FLECT

(1st Quarter, Fiscal Year Ending March 2026) Financial Results Presentation Materials

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

August 7, 2025

Financial results for the 1st Quarter of the fiscal year ending March 2026

(1st Quarter, Fiscal Year Ending March 2026) Financial Results Summary

1 · 1Q results declined, but results are expected to expand from 2Q on

The effects of strengthening the proposal structure are becoming apparent earlier than expected and results are expected to expand from 2Q on. We plan to cover the strengthening of the increased proposal expenses with sales expansion.

1Q, fiscal year ending March 2026

Sales	**1,809** million yen	- 5.0% (YoY)
Operating income	**117** million yen	- 34.6% (YoY)
Net income	**71** million yen	- 32.8% (YoY)

2 · Acquired the highest ever number of new customers since listing

The expansion of transactions with acquired customers is expected from 2Q on.

Major companies Number of quarterly contract customers	**57** companies	+11 companies (YoY)
Major companies Quarterly average revenue per account (ARPA)	**29.7** million yen	-6.2 million yen (YoY)

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

3 · The number of engineers and other employees increased significantly

Even in a seller's market for human resources, we increased headcount by 78 year-on-year and by 43 compared to March 2025. For the fiscal year 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 June 2025

Number of engineers and other employees*1 **402** people

+78 people (YoY)

+43 people (Compared to March 2025)

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 June 2025)
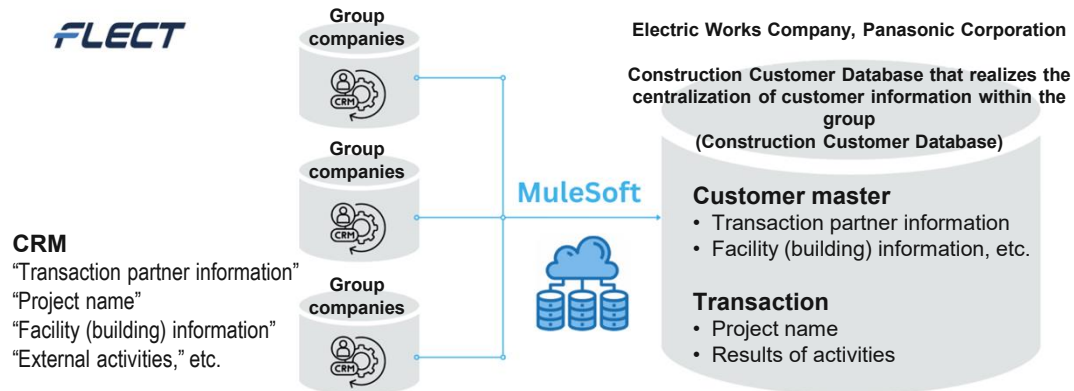
(1st Quarter, Fiscal Year Ending March 2026) Topics-1

We published case studies of Electric Works Company, Panasonic Corporation and the Ministry of Health, Labour and Welfare.

Panasonic

For Electric Works Company, Panasonic Corporation, we supported the development of a Construction Customer Database to manage customer information centrally within their group.

This system utilizes MuleSoft as the API coordination platform to realize data coordination between CRMs introduced at group companies efficiently. This enabled the "maximization of customer lifetime value (LTV)" that Electric Works Company aimed for through the strengthening of customer contact.

FLECT

Group companies

Group companies

Group companies

CRM
"Transaction partner information"
"Project name"
"Facility (building) information"
"External activities," etc.

MuleSoft

Electric Works Company, Panasonic Corporation

Construction Customer Database that realizes the centralization of customer information within the group
(Construction Customer Database)

Customer master
• Transaction partner information
• Facility (building) information, etc.

Transaction
• Project name
• Results of activities

Flect supported the development of a construction industry customer database for Electric Works Company, Panasonic Corporation with MuleSoft

Contracted by the Ministry of Health, Labour and Welfare for development related to the FY2025 EMIS Project

-- Development utilizing Salesforce and MuleSoft --

We were contracted by Emergency Assistance Japan Co., Ltd. (EAJ) to develop the main functions of the system related to the Ministry of Health, Labour and Welfare's EMIS (Emergency Medical Information System) that EAJ won the bid for. This system is the cornerstone of Japan's medical response at times of disaster, and is used for coordination to respond effectively.
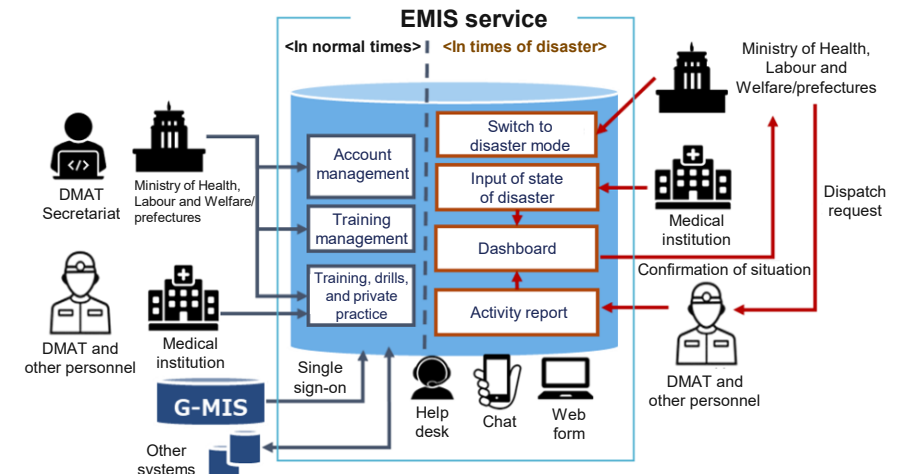
[Overview of the successful bid by EAJ]
Project Name: A set of work related to the provision and operation of field-oriented EMIS services with high maintainability, scalability and interconnection centered on low-coding tools, etc., in fiscal year 2025
Consignor: Ministry of Health, Labour and Welfare
Contract Amount: about 308 million yen (ex. tax)
Contract Period: April 2025 to the end of March 2026

EMIS service

<In normal times> <In times of disaster>

DMAT Secretariat

Ministry of Health, Labour and Welfare/prefectures

DMAT and other personnel

Medical institution

Account management

Training management

Training, drills, and private practice

Single sign-on

G-MIS

Other systems

Help desk   Chat   Web form

Switch to disaster mode

Input of state of disaster

Dashboard

Activity report

Ministry of Health, Labour and Welfare/prefectures

Medical institution

Dispatch request

Confirmation of situation

DMAT and other personnel

(1st Quarter, Fiscal Year Ending March 2026) Topics-2

We published case studies for Ministry of Foreign Affairs of Japan and Organization for Small & Medium Enterprises and Regional Innovation, Japan.

Contracted by Ministry of Foreign Affairs of Japan for the System Architecture and Development of the Overseas Allowance Payment System FY 2025

We were contracted by Ministry of Foreign Affairs of Japan for the System Architecture and Development of the Overseas Allowance Payment System FY2025.

Leveraging our extensive experience in system architecture and cloud computing, we will continue to contribute to strengthening the infrastructure of national and administrative services.

[Contract Overview]
Project Name: System Architecture and Development of Overseas Allowance Payment System FY 2025
Contract Amont : JPY 49.5 million (including tax)
Contract Period : April 9, 2025 - March 31, 2026

Contracted by Organization for Small & Medium Enterprises and Regional Innovation, Japan (SMRJ) for the Secondary Development and Maintenance Operations of 'Digi-with' System
-Developed by Combining Salesforce, Agentforce, Data Cloud and Related Solutions -

We were contracted to provide development support and maintenance operations for enhancing functionality and improving quality of "Digi-with," a digital transformation support portal site for small and medium-sized enterprises (SMEs) provided by the Organization for SMRJ.

"Digi-with" was launched in April 2024 as a comprehensive portal site supporting digital transformation and IT adoption for SMEs, integrating the previously operated "IT Platform" and "Mira-Digi" by SMRJ. In this secondary development phase, we will implement new features and strengthen existing functionalities to further improve service usability and operational efficiency for support organizations and SMRJ staff.

[Contract Overview]
Project Name: Secondary Development and Operational Maintenance of "Digi-with"
Procuring Entity : Organization for Small & Medium Enterprises and Regional Innovation, Japan (SMRJ)
Contract Period:
Secondary Development: June 1, 2025 - March 31, 2026
Maintenance Services: July 1, 2025 - March 31, 2026

(1st Quarter, Fiscal Year Ending March 2026) Topics-3

We published case study of SAT Co., Ltd. In addition, we opened a new base in Osaka.

Supported the streamlining of SAT's maintenance work by utilizing generative AI

By utilizing Salesforce Einstein's generative AI function and Data Cloud, the generative AI presents similar cases based on the work history in the past handling of IT equipment failures. This eliminates the time and effort needed to search for the necessary information among a vast amount of data, enabling a quick and accurate response.

This function not only reduces SAT's labor hours, but also realizes the improvement of customer experience by shortening the response time and connecting to the greater uniformity of response quality.
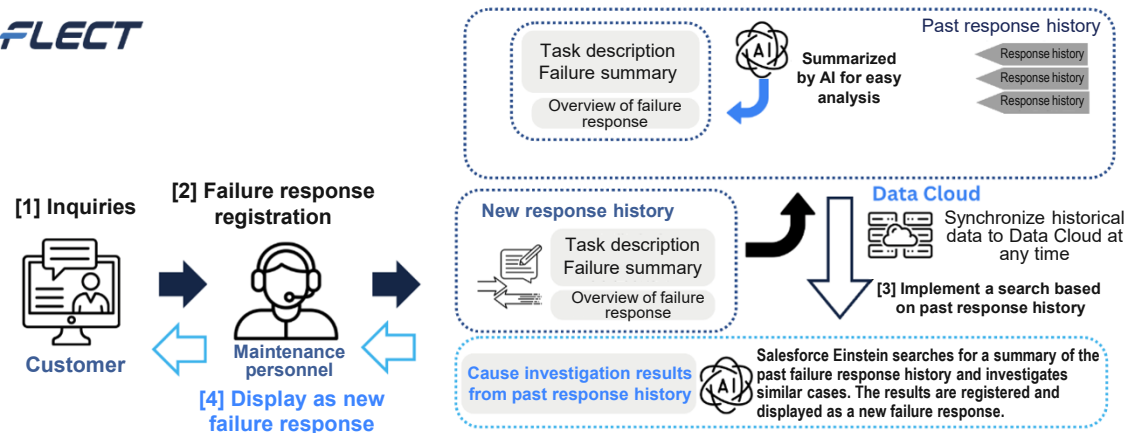
Flect supported the streamlining of SAT's maintenance work by utilizing generative AI

Opened a new base in Osaka

We opened Osaka Branch as our first base outside of Head Office (Tokyo).

The Kansai area is one of the focus areas for Salesforce Japan, a partner company of Flect. In addition to existing manufacturing companies, Flect will support DX in various industries centered on B2C industries.

We will contribute to the dramatic improvement of customer relationship management (CRM) by using our high level expertise in customer contact point applications using Salesforce, and in the adjacent domain "Auth0, "an ID management and integrated authentication service for customers.

We opened a new base in Osaka

(1st Quarter, Fiscal Year Ending March 2026) Topics-4

We received a Salesforce Japan Partner Award 2025. In addition, we received an Okta Partner Award.

Received a Salesforce Japan Partner Award 2025

We received the Japan Partner of the Year - MuleSoft award at Salesforce Japan Partner Award 2025.

Flect received this award in recognition of its particularly outstanding results last fiscal year, being evaluated highly overall for the scale of its business, the number of certifications acquired, and the number of Navigators acquired in MuleSoft collaboration results. This is the fourth consecutive year we have received a MuleSoft-related award.

Received an Okta Partner Award

We received the "Service Delivery Partner of the Year Auth0" award having been evaluated highly as the first company in the Asia-Pacific region to acquire Customer Identity Cloud Service Delivery Specialization.
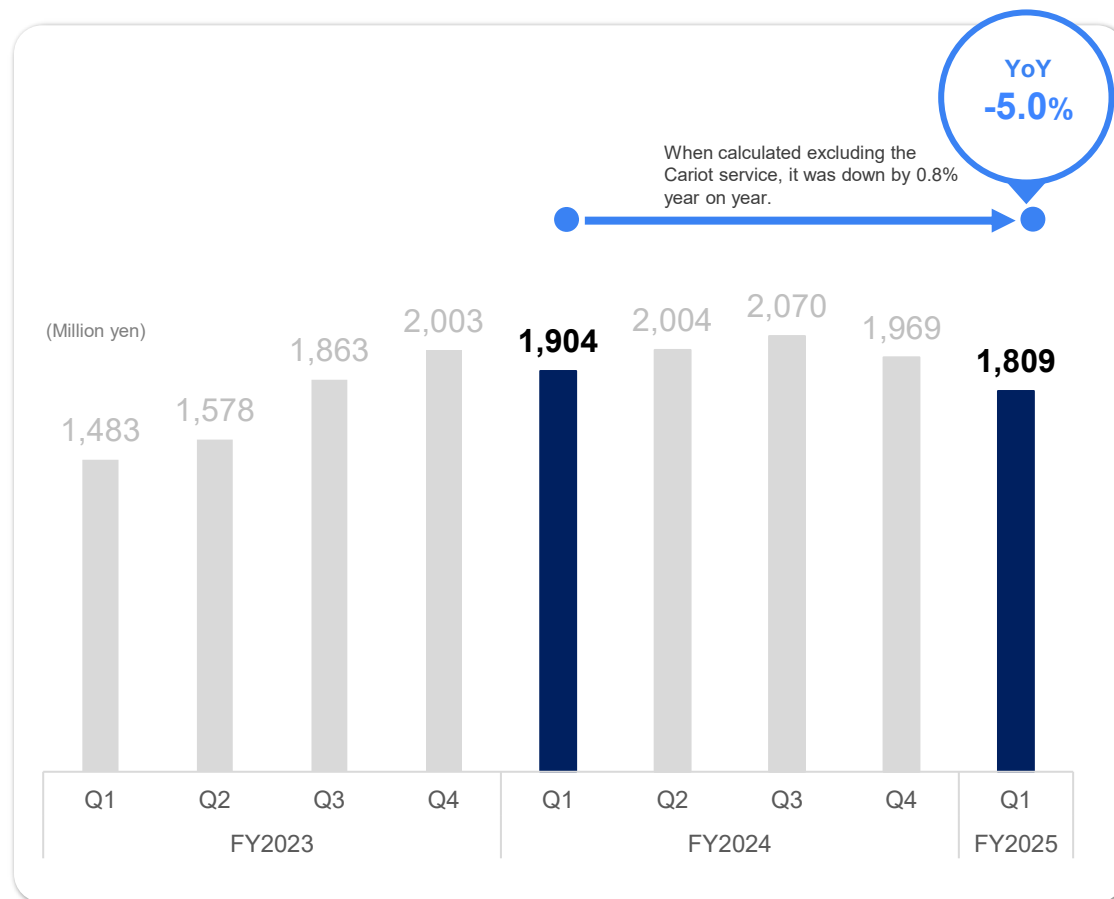
This award is presented to partner companies with outstanding results in support for the introduction of the Okta and Auth0 identity management solutions and that have contributed to the expansion of business. Flect's high level technological capabilities and expertise led to this award.

(1st Quarter, Fiscal Year Ending March 2026) Results Trends

Sales were 1,809 million yen (down 5.0% year on year). If Cariot services are excluded, sales declined slightly by 0.8% year on year, but because the effects of strengthening the proposal structure are becoming apparent earlier than expected and the pipeline is expanding steadily, we expect to be able to realize sales growth from 2Q on. Project progress was healthy overall, and we maintained the high profit rate level with a gross profit margin of 44.9% (up 1.3 pt year on year). Gross profit was 812 million yen (down 2.2% year on year).

Sales (quarterly accounting period)

YoY
-5.0%

When calculated excluding the Cariot service, it was down by 0.8% year on year.

(Million yen)

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
	1,483	1,578	1,863	2,003	**1,904**	2,004	2,070	1,969	**1,809**
	FY2023				FY2024				FY2025

Gross profit (quarterly accounting period)

YoY
+1.3pt

YoY
-2.2%

(Million yen)

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
%	39.2%	44.4%	44.1%	44.8%	43.6%	45.2%	44.3%	45.2%	44.9%
	582	700	821	897	**830**	905	916	890	**812**
	FY2023				FY2024				FY2025
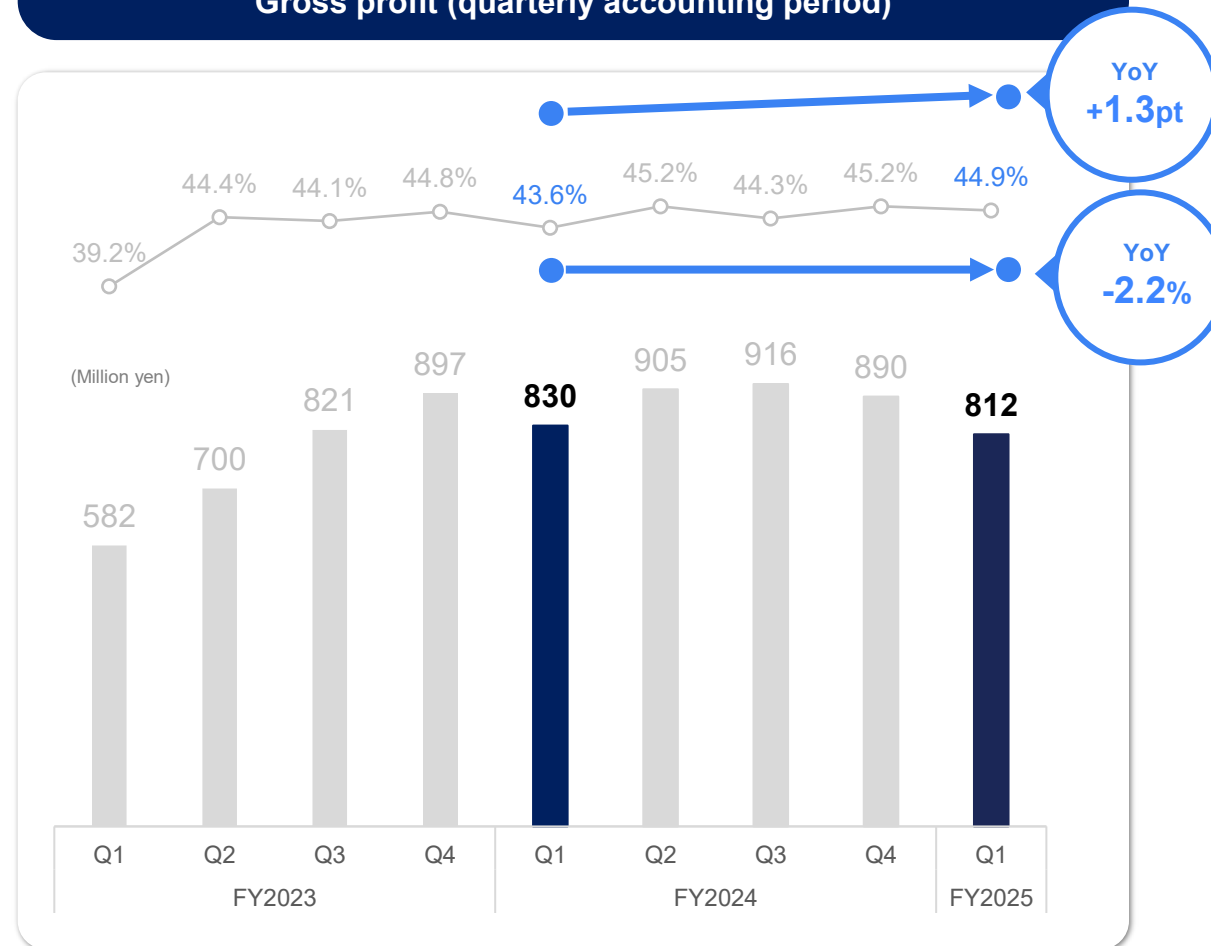
(1st Quarter, Fiscal Year Ending March 2026) Results Trends

Operating profit was 117 million yen (down 34.6% year on year). The background to this was gross profit decreasing and SG&A increasing in association with the strengthening of the proposal structure and the acceleration of new graduate recruitment for growth. We are planning to realize increased profit by covering the increase in SG&A with expanded sales from 2Q on and integrating new graduates into the workforce from October. Net income was 71 million yen (down 32.8% year on year).

Operating income (quarterly accounting period)

2.5%	13.0%	16.1%	10.7%	9.5%	12.5%	16.6%	15.8%	6.5%

YoY -34.6%

(Million yen)

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
37	205	299	214	**180**	251	342	310	**117**
FY2023				FY2024				FY2025

Net income (quarterly accounting period)

1.8%	8.8%	10.9%	3.6%	5.6%	7.5%	10.1%	12.9%	4.0%

YoY -32.8%

(Million yen)

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
26	139	202	72	**107**	150	210	253	**71**
FY2023				FY2024				FY2025
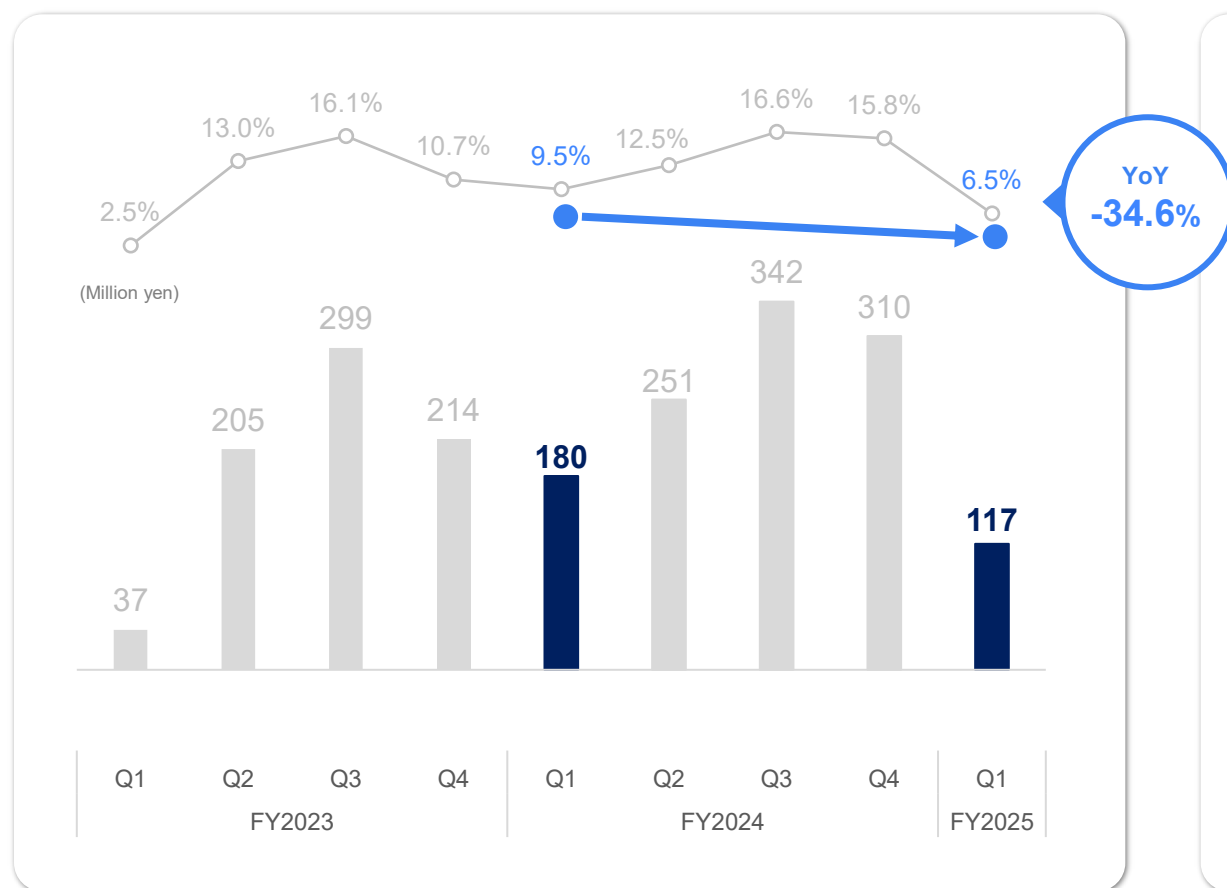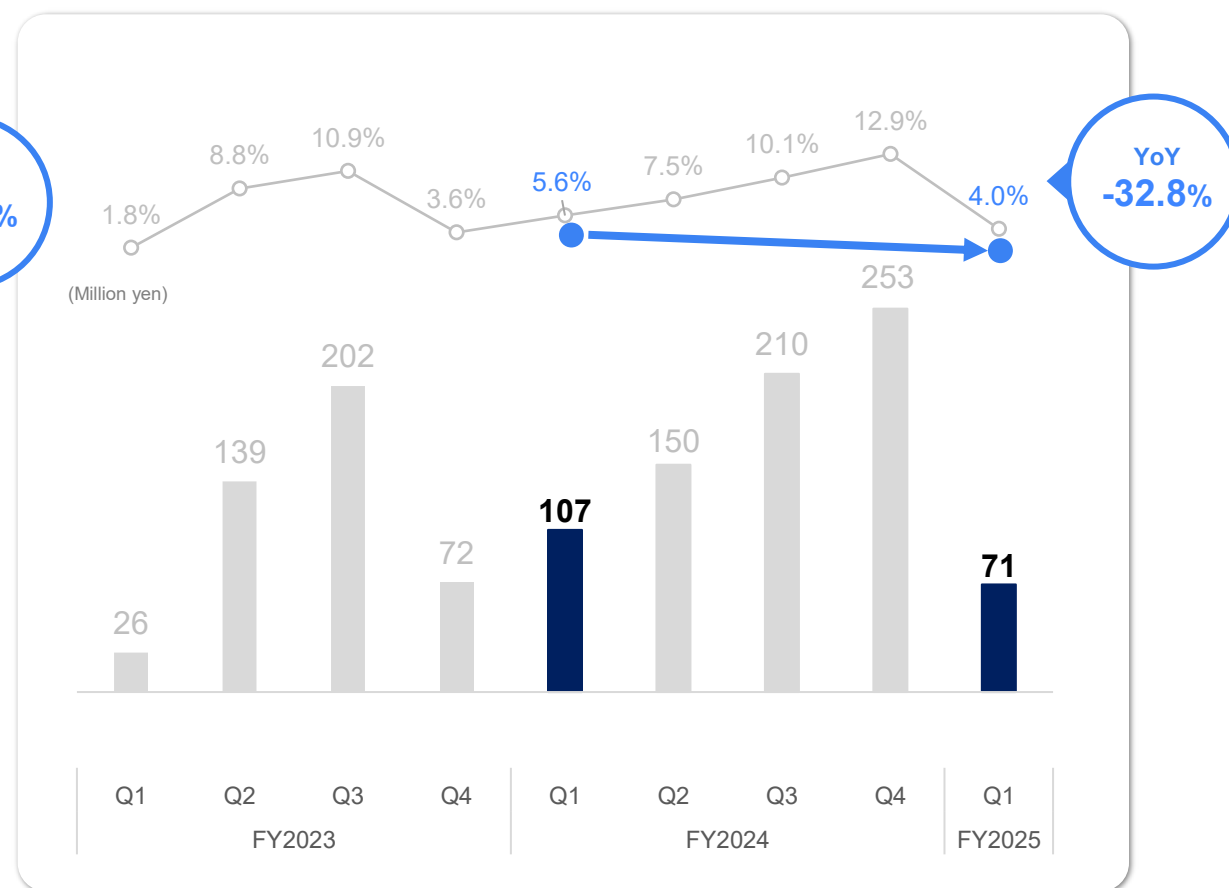
(1st Quarter, Fiscal Year Ending March 2026) Selling, General and Administrative Expenses

Selling, general and administrative expenses for 1Q of the fiscal year ending March 2026 were 694 million yen (up 6.8% year-on-year). The SG&A expenses ratio was 38.4% (up 4.3pt year-on-year).

Quarterly accounting periods

36.7%   31.3%   28.0%   34.1%   34.1%   32.6%   27.7%   29.4%   38.4%

(Million yen)

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Total	544	494	522	682	650	654	573	579	694
Other	69	76	77	86	83	78	68	49	70
R&D expenses	6	8	9	7	12	15	14	15	18
Communications expenses	43	49	51	55	67	70	72	78	78
Hiring and education expenses	120	46	54	74	103	70	57	47	88
Personnel expenses	303	313	329	459	384	419	360	387	438

FY2023: Q1 Q2 Q3 Q4
FY2024: Q1 Q2 Q3 Q4
FY2025: Q1

Full Year

33.7%   32.4%   30.9%   29.3%

(Million yen)

	FY2022	FY2023	FY2024	FY2025 (Forecast)
Total	1,787	2,244	2,457	2,814
Other	248	310	279	392
R&D expenses	29	31	57	46
Communications expenses	168	200	288	335
Hiring and education expenses	273	296	280	241
Personnel expenses	1,067	1,405	1,550	1,798

Legend: Other, R&D expenses, Communications expenses, Hiring and education expenses, Personnel expenses

(1st Quarter, Fiscal Year Ending March 2026) Results Progress

The sales progress rate is at 18.8%, and the operating profit progress rate is at 8.2%.
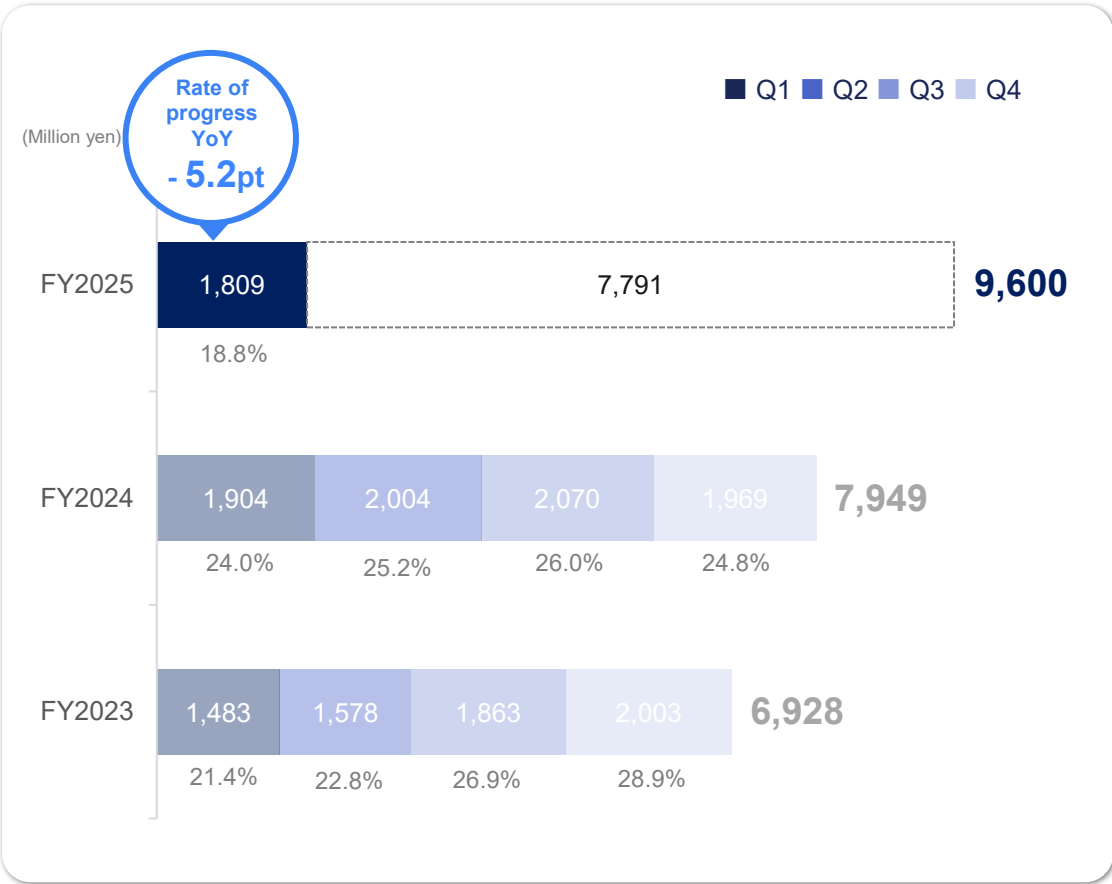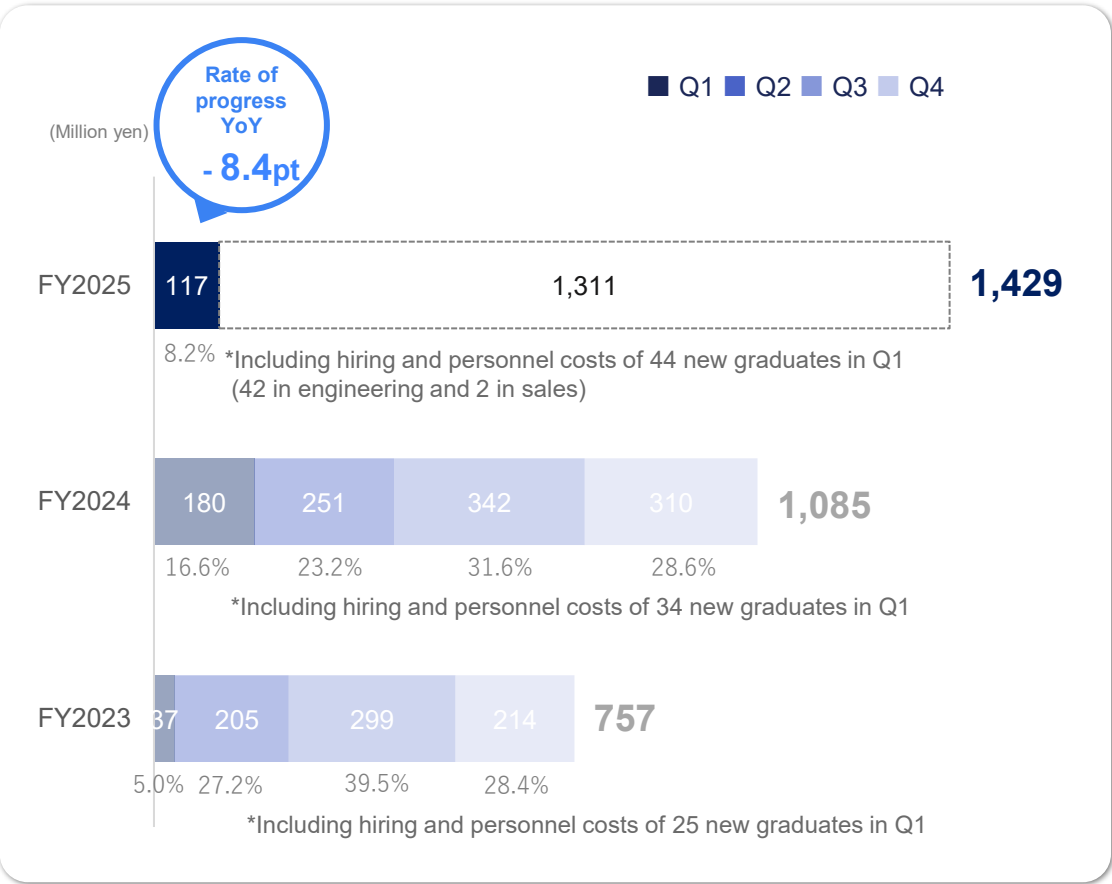
Sales -rate of progress

(Million yen)

Rate of progress YoY - 5.2pt

Legend: ■ Q1 ■ Q2 ■ Q3 ■ Q4

FY2025	1,809	7,791			**9,600**
	18.8%				

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%	

Operating income -rate of progress

(Million yen)

Rate of progress YoY - 8.4pt

Legend: ■ Q1 ■ Q2 ■ Q3 ■ Q4

FY2025	117	1,311			**1,429**
	8.2%	*Including hiring and personnel costs of 44 new graduates in Q1 (42 in engineering and 2 in sales)			

FY2024	180	251	342	310	**1,085**
	16.6%	23.2%	31.6%	28.6%	

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

FY2023	37	205	299	214	**757**
	5.0%	27.2%	39.5%	28.4%	

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

(1st Quarter, Fiscal Year Ending March 2026) Balance Sheet

The main changes are a decrease in current assets of 249 million yen and a decrease in current liabilities of 299 million yen. The equity ratio stands at 70.9%, indicating a sound financial foundation.
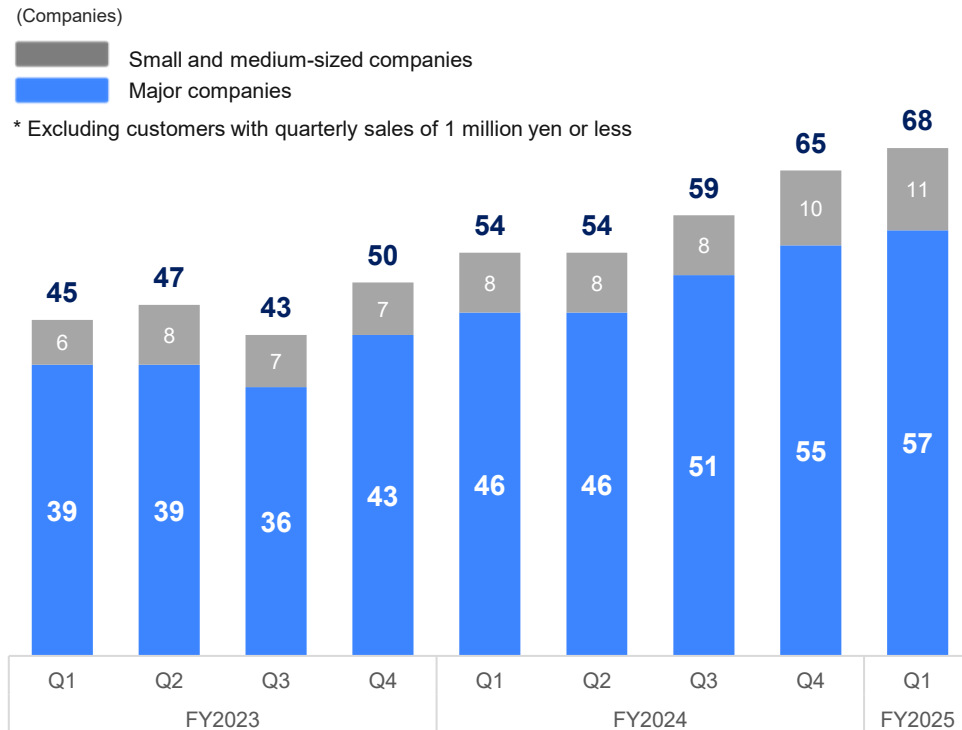
(Million yen)

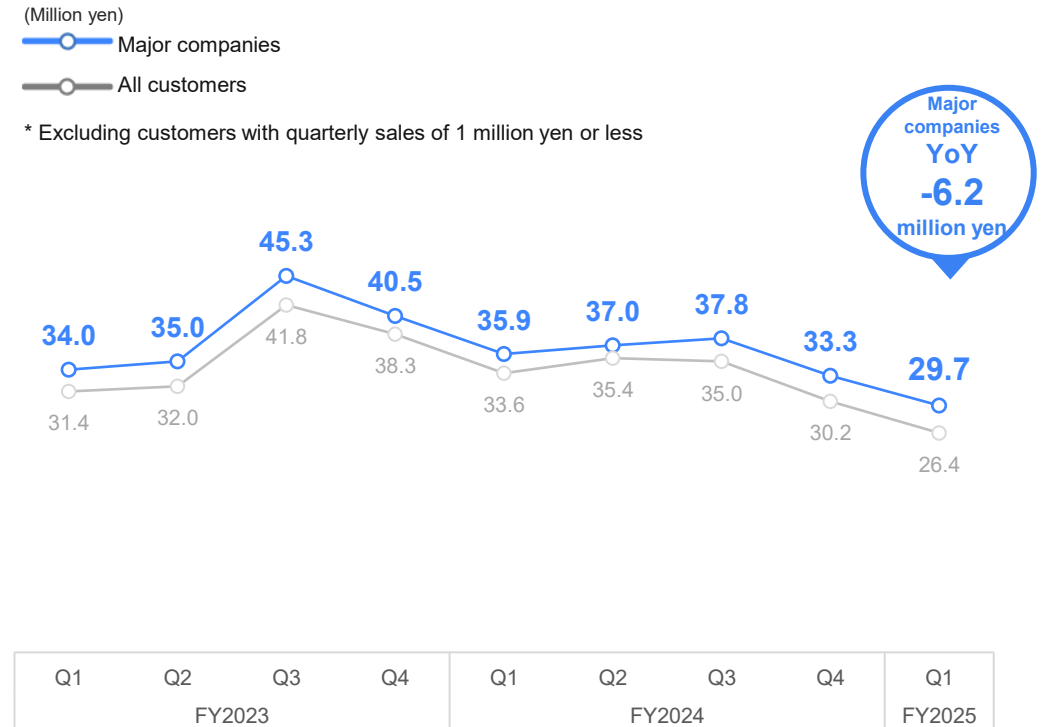|	FY2024 (March 31, 2025)	FY2025 (June 30, 2025)	Change in amount
Total assets	**4,198**	**3,955**	**-243**
Current assets	3,733	3,483	-249
Fixed assets	465	471	+6
Total liabilities	**1,476**	**1,152**	**-323**
Current liabilities	994	694	-299
Fixed liabilities	482	457	-24
Net assets	**2,722**	**2,802**	**+80**
Total assets	**4,198**	**3,955**	**-243**
Cash and deposits	2,128	1,961	-166
Interest-bearing liabilities	517	500	-16
Equity ratio	64.8%	70.9%	+6.0pt

KPI Trends (Quarterly Basis)

Number of quarterly contract customers[1]

The number of major company quarterly contract customers in 1Q of the term ending March 2026 increased by 11 companies compared to the previous year to 57 companies as a result of acquiring new customers continuously.

(Companies)

■ Small and medium-sized companies
■ Major companies

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

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Total	45	47	43	50	54	54	59	65	68
SME	6	8	7	7	8	8	8	10	11
Major	39	39	36	43	46	46	51	55	57
	FY2023				FY2024				FY2025

Major companies YoY +11 companies

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 1Q of the term ending March 2026 was 29.7 million yen, a decrease of 6.2 million yen compared with the previous year.

(Million yen)

○— Major companies
○— All customers

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

Major companies YoY -6.2 million yen

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Major companies	34.0	35.0	45.3	40.5	35.9	37.0	37.8	33.3	29.7
All customers	31.4	32.0	41.8	38.3	33.6	35.4	35.0	30.2	26.4
	FY2023				FY2024				FY2025

*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.
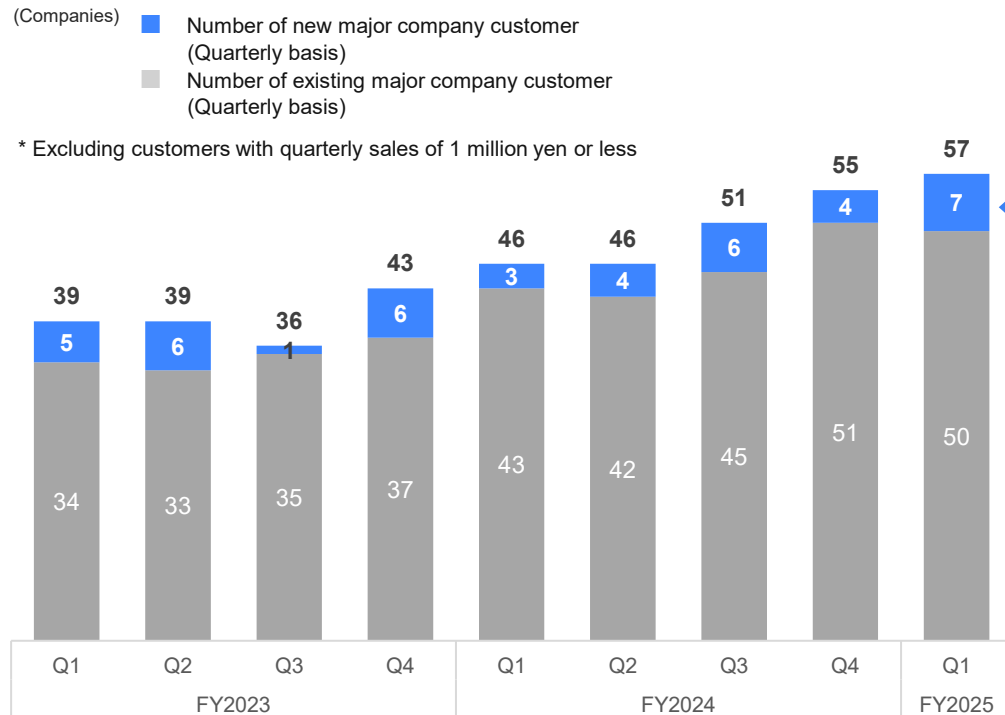*2 Abbreviation of average revenue per account (average sales per customer), or quarterly average sales per customer excluding resales and quarterly sales of 1 million yen or less.
Calculated by dividing quarterly sales excluding resales and quarterly sales of 1 million yen or less by the number of quarterly contract customers
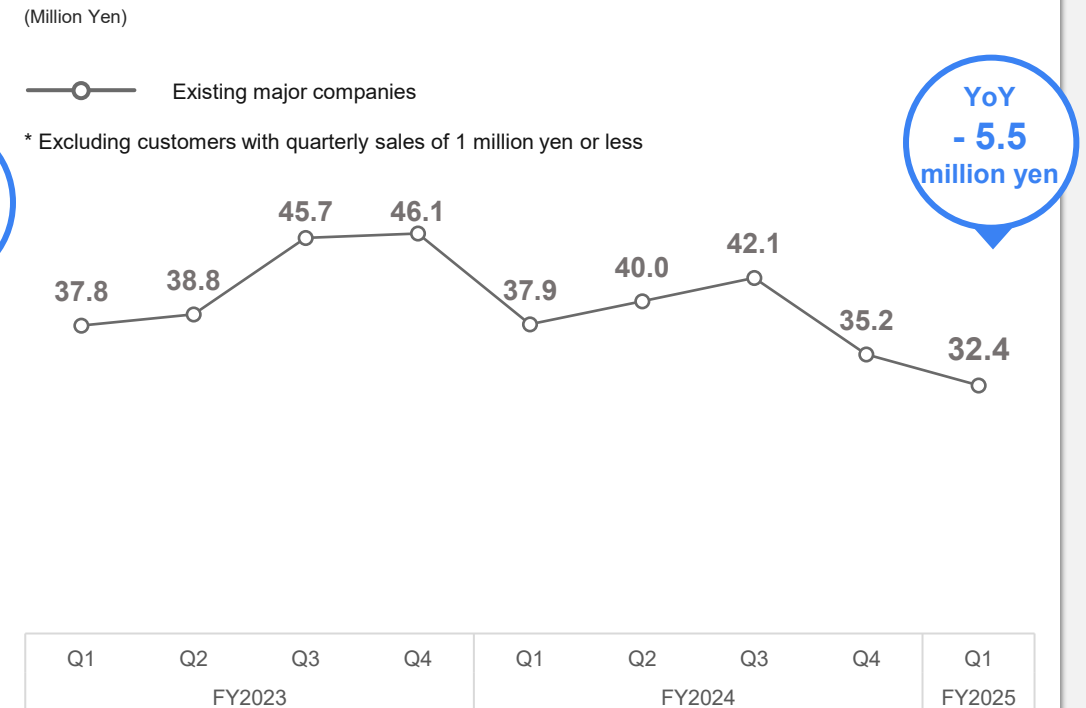
KPI Trends (Quarterly Basis)

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

In 1Q of the fiscal year ending March 2026, we acquired 7 new major customer companies. The number of existing major company customers increased by 7 compared to previous year to 50 companies.

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

ARPA in 1Q of the fiscal year ending March 2026 decreased by 5.5 million yen compared to the previous year to 32.4 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 **7** companies 1Q FY2025

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Total	39	39	36	43	46	46	51	55	57
New	5	6	1	6	3	4	6	4	7
Existing	34	33	35	37	43	42	45	51	50
	FY2023				FY2024				FY2025

(Million Yen)

—○— Existing major companies

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

YoY **- 5.5** million yen

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
ARPA	37.8	38.8	45.7	46.1	37.9	40.0	42.1	35.2	32.4
	FY2023				FY2024				FY2025

*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.
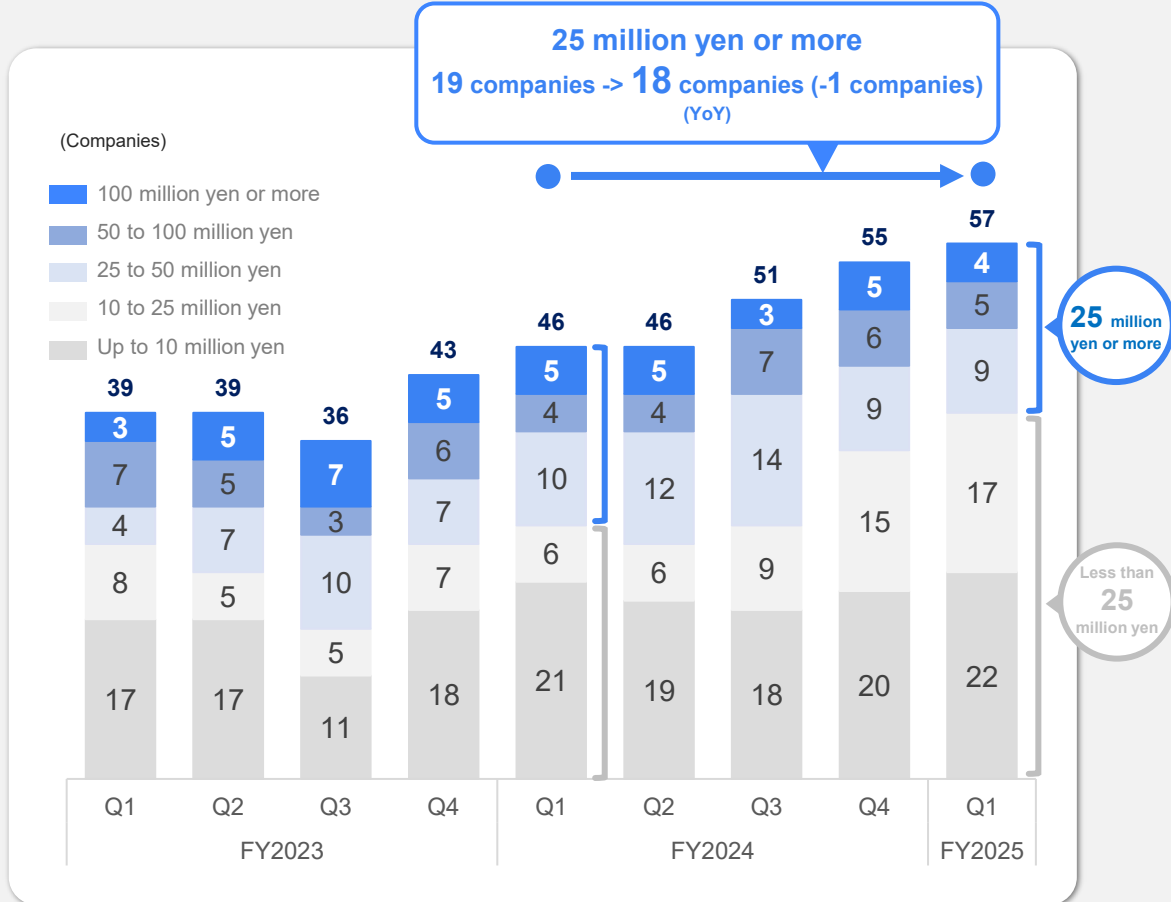*2 Customers newly acquired in the current quarter are referred to as new customers and other customers as existing customers
*3 Abbreviation of average revenue per account (average sales per customer), or quarterly average sales per customer excluding resales and quarterly sales of 1 million yen or less.
    Calculated by dividing quarterly sales excluding resales and quarterly sales of 1 million yen or less by the number of quarterly contract customers

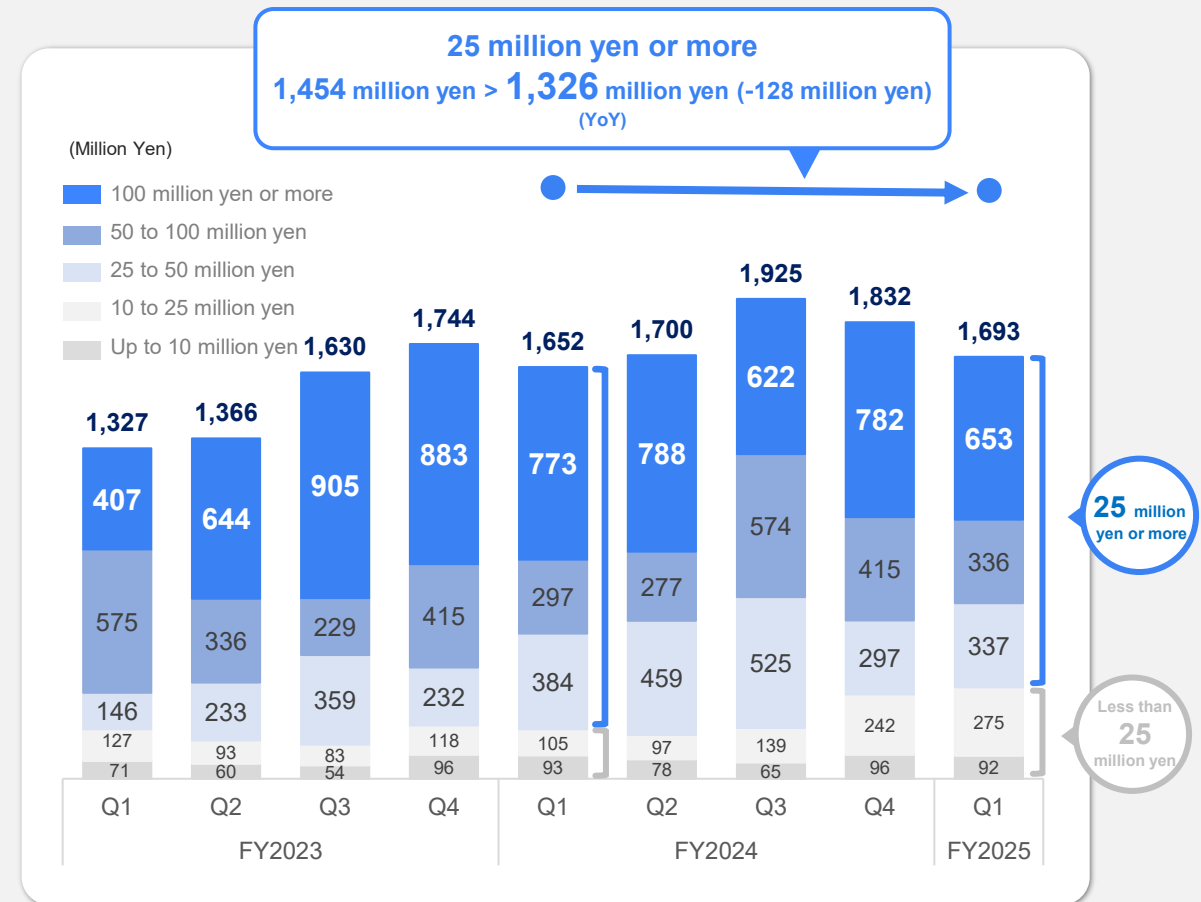# Number of contract customers and sales by sales amount (major companies)

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

In 1Q of the fiscal year ending March 2026, the number of customers with quarterly sales of 25 million yen or more decreased by 1 compared to previous year to 18 companies.

25 million yen or more
19 companies -> **18** companies (-1 companies)
(YoY)

(Companies)

- 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

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Total	39	39	36	43	46	46	51	55	57
100 million yen or more	3	5	7	5	5	5	3	5	4
50 to 100 million yen	7	5	3	6	4	4	7	6	5
25 to 50 million yen	4	7	10	7	10	12	14	9	9
10 to 25 million yen	8	5	5	7	6	6	9	15	17
Up to 10 million yen	17	17	11	18	21	19	18	20	22
	FY2023				FY2024				FY2025

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

In 1Q of the fiscal year ending March 2026, sales to customers with quarterly sales of 25 million yen or more decreased by 128 million yen compared to previous year to 1,326 million yen.

25 million yen or more
1,454 million yen > **1,326** million yen (-128 million yen)
(YoY)

(Million Yen)

- 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

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Total	1,327	1,366	1,630	1,744	1,652	1,700	1,925	1,832	1,693
100 million yen or more	407	644	905	883	773	788	622	782	653
50 to 100 million yen	575	336	229	415	297	277	574	415	336
25 to 50 million yen	146	233	359	232	384	459	525	297	337
10 to 25 million yen	127	93	83	118	105	97	139	242	275
Up to 10 million yen	71	60	54	96	93	78	65	96	92
	FY2023				FY2024				FY2025

*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.
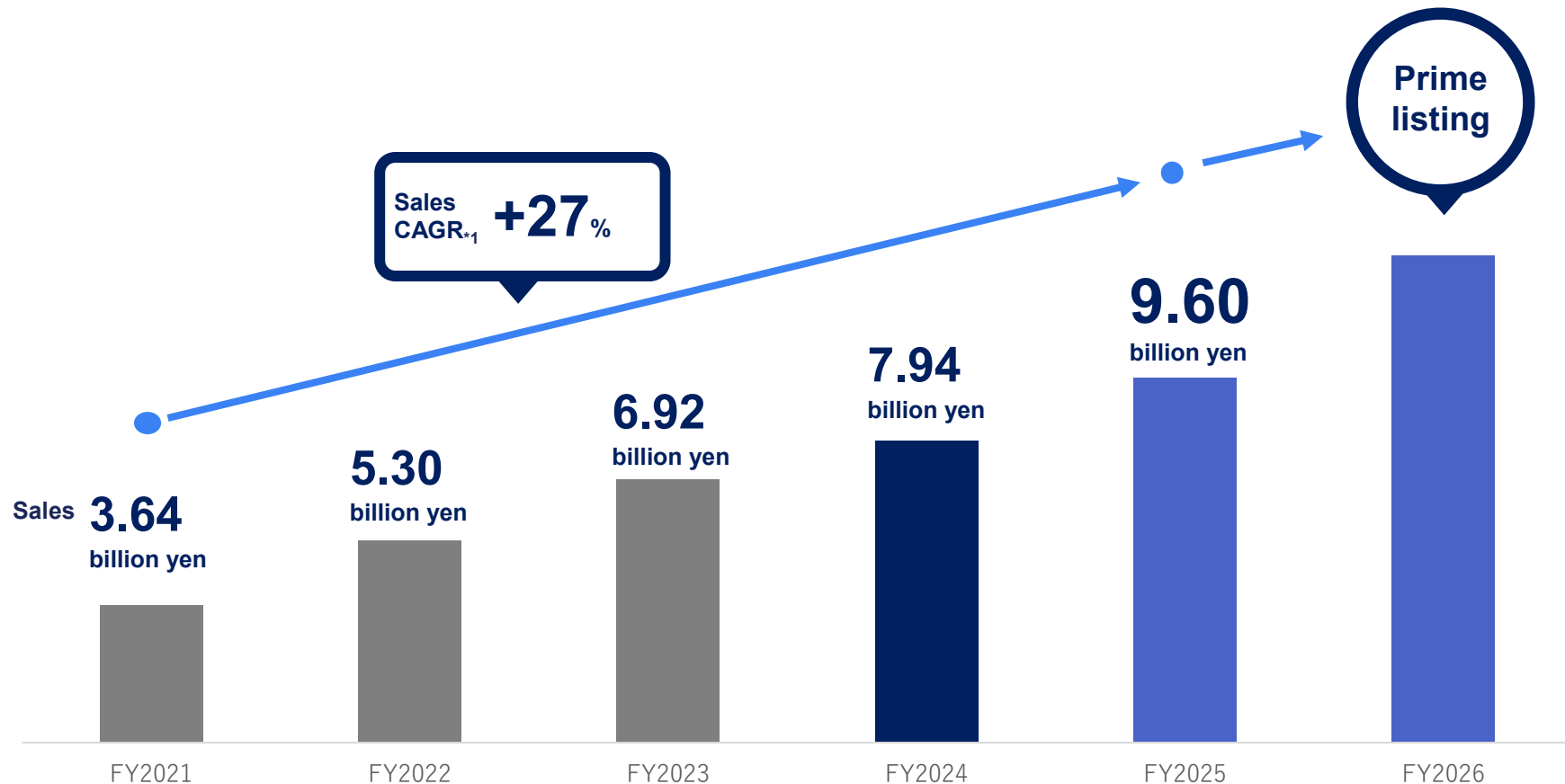*2 excluding resales and quarterly sales of 1 million yen or less by the number of quarterly contract customers
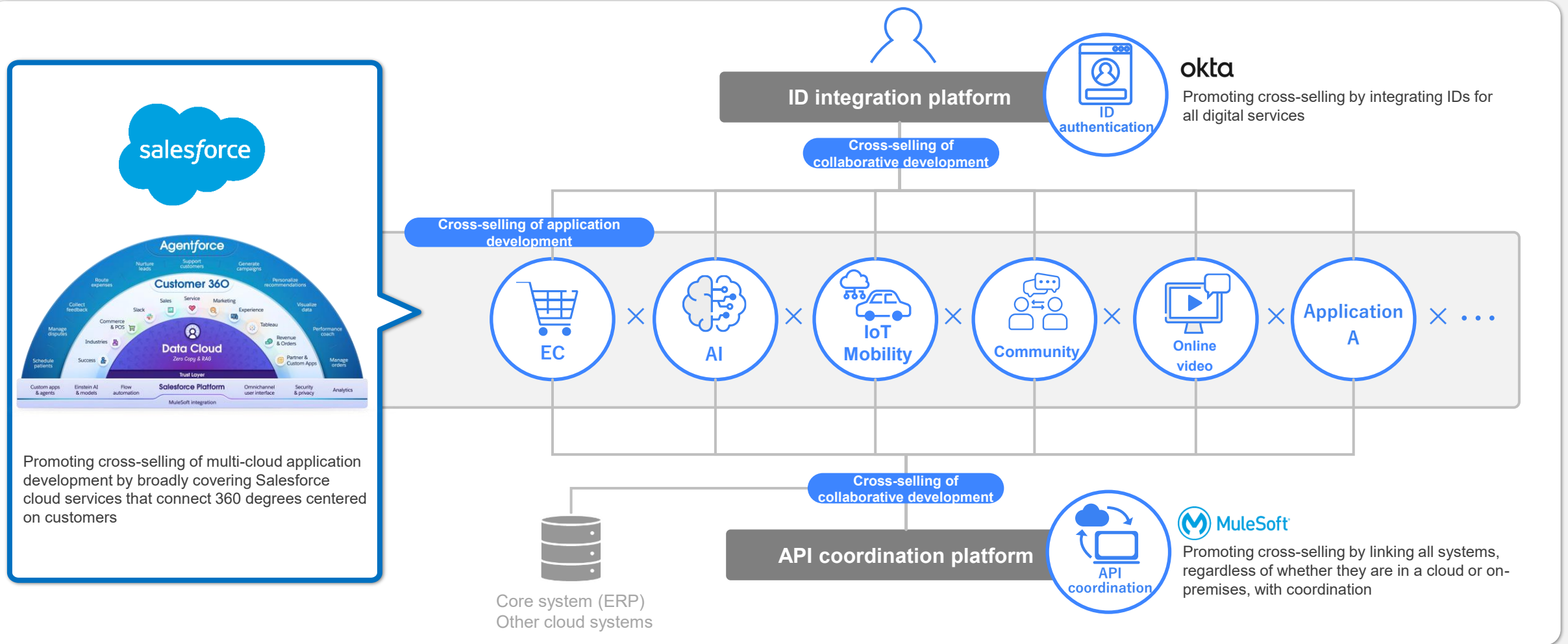
Growth Strategy

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.

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

Prime listing

Sales **3.64** billion yen — FY2021

5.30 billion yen — FY2022

6.92 billion yen — FY2023

7.94 billion yen — FY2024

9.60 billion yen — FY2025

FY2026

*1 Compound Annual Growth Rate from FY2021 to 2025.

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.
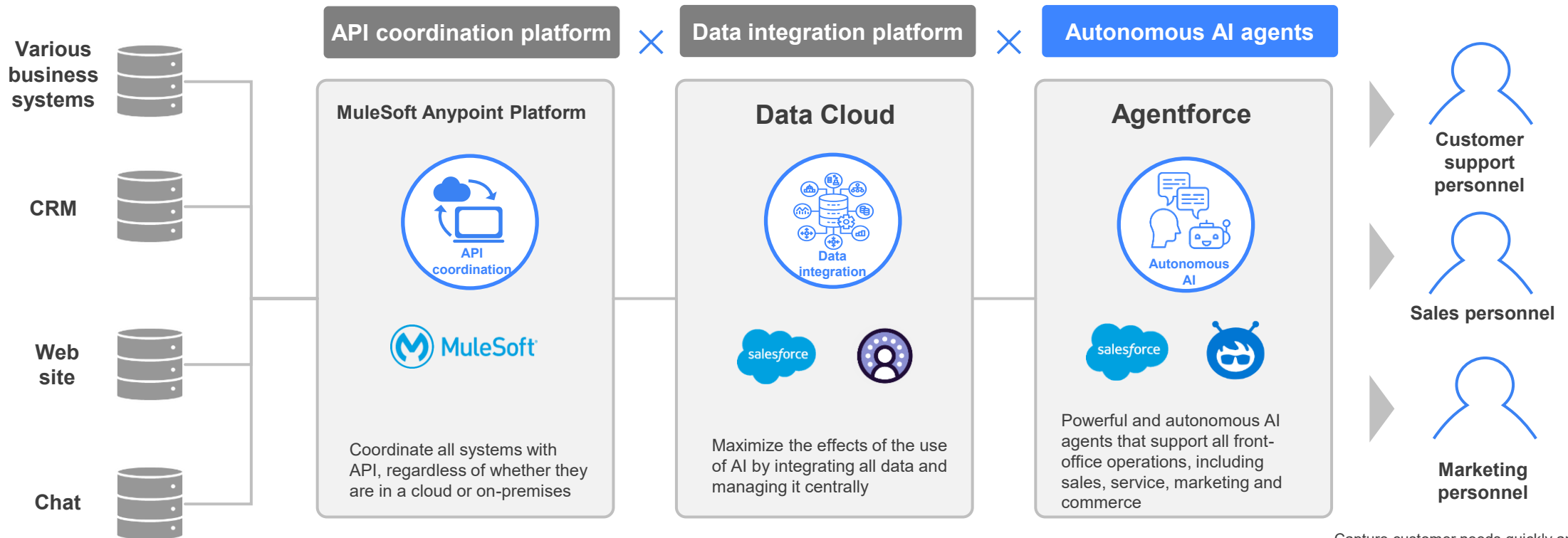

salesforce

ID integration platform

Cross-selling of collaborative development

okta
Promoting cross-selling by integrating IDs for all digital services

ID authentication

Cross-selling of application development

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

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

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.
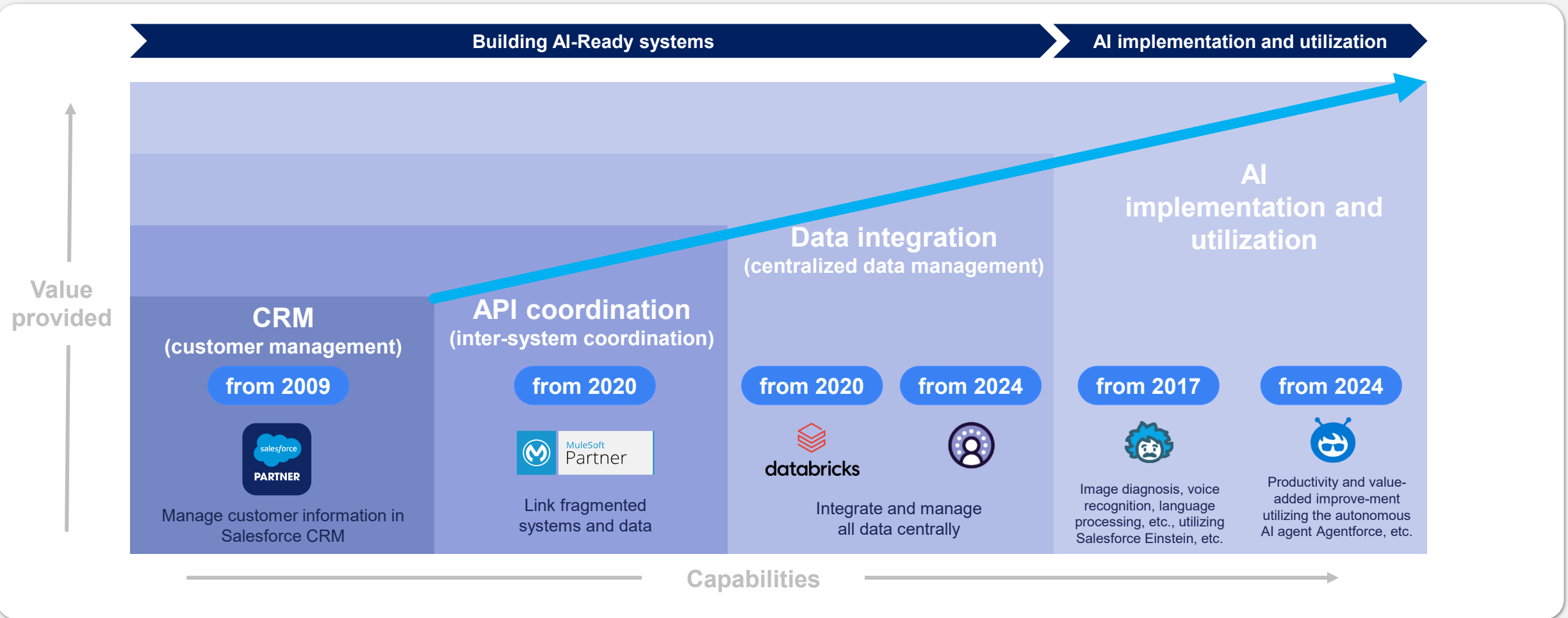

Building AI-Ready systems

AI implementation and utilization

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

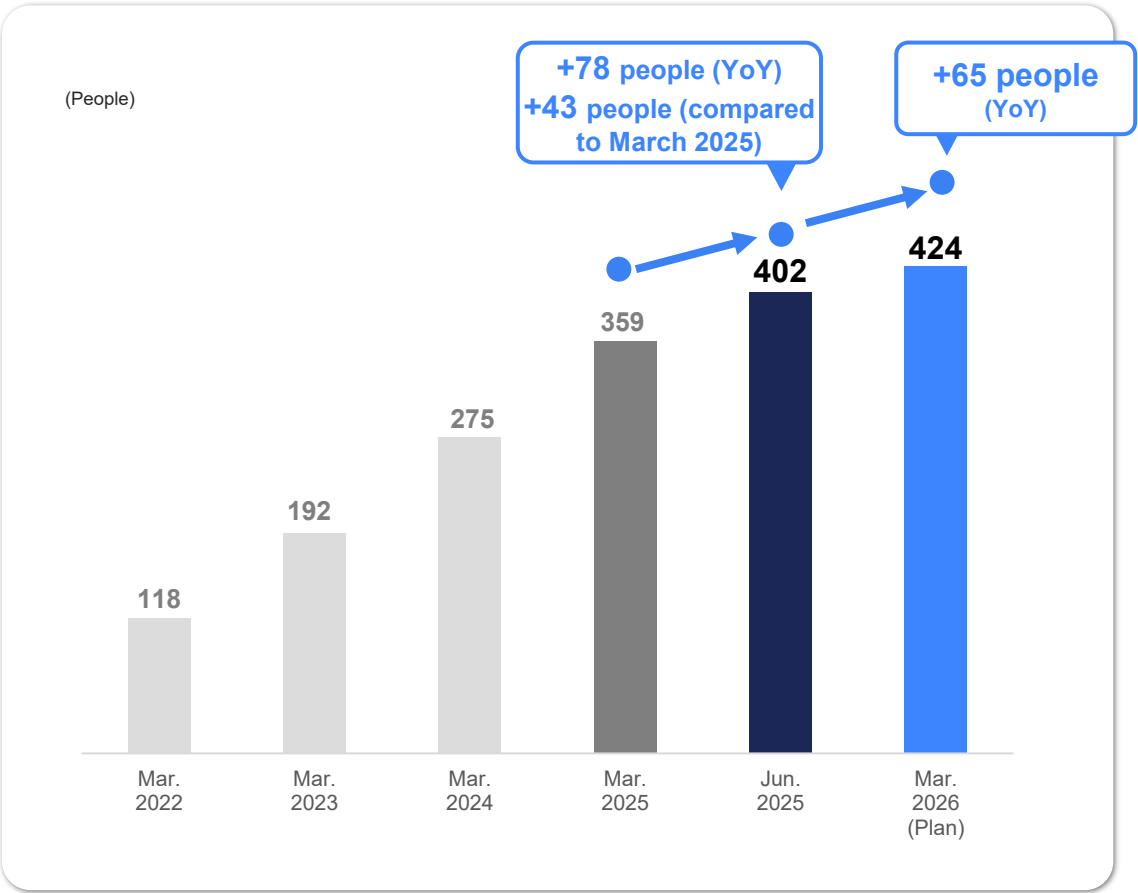# The expanding AI demand serves as a tailwind that boosts the strengths we have developed over the years

For some time, we have worked on "building AI-ready systems" based on CRM, API coordination and data integration, as well as "AI implementation and utilization" in R&D and actual projects. Players with abundant knowledge and results in both "building AI-ready systems" and "AI implementation and utilization" are rare, and we will realize the further acceleration of growth thanks to the tailwind of the expansion of demand for AI.

Building AI-Ready systems | AI implementation and utilization

Value provided

CRM
(customer management)
from 2009
Manage customer information in Salesforce CRM

API coordination
(inter-system coordination)
from 2020
Link fragmented systems and data

Data integration
(centralized data management)
from 2020 | from 2024
Integrate and manage all data centrally

AI implementation and utilization
from 2017
Image diagnosis, voice recognition, language processing, etc., utilizing Salesforce Einstein, etc.
from 2024
Productivity and value-added improve-ment utilizing the autonomous AI agent Agentforce, etc.

Capabilities

Organizational expansion centered on cloud engineers and other employees

The number of cloud engineers and other employees increased by 78 year-on-year, and by 43 compared with the end of March 2025.

Trend in the number of engineers and other employees*1

(People)

+78 people (YoY)
+43 people (compared to March 2025)

+65 people (YoY)

	118	192	275	359	402	424
	Mar. 2022	Mar. 2023	Mar. 2024	Mar. 2025	Jun. 2025	Mar. 2026 (Plan)

Promotion of acquisition of multi-cloud qualifications*2
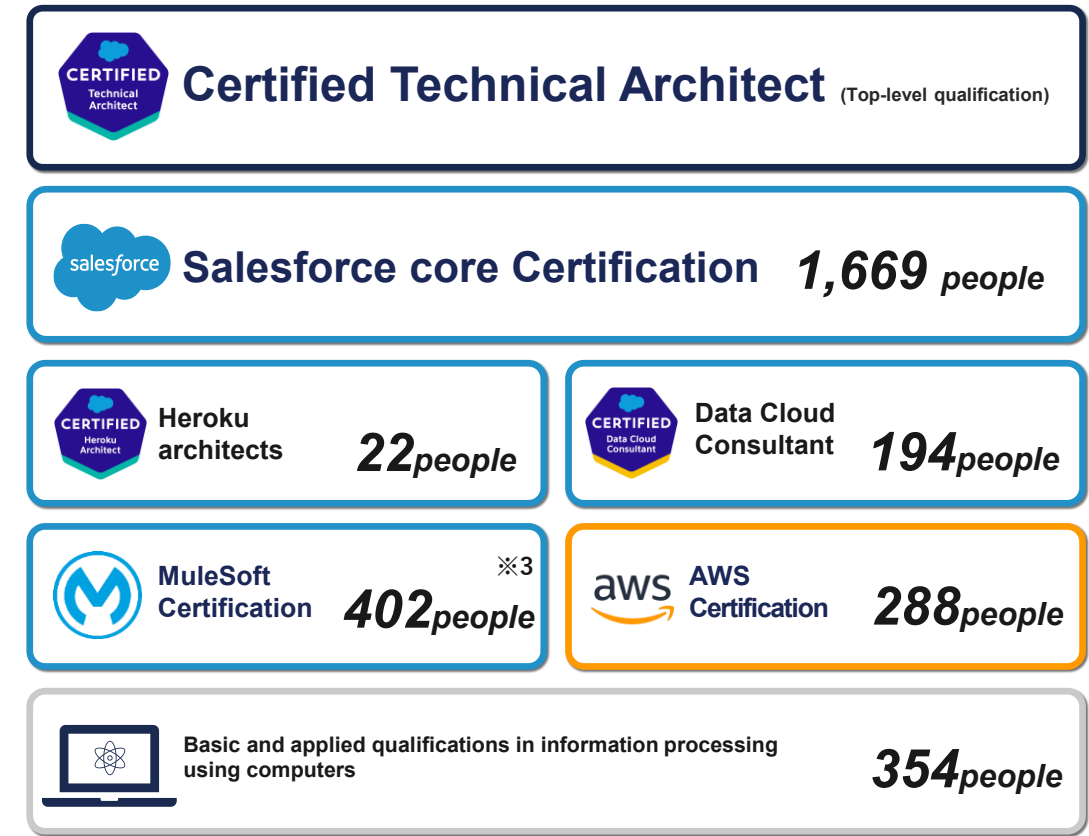
Certified Technical Architect (Top-level qualification)

Salesforce core Certification *1,669* people

Heroku architects *22* people

Data Cloud Consultant *194* people

MuleSoft Certification ※3 *402* people

AWS Certification *288* people

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

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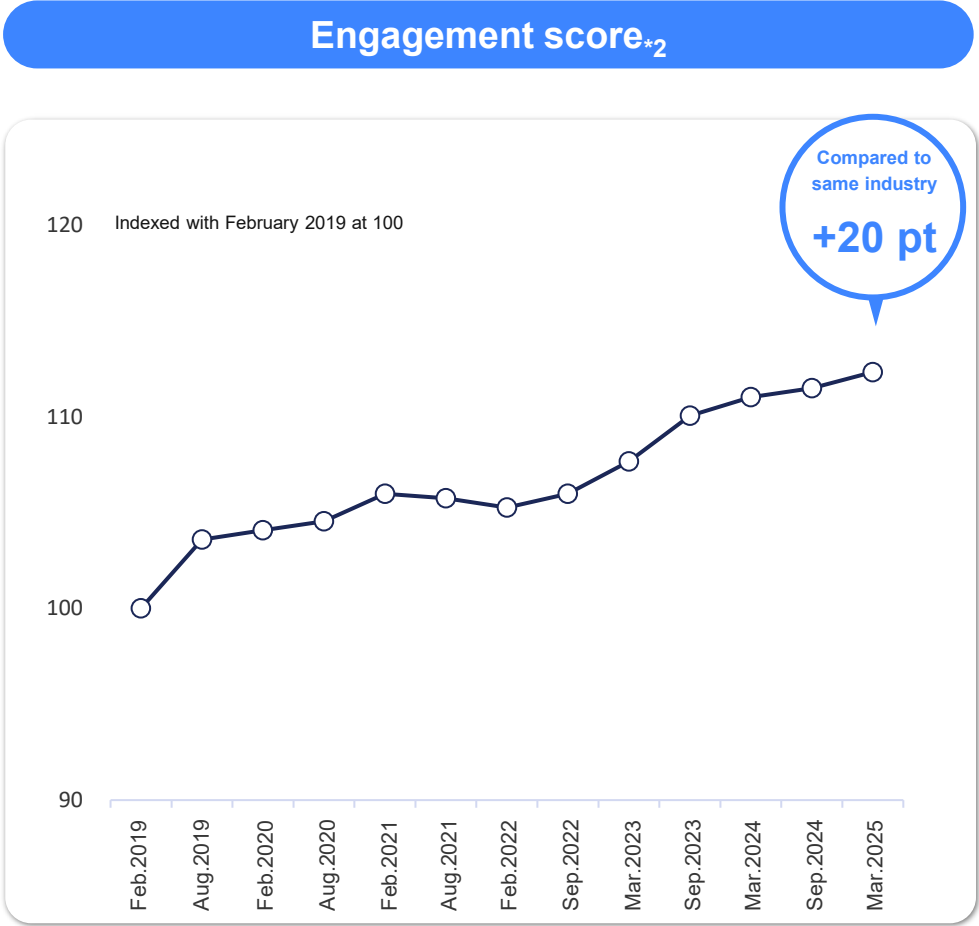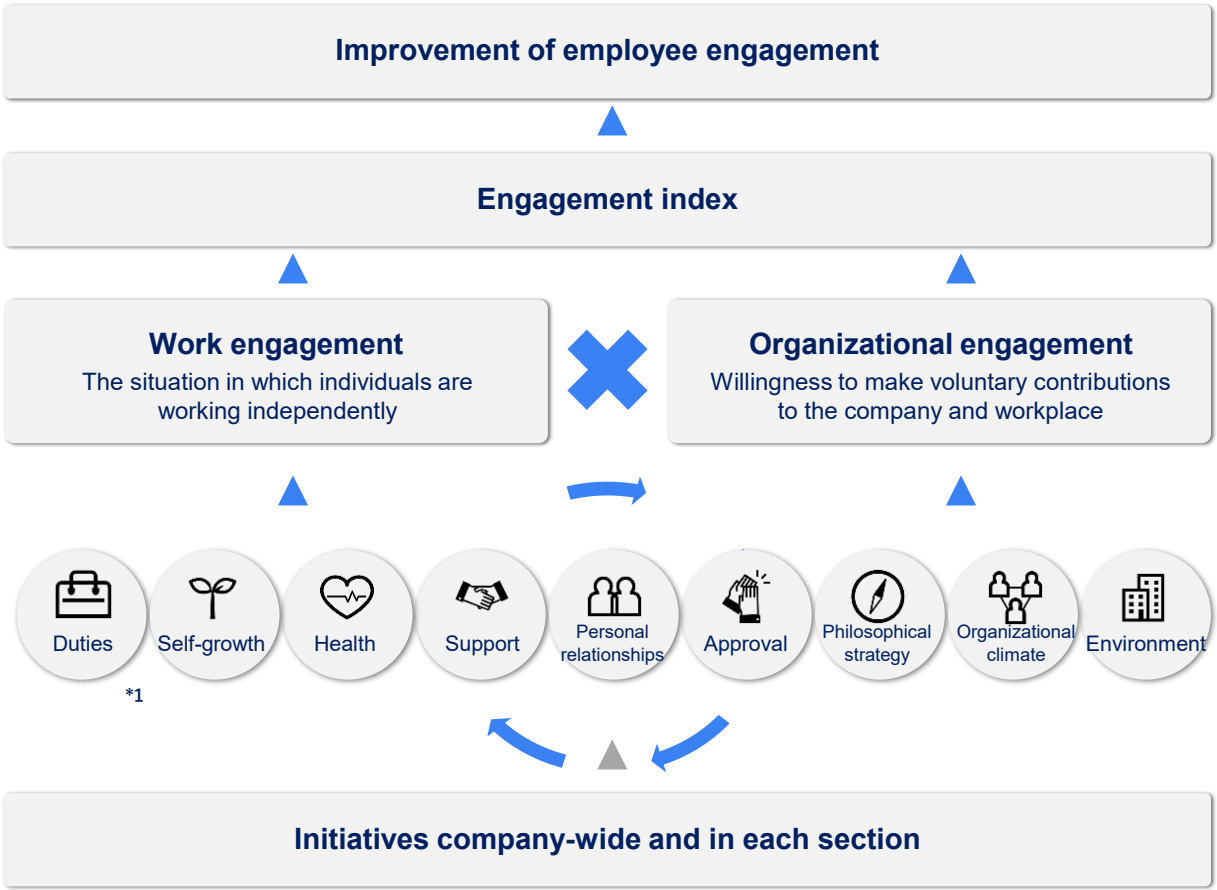
Trend in hiring of experienced personnel (mid-career recruitments)

(People)

Entry-to-join ratio

About 1 in 50 people

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
	22	13	10	21	15	22	14	12	8
	FY2023				FY2024				FY2025

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 program	1	5	5	3	11	1	11
Masters program	3	13	20	2	23	4	31

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 *1 · Self-growth · Health · Support · Personal relationships · Approval · Philosophical strategy · Organizational climate · Environment

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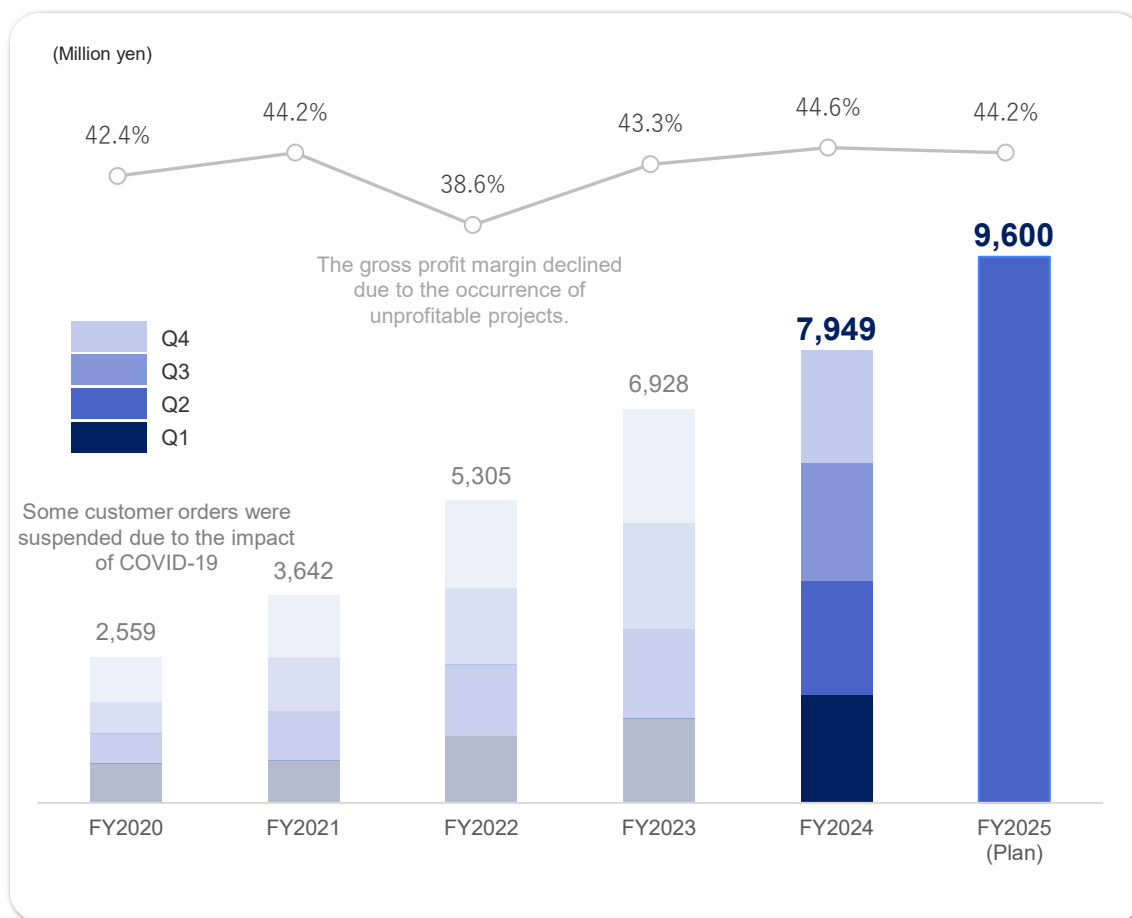
*1 OR (Operations Research): Various approaches to support decision-making scientifically (mathematical optimization, data analysis, algorithms, etc.)
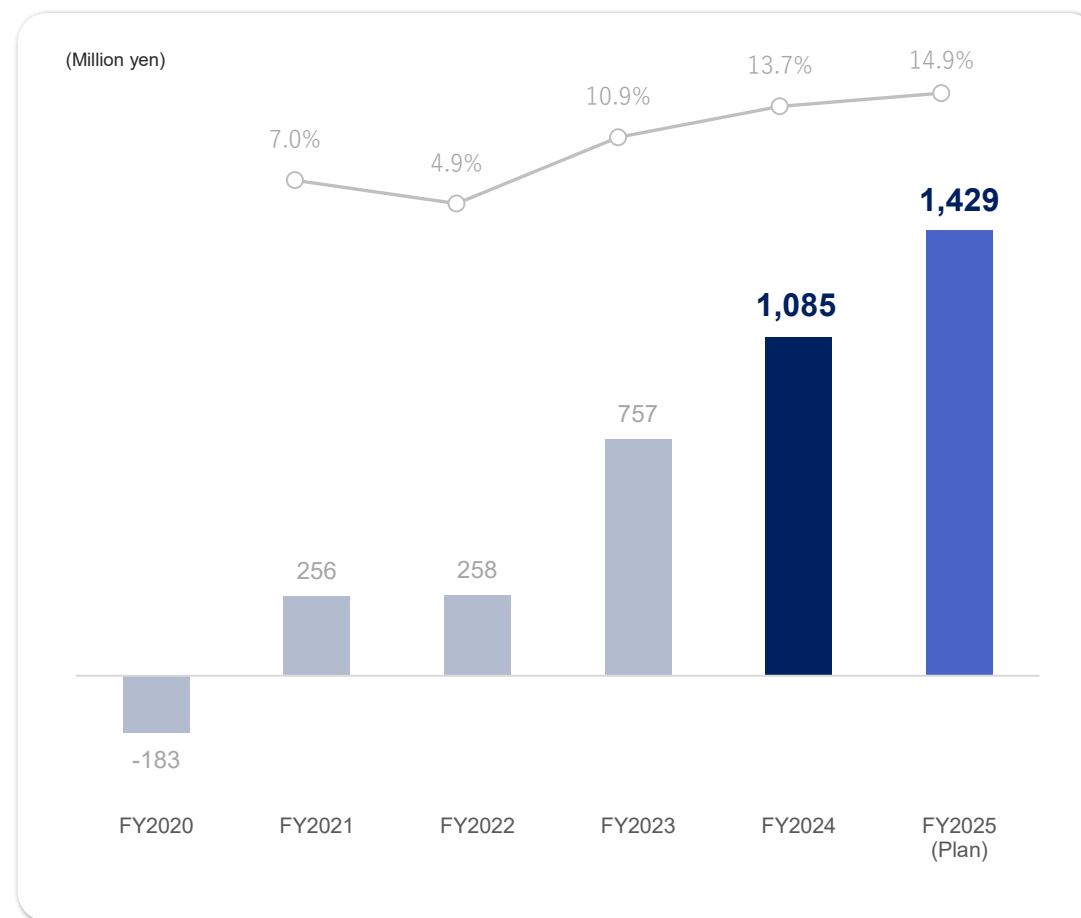
Appendix - Results Trends

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

FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 (Plan)
2,559	3,642	5,305	6,928	7,949	9,600

Operating income / Operating profit margin

(Million yen)

7.0%　4.9%　10.9%　13.7%　14.9%

FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 (Plan)
-183	256	258	757	1,085	1,429

Appendix - Company Profile

Company Profile

Company Name	FLECT Co., Ltd.
Established	August 2005
Capital Stock	753 million yen (as of June 2025)
Number of Employees	432 (as of June 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

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.

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

MuleSoft Partner **databricks** **amazon Chime** **+ableau**

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

Autonomous AI

ID

Data integration API coordination

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

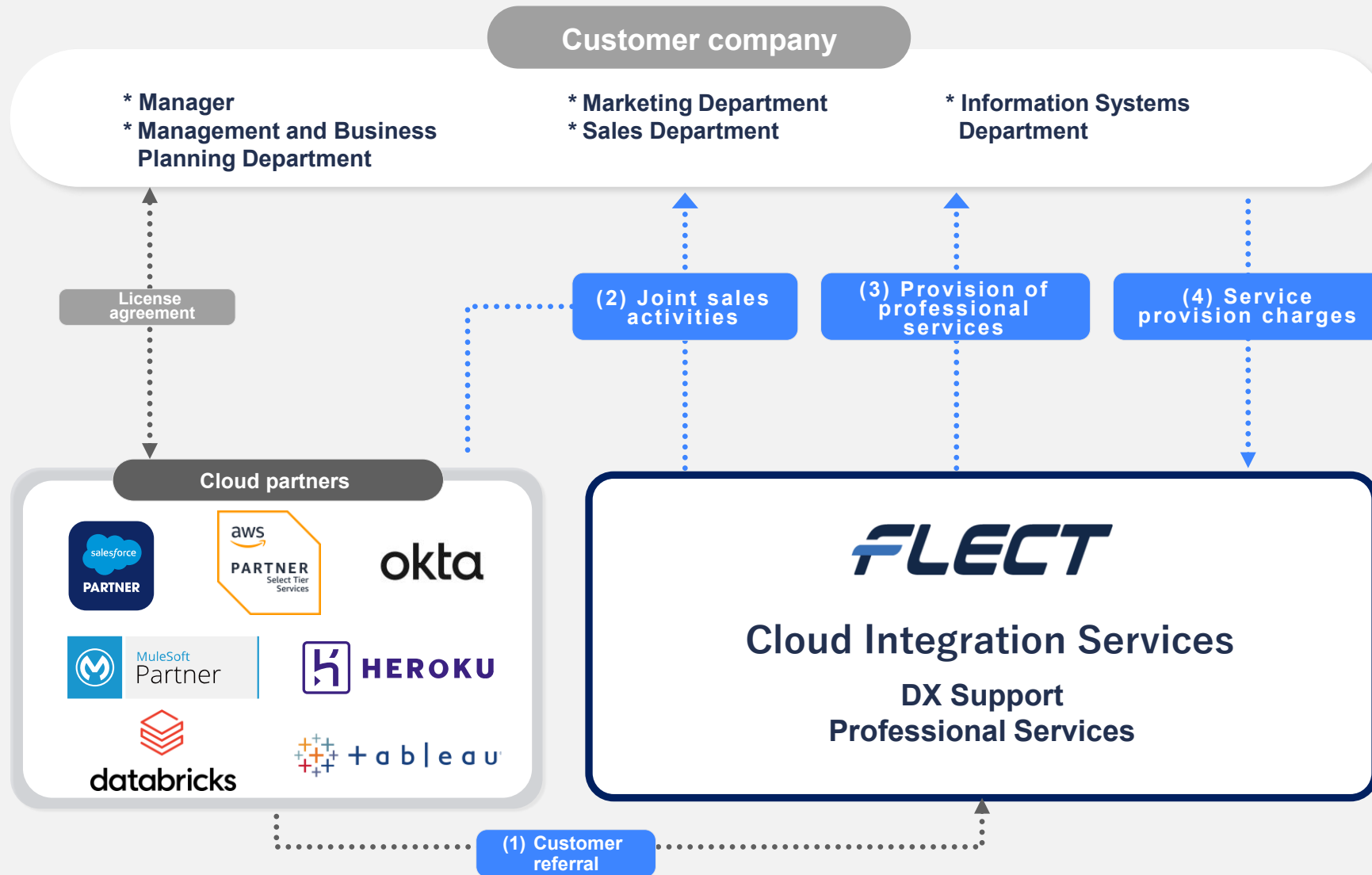# Our Domestically and Globally Acclaimed Advanced DX Achievements

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

Awarded for AI Implementation Case

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 Asia Pacific

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 Select Tier Services

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%

9,000
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0

2022 | 2023 (Forecast) | 2024 (Forecast) | 2025 (Forecast) | 2026 (Forecast) | 2030 (Forecast)
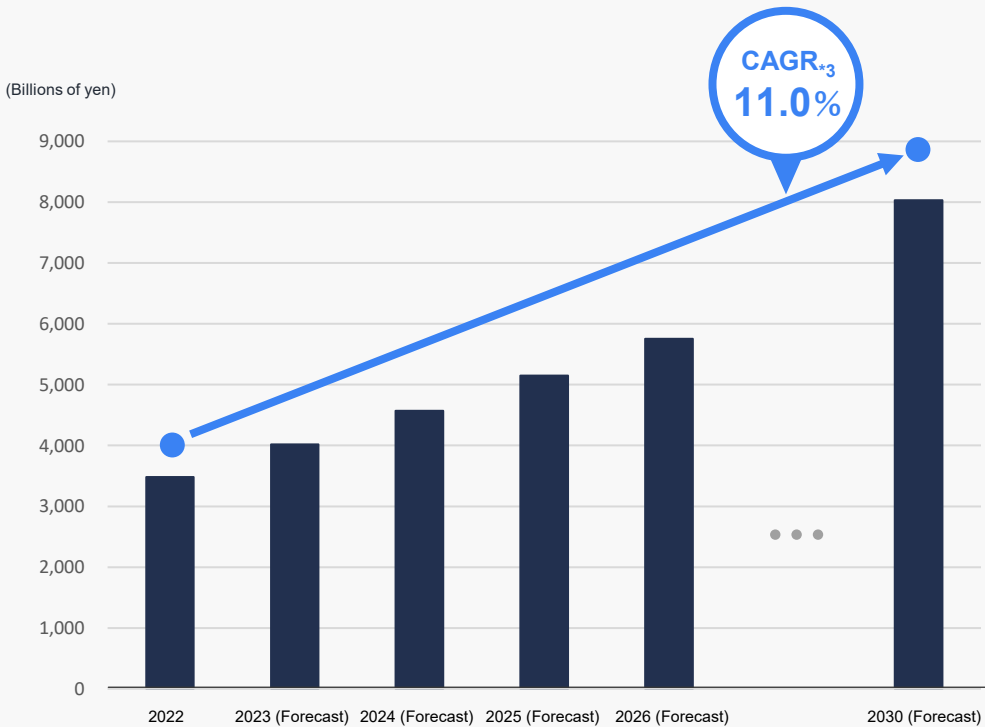
The domestic public cloud market is expanding at a CAGR of 15.7% from 2023 to 2028.[*2]

(Billions of yen)

CAGR
15.7%

7,000
6,000
5,000
4,000
3,000
2,000
1,000
0

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

- Improving operational efficiency
- Business process improvement
- Business management improvement

- Customer contact transformation
- Service/ product transformation
- Business model transformation

Greater difficulty in attainment

Current DX Status in Japan

Left Panel

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 somewhat strongly
- Feel so very strongly

Percentage that strongly feels the need for proactive DX

91%
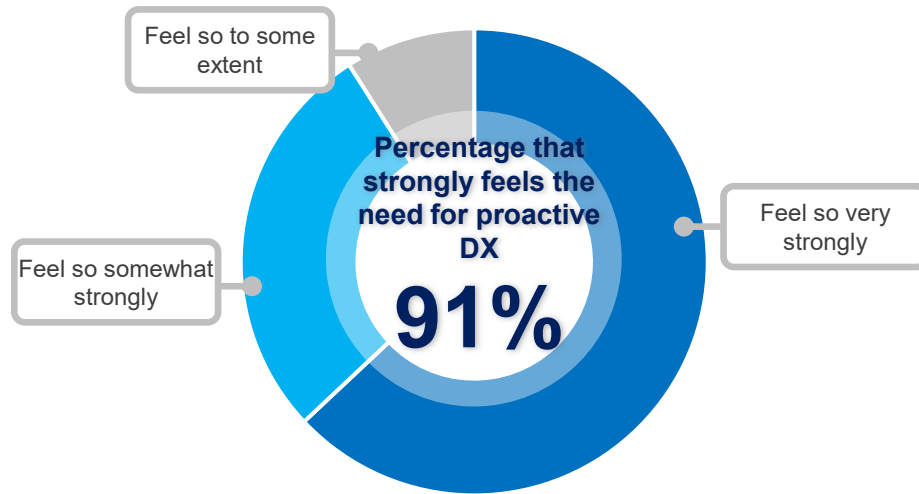
Challenges associated with concerns about the proliferation of digital technology

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

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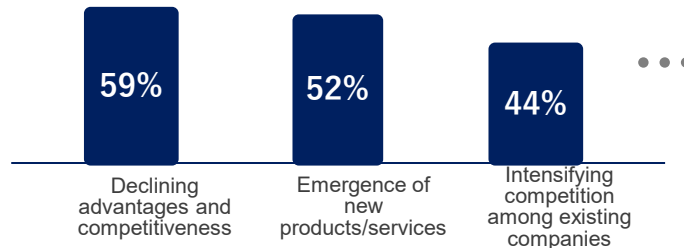
On the other hand, only 8.3% of companies have produced results with proactive DX that creates new value for customers[2]
Issues in the promotion of DX include people and organizations, such as "a lack of human resources and skills"[3]

Success rate of aggressive DX

8.3%

Challenges in promoting DX
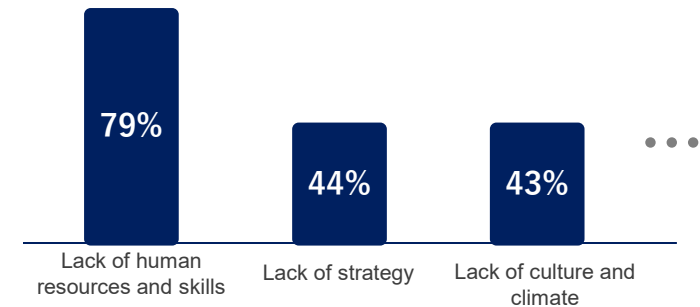
79%	44%	43%	•••
Lack of human resources and skills	Lack of strategy	Lack of culture and climate	

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

We are building API coordination, ID integration, and data integration platforms, and working on the development of community services, e-commerce services, IoT services, and other application coordination utilizing the Salesforce platform. In addition, we also provide one-stop solutions combining AI, data integration, and API coordination. Our customer base is centered on major companies[*1] that are promoting DX positively, with major companies accounting for 94%[*2] of sales.

DX provision services

*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 1Q fiscal year ending March 2026

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)

Digital service planning

UI/UX designs

Customer application

Strengths in developing customer contacts

Multi-cloud engineering (development skills)

salesforce　aws　HEROKU

MuleSoft　okta　+tableau

Microsoft Azure　databricks　Google Cloud

Operational application

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

Cloud platform

Cloud infrastructure

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.

3rd

Phase 1

2nd

Developing by utilizing the cloud

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

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.
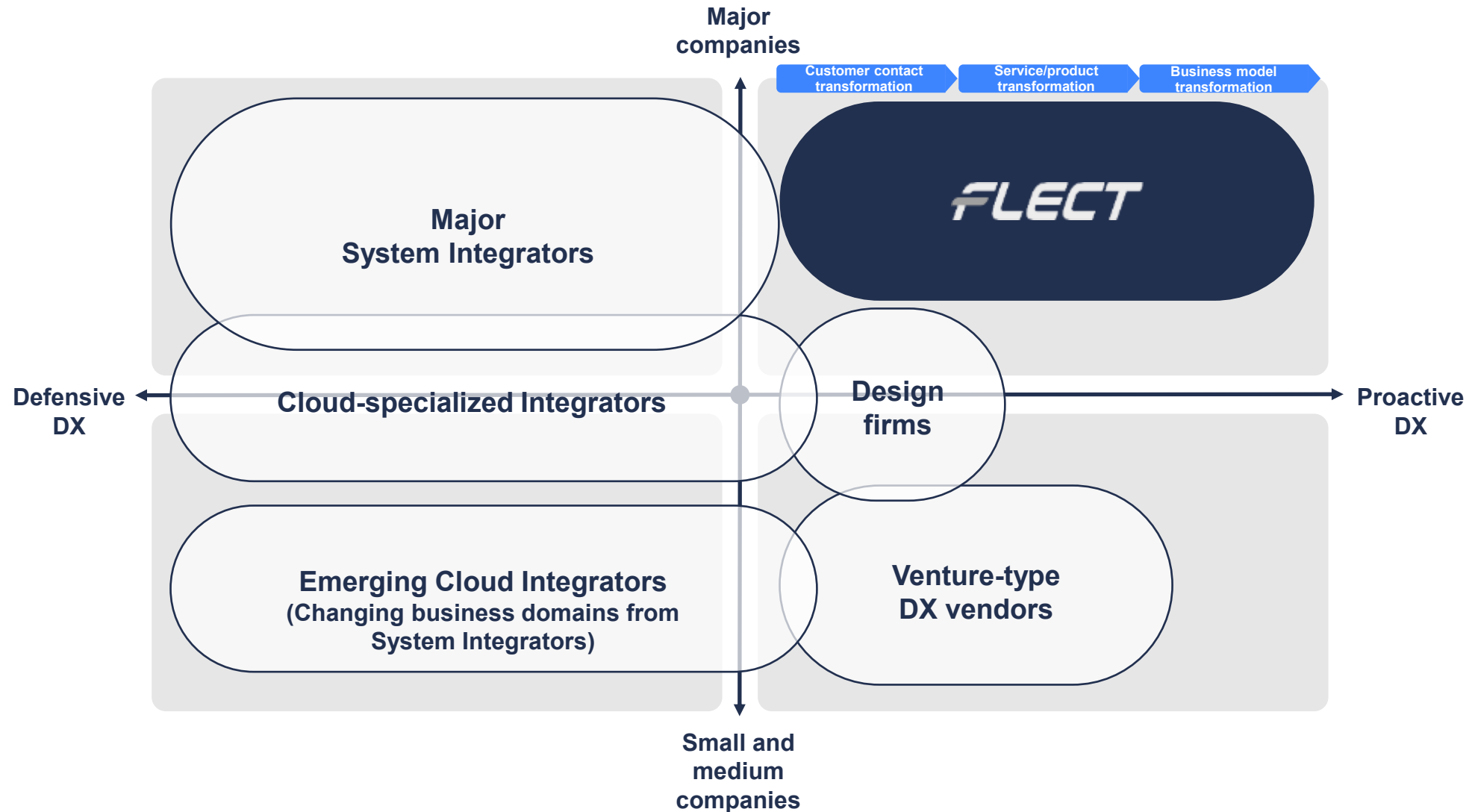
* The above diagram, based on our views, shows the relevant main business domains.

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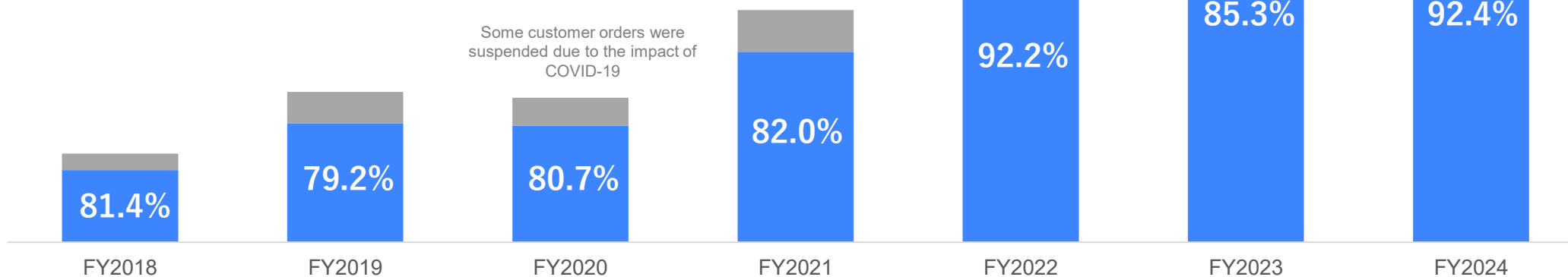
*1 Sales composition ratio of existing major companies: The sales composition ratio of customers who had contracts prior to the previous fiscal year out of sales to major companies

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 信頼される安心を、社会へ。
RECRUIT
Panasonic
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
OK

* Partial excerpt of logos we are licensed to publish

*1. Based on sales to major companies in fiscal year ended March 2025

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`

Panasonic

Construction Customer Database

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

`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)`

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`

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`

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`

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`

東急建設株式会社 美しい時代へ──東急グループ

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`

Case studies of of DX Support - 2

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

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 coordination 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 Cloud, 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

NTT SMILE ENERGY

Implementation Support with Okta (Auth0)

Building an Integrated Authentication Infrastructure with Okta (Auth0)

ID | Okta | AWS

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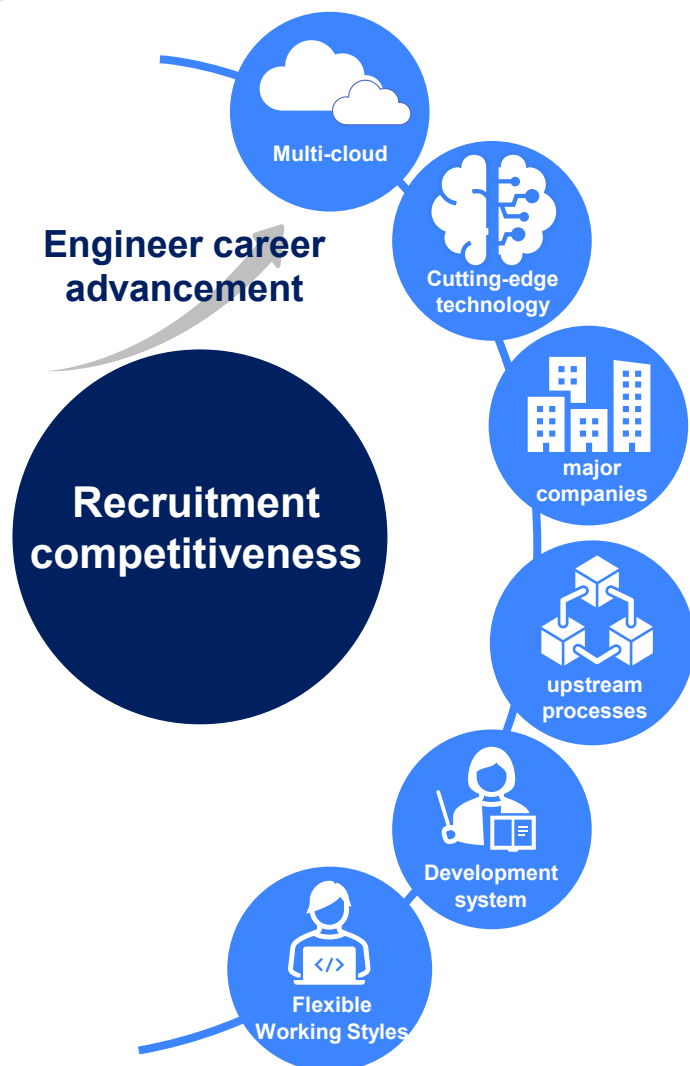
We are building structures and systems that enhance the reproducibility of employee career advancement, leading to increased employee satisfaction and company growth. Supporters such as Human Resources, Education Enablement (Promotion), mentors, trainers, and managers provide multifaceted follow-up from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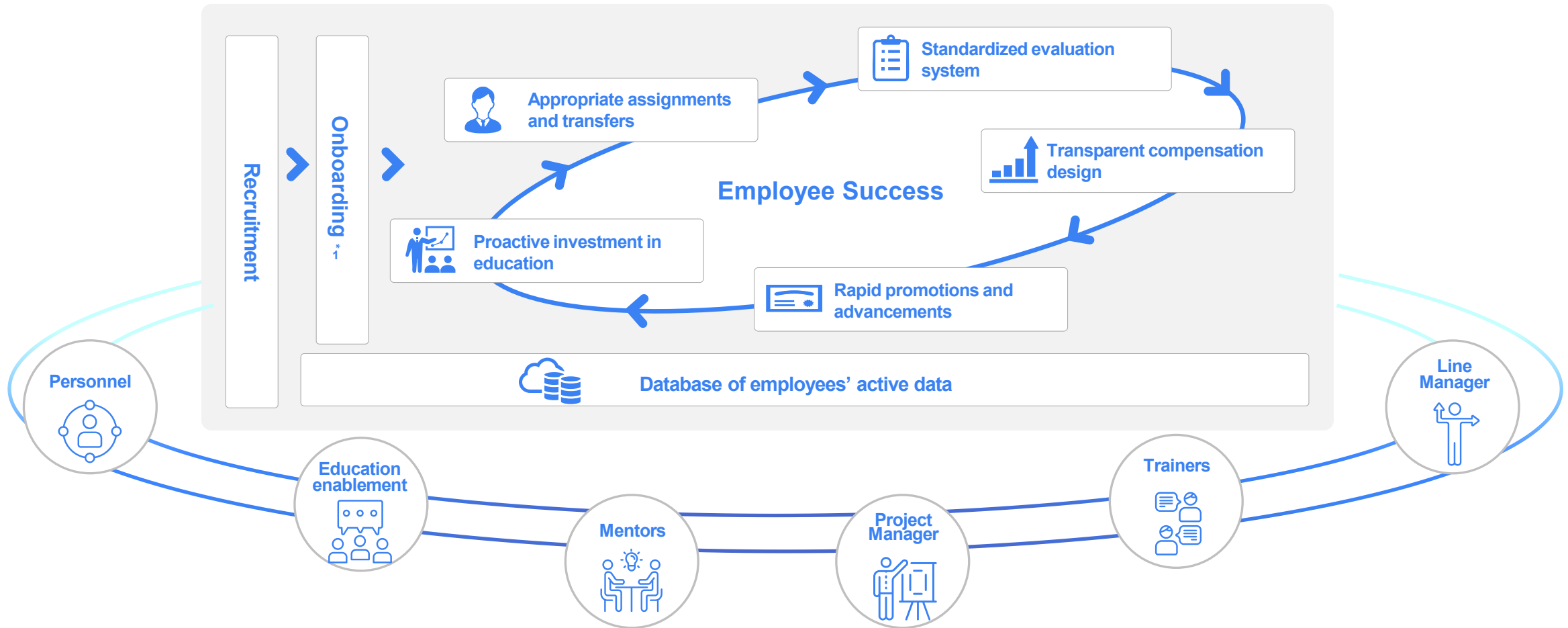
* 1 Onboarding means initiatives to help human resources new to the organization such as new employees and mid-career hires adapt to the workplace, prevent early job turnover, and promote their establishment and competitiveness.

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.
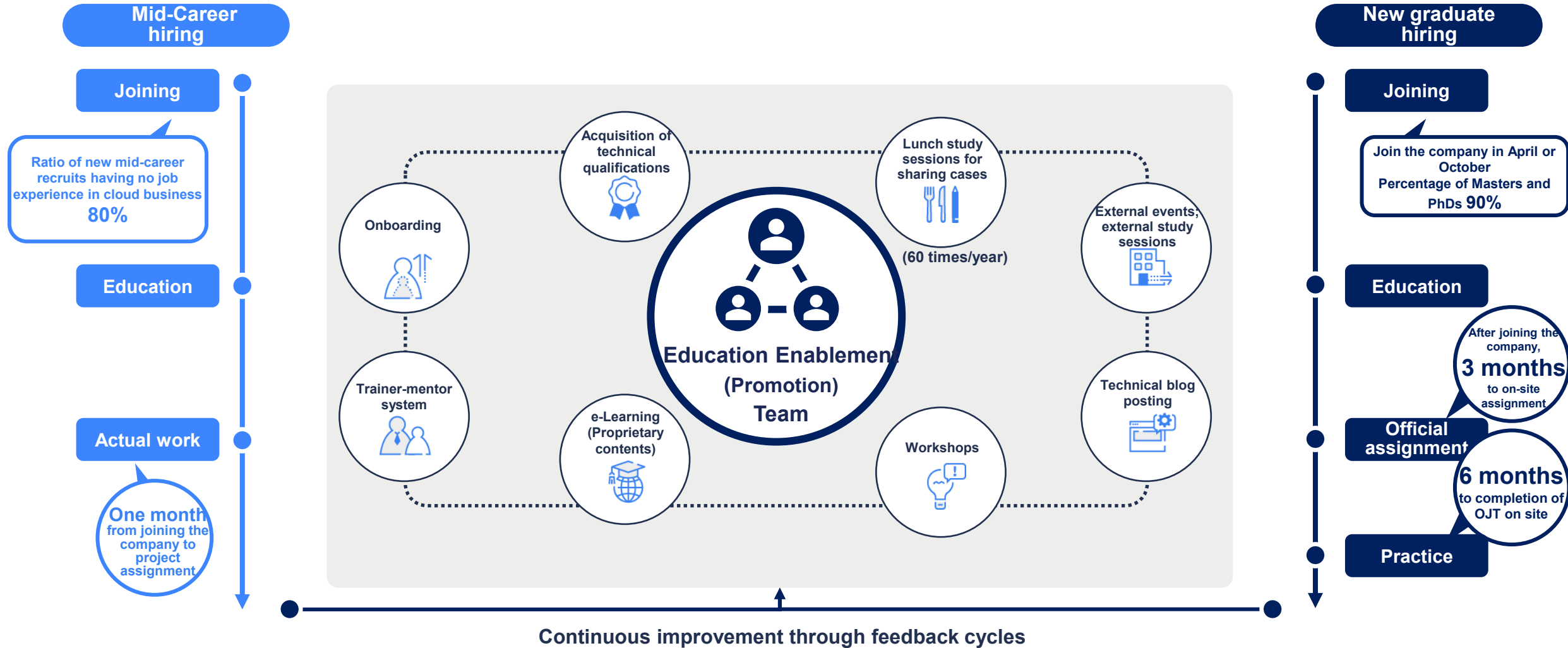
5 **Development system**

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.
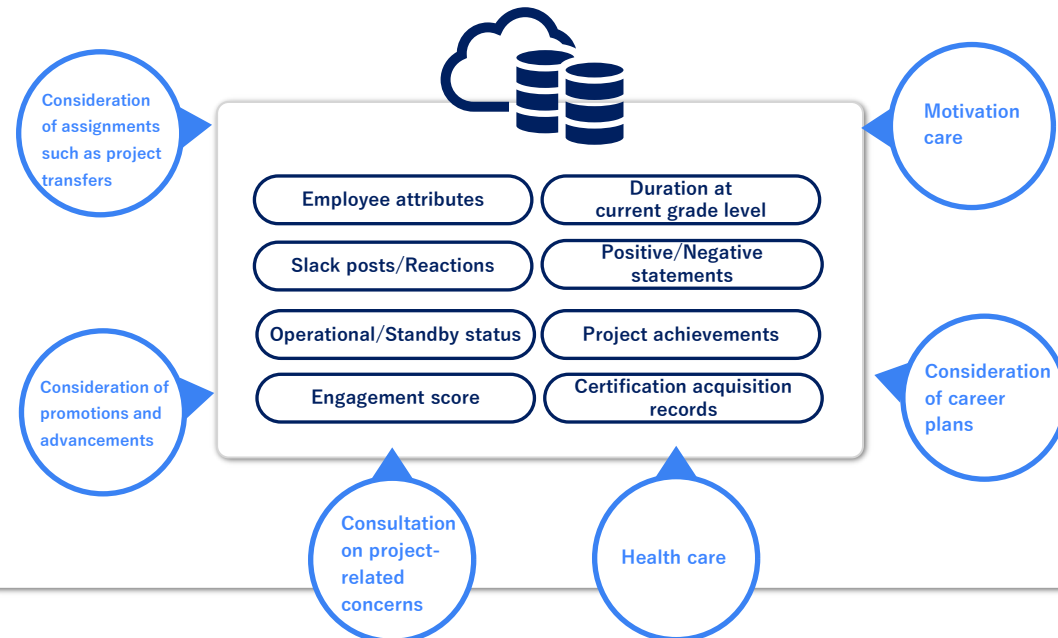
Mid-Career hiring

New graduate hiring

Joining

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

Education

Actual work

One month from joining the company to project assignment

Joining

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

Education

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

Official assignment

6 months to completion of OJT on site

Practice

Acquisition of technical qualifications

Onboarding

Trainer-mentor system

e-Learning (Proprietary contents)

Education Enablement (Promotion) Team

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

External events; external study sessions

Technical blog posting

Workshops

Continuous improvement through feedback cycles

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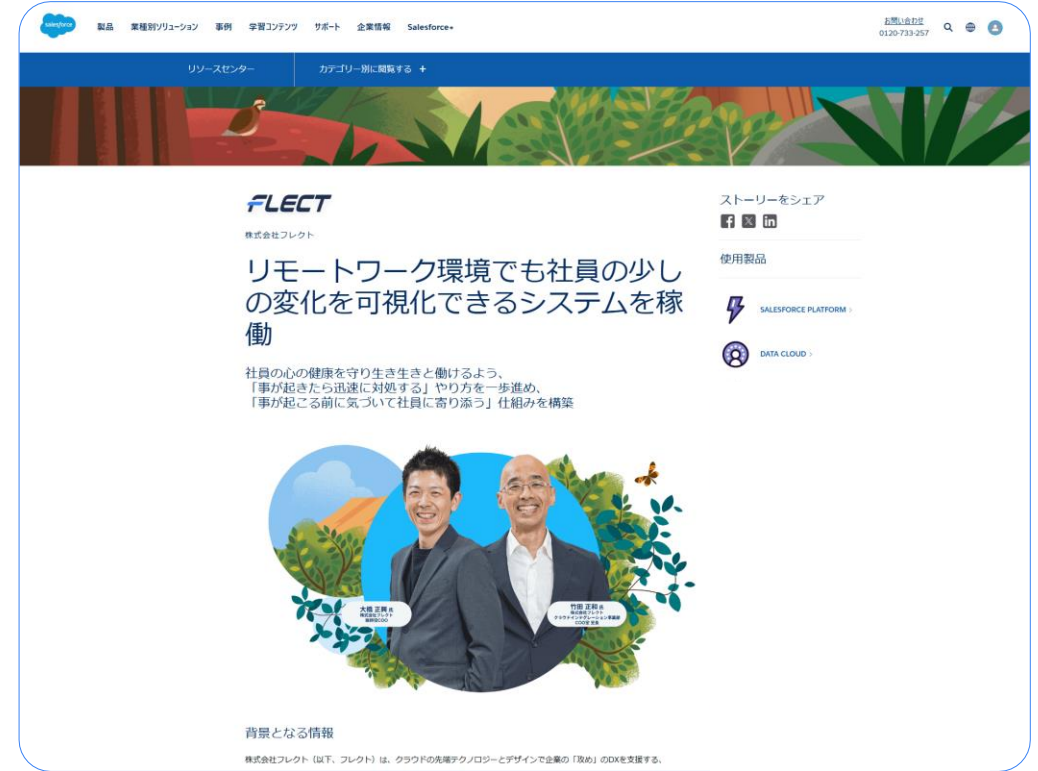
We utilize employee data as a basis for decision-making in career plan design and work assignments. Additionally, by understanding employee conditions in remote work environments and using this information for follow-up, we achieve early care. These data infrastructure and visualization systems have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

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

Consultation on project-related concerns

Health care

Published on Salesforce's case study page

株式会社フレクト

リモートワーク環境でも社員の少しの変化を可視化できるシステムを稼働

社員の心の健康を守り生き生きと働けるよう、「事が起きたら迅速に対処する」やり方を一歩進め、「事が起こる前に気づいて社員に寄り添う」仕組みを構築

ストーリーをシェア

使用製品
SALESFORCE PLATFORM
DATA CLOUD

背景となる情報

株式会社フレクト（以下、フレクト）は、クラウドの先端テクノロジーとデザインで企業の「攻め」のDXを支援する、

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 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

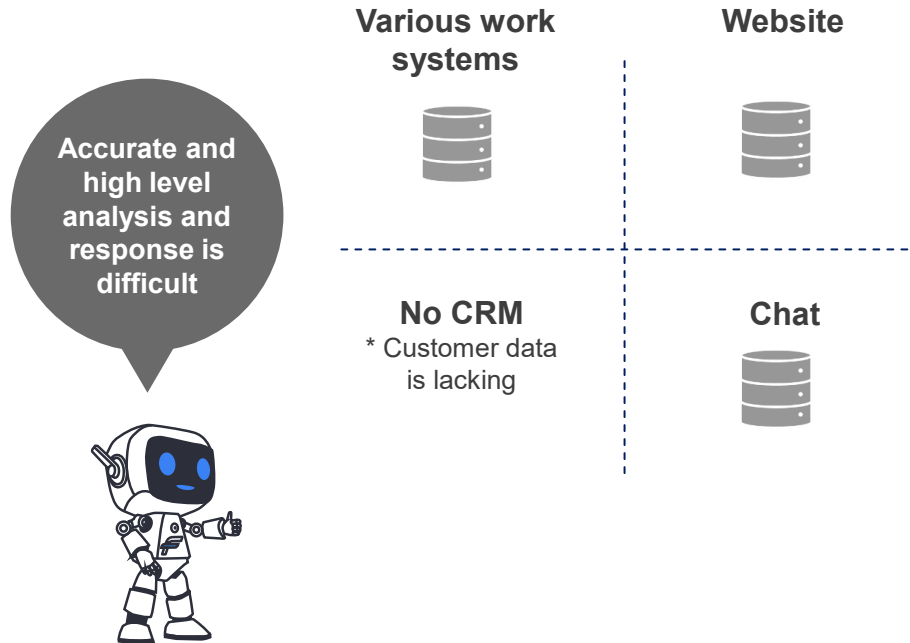**Masters program in information engineering**

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.

50

Building AI-ready systems maximizes the effectiveness of AI utilization

The centralized management of data can be raised as one of the important points for maximization of the effectiveness of AI utilization. This is because there are cases in which it is difficult for AI to provide an accurate and sophisticated analysis and response when data is dispersed, insufficient, or not organized, and it does not demonstrate sufficient effects. API coordination, which connects all systems and gathers data, is also an important point in the realization of centralized data management.
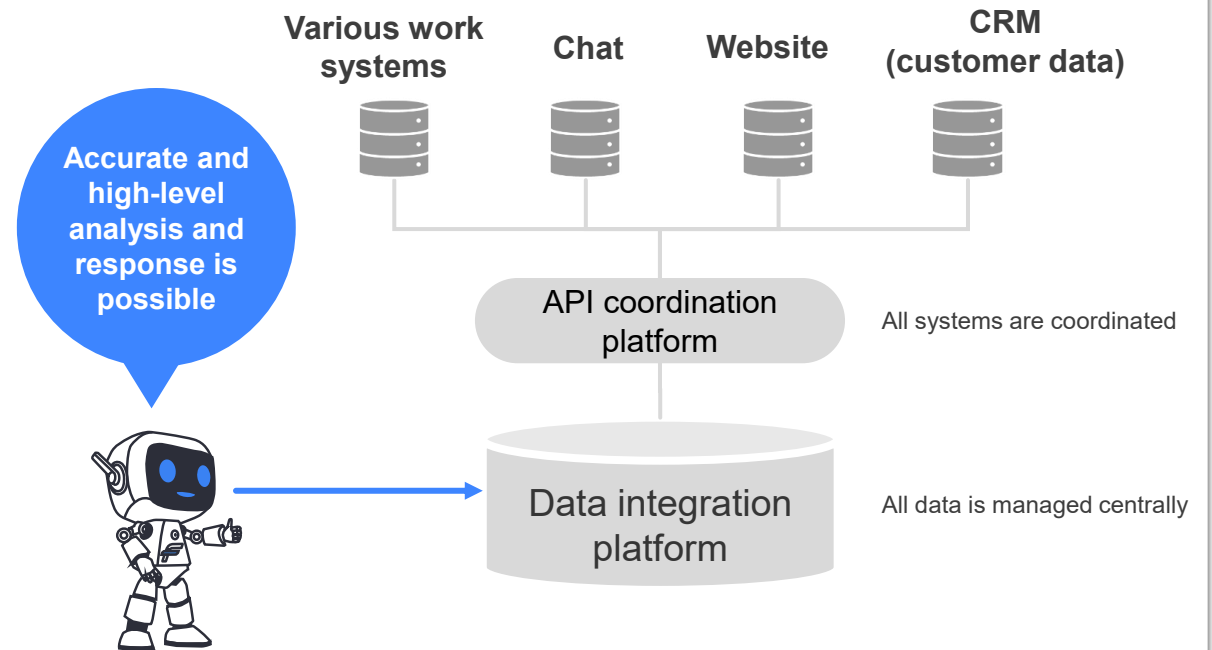

Not AI-ready state

Data is dispersed, missing, or not coordinated

Accurate and high level analysis and response is difficult

Various work systems

Website

No CRM
* Customer data is lacking

Chat

AI agent (digital labor)

AI-ready state

All data is managed centrally and coordinated

Accurate and high-level analysis and response is possible

Various work systems   **Chat**   **Website**   **CRM (customer data)**

API coordination platform — All systems are coordinated

Data integration platform — All data is managed centrally
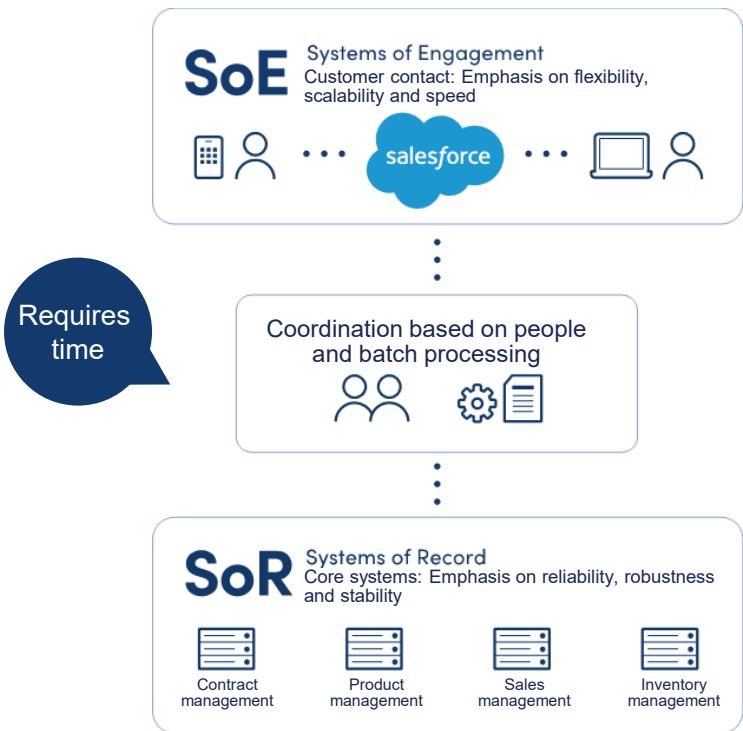
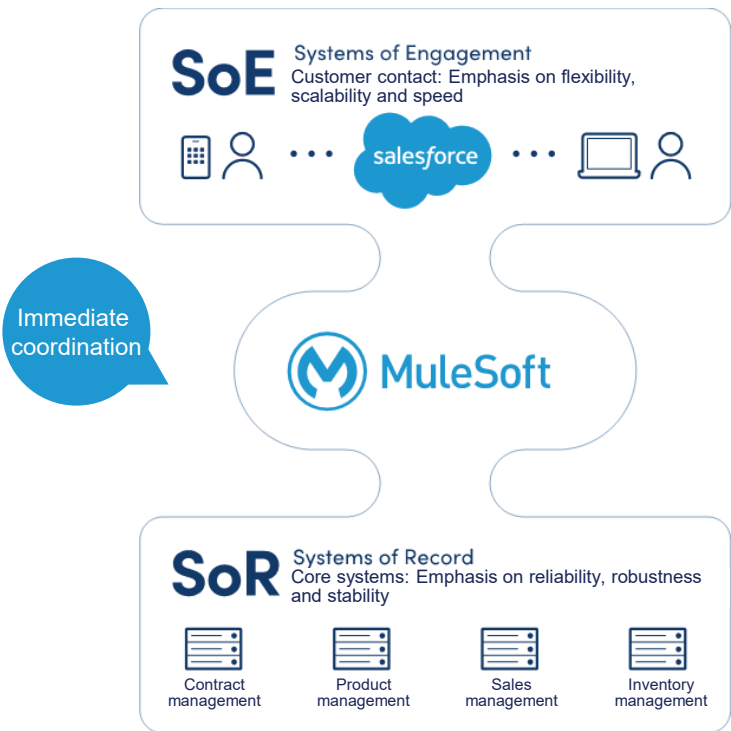AI agent (digital labor)

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
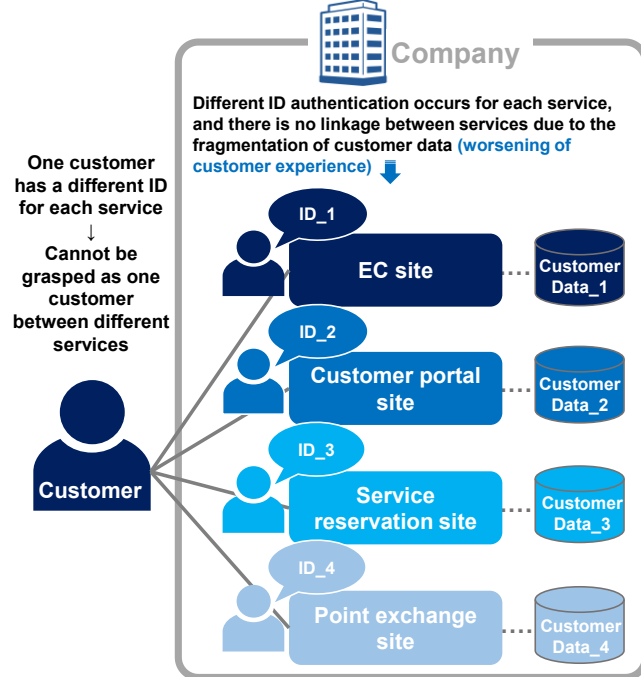
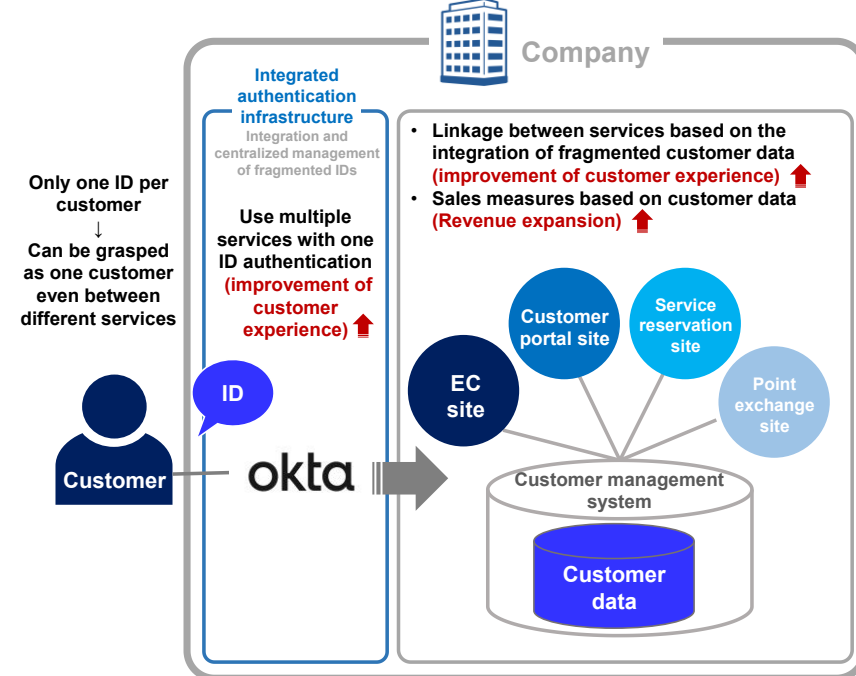# Okta ID integration platform

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

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

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)

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

Customer — ID — okta →

EC site
Customer portal site
Service reservation site
Point exchange site

Customer management system
Customer data

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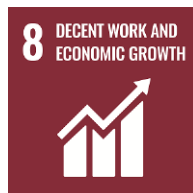
Technology innovation
- Research and development of advanced cloud technologies, social implementation of technological innovation through DX support for companies

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

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

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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