



**(Fiscal Year Ended March 2026)
Financial Results Presentation Materials**

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

May 14, 2026

**Financial results for the Fiscal Year Ended March 2026
And Forecast for the Fiscal Year Ending March 2027**

(Full Year, Fiscal Year Ended March 2026) Financial Results Summary

1 Achieved record-high full-year sales

Enhanced proposal activities led to expanded transactions with existing customers, resulting in record-high full-year net sales. Through disciplined operations and AI-driven productivity improvements, the gross profit margin remained at a high level. Net income decreased slightly year on year due to a one-time extraordinary loss.

Full Year, FY2025



2 Acquired numerous customers in our key AI and data areas

In addition to acquiring new customers, transactions partially resumed with some past customers, increasing the number of quarterly contract customers by 15 companies year on year. As new customers tend to start small, ARPA decreased.



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

3 The number of engineers and other employees increased steadily

Increased by 56 people year on year and by 7 people from the previous quarter. In addition, 40 new graduate engineers, mainly with Master's or PhD degrees in science and engineering, joined the company in April 2026.

As of the end of March 2026



4 Planning record-high results through AI total services

Given the strong demand for DX support centered on AI, we are planning net sales of over 10 billion yen, as previously targeted. As we expand investments in human resources, AI utilization, and the ID package business to drive sustainable future growth, operating income will increase slightly year on year.

Forecast of results for Full Year, FY2026



*1 Professional human resources such as engineers and managers in the Cloud Integration Services Division, excluding administrative personnel (as of the end of March 2026)

(4th Quarter, Fiscal Year Ended March 2026) Topics

We won a four-year long-term project from the Ministry of Economy, Trade and Industry (METI). We also received a MuleSoft award for the fifth consecutive year and were promoted to Silver tier in the Databricks Partner Program — our activities in the data and AI areas have been highly evaluated.

From the Ministry of Economy, Trade and Industry (METI): Awarded the "FY2026–FY2029 Operation and Maintenance Services for the Personnel Information DB and Attendance Management System"

In addition to our understanding of METI's HR and attendance-related operations, our track record and technical capabilities in multi-cloud — including migration to the "Government Solution Service (GSS)," the standard business execution environment provided by the Digital Agency for government-wide use — have been highly evaluated.

[Awarded Project Details]

Project Name: "FY2026–FY2029 Operation and Maintenance Services for the Personnel Information DB and Attendance Management System"

Contract Period: April 1, 2026 to March 29, 2030

Salesforce Japan Partner Award 2026 Japan Partner of the Year – MuleSoft – Received

We received this award based on a comprehensive evaluation of our prior fiscal year's collaboration in this product area — including business scale, number and value of partner-sourced opportunities, business growth rate, certifications, Navigator status, and CSAT — with our outstanding track record being particularly recognized.

This marks our fifth consecutive year of receiving a MuleSoft-related award.



Databricks Partner Program Promoted to Silver Tier

We were promoted to Silver tier in recognition of our growing track record of customer support utilizing the Databricks data and AI platform, our expanded number of certified personnel, and our promotion of joint business activities.

Going forward, we will continue to provide end-to-end support — from building data platforms and advanced analytics using Databricks, to integrating systems via API connectivity using MuleSoft, and driving data-driven business transformation centered on Salesforce.

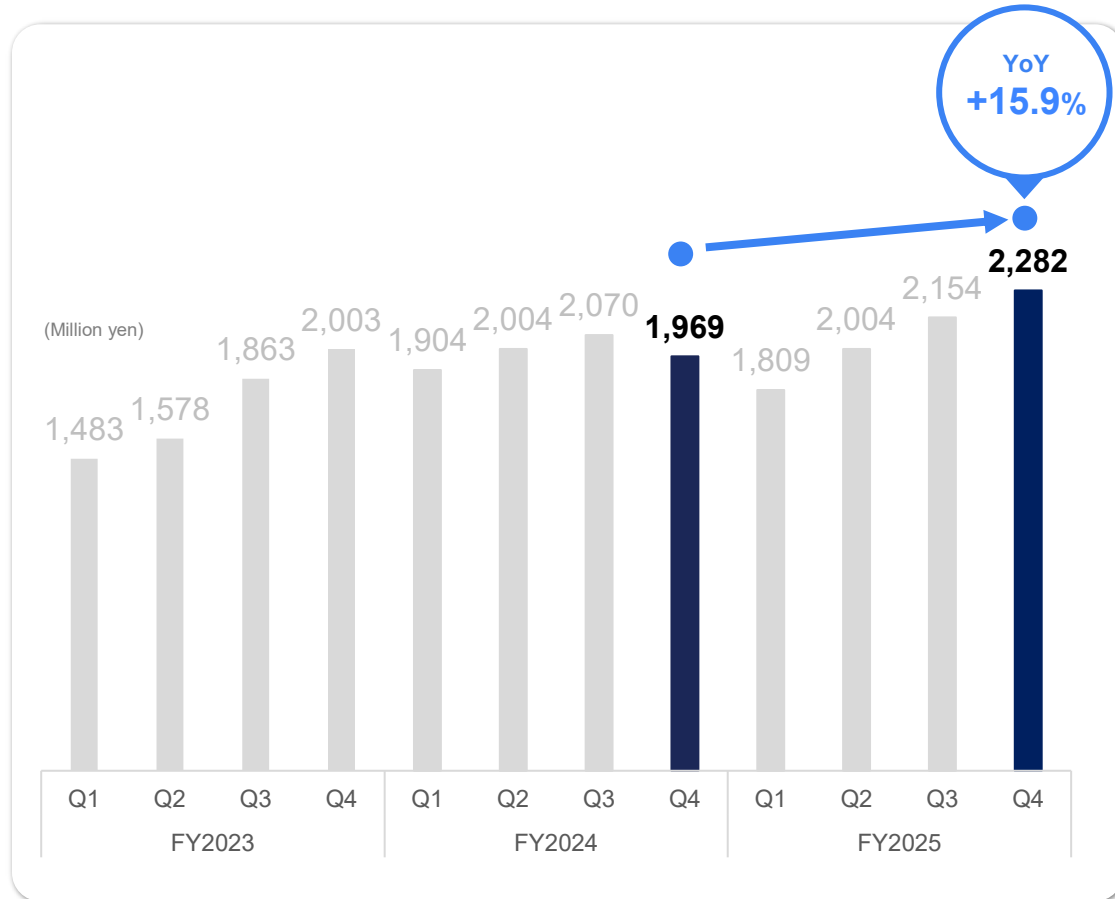


databricks

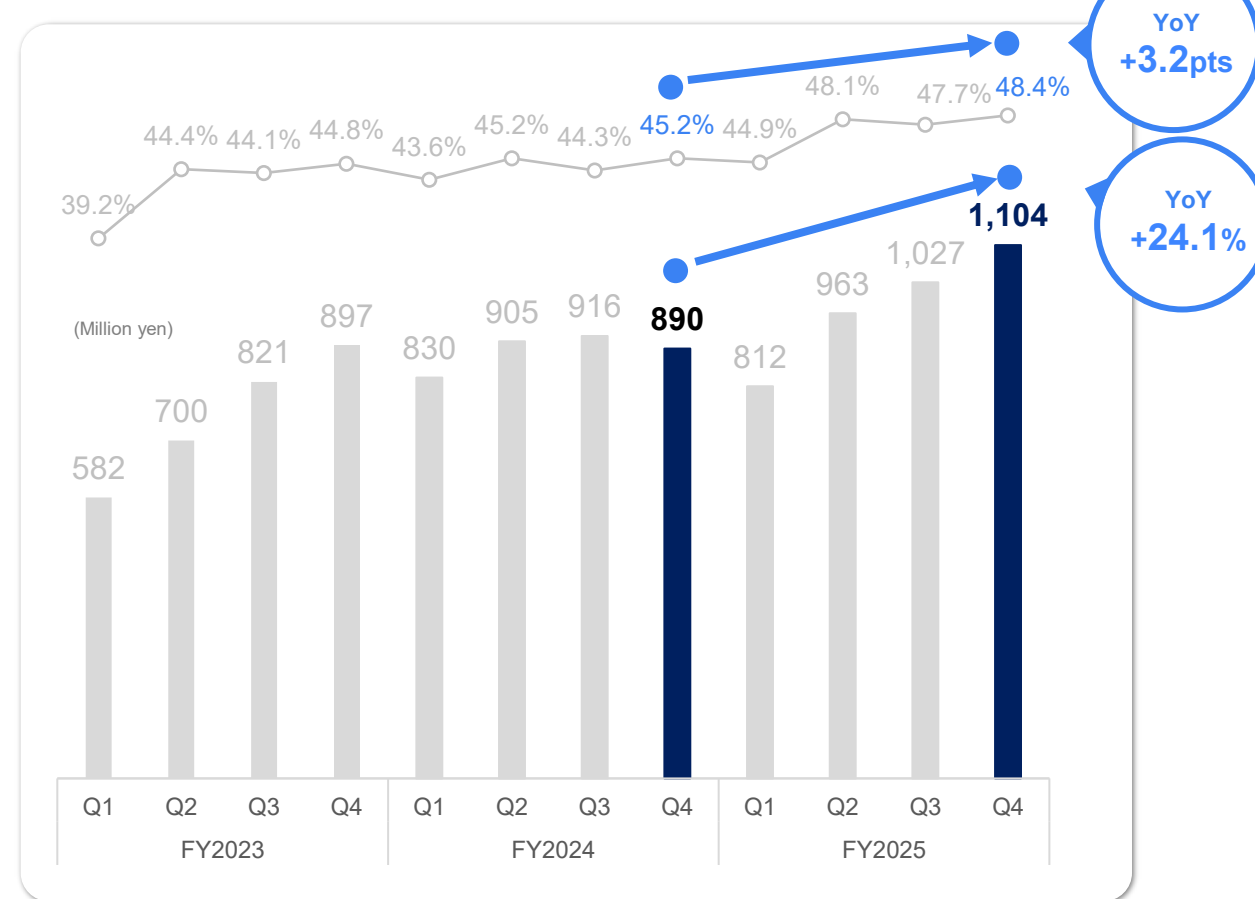
(4th Quarter, Fiscal Year Ended March 2026) Results Trends

Through enhanced proposal activities, net sales reached 2,282 million yen (up 15.9% year on year), a record high for the 4Q accounting period. In addition, through disciplined operations — sound project execution, optimized engineer assignments, and the use of in-house AI — we achieved a high gross profit margin of 48.4% (up 3.2 pts year on year). Gross profit reached a record high of 1,104 million yen (up 24.1% year on year).

Sales (quarterly accounting period)



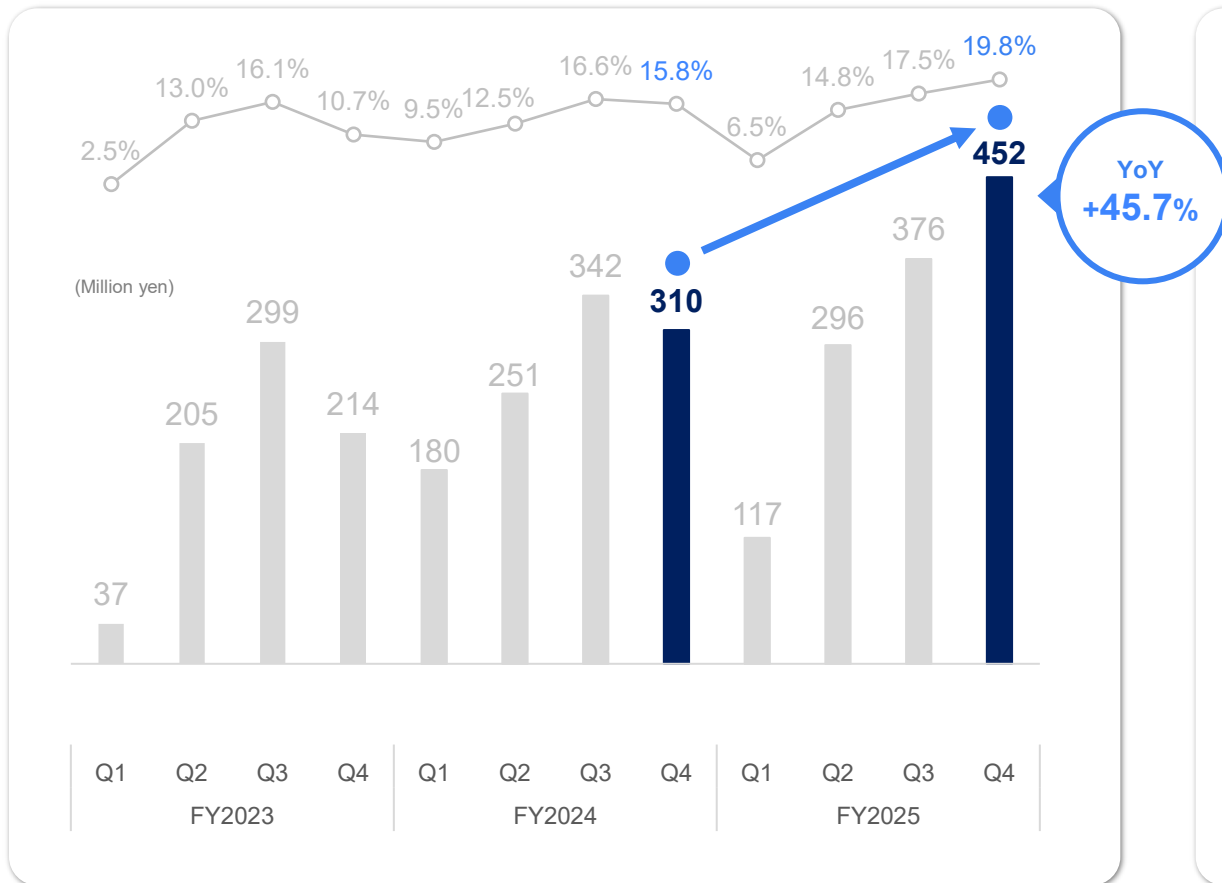
Gross profit (quarterly accounting period)



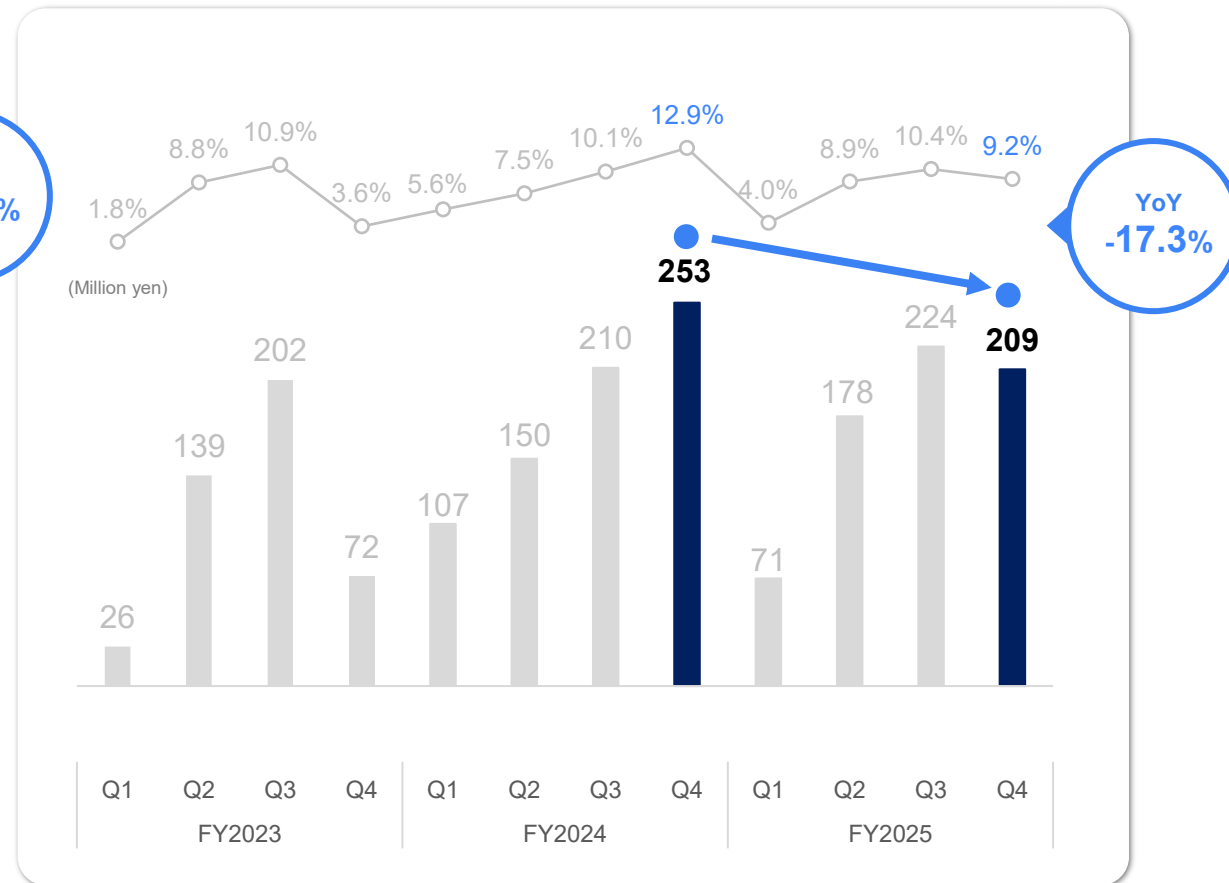
(4th Quarter, Fiscal Year Ended March 2026) Results Trends

Driven by the increase in gross profit, operating income reached a record high of 452 million yen (up 45.7% year on year). Net income was 209 million yen (down 17.3% year on year), reflecting the recording of a loss on valuation of shares in an associate of 102 million yen as a one-time extraordinary loss.

Operating income (quarterly accounting period)



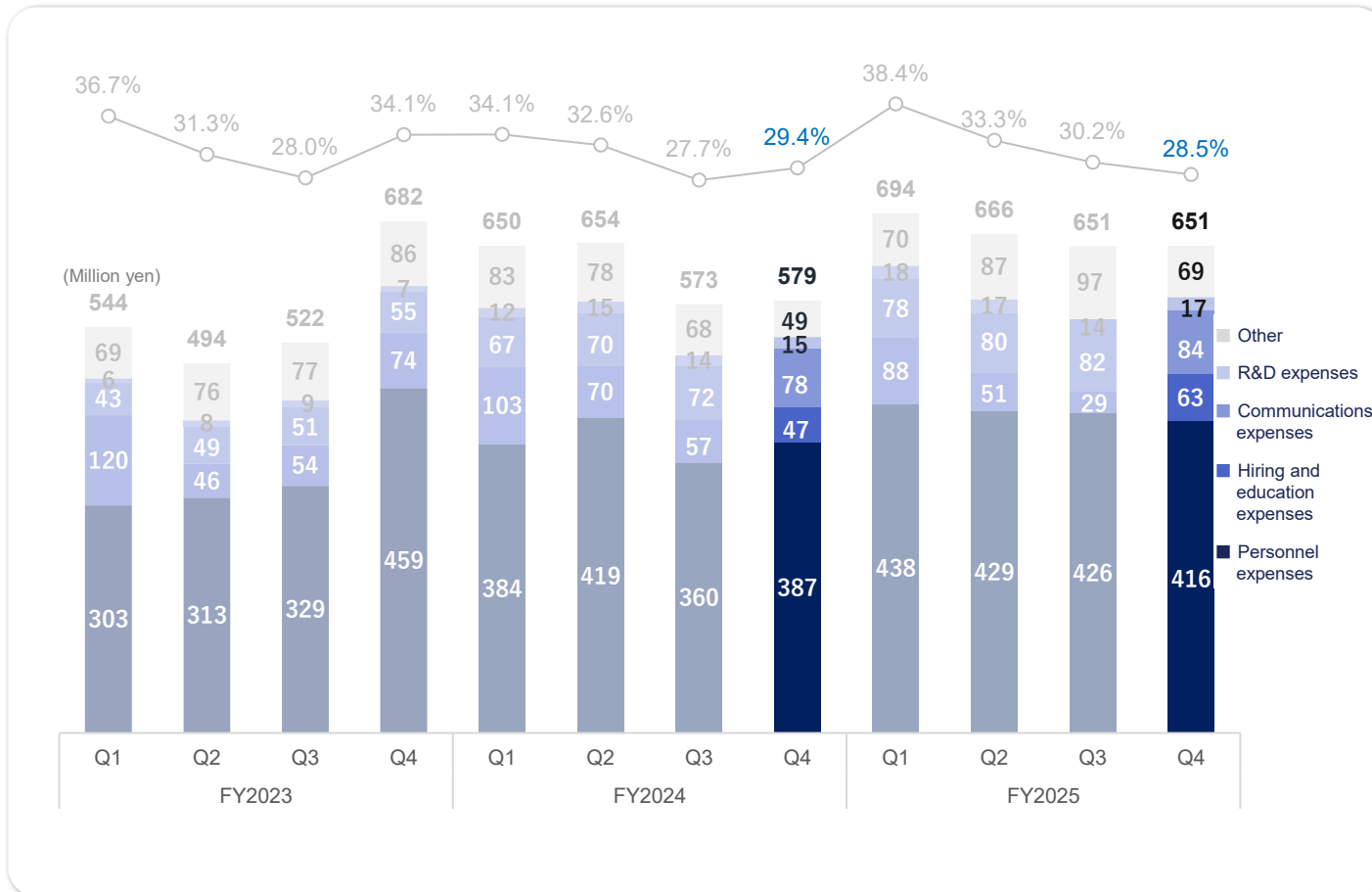
Net income (quarterly accounting period)



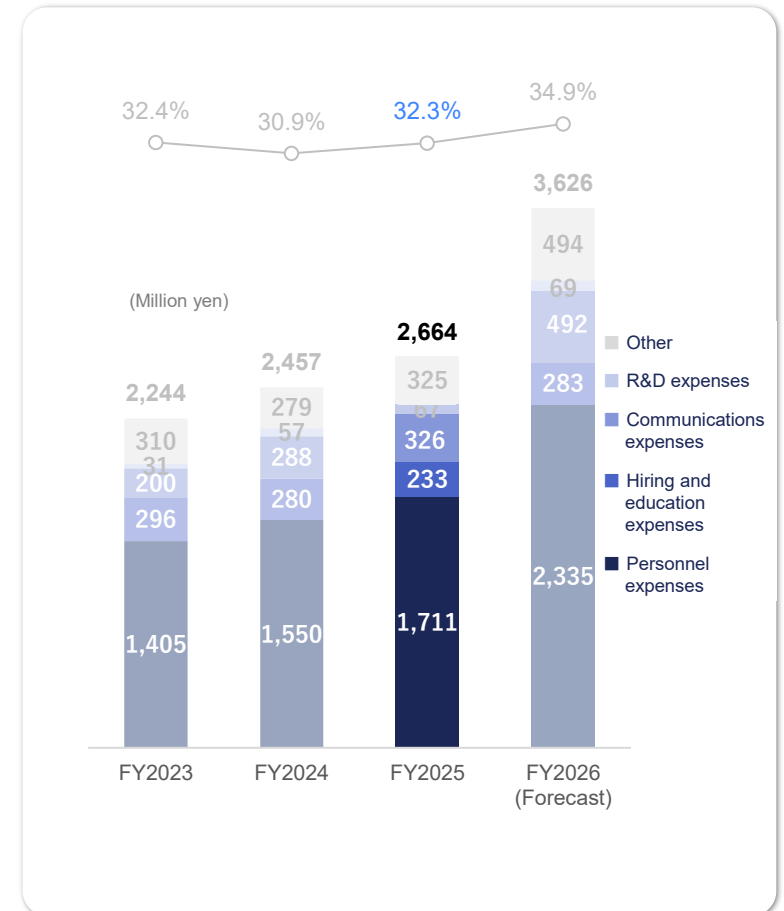
(4th Quarter, Fiscal Year Ended March 2026) Selling, General and Administrative Expenses

SG&A expenses for 4Q of the fiscal year ended March 2026 were 651 million yen (up 12.4% year on year), thanks to control of discretionary expenses, and the SG&A ratio was 28.5% (down 0.9 pts year on year).

Quarterly accounting periods



Full Year



(Fiscal Year Ended March 2026) Financial Results Summary

Both full-year net sales and each level of profit for the fiscal year ended March 2026 exceeded the revised forecast.

Excluding net income, which was affected by a one-time extraordinary loss, net sales, gross profit, and operating income all reached record highs.

In terms of profit margins, the gross profit margin was 47.4% and the operating profit margin was 15.1%, both record highs on a full-year basis.

(Million yen)

	FY2024 Full Year (Apr.-Mar.)	FY2025 Full Year (Apr.-Mar.)	YoY		Results forecast for full year, FY2025 (Forecast announced on February 5, 2026)	Results progress rate
			Change in amount	Rate of change		
Sales	7,949	8,251	+302	+3.8%	8,237	100.2%
Gross profit	3,542	3,908	+365	+10.3%	3,885	100.6%
(%)	44.6%	47.4%	+2.8pt		47.2%	
SG&A	2,457	2,664	+206	+8.4%	2,680	99.4%
(%)	30.9%	32.3%	+1.4pt		32.5%	
Operating income	1,085	1,244	+158	+14.6%	1,204	103.3%
(%)	13.7%	15.1%	+1.4pt		14.6%	
Net income	720	684	-36	-5.1%	644	106.2%
(%)	9.1%	8.3%	-0.8pt		7.8%	

(Full Year, Fiscal Year Ending March 2027) Earnings Forecast

For the fiscal year ending March 2027, we forecast net sales of 10,400 million yen (up 26.0% year on year), gross profit of 4,874 million yen (up 24.7% year on year), operating income of 1,247 million yen (up 0.3% year on year), and net income of 751 million yen (up 9.8% year on year). We expect demand for DX support centered on AI to remain strong, and we are planning net sales of over 10 billion yen, as previously targeted. SG&A expenses will increase due to expanded investments in human resources, AI utilization, and the ID package business, all aimed at sustainable growth, resulting in a slight year-on-year increase in operating income.

(Million yen)

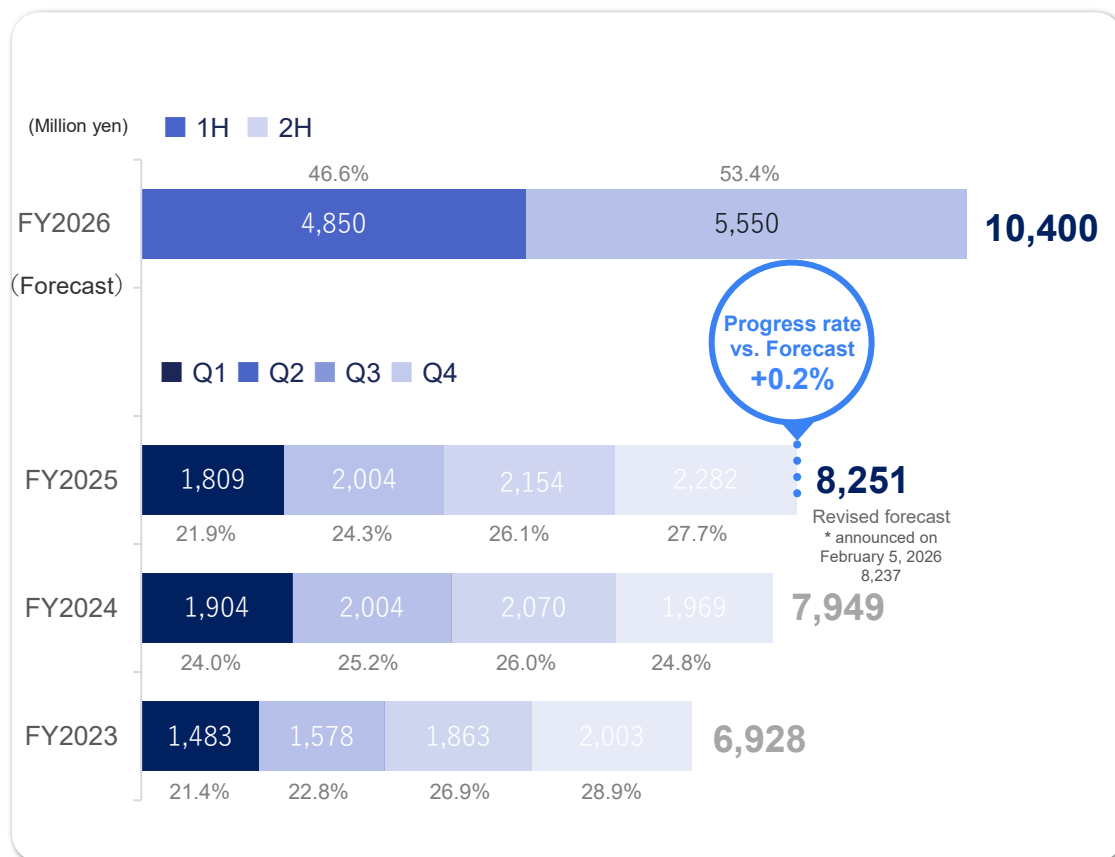
	FY2025 Full Year	FY2026 Full Year (Forecast)	Compared with initial forecast	
			Change in amount	Rate of change
Sales	8,251	10,400	+2,148	+26.0%
Gross profit	3,908	4,874	+966	+24.7%
(%)	47.4%	46.9%	-0.5pt	
SG&A	2,664	3,626	+962	+36.1%
(%)	32.3%	34.9%	+2.6pt	
Operating income	1,244	1,247	+3	+0.3%
(%)	15.1%	12.0%	-3.1pt	
Net income	684	751	+66	+9.8%
(%)	8.3%	7.2%	-1.1pt	

(Full Year, Fiscal Year Ended March 2026) Results Progress

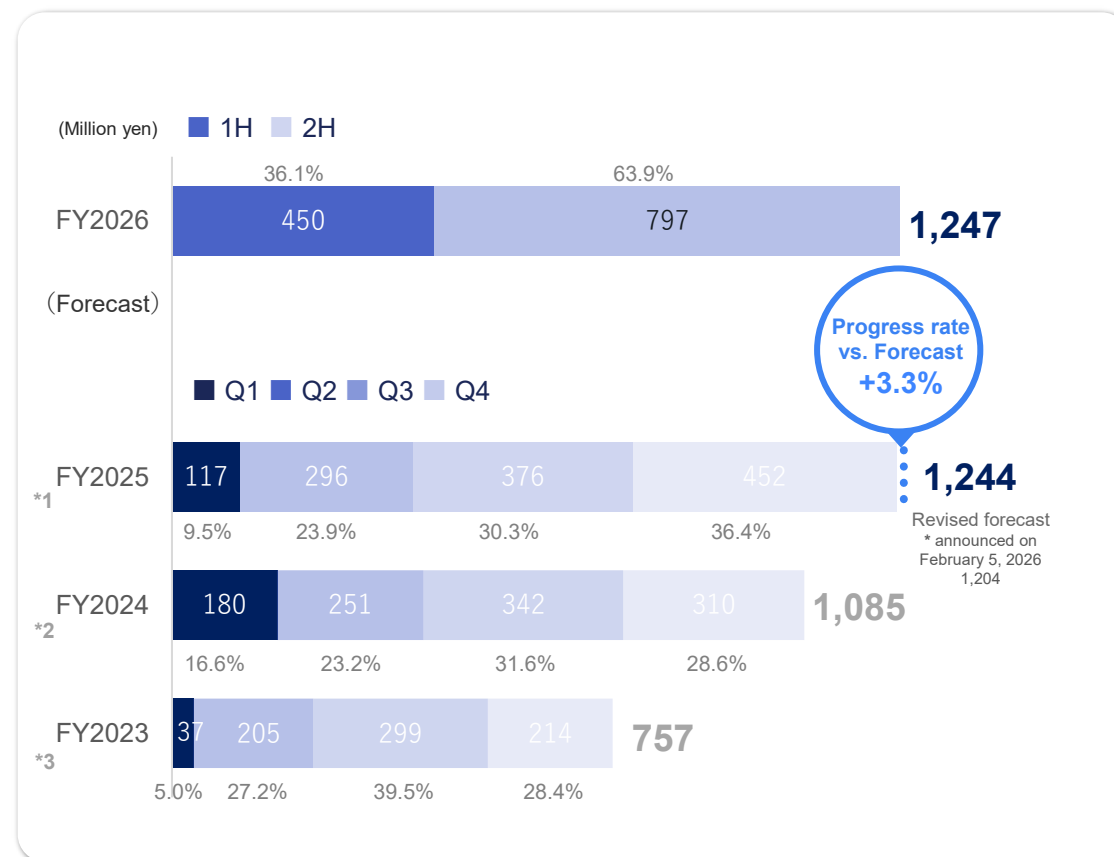
The sales progress rate against the revised forecast for the fiscal year ended March 2026 was +0.2%. In addition to the high gross profit margin, controlling discretionary expenses brought the operating income progress rate to +3.3%.

For the fiscal year ending March 2027, we expect a 1H/2H split of 46.6%:53.4% for sales and 36.1%:63.9% for operating income.

Sales - Progress rate



Operating income – progress rate



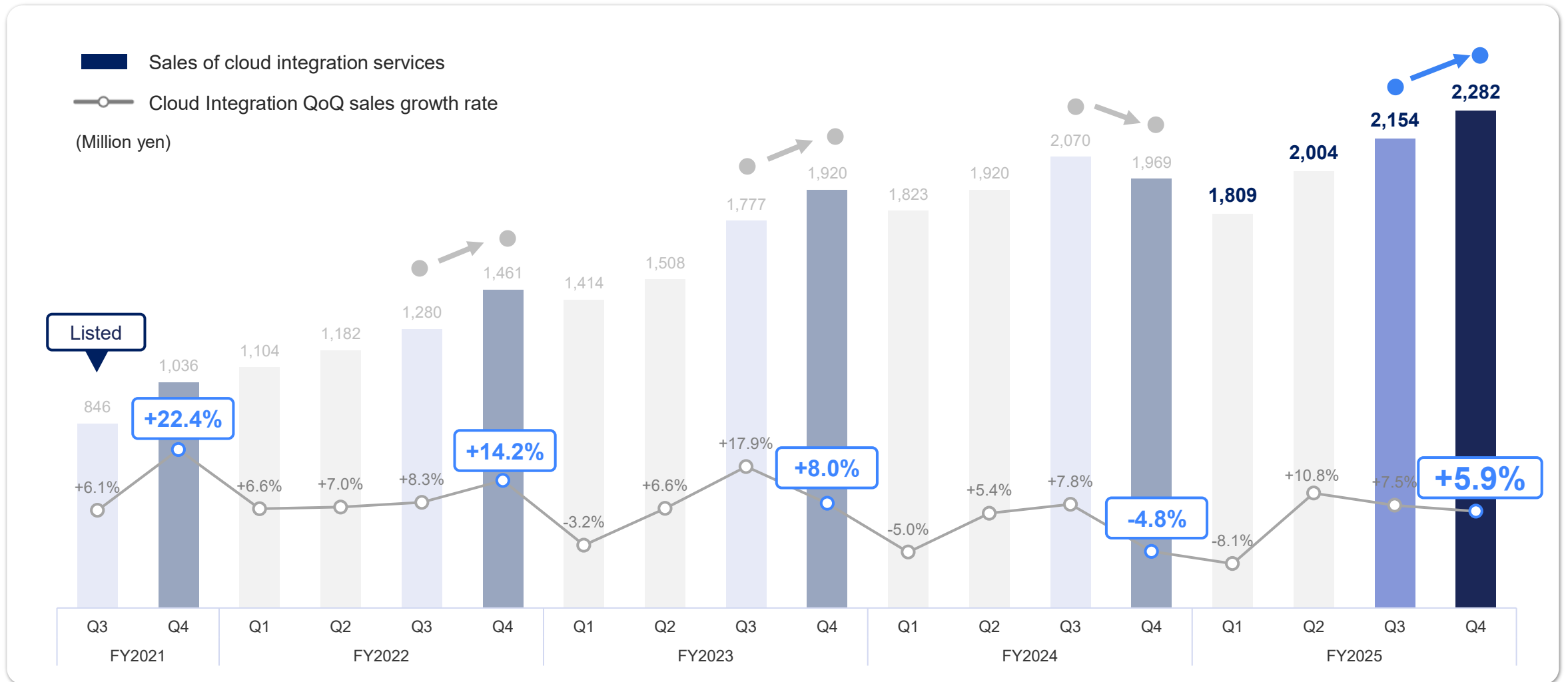
*1: Includes recruitment and personnel expenses for 44 new graduates hired in Q1 (42 engineers, 2 sales staff)

*2: Includes recruitment and personnel expenses for 34 new graduates hired in Q1

*3: Includes recruitment and personnel expenses for 25 new graduates hired in Q1

(4th Quarter, Fiscal Year Ended March 2026) Quarterly Sales Growth Rate (QoQ) of Cloud Integration Services

The quarterly sales growth rate (QoQ) for Cloud Integration Services in 4Q of the fiscal year ended March 2026 was +5.9%. Quarterly sales have grown for three consecutive quarters since 2Q of the fiscal year ended March 2026.



(Full Year, Fiscal Year Ended March 2026) Balance Sheet

Cash and deposits decreased by 991 million yen and the equity ratio decreased by 4.4 pts, mainly due to the acquisition of treasury shares totaling 1,199 million yen on February 13, 2026. The equity ratio remains at 60.5%, maintaining a sound financial foundation.

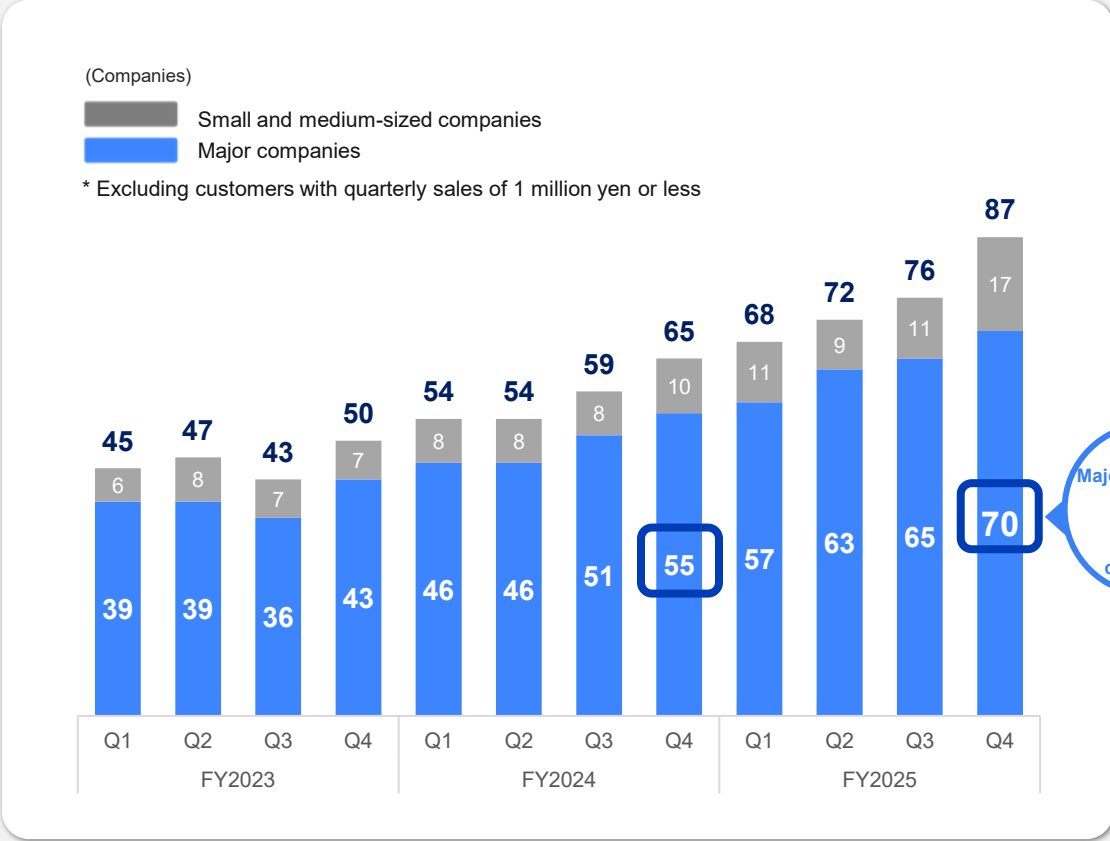
(Million yen)

	FY2024 (March 31, 2025)	FY2025 (March 31, 2026)	Change in amount
Total assets	4,198	3,695	-503
Current assets	3,733	3,339	-393
Fixed assets	465	355	-109
Total liabilities	1,476	1,460	-15
Current liabilities	994	1,075	+81
Fixed liabilities	482	384	-97
Net assets	2,722	2,235	-487
Total assets	4,198	3,695	-503
Cash and deposits	2,128	1,136	-991
Interest-bearing liabilities	517	450	-67
Equity ratio	64.8%	60.5%	-4.4pt

KPI Trends (Quarterly Basis)

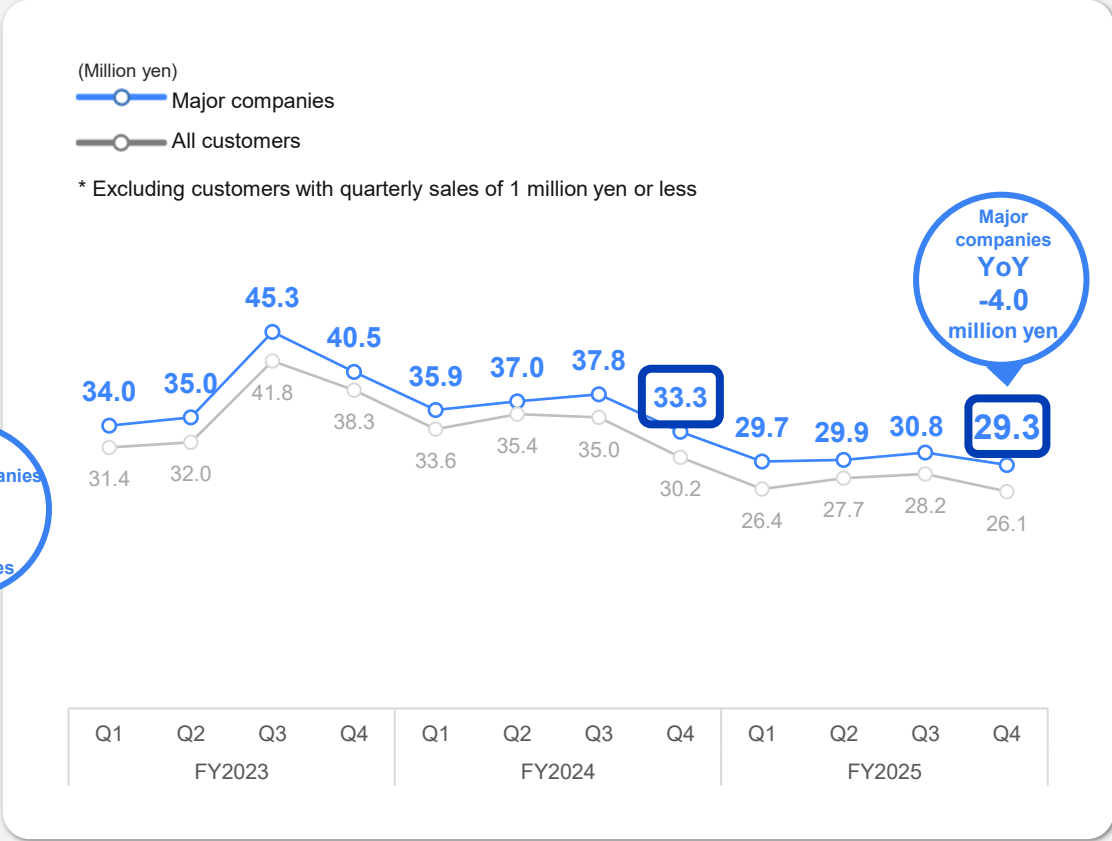
Number of quarterly contract customers*1

In 4Q of the fiscal year ended March 2026, the number of quarterly contract customers among major companies increased by 15 companies year on year to 70 companies, as a result of acquiring new customers and resuming partial transactions with past customers.



Quarterly average revenue per account (ARPA*2)

The ARPA for major companies in 4Q of the fiscal year ended March 2026 decreased by 4.0 million yen year on year to 29.3 million yen, as new customers tend to start small.



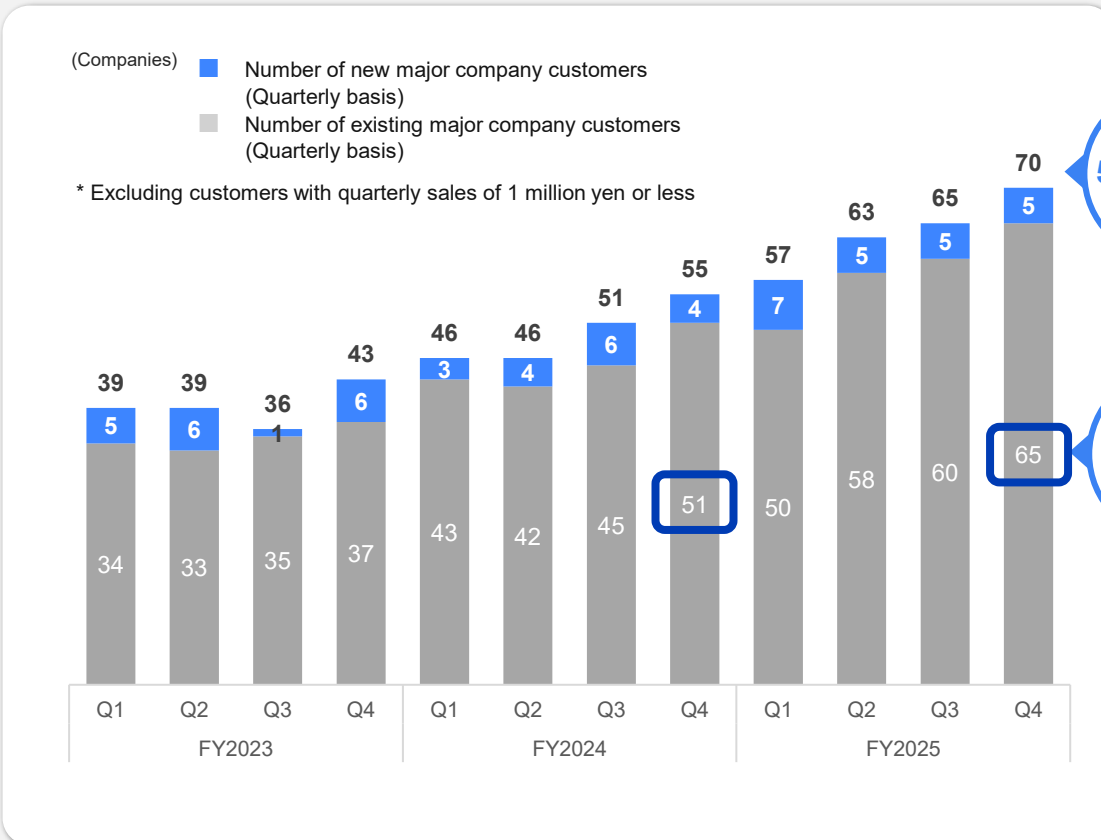
*1 Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less. Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.

*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)

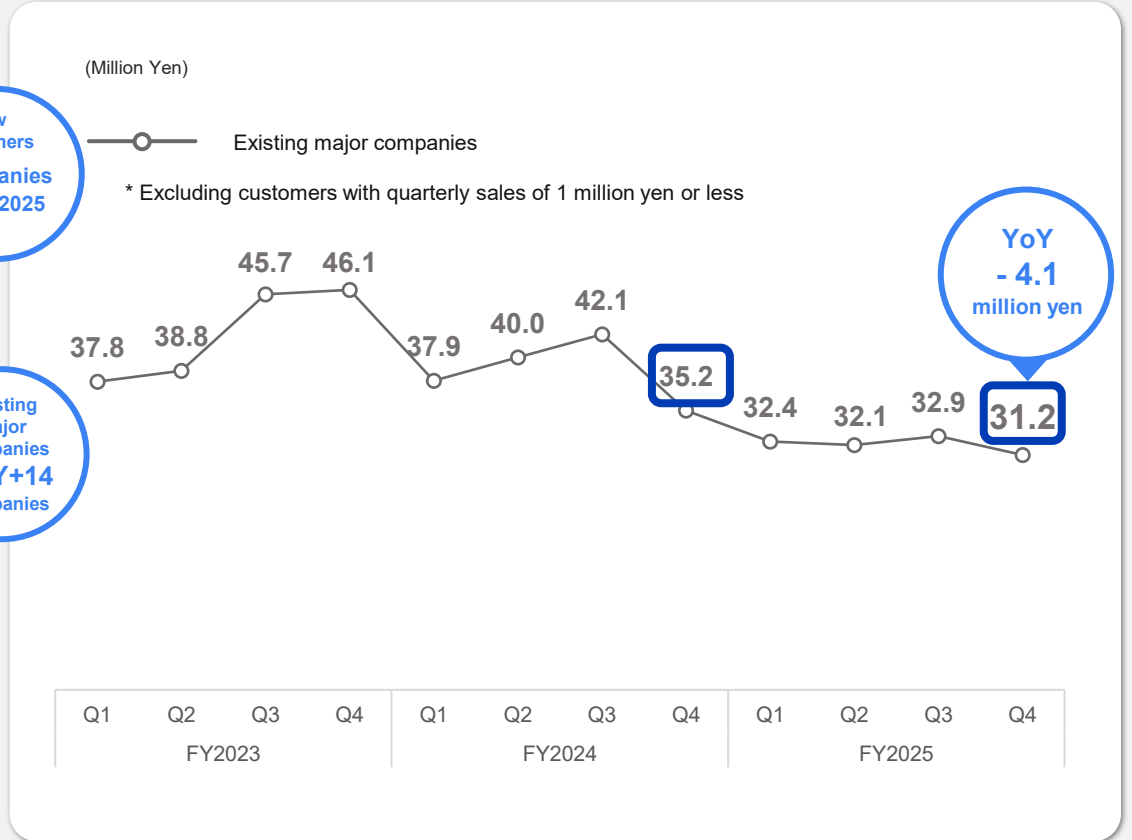
Quarterly contract customers (major companies) *1 : New vs. Existing breakdown*2

In 4Q of the fiscal year ended March 2026, we acquired 5 new major company customers. The number of existing major company customers increased by 14 companies year on year to 65 companies.



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

The ARPA for existing major companies in 4Q of the fiscal year ended March 2026 decreased by 4.1 million yen year on year to 31.2 million yen.



*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

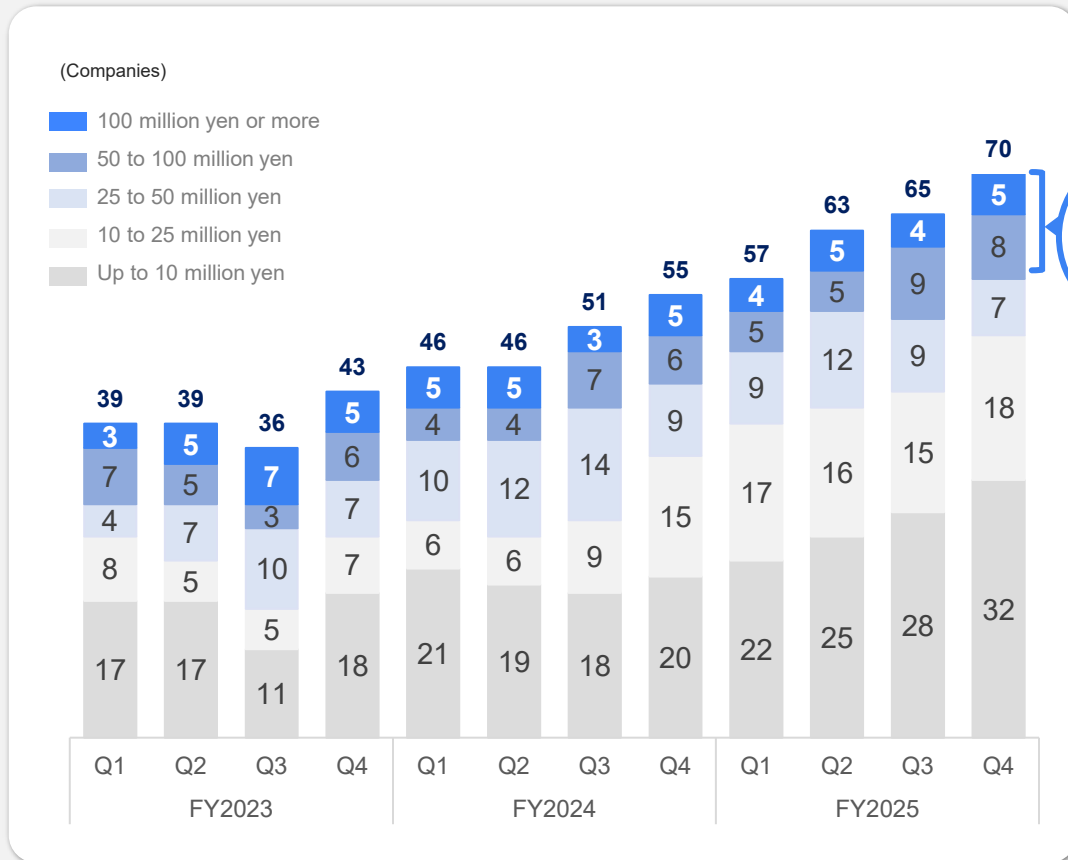
Number of contract customers and sales by sales amount (major companies)

Number of quarterly contract customers by sales (major companies)^{*1}

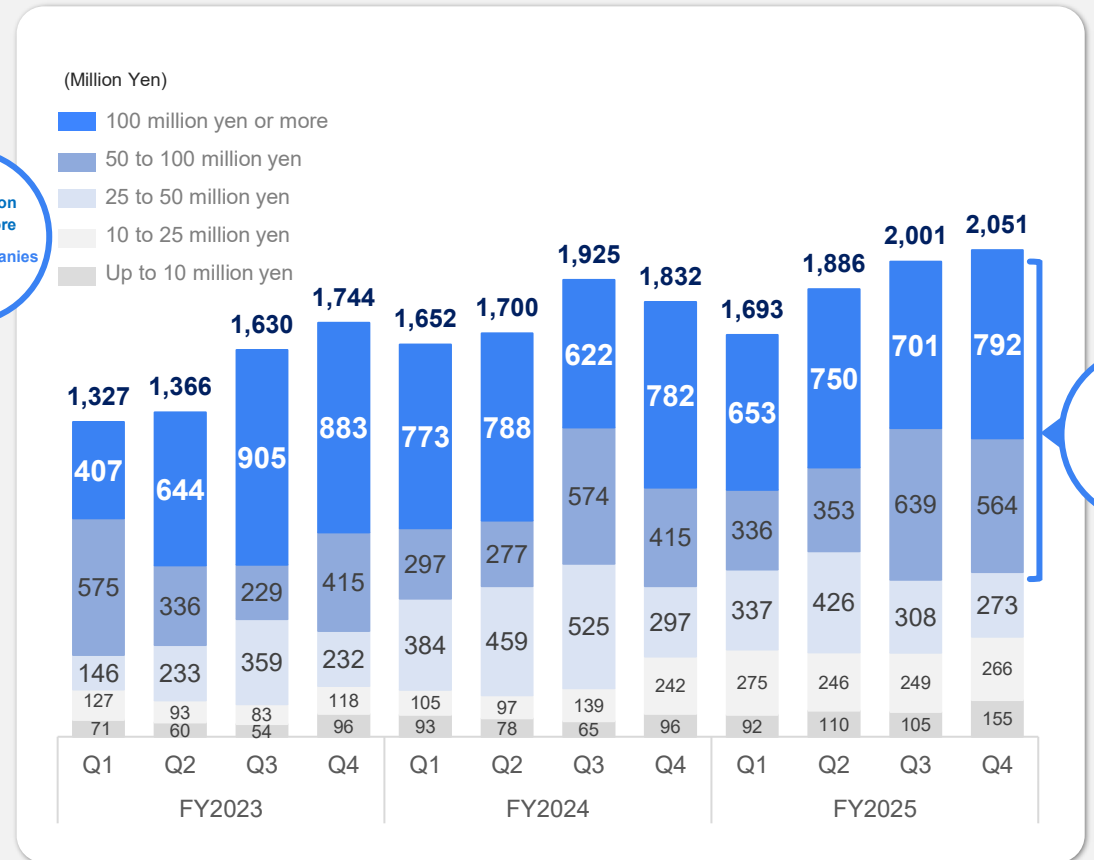
In 4Q of the fiscal year ended March 2026, the number of customers with quarterly sales of 50 million yen or more was at the same level as the previous quarter, while the number of customers with quarterly sales of 100 million yen or more increased by 1.

Quarterly sales by sales amount (major companies)^{*2}

In 4Q of the fiscal year ended March 2026, total sales from customers with quarterly sales of 50 million yen or more increased by 17 million yen quarter on quarter. Enhanced proposal activities led to the creation of large accounts.



50 million yen or more
±0 companies (QoQ)



50 million yen or more
+17 million (QoQ)

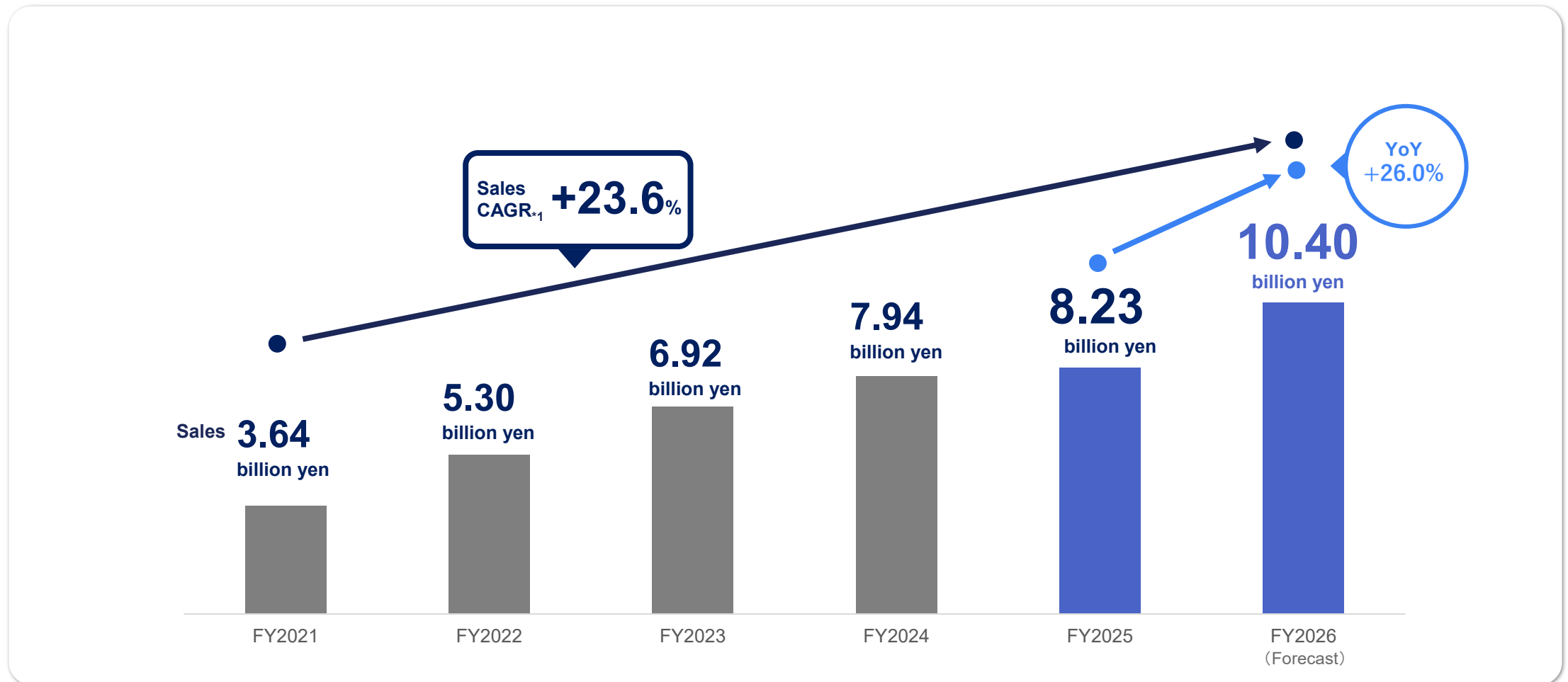
^{*1} Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less. Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.
^{*2} Excluding sales from resales and customers with quarterly sales of 1 million yen or less

Growth Strategy

Medium to long-term growth plan

While promoting "Proactive DX" support through cutting-edge cloud and AI technologies, we are pursuing growth strategies focused on "Creating Large Accounts," "Investing in Talent," and "Investing in R&D."

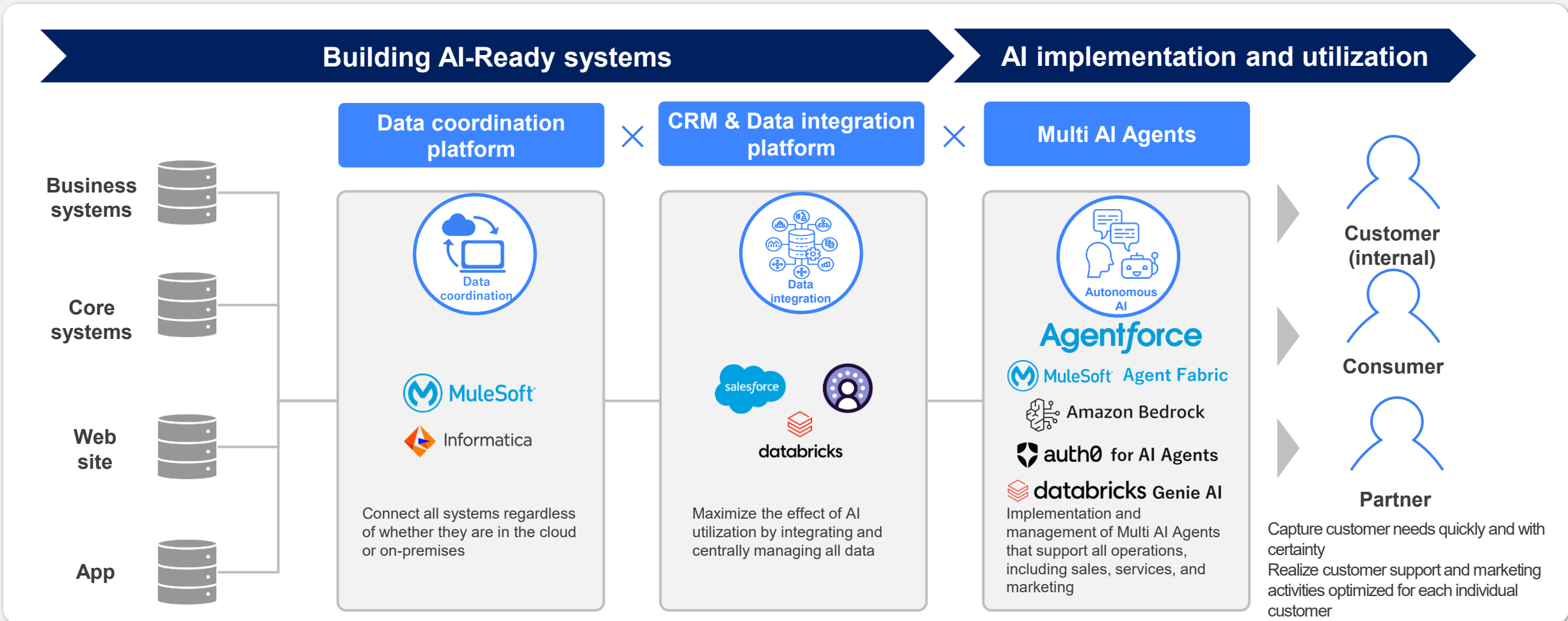
Regarding our previously stated goal of a TSE Prime listing, we will prioritize business investments aimed at achieving sustainable growth and aim to list on the TSE Prime Market at an appropriate timing.



*1 Compound Annual Growth Rate from FY2021 to 2026.

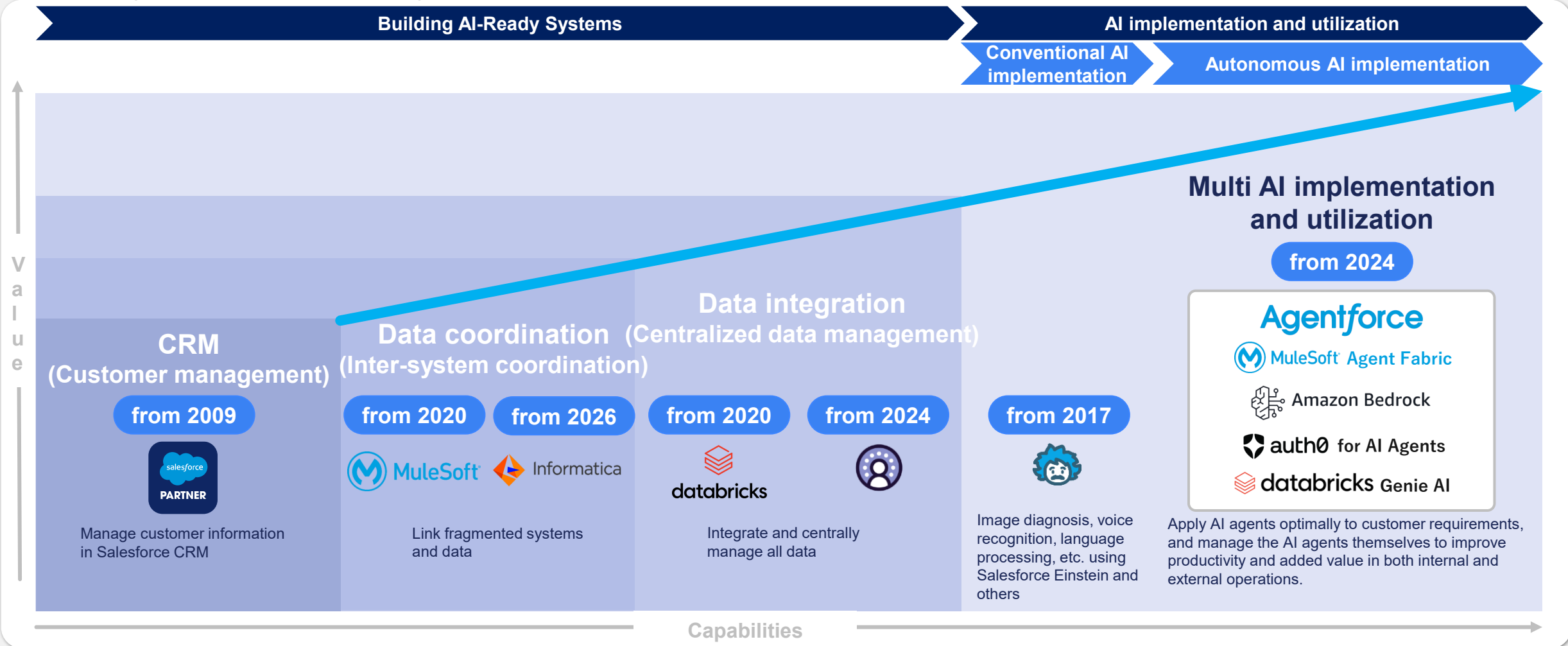
Promoting Cross-Selling Through Total Services in the AI and Data Infrastructure Areas

We will promote the provision of AI total services that combine a data coordination platform connecting all systems, a data integration platform centrally managing data, and Multi AI.



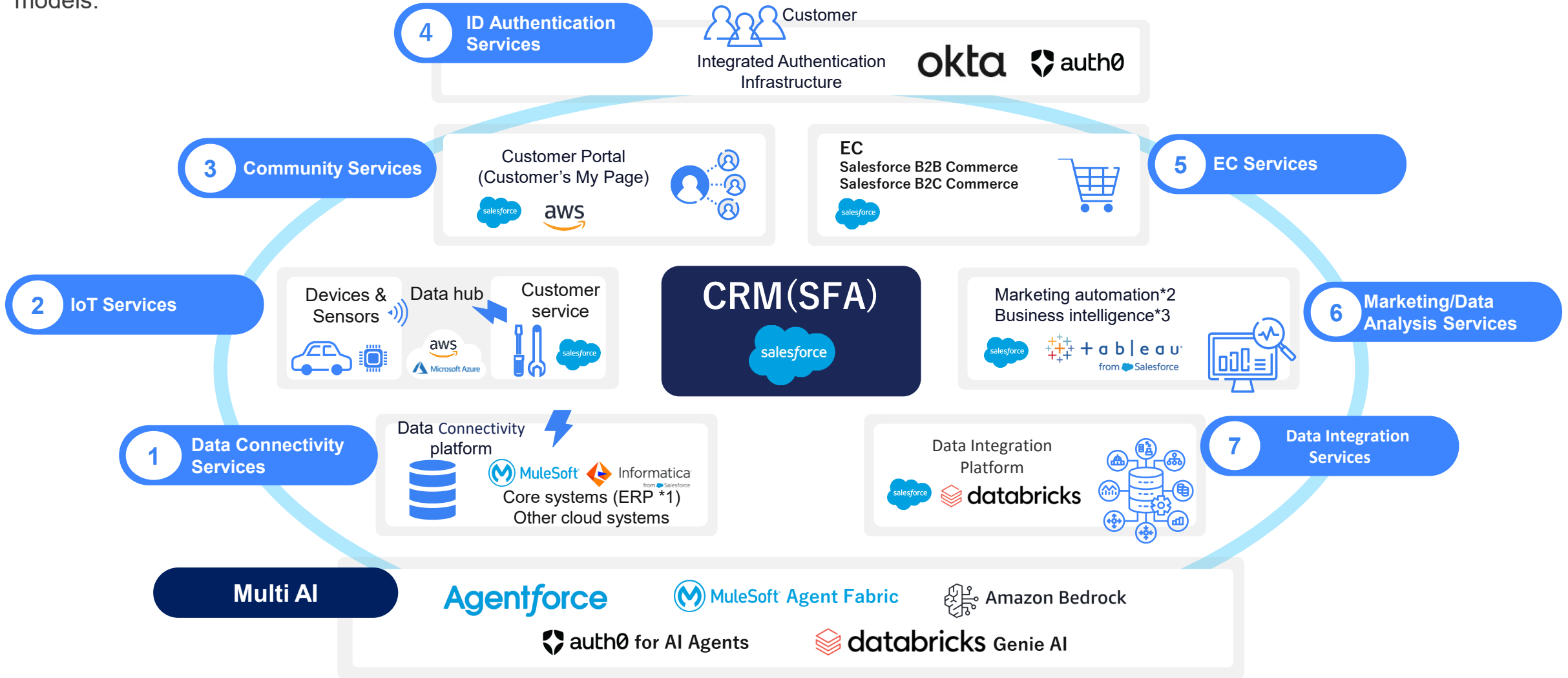
The expanding AI demand serves as a tailwind that boosts the strengths we have developed over the years

For some time, we have worked on "Building AI-Ready Systems" based on data coordination and data integration platforms and CRM, as well as "AI implementation and utilization" through R&D and services provided to customers (both internal and external). We have abundant knowledge and a strong track record in maximizing the results of AI.



DX Support Services Utilizing Multi-cloud and Multi-AI to Achieve Business Transformation

Rather than building only a single digital service, we develop multiple digital services and bundle them to support transformation of business models.



*1 Abbreviation for Enterprise Resource Planning, an integrated core business management system

*2 Marketing Automation: A tool that automates marketing activities

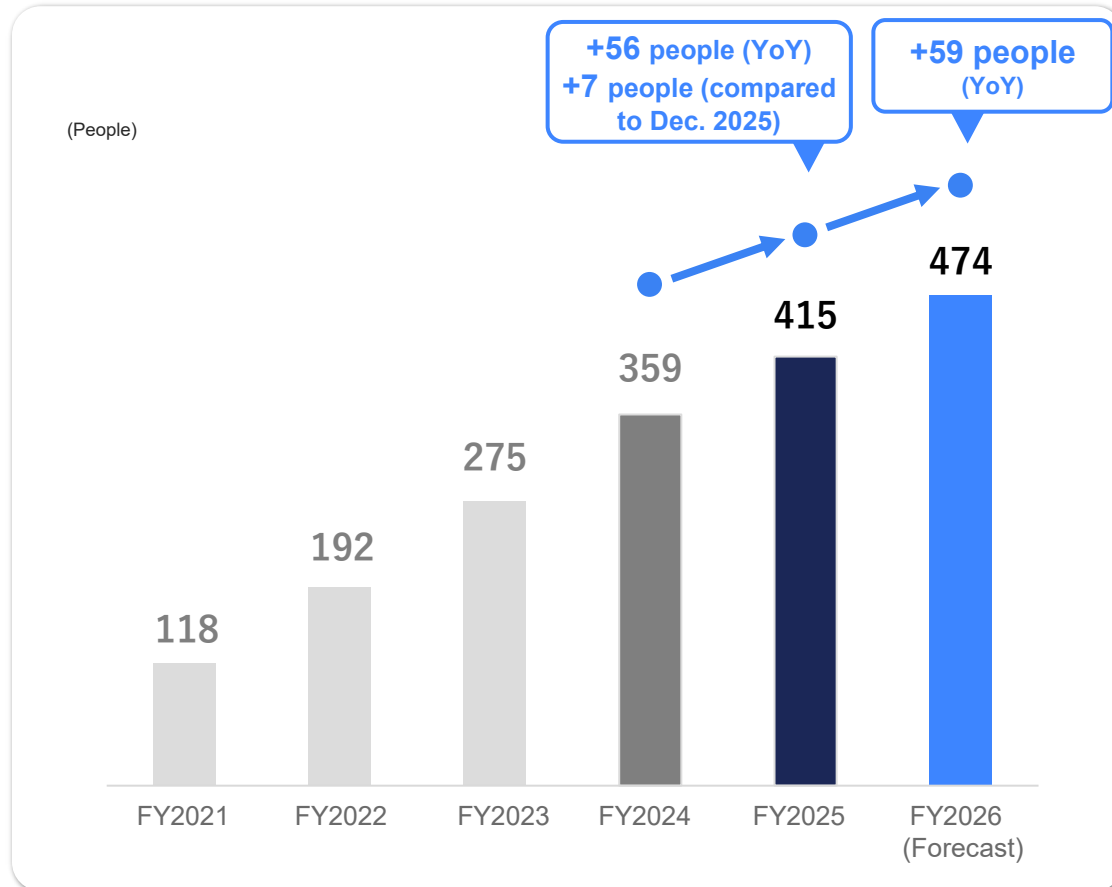
*3 Business Intelligence: A tool that collects, accumulates, analyzes, and processes large volumes of data to support management strategy decision-making

Organizational expansion centered on cloud engineers and other specialists

The number of cloud engineers and other employees was 415 as of the end of March 2026, up 56 year on year and up 7 compared to the end of December 2025.

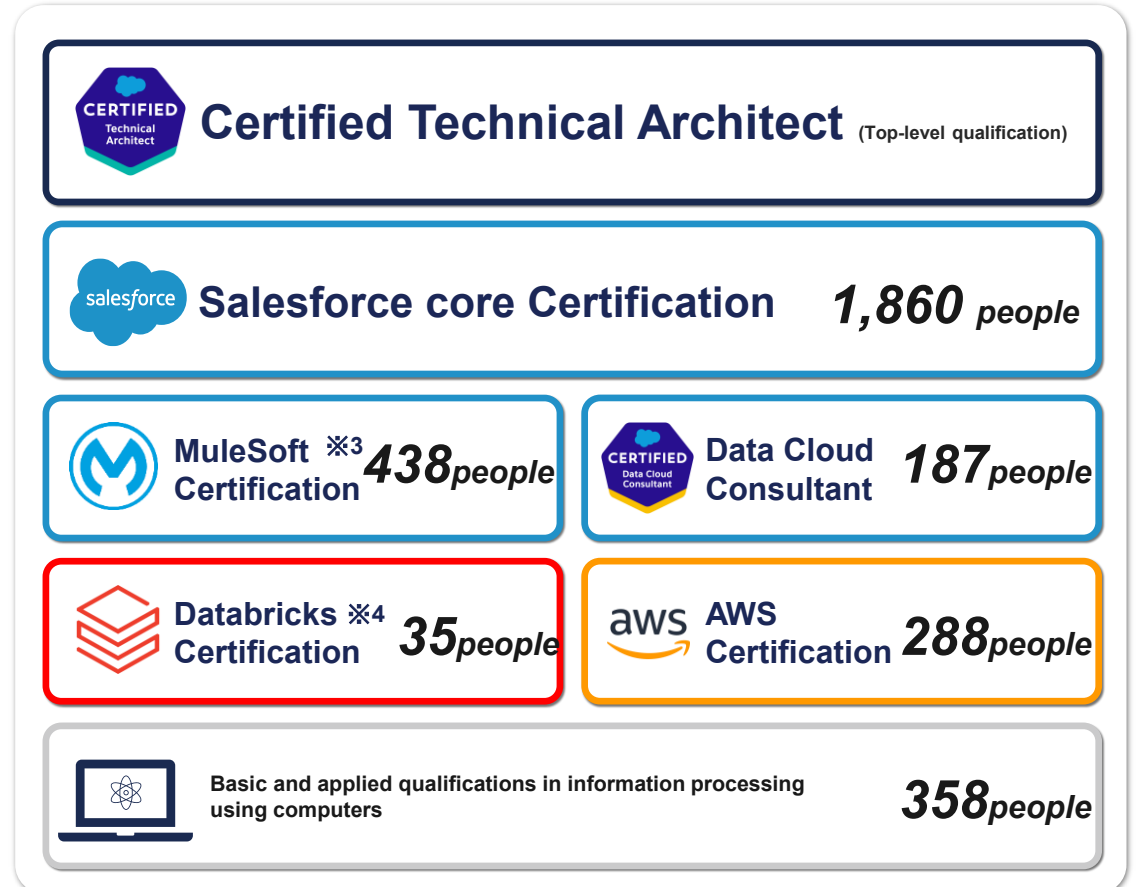
We plan for a net increase of 59 to reach 474 by the end of March 2027.

Trend in the number of engineers and other employees *1



*1 Professional human resources such as engineers and managers in the Cloud Integration Services Division, excluding administrative personnel.

Promotion of multi-cloud qualifications *2



*2 As of the end of March 2026.

*3 Total number of holders of 5 qualifications: MuleSoft Developer, Senior MuleSoft Developer, MuleSoft Platform Architect, MuleSoft Integration Architect, and MuleSoft Associate.

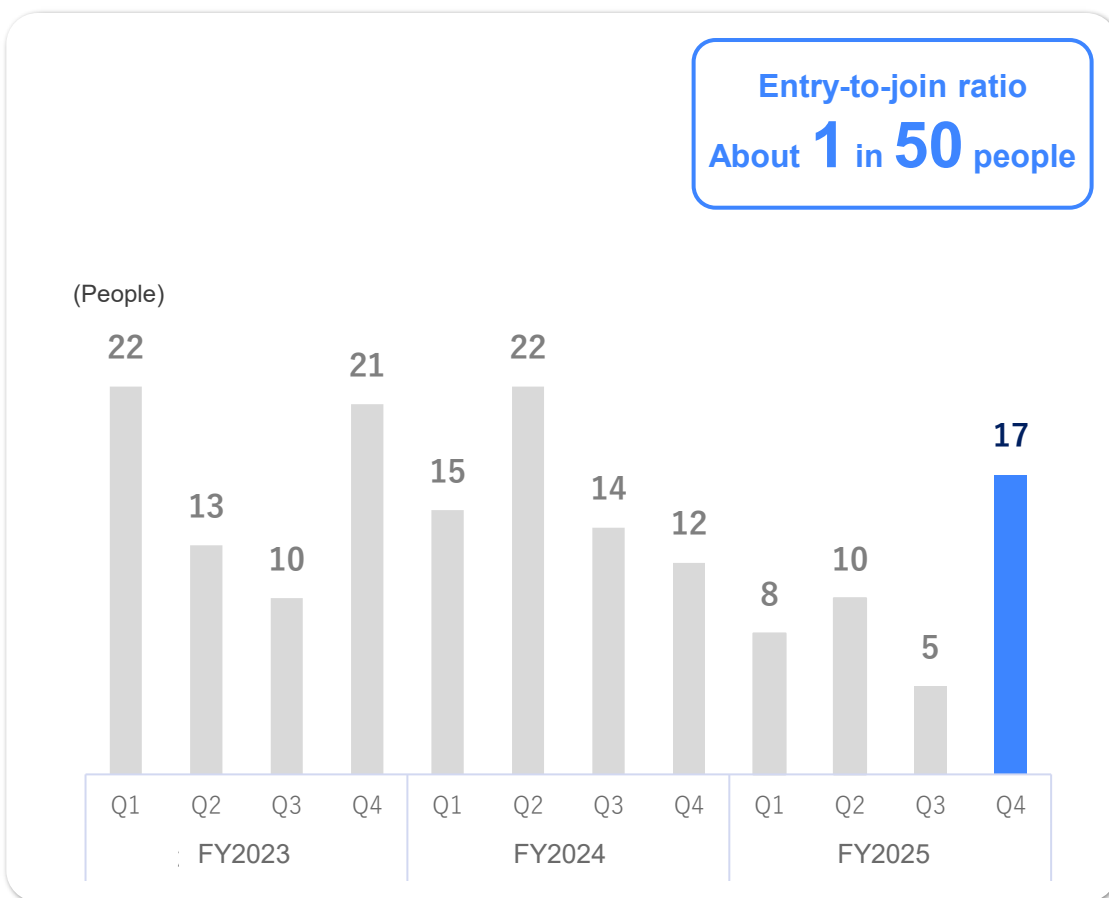
*4 Total number of holders of 3 qualifications: Databricks Certified Data Engineer Associate, Databricks Certified Data Engineer Professional, and Databricks Certified Generative AI Engineer Associate.

Strictly Selected Hiring of Engineers Based on High Recruitment Standards

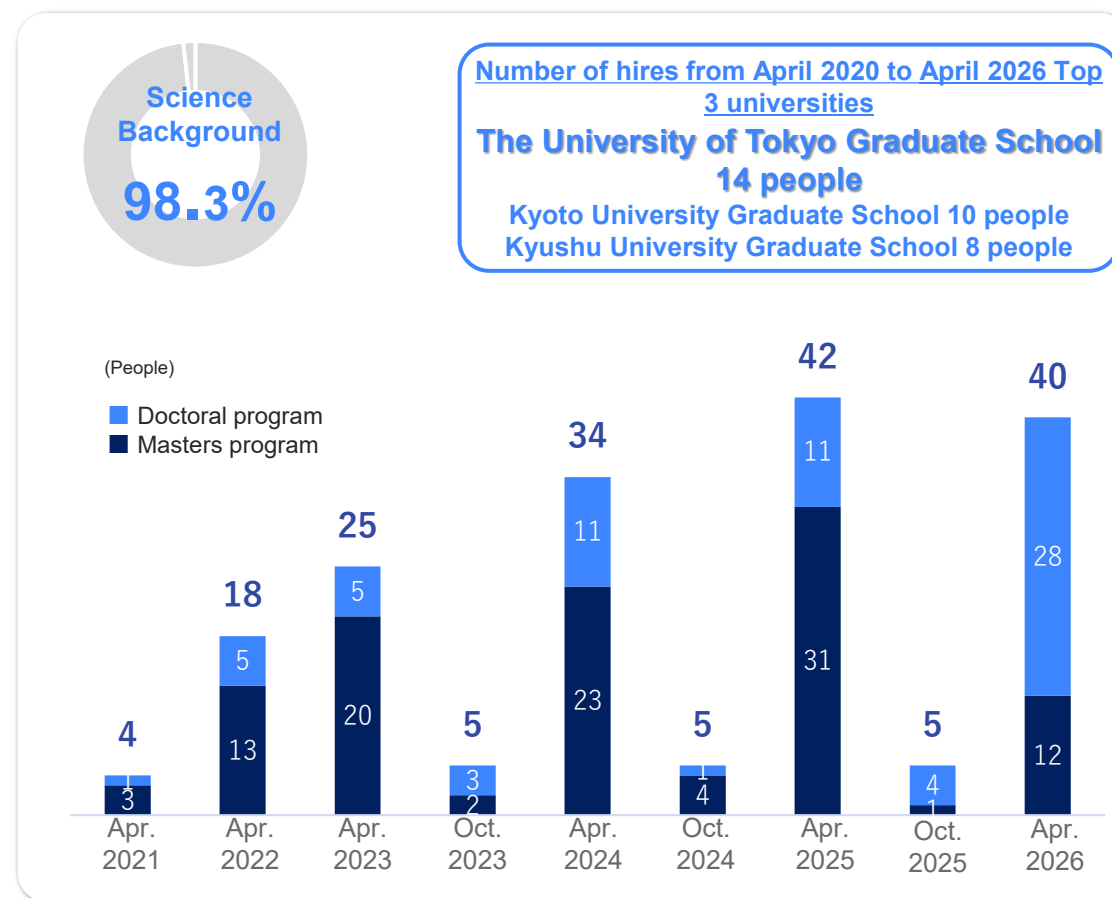
We have established high hiring standards to identify human resources with strong basic computer skills. In experienced (mid-career) hiring, the entry-to-join ratio is about 1 in 50, allowing us to strictly select the best engineers.

In addition, 40 new graduates joined as engineers in April 2026, mostly with Master's or PhD degrees in science and engineering.

Trend in mid-career recruitments



Trend in new graduate recruitment (engineers)



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.

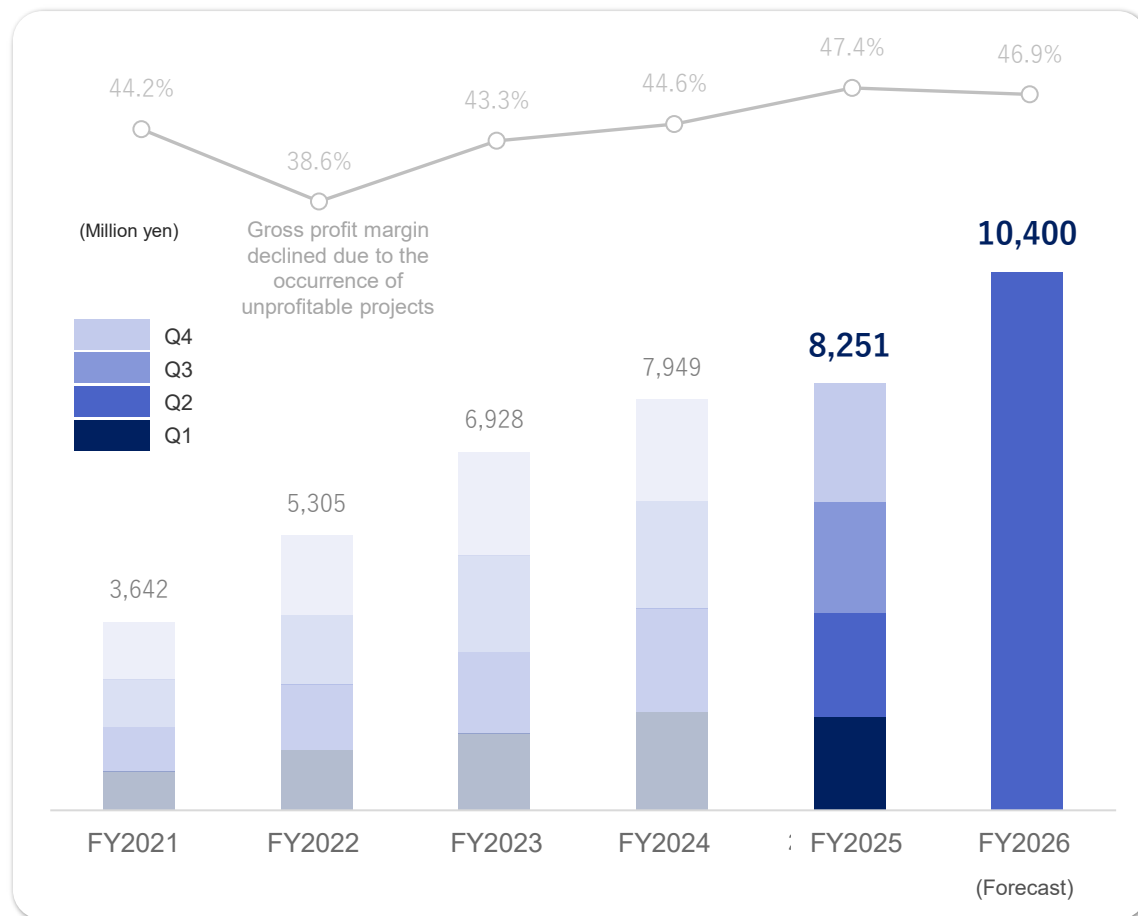
*1 OR (Operations Research): Various approaches to support decision-making scientifically (mathematical optimization, data analysis, algorithms, etc.)

Appendix - Results Trends

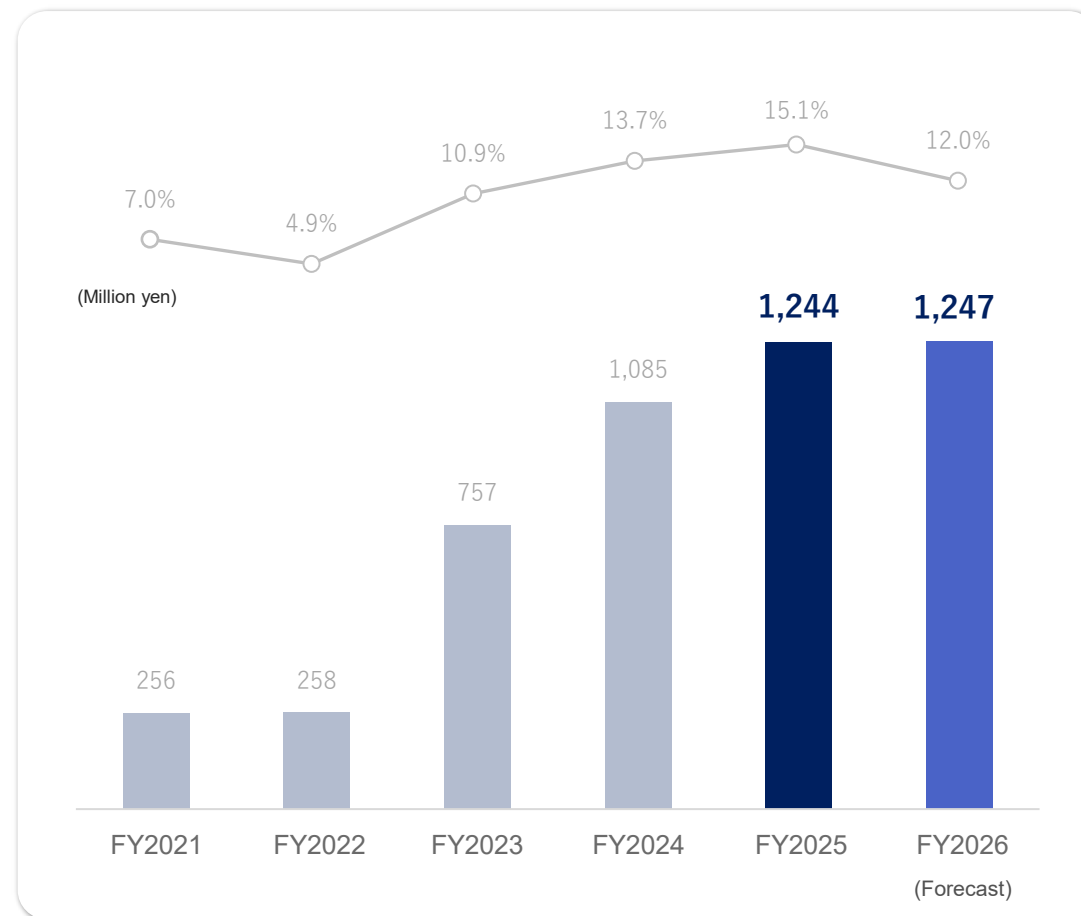
Results Trends

Net sales for the fiscal year ended March 2026 were 8,251 million yen (up 3.8% year on year) and operating income was 1,244 million yen (up 14.6% year on year), record highs for both. For the fiscal year ending March 2027 as well, we are planning record highs, with net sales of 10,400 million yen (up 26.0% year on year) and operating income of 1,247 million yen (up 0.3% year on year).

Sales / Gross profit margin



Operating income / Operating profit margin



Appendix - Company Profile

Company Profile



Company Name

FLECT Co., Ltd.

Established

August 2005

Capital Stock

756 million yen (as of the end of March 2026)

Number of Employees

445 (as of the end of March 2026)

Address

13F, Tokyo Shiodome Bldg., 1-9-1 Higashi-Shinbashi, Minato-ku, Tokyo

Business Description

Cloud Integration Services

— Professional services supporting corporate DX —

As a multi-cloud integrator that supports corporate DX through cutting-edge cloud and AI technologies, we provide services ranging from multi-cloud development and operations to multi-AI implementation, supporting digital transformation of both existing and new business initiatives.

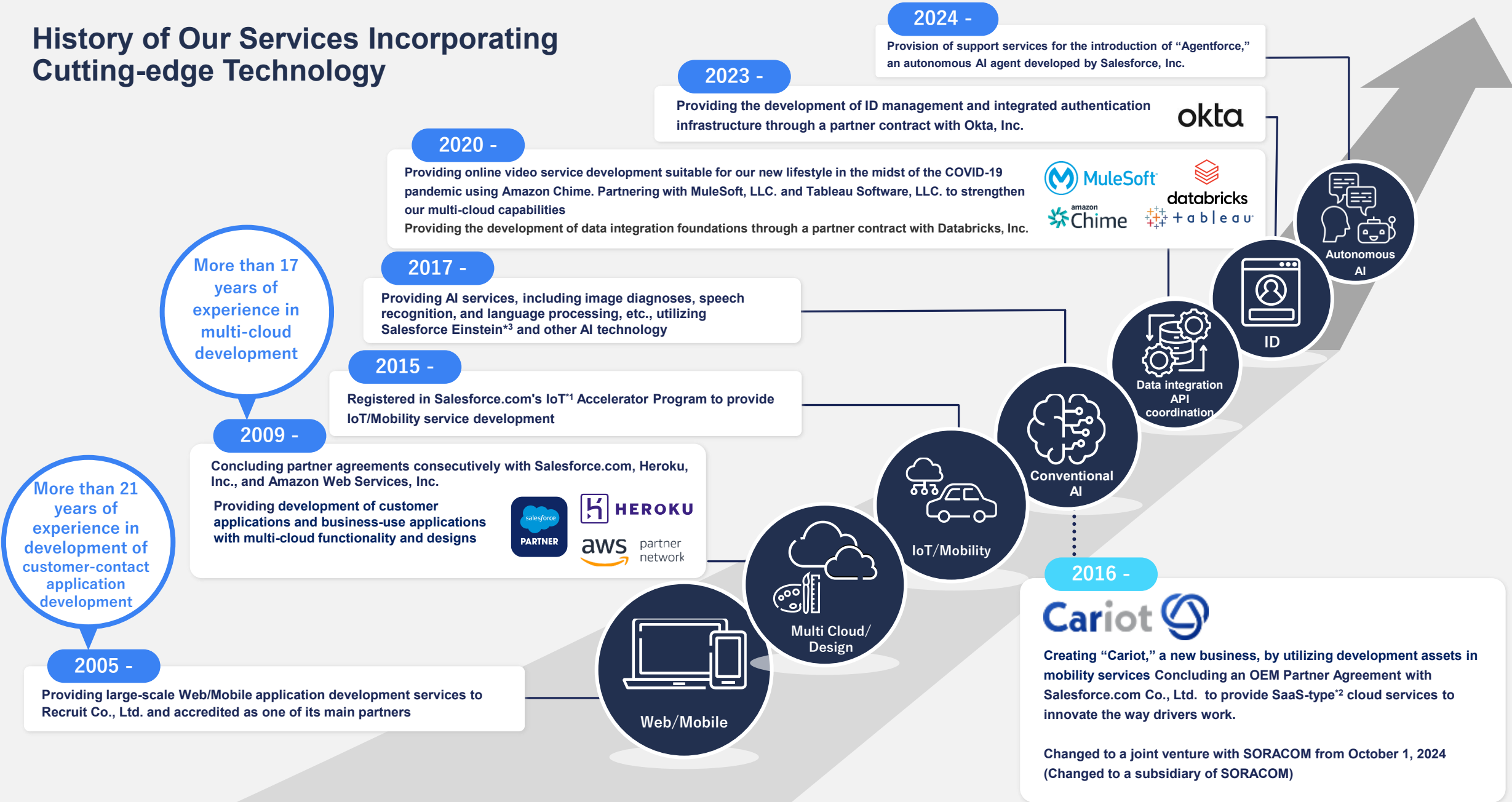


Representative Director CEO
Koji Kurokawa

Realizing an Ideal Future with the Cloud

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

History of Our Services Incorporating Cutting-edge Technology



2024 -
 Provision of support services for the introduction of “Agentforce,” an autonomous AI agent developed by Salesforce, Inc.

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

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
 Providing the development of data integration foundations through a partner contract with Databricks, Inc.

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 IoT¹ 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

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

More than 17 years of experience in multi-cloud development

More than 21 years of experience in development of customer-contact application development

*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. changed company name to Salesforce Japan Co., Ltd. as of February 2022

Our Domestically and Globally Acclaimed Advanced DX Achievements

We received the MuleSoft domestic award for the fifth consecutive year. We also received the Salesforce Global Innovation Award in 2019 — the first by a Japanese company — in recognition of our DX achievements in domestic AI services.

- 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 multi-cloud development projects
- March 2022

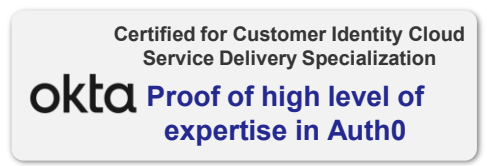
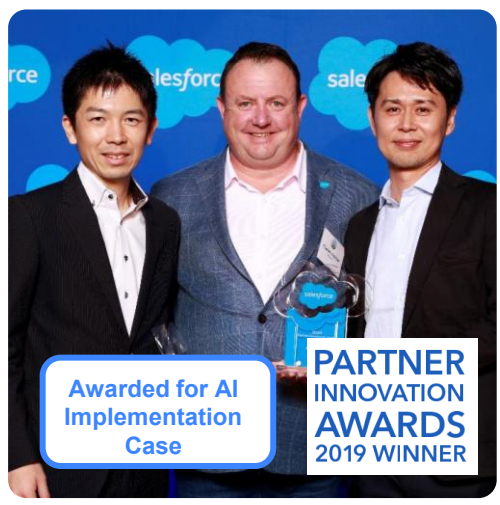
MuleSoft Japan
"MuleSoft Japan Partner Enablement Award 2022"
 Awarded for our achievements in MuleSoft business
- May 2023

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

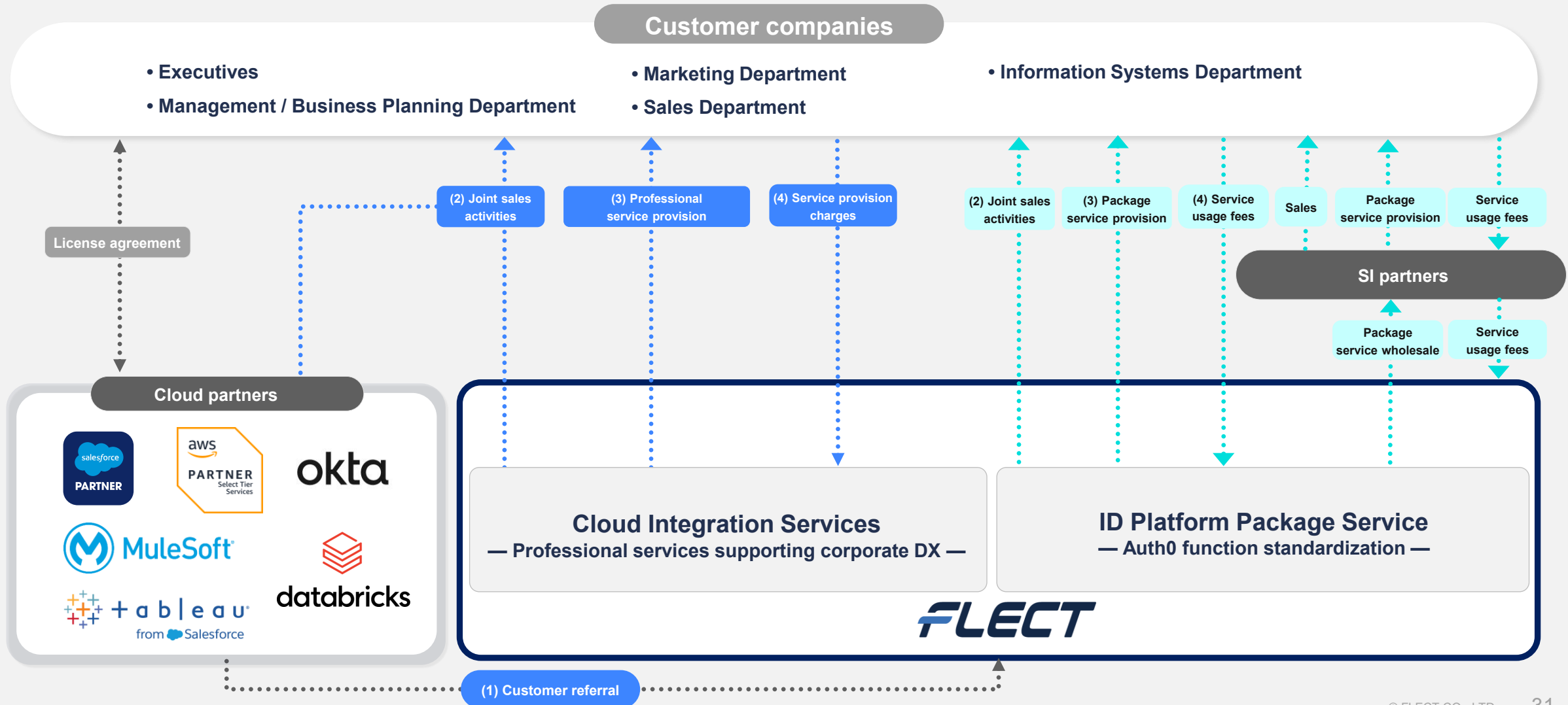
Salesforce Japan Partner Award 2025
"Japan Partner of the Year – MuleSoft – >"
 We received the award after the size of our business in MuleSoft collaboration results and certifications were evaluated highly.
- April 2026

Salesforce Japan Partner Award 2026
"Japan Partner of the Year – MuleSoft –"
 Awarded after the business scale of our MuleSoft collaboration achievements and certifications were highly evaluated.

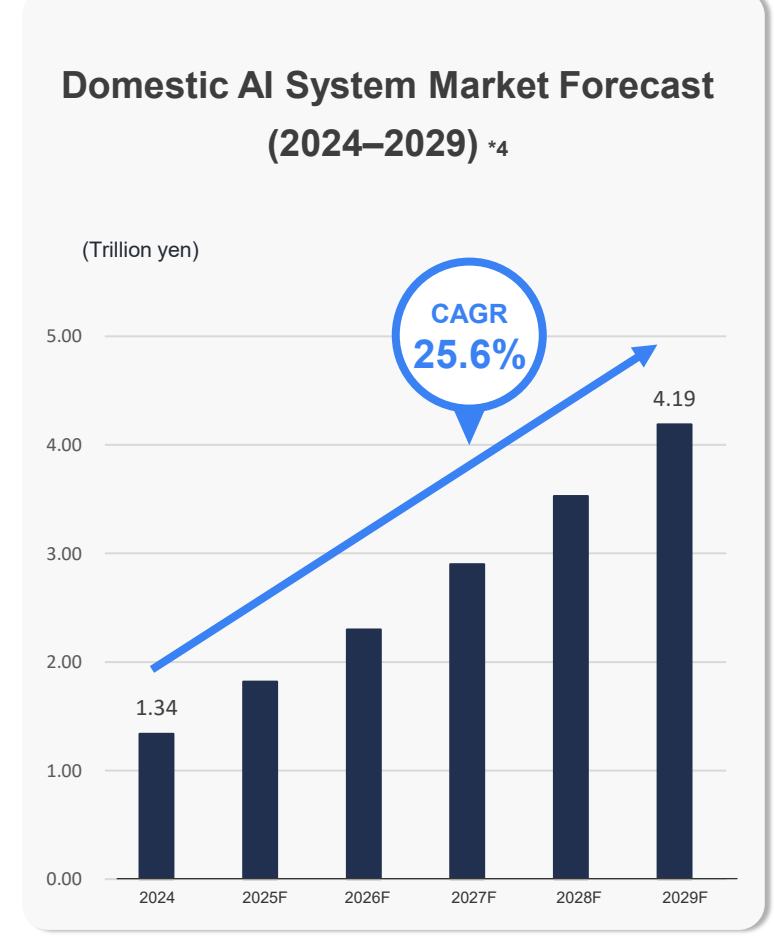
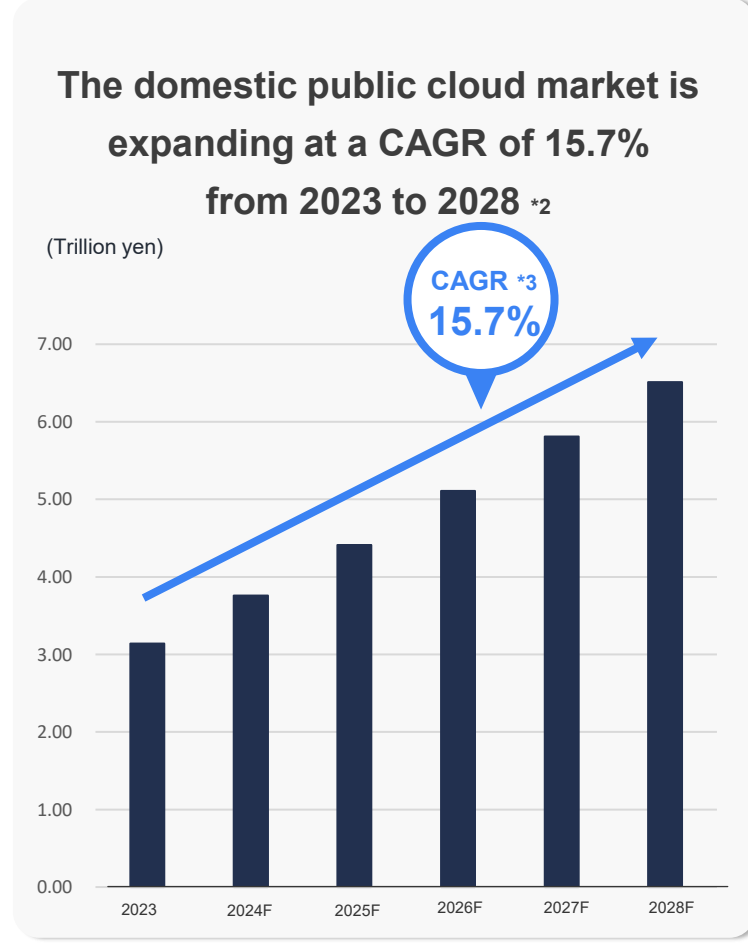
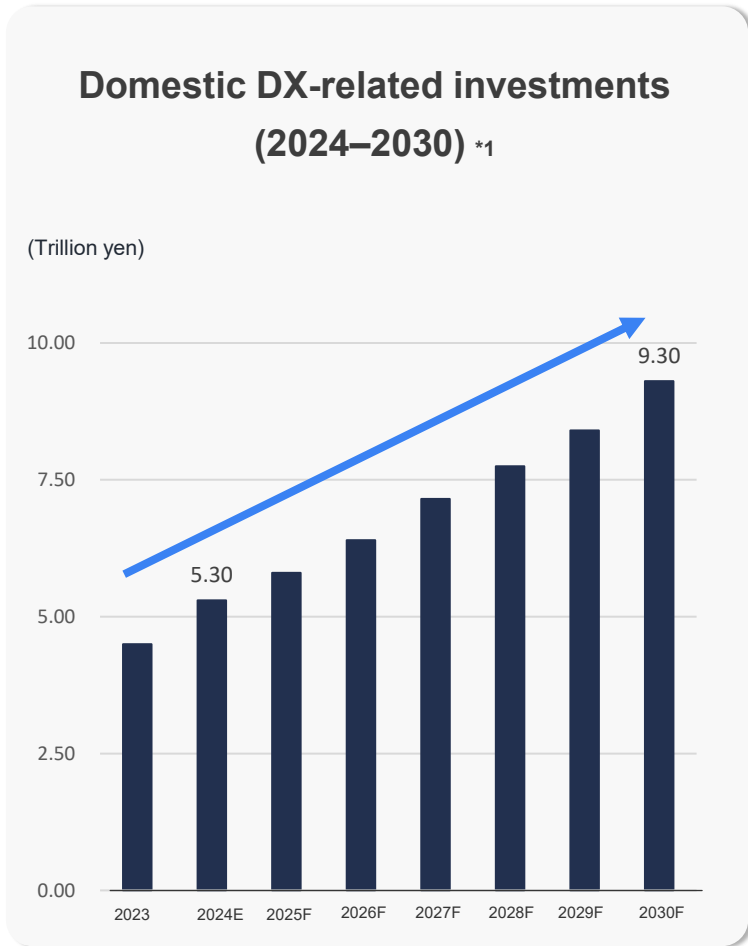


Service Flow

We receive customer referrals from cloud partners, conduct joint sales activities, and provide professional services directly to acquired customers. The ID Package Service is provided to customers either directly or through SI partners.



The Japanese DX, Cloud, and AI Markets Are All Expanding



*1 Quoted from "2025 Future Prospects of the Digital Transformation Market — Market Edition," Fuji Chimera Research Institute, Inc.

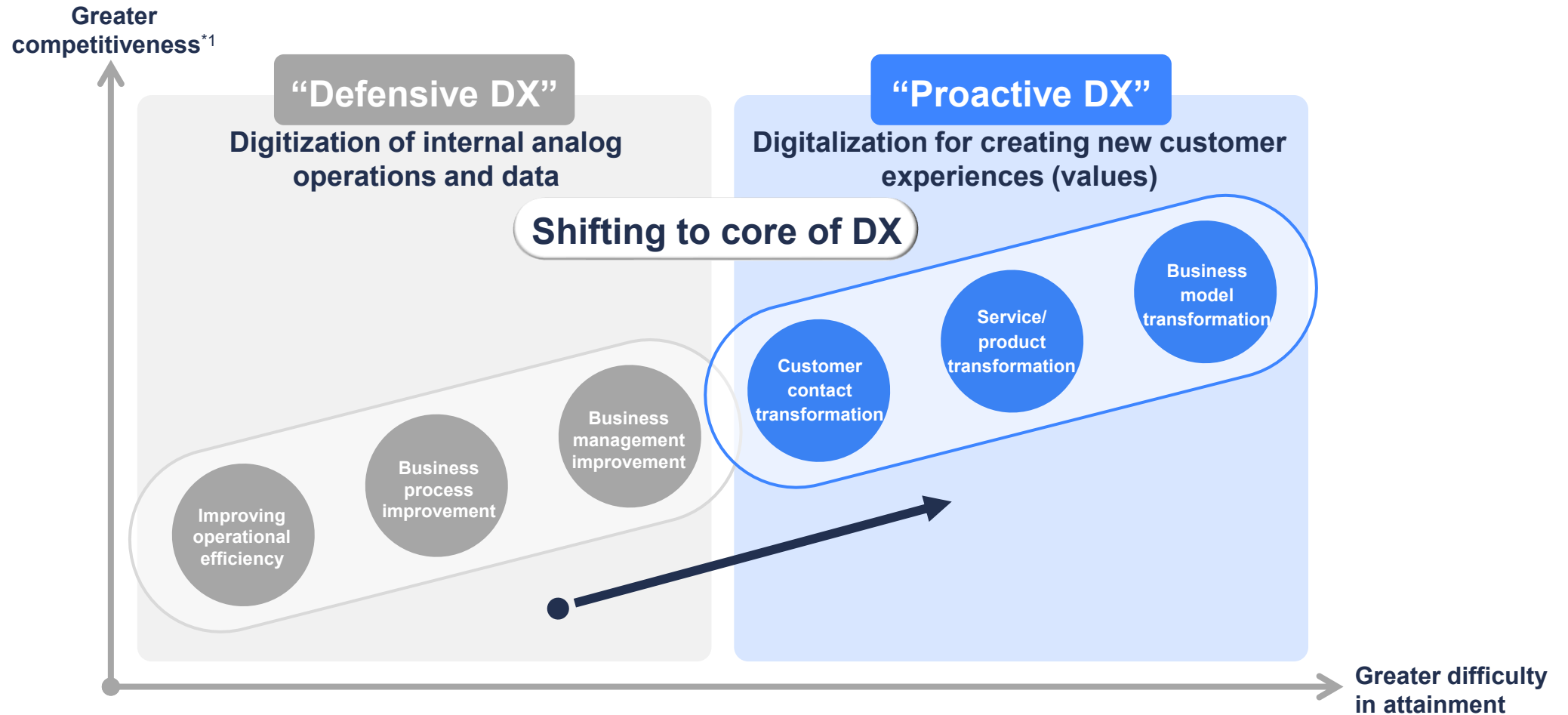
*2 Quoted from "Sales Forecast for the Domestic Public Cloud Services Market," IDC Japan, Inc.

*3 CAGR (Compound Annual Growth Rate) is an annual geometric mean calculated from multi-year growth rates.

*4 Quoted from "Domestic AI System Market Forecast," IDC Japan, Inc.

Core of DX Lies in “Proactive DX” that can Enhance Corporate Competitiveness

Shifting from "Defensive DX," which digitizes internal analog operations and data with the aim of cost reduction, to "Proactive DX," which creates new customer experiences with the aim of improving revenue and customer engagement, leads to greater corporate competitiveness.



*1: Compiled proprietarily based on "Survey on Digitization Initiatives in Japanese Companies," NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.

Supporting "Proactive DX" That Realizes New Customer Experiences Through Cutting-edge Cloud and AI Technologies

We build data coordination, ID integration, and data integration platforms; develop application integrations for community services, EC services, IoT services, and more using the Salesforce platform; and support "Proactive DX" by embedding AI in every digital service.

DX Services Provided

Multi AI

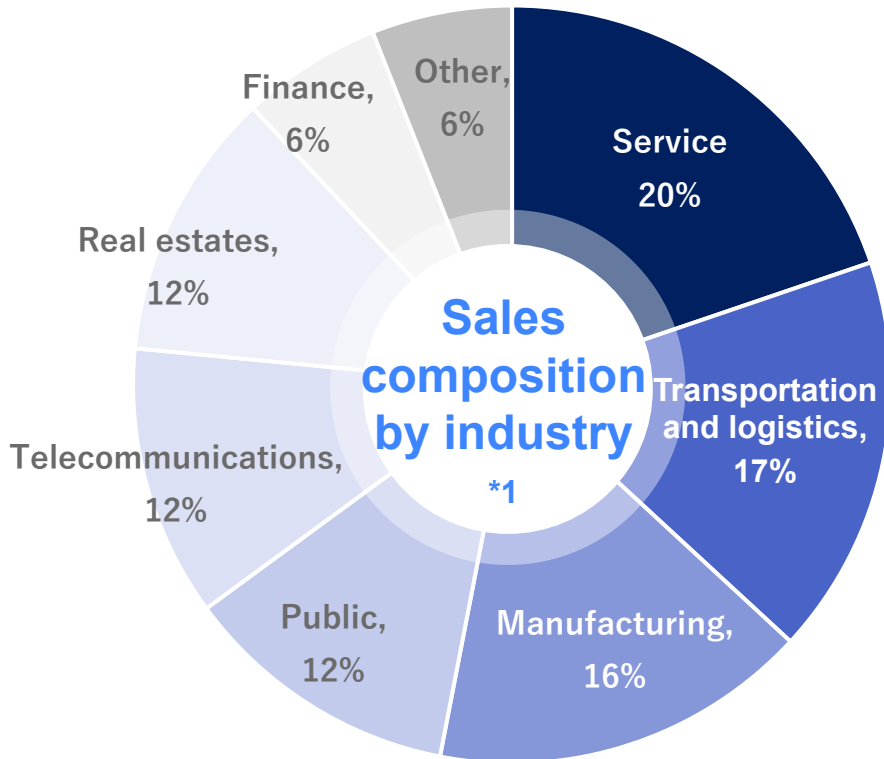
- Agentforce**
- MuleSoft Agent Fabric**
- Amazon Bedrock**
- auth0 for AI Agents**
- databricks Genie AI**



Proactive DX Powered by AI

Supporting Major Companies in Diverse Industries

Our customer base is centered on major companies *1 that are actively promoting DX, with major companies accounting for 94% *2 of sales. Industry types are varied, and our structure is less susceptible to trends in any specific industry.



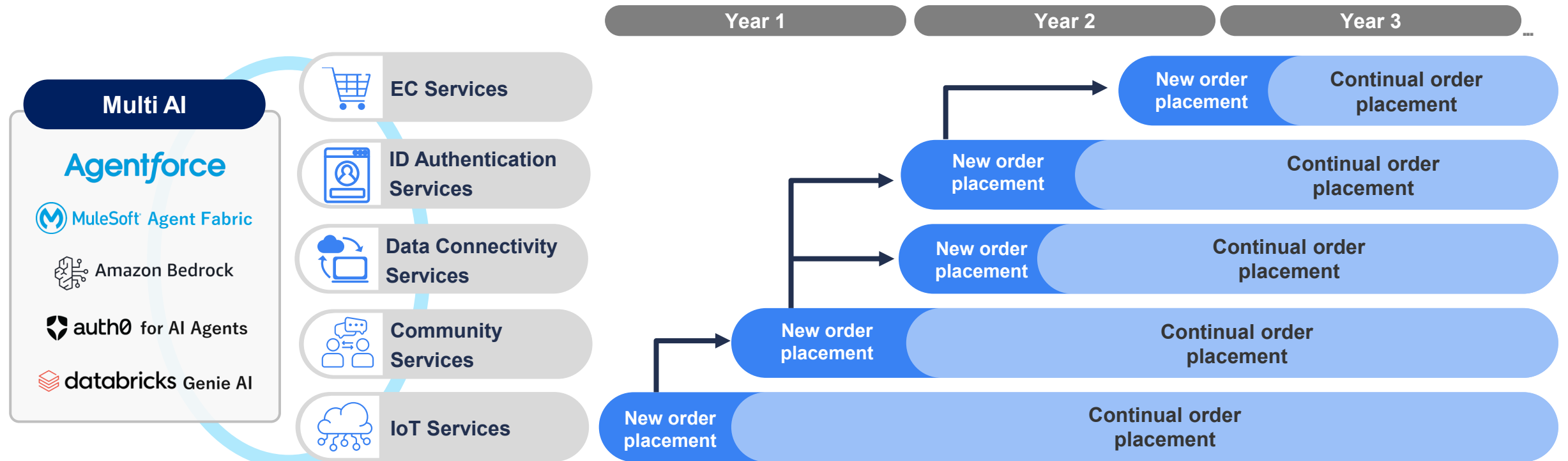
* Partial excerpt of logos we are licensed to publish

*1 Major companies: Those listed in Nikkei 225, Nikkei 400, or Nikkei 500; or their group companies; or those with sales equivalent (100 billion yen or more).

*2 Based on sales to major companies for the full year, fiscal year ended March 2026.

Continuous Orders for DX Projects and Expansion Through Cross-selling

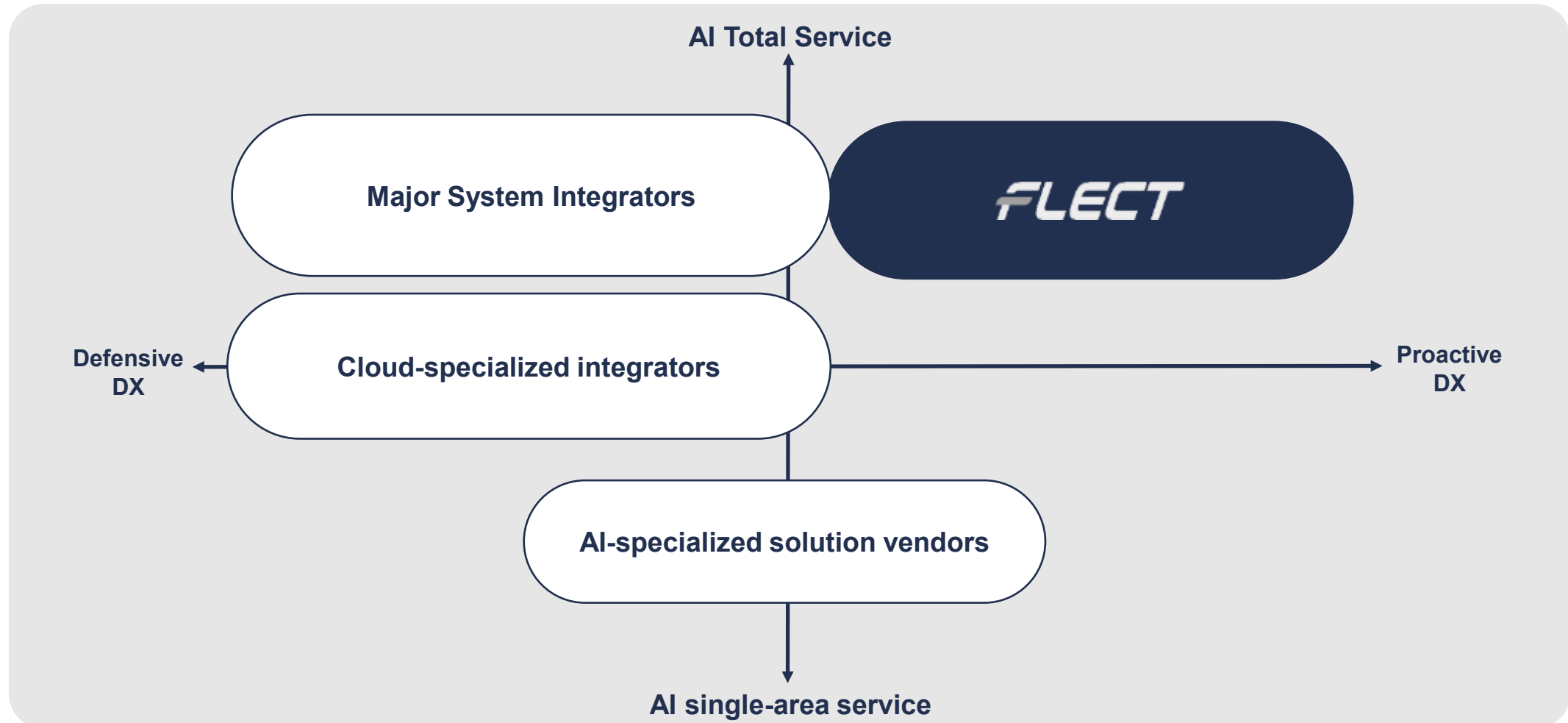
We will continuously evolve digital services while simultaneously promoting the development of multiple digital services. By embedding AI in every digital service, we will expand cross-selling through AI total services.



Unique Positioning in the Cloud- and AI-Based DX Engineering Business

With "Proactive DX through AI total services for major companies" as our primary business domain, we hold a unique position with abundant knowledge and a strong track record in both "Building AI-Ready Systems" and "AI Implementation and Utilization."

Positioning Map for DX Engineering Targeting Major Companies *1



*1 The above diagram describes principal business domains and is prepared based on the Company's views.

About the ID Platform Implementation Package

We provide an ID platform implementation package that adds enhanced and standardized functions to "Auth0," the identity platform service provided by Okta, Inc. (headquartered in the United States).

Across authentication methods, UX features, and other functions, the package incorporates best practices that consider both security and UX.



Built-in features

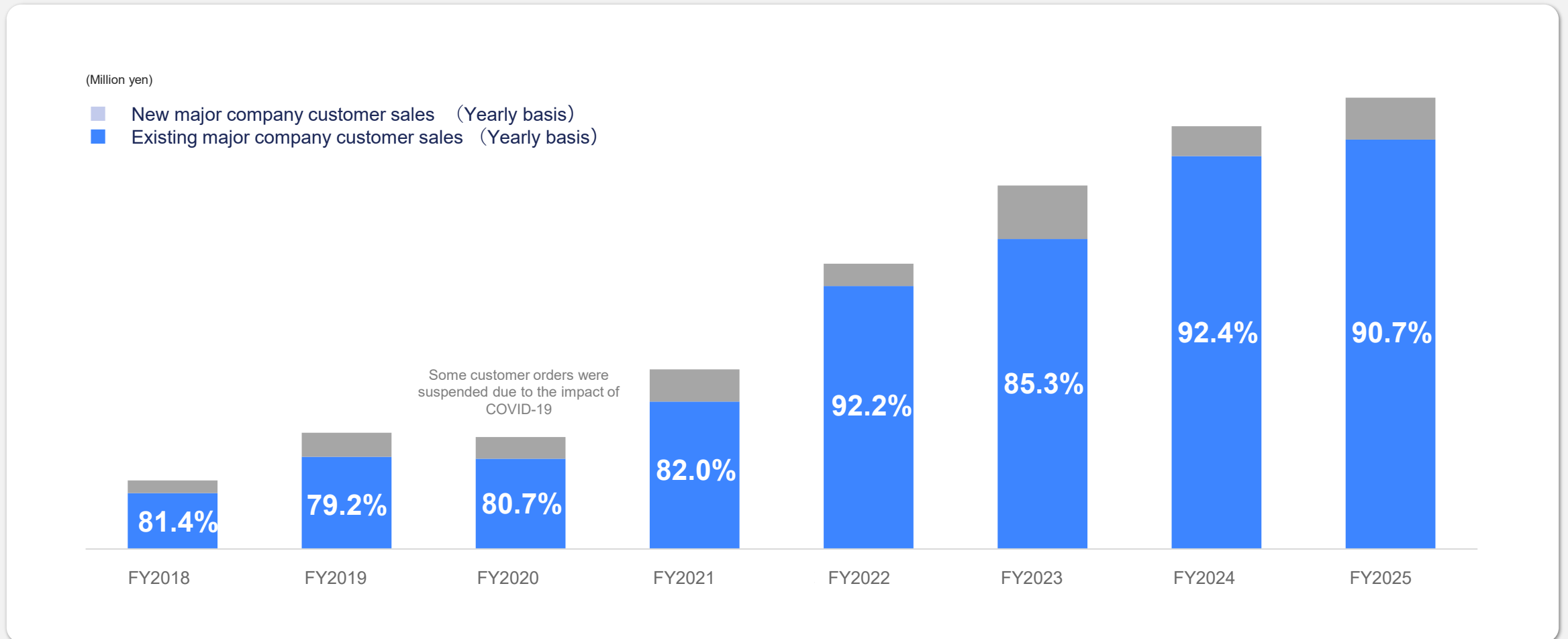


- Authentication functions
- Passkey
- Adaptive MFA
- Social login
- Basic UX features
- Account My Page
- Administrator functions
- Various operation and maintenance services

* Screen images are for illustrative purposes only. Some functions are still under planning or development.

Sales Composition Ratio of Existing Major Companies *1

Through continuous orders for DX projects and cross-selling, we have achieved a high level of recurring sales, despite being a flow business. For the fiscal year ended March 2026, the sales composition ratio from existing major companies is 90%.



*1 Sales composition ratio of existing major companies: The proportion of sales from customers who had contracts prior to the previous fiscal year, out of sales to major companies.

Case studies of DX Support - 1



[SMART CONSTRUCTION Fleet]

We developed a dynamic management app for dump trucks.

IoT



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



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



Construction Customer Database

This system utilizes MuleSoft as the API integration platform to realize data coordination between CRMs introduced at group companies efficiently.

API

MuleSoft



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)



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



The “Corret” integrated communication platform

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

Portal

Salesforce



“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



“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



Support for the introduction of the MuleSoft Anypoint Platform®

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

API

MuleSoft



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

We realized the “visualization” of the operating rates, locations and CO₂ emissions of construction equipment with GPS and SIM functions and a cloud system.

IoT

Salesforce

Case studies of DX Support - 2



A staff information DB and attendance management system

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

Government

Salesforce

Ministry of Health, Labour and Welfare

Contracted for development related to the FY2025 EMIS Project

We developed main functions of the Emergency Medical Information System (EMIS), used in disaster medical care, utilizing Salesforce and the MuleSoft API integration platform

Government

Salesforce

API

MuleSoft

Ministry of Foreign Affairs of Japan

Development and System Architecture Project for the Overseas Allowance Payment System FY 2025

Building a new Overseas Allowance Payment System utilizing Salesforce

Government

Salesforce

the Japan Association for the 2025 World Exposition

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

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

Government

Portal

Organization for Small & Medium Enterprises and Regional Innovation, JAPAN

Secondary development and operation and maintenance duties for "Digiwith".

Integrating Salesforce, Agentforce, Data 360, and other services to expand the functionality and improve the quality of the digitalization support portal "Digiwith."

AI

Portal

Salesforce

National Institute of Advanced Industrial Science and Technology

"a financial accounting-related application system service," "a chemical substance / research results export system service" and "a research note system service."

We build highly convenient, cloud-based systems using Salesforce.

Government

Salesforce



Implementation Support with Okta (Auth0)

Building an Integrated Authentication Infrastructure with Okta (Auth0)

ID

Okta

AWS



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



The "MARCRAJ" 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

SAT

Support for operational efficiency improvement in third-party IT equipment maintenance services

AI presents similar past cases from a history of IT equipment failure responses, enabling quick identification of necessary information from vast data, reducing maintenance workload, shortening response time, and standardizing response quality — improving customer experience.

AI

Salesforce



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



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.

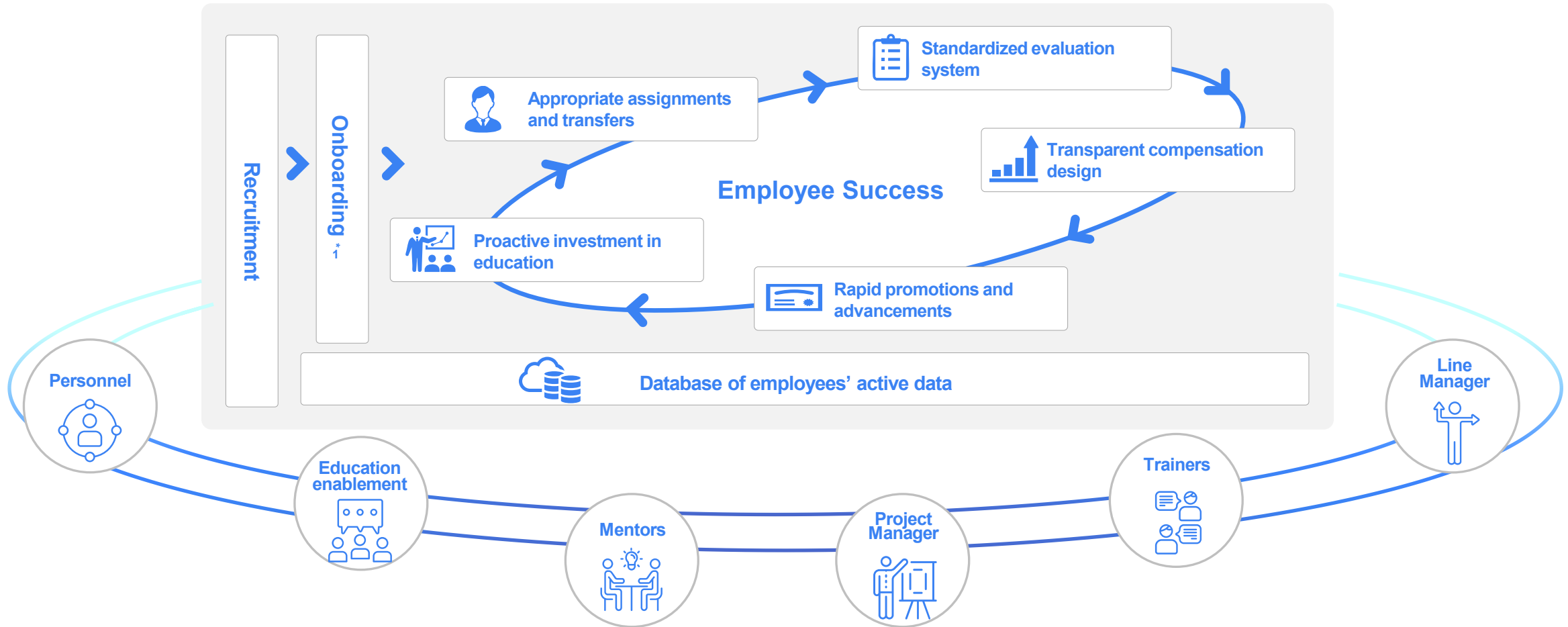
Portal

EC

Salesforce

Mechanisms that maximize the effectiveness of human resource investments

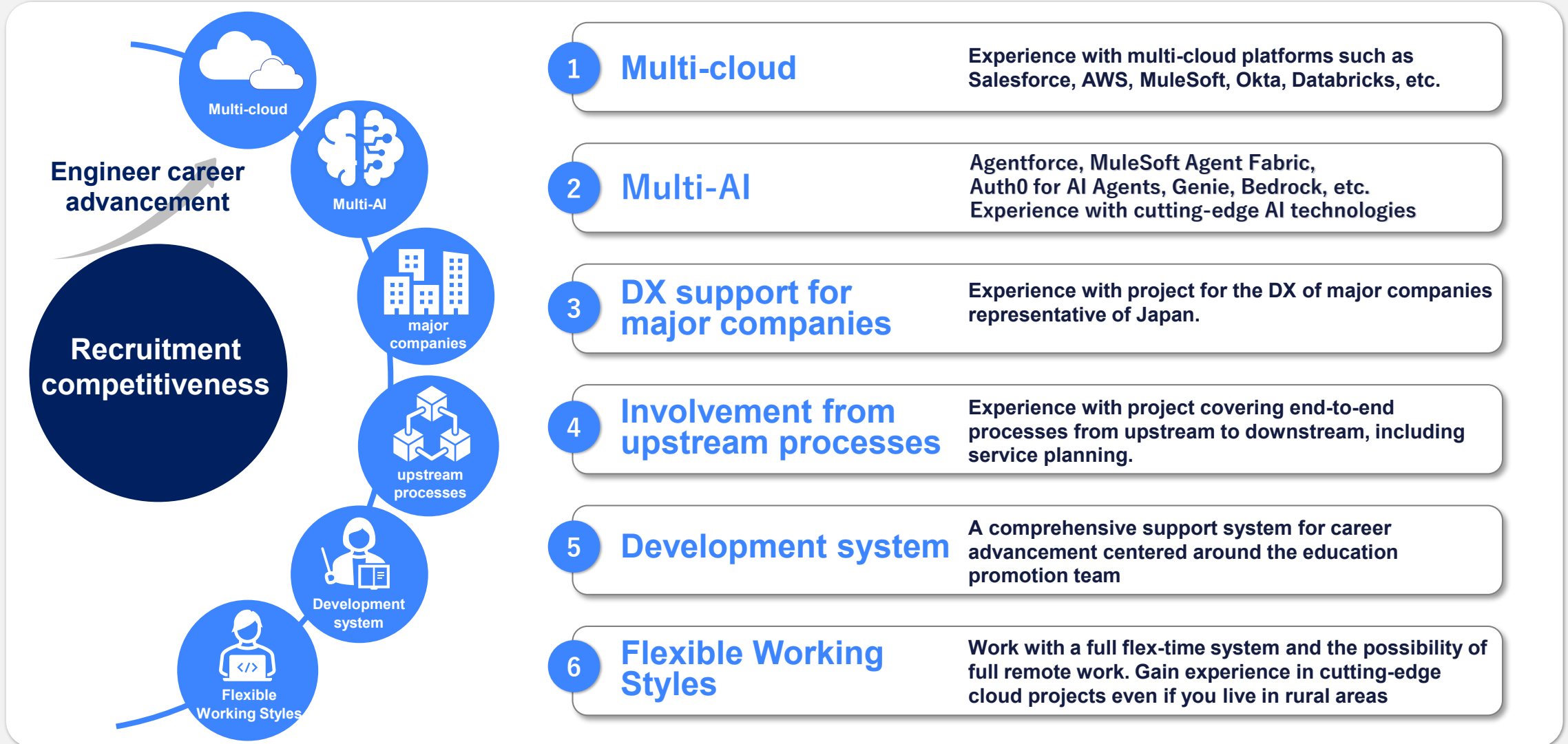
We are building structures and systems that enhance the reproducibility of employee career advancement, leading to increased employee satisfaction and company growth. Supporters such as Human Resources, Education Enablement (Promotion), mentors, trainers, and managers provide multifaceted follow-up from 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.

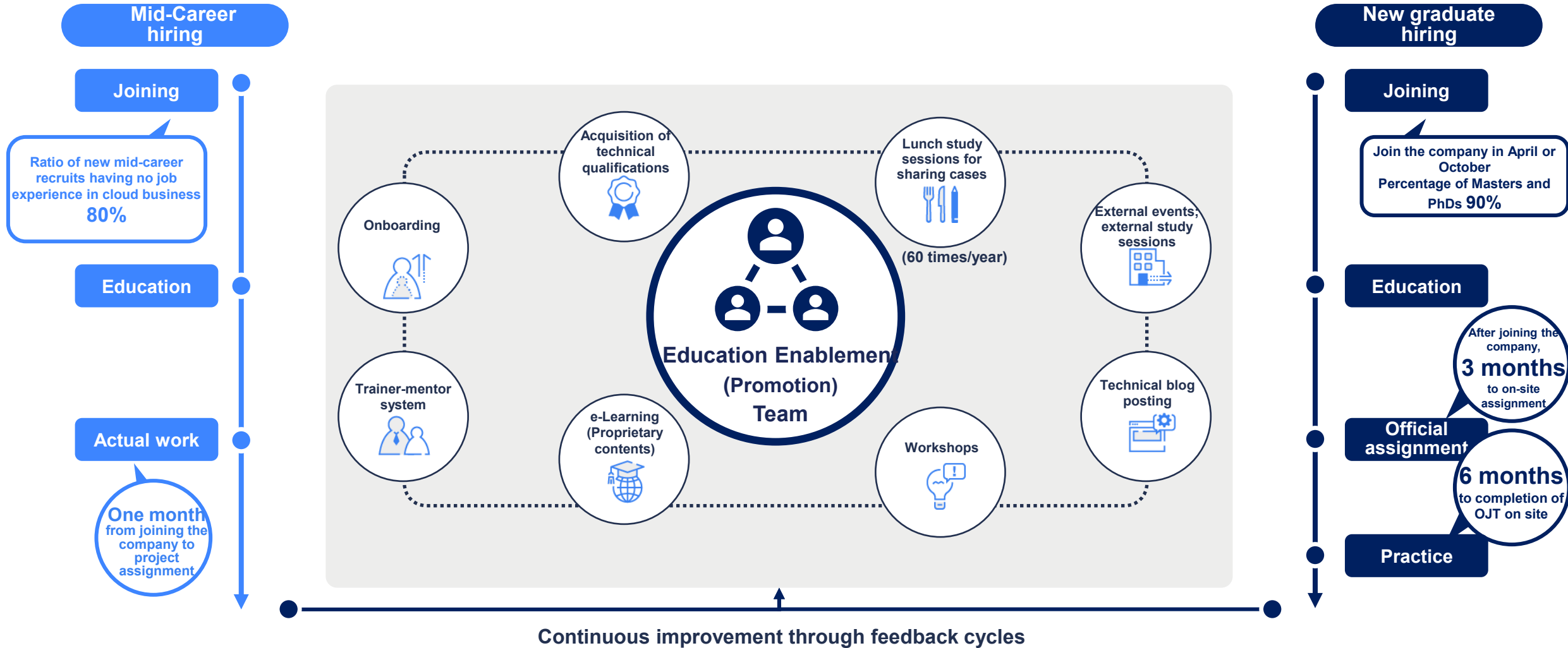
An attractive environment to realize career advancement as an engineer

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



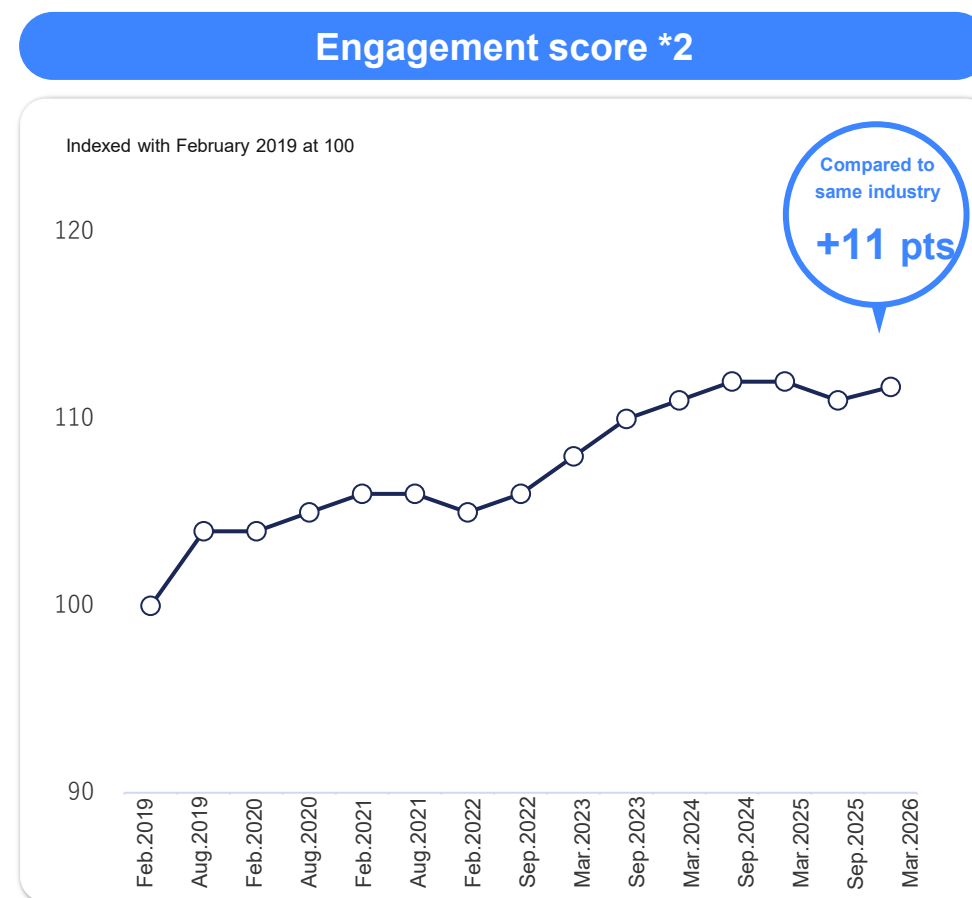
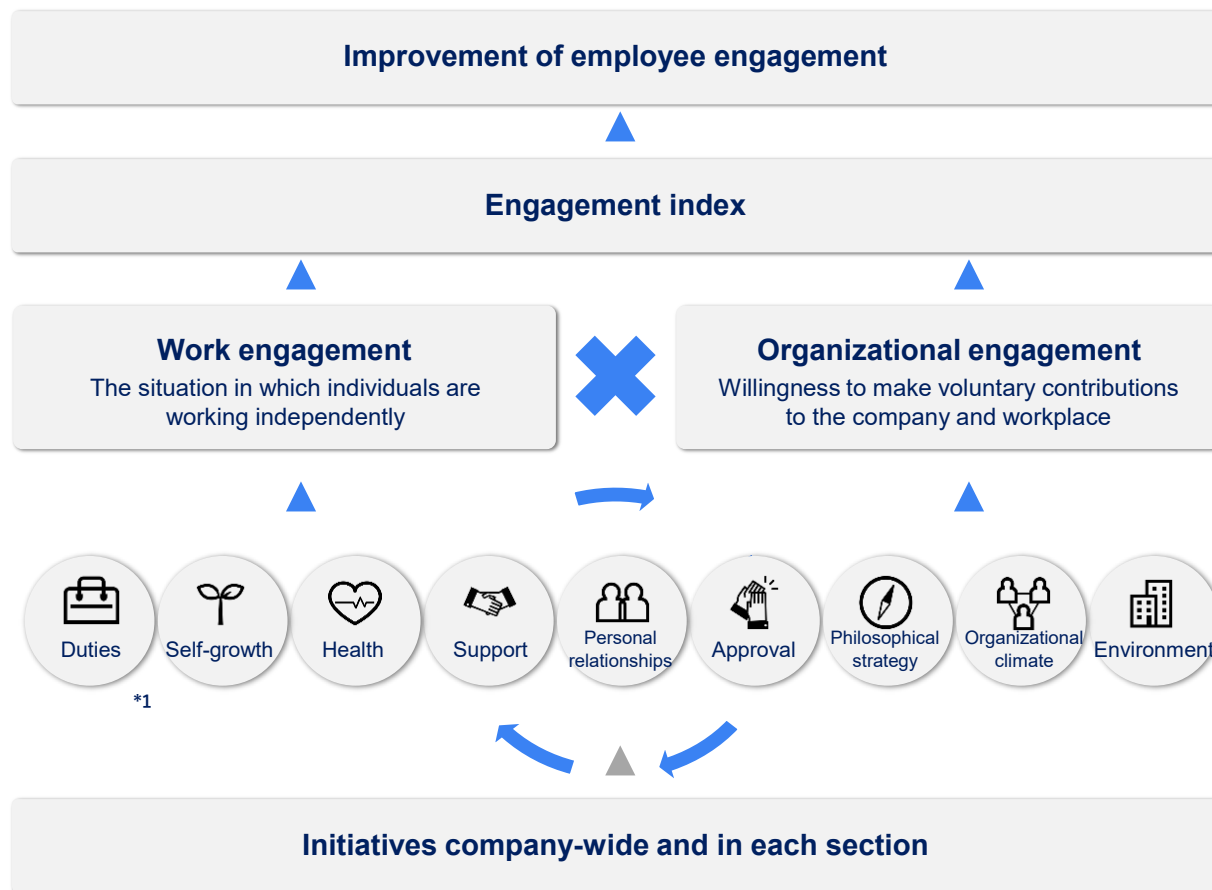
Promotion of systems fostering Multi-disciplinary expertise and human resource development

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



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 the external environment, our engagement score has been trending upward since measurements began.



*1 Prepared based on Atræ Inc.'s Wevox engagement survey items.

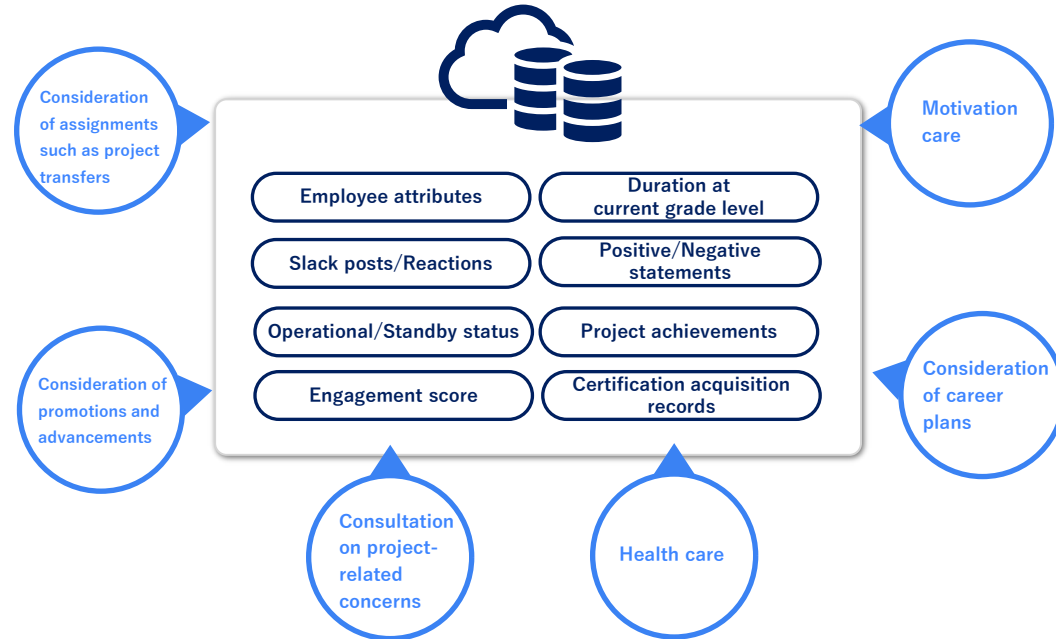
*2 One-year moving average of Wevox engagement scores for Cloud Integration Services, indexed to 100 in February 2019.

Utilization of the data collection infrastructure for employee attributes and activity data.

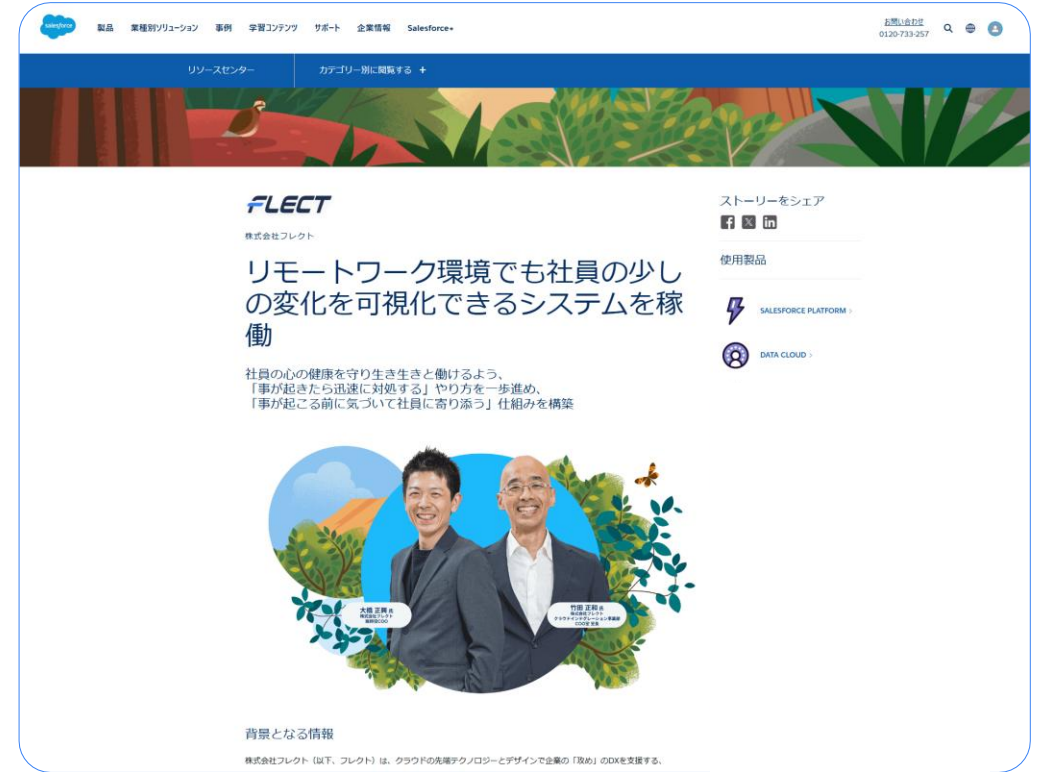
We utilize employee data as a basis for decision-making in career plan design and work assignments. Additionally, by understanding employee conditions in remote work environments and using this information for follow-up, we achieve early care. These data infrastructure and visualization systems have 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.



Published on Salesforce's case study page



<https://www.salesforce.com/jp/resources/customer-stories/flect/>

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 Sler**

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.

Building AI-ready systems maximizes the effectiveness of AI utilization

One of the important points in maximizing the effectiveness of AI utilization is centralized data management. When data is dispersed, insufficient, or unorganized, it can be difficult for AI to deliver accurate and high-level analysis and responses, and the full benefits may not be realized. Data coordination — which connects all systems and gathers data — is also a key point in achieving centralized data management.

Not AI-ready state

Data is dispersed, missing, or not coordinated

Various work systems



Website

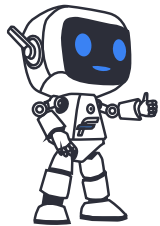


No CRM
* Customer data is lacking

App



Accurate and high level analysis and response is difficult



AI agent (digital labor)

AI-ready state

All data is managed centrally and coordinated

Various work systems



App



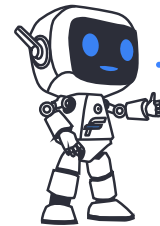
Website



Core systems



Accurate and high-level analysis and response is possible



AI agent (digital labor)

Data Connectivity Services

All systems are coordinated

CRM & Data integration platform

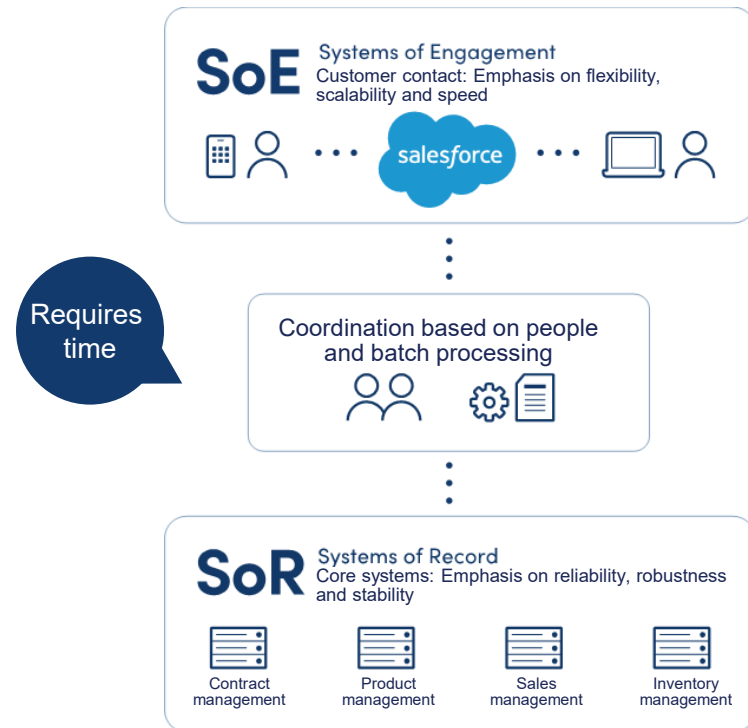
All data is managed centrally

MuleSoft API integration platform

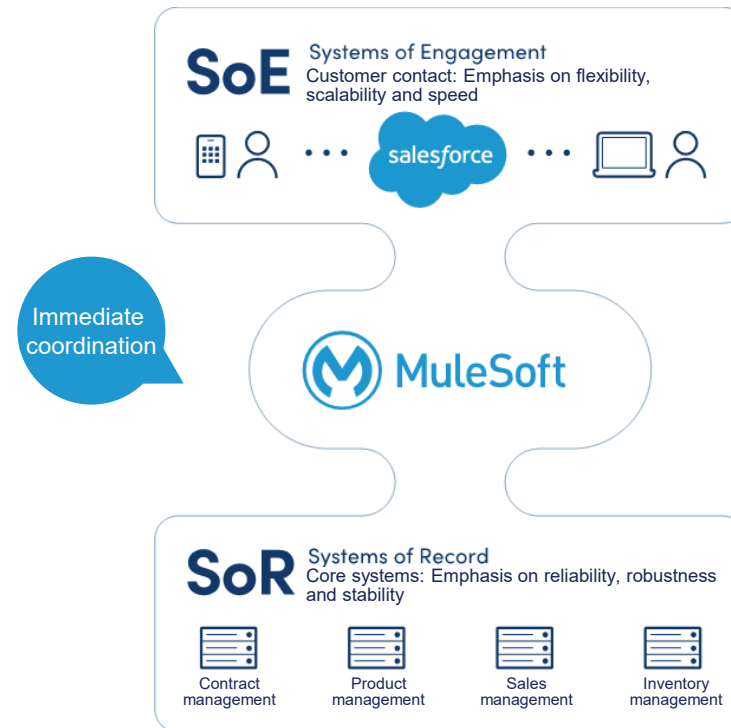
We use the platform provided by MuleSoft, LLC., a leading API integration platform provider, to connect all system, whether in the cloud or on-premises, with API integration. Linking disconnected systems realizes the improvement of customer experience.

MuleSoft API integration platform

The customer experience is impaired as systems are disconnected



The customer experience is improved as all systems are coordinated

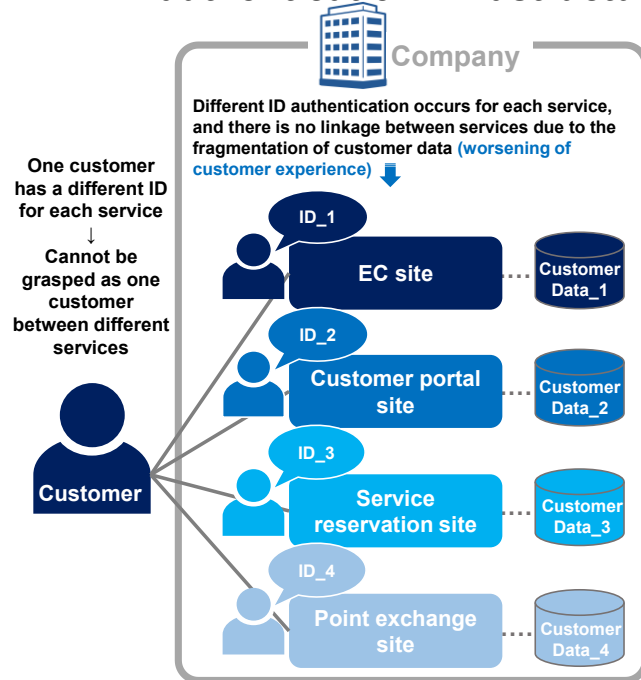


Okta ID integration platform

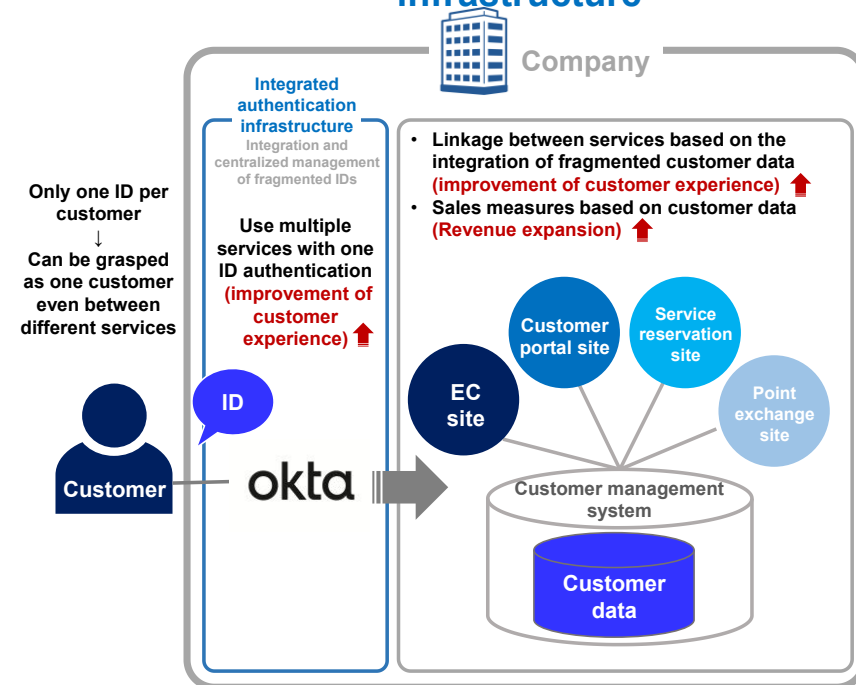
We use the platform provided by Okta, Inc., a major identity management service provider to integrate identities across all digital services. Integrating disconnected customer data realizes the improvement of customer experience.

Okta ID integration platform

Without integrated authentication infrastructure



With integrated authentication infrastructure



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



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



Technology innovation

- Research and development of advanced cloud and AI technologies, social implementation of technological innovation through DX support for companies



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



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



Environment

CO₂ emissions

- Contribution to reducing CO₂ emissions by eliminating physical servers

Conservation of natural resources

- Promotion of paperless operations with DX support



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

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

About handling of this document

- This material has been prepared exclusively for providing information about the Company, and has not been offered as solicitation to buy or sell its securities. Forward-looking statements about future prospects are formulated based on information as at the date of issuance of this material, and thus contain various risks and uncertain factors, and do not guarantee any future results and achievements. Furthermore, information concerning parties other than the Company has not undergone verification about its accuracy or fitness, etc., which cannot be guaranteed.