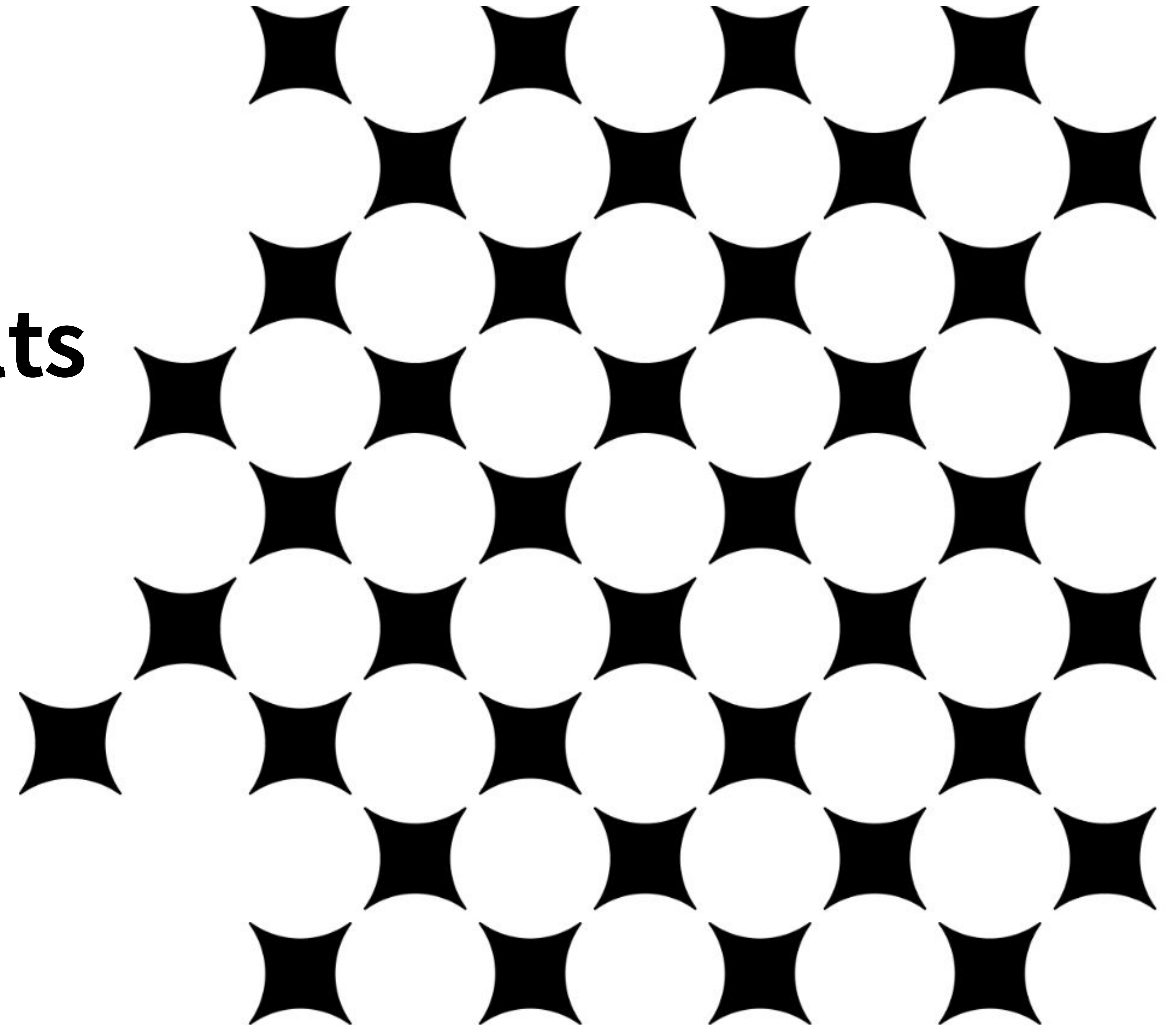
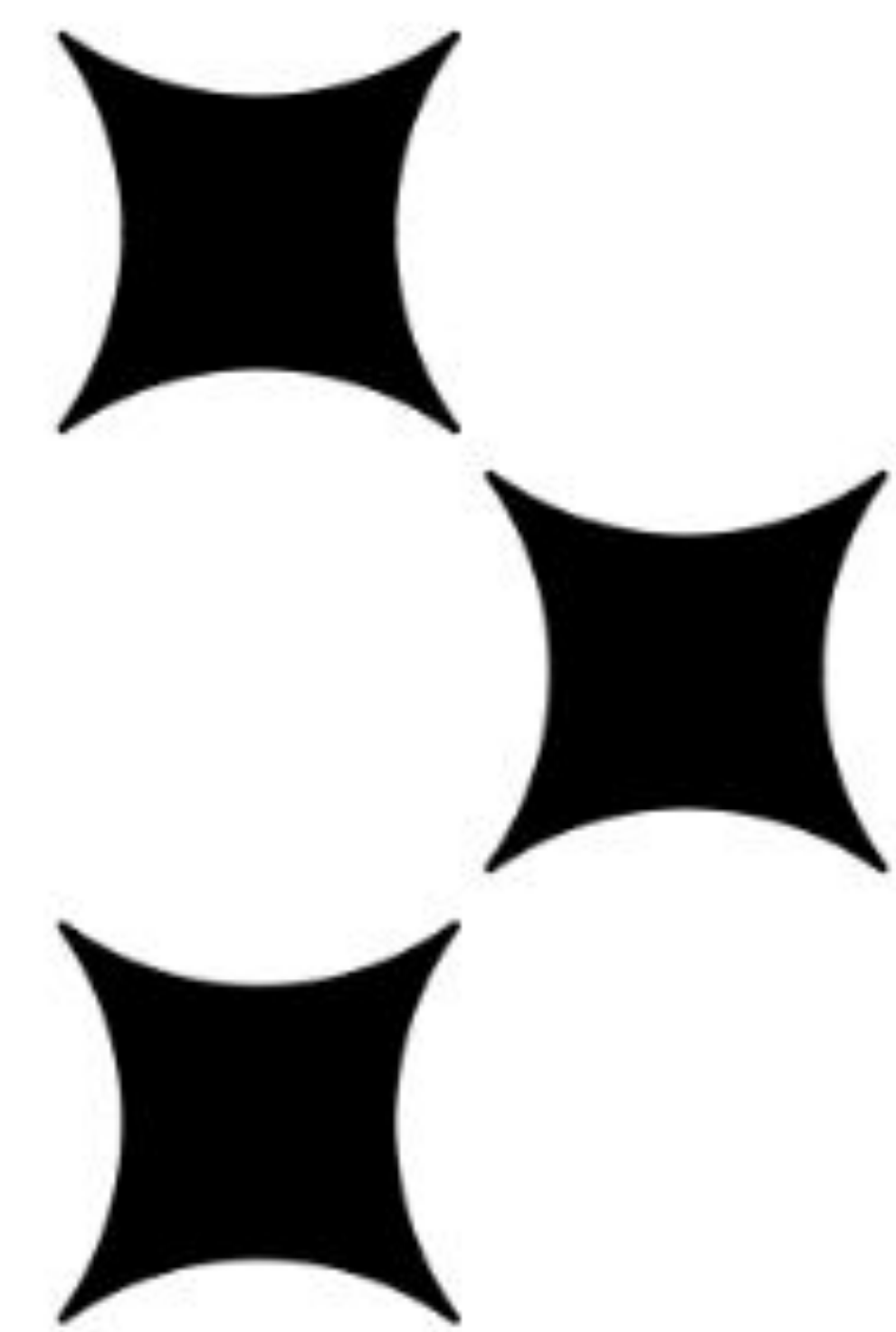




*Note: This is a translation of part of the original Japanese version and is provided for reference purposes only.  
In the event of any discrepancy between the Japanese original and this English translation, the Japanese original shall prevail.*

# Q3 FY09/2025 Consolidated Financial Results

HENNGE K.K. (4475: TSE Growth)  
August 4, 2025





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  - Total Addressable Market**
  - Others**
- 5. Past Materials**

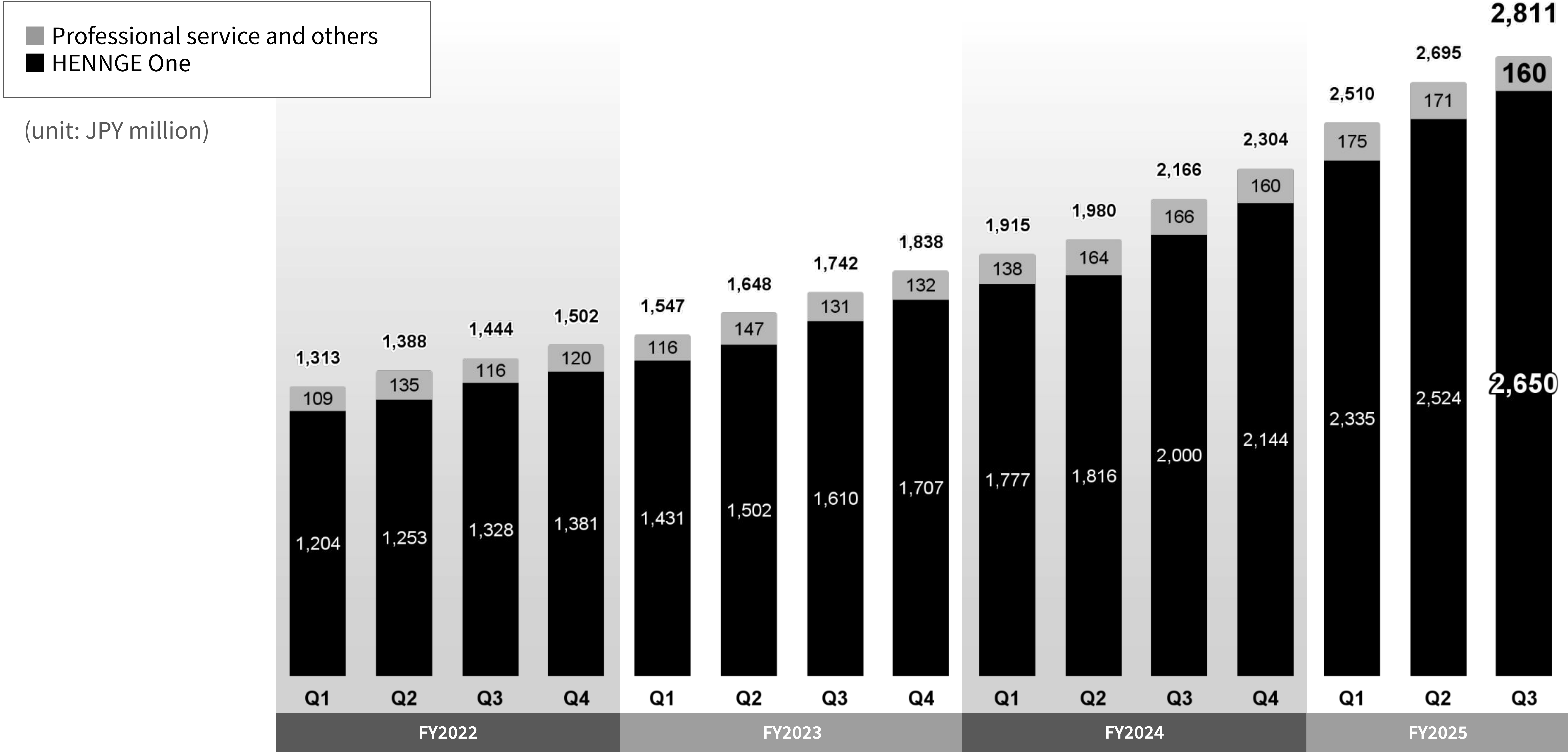
# **Q3 FY2025 Consolidated Financial Results (Financial Results)**

# Consolidated Financial Results Highlights

	Q3 FY2024	Q3 FY2025	YoY	YoY (%)	FY2025 Forecast (Revised on 2025/05)	Progress (%)
(unit: JPY million)						
Net sales	6,061	8,016	+1,955	+32.3%	10,881	73.7%
(HENNGE One)	5,593	7,509	+1,916	+34.3%	10,222	73.5%
(Professional service and others)	468	506	+39	+8.3%	659	76.9%
Total cost of sales	968	1,107	+139	+14.4%		
Gross profit	5,093	6,909	+1,816	+35.7%		
(Gross profit margin)	(84.0%)	(86.2%)		(+2.2pts)		
Total selling, general and administrative expenses	4,176	5,329	+1,153	+27.6%		
Operating income	917	1,580	+663	+72.3%	1,750 ~ 1,950	81.0 ~ 90.3%
(Operating income margin)	(15.1%)	(19.7%)		(+4.6pts)	(16.1 ~ 17.9%)	
Ordinary income	918	1,610	+692	+75.4%	1,750 ~ 1,950	82.6 ~ 92.0%
Profit attributable to owners of parent	724	1,058	+334	+46.2%	1,251 ~ 1,391	76.0 ~ 84.5%
(Net income margin)	(11.9%)	(13.2%)		(+1.3pts)	(11.5 ~ 12.8%)	

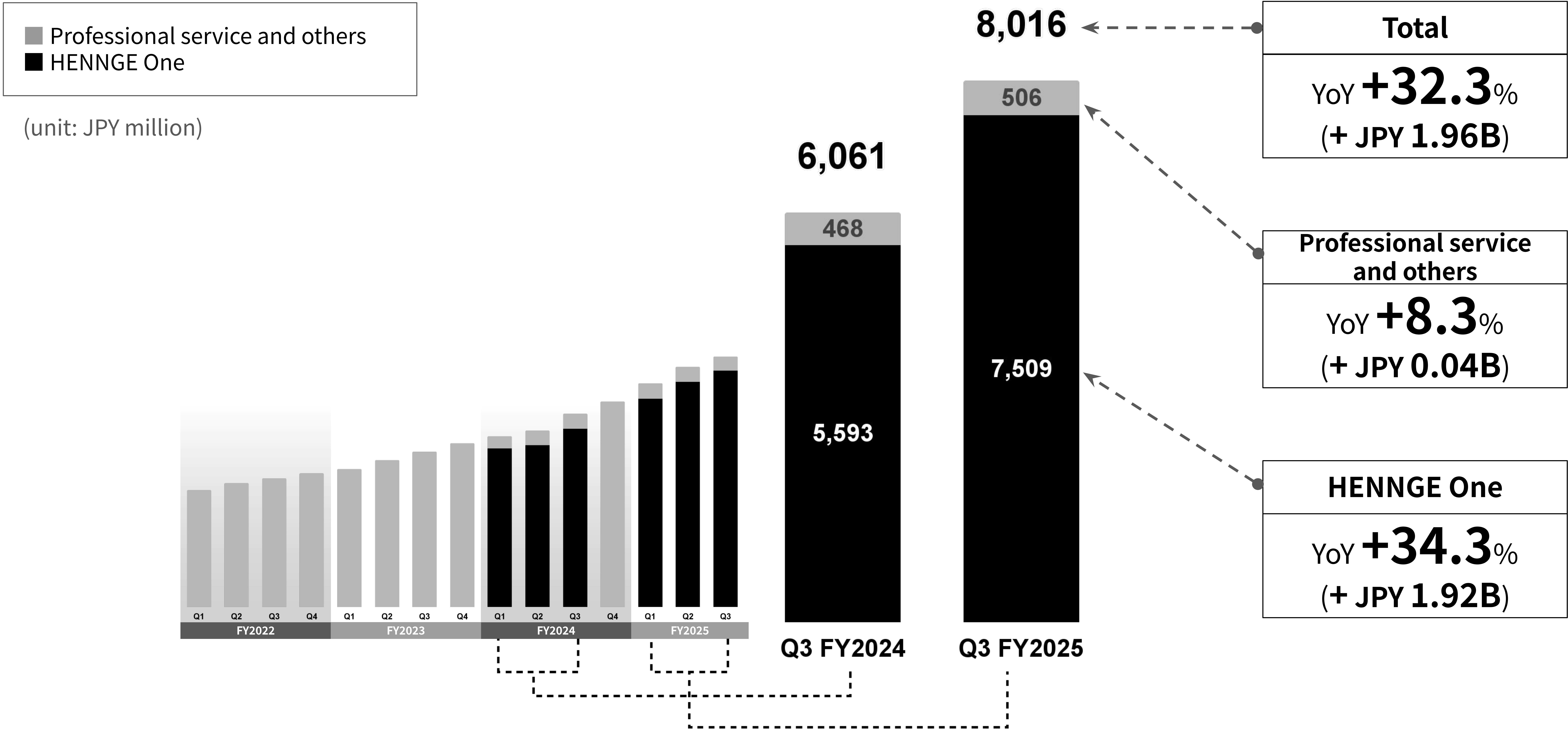


# Net Sales



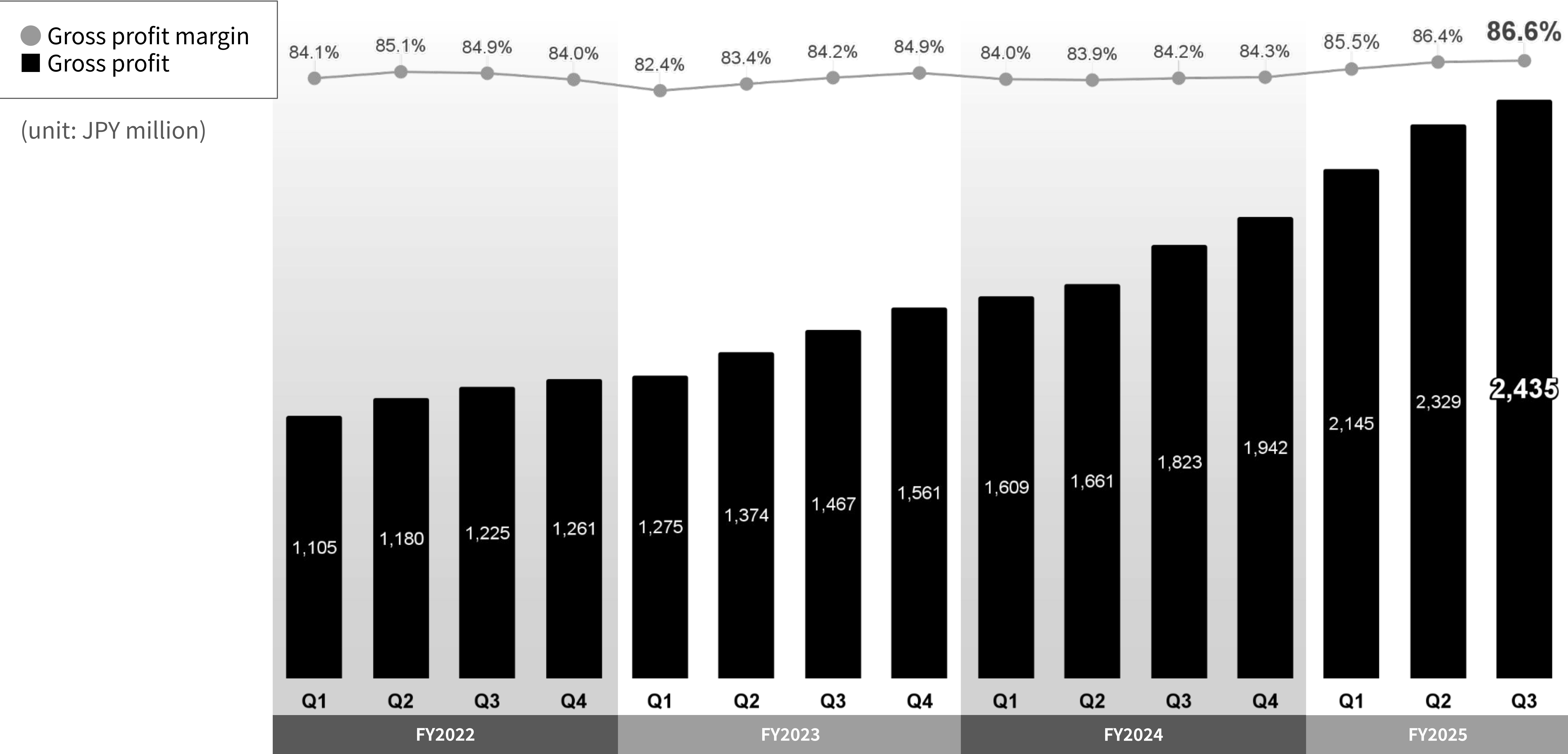
# Net Sales (YoY)

Net sales for HENNGE One business, our growth driver, grew significantly YoY.



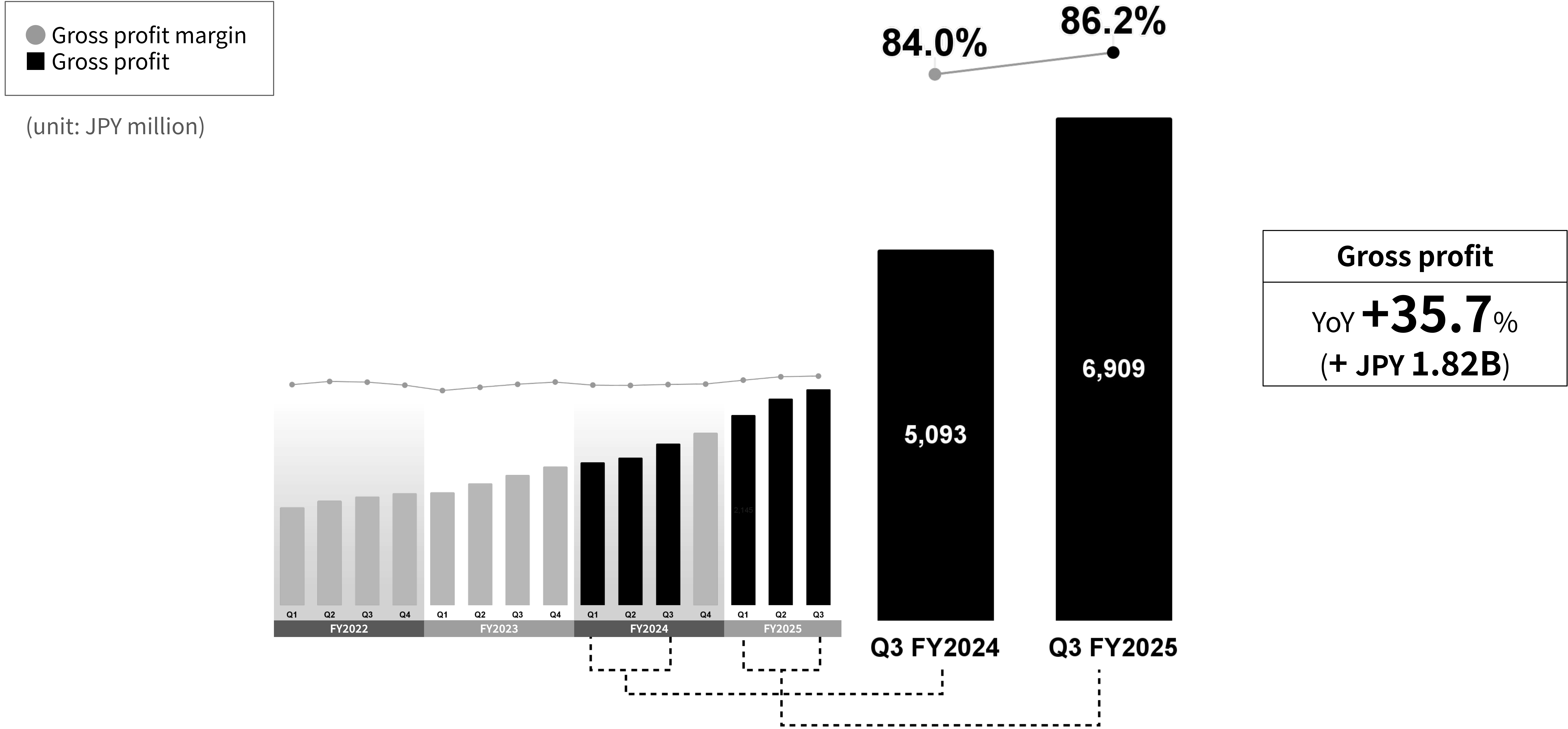


# Gross Profit



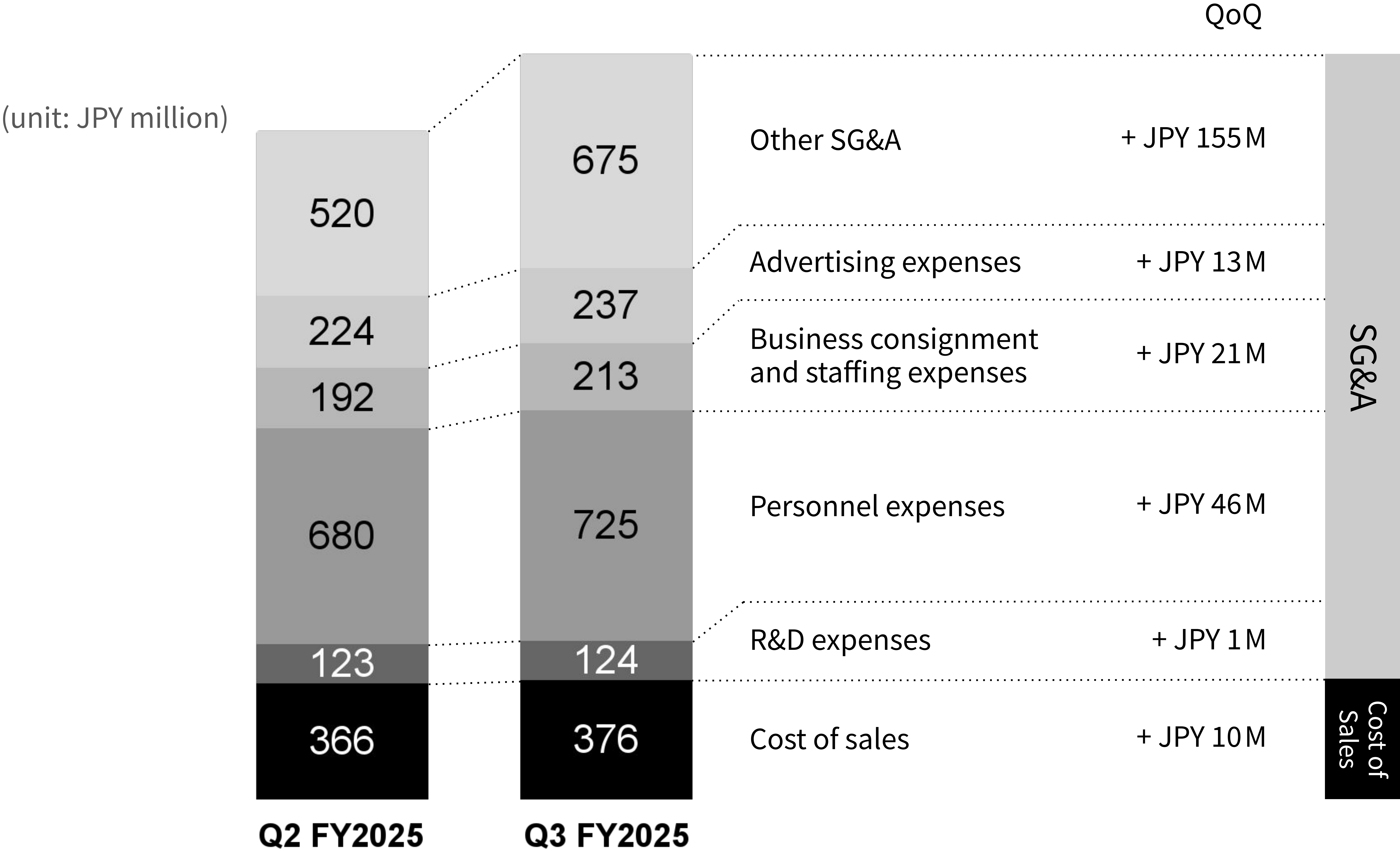
# Gross Profit (YoY)

Gross profit margin remains high. Increase in margin was achieved mainly from higher ARPU.





# Operating Expenses (QoQ)



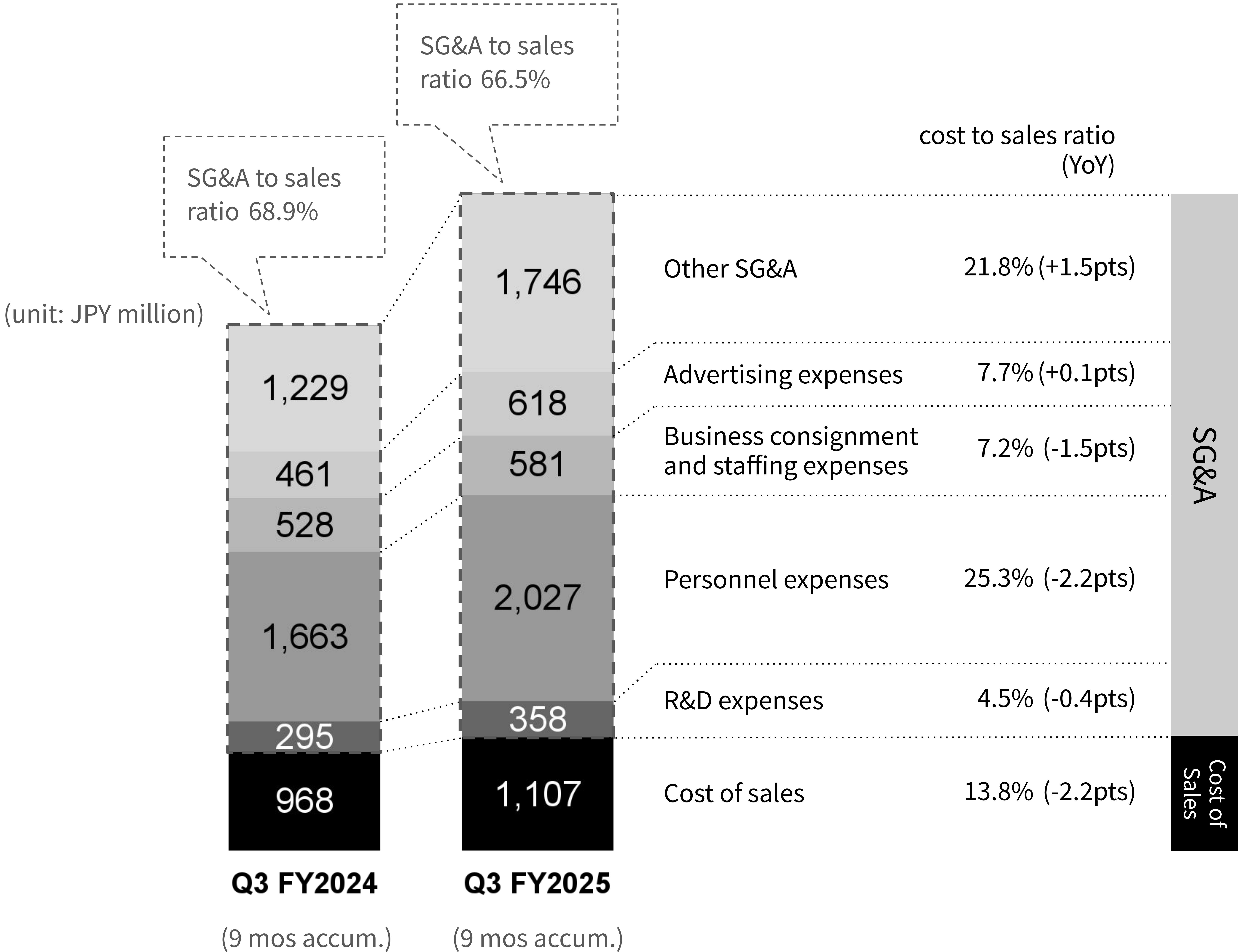
**Other SG&A** increased mainly due to proactive recruitment and in-person initiatives.

**Advertising expenses** increased mainly due to continued proactive activities, including hosting our own events and exhibiting at various other events.

**Personnel expenses** increased mainly due to the growth in number of employees.



# Operating Expenses (YoY)



**Other SG&A** increased mainly due to the acceleration of recruitment activities. In addition, expenses for the office floor expansion in June, internal system usage fees, and traveling expenses driven by more active in-person initiatives also increased.

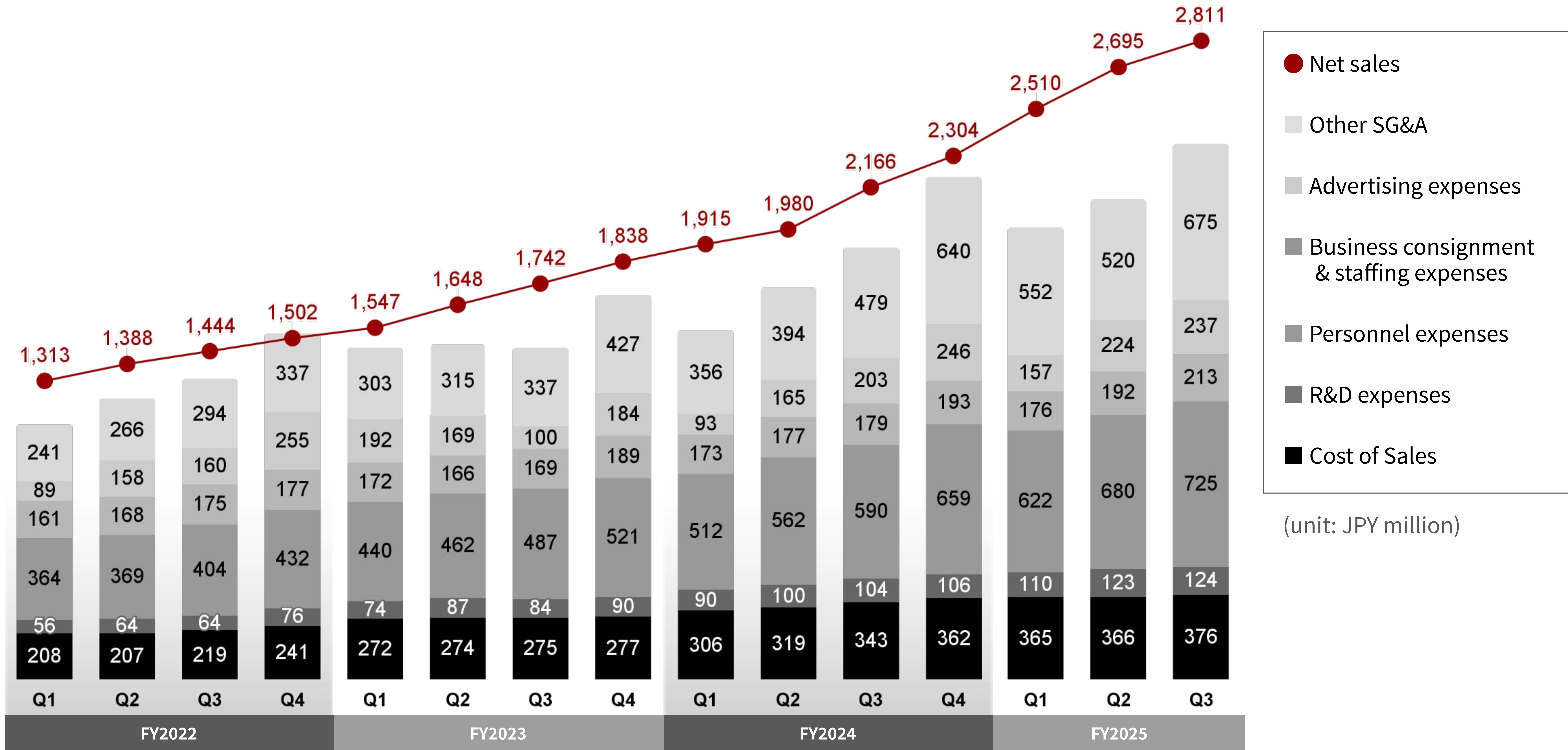
**Advertising expenses** increased due to continued proactive activities, including engaging in numerous events across Japan.

**Personnel expenses** increased mainly due to the growth in the number of employees.

**Cost of sales** increased mainly due to the growth of R&D personnel and infrastructure costs for HENNGE One.



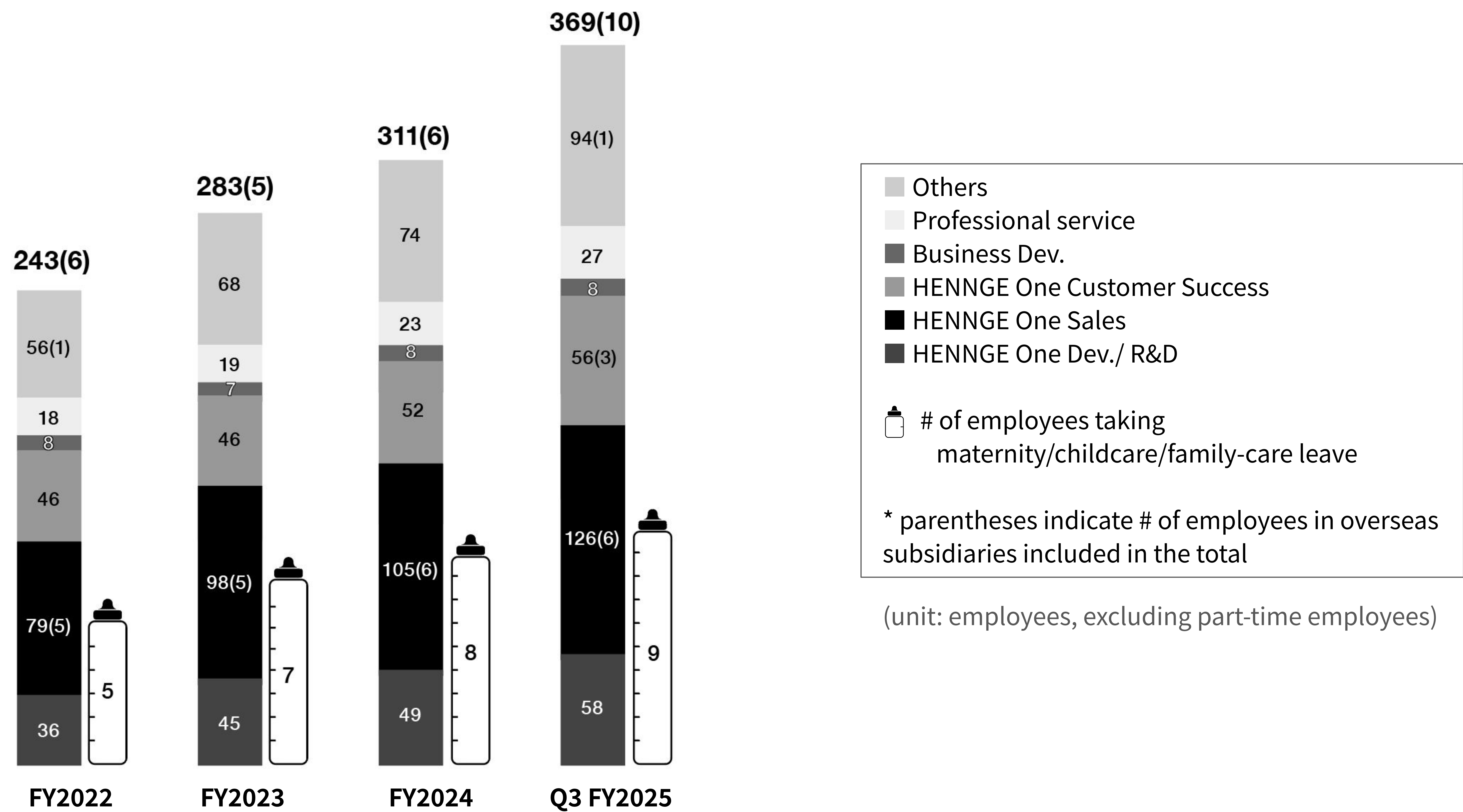
# Net Sales and Operating Expenses





# Number of Employees

A net increase of 58 employees compared to the end of the previous fiscal year.





# **Q3 FY2025 Consolidated Financial Results (Business Activities)**

# Business Highlights

- **Advertisements and events**

- Hosted “HENNGE Unveiled 2025” (April 2025)
- Exhibited at “Japan IT Week Spring” and “Japan IT Week Nagoya” (April and May 2025)
- Engaged in numerous events (April to June 2025)

- **Others**

- “HENNGE Email DLP” certified as AWS Qualified Software (April 2025)
- Invested as a lead investor in IssueHunt, Inc., which provides an Application Security Posture Management (ASPM) service (April 2025)
- Participated in the “2030 Zero Disposable Umbrellas Project for City (Shibuya)” (April 2025)
- Offered “Customers Mail Cloud,” a cloud-based email delivery platform, on AWS Marketplace (June 2025)



# Advertising Activity Highlights

Conducted advertising activities such as “Japan IT Week Spring” and “HENNGE Unveiled 2025.”



(Inside the venue of “Japan IT Week Spring”)



Engaged in 45+ events



# **Q3 FY2025 Consolidated Financial Results (KPI Results)**



# HENNGE One KPI Highlights

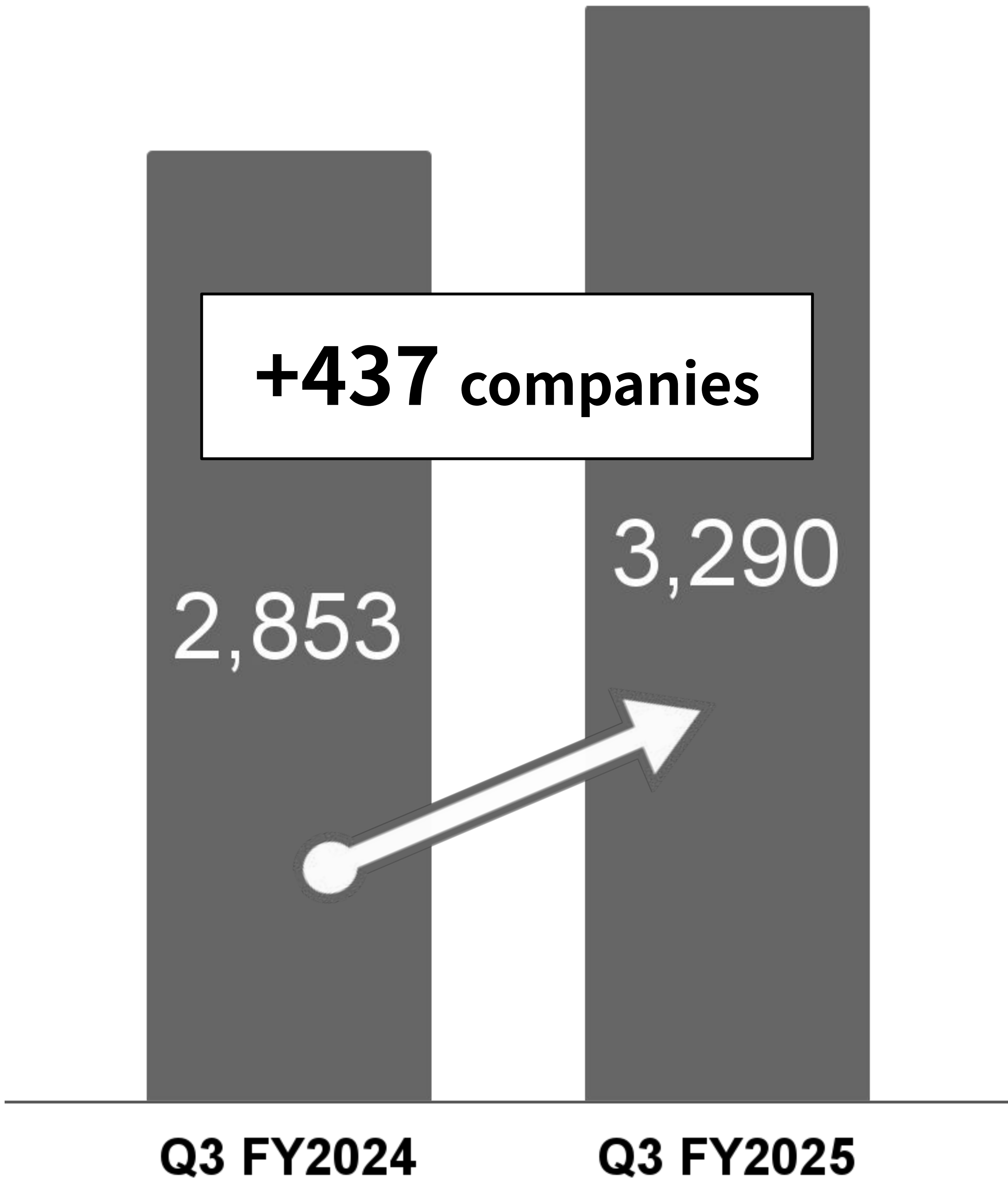
(Progress in 9 months, compared to the end of FY2024)

<div># of contracted companies</div> <div>3,290 companies</div> <div>increased by 339 companies</div>	<div># of contracted users</div> <div>2.704M users</div> <div>increased by 209K users</div>	<div>ARR</div> <div>JPY 10.73B</div> <div>increased by JPY 1.98B</div>
<div>ARPU</div> <div>JPY 3,969</div> <div>increased by JPY 461</div>	<div>Average # of users</div> <div>822 users</div> <div>decreased by 24 users</div>	<div>Average monthly churn rate over the past 12 months</div> <div>0.36%</div> <div>improved by 0.18pts</div>

# HENNGE One KPIs (YoY)

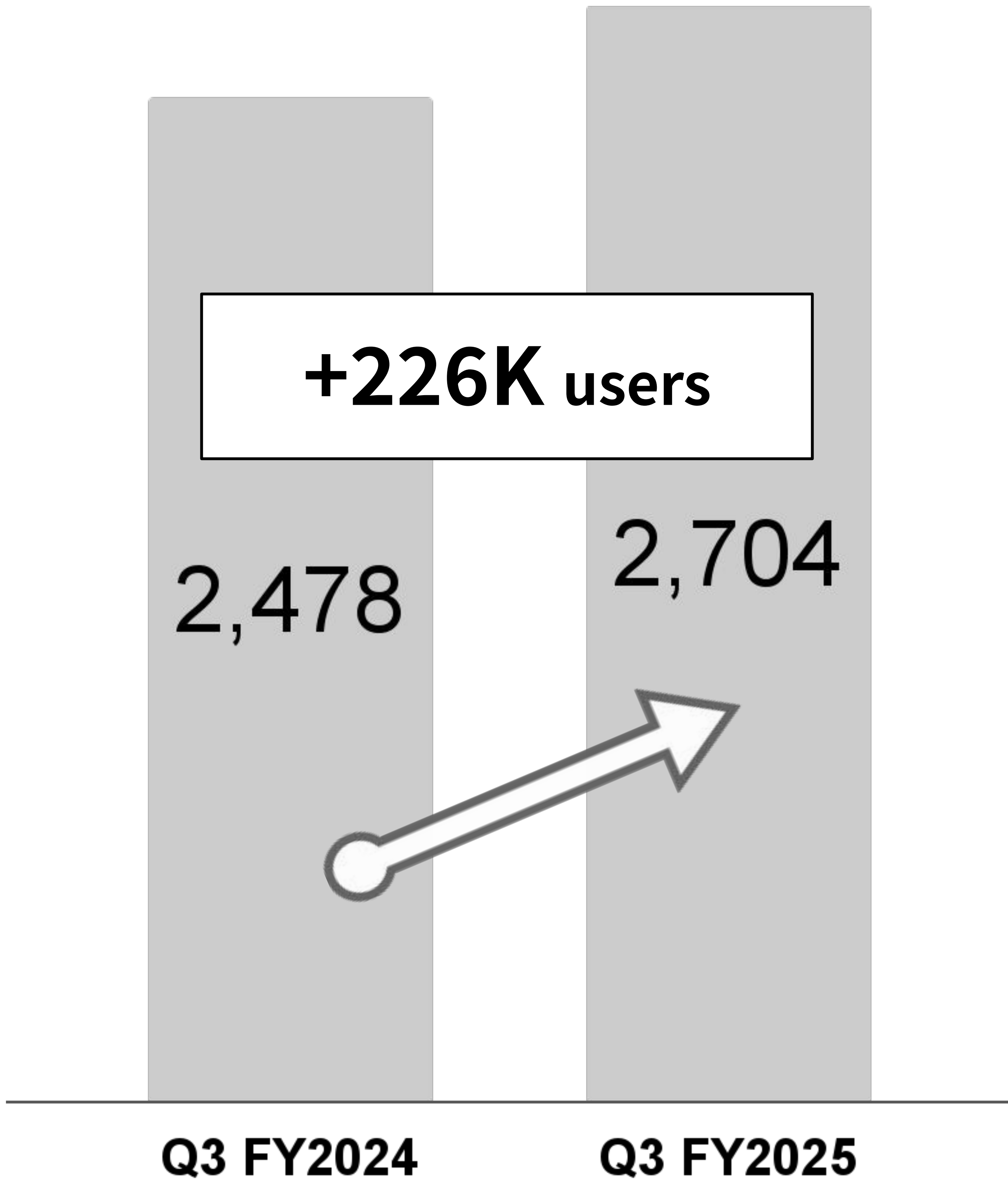
# of contracted companies  
YoY **+15.3%**

(unit: companies)



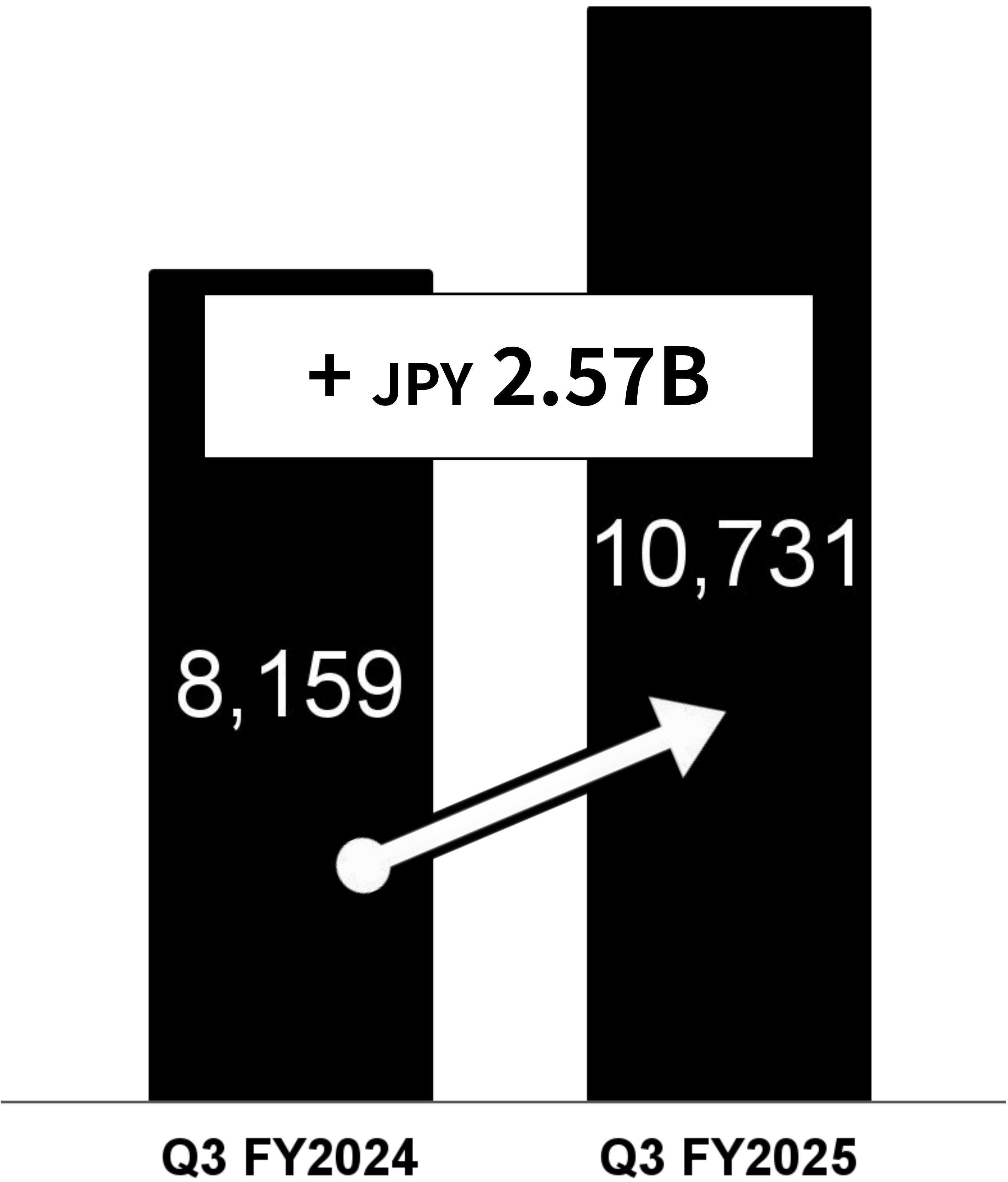
# of contracted users  
YoY **+9.1%**

(unit: K users)



ARR  
YoY **+31.5%**

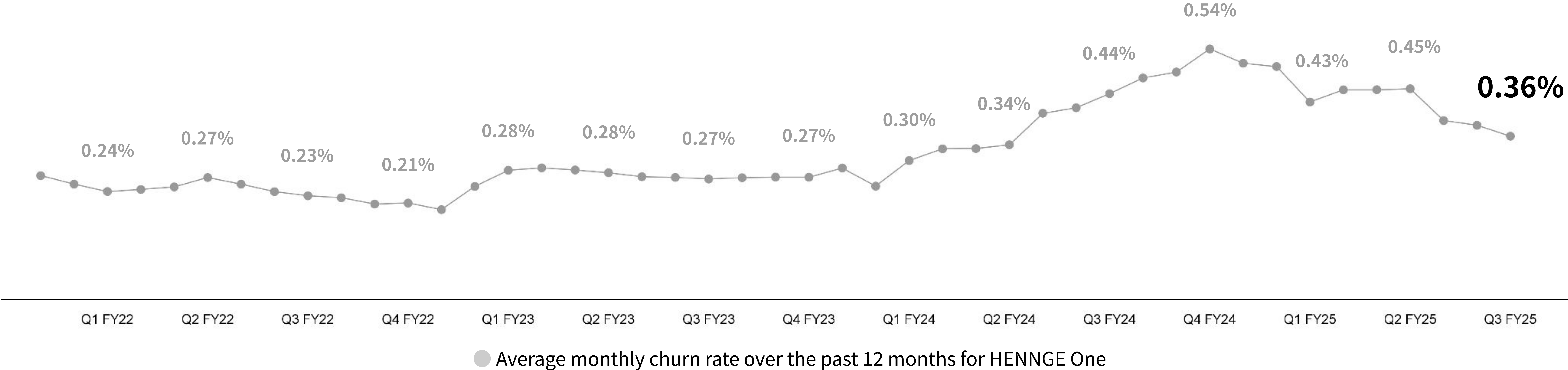
(unit: JPY million)





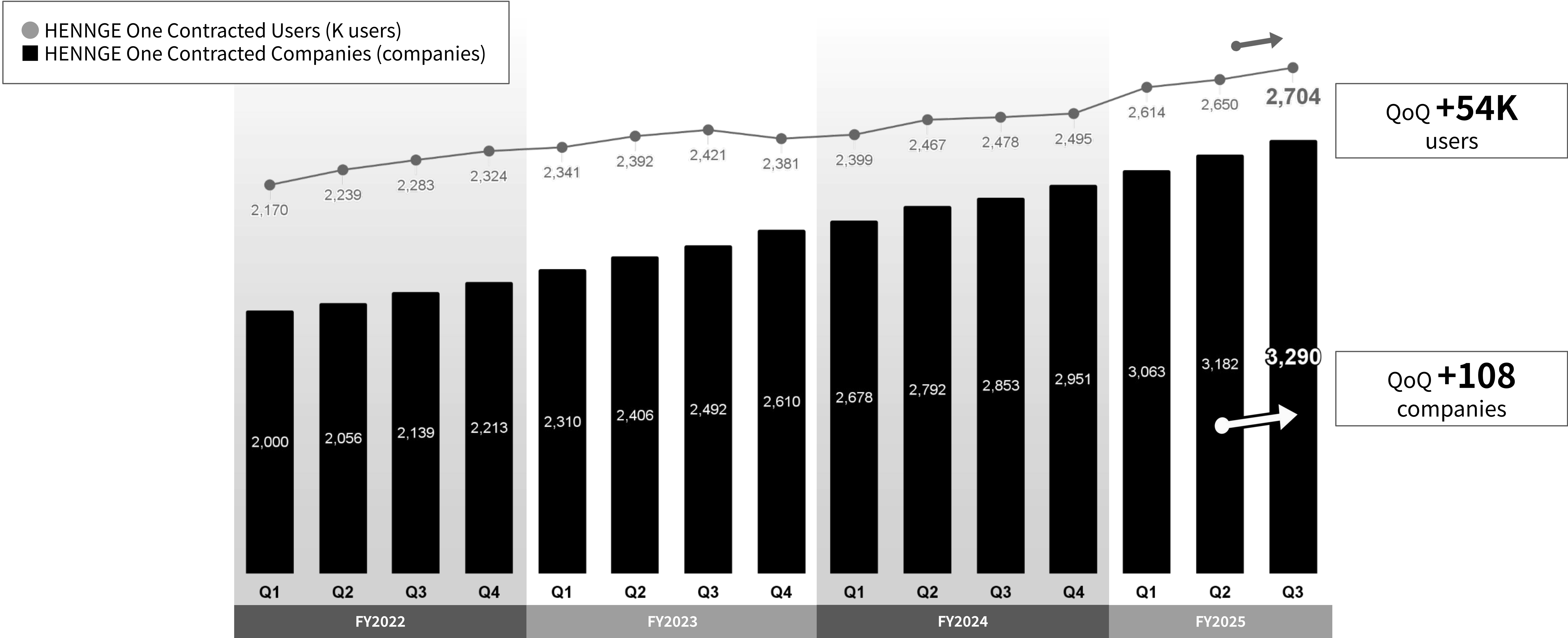
# HENNGE One Gross Revenue Churn Rate

The churn rate remains low, securing a solid base of recurring revenue.



# HENNGE One Contracted Companies & Users

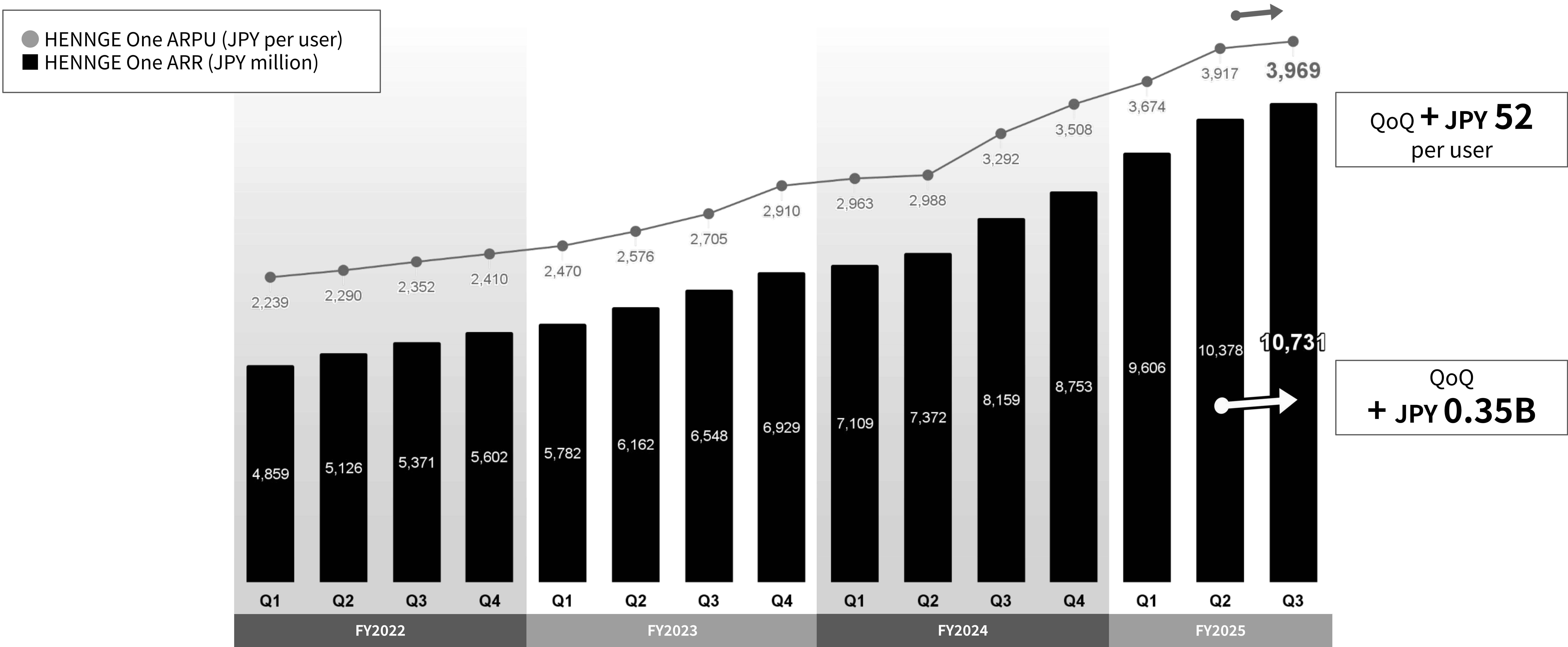
# of contracted companies has increased due to the acquisitions of small to mid sized contracts.





# HENNGE One ARR & ARPU

ARPU increased mainly due to the rise in the proportion of HENNGE One Pro within ARR.



# FY2025 Full-year Forecast Progress



# Our Policy of FY2025

**By strengthening our corporate branding,  
aim to accelerate mid to long term ARR growth and improve productivity.**

## **HENNGE One Business**

Aim to exceed JPY 10B for ARR by increasing the number of contracted companies and ARPU.

## **Marketing and Branding Activities**

Carry out advertising activities aggressively to expand HENNGE One in wider areas, such as holding events overseas in addition to major cities in Japan. Also take actions that contribute to raising our awareness and the brand.

## **Personnel Plan**

Actively recruit in each function and aim to increase 40 headcounts or more in net to prepare for the future business expansion. Also take actions that contribute to our talent acquisition enhancement including recruitment branding in order to avoid losing opportunities over the mid to long term.

## **Business Investments**

Challenge in investments including M&As in order to maximize ARR of the group, which enables to provide further value to the customers.



# Progress of Our Policy of FY2025

**HENNGE One ARR and operating expenses are in line with our revised forecast.  
Enhancing talent acquisition remains a key challenge.**

## **HENNGE One Business**

- HENNGE One ARR progresses in line with our plan.

## **Marketing and Branding Activities**

- Expenses related to marketing and branding are planned to be in line with our revised forecast.

## **Personnel Plan**

- Net increase of headcount in FY2025 to significantly exceed the initial plan, 40, and expected to result in approx. 75.
- Personnel-related expenses are expected to increase due to higher-than-expected net headcount growth.
- Improving our ability to acquire top-tier talent remains a key challenge, given its critical role in driving further growth.

## **Business Investments**

- Continue to explore business investment opportunities, including M&A, in order to maximize ARR of the group.



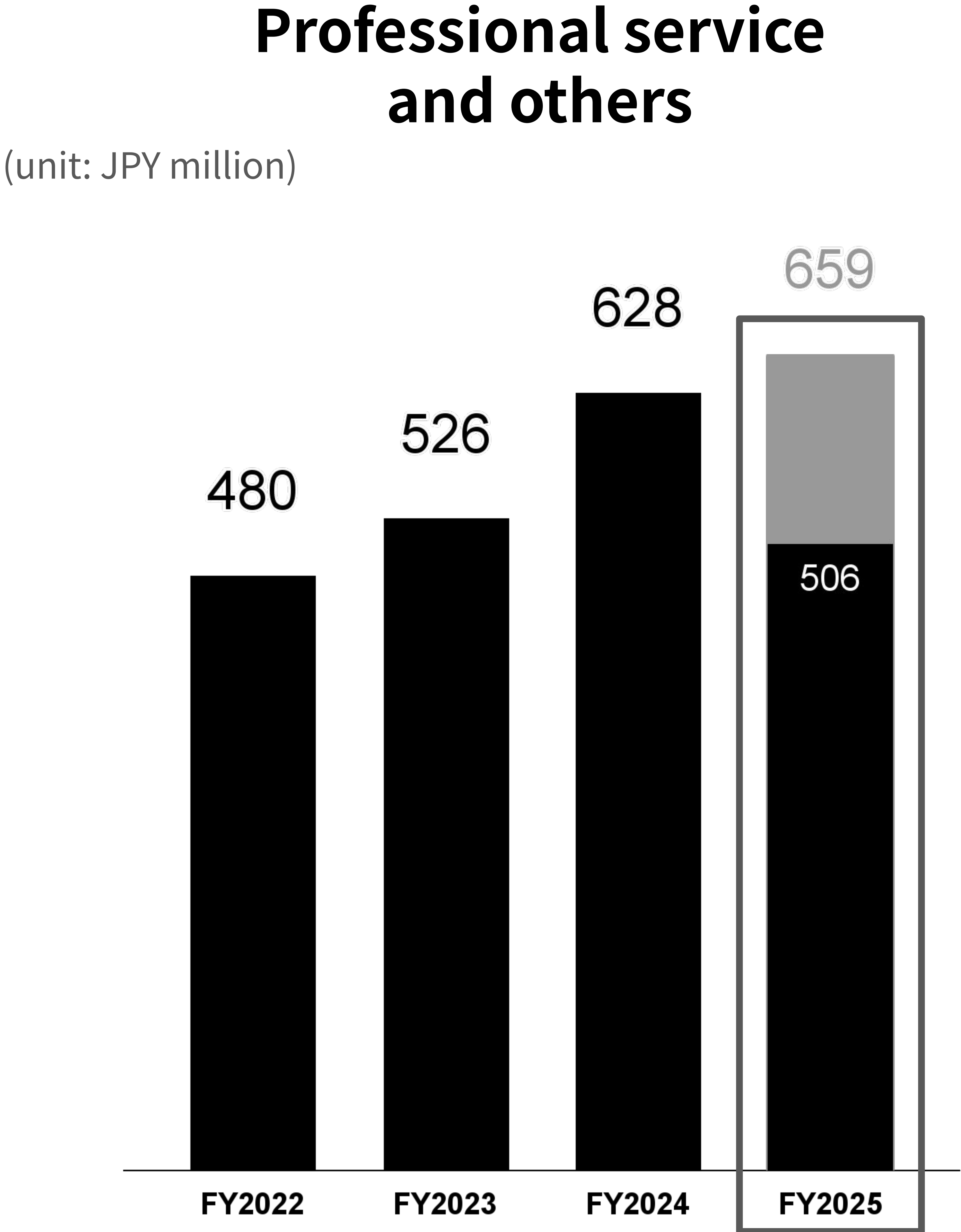
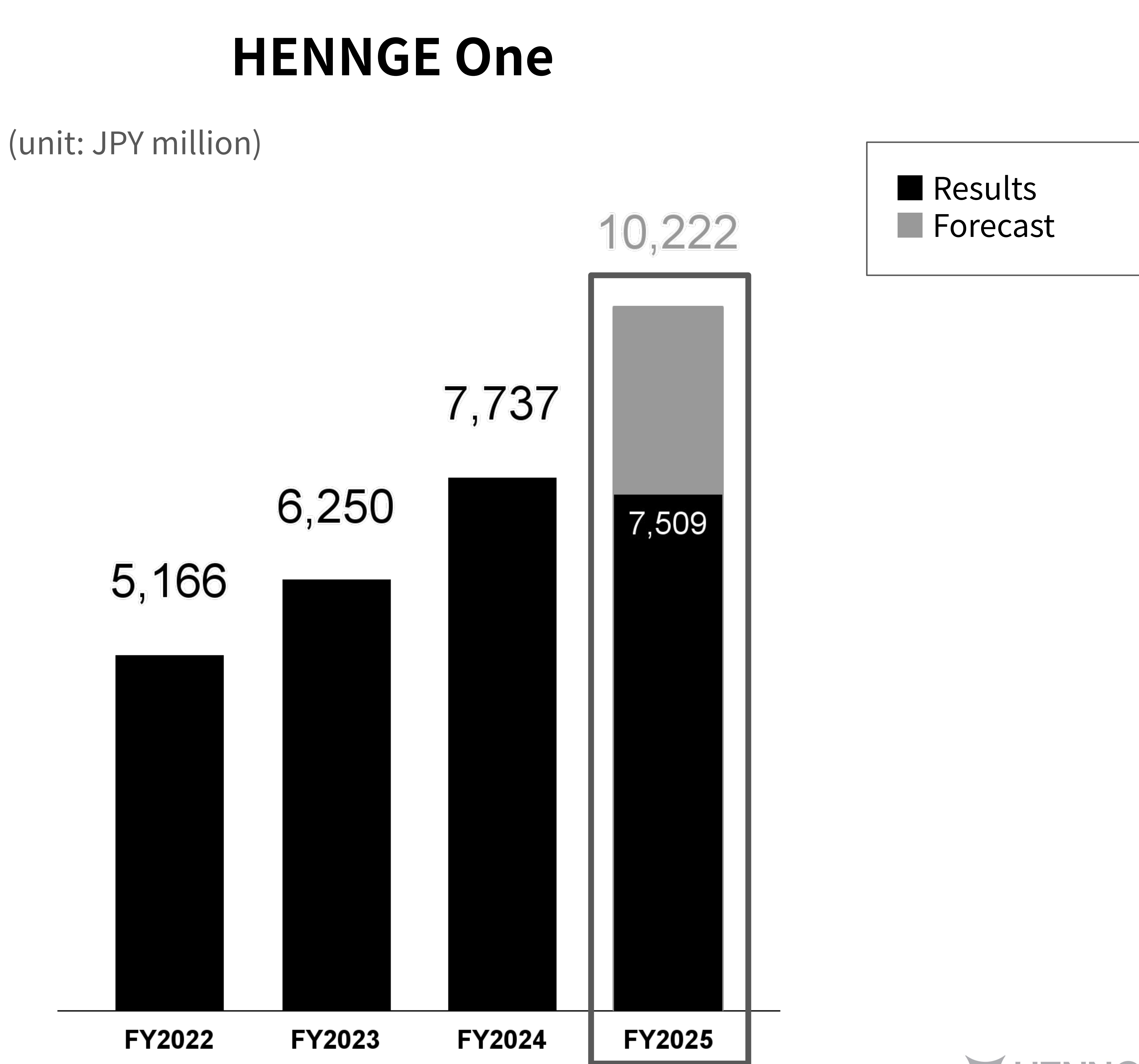
# FY2025 Forecast Highlights

	FY2023 Results	FY2024 Results	FY2025 Revised Forecast (Revised on 2025/05)	YoY	YoY (%)
(unit: JPY million)					
<b>Net sales</b>	6,776	8,365	<b>10,881</b>	+2,516	+30.1%
(HENNGE One)	6,250	7,737	<b>10,222</b>	+2,485	+32.1%
(Professional service and others)	526	628	<b>659</b>	+31	+4.9%
<b>Operating expenses</b>	6,068	7,350	<b>8,931 ~ 9,131</b>	+1,581 ~ 1,781	+21.5 ~ 24.2%
(Advertising expenses)	646	708	<b>1,000</b>	+293	+41.3%
(Operating expenses excl. advertising expenses)	5,422	6,642	<b>7,930 ~ 8,130</b>	+1,289 ~ 1,489	+19.4 ~ 22.4%
<b>Operating income</b>	708	1,015	<b>1,750 ~ 1,950</b>	+735 ~ 935	+72.4 ~ 92.1%
(Operating income margin)	(10.4%)	(12.1%)	(16.1 ~ 17.9%)		(+4.0 ~ 5.8pts)
<b>Ordinary income</b>	713	1,000	<b>1,750 ~ 1,950</b>	+750 ~ 950	+75.0 ~ 95.0%
<b>Profit attributable to owners of parent</b>	509	827	<b>1,251 ~ 1,391</b>	+424 ~ 564	+51.2 ~ 68.2%
(Net income margin)	(7.5%)	(9.9%)	(11.5 ~ 12.8%)		(+1.6 ~ 2.9pts)



# FY2025 Forecast - Net Sales by Business

The progress of HENNGE One’s sales is 73.5% against the revised forecast.



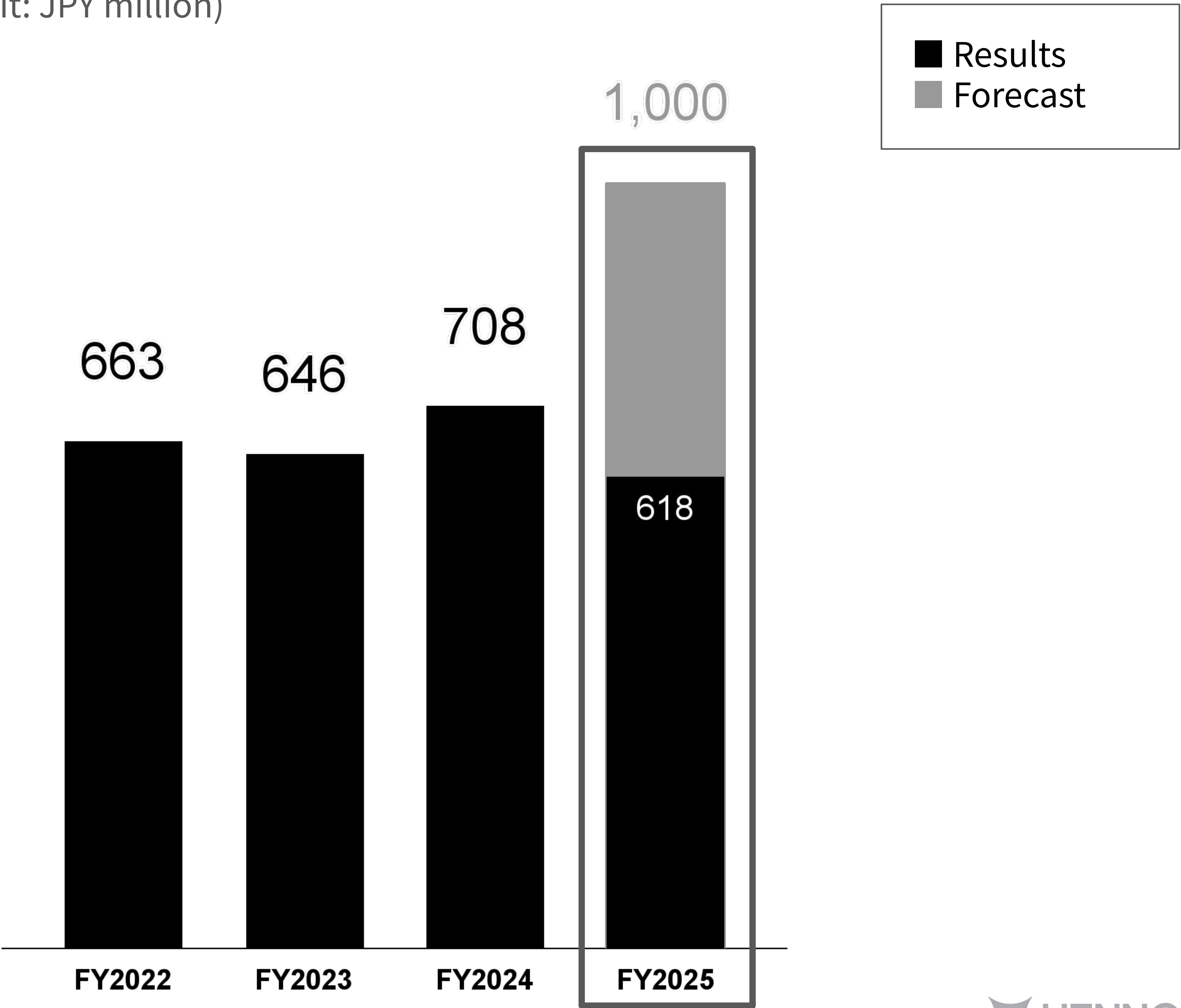


# FY2025 Forecast - Operating Expenses

The progress of advertising expenses is 61.7% against the revised forecast.  
The progress of operating expenses excluding advertising expenses is 71.6~73.4% against the revised forecast.

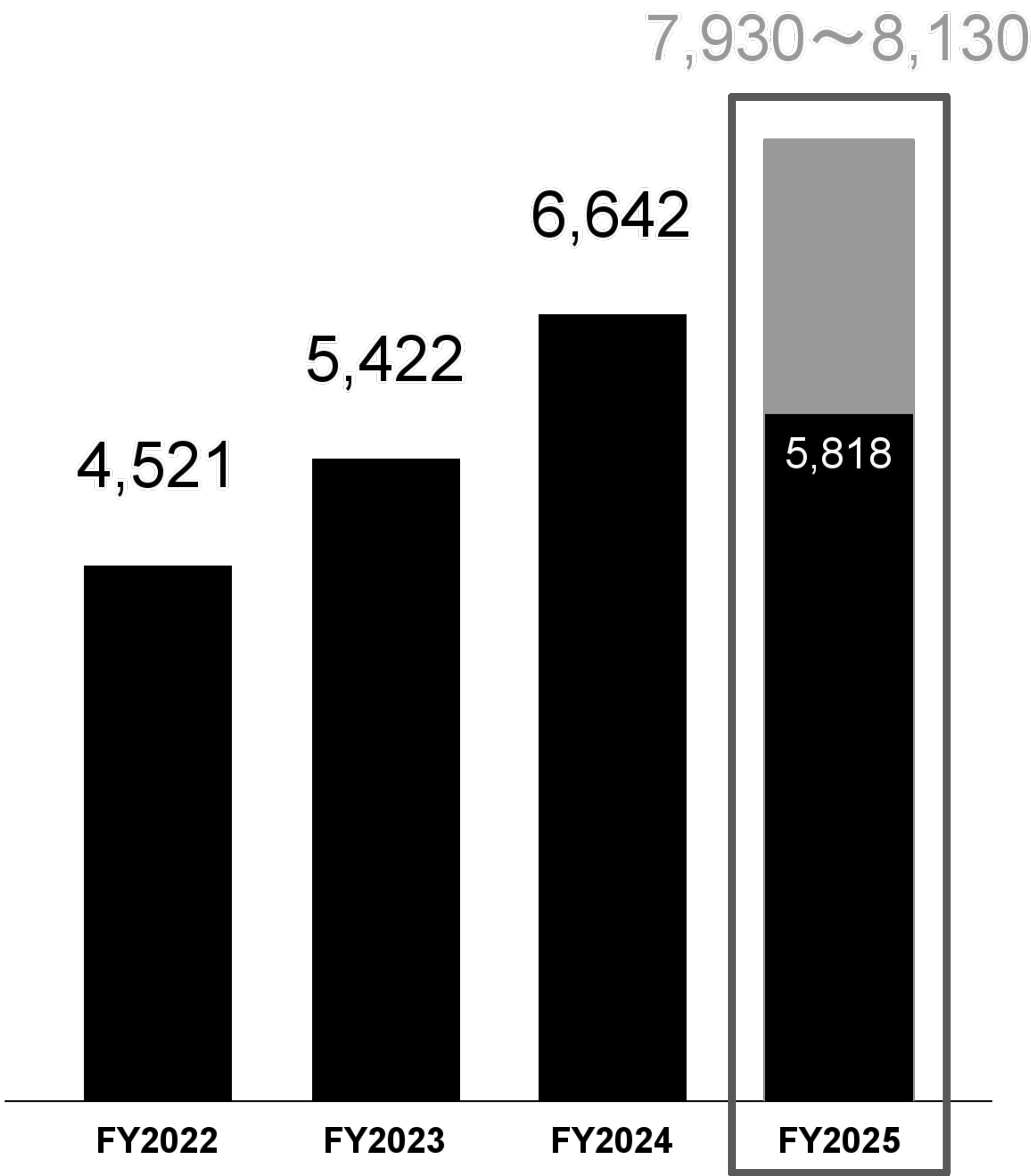
## Advertising expenses

(unit: JPY million)



## Operating expenses excl. advertising expenses

(unit: JPY million)



(The bar graph of FY2025 displays data using “JPY 8,130M”)



# Growth Strategy



## Corporate Philosophy

We want to deliver the power of technology to as many people as we can.

# Liberation of Technology

テクノロジーの解放



# Maximize LTV

Our growth strategy is to maximize LTV.

Currently, “Y” and “r” are already in high numbers, therefore our focus is to maximize ARR.

$$\text{LTV} = \text{ARR} \times Y \times r$$

Y = [Average contract duration in years]

r = [Gross profit rate]

$$\text{ARR} = N \times n \times \text{ARPU}$$

N = [# of contracted companies]

n = [Average # of contracted users per contracted company]

ARPU = [Average Revenue Per User]



# Growth Strategy KPIs (HENNGE One)

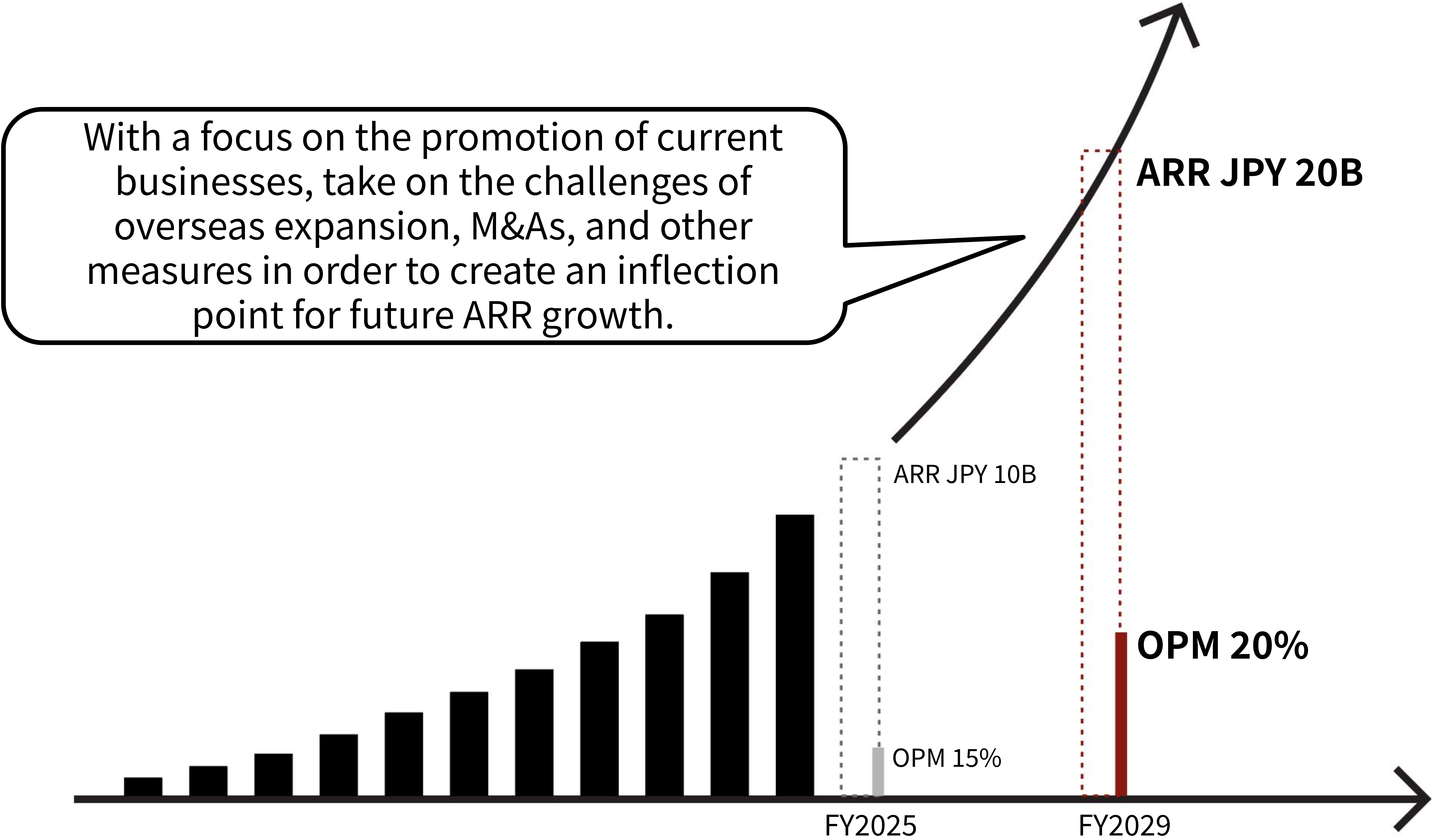
In the recent years, number of small to mid sized contracts were acquired by strengthening relationships with resellers. As a result of providing demanded new services and features, ARPU has improved and led to a notable ARR growth.

	ARR			N			n			ARPU		
	ARR	YoY (%)	YoY	# of contracted companies	YoY (%)	YoY	Average # of contracted users per contracted companies	YoY (%)	YoY	Average Revenue Per User	YoY (%)	YoY
	(JPY million)			(companies)			(users)			(JPY)		
FY2017	1,898		=	928		×	1,107		×	1,848		
		+47.4%	+611		+44.5%	+286		+8.7%	+89		-6.2%	-122
FY2018	2,552		=	1,176		×	1,166		×	1,861		+13
		+34.4%	+653		+26.7%	+248		+5.3%	+59		+0.7%	
FY2019	3,240		=	1,428		×	1,171		×	1,938		+77
		+27.0%	+688		+21.4%	+252		+0.4%	+5		+4.2%	
FY2020	3,909		=	1,667		×	1,169		×	2,007		+68
		+20.7%	+670		+16.7%	+239		-0.2%	-2		+3.5%	
FY2021	4,740		=	1,952		×	1,095		×	2,217		+210
		+21.2%	+830		+17.1%	+285		-6.3%	-73		+10.5%	
FY2022	5,602		=	2,213		×	1,050		×	2,410		+193
		+18.2%	+862		+13.4%	+261		-4.1%	-45		+8.7%	
FY2023	6,929		=	2,610		×	912		×	2,910		+501
		+23.7%	+1,328		+17.9%	+397		-13.2%	-138		+20.8%	
FY2024	8,753		=	2,951		×	845		×	3,508		+598
		+26.3%	+1,824		+13.1%	+341		-7.3%	-67		+20.5%	
Q3 FY2025	10,731		=	3,290		×	822		×	3,969		



# Growth Strategy Beyond FY2025

We achieved JPY 10B in ARR for HENNGE One and would like to build a solid foundation that will allow us to continue to grow beyond JPY 20B in ARR as a group in FY2029.







**HENNGE**



# Appendix

## (Corporate Overview)



# Corporate Profile

**Company name :** HENNGE K.K.

**Directors :**

**Kazuhiro Ogura**

Representative Director, President and CEO/CTO

**Kazuaki Miyamoto**

Representative Director, Executive Senior Vice President

**Yoshiki Nagatome**

Director, Executive Senior Vice President

**Haruo Amano**

Director, Executive Senior Vice President

**Mio Takaoka**

Outside Director

**Michiko Kato**

Outside Director

**Fumiaki Goto**

Director (Full-time Audit & Supervisory Committee Member)

**Akenobu Hayakawa**

Outside Director (Audit & Supervisory Committee Member)

**Kunihiro Onai**

Outside Director (Audit & Supervisory Committee Member)

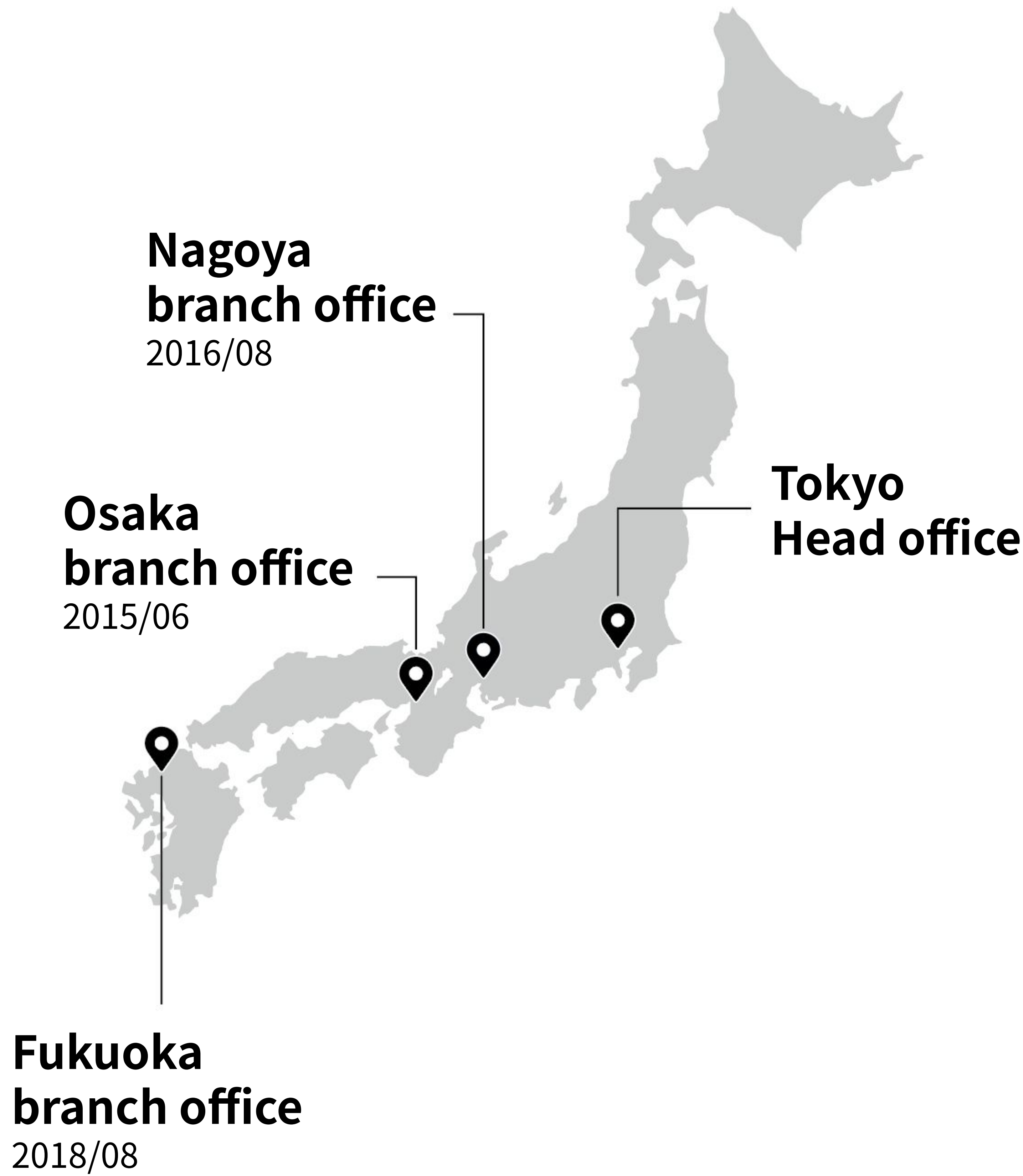


**Founded on :** November 5, 1996

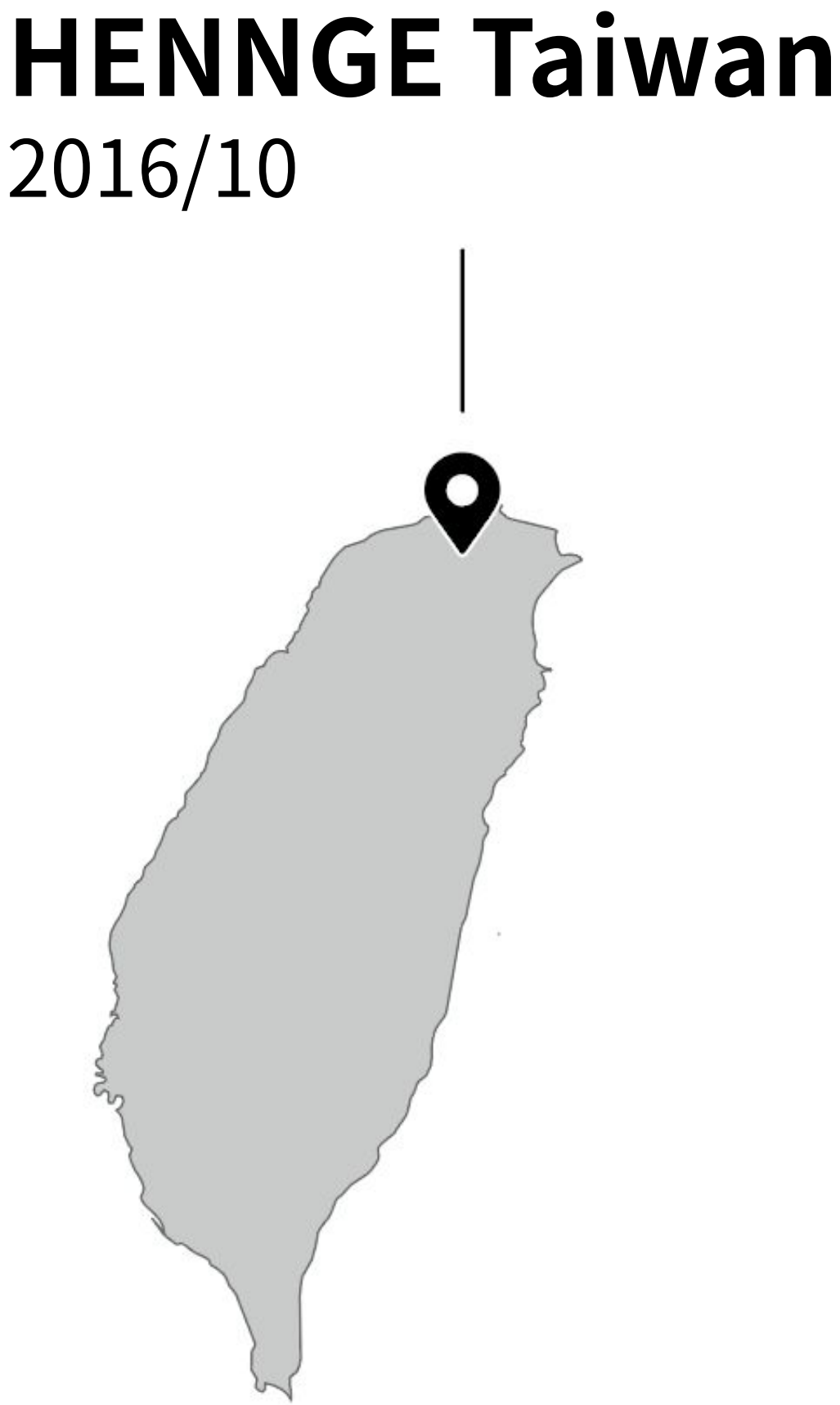


# Locations

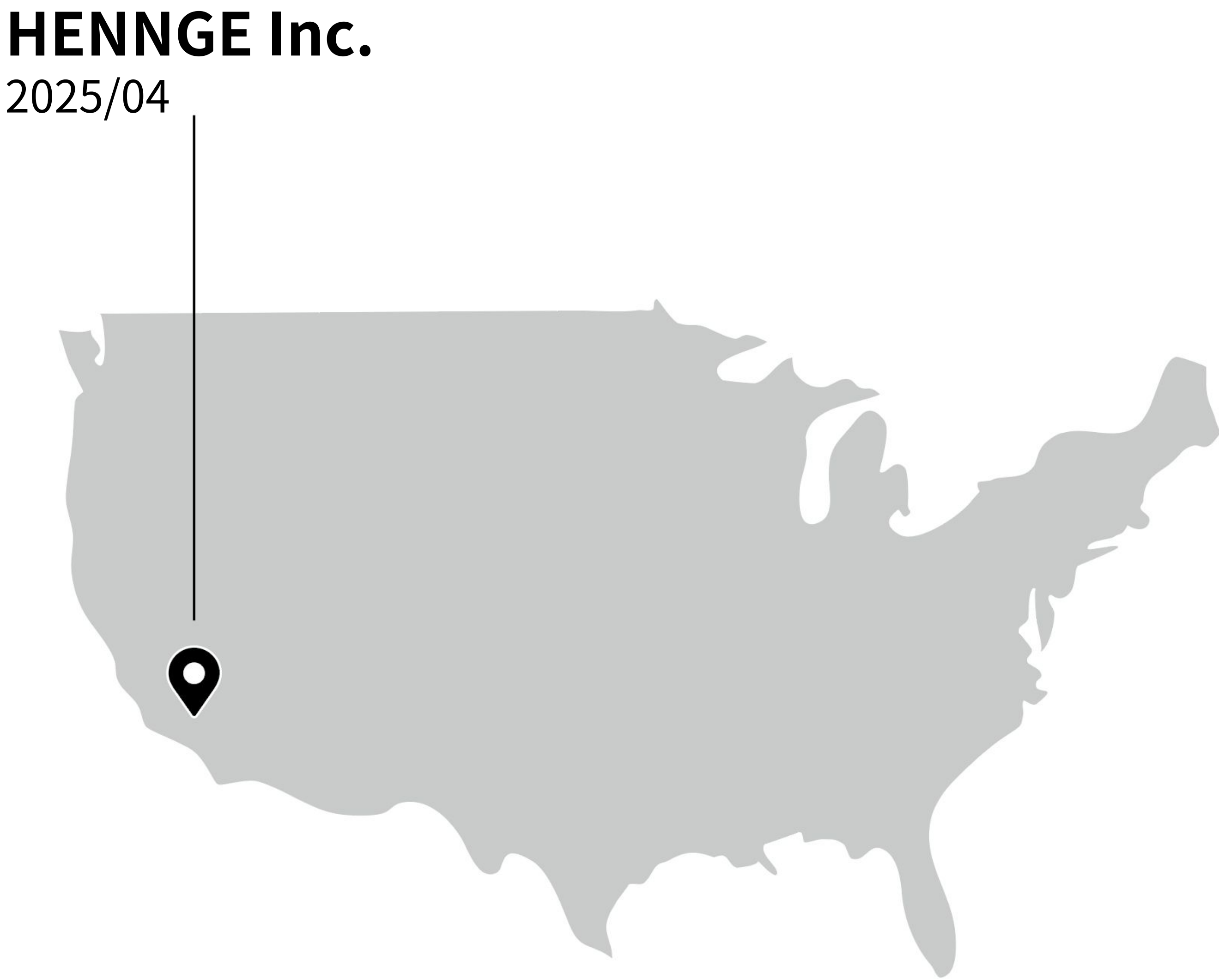
## Japan



## Taiwan

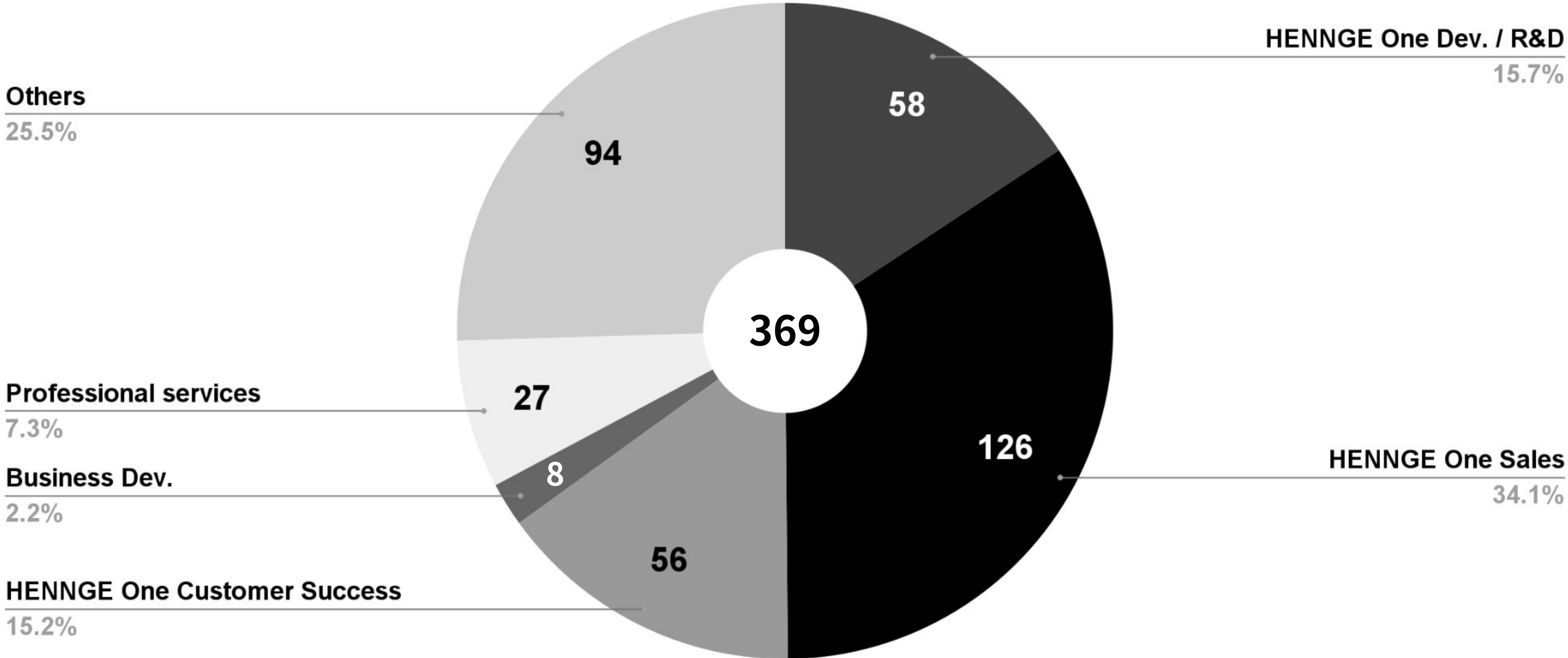


## USA





# Employee Breakdown by Function



(unit: employees, excluding part-time employees, as of 2025-06-30)



## Corporate Philosophy

We want to deliver the power of technology to as many people as we can.

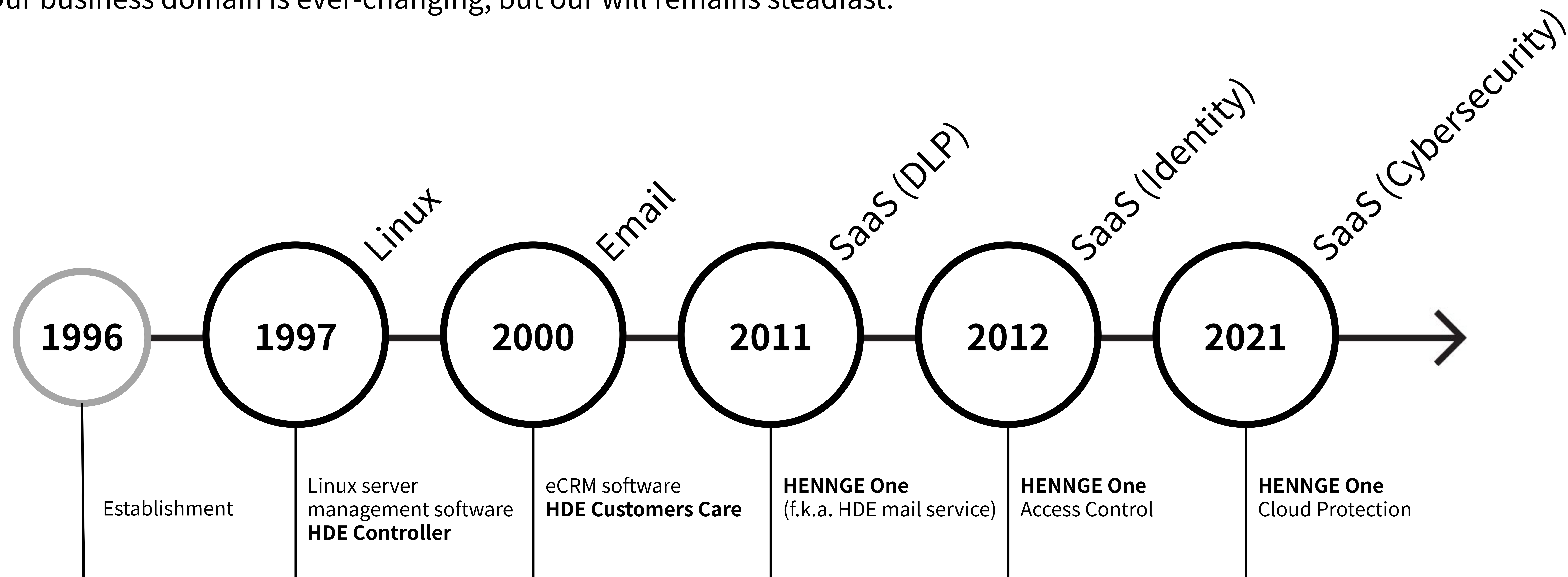
# Liberation of Technology

テクノロジーの解放



# History

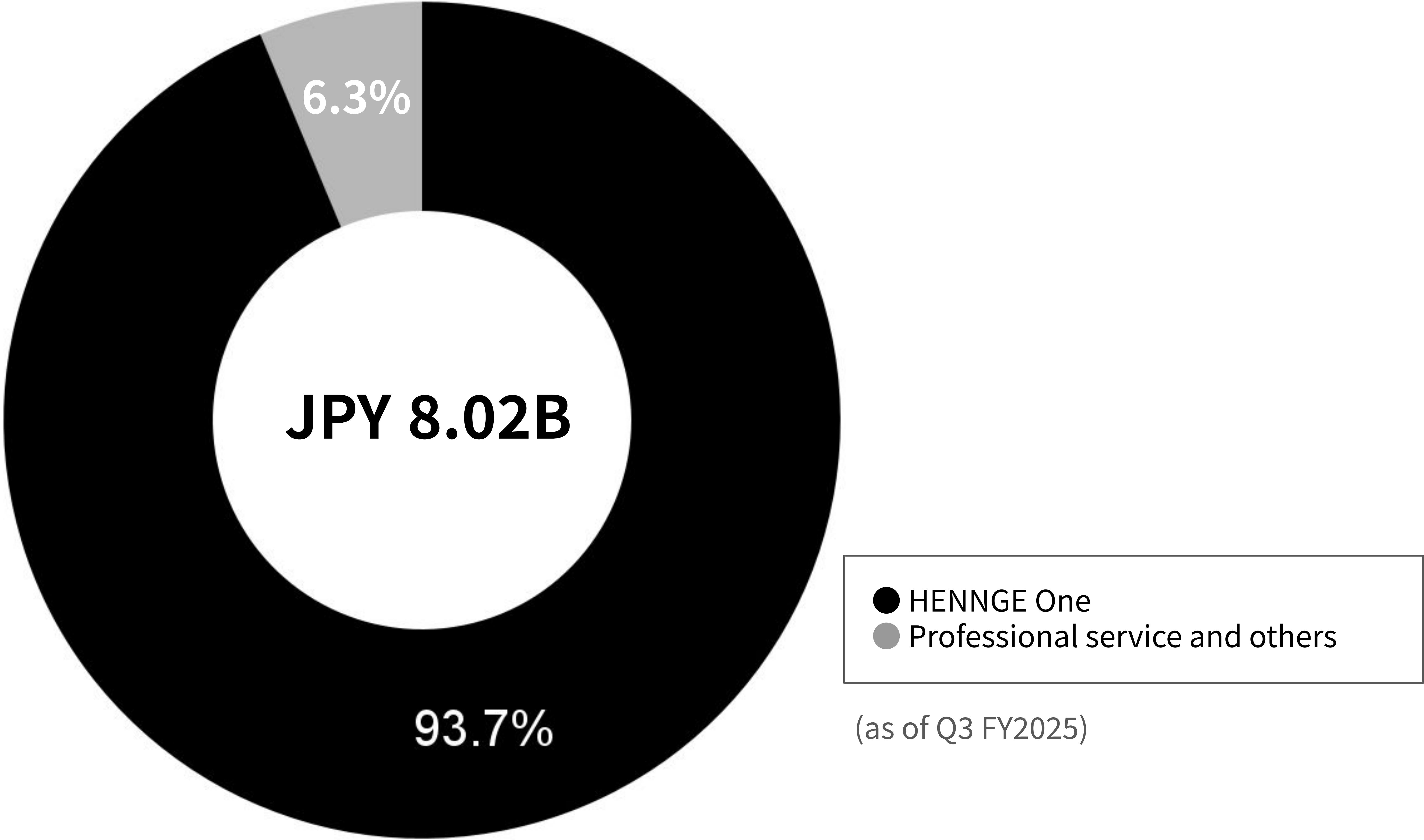
Our business domain is ever-changing, but our will remains steadfast.





# Net Sales by Business

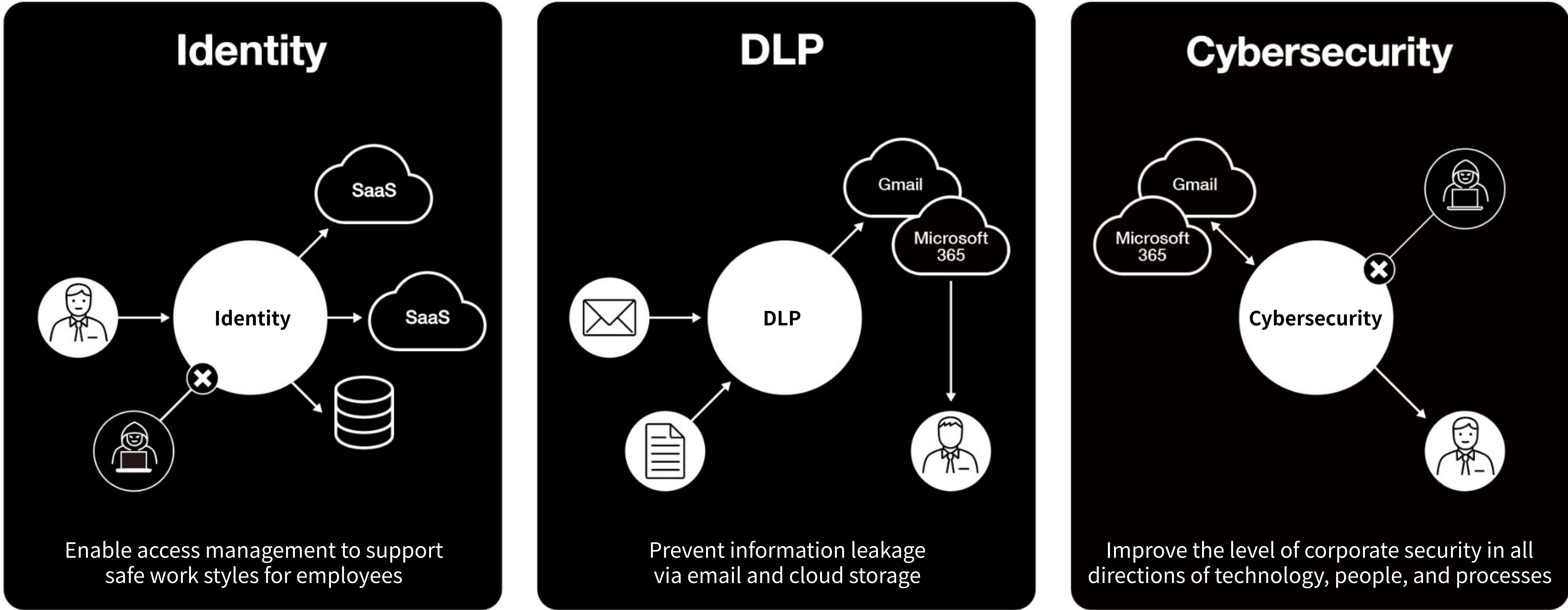
93.7% of net sales come from HENNGE One business.





# HENNGE One

Provide services that remove obstacles for companies trying to improve productivity by adopting cloud in one-stop.  
Enhance security and usability of cloud to all the employees by having company-wide implementation.



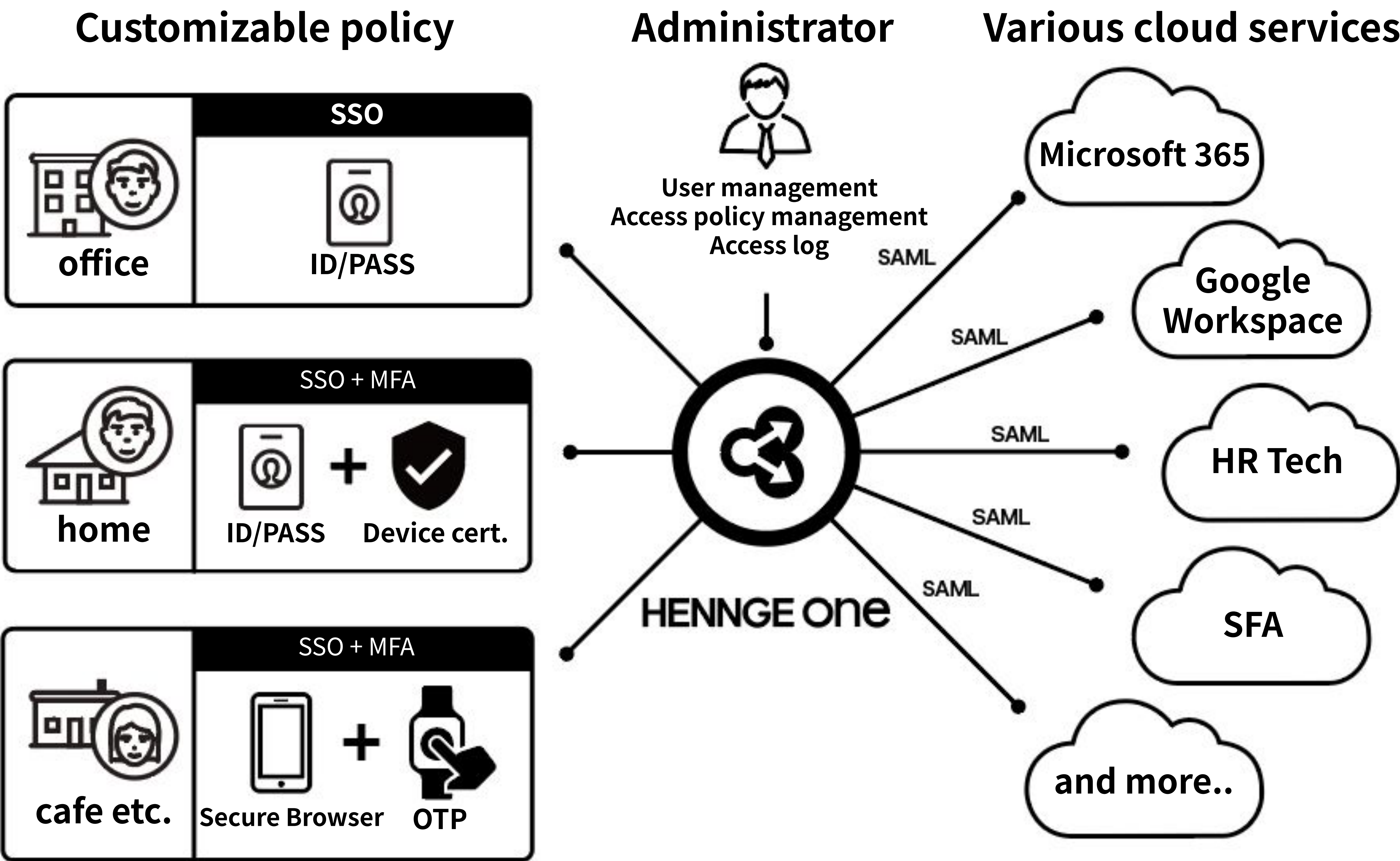
HENNGE One's service availability rate: **Over 99.9%**



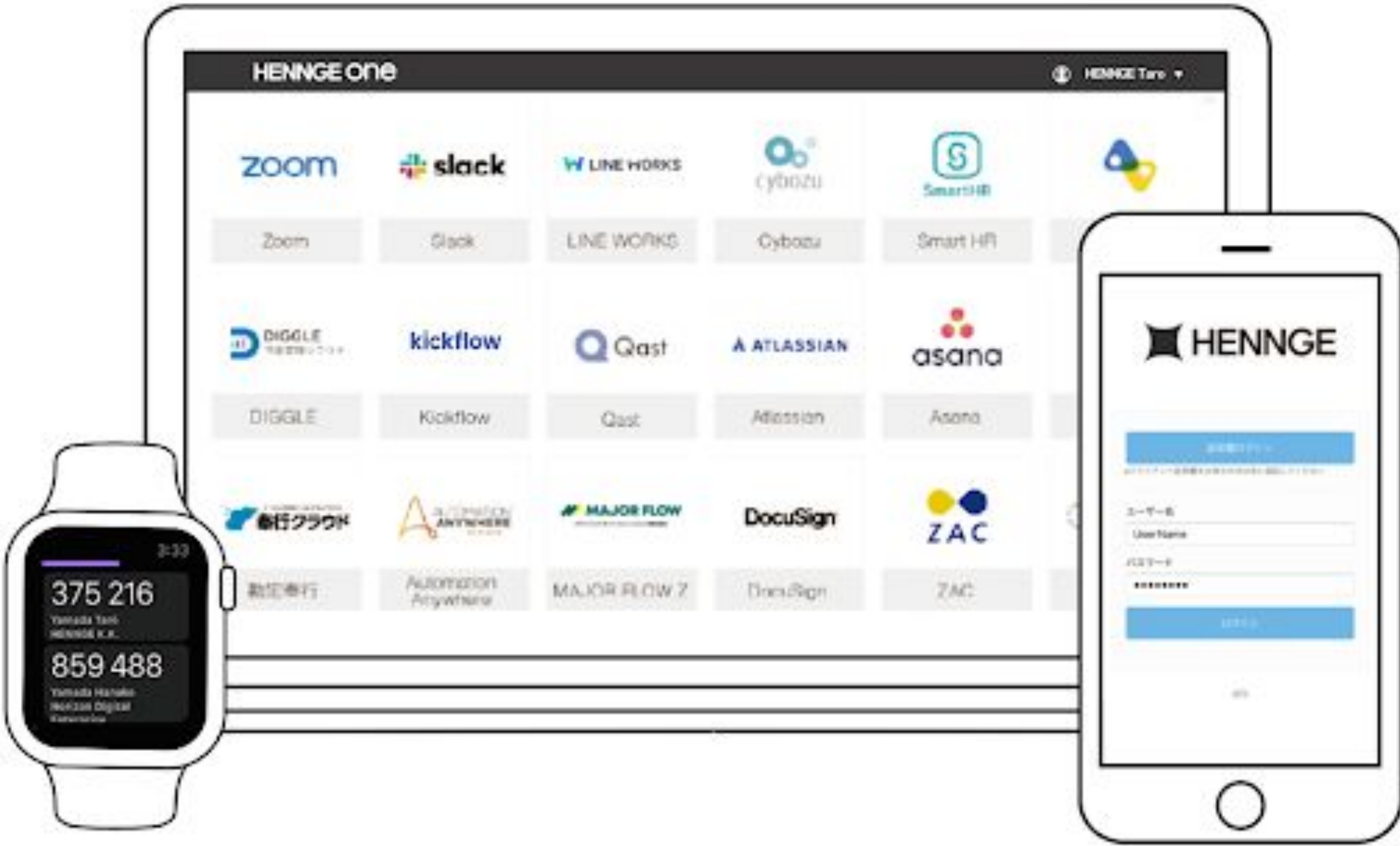
# HENNGE One - Identity

Provide cross-sectional secure access and SSO for various cloud services used by companies.

## Access Control



## ID Federation

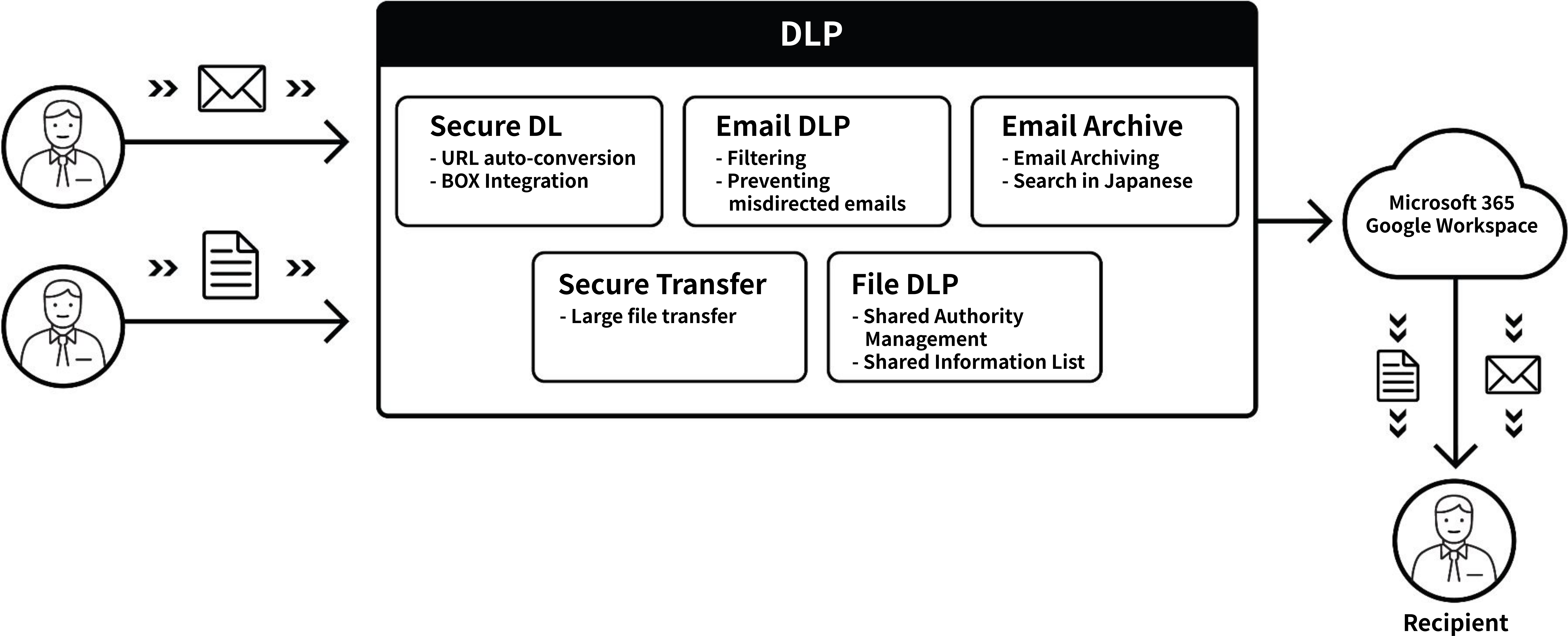


SSO Integration: Currently integrates with **409** cloud services



# HENNGE One - DLP

Prevent leaks of important data, such as confidential corporate information, from misdirected email and wrong file sharing misconfiguration.

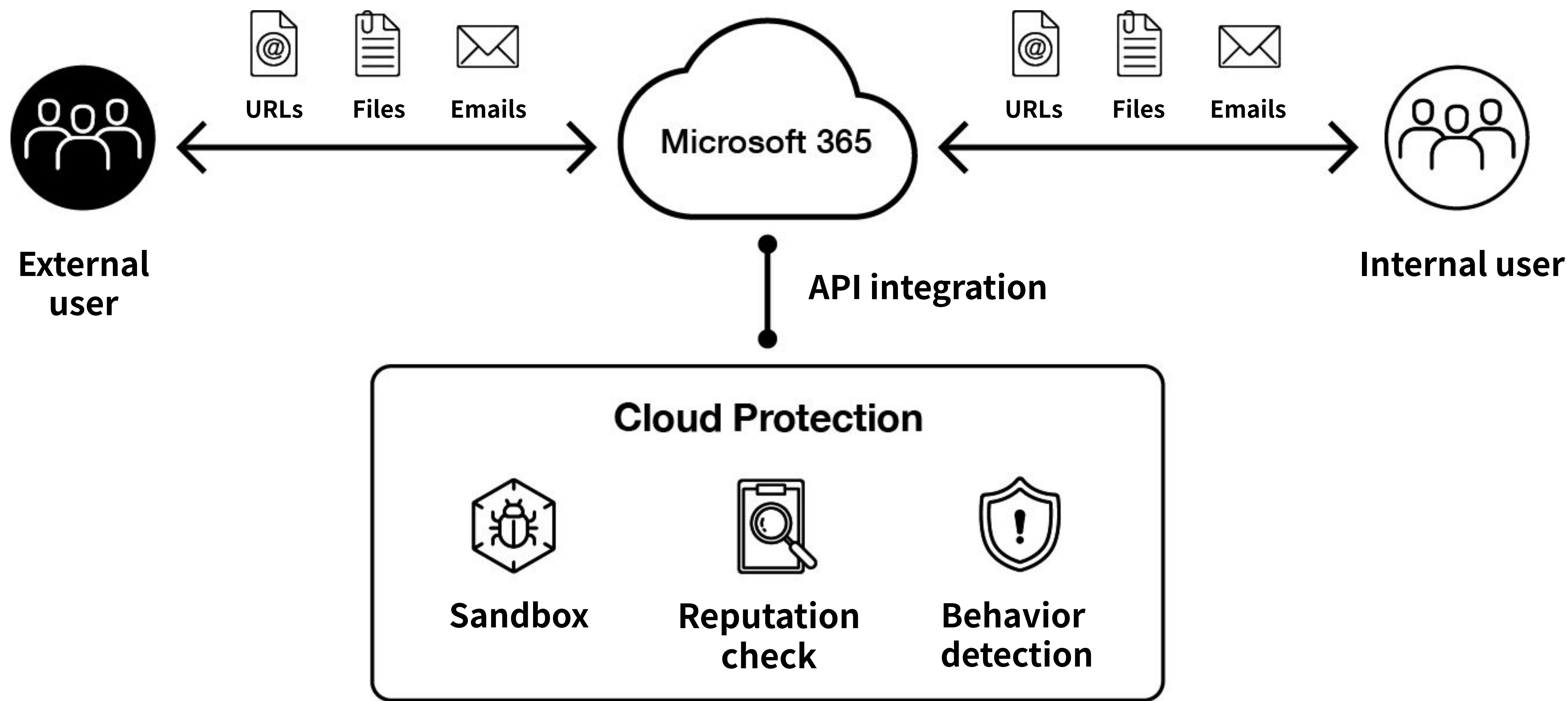




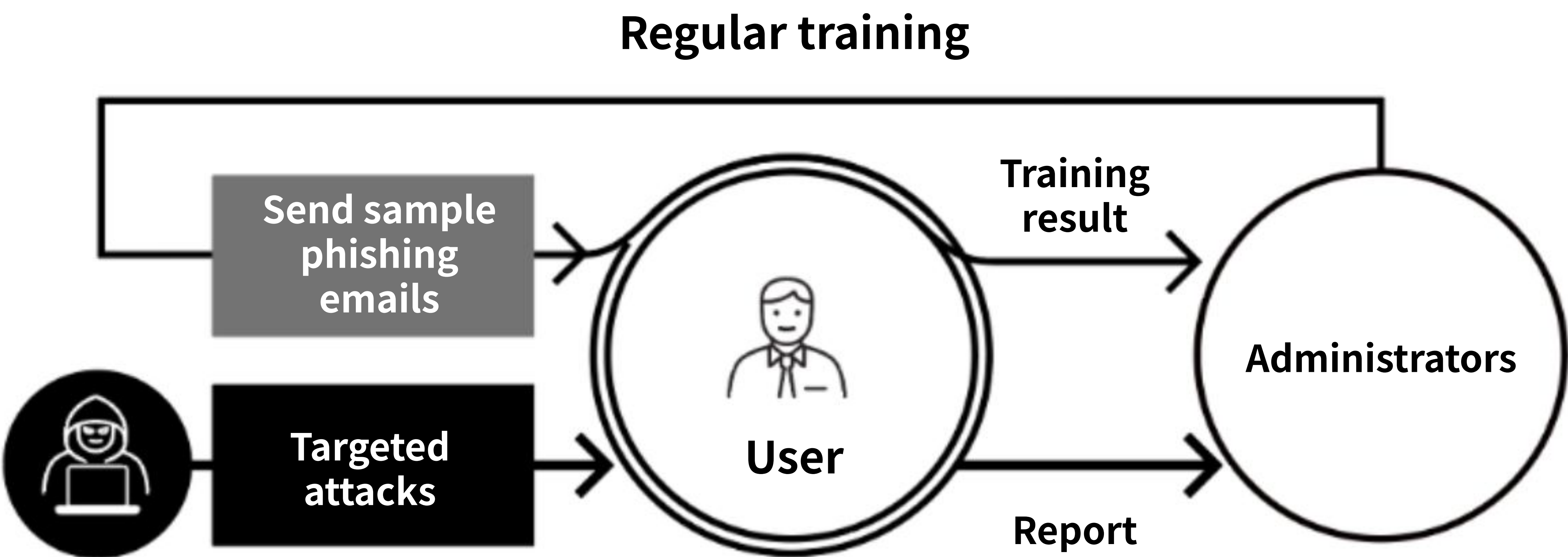
# HENNGE One - Cybersecurity

Improve the level of security from technology, people, and process point of view, by addressing measures such as for ransomware and targeted email attacks.

## HENNGE Cloud Protection



## HENNGE Tadrill





# Solid Customer Base (HENNGE One)

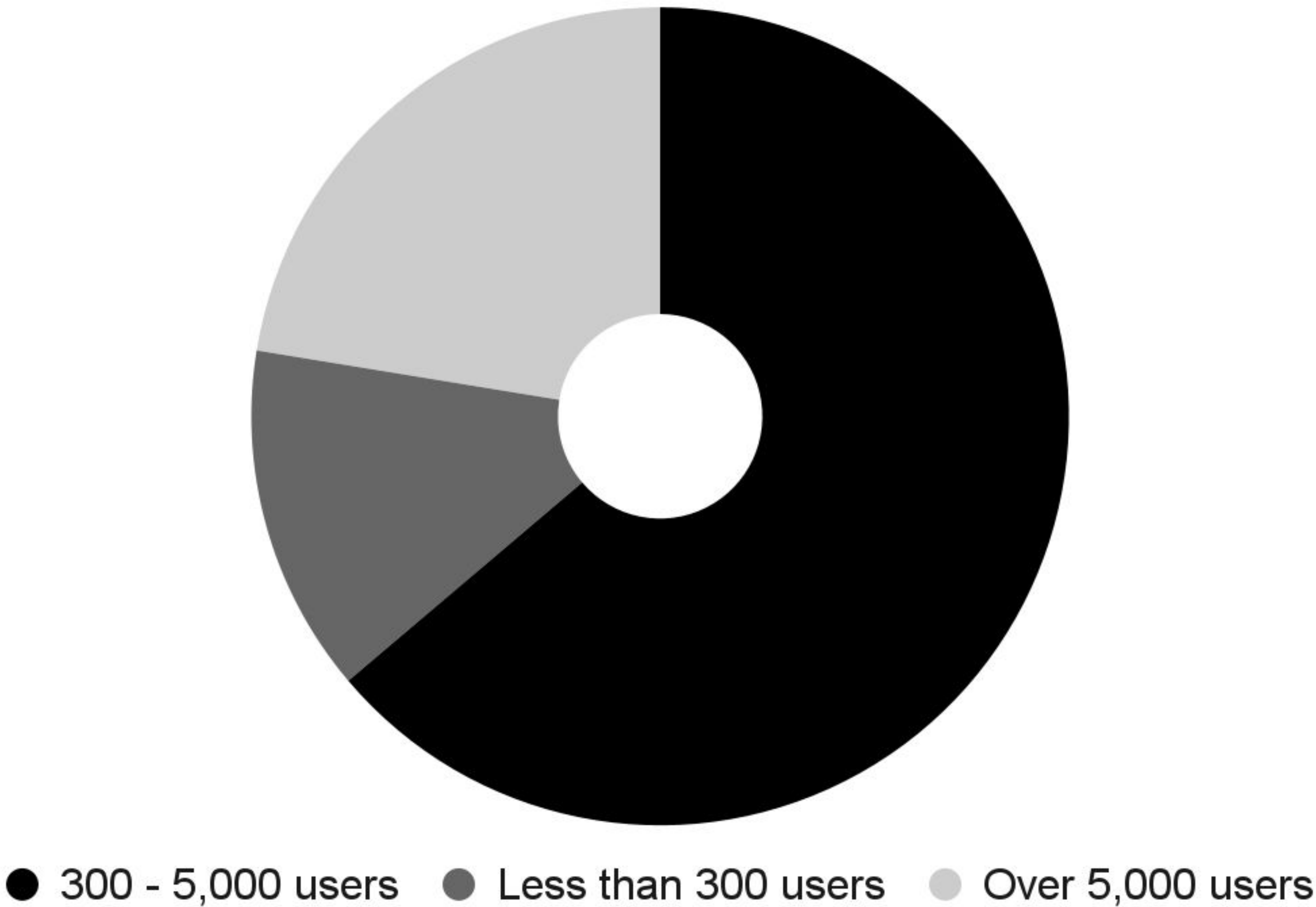
HENNGE One is used by 3,290 companies in various industries, and has approximately 2.704 million users.  
Average number of contracted users per contracted company is approximately 822. (as of 2025-06-30)



and more

Approx. **18.8%** of listed companies on TSE are using HENNGE One.

Breakdown by contracted Users Size  
(ARR Base, FY2024)



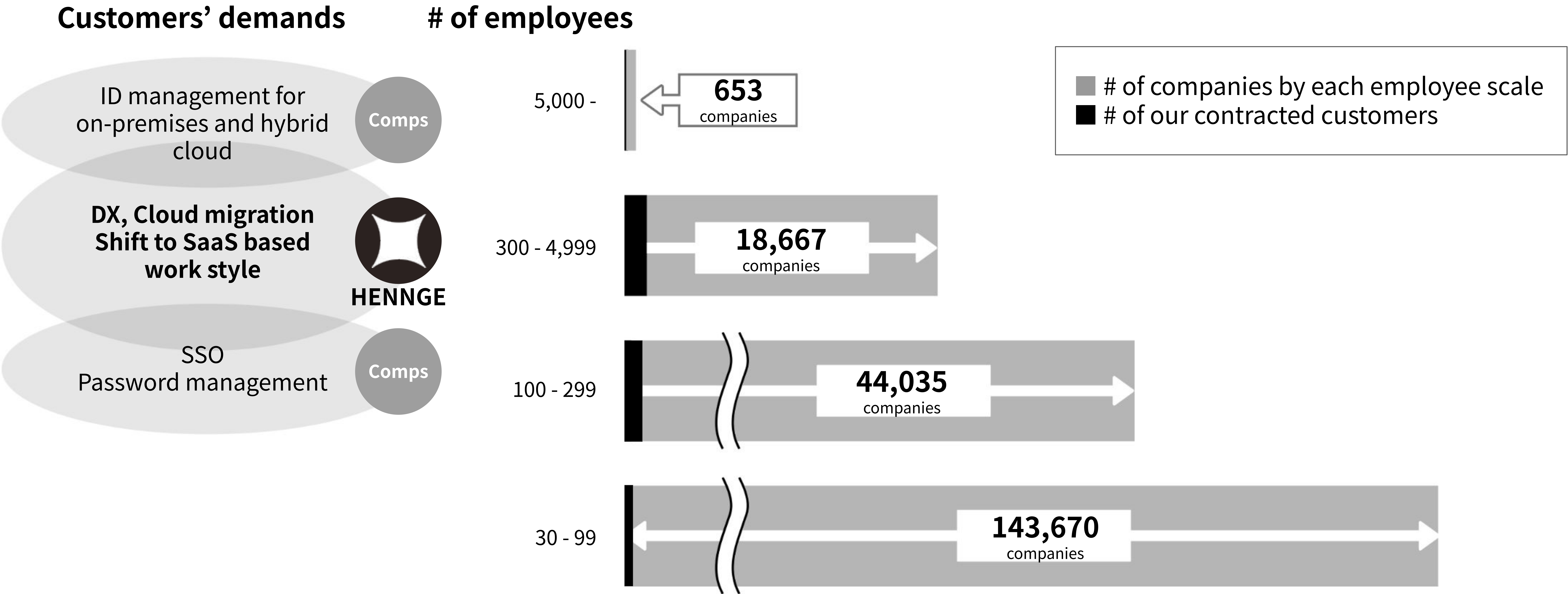


# **Appendix (Total Addressable Market)**



# Number of Companies by Employee Size in Japan

Enormous potential within the market exists as cloud adoption will accelerate going forward.

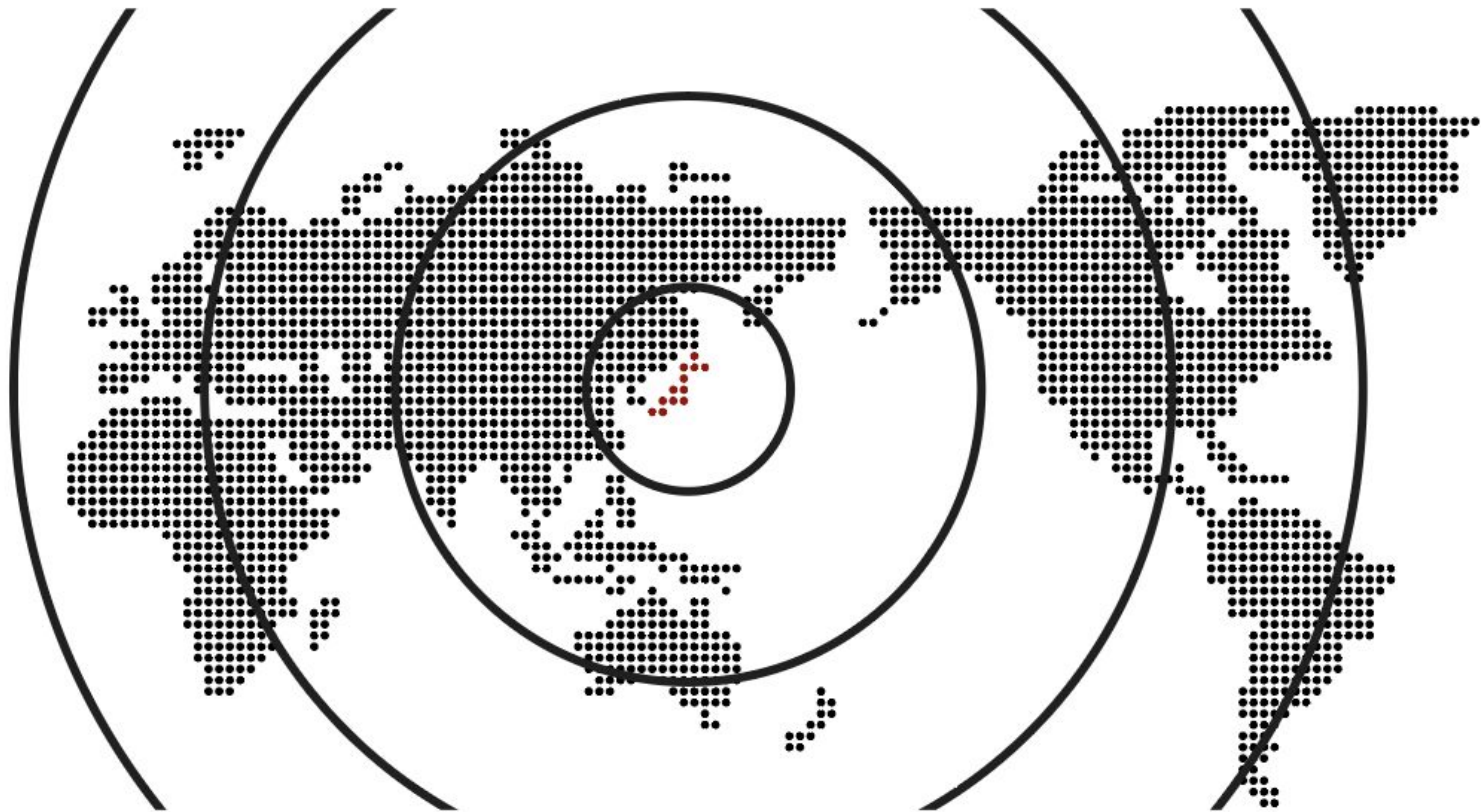


Calculated by HENNGE Group based on the total number of companies with 30 or more employees in Japan as the number of our potential customers if cloud computing become more widespread in Japan in the future.  
(References: 'Economic Census -Activity Survey Results' by Ministry of Economy, Trade and Industry of Japan in 2021)



# Strengthening Expansion into Overseas Markets

Our main service is a cloud service, which has the potential for cross-border expansion.  
While continuing to target the Asian market, we will also challenge the business expansion in other regions.



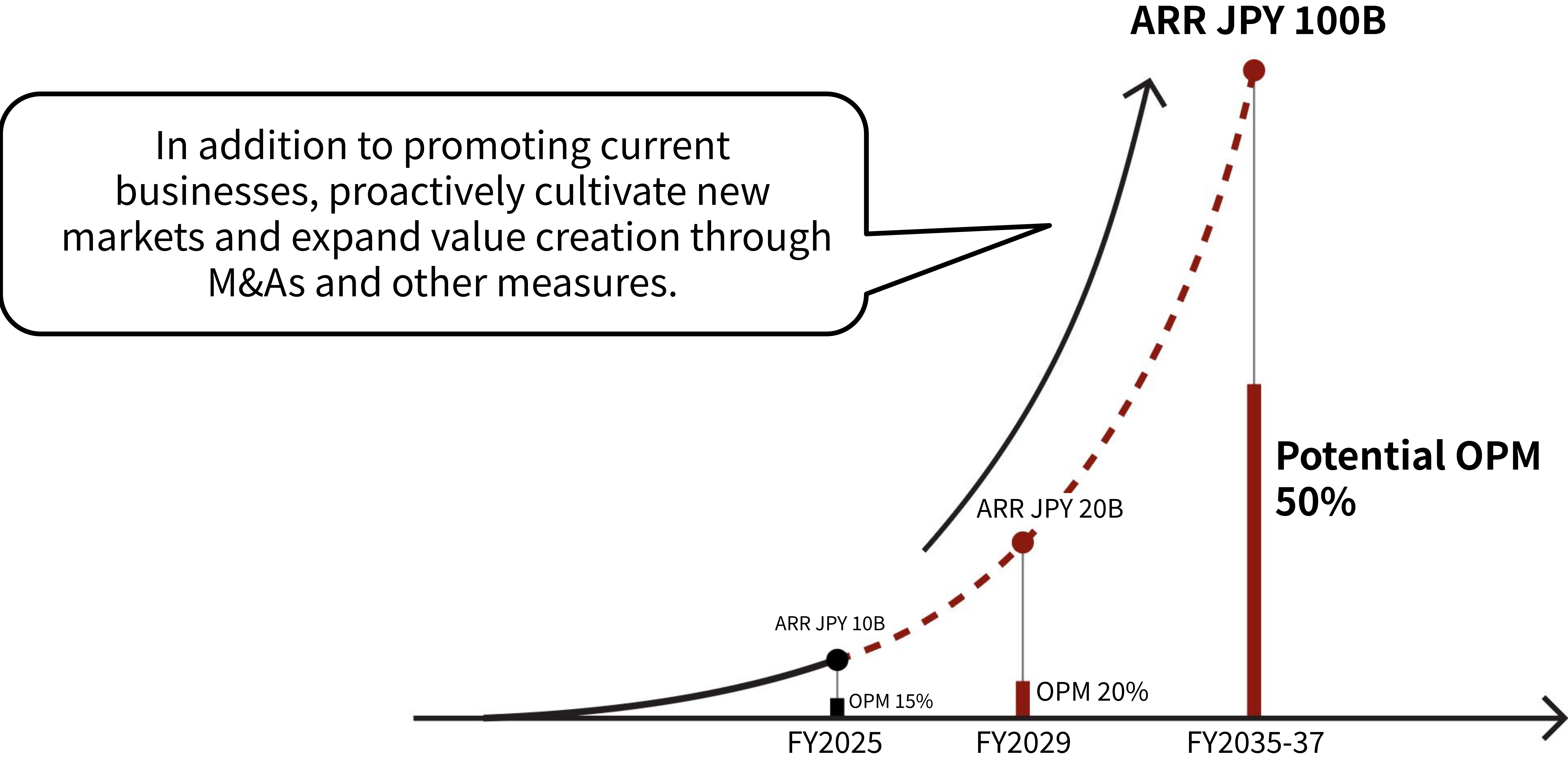


# Appendix (Others)



# Our Long-term Ambition

Aim to establish a business model which enables us to exceed JPY 100B for ARR and a potential operating profit margin (OPM) of 50% within FY2035 to FY2037.





# Path to Becoming World Class IT Company

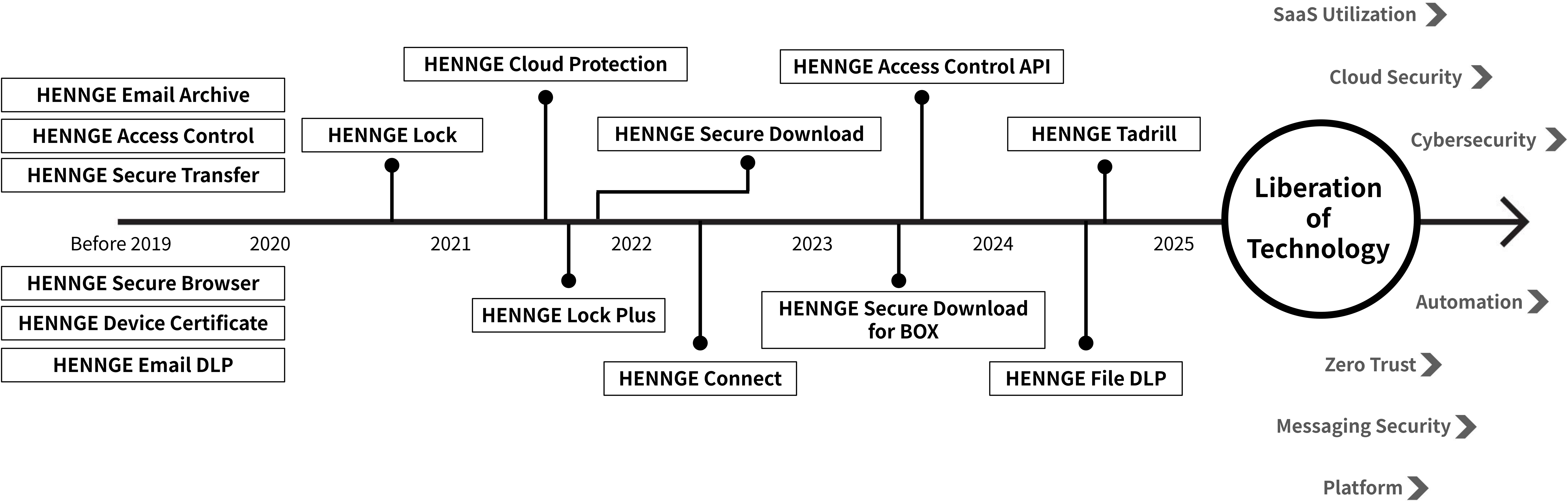
We will aggressively focus on promoting the existing business, cultivating new markets, and expanding our value through M&As and other measures. To accelerate these efforts, strengthening HENNGE brand is one of the key areas.





# New Business Developments

Search for the market demands and accelerate the release of new features and services that meet the demands. Continue to support our customers in utilizing SaaS and keep continuing “Liberation of Technology.”





# Service Overview (HENNGE One)

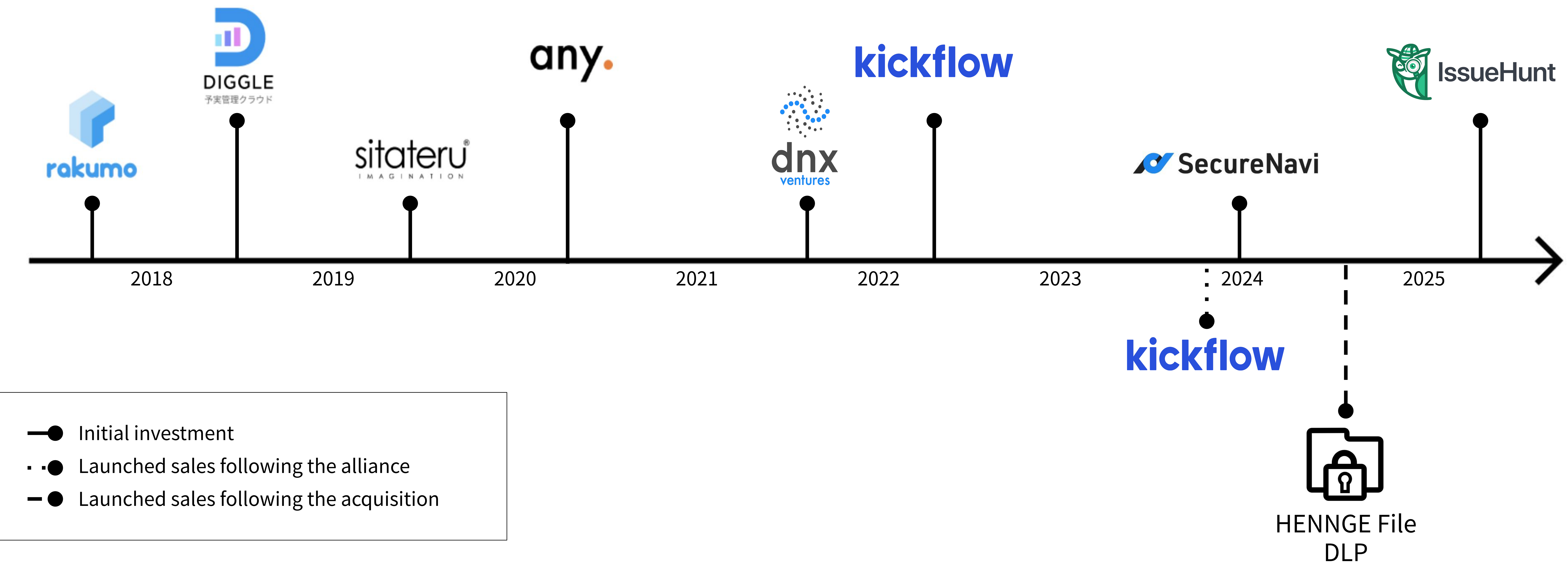
Service	Overview
HENNGE Access Control	Access control/SSO, etc.
HENNGE Device Certificate	Device certificate
HENNGE Secure Browser	Secure browser
HENNGE Lock	App for one-time password
HENNGE Lock Plus	Smartphone app for device cetrificate
HENNGE Connect	Secure gate to On-Premise system
HENNGE Access Control API	API for ID management

Service	Overview
HENNGE Email Archive	Email audit/Archive
HENNGE Secure Transfer	Large file transmission and reception
HENNGE Email DLP	Countermeasures against misdirected emails (filter, select sending method)
HENNGE Secure Download	Uploading email attachments to cloud storage with auto URL notification
HENNGE Secure Download for Box	Uploading email attachments to Box with auto URL notification
HENNGE File DLP	Countermeasure against information leakage from file sharing
HENNGE Cloud Protection	Countermeasure against targeted attacks (protection for email and data)
HENNGE Tadrill	Targeted attack email training, establishing a reporting workflow



# Business Investments

Mainly invested in B2B startups that own proprietary elements and technologies, which have synergy with our business. We will increase the value provided to our customers through business alliances, M&As, and other measures.





# Value

Continuously eat unripe fruits and remain as early adopters in order to make “Liberation of Technology” happen. Through a number of trial and error, we will identify new technology that is useful for our customers, and widely deliver the technology.

**Eat unripe fruits,  
and make mistakes early**

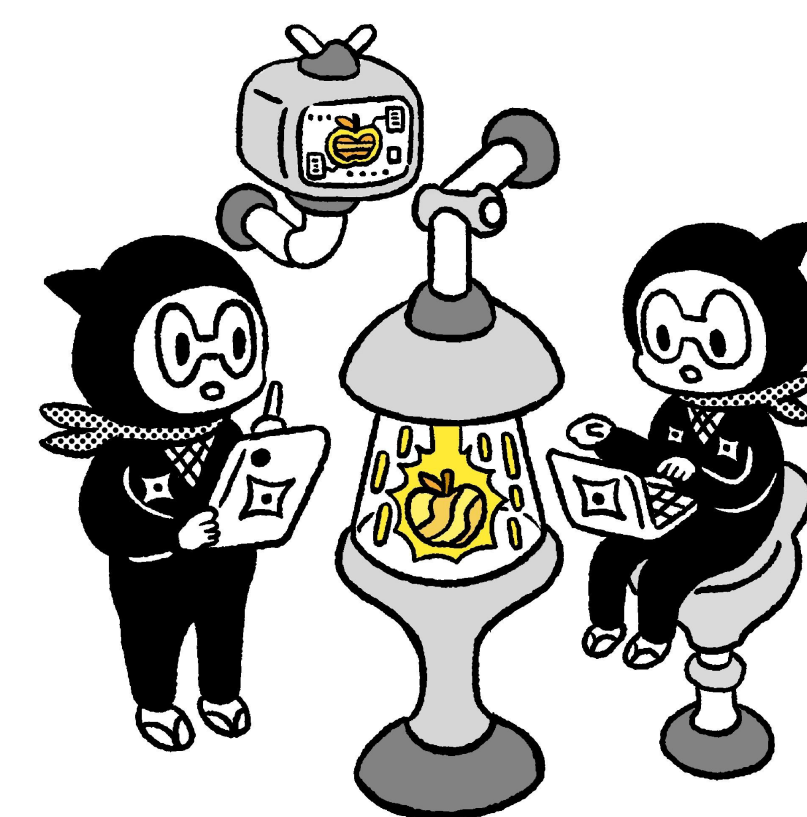


# HENNGE WAY

HENNGE WAY is our code of conduct in order to keep changing with challenges and failures.

## 01 Love technology

Love and use technology.



## 02 Eat unripe fruits

Take on challenges and learn from mistakes early.



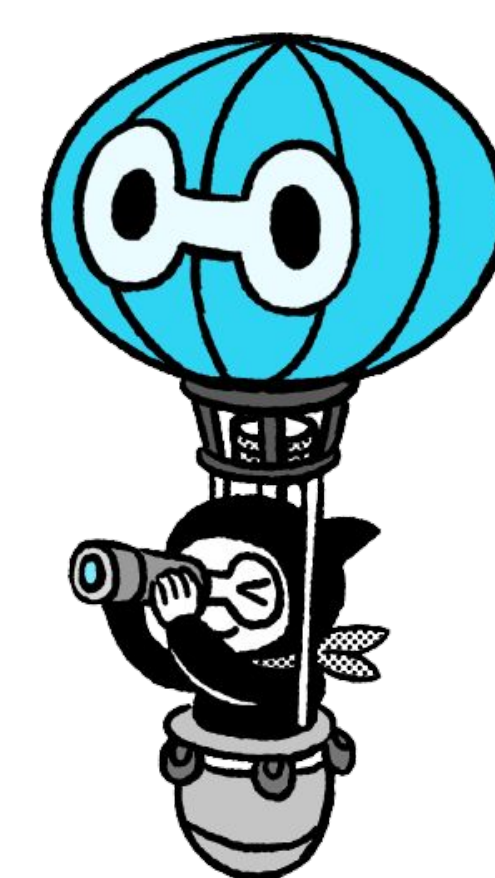
## 03 Be a learnaholic

Be endlessly curious.  
Get addicted to learning.



## 04 Lead yourself with passion

Take the initiative with passion.



## 05 Help passionate HENNGE people

Support people who are passionate about igniting changes.



## 06 Respect differences

Differences are natural.  
Stay diverse.



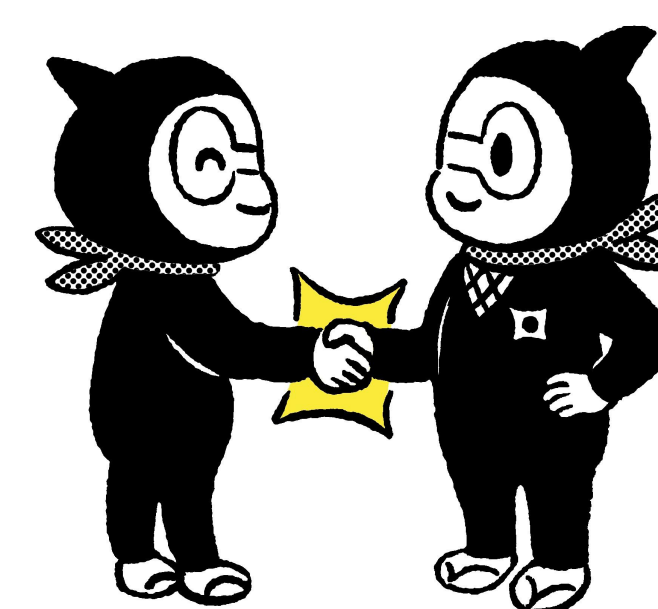
## 07 Keep it open

Share information and opinions openly.



## 08 Track and trust

Act with speed, wisely talking acceptable risks.



## 09 Win together

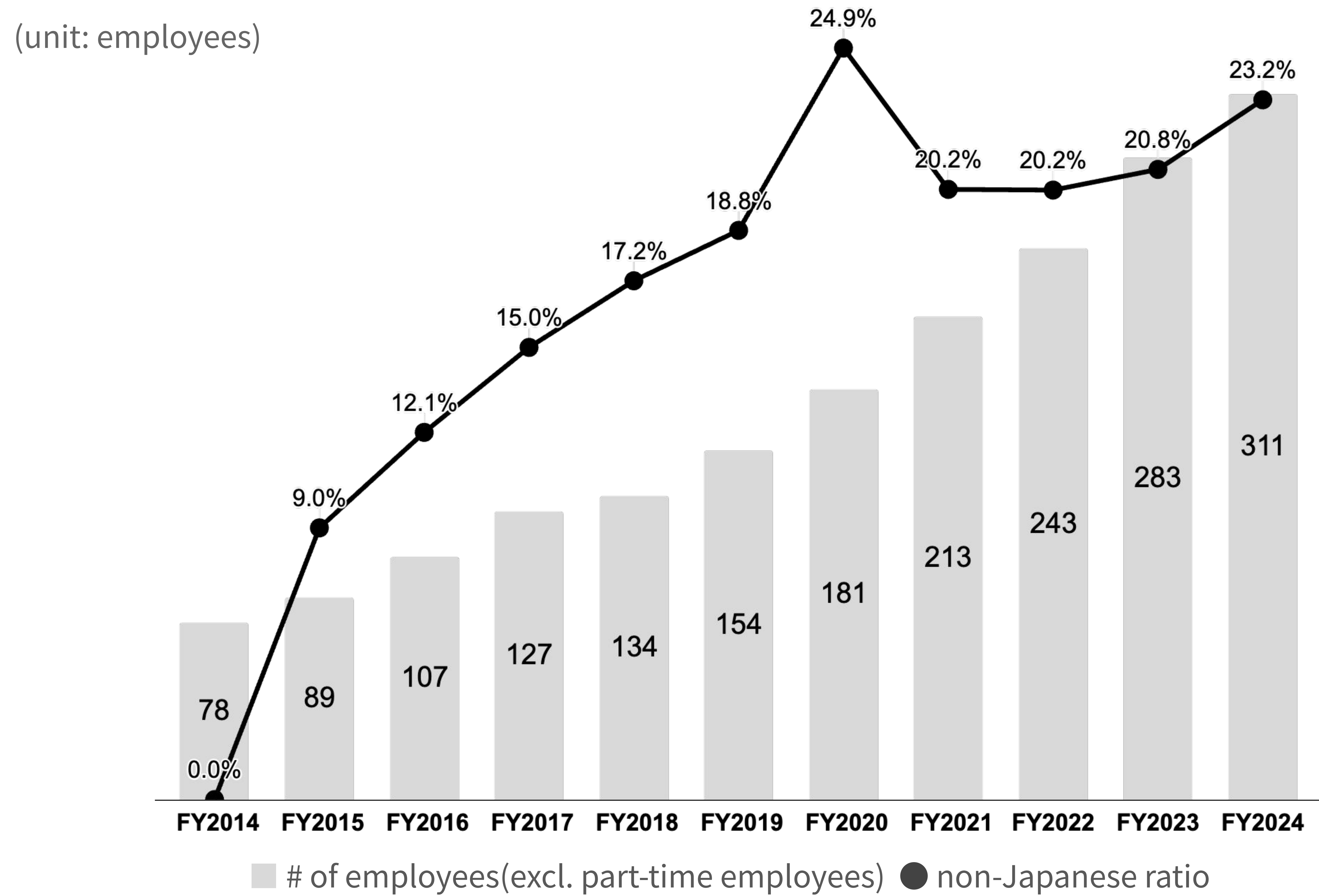
You can't win alone.  
The mountains is high.  
So, what do we do?





# Diversity and Inclusion

Focusing our efforts on the Global Internship Program (GIP) not only to provide career development opportunities for the most talented candidates from all over the world, but also to be the precedent organization of diversity and inclusion that utilize the power of digital transformation to overcome issues.



**Total number of applicants including interns (except for Japan) :**

approx. **200** countries and regions

approx. **50K** engineers

**Employees (excluding part-time employees) :**

approx. **25** countries and regions  
(as of 2024-09-30)

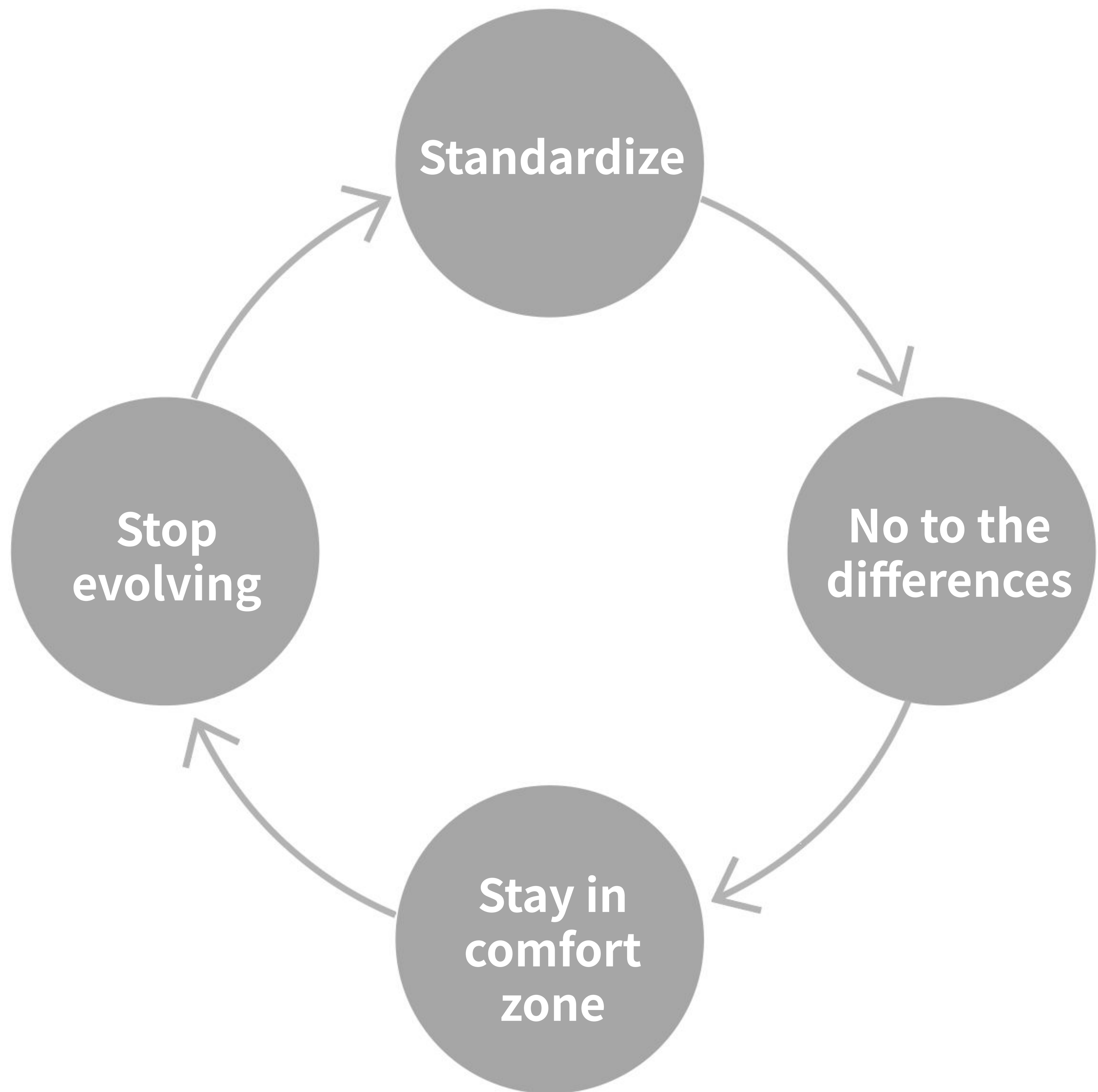


# Diversity in Organization

Diversity is the key driver to keep challenging and changing. We recognize the differences and respect the differences, which then we can create a basis for an ever-changing organization that value challenges.

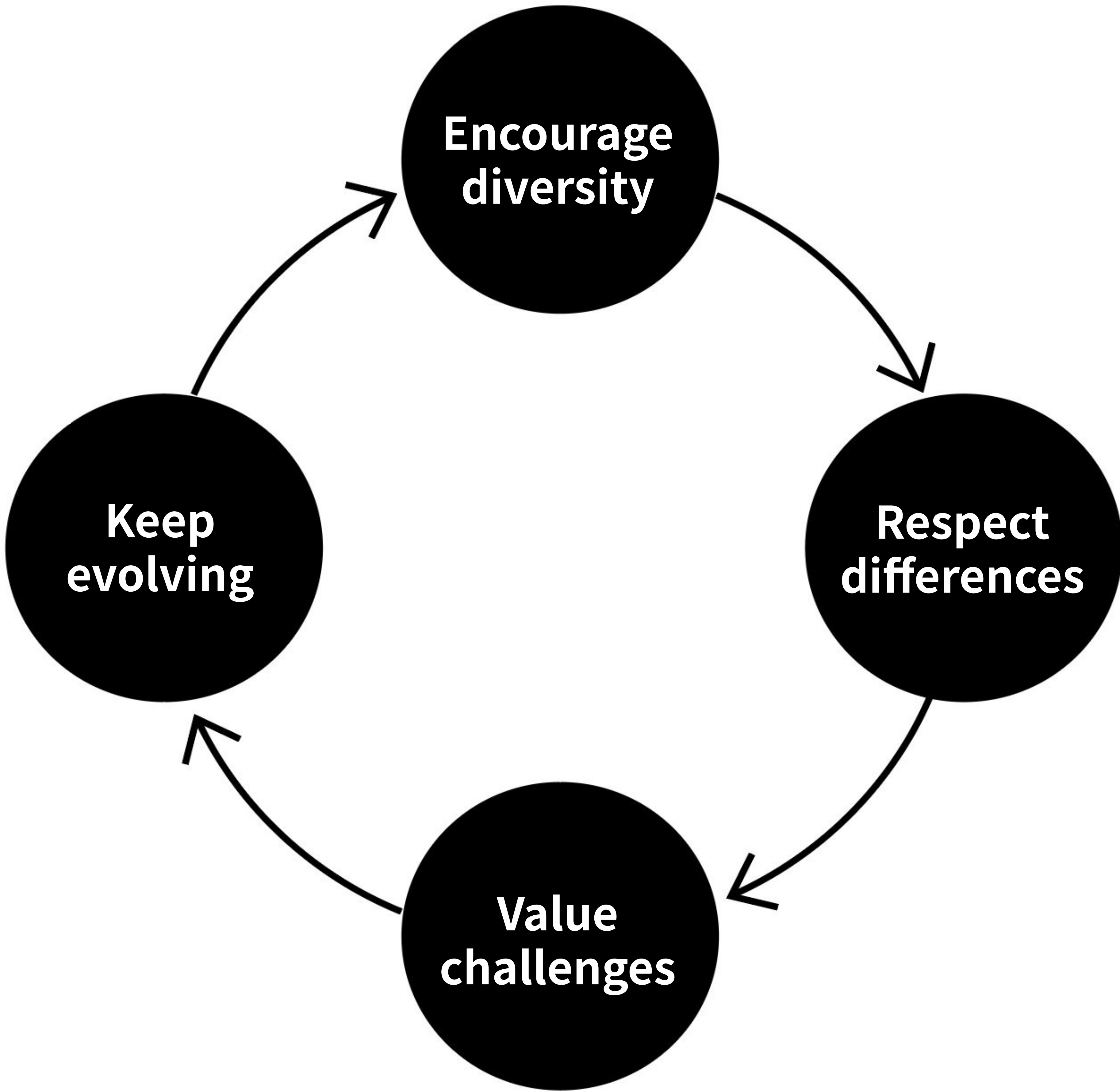
## Old HENNGE

Controlling organization that fears diversity



## HENNGE

Trustworthy organization that embraces diversity



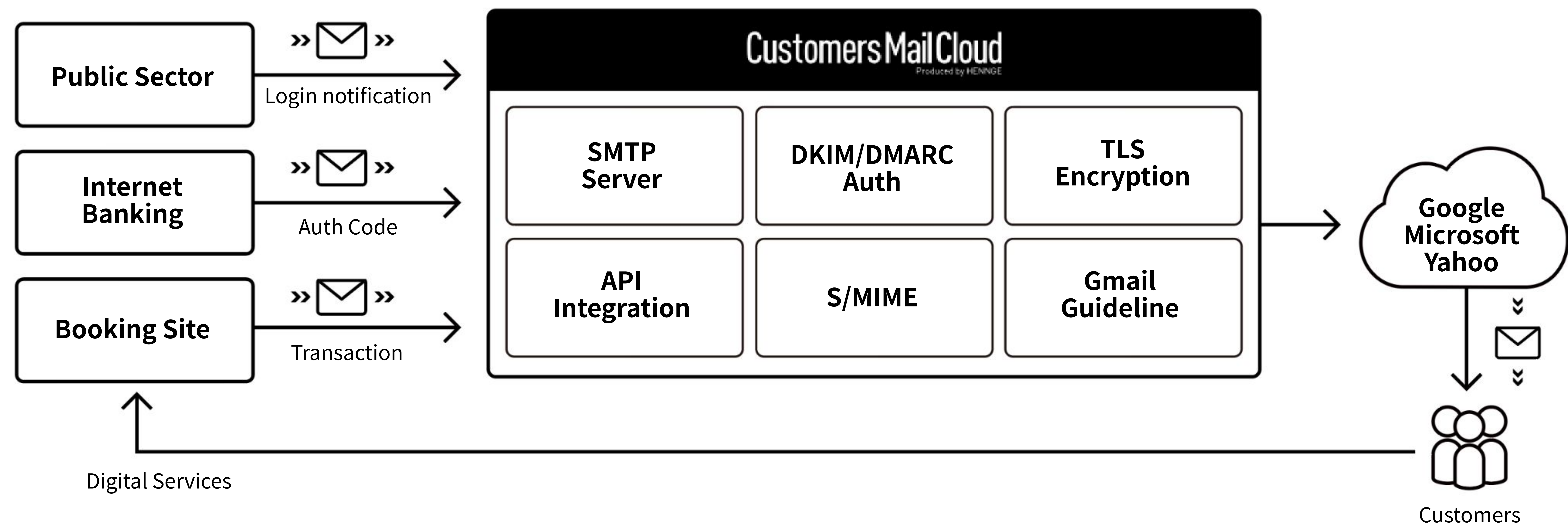


# Past Materials



# Customers Mail Cloud

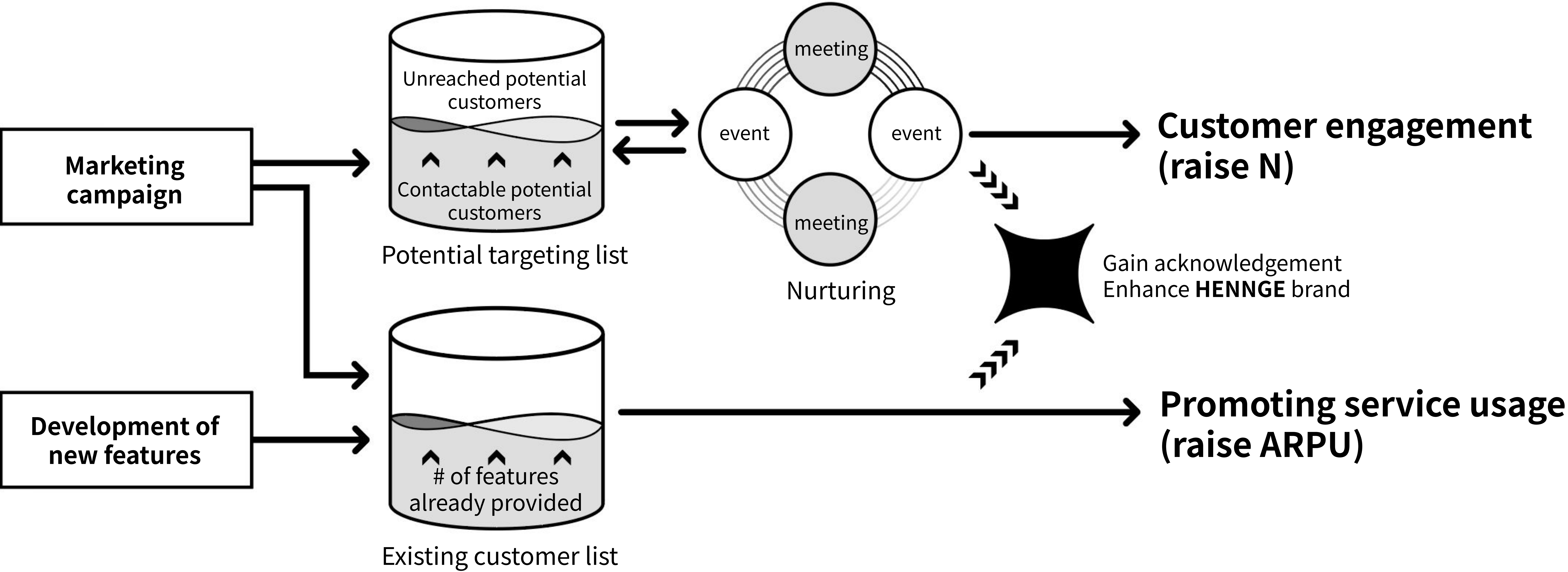
Offers email delivery platform that facilitates secure and seamless connection between businesses’ digital services and customers.





# Marketing Activities for HENNGE One

It requires some time from marketing campaigns to the contribution in expansion of ARR as HENNGE One’s lead time is relatively long. However, the results of the investment in advertising expenses can be seen cumulatively in a long term.





# License Lineups for HENNGE One Announced in 2019/05 (June 2019 - September 2021)

### HENNGE One Secure Access

SaaSとのシングル・サインオンと端末制御機能を含めた、エントリー向けのプランです。

月額 **400** 円  
(税抜) 1ユーザー/月 (年間契約)

プラン内容

HENNGE Access Control

HENNGE Secure Browser

HENNGE Device Certificate

※ デバイス証明書発行 (1ユーザー1枚まで)  
※ 提供可能ライセンス数 200ライセンス～

### HENNGE One Standard

Office 365/G Suiteやその他SaaSとのSSOにメール誤送信対策を含めた標準プランです。

月額 **500** 円  
(税抜) 1ユーザー/月 (年間契約)

プラン内容

HENNGE Access Control

HENNGE Secure Browser

HENNGE Email Archive

HENNGE Email DLP

HENNGE Secure Transfer

※ デバイス証明書発行 (有償オプション)  
※ 提供可能ライセンス数 100ライセンス～

### HENNGE One Business

Standardプランに端末制御に必要なデバイス証明書を追加したエンタープライズプランです。

月額 **750** 円  
(税抜) 1ユーザー/月 (年間契約)

プラン内容

HENNGE Access Control

HENNGE Secure Browser

HENNGE Email Archive

HENNGE Email DLP

HENNGE Device Certificate

HENNGE Secure Transfer

※ デバイス証明書発行 (1ユーザー3枚まで)  
※ 提供可能ライセンス数 100ライセンス～

\* New contracts taken into place after October 2021 will apply new license lineup which was announced in August 2021.



# Service Lineups for HENNGE One Announced in 2021/08 (October 2021 - March 2024)

Service lineups were renewed from October 2021.  
Approaching varieties of customers with high value-added suite plans, as well as setting up single-function plans for light users.

Set plan	Description	Price
HENNGE One Basic	A set plan that offers the best value when implementing all the features of HENNGE One at once (with limited use of Certificates, Lock Plus, and Cloud Protection)	@JPY600/mon
HENNGE One Pro		@JPY1,000/mon

Single-function plan	Description	Price
HENNGE IDP Lite	SSO/IP address control/OTP/AD Connect etc.	@JPY150/mon
HENNGE IDP	Lite function/Device certificates/Support Plus/Lock Plus etc.	@JPY300/mon
HENNGE IDP Pro	IDP/Secure browser/Additional device certificates etc.	@JPY500/mon
HENNGE DLP	Delayed sending/Filtering etc.	@JPY300/mon
HENNGE ARC	Archive etc.	@JPY300/mon
HENNGE Cloud Protection	Behavior detection/Sandbox etc.	@JPY200/mon

\* New contracts taken into place after April 2024 will apply new license lineup which was announced in August 2023.



# Renewal of License Lineups for HENNGE One Announced in 2023/08 (April 2024 -)

The several license lineups for HENNGE One were revised from April 2024.

(Updated June 2025)

Set plan	Description	Current Price (excl. tax)	New Price (excl. tax)
HENNGE One Basic	A set plan that offers the best value when implementing all the features of HENNGE One at once (with limited use of Certificates, Lock Plus, and Cloud Protection)	@JPY 600/mo	@JPY 800/mo
HENNGE One Pro		@JPY 1,000/mo	

Single-function plan	Description	Current Price (excl. tax)	New Price (excl. tax)
HENNGE One IdP Lite	SSO/IP address control/OTP/AD Connect etc.	@JPY 150/mo	Termination (Migrate to HENNGE One IdP)
HENNGE One IdP	Lite function/Device certificates/Support Plus/Lock Plus etc.	@JPY 300/mo	
HENNGE One IdP Pro	IdP/Secure browser/Additional device certificates etc.	@JPY 500/mo	
HENNGE One DLP	Delayed sending/Filtering etc.	@JPY 300/mo	@JPY 350/mo
HENNGE One File DLP * from June 2025	File sharing management on cloud strage etc.		@JPY 350/mo
HENNGE One ARC	Archive etc.	@JPY 300/mo	@JPY 350/mo
HENNGE One Cloud Protection	Behavior detection/Sandbox etc.	@JPY 200/mo	
HENNGE One Tadrill * from July 2024	Targeted email attack training etc.		@JPY 300/mo



# Glossary

**ARR (Annual Recurring Revenue)**

refers to revenue, normalized on an annual basis, that a company expects to receive from its customers for providing them with products or services of subscription-based model.

**ARPU (Average Revenue Per User)**

refers to the average annual contract amount per contracted user.

**CAGR (Compound Annual Growth Rate)**

refers to a geometric progression ratio which provides a constant rate of return over a period of time.

**DLP (Data Loss Prevention / Data Leak Protection)**

prevents confidential information loss/data leakage when sending emails and sharing via cloud storage.

**LTV (Life Time Value)**

is the total worth to a business of a customer over the whole period of their relationships.

**SSO (Single Sign On)**

is a method that enables users to log into multiple systems with just one user authentication.

**Gross Revenue Churn Rate**

is calculated based on the decrease in contract value due to service cancellations, etc.



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