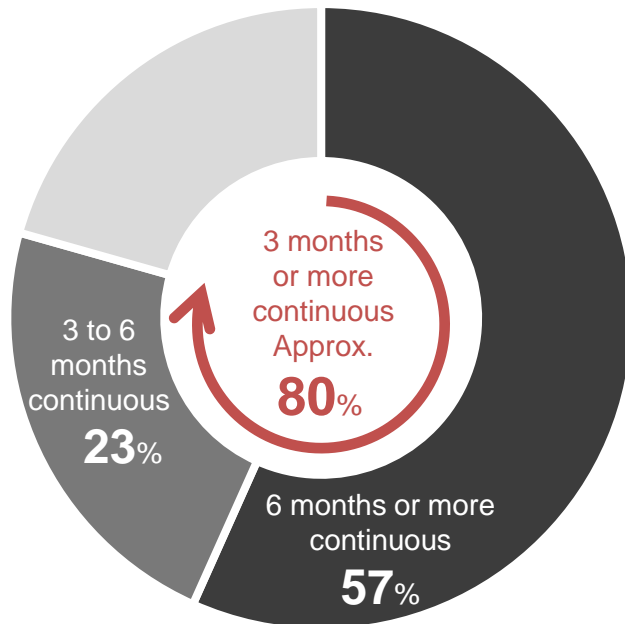
Cost of sales vs. Net Sales: FY2021 52.9% → FY2022 57.6%

- Subcontract expenses (cost of sales) significantly increased to ¥1,075 million YoY, which represents a 6.2pt increase in its ratio to net sales, mainly due to the expanded use of joint participation partners as a result of winning multiple new projects.
- Personnel expenses (cost of sales) also increased ¥284 million as a result of new hires which increased the headcount by 103 as at the end of the fiscal year compared to the previous year.

- ▶ We are aware that many consulting companies generally have a sales structure with a disproportionate emphasis on spot and flow projects.
- ▶ We have built a stock-type business model based on the assumption of continuous support backed by integrated services, etc., leading to sales growth over time.
- ▶ The FY2022 Q4 stock sales ratio was approximately 93%.

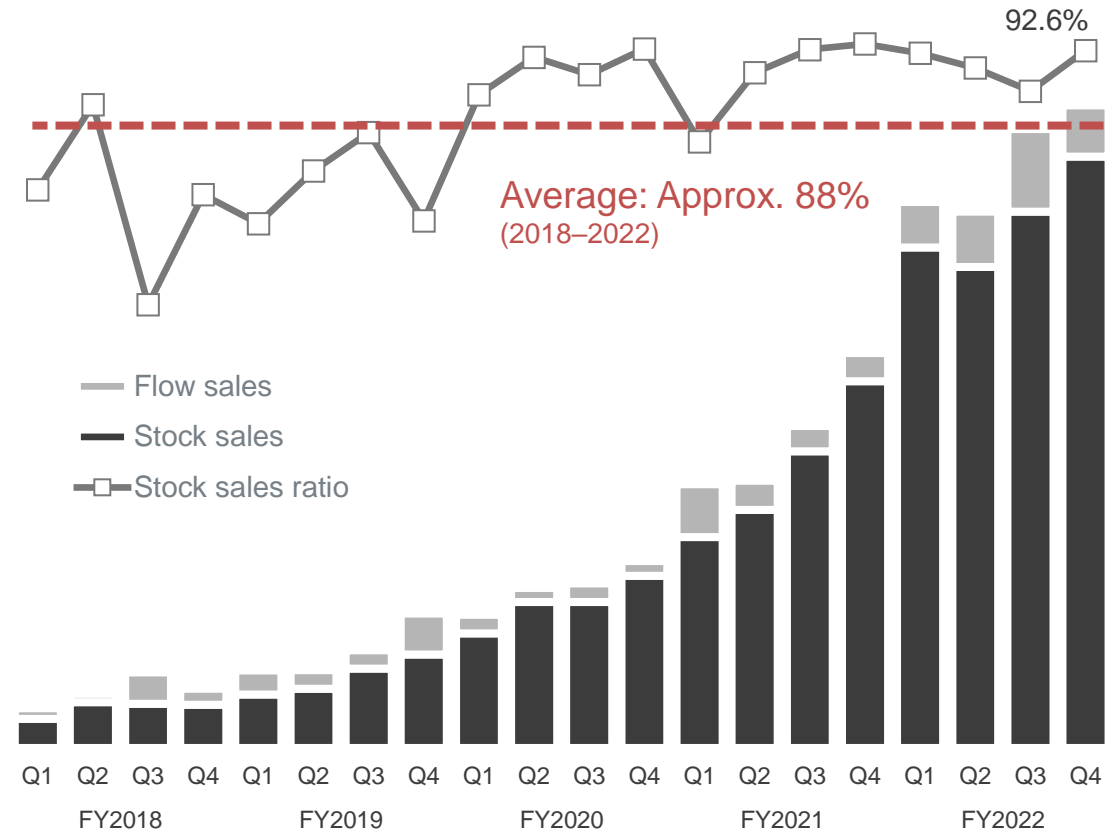
Order Retention Ratio* (%)

*Percentage of clients with sales of ¥10 billion or more that signed contracts over multiple months between January 2018 and December 2022



*Data only of Digital Transformation business
Excluding clients for UIscope shot projects

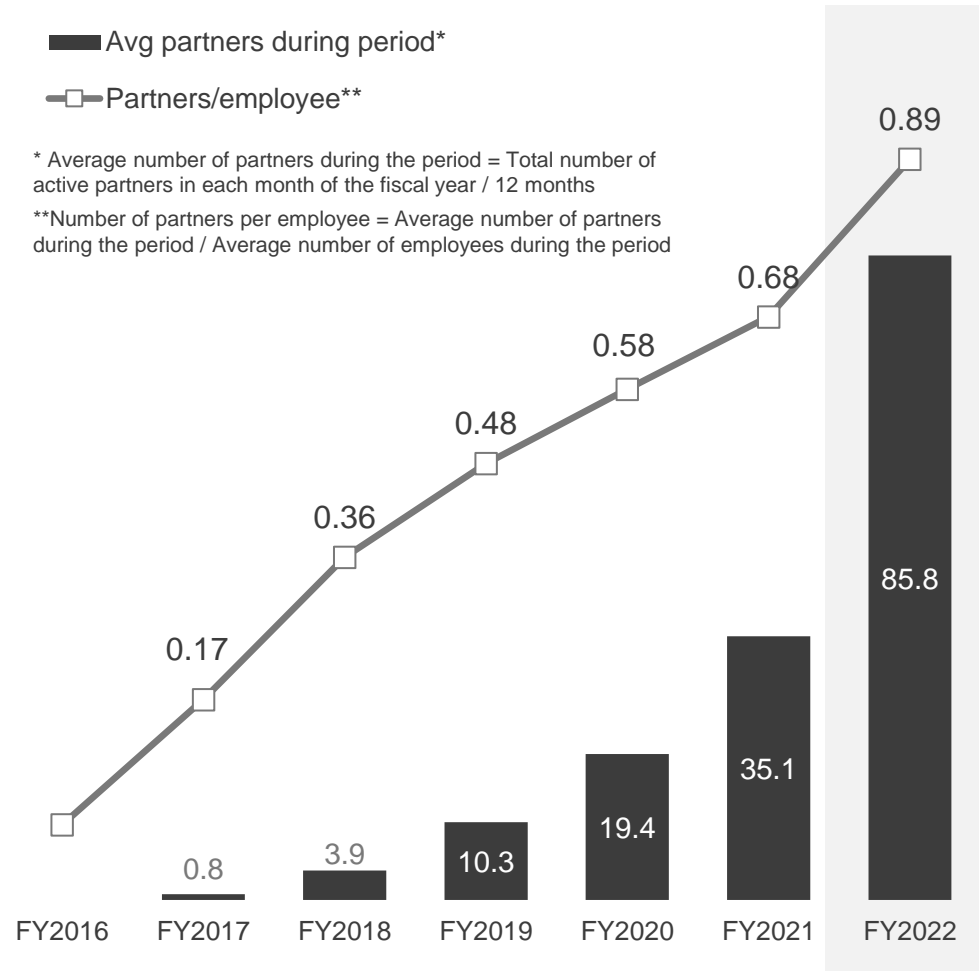
Stock Sales* Ratio



*Stock sales: Sales from clients with 6 months or more consecutive orders received, excluding user tests, etc., which have strong spot characteristics.

- ▶ The number of partners per employee increased due to the expanded use of joint participation partners to receive orders more flexibly.
- ▶ Despite the rapid increase in the number of employees, sales per employee are on an upward trend due to the use of joint participation partners and the sharing of internal know-how to avoid dependence on individual expertise.

Number of Partners

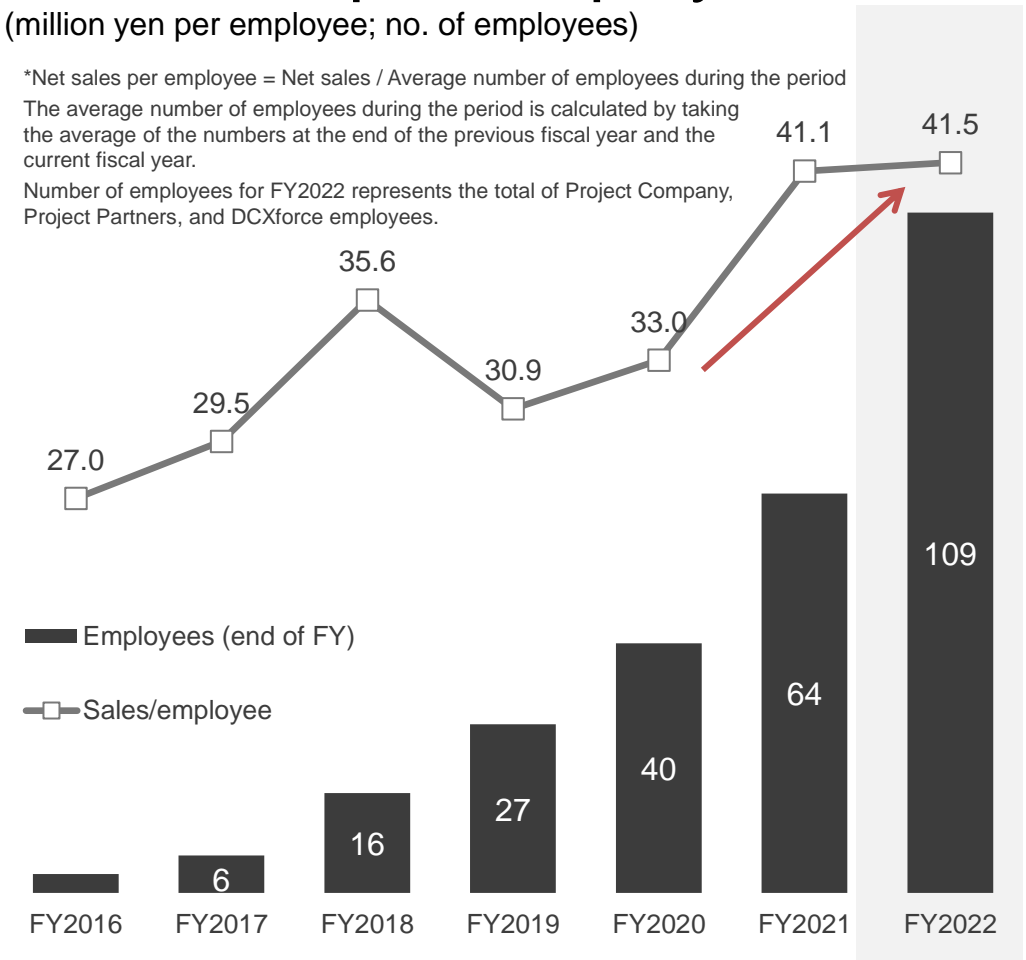


Net Sales per Employee*

(million yen per employee; no. of employees)

*Net sales per employee = Net sales / Average number of employees during the period
 The average number of employees during the period is calculated by taking the average of the numbers at the end of the previous fiscal year and the current fiscal year.

Number of employees for FY2022 represents the total of Project Company, Project Partners, and DCXforce employees.



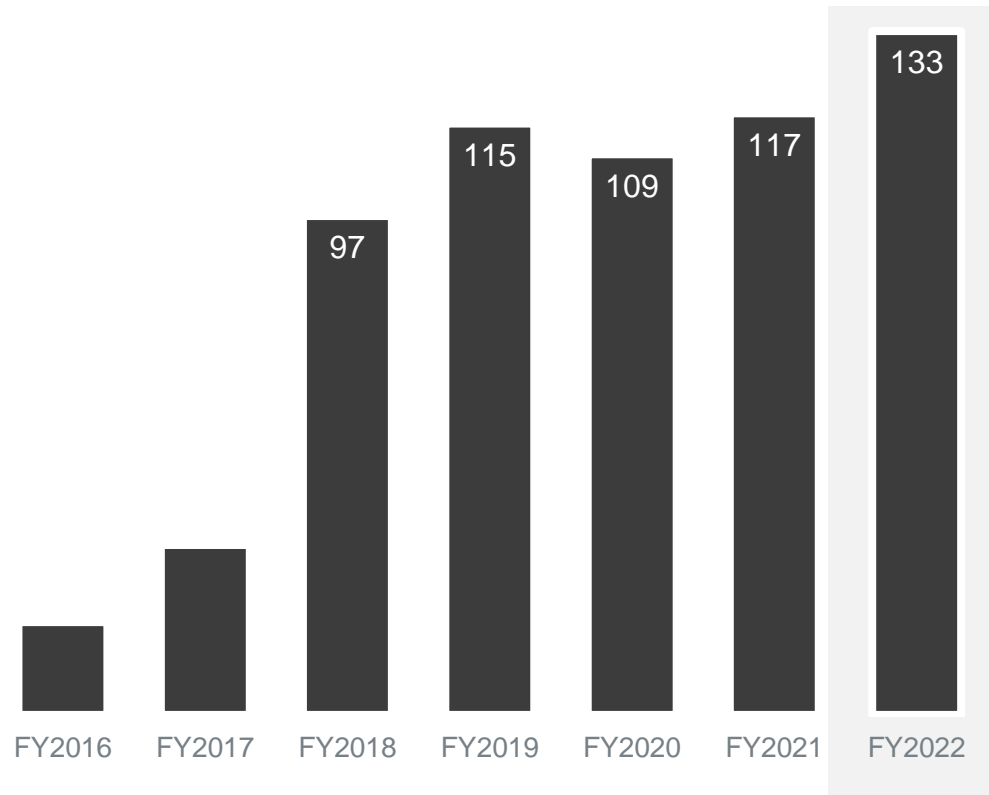
Number of Clients

All businesses

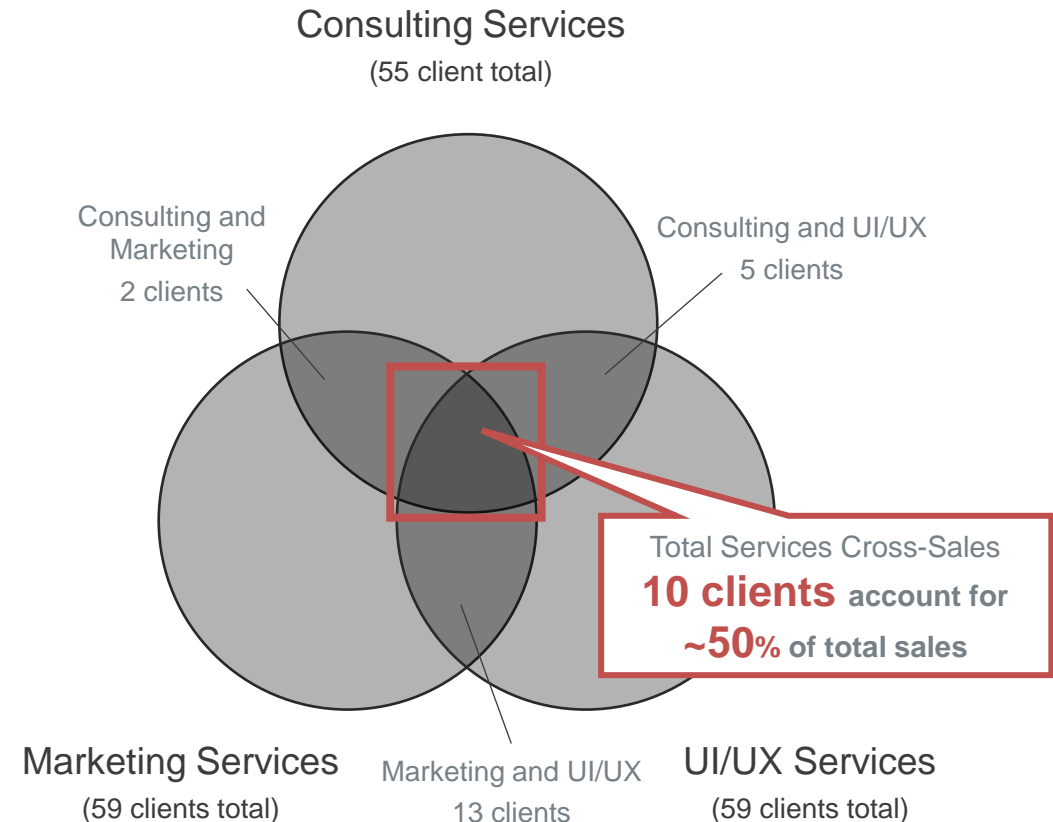
DX only

- ▶ Although the number of clients decreased slightly from FY2019 to FY2020 due to a partial narrowing of the focus to clients more compatible with our business style, the number of clients* increased again to 133 in FY2022, driven by company-wide efforts to acquire new clients since FY2021.
- ▶ Each service has its own client base; however, sales to clients for whom we provide integrated support across all services account for about 50% of total sales.

Client Number Trends



No. of Clients by Service



*No. of Clients: Client businesses that have concluded an agreement for any of our three services, and who have made payment for said services within the corresponding fiscal year.

Net Sales per Client

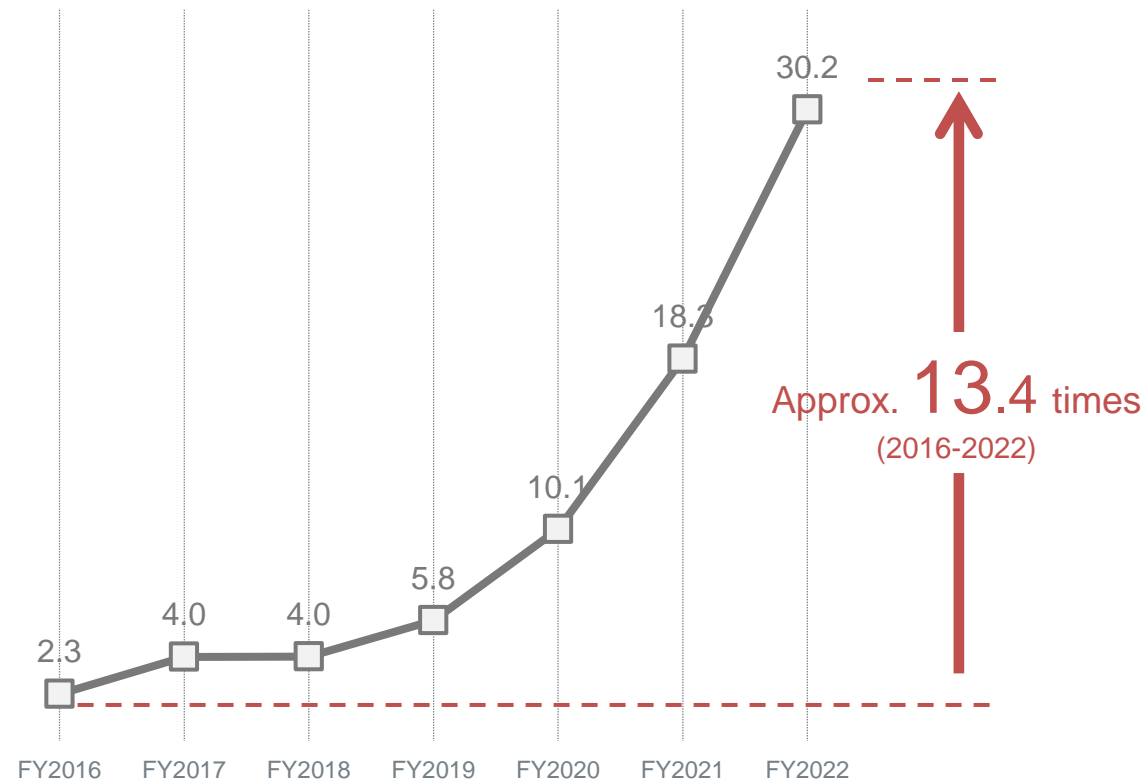
All businesses

DX only

- ▶ As a result of successful upselling to existing clients, net sales per client rose nearly thirteenfold in seven years
- ▶ We have 30 large clients with sales of ¥30 million or more per client. Becoming more intimate with clients and increasing the number of large clients is important for sales growth.

Net Sales per Client

(million yen/client)



*Figures for FY2016–FY2017 are unaudited results.

Number of Clients by Unit Price

Client unit price	Small Large			
	< ¥10 million	< ¥30 million	< ¥100 million	> ¥100 million
Net sales per client	< ¥10 million	< ¥30 million	< ¥100 million	> ¥100 million
Number of applicable clients	79	24	23	7
Total net sales	¥220 million	¥410 million	¥1200 million	¥2.23 billion
Ratio to total net sales	5.5%	10.3%	29.5%	54.8%

Increasing the number of large clients is important for sales growth

Full-Year Performance Summary (YoY)

All businesses

DX only

	Million yen	FY2021	FY2022	YoY	YoY (%)
▶ FY2022 net sales increased 103.5% YoY to ¥4,352 million due to successful upselling to existing customers and steady progress in acquiring new customers.	Net sales	2,139	4,352	+2,213	+103.5
	Consulting services	1,194	2,660	+1,466	+122.8
	Marketing services	550	740	+190	+34.5
	UI/UX services	393	617	+224	+57.0
	Technology services	-	211	-	-
	HR solution services	-	122	-	-
▶ Gross profit margin declined as the rate of increase in cost of sales exceeded the rate of increase in net sales owing to the expanded use of participating partners.	Cost of sales	1,131	2,510	+1,379	+121.9
	Gross profit (Gross profit margin)	1,008 (47.1%)	1,841 (42.3%)	+833	+82.6
▶ Owing to increased sales, FY2022 operating income increased 87.8% to ¥958 million, while net income increased 88.3% to ¥676 million.	Selling, general and administrative expenses	497	883	+386	+77.7
	Operating income (Operating income margin)	510 (23.9%)	958 (22.0%)	+448	+87.8
	Ordinary income	502	948	+446	+88.8
	Net income attributable to shareholders of the company (Net income margin)	359 (16.8%)	676 (15.6%)	+318	+88.3

4. FY2023 Full-Year Earnings Forecast

FY2023 Earnings Forecast Summary

Net Sales Increase by 70%/Net Income Increase by 30%

All businesses

DX only

- ▶ We expect FY2023 net sales to increase by 71.6%
- ▶ We expect net sales from the digital transformation business excluding the impact of M&A to increase by 51.8%
- ▶ We expect the FY2023 sales profit margin to decline to 17.0% resulting from higher SGA expenses mainly due to recruiting expenses and office rent. The decline in operating income margin in the first half is particularly noticeable.
- ▶ We expect operating income in absolute terms to increase by 32.5%. We expect EBITDA growth excluding goodwill amortization and other effects to increase by 44.6%.

Million yen	FY2022 (Actual)	FY2023 (Forecast)	YoY	YoY (%)
Net sales	4,352	7,470	+3,118	+71.6
Digital transformation	4,019	6,100	+2,081	+51.8
DX × Technology	210	890	+670	- ※3
DX×HR	122	480	+358	- ※3
Gross profit *1 (Gross profit margin)	1,939 (44.6%)	3,110 (41.6%)	+1,171	+60.3
Digital transformation	1,814 (45.1%)	2,710 (44.4%)	+896	+49.4
DX × Technology	43 (20.5%)	140 (15.7%)	+106	- ※3
DX×HR	82 (67.2%)	260 (54.2%)	+180	- ※3
Operating income (Operating income margin)	958 (22.0%)	1,270 (17.0%)	+312	+32.5
EBITDA *2 (EBITDA margin)	1,016 (23.4%)	1,470 (19.7%)	+454	+44.6

*1. Gross profit figures, which are before allocation of cost to SGA Expenses, do not match those reported in the consolidated profit and loss statements.

*2. EBITDA = Operating income + Depreciation (including goodwill amortization) + Security deposit amortization + Stock compensation expenses

*3. Changes for DX×Technology and DX×HR businesses, both consolidated mid-year, are not shown because these figures do not reflect the full year results.

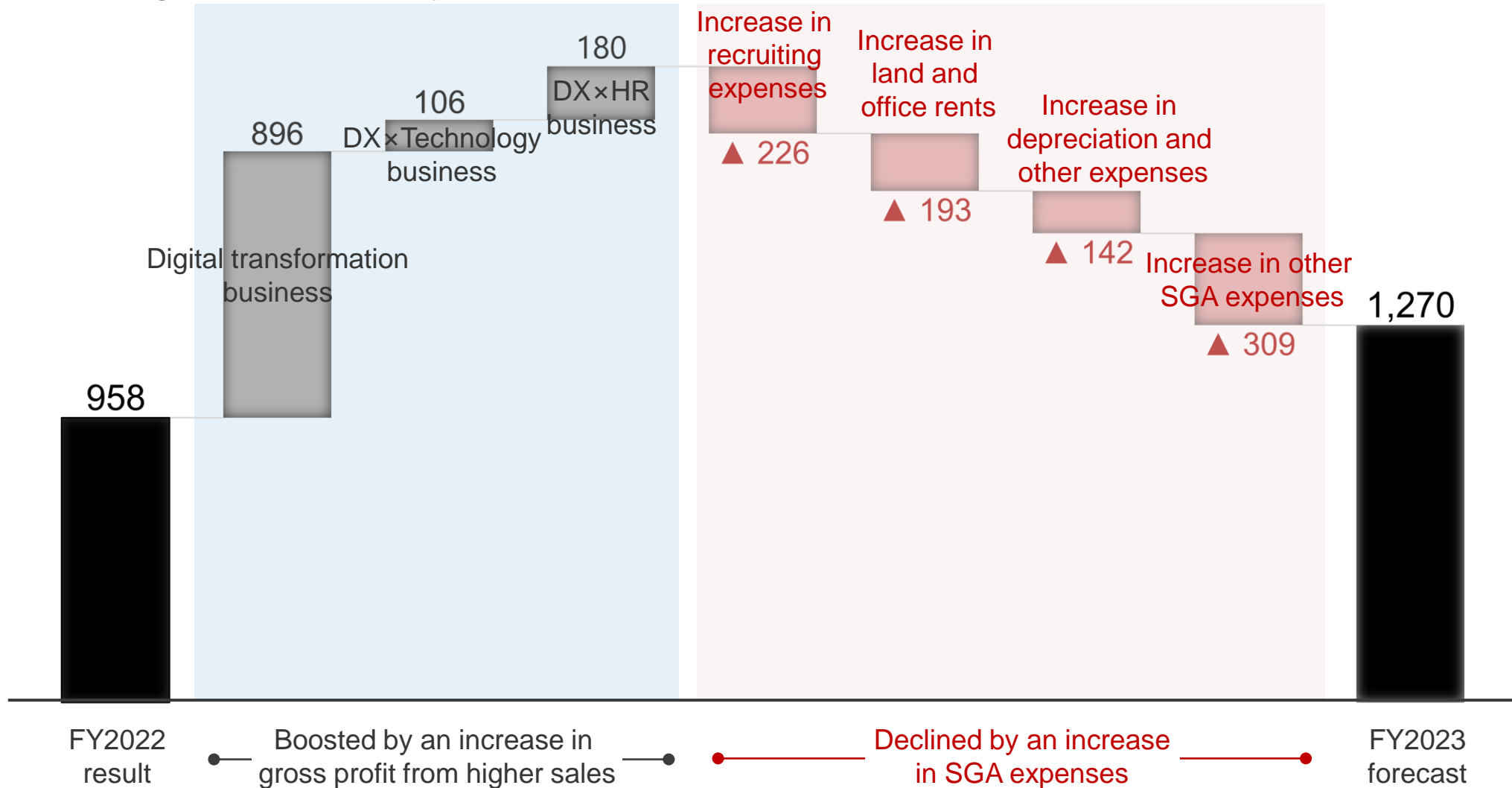
Factors for Changes in Operating Income

All businesses

DX only

- ▶ We expect FY2023 operating income to be ¥1,270 million, factoring in the increase in recruiting expenses incurred from active recruiting and land and office rents, while expecting an increase in gross profit due to sales growth compared to FY2022.

Operating income (million yen)



* Depreciation and other expenses: Depreciation (including goodwill amortization) + Security deposit amortization + Stock compensation expenses

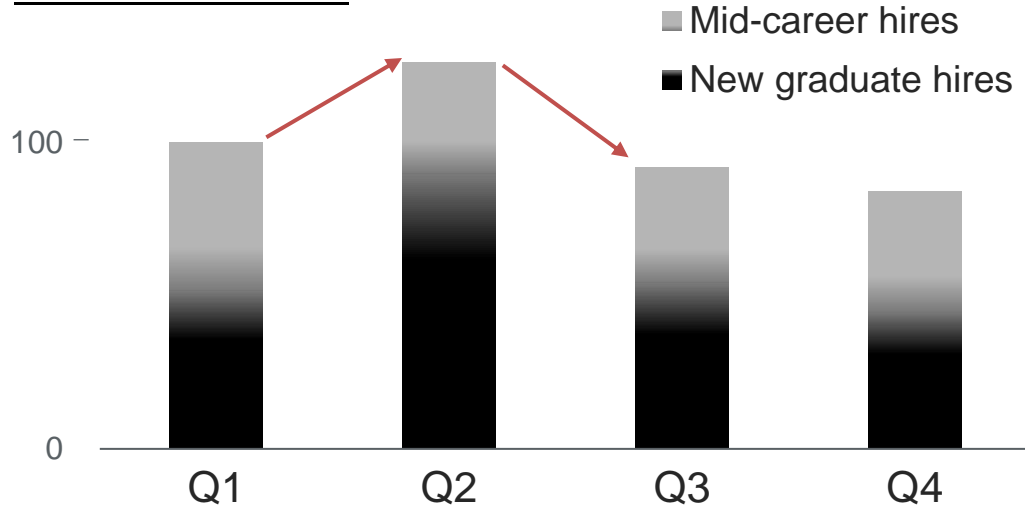
Forecasts of Changes in SGA Expenses during the Period

- ▶ Recruiting expenses and land and office rents, which are the main factors pushing down operating income, are expected to change significantly during the period, as shown below.

* Recruiting expenses can vary depending on the recruitment results.

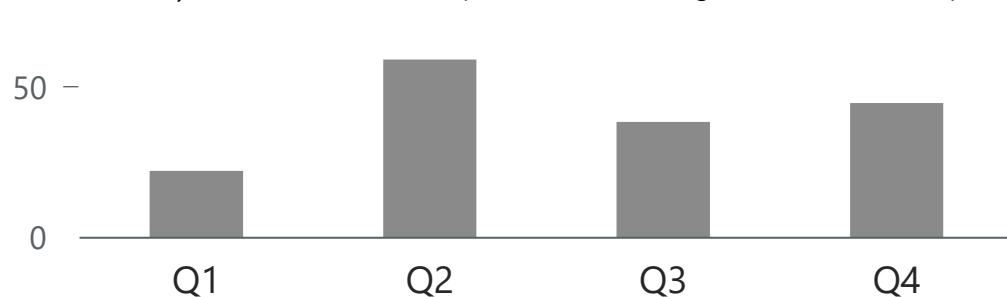
Recruiting Expenses (million yen)

FY2023 forecasts

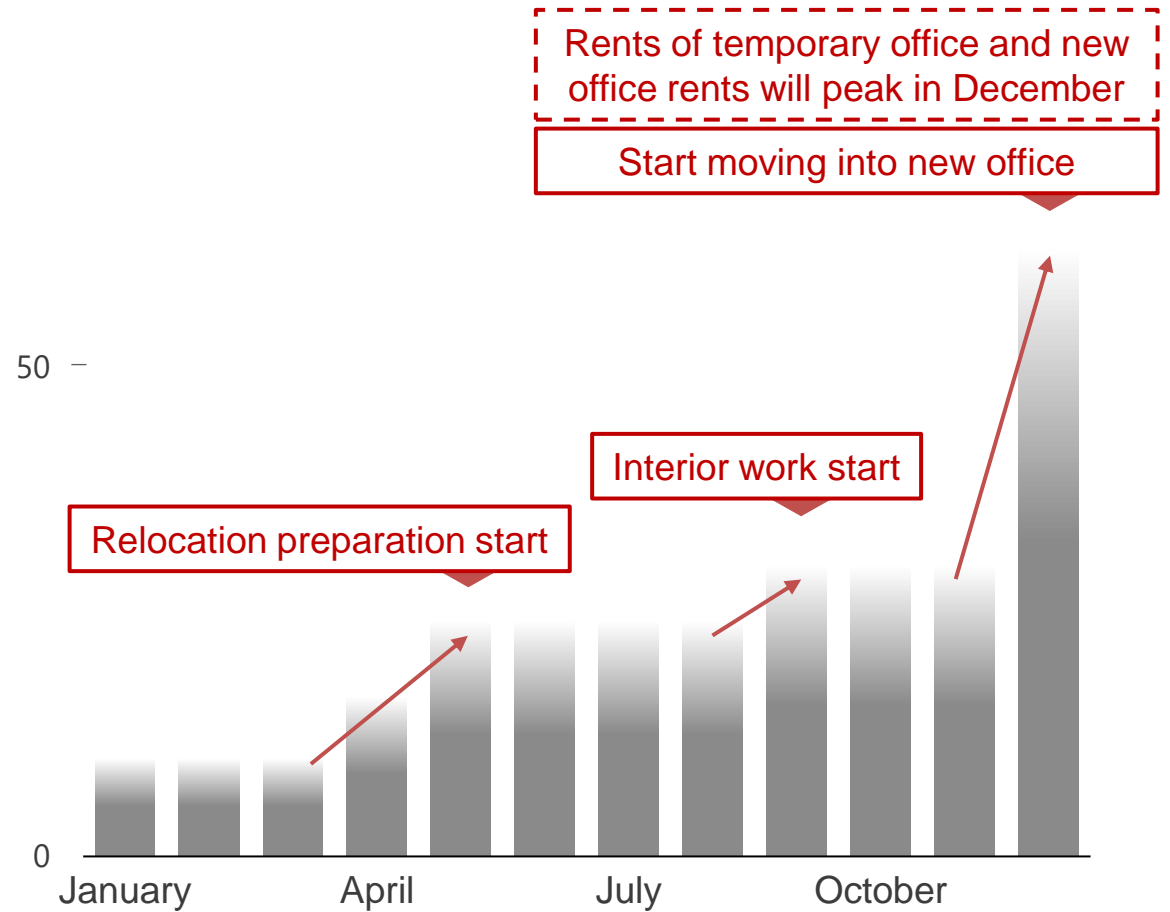


Maximum expenses will be recorded when 2024 graduates accept tentative job offers

Reference) FY2022 results (Number of new graduate hires: 42)



Land and Office Rents (million yen)



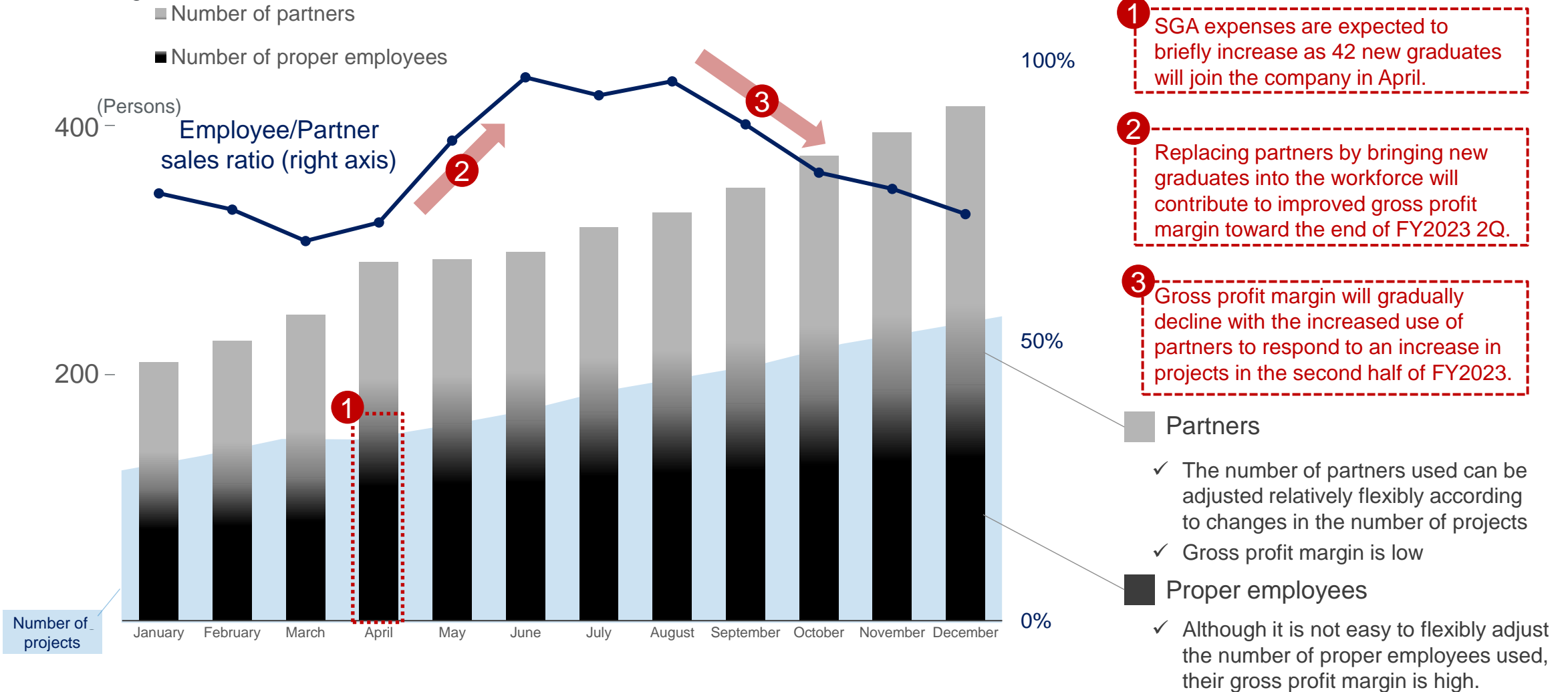
Land and office rents will increase in stages over the second half as office relocation progresses

FY2023 Personnel Planning

All businesses

DX only

- ▶ 42 new graduates are scheduled to join the company next fiscal year as a result of active recruiting activities targeting upper-level graduates.
- ▶ Although this will cause a temporary increase in SGA expenses, replacing partners with new graduates will contribute to improving our gross profit margin toward the end of FY2023 2Q.
- ▶ In the second half of FY2023, it is expected that the increased use of partners to respond to the pace of increase in projects will push down the gross profit margin.



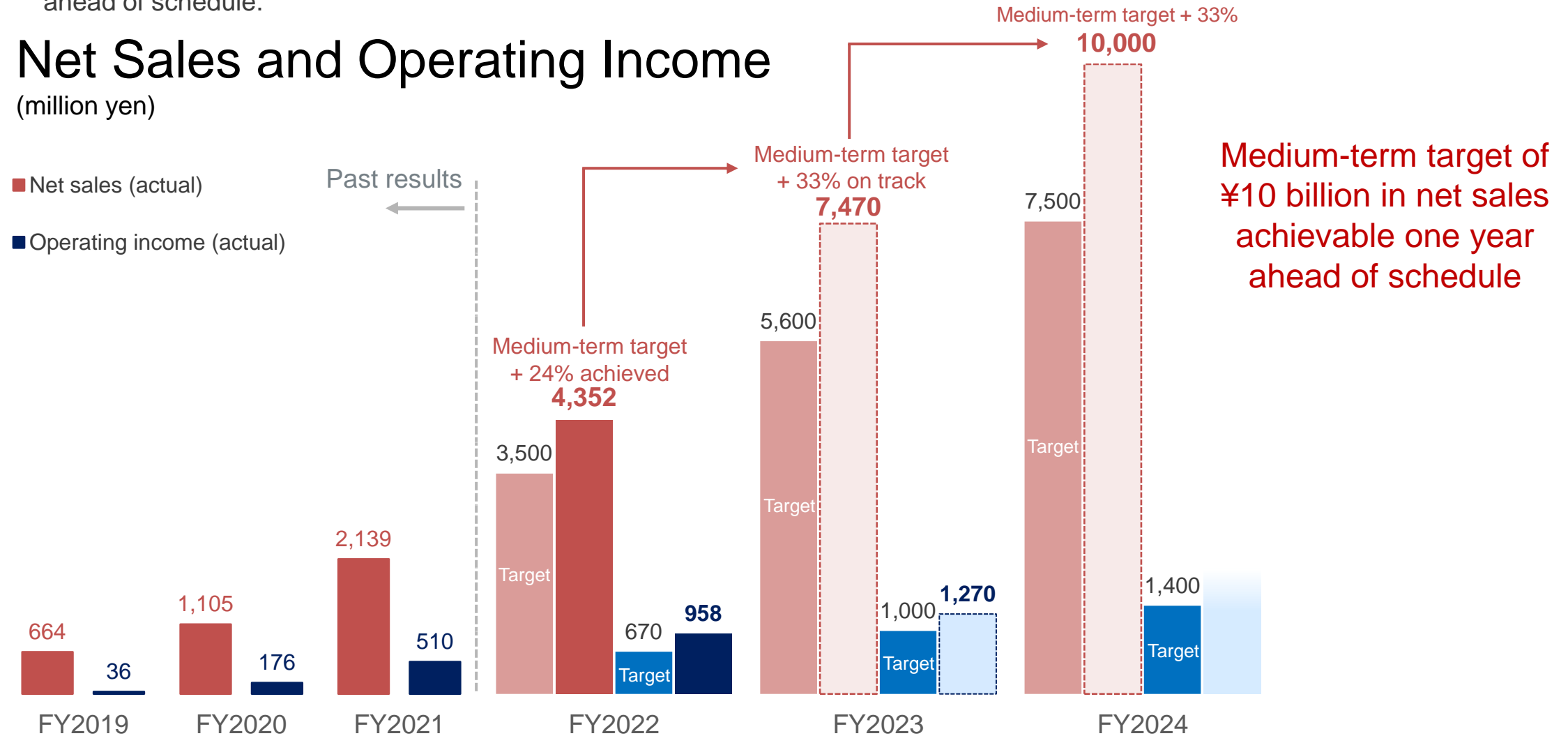
5. FY2023 Management Policy

Evaluation of Current Status toward Achieving the Medium-Term Target “TARGET100”

- ▶ Toward achieving the medium-term target “TARGET100” of ¥10 billion yen in sales and an operating income of ¥2 billion yen by FY2025, both net sales and operating income are showing steady progress.
- ▶ We will continue to focus on achieving a high growth rate and move forward to achieve the ¥10 billion mark in net sales one year ahead of schedule.

Net Sales and Operating Income

(million yen)



Action Plan

- ▶ In order to achieve ¥10 billion in net sales one year ahead of schedule, the following initiatives have been developed:

① Focus on “Profitable Hypergrowth”

- ❑ Actions will be taken to **accelerate the top line** to achieve ¥10 billion in net sales one year ahead of schedule.
- ❑ **Critical investments for future growth will be actively sought** while securing a reasonable level of operating profit.

Operating income will be secured by prospective sales growth while expenses for recruitment, office leases and other expenses for future growth are anticipated.

② Full-scale transition to group management

<Business operation assessment for FY2022>

- ❑ Net sales grew **approx. two-fold YoY** for the second consecutive year.
- ❑ **A group management structure has been explored with generally good results**, by acquiring shares of uloqo. Co., Ltd. (current Project HR Solutions Co., Ltd.) and Cuatro Technologies Co., Ltd. (current Project Technologies Co., Ltd.) and establishing two group companies through company splits.

Considering how we can expand and diversify as a group company, we are increasing efforts on expansion through M&A and new business opportunities, accelerating the scale of the group as a whole, including the share acquisition of Dr. KENKO KEIEI Inc. as announced on February 14.

Caution

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