FLECT

**(Fiscal Year Ended March 2025)
Financial Results Presentation Materials**

FLECT Co., Ltd. (Securities Code: 4414)

May 8, 2025

Financial results for the Fiscal Year Ended March 2025 And Forecast for the Fiscal Year Ending March 2026

(Full Year, Fiscal Year Ended March 2025) Financial Results Summary

1 Highest ever annual sales and profits at each level achieved

In addition to strong demand, we achieved our highest full-year results due to healthy project progress overall.

Full Year, FY2024

Sales	**7,949** million yen	**+14.7%** (YoY)
Operating income	**1,085** million yen	**+43.3%** (YoY)
Net income	**720** million yen	**+63.6%** (YoY)

2 We acquired new customers continuously and customer numbers increased significantly.

New customers start small, but the expansion of transactions with acquired customers was slower than expected, resulting in a decrease in ARPA.

Major companies Number of quarterly contract customers	**55** companies	**+12 companies** (QoQ)
Major companies Quarterly average revenue per account (ARPA)	**33.3** million yen	**-7.2 million yen** (QoQ)

* Excluding customers with quarterly sales of 1 million yen or less

3 The number of engineers and other employees exceeded the initial plan.

Even in a seller's market for human resources, at 359 employees, we achieved in excess of the initial plan of 350 employees.
In the term ending March 2026, we are planning for 424 employees (net increase of 65) and will continue to focus on recruitment activities

As of the end of March 2025

Number of engineers and other employees*1 **359** people

+84 people (YoY)

+6 people (Compared to December 2024)

4 Record performance are expected against the backdrop of strong demand.

Profits forecast aimed at satisfying the profit criteria for Prime listing (total ordinary profit of over 2.5 billion yen for the FY 2024 and the FY 2025)

Forecast of results for Full Year, FY2025

Sales	**9,600** million yen	**+20.8%** (YoY)
Operating income	**1,429** million yen	**+31.7%** (YoY)
Net income	**863** million yen	**+19.8%** (YoY)

*1 Professional human resources such as engineers and managers in the Cloud Integration Services Division, excluding administrative personnel (as of the end of March 2025)

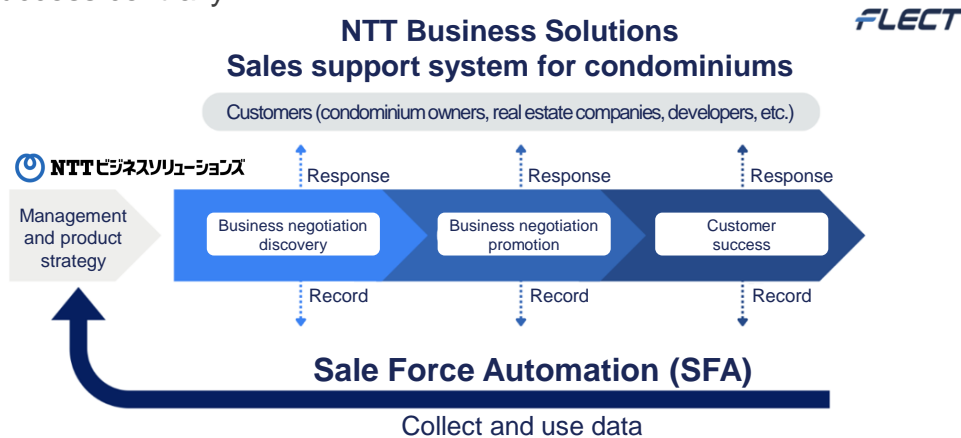# (4th Quarter, Fiscal Year Ended March 2025) Topics-1

We published case studies on NTT Business Solutions. In addition, we became the first company in Japan to receive the Customer Identity Cloud Service Delivery Specialization under the Okta Partner Program.

NTT ビジネスソリューションズ

We supported NTT Business Solutions' development of a sales system for condominiums.

The issue in developing this system was to improve work efficiency in association with labor shortages. Conventional systems have limited flexibility in terms of management items so grasping the state of cases was difficult and time was required for the preparation of reports and tabulations. This was a factor that hindered efficiency.

So, we used Sales Force Automation to build a system aimed at the expansion of sales and profits by managing the work phases of business negotiation discovery, business negotiation promotion and customer success centrally.

NTT Business Solutions
Sales support system for condominiums

Customers (condominium owners, real estate companies, developers, etc.)

Management and product strategy | Business negotiation discovery | Business negotiation promotion | Customer success

Response — Response — Response
Record — Record — Record

Sale Force Automation (SFA)

Collect and use data

okta

We became the first company in Japan to receive the Customer Identity Cloud Service Delivery Specialization under the Okta Partner Program.

Okta Elevate, the partner program of Okta, Inc., which provides cloud-based ID management and integrated authentication services, recognizes specialists with certain skills and experience in the Auth0 customer ID integration solution (formerly Okta Customer Identity Cloud), proving that they have strong expertise concerning Auth0.

Flect is the first company to have received this certification in Japan.

Customer Identity Cloud

Service Delivery Specialized

okta

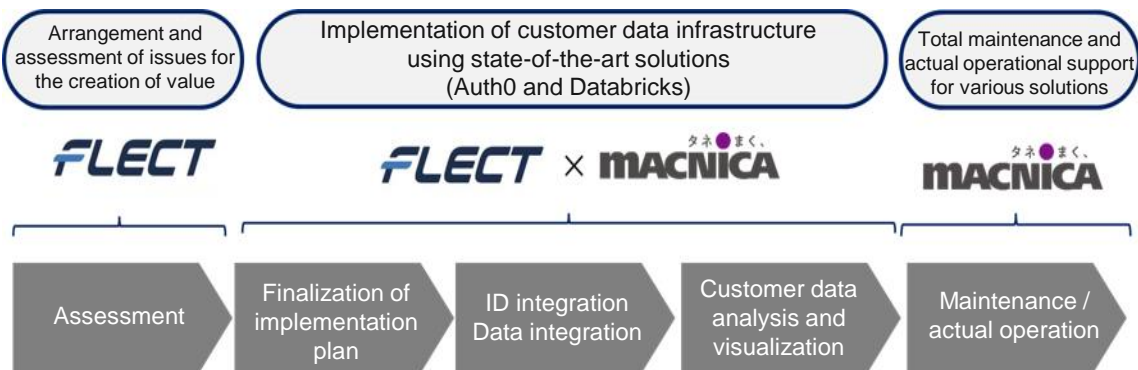# (4th Quarter, Fiscal Year Ended March 2025) Topics-2

We started collaboration with Macnica, Inc. In addition, we were recognized as an Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category) 2025

We developed and started providing customer data utilization solution that realize the improvement of CX (customer experience) based on collaboration with Macnica, Inc.

Macnica deals in Auth0, the latest customer ID integration solution provided by Okta, and Databricks, a data and AI-based data intelligence platform provided by Databricks. Flect has a proven track record and know-how in the cloud integration related to ID and data integration.

By combining the products and knowledge of data use of both companies, we will realize data infrastructure tailored to each customer company's business and systems.

| Arrangement and assessment of issues for the creation of value | Implementation of customer data infrastructure using state-of-the-art solutions (Auth0 and Databricks) | Total maintenance and actual operational support for various solutions |

FLECT | FLECT × MACNICA | MACNICA

Assessment → Finalization of implementation plan → ID integration Data integration → Customer data analysis and visualization → Maintenance / actual operation

Recognized as an Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category) 2025

In recognition of our various health management initiatives, we were recognized for the first time under the Recognition Program for the Outstanding Organizations of KENKO Investment for Health implemented jointly by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi.

To support the balance between work and private life, Flect has established a flextime system with full remote work and no core hours, a shortened work hours system until graduation from elementary school and a nursing care leave system.

We will continue to support employees balancing their careers with childcare and nursing care, establish an environment in which each employee can succeed in their own way, and aim for sustainable growth through the realization of a better workplace environment.

2025
健康経営優良法人
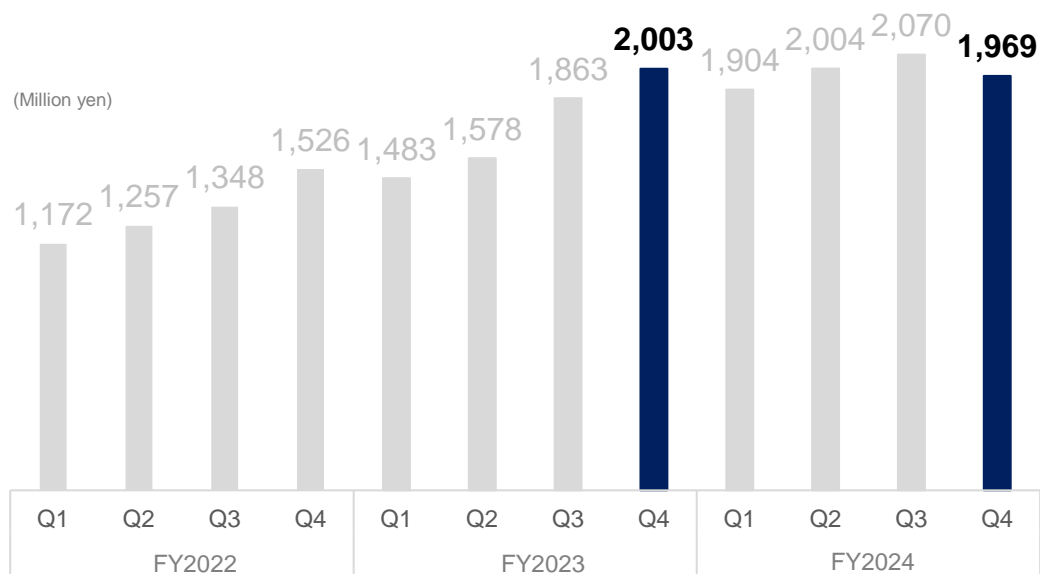KENKO Investment for Health
大規模法人部門

(4th Quarter, Fiscal Year Ended March 2025) Results Trends

Sales reached 1,969 million yen (down 1.7% year-on-year). The backdrop to this was the expansion of transactions with acquired clients being slower than expected. Project progress was healthy overall, and we maintained the high profit rate level with a gross profit margin of 45.2% (up 0.4 pt year-on-year). Gross profit was 890 million yen (down 0.8% year-on-year).

Sales (quarterly accounting period)

YoY **-1.7%**

When calculated excluding the Cariot service, it was up by 2.5% year on year.

(Million yen)

	FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	1,172	1,257	1,348	1,526	1,483	1,578	1,863	2,003	1,904	2,004	2,070	1,969

Gross profit (quarterly accounting period)

YoY **+0.4pt**

YoY **-0.8%**

(Million yen)

	FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Margin	38.5%	37.4%	38.4%	39.6%	39.2%	44.4%	44.1%	44.8%	43.6%	45.2%	44.3%	45.2%
	451	470	518	605	582	700	821	897	830	905	916	890
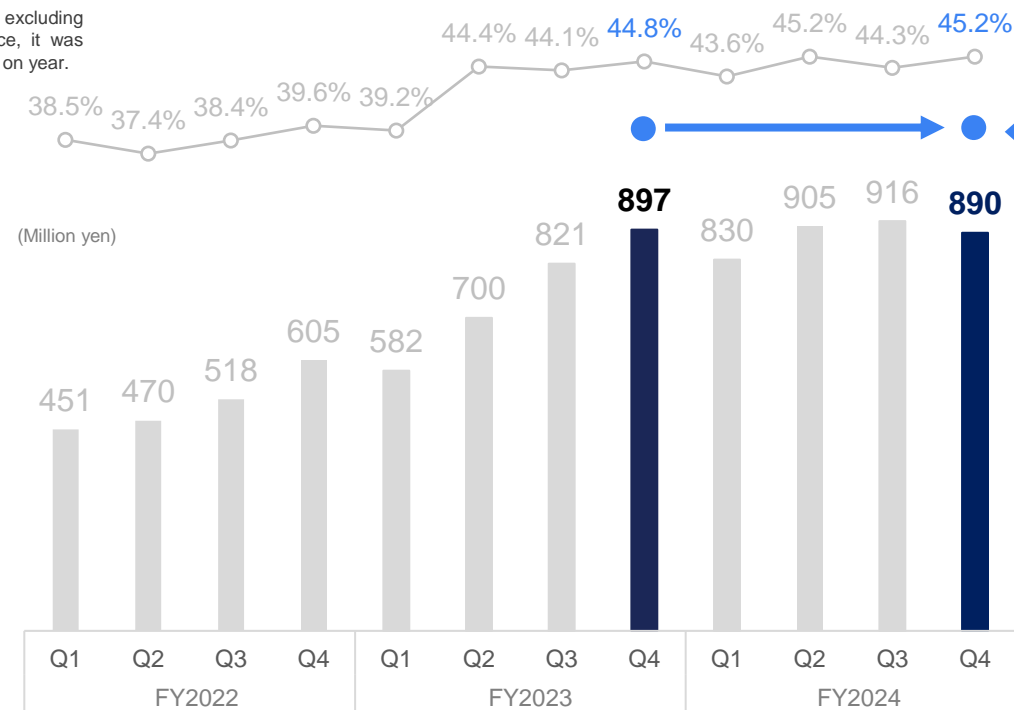
(4th Quarter, Fiscal Year Ended March 2025) Results Trends

In addition to the improvement of the gross profit margin, operating income increased to 310 million yen (up 44.0% year-on-year) due to the revenue increase effect and SG&A expenses decreasing, and we achieved record high 4Q operating income. Net income also increased to 253 million yen (up 247.3% year-on-year) so we achieved record high 4Q net income. In addition, the preferential application of the tax credit system to promote wage increases etc., resulted in a tax deduction of 53 million yen, lowering our corporate tax rate.
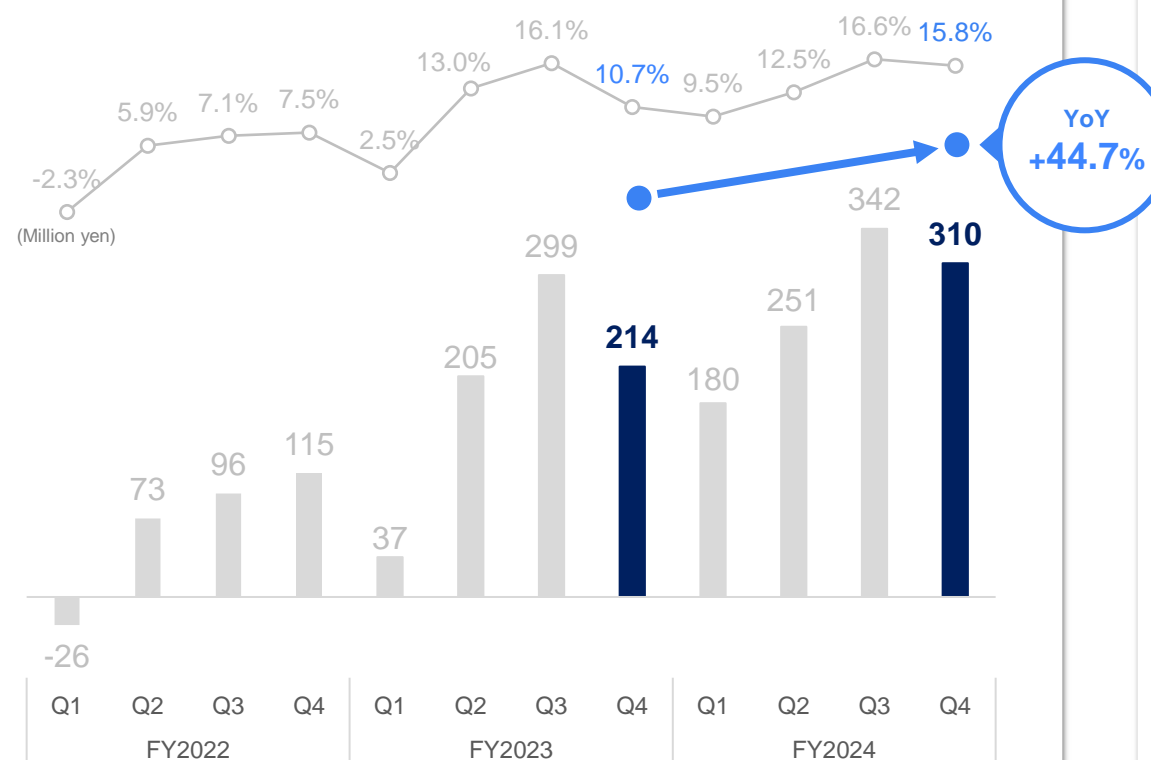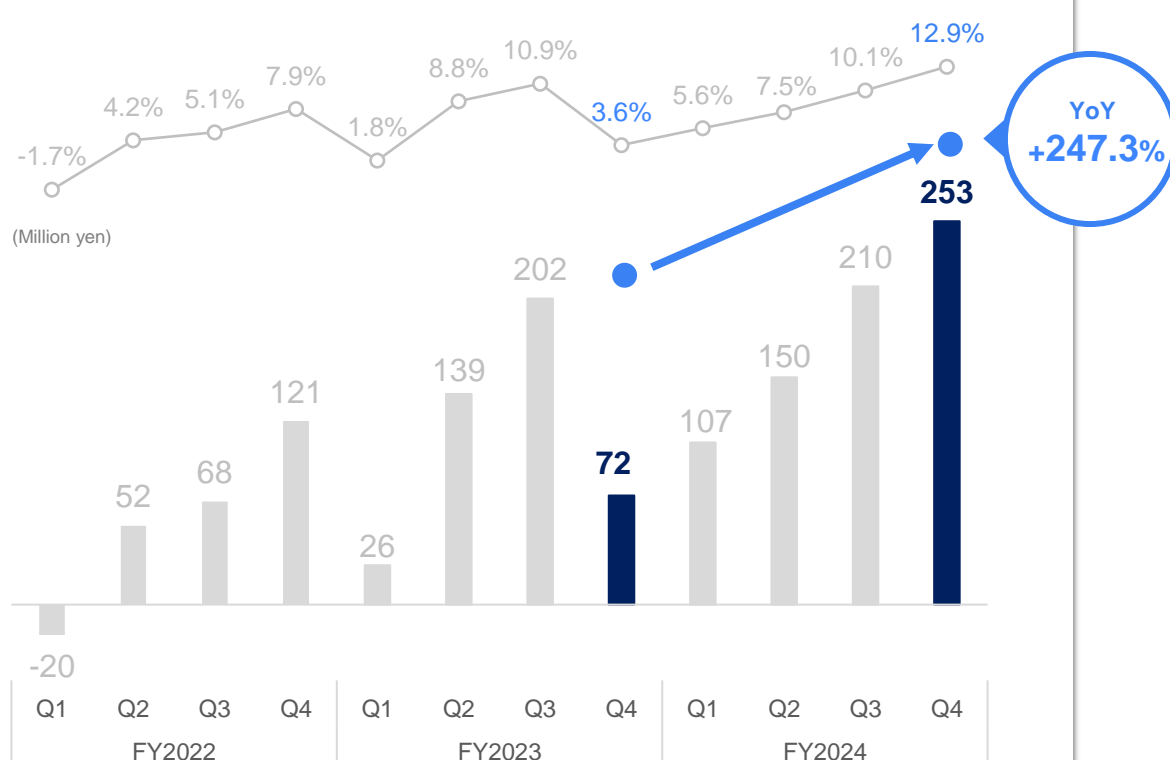
(4th Quarter, Fiscal Year Ended March 2025) Selling, General and Administrative Expenses

Selling, general and administrative expenses for 4Q of the fiscal year ended March 2025 were 579 million yen (down 15.1% year-on-year). The SG&A expenses ratio decreased year-on-year due to performance-linked bonuses decreasing.
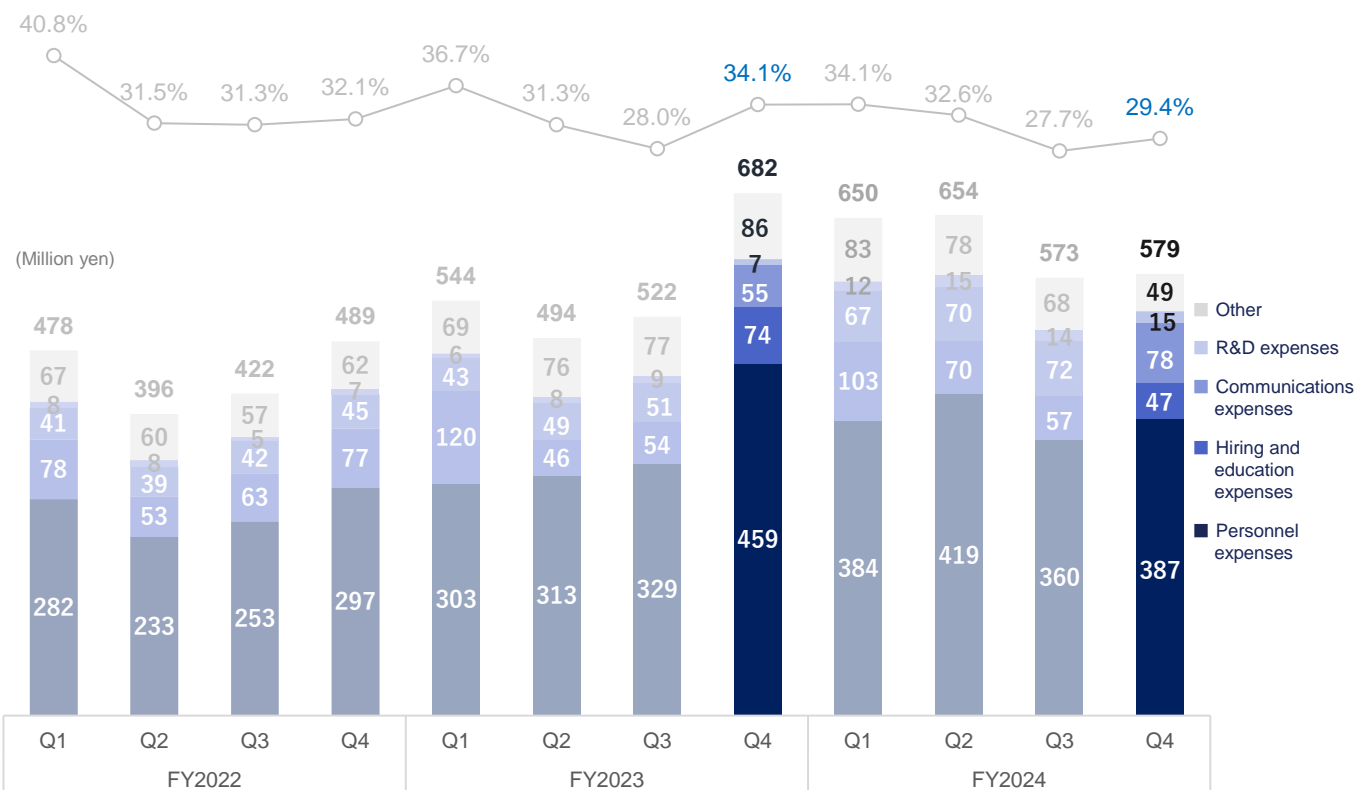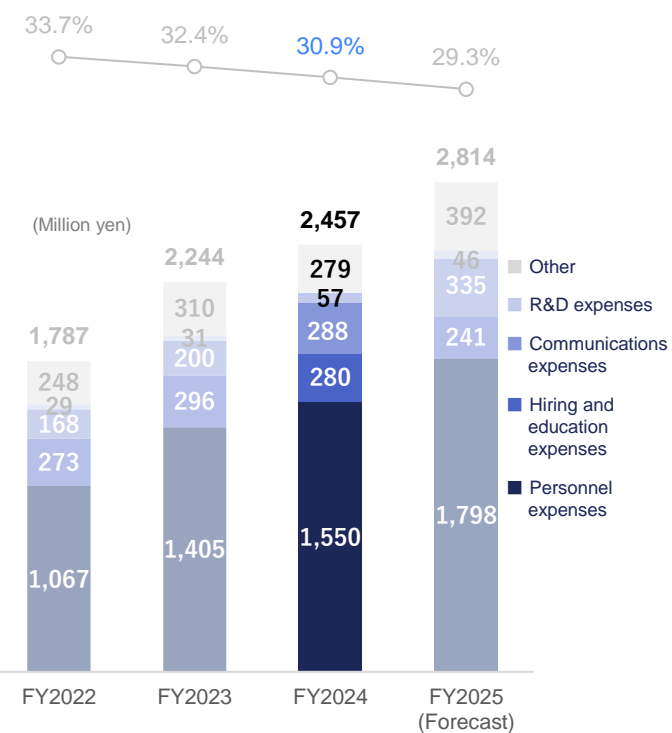
(Full Year, Fiscal Year Ended March 2025) Financial Results Summary

Sales for the full year of the fiscal year ended in March 2025 achieved a record high of 7,949 million yen (up 14.7% year-on-year). Profits at each level also reached record highs.

(Million yen)

	FY2023 Full Year (Apr.-Mar.)	FY2024 Full Year (Apr.-Mar.)	YoY		Results forecast for full year, FY2024 (Forecast announced on August 13, 2024)	Results progress rate
			Change in amount	Rate of change		
Sales	6,928	7,949	+1,020	+14.7%	8,171	97.3%
Gross profit	3,001	3,542	+541	+18.0%	3,568	99.3%
(%)	43.3%	44.6%	+1.2pt		43.7%	
SG&A	2,244	2,457	+213	+9.5%	2,616	93.9%
(%)	32.4%	30.9%	-1.5pt		32.0%	
Operating income	757	1,085	+327	+43.3%	952	114.0%
(%)	10.9%	13.7%	+2.7pt		11.7%	
Net income	440	720	+280	+63.6%	569	126.7%
(%)	6.4%	9.1%	+2.7pt		7.0%	

(Full Year, Fiscal Year Ended March 2025) Results Progress

The ratio of progress of sales against the revised forecast was 97.3%, against the backdrop of the slower-than-expected expansion of transactions with acquired clients.
On the other hand, the gross profit margin trended at a higher level than expected, and while some SG&A expenses increased, controllable expenses were controlled, resulting in a rate of progress for operating income of 114.0%.

Sales - rate of progress

■ Q1 ■ Q2 ■ Q3 ■ Q4

(Million yen)

Comparison with the revised forecast of rate of progress 97.3%

	Q1	Q2	Q3	Q4	Total
FY2024	1,904	2,004	2,070	1,969	**7,949**
	24.0%	25.2%	26.0%	24.8%	
FY2023	1,483	1,578	1,863	2,003	**6,928**
	21.4%	22.8%	26.9%	28.9%	
FY2022	1,172	1,257	1,348	1,526	**5,305**
	22.1%	23.7%	25.4%	28.8%	

Revised forecast * announced on August 13, 2024
8,171
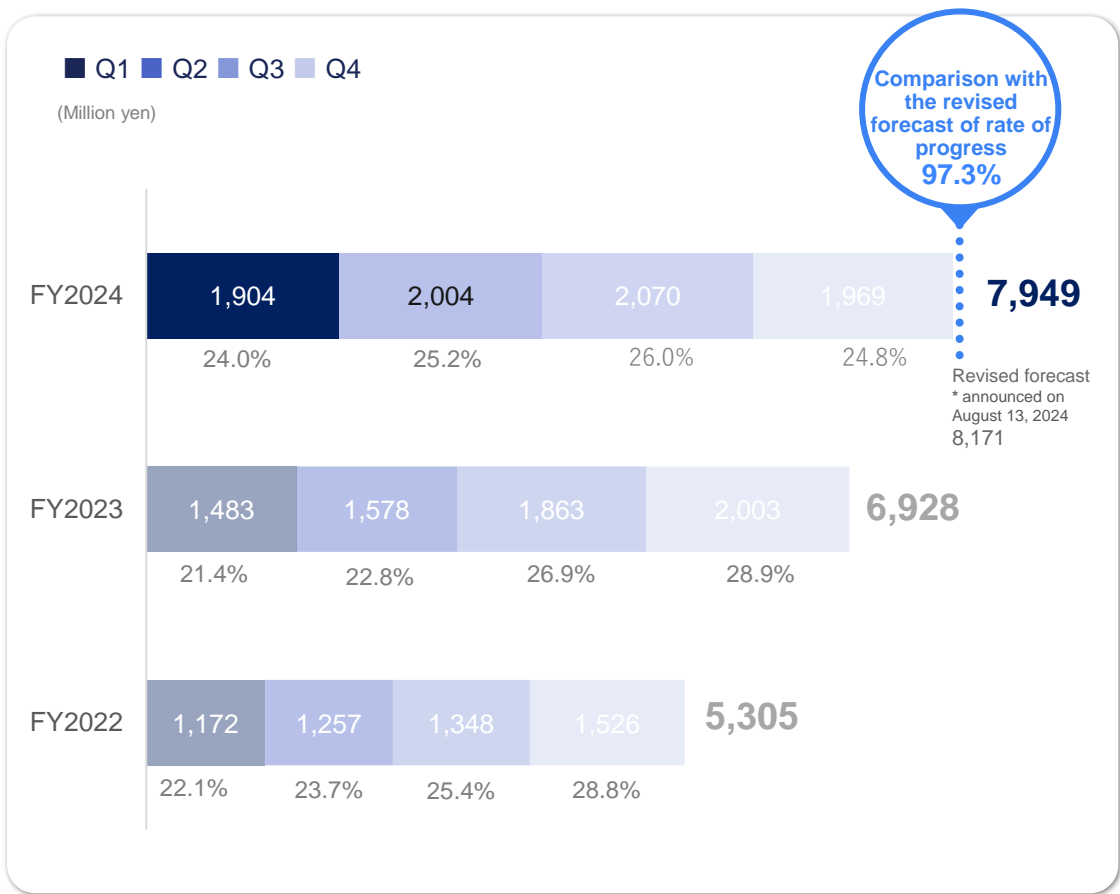
Operating income - rate of progress

■ Q1 ■ Q2 ■ Q3 ■ Q4

(Million yen)

Comparison with the revised forecast of rate of progress 114.0%

	Q1	Q2	Q3	Q4	Total
FY2024	180	251	342	310	**1,085**
	16.6%	23.2%	31.6%	28.6%	
FY2023	37	205	299	214	**757**
	5.0%	27.2%	39.5%	28.4%	
FY2022	26	73	96	115	**258**
	-10.5%	28.6%	37.3%	44.6%	

*Including hiring and personnel costs of 34 new graduates in Q1
*Including hiring and personnel costs of 25 new graduates in Q1
*Including hiring and personnel costs of 18 new graduates in Q1

Revised forecast * announced on August 13, 2024
952

(Full Year, Fiscal Year Ending March 2026) Results Forecast

Forecast sales of 9,600 million yen (up 20.8% year-on-year), gross profit of 4,243 million yen (up 19.8% year-on-year), operating income of 1,429 million yen (up 31.7% year-on-year), and net income of 863 million yen (up 19.8% year-on-year) aim to meet Prime listing criteria. We will strengthen our proposal system with the aim of expanding transactions with acquired customers, but because effects are expected from the second half of the term, the timing of the sales target of 10 billion yen has been slightly pushed back. We think that Agentforce, an autonomous AI agent that we are focusing on, has great potential to contribute to future business results, but since it has only been operating for a short time, it is difficult to factor in specific figures at this stage.

(Million yen)		FY2024 Full Year (Apr.-Mar.)	FY2025 Full Year (Forecast) (Apr.-Mar.)	Compared with initial forecast	
				Change in amount	Rate of change
Sales		7,949	9,600	+1,651	+20.8%
Gross profit		3,542	4,243	+701	+19.8%
	(%)	44.6%	44.2%	-0.4pt	-
SG&A		2,457	2,814	+357	+14.5%
		30.9%	29.3%	-1.6pt	-
Operating income		1,085	1,429	+343	+31.7%
	(%)	13.7%	14.9%	+1.2pt	-
Net income		720	863	+142	+19.8%
	(%)	9.1%	9.0%	-0.1pt	-

(Full Year, Fiscal Year Ended March 2025) Balance Sheet

The main changes are current assets increasing by 127 million yen and current liabilities decreasing by 509 million yen. The equity ratio of 64.8% is a sound financial foundation.

(Million yen)

	FY2023 (As of March 31,2024)	FY2024 (As of March 31, 2025)	Change in amount
Total assets	**4,010**	**4,198**	**+188**
Current assets	3,605	3,733	+127
Fixed assets	404	465	+60
Total liabilities	**2,022**	**1,476**	**-545**
Current liabilities	1,503	994	-509
Fixed liabilities	518	482	-35
Net assets	**1,988**	**2,722**	**+734**
Total assets	**4,010**	**4,198**	**+188**
Cash and deposits	1,575	2,128	+ 553
Interest-bearing liabilities	585	517	-67
Equity ratio	49.6%	64.8%	+ 15.3pt

KPI Trends (Quarterly Basis)

Number of quarterly contract customers[1]

The number of major company quarterly contract customers in 4Q of the term ended March 2025 increased by 12 companies compared to the previous year to 55 companies as a result of acquiring new customers continuously.
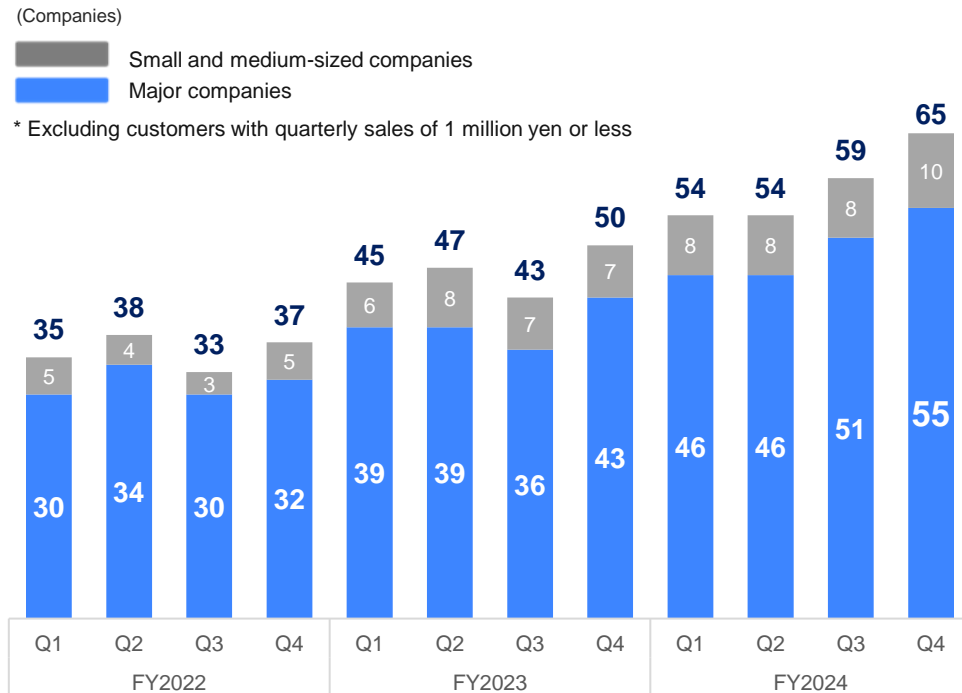
Quarterly average revenue per account (ARPA[2])

As new customers tend to start small and the expansion of transactions with acquired customers was slower than expected, the ARPA for major companies in 4Q of the term ended March 2025 was 33.3 million yen, a decrease of 7.2 million yen compared with the previous year.

(Companies)

■ Small and medium-sized companies
■ Major companies

* Excluding customers with quarterly sales of 1 million yen or less

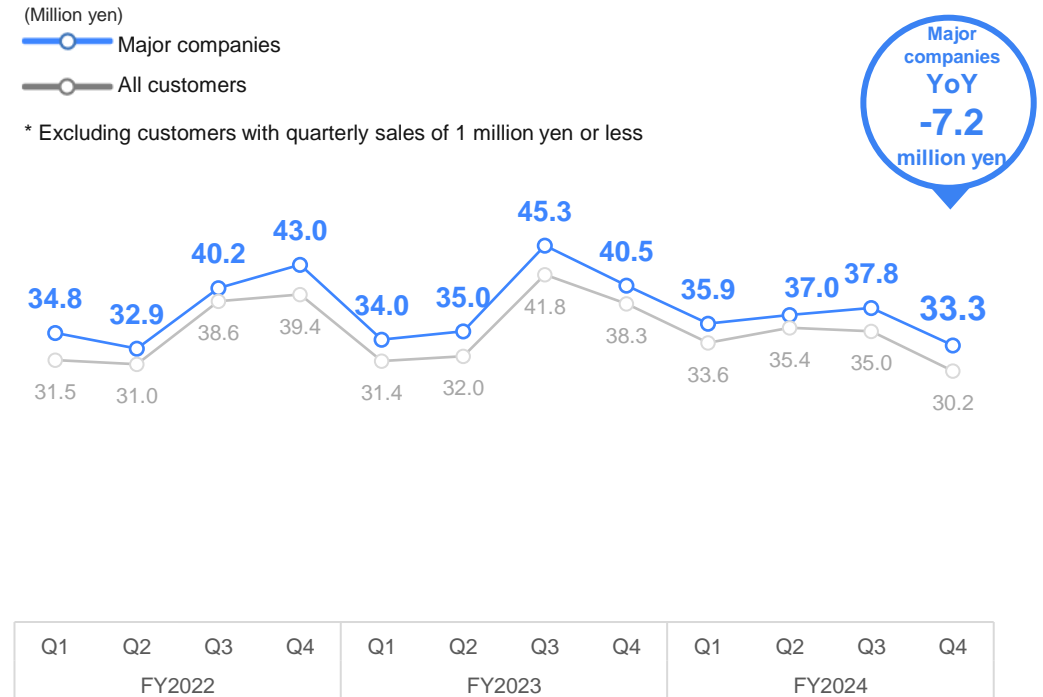|	FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	35	38	33	37	45	47	43	50	54	54	59	65
SME	5	4	3	5	6	8	7	7	8	8	8	10
Major	30	34	30	32	39	39	36	43	46	46	51	55

Major companies YoY +12 companies

(Million yen)

—○— Major companies
—○— All customers

* Excluding customers with quarterly sales of 1 million yen or less

Major companies YoY -7.2 million yen

	FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Major companies	34.8	32.9	40.2	43.0	34.0	35.0	45.3	40.5	35.9	37.0	37.8	33.3
All customers	31.5	31.0	38.6	39.4	31.4	32.0	41.8	38.3	33.6	35.4	35.0	30.2

[1] Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less . Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.
[2] Abbreviation of average revenue per account (average sales per customer), or quarterly average sales per customer excluding resales and quarterly sales of 1 million yen or less.
Calculated by dividing quarterly sales excluding resales and quarterly sales of 1 million yen or less by the number of quarterly contract customers

KPI Trends (Quarterly Basis)

Number of quarterly contract *1
Classification of major companies by new and existing *2

In 4Q of the fiscal year ended March 2025, we acquired 4 new major customer companies. The number of existing major company customers increased by 14 compared to previous year to 51 companies.

Quarterly average revenue per account (ARPA*3)
Existing major companies

ARPA in 4Q of the fiscal year ended March 2025 decreased by 10.8 million yen compared to the previous year to 35.2 million yen.

(Companies)

■ Number of new major company customer (Quarterly basis)
■ Number of existing major company customer (Quarterly basis)

* Excluding customers with quarterly sales of 1 million yen or less

New customers
4 companies
4Q FY2024

	FY2022				FY2023				FY2024			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	30	34	30	32	39	39	36	43	46	46	51	55
New	1	3	0	1	5	6	1	6	3	4	6	4
Existing	29	31	30	31	34	33	35	37	43	42	45	51

(Million Yen)

—○— Existing major companies

* Excluding customers with quarterly sales of 1 million yen or less

YoY
- 10.8
million yen

	FY2022				FY2023				FY2024			
Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ARPA	35.1	35.1	40.2	43.9	37.8	38.8	45.7	46.1	37.9	40.0	42.1	35.2

*1 Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less. Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.
*2 Customers newly acquired in the current quarter are referred to as new customers and other customers as existing customers
*3 Abbreviation of average revenue per account (average sales per customer), or quarterly average sales per customer excluding resales and quarterly sales of 1 million yen or less.
  Calculated by dividing quarterly sales excluding resales and quarterly sales of 1 million yen or less by the number of quarterly contract customers
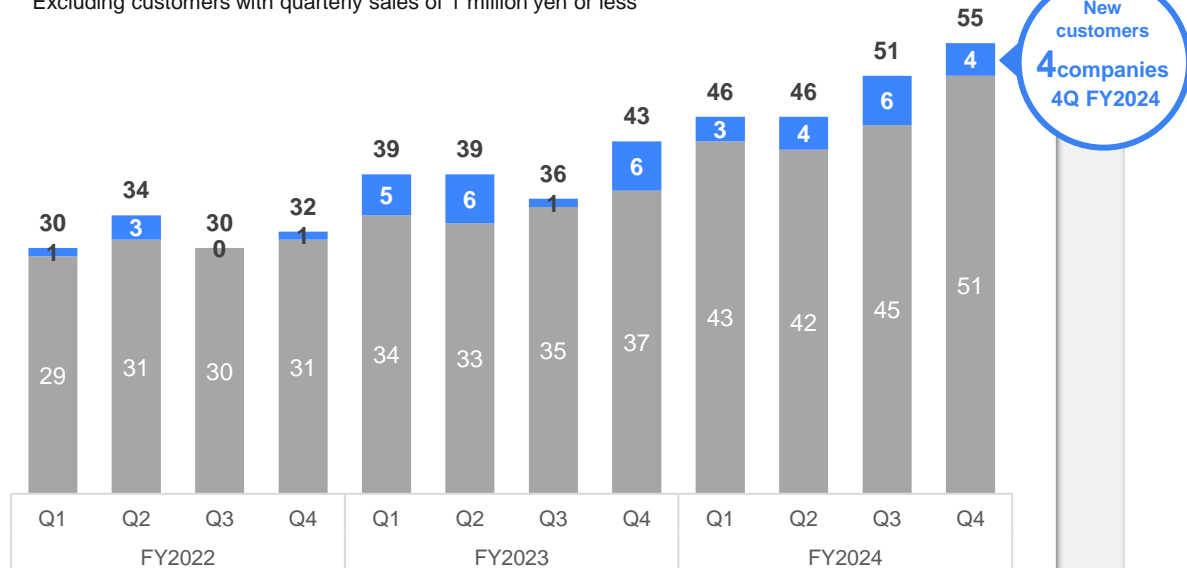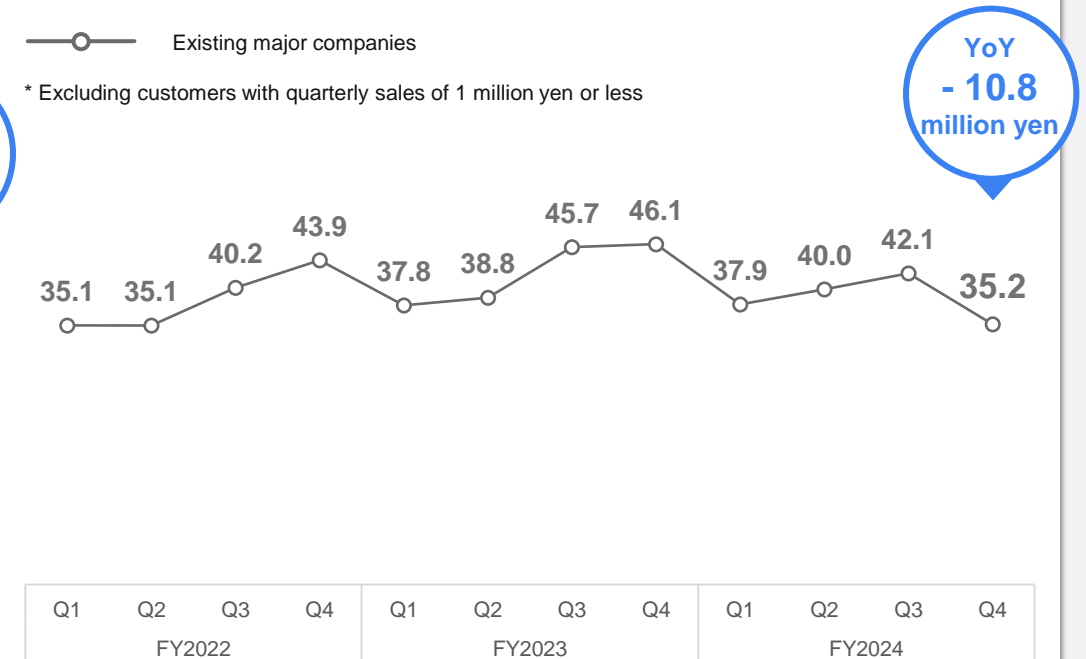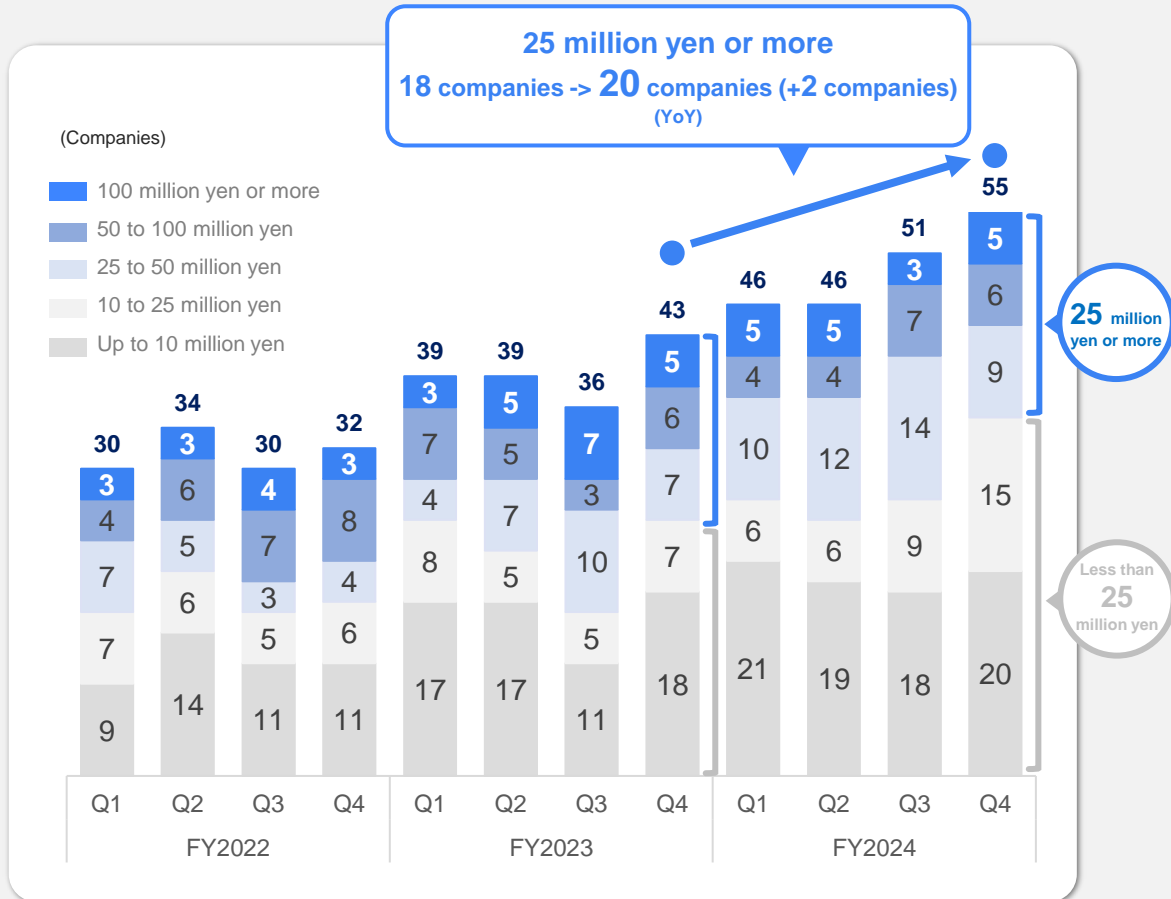
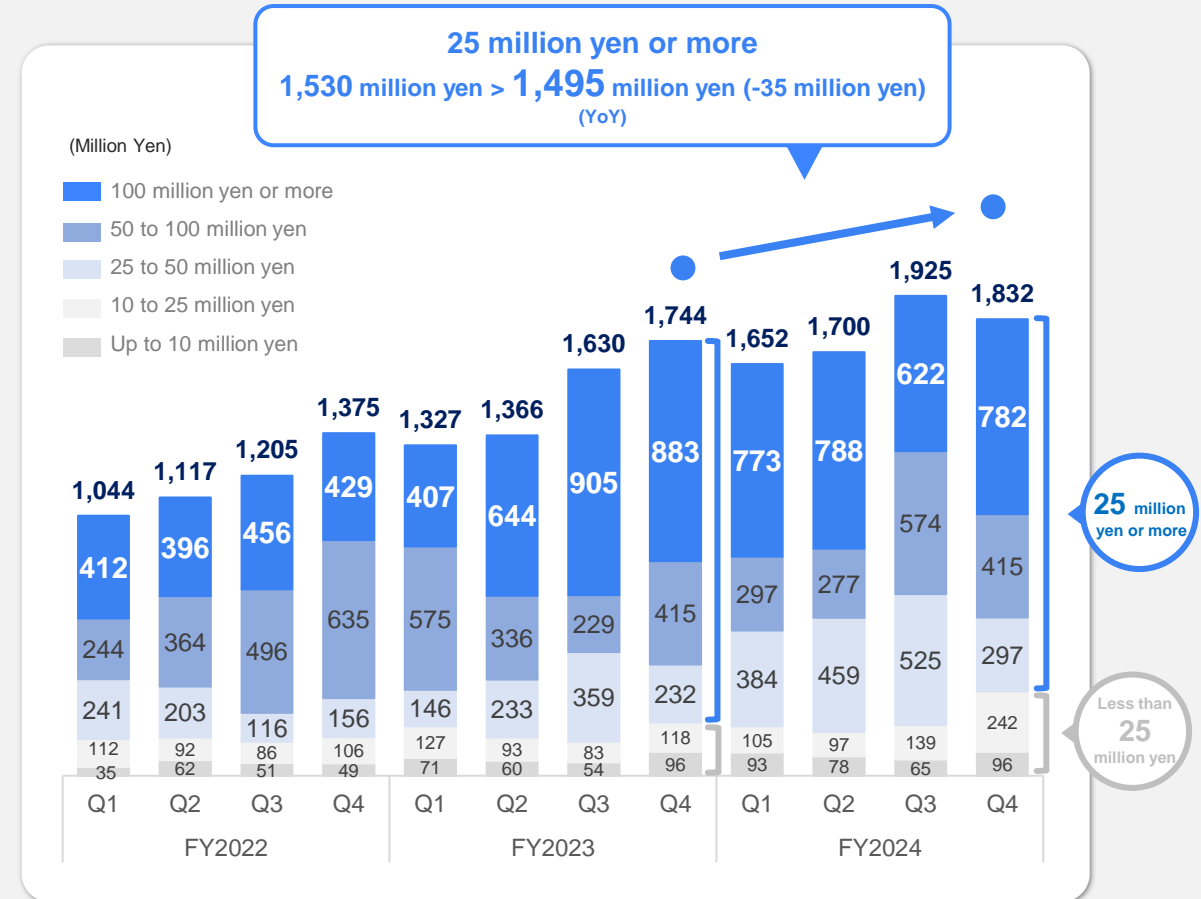# Number of contract customers and sales by sales amount (major companies)

Number of quarterly contract customers by sales (major companies)[1]

In 4Q of the fiscal year ended March 2025, the number of customers with quarterly sales of 25 million yen or more increased by 2 compared to previous year to 20 companies.

25 million yen or more

18 companies -> 20 companies (+2 companies)
(YoY)

(Companies)

Legend:
- 100 million yen or more
- 50 to 100 million yen
- 25 to 50 million yen
- 10 to 25 million yen
- Up to 10 million yen

25 million yen or more

Less than 25 million yen

	FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	30	34	30	32	39	39	36	43	46	46	51	55
100 million yen or more	3	3	4	3	3	5	7	5	5	5	3	5
50 to 100 million yen	4	6	7	8	7	5	3	6	4	4	7	6
25 to 50 million yen	7	5	3	4	4	7	10	7	10	12	14	9
10 to 25 million yen	7	6	5	6	8	5	5	7	6	6	9	15
Up to 10 million yen	9	14	11	11	17	17	11	18	21	19	18	20

Quarterly sales by sales amount (major companies)[2]

In 4Q of the fiscal year ended March 2025, sales to customers with quarterly sales of 25 million yen or more decreased by 35 million yen compared to previous year to 1,495 million yen.
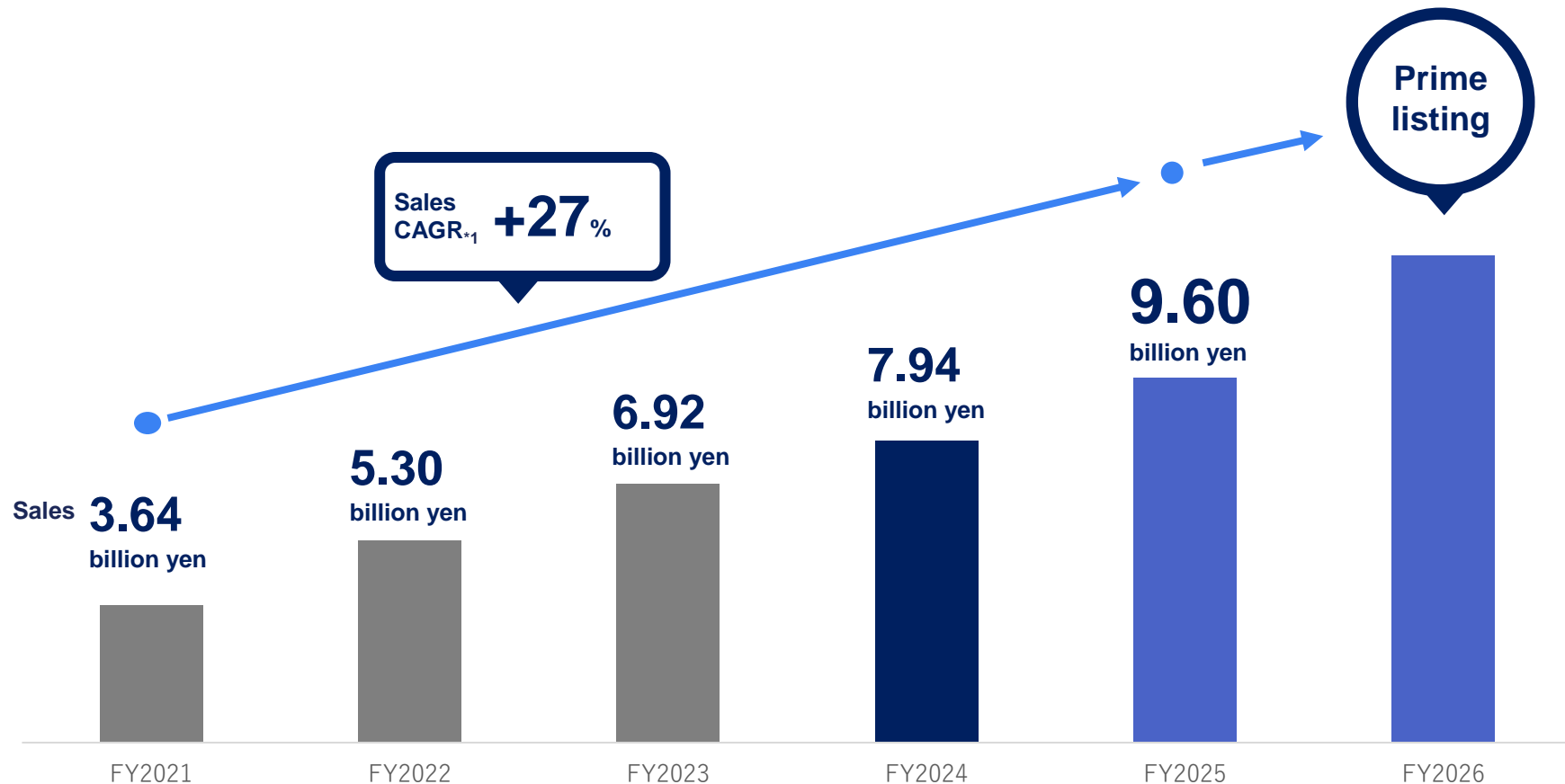
25 million yen or more

1,530 million yen > 1,495 million yen (-35 million yen)
(YoY)

(Million Yen)

Legend:
- 100 million yen or more
- 50 to 100 million yen
- 25 to 50 million yen
- 10 to 25 million yen
- Up to 10 million yen

25 million yen or more

Less than 25 million yen

	FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total	1,044	1,117	1,205	1,375	1,327	1,366	1,630	1,744	1,652	1,700	1,925	1,832
100 million yen or more	412	396	456	429	407	644	905	883	773	788	622	782
50 to 100 million yen	244	364	496	635	575	336	229	415	297	277	574	415
25 to 50 million yen	241	203	116	156	146	233	359	232	384	459	525	297
10 to 25 million yen	112	92	86	106	127	93	83	118	105	97	139	242
Up to 10 million yen	35	62	51	49	71	60	54	96	93	78	65	96

*1 Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less . Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.
*2 excluding resales and quarterly sales of 1 million yen or less by the number of quarterly contract customers
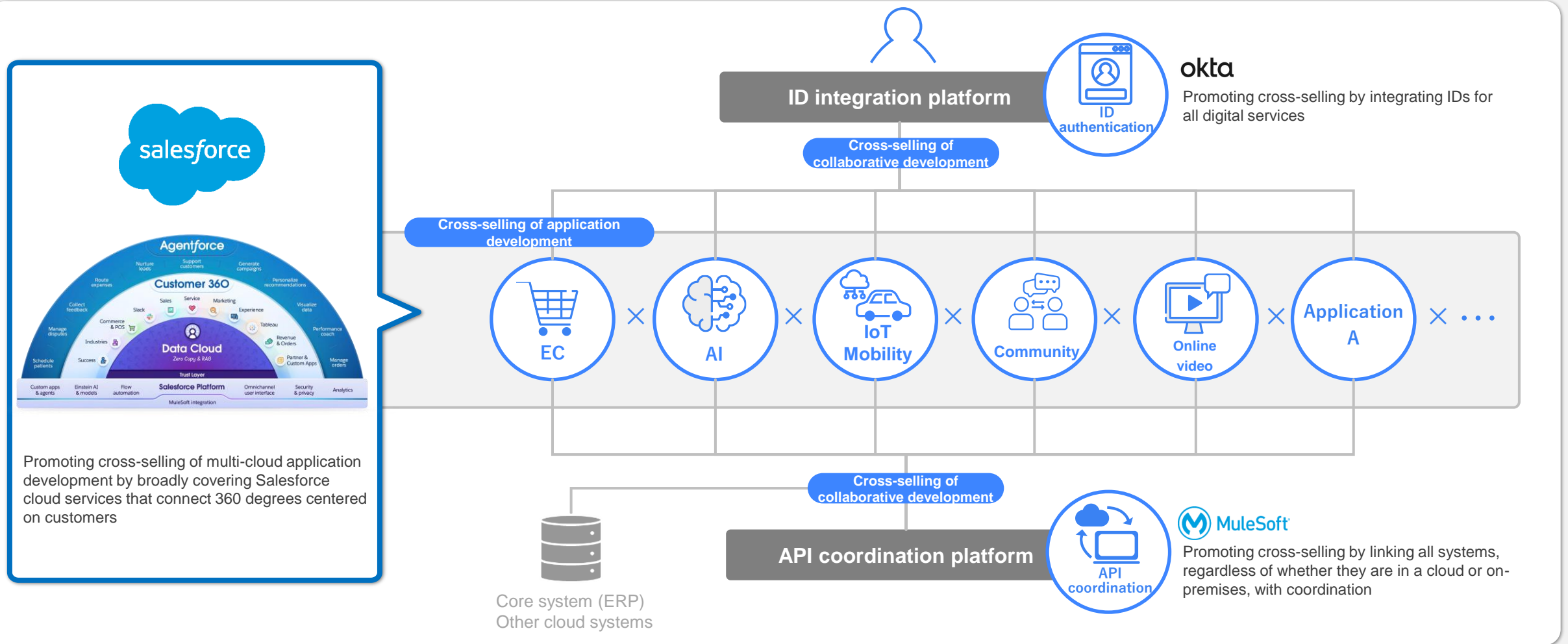
Growth Strategy

Medium to long-term growth plan aimed at Prime market listing

By promoting the growth strategies of creating large accounts, investing in human resources and investing in R&D, we aim to list on the Tokyo Stock Exchange Prime Market in the fiscal year ending March 31, 2027.

Prime listing

Sales CAGR[1] **+27**%

Sales **3.64** billion yen
5.30 billion yen
6.92 billion yen
7.94 billion yen
9.60 billion yen

FY2021 FY2022 FY2023 FY2024 FY2025 FY2026

*1 Compound Annual Growth Rate from FY2021 to 2025 (forecast).

Creating Large Accounts-1
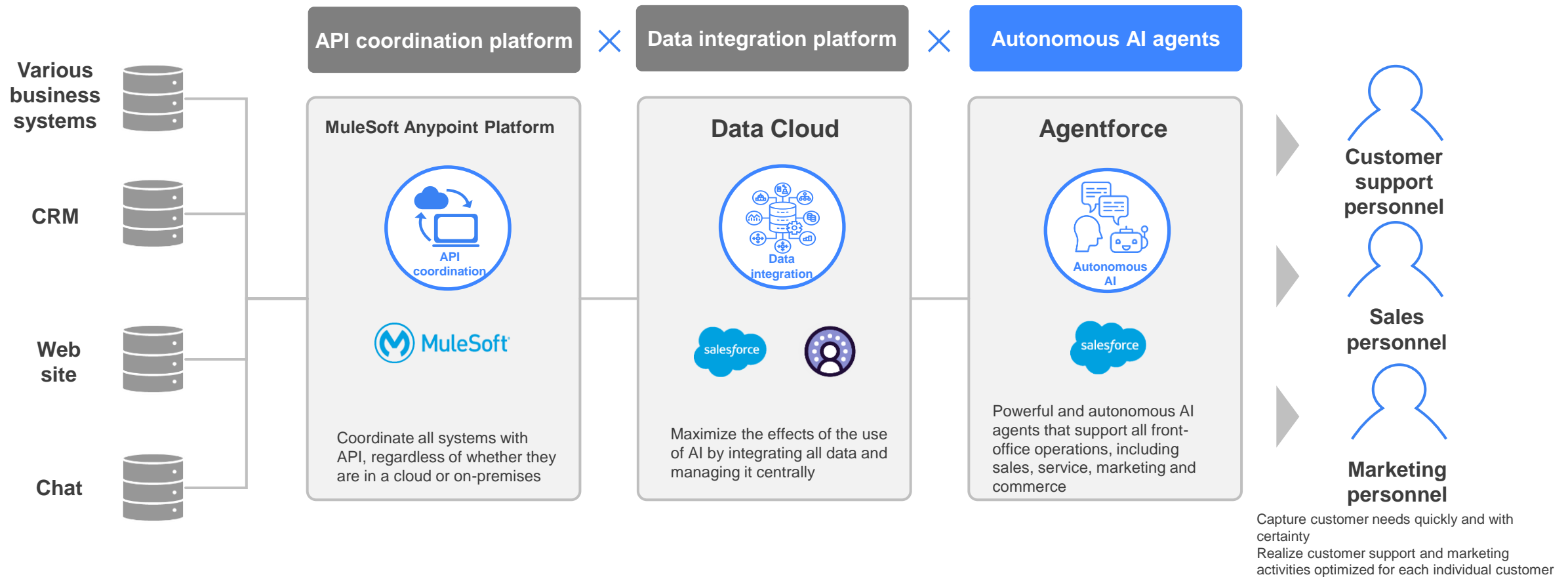# Enhancing and Developing Multi-cloud Services

In addition to multi-cloud application development, we will promote cross-selling through platform collaborative development to increase ARPA among existing customers. Further, we will also expand business channels by developing cloud partners towards increasing the number of contracted customers.

ID integration platform

okta

Promoting cross-selling by integrating IDs for all digital services

ID authentication

Cross-selling of collaborative development

Cross-selling of application development

Promoting cross-selling of multi-cloud application development by broadly covering Salesforce cloud services that connect 360 degrees centered on customers

EC × AI × IoT Mobility × Community × Online video × Application A × ...

Cross-selling of collaborative development

Core system (ERP)
Other cloud systems

API coordination platform

API coordination

MuleSoft

Promoting cross-selling by linking all systems, regardless of whether they are in a cloud or on-premises, with coordination

Creating Large Accounts-2
One-stop solutions for the AI and data infrastructure areas, where expansion is expected
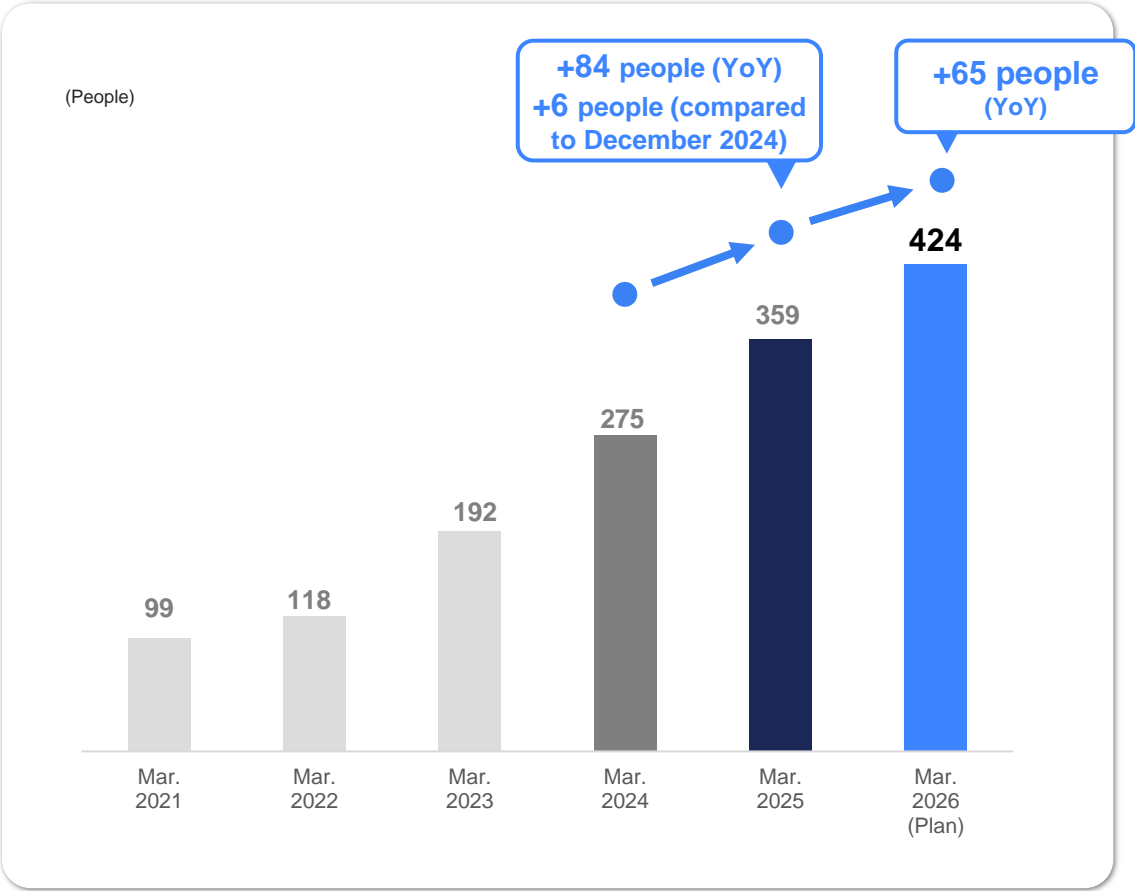
We focus on support for the introduction of "Agentforce," an autonomous AI agent developed by Salesforce To maximize the effects of the use of AI, we provide one-stop solutions by combining "MuleSoft," an API coordination platform that connects all systems, and "Data Cloud," data integration infrastructure that manages data centrally.

| API coordination platform | × | Data integration platform | × | Autonomous AI agents |

Various business systems

CRM

Web site

Chat

MuleSoft Anypoint Platform

API coordination

Coordinate all systems with API, regardless of whether they are in a cloud or on-premises

Data Cloud

Data integration

Maximize the effects of the use of AI by integrating all data and managing it centrally

Agentforce

Autonomous AI

Powerful and autonomous AI agents that support all front-office operations, including sales, service, marketing and commerce

Customer support personnel

Sales personnel

Marketing personnel

Capture customer needs quickly and with certainty
Realize customer support and marketing activities optimized for each individual customer
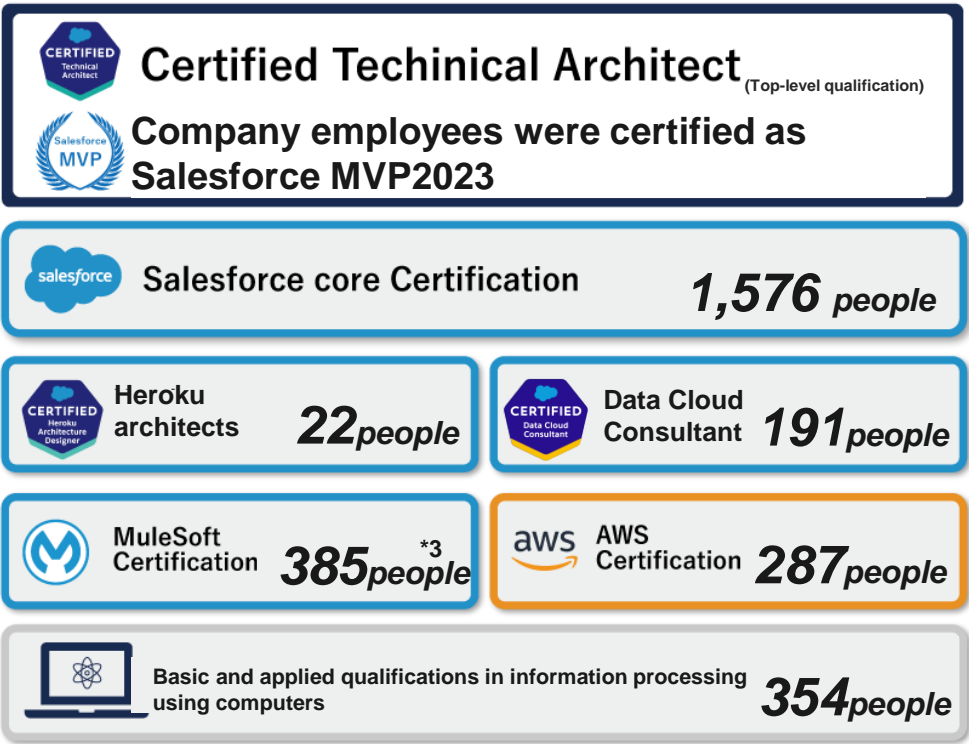
Organizational expansion centered on cloud engineers and other employees

The number of cloud engineers and other employees increased by 84 year-on-year, and by 6 compared with the end of December 2024 to 359 people as of the end of March 2025, so we achieved and exceeded the initial plan of 350 people. We plan to have 424 employees at the end of March 2026.

Trend in the number of engineers and other employees[*1]

(People)

+84 people (YoY)
+6 people (compared to December 2024)

+65 people (YoY)

Mar. 2021	Mar. 2022	Mar. 2023	Mar. 2024	Mar. 2025	Mar. 2026 (Plan)
99	118	192	275	359	424

Promotion of acquisition of multi-cloud qualifications[*2]

Certified Techinical Architect (Top-level qualification)
Company employees were certified as Salesforce MVP2023

Salesforce core Certification — *1,576* people

Heroku architects — *22* people

Data Cloud Consultant — *191* people

MuleSoft Certification — *385* people [*3]

AWS Certification — *287* people

Basic and applied qualifications in information processing using computers — *354* people

*1 Professional human resources such as engineers and managers in Cloud Integration Services Division, excluding administrative personnel
*2 As of April 20, 2025
*3 Total number of people with 5 qualifications as a MuleSoft Developer Ⅰ, Senior MuleSoft Developer Ⅱ, MuleSoft Platform Architect, MuleSoft Integration Architect and MuleSoft Associate
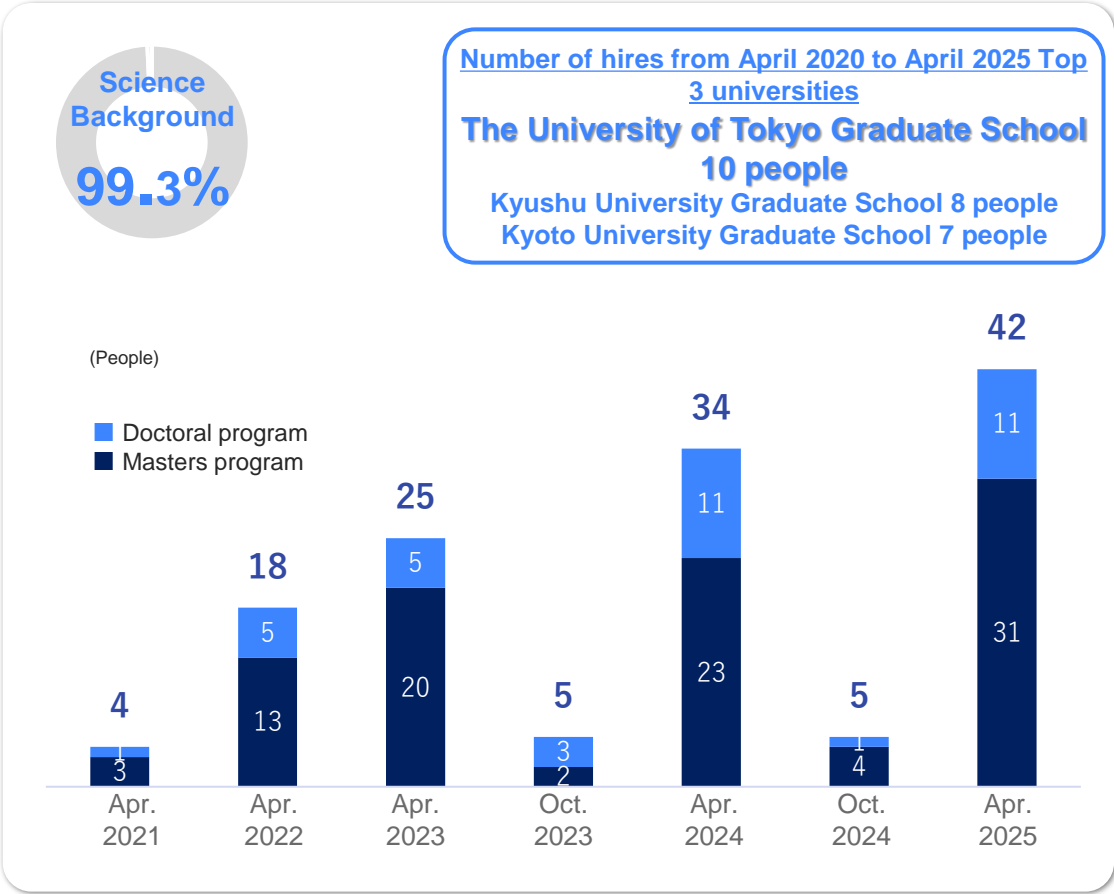
Strictly selected hiring of engineers based on high recruitment standards

We have established high hiring standards to identify human resources with strong basic computer skills. In hiring experienced engineers, the entry-to-join ratio is about 1 in 50 people so we select the best engineers strictly. Additionally, in our new graduate recruitment, 42 science postgraduate engineers joined the company in April 2025.

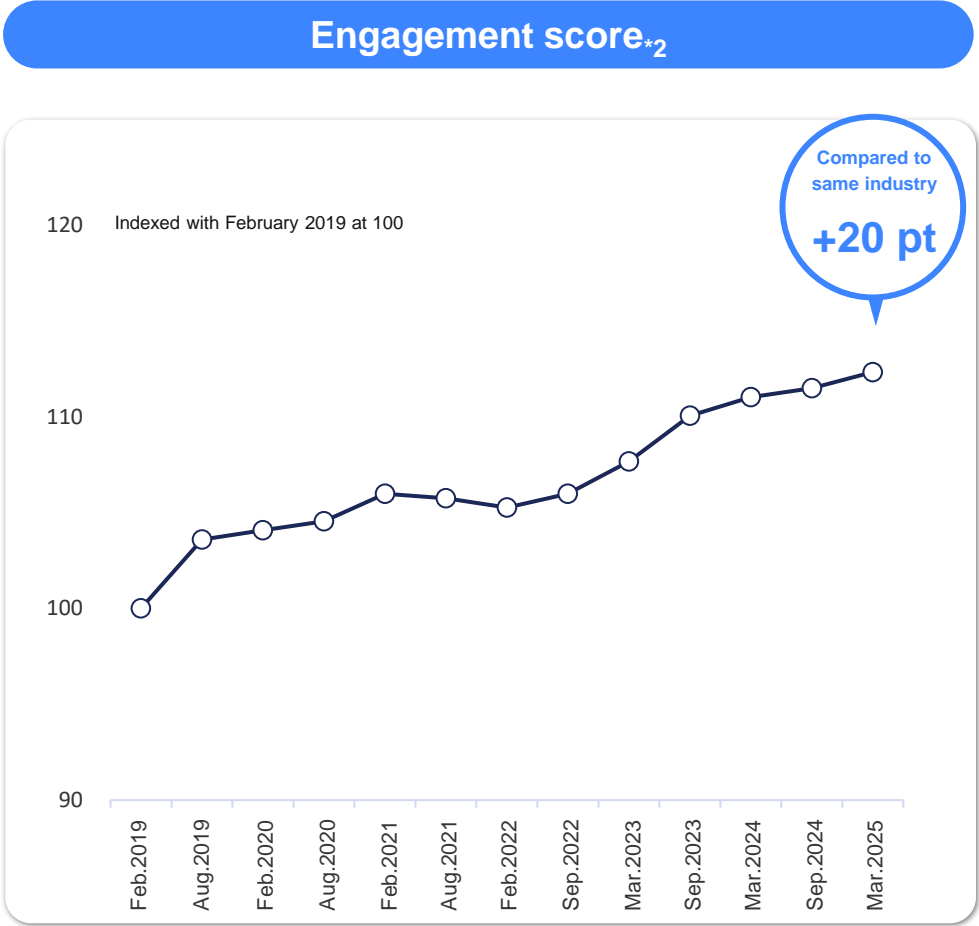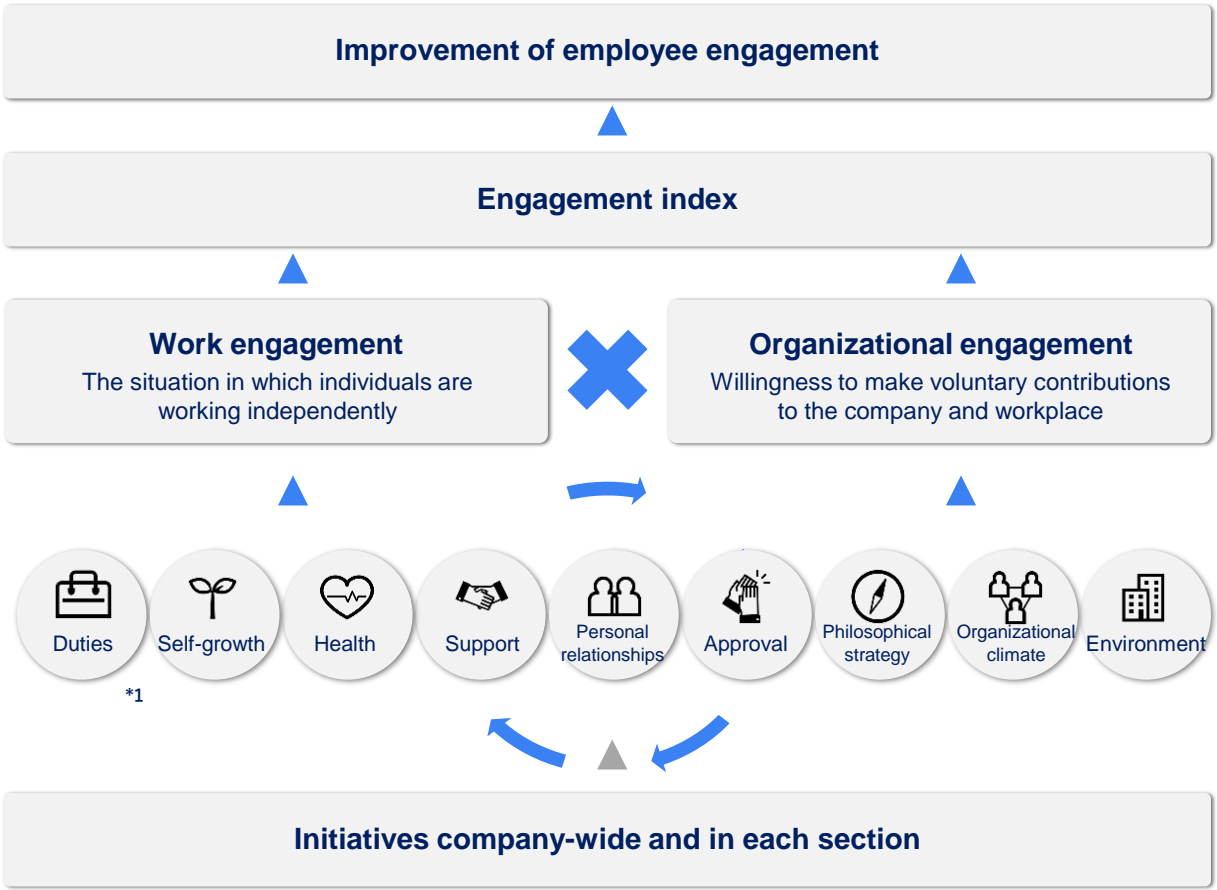## Trend in hiring of experienced personnel (mid-career recruitments)

(People)

Entry-to-join ratio

About 1 in 50 people

	FY2022				FY2023				FY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	16	16	16	22	22	13	10	21	15	22	14	12

Trend in new graduate recruitment (engineers)

Science Background

99.3%

Number of hires from April 2020 to April 2025 Top 3 universities
The University of Tokyo Graduate School 10 people
Kyushu University Graduate School 8 people
Kyoto University Graduate School 7 people

(People)

- ■ Doctoral program
- ■ Masters program

	Apr. 2021	Apr. 2022	Apr. 2023	Oct. 2023	Apr. 2024	Oct. 2024	Apr. 2025
Total	4	18	25	5	34	5	42
Doctoral	1	5	5	3	11	1	11
Masters	3	13	20	2	23	4	31

21

Follow-up mechanisms that increase employee engagement

We have established an operational system that regularly aggregates employee engagement scores, monitors them by department, and swiftly implements measures based on identified issues. We also accept feedback from employees and conduct individual follow-ups.By flexibly and proactively implementing initiatives in response to changes in employee conditions and external environments, our engagement scores have continued to rise since measurements began.

Improvement of employee engagement

Engagement index

Work engagement
The situation in which individuals are working independently

✕

Organizational engagement
Willingness to make voluntary contributions to the company and workplace

Duties | Self-growth | Health | Support | Personal relationships | Approval | Philosophical strategy | Organizational climate | Environment

*1

Initiatives company-wide and in each section

Engagement score*2

Compared to same industry

+20 pt

Indexed with February 2019 at 100

120

110

100

90

Feb.2019 | Aug.2019 | Feb.2020 | Aug.2020 | Feb.2021 | Aug.2021 | Feb.2022 | Sep.2022 | Mar.2023 | Sep.2023 | Mar.2024 | Sep.2024 | Mar.2025

*1 Described based on Atrae Inc.'s Wevox engagement savey items
*2 Indexed with January 2019 at 100 for the 1-year moving average of Wevox engagement score. Looking at Cloud Integration Services

Social implementation of cutting-edge technologies through R&D

Aiming to solve corporate, industrial, and social issues with cutting-edge technology, we conduct R&D on cutting-edge technologies that are not yet in widespread use and areas that could attract attention in the future. As specific areas of research, we are promoting research on work automation and optimization through AI, real-time voice changers based on AI, etc.

Work automation and optimization through AI

We are conducting research to automate or save labor in planning and decision-making work that has always been performed by people by using OR (Operations Research)[*1] technology.

Results of use / image

- **Automation of vehicle test schedule preparation with Honda Motor Co., Ltd.**

- **Optimization of transportation and delivery plans by vehicle and freighter**
- **Automation of the preparation of project assignment proposals**

Real-time voice changers based on AI

We are conducting R&D to convert the human voice, which is increasingly in need of privacy protection as biometric information, into another voice in real time using AI.

We are aiming to realize a superior voice experience for the listener at the same time as protecting privacy.

Image of use

- **Voice privacy protection (telephone handling at call centers)**
- **Security measures (answering on an intercom)**
- **Superior voice experience (digital signage avatars)**

We have made a partial release to the public as OSS (Open Source Software) and are currently highly acclaimed on GitHub with more than 15,000 Stars, proof of evaluation.

The company's technology has also been used in the real-time voice conversion technology for the voice of former Prime Minister Kishida, which was introduced at the "Dialogue with Next Generation Leaders on AI" held on May 9, 2023, at the Prime Minister's Official Residence.
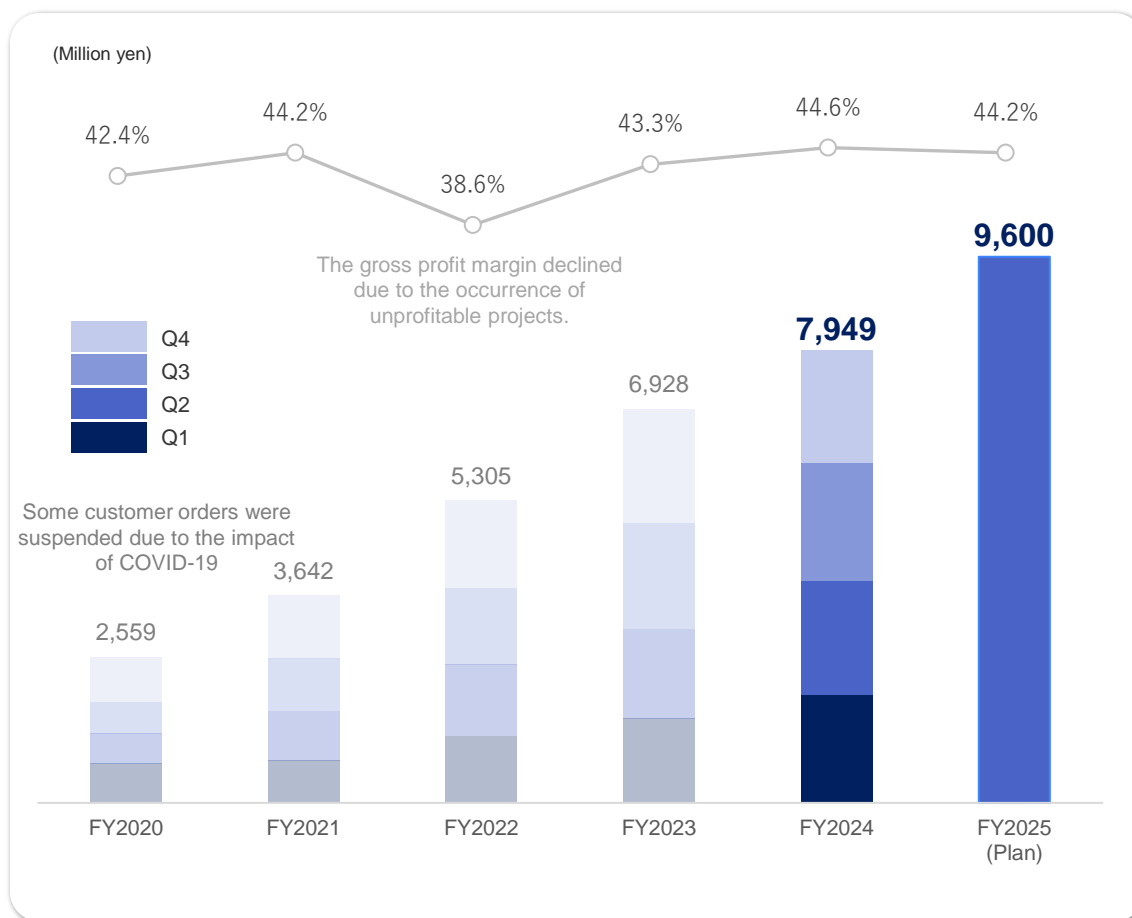
*1 OR (Operations Research): Various approaches to support decision-making scientifically (mathematical optimization, data analysis, algorithms, etc.)

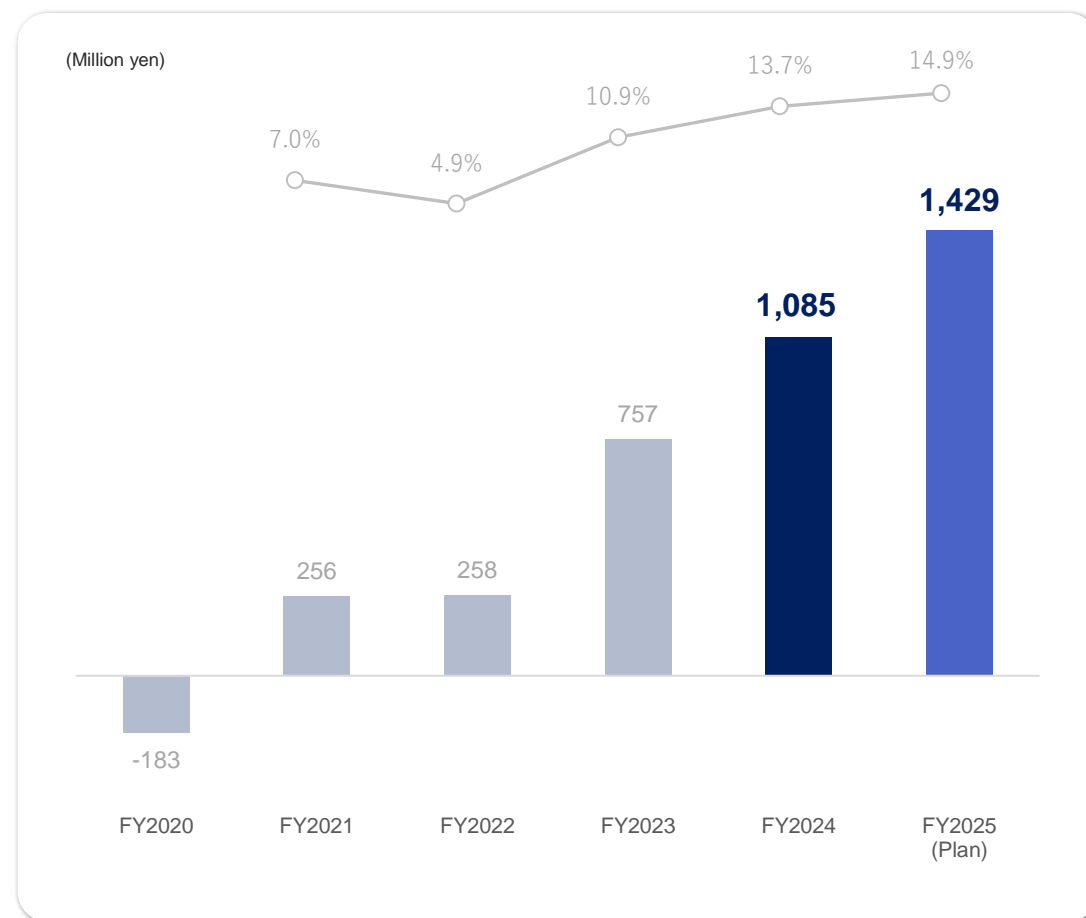© FLECT CO., LTD.   23

Appendix - Results Trends

Results Trends

Against the backdrop of strong demand for DX support among major companies, sales for the fiscal year ended March 2025 were 7,949 million yen (up 14.7% year-on-year) and operating income was 1,085 million yen (up 43.3% year-on-year), record highs. We are planning record high results in the fiscal year ending March 2026 too, with sales of 9,600 million yen (up 20.8% year-on-year) and operating income of 1,429 million yen (up 31.7% year-on-year).

Sales / gross profit margin

(Million yen)

42.4%   44.2%   38.6%   43.3%   44.6%   44.2%

The gross profit margin declined due to the occurrence of unprofitable projects.

Q4
Q3
Q2
Q1

Some customer orders were suspended due to the impact of COVID-19

2,559   3,642   5,305   6,928   **7,949**   **9,600**

FY2020   FY2021   FY2022   FY2023   FY2024   FY2025 (Plan)

Operating income / Operating profit margin

(Million yen)

7.0%   4.9%   10.9%   13.7%   14.9%

-183   256   258   757   **1,085**   **1,429**

FY2020   FY2021   FY2022   FY2023   FY2024   FY2025 (Plan)

Appendix - Company Profile

Company Profile

Company Name	FLECT Co., Ltd.
Established	August 2005
Capital Stock	753 million yen (as of March 2025)
Number of Employees	393 (as of March 2025)
Address	11F, Hamamatsucho Bldg., 1-1-1 Shibaura, Minato-ku, Tokyo
Business Description	Cloud Integration Services

Professional services supporting corporate DX

We support "Proactive DX" that can realize a new customer experiences through our cutting-edge cloud technology.
This is a one-stop service for digital transformation in existing and new business initiatives, ranging from service planning, designing, multi-cloud development, to actual implementation.
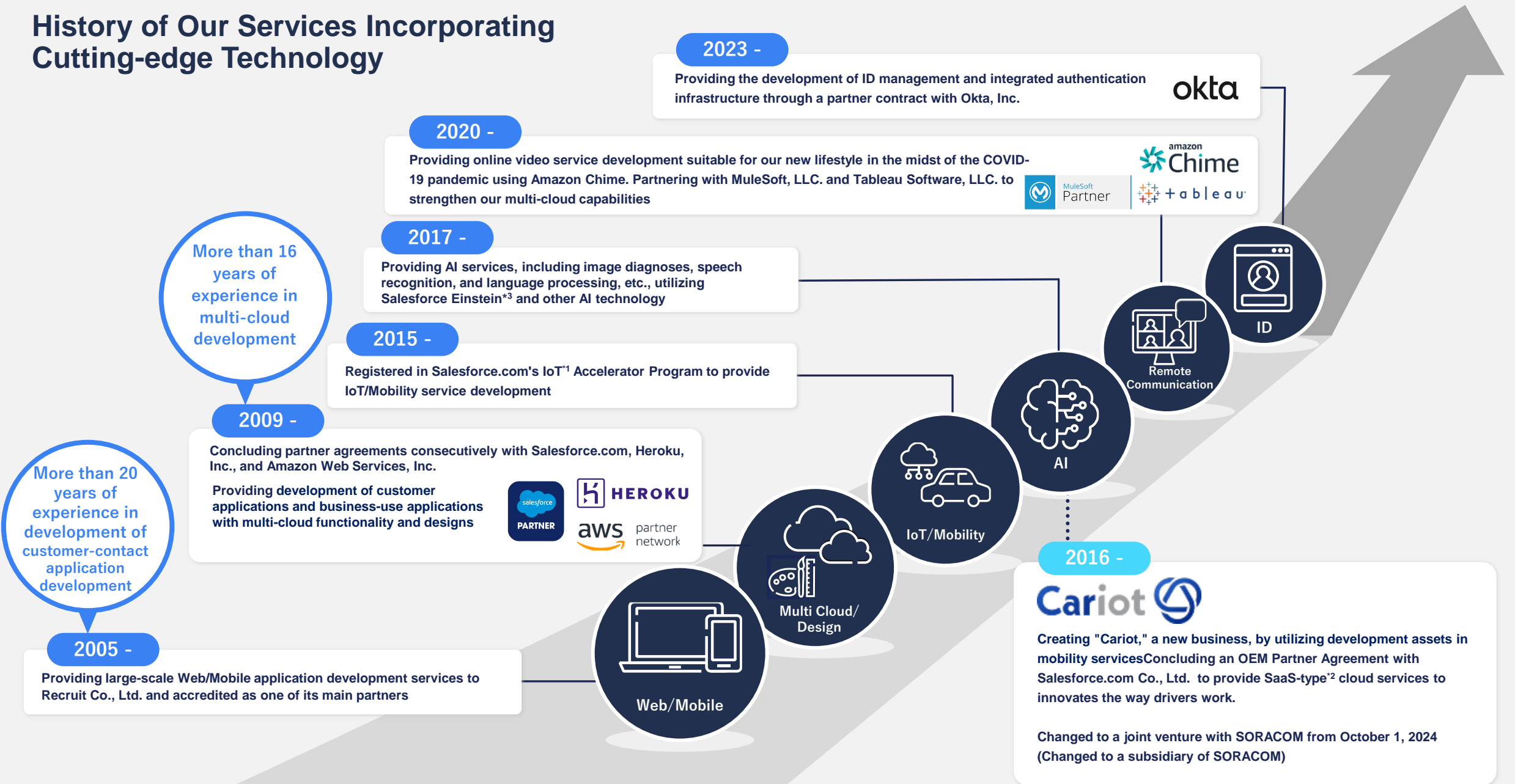
Vision

Realizing an Ideal Future with the Cloud

In a society where all people and things are digitally connected, we realize a new digitally optimized customer experiences and support customer-centered business innovation.

Representative Director CEO
Koji Kurokawa

History of Our Services Incorporating Cutting-edge Technology

2023 -
Providing the development of ID management and integrated authentication infrastructure through a partner contract with Okta, Inc.

okta

2020 -
Providing online video service development suitable for our new lifestyle in the midst of the COVID-19 pandemic using Amazon Chime. Partnering with MuleSoft, LLC. and Tableau Software, LLC. to strengthen our multi-cloud capabilities

amazon Chime
MuleSoft Partner
+tableau

More than 16 years of experience in multi-cloud development

2017 -
Providing AI services, including image diagnoses, speech recognition, and language processing, etc., utilizing Salesforce Einstein[3] and other AI technology

2015 -
Registered in Salesforce.com's IoT[1] Accelerator Program to provide IoT/Mobility service development

2009 -
Concluding partner agreements consecutively with Salesforce.com, Heroku, Inc., and Amazon Web Services, Inc.

Providing development of customer applications and business-use applications with multi-cloud functionality and designs

salesforce PARTNER
HEROKU
aws partner network

More than 20 years of experience in development of customer-contact application development

2005 -
Providing large-scale Web/Mobile application development services to Recruit Co., Ltd. and accredited as one of its main partners

ID

Remote Communication

AI

IoT/Mobility

Multi Cloud/ Design

Web/Mobile

2016 -

Cariot

Creating "Cariot," a new business, by utilizing development assets in mobility servicesConcluding an OEM Partner Agreement with Salesforce.com Co., Ltd. to provide SaaS-type[2] cloud services to innovates the way drivers work.

Changed to a joint venture with SORACOM from October 1, 2024 (Changed to a subsidiary of SORACOM)

*1: IoT (Internet of Things): Physical things that can be operated via the Internet
*2: SaaS (Software as a Service): Service to provide applications that used to be provided as packages over the Internet
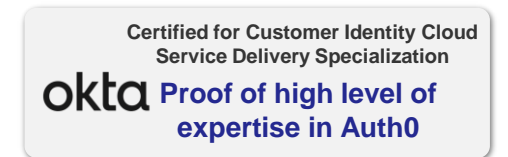*3: Salesforce Einstein: Name of the AI (artificial intelligence) service provided by Salesforce.com, Inc.
*4: Salesforce.com Co., Ltd. changes company name to Salesforce Japan Co., Ltd. as of February 2022

Our Domestically and Globally Acclaimed Advanced DX Achievements
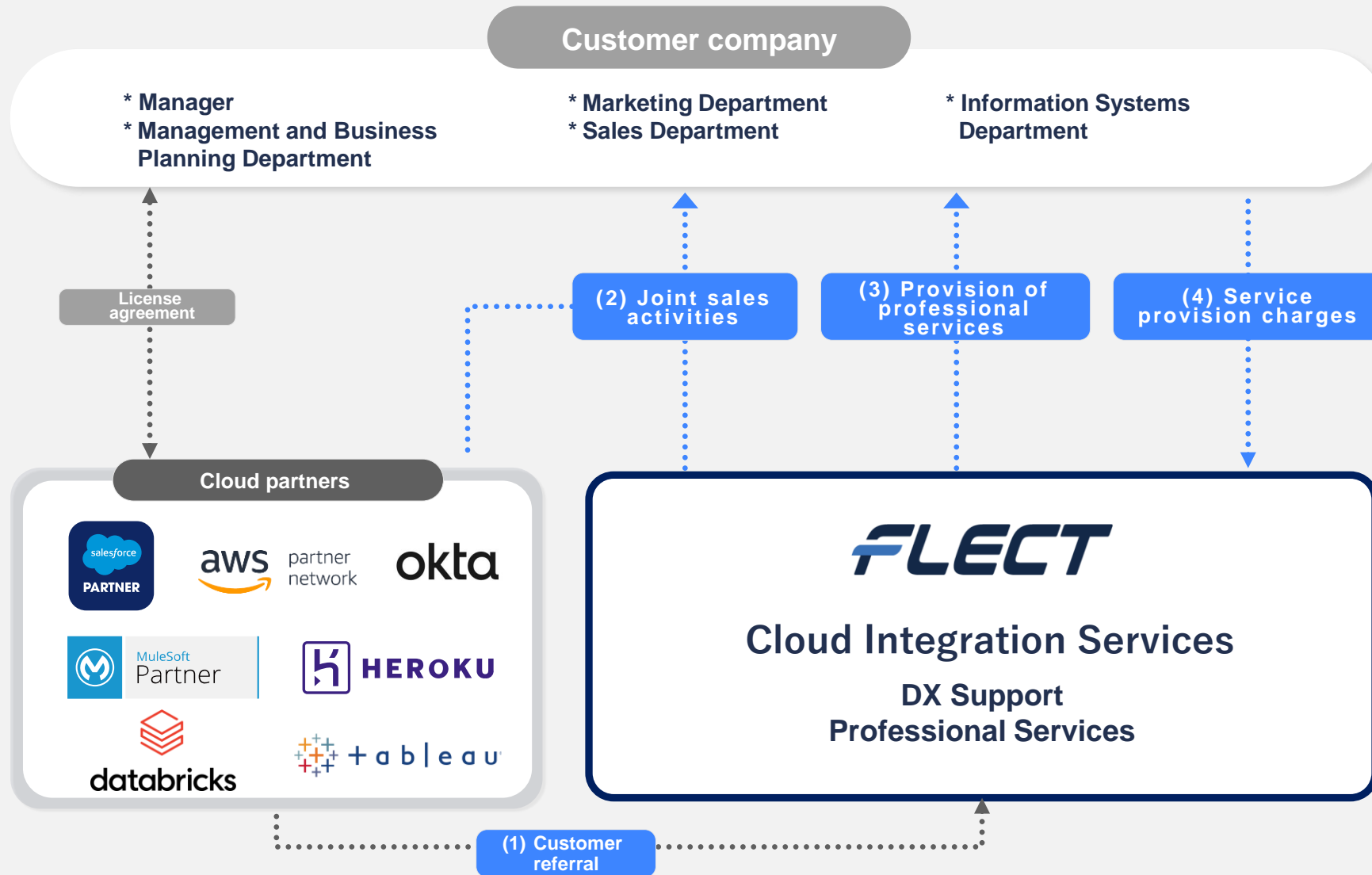
Our DX achievements in domestic AI services are critically acclaimed, and received the Salesforce Global Innovation Award in 2019, the first of its kind in Japan.

May 2018 — **Salesforce "Innovation Partner of the year"**
Awarded for our achievements in the Einstein (AI) Project

November 2019 — **Salesforce Partner Innovation Award**
First Japanese company awarded for achievements in our Einstein (AI) Project in Japan

May 2020 — **Salesforce "Innovation Partner of the year"**
Awarded for our achievements in a multi-cloud development project

March 2022 — **MuleSoft Japan "MuleSoft Japan Partner Enablement Award 2022"**
Awarded for our achievements in MuleSoft business

May 2023 — **MuleSoft Japan "MuleSoft Japan Partner Enablement Award 2023"**
Awarded for our achievements in MuleSoft business

April 2024 — **Salesforce Japan Partner Award 2024 "Japan Partner of the Year <MuleSoft>"**
Awarded in recognition of wide-ranging knowledge and high-level technical capabilities in MuleSoft

April 2025 — **Salesforce Japan Partner Award 2025 "Japan Partner of the Year <MuleSoft>"**
We received the award after the size of our business in MuleSoft collaboration results and certifications were evaluated highly.

salesforce PARTNER — Top partner rank 「Summit」 certification

Summit
Crest
Ridge
Base

PARTNER INNOVATION AWARDS 2019 WINNER

Top partner rank 「Expert」 First certification in Japan

First certification in Japan

okta — Certified for Customer Identity Cloud Service Delivery Specialization — Proof of high level of expertise in Auth0
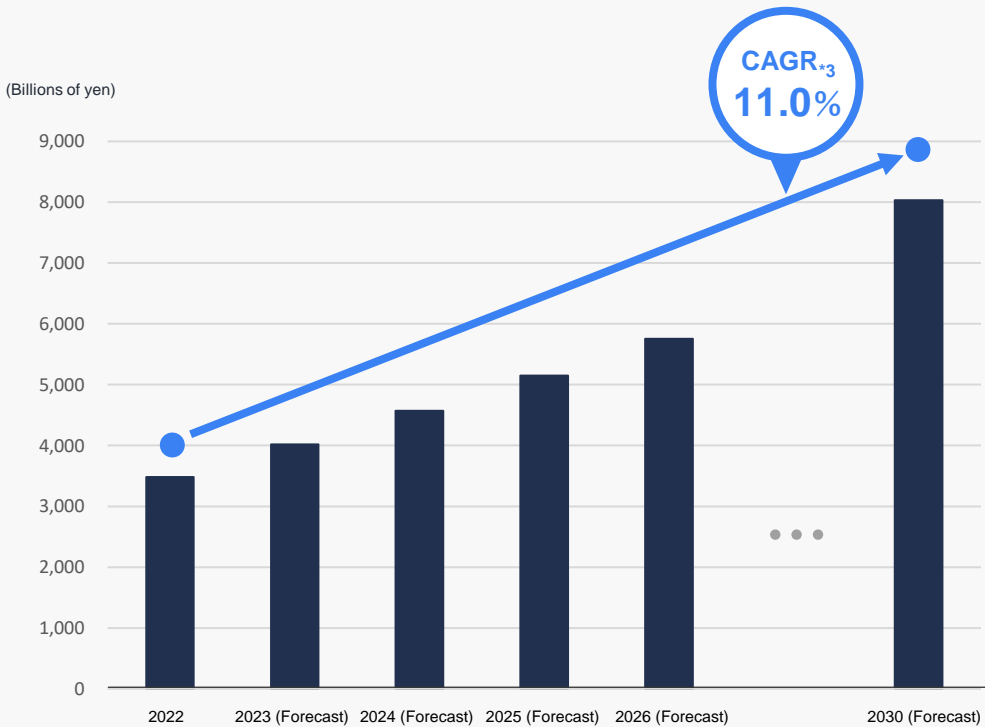
First certification in Japan

Service Flow

We receive customer referrals from cloud partners, engage in joint sales activities, and provide professional services directly to client companies.
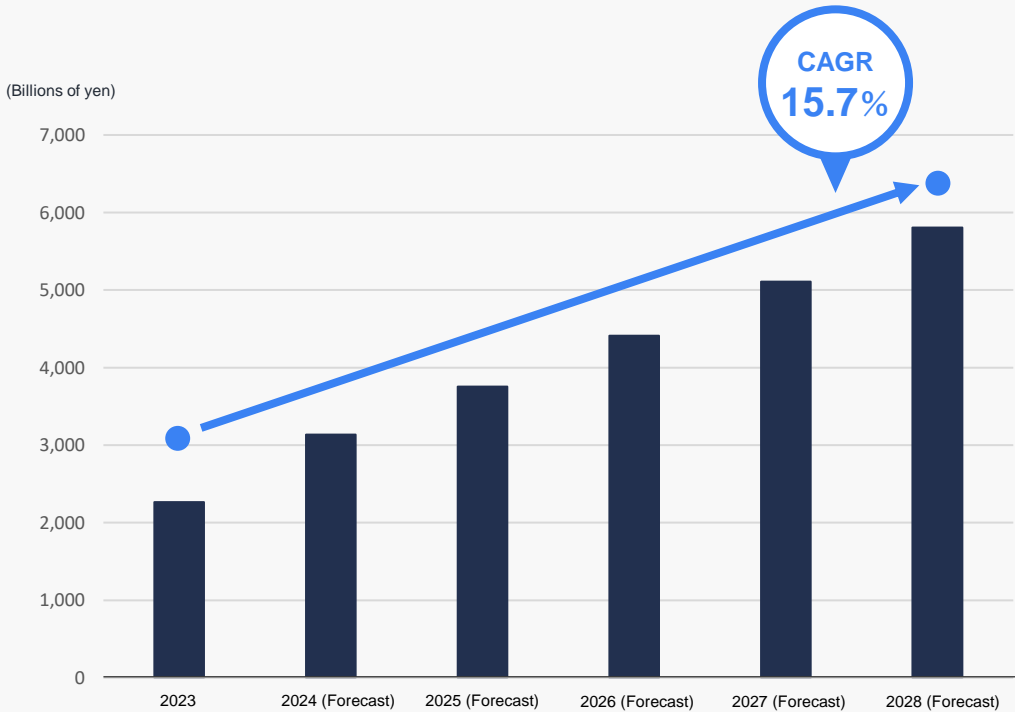
Customer company

* **Manager**
* **Management and Business Planning Department**

* **Marketing Department**
* **Sales Department**

* **Information Systems Department**

License agreement

(2) Joint sales activities

(3) Provision of professional services

(4) Service provision charges

Cloud partners

salesforce PARTNER

aws partner network

okta

MuleSoft Partner

HEROKU

databricks

+ableau

FLECT

Cloud Integration Services

**DX Support
Professional Services**

(1) Customer referral

Both DX and Cloud Markets in Japan Are Steadily Expanding

The domestic DX market is expanding at a CAGR of 11.0% from 2022 to 2030.[*1]

(Billions of yen)

CAGR[*3] 11.0%

	2022	2023 (Forecast)	2024 (Forecast)	2025 (Forecast)	2026 (Forecast)	2030 (Forecast)

The domestic public cloud market is expanding at a CAGR of 15.7% from 2023 to 2028.[*2]

(Billions of yen)

CAGR 15.7%

	2023	2024 (Forecast)	2025 (Forecast)	2026 (Forecast)	2027 (Forecast)	2028 (Forecast)

Core of DX Lies in "Proactive DX" that can Enhance Corporate Competitiveness

Companies can enhance their competitiveness by shifting from "Defensive DX," digitizing internal analog operations and data through replacement of paper documents with data in order to cut costs, to "Proactive DX," creating new customer experiences designed to enhance revenue and customer engagement.
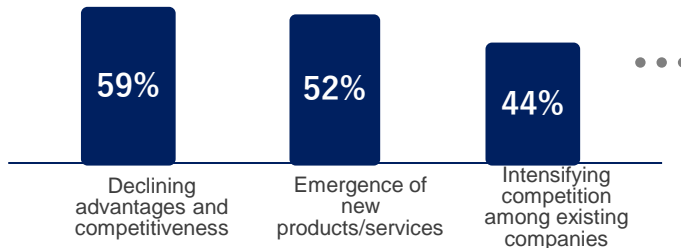
Greater competitiveness[1]

"Defensive DX"
Digitization of internal analog operations and data

"Proactive DX"
Digitalization for creating new customer experiences (values)

Shifting to core of DX

Business model transformation

Service/ product transformation

Customer contact transformation

Business management improvement

Business process improvement

Improving operational efficiency

Greater difficulty in attainment

Current DX Status in Japan

About 90% of the companies have strong needs for "Proactive DX."
This is due to their concerns about the potential decline of their own advantage and competitiveness.[1]
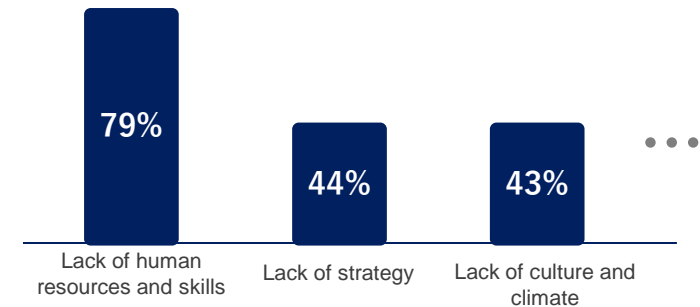
Feel so to some extent

Feel so very strongly

Feel so somewhat strongly

Percentage that strongly feels the need for proactive DX
91%
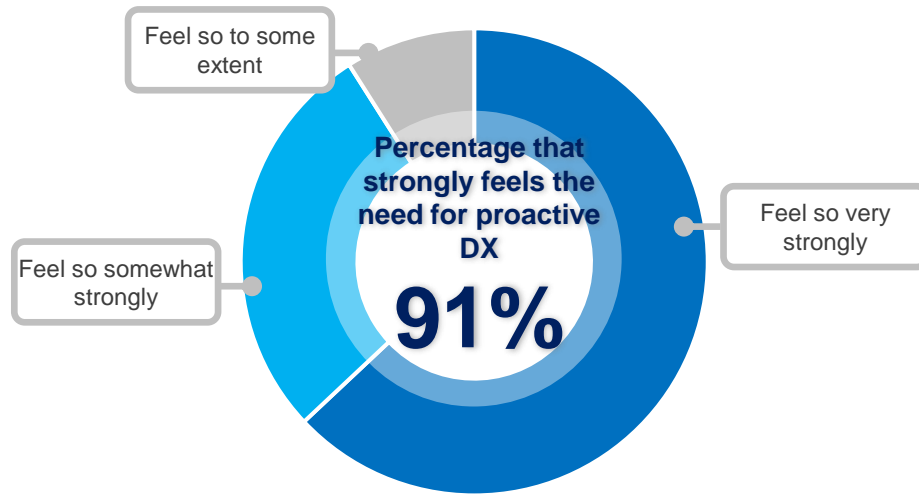
Challenges associated with concerns about the proliferation of digital technology

59%	52%	44%	...
Declining advantages and competitiveness	Emergence of new products/services	Intensifying competition among existing companies	

On the other hand, only 8.3% of companies have produced results with aggressive DX that creates new value for customers[2]
Issues in the promotion of DX include people and organizations, such as "a lack of human resources and skills"[3]

Success rate of aggressive DX
8.3%
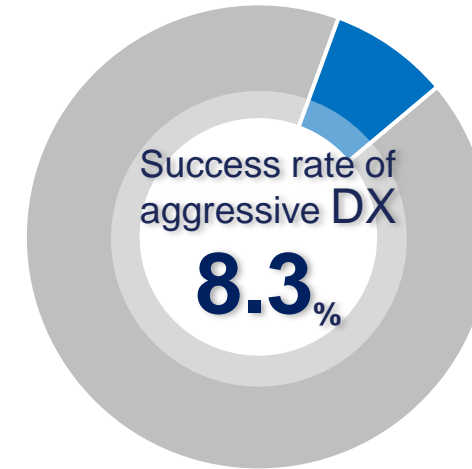
Challenges in promoting DX

79%	44%	43%	...
Lack of human resources and skills	Lack of strategy	Lack of culture and climate	

*1 Compiled proprietarily, based on "A Study on Functions and Roles of Human Resources Promoting Digital Transformation," (May 17, 2019) Information-technology Promotion Agency, Japan (IPA)
(https://www.ipa.go.jp/files/000073700.pdf)
*2 *3 Prepared at the company based on JUAS "Corporate IT Trends Survey Report 2024"

Supporting "Proactive DX" that can Realize a New Customer Experiences Through Our Cutting-edge Cloud Technology

We support the digital transformation of companies' new and existing businesses, including IoT/mobility, AI services, community and EC services that connect with customers, as well as the building of API coordination, ID authentication and data integration infrastructure.

Our customer base is centering on major companies[*1] intending to actively promote DX, Major companies accounted for 92% of the total sales[*2].

DX provision services

Community
ID authentication
EC
顧客(CRM)
API coordination
IoT/Mobility
Online video
AI
Data integration

KOMATSU
ANA
docomo
信頼される安心を、社会へ。 SECOM
RECRUIT
JGC 日揮グローバル株式会社
HONDA
ブリヂストンリテールジャパン株式会社
JPX JAPAN EXCHANGE GROUP
経済産業省 Ministry of Economy, Trade and Industry
大塚商会
ヤマト運輸
CASIO
KOKUYO
ADVANTEST
慶應義塾 Keio University Tokyo, Japan
WOWOW

*1: Major companies: Those listed in Nikkei 225, Nikkei 400, or Nikkei 500; or their group companies or those whose sales are equivalent (100 billion yen or more)
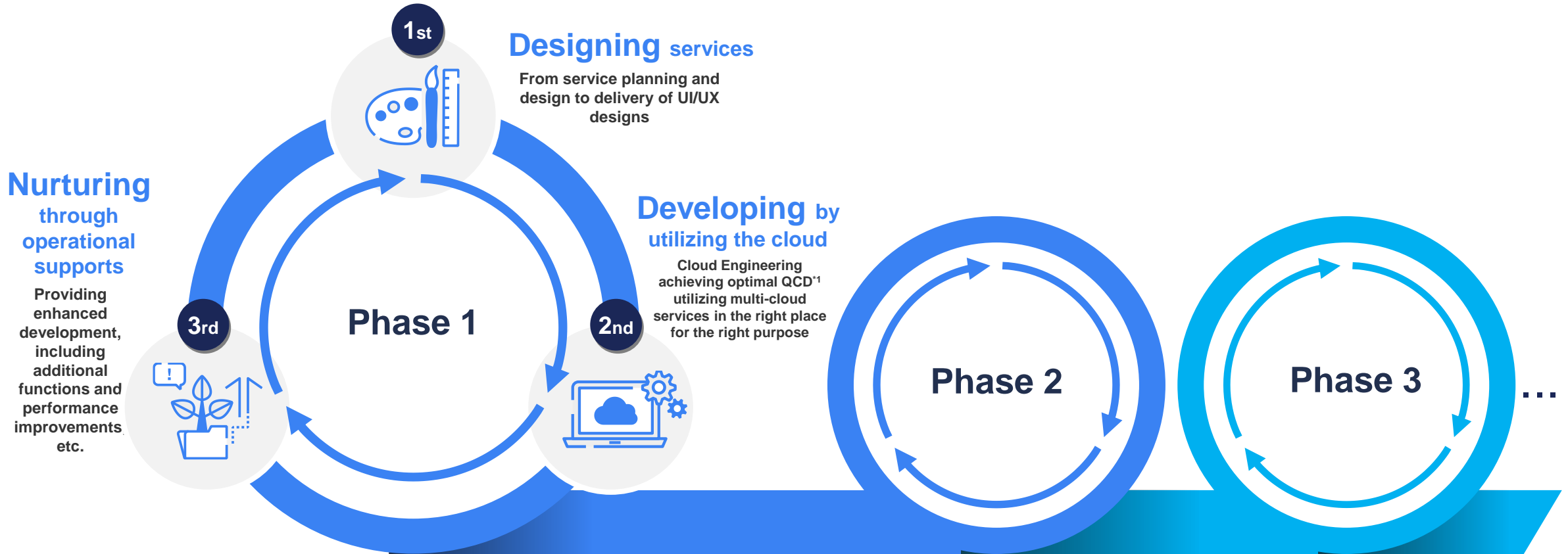*2: Figures for the fiscal year ended March 2025

One-stop Service that Create Digital Services

We take advantage of the "Creativity (design skills)" that can achieve proactive DX and the "multi-cloud engineering" capabilities (development skills), and of the strengths in developing value-creating customer contacts (front end).

Capabilities Required for DX

DX Services Hierarchy

Creativity (design skills)

Multi-cloud engineering (development skills)

salesforce aws HEROKU
MuleSoft okta +ableau
Microsoft Azure databricks Google Cloud

Digital service planning

UI/UX designs

Customer application

Operational application

Advanced cloud technology (Element technology for IoT/AI, etc.)

Cloud platform

Cloud infrastructure

Strengths in developing customer contacts

High Agility in Adapting to Changes (Ability to Think and Move Quickly)

An average period of a single project cycle is about three months. A project does not end with the initial construction but supports DX service growth by repeating the delivery cycles.

1st

Designing services

From service planning and design to delivery of UI/UX designs

Nurturing
through operational supports

Providing enhanced development, including additional functions and performance improvements etc.

Developing by utilizing the cloud

Cloud Engineering achieving optimal QCD[1] utilizing multi-cloud services in the right place for the right purpose

3rd

2nd

Phase 1

Phase 2

Phase 3

...

*1: QCD: Quality, Costs, Delivery

High Technological Capabilities of Multi-cloud Functions Enabling Business Transformation based on DX

Instead of simply building a single digital service, we develop multiple digital services and bundle them together to help business models to be transformed.

Customer

4 ID authentication Services

Integrated Authentication Infrastructure

okta

3 Community Services

Customer Portal
(Customer's My Page)
salesforce · aws · HEROKU

Online video
amazon Chime

EC
Salesforce B2B Commerce
Salesforce B2C Commerce
salesforce

5 EC Services

2 IoT Services

Device sensor

Data hub
aws
HEROKU
Microsoft Azure

Customer service
salesforce

CRM salesforce

API*1 coordination platform
MuleSoft

Core systems (ERP*2)
Other cloud systems

6 API Integration Services

1 AI Services

AI apps
(e.g., product diagnostics)
aws · HEROKU

AI apps Platform
aws · salesforce
Google Cloud

8 Data Integration Services

Data Integration Platform
salesforce · databricks

Marketing automation*3
Business intelligence*4
salesforce · +ableau

7 Marketing/Data Analysis Services

*1: Application Programming Interface: Interface specification used for multiple software products to exchange information with each other
*2: Enterprise Resource Planning: An integrated core operational system
*3 Marketing Automation: A tool to automate marketing activities
*4 Business Intelligence: A tool to collect, accumulate, analyze, and process large amounts of data to support management strategy decisions

Continuous Orders for DX Projects and Expansion with Cross-selling

We will continue to develop digital services while simultaneously promoting the development of multiple digital services.

| | Year. 1 | Year. 2 | Year. 3 | .... |

AI Services

New order placement | Continual order placement

EC Services

New order placement | Continual order placement

ID authentication Services

New order placement | Continual order placement

API Integration Services

New order placement | Continual order placement

Community services

New order placement | Continual order placement

IoT Services

New order placement | Continual order placement

Unique Positioning in the DX Engineering Business

With the "proactive DX targeted at major companies" as our primary business domain, we provide comprehensive support from innovating customer contact points to innovating business models.
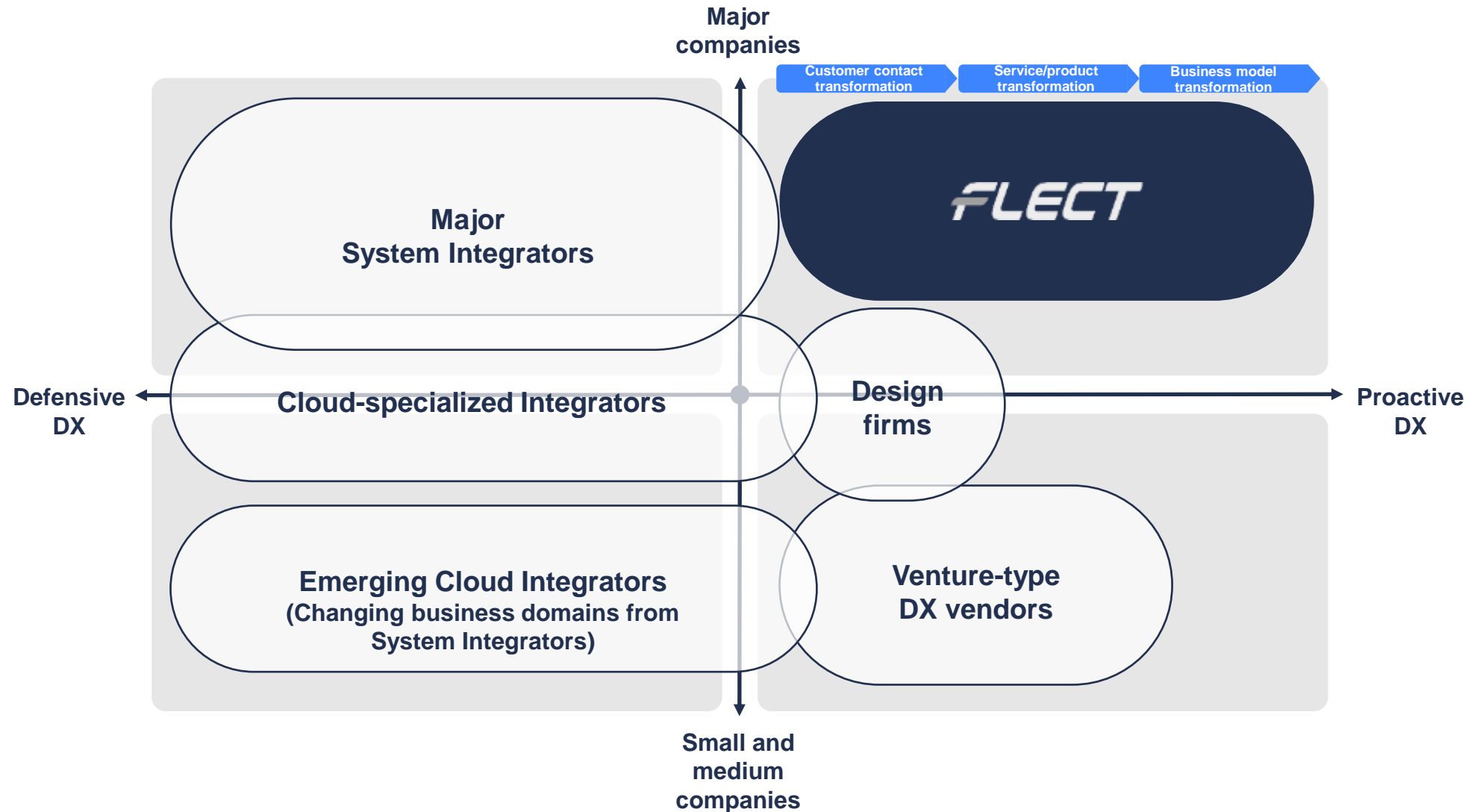
* The above diagram, based on our views, shows the relevant main business domains.

Sales composition ratio of existing major companies[1]

Through continuous orders and cross-selling of DX projects, we have achieved a high level of recurring sales, despite being a flow business. In the fiscal year ended March 2025, 92% of our sales come from existing major companies.

(Million yen)

■ New major company customer sales （Yearly basis）
■ Existing major company customer sales （Yearly basis）

Some customer orders were suspended due to the impact of COVID-19

FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
81.4%	79.2%	80.7%	82.0%	92.2%	85.3%	92.4%
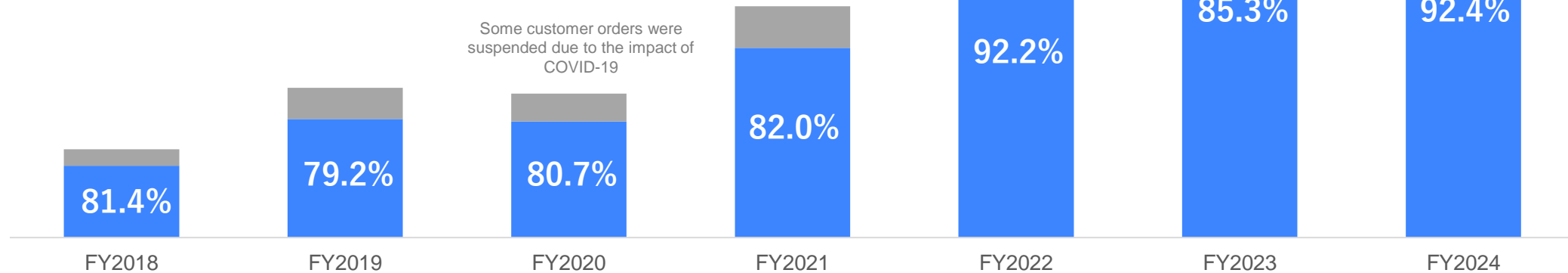
*1 Sales composition ratio of existing major companies: The sales composition ratio of customers who had contracts prior to the previous fiscal year out of sales to major companies

© FLECT CO., LTD.   41

Supporting major companies in diverse industries

We provide DX support to major companies representative of Japan. Industry types are varied, and our structure is less susceptible to trends in specific industries.
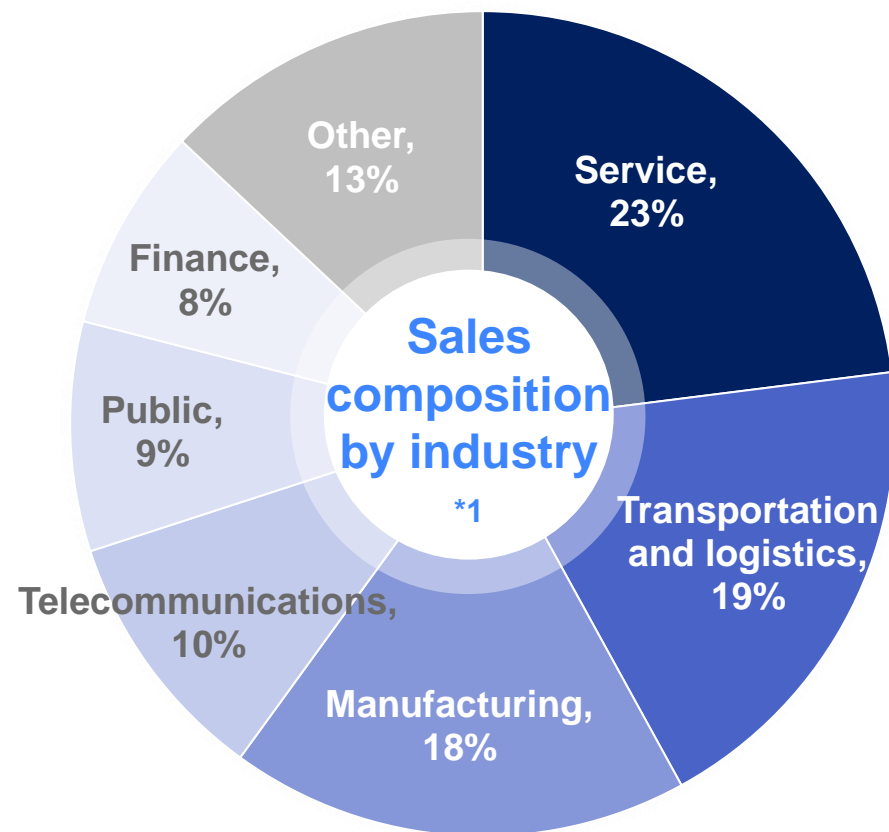
Sales composition by industry *1

- Service, 23%
- Transportation and logistics, 19%
- Manufacturing, 18%
- Telecommunications, 10%
- Public, 9%
- Finance, 8%
- Other, 13%

KOMATSU ANA NTT docomo

SECOM RECRUIT JGC 日揮グローバル株式会社

HONDA ブリヂストンリテールジャパン株式会社 JPX JAPAN EXCHANGE GROUP

経済産業省 Ministry of Economy, Trade and Industry 大塚商会 ヤマト運輸

CASIO KOKUYO ADVANTEST

慶應義塾 Keio University Tokyo, Japan WOWOW

* Partial excerpt of logos we are licensed to publish

Case studies of of DX Support - 1

KOMATSU

「SMART CONSTRUCTION Fleet」

We developed a dynamic management app for dump trucks.

IoT		

ANA

Support for the introduction of the MuleSoft Anypoint Platform®

We are supporting the building of an API platform that uses MuleSoft to maximize the value of customer experience.

API		MuleSoft

NTT docomo

An "online community," a common backyard platform between DOCOMO, sales agents and docomo shops

We are realizing the greater efficiency of backyard operations using the Salesforce platform.

Portal		Salesforce

ブリヂストンリテールジャパン株式会社

Building of a visit reservation system

We are maximizing the improvement of customer experience and marketing effectiveness based on authentication infrastructure using Okta and multi-cloud development including various Salesforce products.

ID	Portal	Okta	Salesforce

JGC 日揮グローバル株式会社

The "Corret" integrated communication platform

We used the Salesforce platform to manage communications with numerous stakeholders, including customers, efficiently.

Portal		Salesforce

NTTビジネスソリューションズ

Support for the introduction of the MuleSoft Anypoint Platform®

We supported the building of an API coordination platform based on MuleSoft for "elgana®," a business chat service. This will realize the improvement of customer experience through service coordination.

API		MuleSoft

HONDA

Joint paper on "Automated Test Scheduling Using VRP Methodology"

We aimed to shorten the development period and reduce costs for new models, and succeeded in reducing work time, which was previously 90 hours, to just 6.

AI(OR)		

経済産業省
Ministry of Economy, Trade and Industry

A staff information DB and attendance management system

We built a staff information DB and attendance management system using Salesforce.

Government		Salesforce

２０２５年日本国際博覧会協会

The introduction of services and infrastructure for stakeholders and operation and maintenance

We improved visitor services by streamlining the work of expo personnel.

Portal	Government	

Case studies of of DX Support - 2

KOKUYO

Sales DX in internal systems

Synchronizing and sharing customer information, regardless of time or location, has enabled team members to access the latest information easily.

| SFA | Salesforce |

慶應義塾 Keio University
Tokyo, Japan

"K-Support" educational support system for faculty and staff and portal site for students

Support for the development of "test form input," "grade input," "syllabus input," "course request input" and the "student portal"

| Portal | Salesforce |

WOWOW

"WIP" authentication infrastructure system

We renewed the authentication infrastructure system to realize the reduction of system load and the enhancement of security during times of concentrated logins.

| ID | Keycloak |

東急建設株式会社
美しい時代へ──東急グループ
TOKYU CONSTRUCTION

The "Kenki Navi" IoT service for monitoring the operation of construction equipment

We realized the "visualization" of the operating rates, locations and CO_2 emissions of construction equipment with GPS and SIM functions and a cloud system.

| IoT | Salesforce |

Otsuka 大塚倉庫株式会社

The "Order.net" corporate EC platform

We realized the streamlining of ordering and order receipt work and customer satisfaction simultaneously.

| EC | Salesforce |

SOME THING

The "MARCRAY" Ground improvement quality assessment App

We realized the greater work efficiency of ground improvement work with imaging diagnosis using AI, which has eyes equivalent to an expert's.

| AI | Salesforce |

O-net

An online video call service for "at-home matchmaking" that can be used at home

We developed online video calling functions using AmazonChimeSDK. We realized an easy-to-use UI/UX for customers.

| Online Video | AWS |

GROOVE X

An advance reservation website and portal website for the "LOVOT" family-type robot

We built My LOVOT, the LOVOT Web Store and customer service infrastructure to realize the centralized management of information and the improvement of customer experiences.

| Portal | EC | Salesforce |

Moving

**Marui Group "in-building logistics system"**

We developed an "in-building logistics system" within Marui Group, and succeeded in reducing the number of man-hours which was being spent on manual and visual operations.

| Logistics | Salesforce |

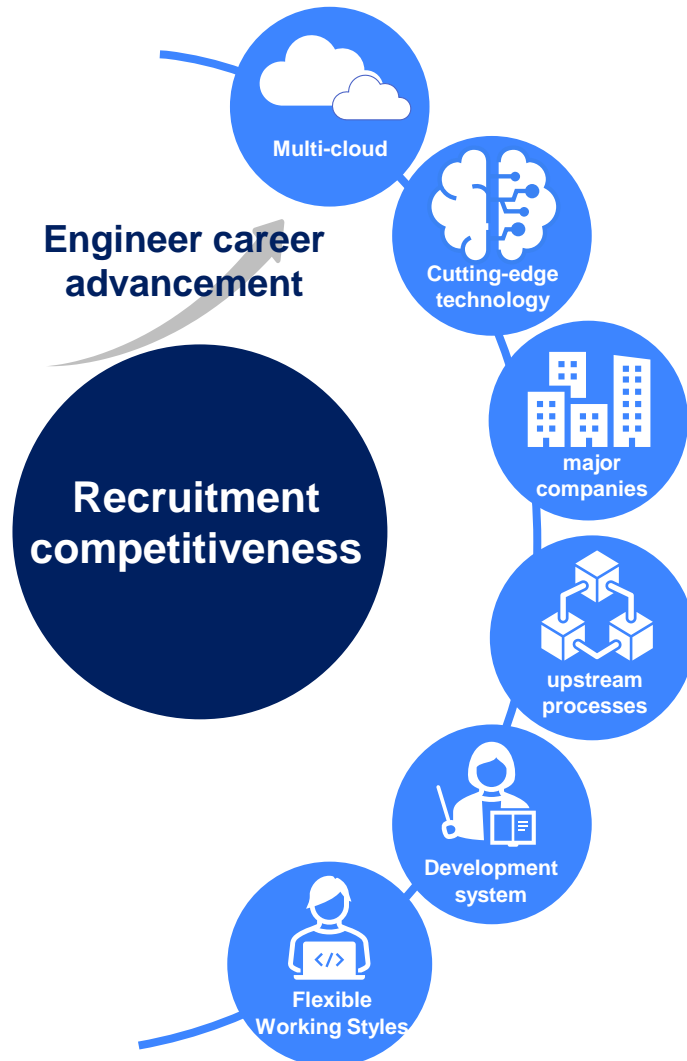# Mechanisms that maximize the effectiveness of human resource investments

We are building structures and systems that enhance the reproducibility of employee career advancement, leading to increased employee satisfaction and company growth. Supporters such as Human Resources, Education Enablement (Promotion), mentors, trainers, and managers provide multifaceted follow-up from recruitment to training and employees' daily work, maximizing the effectiveness of our investment in human resources.
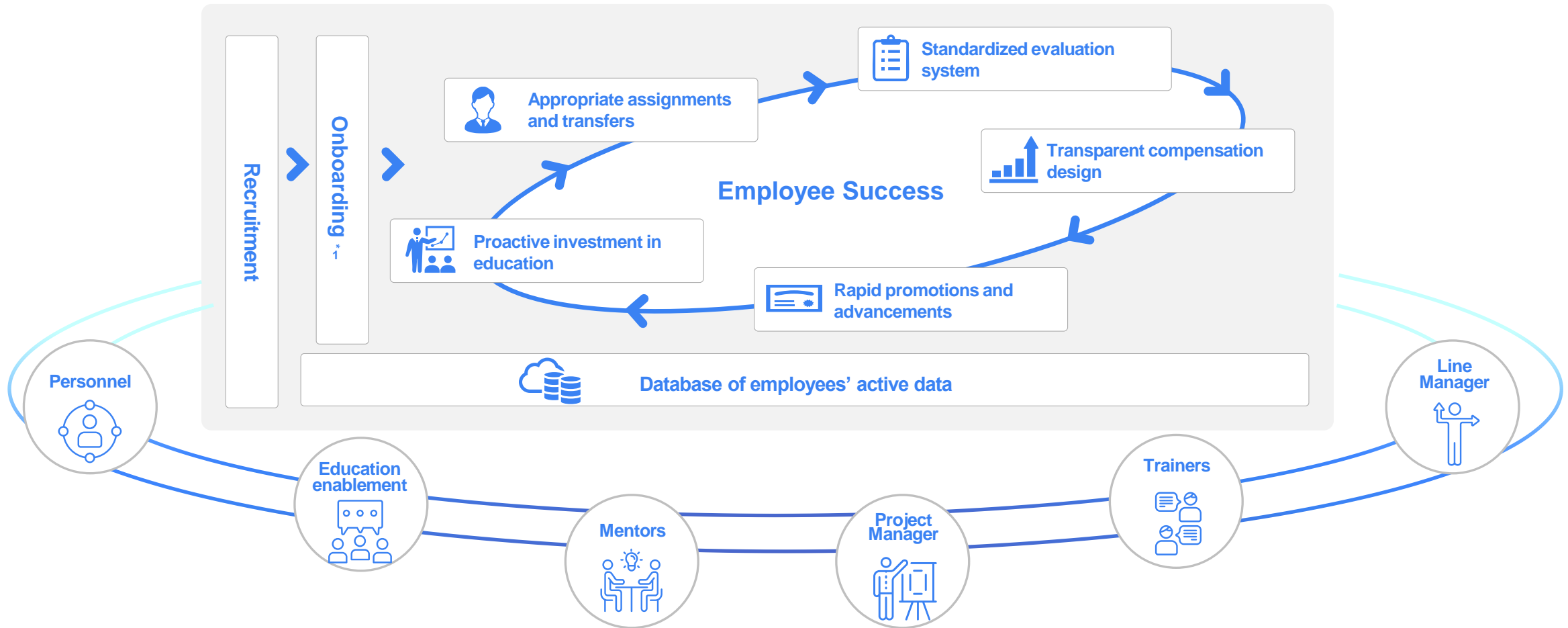
* 1 Onboarding means initiatives to help human resources new to the organization such as new employees and mid-career hires adapt to the workplace, prevent early job turnover, and promote their establishment and competitiveness.

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An attractive environment to realize career advancement as an engineer

Our business and personnel and training systems make us attractive and we are chosen by many engineers.

Engineer career advancement

Recruitment competitiveness

Multi-cloud

Cutting-edge technology

major companies

upstream processes

Development system

Flexible Working Styles

1 **Multi-cloud**
Experience with multi-cloud platforms such as Salesforce, AWS, MuleSoft, Okta, etc.

2 **Cutting-edge technology**
Experience with cutting-edge technologies such as AI/IoT.

3 **DX support for major companies**
Experience with project for the DX of major companies representative of Japan.

4 **Involvement from upstream processes**
Experience with project covering end-to-end processes from upstream to downstream, including service planning.
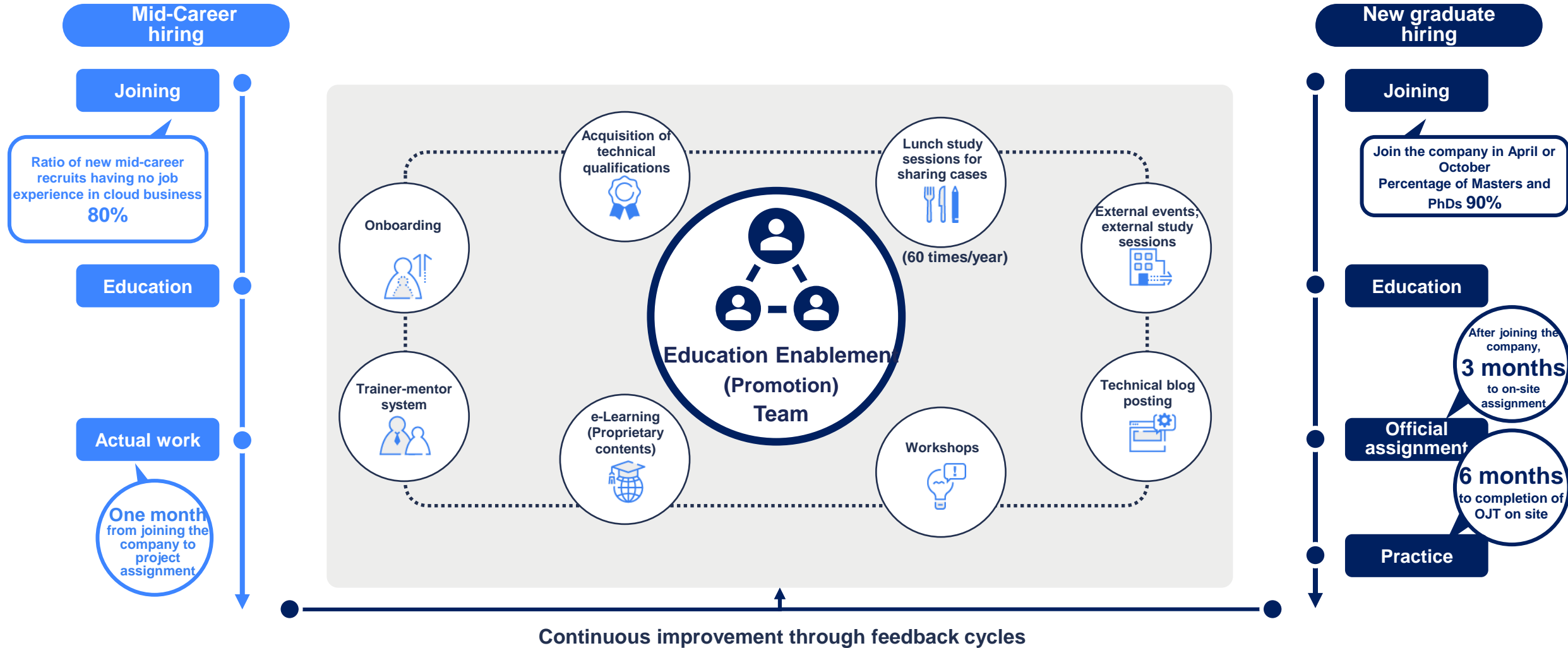
5 **Development system**
A comprehensive support system for career advancement centered around the education promotion team

6 **Flexible Working Styles**
Work with a full flex-time system and the possibility of full remote work. Gain experience in cutting-edge cloud projects even if you live in rural areas

Promotion of systems fostering Multi-disciplinary expertise and human resource development

With a team dedicated to education enablement (promotion) as a focal point, we constantly promote employee education and systemic improvement activities.

Mid-Career hiring

New graduate hiring

Joining

Ratio of new mid-career recruits having no job experience in cloud business
80%

Joining

Join the company in April or October
Percentage of Masters and PhDs **90%**

Education

Education

Actual work

One month from joining the company to project assignment

After joining the company,
3 months to on-site assignment

Official assignment

6 months to completion of OJT on site

Practice

Onboarding

Acquisition of technical qualifications

Lunch study sessions for sharing cases
(60 times/year)

External events; external study sessions

Education Enablement (Promotion) Team

Trainer-mentor system

e-Learning (Proprietary contents)

Workshops

Technical blog posting

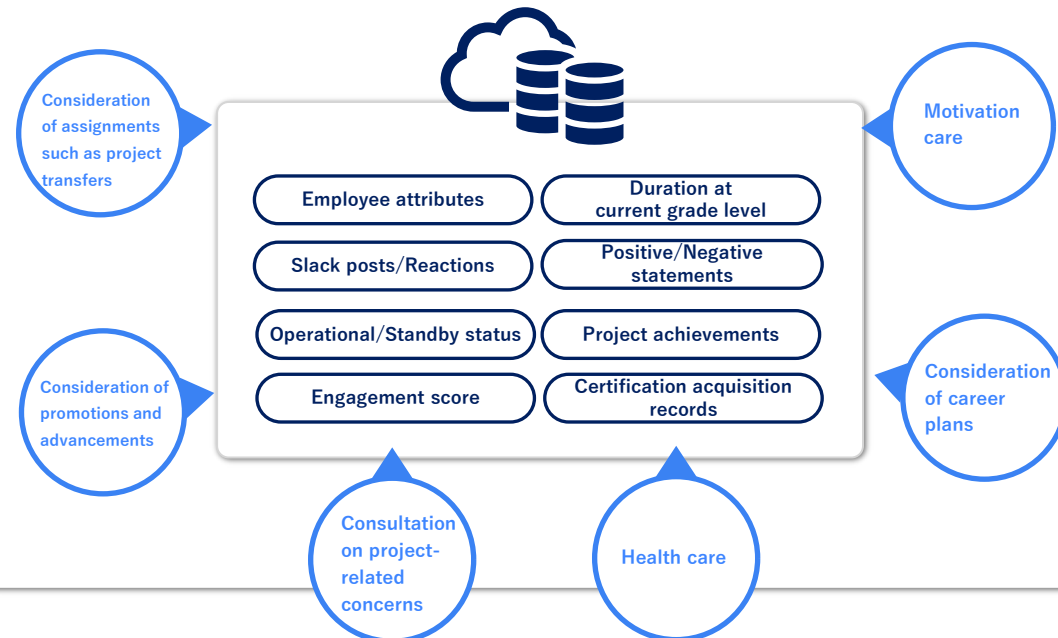**Continuous improvement through feedback cycles**

Utilize of the data collection infrastructure for employee attributes and activity data.
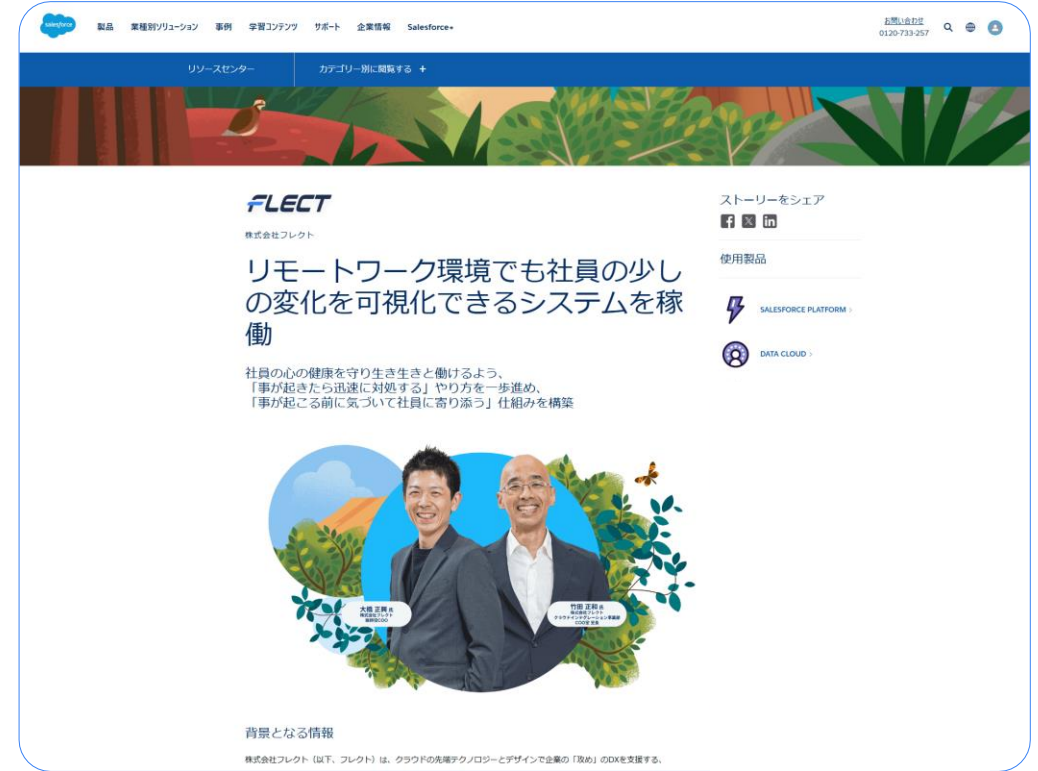
We utilize employee data as a basis for decision-making in career plan design and work assignments. Additionally, by understanding employee conditions in remote work environments and using this information for follow-up, we achieve early care. These data infrastructure and visualization systems have been introduced as advanced case studies by Salesforce.

Integrate employee data, appropriate and swift follow-ups.

- **We integrate all data related to employees and conduct monitoring.**
- **By visualizing even subtle changes for each employee, we operate a system that automatically notifies managers about employees who require follow-up.**

Consideration of assignments such as project transfers

Consideration of promotions and advancements

Consultation on project-related concerns

Health care

Employee attributes

Duration at current grade level

Slack posts/Reactions

Positive/Negative statements

Operational/Standby status

Project achievements

Engagement score

Certification acquisition records

Motivation care

Consideration of career plans

Published on Salesforce's case study page

Excellent engineers with diverse backgrounds are actively successful.

A diverse group of engineers, including new graduates, veterans from large companies, and full remote workers are actively successful.

Hiring of experienced personnel (mid-career hiring)

May 19, 2023

From a major company to Flect. New challenges that even veterans can start on

https://www.talent-book.jp/flect/stories/52029

Career

**Major telecommunications company
Think tank SIer**

**I joined the company after working for a major company.
I use my extensive experience in upstream processes**, to lead cloud integration projects as a PM.

August 10, 2023

Consistently motivated to learn and explore a wide range of technical fields - from front-end engineering to the cloud domain

https://www.talent-book.jp/flect/stories/52360

Career

**Front engineer
No cloud experience**

From no cloud experience to developing an e-commerce site for a major tire manufacturer using Salesforce. My work and personal life are in harmony due to full remote work and flexible hours.

New graduate hiring

January 15, 2024

Actively successful from the first year in a diverse environment - The Flect identity discussed by members who joined the company at the same time

https://www.talent-book.jp/flect/stories/53608

Major

**Masters program in information engineering
Doctoral program in mathematics
Masters program in life sciences**

Even in the first year after joining, you can play an active role with discretion as an engineer. **I was also selected as a project manager in my first year.**

August 25, 2023

It is interesting because there is no goal or correct answer. Shaping the ideal future from a thoroughly customer perspective
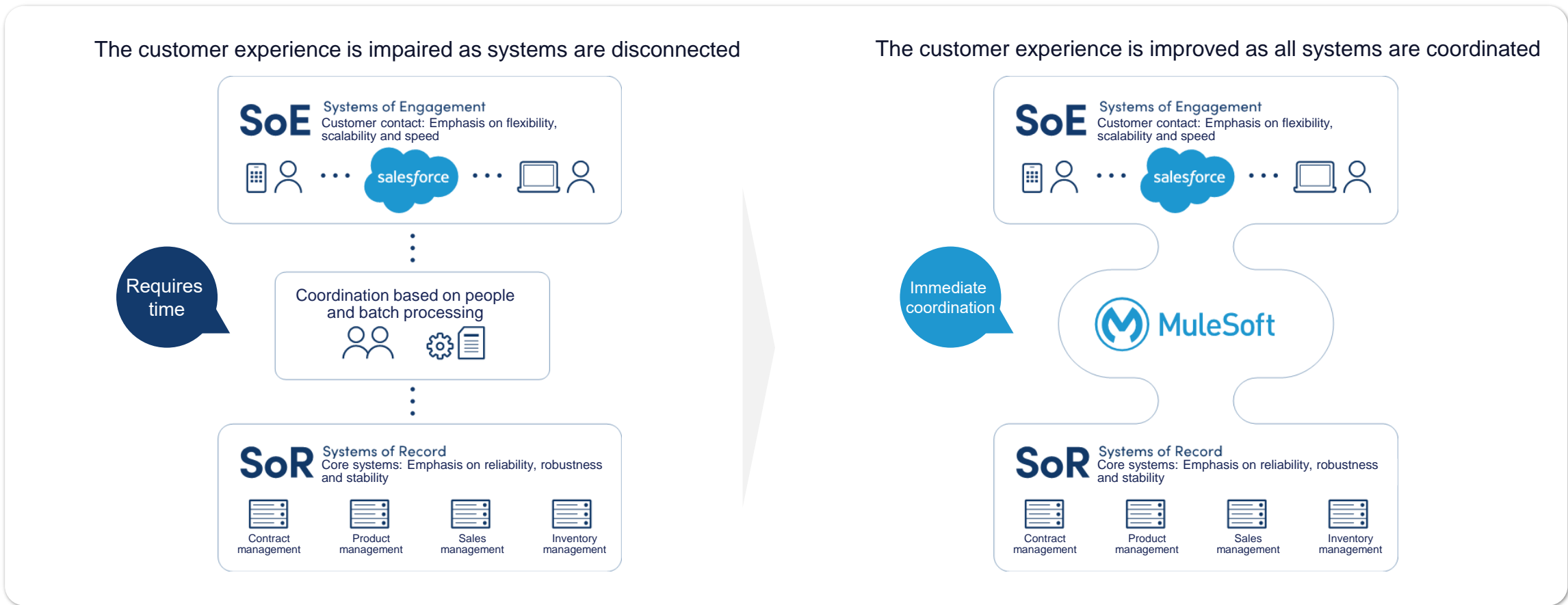
https://www.talent-book.jp/flect/stories/52489

Major

Masters program in information engineering

I was selected as a project leader in my first year with the company. I was also involved in upstream processes such as the definition of requirements and moved to the forefront of cloud integration.

MuleSoft API coordination platform

We use the platform provided by MuleSoft, LLC., a leading API coordination platform provider, to connect all system, whether in the cloud or on-premises, with API coordination. Linking disconnected systems realizes the improvement of customer experience.

MuleSoft API coordination platform

The customer experience is impaired as systems are disconnected

SoE Systems of Engagement
Customer contact: Emphasis on flexibility, scalability and speed

salesforce

Requires time

Coordination based on people and batch processing

SoR Systems of Record
Core systems: Emphasis on reliability, robustness and stability

Contract management | Product management | Sales management | Inventory management

The customer experience is improved as all systems are coordinated

SoE Systems of Engagement
Customer contact: Emphasis on flexibility, scalability and speed

salesforce

Immediate coordination

MuleSoft

SoR Systems of Record
Core systems: Emphasis on reliability, robustness and stability

Contract management | Product management | Sales management | Inventory management
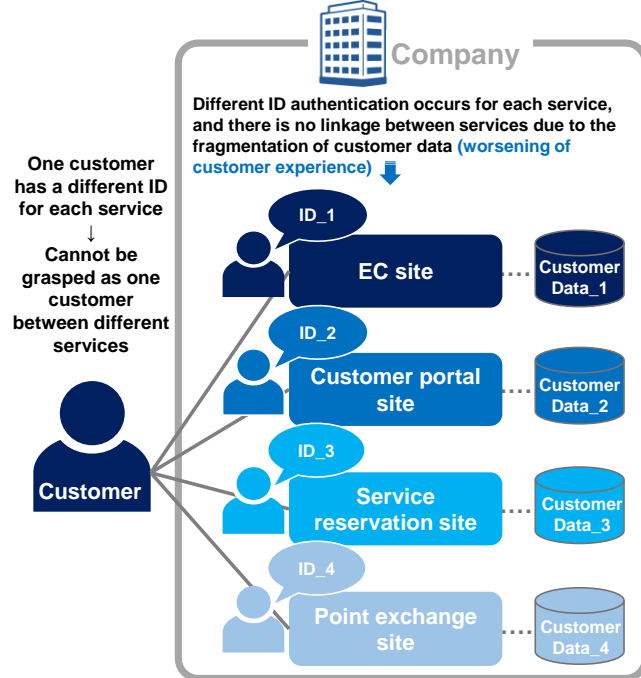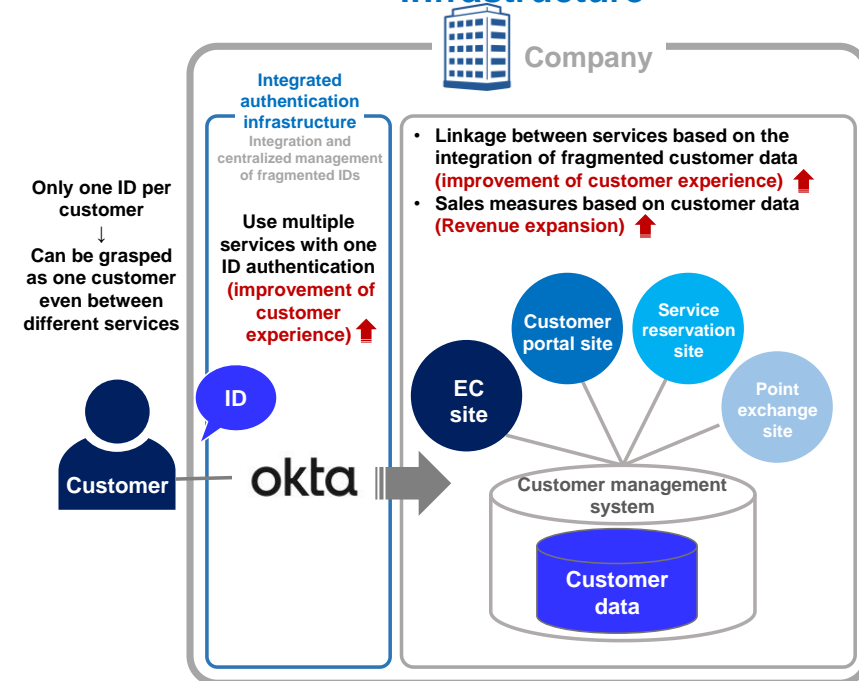
Okta ID integration platform

We use the platform provided by Okta, Inc., a major identity management service provider to integrate identities across all digital services. Integrating disconnected customer data realizes the improvement of customer experience.

Okta ID integration platform

Without integrated authentication infrastructure

Company

Different ID authentication occurs for each service, and there is no linkage between services due to the fragmentation of customer data **(worsening of customer experience)**

One customer has a different ID for each service
↓
Cannot be grasped as one customer between different services

Customer

ID_1 — **EC site** ···· Customer Data_1

ID_2 — **Customer portal site** ···· Customer Data_2

ID_3 — **Service reservation site** ···· Customer Data_3

ID_4 — **Point exchange site** ···· Customer Data_4

With integrated authentication infrastructure

Company

Integrated authentication infrastructure
Integration and centralized management of fragmented IDs

Only one ID per customer
↓
Can be grasped as one customer even between different services

Use multiple services with one ID authentication (improvement of customer experience)

Customer — ID — okta ➡

- Linkage between services based on the integration of fragmented customer data **(improvement of customer experience)**
- Sales measures based on customer data **(Revenue expansion)**

EC site, **Customer portal site**, **Service reservation site**, **Point exchange site**

Customer management system

Customer data

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Sustainability Initiatives

In 2020, we joined the SDGs Public-Private Partnership Platform for Local Revitalization operated by the Cabinet Office, and have contributed to the SDGs through various initiatives

Society

Job satisfaction and job opportunities
- Provision of opportunities to improve skills and advance career with the theme of maximizing value of resume
- Provision of care for job satisfaction by monitoring the Employee Engagement Scores
- Recruitment of diverse human resources, such as local residents (full remote work), those with no cloud experience, foreign nationals, and elderly staff
- Short-time work and leave for childcare

4 QUALITY EDUCATION

Promotion of education
- Promotion of education by education enablement team
- Provision of a variety of educational opportunities, including the holding of internal and external technical study sessions, support for acquisition of qualifications, and in-house original e-learning

8 DECENT WORK AND ECONOMIC GROWTH
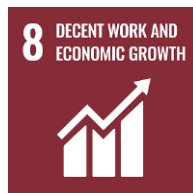
Technology innovation
- Research and development of advanced cloud technologies, social implementation of technological innovation through DX support for companies

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Economic growth and productivity
- Improvement of productivity and creation of new customer experience value through DX support for companies
- Provision of diverse ways of working to maximize performance, including full remote work

10 REDUCED INEQUALITIES

Governance

Corporate governance
- Checks by a majority of outside directors
- Fair decision-making with a composition of directors with diverse knowledge

Compliance
- Establishment of a solid management foundation through compliance

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Environment

CO_2 emissions
- Support for mobility service development, contribution to CO_2 emissions reduction t
- Contribution to reducing CO_2 emissions by eliminating physical servers

Conservation of natural resources
- Promotion of paperless operations with DX support

13 CLIMATE ACTION

Management Team

Founder/
Representative Director and CEO

Koji Kurokawa

Starting a company as a student and accumulating entrepreneurial experience in IT for 20 years

Based on his experience of founding a predecessor IT company, Mr. Kurokawa established FLECT Co., Ltd. in 2005. As Representative Director and CEO, he launched its cloud services and established the business bases and has steadfastly directed its course at the helm. With the mission of "Pursuit of Everyone's Fulfilment of Life through the Internet," he firmly intends to maximize the happiness all stakeholders of the Company can enjoy and values it can present.

Director, in charge of Technology Strategy

Masaoki Ohashi

Selected one of the 99 people capable of changing the IoT in Japan

Mr. Ohashi joined Sony Ericsson Mobile Communications in 2004 and was first engaged in the development of smartphone middleware. He joined FLECT Co., Ltd. in 2007, and was appointed director in 2009. He then took charge of its cloud business, and successfully led it onto a path of growth.

External Director, Audit and Supervisory Committee Member

Yosuke Tetsukawa

Representative Partner, Improve Tax Co.
Certified Public Accountant

External Director, Audit and Supervisory Committee Member

Akihito Fujiwara

Former Standing Audit and Supervisory Board Member, Recruit Holdings Co., Ltd.

External Director, Audit and Supervisory Committee Member

Shuya Ogawa

Attorney at Law, Partner, TMI Associates

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