



FY2026

# Financial Results

**KOKOPELLI Inc. (stock code: 4167)**

May 14, 2026

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01

**Company & Business Overview**

# Company Overview

Name:	<b>KOKOPELLI Inc.</b>
Address:	<b>Kioicho Bldg. 11<sup>th</sup> floor, 3-12 Kioicho, Chiyoda-ku, Tokyo</b>
Established:	<b>June 2007</b>
CEO:	<b>Shigeru Kondo</b>
Capital:	<b>812 million yen</b> *As of March 31, 2026
Number of Group Employees:	<b>126(permanent &amp; part-time)</b> *As of March 31, 2026
Group Companies:	<b>Kokopelli Management Support Inc.</b> <b>Key Point Inc.</b>
Overview:	<b>Business platform</b> <ul style="list-style-type: none"><li>• Operation of “Big Advance”, a management support platform for SMEs</li><li>• DX Solutions</li></ul>



## Find the future in corporate value

In concert with financial institutions,  
we help sprout the seeds of  
possibilities in companies across Japan.



# Service Contents

- Core focus on a B2B SaaS model that supports the growth of SMEs and regional revitalization (\*1)
- Expanding services for financial institutions' DX and those leveraging generative AI

## Big Advance

Management Support  
Platform for SMEs



Corporate Portal Site

Overseas Business  
Matching Platform



Business Matching  
Management



## DX Solutions

File transfer and  
sharing service



Consulting on utilization  
of subsidies



Specialized AI FAQ



(\*1) Abbreviation for "Software as a Service". Software applications offered on Cloud by service providers which users can access through the network.

The background consists of several overlapping, semi-transparent blue triangles and polygons of various shades, creating a dynamic, abstract pattern. A solid white vertical line is positioned on the left side of the frame, extending from the top to the bottom of the text area.

02

**Highlights**

## FY2025 Highlights

**Executed large-scale investments in “BIG ADVANCE GLOBAL” as planned to drive further growth from the next fiscal year onward.**

**Officially launched "BIG ADVANCE GLOBAL" on March 20, 2026.**

**Adoption of "BM Portal" (business matching), "SAF" (specialized AI FAQ), and "WebFile/GrpMail" (secure file sharing)—continued to progress steadily among financial institutions.**

- **4Q net sales reached 452 million yen, the highest quarterly performance in FY2025.**
- **Consolidated net sales for the fiscal year ending March 2026 decreased by 12.4% year-on-year.**  
While Big Advance (BA) sales remained firm, overall revenue decreased due to the absence of a large-scale subsidy in the DX Solutions segment that was recognized in the previous year.
- **EBITDA and operating income recorded a loss due to aggressive investment in "BIG ADVANCE GLOBAL."**  
Excluding "BIG ADVANCE GLOBAL," the company maintained profitability with an EBITDA of 238 million yen and an operating income of 32 million yen.
- **Expansion of "BM Portal," "SAF," and "WebFile/GrpMail" implementations at financial institutions.**  
In the current fiscal year, new implementations were completed at 3 institutions for "BM Portal," 4 for "SAF," and 3 for "WebFile/GrpMail."
- **Service launch of the overseas business matching platform "BIG ADVANCE GLOBAL."**  
Partnership with Krungthai Bank in Thailand commenced, with the service launching on March 20, 2026.

## Consolidated Financial Results

### Sales

**1,758** million yen  
(YoY -12.4%)

### EBITDA (\*2)

**-142** million yen  
(305 million yen YoY)

### Operating profit

**-409** million yen  
(197 million yen YoY)

## Current Status of Big Advance

Number of BA-installed financial institutions

**76**

Number of member companies

**53,895**

Total number of users

**221,374**

Average churn rate

**1.53 %** (\*1)

(\*1) Churn rate : Unsubscribed companies during the month / Subscribed member companies at month-end (12-month average from Apr 2025 to Mar 2026).

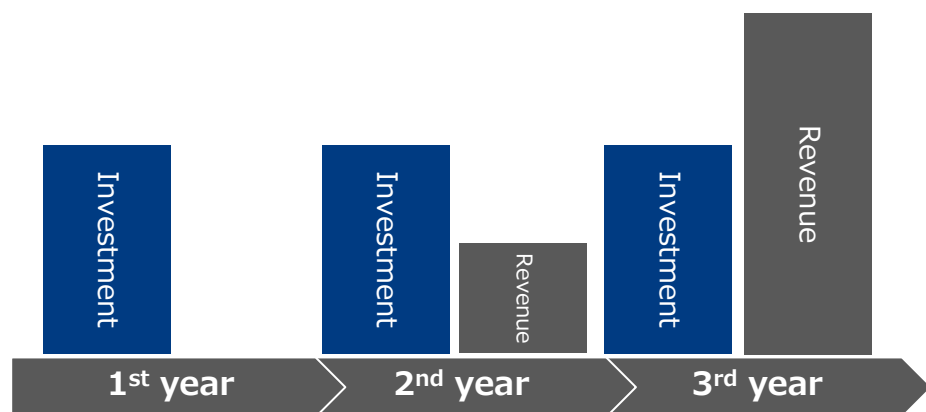
(\*2) EBITDA is calculated by operating profit + depreciation + goodwill amortization + stock-based compensation expense.

# Investment Strategy for BIG ADVANCE GLOBAL

- At the time of the global concept announcement (June 2024), we planned steady investments of ¥500 million over 3 years. However, in light of changes in the external environment such as reciprocal tariffs, and by utilizing the subsidy from METI for the “Future-Oriented Co-Creation with the Global South(\*)”, we have decided to accelerate our investment schedule and shift to a proactive investment stance in this fiscal year.
- Subsidies are scheduled to be recognized as non-operating income or extraordinary gains in the fiscal year ending March 31, 2026.

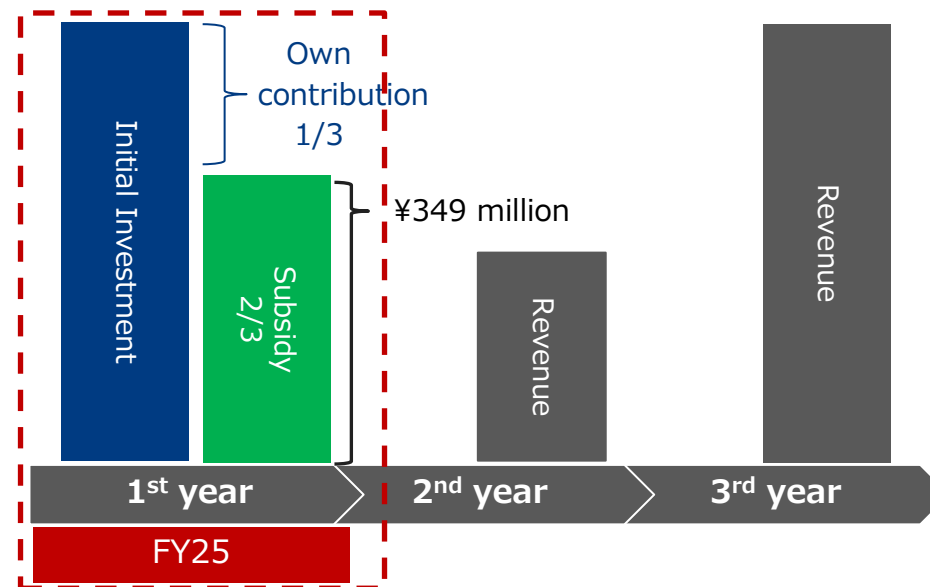
## [Initial Investment Plan]

Product rollout within the planned investment range, with functions updated as needed.



## [Revised Investment Plan]

To secure a position as a global standard, we brought forward its investment to the first year. As two-thirds of the investment amount is subsidized, the investment risk is simultaneously reduced.



(\*) The “Subsidy Program for Future-Oriented Co-Creation with the Global South,” offered by METI. Subsidy period: From the grant decision date to December 31, 2025. Subsidy rate: Up to two-thirds of eligible expenses, reimbursed on a settlement basis



03

**Key Topics**

# "BIG ADVANCE GLOBAL" implemented by Krungthai Bank in Thailand

- "BIG ADVANCE GLOBAL" was implemented by Krungthai Bank, one of the four largest banks in Thailand, in March 2026.
- Following the selection of the partner financial institution to provide "BIG ADVANCE GLOBAL" in Thailand, the service has officially commenced in the country.

Company Name	Krung Thai Bank PCL
Location	35 Sukhumvit Road Khlong Toei Nua, Wattana, Bangkok, 10110
Representative	Chief Executive Officer: Payong Srivanich
Date of Establishment	1996
Total Assets:	Approx.19.5 trillion yen (*As of the end of December 2025; calculated based on the TTM rate at the end of December 2025)
Website	<a href="http://www.krungthai.com/en/">http://www.krungthai.com/en/</a>



## Press Conference Held in Thailand

- A press conference was held in Thailand to announce the official release of "BIG ADVANCE GLOBAL" (March 2026).
- Dignitaries from the governments and business sectors of both Japan and Thailand gathered to declare the creation of a new cross-border business matching service.



Krungthai Bank:  
Mr. Tawatchai Cheevanon, Senior  
Executive Vice President



Embassy of Japan in Thailand:  
H.E. Mr. Masato Otaka, Ambassador  
Extraordinary and Plenipotentiary



Kokopelli Inc.:  
Mr. Shigeru Kondo, CEO



SIAM KOKOPELLI:  
Mr. Chinnatip Phornprapha, CEO

# Expansion of "BM Portal," "SAF," and "WebFile/GrpMail" Adoption

Finalized adoptions from 2 financial institutions (FIs) for "BM Portal," 1 FI for "SAF," and 2 FIs for "WebFile/GrpMail."

Business Matching Management



## Newly adopted by 2 FIs

Following Bank of Kyoto, Bank of Okinawa, and Joyo Bank, Towa Bank and Akita Bank have newly decided to adopt the service.

(Listed in order of adoption)



Specialized AI FAQ



## Newly adopted by 1 FI

Following Tajima Shinkin Bank, Suwa Shinkin Bank, Matsumoto Shinkin Bank, and Akagi Shinkumi Bank, Eiwa Shinkin Bank has newly adopted the service.

(Listed in order of adoption)



File transfer and sharing service



## Newly adopted by 2 FIs

Following Tokushima Taisho Bank and Kagoshima Credit Guarantee Association, Kumamoto Dai-ichi Shinkin Bank and a Shinkin Bank in the Chubu region have newly adopted the service.

(Listed in order of adoption)



A Shinkin Bank (Chubu region)

## Business Alliance with CCReB Advisors

- Formed a business alliance with CCReB Advisors to link real estate matching functions with "BM Portal" (April 2026).
- Contributing to business expansion by addressing the diverse needs of regional financial institutions.



### Key Initiatives

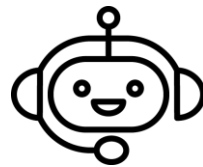
- (1) Accelerating regional expansion of commercial real estate matching  
Establishing a framework to strengthen real estate matching for regional financial institutions and local enterprises by system-linking our "BM Portal" with CCReB Advisors' "CCReB Matching Box."
- (2) Creating a sustainable regional economic circulation model  
Aims to create new business opportunities within regions and build a sustainable economic circulation model by leveraging the networks of both companies.

# AI Agent Vision for Big Advance

- Further evolving the generative AI utilization that we have implemented in Big Advance to date.
- An advanced system where "AI" autonomously makes decisions and takes action by integrating multiple AI technologies and functions to achieve goals set by "humans."

## GenAI Utilization to Date

"Draft a needs description"  
/ "Find potential business partners"

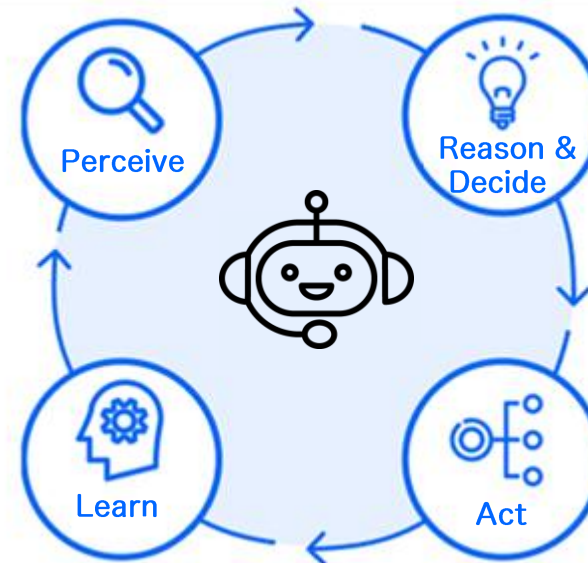


Automated text generation

Human-driven instructions



## Evolution into AI Agents



Drafting needs descriptions

Scouting business partners

Enhancing website content

Autonomous AI problem-solving



04

**FY2025 Results**

# FY2025 Profit and Loss Statement

- FY2025: Strategic investment phase for future growth; "BIG ADVANCE GLOBAL" (BAG) investment executed as planned.
- Net sales: 1,758M JPY. BA remained firm, but DX Solutions declined due to the absence of last year's large subsidy consulting fees.
- Recorded EBITDA loss of 142M JPY due to aggressive BAG investments exceeding 500M JPY (\*1)
- Recognized 349M JPY "Global South" subsidy as non-operating income and extraordinary gains.
- Improved financial soundness through strict asset re-evaluation and impairment losses.

(Unit: million yen)

	FY2024 Results (a)	FY2025 Results			YoY Change (b) – (a)	YoY Comparison (b) / (a)
		Total (b)	Excluding BAG (*2)	BAG only (*3)		
<b>Net Sales</b>	2,007	<b>1,758</b>	<b>1,758</b>	—	<b>-249</b>	<b>87.6%</b>
<b>Gross Profit</b>	1,139	<b>765</b>	<b>888</b>	<b>-123</b>	<b>-372</b>	<b>67.1%</b>
Gross Profit Margin	56.8%	<b>43.5%</b>	<b>50.6%</b>	—	—	—
<b>EBITDA</b>	400	<b>-142</b>	<b>238</b>	<b>-381</b>	<b>-543</b>	—
<b>Operating Income</b>	197	<b>-409</b>	<b>32</b>	<b>-441</b>	<b>-607</b>	—
Operating Margin	9.9%	—	<b>1.8%</b>	—	—	—
<b>Non-operating income and expenses</b>	2	<b>205</b>	<b>3</b>	<b>202</b>	<b>+1</b>	—
<b>Ordinary Income</b>	199	<b>-202</b>	<b>36</b>	<b>-239</b>	<b>-402</b>	—
<b>Extraordinary gains and losses</b>	11	<b>-191</b>	<b>-191</b>	—	<b>-202</b>	—
<b>Profit Attributable to Owners of Parent</b>	125	<b>-414</b>	<b>-120</b>	<b>-294</b>	<b>-540</b>	—

(\*1) Includes capitalized amounts.

(\*2) Financial results excluding BIG ADVANCE GLOBAL.

(\*3) Financial results of BIG ADVANCE GLOBAL.

## Strengthening Financial Standing to Maximize Future Profits

- To ensure future profit growth, we strictly evaluated asset recoverability and recorded an extraordinary loss of 194 million yen, including one-time amortization of goodwill and impairment losses on software (intangible assets).
- As these are non-cash items, there is no impact on cash flow or cash balance; this will reduce the depreciation and amortization burden from FY2026 onwards.

### Goodwil

A change in the subsidy system led to fewer successful applications, causing performance to deviate from the original acquisition plan.



One-time amortization of goodwill from Kokopelli Management Support Inc. (acquired Nov 2022).

Aim for re-growth by expanding solutions for the new subsidy system and increasing referrals from partner financial institutions.

### Software

While generating some revenue, adoption numbers fell below the initial plan, making it difficult to achieve returns exceeding the investment.

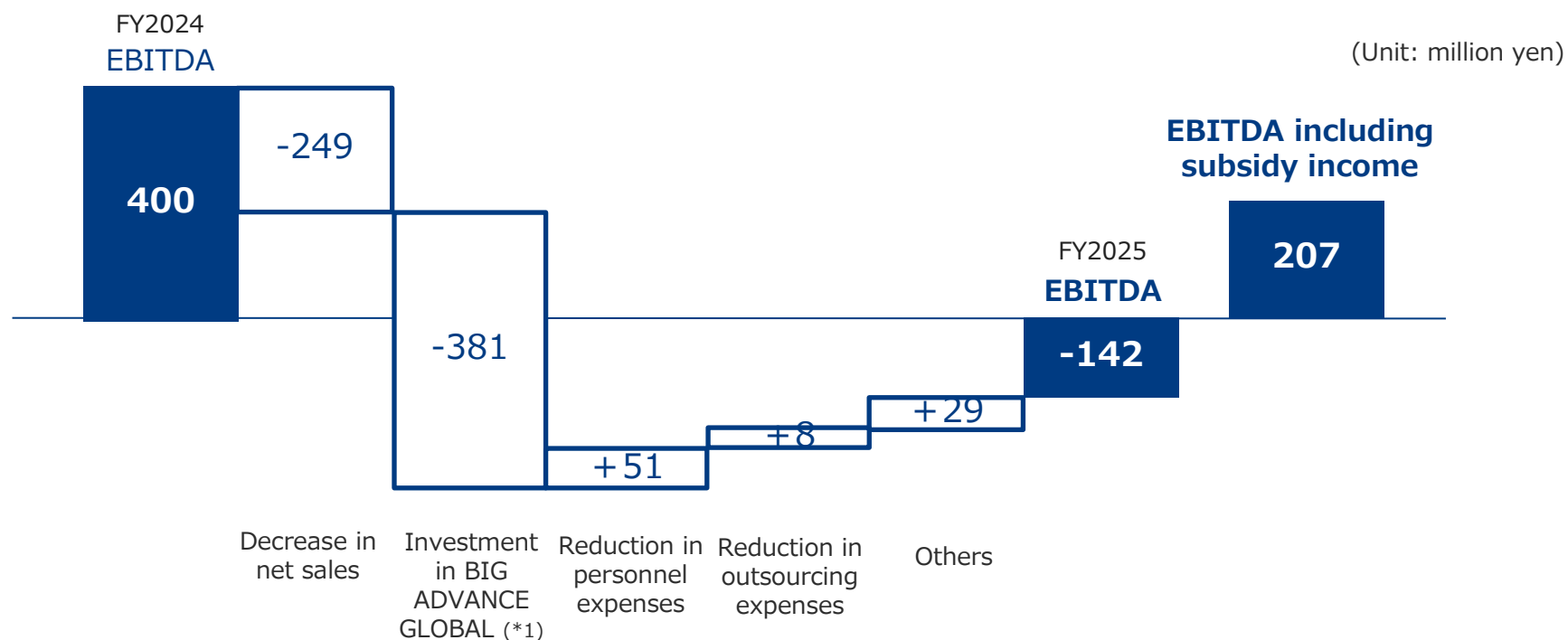


Impairment loss on software for "CHANTO Invoice" and "Corporate Portal Site" functions.

Continue service delivery while optimizing internal development resource allocation.

## Factors affecting EBITDA

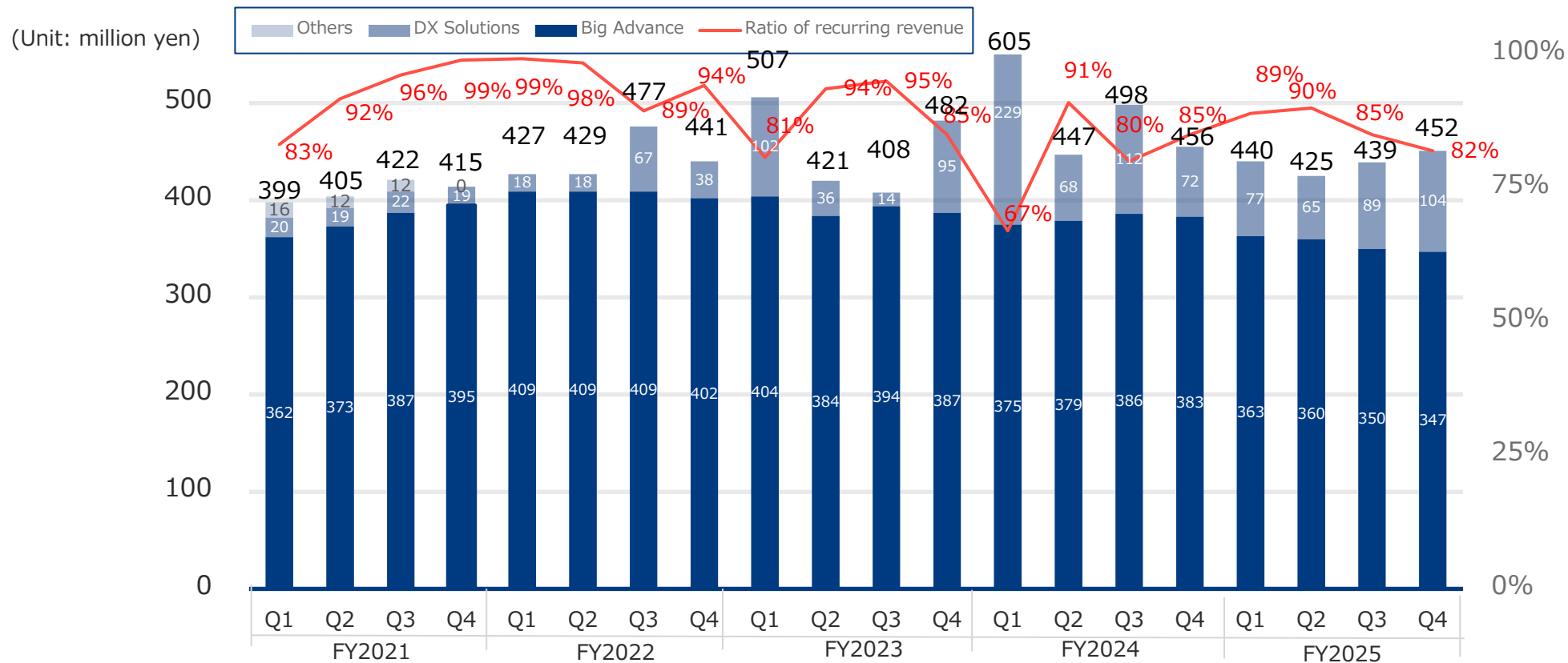
- EBITDA recorded a loss of 142 million yen, primarily due to a significant revenue decline in DX Solutions (following the absence of a large-scale subsidy recognized in the previous year) and aggressive strategic investments in "BIG ADVANCE GLOBAL."
- Regarding the investment in BIG ADVANCE GLOBAL, 349 million yen from the "Global South" subsidy was applied to offset costs, resulting in an EBITDA of 207 million yen including this subsidy income.



(\*1) Investment in BIG ADVANCE GLOBAL represents the amount recognized as expenses for the current fiscal year, excluding portions capitalized as assets.

# Trends in Quarterly Sales

- Quarterly net sales hit a fiscal-year high of 452 million yen, with Recurring Revenue (\*2) accounting for 82% of total sales.
- DX Solutions revenue grew, driven by an increase in the number of financial institutions adopting services such as "WebFile" (file transmission and sharing service).



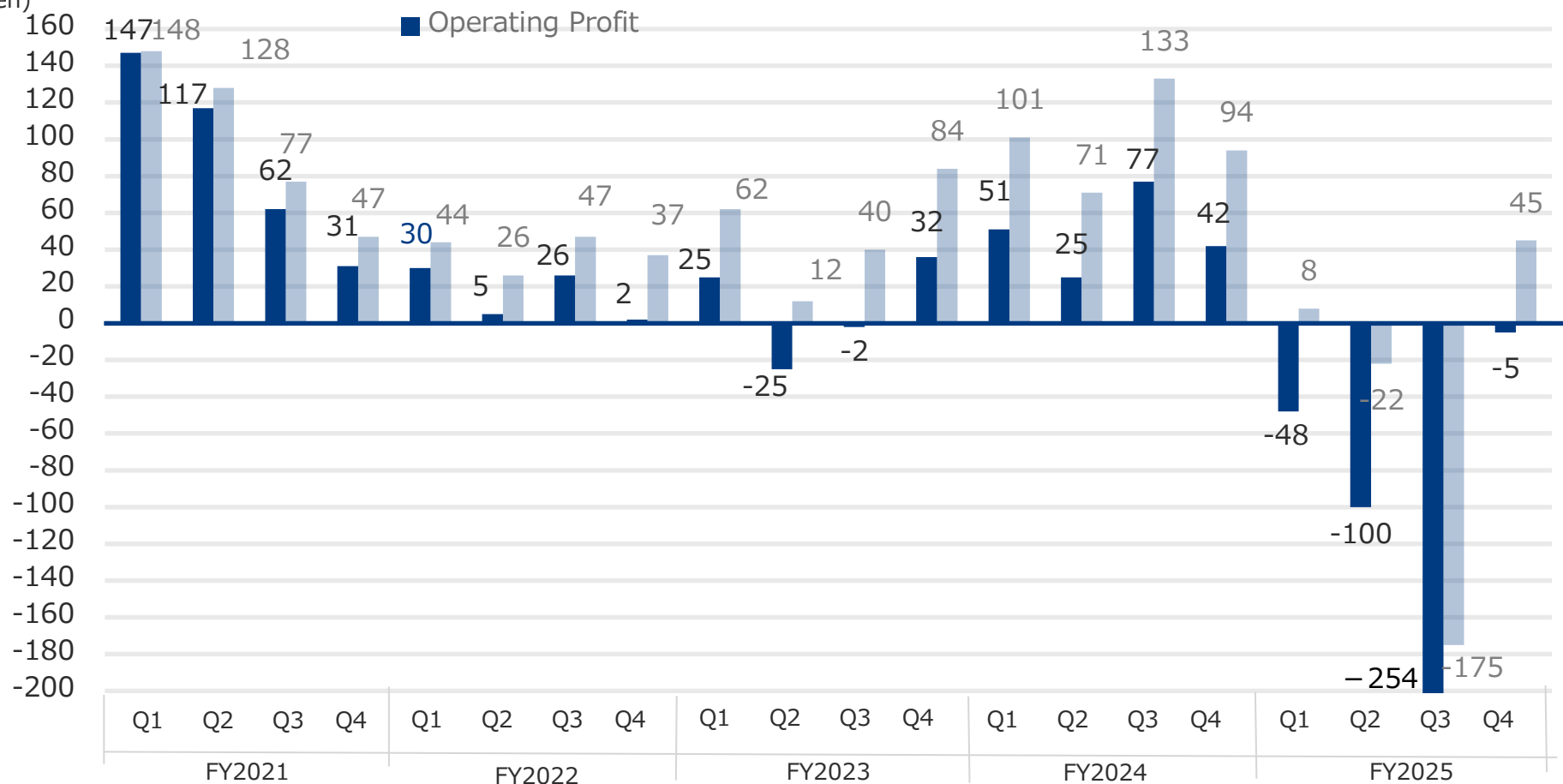
(\*1) Stand-alone results used until Q2 of FY2022, and consolidated results from Q3 of FY2022.

(\*2) Recurring Revenue includes monthly O&M fees for BIG ADVANCE from financial institutions, revenue sharing of monthly user fees, Web File service fees, etc.

# Trends for Quarterly Operating Profit/Loss and EBITDA

Large-scale investments in "BIG ADVANCE GLOBAL" peaked through the third quarter, and EBITDA significantly recovered to 45 million yen in 4Q.

(Unit: million yen)

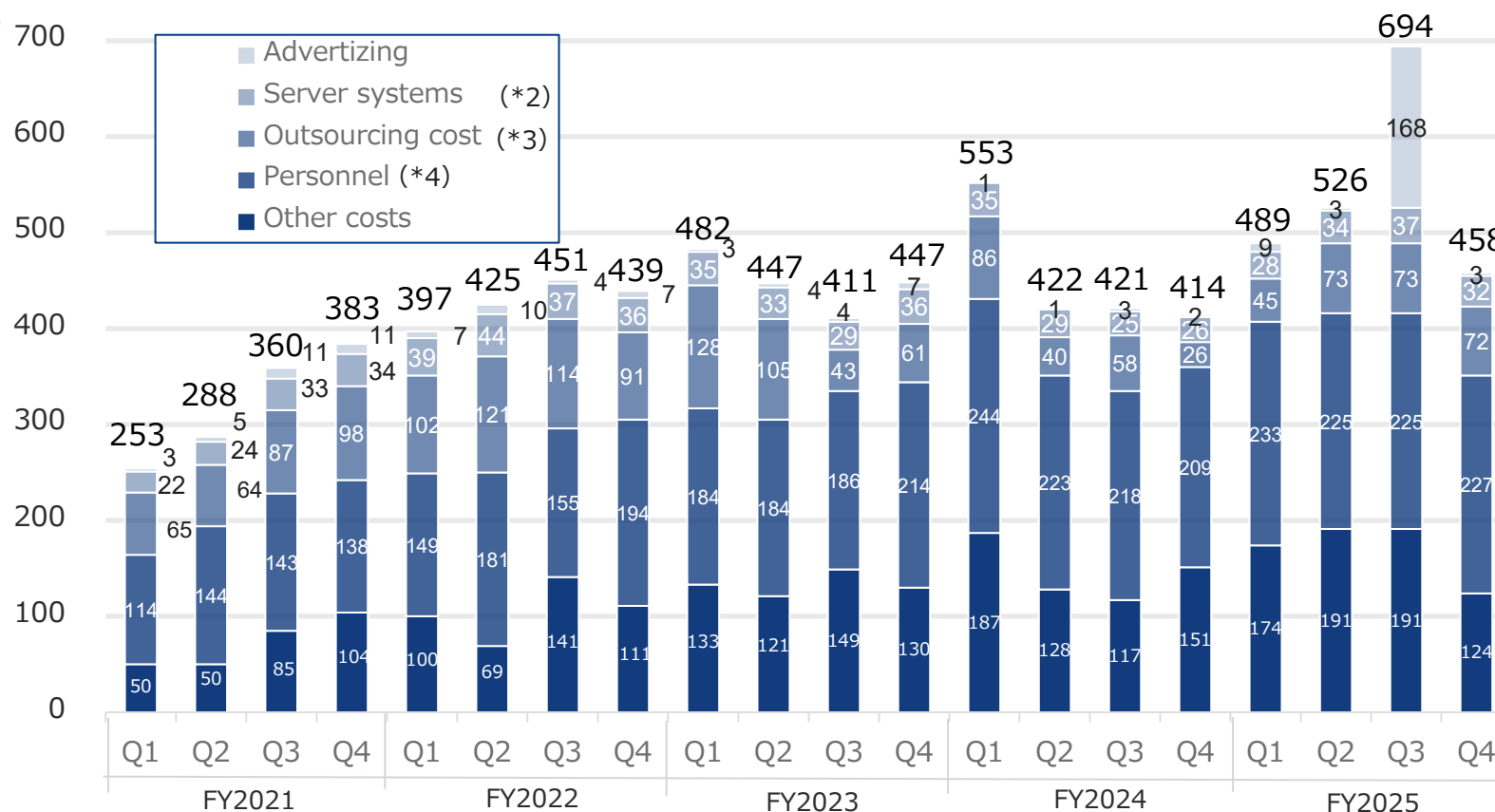


(\* ) Since FY2023 Q3, when consolidated financial statements were adopted, the financial figures until FY 2023 Q2 were based on individual (standalone) statements.

# Trends in Quarterly Cost Structure

With the conclusion of heavy investments in "BIG ADVANCE GLOBAL," expenses in 4Q have normalized.

(Unit: million yen)



(\*1) Financial statements are on a stand-alone basis until Q2 of FY2022, and then on a consolidated basis from Q3 of FY2023.

(\*2) AWS and web system usage fees. CoGS

(\*3) Cost of outsourcing development to external engineers. CoGS

(\*4) Salary for engineers, sales, customer service, corporate employees and executive pay, plus social insurance and recruitment costs. Total of CoGS and SGA.

# Number of Big Advance Member Companies and Adopting Financial Institutions

- The number of Big Advance member companies was 53,895(\*1), a net decrease of 1,179 from 3Q-end.
- Adopting Financial Institutions: Total of 95 institutions, including 4 for BIG ADVANCE GLOBAL and 4 for WebFile.

The number of Big Advance member companies

**53,895** (-1,179 from 3Q)

Total Adopting FIs (All Services)

**95** (+8 from 3Q)

Big Advance <b>76</b> (±0 from 3Q)	BIG ADVANCE GLOBAL <b>4</b> (+4 from 3Q)
Corporate Portal Site <b>3</b> (±0 from 3Q)	BM Portal <b>3</b> (+1 from 3Q)
SAF <b>5</b> (+1 from 3Q)	WebFile/GrpMail <b>4</b> (+2 from 3Q)

(\*1) As of the end of March 2026

## 【Big Advance】

### Hokkaido / Tohoku Region

Aomori Michinoku Bank / Iwate Bank / Kita-Nippon Bank / The 77 Bank / Shonai Bank / Sendai Bank / Toho Bank / Hokuyo Bank

### Hokuriku Region

Kanazawa Shinkin Bank / Kyoei Shinkumi Bank / Sanjo Shinkin Bank / Taiko Bank / Niigata Shinkin Bank / Fukui Bank / Fukui Shinkin Bank / Fukuho Bank / Hokuriku Bank

### Kanto / Koshinetsu Region

Alupuschuo Shinkin Bank / Ashikaga Bank / Kawasaki Credit Union / Kofu Shinkin Bank / Seibu Shinkin Bank / Joyo Bank / Suwa Shinkin Bank / Tama Shinkin Bank / Chiba Bank / Chiba Shinkin Bank / Tokyo Higashi Shinkin Bank / Towa Bank / Tochigi Bank / Nagano Bank Hanno Shinkin Bank / Higashi Nihon Bank / Hiratsuka Shinkin Bank / Mito Shinkin Bank / Yokohama Shinkin Bank

### Tokai Region

Gifu Shinkin Bank / Kuwana Mie Shinkin Bank / Seishin Shinkin Bank / Takayama Shinkin Bank / Aichi Bank / Tono Shinkin Bank / Toyokawa Shinkin Bank / Nagoya Bank / Hekikai Shinkin Bank

### Kansai Region

Ikeda Senshu Bank / Osaka shoko Shinkin Bank / Kinokuni Shinkin Bank / Kiyo Bank / Kyoto Bank / Shiga Chuo Shinkin Bank / Tajima Bank / Tajima Shinkin Bank / Nara Chuo Shinkin Bank / Himeji Shinkin Bank

### Chugoku / Shikoku Region

Iyo Bank / Ehime Bank / Kure Shinkin Bank / Kochi Bank / Sanin Godo Bank / Shikoku Bank / Tamashima Shinkin Bank / Tomato Bank / The Hiroshimashi Shinkumi Bank

### Kyushu / Okinawa Region

Oita Bank / Okinawa Bank / Okinawa Kaiho Bank / Kagoshima Sougo Shinkin Bank / Koga Shinkin Bank / Saga Bank / Niishi Nihon City Bank / Higo Bank / Fukuoka Chuo Bank / Nagasaki Bank / Minami Nippon Bank / Miyazaki Bank

### 【BIG ADVANCE GLOBAL】

Tama Shinkin Bank / THE EHIME BANK / Tono Shinkin Bank / Krungthai Bank (Thailand)

### 【BA Portal】

Okinawa Bank / Kyoto Bank / Higo Bank

### 【BM Portal】

Kyoto Bank / Okinawa Bank / Joyo Bank

### 【SAF】

Shinkin bank in the Kinki region (Undisclosed) / Akagi Shinkumi Bank / Eiwa Shinkin Bank / Suwa Shinkin Bank / Matsumoto Shinkin Bank

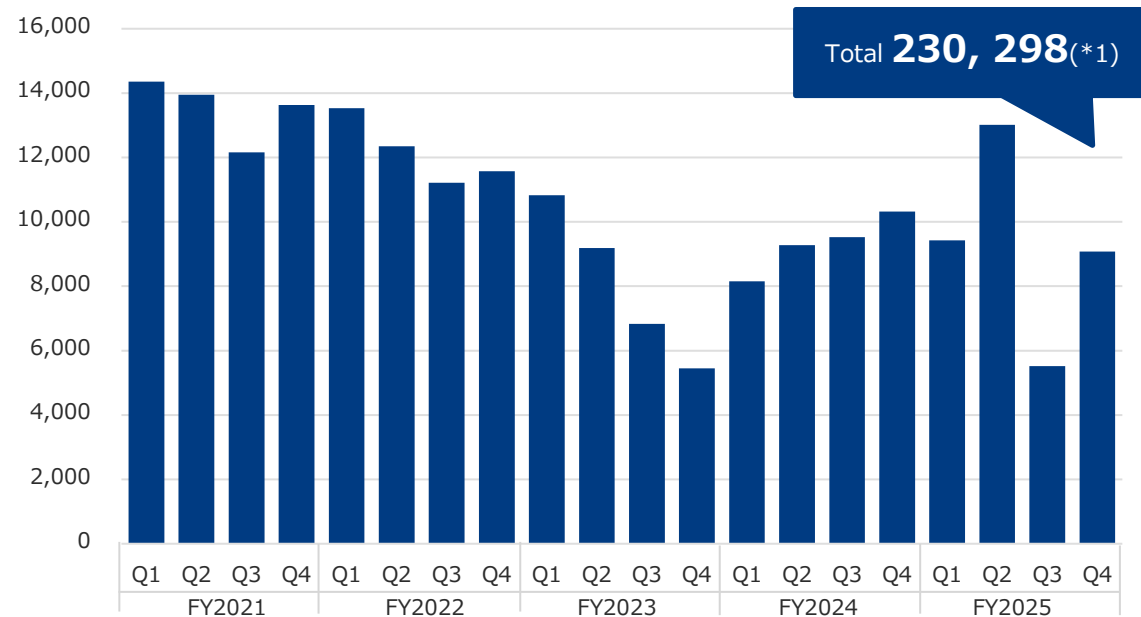
### 【WebFile/GrpMail】

Credit Guarantee Corporation of Kagoshima / Kumamoto Dai-ichi Shinkin Bank / Tokushima Taisho Bank / Shinkin bank in the Chubu region

# Benefits of adopting Big Advance ~Business Matching~

- Business Matching Features Support Development of New Partnerships, Alliances, and Cross-Industry Innovations, Including New Product Development.
- Focusing on functional improvements and business meeting events has led to a resurgence in the number of business talks, now exceeding 230,000 cumulatively.
- In 3Q of FY2025, the number of business matching requests temporarily decreased due to the implementation of a cap on requests aimed at further improving the quality of negotiations; however, this figure began to increase again in 4Q.

Unit: Cases **Quarterly requests for business Matchings**



(\*1) As of end March 2026

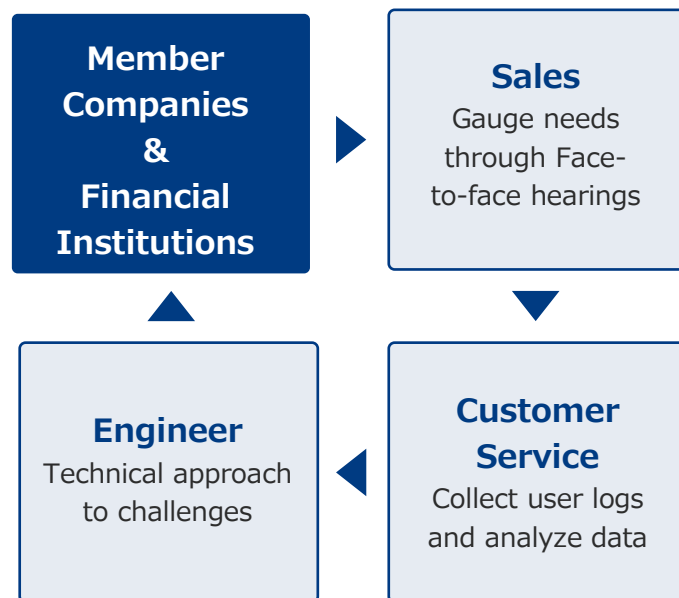
### Initiatives to Increase Number of Business Negotiations

- Major Improvements to UI/UX for Searching and Viewing Needs, and Submitting Negotiation Requests
- Hosting Online Business Matchmaking Events
- Introducing Potential Matching Companies Using AI
- Displaying Recommended Opportunities in the Needs List Using AI

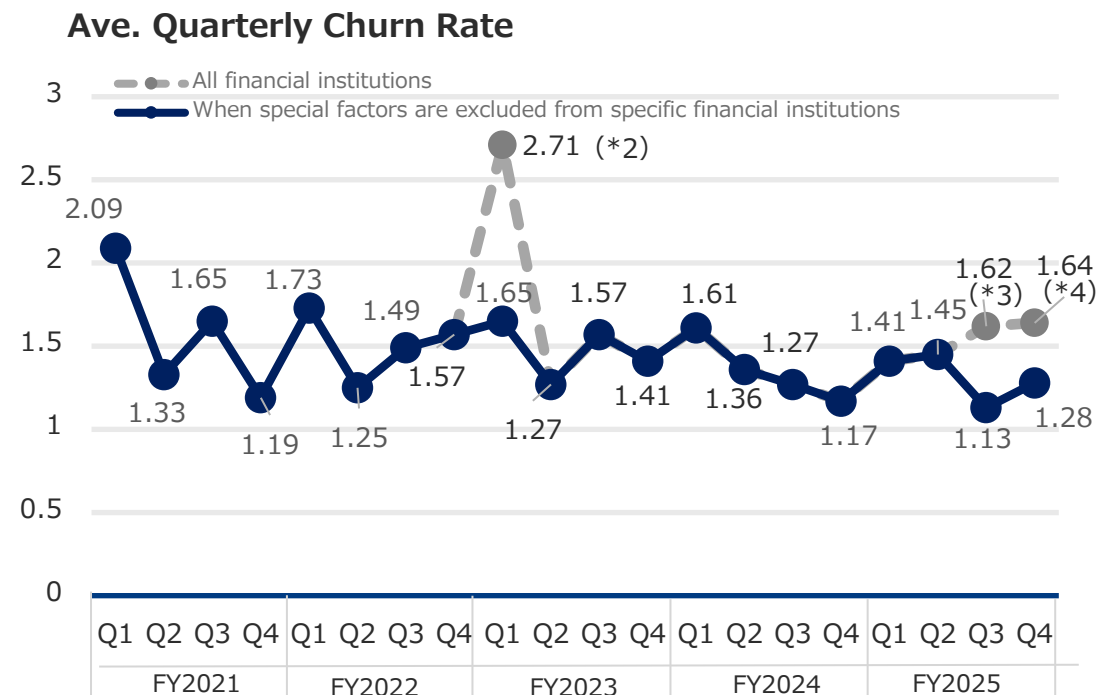
# Sustaining users with quick improvements to functions

Average annual churn rate stayed in the 1% range, on the back of efforts to collect and quickly reflect the needs of financial institutions and member companies in our services to heighten customer satisfaction and convenience.

## Cycle of functional upgrades



## Ave. Annual Churn Rate at 1.53% (\*1)



(\*1) Churn rate: (Unsubscribed companies during the month) / (Subscribed companies at previous month end (12-month average from April 2025 to March 2026))  
 (\*2) Temporary increase in churn rate in Dec 2020 due to one-off factors at FIs. Excluding this impact, the average churn rate for 3Q FY2020 was 1.67%.  
 (\*3) Temporary increase in churn rate in Mar-Apr 2023 due to one-off factors at FIs. Excluding this impact, the average churn rate for 1Q FY2022 was 1.65%.  
 (\*4) Temporary increase in churn rate in Mar 2026 due to an FI withdrawal. Excluding this impact, the average churn rate through 3Q FY2025 was 1.28%.

05

**New Medium-Term Management Plan**



# New Medium-Term Management Plan “Scale Up”

FY2026 – FY2029



Section

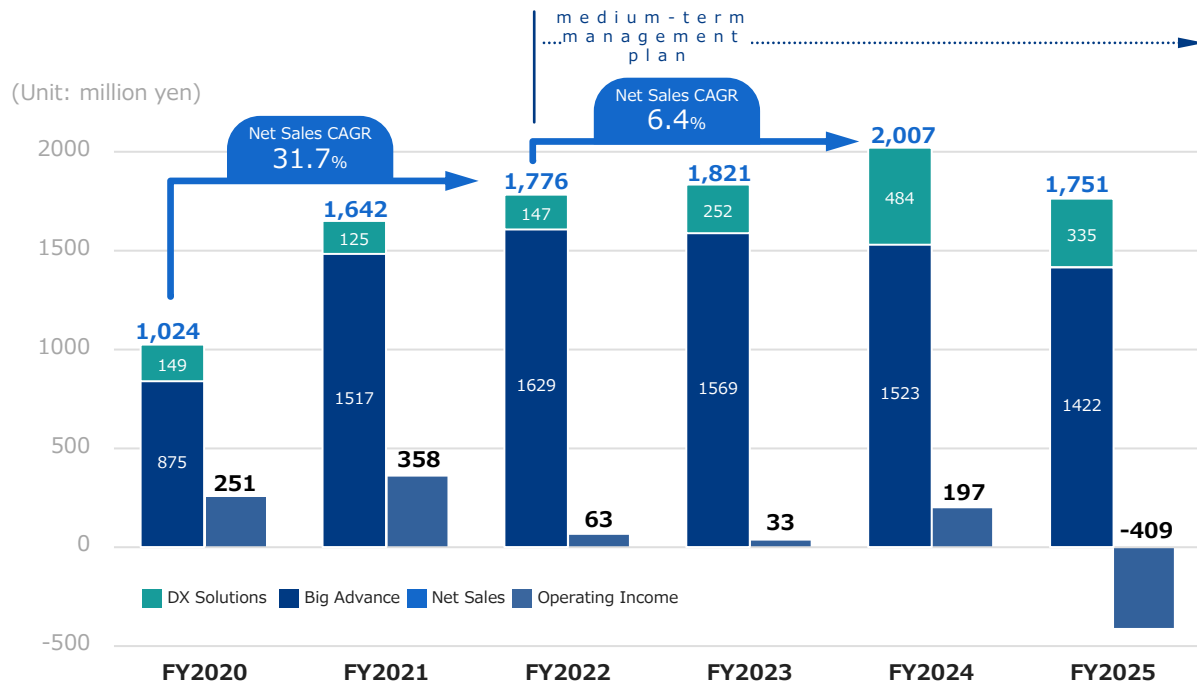
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# Review of the Current “Medium-Term Management Plan”

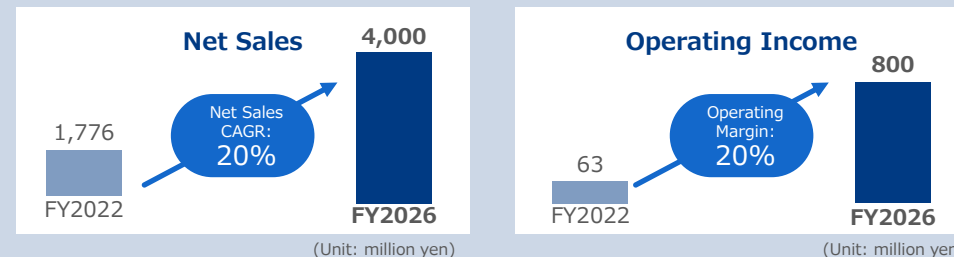
FY2022 – FY2026

# Review of Business Performance

Performance Over the Past Six Fiscal Years Since Listing in FY2020



Performance Targets Under the Medium-Term Management Plan



## Review

### Net Sales

- Achieving the planned 20% CAGR target for FY2026 has become difficult.
- Following the launch of the medium-term management plan, CAGR slowed to 6.4%, compared with 31.7% previously.
- Key factors behind the slowdown are as follows:
  - The number of financial institutions adopting Big Advance increased significantly from 60 to 84 during FY2020–FY2022, driving growth in member companies.
  - From FY2022–FY2025, however, the number declined from 84 to 76. Various service enhancements were implemented to increase the number of member companies per financial institution, but overall member growth was not achieved.
  - Optional ARPA-enhancement functions, including the invoice issuance feature, were launched; however, they did not expand sufficiently to materially improve overall ARPA.
  - Meanwhile, the DX Solutions business maintained solid growth with a CAGR of 31.7%, although the scale was not large enough to significantly impact overall company performance.

### Operating Income

- Through operational efficiency improvements centered on AI utilization, the operating margin improved to 9.8% in FY2024.
- In FY2025, however, the Company recorded an operating loss due to strategic and proactive investments aimed at realizing a new growth phase from FY2025 onward.

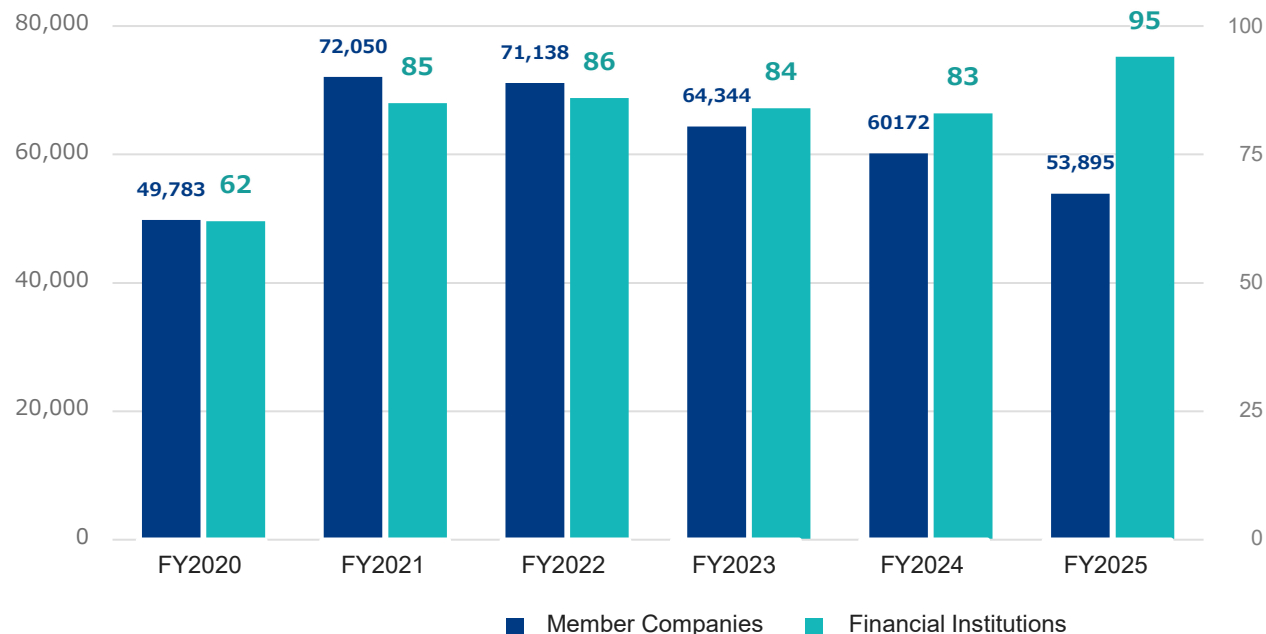
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
<b>Net Sales</b>	<b>1,024</b>	<b>1,642</b>	<b>1,776</b>	<b>1,821</b>	<b>2,007</b>	<b>1,758</b>
of which: Big Advance Business	875	1,517	1,629	1,569	1,523	1,422
of which: DX Solutions Business	149	125	147	252	484	335
<b>Operating Income</b>	<b>251</b>	<b>358</b>	<b>63</b>	<b>33</b>	<b>197</b>	<b>-409</b>
Operating Margin	24.5%	21.8%	3.6%	1.8%	9.8%	-

## Growth Strategies to Achieve the Medium-Term Management Plan

<b>User Expansion Strategy</b>	Further Expansion of the User Base	<ul style="list-style-type: none"> <li>As the number of financial institutions adopting Big Advance declined, initiatives were implemented to increase the number of member companies per financial institution.</li> <li>Improvements were made to core functions, including business matching, website creation, and employee benefit services. While these contributed to lower churn rates, they did not lead to growth in member companies.</li> <li>“Enmusu BA” business matching events and the employee benefit service developed in partnership with Relo Club generated certain positive results.</li> <li>Top-level sales activities were conducted to strengthen relationships with financial institutions. As understanding of each institution’s needs has improved, these efforts have gradually begun producing results and will continue going forward.</li> </ul>
	Function Enhancements and New Service Development	<ul style="list-style-type: none"> <li>The invoice issuance feature was launched in response to Japan’s invoice system reform; however, due to intense competition, its impact remained limited.</li> <li>BIG ADVANCE GLOBAL was developed as a new service and launched in March 2026. Its contribution is expected from FY2026 onward.</li> <li>BM Portal was also launched as a new service, and the number of adopting financial institutions has steadily increased. Integration with Big Advance is scheduled from FY2026 onward.</li> </ul>
<b>ARPA Expansion Strategy</b>	Development of New Functions and New Businesses	<ul style="list-style-type: none"> <li>Paid optional functions, including the invoice issuance feature and attendance management feature, were launched; however, their contribution remained limited.</li> <li>Following the addition of products from Key Point Inc., which joined the Group in November 2023, ARPA improved by 11.4%, from JPY 18,047 in FY2022 to JPY 20,472 in FY2025. However, the overall impact remained limited.</li> </ul>
<b>DX Solutions Strategy</b>	Supporting Digital Transformation for Financial Institutions	<ul style="list-style-type: none"> <li>WebFile/GrpMail, a file transfer and sharing service for financial institutions, was newly developed and launched. Amid growing demand for stronger security measures and operational efficiency, adoption expanded steadily, reaching four financial institutions within one year.</li> <li>SAF, a specialized AI FAQ solution, was newly developed and launched. Driven by increasing demand for operational efficiency, adoption also expanded steadily to five financial institutions within one year.</li> </ul>
	Supporting Digital Transformation for SMEs	<ul style="list-style-type: none"> <li>Due to changes in subsidy programs and external factors such as Trump tariffs, SMEs became more cautious toward capital investment. In addition, the surge in subsidy demand during the COVID-19 period has subsided, resulting in fewer approved subsidy applications.</li> <li>Looking ahead, the Company expects opportunities for performance recovery as more high-difficulty subsidy programs — an area of strength for the Company — become available from FY2026 onward. However, because the business model is entirely success-fee based, revenue visibility remains limited, and therefore a conservative approach will be maintained in performance planning.</li> </ul>

# Review of “Key KPIs”

Trends in the Number of Member Companies and Financial Institutions Adopting Services



	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
<b>No. of Financial Inst. Adopting Services</b>	<b>62</b>	<b>85</b>	<b>86</b>	<b>84</b>	<b>83</b>	<b>95</b>
of which: Big Advance	60	83	84	82	78	76
of which: Other Services	2	2	2	2	5	19
<b>Number of Member Companies</b>	<b>49,783</b>	<b>72,050</b>	<b>71,138</b>	<b>64,344</b>	<b>60,172</b>	<b>53,895</b>
<b>Average Churn Rate (*1)</b>	<b>1.70%</b> <b>(1.57%)</b>	<b>1.56%</b> <b>(1.56%)</b>	<b>1.51%</b> <b>(1.51%)</b>	<b>1.73%</b> <b>(1.46%)</b>	<b>1.35%</b> <b>(1.35%)</b>	<b>1.53%</b> <b>(1.32%)</b>

(\*1) Figures in parentheses exclude temporary increases in churn rate caused by special factors and/or withdrawals of financial institutions.

## Review

### Number of Financial Institutions Adopting Services

- The number of financial institutions adopting Big Advance has been declining since peaking at 84 in FY2022. Currently, the Company is focusing on initiatives to increase the number of member companies per financial institution.
- Meanwhile, the number of financial institutions adopting services other than Big Advance increased significantly, driven by the development of new services and successful cross-selling initiatives.

### Number of Member Companies / Churn Rate

- The number of member companies has been on a declining trend since peaking at 72,050 in FY2021.
- Financial institutions currently adopting Big Advance collectively maintain relationships with approximately 1 million corporate clients, and the Company has implemented initiatives to increase the number of member companies per financial institution.
- Through these efforts, several effective approaches were identified; however, they have not yet led to an overall recovery or renewed growth trend across the entire Big Advance platform.
- While the churn rate has shown improvement as a result of service enhancements, the number of new member acquisitions has not yet exceeded cancellations.



## Japanese Government Policies

### Full-Scale Launch of Regional Revitalization

#### Regional Revitalization 2.0 Basic Concept

(Cabinet decision on June 13, 2025)

- Shifting toward achieving economic growth despite population decline
- Extensive utilization of digital technologies
- Wide-range collaboration among local regions

#### Regional Financial Capability Enhancement Plan

(Formulated in December 2025)

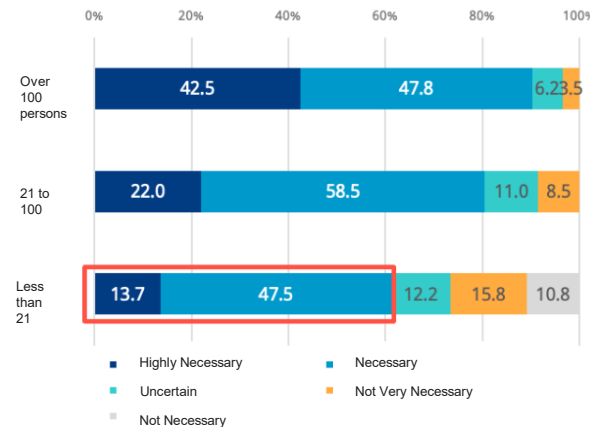
- Supporting the growth of mid-sized companies through collaboration with domestic and international players
- Promoting DX support for regional companies
- Sharing and utilizing case studies of regional revitalization initiatives led by regional financial institutions



## SME Industry

### Growing Need for DX Promotion

More than 60% of SMEs recognize the need



- Growing demand for proactive overseas expansion amid the weak yen environment.



## Financial Industry

### Playing a Central Role in Regional Revitalization

- As Japan transitions from negative interest rates to a “world with interest rates,” the importance of traditional financial services such as deposits and lending has re-emerged.
- The role of financial institutions in supporting DX for regional companies is being redefined within the context of regional revitalization initiatives (Regional Financial Capability Enhancement Plan).
- Financial institutions themselves are entering the implementation phase of DX strategies.
- Increasing focus on profitability and ROI.

## Measures Going Forward

Area	Overview	Measures Going Forward
Overall	Review of growth strategy	Formulate a new growth strategy that captures changes in the external environment as opportunities and aim to achieve a new phase of growth
Business Performance	Achieving 20% Sales CAGR	<ul style="list-style-type: none"> <li>• Increase the number of member companies through Big Advance               <ul style="list-style-type: none"> <li>-Launch the "AI Agent" (announced in February 2026) to create new growth opportunities</li> </ul> </li> <li>• Expansion of BIG ADVANCE GLOBAL               <ul style="list-style-type: none"> <li>-Integration with Big Advance</li> <li>-Establishment of a new revenue model (described later)</li> </ul> </li> <li>• Strengthen cross-selling utilizing the financial institution network               <ul style="list-style-type: none"> <li>-Expansion of BM Portal, SAF, and WebFile/GrpMail</li> </ul> </li> </ul>
Business Performance	Achieving an Operating Margin of 20%	<ul style="list-style-type: none"> <li>• Secure high profitability through the accumulation of stock-based revenue</li> <li>• Thoroughly utilize AI in internal operations to improve labor productivity</li> </ul>
M&A	Achieve transformational growth through M&A	<ul style="list-style-type: none"> <li>• Actively execute M&amp;A based on the new growth strategy (described later)</li> <li>• Establish a deal-sourcing framework independent of M&amp;A intermediaries</li> </ul>
Organizational Capability	Recruitment and development of excellent employees	<ul style="list-style-type: none"> <li>• Implement a large-scale organizational restructuring in April 2026</li> <li>• Promote human capital management with a strong focus on employee development</li> </ul>

**The current medium-term management plan had 1 year remaining through FY2026; however, the Company determined that the above measures needed to be implemented swiftly. Accordingly, the Company formulated the new medium-term management plan, "Scale Up," which will be launched from FY2026.**

Section

02

# New Growth Strategy

### Building a “Regional Economy OS” Through “Regional Revitalization × Technology” to Achieve a New Growth Phase (“Scale Up”)



Japan is currently facing structural challenges, including a rapid decline in the working-age population and a decrease in the number of companies, causing the traditional regional economic model to reach its limits. SMEs across Japan are now confronting the serious reality of potential business closures. However, we firmly believe that these very challenges create significant opportunities for transformation through technology and serve as the driving force behind sustainable future growth.

Since our founding, under the philosophy of “Discovering the Future Within Corporate Value,” we have developed a unique business model that unlocks the hidden potential of SMEs through the power of IT and transforms it into corporate growth. At the core of this model lies the fusion of our “strong network of trust” with regional financial institutions nationwide and “technology” that transcends time and geographical constraints. The powerful synergy created by these two elements forms the foundation of our overwhelming competitive advantage as a next-generation infrastructure platform, a “Regional Economy OS”, that cannot be replicated by competitors.

Our next growth strategy is not merely an extension of the past. To achieve sustainable and transformative growth in corporate value, we are now embarking on a major transformation (“Scale Up”). Without being constrained by short-term stability, we will boldly execute strategic investments aimed at capturing substantial future market opportunities. We will expand our target market beyond existing frameworks into global markets, transition toward new profit structures driven by AI technologies, and strongly pursue “transformational growth,” including through M&A initiatives.

As technological innovation fundamentally reshapes the nature of business itself, we are committed to building a “unique regional revitalization model” at the forefront of this transformation, one that connects regional value across Japan and beyond to the world and creates a new economic cycle that contributes to the revitalization of the Japanese economy.

We sincerely appreciate the continued support and encouragement of all our stakeholders as we take on this new challenge.

**Shigeru Kondo, CEO**



## 1. SME DX / AX

Japan’s labor force is projected to decline by approximately 6.62 million people by 2035, and the top challenge facing SMEs is labor shortages (53.1%).

The utilization of DX and AI is no longer optional, but has become a survival strategy for businesses.



## 2. Regional Revitalization

Policy support is accelerating through initiatives such as “Regional Revitalization 2.0” and the “Regional Financial Capability Enhancement Plan.”

The role of regional financial institutions is expanding, shifting from a traditional “lending model” to a “core business support model” for client companies.



## 3. Globalization

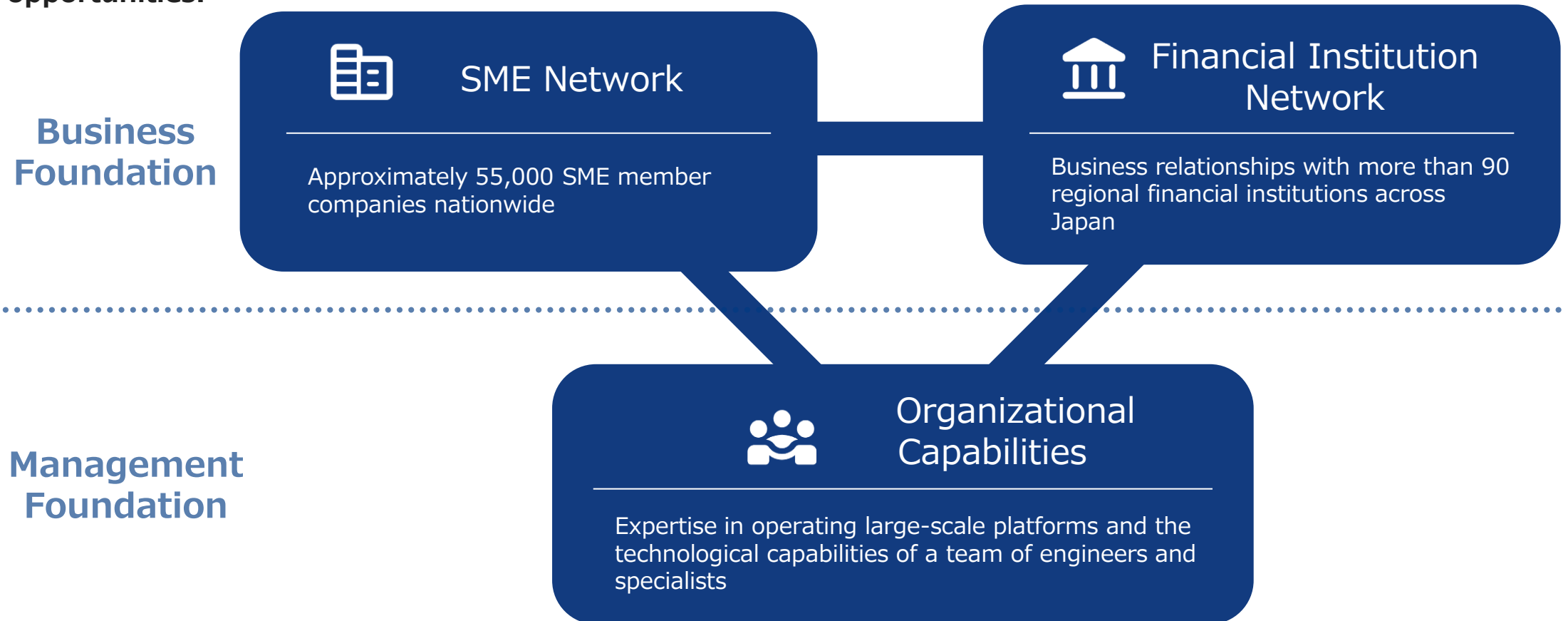
In addition to the contraction of the domestic market caused by population decline, the weak yen and changes in the global tariff environment are driving supply chain restructuring.

Approximately 40% of SMEs are interested in overseas expansion.



## KOKOPELLI's Strengths

- KOKOPELLI's strengths lie in the proprietary SME network and financial institution network it has independently built, as well as its expertise and technological capabilities in operating large-scale systems.
- By leveraging these unique strengths, KOKOPELLI aims to transform megatrends into major growth opportunities.



# “Regional Revitalization × Technology”

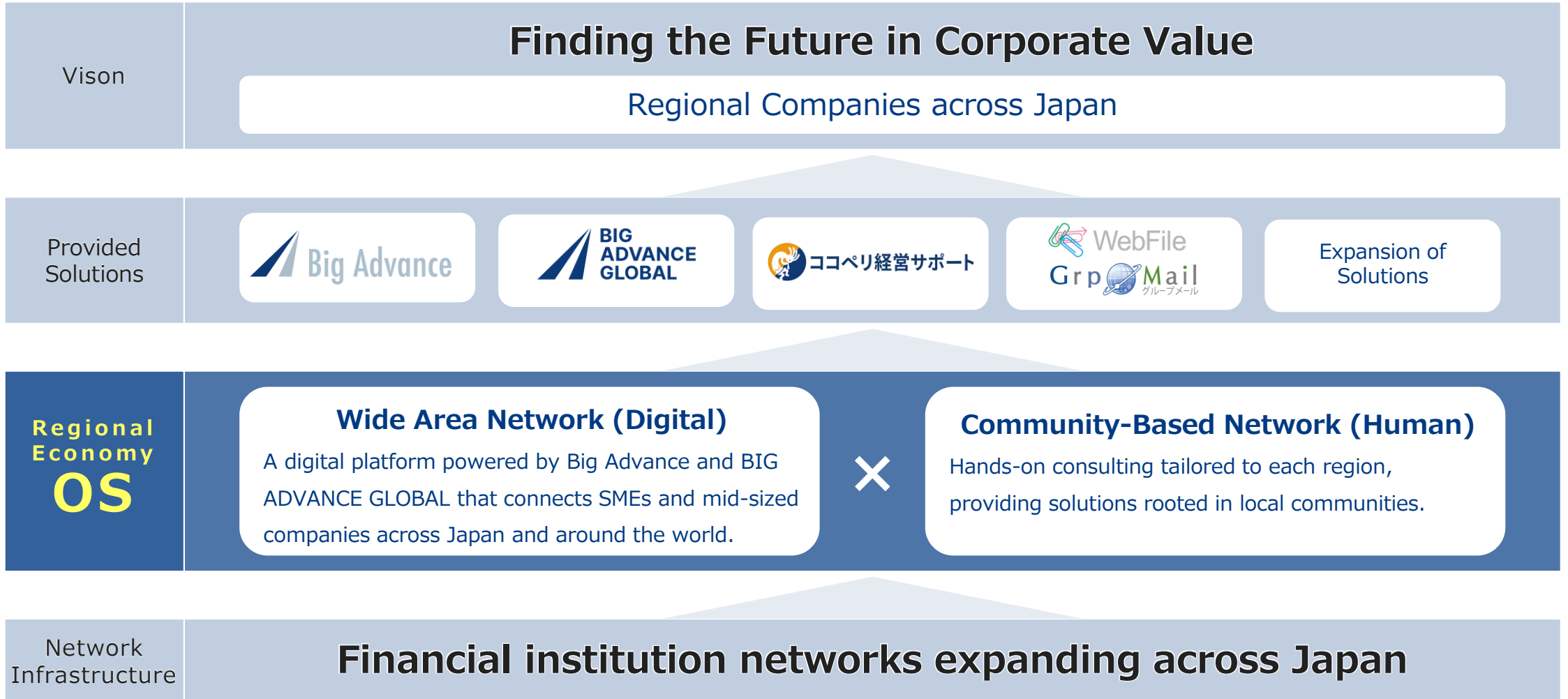
## - From Regions to Japan and the World -

Using the power of technology to break through the “sense of stagnation” in regional economies and create a new economic circulation model that connects regional value throughout Japan and to the world.



# KOKOPELLI's Unique "Regional Revitalization Model"

By leveraging the unique model of "Wide-Area (Digital) × Community-Centric (Human)", KOKOPELLI aims to build an infrastructure that functions as a "Regional Economy OS."



# Establishing a New Revenue Model

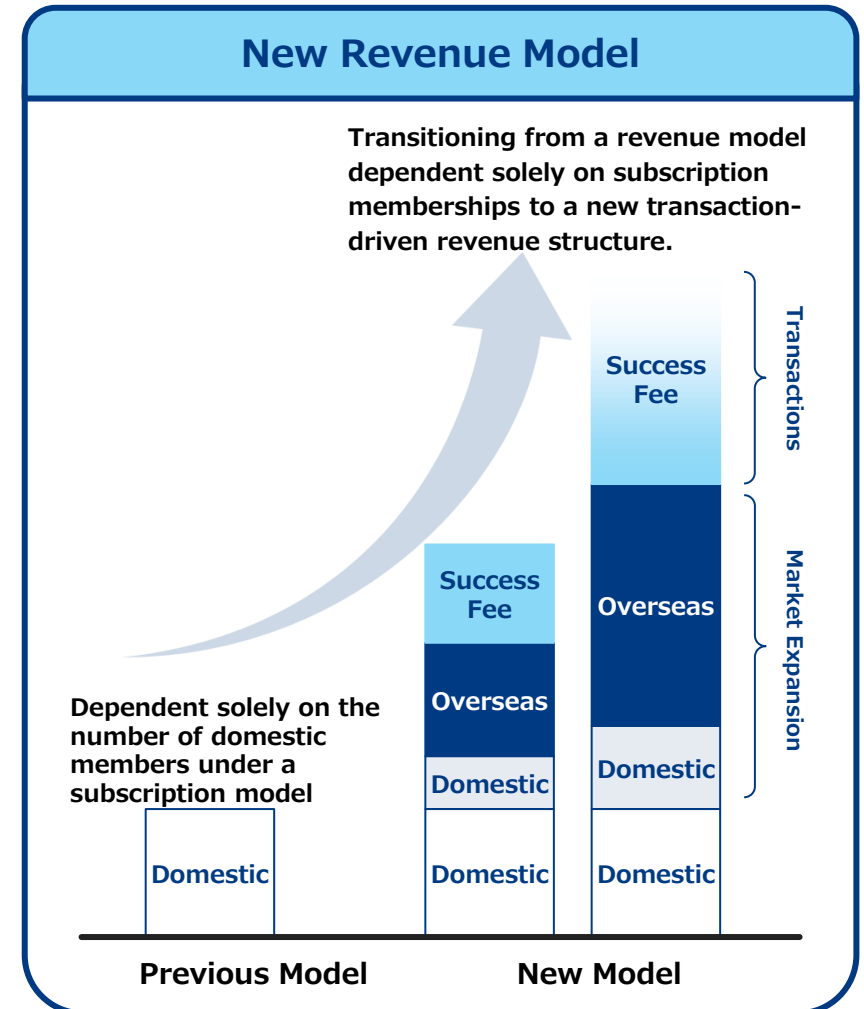
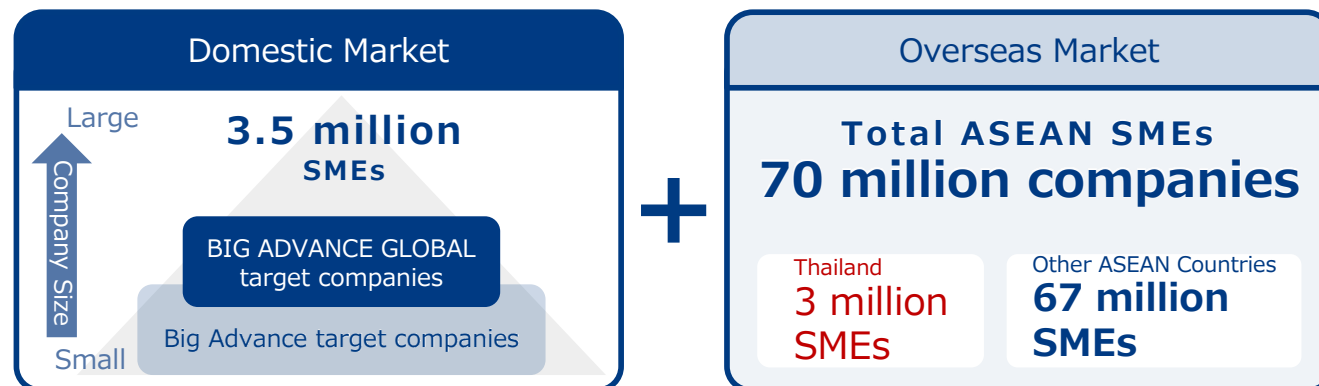
## Aiming for exponential growth through “market expansion” and “multi-layering of the revenue structure”

### Market Expansion

- **[Domestic Market] Expansion of Target Segments (Company Size)**  
By approaching companies with overseas expansion needs, KOKOPELLI will broaden its target base from primarily small businesses to larger SMEs and mid-sized companies.
- **[Overseas Market] Expansion of Market Areas (Global)**  
In addition to the domestic market, KOKOPELLI has entered Thailand (approx. 3 million companies), with plans to eventually target the entire ASEAN region (approx. 70 million companies).

### Transformation of the Revenue Structure

- **[Base] Subscription Model (Stable Revenue Foundation)**  
KOKOPELLI will deploy a subscription-based monthly billing model for local companies in Thailand, building a global recurring revenue base.
- **[Upside] Transaction-Based Revenue (New Growth Engine)**  
By introducing a success fee model linked to successful business matching transactions both domestically and internationally, Kokopelli aims to create transaction-driven exponential growth (J-curve growth) that does not rely solely on membership growth.



# Business Strategies to Achieve Scale-Up

To realize sustainable medium- to long-term growth, KOKOPELLI will promote the following three business strategies.

## 1. Enhancement of Existing Businesses



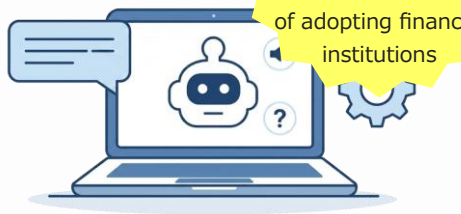
### AI Agent Strategy

Transforming Big Advance into an AI agent platform

Expanding employee-oriented services for Big Advance member companies

#### [Expected Effects]

- Increase in member companies
- Growth in the number of adopting financial institutions



## 2. Expansion of New Businesses



### Global Strategy

Full-scale expansion of BIG ADVANCE GLOBAL

#### [Expected Effects]

- Increase in member companies
- Expansion of success fee revenue



### Financial DX Strategy

Further expansion of BM Portal, SAF, and WebFile/GrpMail

#### [Expected Effects]

- Cross-selling to financial institutions



## 3. Transformational Growth through M&A



### M&A Strategy

Expanding DX/AI solutions across Japan by leveraging the financial institution network together with companies that provide solutions to regional business challenges

#### [Expected Effects]

- Inorganic Growth in Net Sales



## 2. Expansion of New Businesses: Global Strategy

### Progress to Date

- In response to growing overseas expansion needs, Kokopelli announced its global strategy concept in June 2024.
- Achieved numerous public-private partnerships.
- Executed large-scale investments and spent two years developing a new system.
- Launched the service at Krungthai Bank in Thailand in March 2026.



### Future Global Strategy

- From FY 2026 (the current fiscal year), the business is expected to begin contributing to earnings.
- From FY 2027 onward, the company aims to achieve standalone profitability for this business.

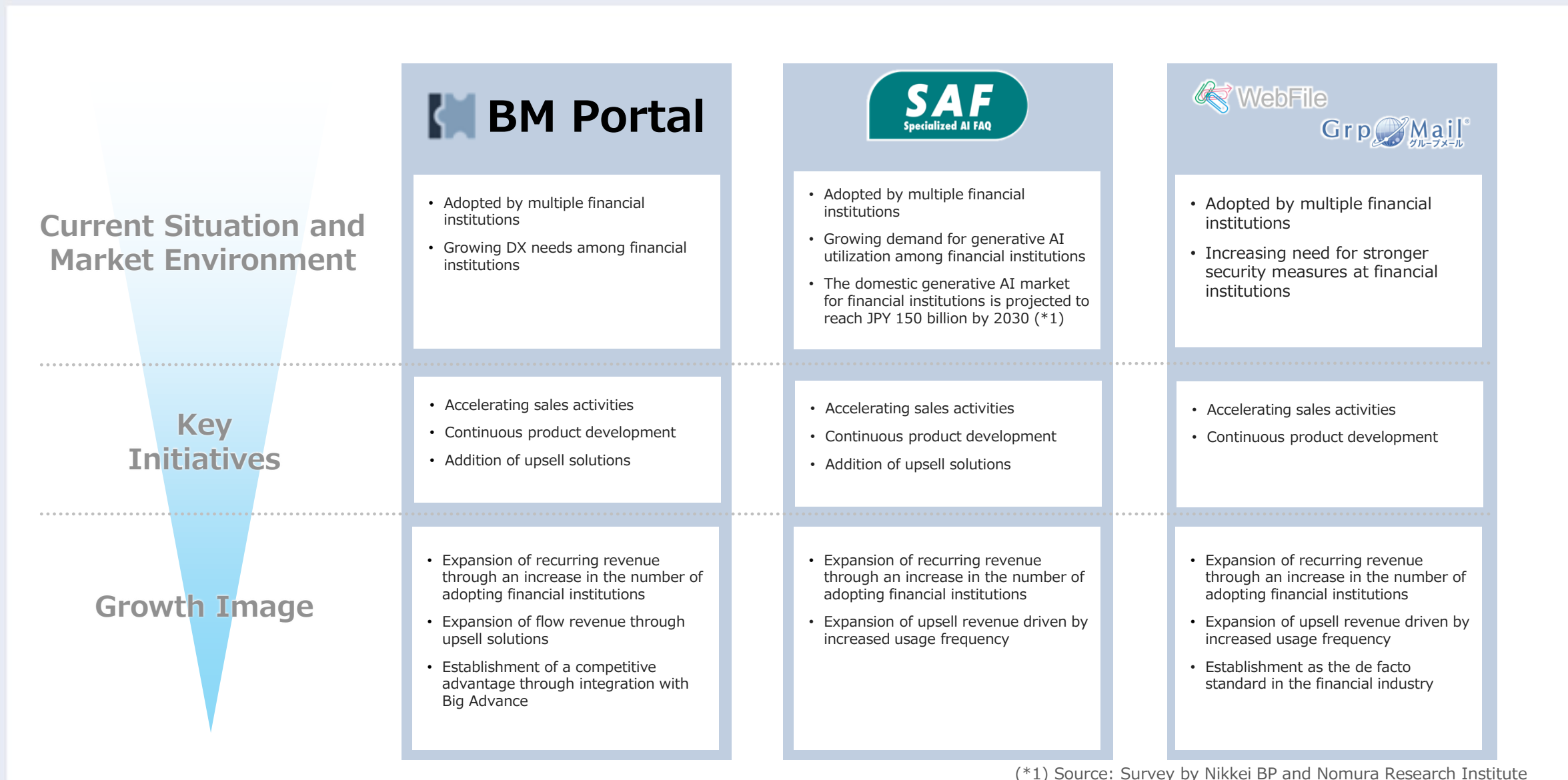
### Key KPIs

	KPI	Description
Domestic	Number of Registered Matching Needs	Since the domestic business model is based on success fees from business matching, the KPI will be the number of registered matching needs rather than the number of member companies.
Overseas	Number of Member Companies in Thailand	Since the subscription model is adopted in Thailand, the KPI will be the number of member companies.

### Key Initiatives

- **[Domestic] Number of Registered Matching Needs**
  - Collaborate with Japanese financial institutions to approach companies seeking overseas expansion opportunities
  - Discover projects in cooperation with local governments
- **[Overseas] Number of Member Companies in Thailand**
  - Collaborate with Thai financial institutions to approach companies seeking overseas expansion opportunities
  - Work with Thailand's Office of Small and Medium Enterprises Promotion (OSMEP) to approach companies seeking overseas expansion opportunities
  - Develop subsidy programs in collaboration with OSMEP

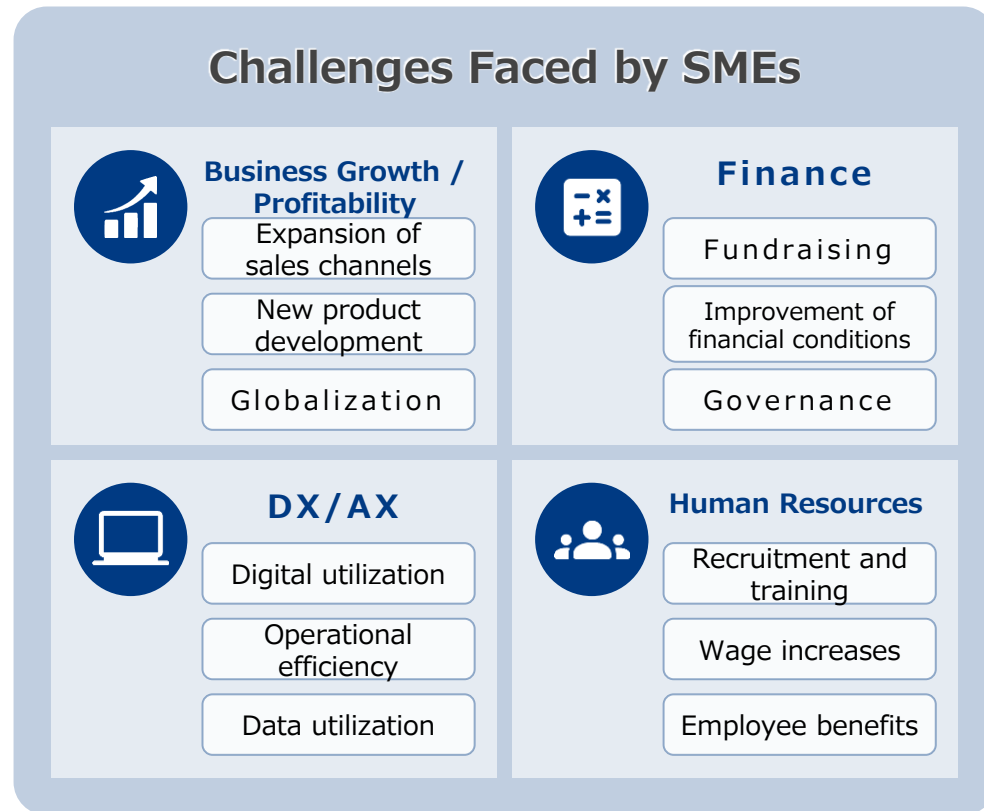
## 2. Expansion of New Businesses: Financial DX Strategy



(\*1) Source: Survey by Nikkei BP and Nomura Research Institute

### 3. Transformational Growth through M&A: M&A Strategy

- KOKOPELLI’s policy is to prioritize M&A in the area of the “Community-Based Network (Human)” to address the challenges faced by regional SMEs.



### High-priority M&A target companies

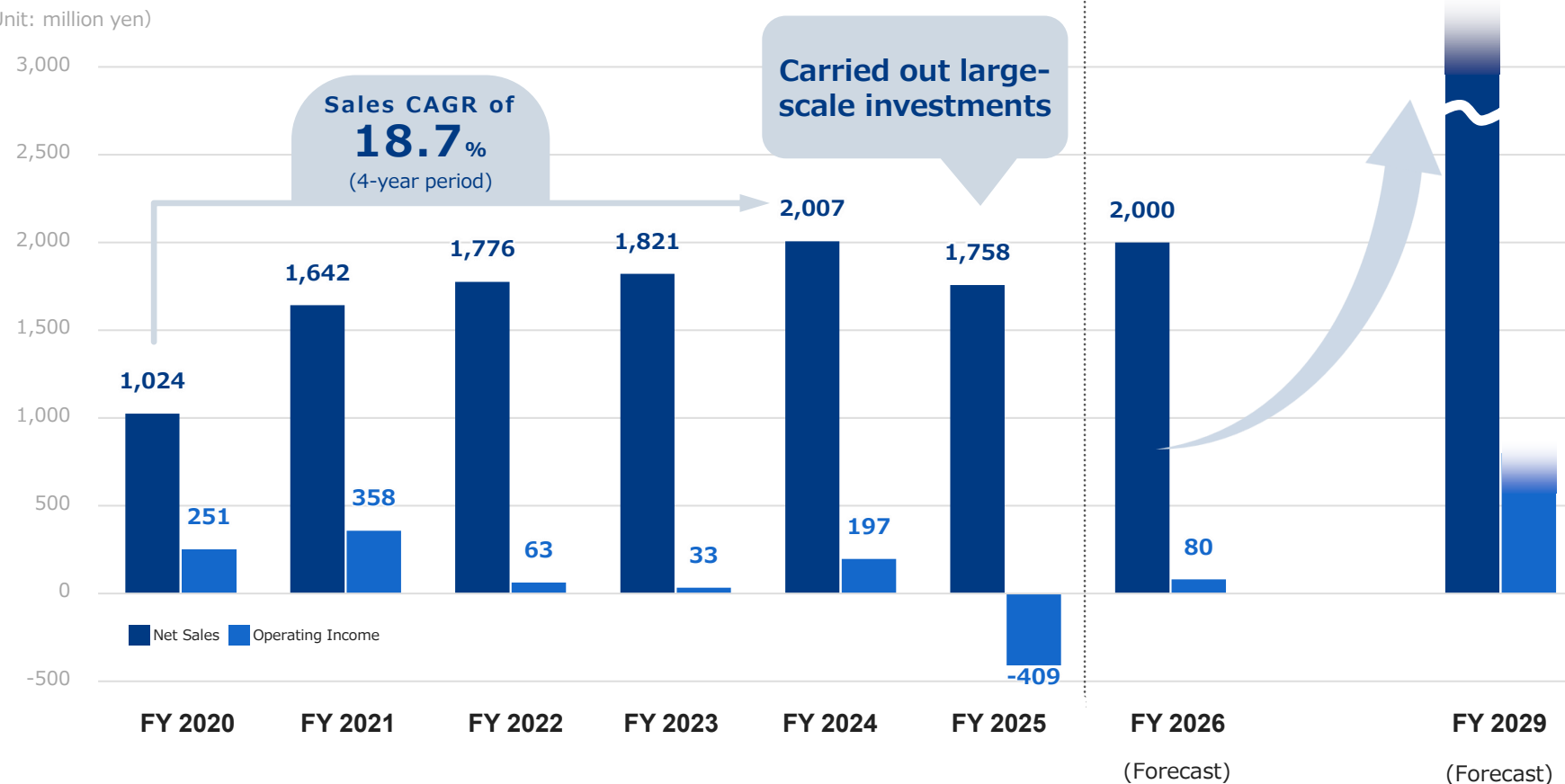


✓ Through partnerships with locally established companies, KOKOPELLI aims to support the sustainable growth of SMEs while achieving non-linear growth for the Company.

# Growth Targets: Growth in Sales / Operating Profit and Target Market Capitalization

- Execute business strategies based on the new Medium-Term Management Plan.
- Achieve organic growth and return to profitability in FY 2026.
- From FY 2027 onward, realize sustainable business growth and improved profitability through contributions from the new revenue model (see p.41) and non-linear growth including M&A activities, entering a renewed growth phase targeting a sales CAGR of 20% and an operating margin of 20%.

(Unit: million yen)



- Achieve Sustainable Growth with a Revenue CAGR of 20% or More
- Return to Profitability from FY 2026 and Continue Improving Profitability Thereafter

Target Market Capitalization  
**15**  
billion yen

## Full-Year Earnings Forecast for FY 2026

- Achieve higher sales and profitability, returning to profitability with net sales of JPY 2.0 billion, EBITDA of JPY 280 million, and operating income of JPY 80 million through steady growth of existing businesses
- Implement AI agent functions in Big Advance and increase the number of member companies per financial institution through enhanced functionality
- Accelerate new adoption of BM Portal, SAF, and WebFile/GrpMail among financial institutions, respond to diverse customer needs, and strengthen cross-selling
- BIG ADVANCE GLOBAL will begin contributing to earnings through the completion of large-scale investments, reduction of upfront investment burdens, and service launch
- Improve productivity through proactive utilization of AI in internal operations

(Unit: JPY million)

	FY 2025 Consolidated Results (Actual)	FY 2026 Consolidated (Forecast)	Change	YoY
<b>Net Sales</b>	1,758	<b>2,000</b>	<b>+241</b>	<b>+13.7%</b>
<b>Gross Profit</b>	765	<b>980</b>	<b>+214</b>	<b>+28.1%</b>
<b>Gross Profit Margin</b>	43.5%	<b>49.0%</b>	—	—
<b>EBITDA</b>	-142	<b>280</b>	<b>+422</b>	—
<b>Operating Income</b>	-409	<b>80</b>	<b>+489</b>	—
<b>Operating Margin</b>	—	<b>4.0%</b>	—	—
<b>Ordinary Income</b>	-202	<b>82</b>	<b>+284</b>	—
<b>Profit Attributable to Owners of Parent</b>	-414	<b>50</b>	<b>+464</b>	—

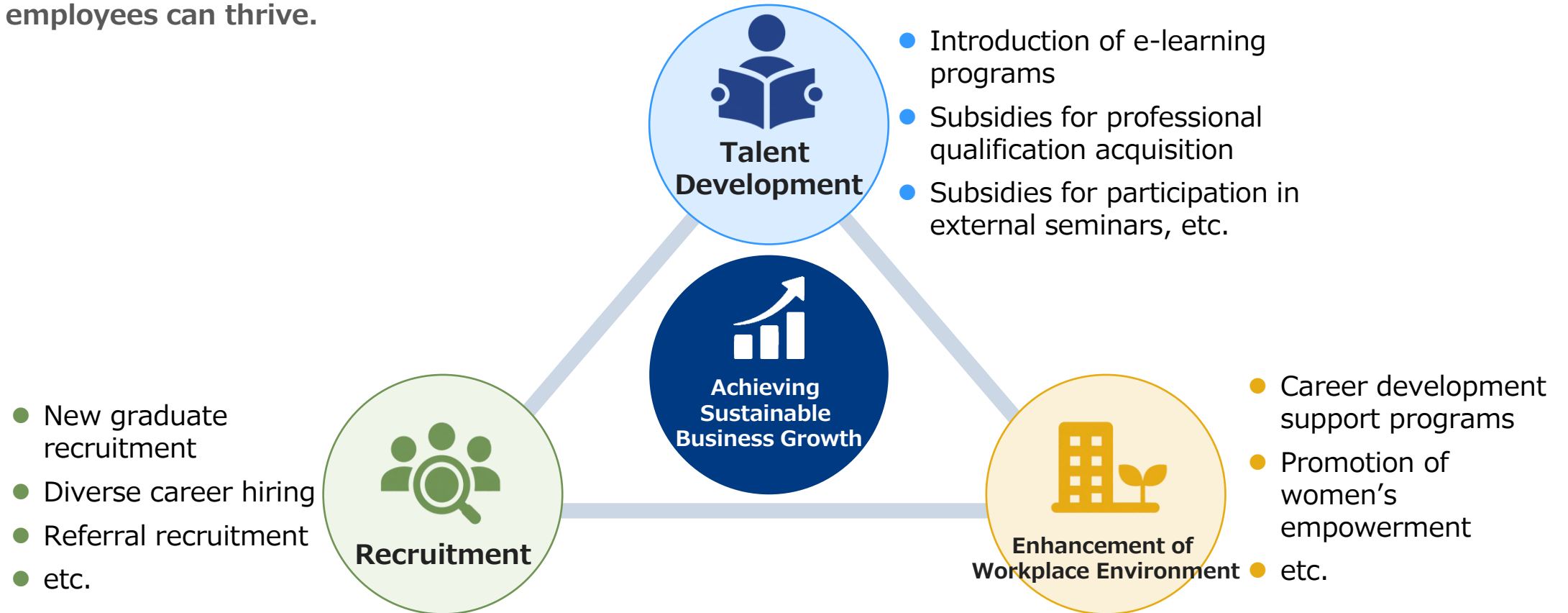
Section

03

# Human Capital Management

# Human Capital Management

Based on our MVV (Mission, Vision, and Values), we will achieve sustainable business growth by recruiting, developing, and empowering diverse and talented human resources while creating an environment in which employees can thrive.



By promoting talent development, talent acquisition, and the enhancement of the workplace environment, we aim to improve corporate value and achieve sustainable growth.

## Embedding the Corporate Culture

To instill our MVV throughout the organization and foster a strong corporate culture, we distribute a Culture Book to all employees, hold company-wide meetings with participation from all employees at the end of each month, and conduct employee recognition programs once every half year.

### Culture Book



Distributed to all employees upon joining the company

Employee recognition criteria include embodiment of the Mission and Values, fostering a culture in which employees naturally internalize and practice the Company's MVV

We implement various initiatives to help employees realize personal growth and build diverse career paths.



## E-Learning System

Shared viewing sessions within departments  
Freely accessible for self-directed learning



## Career Development Support Program

Diversification of career paths  
Internal career application system



## Subsidies for Professional Qualification Acquisition

Partial subsidies for examination fees  
for designated qualifications



## Workstyle Support

Childcare leave support  
Support for balancing work with childcare  
and nursing care responsibilities



## Subsidies for External Seminar Participation

Subsidies covering up to one-half of training  
expenses for eligible external seminars and  
certification schools



We **support the growth** of each individual employee while promoting **diverse career development opportunities and a comfortable working environment.**

# Human Resource Development & Employee Benefits Programs

- We provide stock-based compensation to directors and employees as an incentive for medium- to long-term business growth.
- From the perspective of recruiting and developing outstanding human resources, we have established a variety of HR and employee benefit programs.



Stock Compensation Program



Marriage and Childbirth Celebration Allowance



Lunch Subsidy with Employees



Shareholding Association



Anniversary Allowance



Free Drinks



Competency Awards



KOKOPELLI Goods Gift Program



Club Activities



KOKOPELLI Awards



Subsidies for Health Checkups for Dependents



Internal Events



Referral Recruitment Incentive Program



Subsidies for Influenza Vaccination Costs



Book Purchase Subsidy Program

Section

04

# Initiatives for Shareholder Returns

## Basic Policy on Shareholder Returns

We prioritize the creation of stable cash flow and sustainable business growth, while considering shareholder returns to the extent possible.

### Dividends



- ✓ We believe that the best way to reward our shareholders is not through dividends, but by increasing our share price through business growth and delivering returns in the form of capital gains.
- ✓ Once we reach a stage where we can generate stable cash flow even after making business investments, we intend to provide returns through dividends.

### Shareholder Benefits Program



- ✓ Unlike dividends, shareholder benefits programs offer greater flexibility in design, and we believe they can be implemented within a scope that does not affect growth investments.
- ✓ We will continue to consider future implementation.

### Share Repurchases



- ✓ Unlike dividends, share repurchases can be executed with greater flexibility and agility; however, as mentioned in dividends section, we believe shareholder returns should primarily be achieved through share price appreciation driven by business growth.
- ✓ We intend to consider implementation while monitoring market conditions.

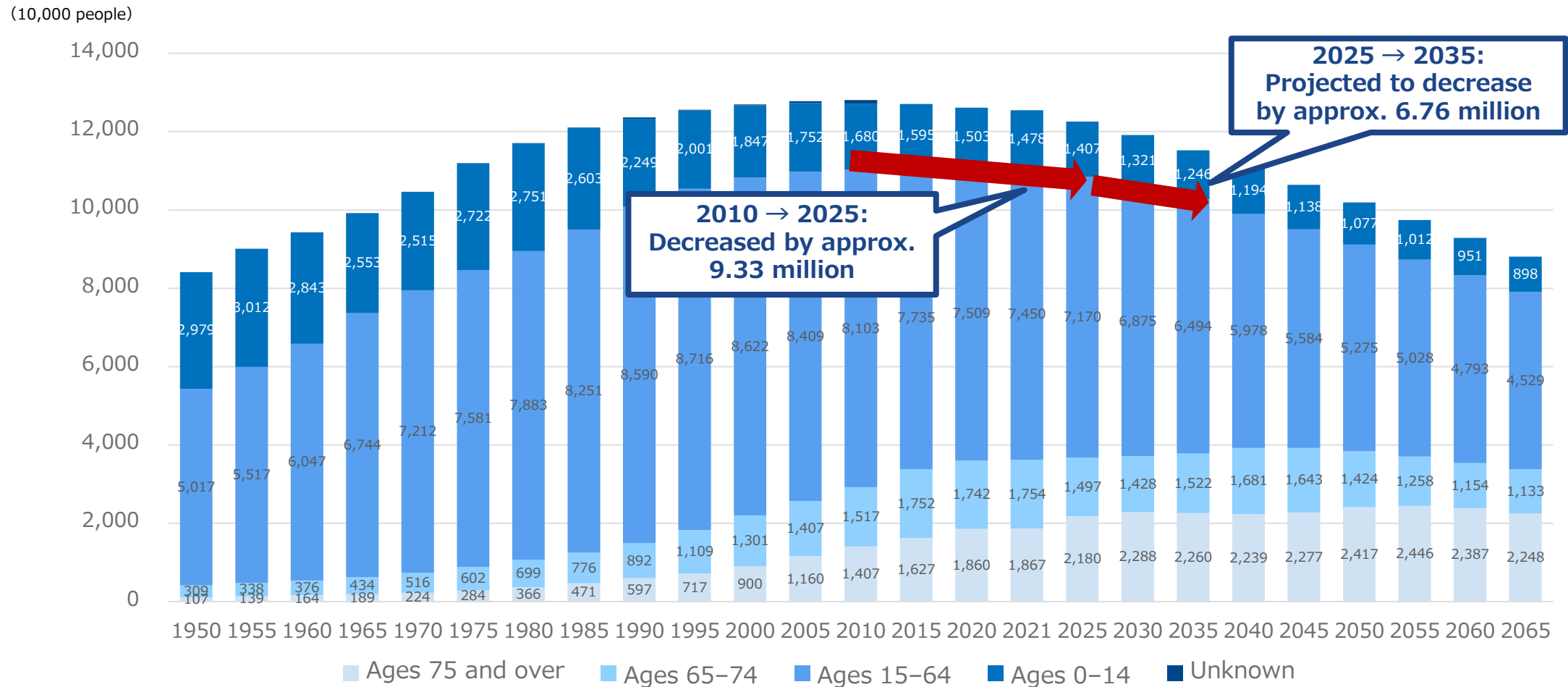


06

**Supplementary Information**

# Background: Decline in the Working-Age Population

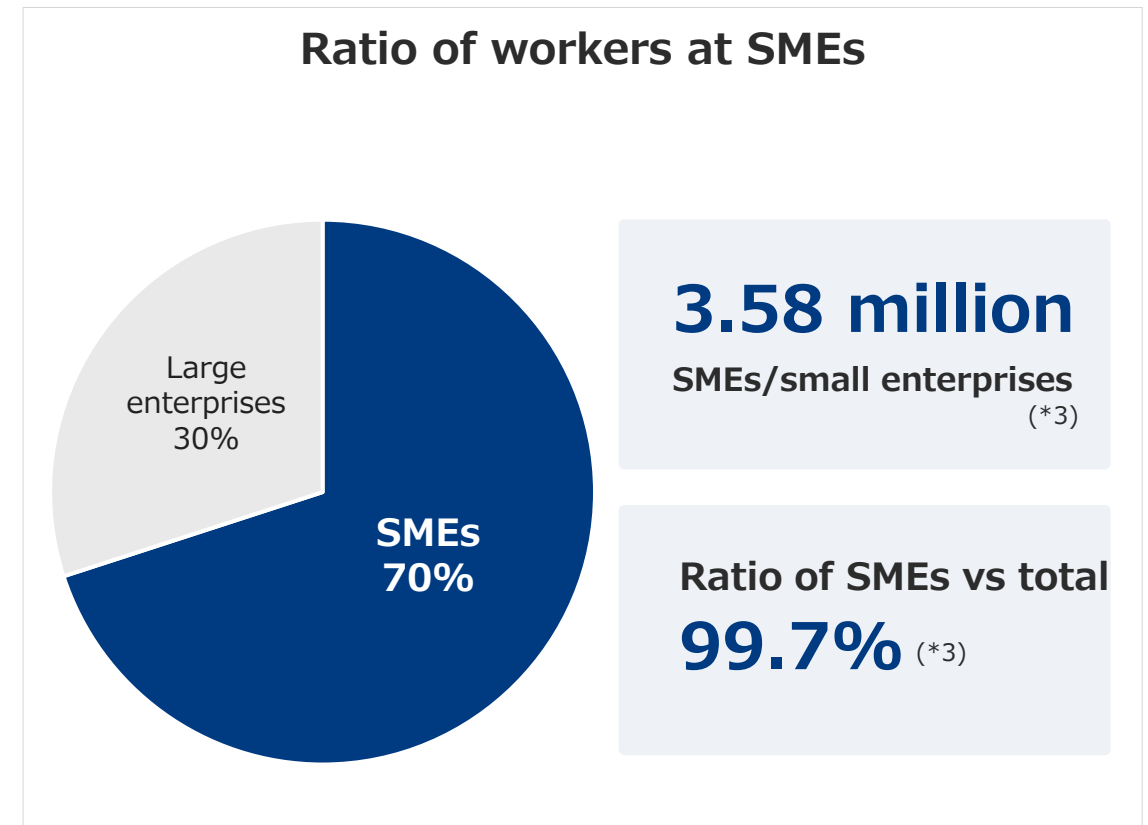
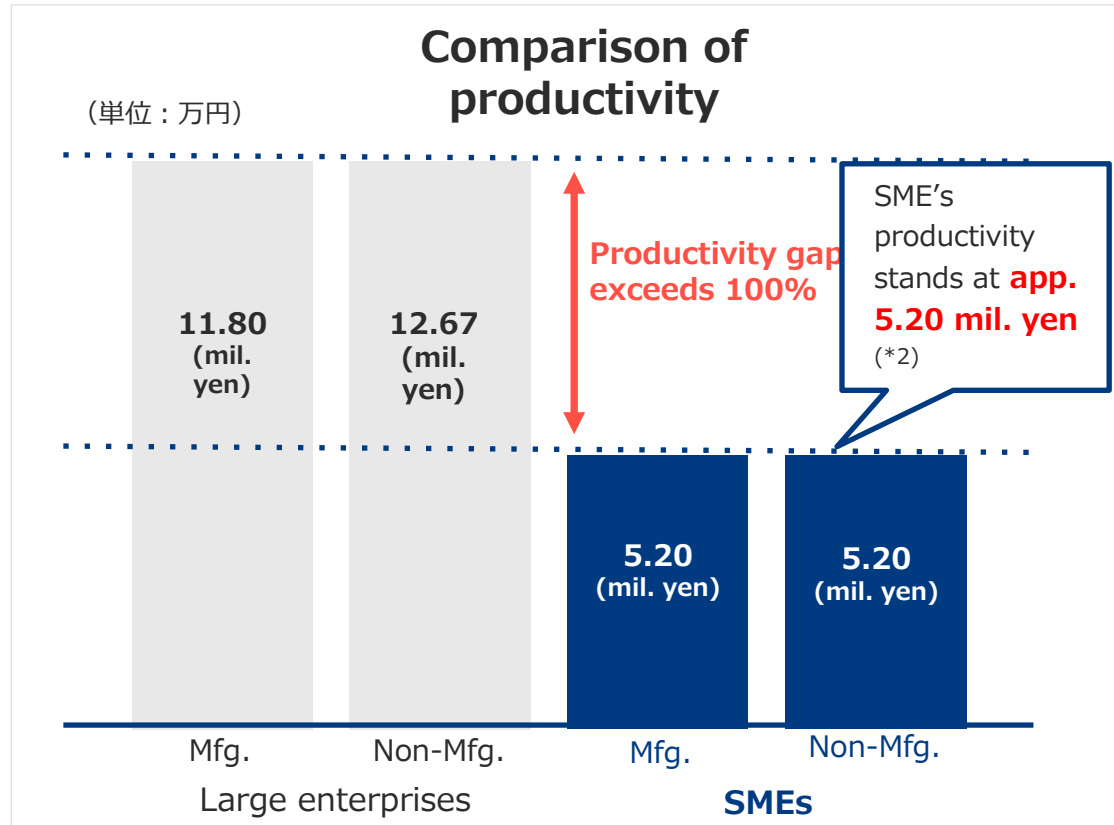
Japan's working-age population is projected to decrease significantly.



Source: Cabinet Office, "White Paper on the Ageing Society: 2022"

# Overview & Challenges: SMEs in Japan

- Addressing the Challenge of Low Labor Productivity in SMEs
- SMEs play a significant role in the domestic economy, and a 10% improvement in labor productivity could generate a 16 trillion yen economic impact. (\*1)



(\*1) Our calculation, based on \*2 and \*3 above. (Total workers at SMEs of app.32mil. X 5.20 mil. yen X 10%)

(\*2) Ministry of Internal Affairs and Communications and METI, "2016 Economic Census"

(\*3) Small and Medium Enterprise Agency "2020 White Paper on Small and Medium Enterprises in Japan"

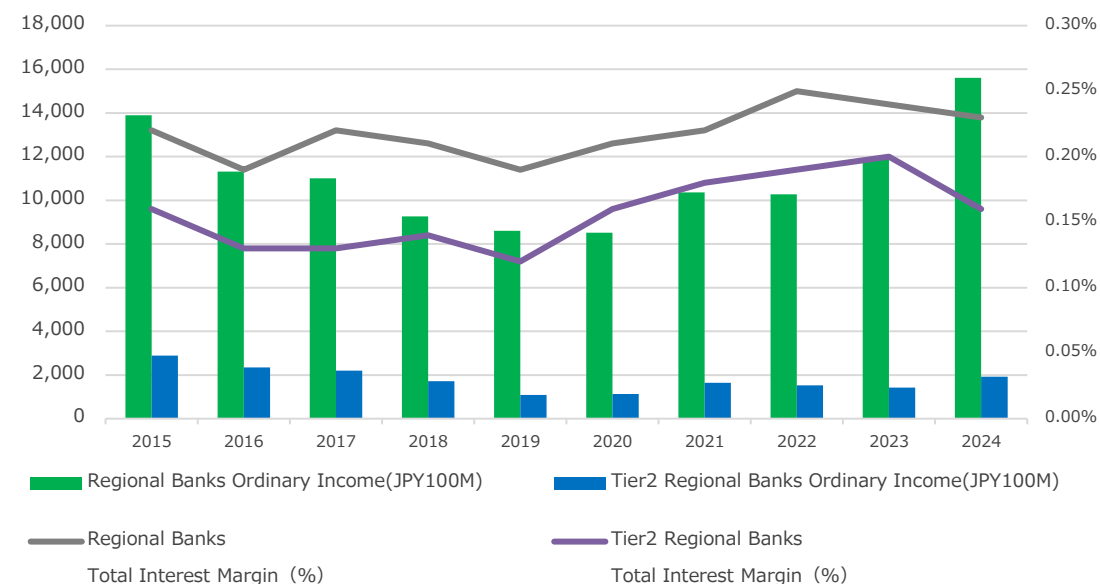
# Overview & Challenges: Regional Financial Institutions

- Regional financial institutions hold 326 trillion yen in outstanding loans to SMEs, making them central to the regional financial infrastructure.
- Although temporary funding demand has expanded due to COVID-related loans, sustained funding demand remains weak, necessitating further support for the core businesses of client companies
- Need to secure stable income and promote DX (digital transformation) at SMEs.

Outstanding Loans to SMEs by Business Type for Regional Financial Institutions

Type	Number	Outstanding loans to SMEs (*1 *2)
Regional Banks	62	197trillion yen
2 <sup>nd</sup> Tier Regional Banks	36	43trillion yen
Shinkin Bank	254	73trillion yen
Shinkumi Bank	143	13trillion yen
<b>Total</b>	<b>495</b>	<b>326trillion yen</b>
Mega Banks (Ref.)	4	135trillion yen

History of Ordinary Income and Gross Interest Margin



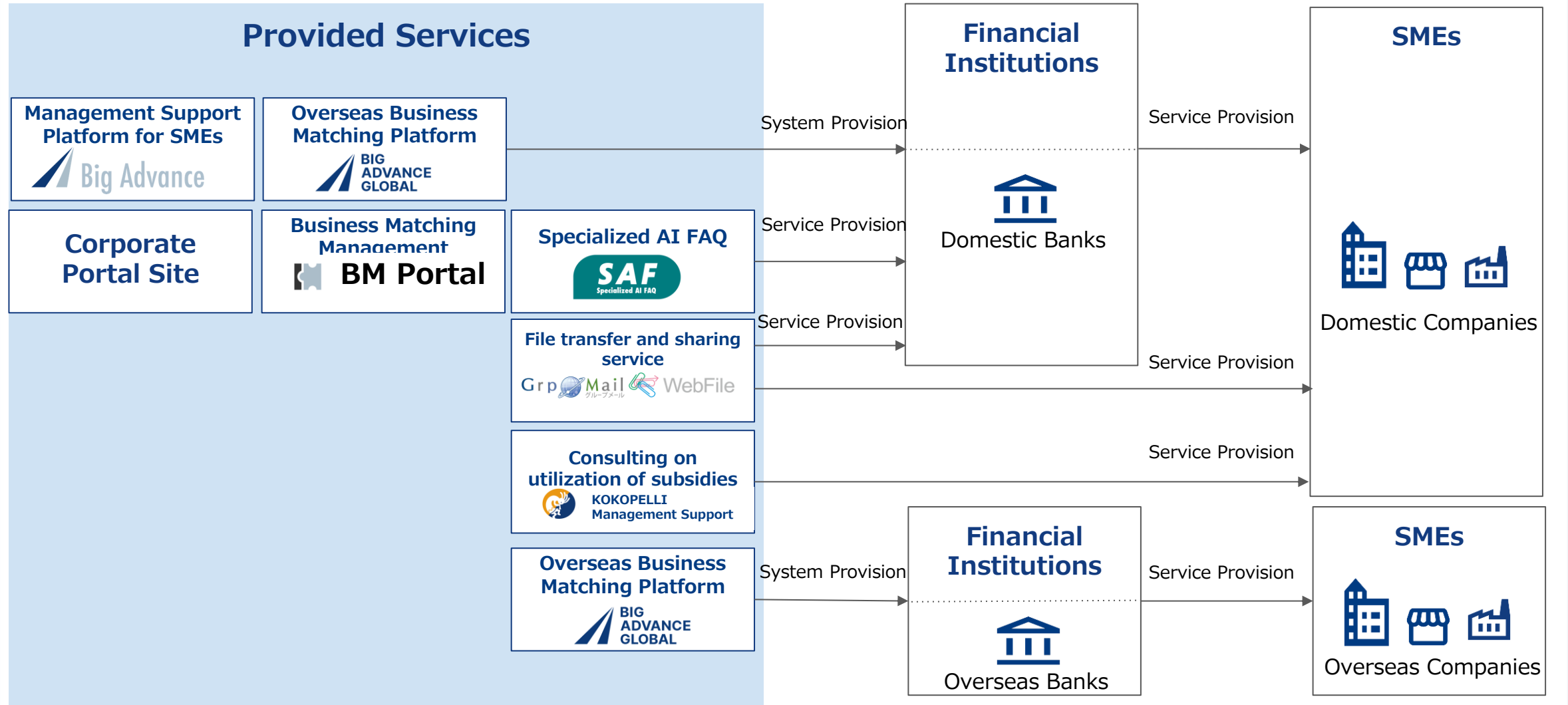
(\*1) Our calculation, based on “A list of SMEs and Regional Banks in each Prefecture (as of March 2025)” by Small and Medium Enterprise Agency

(\*2) Our calculation, based on disclosures for outstanding loans to SMEs from Mega Banks (Mitsubishi UFJ, Mitsui Sumitomo, Mizuho, Resona) as of March 2024.

(\*3) Our analysis, based on “2019 Financial Results Trend” by Japanese Bankers Association.

# Kokopelli Group Business Model









Leveraging our unique SME and financial institution networks to maximize up-selling and cross-selling.



# About "Big Advance"







- A BtoB SaaS model management support platform for SME clients of financial institutions.
- Provides a wealth of functions with competitive price offers to accelerate the pace of DX at SMEs.
- Aspiring to be the essential infrastructure for SMEs.

## Basic Functions

-  **Business matching**  
Facilitate business matching across regions through financial institutions.
-  **Chat with financial institutions**  
Communicate directly with people in charge at financial institutions.
-  **Subsidies and grants**  
Access proprietary database with details of all municipalities across the country.
-  **Discussion with professionals**  
Connect with the most appropriate advisors in times of need.
-  **Automatic website creation**  
Easily set up websites by entering simple details into prescribed format.
-  **"FUKURI" welfare program**  
Deliver welfare and benefits to employees in the form of coupons which can be used on the website.
-  **Safety check**  
Check safety of employees in times of emergencies with a push of a button.
-  **Business chat**  
Smooth intra-company communications regardless of time and place.

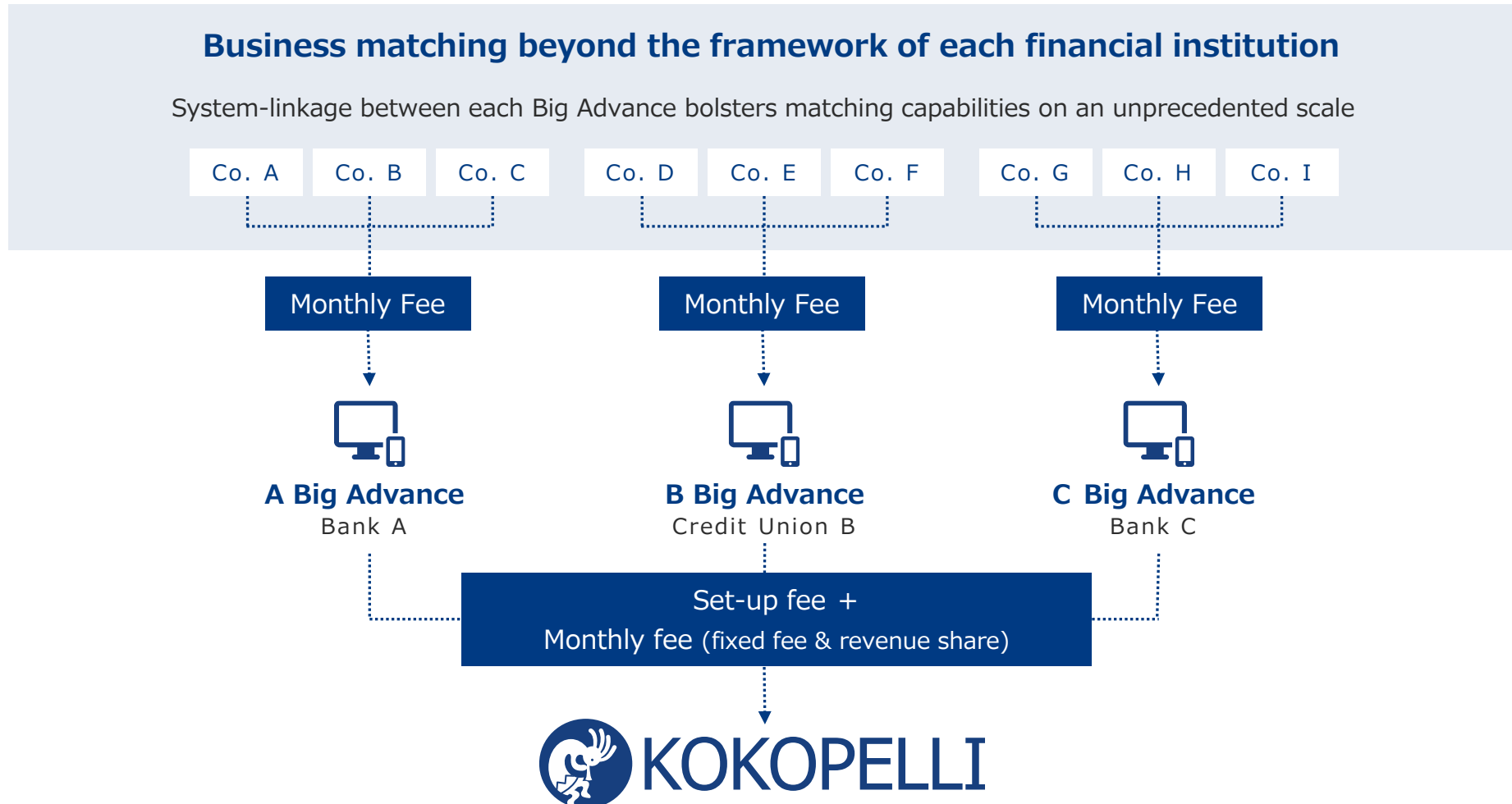
## Optional Functions

\*Optional only for requested financial institutions

-  **Crowd Funding**  
Attract funding by sharing your passion to a common future.
-  **Management Discussion Forum**  
Talk freely on managerial issues with other company managements.
-  **Business Succession**  
Allows to acquire essential knowledge and calculate share prices in preparation for business succession.
-  **"CHANTO Attendance Management"**  
Easy-to-use labor time management system with travel expenses and other expenses adjustment and settlement features
-  **"CHANTO Invoice"**  
Simple operations to issue invoices and receive forms in line with the new invoice system and the revised Electronic Book Preservation Act.
-  **Subsidies Application Support**  
Seek professional guidance on the utilization of subsidies and obtain specialized assistance for application processes.

# How “Big Advance” Works

Innovative Services for SMEs: “XX Big Advance” for each Financial Institution - Breaking Regional and Institutional Barriers



# Advantages of using Big Advance

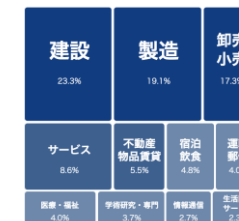
## Effective networking with local financial institutions

- An established network of Japan's largest regional financial institutions, including regional banks, second-tier regional banks, shinkin banks, and credit unions, regardless of business category.
- Comprises 76 BA-installed financial institutions that have head offices spanning across 42 prefectures (47 prefectures including branches) and approximately 5,700 branches.



## Effective networking with SMEs across the country

- A very effective network of 55,000 or more companies registered with Big Advance nationwide.
- Able to provide services to small, like-sized companies across the sector that were difficult to reach with web-based services.

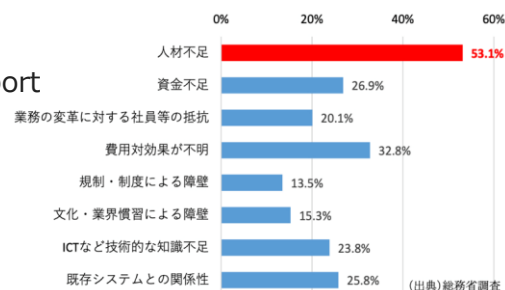


The top three industries of the member companies are construction, manufacturing and wholesale/retail.

## Fusion of in-person and technology-based services

- Trusted personnel at financial institutions in close contact with companies on a daily basis will support the installation and operation of Big Advance to promote DX.
- Share the core values of local companies with those across the country via the web.

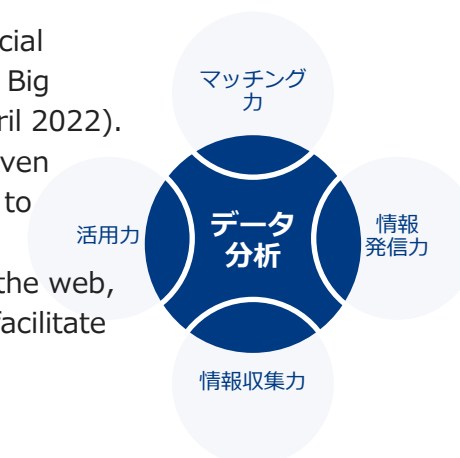
Challenges in advancing DX (Japanese companies) (\*1)



The main issues with DX is "lack of personnel" at 53.1%.

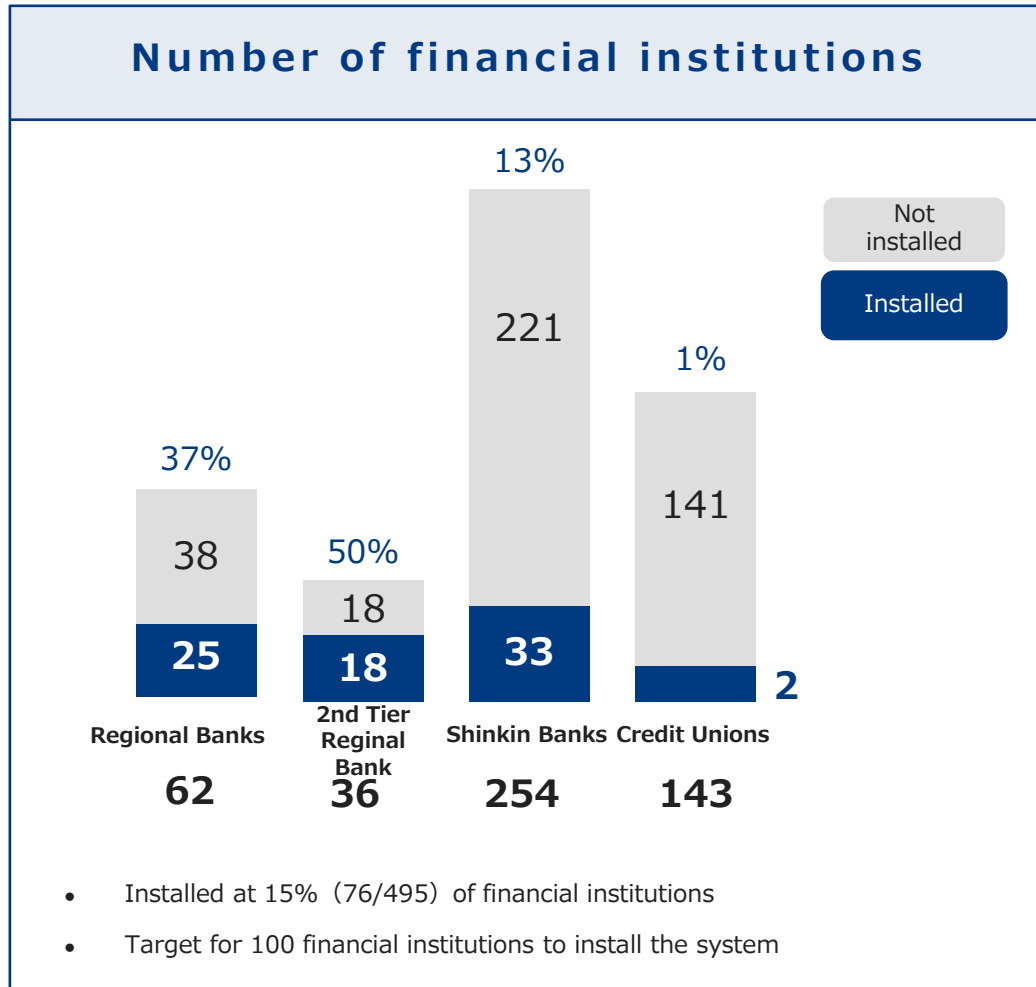
## Data-driven analysis and returns

- Core business support to clients of financial institutions by offering data collected by Big Advance (data provisions to begin in April 2022).
- Business matching function offers AI-driven recommendations of business activities to companies.
- Presents ways of using Big Advance on the web, depending on the company's usage, to facilitate the DX process (starting in May 2022).

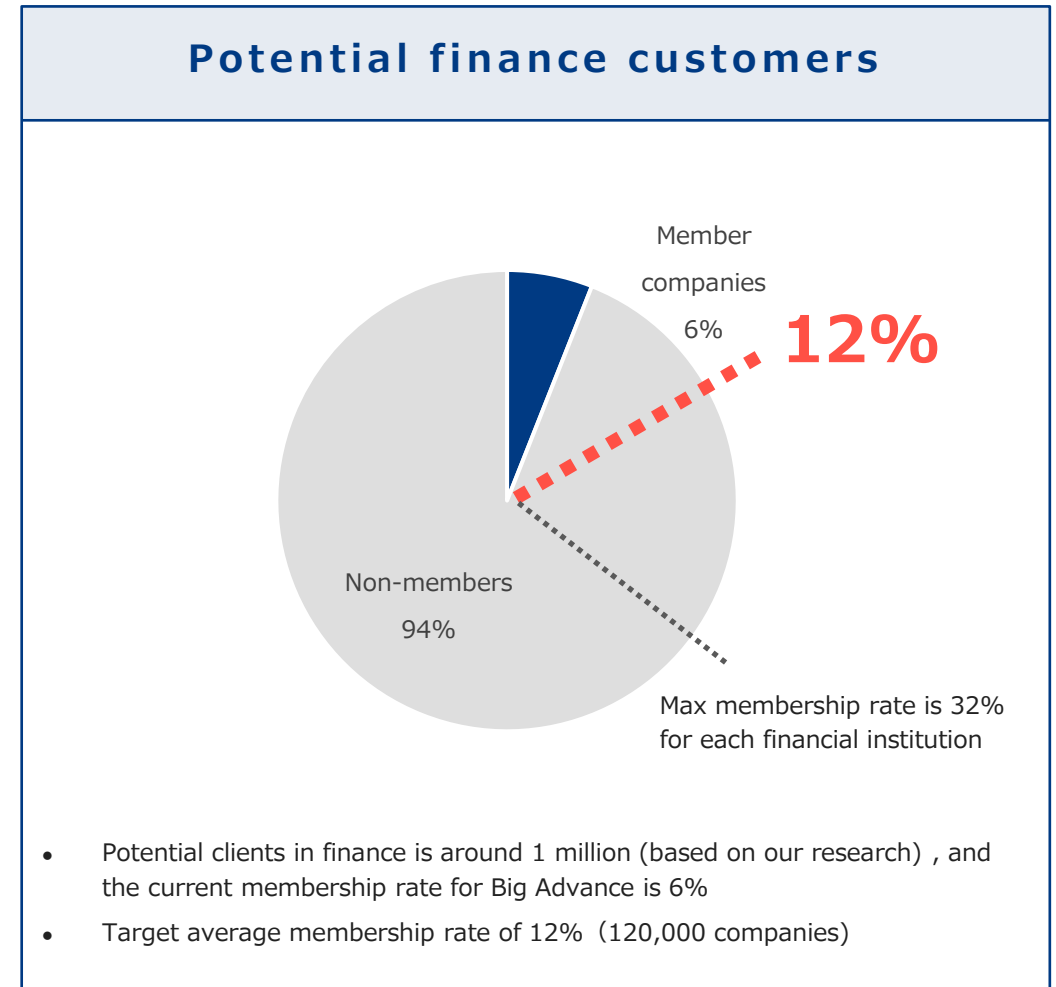


(\*1) Ministry of Internal Affairs and Communications, Japan "2021 White Paper Information and Communications in Japan"

# Attracting more users: Expanding the user base



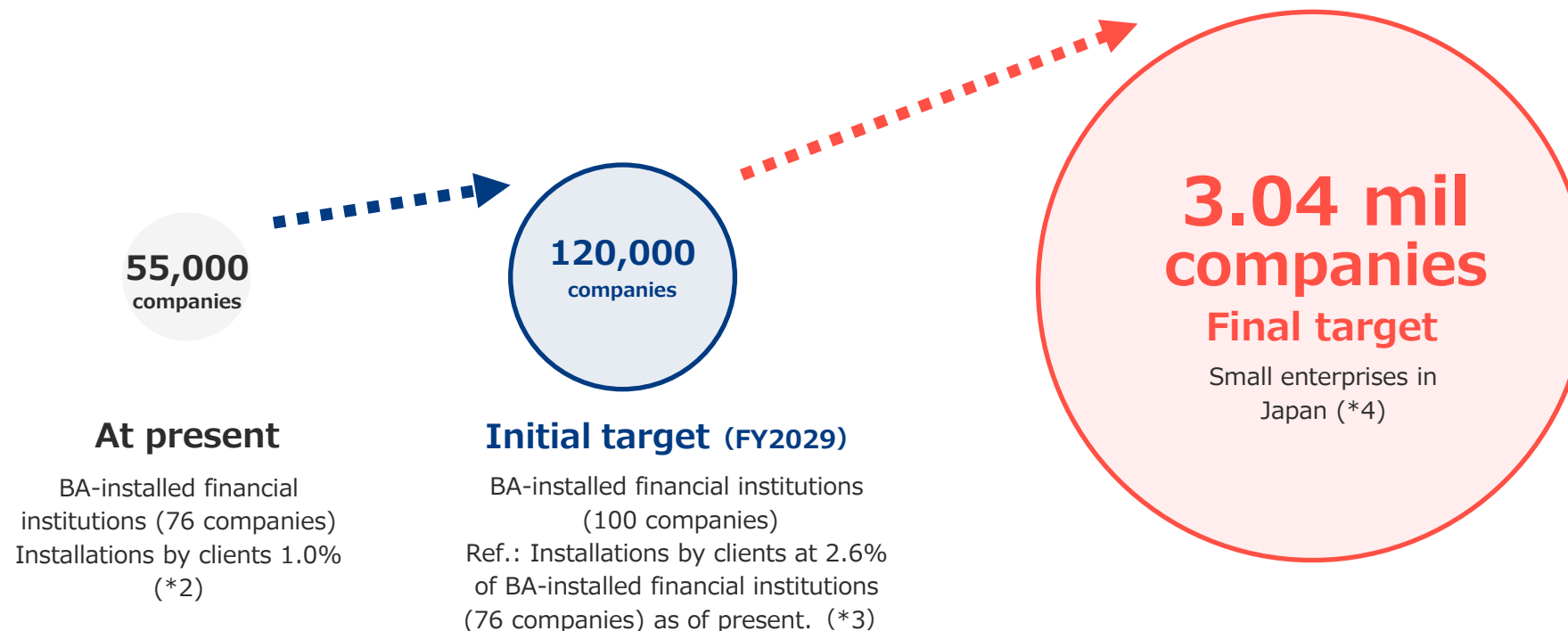
(as of 31 March 2025)



(Based on the 76 BA-installed financial institutions)

## Further expansion of user base

- Target clients of regional financial institutions operating small enterprises across Japan.
- Revised target: Aiming for 120,000 member companies by FY2029 based on updated numerical plans.



Source: "Financial System Report – Annex (July 2019)", Bank of Japan, "Economic Census 2016", Ministry of Internal Affairs and Communications/Ministry of Economy, Trade and Industry, and Financial Services Authority website

(\*1) Total number of corporate clients of BA-installed financial institutions (76 companies) = 5.55 million in total (as of March 31, 2026)

(\*2) Installation rate at clients = Big Advance member companies / number of corporate clients of the 76 BA-installed financial institutions (as of March 31, 2026)

(\*3) 120,000 companies / Number of corporate clients of the 76 BA-installed financial institutions (as of March 31, 2026)

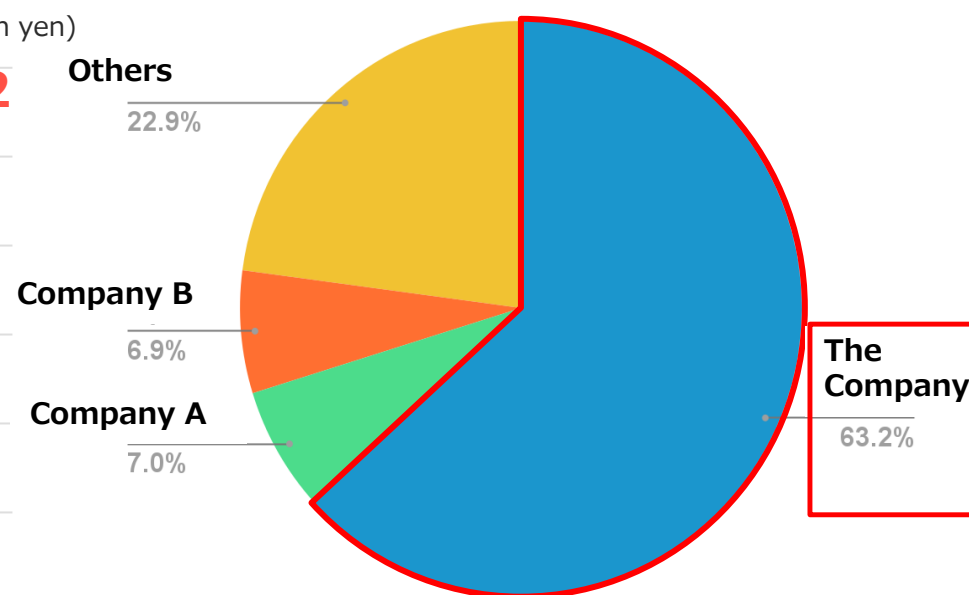
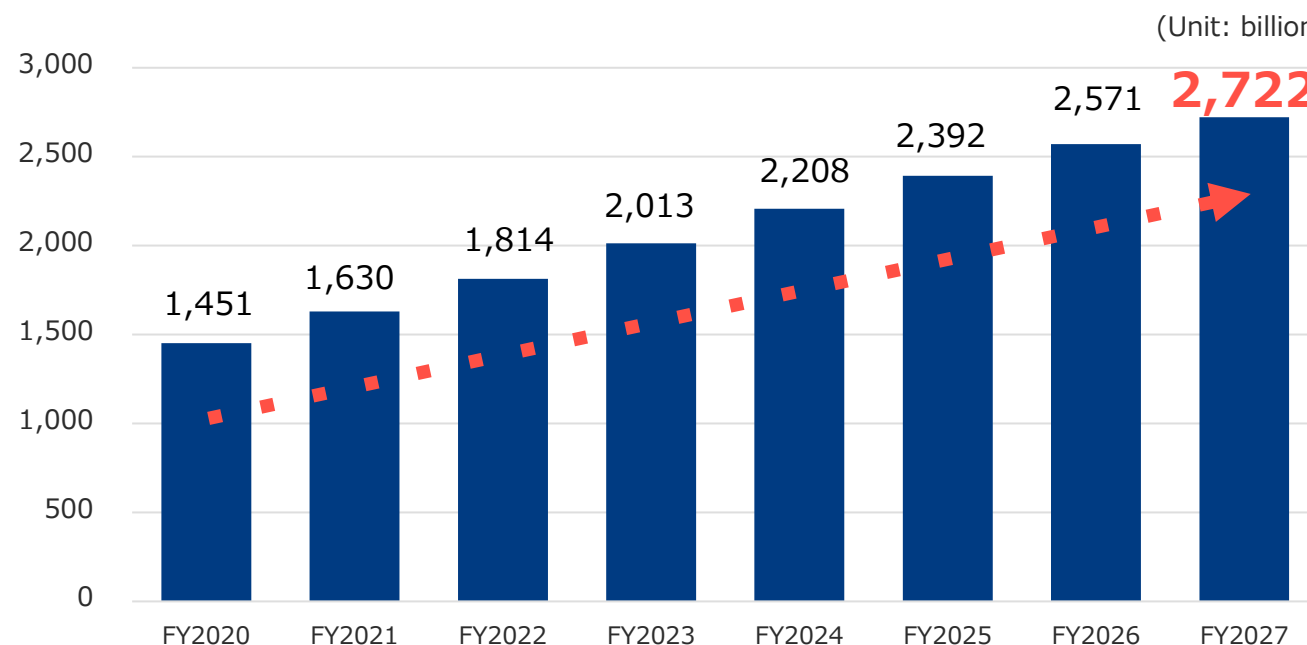
(\*4) 3.58 million SMEs "2016 Economic Census" x 84.9% small businesses "Number of small and medium-sized enterprises (as of June 2016)"

# The market size of business matching platforms

- The domestic market as a whole is expected to expand from 2,013 billion yen in FY 2024 to 2,722 billion yen in FY2028
- Holds a high market share of 60% in the financial business matching platform market.

## Mid-term forecast for the business matching platform market size

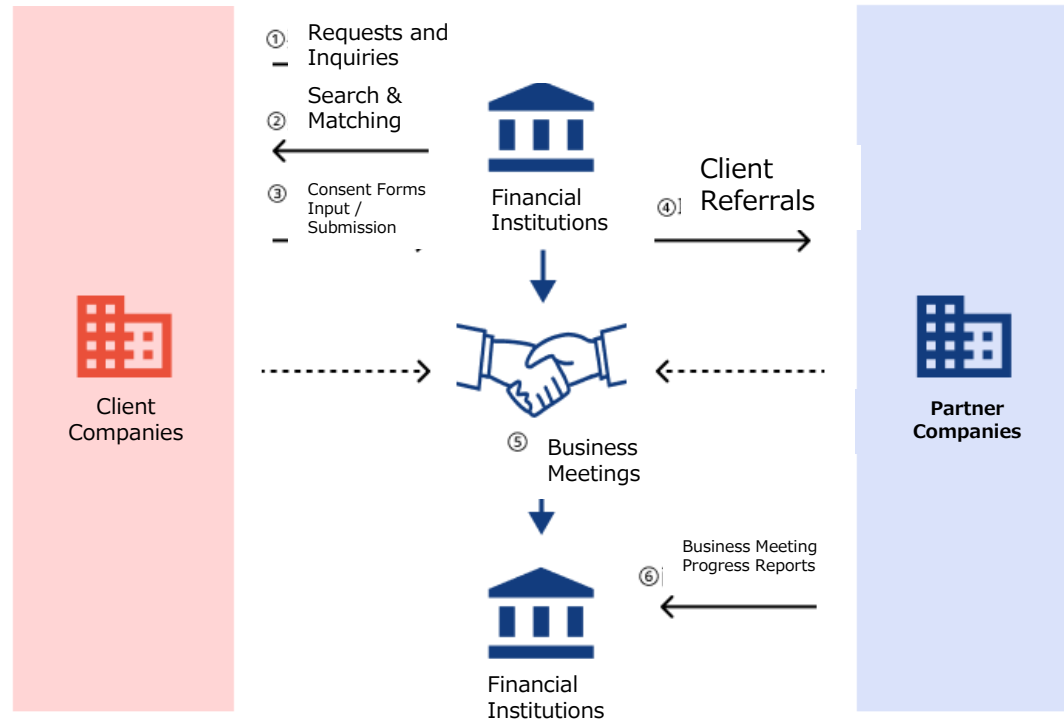
## Market Share by Revenue: Financial Platforms



(Source) Deloitte Tohmatsu MIC Research Institute Co., Ltd., "Current Status and Outlook of the Domestic Business Matching Platform Market [2023 Edition]," issued on December 13, 2023. (<https://mic-r.co.jp/mr/02980/>)

Released the “BM Portal,” a platform for centralized online management of business matching operations at financial institutions.

## | **BM Portal** Business Matching Mechanism



### Key Features

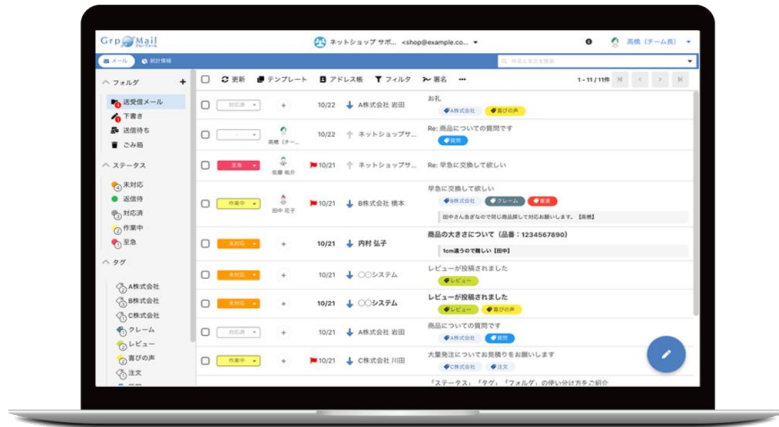
- Management of Partner Companies' Service Information
- Digitization of Business Referral Agreements
- Tracking and Managing the Progress of Business Matchings
- Systematization of Business Matching Knowledge and Case Studies
- Equipped with Flexible Workflow Features
- Centralized Operations through Invoice Issuance Function

## Utilizing Generative AI for Internal Inquiries on Policies and Documents within Financial Institutions

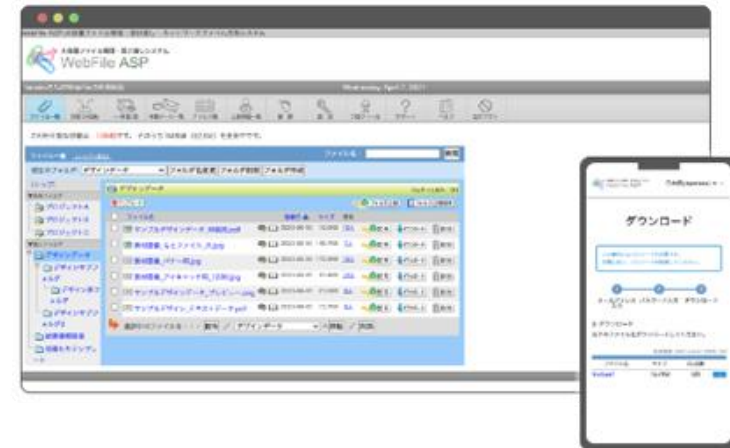


- Developed FAQ functions by training AI with work regulations and manuals to create chatbots that can answer questions.
- By leveraging generative AI for internal inquiries regarding policies and documents, employees can quickly access the information they need.
- This ensures access to the most up-to-date information at all times, supports new employees in quickly catching up with their roles, and reduces the burden of responding to inquiries.

- Developed and provided by Key Point, a group company.
- Introduced to over 2,000 companies to date.
- Addressing Information Security Challenges Such as File Attachment Transmission and Paperless Operations



A simple interface that prevents duplication and oversight, with a shared email management system



Corporate email transmission and sharing system that consolidates file transfers and retrievals



【Mission】

# 地域発世界

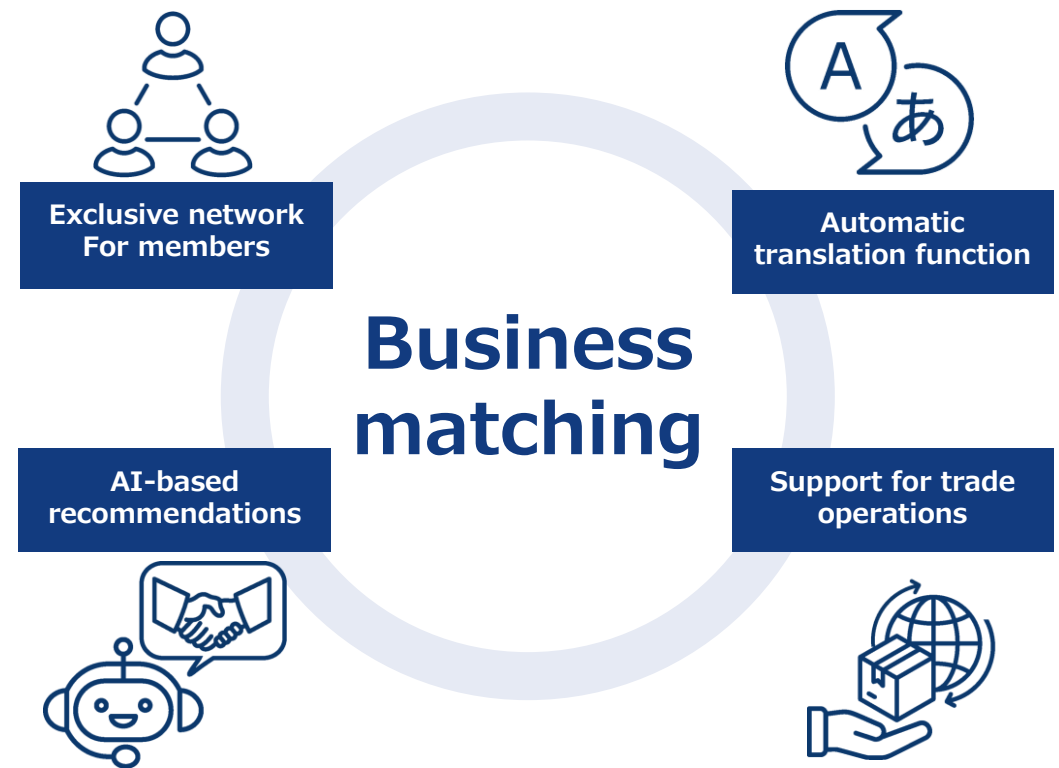
From Region to the World

【Objective】

Support the global expansion of SMEs to boost Japan's economy

【Features】

- Leveraging the “trusted network” provided by financial institutions and “advanced technology”
- Japan’s first global platform enabling direct trade between SMEs



## New UI/UX Designed for Global Expansion

- Multilingual support (Japanese and Thai)
- Smartphone optimization
- Integration with SNS (including LINE)
- Online contract execution

## Proprietary Automatic Translation Engine Utilizing LLM

- AI-powered automatic translation for text chat
- Video chat with AI-powered automatic translation

## Proprietary AI Technology

- AI multilingual search (to be implemented)
- Automatic generation of project registration texts (to be implemented)
- AI-based recommendations of matching partners (to be implemented)



Thai projects displayed in Japanese; registration available in Japanese



Chat in Japanese with Thai counterparts, supported by AI real-time translation



AI translates Thai messages instantly, enabling smooth communication  
Face-to-face business meetings via video chat

Coming Soon

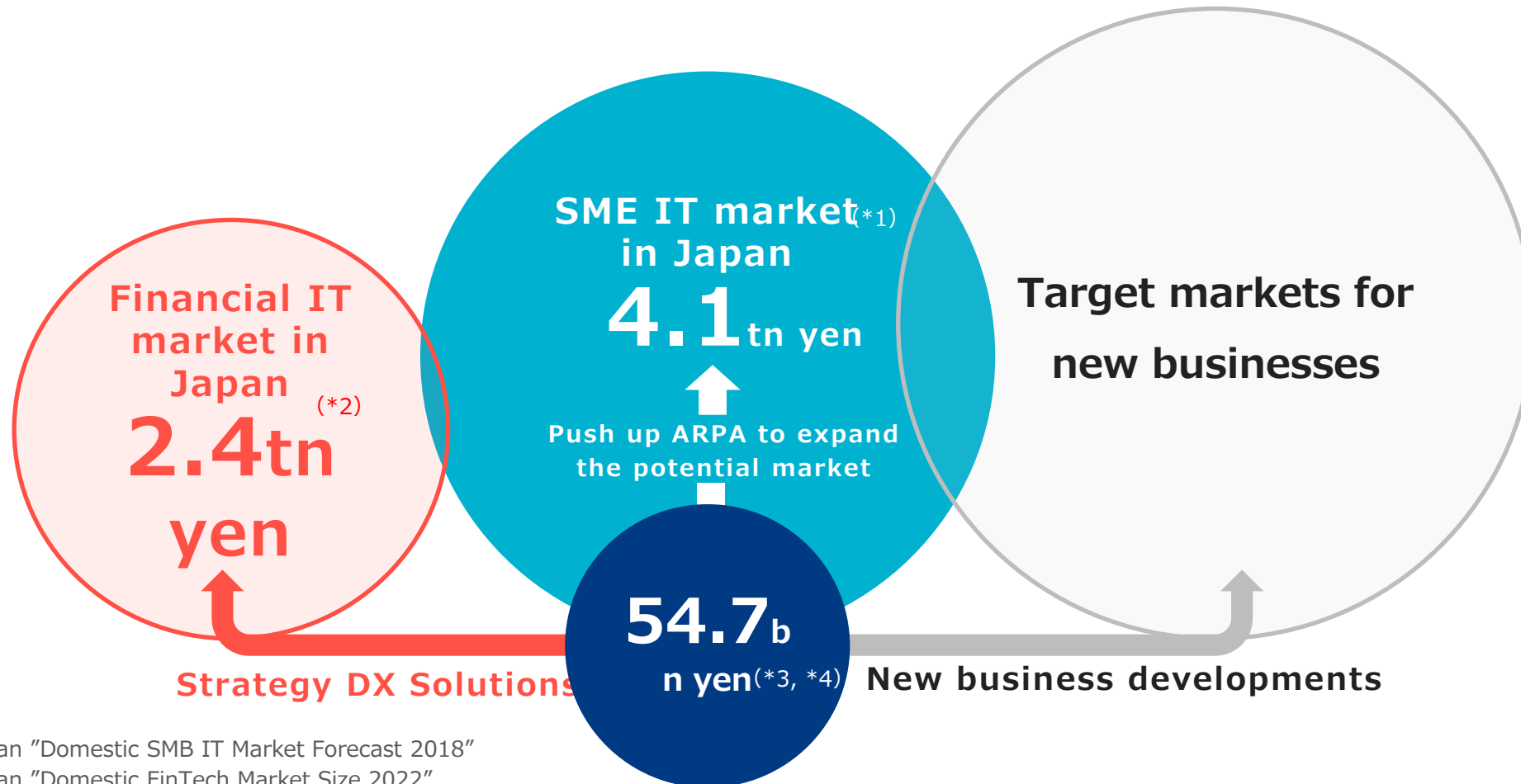
AI search

AI generation

AI recommendation

# Potential market with room for further expansion

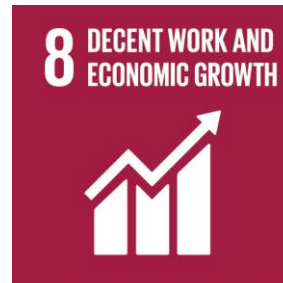
Raise ARPA through offering new functions and links with other companies' services, as well as an expanded user base.



(\*1) IDC Japan "Domestic SMB IT Market Forecast 2018"  
 (\*2) IDC Japan "Domestic FinTech Market Size 2022"  
 (\*3) Target customer base x Current fee plan=54.7 billion yen  
 (\*4) target audience x current pricing

# Sustainable Development Goals (SDGs)

We strive to “Find the future in corporate value”, and “make technologies accessible to SMEs” through on-going efforts to add corporate value and commit to resolving social issues through our engagements.



8.3

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the births and growth of micro-, small- and medium-sized enterprises by improving access to financial services.



9.1

Develop quality, reliable, sustainable and resilient regional and trans-border infrastructures, to support economic development and human well-being, with a focus on affordable and equitable access for all.



17.17

Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies based on a wealth of partnerships experiences.

## Disclaimer

- The contents contained this document are based on generally accepted economic, social and other conditions as of the date of preparation and certain assumptions that we judged to be reasonable, but may be subject to change without notice due to changes in the business environment or other reasons.
- The materials and information provided in this document contain so-called "forward-looking statements". They are based on current expectations, forecasts, and assumptions that involve risks and uncertainties that could cause actual results to differ materially from those in the forward-looking statements. Such risks and uncertainties include general industry and market conditions, and general national and international economic conditions, such as interest rate and forex swings.
- The Company assumes no obligation to update or revise the "forward-looking information" contained in this document, even in the event of new information released or future incidents.