Presentation Material

Fiscal Year Ended December 2025

kubell Co., Ltd. (TSE Code：4448)

February 13, 2025

Highlights

Achieved revised forecasts for both sales and all kinds of profits

Although the initial forecast was revised, the revised earnings forecast was achieved, with profits in particular exceeding the forecast by a large margin.

••••••• P.15

Full-year revenue for the BPaaS domain surpassed JPY 1.0 bn

Grown into a second core pillar alongside Chatwork in just two years since the service launch in 2023.

••••••• P.15

FY2026 earnings forecast: Revenue +13% or more YOY, EBITDA JPY 1.5 bn or more

Re-accelerating the revenue growth rate and sustaining growth in both revenue and profit

••••••• P.4

Accumulating M&A results and becoming an important growth strategy

Accumulated expertise and established a structure capable of exploring and executing further M&A opportunities.

••••••• P.9–12

KPI Highlights

Total

ARR
9.55BN
(+14.6% YoY)

Number of Client Companies
974K
(+9.9% YoY)

SaaS Domain

ARR*1
8.08BN
(+6.6% YoY)

Number of Registered IDs of Chatwork
8.06MN
(+9.3% YoY)

Number of Paying IDs of Chatwork
838K
(+6.3% YoY)

Chatwork ARPU*3
JPY730.3
(-0.2% YoY)

BPaaS Domain

ARR*2
1,470MN
(+93.3% YoY)

Revenue
418MN
(+83.5% YoY)

*1 ARR of businesses and services related to monthly billing models through software. Stock-based revenue about SaaS domain for this quarter×4
*2 ARR of Businesses and services related to a business model for realizing BPO online. Stock-based revenue about BPaaS domain for this quarter×4
*3 Average unit price per Chatwork paying ID（Average Revenue Per User）

Forecast for FY 2026

- Targeting consolidated revenue growth of +13% or more YoY and EBITDA of JPY 1.5 bn or more for FY2026
- Re-accelerate the revenue growth rate and sustain growth in both revenue and profit by further expanding the business chat foundation, scaling the BPaaS business, and improving profitability.

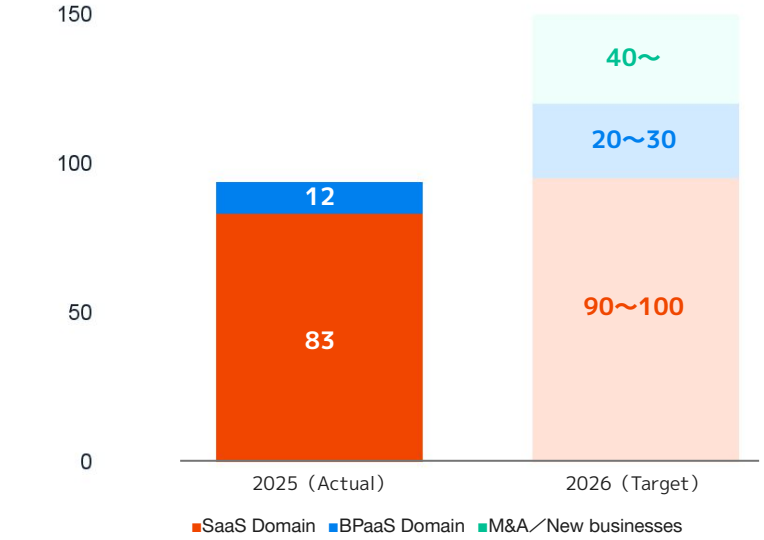
Forecast for FY 2026	
Revenue	+ 13%YoY~
EBITDA	JPY 1.5bn~

Relationship between Earnings Forecast and Medium-Term Management Plan

- FY2026 marks the final year of the Medium-Term Management Plan, with targets set at revenue of JPY 15.0 bn and EBITDA of JPY 1.5–2.25 bn (EBITDA margin of 10–15%)
- While these targets remain unchanged, given that they include a certain level of uncertainty regarding M&A and new businesses, we have decided not to incorporate these factors into the earnings forecast
- Achieved Medium-Term Management Plan EBITDA margin target one year ahead of schedule and will continue to sustain EBITDA growth this fiscal year.

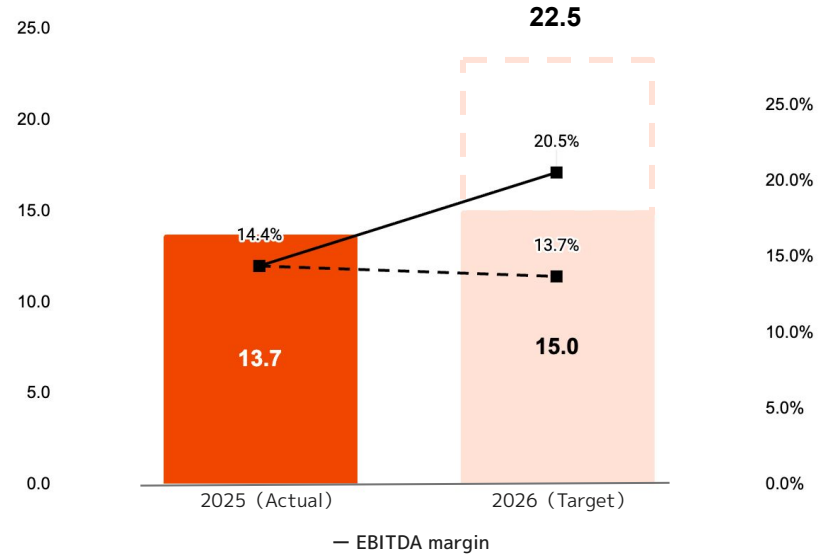
Breakdown of Revenue Target

Unit：JPY 100mn



EBITDA Target

Unit：JPY 100mn



Review of the Current Mid-Term Management Plan Period and Initiatives from FY2026

- Chatwork is growing steadily, but in order to further accelerate its growth rate, we have strengthened its development structure. Significant progress has been made in improving the development process.
- Successfully launched the BPaaS domain, which will become a new pillar of our business. Sales growth and expansion have progressed, but profit generation and synergy with Chatwork remain challenges.

Review through FY2025

Strengthening the development structure

Appointed a CTO and CPO in July 2025 to strengthen Chatwork's PLG promotion structure. Strategic functional development is progressing smoothly.

Successful launch of the BPaaS domain

It has grown at a rate exceeding +80% YoY, reaching sales of 1 billion yen in FY25, becoming the second pillar of the business.

Profit generation on BPaaS domain

With an eye on the coming AI era, we aim to maximize the total volume of work we handle, and as a result, profit-making strategies such as efficiency are being prioritized.

Creation of cross-business synergies

Chatwork's BPaaS proposals to customers have become a stable process. Deep integration as a product has not yet been promoted.

Initiatives from FY2026 Onward

All departments

Strong promotion of AI utilization

Improve productivity by fully utilizing AI across all operations, from product development to internal operations.

Chatwork

Product-led growth

Concentrate investment in product-centered PLG to further enhance platform value.

BPaaS

Margin improvement through standardization and AI promotion

Establish a business model that ensures high profit margins while maintaining the same sales growth rate

New Business

Continuous creation of new businesses

Business areas that are compatible with Chatwork have been selected, and we are focusing on launching multiple businesses.

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Full Year of FY2025 Results

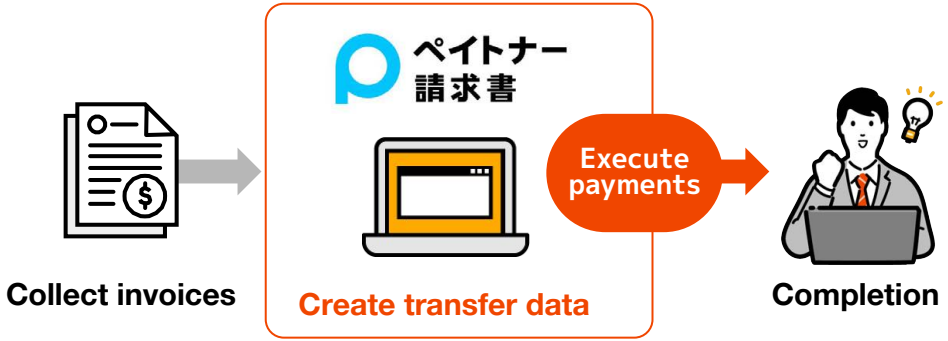
01 | Major Topics

kubell

Topic 1: Acquisition of Paytner Invoice Business

- Acquired the "Paytner Invoice" business operated by Paytner Co., Ltd. (hereinafter "Paytner") through an absorption-type split in February 2026. Paytner Invoice is a cloud-based invoice processing service for corporations that automates not only invoice collection and management but also payment scheduling and execution in an integrated manner.
- We entered into a capital alliance with Paytner via CVC in December 2022, and the business transfer was carried out after fully confirming the synergies.
- The impact of this transaction on the earnings for FY2026 is negligible.

Overview of Paytner Invoice Business



- A service that reduces accounting tasks by centralizing invoice "collection" and "management" and automating "transfers."
- Customers are primarily SMEs and startup companies that do not have dedicated accounting personnel.

Objectives and Synergies

Service Expansion

- Acquisition of capabilities related to Fintech*
- Strengthening support for accounting DX

Expansion of Revenue Opportunities

- Improved marketing efficiency through cross-selling to existing Chatwork customers
- Operational efficiency improvement through integration into BPaaS business operations

* A coined term combining Finance and Technology, representing new financial services and business domains that utilize technology. It refers to systems that make payments, remittances, asset management, etc., more convenient and user-friendly.

Topic 2: kubell storage Co., Ltd. Becomes a Wholly-owned Subsidiary

- On December 19, 2025, we decided to acquire 100% of the shares of kubell storage Co., Ltd., which was established as a joint venture with Startia Raise Co., Ltd. and was our consolidated subsidiary, making it a wholly-owned subsidiary.
- Simultaneously, we commenced a business alliance with the Startia Holdings Group. We aim to expand our customer base among mid-tier companies and SMEs.

Background and Objectives of This Transaction



JV Establishment

Established joint venture in July 2021 (now kubell storage Co., Ltd.), entered the cloud storage business

Succeeded in a smooth launch by leveraging the expertise of both companies.



Changes in the Business Environment and Review of Capital Structure

- Product development progressed, increasing the probability of business growth.
- Discussions were held regarding making the company a wholly-owned subsidiary to further accelerate growth through faster decision-making and strengthened collaboration within the kubell Group.



Strengthening Relationships through Share Transfer and Business Alliance

- Both companies will continue to share the common strategy of "providing BPaaS to mid-tier companies and SMEs" even after the share transfer.
- Intending to expand the customer base by combining the strengths of both parties.

Aiming for further growth through the maintenance and development of the excellent relationship built over more than four years.

Topic 3-1: M&A Strategy

- Business growth through M&A has long been an important growth strategy, and we will continue to actively promote it.
- The two major themes are promoting the super app concept to expand products using Chatwork as a platform, and rolling up BPO companies to expand the scale of BPaaS.

Promotion of the Super App Concept



Expected targets: Operators providing products and services that promote DX for SMEs, such as SaaS vendors.

Acquisition of BPO Operators

kubell ← BPO Operators

Expected targets: Operators with strengths in professional areas such as online assistants, accounting, and the HR and personnel management domain.

Constantly exploring opportunities and aiming for discontinuous growth.

Topic 3-2: M&A Track Record

- The track record for business growth has been steadily built up, including the two recent cases disclosed in Topics 1 and 2.
- Moving forward, we will continue to pursue discontinuous growth by combining appropriate methods such as M&A and alliances.

	kubell storage	MINAGINE	startia holdings	kubell storage	Paytner
Timing	July 2021	January 2023	December 2025		February 2026
Method	51% acquisition (JV establishment)	M&A	Business alliance	100% subsidiarization	Business transfer
Domain	Super App concept	BPaaS	BPaaS	Super App concept	Super App concept / BPaaS

Full Year of FY2025 Results

02 | FY2025 Results

kubell

Results Highlights (Q4)

- Revenue trended steadily, increasing 12.9% YoY.
- In addition to revenue growth, improved profit margins led to a significant increase in EBITDA of 79.4% YoY.

Unit：JPY mn	Q4 '24 (Same period last year)	Q3 '25 (Previous period)	Q4 '25 (Actual)	YoY	QoQ
Revenue	2,286	2,416	**2,581**	+12.9%	+6.8%
SaaS Domain	2,058	2,106	**2,162**	+5.1%	+2.7%
BPaaS Domain	227	309	**418**	+83.5%	+35.3%
Gross profit	1,580	1,731	**1,845**	+16.8%	+6.6%
Gross margin	69.1%	71.7%	**71.5%**	+2.4pt	-0.2pt
EBITDA	245	352	**440**	+79.4%	+24.9%
EBITDA margin	10.7%	14.6%	**17.1%**	+6.4pt	+2.5pt
Operating profit	-87	127	**210**	-	+65.7%
Operating margin	-	5.3%	**8.2%**	-	+2.9pt
Ordinary profit	-94	119	**206**	-	+0.7pt
Profit attributable to owners of parent	-1,307	59	**170**	-	+183.6%

*1 EBITDA is calculated by adding operating profit, depreciation and amortization expenses, and share-based payment expenses.

Results Highlights (Full Year)

- Driven by revenue growth and cost control, EBITDA, operating profit, and ordinary profit all surpassed the upwardly revised earnings forecasts.

Unit：JPY mn	FY24 (Last year)	FY25 (Actual)	Same period YoY	Forecast	Actual vs. Forecast
Revenue	8,470	**9,529**	+12.5%	9,485	100.5%
SaaS Domain	7,800	**8,337**	+6.9%	-	-
BPaaS Domain	670	**1,191**	+77.8%	-	-
Gross profit	5,843	**6,603**	+13.0%	6,469	102.1%
Gross margin	69.0%	**69.3%**	+0.3pt	68.2%	+1.1pt
EBITDA	856	**1,371**	+60.0%	1,310	104.7%
EBITDA margin	10.1%	**14.4%**	+4.3pt	13.8%	+0.6pt
Operating profit	96	**485**	+400.8%	431	112.5%
Operating margin	1.1%	**5.1%**	+4.0pt	4.5%	+0.6pt
Ordinary profit	75	**458**	+506.9%	404	113.4%
Profit attributable to owners of parent	-1,172	**215**	-	75	286.7%

Segment Information

- Starting with the disclosure for fiscal year 2025, segment information will be revised and changed to "Platform Business", divided into "SaaS Domain" and "BPaaS Domain"
- Clarify the profitability of each business by clearly indicating the stock-based[*1] and flow-based[*2] revenue models in each domain

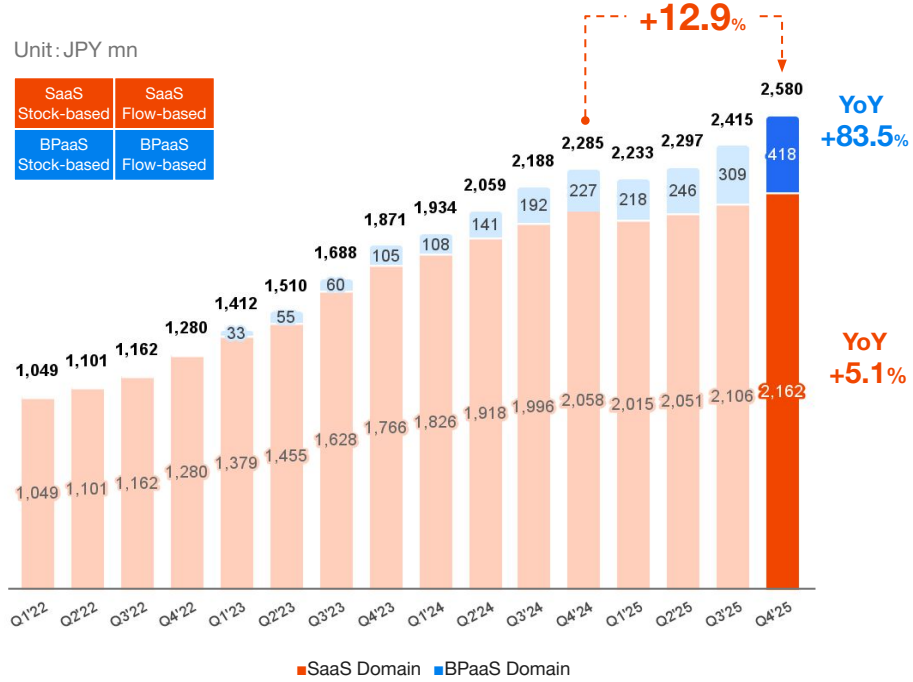
			Stock-based	Flow-based
Platform Business	SaaS Domain	Businesses and services related to monthly billing models through software	• Chatwork • Chatwork Storage • Chatwork Attendance Management System • Chatwork Personnel Evaluation System	• Chatwork advertisements and sending customers • Chatwork others • SaaS others （Inistial cost, Issuance fee, Equipment sales） • Constructing and Operating of Chatwork Personnel Evaluation System （Initial cost, consulting）
	BPaaS Domain	Businesses and services related to a business model for realizing BPO online	• TAXITA • Chatwork Personnel Management	• Chatwork Personnel Management （Initial cost, Year-end adjustment）

*1 A business model that generates stable revenue through continued use by customers, such as subscriptions (monthly/yearly charges).
*2 A business model that earns revenue from one-off or occasional transactions.

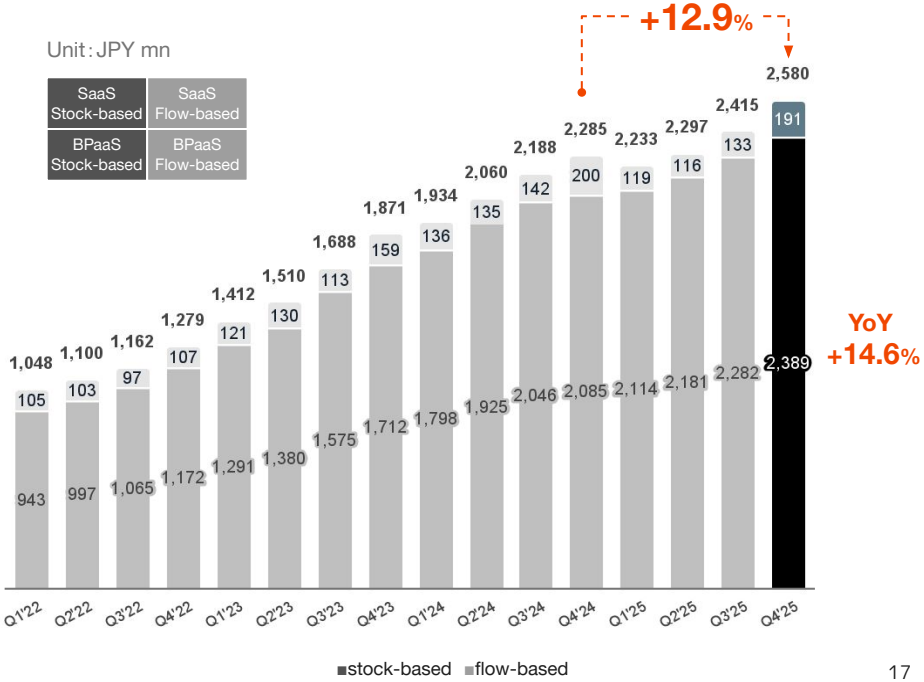
Revenue

- SaaS domain revenue continued to grow steadily, up 5.1% YoY.
- BPaaS domain revenue maintained a high growth rate of 83.5% YoY, strongly driving company-wide growth.
- Stock-based revenue, which accounts for 95% of total revenue, increased steadily by 14.6% YoY, contributing to overall revenue stability.

Revenue by domain



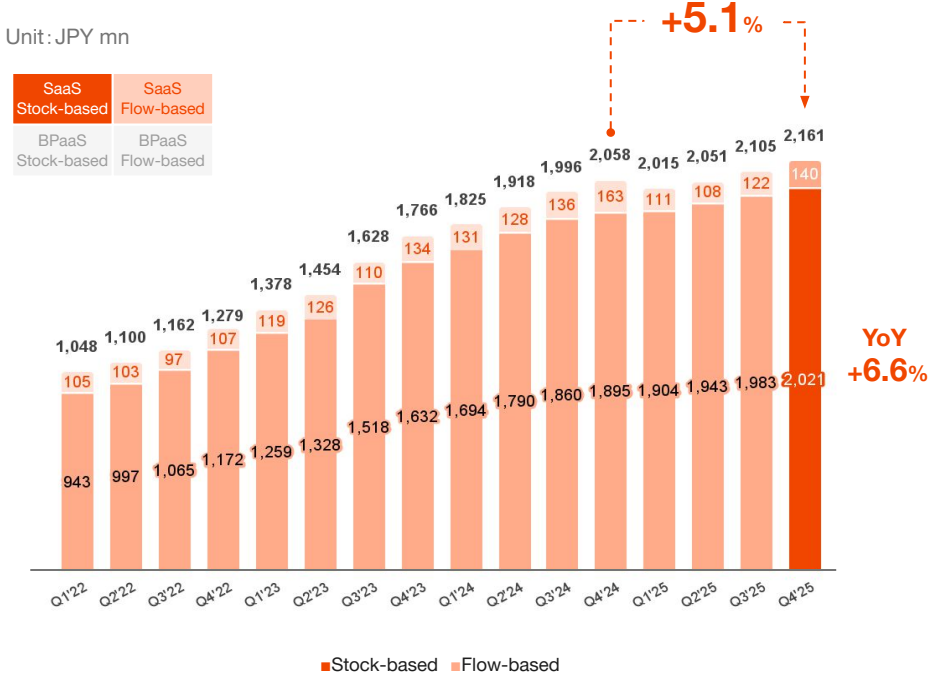
Revenue by monetize model



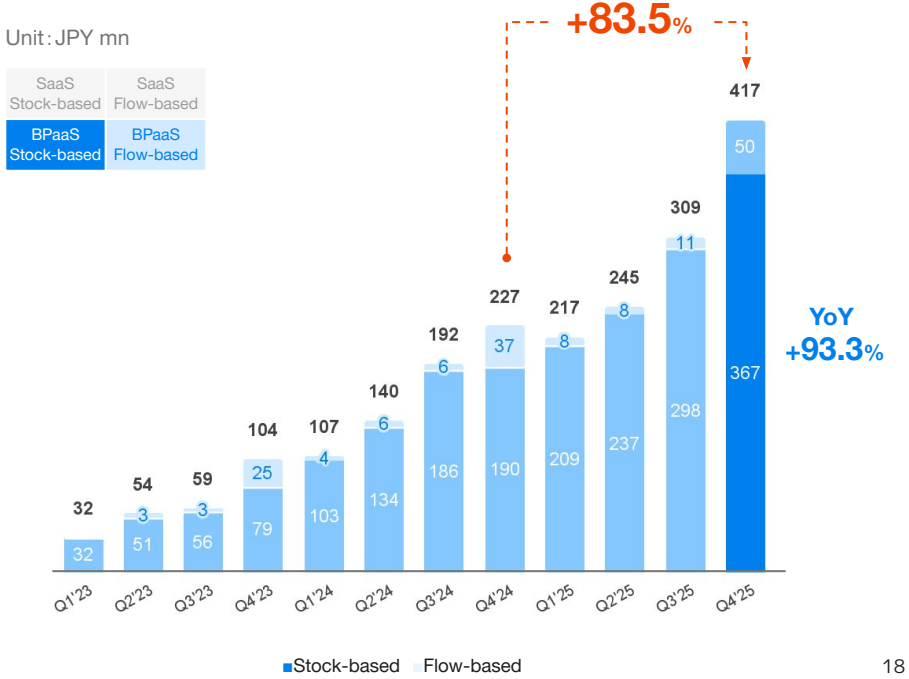
Revenue by Domain

- Stock-based revenue on SaaS domain increased steadily by 6.6% YoY.
- Stock-based revenue on BPaaS domain maintained a high growth rate of 93.3% YoY.

SaaS Domain Revenue by monetize model



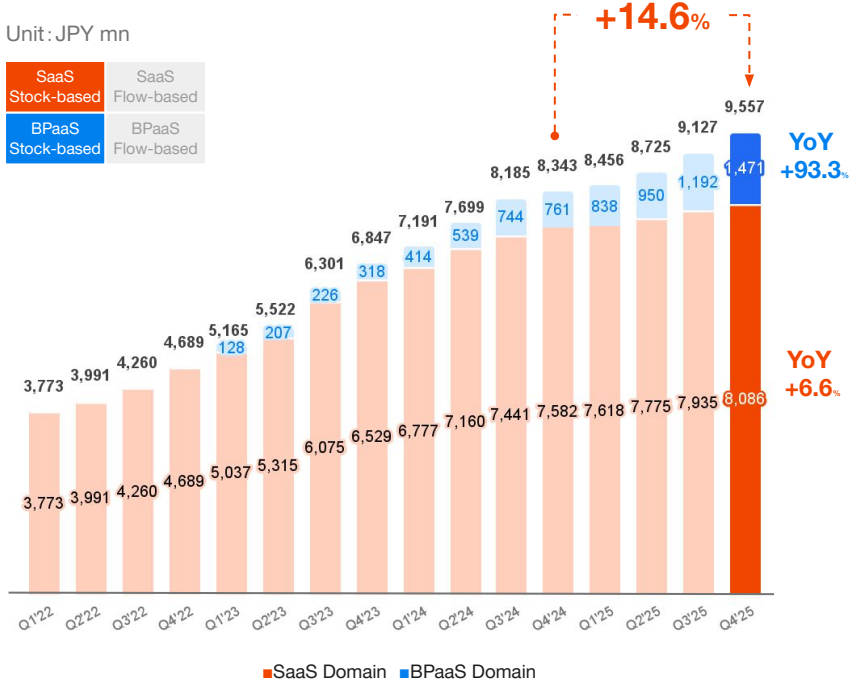
BPaaS Domain Revenue by monetize model



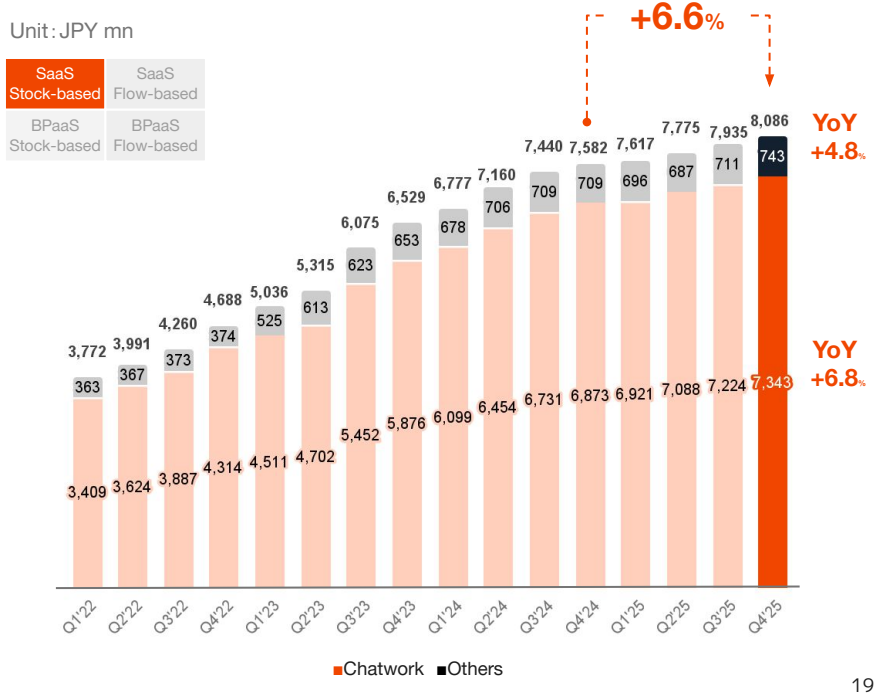
ARR

- ARR continues to grow steadily, up 14.6% YoY.
- ARR on BPaaS domain maintains a high growth rate of 93.3% YoY.

ARR by Domain



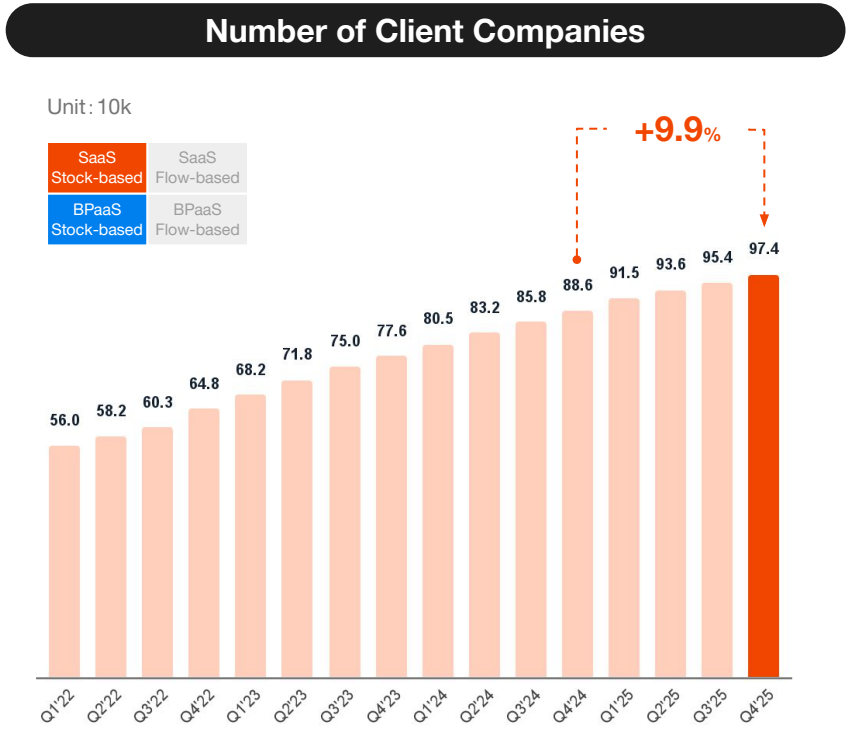
ARR on SaaS Domain（Chatwork/Others）



*1 Annual recurring revenue from business chat, cloud storage, attendance management/HR evaluation systems, and subscription services related to BPaaS

Number of Client Companies

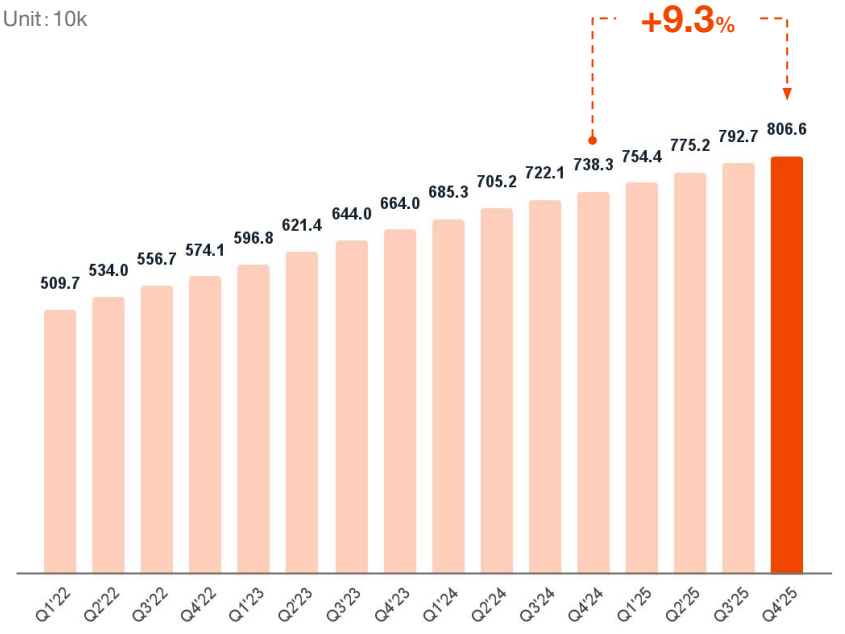
- Number of client companies has reached 974,000, up 9.9% YoY, the platform's scale has steadily expanded.



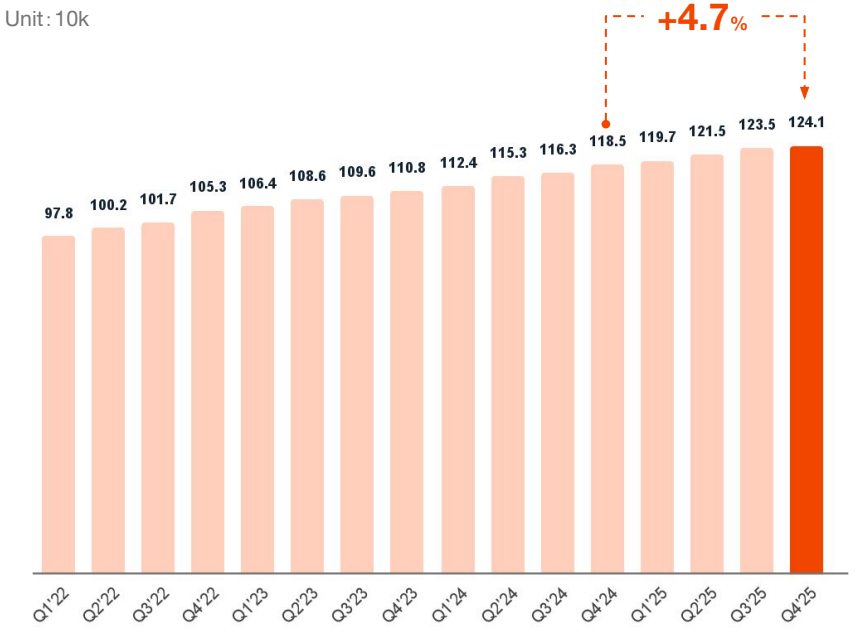
Chatwork Number of Registered IDs / DAUs

- The number of registered IDs expanded steadily to 8.066 million IDs, an increase of 9.3% YoY.
- DAU also increased 4.7% YoY, and steady expansion in usage continues.

Number of Registered IDs



Chatwork DAUs*1

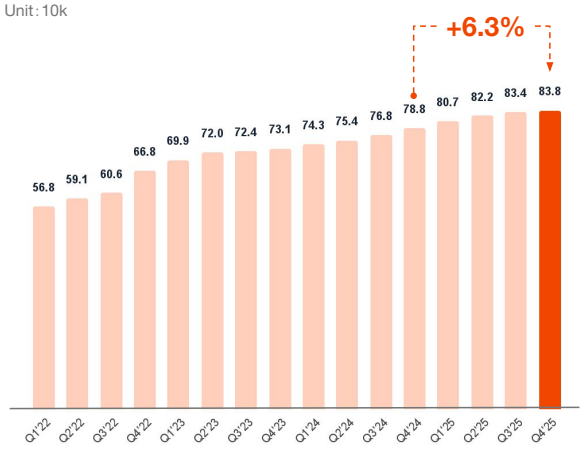


*1 Median number of service users per day (Daily Active User) weekdays excluding weekends and holidays

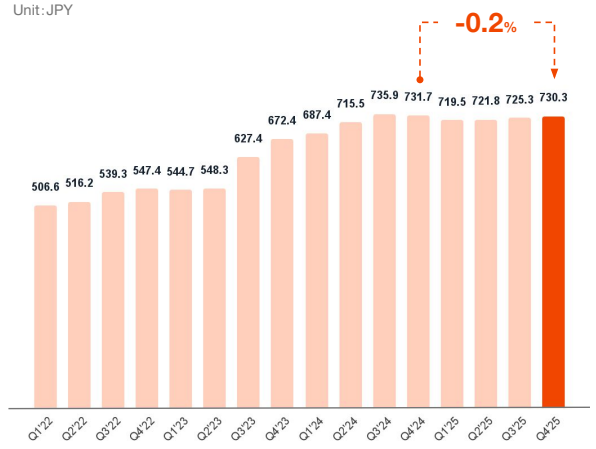
Chatwork Number of Paying IDs / ARPU / Churn Rate

- The number of paying IDs trended steadily to 838,000 IDs, up 6.3% YoY.
- ARPU was JPY 730.3, down 0.3% YoY. This was primarily due to an increase in contracts for the relatively lower-priced Business Plan. We aim to improve ARPU by implementing measures such as strengthening sales of the high-unit-price Enterprise Plan and managing discounted contracts.
- The churn rate of paying IDs rose slightly to 0.94%. This was due to a large-scale customer cancellation and is considered a temporary occurrence.

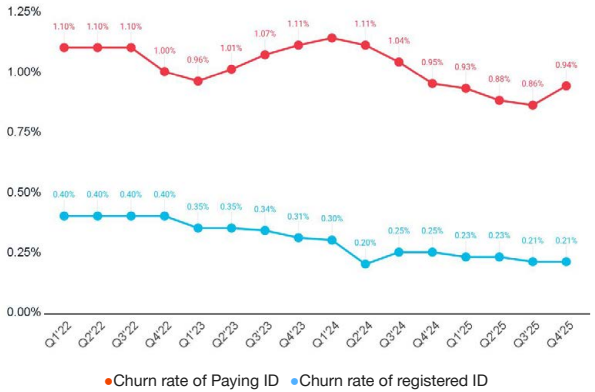
Chatwork Number of Paying IDs



Chatwork ARPU*1



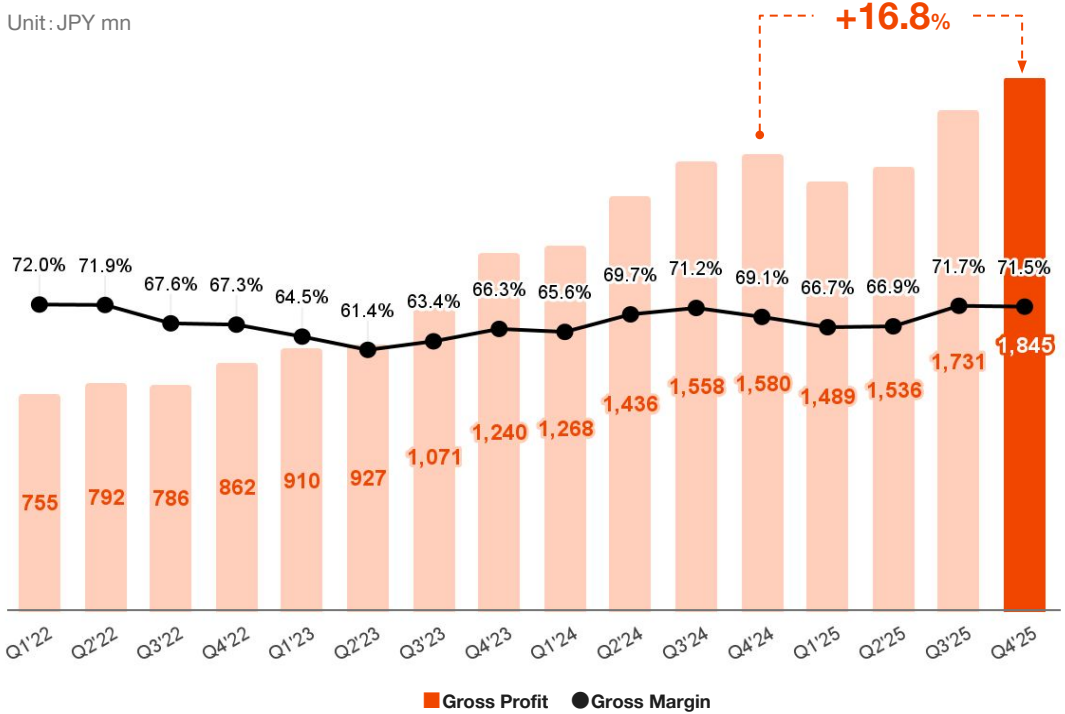
Chatwork Churn Rate



*1 Average revenue per user for paid Chatwork services.

Gross Profit / Gross Margin

- Gross profit increased steadily to JPY 1,845 million, up 16.8% YoY, in line with revenue growth.
- Gross margin remained stable at 71.5%, continuing to maintain a steady level from the previous quarter.

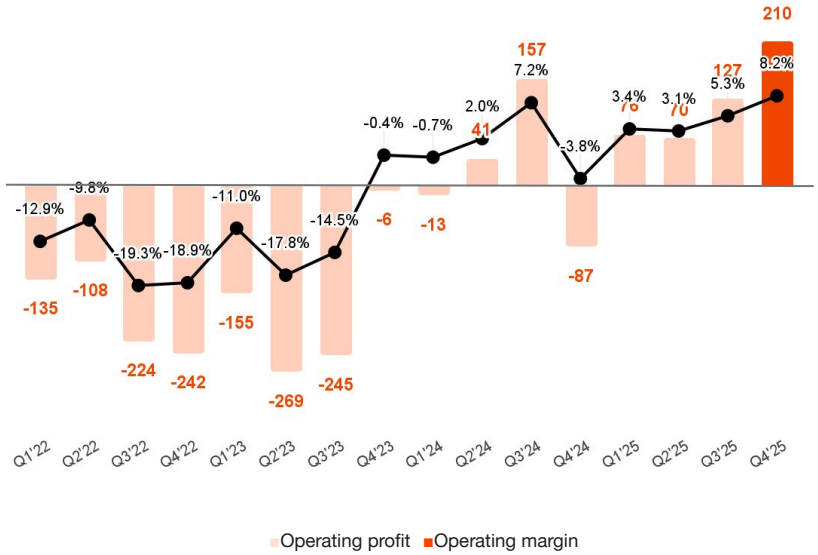


Operating profit/loss and EBITDA

- Operating profit reached JPY 210 million, maintaining an upward trend as a result of cost structure optimization, primarily in advertising and outsourcing expenses.
- EBITDA increased to JPY 440 million with an EBITDA margin of 17.1%, surpassing the 10-15% target range for 2026 set out in the Medium-Term Management Plan.

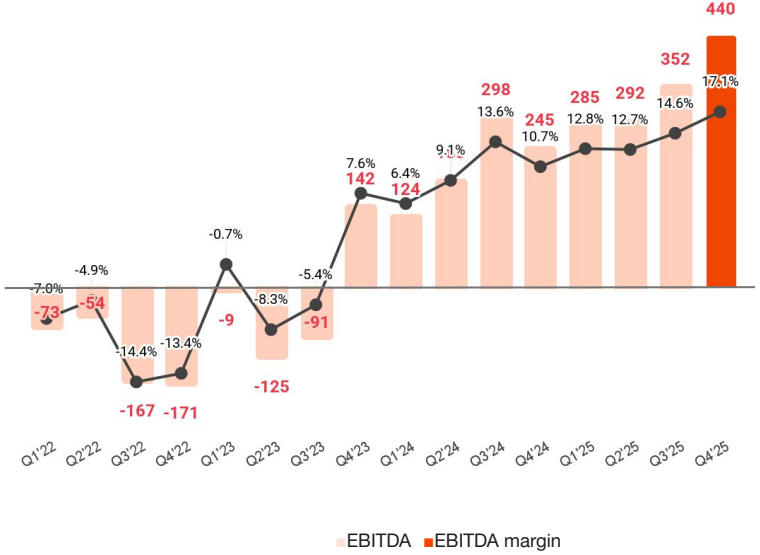
Operating Profit

Unit：JPY mn



EBITDA

Unit：JPY mn

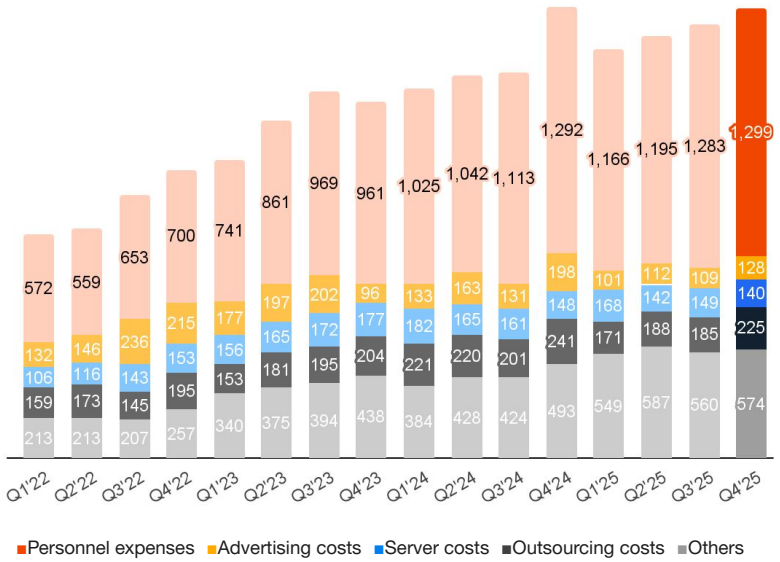


Expenses

- Personnel expenses increased due to an increase in the number of operators in line with the expansion of BPaaS sales. This trend is expected to continue at a similar pace in the future.
- Advertising expenses and outsourcing expenses reached low levels as a percentage of revenue due to ongoing efficiency improvements.

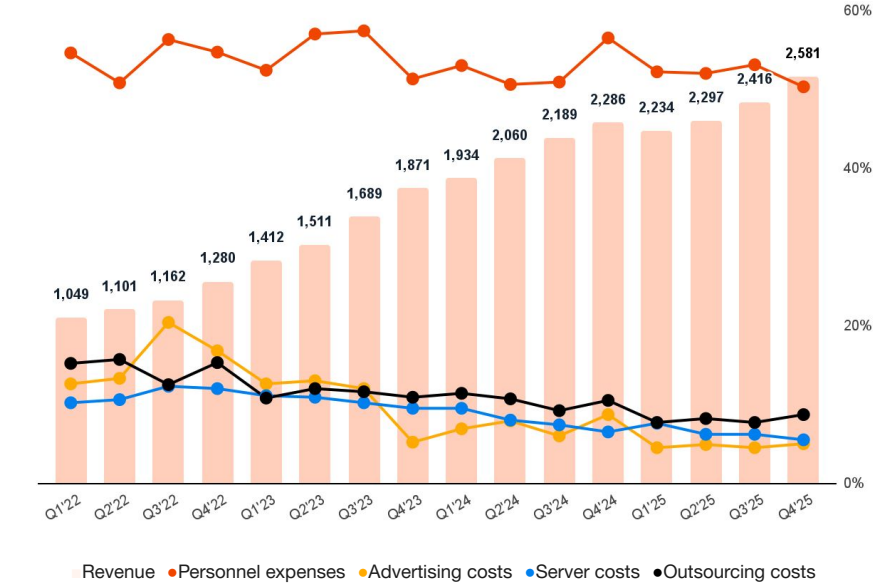
Cost Structure

Unit : JPY mn



Cost Ratio to Revenue

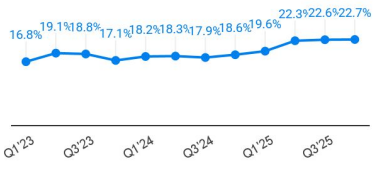
Unit : JPY mn



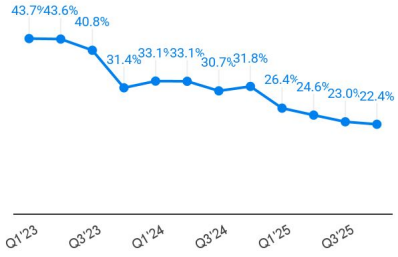
Expenses to Revenue Ratio

- The Direct Cost ratio increased slightly from the previous quarter due to the strengthening of the BPaaS service delivery system and an increase in the number of operators.
- The S&M expense ratio further decreased from the previous quarter due to the control of labor and recruitment costs.

Direct Cost*1



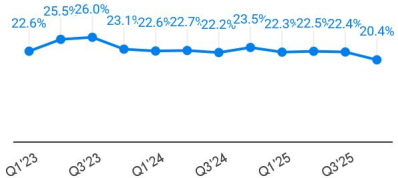
S&M*2



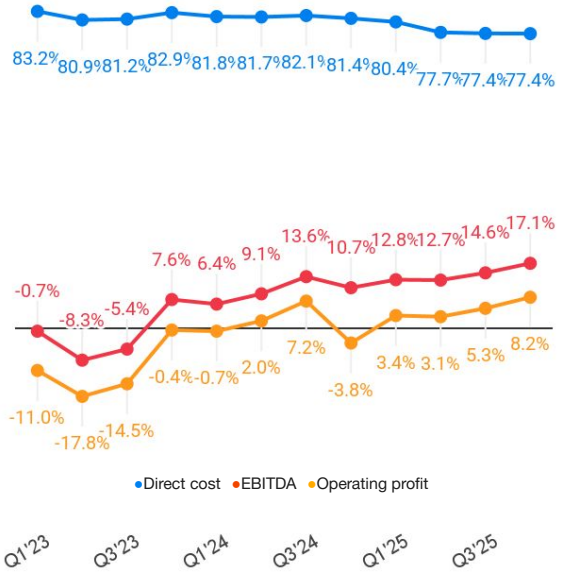
R&D*3



G&A*4



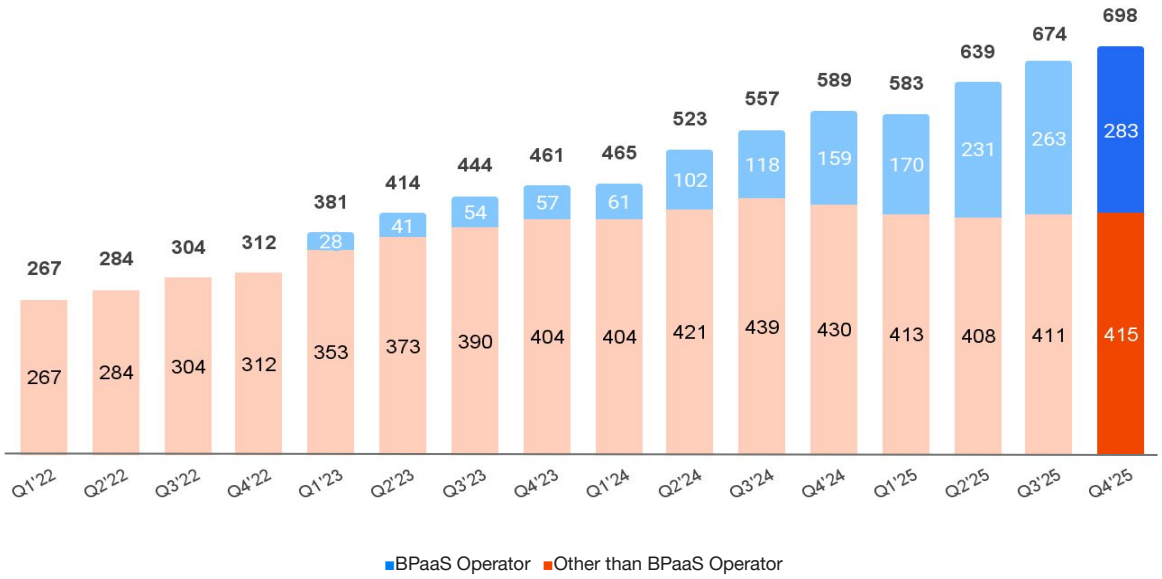
Direct Cost, EBITDA, Operating Profit



*1 The total cost of sales based on management accounting, excluding depreciation expenses, including server costs, transaction fees, and personnel expenses related to BPaaS operators and customer support.
*2 Sales and Marketing ratio. It refers to the total sales and marketing expenses under management accounting, excluding depreciation expenses, including promotional costs, personnel expenses for sales staff, and related expenses.
*3 Research and Development ratio. It refers to the total R&D expenses under management accounting, excluding depreciation expenses, including personnel expenses for engineers involved in service development and related costs.
*4 General and Administrative ratio. It refers to the total G&A expenses under management accounting, excluding depreciation expenses, including personnel expenses and related costs for corporate departments.

Number of Employees

- The number of employees for the entire group increased by 24 from the previous quarter. This was due to an increase in operators in line with the expansion of the BPaaS business, which is a growth driver.
- Recruitment of BPaaS operators is progressing smoothly as planned in line with revenue expansion. While continuing recruitment to support future business growth, we are also actively working to improve productivity through the use of AI and standardization of business processes, aiming to build a highly profitable business model.



* Starting this quarter, we have changed the method for obtaining personnel data for BPaaS operators, and the change will be applied retroactively.

Full Year of FY2025 Results

03 | Business Overview

Company overview

Company Name
kubell Co., Ltd.

CEO
Masaki Yamamoto

Group Number of Employees
698 (December 2025)

Locations
Tokyo, Osaka

Established
November 11, 2004



MISSION

Making work more fun and creative

People spend over half their lives working.
That time is not just for earning money.
We help companies create environments that enable as many employees as possible to enjoy their work more and express their creativity fully and freely.



VISION

Empowering everyone to work a step ahead

We want to provide a better way to work for diverse people around the world, whether IT-savvy or not, regardless of their industry, age or gender. Rather than racing forward, we keep one step ahead, making it easy for anyone to join. That's how we can update working life worldwide.



Expanding the World of Work 4.0

Work 1.0	Work 2.0	Work 3.0	Work 4.0
Working to eat	**Working for protection**	**Working for money**	**Working for fun**
Primitive Era Life revolved around hunting, farming, and finding ways to secure food. In this era, to work simply meant to survive—to acquire food.	**Warring States Era (Japan)** Life centered on protecting one's village or domain—loyalty to the community was paramount. In this era, to work meant to fight.	**Capitalist Society** Work became a means to sustain a stable life—labor in exchange for income. To work was to earn a living.	**Creative Society** Work becomes an act of joyful creation—aimed at enriching society. To work is to create value.
			

kubell's target

Our mission is to bring Work 4.0 to more people and advance the evolution of work

Our Business

- Operating the business of Japan's largest business chat, 'Chatwork'.We are a pioneer in business chat, with the largest number of users in Japan[*1] and adoption by more than 973,000 companies[*2].
- Utilizing our extensive customer base and platform, BPaaS, which is a cloud service that provides digitized business services themselves.

Business Chat 'Chatwork'



Chatwork

- **Number of domestic users :No.1[*1]** 97% of paying users are SMEs
- **Number of client companies :Accounts for 1/5 of Japan, over 973,000[*2]**
- **Number of users :8,060,000**
- **A platform used daily by people in all industries and all occupations**

BPaaS 'TAXITA'

Promoting DX by accepting work via chat



Business Agency



Chatwork

Thoroughly utilize AI and SaaS

- Accounting
- Recruitment
- HR
- Sales Office

タクシタ Chatwork アシスタント Powered by タクシタ	Supports a wide range of tasks including accounting, general affairs, and clerical work
Chatwork 労務管理 Powered by MINAGINE MINAGINE 給与計算アウトソーシング	Supports highly specialized tasks such as personnel management

*1 Nielsen NetView Customized Report, July 2025: Monthly Active User (MAU) Survey. kubell Co., Ltd. selected 44 services for this survey, including Chatwork, Microsoft Teams, Slack, and LINE WORKS.
*2 As of December2025

Business Overview

Other Businesses

Chatwork 勤怠管理 Powered by MINAGINE / MINAGINE 勤怠管理

HR professionals provide hands-on support to achieve flawless, compliant attendance management.

Chatwork Attendance Management is a cloud-based system that enables centralized management of time tracking, work hour aggregation, and various leave requests. It offers robust features such as capturing PC log data and preventing time record tampering, helping protect companies from a wide range of labor-related risks.

Chatwork ストレージ Powered by セキュア SAMBA / セキュア SAMBA

The online storage solution suited for Chatwork users

Chatwork Storage is a cloud storage service that allows easy file sharing anytime, anywhere, as long as an internet connection is available. It supports secure information sharing both inside and outside the company, and helps improve operational efficiency through organized document management.

Chatwork DX相談窓口

Dedicated DX advisors provide support for optimal digital transformation initiatives

The Chatwork DX Consultation Desk introduces services that help streamline business operations at every stage, specifically for SMEs facing challenges in promoting DX. Dedicated DX advisors conduct consultations and propose the most suitable services based on each company's needs.

Chatwork 人事評価 Powered by MINAGINE 人事評価

Providing everything needed to successfully implement a personnel evaluation system

Chatwork HR Evaluation is a support service for building and operating personnel evaluation systems, offering only the truly necessary features at a reasonable price point. Clients can flexibly select from a range of options according to their needs, including operational support and the introduction of cloud systems to streamline management.

Chatwork 広告

An advertising medium optimized for SMEs

Chatwork Advertising allows you to directly reach SMEs through the Chatwork platform, which they use daily. You can target by industry and company size, enabling efficient brand awareness building and lead generation.

Chatwork 法人登記 Powered by GVA 法人登記

Quick processing in spare time; easy registration without visiting the Legal Affairs Bureau

"Chatwork Corporate Registration" is an online commercial registration service supporting document preparation and mail-in applications for stock companies and LLCs. Simply fill in the required fields to easily generate documents for change registration.

Milestones to Date

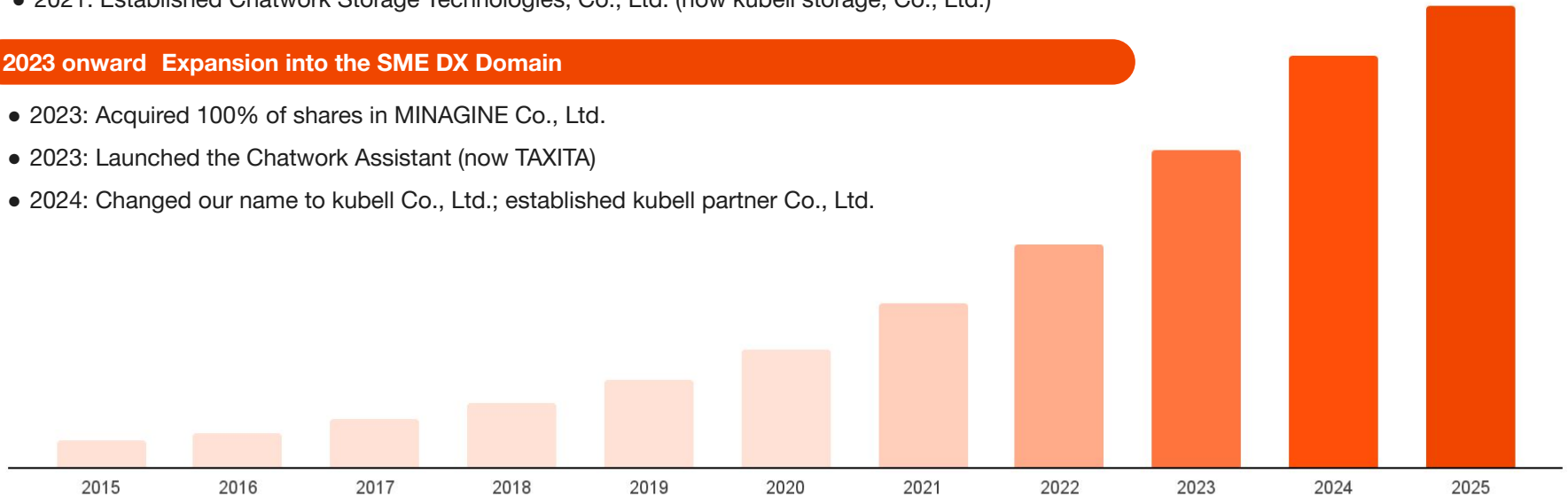
2015–2021 Fundraising and Growth of Business Chat Operations

- 2011: Chatwork released
- 2015–2016: Raised a total of JPY 1.8 billion
- 2019: Listed on the Tokyo Stock Exchange Mothers Market (now Growth Market)
- 2021: Conducted a public offering through an overseas placement, raising approximately JPY 2.0 billion
- 2021: Established Chatwork Storage Technologies, Co., Ltd. (now kubell storage, Co., Ltd.)

2023 onward Expansion into the SME DX Domain

- 2023: Acquired 100% of shares in MINAGINE Co., Ltd.
- 2023: Launched the Chatwork Assistant (now TAXITA)
- 2024: Changed our name to kubell Co., Ltd.; established kubell partner Co., Ltd.

Consolidated revenue:
JPY 9,529million

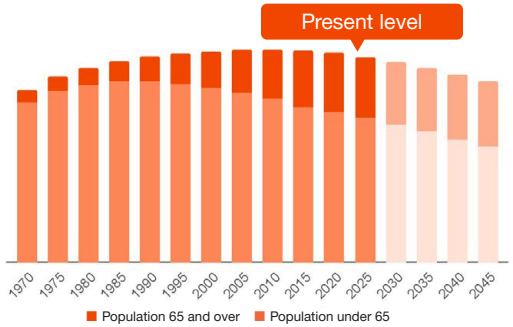


Social Context

- Japan is grappling with a severely low birth rate and extreme demographic aging. Against this backdrop, the primary strategy to support social welfare and enhance international competitiveness is to improve labor productivity.
- Small and medium-sized enterprises (SMEs), which account for 69.7%[*1] of the labor force, have long experienced stagnant labor productivity, which is the root cause of the overall low labor productivity.
- Investment in IT (digital transformation [DX]) is essential to improve labor productivity, but IT literacy has proved a major obstacle that has hindered such investments.

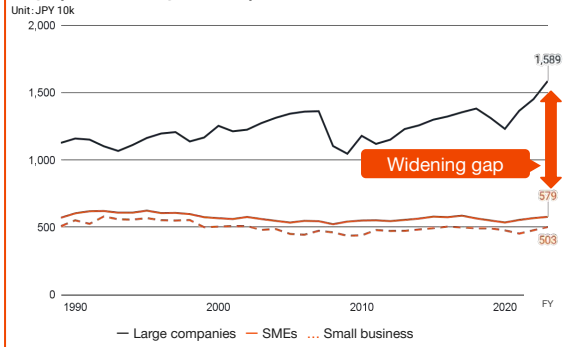
Japanese society aging at an unparalleled pace worldwide

Highest aging rate in the world, at 29.3%[*2], in 2020



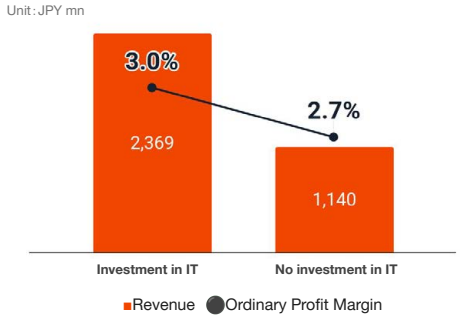
Labor productivity at SMEs significantly lower than at large companies

Labor productivity at SMEs trending sideways; gap with large companies continues to widen[*3]



IT (DX) investment essential to improve labor productivity

SMEs that actively invest in IT enjoy significantly higher revenue and ordinary profit margins[*4]



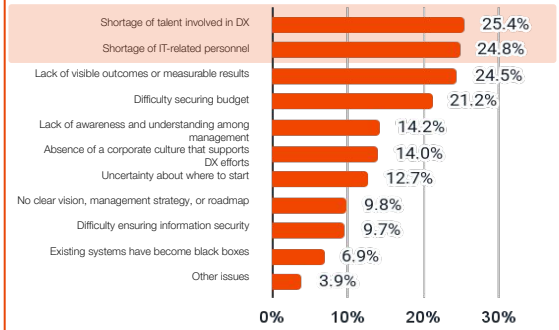
*1 "2025 White Paper on Small and Medium Enterprises" by the Small and Medium Enterprise Agency
*2 "2024 Population Estimates" by the Statistics Bureau of the Ministry of Internal Affairs and Communications
*3 2025 "White Paper on Small and Medium Enterprises in Japan" by the Ministry of Economy, Trade and Industry
*4 "Current Conditions and Challenges facing Small and Medium Enterprises and Small Businesses" by the Small and Medium Enterprise Agency

Why DX does not Progress in SMEs

- A major challenge for SMEs is the lack of IT talent capable of driving digital transformation (DX), making it difficult for them to digitize operations.
- The scale of each company is small, and sales efficiency is low, so the number of vendors entering the market is limited, resulting in a lack of services that meet needs.
- As a result, approximately 80% of SMEs have yet to begin any DX initiatives.

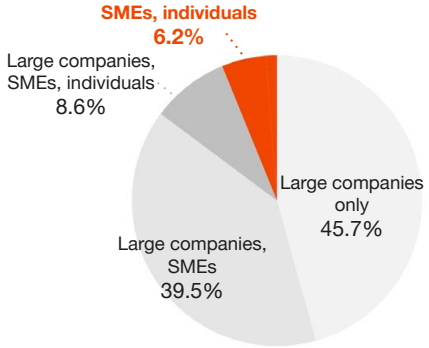
The biggest obstacle to progress in DX is a shortage of IT personnel

HR shortages the main problem[*1]



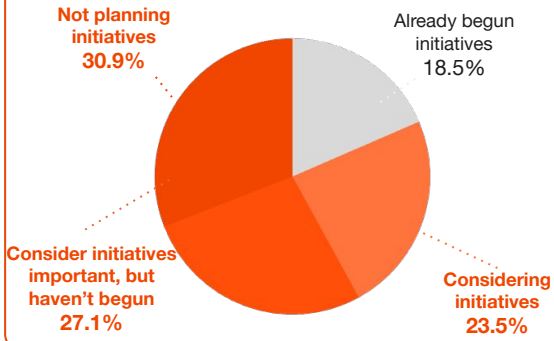
Very few SaaS vendors target SMEs as their primary customers

Only 6% of SaaS vendors mainly target SMEs[*1]



DX still not progressing

Over 80% of SMEs have not yet begun DX initiatives[*1].



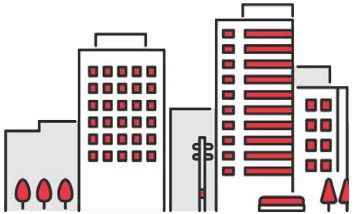
*1 Organization for Small & Medium Enterprises and Regional Innovation, JAPAN (SMRJ), "Survey on Promotion of DX among SMEs (December 2024)."
*2 Blossom Street Ventures「SMB is a hard road in SaaS」

Chatwork is a Unique SaaS that Actively Promotes DX for SMEs

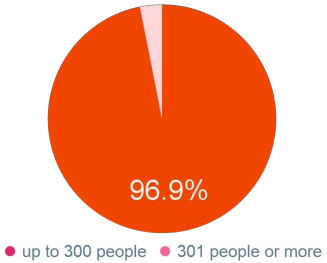
- Chatwork has captured a dominant position as an SaaS for SMEs, supplying solutions to 970,000 companies and boasting over 8.06 million users.
- Employees across all industries and in all occupations use the platform during their working hours. As a result, the platform has substantially more user contacts than other SaaS offerings.
- Leveraging these strong platform efficiencies, the company is developing revenue of peripheral services*1. In FY2025, these revenue surged 33.7%YoY.

Overwhelming Presence with SMEs

Deployed at more than 970,000 companies

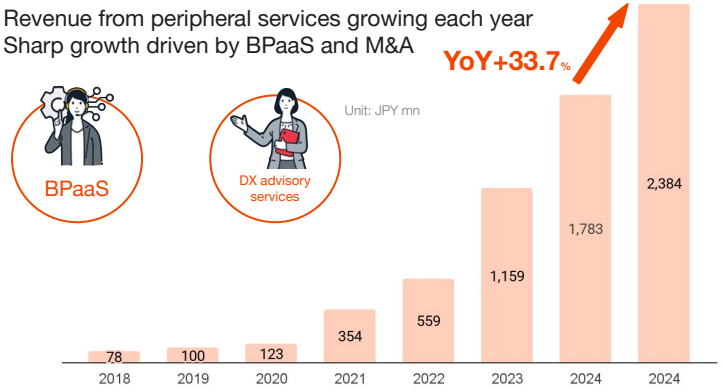


96.9% of paid contracts with companies of 300 or fewer people*2



Business Chat Functions as a Springboard for the Development of Peripheral Services

Revenue from peripheral services growing each year
Sharp growth driven by BPaaS and M&A

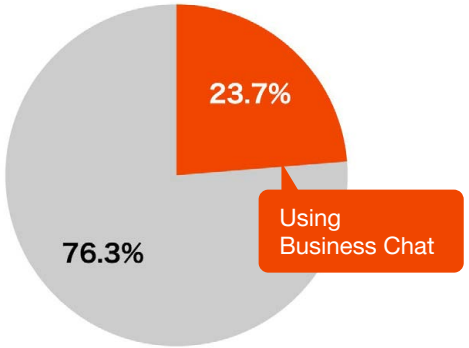


*1 See business segment details in Appendix for segment information.
*2 As of December 31, 2025.

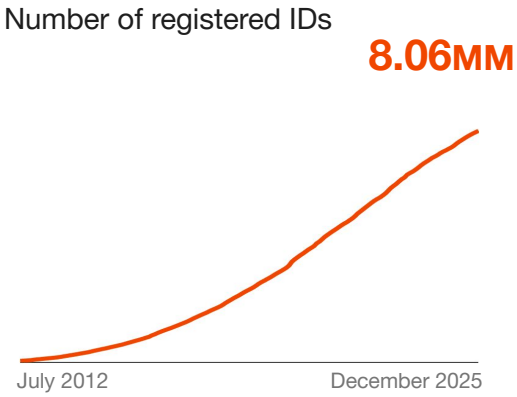
Strengths of Chatwork

- This is a rapidly expanding market with ample room for growth; the total addressable market is large, and the adoption rate remains low.
- The number of users increases in a compound manner via referrals. This is due to the open-platform feature, which allows for easy connection to the outside world.
- Ongoing increases in functionality have enhanced product value. As a result, ARPU[*1] has continued to rise over the long term.
- The cost of switching to other tools is high, and the churn rate[*2] is extremely low, thanks to past history and the formation of business relationships.

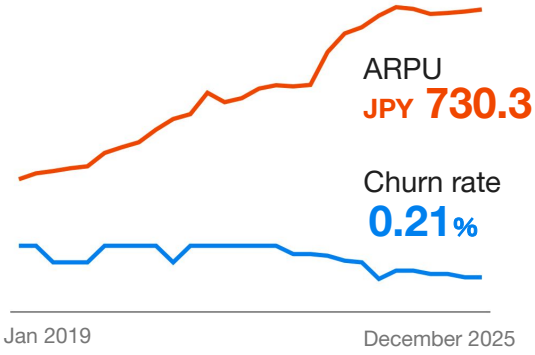
Business Chat's Rate of Adoption[*3] Remains Low



Number of Users Increasing at a Compound Rate



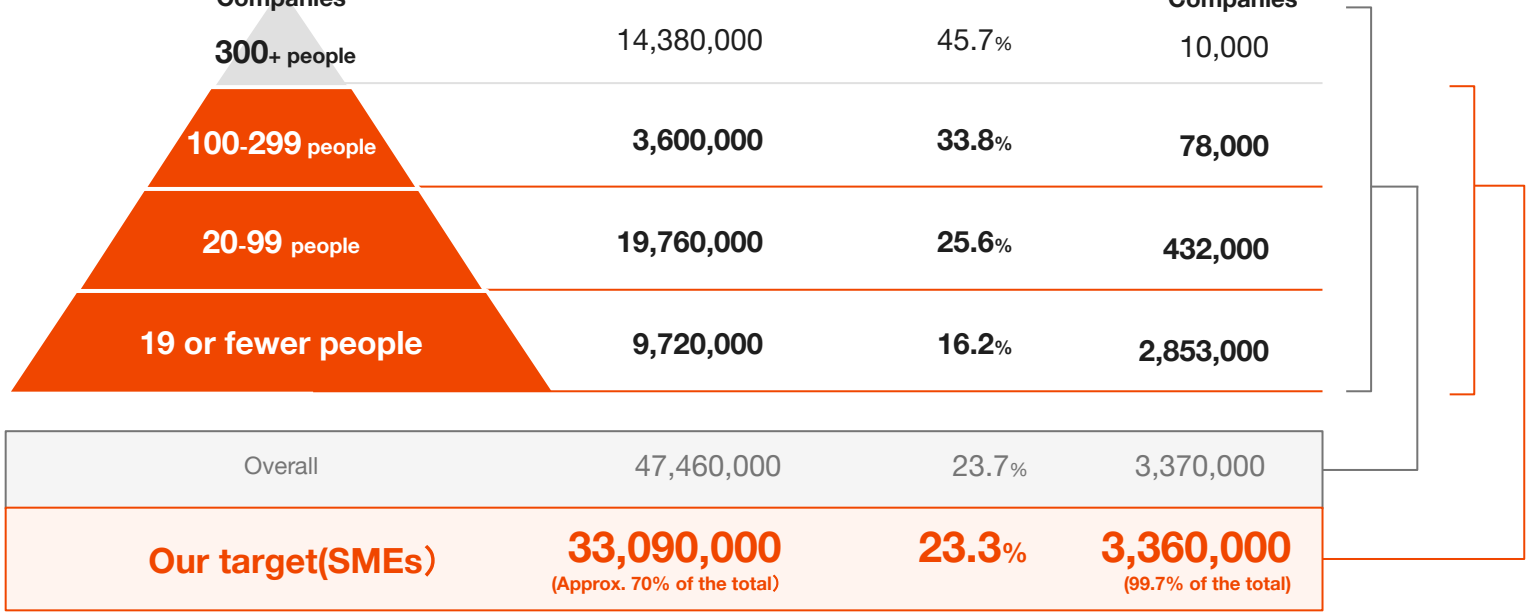
ARPU Rising and High Retention Rate due to Ongoing Increase in Product Value



*1 Average revenue per user for paid Chatwork services.
*2 Churn rate of the number of registered IDs, averaged over the 12 months
*3 Based on a study commissioned by Chatwork, n = 30,000, as of April 2025.

Overview of SMEs, Business Chat Adoption Rates

- SMEs represent a massive market, accounting for approximately 70% of Japan's total workforce. (Note: Accounts for 99.7% of companies)
- The adoption rate of business chat tools among SMEs, based on employee count, is 23.3%. Compared to 45.7% among large enterprises, adoption remains low, indicating significant growth potential.

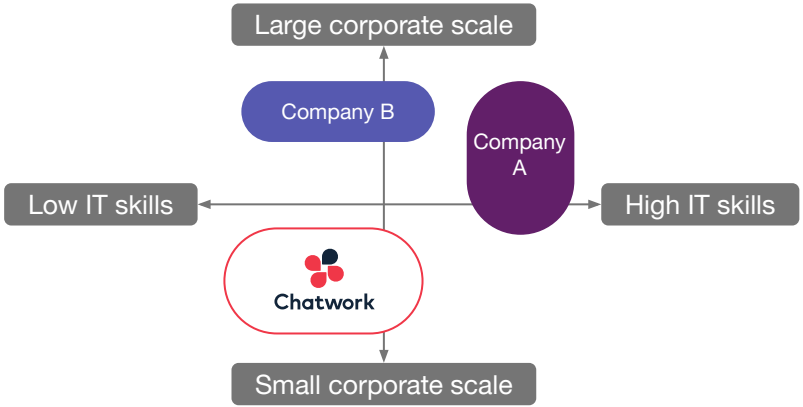


*1 Estimated by our company based on data from the Small and Medium Enterprise Agency's "Number of SMEs and Small Businesses (June 2021)" and the Ministry of Internal Affairs and Communications' "2021 Economic Census."
*2 Survey conducted by a third-party research agency commissioned by our company. Survey conducted in April 2025, n = 30,000.

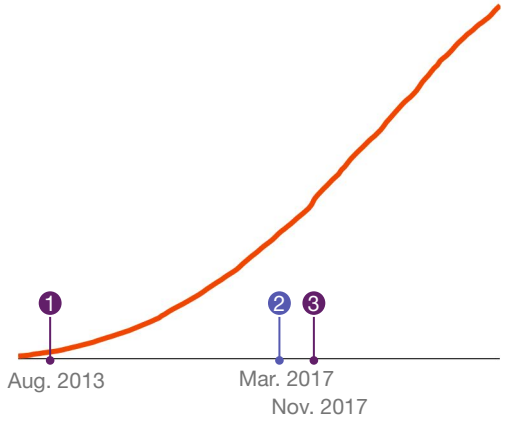
Our Industry Positioning

- We have two major competitors, but each of the companies targets a different core customer segment.
- Because the market penetration rate for business chat tools remains low, each company is independently developing its own market within its respective domain.
- Competitor entries have not had any negative impact on our user growth.

A Clearly Different Target Segment from Competing Business Chat Tools



User Growth Remains Unaffected by Competitor Entries

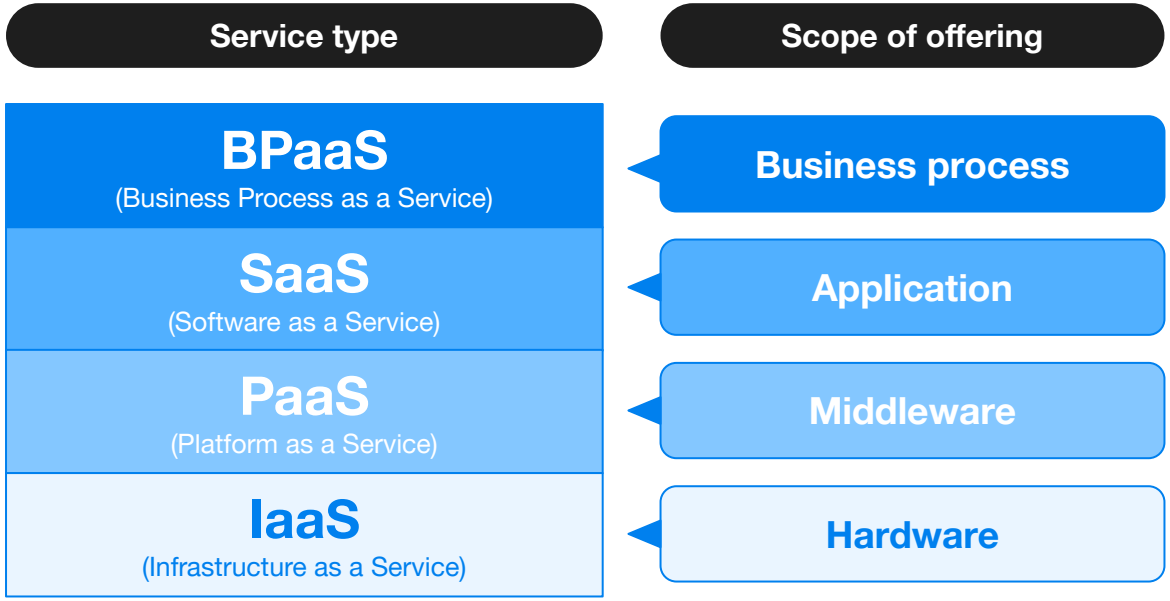


Timing of competitors' market entry

1 **Aug. 2013** Company A launch
2 **Mar. 2017** Company B launch
3 **Nov. 2017** Company A Launch of Japanese version

About BPaaS

- BPaaS is short for Business Process as a Service. Rather than just software, BPaaS is a cloud service that provides business services themselves, allowing facilitating cloud-based business process outsourcing (BPO).
- BPaaS, the next upstream layer from SaaS in cloud-based services, will be the next trend.

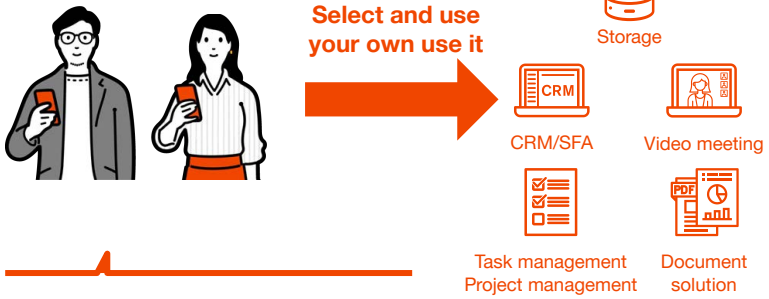


BPaaS is the main player in achieving DX in the majority market

- Choosing and mastering SaaS is mainly done by advanced users who are knowledgeable about IT.
- For the majority market, which accounts for more than two-thirds of the population, it is difficult to manage and use a variety of SaaS products with different usability.
- To achieve DX in the majority market, it is effective to use BPaaS to drive DX by winding up SaaS and AI for each business process and on behalf of customers.

SaaS

Solving business issues through DX on your own



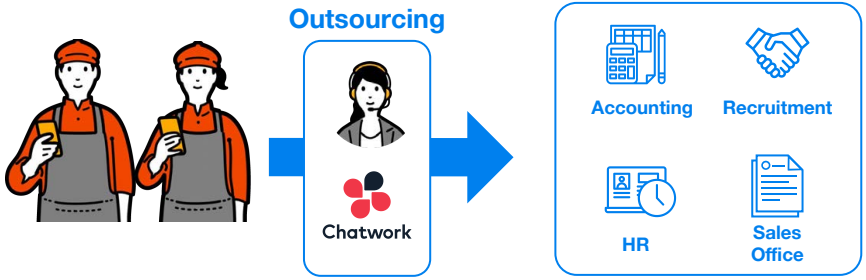
Users suited to SaaS

Tech-savvy early adopters in IT

- Can select tools on their own
- Management and employees can use the tools efficiently

BPaaS

Requests for entire business process and DXing are also outsourced



Users suited to BPaaS

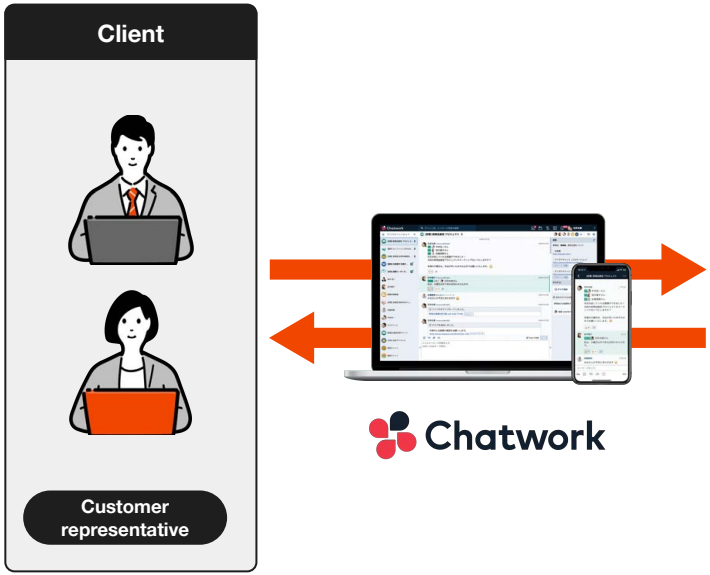
majority

- Difficulty in decision making to adopt SaaS
- Difficulty in using SaaS

Actively utilize SaaS and AI in the work we perform

Service development in the BPaaS

- The current flagship products of our BPaaS business are TAXITA and Chatwork Personnel Management.
- We are actively expanding our service areas to cover the entire range of non-core business operations for SMEs.



タクシタ TAXITA

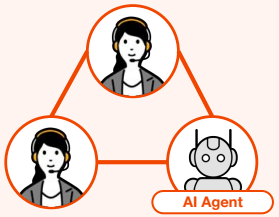
You can request work as needed, starting from just 10 hours per month.



Dedicated support

Accounting | Clerical | General affairs | Recruiting

Experienced assistants at your service



Assistant team

Chatwork Personnel Management

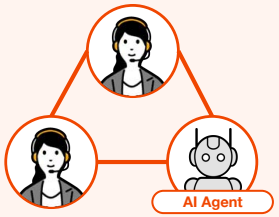
Comprehensive handling of labor-related operations, including attendance management systems and payroll processing.



Dedicated support

Payroll processing | Bonus calculations | Year-end tax adjustment | My Number

Knowledgeable HR professionals provide dedicated support.



Personnel Management team

Strengths of Our Business Strucutre

SME Market

- The scale of each company is small, and sales efficiency is low, so the number of vendors entering the market is limited, resulting in a lack of services that meet needs.
- Many SMEs have people who are unfamiliar with IT, and many of them find it difficult to master technologies such as AI and SaaS on their own.
- As a result, despite the large size of the market, it has become a "black ocean[*1]" with few companies to enter.

Features of our business structure

Customer Expansion Driven by Network Effects

- Chatwork has established a system whereby its customer network expands naturally through word of mouth.
- A large market share is a valuable asset itself, and it leads to further competitiveness.

→ **Efficient customer acquisition**

Service Delivery Through BPaaS

- Realizing essential DX by operating AI/SaaS on behalf of people who are unfamiliar with IT
- Seamless implementation for those who already use Chatwork

→ **Well-suited to SME characteristics**

A Consistent Target Market

- All of our services are targeted at SMEs, and we cover a wide range of areas regardless of industry.
- Sense of security from the well-known and already used Chatwork brand

→ **Easy Cross-selling**

Super-iority

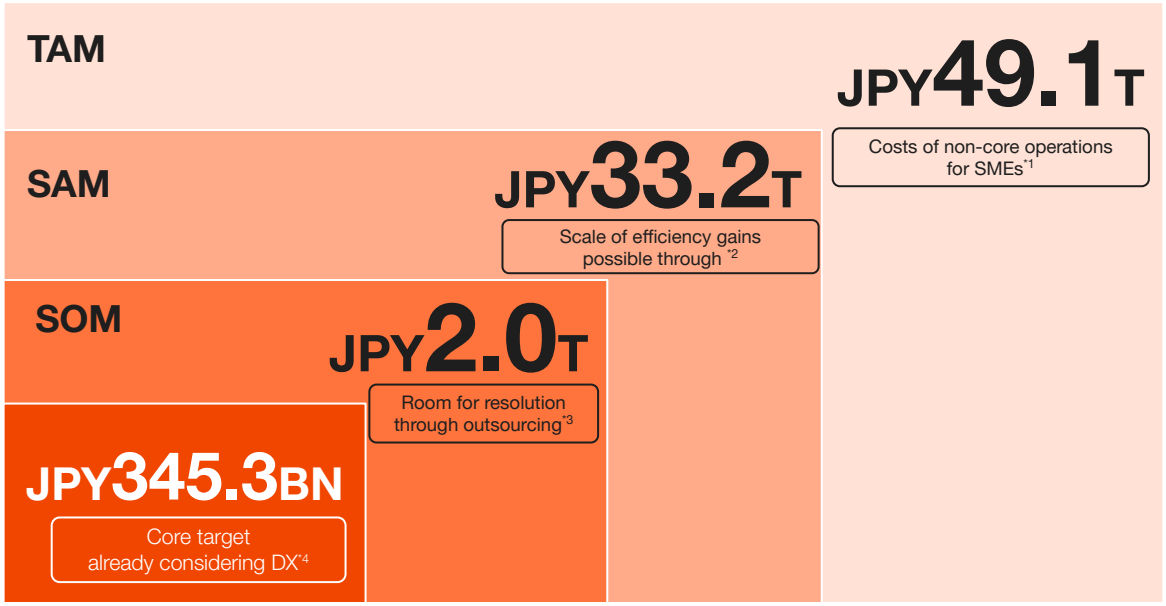
A structure that minimizes customer acquisition costs and increases LTV per customer

Extremely high profitability per customer

*1 Like the deep sea where light does not reach, this is an untapped market with very high barriers to entry and difficult to compete, but if you can create a winning structure, you can gain a monopoly position.
*2 Life Time Value, refers to the cumulative amount of transactions made by one customer over a long period of time

Size of the Potential Market for BPaaS including business chat (TAM)

- The BPaaS market is by far the largest, with non-core operations of SMEs valued at JPY 49.1 trillion.
- The core target market that has already manifested is worth JPY 345.3 billion, and business growth potential is extremely high.



*1 Number of salaried workers: 51.37 million (National Tax Agency's FY2024 survey on private-sector salary conditions) x percentage of employees working in SMEs: 69.7% (2025 Economic Census by the Ministry of Internal Affairs and Communications) x average salary at SMEs: JPY3.92 million (Ministry of Health, Labour and Welfare) x average percentage of non-core tasks: 31.9% (estimated by the Company and others)
*2 TAM x percentage of business hour reduction through DX: 67.6% (estimated by the Company and others)
*3 SOM:SAM x percentage of small and medium-sized enterprises recognizing the challenges of DX but not yet addressing them: 48.2% (Small and Medium Enterprise Agency) x percentage of outsourcing costs among SME expenses: 13.0% (FY2006 Basic Survey on Business Activity conducted by the Ministry of Economy, Trade and Industry)
*4 Focusing on the percentage of SMEs considering DX initiatives: 16.6% (Small and Medium Enterprise Agency)

How Our Mission and Vision Drive the Business

MISSION

Making work more fun and creative

By using business chat as an entry point, we are expanding our BPaaS business to take on non-core operations, enabling people to focus on what they truly want to do.

In the food service industry, that might mean focusing on making great food; in manufacturing, creating excellent products. As a result, work itself becomes more enjoyable and creative—enriching both people's lives and society as a whole.

VISION

Empowering everyone to work a step ahead

SMEs account for approximately 70% of the workforce but have struggled to advance in DX. By expanding our BPaaS offerings, we enable DX without requiring SMEs to master IT tools themselves.

By taking on the corporate functions of SMEs as a whole, we aim to dramatically boost productivity. In doing so, we will help sustain social welfare in the face of an aging and shrinking population, and contribute to building a society where everyone can continue moving forward—a society filled with hope for the future.

IR Email Distribution Registration

- To help you gain a deeper understanding of our company, we are distributing information through various media channels in addition to timely disclosures.
- By registering for our IR email distribution, you can conveniently access our IR information.

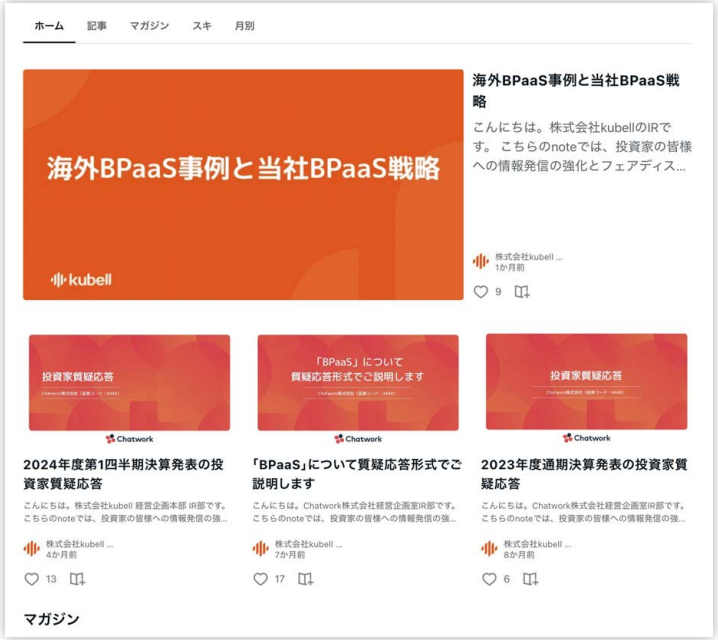
IR Email
Distribution Registration

https://l.chatwork.com/ir_mail

IR Communication

note：kubell IR

https://note.com/kubell_ir/



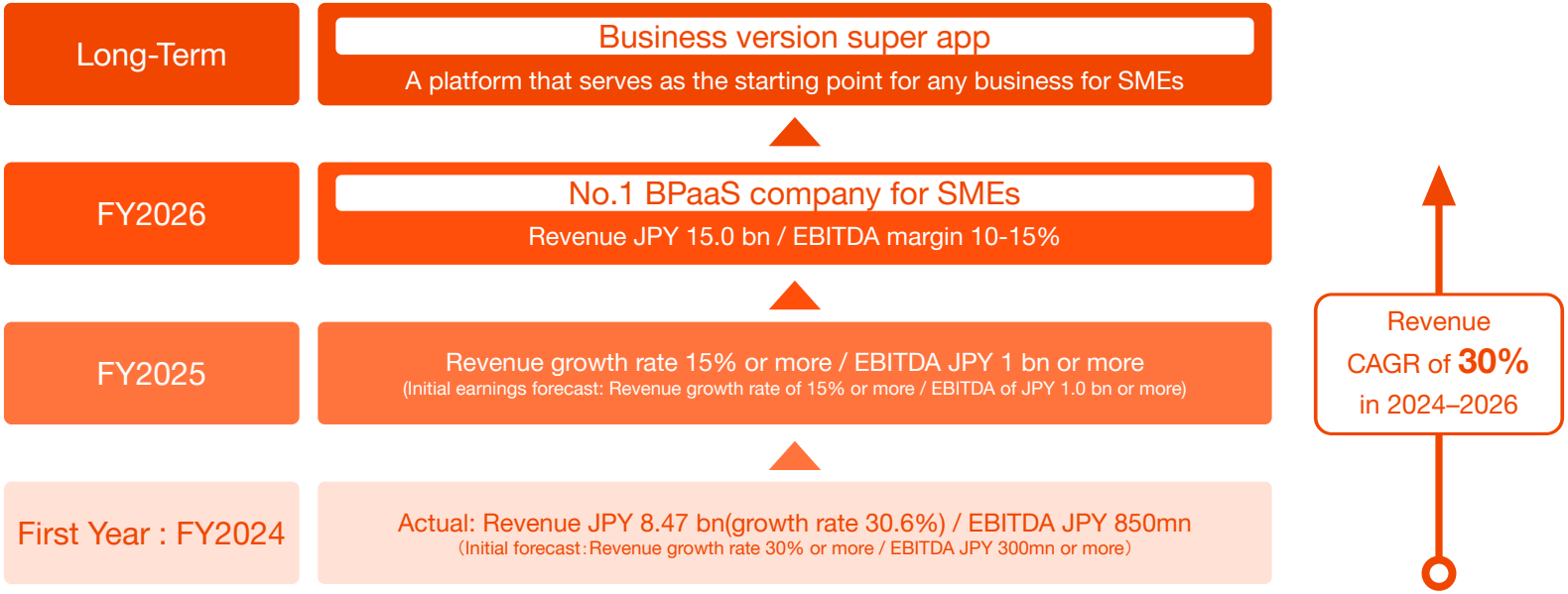
Full Year of FY2025 Results

Appendix1 | Medium-Term Management Plan

kubell

Medium-Term Management Plan

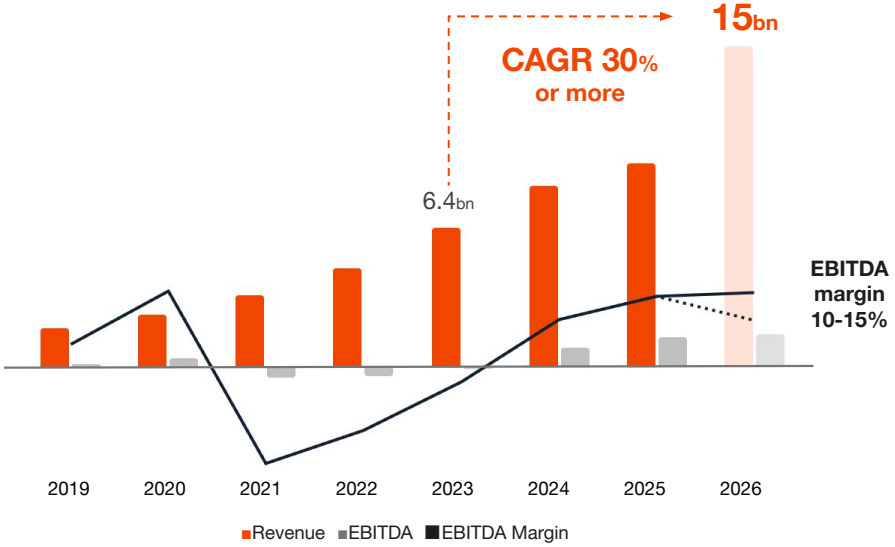
- Under the medium-term management plan ending in FY2026, we aim to establish our position as the leading BPaaS company for SMEs by 2026. Long-term, we will leverage our overwhelming share of the market among SMEs to roll out a business super app, which will be a platform on which users can manage many business tools.



Medium-Term Management Plan

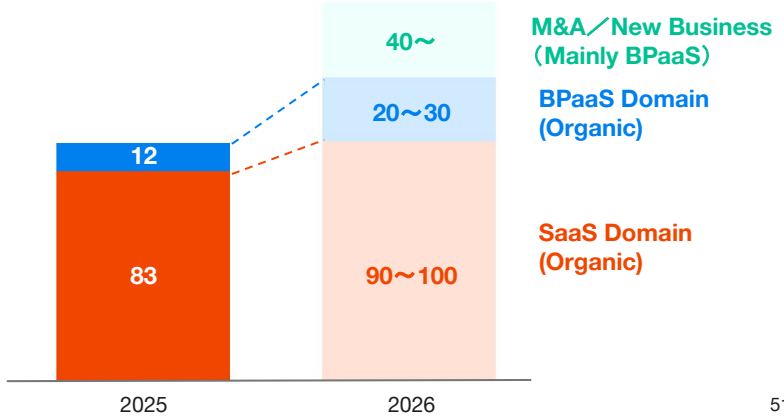
- The financial targets of the medium-term management plan are CAGR in Group revenue of 30% or more from 2024 to 2026, JPY 15.0bn, and an EBITDA margin of 10–15%, JPY 1.5–2.25bn, in 2026.
- We anticipate continued revenue growth from business chat, aim for rapid revenue expansion in the BPaaS business (our next pillar of growth), and expect revenue contributions from new businesses.
- Initially, the targets were based on achieving the goal organically, excluding M&A, etc., but we revised it to include the implementation of M&A, due to an increase in the possibility of growth through M&A roll-up strategy in BPaaS domain in Q1 FY2025.

Group Revenue, EBITDA, and EBITDA Margin



Breakdown of JPY 15.0 bn in Revenue

Unit：JPY 100 mn



Medium- to Long-Term Targets

- Our medium- to long-term targets are an EBITDA margin of 25–40%, and an operating margin of 15–30%.
- By standardizing marketing and sales functions and strengthening Product-Led Growth initiatives, we aim to curb the S&M ratio and control the G&A ratio, thereby building a highly profitable business structure while simultaneously sustaining strong revenue growth.

	FY2024 Actual	FY2025 Actual	FY2026 Forecast	Medium- to Long-Term Targets
Direct Cost*1	18%	22%	20%	20-25%
Marginal Profit Rate	82%	78%	80%	75-80%
S&M*2	32%	24%	22-25%	15-20%
R&D*3	17%	18%	16-18%	15-20%
G&A*4	23%	22%	20-22%	10-15%
EBITDA Margin	10%	14%	10-15%	25-40%
Depreciation and Amortization	9%	9%	9-10%	Around 10%
Operating Margin	1%	5%	5-10%	15-30%

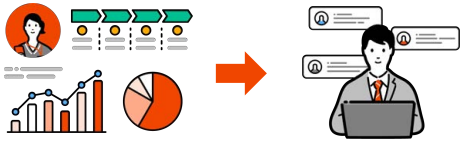
*1 The total cost of sales based on management accounting, excluding depreciation expenses, including server costs, transaction fees, and personnel expenses related to BPaaS operators and customer support.
*2 Sales and Marketing ratio. It refers to the total sales and marketing expenses under management accounting, excluding depreciation expenses, including promotional costs, personnel expenses for sales staff, and related expenses.
*3 Research and Development ratio. It refers to the total R&D expenses under management accounting, excluding depreciation expenses, including personnel expenses for engineers involved in service development and related costs.
*4 General and Administrative ratio. It refers to the total G&A expenses under management accounting, excluding depreciation expenses, including personnel expenses and related costs for corporate departments.

Three Strategies of the Medium-Term Management Plan

- We are driving the BPaaS strategy to enhance the value of business chat as a communication platform, enabling various business expansions on this platform.
- Additionally, through our incubation strategy leveraging group assets and utilizing AI for research and development, we aim to create further core businesses and achieve discontinuous growth.

Communication Platform Strategy

PLG



Promoting high-efficiency growth using the PLG*1 model

A high-value platform that engages with users through chat

Promote the PLG model, maximize the number of users, and increase the percentage of active users to establish an unparalleled high-value platform in the SME space.

×

BPaaS Strategy

BPaaS



Using SaaS on the customer's behalf across the entire business process.

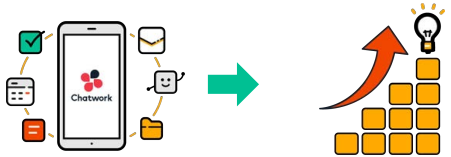
Implementing essential DX in the majority market

Use BPaaS as the key to establish a highly productive hybrid operation that combines tech and people to truly deploy DX across a wide range of management areas.

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Incubation Strategy

R&D



Strengthening Our Unique Assets and Positioning Further

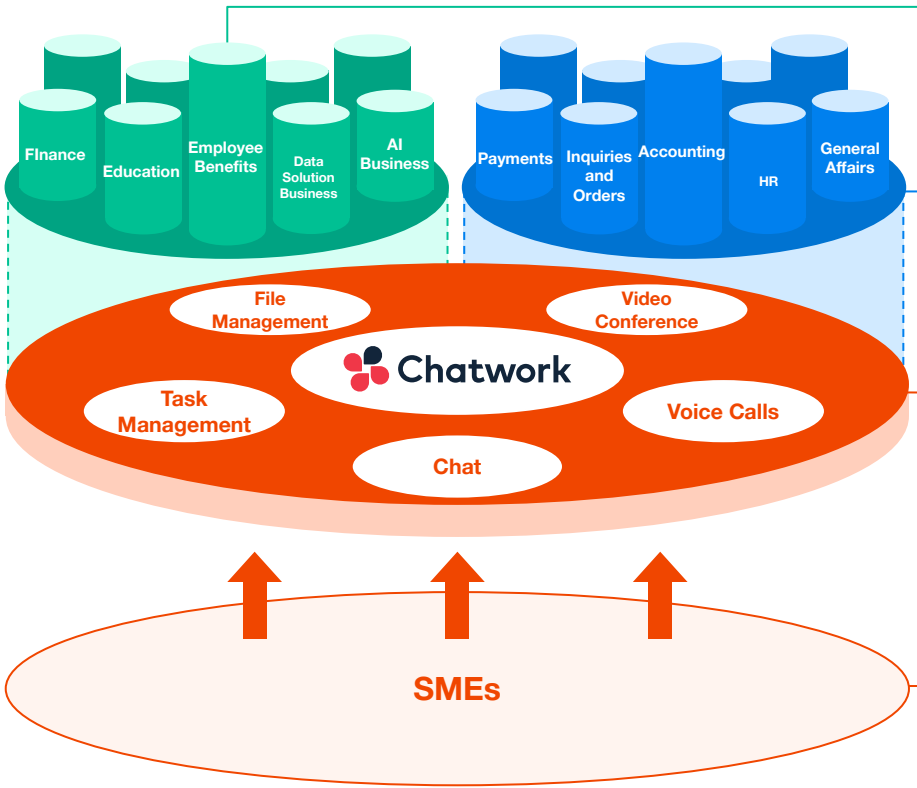
Pillars of Discontinuous Growth: Creating Added Value

By advancing R&D, leveraging group assets and positioning, and promoting business expansion with an eye toward expanding our target, as well as utilizing AI, we will create added value that will serve as the pillar of discontinuous growth.

*1 SaaS growth strategy that is the focus of attention in the US, whereby products are used to attract customers. This style is distinct from the conventional growth strategy, of Sales-Led Growth.

Connection between Three Strategies

Based on business chat, we will continuously develop the BPaaS field and new businesses.



Incubation Strategy

Create various new businesses by leveraging assets and positioning based on customer contact through chat and BPaaS

BPaaS Strategy

Using chat contact points, promote DX by involving the entire business in companies that have difficulty with DX on their own, and serve as a headquarters for all small and medium-sized companies

Communication Platform Strategy

The chat service, which has a strong platform and is used daily by many people regardless of industry or occupation, will expand as its share spreads through word of mouth. It will become the foundation for various services.

SMEs have a lot of room for DX and are a very large market, accounting for 99.7% of domestic companies. As each company is small, it is difficult to approach them efficiently, so the barriers to entry are high.

Strengths of Our Business Strucutre

SME Market

- The scale of each company is small, and sales efficiency is low, so the number of vendors entering the market is limited, resulting in a lack of services that meet needs.
- Many SMEs have people who are unfamiliar with IT, and many of them find it difficult to master technologies such as AI and SaaS on their own.
- As a result, despite the large size of the market, it has become a "black ocean*1" with few companies to enter.

Features of our business structure

Customer Expansion Driven by Network Effects

- Chatwork has established a system whereby its customer network expands naturally through word of mouth.
- A large market share is a valuable asset itself, and it leads to further competitiveness.

→ **Efficient customer acquisition**

Service Delivery Through BPaaS

- Realizing essential DX by operating AI/SaaS on behalf of people who are unfamiliar with IT
- Seamless implementation for those who already use Chatwork

→ **Well-suited to SME characteristics**

A Consistent Target Market

- All of our services are targeted at SMEs, and we cover a wide range of areas regardless of industry.
- Sense of security from the well-known and already used Chatwork brand

→ **Easy Cross-selling**

Super-iority

A structure that minimizes customer acquisition costs and increases LTV per customer

Extremely high profitability per customer

*1 Like the deep sea where light does not reach, this is an untapped market with very high barriers to entry and difficult to compete, but if you can create a winning structure, you can gain a monopoly position.
*2 Life Time Value, refers to the cumulative amount of transactions made by one customer over a long period of time

Action Plan for Achieving the Goals of Our Medium-Term Management Plan

Communi-cation Platform Strategy

- Establishing a company-wide marketing and inside sales platform that spans all services
- Promoting the PLG model*1 and implement various growth measures to acquire new customers and convert them to paying customers
- Improving the customer experience for existing users and developing features that will lead to seamless integration with BPaaS
- Considering optimization of the pricing plan

BPaaS Strategy

- Rapid scaling while optimizing the balance between customers (demand) and BPaaS Operators (supply)
- Driving productivity improvements through process standardization and the development of AI agents and operation excellence
- Expanding the breadth (area) and depth (expertise) of our lineup and evolve our business model
- Promoting continuous M&A activity in the BPaaS domain to achieve non-linear growth (roll-up strategy)

Incubation Strategy

- Developing new businesses that contribute to improve productivity and promote DX in SMEs
- Expanding the R&D team to develop AI agents and promote the use of AI across the company
- Full-scale use of AI and LLM*2 utilizing CRM and data infrastructure, contributing to company-wide productivity
- Creating a third pillar business following business chat and BPaaS

Achieve the goals of the medium-term management plan

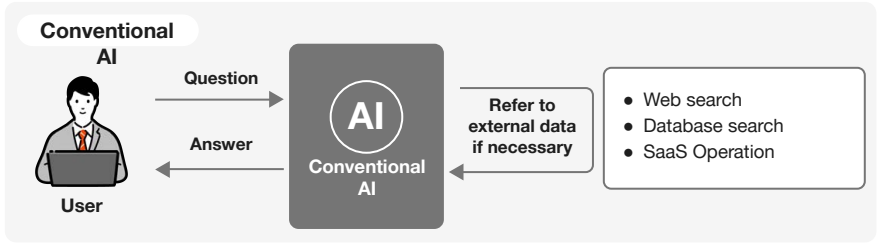
Establish a high-growth, financially stable management structure

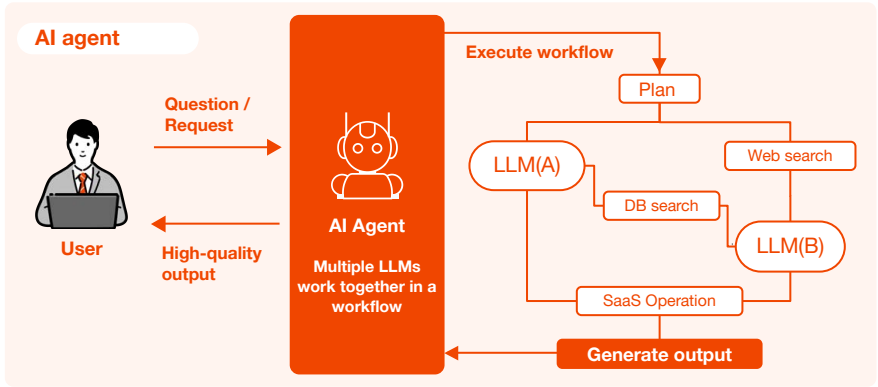
*1 Product-Led Growth model, SaaS growth strategy that is gaining attention in the United States, and involves acquiring customers through the product. It is distinguished from traditional sales-led growth strategies, which are called SLG (Sales-Led Growth).
*2 Large Language Model, natural language processing models trained on large amounts of text data

The impact on SaaS in the age of AI agents

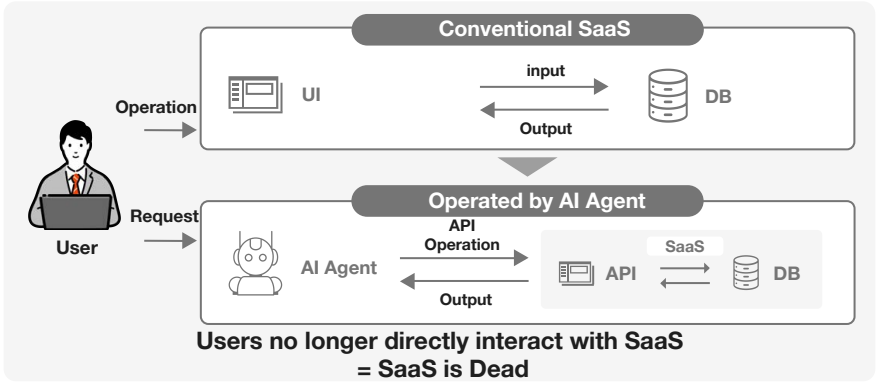
- As AI technology advances, AI agents are emerging that allow multiple LLMs to work together to produce highly accurate output.
- With SaaS vendors no longer able to have direct contact with customers, the view that "SaaS is Dead[*1]" is becoming more prevalent within the industry.
- Chatwork is a communication service that cannot be replaced by AI agents, and has a chat UI that makes it highly compatible with AI.

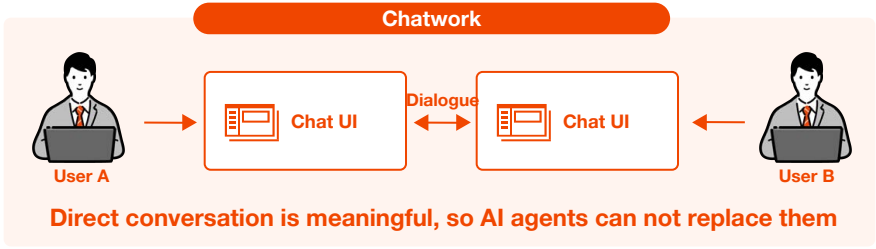
How AI Agent Works





AI agents put SaaS in the background



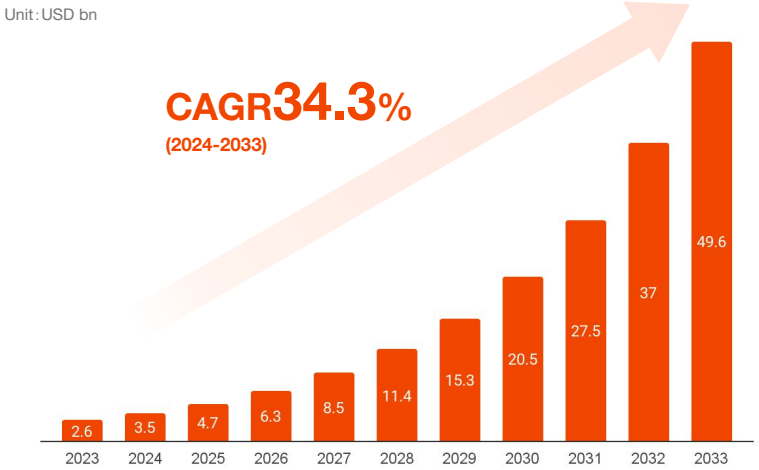


*1The remarks were made during a podcast by Microsoft CEO Satya Nadella in December 2024, and were widely covered by tech media and blogs, creating a buzz.

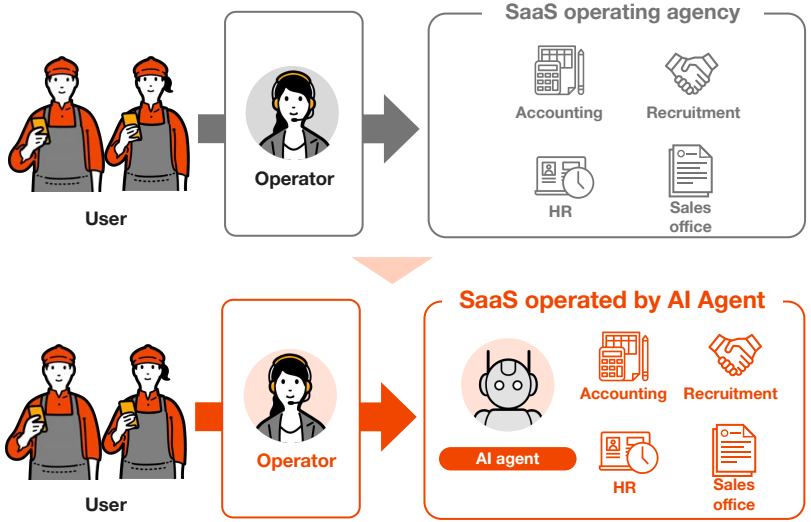
Innovations from AI agents will accelerate BPaaS

- The BPO market is huge in scale, and the use of AI will transform the labor-intensive structure, so it is said to be one of the most promising areas for the use of AI[*1]
- BPaaS is shifting from "operators managing SaaS on your behalf" via chat to "operators using AI agents." This is expected to reduce the cost of operators to learn SaaS and significantly improve productivity per person.
- Our BPaaS strategy is to take advantage of the number of Chatwork users and firstly maximize the number of customers to secure a market share. After that, we aim to dramatically improve profit margins by pursuing AI-driven operations based on technological innovation through AI agents (AI evolution is a driving force).

Growth rate of the global AI-based BPO market[*2]



AI will make BPaaS more efficient



significantly improve productivity
(Increase in the number of clients per operator)

*1 McKinsey & Company「Beyond the hype: Capturing the potential of AI and gen AI in tech, media, and telecom」
*2 Market.Us「AI In BPO Market」

Chatwork is a platform for humans and AI to work together

- We predict that the emergence of AI agents will put traditional SaaS in a difficult position (SaaS is dead). On the other hand, Chatwork, which handles business communication, will not be affected and will continue to play an important role within companies
- Technology will continue to evolve on a daily basis, but to use it effectively, a certain level of IT literacy is required. Through BPaaS, we aim to create a world where even users who are unfamiliar with AI and SaaS can benefit from technology.
- Chatwork will evolve from a communication tool to a "platform for humans and AI to work together" in collaboration with BPaaS operators and AI agents. We aim to be in a position to comprehensively support the promotion of DX in SMEs.



Medium-Term Management Plan #1

Communication Platform Strategy



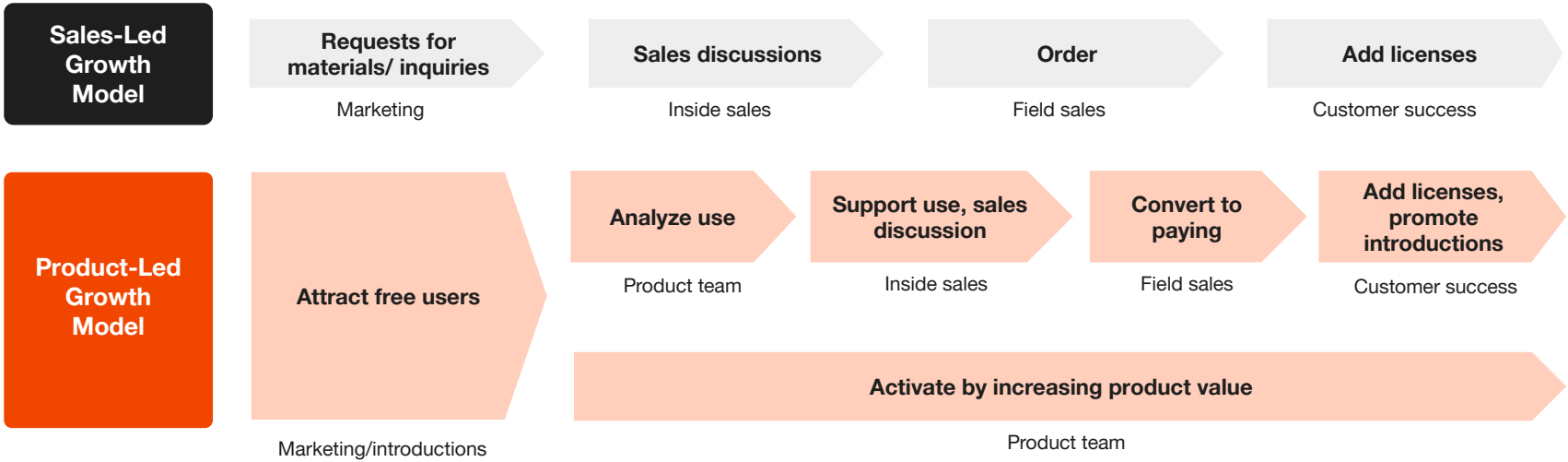
PLG (Product-Led Growth)

- **Product-Led Growth (PLG)** is a SaaS growth strategy that is the focus of attention in the US, whereby products are used to attract customers. This style is distinct from the conventional growth strategy, of Sales-Led Growth.
- Zoom and Shopify are two examples of PLG, which achieves notably higher levels of growth than non-PLG. PLG requires a large user base and a service that spreads by word of mouth. Our service fits with a PLG growth strategy.

	Product-Led Growth	Sales-Led Growth
Strategy	• Drive expansion in the number of users and products by communicating value through products • Focuses on product improvement and customer successes	• Drive sales increases through sales and marketing activities • Focus on improving sales and marketing
Charac-teristics	• Highly leveraged growth through word of mouth and network effects both inside and outside the company • Structured so that ARPU rises as customers use products more intensively	• Dependent on the number of salespeople, workers tend to be concentrated • Sales efforts always needing to focus on upselling and cross-selling

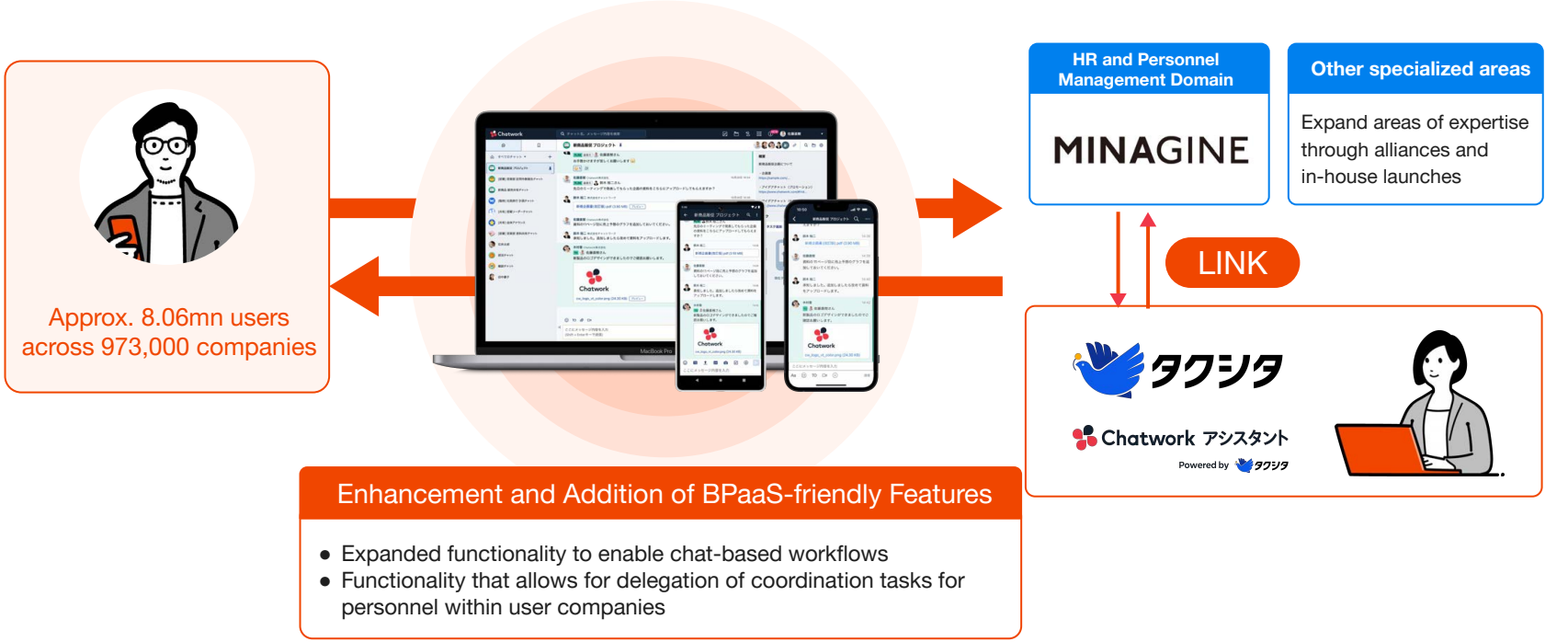
Process of Promoting the PLG Model

- Under the conventional SLG model, marketing gathers a list of potential customers and sales proceeds with the process of negotiating and receiving orders.
- In the PLG model, free users are acquired through referrals and marketing, and their usage data is collected and analyzed to automatically extract users who are likely to become paid users. Sales staff use this list to make proposals on how to utilize the service and promote sales negotiations and paid services.
- Our PLG model naturally generates both "internal network effects (for teams, departments, and the entire company)" and "external network effects (for business partners and partner companies)" through the use of our products. This double network effect allows the adoption to spread autonomously, and the fact that the introduction of paid services and additional licenses also progresses in a chain reaction is a major feature and advantage.



Evolving toward the most BPaaS-Friendly Business Chat

- In addition to expanding our market share to make Chatwork the de facto standard for business chat in the SME space, we will strategically evolve Chatwork into “the most BPaaS-friendly business chat” in an effort to make BPaaS our next pillar of business.
- We will enhance functions for efficient task management, schedule coordination, and information collection, which occur frequently among BPaaS operations. In addition, by developing a system that can manage orders for BPaaS projects and accurately as certain client needs, we will graft a seamless BPaaS experience onto business chat.



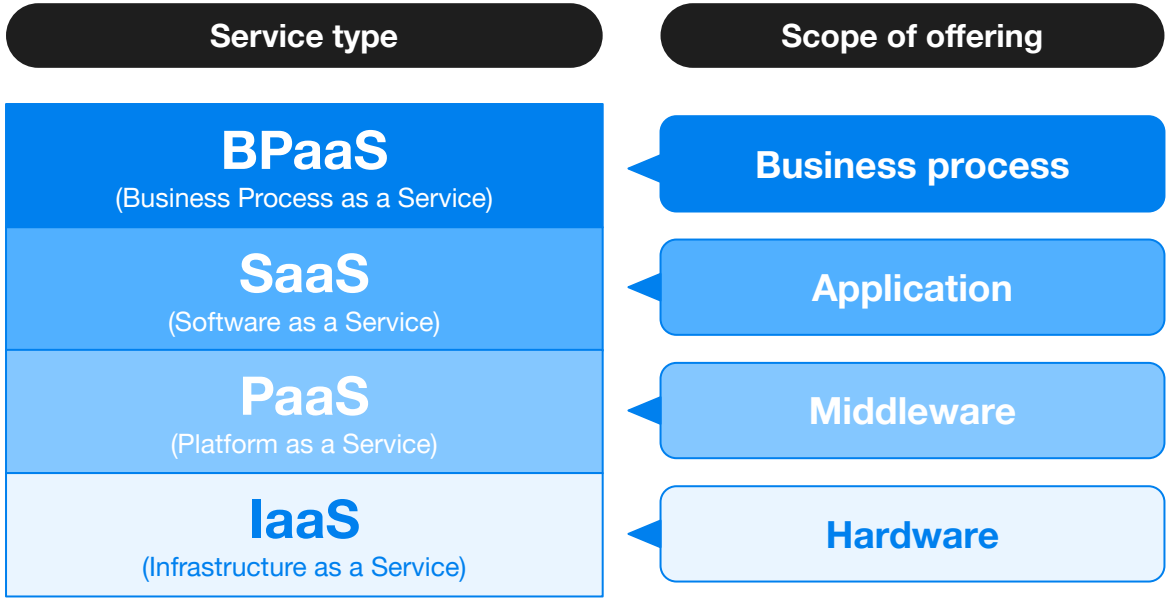
Medium-Term Management Plan #2

BPaaS Strategy



About BPaaS

- BPaaS is short for Business Process as a Service. Rather than just software, BPaaS is a cloud service that provides business services themselves, allowing facilitating cloud-based business process outsourcing (BPO).
- BPaaS, the next upstream layer from SaaS in cloud-based services, will be the next trend.

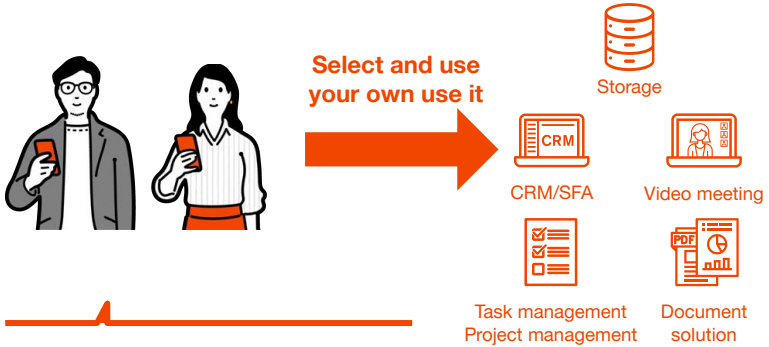


BPaaS is the main player in achieving DX in the majority market

- Choosing and mastering SaaS is mainly done by advanced users who are knowledgeable about IT.
- For the majority market, which accounts for more than two-thirds of the population, it is difficult to manage and use a variety of SaaS products with different usability.
- To achieve DX in the majority market, it is effective to use BPaaS to drive DX by winding up SaaS and AI for each business process and on behalf of customers.

SaaS

Solving business issues through DX on your own



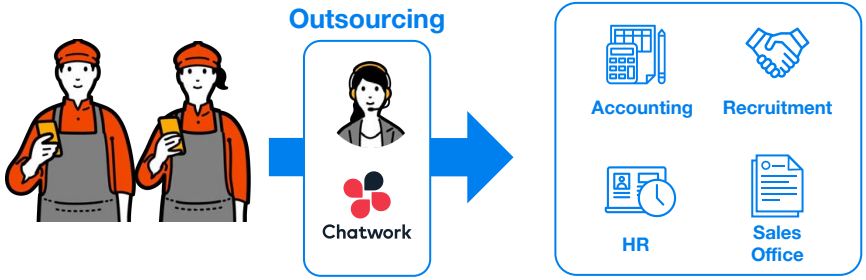
Users suited to SaaS

Tech-savvy early adopters in IT

- Can select tools on their own
- Management and employees can use the tools efficiently

BPaaS

Requests for entire business process and DXing are also outsourced



Users suited to BPaaS

majority

- Difficulty in decision making to adopt SaaS
- Difficulty in using SaaS

Actively utilize SaaS and AI in the work we perform

Scope for the Provision of BPaaS

- We will serve for DX human resources and business operations in the cloud, significantly reducing users' administrative costs.
- Companies with a shortage of DX talent internally, where system implementation and operation are not progressing, can still achieve DX.

on-premises	IaaS Infrastructure as a Service	PaaS Platform as a Service	SaaS Software as a Service	**BPaaS** **Business Process as a Service**	BPO Business Process Outsourcing
DX Talent	DX Talent	DX Talent	DX Talent	DX Talent	DX Talent
Business Operations	Business Operations	Business Operations	Business Operations	Business Operations	Business Operations
Applications	Applications	Applications	Applications	Applications	Applications
Data	Data	Data	Data	Data	Data
Middleware	Middleware	Middleware	Middleware	Middleware	Middleware
Operating System	Operating System	Operating System	Operating System	Operating System	Operating System
Servers	Servers	Servers	Servers	Servers	Servers
Storage	Storage	Storage	Storage	Storage	Storage
Network	Network	Network	Network	Network	Network

=User Managed =Service Provider Managed

Why BPO (Outsourcing) Has Not Gained Traction Among SMEs

- Traditional BPO services have primarily targeted large enterprises, and even among medium-sized companies, outsourcing has generally been limited to a small group with strong IT expertise.
- In the SME sector, BPO services are rarely offered due to profitability concerns, resulting in a significant gap between demand and supply.
- The shortage of DX talent also makes it difficult for SMEs to adopt SaaS solutions, creating high barriers to IT service implementation.
- Our BPaaS business is positioned within this untapped "white space," enabling us to build a unique market position with few competitors.

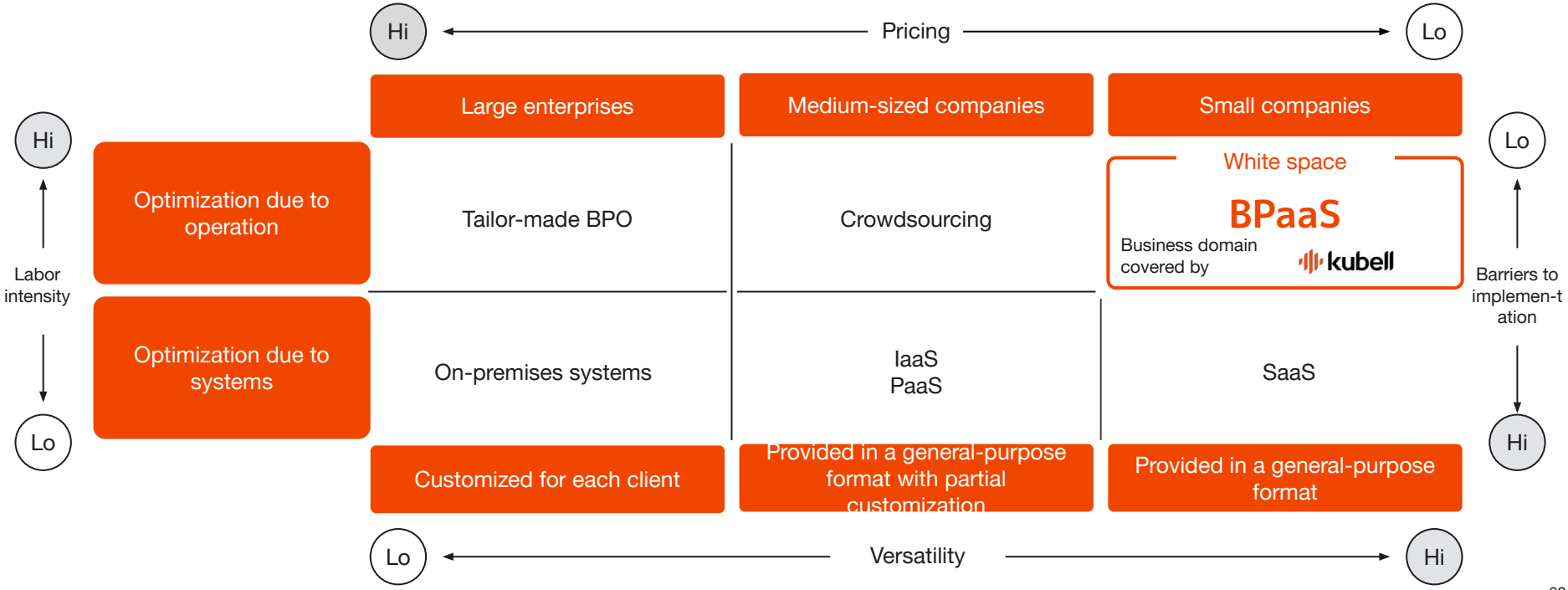
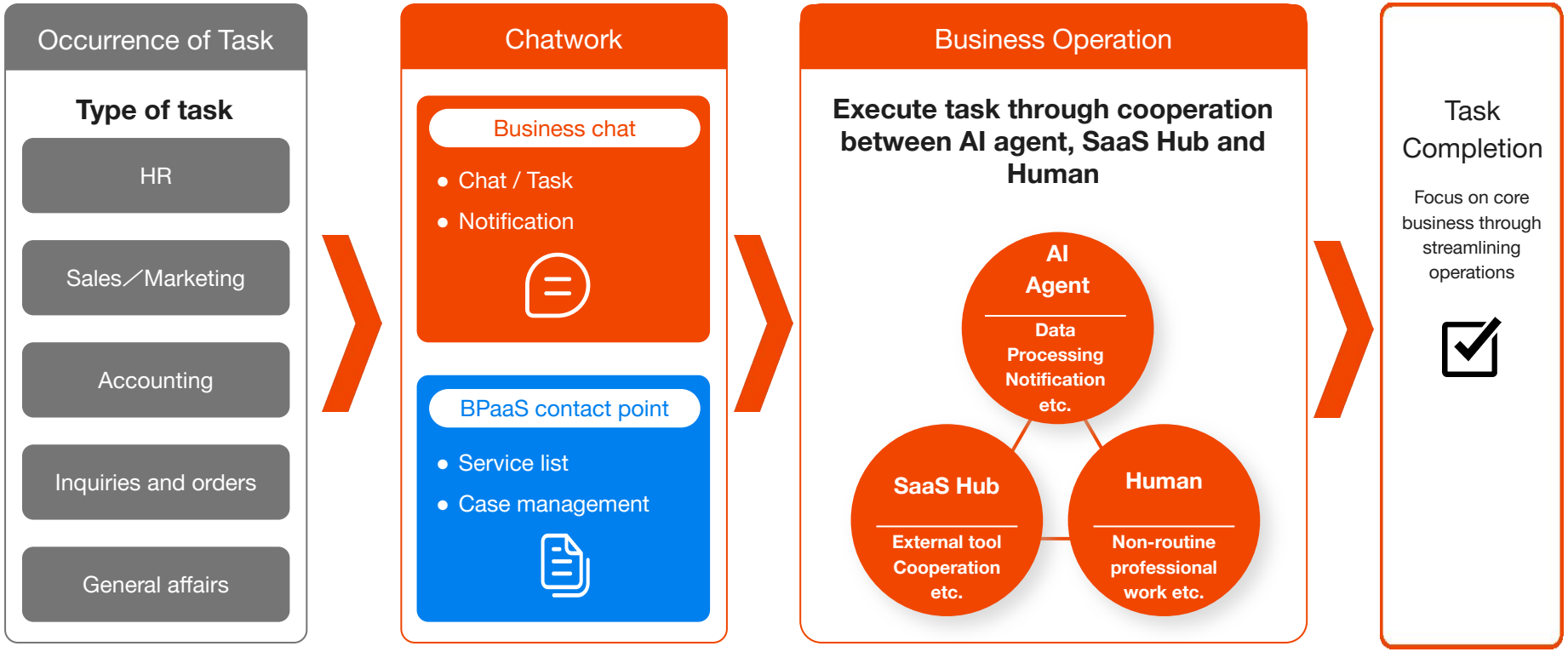


Image of Our BPaaS

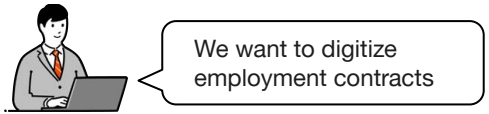
- We deploy BPaaS by making the most of business chat. Combining AI agents, SaaS Hub, and human to comprehensively replace back-office operations

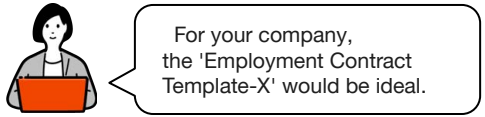


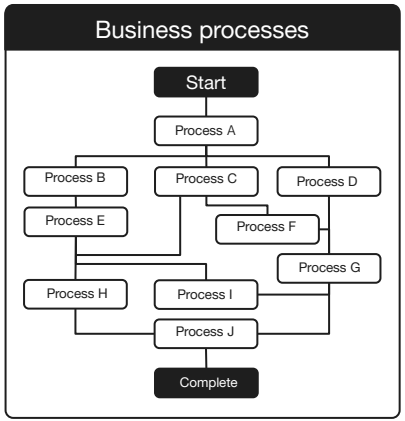
Efficient Sales Expansion with Technology and Formalization

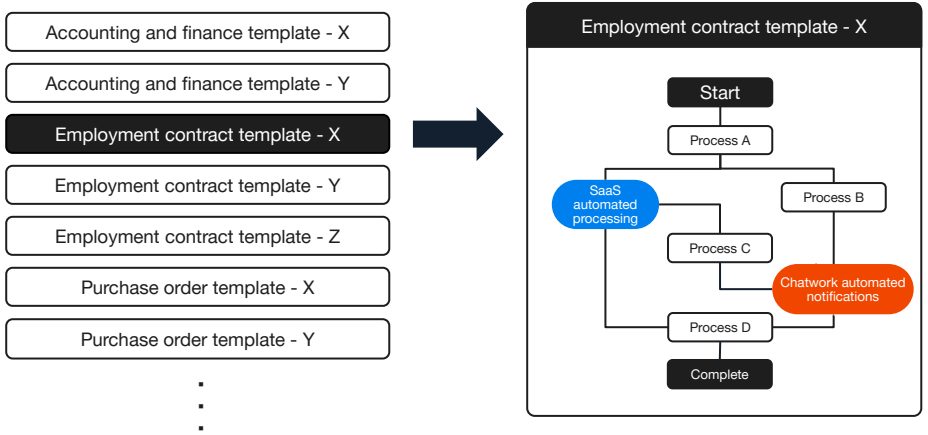
- Our approach to addressing a wide range of challenges faced by SMEs is to provide services through formalized and packaged business solutions, rather than individually consulting and designing operational workflows. This allows us to offer highly efficient and profitable services.
- By linking AI, business-related SaaS, and business chat, we aim to minimize operator workload or provide efficient services without the need for operators.

Hearing from Customer → **Suggestions derived from standardized templates**





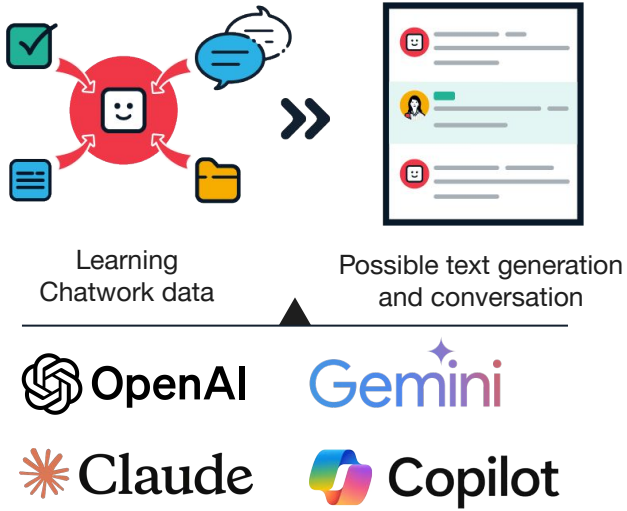




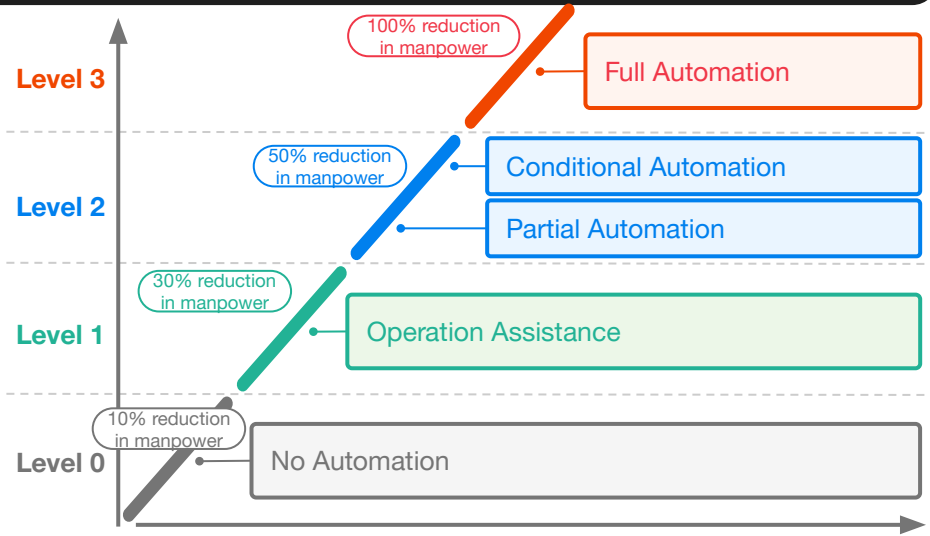
The Rapid Evolution of AI and the Potential of Chatwork

- LLM-based systems, like ChatGPT[*1], use innovative technology to enable advanced document comprehension and diverse task execution through AI.
- These innovative technologies significantly improves the value of chat services, with the potential to provide text generation and summarization based on past message data, as well as conversational capabilities with AI.
- In the future deployment of our BPaaS, we aim to dramatically improve our productivity by AI-enabling interactions and requests with users.

Image of Integration AI into Chatwork



Automation level of BPaaS



*1 OpenAI's conversational AI service released in November 2022. It is capable of learning from vast amounts of textual data and responding to questions in chat format, as well as performing diverse tasks using a single model.

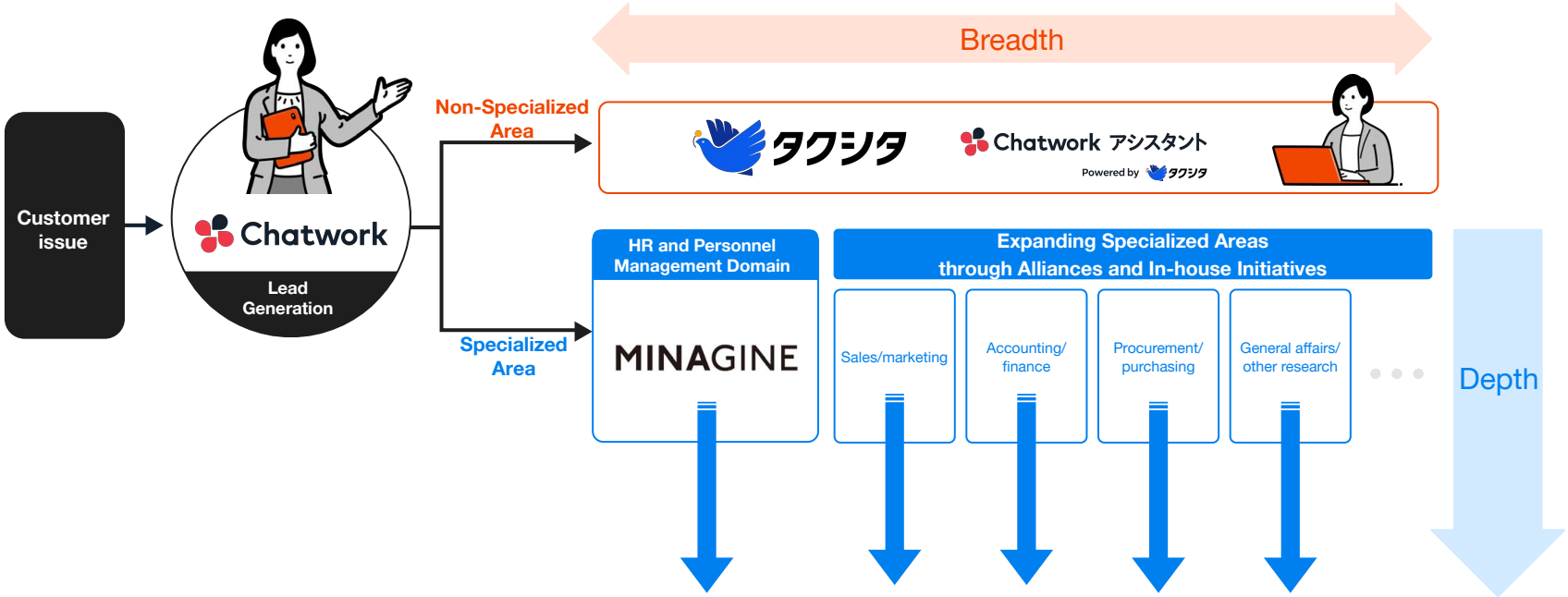
Profitability of our BPaaS

- Optimizing customer acquisition efficiency and average customer value through internal measures, while improving operational efficiency by transferring operations to AI agents
- The dramatic evolution of AI is also a driving force, and our BPaaS profitability is expected to improve significantly.

		As is	To be	
Internal Measures	Lower acquisition cost	Sales to Chatwork users through staffs (cross sell)	• We plan to integrate the product so that tasks can be requested directly from Chatwork. • It becomes possible to acquire customers without using sales staff.	Cost Reduction
Internal Measures	Pricing changes	Billing based on time spent working	Billing based on task	Sales Increase
Internal Measures	Increased cost per task	A flat rate system	Development of high-price menu on which we take charge of the entire back office	Sales Increase
Internal Measures	Expanding the scope of use of AI agents	Trial operation partially	Expanding the scope of AI agent use and significantly reducing the proportion of human work	Cost Reduction
External Factor	A dramatic evolution of AI models	Using LLM as the basis for AI agents	Greatly improved accuracy and dramatically reduced costs	Cost Reduction

Configuring Services That Achieve Both ‘Breadth’ and ‘Depth’

- We provide comprehensive support for non-specialized tasks through TAXITA, encompassing 'Breadth', while offering specialized expertise, ‘Depth’ through M&A and alliances.
- This combination allows us to offer one-stop support for our customers' needs.
- Additionally, our subsidiary MINAGINE provides BPaaS for human resources and Personnel Management. Other specialized fields will be covered early on with a focus on M&A.



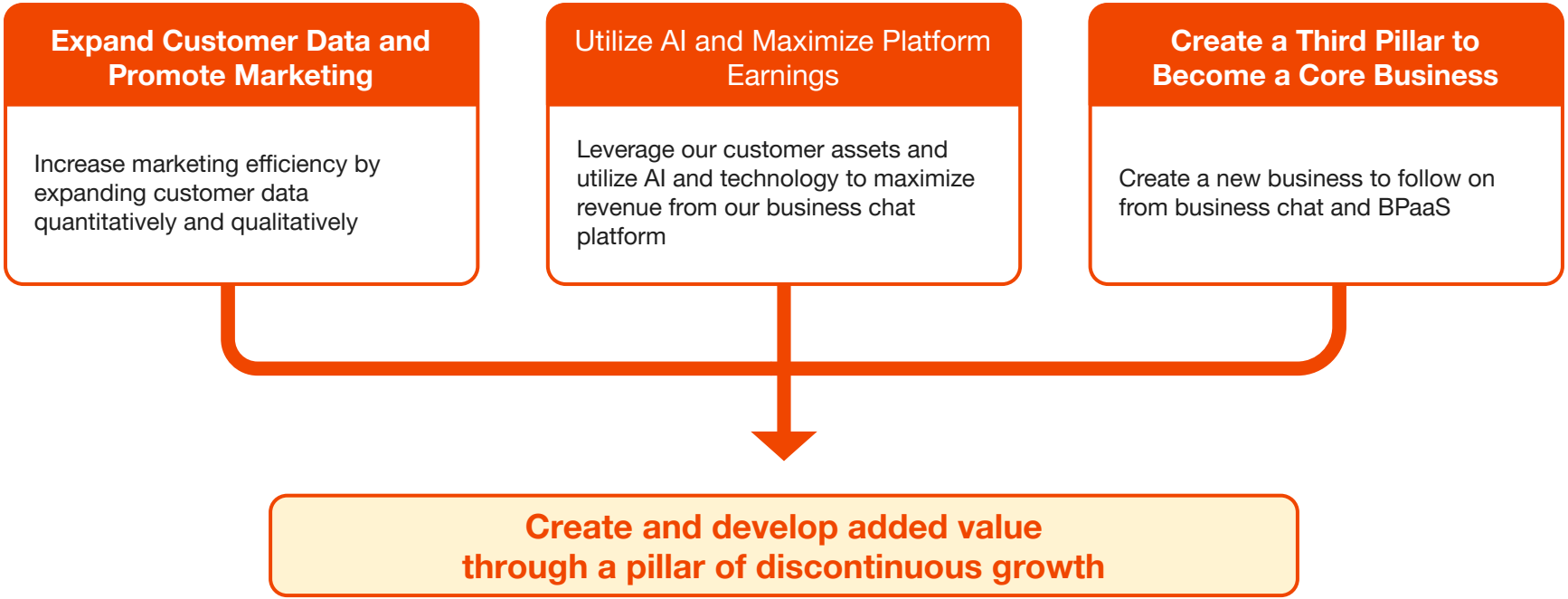
Medium-Term Management Plan #3

Incubation Strategy



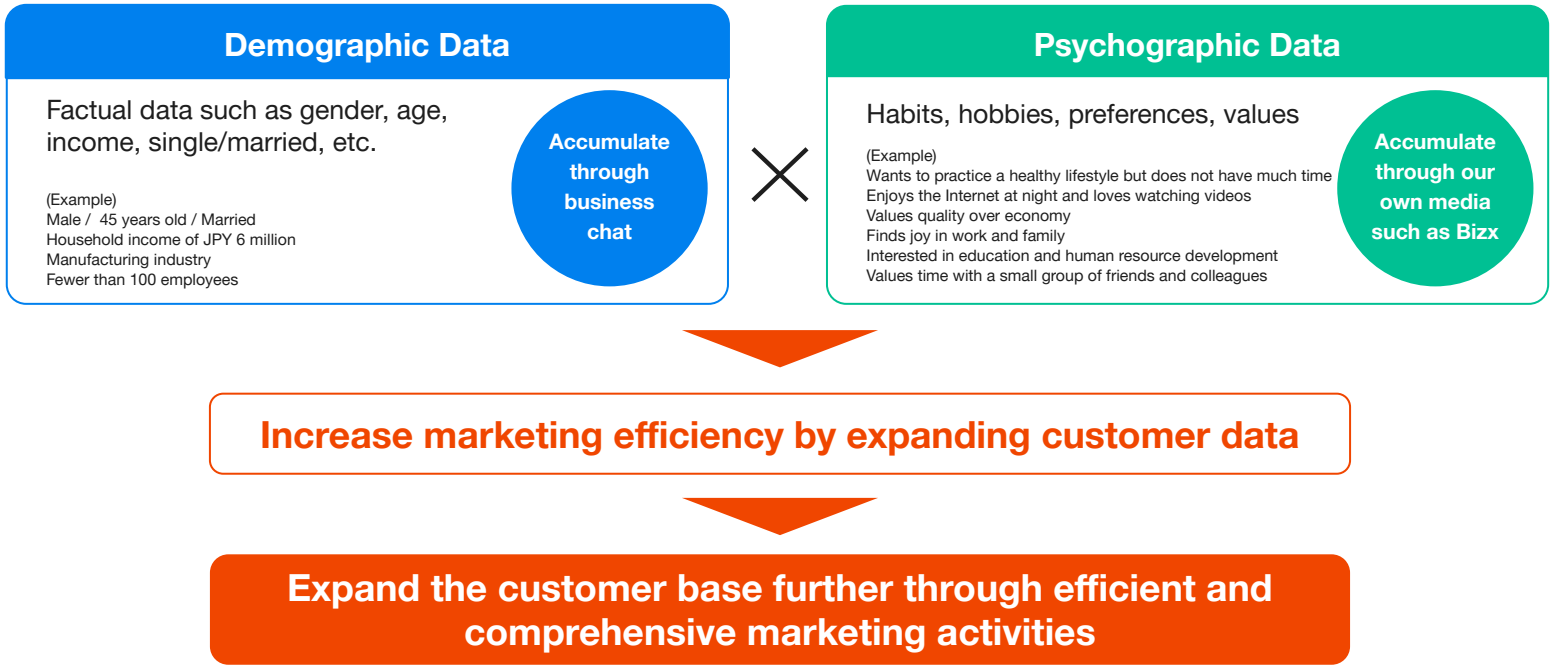
R&D Approach of Our Incubation Strategy

- We will execute a strategy to reinforce the Group's unique assets and positioning.
- We aim to create value-added services that will become a third pillar of discontinuous growth following business chat and BPaaS.



Expand Customer Data and Promote Marketing

- Expand customer demographic data (objective data) through expansion of our business chat customer base and accumulate customer psychographic data (subjective data) through growth of our own media and other customer communications.
- Improve marketing efficiency by expanding customer data quantitatively and qualitatively. We can expect to expand the customer base further through more effective and comprehensive marketing activities.



Utilize AI and Maximize Platform Earnings

- We can develop individually tailored AI technology by utilizing customer data and text data accumulated through business chat.
- As business chat is a business communication platform where users spend large amounts of time, it already serves as a point of contact where AI and people can talk to each other.
- We will maximize earnings from business chat as a platform by leveraging and deploying AI technology.

Customer data



We have access to huge amounts of customer data, both quantitative and qualitative.

Text data



A large amount of text data on white-collar employees in Japanese SMEs accumulates.

Chat UI

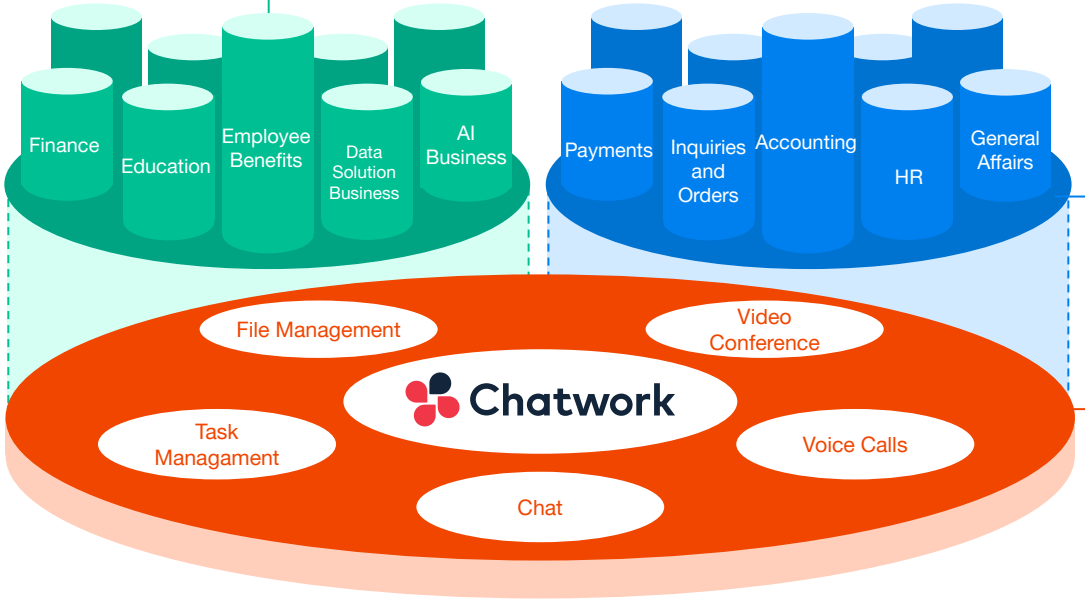


We have a chat UI where customers spend large amounts of time and that is a powerful touchpoint.

Maximize platform earnings by leveraging our assets and positioning

Creating a Third Pillar to Become a Core Business

- We are creating a third core pillar of business, following business chat and BPaaS.
- We are creating a new business that matches our vision and mission by leveraging our strengths, such as our “overwhelmingly high-value platform” and a “large-scale operational engine that represents a hybrid of tech and people.”



Creating new businesses that are aligned with our vision

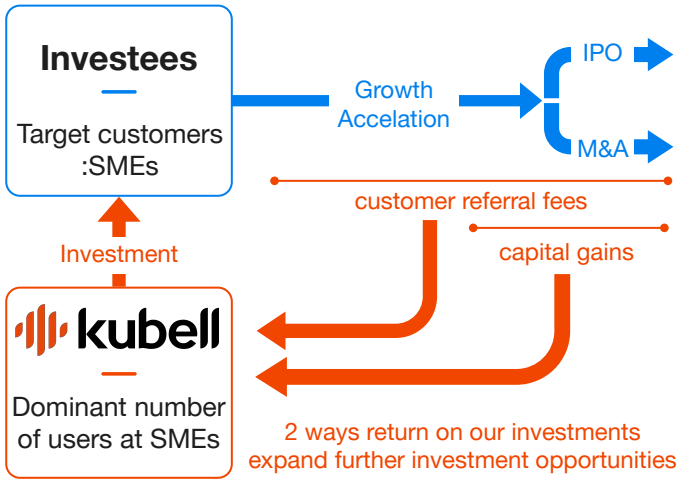
Achieving essential DX through highly productive operations that combine tech and people

overwhelmingly high-value **communication platform**

kubell BPaaS Fund Investment Strategies

- To acquire BPaaS capabilities and create new businesses, in FY2021 we launched a CVC fund, the kubell BPaaS Fund.
- The objective is to invest in and strengthen alliances with companies that share our attributes, and then refer Chatwork customers to them. While returning our investment through the customer referral fees we receive, we also target future capital gains by growing portfolio companies.
- We acquired MINAGINE Co., Ltd., as a wholly owned subsidiary in January 2023. Any synergies that result will go toward expanding further investment opportunities.

Investment Strategy for Maximizing Synergies



Investment Results

Consolidated subsidiary

kubell storage
MINAGINE

Investments

neton
betterplace
GIG INC.
IPO
GVA TECH
Paytner
COCOO
Digital Hack
Utill
ブレイブ 少額短期保険株式会社
YZ
miive

Contact Us

https://cvc.kubell.com/

Long-Term Vision, Roadmap

Long-Term Vision

“Chatwork” upgrade to “Super app for business” which includes BPaaS

- Super app for business: apps that become platforms of which function as a starting point for various businesses.
- Business chat tools have the advantage of being business platforms, because users spent more time with these products compared with other SaaS tools.
- We achieve an environment where SMEs can focus on their core business by providing SaaS, BPaaS, and various management support through our service.

SaaS to Business Efficiency

Engagement
Task management
Project management
Storage
Document solution
Video meeting
CRM/SFA

BPaaS to Provide Business

Personal Assesment
Recruitment
Chatwork Telephone Secretary Service
Employee time & scheduling
Accounting
Billing Management
Contract Management

Business Support

Finance
Assistance
Payment
Employee benefits

Empower clients to focus on their core business



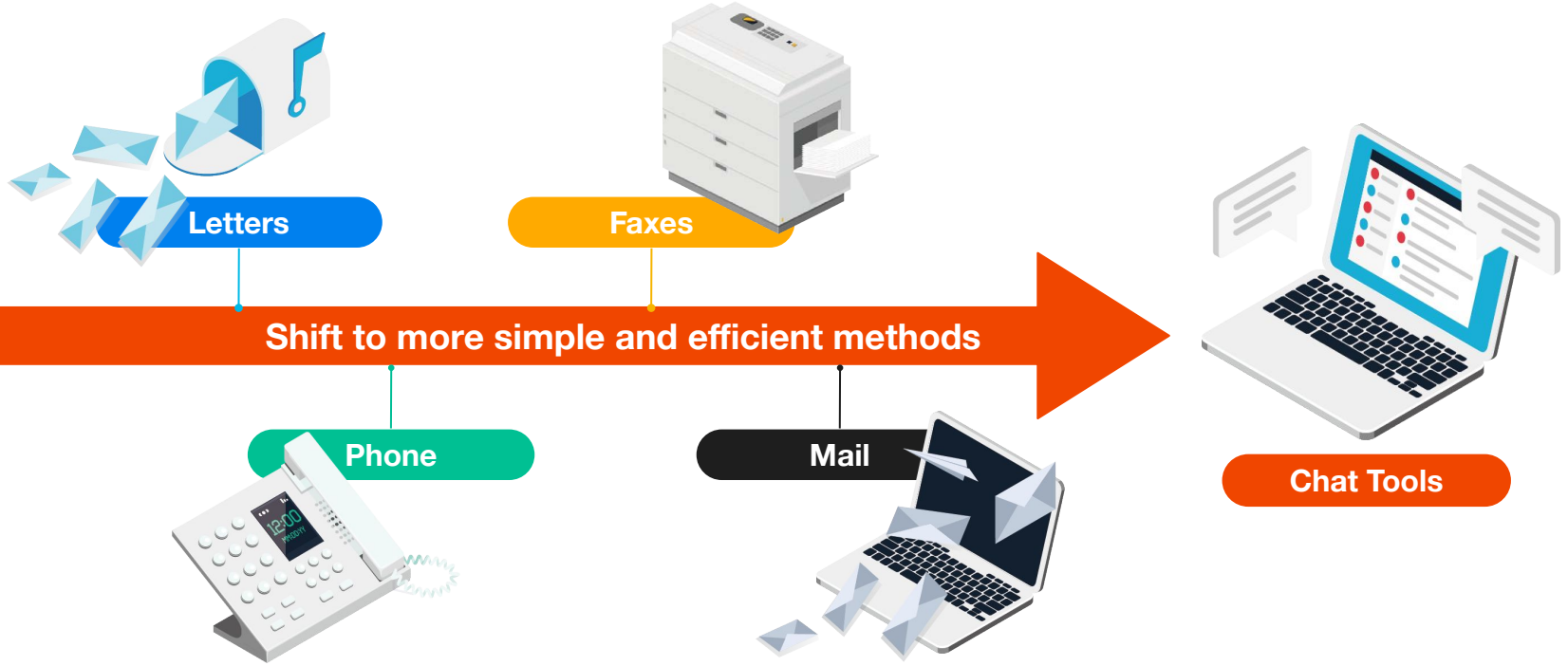
Full Year of FY2025 Results

Appendix2 | Details of Our Services

kubell

Business Chat ’Chatwork’

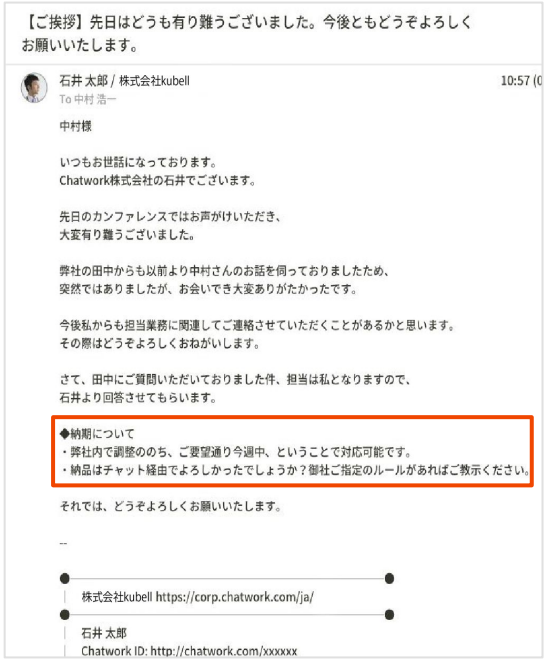
Evolution of Business Communications



Differences in written content by communication methods

- Emails contain many formal greetings and standard phrases, and it takes time and effort to get to the point.
- Business chat allows you to share what you want to say concisely and quickly.

E-mail



To

Greetings

Thanks for the other day and agenda of this e-mail

Point

Closing words

signature

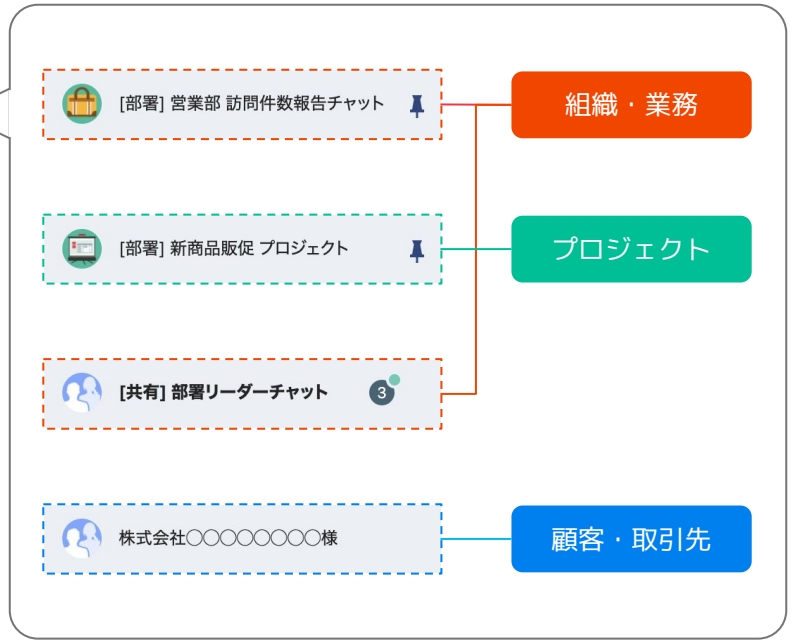
Business chat



Accelerate Business Collaboration



Create group chat for different teams, projects, and clients



- Within the group chat, participants can interact with multiple people at the same time to facilitate smooth information-sharing.
- Chat enables closer customer communications than via email, creating a stronger sense of connection.

Chatwork's Ideals

Get enthused about work

We want to make work more exciting and inspiring, revitalizing the workplaces through more invigorating communications.

We cultivate a solid understanding of how people work and facilitate a working style that is unfettered by the constraints of time or location.





"Change starts with Chatwork."

We released a brand movie expressing our desire to be an activator of business by guiding the success of each person with the power of technology

https://youtu.be/3NHp8caltK0

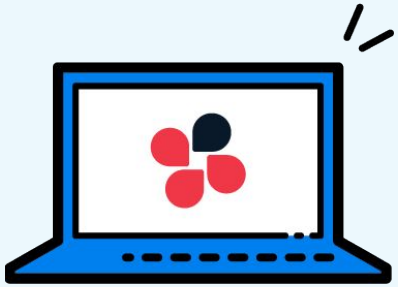
Plan / Pricing

Free For companies and individuals that want to try out the service for free	Business For companies and individuals that want to use the service for business	Enterprise For companies that want enhanced administrative functionality
1 user per month **¥0**	1 user / month (annual contract) **¥700** ¥840 / month for monthly contract	1 user / month (annual contract) **¥1,200** ¥1,440 / month for monthly contract
Up to 20 external contacts per user	Unlimited 1:1 chats	Unlimited 1:1 chats
Unlimited group chats	Unlimited group chats	Unlimited group chats
1:1 video calls / voice calls	Group video calls / voice calls Up to 14 people	Group video calls / voice calls Up to 14 people
Unlimited number of viewable messages within the last 40 days	Unlimited number of viewable messages	Unlimited number of viewable messages
10GB storage / organization	10GB storage / user	10GB storage / user
Number of users: Up to 100 per organization	Number of users: Unlimited	Number of users: Unlimited
—	—	Security management

*1 We stopped accepting new applications for the personal plan at the end of January 2021. We also reduced the minimum number of users under the business plan from five to one. Implementing this change means that even individuals can apply. People currently using the personal plan can continue to do so.

Features of Chatwork's Services

Easy to use



The interface and functions are designed to mainly target business professionals who are not IT experts. The service is easy for anyone to use and requires no complicated customization.

Open platform



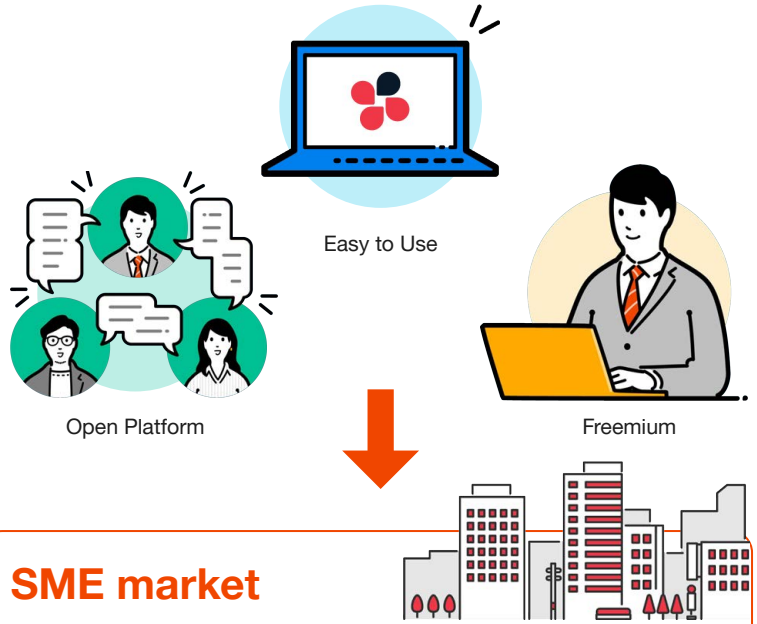
We employ an open platform-based approach that enables seamless internal and external communication using a single account. In many cases, the platform is also used externally with customers and business associates.

Freemium



Services are provided using a "freemium" model that allows unlimited continued use free of charge. Users can casually recommend Chatwork to customers and business associates, then switch to a premium paid plan once usage intensifies.

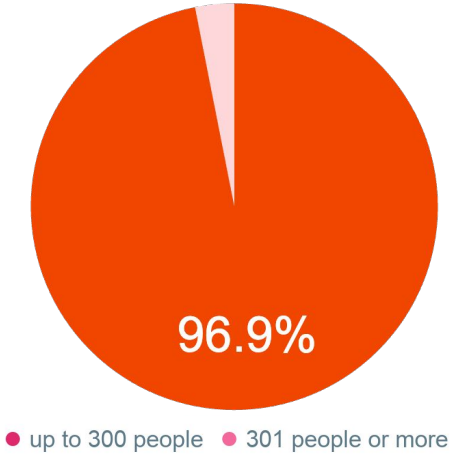
Growing Use in the SME Market



SME market

- Few people with detailed IT knowledge in the company
- No budget for investing in IT
- Want to use the same tools as customers and associates

Proportion of Paying Users by Company Size

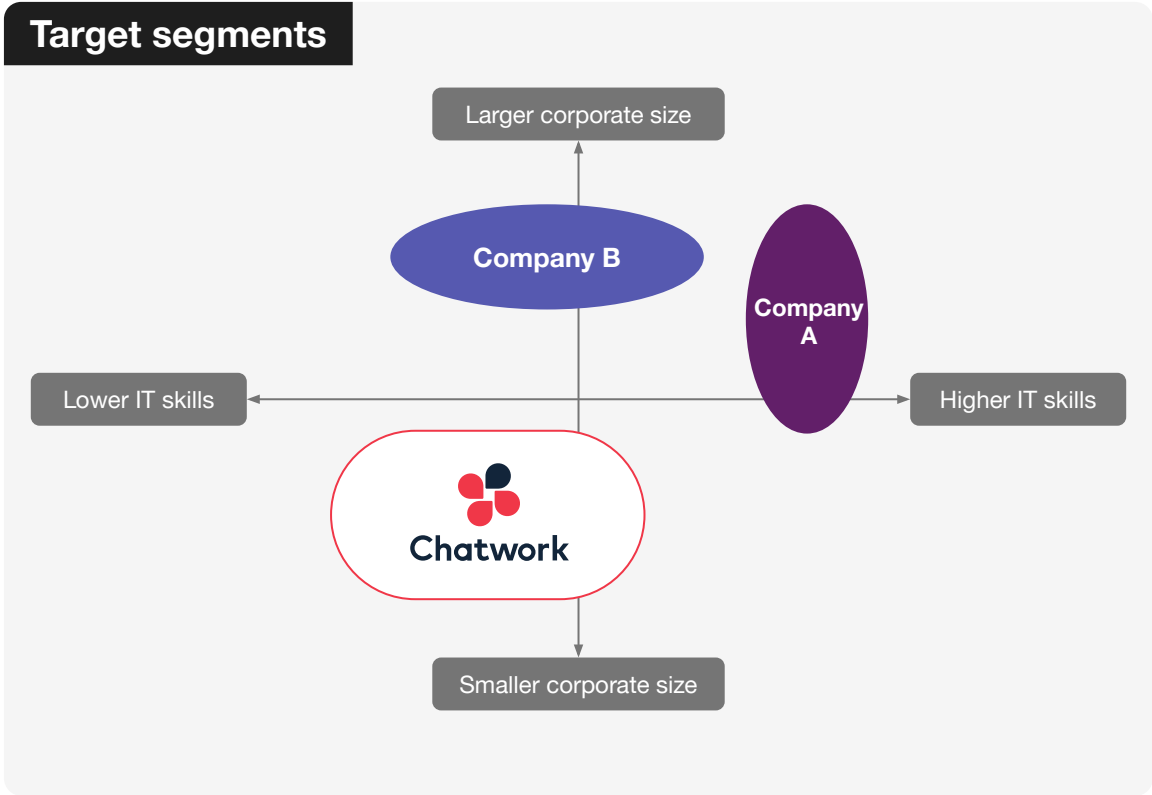


Companies with 300 or fewer people account for 96.9% of paying users.*1

Note: The customer base is stable, with most of the paying users being SMEs and without much dependence on specific companies.

*1 As of December 2025

Positioning in the Industry



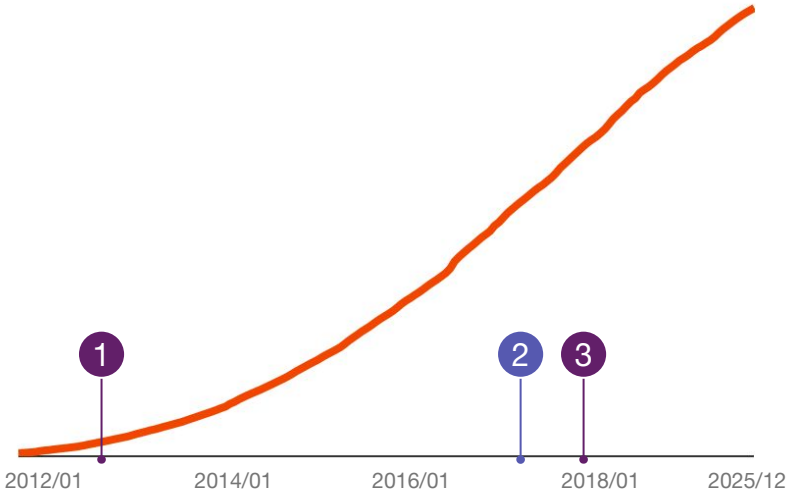
- We have two major competitors, but these companies focus on different target segments.
- As the market penetration rate of business chat tools is still low, the companies are working to develop new markets in their respective domains.

Strengths of Chatwork

A Service Structure Whose User Base Continues to Grow Exponentially

- Chatwork is easy to use for communication with customers and business associates thanks to the open platform-based approach, which enables seamless internal and external communications, and the freemium model that allows users to start using the software free of charge. Because of this, the user base continues to grow exponentially as it is introduced through referrals.
- Entry of competitors has not affected growth in the Chatwork's user base.

Number of Registered IDs



Market Entry by Competitors

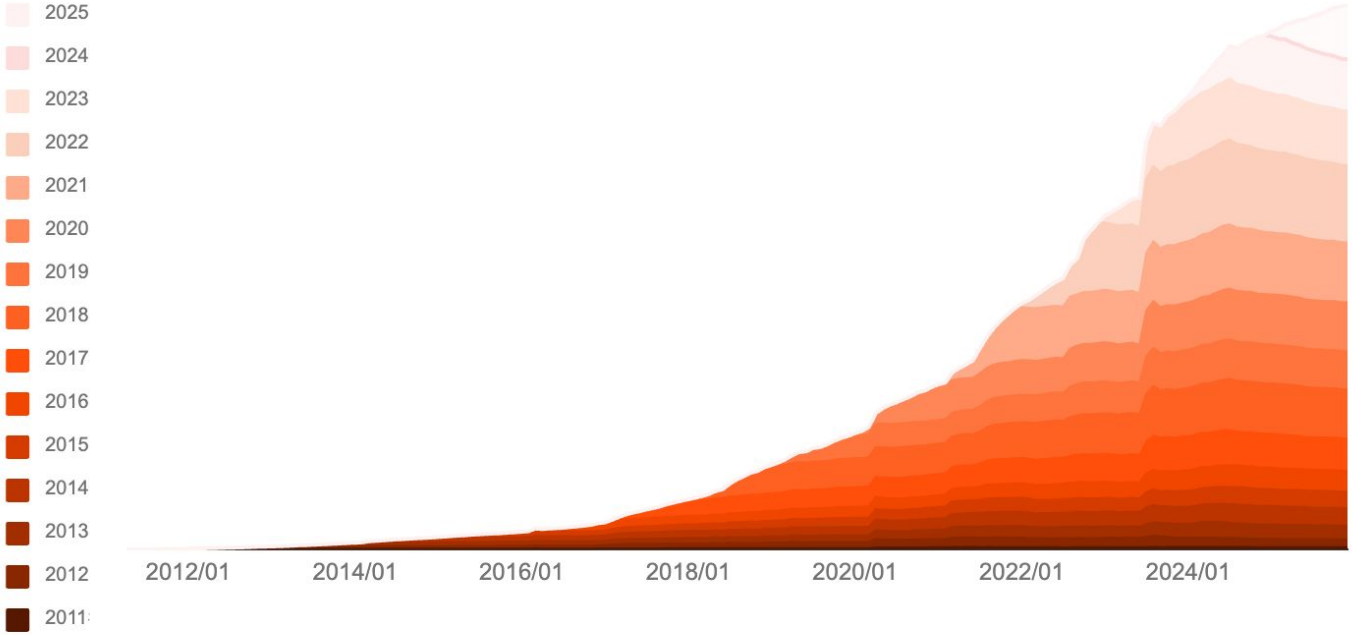
1 **August 2013**
Release by Company A

2 **March 2017**
Release by Company B

3 **November 2017**
Release of Japanese version by Company A

Chatwork Revenue Growth by Cohort

- Growth in income due to more internal users and customers upgrading to premium plans exceeds the downward impact of canceled contracts.
- The net revenue retention rate[*1] is over 102%[*2].
- The monthly retention rate is extremely high, at 99.77%[*3].



*1 NRR rate = (ARR at beginning of period - revenue churn on a monthly basis + revenue expansion on a monthly basis) / ARR at beginning of period
*2 Stock revenue as of Dec. 31, 2024 from billing customers as of Dec. 31, 2023 ÷ Stock revenue from Dec. 31, 2022 to Dec. 31, 2023
*3 Monthly continuation rate is indicated as "1 - churn rate." Churn rate refers to the rate of churn to the number of registered IDs. The figure indicates the 12-month average value from Mar. 31, 2024 to Mar. 31, 2025.

Business Chat Adoption Case: Medical and Nursing Care



Medical Corporation Ryouwakai Kakegawa Higashi Hospital—Kikyonooka

Hiroki Miyachi, Director

医療法人社団 綾和会
掛川東病院 介護老人保健施設 桔梗の丘

Medical Corporation Ryouwakai, Kakegawa Higashi Hospital—Kikyonooka

Located in Kakegawa City, Shizuoka Prefecture, Kakegawa Higashi Hospital—Kikyonooka comprises three medical wards, two long-term care insurance facilities, and a home medical care department. Under the vision of "a community hospital that supports regional needs," the hospital provides a wide range of medical and nursing care services, helping patients from the local community return to their homes.

Link to article

Size	301〜1,000Users
Industry	Medical care, nursing care, welfare
Purpose and effect	Enhance efficiency of information sharing, and collaborate with external stakeholders

The introduction of ICT solutions has drastically improved our information sharing, and increased opportunities to contribute to medical care for the local community

Challenges

・Tools to share information when collaborating with regional stakeholders were rarely used.
・It was not possible to efficiently share information related to home visits or medical settings via fax or telephone.
・It was challenging for external parties from various industries to get a hold of doctors via telephone.

Solutions

・Staff visited the offices of external partners to support the adoption of the platform.
・Adopted Chatwork for non-urgent communications, making it possible to send responses during free time.
・Assigned a dedicated Chatwork staff member to the hospital to respond to questions.

Effects

・The introduction of ICT solutions increased opportunities to contribute to medical care for the local community.
・Achieved greater efficiency in sharing of work-related information, as evidenced in part by a sharp drop in the total number of phone calls received.
・Productivity has increased by about 30% as non-urgent tasks can be handled on the move.

Business Chat Adoption Case: Manufacturing Industry



Yamamoto Seiko Co., Ltd.

Mr. Imanishi,
Production Control

YAMAMOTO
山本精工株式会社

Yamamoto Seiko Co., Ltd.

Osaka-based Yamamoto Seiko Co., Ltd. is a technical trading company and parts manufacturer with a long history (currently in its 67th year of operation). It collaborates with 250 partner companies to develop, manufacture, and ensure stable supply of components that underpin Japan's industries.

Link to article

Size	51–100 users
Industry	Manufacturing, production
Purpose and effect	Enhance efficiency of information sharing, and support mobility (usability on the go)

Rapid responses to sales and project inquiries with Chatwork!
Revenue and profit growth for three consecutive years

Challenges

・Needed an information sharing system to reduce the burden on small and medium-sized local factories (partner companies).
・When quality issues arose, responses were sometimes delayed.
・Sharing information with sales section employees, who are often out of the office, proved difficult, resulting in missed opportunities.

Solutions

・Introduced Chatwork, a simple and free tool, to facilitate interaction with partner companies.
・Chatwork is now used to rapidly share photos and diagrams of defective parts.
・The use of a chat system contributes to seamless information sharing with sales staff working outside the company.

Effects

・The introduction of Chatwork, coupled with organizational reforms, has driven a 115% YoY increase in revenue.
・Gained customer trust by establishing a fine-tuned system to immediately address quality issues.
・Accumulated experience in how to transform the company through successive improvements.

Business Chat Adoption Case: Construction and Real Estate



Kimura Sangyo Co., Ltd.

Yoshihide Kimura,
Representative Director

木村産業株式会社

Kimura Sangyo Co., Ltd.

Kimura Sangyo Co., Ltd. was founded in the Meiji era as a blacksmith shop. Today, it engages in businesses such as civil engineering, architecture, wooden houses, and real estate. It undertakes projects that are deeply rooted in community living, ranging from public works to land search and development, and residential construction. It also handles explosives used in tunnel excavation.

Link to article

Size	1–50 users
Industry	Construction, real estate
Purpose and effect	Enhance efficiency of information sharing, and facilitate knowledge sharing

Optimal solution for construction industry, where preparation accounts for 80% of successful outcomes Sales efficiency and projects have both increased

Challenges

・There was no organizational culture of keeping written records of communications, often leading to disputes over "who said what."
・Private messaging systems did not allow for long-term storage, and raised concerns over potentially mixing personal and professional messages.
・Coordination among sales staff had to be strengthened to enhance sales efficiency.

Solutions

・Necessary information is now diligently recorded in the form of text within Chatwork.
・Chatwork has no data storage limits and can be used exclusively for business purposes.
・Group chats have been created for sharing information among sales staff.

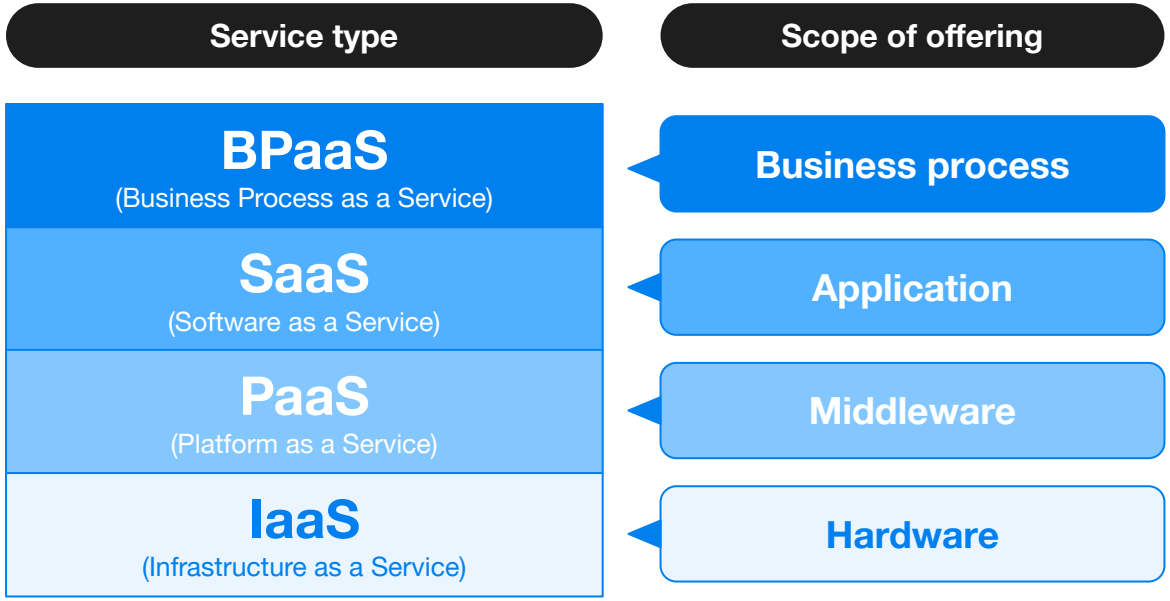
Effects

・The use of Chatwork eliminates disputes over "who said what," facilitating accurate and speedy information sharing.
・It is now possible to consult necessary information whenever necessary, and avoid mixing personal and professional conversations.
・The sharing of information among sales staff has improved, leading to an increase in the number of customers visited and projects initiated.

BPaaS
（Business Process as a Service）

About BPaaS

- BPaaS is short for Business Process as a Service. Rather than just software, BPaaS is a cloud service that provides business services themselves, allowing facilitating cloud-based business process outsourcing (BPO).
- BPaaS, the next upstream layer from SaaS in cloud-based services, will be the next trend.

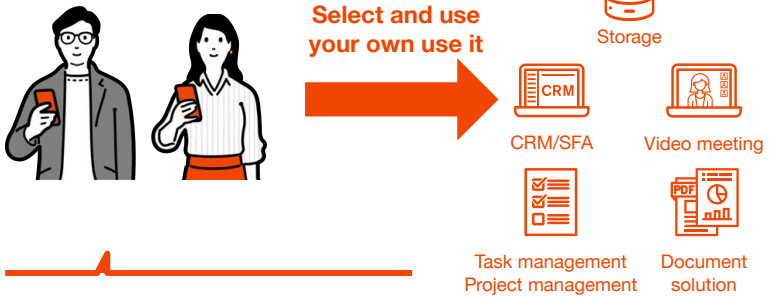


BPaaS is the main player in achieving DX in the majority market

- Choosing and mastering SaaS is mainly done by advanced users who are knowledgeable about IT.
- For the majority market, which accounts for more than two-thirds of the population, it is difficult to manage and use a variety of SaaS products with different usability.
- To achieve DX in the majority market, it is effective to use BPaaS to drive DX by winding up SaaS and AI for each business process and on behalf of customers.

SaaS

Solving business issues through DX on your own



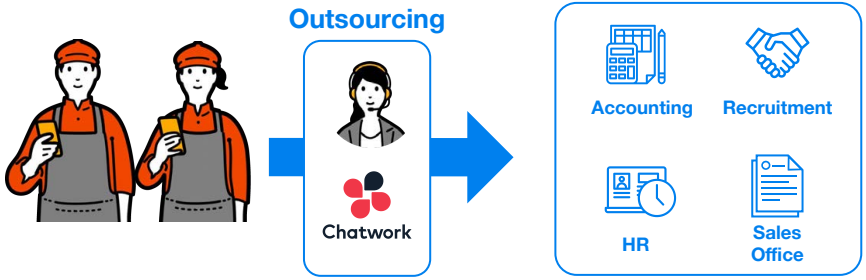
Users suited to SaaS

Tech-savvy early adopters in IT

- Can select tools on their own
- Management and employees can use the tools efficiently

BPaaS

Requests for entire business process and DXing are also outsourced



Users suited to BPaaS

majority

- Difficulty in decision making to adopt SaaS
- Difficulty in using SaaS

Actively utilize SaaS and AI in the work we perform

TAXITA Service Overview

Troublesome work can be requested on Chatwork for as little as 10 hours a month and as much as you need at the time you need it.



- No recruitment or training required
- No manual required
- Can be up and running in as little as 5 business days
- Monthly fee: JPY 38k and up

Work that can be requested

Accounting	Journalizing, bookkeeping, and invoicing
HR	Attendance management and payroll
Clerical work	Data Entry/Organization,Transcription

etc
General Affairs, Sales Office, Secretarial, Recruitment,Translation, System implementation

Price Plan

	1 month	3 months	6 months	1 year	Custom plan
Fee	JPY 47k per month	JPY45k per month	JPY 42k per month	JPY 38k per month	We will create a custom plan based on your needs. Please contact us for details.
Contract Period	1 month	3 months	6 months	1 year	
Working hours	10h	10h	10h	10h	

TAXITA Adoption Case: Sanki Unyu Co., Ltd.



Like having an additional team member
Has exceeded expectations in handling requested tasks

Tasks assigned to TAXITA

Handling of billing operations, various surveys, preparation of materials

Contract type 6-month plan, 10 hours per month

Company profile

Sanki Unyu Co., Ltd.

Number of Employees

121

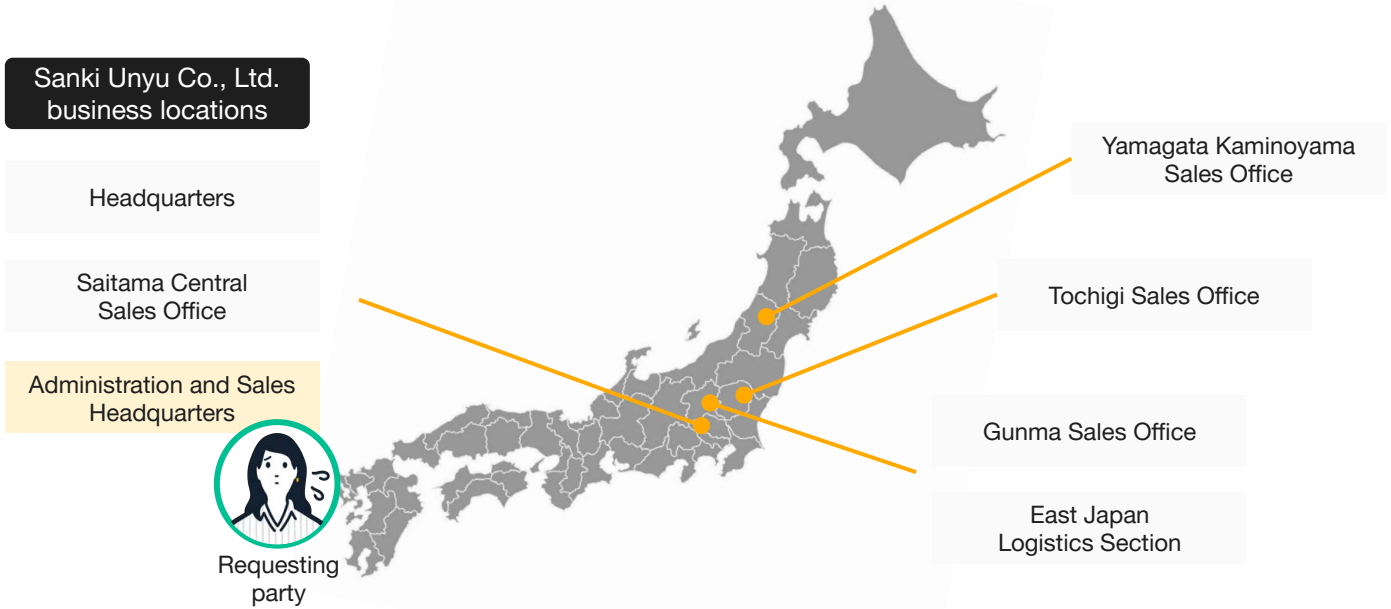
Business lines

・General area truck transportation, freight transportation and handling, consolidated transportation, chartered transportation, and moving services
・Specializes in PVC pipe transportation

TAXITA Adoption Case: Sanki Unyu Co., Ltd

Challenges before adoption

- The Administration Department of Sanki Unyu Co., Ltdl, operating with a bare minimum of staff, was responsible for all back-office operations as well as the management of transportation and warehousing.
- The Administration Department created job postings, but experienced difficulties in recruiting new personnel, and urgent hiring in other departments was therefore prioritized. As a result, the department struggled to process its workload when various tasks demanded attention at the same time.

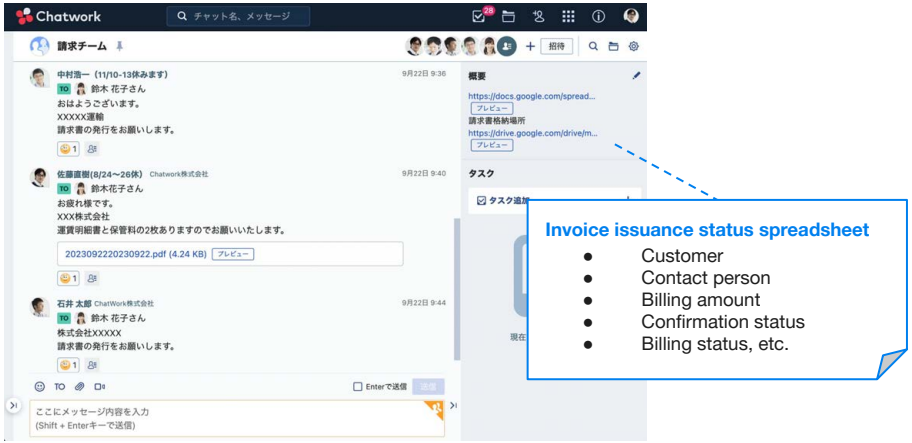


TAXITA Adoption Case: Sanki Unyu Co., Ltd

Effects after adoption

First step in digitizing operations—reduced admin work hours (freeing up 10–20 hours per month)

- The assistant was asked to handle billing operations and improve operations, and supported every step until all stakeholders could use the system effectively.
- Employees can now focus on their core duties, knowing that any issues can be solved simply by making a request to the assistant.



(Sample screenshot)

The entire billing process was visualized using Chatwork and spreadsheets, **enabling all stakeholders to confirm the latest status at any time, and thereby eliminating the time previously spent on confirmation and checks.**



Requesting party

I request support with task ○○○.

- Reach out to parties involved in billing operations, create a manual
- Organize files in cloud storage
- Create graphical representations of numerical data in internal documents
- Set up integrations with attendance system and temporary staffing contract system
- Research personnel management software
- Investigate subsidy applications
- Etc.



TAXITA operator

Understood. I will handle this.

Chatwork Attendance powered by Minagin Service Overview

Achieving Legal Compliance and Business. Efficiency Cloud system with manufacturer's initial configuration.

- Attendance management system (time clocking, application approval, leave management, attendance data output, etc.)
- Initial fee: JPY 0 and up
- Monthly fee: JPY 30k and up

Retention rate

99.5%

As of 2020
User



Various imprinting methods Freely selectable

Can be used with PCs, smartphones, tablets, IC cards, and dedicated apps. PC logs can also be obtained with Win/Mac.

Compliance with laws and regulations with labor risk countermeasure function

Reporting function for each employee's paid leave utilization rate and 36 agreements.

Available without initial setup

Support for a variety of work styles and rules. Safe and on-schedule implementation without placing a burden on the person in charge.

Service Overview about Chatwork Personnel Management

Over 30 years of experience as a HR professionals. Solving your problems such as business assignments, compliance with legal changes.



※Our Customer Satisfaction Survey on 2022



Service: Payroll calculation, Reward calculation, Web pay slip, Year-end adjustment, etc.
Price: Initial fee: JPY 0 / Monthly fee: JPY 30k and up

Accurate and Prompt Support

One of our group company, MINAGINE, which specializes in personnel management, will support you. We have over 20 years of experience and work as a team of multiple people, allowing us to provide accurate and prompt support.

Available with a wide range of tasks

In addition to payroll calculations, we also handle resident tax renewals, year-end adjustments, and bonus calculations. We can also handle My Number and directly deal with employees regarding joining and leaving your company.

Comprehensive labor support

We operate alongside a certified social insurance and labor law firm, enabling us to handle various administrative procedures on your behalf.
We also offer services such as reviewing and revising work rules and internal company regulations.

Service Overview about Chatwork Personnel Evaluation System

Providing everything you need to make your personnel evaluation system a success, including construction and operation support.

Service: Personnel evaluation system construction and operation support
Price: Varies depending on desired services and number of employees

みんなの人事評価

System Construction

We will create a simple and easy-to-use personnel evaluation system in as little as three months. We aim to create a simple system that is easy for employees to operate.

Operation Support

We don't just provide construction, we also provide operational support. We will help you settle in by providing training and support once a month.

Reducing man-hours through Systemization

The system can be used to complete everything from goal setting to evaluation. This will reduce the amount of work required for distributing and compiling evaluation sheets.

Full Year of FY2025 Results

Appendix3 | Sustainability

kubell

A society where everyone enjoys working and where creativity abounds



Our mission is "making work more fun and creative." People spend much of their lives working, and that time should not be spent only to earn money. We want to create a society that enables as many people as possible to enjoy their work more and express their creativity fully and freely to achieve their dreams and aspirations.

We believe that more people will work to actively achieve their dreams and aspirations, which will enrich their lives and lead to value creation that will transform our society into one that is more prosperous and sustainable.

Achieving this sustainability vision requires collaboration with our stakeholders, and we are committed to co-creating a sustainable society together.

The Value Creation Process

MISSION Making work more fun and creative

Management Capital

Manufactured Capital

- High-value cloud infrastructure and robust information security
- Development and operational framework that promotes AI utilizatio

Intellectual Capital

- Customer base of approximately 880,000 companies and 7.22 million registered IDs
- Deep expertise in creating user-friendly services for SMEs, including those unfamiliar with business processes and IT

Human Capital

- Diverse talent with varied backgrounds and specialized knowledge supporting our products and operations
- An organization that values mission alignment and mutual support within a culture that encourages challenges and growth

Social and Relationship Capital

- DX solution partnership business
- 13 CVC portfolio companies
- User community
- External network related to SaaS product development and operations

Material Issues

Identification of 11 material issues

Creating social value through our business



Issues related to strengthening the foundation for value creation



Contributing to the resolution of global social issues



Business Model

Platform × DX

BPaaS
(Business Process as a Service)

タクシタ　Chatwork アシスタント Powered by タクシタ

We undertake non-core operations for companies facing challenges with in-house DX, driving their digital transformation. We aim to serve as the headquarters for all SMEs.

Business Chat

Chatwork

A highly platform-oriented chat service that has spread through word-of-mouth and is used daily by many people, regardless of industry or job type.

SME Market

Value for Society

Our Vision for 2030

- Improving the productivity of Japanese SMEs
- Creating an environment where companies can focus on their core business
- Addressing and resolving labor shortages in SMEs
- Job creation
- Achieving net-zero CO2 emissions (Scope 1+2)

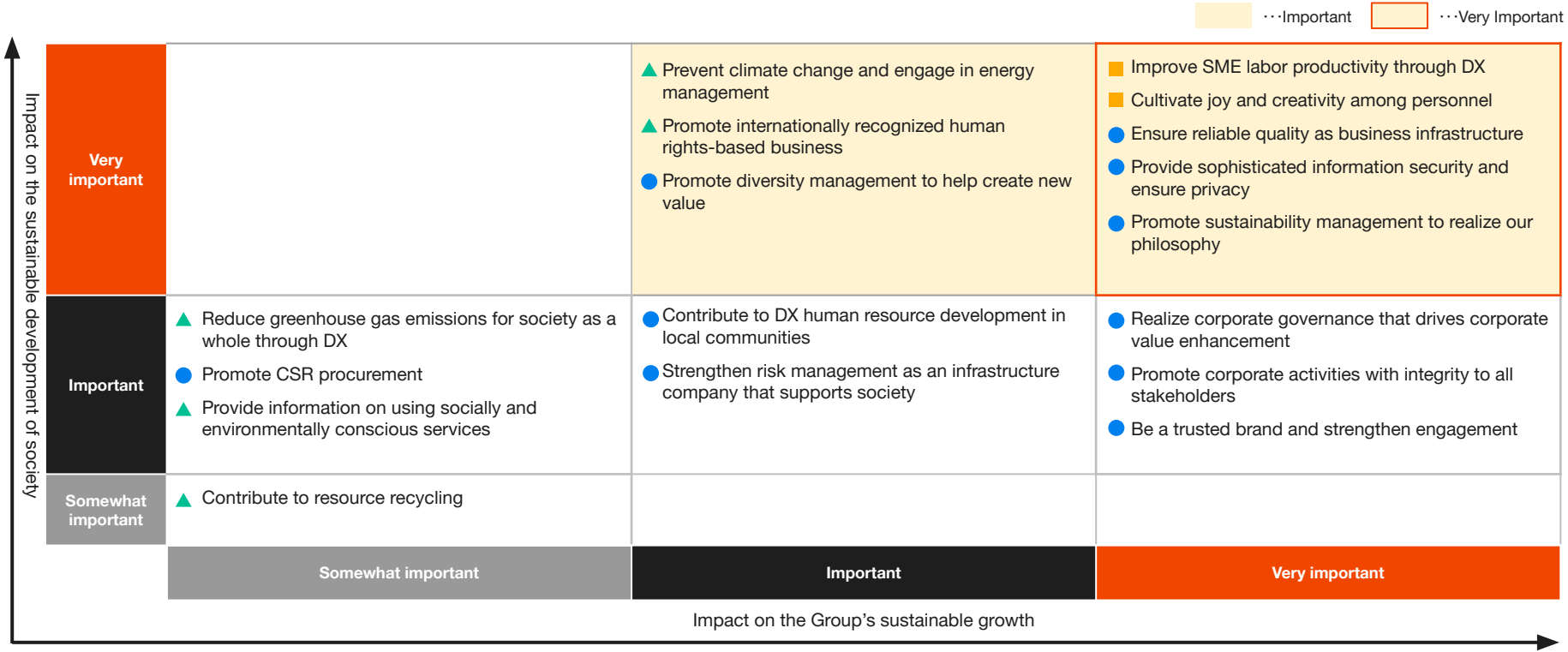
Medium-Term Management Plan 2026

No. 1 BPaaS company for SMEs

- The No. 1 BPaaS company for SMEs
- Revenue: JPY 15 billion
- EBITDA Margin: 10-15%
- Annual Revenue Growth Rate (2024-2026): 30%

Materiality (Key Issues) for Realizing the Mission

- To realize our mission, we have identified key issues that the Group needs to address over the medium to long term on both the financial and non-financial fronts. We have defined “11 key issues for realizing our mission and vision.”



Actions and KPIs Leading to 2030 Goals

- Listed below are the actions and KPIs leading to 2030 goals corresponding to key issues that were identified as being “very important” for both society and the Company.

Category	Key issues	Actions and KPIs leading to 2030 goals
Social value creation through business	Improving labor productivity at SMEs through DX	Number of Japanese SMEs using our business platform: more than 1 million
	Creating human resources who can work in a fun and creative way	Credo ambassadors educate employees about our values Conduct engagement surveys
Enhancement of value creation infrastructur	Ensuring reliable quality as business infrastructure	System uptime for IT services provided: 99.5% or higher on an ongoing basis
	Advanced information security and privacy protection	Enhanced security management across the entire company Critical security incidents: 0
	Conducting sustainability management to achieve the corporate philosophy	Training for basic sustainability and ESG Training for new employees on kubell Sustainability Initiatives

Sustainability Website



kubell Sustainability Website

We are pleased to announce that we have launched a sustainability website to inform our stakeholders about our environmental, social, and governance (ESG) initiatives to realize a sustainable society.

As stated in our Sustainability Vision, of being "A society where everyone enjoys working and where creativity abounds," we are determined to contribute to the realization of a sustainable society together with our stakeholders by taking social issues seriously and sincerely addressing the key issues we have identified. Please have a look.

URL

https://www.kubell.com/en/sustainability/

Full Year of FY2025 Results

Appendix4 | Others

kubell

Segment Information

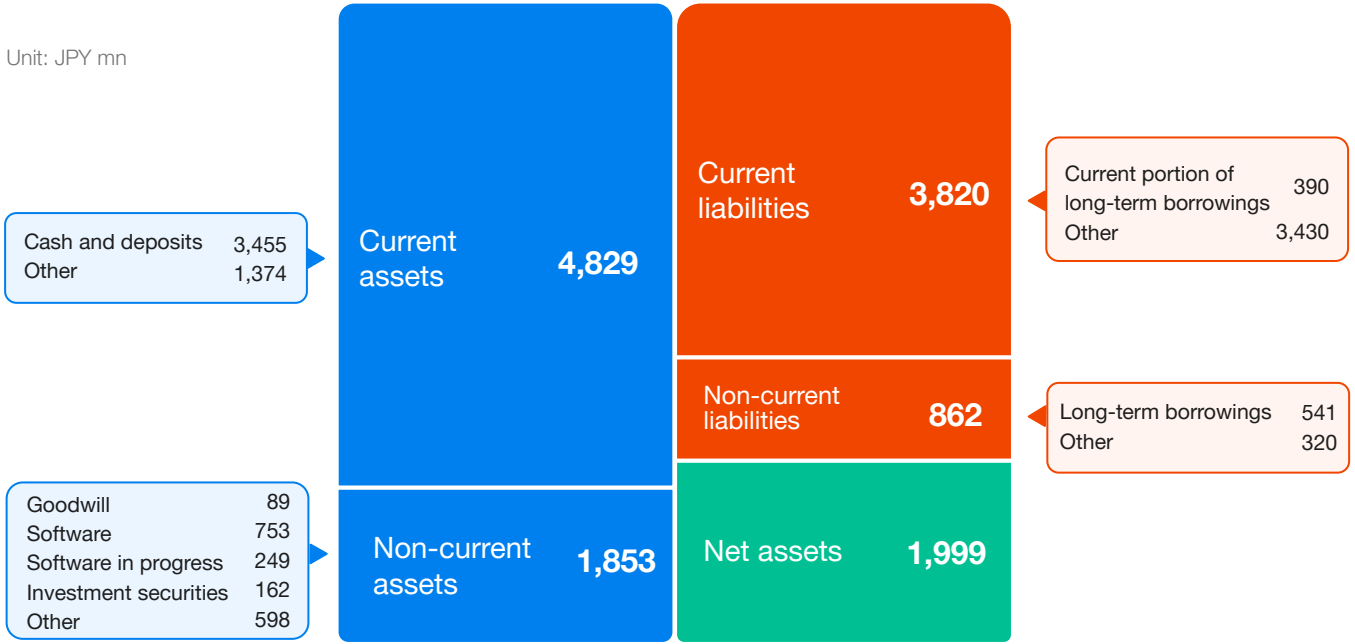
- Starting with the disclosure for fiscal year 2025, segment information will be revised and changed to "Platform Business", divided into "SaaS Domain" and "BPaaS Domain"
- Clarify the profitability of each business by clearly indicating the stock-based[*1] and flow-based[*2] revenue models in each domain

			Stock-based	Flow-based
Platform Business	SaaS Domain	Businesses and services related to monthly billing models through software	• Chatwork • Chatwork Storage • Chatwork Attendance Management System • Chatwork Personnel Evaluation System	• Chatwork advertisements and sending customers • Chatwork others • SaaS others （Inistial cost, Issuance fee, Equipment sales） • Constructing and Operating of Chatwork Personnel Evaluation System （Initial cost, consulting）
	BPaaS Domain	Businesses and services related to a business model for realizing BPO online	• TAXITA • Chatwork Personnel Management	• Chatwork Personnel Management （Initial cost, Year-end adjustment）

*1 A business model that generates stable revenue through continued use by customers, such as subscriptions (monthly/yearly charges).
*2 A business model that earns revenue from one-off or occasional transactions.

Balance Sheet

- Our financial base is improving as cash and deposits increase due to continued EBITDA profits and operating profits.



* as of the end of December 2025

Historical Changes in Price and Plan Revisions

- Since the service launch in April 2011, we have consistently implemented pricing and plan revisions with the aim of improving convenience and service quality.
- Moving forward, we will continue to consider appropriate measures aligned with the value provided to our users.

August, 2024	Changes to Free Plan Services: -Remove the limit on the number of browsing restrictions -Increase storage -Add limit on number of contacts
July, 2023	Pricing Revisions for Business Plan and Enterprise Plan: - Apply new fees to all users, including existing ones
October, 2022	Changes to Free Plan Services: -Remove the limit on the number of group chats -Introduce browsing restrictions
August, 2022	Integration of Personal Plan into Business Plan: -Discontinue individual paid plans -Transition users with payment failures and account suspensions to the Free Plan
October, 2021	Discontinuation of the previous KDDI Chatwork plan
July, 2021	Old plan discontinuation / Change in group chat restrictions
February, 2021	Plan integration
April, 2020	Discontinuation of the previous plan
February, 2020	Pricing revisions
April, 2016	Pricing revisions
April, 2011	Service launch

Shareholder Benefit Plan

We aim to increase understanding of our company as more people use our services and encourage their long-term support for the company's growth.



Shareholder eligibility

- People who have held shares continuously for two record dates (six months) in the company's shareholder register, each year as of June 30 and December 31.
- Shareholders registered as holding at least one share unit (100 shares).

Benefit details

- Shareholders can receive one ID per shareholder number for our paid personal plan[*1].
- The monthly fee is waived as long as the party continues to hold the company's shares.

*1 Although we no longer offer the paid personal plan, due to our integration of the personal plan into the business plan, we will continue to offer this plan to shareholders.

CEO



Masaki Yamamoto
Representative Director ,President, Senior Executive Officer & CEO

Masaki Yamamoto founded EC studio (currently kubell Co., Ltd.) in 2000 while still enrolled in university. Since then, he has been involved in developing a wide range of services as CTO in charge of technology, planning and release of Chatwork, a cloud-based business chat tool, in March 2011. Along with leading development of the tool as an engineer, he has grown it into the company's core business in his role as executive officer. In June 2018, he was appointed CEO of kubell Co., Ltd.
He was awarded the Venture Manager Prize at the 45th Keizaikai Grand Prix.

Strengths as CEO

- Involved with the company's core product, Chatwork, from the outset as a planner, developer and executive officer
- As a board member since founding, has overseen various aspects of the company, including technological development, business operations, and corporate affairs
- **As a CEO with technological expertise**, capable of making decisions based on an in-depth understanding of technological trends.

Director & Senior Executive Officer



Naoki Inoue, Director, Senior Executive Officer & CFO

Naoki Inoue is a graduate of Waseda University. After holding positions at strategic consulting firm Roland Berger, Dell, and other companies, he joined Recruit in 2008 and was involved in new business development and M&A. Having supervised the acquisition of Indeed in 2012, he was assigned to the U.S. to handle post-merger integration (PMI). In 2015, he was assigned to the U.K. to supervise PMI following the acquisition of Treadwell. In November 2017, after returning to Japan, he joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) as CFO. He was appointed as director and CFO in March 2019. In October 2023, he was appointed Director & Senior Executive Officer, CFO.



Shoji Fukuda, Director, Senior Executive Officer & COO

Shoji Fukuda joined ITOCHU Corporation in 2004, where he was engaged in new business development and investment operations related to the Internet. In 2013, he joined SMS where he supervised the entire nursing care area centering on Kaipoke, a management support service for nursing care operators, and Kaigo Job, a recruitment and career change information service for nursing care workers. In 2018, he was appointed as executive officer of the company. In January 2019, he became an external director of Chatwork Co., Ltd.(currently kubell Co., Ltd.). He joined kubell Co., Ltd. in April 2020. Following appointment as executive officer, CSO, and the general manager of Business Headquarters in July 2020, he was appointed director and COO in April 2022, and Director & Senior Executive Officer, COO in October 2023.

Executive Officer



Go Kiritani, Executive Officer, CSO & Senior Vice President of Business Division

He joined a power-related venture startup in its founding phase while still in university, where he was involved in establishing joint ventures and launching multiple businesses, and his contribution made the company unicorn. Later, he transitioned to ABEJA, an AI venture, where he served as the head of data-related services. In October 2020, he joined Chatwork Co., Ltd.(currently kubell Co., Ltd.), led the promotion of BPaaS as a unit manager. In January 2024, he was appointed as an executive officer and head of the Incubation Department. He is responsible for new business promotion and R&D. He was appointed CSO in July 2025, assumed current position in January 2026.



Ryoichi Okada, Executive Officer & Deputy Senior Vice President of Business Division

After working for Showa Leasing Co., Ltd., Mr. Okada joined the Rakuten Group, Inc. There, he took part in the launch of an e-commerce business in the BtoB domain and gained business management experience. He then moved to SMS Co., Ltd., where he was active in business development. In April 2017, took charge of Kaipoke, driving SMS's elderly care operators business. He joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) in May 2022. In January 2023, he became senior vice president of the Incubation Division, and in October 2023 he was appointed to the position of executive officer. From April 2024, he manages BPaaS Division , assumed current position in January 2026.



Nozomi Tokuhara, Executive Officer, CPO & Deputy Senior Vice President of Product Division

After starting a business as a student, he worked in product development and new business development for several listed companies, before moving to LINE Corporation (now LINE Yahoo! Corporation), where he promoted the launch and growth of a wide range of businesses, including B2B mini-apps, B2C chat room monetization, and healthcare services. After serving as General Manager of Product Management for the Quick Commerce business, he led the digital field and new business development as CPO and General Manager of New Business Development at Muji Co., Ltd. In January 2025, he joined kubell Inc. and was appointed Executive Officer and CPO in July of the same year. Assumed current position in January 2026.



Yuki Tanaka, Executive Officer, CTO & Deputy Senior Vice President of Product Division

After developing web-based systems for a system integrator, Mr. Tanaka joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) in 2013. He has been in charge of numerous projects including web front-end development for UI renewal projects, REST API development for external use, and message search server renewal. Later, as an engineering manager, gained management experience across a wide range of product areas. He became senior vice president of the Product Division in March 2023, and in October 2023 he was appointed to the position of executive officer. In August 2024, he was appointed to the position of deputy senior vice president of communication platform. He was appointed CTO in July 2025 , assumed current position in January 2026.

Executive Officer



Shinya Saito, Executive Officer & Senior Vice President of People Division

After working for a consulting firm and DeNA Co., Ltd., Mr. Saito started his own business in 2014. He developed this business, which focused on supporting the business development of small and medium-sized enterprises. He then joined ZUU Co., Ltd. in 2018, where he oversaw corporate activities as an executive officer. He joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) in 2020. In January 2023, he became senior vice president of the Communication Platform Division, and in October 2023 he was appointed to the position of executive officer. From January 2025, he manages People Division.



Shinsuke Hase, Executive Officer & Senior Vice President of Administration Division

After working at a real estate company and a consulting firm, in 2013 Mr. Hase joined Oisix Inc. (now Oisix Ra Daichi Inc.) where, as the head of the finance and accounting department, promoted M&A and PMI. In 2019, he moved to Japan Post Capital Co., Ltd., where he invested in several companies as part of the investment department. In December 2022, he joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) as senior vice president of the Administrative Division, and in October 2023 he was appointed to the position of executive officer.



Gen Sawaguchi, Executive Officer, Senior Vice President of Management Planning Division

After gaining experience in corporate revitalization consulting, M&A advisory services, and M&A and management planning (at a major telecommunications company), Mr. Sawaguchi was involved in the management of several venture companies. He held positions such as director & COO and business manager at food delivery service provider Star Festival Inc., online negotiation system provider bellFace Inc., and healthcare startup CUC Inc. In February 2024, he joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) as the head of the Management Planning Office, and was appointed as an executive officer in March of the same year. From June 2025, he will be in charge of the communication platform division in addition to the management planning division.

Outside Directors and Audit & Supervisory Committee member



Tomohiro Miyasaka Outside Director

Through SBI Holdings, the financial holding company of a comprehensive internet-based financial group, in 2006 Mr. Miyasaka was involved in the launch of the current SBI Sumishin Net Bank (investors: Sumitomo Trust and Banking and the SBI Group). He joined GMO VenturePartners in 2008, becoming a director and partner in 2012. Appointed as an Outside Director of kubell Co., Ltd. (formerly Chatwork Co., Ltd.) in March 2021.



Akiko Kumakura Outside Director (Full-time Audit & Supervisory Committee member)

In 2003, Ms. Kumakura joined Asahi Audit Corporation (now KPMG AZSA LLC), where she primarily engaged in accounting audits and IPO support services. After leaving that company, she provided internal audit, internal control evaluation support, and other services, and opened the Kumakura Certified Public Accountant Office in 2017. In the same year, she became an outside auditor at Bank of Innovation, Inc. In 2019, she was appointed as an outside director and a member of the Audit & Supervisory Committee at the same company. Thereafter, she became an outside auditor at GiXo Ltd. in 2020, and an outside director at Yaruki Switch Group Holdings Co., Ltd. in 2022. Appointed as a Full-time Audit & Supervisory Committee member of kubell Co., Ltd. (formerly Chatwork Co., Ltd.) in March 2024.

Outside Directors and Audit Committee Member



Masayuki Murata Outside Director/Audit & Supervisory Committee member

Mr. Murata joined the Osaka Securities Exchange in 1991. He was appointed executive officer in 2003 and was responsible for the launch of the OSE Hercules market. After the Osaka Securities Exchange and the Tokyo Stock Exchange merged, in June 2013 he was appointed as an executive officer of the Tokyo Stock Exchange, where he was in charge of the listing promotion division. In April 2018, he established Public Gate LLC to provide mentoring to management teams aiming to take their companies public. In March 2019, he was appointed as a part-time Audit & Supervisory Board member of kubell Co., Ltd.



Akenobu Hayakawa Outside Director/Audit & Supervisory Committee member

Belonged to Nakajima Transactional Law Office since 2005. Became a partner of the same office in 2010. Established HAYAKAWA BUSINESS LAW OFFICE in 2015. Appointed as an outside auditor of HENNGE Co., Ltd. in 2018, and of MonsterLabo Holdings Inc. in 2020. Engages in business activities mainly focusing on consulting for corporate governance and risk management in listed companies, as well as supporting growth strategies for venture companies. Appointed as an Audit & Supervisory Committee member of Chatwork Co., Ltd. (now kubell Co., Ltd.) in March 2023.



Fumiyuki Fukushima Outside Director/Audit & Supervisory Committee member

In 2005, joined Koyou Audit Corporation. Joined KPMG AZSA LLC, a limited liability company, in 2006 and engaged in IPO support, internal control audits, financial due diligence, and other related tasks. In 2014, appointed as a full-time auditor of Mercari, Inc., which was in its second year of establishment, and established management and internal control systems to support the company's growth. In January 2020, appointed as an auditor of Findy, Inc., and in May 2022, appointed as an auditor of Kashima Antlers Football Club, Inc. Appointed as an Audit & Supervisory Committee member of Chatwork Co., Ltd. (now kubell Co., Ltd.) in March 2023.

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