

Speee, Inc (4499)



Financial Results Briefing Material

Third Quarter of Fiscal Year Ending September 2025

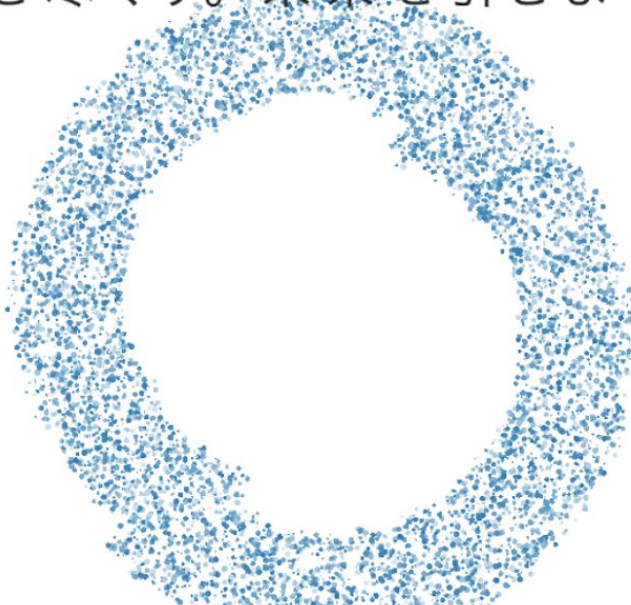
August 14, 2025

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Mission

解き尽くす。未来を引きよせる。



Unravel. Bring the future closer

Information and information... People and people... Services and services...

All linked together, we are the company that brings the future closer

Operating Results for 3Q FY25



Executive summary

3Q FY25
Quarterly Results

Sales	4,093m JPY	YoY	+ 2.9%	Progress	68.4%
Operating profit	- 363m JPY	YoY	-- %	Progress	-- %

Finance DX

Business Environment	Topics	Outlook
----------------------	--------	---------

- | | | |
|--|---|--|
| <ul style="list-style-type: none">• Global interest in stablecoins continues to grow, as seen in U.S.-based Circle’s market capitalization exceeding USD 40 billion, among other signs.• Regulatory frameworks are advancing, with the enactment of the U.S. GENIUS Act and new legislation in Hong Kong and South Korea. | <ul style="list-style-type: none">• Project Pax has completed Phase 1 (technical verification with Swift) and is currently in Phase 2 (technical and operational validation with banks).• Steady progress in participation and discussions with major domestic and international banks, regional banks, and other financial institutions, including Shoko Chukin Bank. | <ul style="list-style-type: none">• Expand global financial institution participation in Project Pax and, in collaboration with Progmatt, advance stablecoin issuance and circulation. |
|--|---|--|

Legacy Industries DX

- | | | |
|--|--|---|
| <ul style="list-style-type: none">• Shifts in search platforms are reshaping user search behavior. | <ul style="list-style-type: none">• Revenue increased year-on-year, but operating profit declined.• Customer acquisition efficiency deteriorated due to changes in the competitive landscape and user behavior. | <ul style="list-style-type: none">• Optimize the customer acquisition portfolio to improve profitability.• Strengthen the business foundation by developing products that enhance client companies’ profitability. |
|--|--|---|

DX Consulting

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Strong demand for DX consulting continues, driven by advances in corporate AI utilization. | <ul style="list-style-type: none">• Revenue increased year-on-year, but operating profit declined.• While investing in hiring and solution development, growth in client numbers was slower than planned. | <ul style="list-style-type: none">• Promote sales enablement to accelerate client acquisition.• Launch a new AI Lab to drive AI solution development. |
|--|--|--|



Summary of FY25 3Q

- Performance guidance revised downward as Legacy Industries DX and DX Consulting fell short of plan
- Finance DX investment progressed as expected

Unit: Million yen	3Q Actual	Comparison				Progress	
		YonY		QonQ		Guidance	Progress
		Acutual	% change	Acutual	% change		
Net sales	4,093	3,978	+2.9%	4,354	-6.0%	18,010	68.4%
Operating profit	-363	65	-%	41	-%	0	-%
Ordinary profit	-356	77	-%	36	-%	0	-%
EBITDA	-330	106	-%	64	-%	113	-%
Net profit	-357	1	-%	-48	-%	-614	-%



Breakdown of cost of sales and SG&A expenses

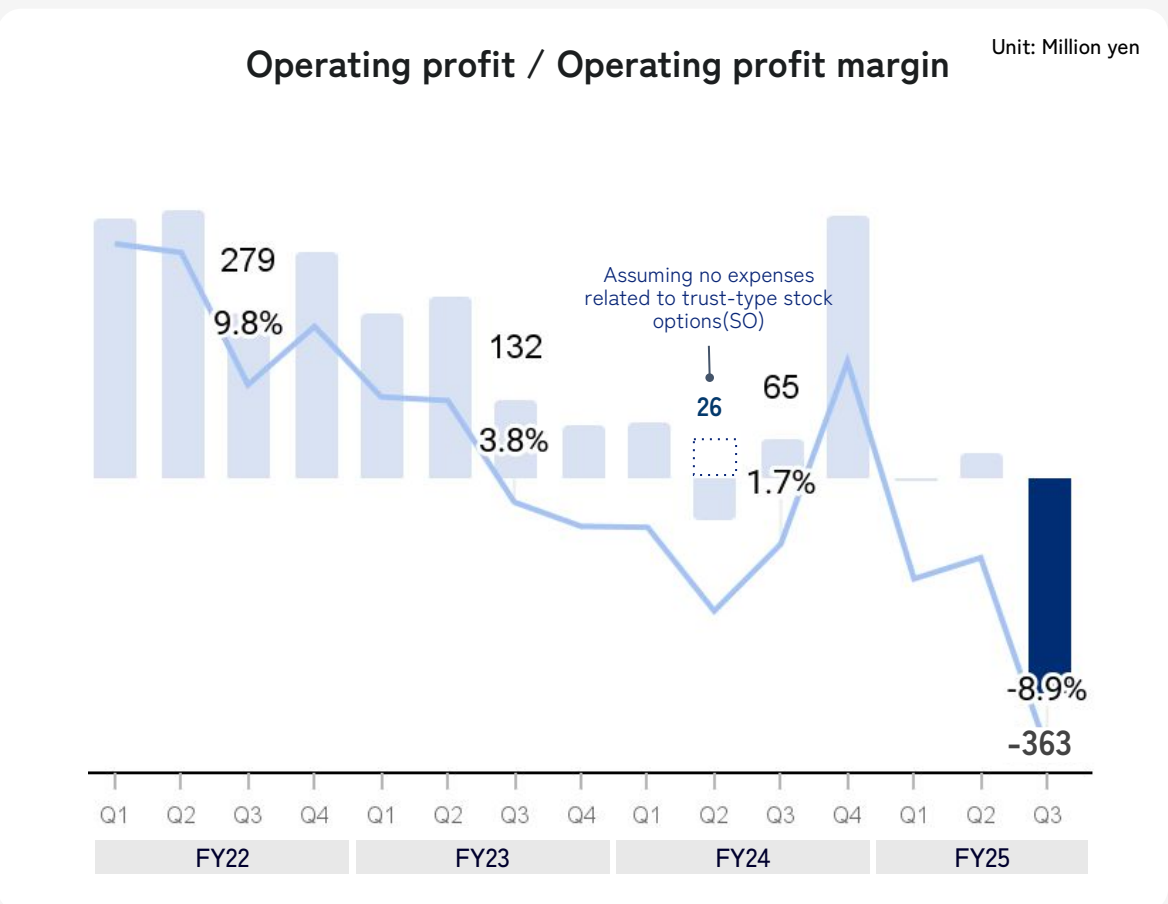
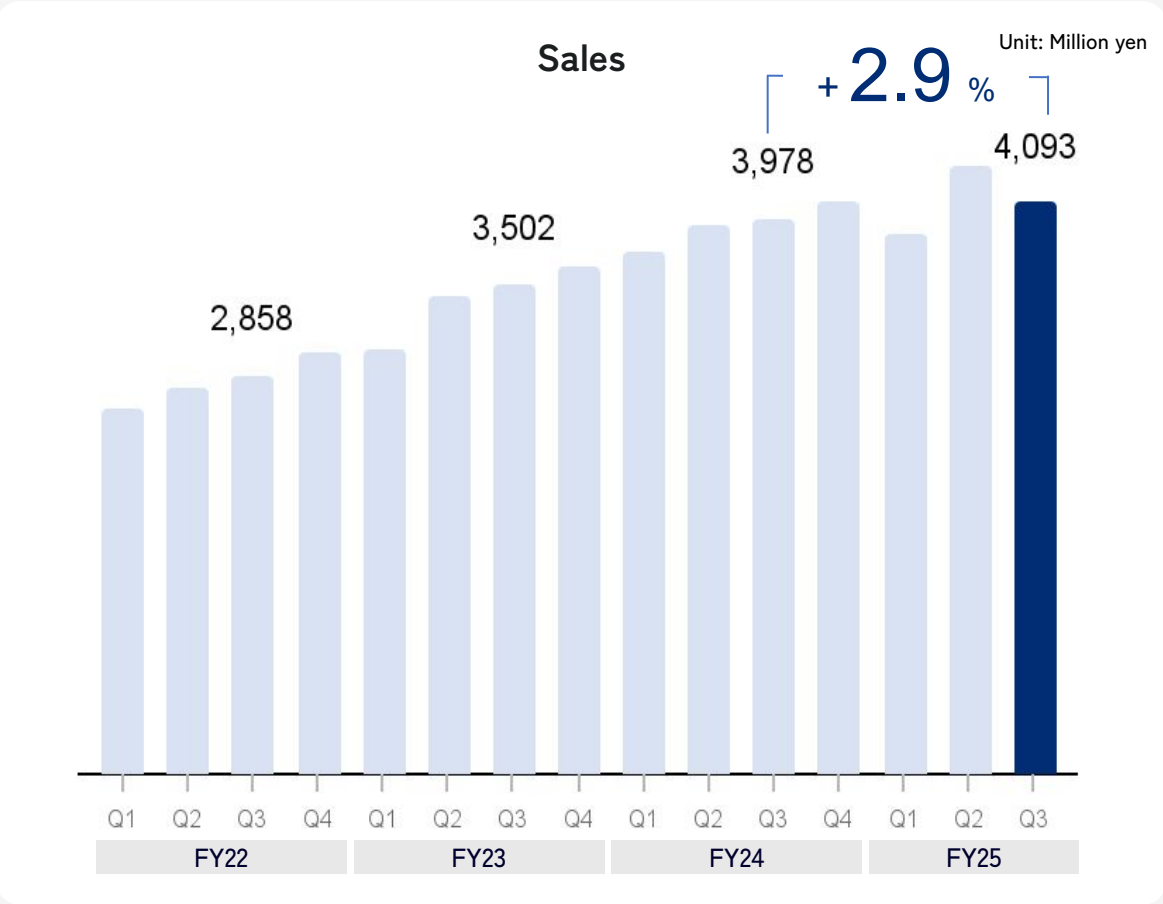
- Personnel investment proceeded as planned; total personnel expenses +9.6% YoY
- Other SG&A expenses increased due to higher recruitment costs and system audit fees

Unit: Million yen	Actual	Comparison			
		YonY		QonQ	
		Actual	% change	Actual	% change
Labor cost	799	548	+45.7%	683	+16.9%
Rent	41	36	+14.0%	40	+2.2%
Other cost of sales	92	89	+3.4%	101	-8.5%
Total cost of sales	933	674	+38.4%	825	+13.1%
Personnel expenses	908	861	+5.4%	875	+3.8%
Advertising	2,025	1,881	+7.6%	2,027	-0.1%
Rent	72	76	-5.1%	72	-0.8%
Information system fees	135	104	+29.2%	126	+6.6%
Other SG&A expenses	382	313	+22.1%	385	-0.7%
Total SG&A expenses	3,523	3,237	+8.8%	3,487	+1.1%
Total of cost of sales and SG&A	4,457	3,912	+13.9%	4,312	+3.4%



Consolidated – Sales and operating profit

- While Finance DX investment was in line with expectations, revenue in Legacy Industries DX and DX Consulting underperformed
- Personnel investment for medium- to long-term growth proceeded as planned, resulting in operating profit down YoY





Finance DX – Sales and operating profit

Revenue of 0 million JPY and Operating Loss of 333 million JPY, in line with plan



Development Progress

- Issuance : System development completed in 2024. Following last year's media reports on unauthorized crypto-asset outflows at other companies, Progmatic is reconfiguring the system and coordinating with regulators
- Distribution : Phase 1 (technical verification with Swift) completed. Phase 2 (technical & operational verification with banks) underway; system development progressing smoothly

Domestic and International Participation

- Shoko Chukin Bank : Officially participating in both the technical and operational verifications in Phase 2.
- Other : Discussions are ongoing with mega banks, regional banks, other financial institutions, and foreign banks, including those in the EU and South Korea.

Recruitment

- Strengthening recruitment systems and public relations. Progressing largely as planned.



Progress on the Stablecoin Business

Ongoing Discussions with Major Domestic and International Banks in Preparation for Stablecoin

Domestic Banks

[Shoko Chukin Bank]

Participating in both technical & operational verifications in Phase 2

[Mega Banks]

In participation discussions

[Regional Banks]

In discussions with leading groups; one bank confirmed for technical verification

[Other Financial Institutions]

Two confirmed for technical verification

Foreign Banks

[EU]

Under MiCA^(※), in discussions with major banking groups, including those in Germany, France, and the Netherlands

[South Korea]

Technical verification ahead of legislation, in collaboration with a local blockchain company; strong banking sector interest.

Exploring possibilities for both commercial remittances and small-scale test remittances under current law or regulatory sandbox.

(※) MiCA (Markets in Crypto-Assets Regulation) : A unified regulatory framework for crypto-asset markets in the EU, effective from 2024, aimed at enhancing investor protection and financial stability.



Business Environment Surrounding the Stablecoin Business

The market capitalization of Circle, a leading U.S. stablecoin company, has exceeded USD 40 billion. In South Korea, stablecoins are a featured theme in the investment sector, reflecting growing global attention on stablecoins.



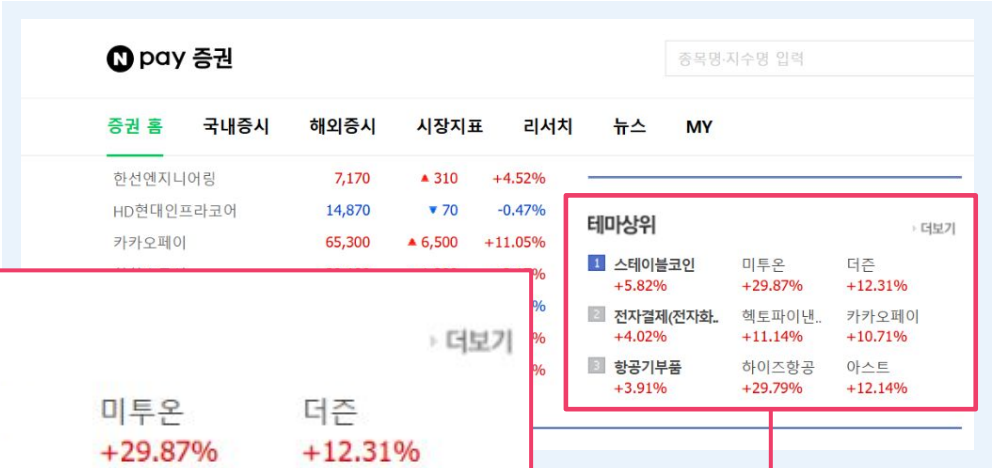
Circle’s Market Capitalization

Circle, the issuer of the U.S. dollar–pegged stablecoin “USDC,” was listed on the New York Stock Exchange on June 5, 2025. As of July 31, 2025, the circulating supply of USDC exceeded USD 64 billion, reflecting strong market recognition.

Market Capitalization over \$ **40** billion
As of July 24, 2025



Featured Securities Theme on Finance Site



Source: Naver Pay Securities
(As of July 25, 2025)



Business Environment Surrounding the Stablecoin Business

Beyond Europe, the legalization of stablecoins is advancing in the United States and across Asia, expanding opportunities for market entry.

United States

GENIUS Act Enacted

“The ‘GENIUS Act,’ which promotes the use of stablecoins—crypto assets (virtual currencies) with value pegged to the U.S. dollar—was signed into law by President Trump on the 18th. By establishing a regulatory framework, the Act aims to deliver trust comparable to that of ‘currency,’ enabling more people to use stablecoins with confidence.”

Source: Nikkei – Will Stablecoins Become ‘Currency’? New U.S. Law to Transform Financial Business

Hong Kong

Stablecoin Licensing Regime to Launch

“Hong Kong’s stablecoin licensing regime, scheduled to launch on August 1, has drawn significant interest from major financial and technology companies in Hong Kong and the surrounding region, with more than 40 applications submitted, according to local Chinese media.”

Source: Coindesk – Hong Kong to Launch Stablecoin Licensing Regime; Over 40 Firms Prepare Applications: Report

South Korea

Progress Toward Stablecoin Legalization (Central Bank Halts CBDC Project to Consider Stablecoins)

“The ruling Democratic Party of President Lee has submitted a bill allowing qualified companies to issue stablecoins, and the Bank of Korea (BOK) has suspended its central bank digital currency (CBDC) project.”

Source: Coindesk – Bank of Korea Halts CBDC Project Following Government Submission of Stablecoin Bill: Report



Legacy Industries DX – Sales and operating profit

- Revenue was nearly flat YoY, while operating profit declined due to deteriorating customer acquisition efficiency.
- Optimizing acquisition channels to improve both revenue and operating profit.

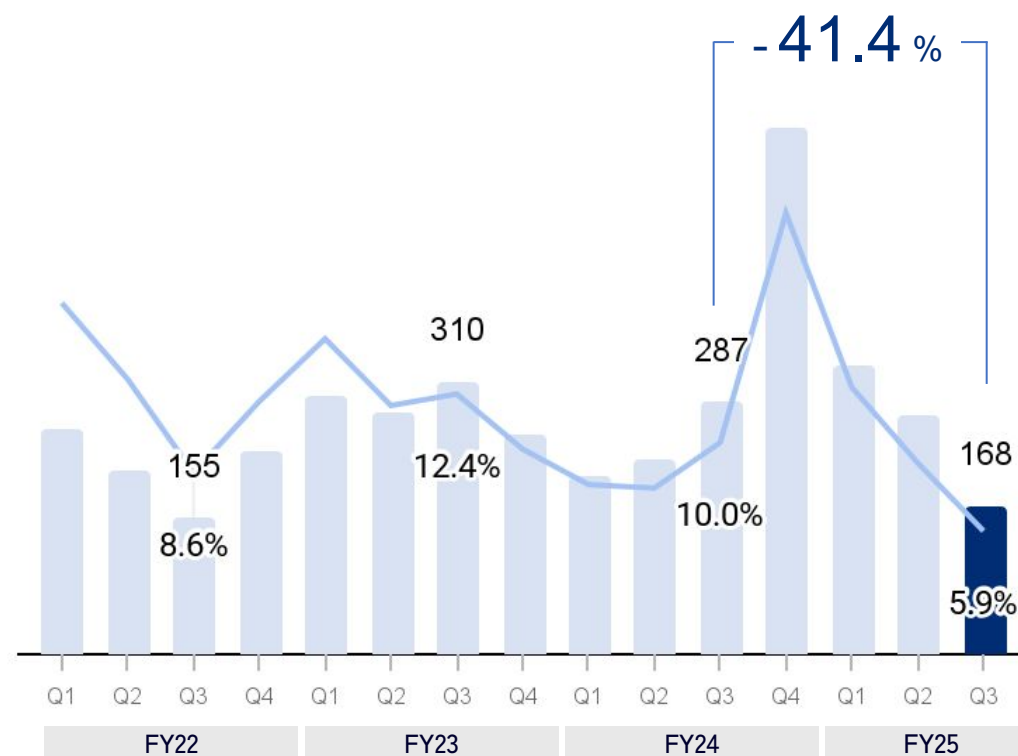
Sales

Unit: Million yen



Operating profit / Operating profit margin

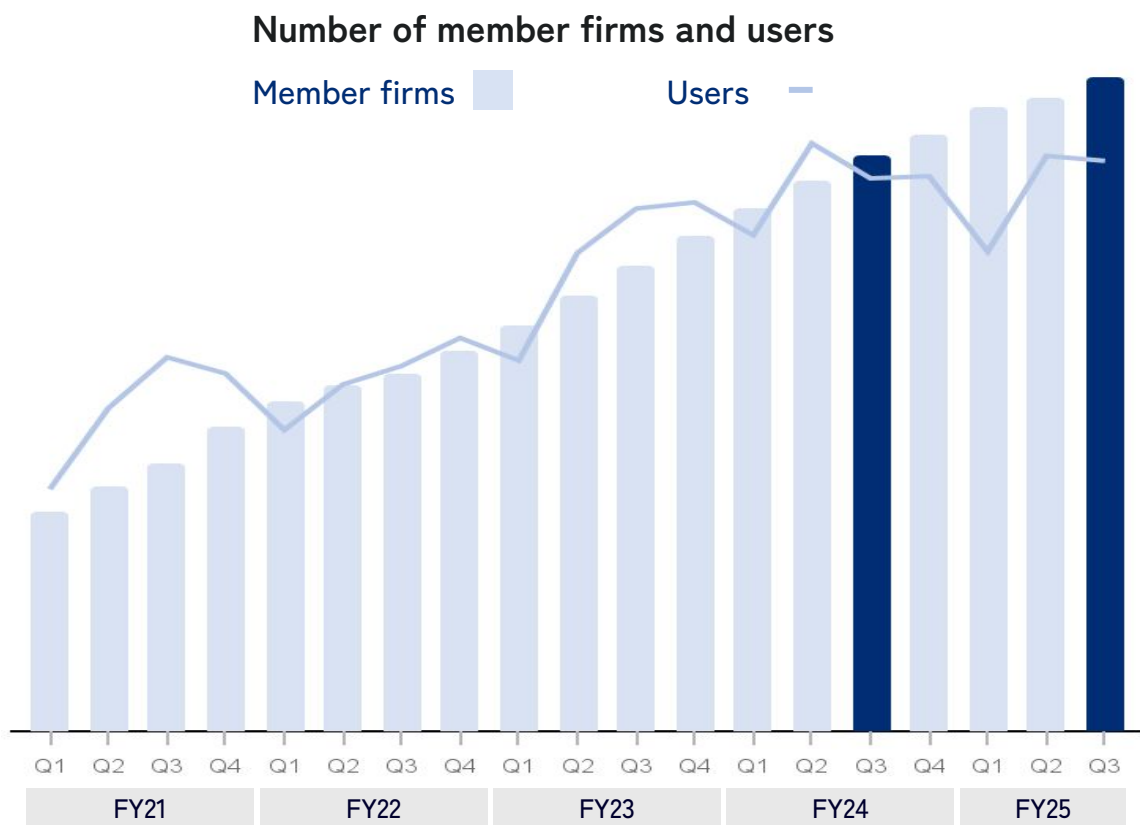
Unit: Million yen





Legacy Industries DX – Key KPIs

- Number of member firms continued to grow steadily, and the number of companies offering our products also increased steadily.
- Growth in user acquisition slowed due to changes in the competitive environment and user behavior.



Member firms : YoY +13.7 %

- New client acquisition progressed in each segment, driving steady growth in the number of member firms.
- The number of companies offering our products also increased steadily, with development of new products for launch underway.

Users : YoY +3.2 %

- User acquisition declined due to lower acquisition efficiency.
- Optimization of acquisition channels is underway.

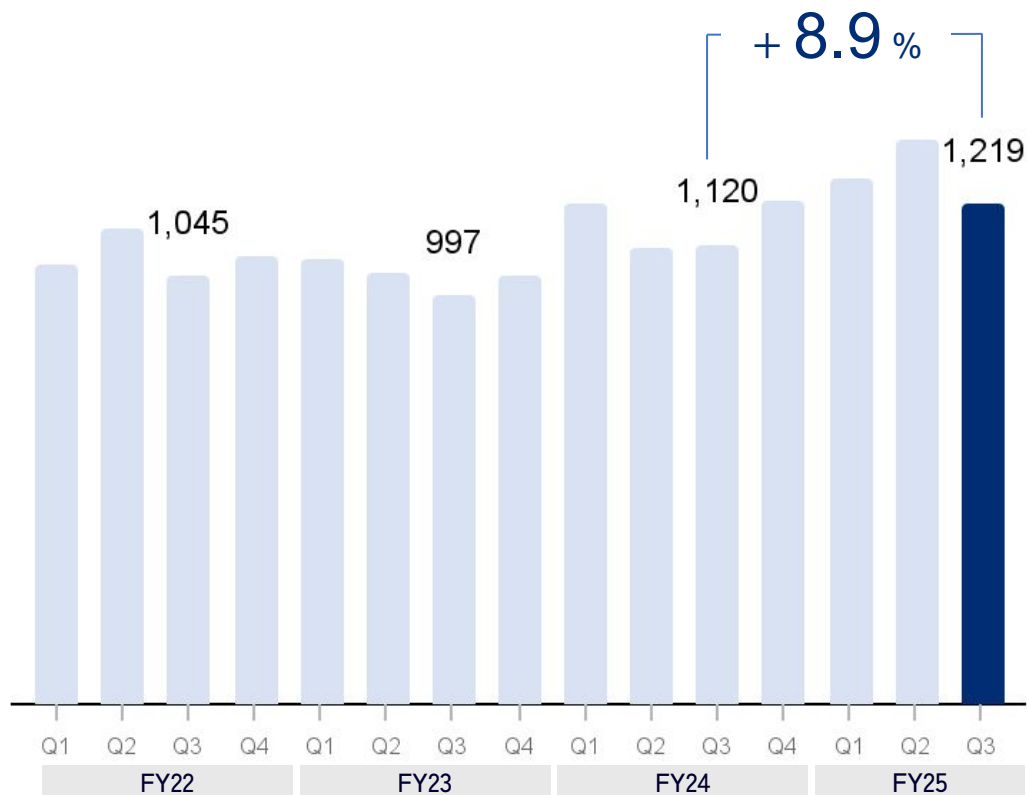


DX Consulting – Sales and operating profit

- Fell short of sales target due to loss of large projects and underperformance in new client acquisition.
- Targeting annual revenue of JPY 10 billion; upfront investment in personnel and AI progressed as planned, resulting in lower operating profit.

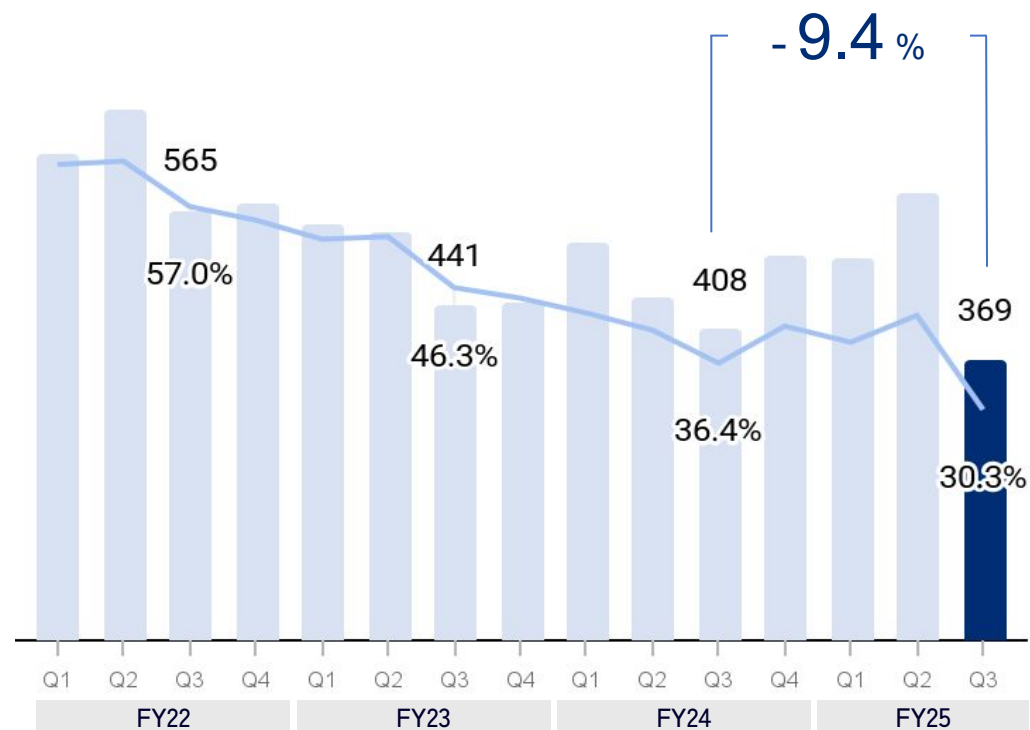
Sales

Unit: Million yen



Operating profit / Operating profit margin

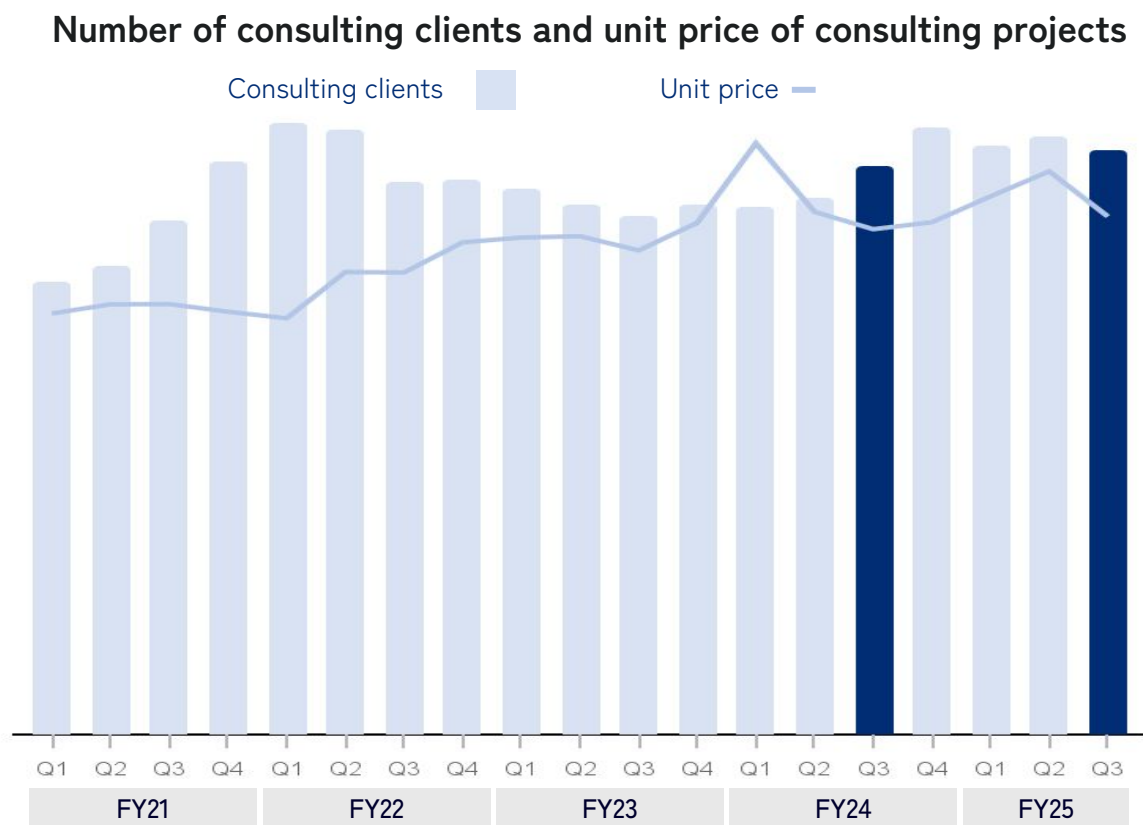
Unit: Million yen





DX Consulting – Key KPIs

- Number of clients increased slightly through hiring and onboarding, but remained below plan.
- Unit price remained closely aligned with plan due to higher prices for new orders.



Number of clients : YoY +2.5 %

- Headcount increased 9% YoY through hiring.
- Expect continued growth in the number of clients through both onboarding and solution development.

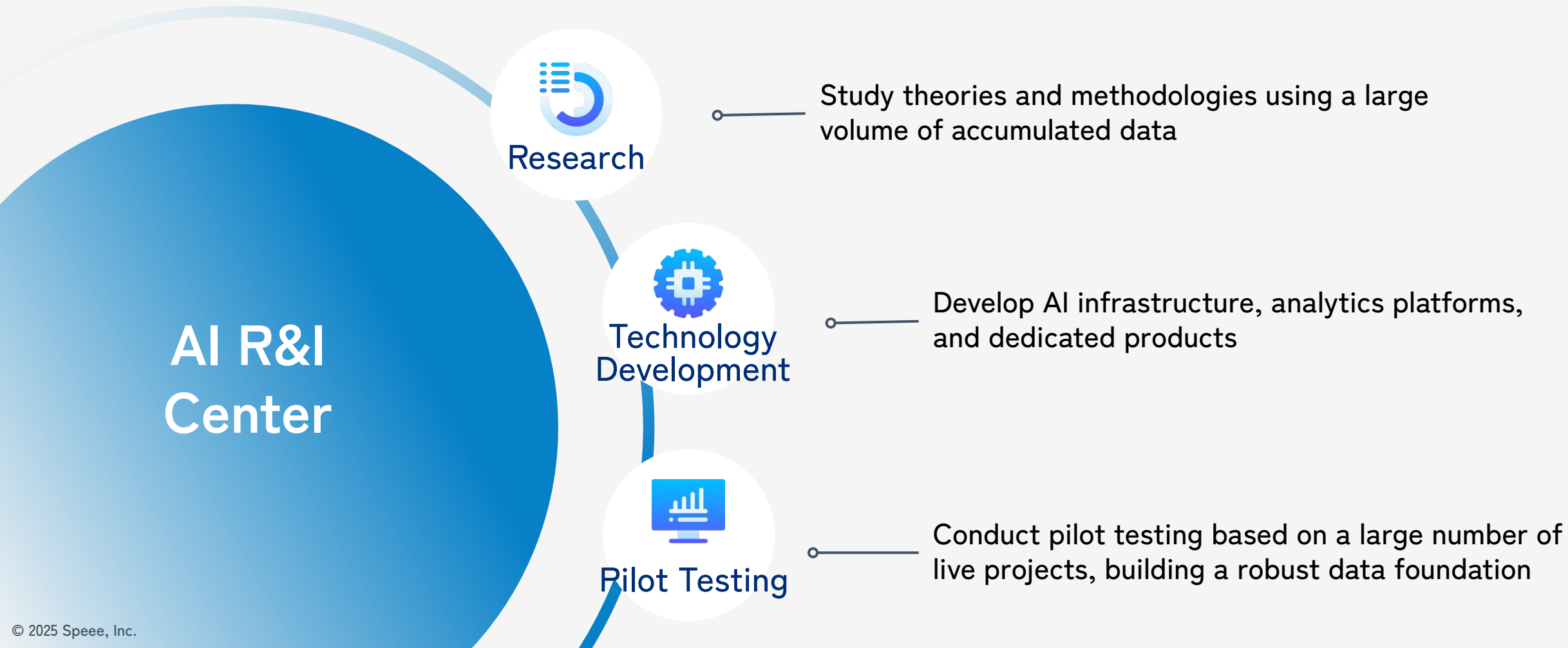
Unit price : YoY +2.5 %

- Unit price has been rising steadily due to higher prices for new orders.
- Seeking further improvement in new order prices through AI-related solution development.



AI Investment in DX Consulting

- Established the “AI Research & Innovation Center”
- Working closely with our business divisions to accelerate AI solution development



Revision to Guidance



Revised Consolidated Guidance – FY Ending September 2025

Based on results through Q3 and current conditions, we revised our full-year guidance downward for both revenue and profit. Operating profit (excluding Finance DX): JPY 525 million, remaining in the black

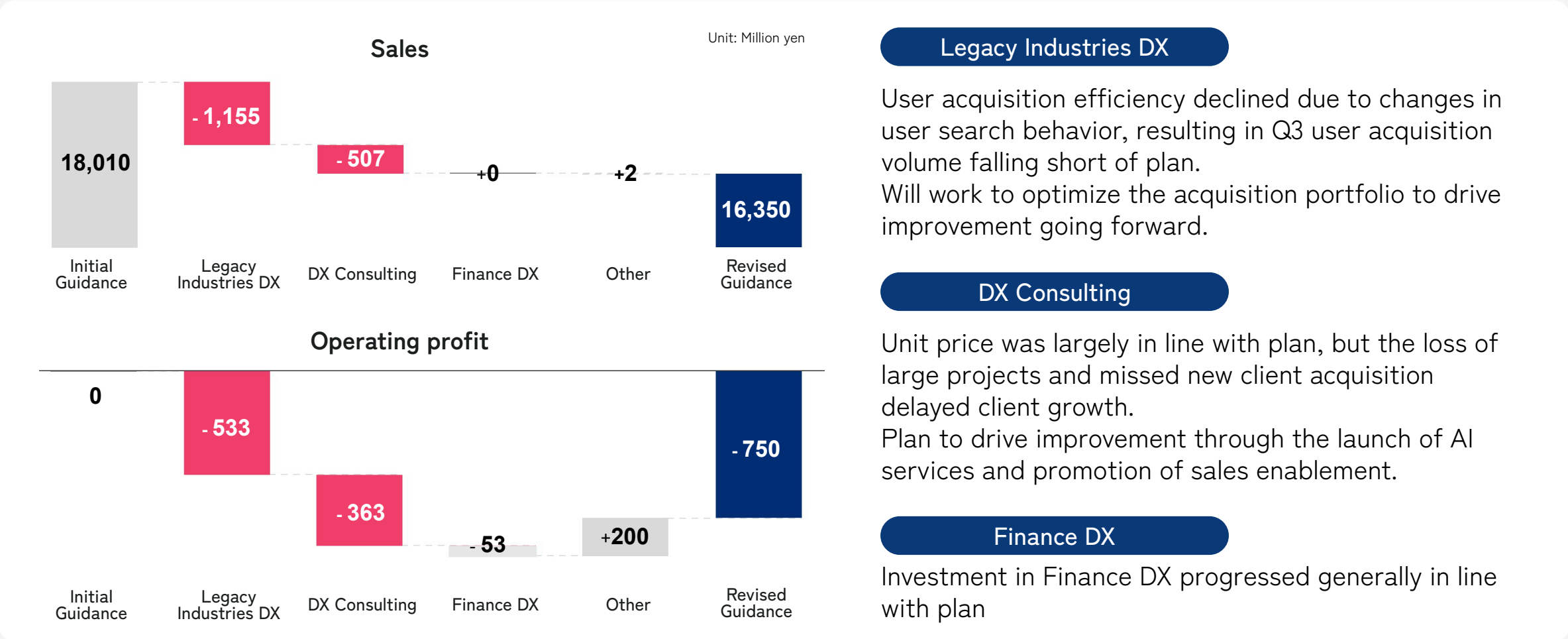
Unit: Million yen

	FY24Actual	FY25 Initial Guidance	FY25 Revised Guidance			
			YoY		% change	YoY
Net sales	15,722	18,010	+14.6%	16,350	-9.2%	+4.0%
Legacy Industries DX	11,064	12,470	+12.7%	11,314	-9.3%	+2.3%
DX Consulting	4,677	5,554	+18.8%	5,047	-9.1%	+7.9%
Finance DX	1	0	-	0	-	-
Operating profit	537	0	-99.9%	-750	-	-
Legacy Industries DX	1,313	1,473	+12.2%	940	△36.2%	△28.4%
DX Consulting	1,891	2,193	+16.0%	1,830	-16.6%	-3.3%
Finance DX	-440	-1,221	-	-1,275	-	-
Ordinary profit	594	-0	-	-736	-	-
EBITDA	717	112	-84.3%	-622	-	-
Net profit	244	-614	-	-878	-	-



Breakdown of Revision

Revision due to revenue and operating profit underperformance in Legacy Industries DX and DX Consulting



Appendix

Company Overview



Company overview

Company Name	Speee, Inc.					
Representative	Hideki Otsuka					
Business Activities	Finance DX / Legacy Industries DX / DX Consulting					
Date Founded	November 29, 2007					
Capital	2,900,629 thousand yen (as of June 30, 2025)					
Number of employees	674 (as of June 30, 2025) (excluding temporary employees, outsourcing and part-time employees)					
Board of directors	Representative director Director Director	Hideki Otsuka Tetsushi Hisata Shoji Watanabe	Director Director Outside director	Masataka Nishida Masami Taguchi Jun Hasebe	Outside director Outside director Outside director	Sayuri Emi Kenji Yamanaka Satoru Takamatsu
Location	3-2-1 Roppongi, Minato-ku, Tokyo, 106-0032 Japan					



Management



Representative director,
Founder and CEO
Hideki Otsuka



Director, Founder and
CEO of Datachain, Inc.
Tetsushi Hisata



Director and CEO of
ThinQ Healthcare, Inc.
Shoji Watanabe



Director and COO
Responsible for
Real Estate DX Business
Masami Taguchi



Senior Executive Officer
Responsible for
Marketing DX Business
Wataru Honda



Director and CFO
Responsible for
Corporate Administration
Division
Masataka Nishida



Professional Executive
Officer
VP of Engineering
Koichiro Oba



Professional Executive
Officer
CISO(Chief Information Security
Officer)
Hideyuki Ito



Professional Executive
Officer
Datachain, Inc., CTO
Jun Kimura

Outside Director: **Jun Hasebe**
Outside Director: **Sayuri Emi**
Outside Director: **Kenji Yamanaka**
Outside Director: **Satoru Takamatsu**



Corporate History

November	2007	DX Consulting	Established Speee, Inc. Launched “Web analytics” business
October	2013	DX Consulting	Launched “Trading Desk” business for digital advertisement focused on DSP
January	2014	Legacy Industries DX	Launched “leul” business , a matching service for the sale of existing real estate properties
December	2015	Legacy Industries DX	Launched “Nurikae” business , a matching service for exterior renovation
April	2016	DX Consulting	Launched “UZOU” business, a native advertisement distribution platform
March	2018	Finance DX	Established Datachain, Inc. (currently a consolidated subsidiary), a domestic subsidiary engaged in data platform business based on blockchain technology
October	2018	DX Consulting	Launched “Bantner” business, a marketing support service that utilizes data integration method and predictive technology.
August	2019	DX Consulting	Established ThinQ Healthcare, Inc. (currently a consolidated subsidiary), a domestic subsidiary
July	2020		Listed on the JASDAQ market of the Tokyo Stock Exchange
December	2020	Legacy Industries DX	Launched “Caresul” business, a matching service in the care and welfare fields
October	2021	DX Consulting	Launched “SPEC” business, a DX consulting service for the corporate strategy.
September	2023	Finance DX	Co-founded Progmatt, Inc. to build a national infrastructure for the digital asset market.
October	2023	DX Consulting	Launched “Comple” business, an automated reminder system SaaS business from ThinQ Healthcare, Inc
September	2024	Finance DX	Launched “Project Pax,” a project to establish a cross-border stablecoin remittance infrastructure



Adoption of accounting standards for revenue recognition

- Effective from 1Q of FY22, “Accounting Standard for Revenue Recognition” is applied.
- Recognition of advertisement sales changed to net accounting in DX Consulting.

Before



Sales:
Advertising operating income

Cost of sales:
Advertising operating fees

Gross sales accounting:

Sales and cost of sales were recorded in gross accounting with the advertising operating income from the clients as sales and the advertisement operating fees paid to media as cost of sales.

After



Sales:
Advertising operating income minus advertising operating fees

Net sales accounting:

Sales are recorded at net accounting by subtracting the advertising operating fees paid to media from the advertising operating income from the clients.
There are no impacts to Gross profit and other profit items.

Effective from 1Q of FY22, "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) and related standards are applied. For the purpose of comparability, the results of DX Consulting segment for FY21 are presented as if the standards had been applied.

Sustainability Initiatives



Society and sustainability that we aim for:

- We aim for a diverse society where everyone can enjoy rich digital experiences and feel fulfilled by focusing to their own work

1

Rich digital experiences

We aim to create an ecosystem through DX where people can continue to receive the rich consumer experiences without any loss of enjoyment.

2

Fulfillment by focusing more into their own work

Through the ecosystem we create, we want to realize an environment where people can delegate the work to digital and feel fulfilled by focusing more to their own work according to their individual lifestyles.

3

Integrated diversity

We want to encourage the development of a society that recognizes truly integrated diversity, not just diversity based on the accumulation of individualism.



Identified materiality in our sustainability management

Materiality

1

Social:
Creation of new value chain through Digital Transformation

2

Social:
'Biz Dev' talent development

3

Governance:
Strong and sustainable management system

4

Environment:
Response to climate change

E:環境

S:社会

G:ガバナンス

Materiality map

The materiality map plots various sustainability initiatives on a graph where the vertical axis represents 'Importance to stakeholders (social value)' and the horizontal axis represents 'Importance to our company (economic value)'. Initiatives are grouped into four numbered clusters:

- Cluster 1 (High company importance, low stakeholder importance):** Innovation of existing value chains through DX, Creation of new digital experiences and values.
- Cluster 2 (High company importance, medium stakeholder importance):** Talent Development for digital and Business creation, Employee job satisfaction, Diverse HR system and organization.
- Cluster 3 (Medium importance to both):** Secure data management system, Fair economic trades, Advanced corporate governance system.
- Cluster 4 (Low importance to both):** Response to Climate change.

Other individual initiatives plotted include: Water resources conservation, Community contribution, Biodiversity conservation, Waste reduction/Plastic removal, Communications with stakeholders, Green procurement, Human rights protection in the supply chain, and Social contribution activities management.

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Part of our initiatives:

Environment



Secondary distribution/increasing the useful life of used household

Stimulating social transaction and contributing to the reduction of waste material by increasing the useful life of household



Reduction of energy and CO₂ by online business activities

All business activities including sales can be completed online in daily work



Paperless business

Reducing traditional flyer distributions by customer attraction on the web system in real estate industry

Social



Efficiency through matching projects

Contributing to deliver necessary information directly to those who want to know more



Enhancing corporate e-commerce

Maximizing the profits of client companies as well as improving the customer and consumer experiences

Governance



Strong and secure governance

Further strengthening governance structure by transition to audit supervisory committee from board of auditors



Risk management and compliances

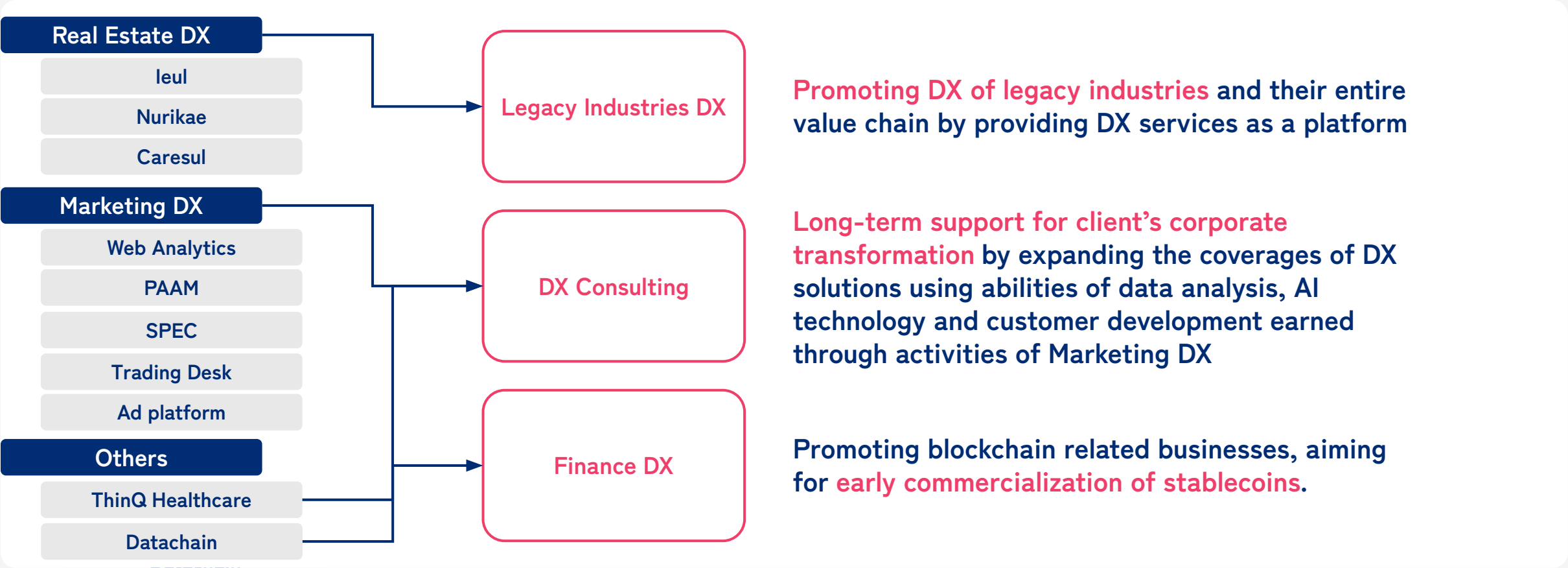
Continuing employee training programs for information security and compliances

Business Overview



Change of segments

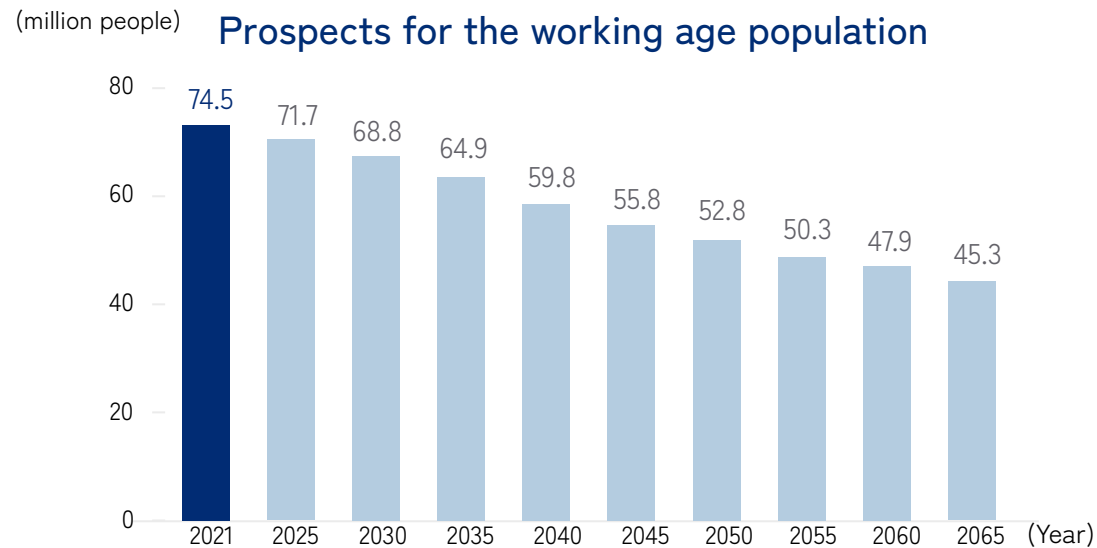
Applied from FY2024, Segments are reclassified due to change in the business environment and evolution of services offered.





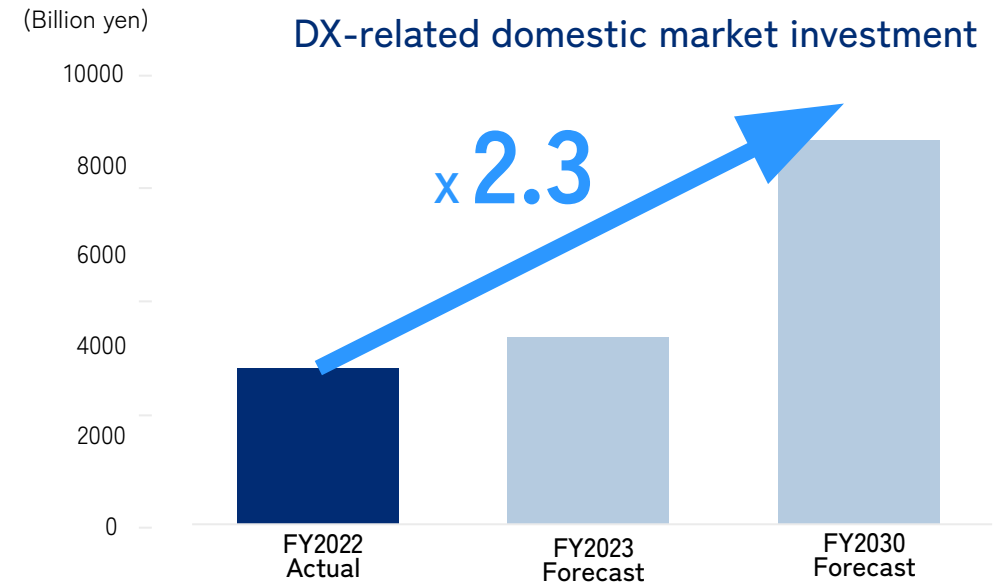
Speee's DX ideas

- We contribute to improving overall societal productivity by promoting DX in legacy industries through the social implementation of blockchain and AI.



Source: 2022 White Paper on Ageing Society, 2022 edition, Cabinet Office.

Sustainability of the industry is at a stake in a society with declining birthrate and working age population

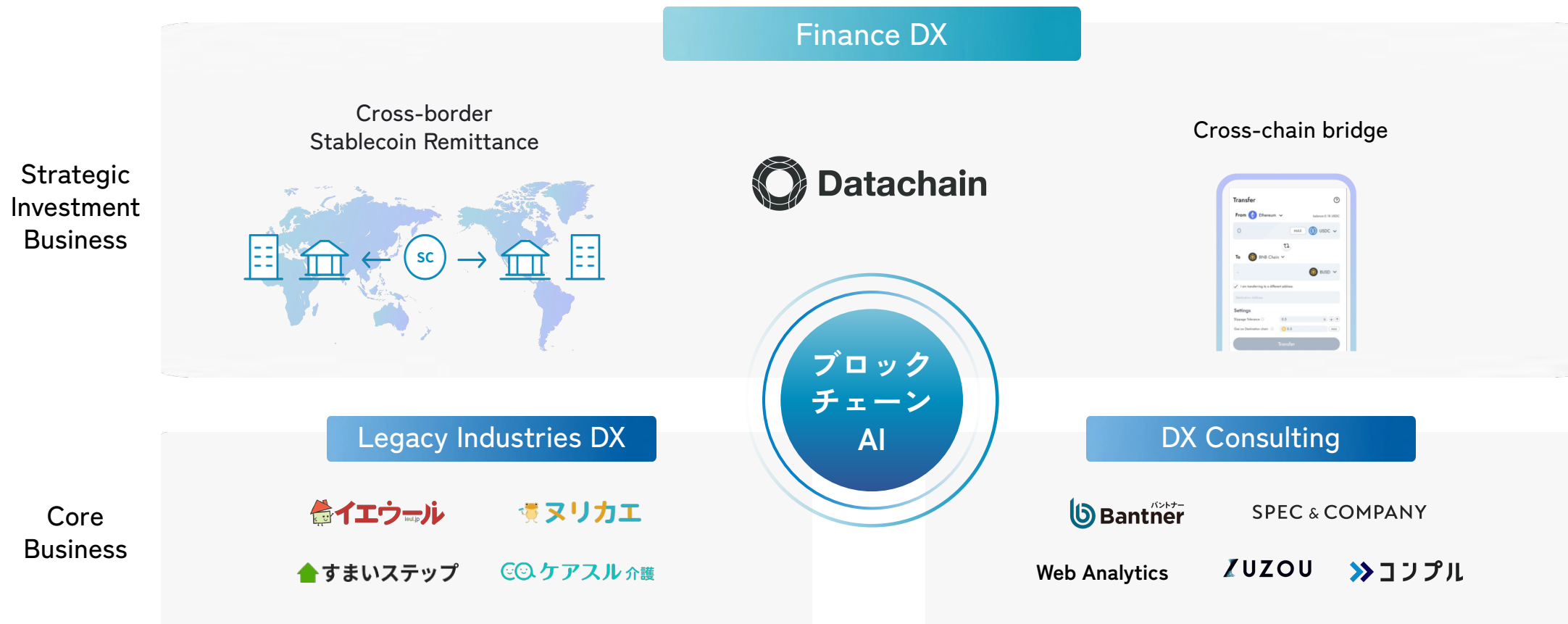


Source: Fuji Chimera Research Institute, 'DX-related domestic market (investment)' (2024).

The creation of a new business economy based on digital technologies such as AI and blockchain is essential



Business Overview



We drive DX across legacy industries by advancing the social implementation of blockchain and AI.



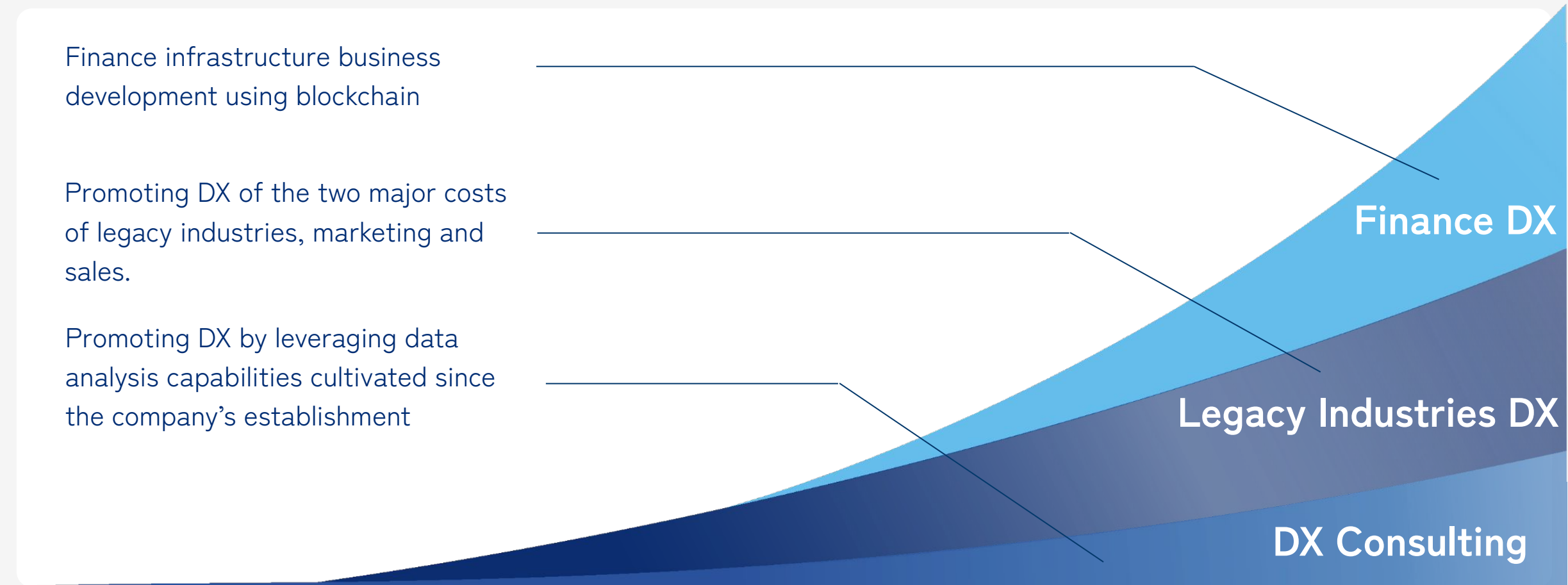
Company growth strategies

- Aiming for further growth with Finance DX where a large and rapid market growth can be expected, in addition to the high growth of Legacy Industries DX and DX Consulting

Finance infrastructure business development using blockchain

Promoting DX of the two major costs of legacy industries, marketing and sales.

Promoting DX by leveraging data analysis capabilities cultivated since the company's establishment

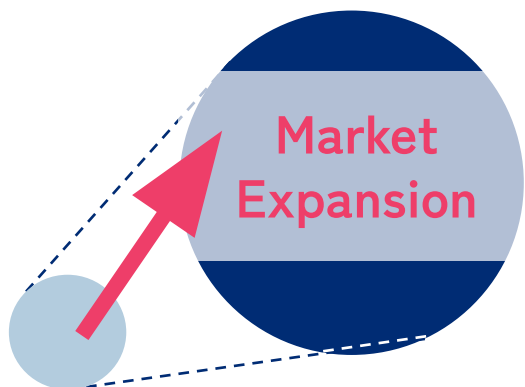




Growth image of each segment

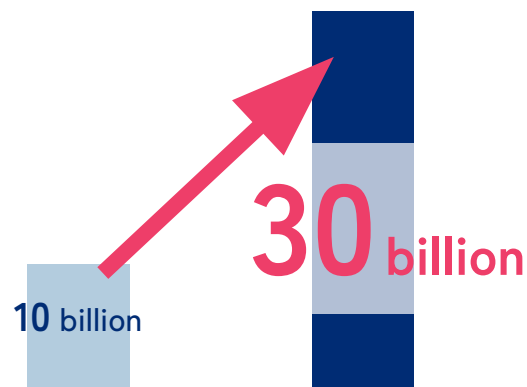
- Continuous investment in Legacy Industries DX and DX Consulting for medium to long term growth.
- Investment in Finance DX for digital asset product development such as stablecoin.

Finance DX



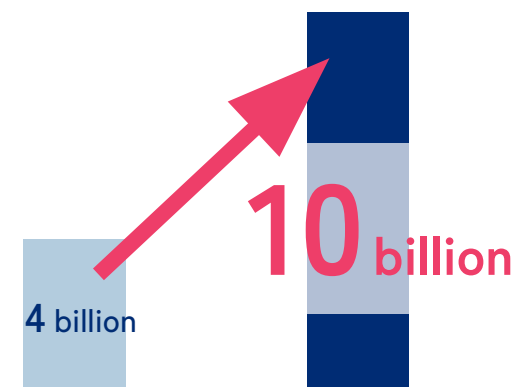
We are launching Project Pax with the goal of establishing international remittance services using stablecoins. In this rapidly expanding market, we aim to generate revenue through stablecoin investment returns and international remittance fees.

Legacy Industries DX



Sales reached 10 billion scale. Anticipating 30 billion sales in the future, investments will be made in DX products and marketing.

DX Consulting

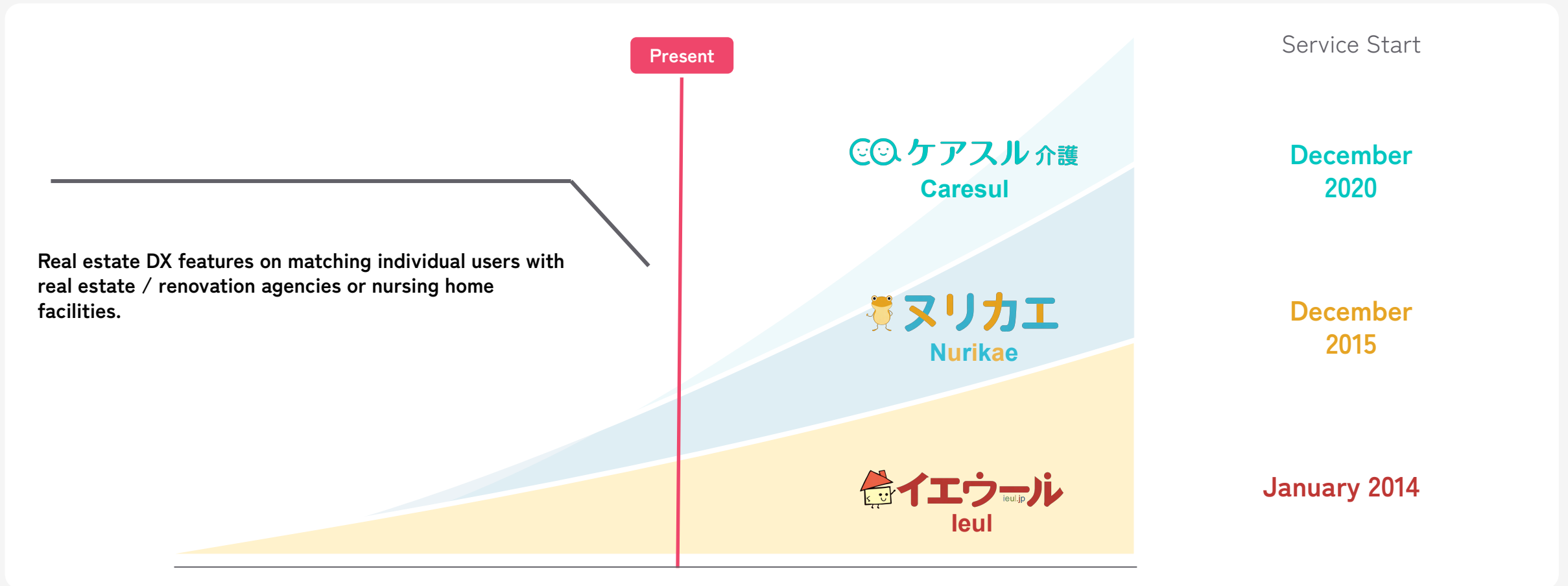


Sales reached 4 billion scale. Anticipating 10 billion sales in the future, further hiring of staff will be made to expand the consulting business to other than marketing field.



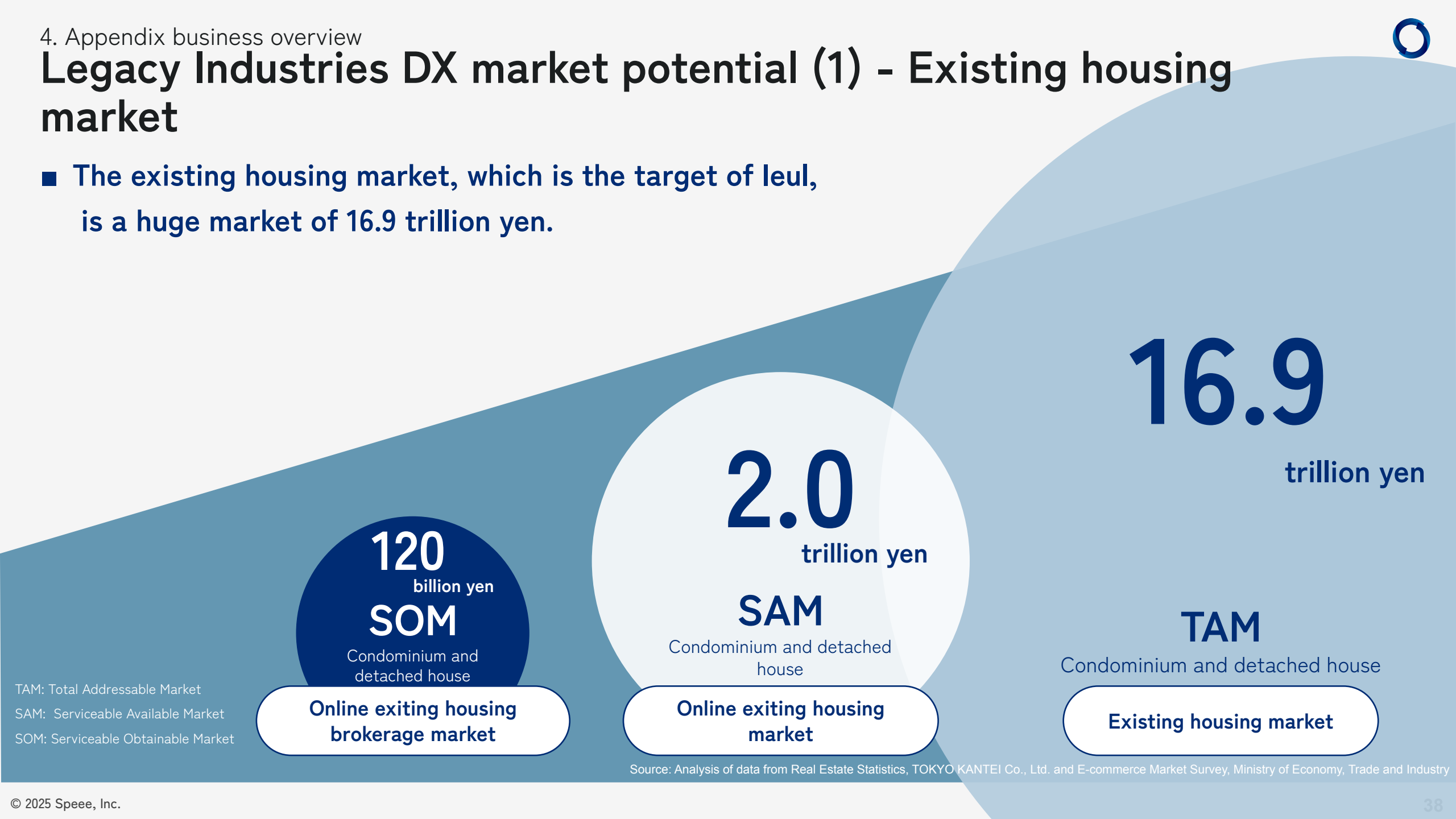
Legacy Industries DX – Vision for future growth

- Same business model is used for each service.
- Model with higher profitability due to business expansion.



Legacy Industries DX market potential (1) - Existing housing market

- The existing housing market, which is the target of leul, is a huge market of 16.9 trillion yen.



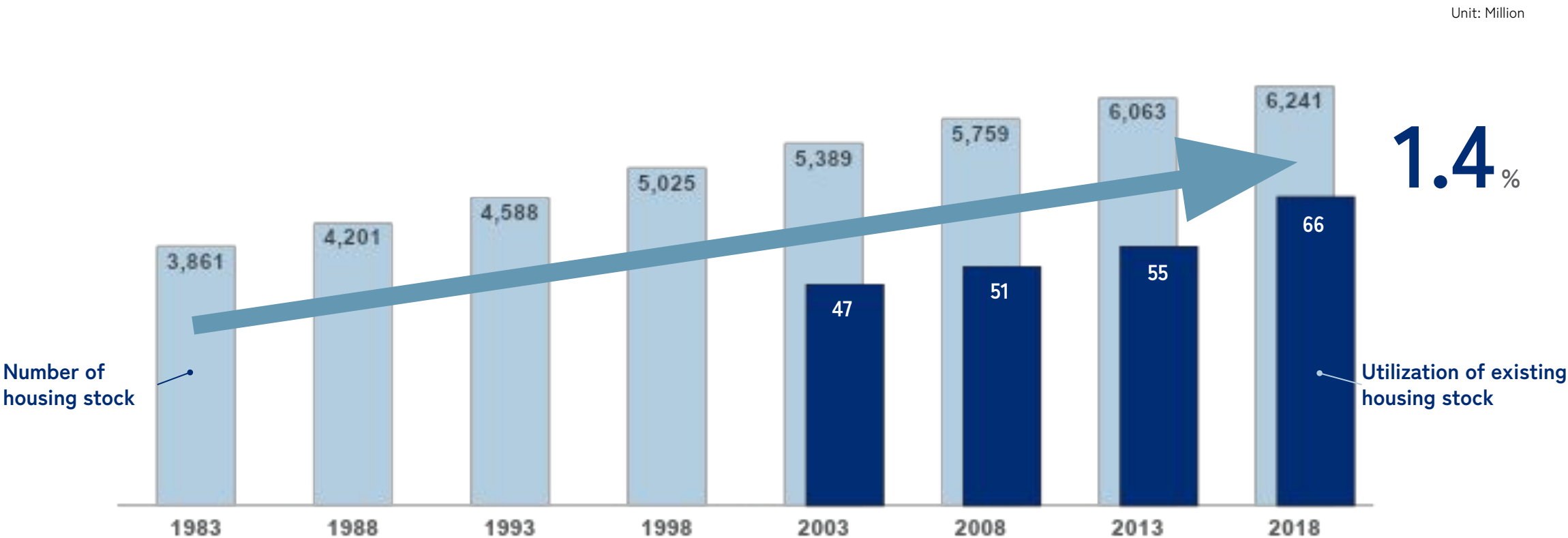
TAM: Total Addressable Market
SAM: Serviceable Available Market
SOM: Serviceable Obtainable Market

Source: Analysis of data from Real Estate Statistics, TOKYO KANTEI Co., Ltd. and E-commerce Market Survey, Ministry of Economy, Trade and Industry



Legacy Industries DX market potential (2) - Number of housing stock

- The number of housing stock, which is the base of the existing housing market, is increasing every year, and the utilization has been accelerating in recent years.

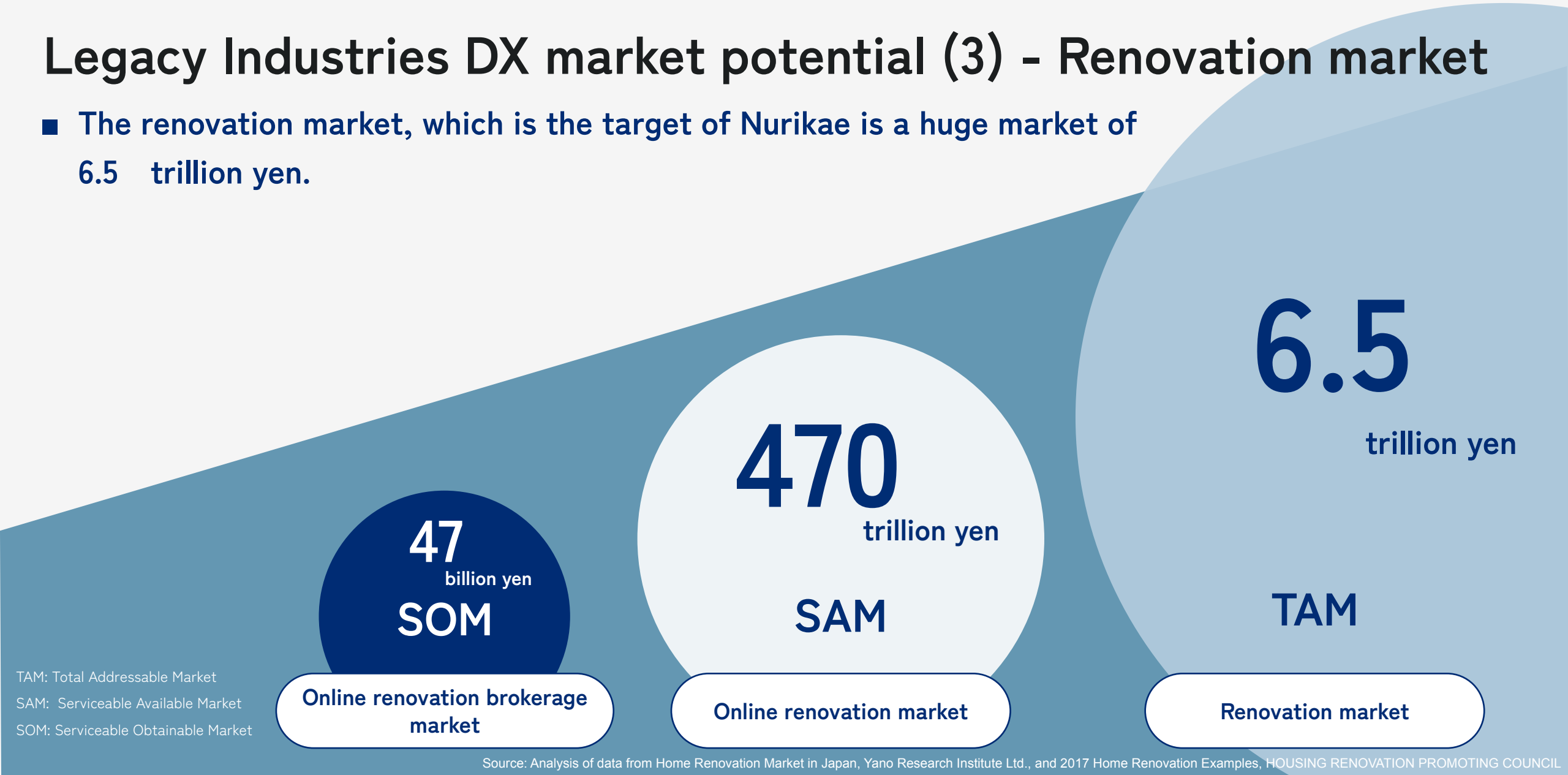


Source: Data from Housing and Land Survey, Ministry of Internal Affairs and Communications, and Real Estate Statistics



Legacy Industries DX market potential (3) - Renovation market

- The renovation market, which is the target of Nurikae is a huge market of 6.5 trillion yen.



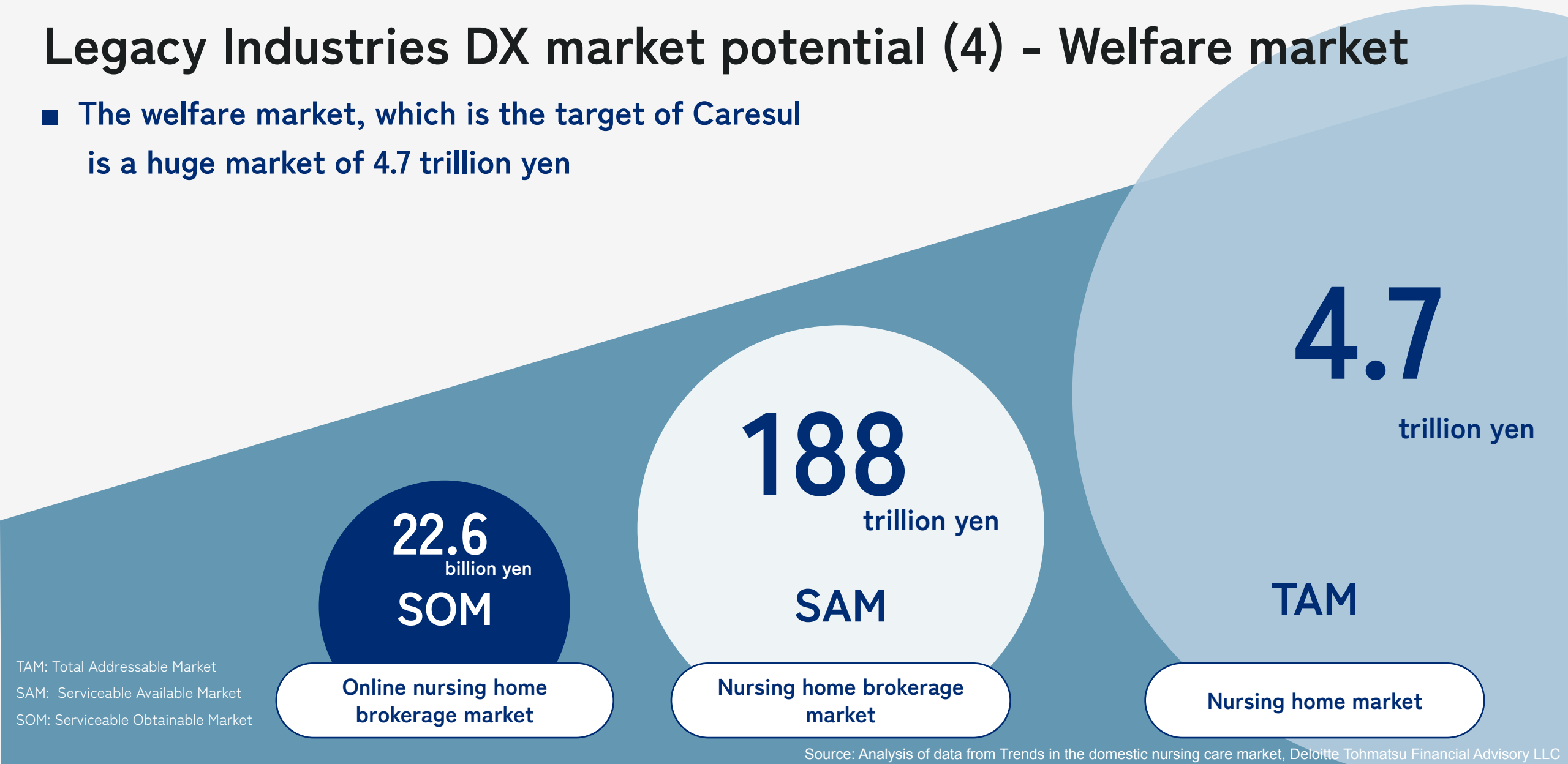
TAM: Total Addressable Market
SAM: Serviceable Available Market
SOM: Serviceable Obtainable Market

Source: Analysis of data from Home Renovation Market in Japan, Yano Research Institute Ltd., and 2017 Home Renovation Examples, HOUSING RENOVATION PROMOTING COUNCIL



Legacy Industries DX market potential (4) - Welfare market

- The welfare market, which is the target of Caresul is a huge market of 4.7 trillion yen



TAM: Total Addressable Market
SAM: Serviceable Available Market
SOM: Serviceable Obtainable Market

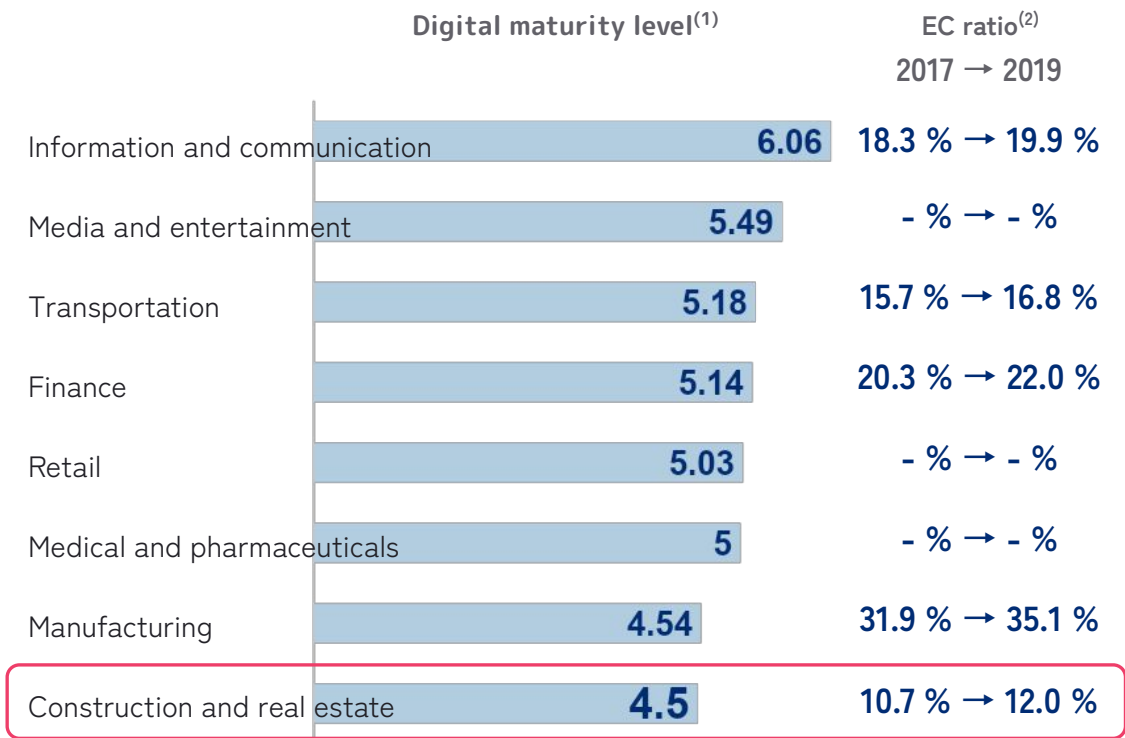
Source: Analysis of data from Trends in the domestic nursing care market, Deloitte Tohmatsu Financial Advisory LLC



Legacy Industries DX market potential (5) - Room for DX

- Real estate market has lagged other industries in adopting DX. With support from the government policy, the trend toward digitalization is expected to accelerate in the future.

Digitalization in the Real Estate Industry

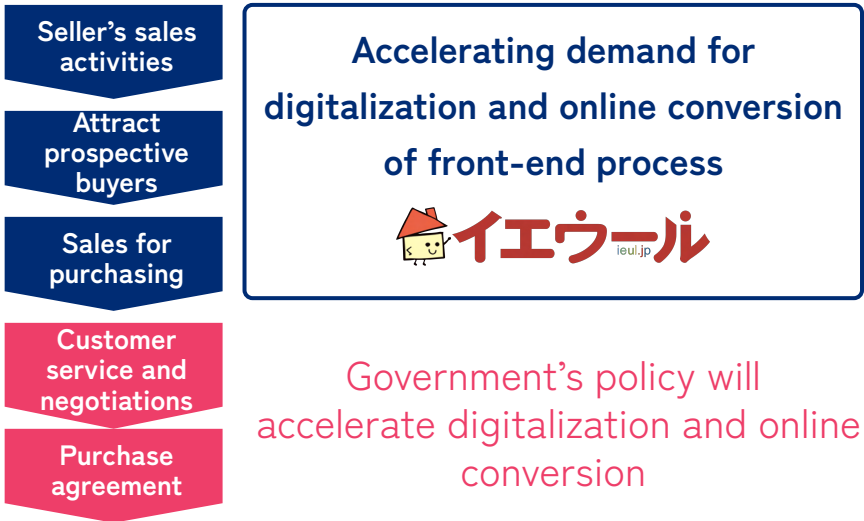


(1) Digital Business Global Executive Study, Kane, et al. (2015)
(2) E-commerce Market Survey, Ministry of Economy, Trade and Industry

Trend of Digitalization in the Real Estate Industry

Revised Building Lots and Buildings Transaction Business Act is in place since May 2022.

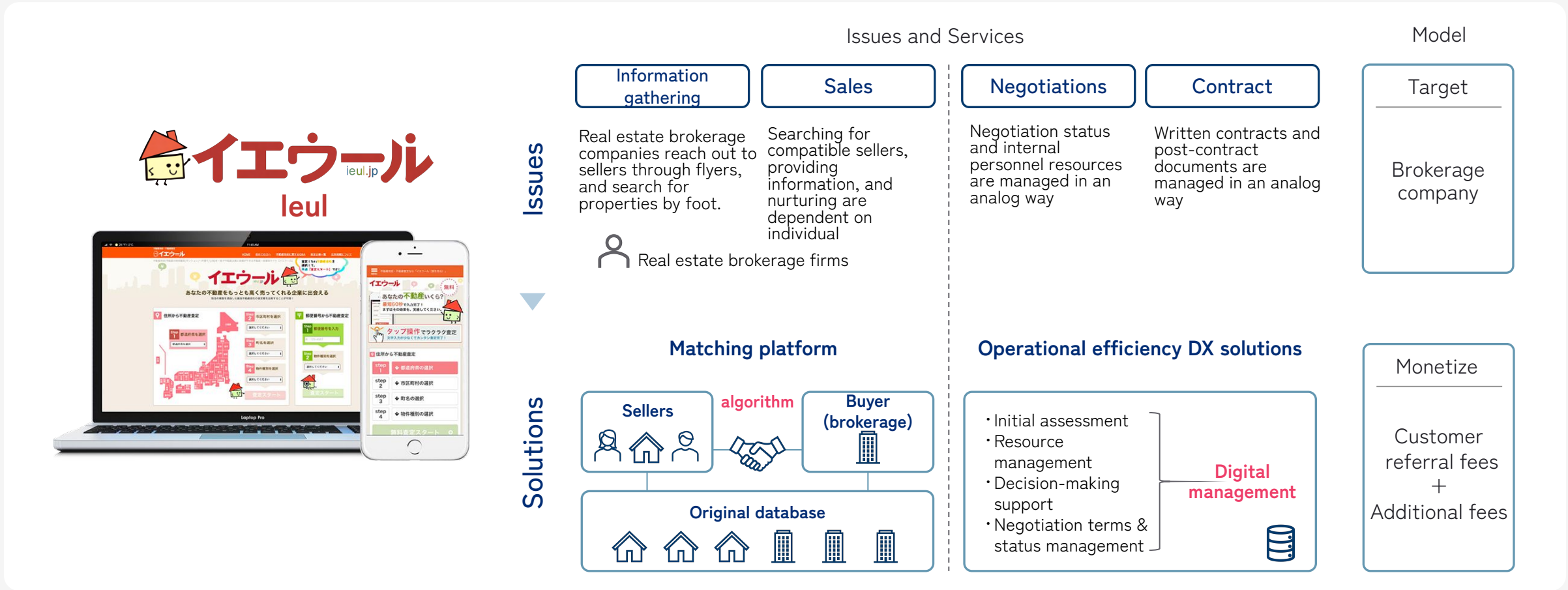
Digitalization and online promotion are accelerating in areas of contractual procedures for real estate transactions





Legacy Industries DX business model: leul

- leul solves the difficulties of traditional operations of real estate brokerage companies centered on offline with a matching platform and operational efficiency DX.



Legacy Industries DX business model: Nurikae

- Nurikae solves the difficulties of traditional operations of renovation companies centered on offline with a matching platform and operational efficiency DX.

Issues and Services

Model



Issues

Information gathering

Reach out to customers through flyers and referrals from parent and affiliated companies, but sufficient sales activities are not conducted due to a lack of sales resources



Renovation companies

Sales

Negotiations

Negotiation after the initial quotation and internal personnel resources are managed in an analog way

Contract

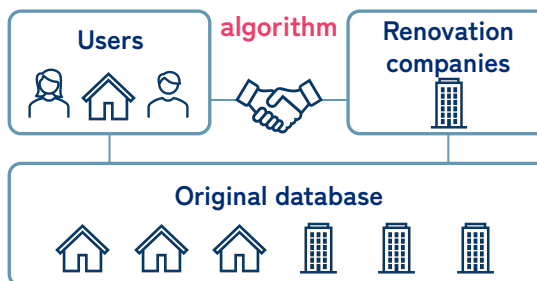
Written contracts and post-contract documents are managed in an analog way

Target

Renovation companies

Solutions

Matching platform



Operational efficiency DX solutions

- Customer sales
- Initial quotation
- Resource management
- Decision-making support
- Negotiation terms & status management

Sales support
&
Digital
management



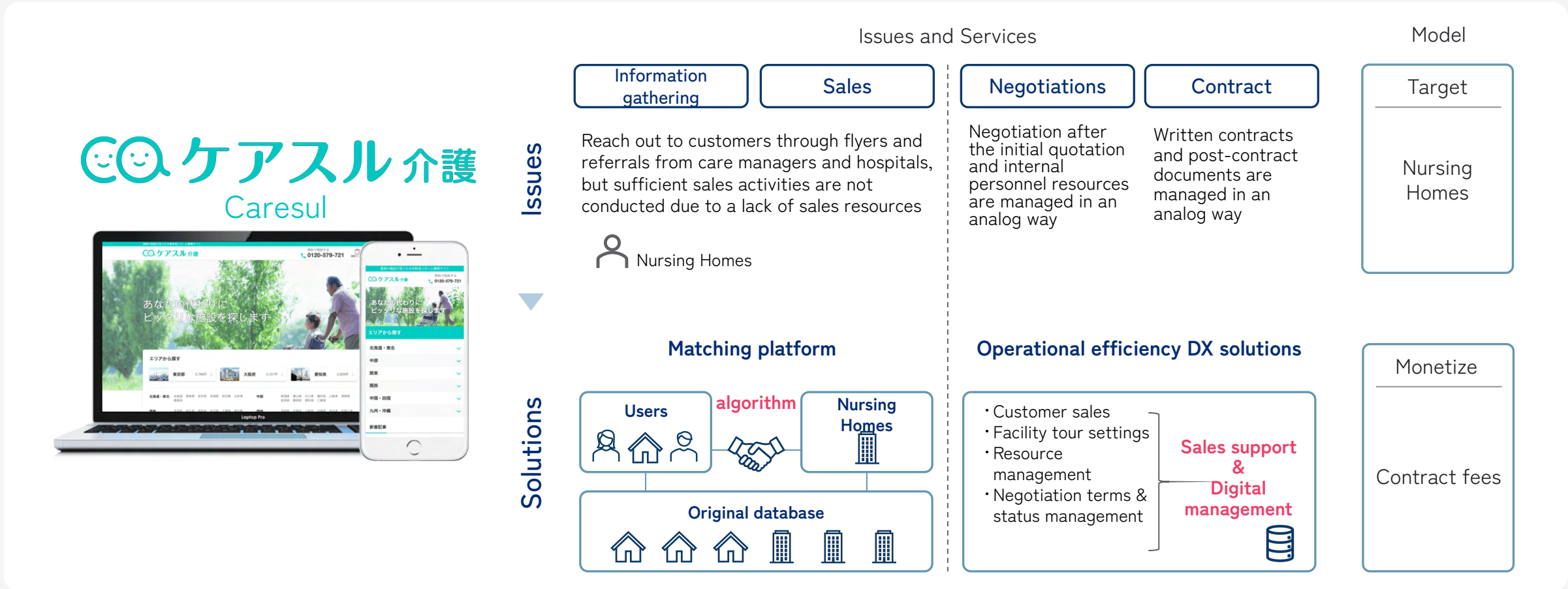
Monetize

Customer
referral fees
+
Contract fees



Legacy Industries DX business model: Caresul











- Caresul solves conventional offline operations at nursing homes with matching platform and business efficiency DX.





Legacy Industries DX - Adoption of Sales DX Products

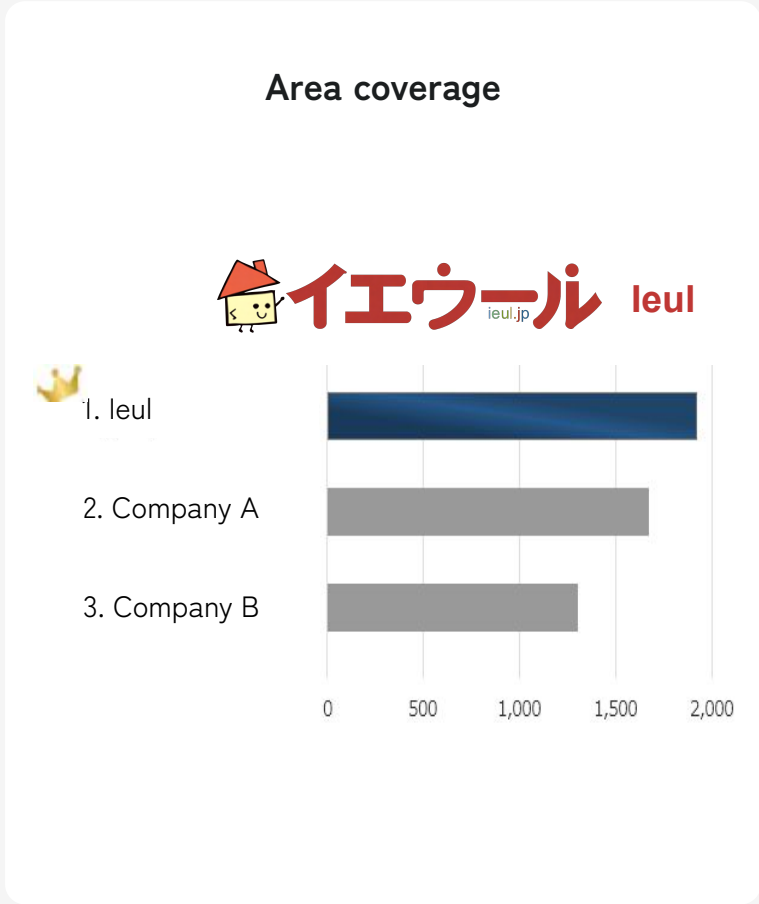
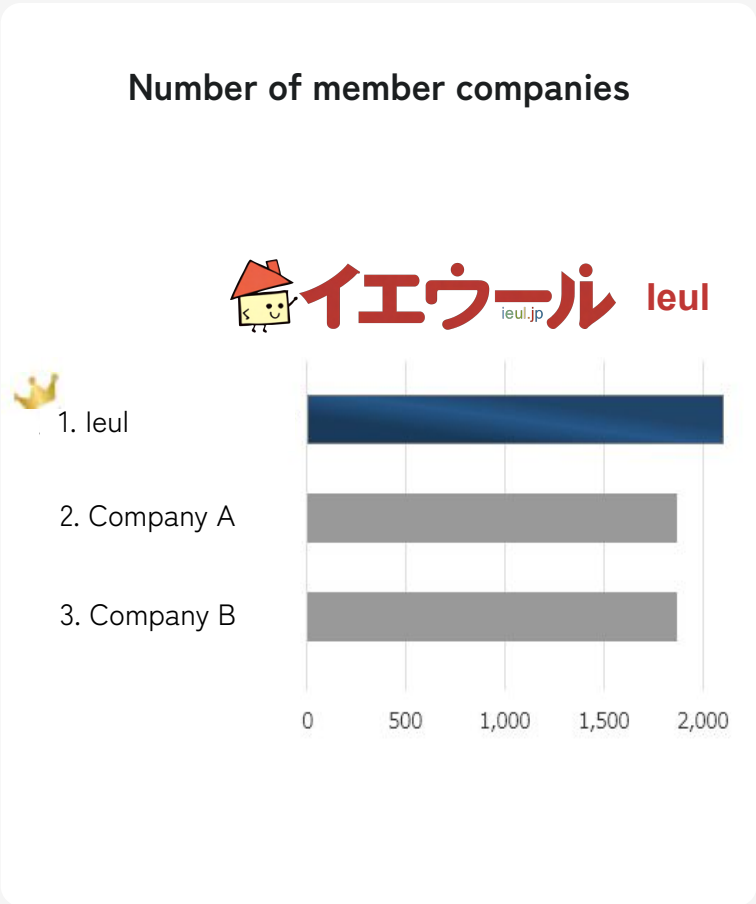
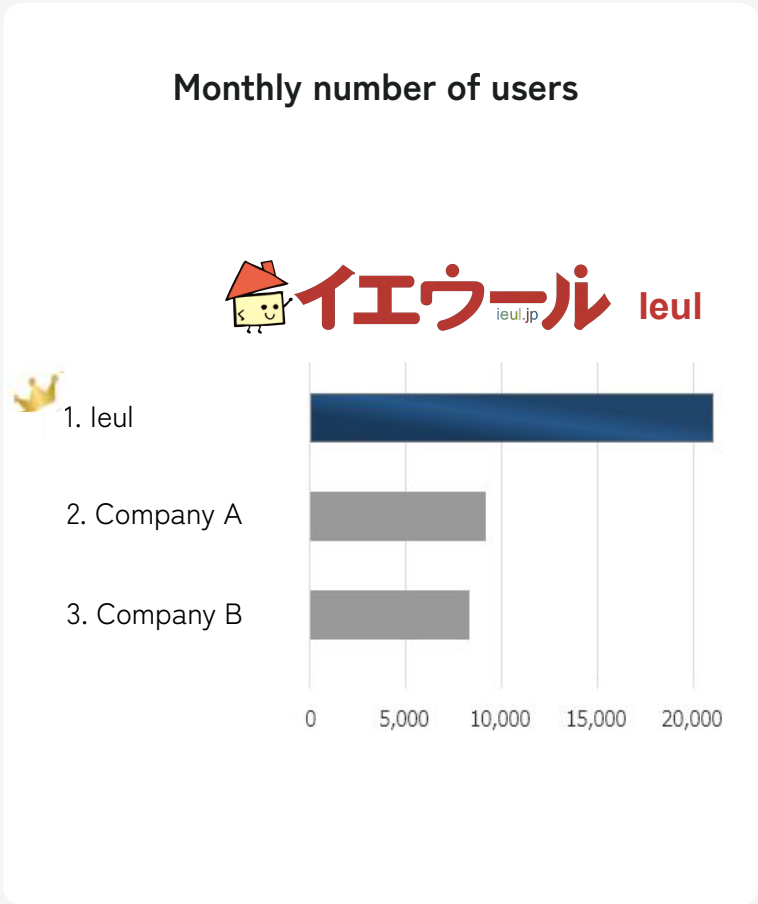
- Promoting DX of each business process of the member firms through multi-product deployment.
- Development and launch products in domain other than real estate are planned.

Operation flow of the member firms				
Sales DX products	 Assessment	 Sales	 Preview	 Contract
 AI assessment				
 Sales support				
 CRM				
...				



Legacy Industries DX - Results of ranking survey

leul ranked No.1 in all category — number of users, number of member companies, and area coverage — in the ranking survey on real estate batch assessment site.





Legacy Industries DX - Results of ranking survey

Nurikae ranked No.1 in all key categories — number of users, number of contracts, total transaction volume, number of listed companies and number of published reviews — in the survey on exterior wall painting.





Legacy Industries DX - Strengthen ability to attract customers

- Continuously strengthen our ability to attract customers by enhancing our services and partnering with other media.

Our Services



Increasing in the number of partner media



Send
Users



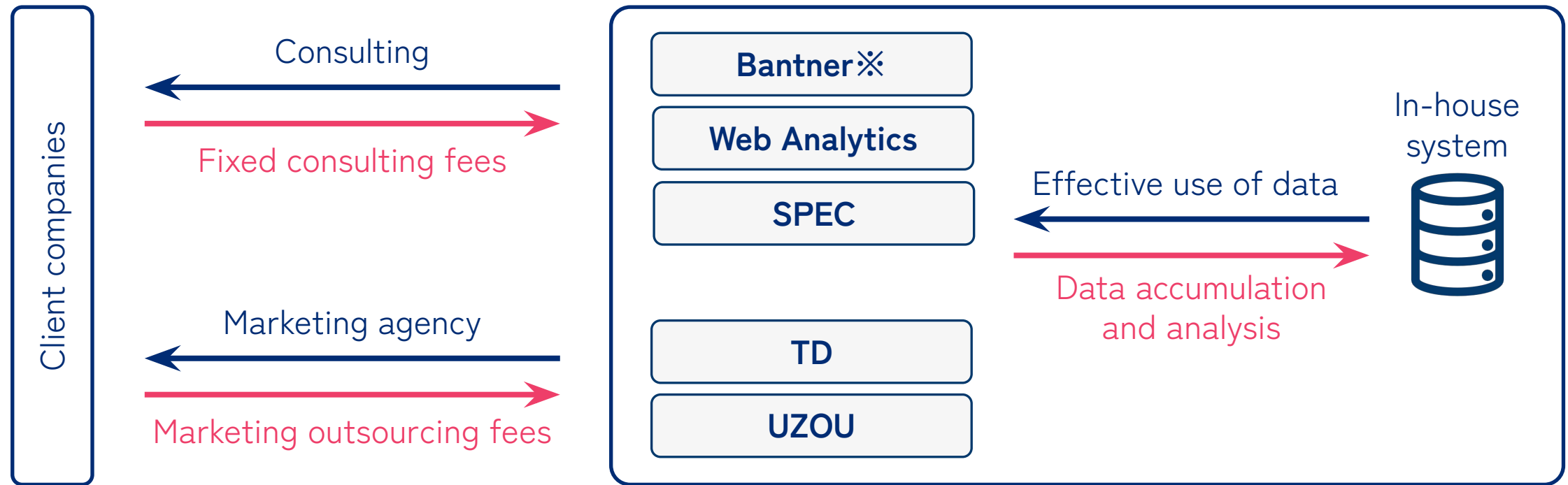
Team up with real estate batch assessment website and send prospect customers to “leul”, “Nurikae” and “Sumai step”

Strengthen ability to attract customers



DX Consulting business model

- Provide consulting services to support from planning to executing in the marketing field by analyzing and effectively utilizing data accumulated through the business.



※former name : PAAM



DX Consulting Services

■ Providing consulting services such as sales, marketing and operational efficiency based on data

Client	Small and medium sized manufacturing company	Major manufacturer
Service	Accompanying corporate DX support <ul style="list-style-type: none">• Provide companion support in offensive DX such as sales and marketing, and defensive DX with a focus on operational efficiency• Support development of data integration platform that integrates sales activity, marketing and other core data to identify customer needs• Achieved 200% increase in the number of business negotiations through upgraded sales and marketing activities using SFA/MA.• Provided back office DX support for operational efficiency• Support for promotion of AI use with focus on generative AI	Marketing data utilization strategies <ul style="list-style-type: none">• Integrated data across group companies to analyze loyalty and communication optimization<ul style="list-style-type: none">- Integrate data held by multiple group companies and performed cross sectional loyalty analysis- Customer labels are assigned using proprietary algorithm for optimum communication (e.g. recommending optimal products by capturing changes in life events)• Generalized process of customer analysis and marketing planning by implementing data integration infrastructure and avoid data split among corporate staff
Supporting areas	<ul style="list-style-type: none">• Data utilization (data integration platform)• Sales DX• Marketing DX	<ul style="list-style-type: none">• Data utilization (data integration platform)• Marketing sophistication• Marketing process generalizations



Case study: Support for real estate companies’ DX

- Support from sales DX strategy to execution to a real estate companies with service flows based on traditional offline customer attraction. Contributed by improvement in sales productivity with providing DX solutions and establishment of online-optimized sales teams.

Project

- Issues

- Sales strategies and KPIs had not been defined and sales process were done in individual ways.
- Poor understanding of online users and inability to design specific actions.
- Customer management was analog and contact to customers were not made at the right time.

- Services provided



Developed sales strategies and KPIs suitable for online customer attraction and provided training programs for young members. Introduced tools such as telemarketing tools and MA tools to establish internal operations to enable appropriate communication to customers at the right time. Transformed the organization to be more responsive to online and improved sales productivity.

Stakeholders





Case study: Support for renovation companies’ DX

- Provided DX services to small and medium renovation companies, where most of the operations were analog. Contributed by in combination of implementing in-house systems and forming operations for customer management and resulted in higher closing rates.

Project

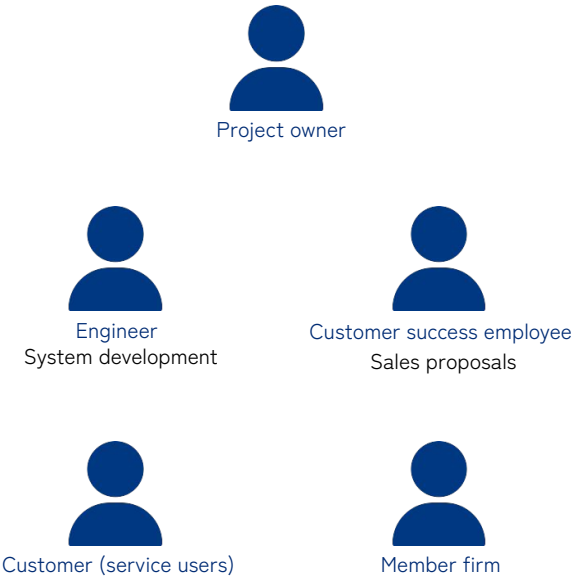
- Issues
 - Customer management was analog and contact to customers were not made at the right time.
 - Sales proposals were not made appropriately due to lack of understanding of other companies’ quotations and use of supplementary services.

- Services provided



Developed and promoted the use of a customer management system for renovation companies and collected data. Developed systems including functions such as customer management, telephone call tool, e-mail nurturing system, etc., for in-house use, and executed customer pursuit on behalf of the renovation companies. Realized high quality sales proposals by utilizing the collected data and contributed to an increase in the closing rate.

Stakeholders





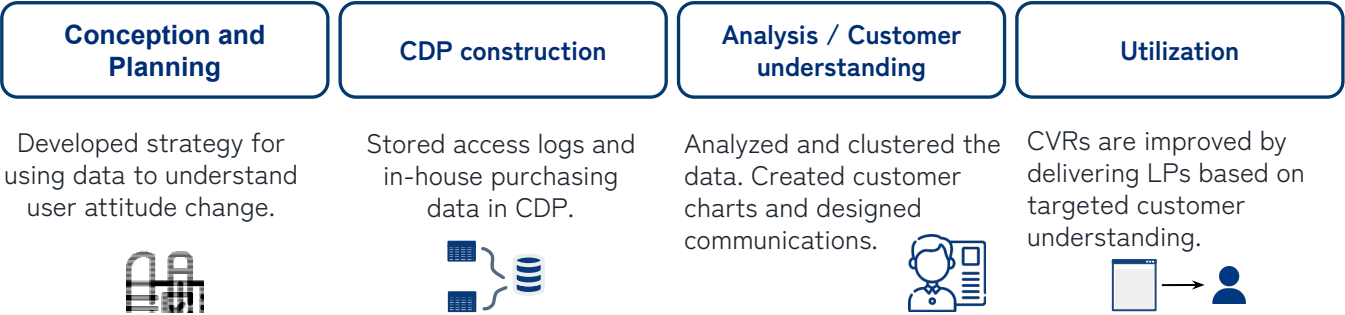
Case study: DX support for BtoBtoC company

- Provided support for a major foreign healthcare/toiletries company from marketing DX strategy to execution. Support themes expanded to include web marketing, brand site optimization, etc. derived from data utilization support.

Project

- Issues
 - Lack of user understanding and communication design
 - Failure to implement data-driven PDCA (Plan-Do-Check-Act) cycle for campaign initiatives, etc.
 - Not knowing the demographics of users with a high return on investment

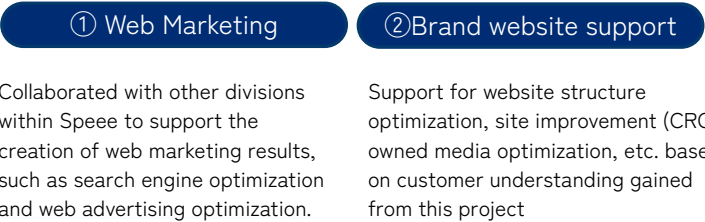
- Services provided



Team



Derivative project





Case study: DX support for BtoBtoC company

- Supported Iris Ohyama Inc. from CDP development to execution of marketing and sales initiatives, achieving efficiency gains and enhanced sophistication. We continue to support the establishment of these practices.



Project

- **Issues**
To further enhance its strengths in identifying business opportunities and accelerating business development, the company aimed to integrate and leverage dispersed internal data to streamline and enhance sales and marketing operations.

- **Services provided**

CDP Development	Discovery of Promotion Opportunities	Marketing Efficiency Improvement	Sales and Marketing Sophistication
Accumulated access logs and in-house purchasing data into the CDP.	Identified products with high cross-selling potential and customers with high likelihood of purchasing target products.	Standardized the customer analysis process by developing manuals and templates for product planning and promotions.	Organized sales operations including SFA (Sales Force Automation) construction, designed ideal processes, and restructured and re-established MA (Marketing Automation) operations to ensure sustainable operation.
			

Team



Derivative project

① Web Strategy Planning	② E-Newsletter Performance Improvement
Based on data analysis such as access logs, we defined customer value propositions for the corporate website and supported the planning of its ideal structure.	Continuously proposed improvement measures to enhance lead generation and effectiveness of e-newsletters, aligned with a wide range of product offerings.



Case study: DX support for BtoB company

- Supported a manufacturing company from sales DX strategy to execution. Expanded our support themes further to include web marketing and DX human resource recruitment.

Project

■ Issues

- Sales strategies and KPIs had not been defined and sales process were done in individual ways.
- Salesforce was in place but not been used to improve sales activities
- Failure to visualize marketing results.

■ Services provided

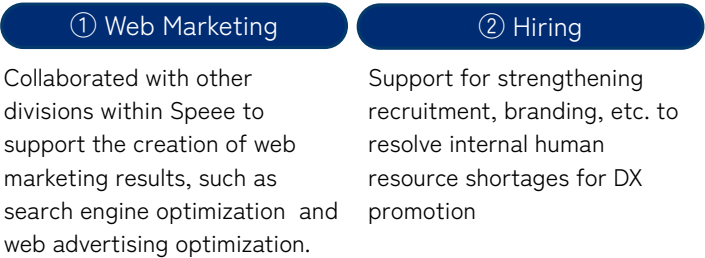


Developed sales and marketing strategies by the identified organizational issues that rose from conducting on-site interviews. Designed and built Salesforce and Pardot, created dashboards and transformed the organization to manage sales and marketing centrally to make data-driven decisions.

Team



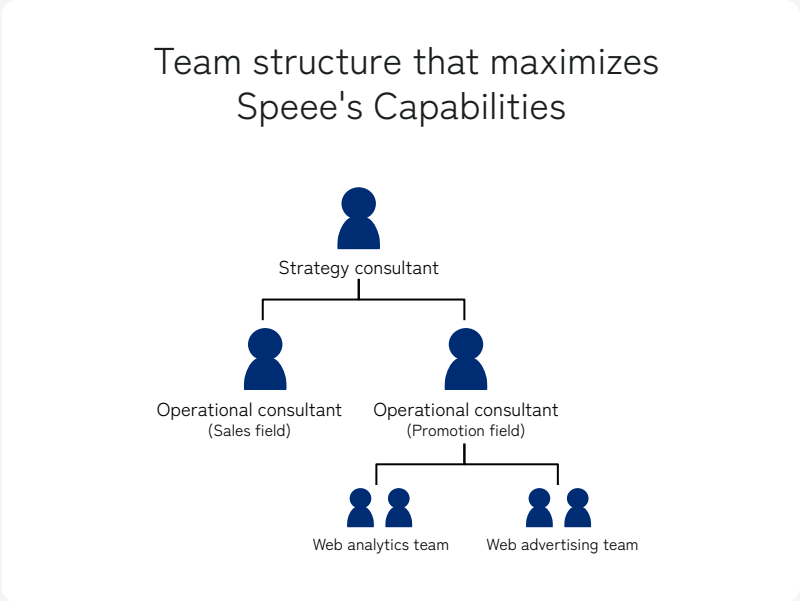
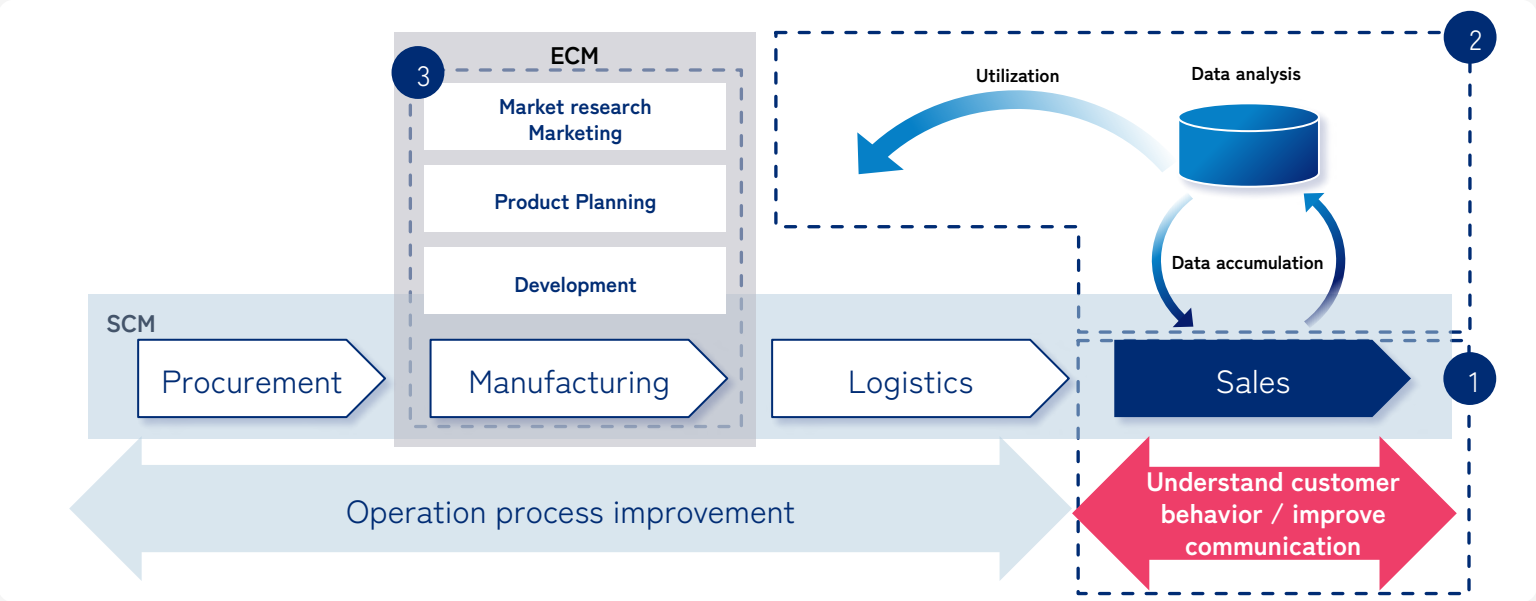
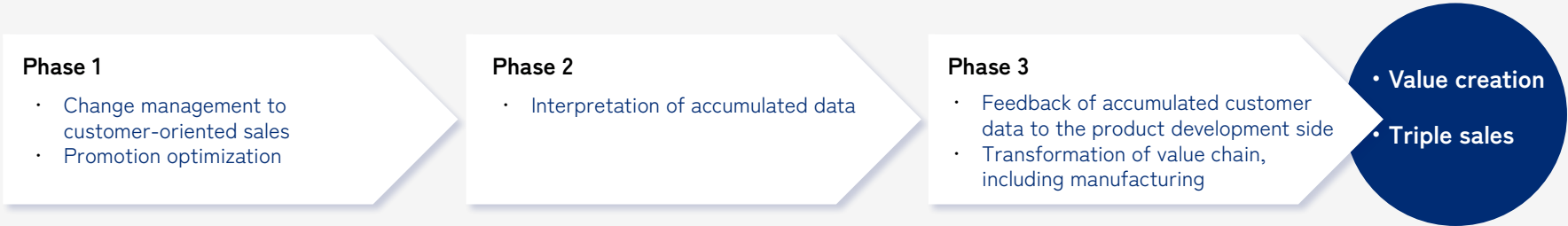
Derivative project





Case study: Manufacturing Value Chain Transformation

The challenge of tripling sales of a historic company in five years



Datachain

Business

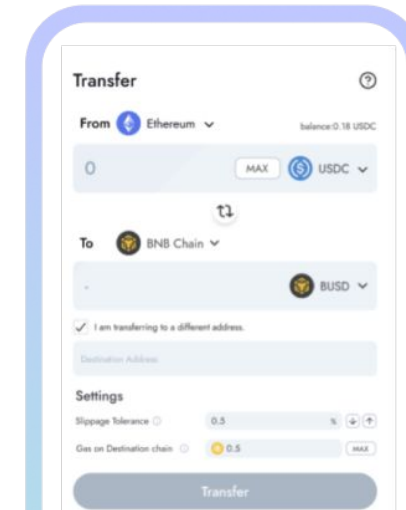
- We seek to capture a substantial market by expanding our operations on a global scale in two key businesses: a stablecoin-based international remittance solution and a cross-chain bridge.

Cross-border Stablecoin Remittance



Remittance solution business that solves the three challenges of "cost," "speed," and "convenience" of international remittances

Cross-chain bridge

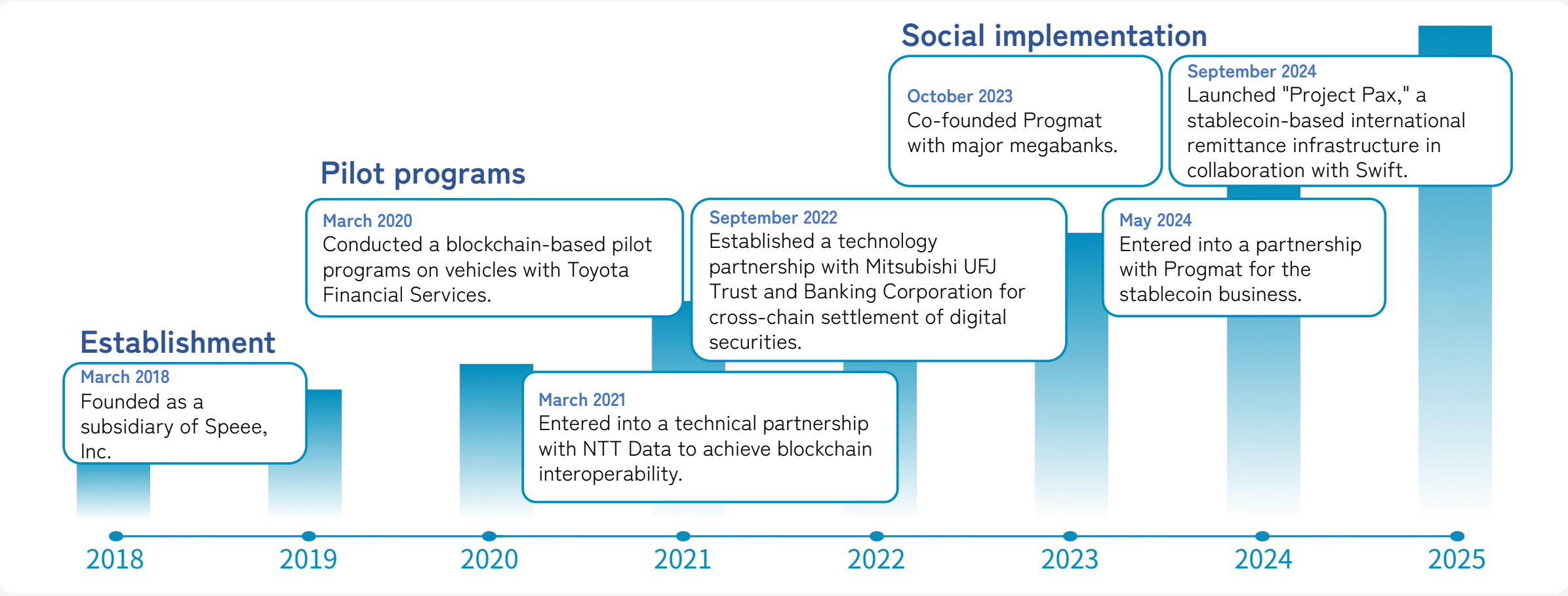


Businesses that enable easy exchange of digital assets between different blockchains



Growth Milestones

- Datachain was established in 2018, and pilot programs with major corporations began in 2020.
- In 2023, we co-founded Progmatic and intensified our efforts to address critical challenges in global finance.





Key Strategic Partners for Business Operations

- We have established strong partnerships with Progmatt and Swift, key players in Japan's and the global financial infrastructure sectors.

progmat

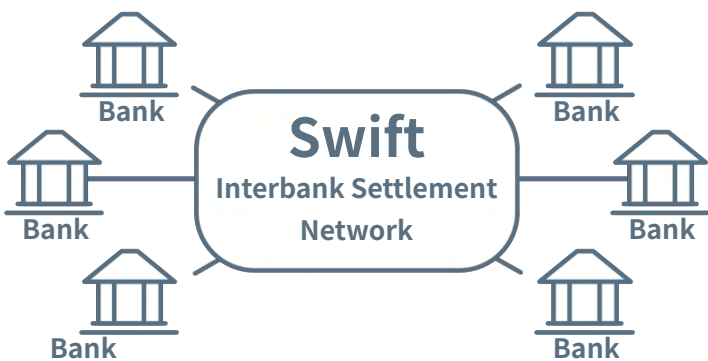
Capital relationship/
Business partner

- ✓ Established in October 2023 through a joint initiative with leading megabank groups, JPX (Japan Exchange Group), SBI Group, and NTT Data.
- ✓ Offers infrastructure for digital securities and stablecoin transactions.



API utilization

- ✓ A global network used by over 11,000 financial institutions across more than 200 countries and regions. It enables banks worldwide to facilitate international transactions using a secure and standardized method.
- ✓ A dominant player in international payments and settlements, Swift holds a significant market share and plays an indispensable role in global financial transactions. It has been leveraged as a critical tool in enforcing economic sanctions, including those against Russia.



Competitive Advantages

- Established competitive advantages through R&D-driven technological capabilities, intellectual property, and business development capabilities.
- Secured a position to target global markets by partnering with Swift, Progmatt, and financial institutions.

Technological Capabilities and Intellectual Property



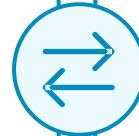
Protocol connecting multiple blockchains
Developed **the most modules worldwide for IBC**, which connects multiple blockchains.



Developed **LCP middleware** that enables **interoperability**, offering outstanding safety, efficiency, and scalability.



Patent application filed for a remittance system utilizing **stablecoins** in collaboration with Swift.



Business Development Capabilities



Established strong partnerships with global players in international financial infrastructure, such as Swift and Progmatt, ahead of competitors.



Conducted early business validation in the real world, including international remittances using stablecoins, involving major financial institutions, thus creating an environment that is difficult for competitors to enter.

International Remittance Solution Business using Stablecoins





About stablecoins

- The stablecoin issued by Progmatic is stable, with its value being equivalent to that of a fiat currency.
- It is easy to use for commercial transactions and remittances, and is expected to see increased adoption in the market.



Cryptocurrencies with Fluctuating Value Against Fiat Currencies

- ✓ Cryptocurrencies such as Bitcoin and Ethereum function as currencies independent of central banks and governments.
- ✓ Their prices are determined by market demand and supply, making their value highly volatile.

	Backing Assets	Issuer
 Bitcoin	None	Distributed Network
 Ethereum	None	

Stablecoins Backed by Fiat Currencies, Offering Stable Value

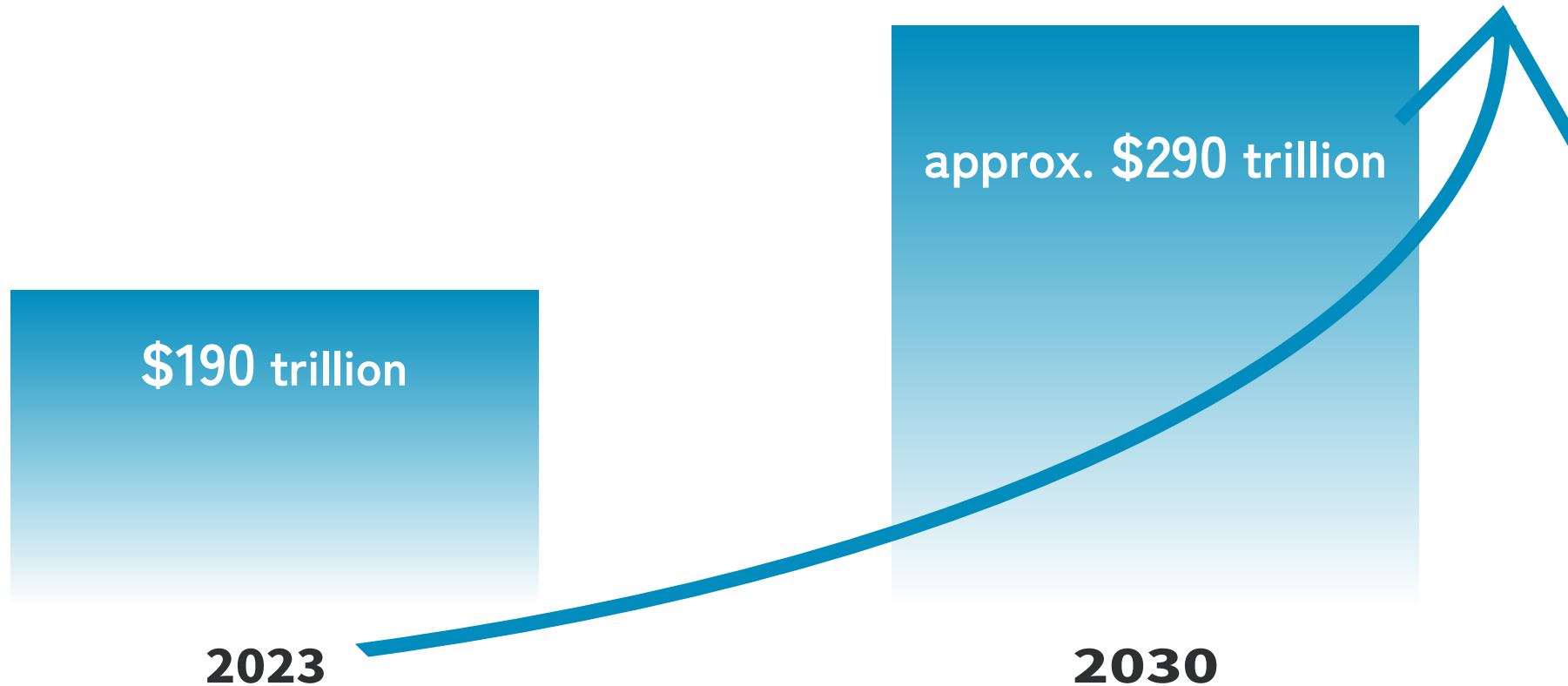
- ✓ Stablecoins are backed by fiat currencies (such as the US dollar or Japanese yen). Since the exchange rate with fiat currencies is fixed, their value remains equivalent to that of the fiat currency.
- ✓ As a result, stablecoins are expected to see increased usage in commercial transactions and remittances in the market.

	Backing Assets	Issuer
 Progmatic SC	USD / JPY / EURO	Trust Bank
 PYUSD	USD	PayPal Inc.



Market Size of the International Remittance Market

- The international remittance market is projected to reach approximately \$290 trillion by 2030, making it an exceptionally large market.
- As the number of global enterprises increases, year-on-year growth is expected.





Challenges in the international remittance market

- There are three key challenges related to the speed, cost, and operations of remittances

Remittance speed is
Slow

International remittances can take several days to several weeks to process, and delays can be even longer when errors occur.

Remittance costs are
High

Currently, remittance costs are very high, with typical fees alone ranging from several thousand yen to tens of thousands of yen.

Remittance procedures are
Inconvenient

The remittance process is not automated and always requires human intervention, making it cumbersome and inefficient.



Benefits of Introducing Stablecoins in International Remittances

- By introducing stablecoins, we can achieve remittances that are "faster, cheaper, and more convenient."

Current remittance speeds range from several days to several weeks



Fast

Remittance speed can be greatly accelerated.

Remittance costs currently range from several thousand yen to tens of thousands of yen



Cost-effective

Remittance costs can be reduced.

Remittance procedures are not automated



24/7 operational

Automated, programmable remittances can be achieved.

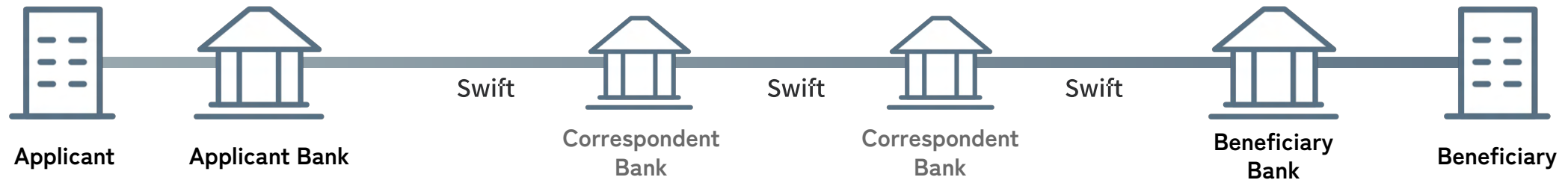


Why the International Remittance Value Chain is Shortened

- Utilizing a stablecoin-based remittance infrastructure enables direct transactions between applicant and beneficiary banks. This significantly reduces process complexity and improves efficiency.

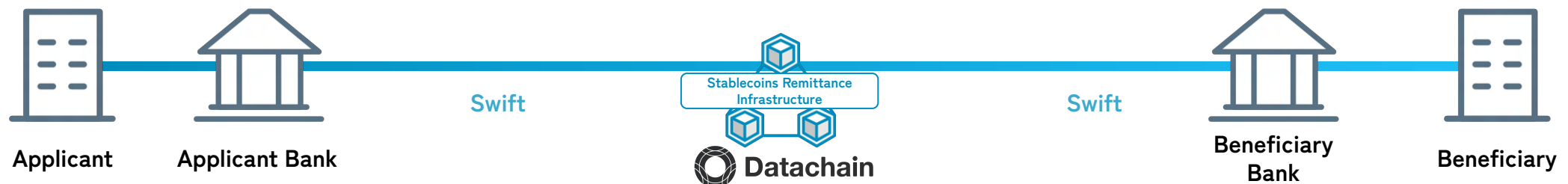
Current International Remittance Value Chain

Transactions require intermediary banks when applicant and beneficiary banks lack a direct relationship.



International Remittance Value Chain with Stablecoins





A new infrastructure eliminates intermediaries by enabling direct bank-to-bank transactions, streamlining the entire process.





International Remittance Infrastructure Project "Project Pax"

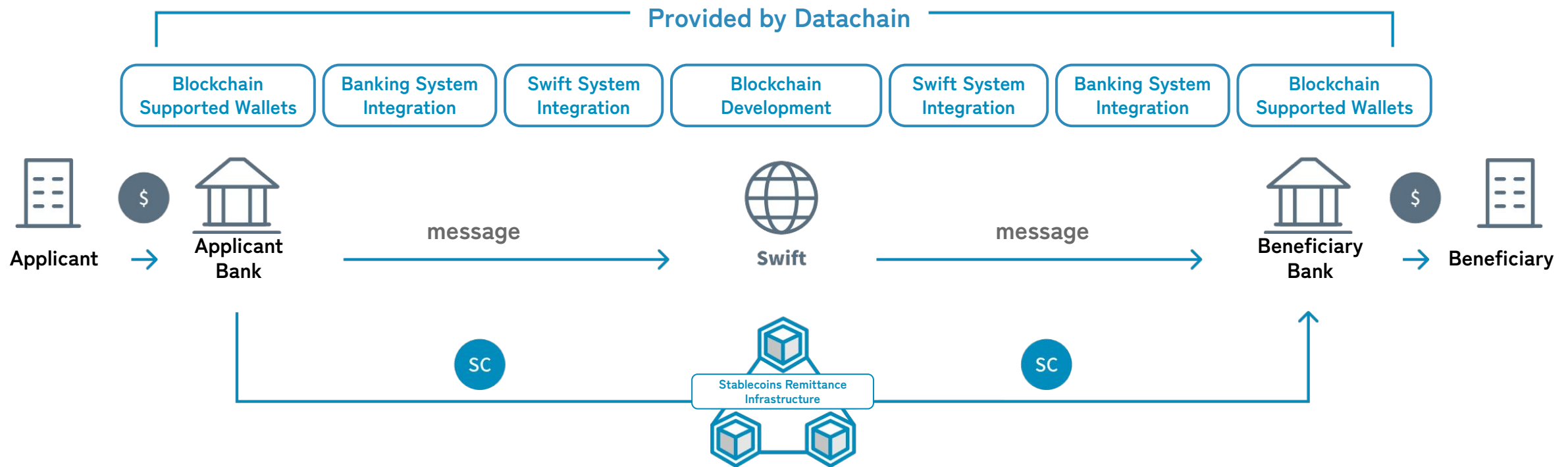
- In collaboration with Swift and other partners, the "Project Pax" project to build an international remittance infrastructure using stablecoins has been launched. The goal is to commercialize it by the end of 2025.

 Project Pax	Participating Companies	Role
	 Datachain	<ul style="list-style-type: none">• Development of this infrastructure• Overall business design and promotion
	 prograt	<ul style="list-style-type: none">• Co-development of this infrastructure (in collaboration with the SC issuance infrastructure)• Joint design and promotion of the overall business
	Related Financial Institutions	<ul style="list-style-type: none">• Review from an operational perspective of this infrastructure
	 Swift	<ul style="list-style-type: none">• Authorizing the use of the existing API framework• Providing API mockups and simulation environments



Overview of the International Remittance Infrastructure Using Stablecoins

- The applicant bank instructs the beneficiary bank via Swift's messaging service, and stablecoins are transferred through the international remittance infrastructure.





Three Reasons Why Datachain, a Company from Japan, Was Able to Collaborate with Swift

- **Leveraging the market environment in Japan, where stablecoin regulations were established ahead of global trends, and receiving recognition for its efforts with international financial institutions and innovative business ideas, Datachain successfully formed a partnership with Swift.**

01



Japan's World's First Stablecoin Regulations

In the highly regulated financial sector, Datachain was recognized for being a Japan-based company operating under the world's first clearly defined legal framework for stablecoins.

02



Led by International Financial Institutions

The project is led by three major Japanese megabanks alongside prominent international financial institutions, a factor that has been highly acknowledged.

03



Demonstrating the Essential Role of Swift and Banks

Datachain showed that Swift and banks, essential for maintaining the global financial order by combating money laundering and financing terrorism, remain crucial even in stablecoin remittances. This was recognized as a key achievement.

Revenue model

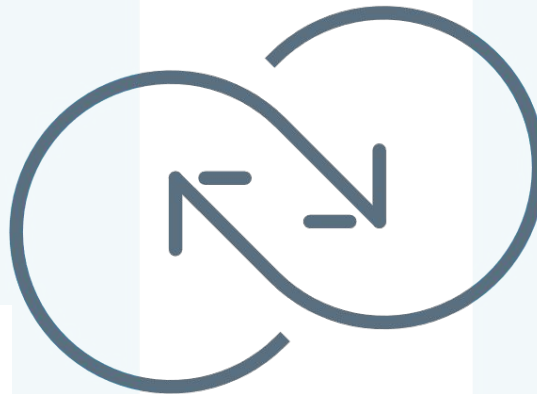


Revenue Model

- In addition to transaction fees from international remittances, we expect to generate investment income from stablecoin issuance.
- As the adoption of international remittance settlements expands, the issuance volume of stablecoins will increase, creating a synergistic effect that boosts investment income.



Investment Income from
stablecoin issuance

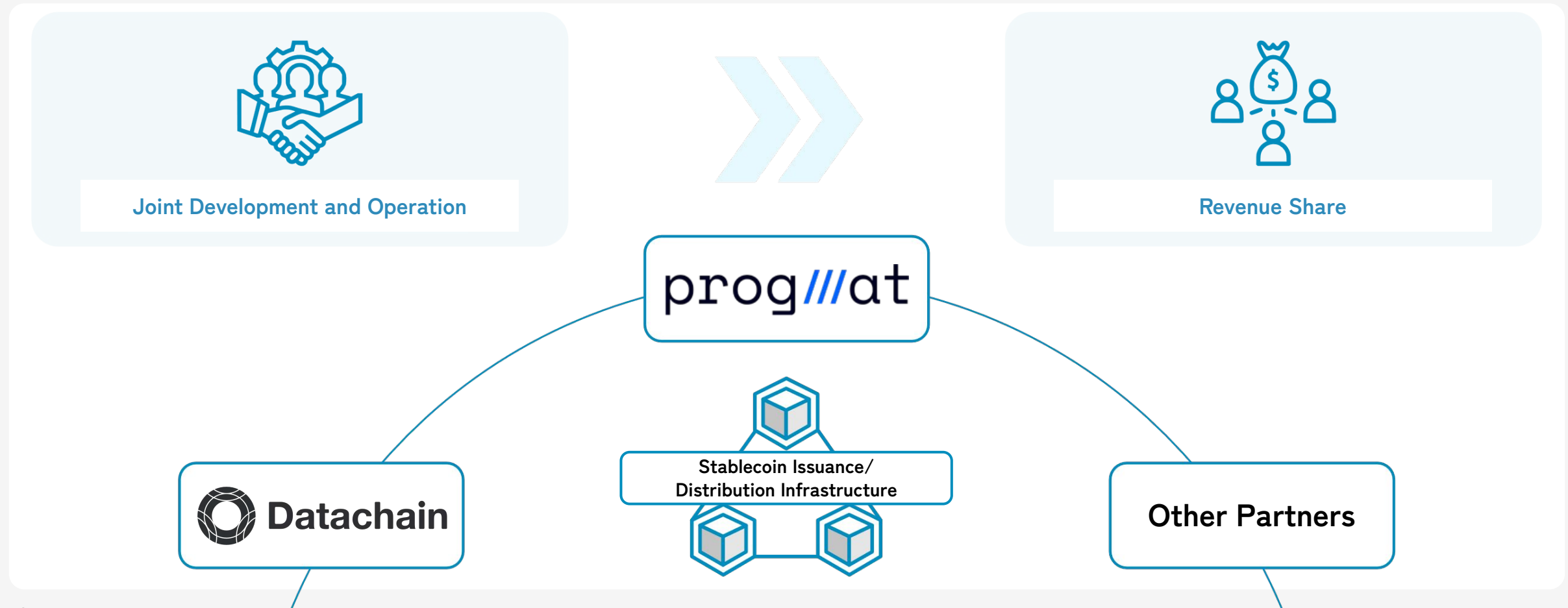


Transaction Fees from
international remittances



Background on Datachain's Revenue from Stablecoin Issuance

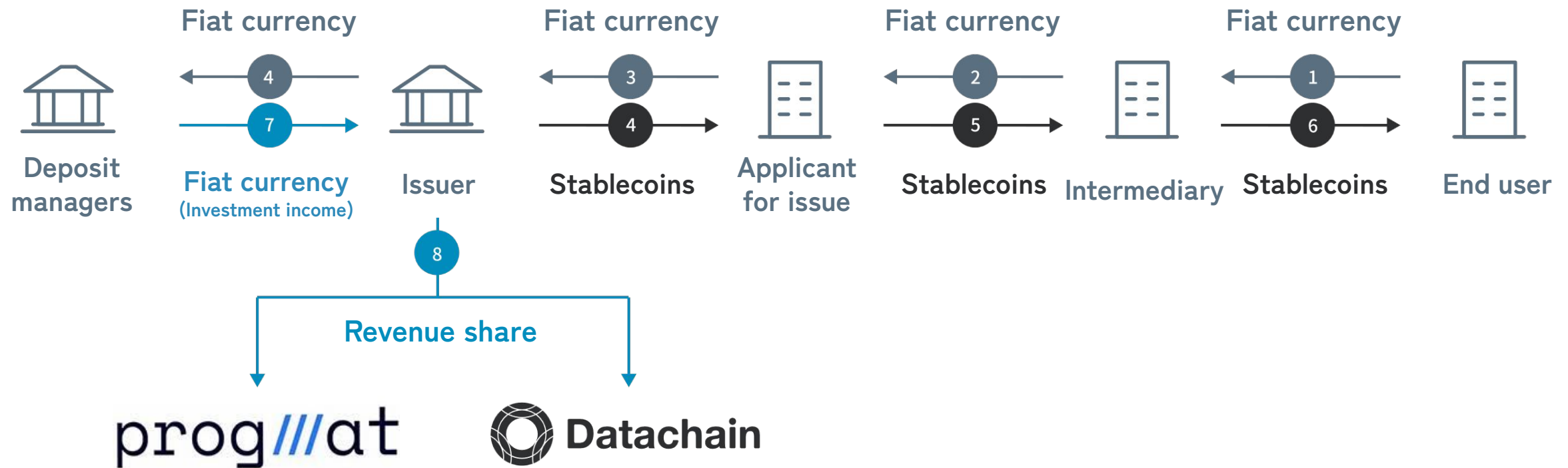
Datachain engages in the joint development and operation of the stablecoin issuance and distribution infrastructure. Instead of earning product usage fees, Datachain secures a share of the investment income generated from stablecoin issuance.





Mechanism of Revenue Generation from Stablecoin Issuance

- Revenue is earned through a revenue share of the investment returns generated from the fiat currency held in reserve for stablecoin issuance.





Existing Major Players in Stablecoin Issuance

- The stablecoin issuance market is currently an oligopoly, dominated by the two leading companies, Tether and Circle.
- Tether's quarterly net income amounts to approximately \$120 billion.

Tether※

Circle※※

Balance



120 billion USD⁽¹⁾
(USDt)

(1) as of October 28, 2024



34 billion USD⁽²⁾
(USDC)

(2) as of October 24, 2024

Scale

Quarterly operating profit of
over 4 billion USD⁽³⁾

(3)Net income for Jan~Mar 2024

*Announced by Tether; for the quarter ended Jun 30, 2023

Reference : Total quarterly profit of three Japanese
megabank groups: 399.6 billion yen (Jan~Mar 2024)

Half year revenue of
7.79million USD⁽⁴⁾

(4)Sales for January~June 2023

Announced by Circle; for the half ended Jun 30, 2023

※Source - Transparency: Tether - Tether Releases Q1 2024
Attestation: Reports Record

※※Source - Circle preps \$1B war chest to deal with market
threats from PayPal and others:Cointelegraph

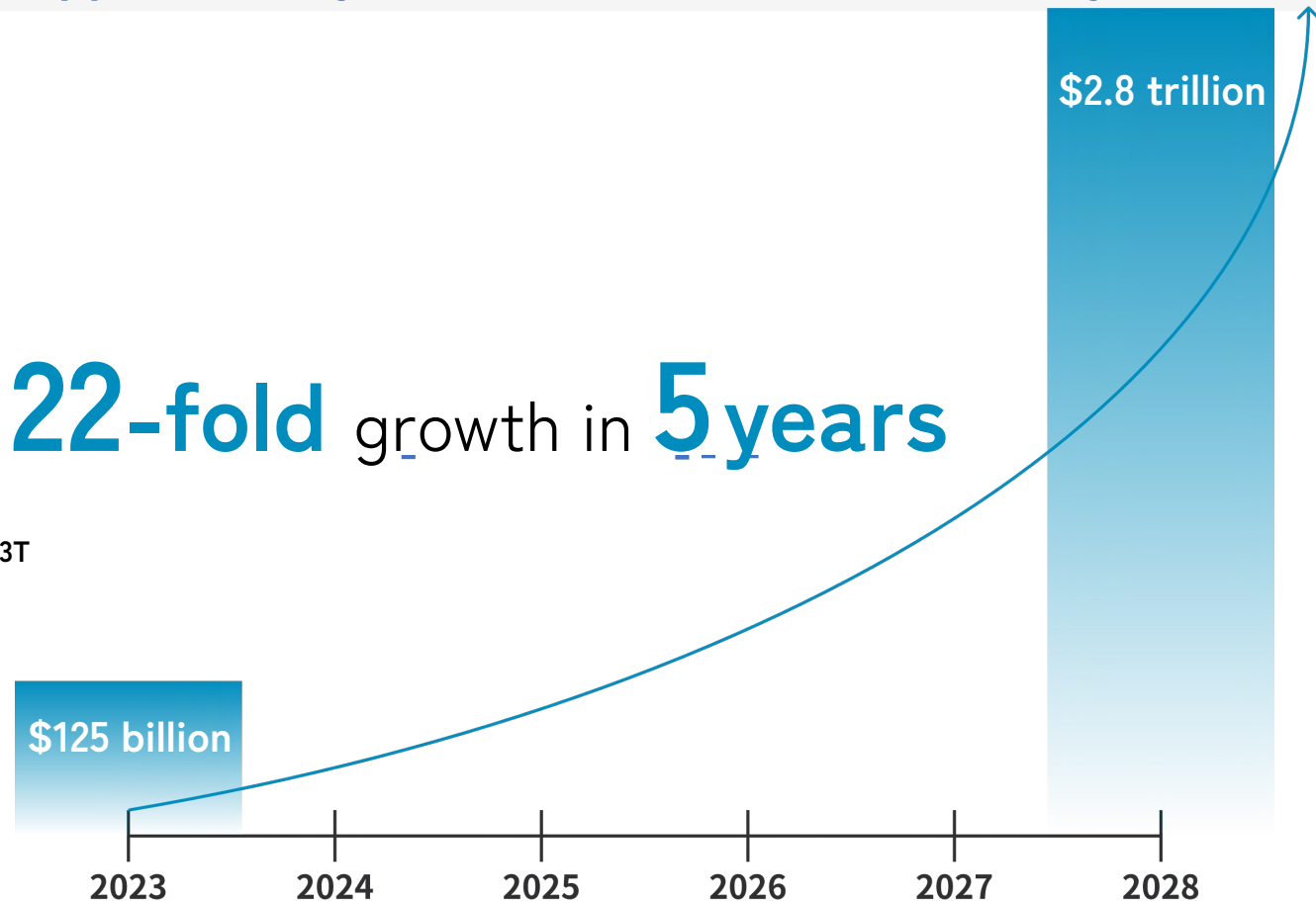


Future Outlook for Stablecoin Issuance Volume

- The stablecoin issuance volume is projected to reach approximately USD 2.8 trillion by 2028, 22 times higher than 2023.
- This would represent approximately 10% of the current fiat currency issuance volume.

22-fold growth in **5 years**

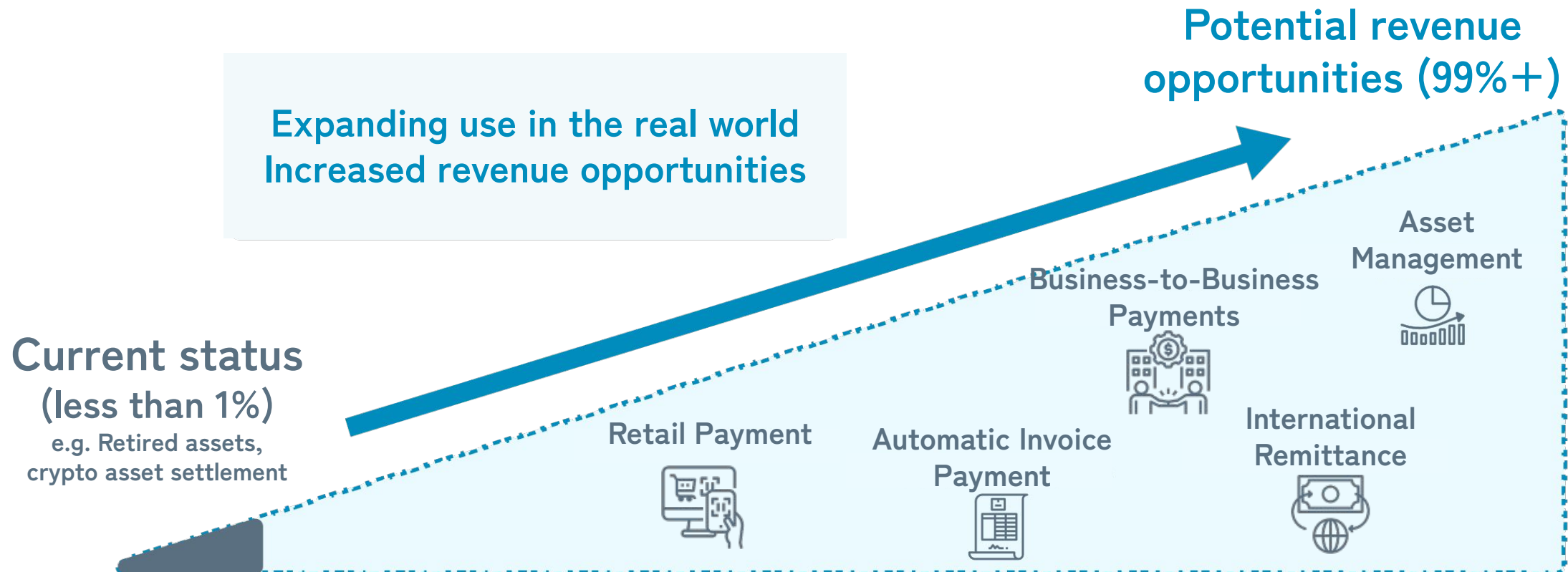
Source :
Stablecoins Market to Soar to Almost \$3T
in Next 5 Years: Bernstein





Potential Revenue Opportunities from Stablecoin Issuance

- While current stablecoin usage is primarily related to cryptocurrency transactions, its expansion into real-world applications is anticipated.
- As real-world usage expands, revenue opportunities are also expected to grow.



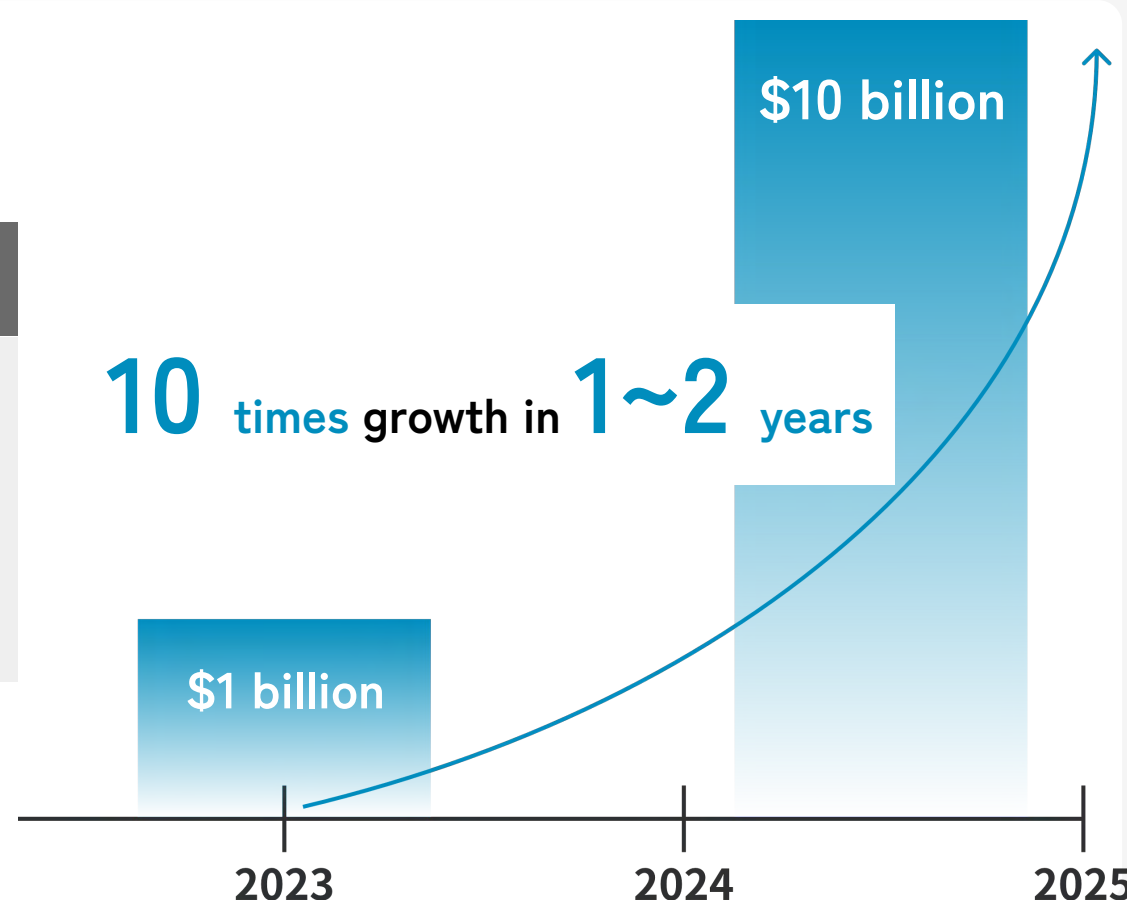


Signs of Digital Money Adoption in Real-world Applications: JPM Coin

- JP Morgan launched JPM Coin, a deposit-backed digital currency.
- Daily transaction volumes are expected to reach approximately \$10 billion by 2024-2025 (accounting for 1% of the bank's total transaction volume).

Deposit-backed digital money (Tokenized Deposits)

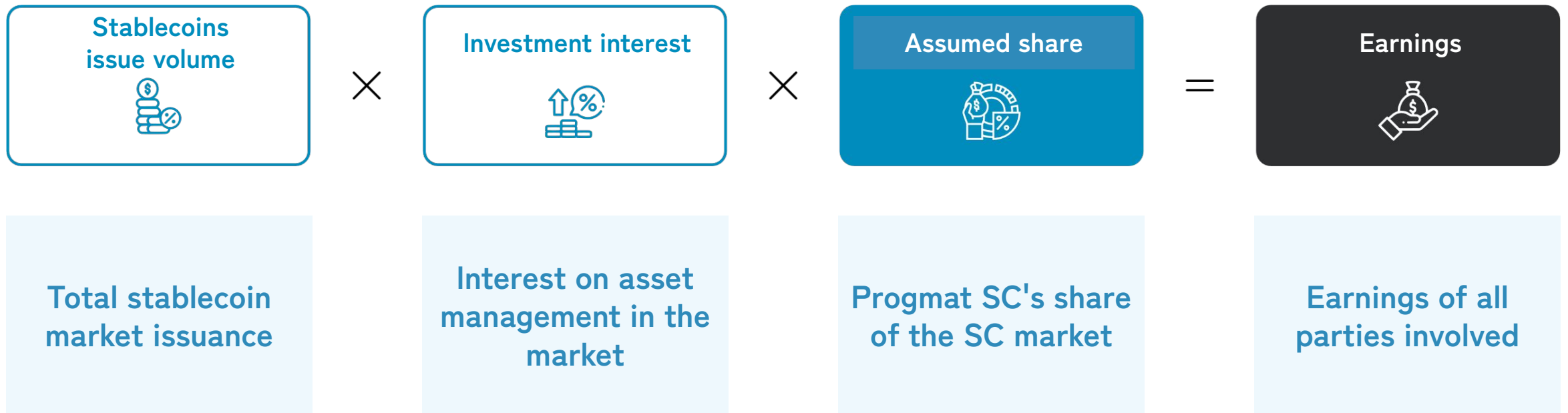
- ✓ A type of digital money issued based on bank deposits that can be traded or transferred on a blockchain.
- ✓ Like stablecoins, it has programmable features that enable automated operations.





Revenue Structure from Stablecoin Issuance

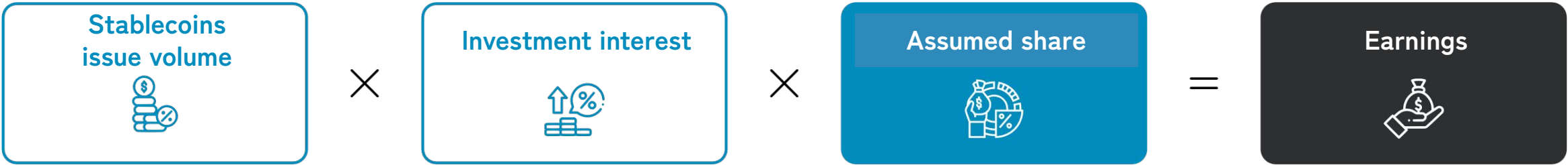
- Revenue is determined by the stablecoin issuance volume, investment interest rates, and the expected market share.
- Datachain is expected to earn revenue through revenue sharing.





Revenue Simulation from Stablecoin Issuance

■ If the stablecoin adoption rate reaches 10% by 2028, the estimated total revenue for all stakeholders varies based on investment interest rates and assumed market shares, as shown below.



Assumptions

- 1. SC issuance amount: Assumed to be \$2.8 trillion in 2028 (Ref: Bernstein report)
- 2. Exchange rate : Assumed at 150 yen to the U.S. dollar
- 3. Interest rate : Depends on the pegged currency.Simulations were conducted under the assumption of 5% and 1% for this study.
- ※ Also considering revenue sharing to other stakeholders and designing incentives to increase the number of SC holders

Earnings (at 5% interest rate)	
1%	210 billion yen (at 1% interest rate: 42 billion yen)
3%	630 billion yen (at 1% interest rate: 126 billion yen)
5%	1.05 trillion yen (at 1% interest rate: 210 billion yen)
10%	2.1 trillion yen (at 1% interest rate: 420 billion yen)
20%	4.2 trillion yen (at 1% interest rate: 840 billion yen)



Datachain's Global Initiatives for Market Share Expansion

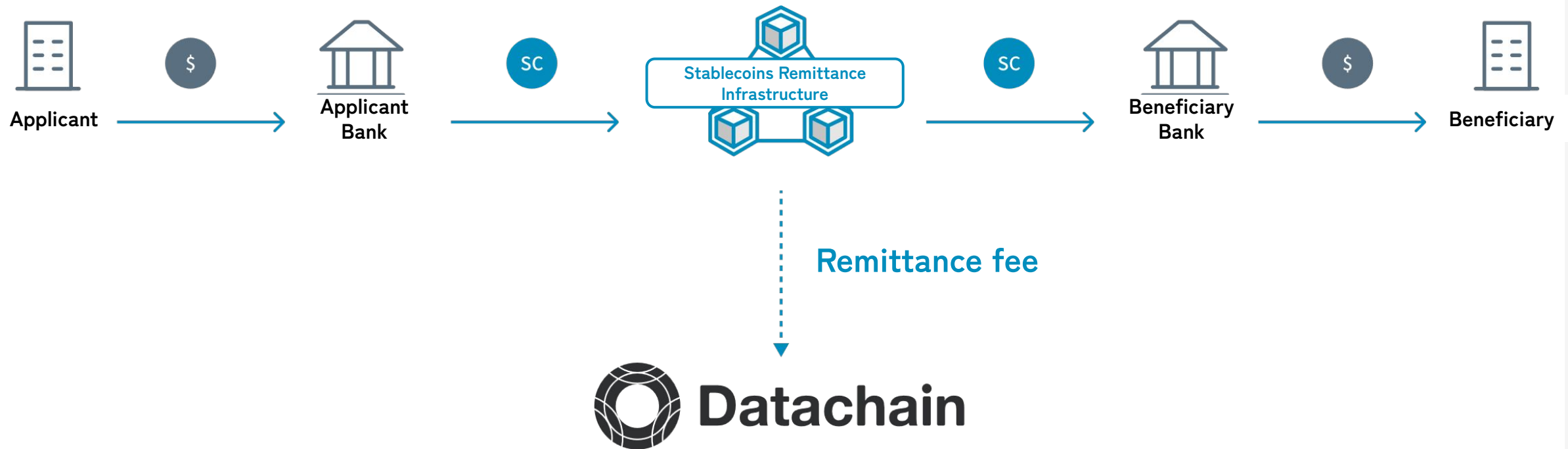
- To expand its market share, increasing partner financial institutions and companies, along with ensuring compliance and governance, will be essential.





Transfer fees for stablecoins international remittances

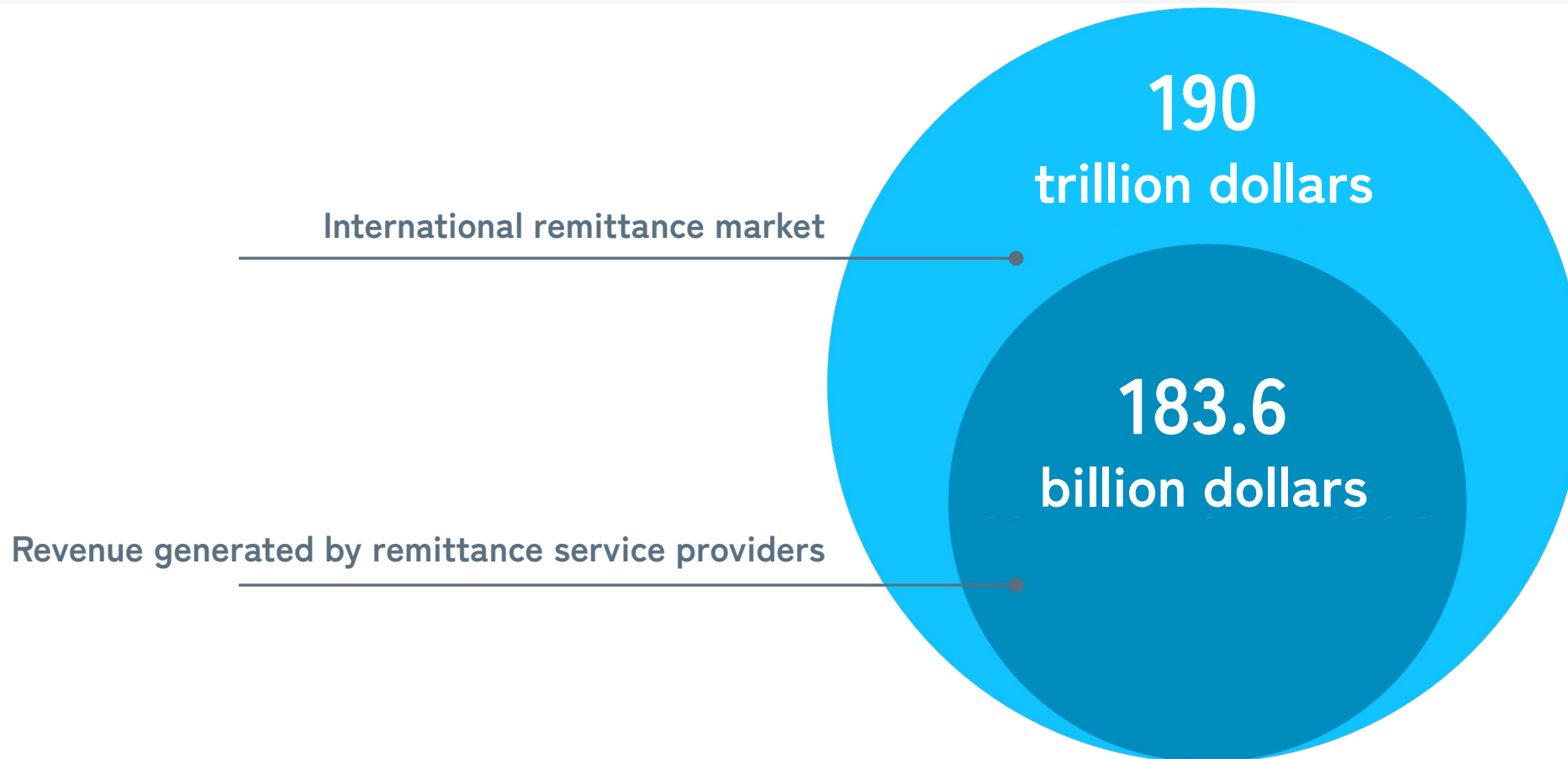
- We anticipate earning a meaningful volume of remittance fees from stablecoin international payments.





Potential of the Stablecoin Remittance Business

- The International remittance market is approximately USD 190 trillion in transaction volume and USD 183.6 billion in revenue generated by payment service providers, making it a highly significant market.



International Remittance Solution Roadmap

- We aim for the commercialization of the stablecoin remittance platform by the end of 2025.

