



Financial Results Briefing Materials -FY 03/2025 Q1-

Ticker: 3666
TECNOS JAPAN INCORPORATED

August 9, 2024

LEAD THE CONNECTED SOCIETY TO THE FUTURE

1. Financial Results Overview (FY 03/2025 Q1)
2. Results Forecast
3. Reference Materials

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FY 03/2025 Q1 Management Performance (Consolidated)

Sales and profits for the first quarter of FY 03/2025 are generally in line with the plan.

(Unit: 1 M JPY)

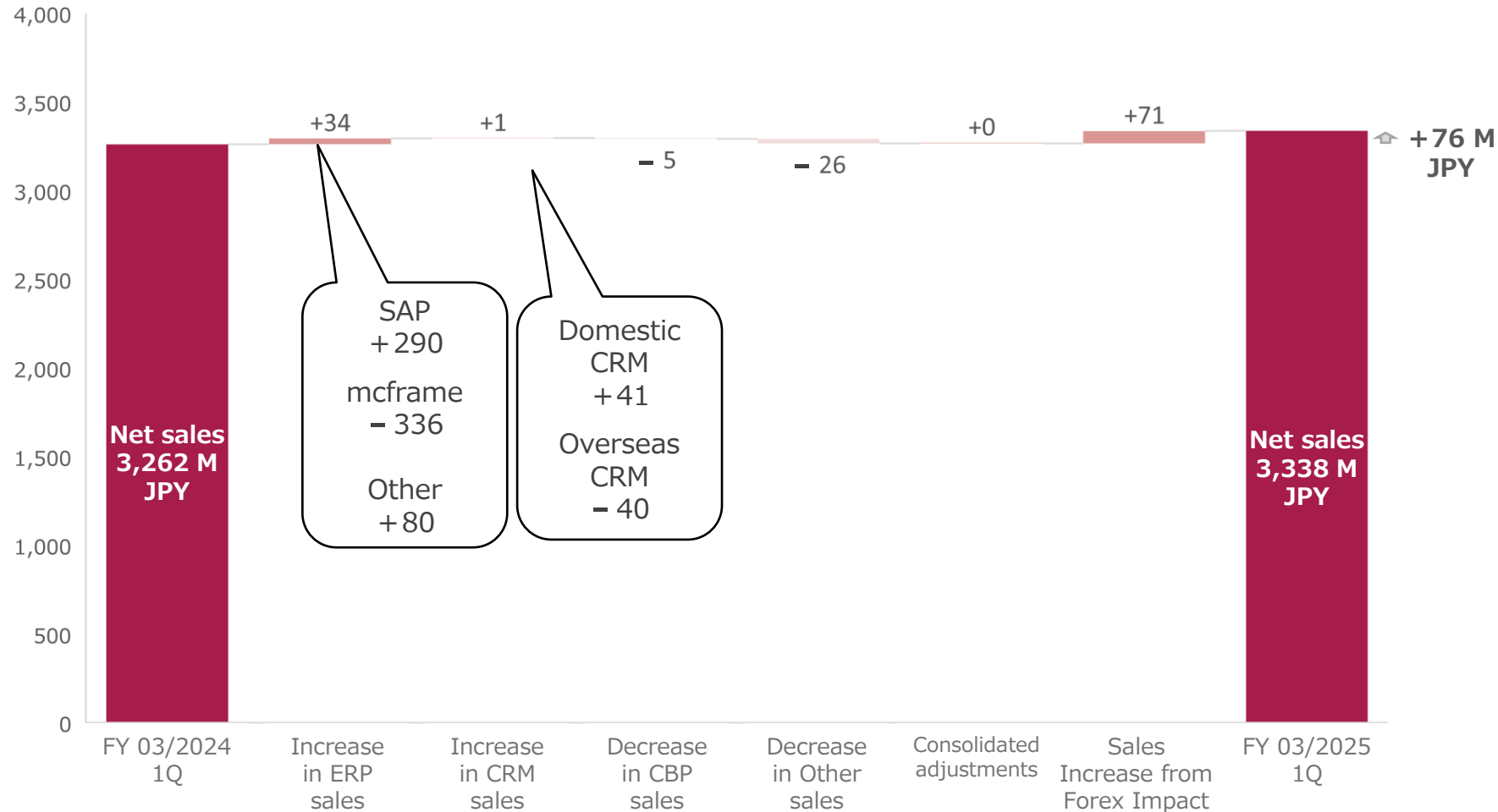
	FY 03/2024 Q1	FY 03/2025 Q1	YoY		FY 03/2025 1H		FY 03/2025 Full-year	
	Results	Results	Change	Change (%)	Plan	Progress (%)	Plan	Progress (%)
Net sales	3,262	3,338	76	2.3%	6,713	49.7%	14,300	23.3%
Gross profit	1,062	1,192	129	12.2%	—	—	—	—
(Gross profit margin)	32.6%	35.7%	-	-	—	—	—	—
Operating profit	462	478	16	3.5%	719	66.5%	1,638	29.2%
(Operating profit margin)	14.2%	14.3%	-	-	10.7%	—	11.5%	—
Ordinary profit	495	482	-13	-2.7%	729	66.1%	1,644	29.3%
(Ordinary profit margin)	15.2%	14.4%	-	-	10.9%	—	11.5%	—
Profit attributable to owners of parent	282	318	36	12.7%	504	63.1%	1,138	28.0%
Profit per share (JPY)	14.72	16.60	1.88	12.8%	26.29	—	59.30	28.0%

FY 03/2025 Q1 Net Sales Change Factors (Consolidated)

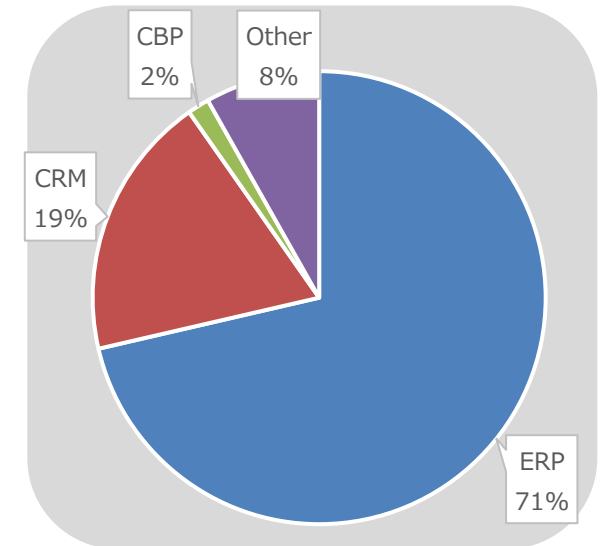
The core SAP business drove our performance.

Net sales change factors

(Unit:1M JPY)



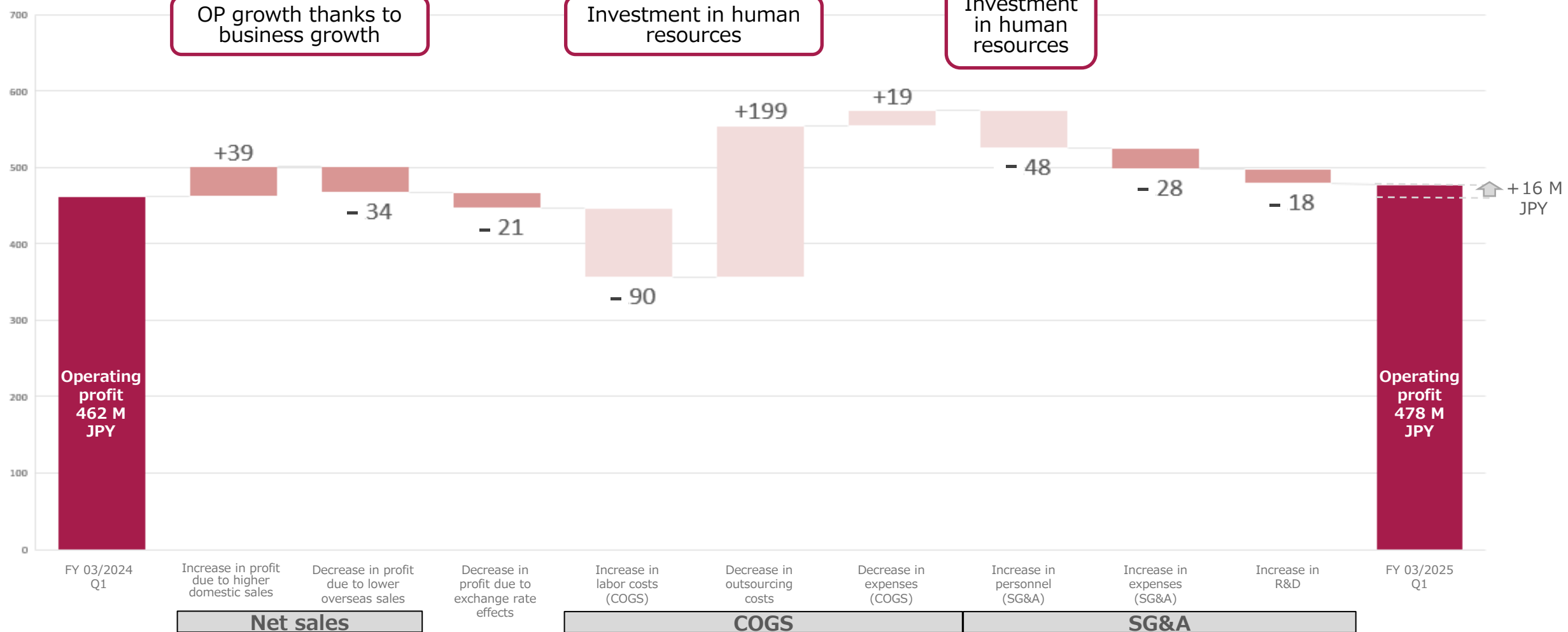
Sales composition by solution & service



FY 03/2025 Q1 Operating Profit Change Factors (Consolidated)

Operating profit has maintained year-over-year growth while continuing investments in human resources.

(Unit: 1 M JPY)



* The sensitivity estimate is an increase/decrease of 0.7 M JPY in operating profit for every 1 JPY movement in the USD/JPY pair

FY 03/2025 Q1 Balance Sheet (Consolidated)

The Company's equity ratio remains high, as it maintains a healthy financial foundation.

(Unit: 1 M JPY)

	FYE 03/2024		FYE 03/2025 Q1			Main change factors
	Amount	Percentage	Amount	Percentage	Change	
Current assets	6,972	70.4%	7,077	71.2%	104	Cash & deposits: -196 Accounts receivable-trade: + 234
Non-current assets	2,924	29.6%	2,868	28.8%	-56	Investment securities: -28 Investment in associates: -19
Total assets	9,897	100.0%	9,945	100.0%	47	-
Current liabilities	1,766	17.8%	1,794	18.0%	28	Accounts payable-trade: + 8
Non-current liabilities	832	8.4%	791	8.0%	-41	Long-term debt: -22
Total liabilities	2,599	26.3%	2,585	26.0%	-13	-
Total net assets	7,298	73.7%	7,360	74.0%	61	Net unrealized gains on securities: -19
Total liabilities & net assets	9,897	100.0%	9,945	100.0%	47	-
Equity ratio	72.5%	-	72.7%	-	-	-

Topic: Subsidiarization of Trueson B.V.

Expansion into Europe starting with the CRM business in the Life Sciences and Healthcare sectors.

Expansion into the European market starting in July 2024

Trueson B.V.

(Business Segment)
In addition to supporting the implementation of diverse CRM solutions for the life sciences and healthcare sectors, we also provide our proprietary solutions.



Europe (Netherlands)

Vietnam



JAPAN

Lirik

North America

India

Synergy

1. **Expanding the market by deploying CRM services**, including Salesforce, in the Europe.
2. Broadening the service offerings by leveraging Trueson's strengths in the life sciences and healthcare sectors **through the entire Tecnos Group's global network.**
3. Trueson's **Vietnam office will be integrated as an offshore location.**

■ Complete Ownership of Consolidated Subsidiary Lirik Inc. through Additional ShareAcquisition

- ✓ TGCA Inc., a consolidated subsidiary of Tecnos Japan Inc., acquired an additional 5% of the issued shares of Lirik Inc., thereby making Lirik Inc. a wholly-owned subsidiary.

2 . Results Forecast

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FY 03/2025 Results Forecast (Consolidated)

No changes have been made to the initially announced plan for both the first half and the full year.

(Unit: 1 M JPY)

	FY 03/2025 Q1	FY 03/2025 1H		FY 03/2025 2H	FY 03/2025 Full-year	
	Results	Plan	Progress (%)	Plan	Plan	Progress (%)
Net sales	3,338	6,713	49.7%	7,586	14,300	23.3%
Operating profit	478	719	66.5%	918	1,638	29.2%
(Operating profit margin)	14.3%	10.7%	–	12.1%	11.5%	–
Ordinary profit	482	729	66.1%	915	1,644	29.3%
(Ordinary profit margin)	14.4%	10.9%	–	12.1%	11.5%	–
Profit attributable to owners of parent	318	504	63.1%	633	1,138	28.0%

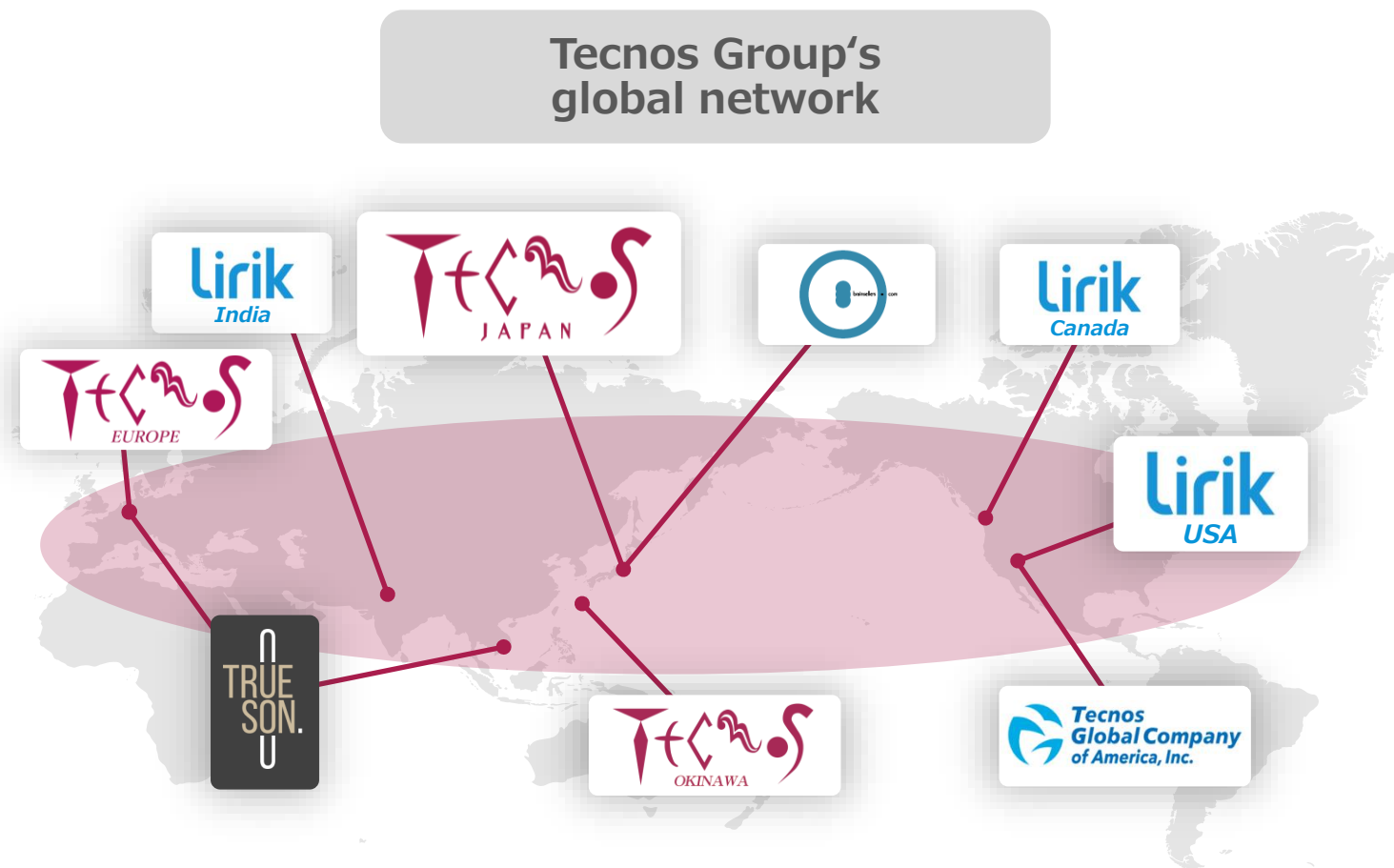
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Company Profile

Tecnos Japan upholds “Connect companies, people, and data, and contribute to social development” as its Group Mission and offers solutions & services for the promotion of corporate DX.

Company:	TECNOS JAPAN INCORPORATED
HQ:	Tokyo Opera City Tower 14F, 3-20-2 Nishi-Shinjuku, Shinjuku-ku, Tokyo, 163-1414, Japan TEL 03-3374-1212 (Main number)
Founded:	April 27, 1994
Capital:	562,520,000 JPY
Ticker:	3666
Market:	Tokyo Stock Exchange Standard Market
Representative:	Representative Executive Director, CEO & COO Takashi Yoshioka
Employees:	Non-consolidated: 464 / Consolidated: 790 *As of April 1, 2024
URL:	https://www.tecnos.co.jp/



Tecnos Japan's Growth Trajectory

Tecnos Japan offers solutions & services for the promotion of corporate DX.

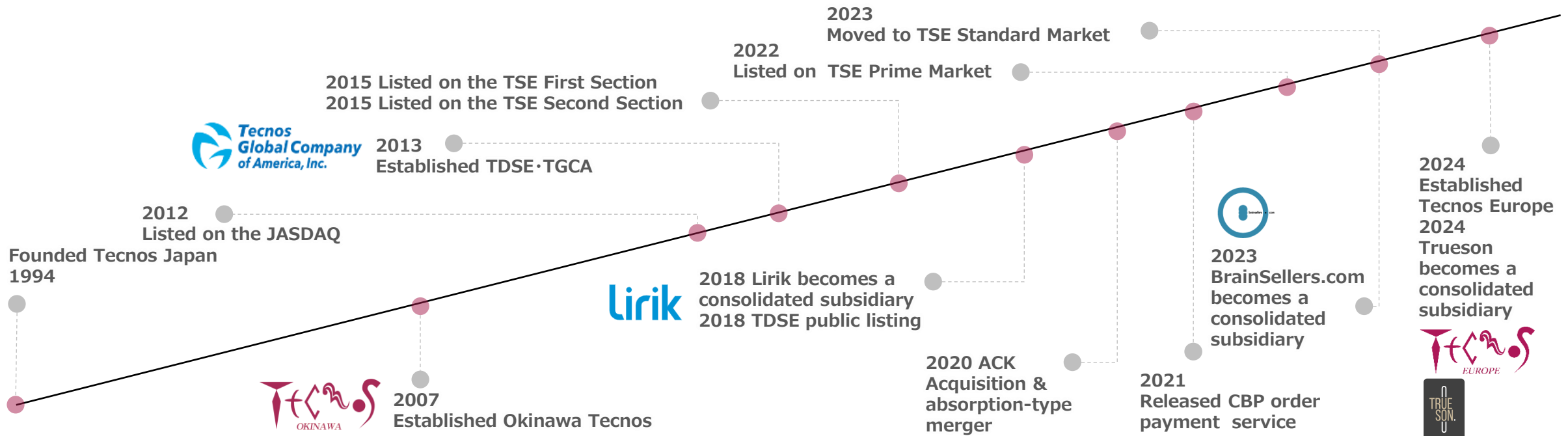
System consulting
& integration

1st growth driver since the company's founding: **ERP** solutions

2nd growth driver secured through M&A: **CRM** solutions

Platform

3rd growth driver through in-house development: **CBP** services



Description of Business

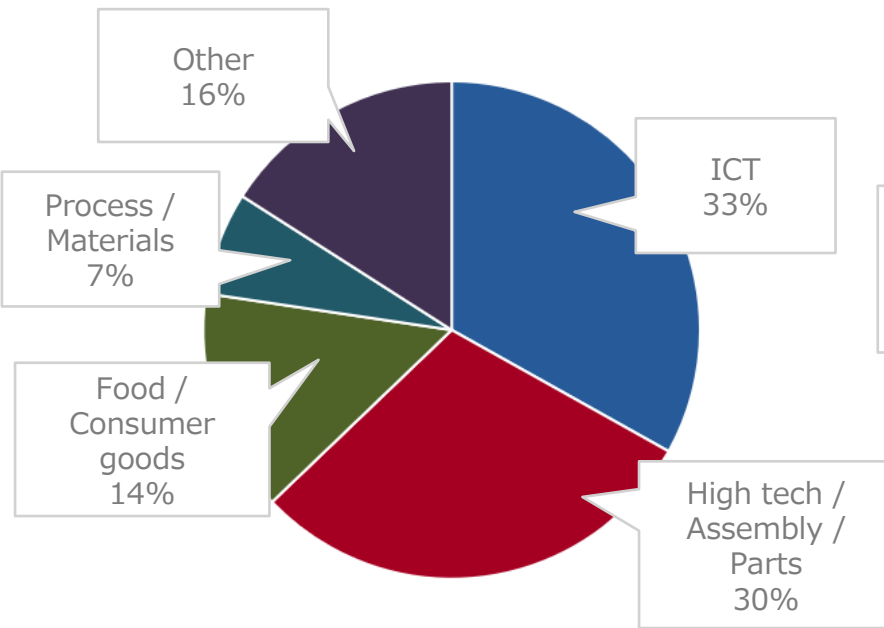
We at Tecnos Japan formulated the promotion of DX within management and enterprise systems for corporate clients as **DX = ERP × CRM × CBP** and operate a business toward the co-creation of business innovation with our clients.

	Solution & Service - domain	Solution & Service - features	Packages & services offered by Tecnos
System consulting & integration (Current core business)	ERP Core enterprise system Enterprise Resource Planning	Support the introduction and maintenance of global-standard ERP through high-quality consulting, technological, and client-support capabilities - allowing clients to improve their operations. ERP: Systems for the planning, execution and management of [human resources, products, capital, and information] within the scope of operations, production, purchasing, inventories, sales, and accounting departments.	<ul style="list-style-type: none"> • SAP S/4HANA • mcframe • Oracle NetSuite
	CRM Customer management system Customer Relationship Management	Support the introduction and maintenance of global-standard CRM through high-quality consulting, technological, and client-support capabilities - allowing clients to improve their operations. CRM: Systems for the management of [human resources, products, capital, and information] within the scope of sales and service departments, to increase customer satisfaction and realize an increase in profits.	<ul style="list-style-type: none"> • Salesforce
Platform (New business from growth investment)	CBP Inter-company coordination platform Connected Business Platform	Provide a cloud service to improve efficiency in transactions between companies and in the overall supply chain. CBP: Tecnos' original proprietary platform. Can also be used as a solution integrating core enterprise systems (ERP) & customer management systems (CRM).	<ul style="list-style-type: none"> • CBP

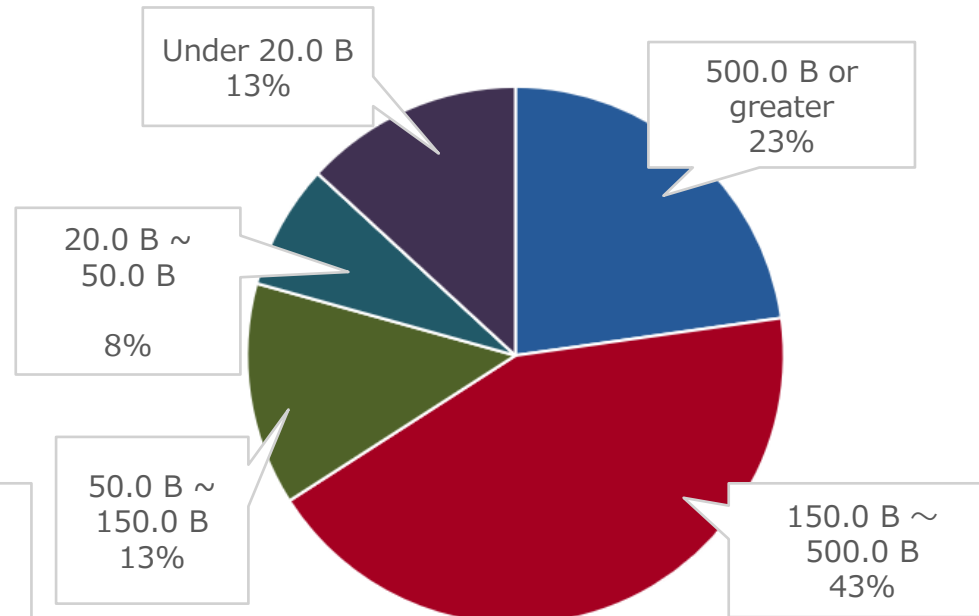
As a key player in the field of DX, we provide IT solutions indispensable to corporate innovation on the part of large enterprises in Japan and North America

FY 03/2025 Q1 Sales Composition Overview (Consolidated)

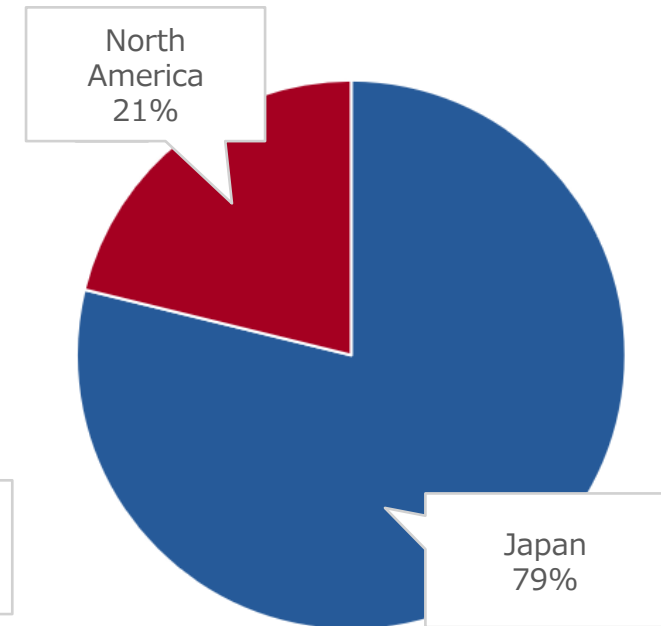
Sales composition by industry



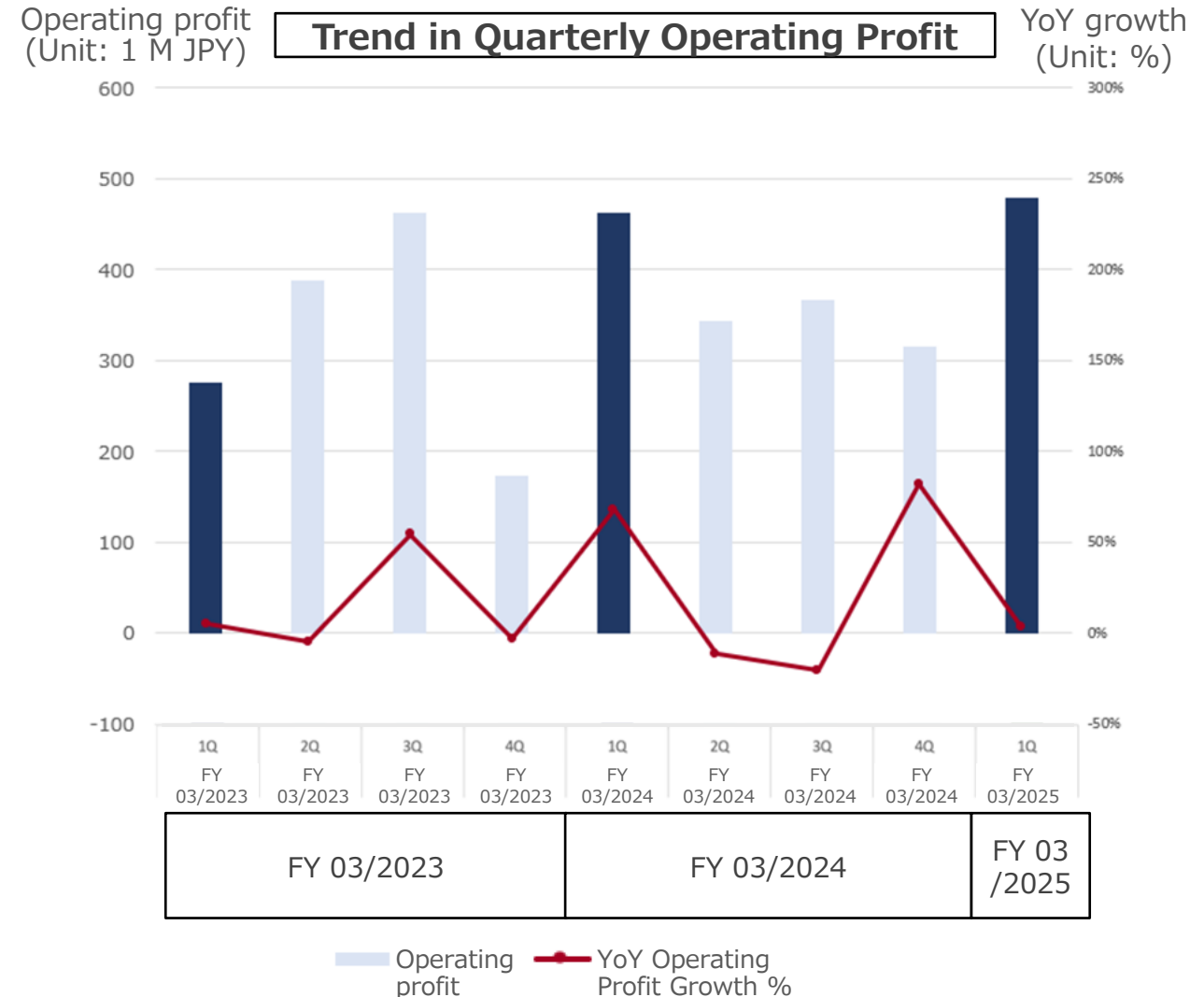
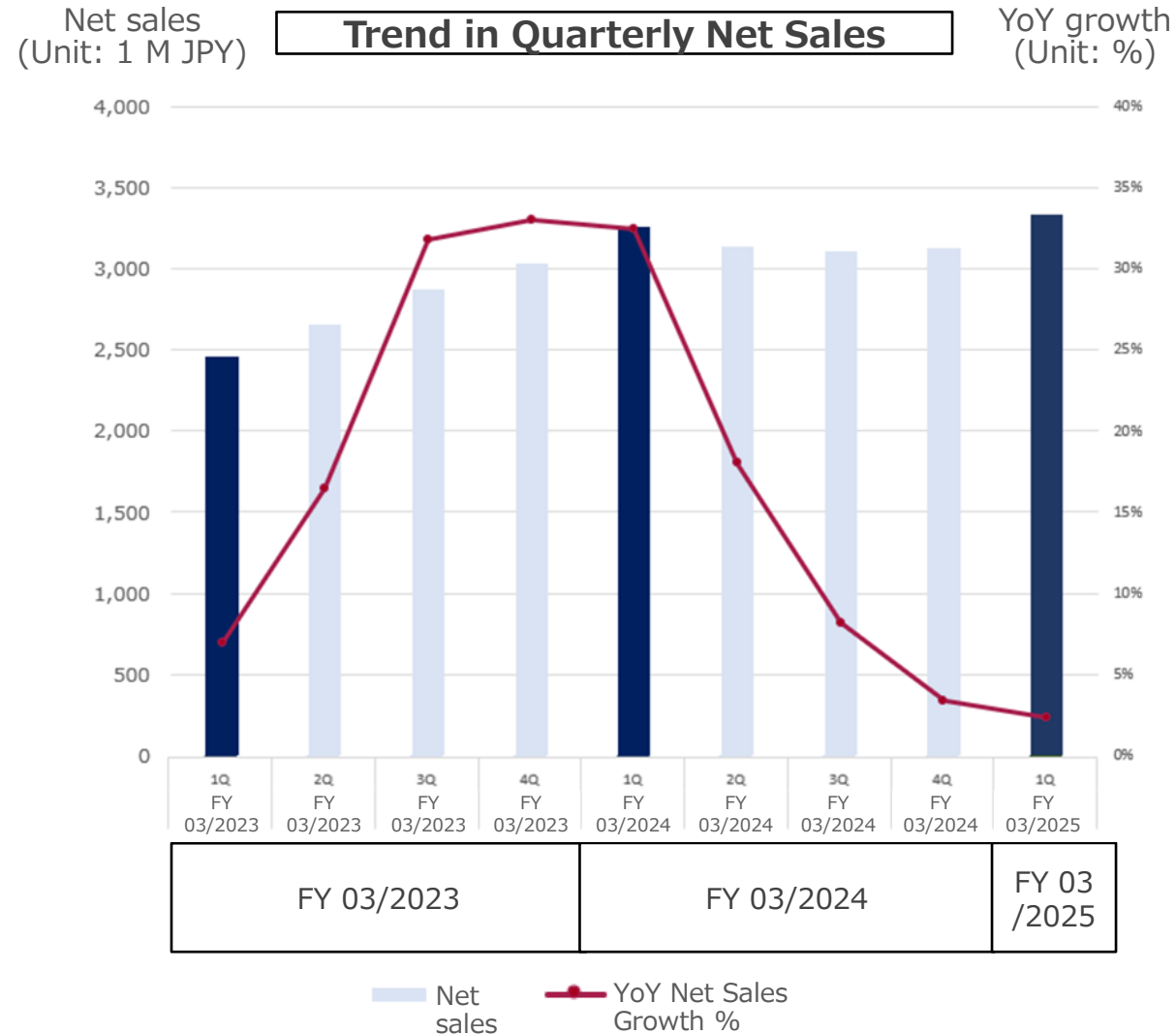
Sales composition by service destination scale



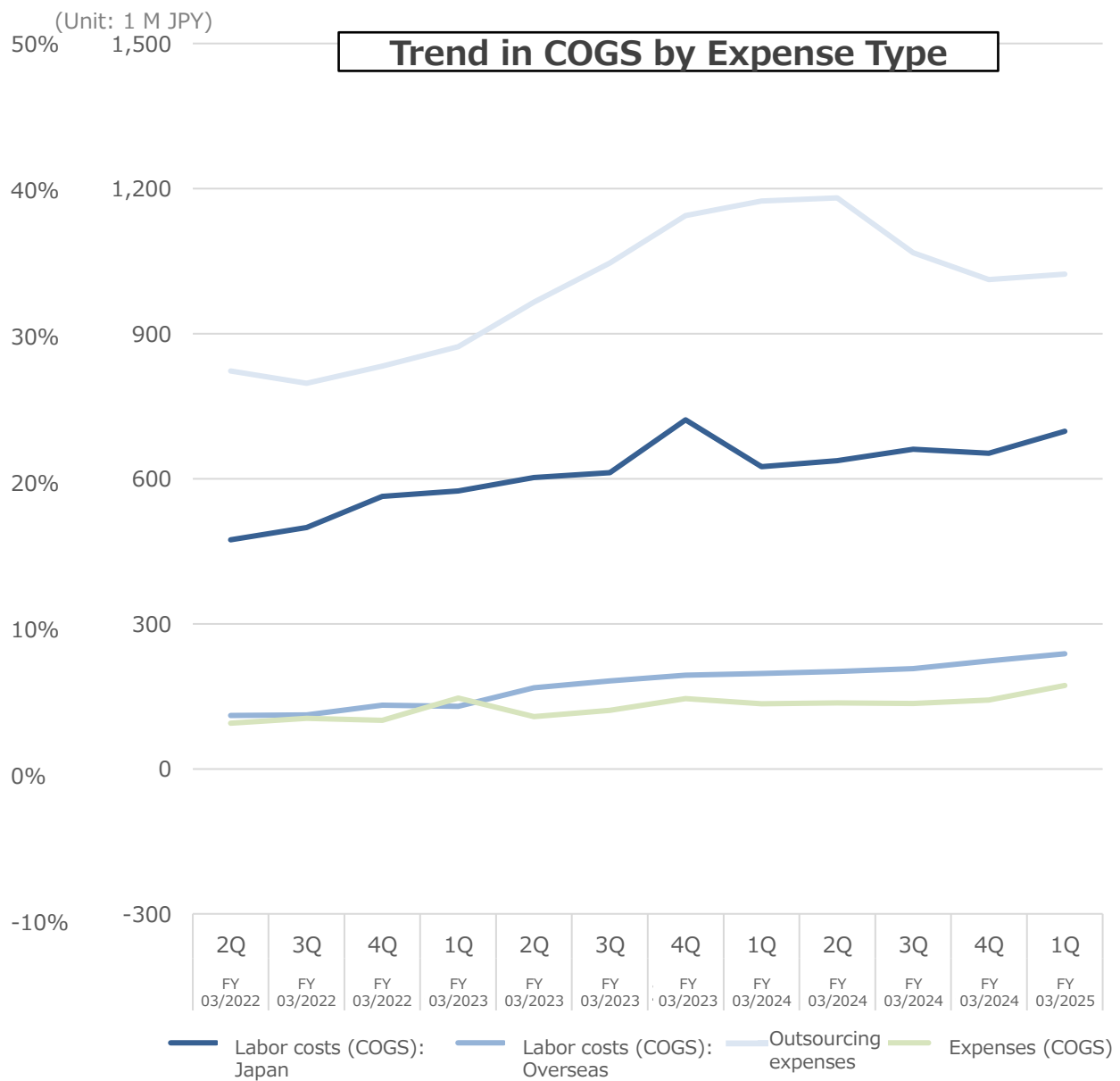
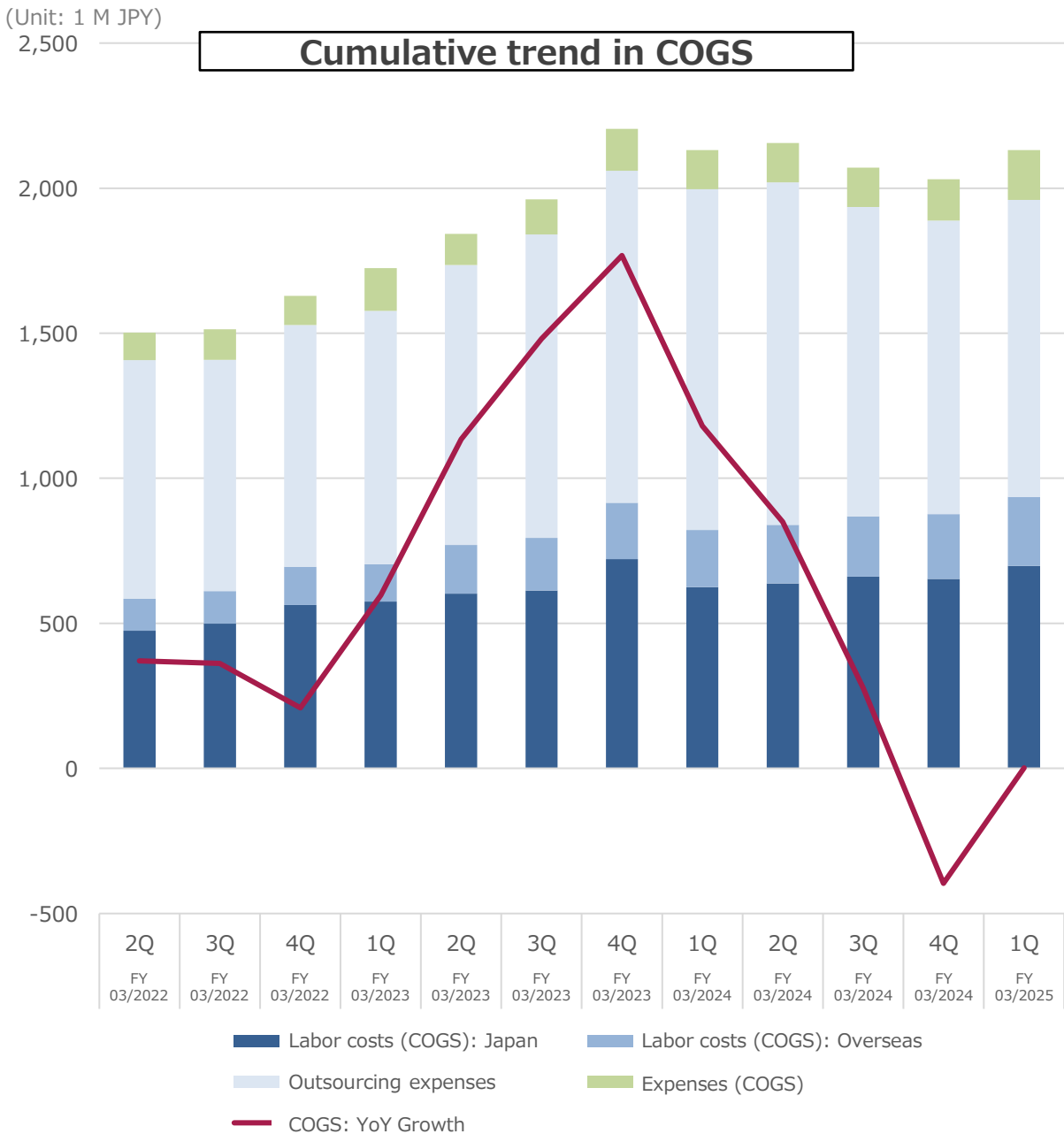
Sales composition by service destination region



Quarterly Trend in Net Sales & Operating Profit (Consolidated)



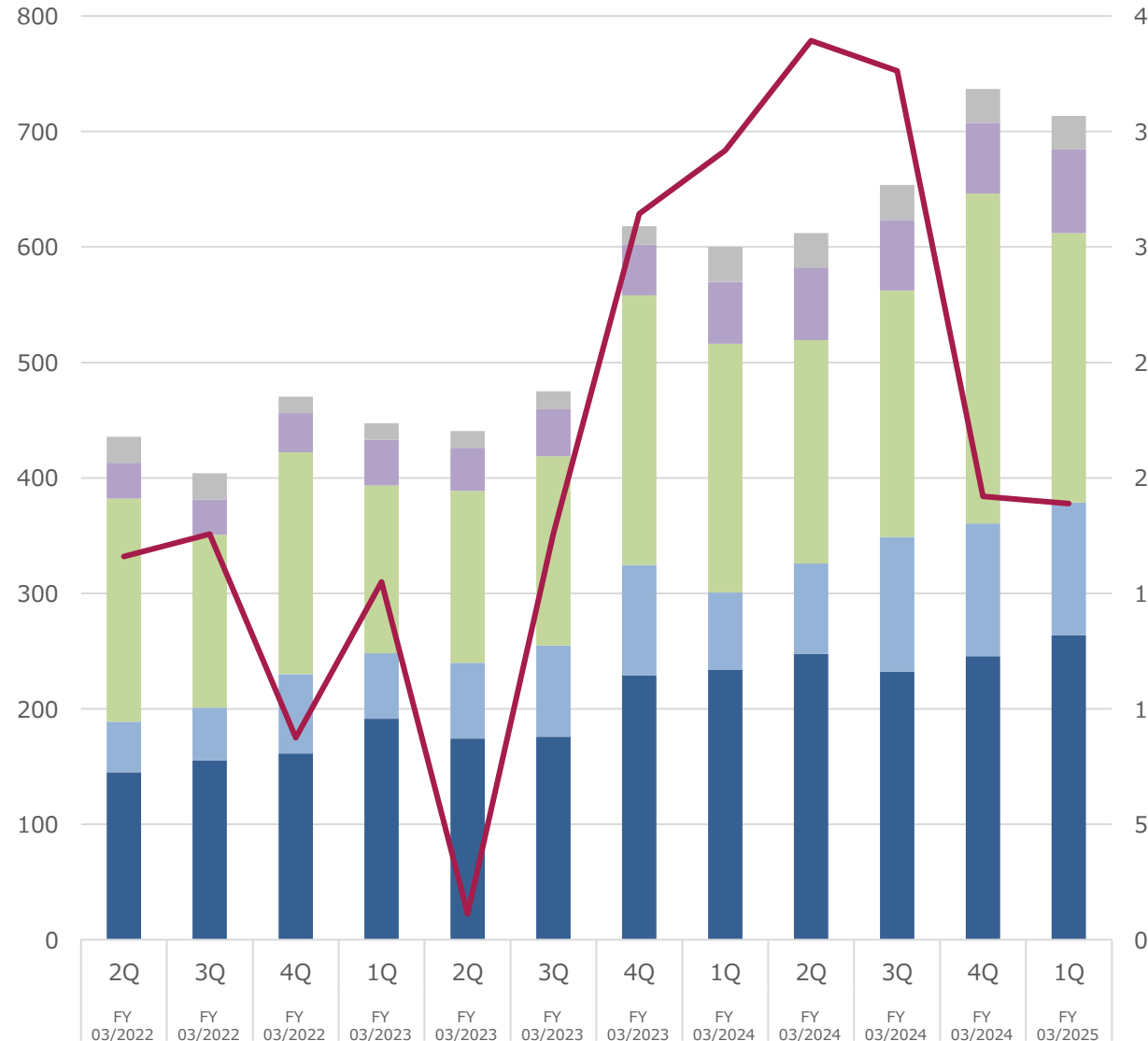
Quarterly Trend in COGS (Consolidated)



Quarterly Trend in SG&A Expenses (Consolidated)

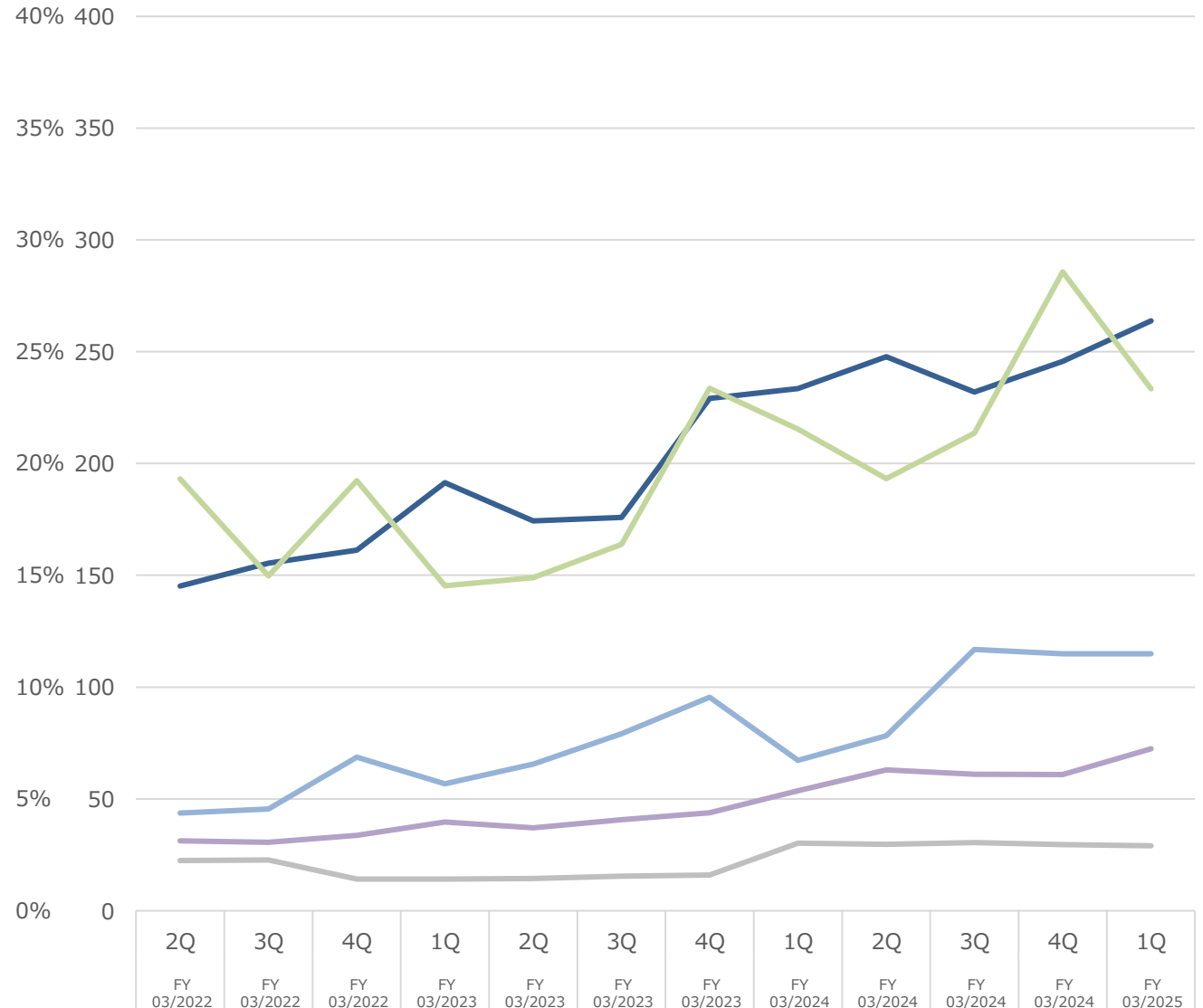
(Unit: 1 M JPY)

Cumulative Trend in SG&A



(Unit: 1 M JPY)

Trend in SG&A by Expense Type



■ Personnel exp. (SG&A) : Japan
■ Personnel exp. (SG&A) : Overseas
■ Expenses (SG&A)
■ R&D expenses
■ Depreciation & Goodwill Amortization
— Expenses: YoY Growth (SG&A)

— Personnel exp. (SG&A) : Japan
— Personnel exp. (SG&A) : Overseas
— Expenses (SG&A)
— R&D expenses
— Depreciation & Goodwill Amortization

Corporate Identity (MVV) / Sustainable Increase in Corporate Value and Social Contribution

MISSION

Connect companies, people, and data, and contribute to social development

VISION

LEAD THE CONNECTED SOCIETY TO THE FUTURE

VALUE

Client-oriented & Globally-oriented / Teamwork integrating diversity / Creativity, Transformation, Improvement

Business promoting DX in BtoB management and enterprise systems.
Realize sustainable corporate growth and contribute to a sustainable society.

Enhance management to address the needs of society

- ESG management
- Promote diversity and inclusion
- Promote co-creation amongst industry, government, and academia, and with local communities

Solve social issues through corporate operations

- Enhance corporate management & operations through our services to clients
- Promote DX of industry value chains and contribute to solving social issues
- Aim for a society connected through cloud services, with [ERP×CRM×CBP] as the center pillar



Leverage diverse professionals

SUSTAINABLE DEVELOPMENT GOALS



Improve society through innovation and co-creation efforts

Contribute to a resource-circulating society through the digital



President Profile

[Date of birth]	November 16, 1976
[Place of birth]	Tokyo
April 1999	Joined Tecnos Japan
April 2013	Head of Tecnos Japan's East Japan Solutions Center Head of SCM Group
October 2014	Tecnos Japan Executive Officer & Head of East Japan Solutions Center
April 2016	Tecnos Japan Executive Officer & Head of West Japan Solutions Center
June 2016	Tecnos Japan Managing Executive Officer
Nov. 2016	Head of Tecnos Japan's Solutions Center
April 2017	Tecnos Japan – Executive Officer and President
June 2017	Tecnos Japan – Representative Director, Executive Officer and President
June 2019	Tecnos Japan - Representative Director and President
April 2023	Tecnos Japan - Representative Executive Director, CEO & COO (Current)

**Representative Executive
Director, CEO & COO
Takashi Yoshioka**



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- The present document contains results forecasts, plans, policies, management strategies, targets, expectations, future figures and amounts, the interpretation and evaluation of facts, etc., pertaining to Tecnos Japan and/or the Tecnos Group. These forward-looking statements and information, and all other matters outside the realm of the historical record are premised on information obtained by the company at the time of the announcement of the present document, and are based on forecasts, hopes, assumptions, plans, interpretations, and evaluations, etc.
- In addition to facts established in the past and thought to be accurate, the estimation of numerical forecasts requires the use of certain assumptions.
- These facts and assumptions can potentially change, with no objective guarantee as to the accuracy of these, nor to the accuracy regarding future developments. Numerous risks and uncertainties are associated with these facts and assumptions, such as, but not limited to, the existence of possible inaccuracies and a failure of predicted future developments to materialize.
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We accept IR meeting requests from institutional investors and analysts, on an individual basis.
For more information, please refer to the e-mail address listed below.

TECNOS JAPAN INCORPORATED Public Relations / IR

Tokyo Opera City Tower 14F, 3-20-2 Nishi-Shinjuku, Shinjuku-ku, Tokyo, 163-1414, Japan

Mail investors@tecnos.co.jp

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