



**Financial Results  
for the Third Quarter of FY2025  
(Our Business Plan and Growth Potential)**

**March 27, 2025**

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

# Table of Contents

|    |   |    |
|----|---|----|
| 01 | Financial Highlights                                  | 2  |
| 02 | Matters related to Business Plan and Growth Potential | 16 |
|    | Business Model  | 17 |
|    | Market Environment                                    | 29 |
|    | Source of Competitiveness                             | 32 |
|    | Business Plan   | 38 |
|    | Risk Information                                      | 57 |

**01**

## Financial Highlights

# Consolidated Financial Results Overview

(Million yen)

|  | FY2024<br>Q3(9mo) | FY2025<br>Q3(9mo) | YoY     | FY2024<br>Q3 | Q4    | FY2025<br>Q1 | Q2    | Q3           | QoQ    |
|--|-------------------|-------------------|---------|--------------|-------|--------------|-------|--------------|--------|
| <b>Transaction amount</b>                      | 10,297            | <b>11,749</b>     | +14.1%  | 3,332        | 3,778 | 3,811        | 3,827 | <b>4,110</b> | +7.4%  |
| <b>Sales</b>                                   | 3,130             | <b>3,213</b>      | +2.6%   | 986          | 1,098 | 1,052        | 1,032 | <b>1,128</b> | +9.4%  |
| <b>EBITDA*</b>                                 | 1,037             | <b>1,275</b>      | +22.9%  | 284          | 407   | 398          | 364   | <b>513</b>   | +41.1% |
| <b>Operating income</b>                        | 885               | <b>1,130</b>      | +27.6%  | 238          | 351   | 351          | 315   | <b>463</b>   | +47.1% |
| <b>Ordinary income</b>                         | 850               | <b>1,071</b>      | +26.0%  | 227          | 315   | 340          | 297   | <b>433</b>   | +45.9% |
| <b>Profit before income taxes</b>              | 732               | <b>1,078</b>      | +47.4%  | 229          | 286   | 340          | 297   | <b>440</b>   | +48.3% |
| <b>Profit attributable to owners of parent</b> | 282               | <b>707</b>        | +150.8% | 106          | 191   | 196          | 203   | <b>306</b>   | +50.4% |

Both sales and profit increased due to improved profitability in DX for YoY, and growth in PS for QoQ.

\* EBITDA = Operating income + Depreciation + Amortization of goodwill

# Consolidated Business Segment Results Overview

(Million yen)

|                       | FY2024<br>Q3(9mo) | FY2025<br>Q3(9mo) | YoY    | FY2024<br>Q3 | Q4  | FY2025<br>Q1 | Q2  | Q3         | QoQ    |
|-----------------------|-------------------|-------------------|--------|--------------|-----|--------------|-----|------------|--------|
| <b>PS※</b>            |                   |                   |        |              |     |              |     |            |        |
| <b>Sales</b>          | 1,789             | <b>1,906</b>      | +6.6%  | 592          | 666 | 614          | 609 | <b>682</b> | +12.0% |
| <b>Segment profit</b> | 782               | <b>780</b>        | △0.2%  | 240          | 274 | 238          | 227 | <b>314</b> | +37.8% |
| <b>SaaS</b>           |                   |                   |        |              |     |              |     |            |        |
| <b>Sales</b>          | 819               | <b>938</b>        | +14.4% | 293          | 302 | 304          | 311 | <b>322</b> | +3.4%  |
| <b>Segment profit</b> | 344               | <b>360</b>        | +4.5%  | 127          | 128 | 128          | 93  | <b>138</b> | +48.0% |
| <b>DX</b>             |                   |                   |        |              |     |              |     |            |        |
| <b>Sales</b>          | 521               | <b>368</b>        | △29.3% | 100          | 129 | 134          | 110 | <b>123</b> | +11.6% |
| <b>Segment profit</b> | △240              | <b>△10</b>        | —      | △129         | △50 | △15          | △6  | <b>11</b>  | —      |

PS:

Sales increased and profit decreased YoY, and sales and profit increased QoQ.

SaaS:

Sales and profit increased both YoY and QoQ.

DX:

Profitability significantly improved YoY, leading to net profit in Q3.

※ PS stands for Professional Services

# Sales by Service

(Million yen)

|                               | FY2024<br>Q3(9mo) | FY2025<br>Q3(9mo) | YoY    | FY2024<br>Q3 | Q4  | FY2025<br>Q1 | Q2  | Q3         | QoQ    |
|-------------------------------|-------------------|-------------------|--------|--------------|-----|--------------|-----|------------|--------|
| <b>PS</b>                     | 1,789             | <b>1,906</b>      | +6.6%  | 592          | 666 | 614          | 609 | <b>682</b> | +12.0% |
| <b>Anagrams</b>               | 1,724             | <b>1857</b>       |        | 576          | 645 | 595          | 593 | <b>668</b> |        |
| <b>Other</b>                  | 64                | <b>49</b>         |        | 16           | 21  | 19           | 15  | <b>14</b>  |        |
| <b>SaaS</b>                   | 819               | <b>938</b>        | +14.4% | 293          | 302 | 304          | 311 | <b>322</b> | +3.4%  |
| <b>Social PLUS</b>            | 503               | <b>593</b>        |        | 178          | 188 | 189          | 197 | <b>207</b> |        |
| <b>dfplus.io</b>              | 275               | <b>305</b>        |        | 101          | 99  | 100          | 101 | <b>103</b> |        |
| <b>EC Booster</b>             | 41                | <b>38</b>         |        | 13           | 14  | 13           | 12  | <b>12</b>  |        |
| <b>DX</b>                     | 521               | <b>368</b>        | △29.3% | 100          | 129 | 134          | 110 | <b>123</b> | +11.6% |
| <b>Shopify App and others</b> | 96                | <b>232</b>        |        | 38           | 53  | 65           | 77  | <b>89</b>  |        |
| <b>FRACTA</b>                 | 101               | <b>37</b>         |        | 31           | 42  | 36           | 0   | <b>1</b>   |        |
| <b>Shippinno</b>              | 87                | <b>82</b>         |        | 28           | 28  | 28           | 27  | <b>26</b>  |        |
| <b>Vietnam business</b>       | 5                 | <b>16</b>         |        | 2            | 4   | 3            | 6   | <b>6</b>   |        |

PS:

Sales increased YoY and QoQ for Anagrams.

SaaS:

Sales increased YoY and QoQ for Social PLUS and dfplus.io.

DX:

Shopify App and others (including ID solution and contract development) significantly grew.

# Consolidated Operating Expenses

(Million yen)

|                              | FY2024<br>Q3(9mo) | FY2025<br>Q3(9mo) | YoY    | FY2024<br>Q3 | Q4  | FY2025<br>Q1 | Q2  | Q3         | QoQ   |
|------------------------------|-------------------|-------------------|--------|--------------|-----|--------------|-----|------------|-------|
| <b>Operating expenses</b>    | 2,245             | <b>2,083</b>      | △7.2%  | 748          | 746 | 701          | 716 | <b>664</b> | △7.2% |
| <b>Cost of sales</b>         | 1,059             | <b>928</b>        | △12.3% | 340          | 364 | 324          | 310 | <b>294</b> | △5.2% |
| <b>Labor cost</b>            | 746               | <b>677</b>        |        | 242          | 275 | 243          | 218 | <b>215</b> |       |
| <b>Expenses</b>              | 313               | <b>251</b>        |        | 98           | 89  | 81           | 91  | <b>78</b>  |       |
| <b>SG&amp;A</b>              | 1,185             | <b>1,154</b>      | △2.7%  | 408          | 381 | 376          | 406 | <b>370</b> | △8.8% |
| <b>Personnel expenses</b>    | 594               | <b>602</b>        |        | 210          | 178 | 190          | 215 | <b>196</b> |       |
| <b>Expenses</b>              | 591               | <b>552</b>        |        | 197          | 202 | 185          | 191 | <b>174</b> |       |
| Recruitment/training         | 37                | <b>38</b>         |        | 21           | 20  | 10           | 17  | <b>10</b>  |       |
| Advertising                  | 55                | <b>17</b>         |        | 8            | 8   | 5            | 5   | <b>7</b>   |       |
| Real estate-related expenses | 88                | <b>85</b>         |        | 32           | 23  | 27           | 28  | <b>29</b>  |       |
| Depreciation                 | 102               | <b>110</b>        |        | 34           | 43  | 35           | 37  | <b>38</b>  |       |
| Amortization of goodwill     | 49                | <b>35</b>         |        | 11           | 11  | 11           | 11  | <b>11</b>  |       |
| Other                        | 258               | <b>265</b>        |        | 90           | 95  | 95           | 91  | <b>78</b>  |       |

Operating expenses decreased for both YoY and QoQ.

Labor cost decreased due to a decrease in number of employees.

# Breakdown of Extraordinary Gains and Losses

(Million yen)

|   | FY2024<br>Q3(9mo) | FY2025<br>Q3(9mo) | FY2024<br>Q3 | Q4 | FY2025<br>Q1 | Q2 | Q3       | Content  |
|---|-------------------|-------------------|--------------|----|--------------|----|----------|--|
| <b>Extraordinary gains</b>                      | 172               | <b>8</b>          | 1            | 25 | 0            | —  | <b>7</b> |  |
| Gain on sale of investment securities           | 86                | —                 | —            | —  | —            | —  | —        | Previous Q1: Gain on sale of shares held by Anagram  |
| Gain on change in equity                        | —                 | —                 | —            | 25 | —            | —  | —        | Previous Q4: Valuation gain on the share of Teps upon de-consolidation   |
| Gain on reversal of asset retirement obligation | 44                | —                 | —            | —  | —            | —  | —        | Previous Q1: Reversal of obligation by agreement to deliver the old office to the new tenant on as-is basis                            |
| Gain on donated assets                          | 32                | —                 | —            | —  | —            | —  | —        | Previous Q2: Donated assets for new office furnishment   |
| Gain on reversal of share acquisition rights    | 9                 | <b>8</b>          | 1            | 0  | 0            | —  | <b>7</b> | Reversal gain on free acquisition from retirees and others   |
| Other   | 0                 | —                 | —            | —  | —            | —  | —        |  |
| <b>Extraordinary losses</b>                     | 290               | <b>0</b>          | —            | 54 | —            | —  | <b>0</b> |  |
| Valuation loss on investment securities         | 0                 | —                 | —            | —  | —            | —  | —        |  |
| Impairment losses                               | 290               | —                 | —            | 54 | —            | —  | —        | Previous Q2: Impairment loss of FRACTA's goodwill<br>Previous Q4: Impairment losses of Rewire's software and of FRACTA's leased assets |
| Other   | 0                 | <b>0</b>          | —            | 0  | —            | —  | <b>0</b> |  |

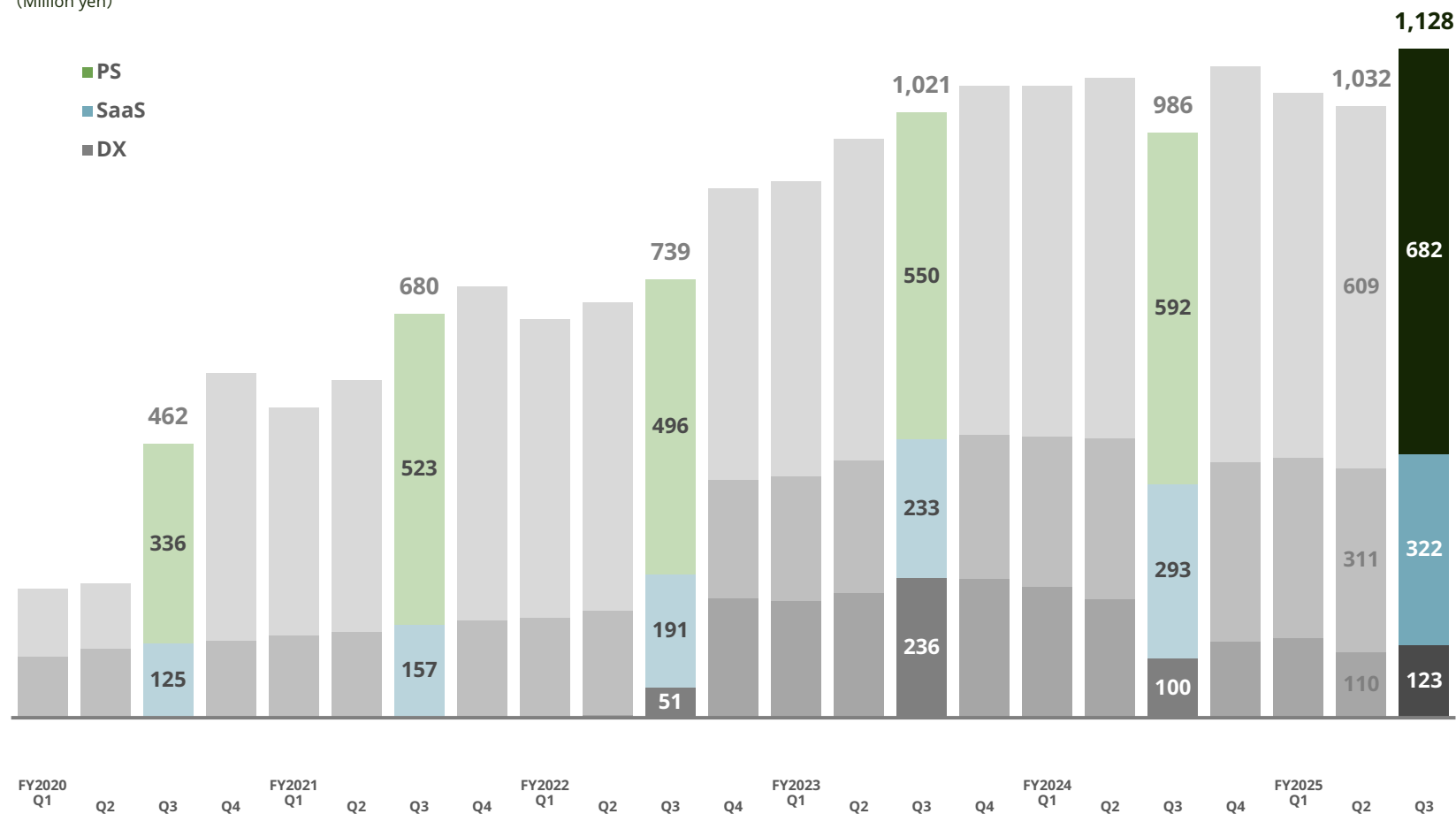
**Extraordinary gain of 7 million yen was recorded on reversal of share acquisition rights in Q3.**



# Quarterly Consolidated Sales

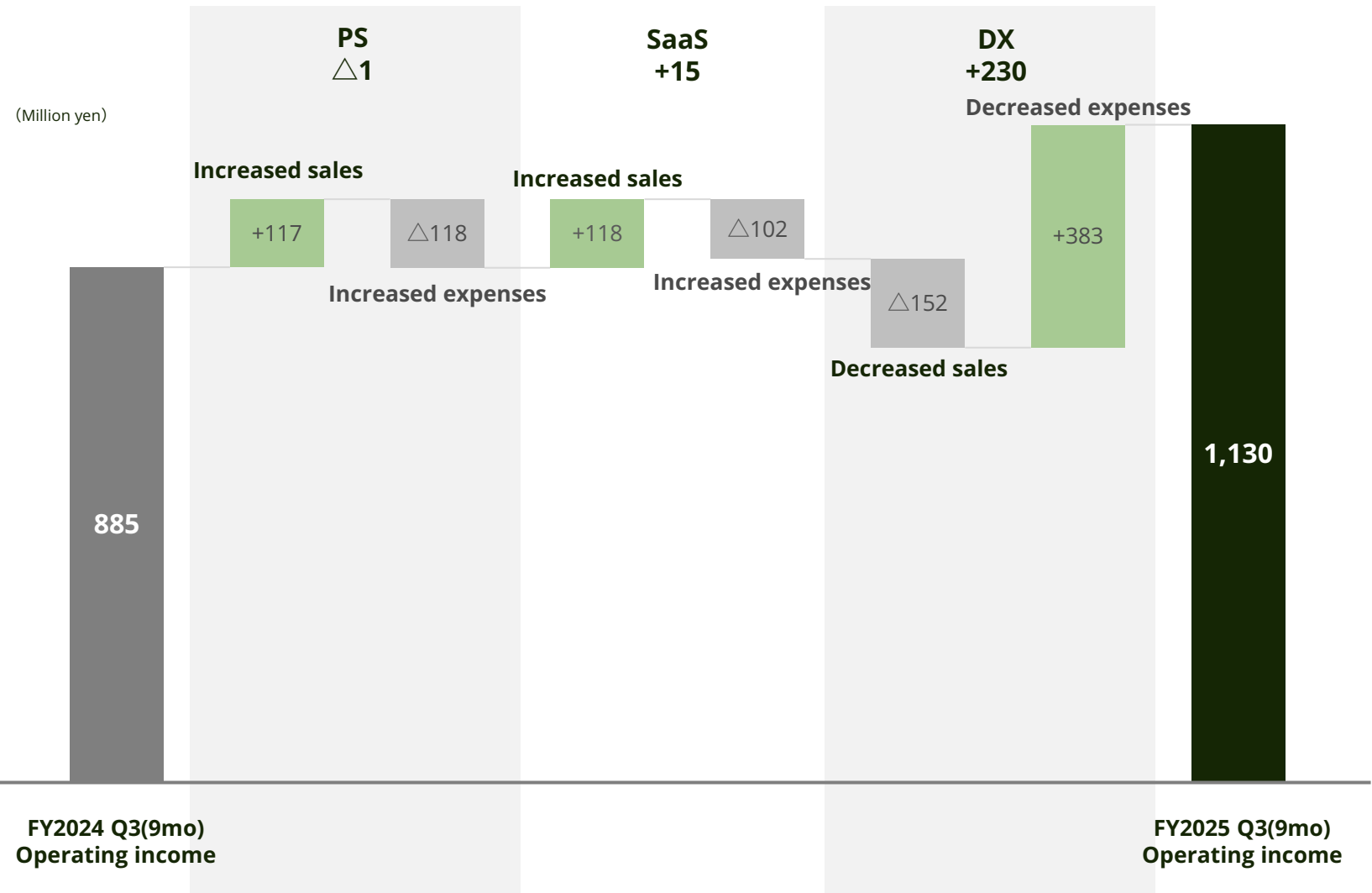
(Million yen)

■ PS  
■ SaaS  
■ DX



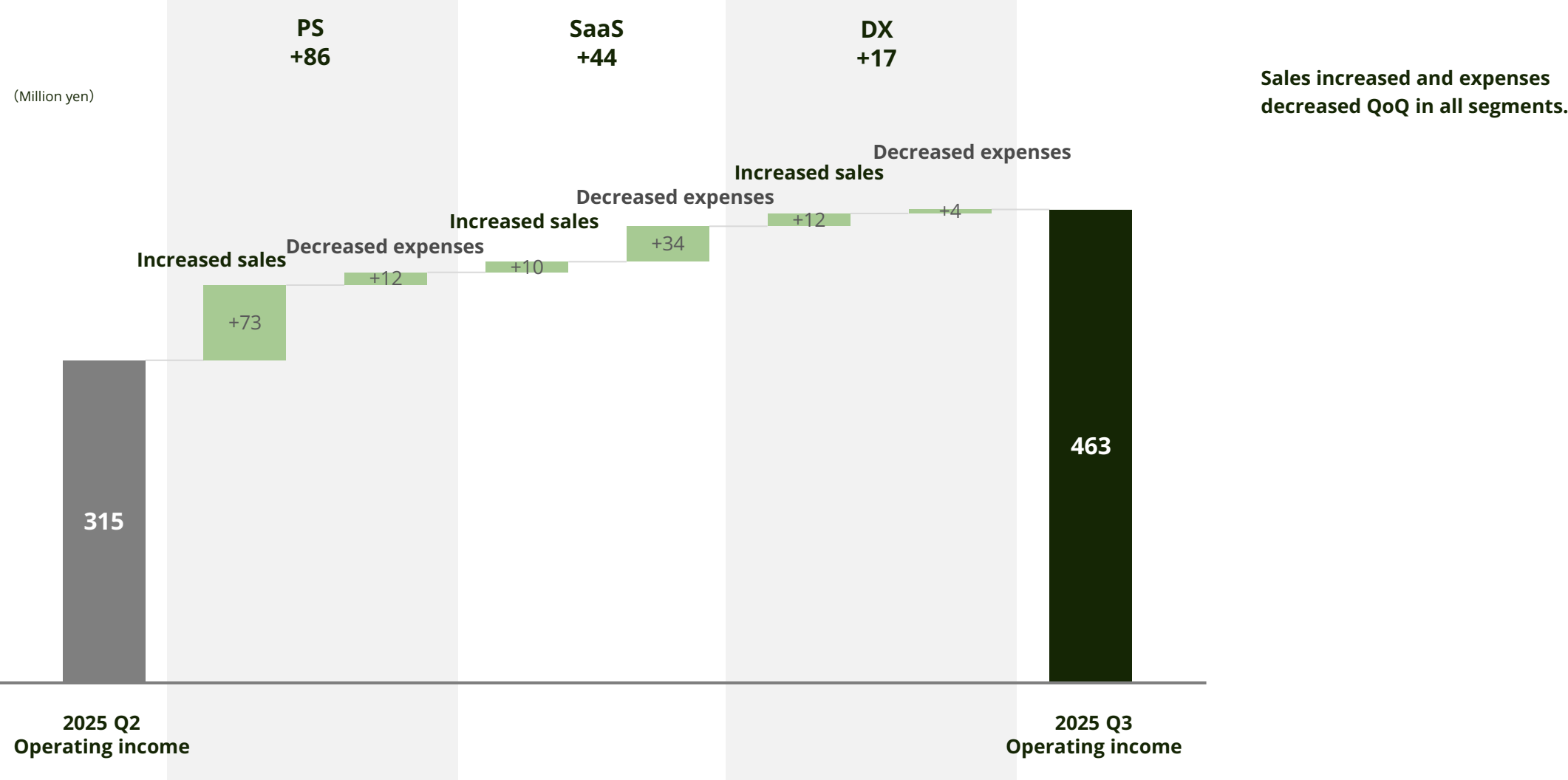
Q3 sales reached a record high.

# Factors for Changes in Operating Income YoY



The YoY increase in consolidated operating income was driven by organic growth in the PS and SaaS businesses, and improved profitability in the DX business following business restructuring.

# Factors for Changes in Operating Income QoQ



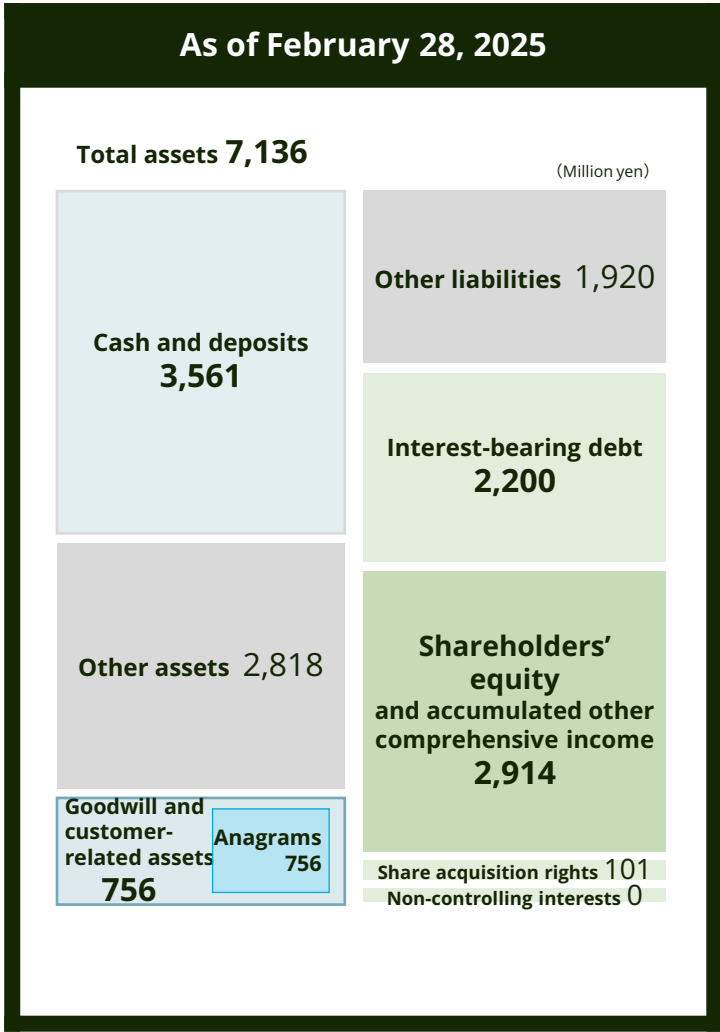
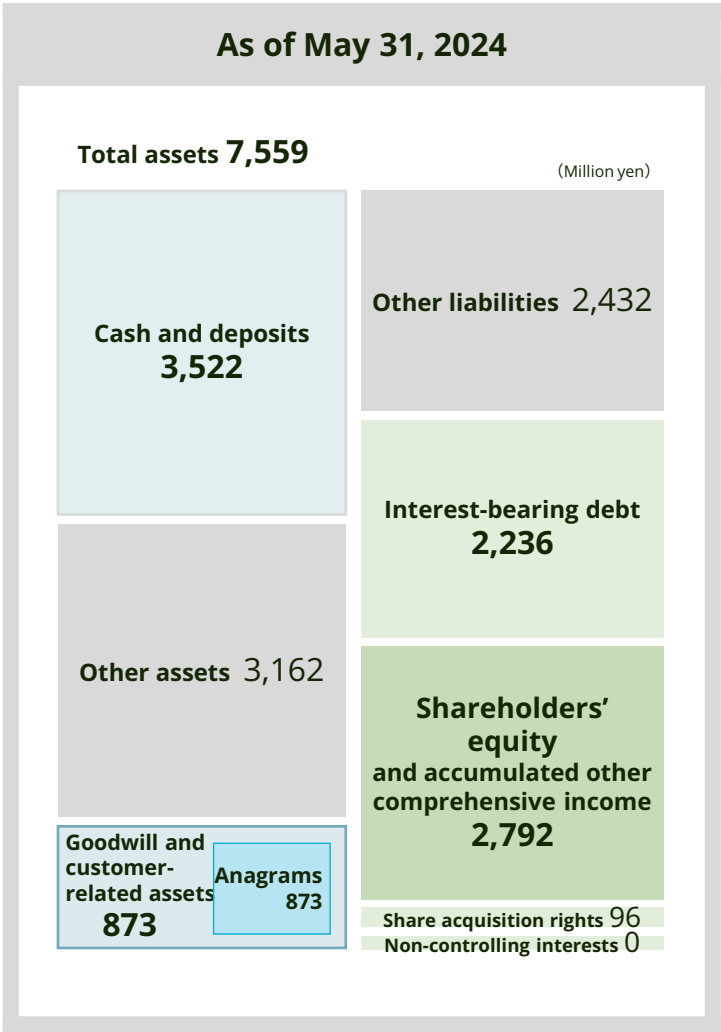
# Consolidated Balance Sheet

(Million yen)

|   | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 Q3    | v.FY24 end |
|---|--------|--------|--------|--------|--------|--------------|------------|
| <b>Current assets</b>                         | 3,528  | 4,915  | 5,503  | 5,248  | 6,198  | <b>5,837</b> | △360       |
| <b>Non-current assets</b>                     | 1,690  | 1,552  | 2,515  | 1,870  | 1,361  | <b>1,299</b> | △62        |
| <b>Total assets</b>                           | 5,219  | 6,467  | 8,019  | 7,119  | 7,559  | <b>7,136</b> | △422       |
| <b>Current liabilities</b>                    | 1,370  | 2,255  | 2,861  | 2,541  | 3,496  | <b>2,949</b> | △547       |
| <b>Non-current liabilities</b>                | 2,018  | 1,810  | 2,009  | 1,686  | 1,172  | <b>1,170</b> | △2         |
| <b>Total liabilities</b>                      | 3,389  | 4,065  | 4,870  | 4,228  | 4,669  | <b>4,120</b> | △549       |
| <b>Shareholders' equity</b>                   | 957    | 2,366  | 2,983  | 2,777  | 2,795  | <b>2,917</b> | +121       |
| <b>Accumulated other comprehensive income</b> | —      | —      | △0     | △2     | △3     | <b>△3</b>    | +0         |
| <b>Share acquisition rights</b>               | —      | 32     | 77     | 95     | 96     | <b>101</b>   | +5         |
| <b>Non-controlling interests</b>              | 872    | 2      | 87     | 20     | 0      | <b>0</b>     | △0         |
| <b>Total net assets</b>                       | 1,829  | 2,401  | 3,148  | 2,890  | 2,889  | <b>3,016</b> | +126       |

**Total assets remained at 7-8 billion yen and net assets at around 3 billion yen after FY2022 due to share buybacks and dividend payments.**

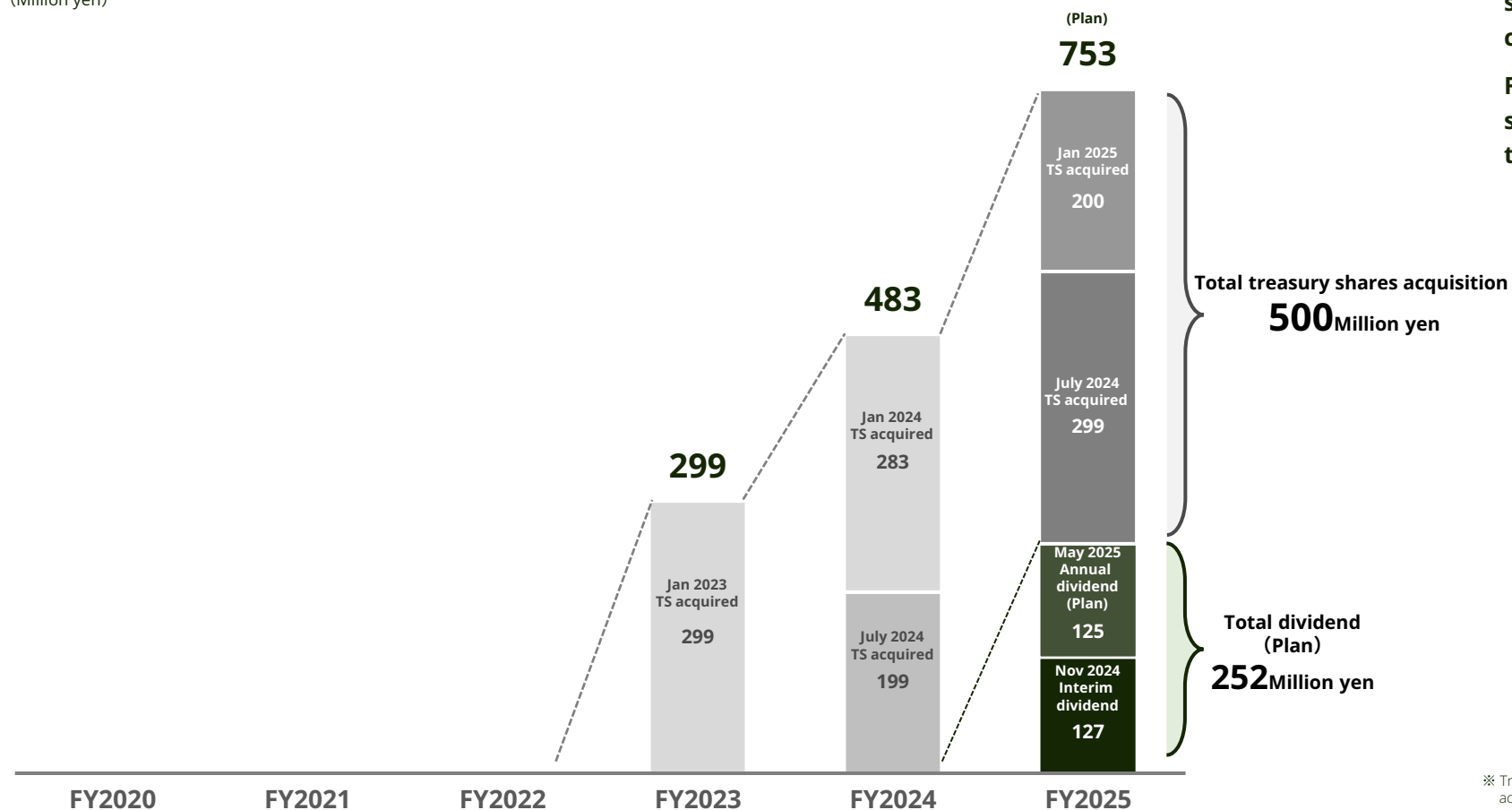
# Breakdown of Consolidated Balance Sheet



We refinanced long-term debt into short-term debt; the balance of interest-bearing debt remained basically unchanged.

# Shareholder returns

(Million yen)

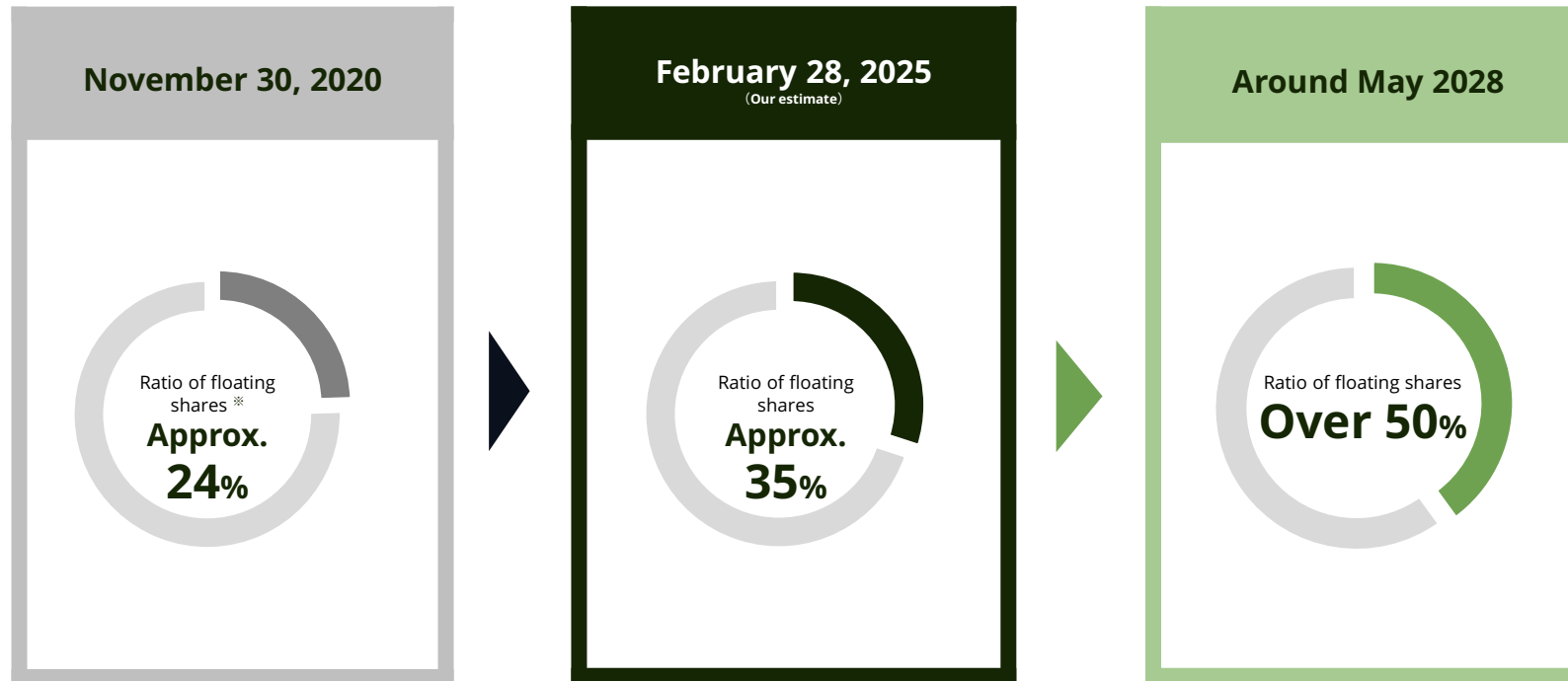


We have acquired treasury shares since FY2023 for continuous shareholder returns.

From this fiscal year, we will start dividend payout in addition to treasury shares acquisitions.

※ Treasury shares acquisitions are recorded on the acquisition date, and dividends are recorded in the fiscal year to which the record date belongs.

# Ratio of Floating Shares

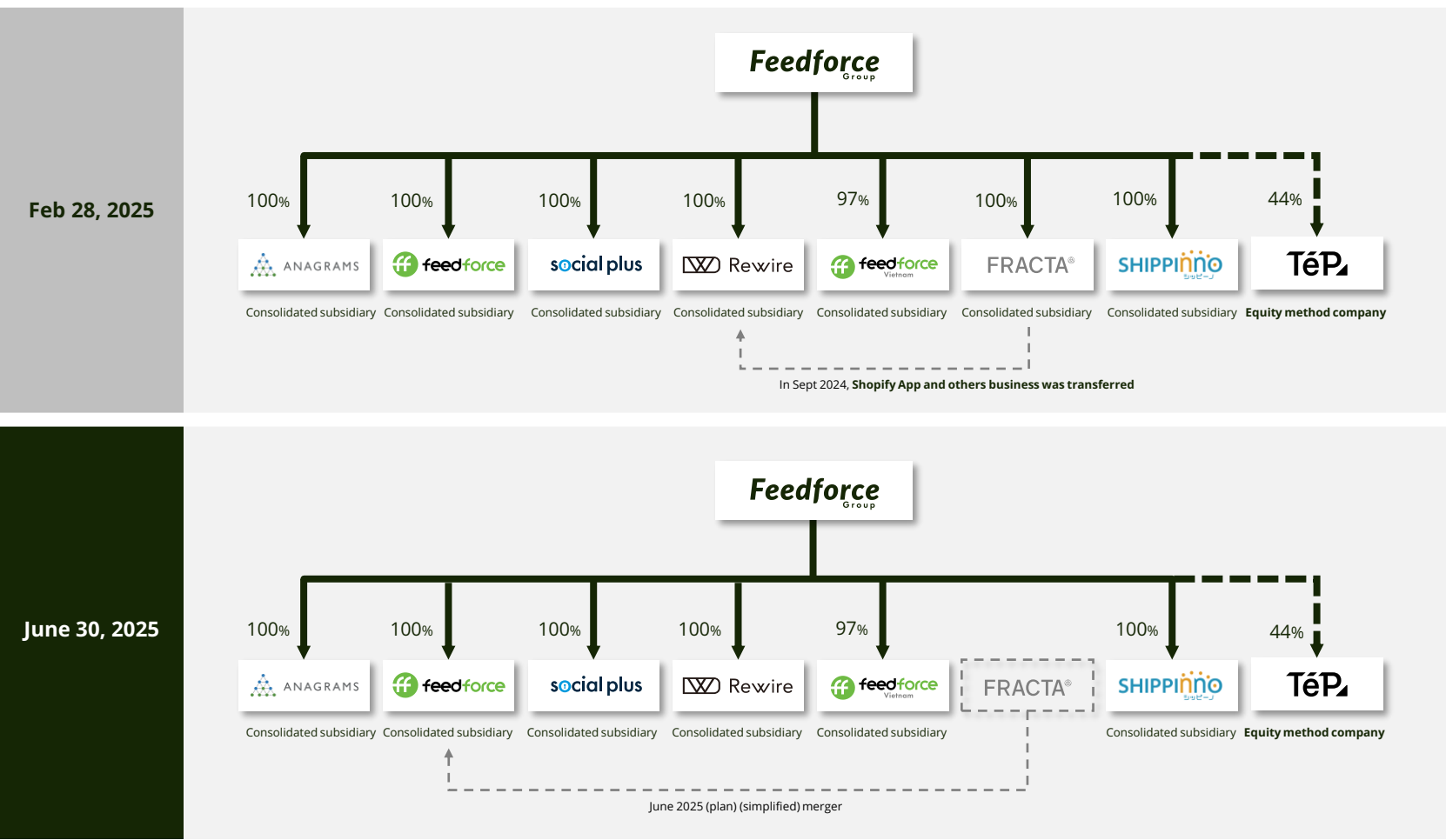


As of February 2025, the ratio of floating shares reached 35% (our estimate).

We will work to raise the ratio to exceed 50% approximately over the next three years.

※ Ratio of floating shares: the ratio of floating shares to the outstanding shares where the floating shares are the number of shares outstanding, excluding the following: "the number of shares held by the shareholders who own 10% or more of the outstanding shares", "the number of shares held by officers", "the number of treasury shares", "the number of shares owned by special related parties other than officers", "the number of shares held by domestic commercial banks, insurance companies and other corporations", and "the number of shares deemed to be fixed."

# Our Group



In June 2025, an absorption-type merger is scheduled to take place, with FeedForce Inc. as the surviving company and FRACTA to be dissolved.









02

## Our Business Plan and Growth Potential

Business Model

# (1) Business Overview Business segments and business areas of subsidiaries

|                                |   | PS  | SaaS   | DX   |
|--------------------------------|---|---|--|--|
| Outline                        |   | <ul style="list-style-type: none"> <li>Internet-oriented advertising agency</li> <li>Data feed creation agency service</li> </ul> | <ul style="list-style-type: none"> <li>LINE CRM and social login service that connects users with ID</li> <li>Data feed management tools</li> <li>Shopping ads automatic seconding tool</li> </ul> | <ul style="list-style-type: none"> <li>Shopify branding and EC building support services</li> <li>Shopify App and EC business automation support tool</li> </ul> |
| Business areas of each company |    | ✓   | ✓  | ✓  |
|                                |    | ✓   |  |  |
|                                |    |   | ✓  |  |
|                                |  |   |  | ✓  |
|                                |  |   |  | ✓  |
|                                |  |   |  | ✓  |

The core companies are  
**Anagrams** in PS business,  
**Social PLUS** in SaaS business,  
and **Rewire** in DX business.



What we want to achieve is **to unearth the hidden charms of company clients that even they themselves are not aware of and make their business successful.**

We want to be a partner that supports our clients in every way possible to help them succeed in their business, not just in the operation of managed advertising.

### —Anagrams Features and Strengths —

Marketers are overwhelmingly strong in operational advertising.



Able to ask about the entire business and the entire market.



An integrated system that does not separate sales and operations.



# ecbooster

Quickest in 5 minutes,  
Get your products listed  
on Google

## What is EC Booster?

"EC Booster" is a service that automates the process of attracting customers, targeting small and medium-sized E-Commerce businesses. Currently, the posting and operation of "Google Shopping Ads" and "Google DSA" are automated and EC businesses can easily post their special products in the prime Google search locations.

### E-commerce Store

Compatible EC Cart Systems



# ecbooster

Linking EC stores to Google

1

Easy to submit  
Automatic operation functions

2

Notify function of submit status

# Google

Shopping Ads  
Free Listings  
Google DSA



## Easy submission and automatic operation functions



With as little as 5 minutes of initial setup, you can automatically submit advertisements from your E-commerce site. There is no need for operational effort. Fully automated handling of difficult screening and other tasks. Daily operations are also fully automated, so you can rest assured.

## Submission status notification



It will automatically notify you if there are any products that are not listed on Google. If your ad is disapproved by Google, we'll show you how to deal with it, so you can make improvements in the system right away and minimize lost opportunities!





Make product data  
top-selling  
with Data Feed.

## "dfplus.io", a Data Feed Management Tool

"dfplus.io" is a Data Feed Management Tool for utilizing EC product data, human resource job posting data, real estate property data, etc. for marketing. In addition to data feed ads such as Google Shopping Ads, Criteo, Facebook, Indeed, etc., we also provide recommendations, data linkage with partner sites, and social commerce, realizing an operational environment where even a small number of people can easily achieve results.



### You can complete the process at hand.

The creation and management of Data Feeds can be completed at hand, greatly reducing communication costs. Rapid implementation of measures is possible.



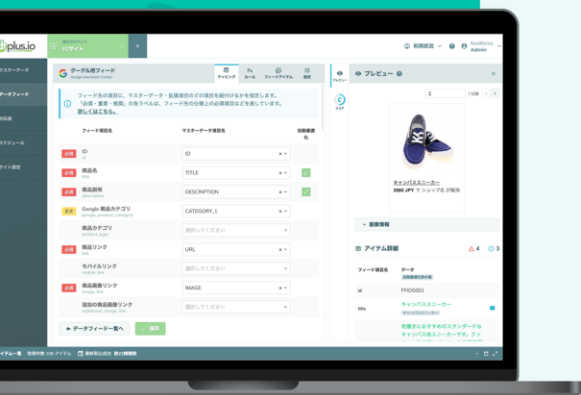
### Powerful features

We have improved its functions more than 100 times in a year, including automatic optimization, automatic creation of feeds, and avoidance of human errors. Standard support for all major media.



### Beginners are welcome

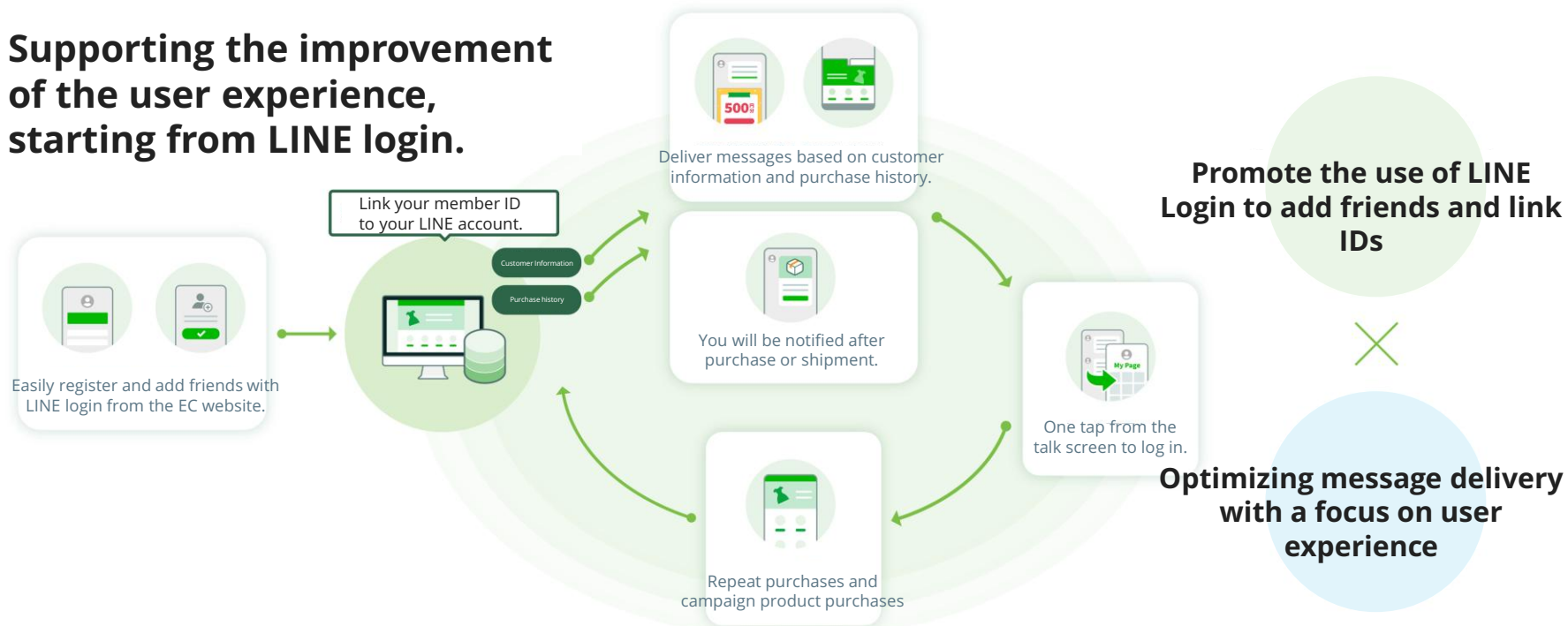
With a user interface that is easy to understand, even for beginners in data feeds, it realizes an operation system that does not depend on a single person. Support is also available.



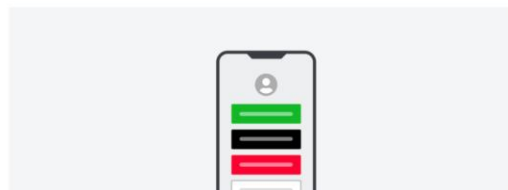
# social plus

Make it easier to implement Social Login.

Supporting the improvement of the user experience, starting from LINE login.



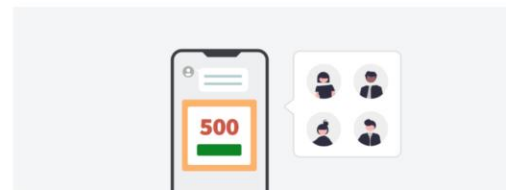
## Optimization of member registration and purchase flow



It makes membership registration very easy because it automatically fills in the membership registration form with personal information obtained through Social Login.

By linking the member ID to the SNS account, users can easily log in with their familiar SNS account.

## CRM using the official LINE account



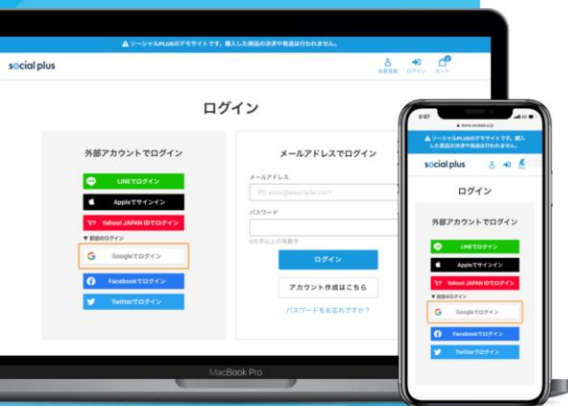
It is possible to promote the linkage of friend additions and IDs through LINE login, as well as optimize message delivery.

We will support you in improving user experience and sales based on our technical capabilities and know-how as a certified LINE Corporation Technology Partner and SMB Sales Partner.

## Linking Shopify and LINE



Easily implement social login and CRM policies that integrate Shopify and LINE. We also support segmented delivery based on Shopify customer information and purchase history, as well as automatic delivery of LINE notification messages after purchase completion and shipping completion.



# Omni Hub



## Omni-Channel Member information linkage App

### Member information linkage



You can add your Shopify membership information as your *SUMAREJI* membership information.

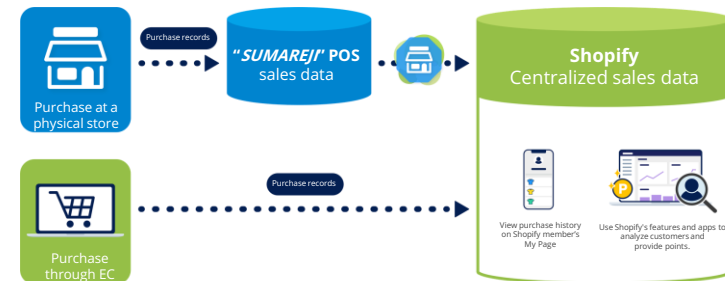
Display member barcode on the EC site!



### Sales information linkage



Unify online and offline purchase status.  
Realize cross-channel analysis and CRM!







# Dokopoi introduces points system



**Grant/use points**  
Set granting and using points  
to match Japanese business  
practice



**Manage points per user**  
Show irregular points change  
and points past records



**Manage points per user**  
Show irregular points change  
and points past records



**Analytical tool**  
Show data for LTV  
improvement, such as the  
current status of points  
granted and used



**Export**  
Export CSV file of customer  
information registered on  
Dokopoi and points past  
records



**Limited campaign**  
Change grant rates by  
combining multiple conditions  
at the time of purchase  
(limited period, accumulated  
amount, etc.)



**Compatible with Shopify Flow**  
Able to grant and use points  
automatically by certain  
actions



**Link points with off-line stores**  
Integrate member and points  
information by SUMAREJI  
(Omni Hub) and Shopify POS



**Reward program**  
Exchange saved points for  
merchandise

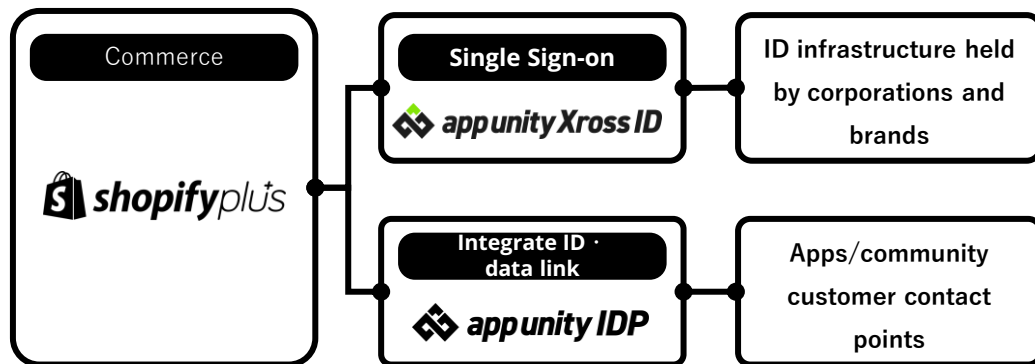


**Export**  
Export CSV file of customer  
information registered on  
Dokopoi and points past  
records

Low-cost ID integration and SSO for  
commerce and multiple customer contact  
points centered on Shopify

# **appunity** ID Solution

Enabling integrated ID and single sign-on by connecting Shopify and ID  
infrastructure/customer contact points



## Series — App Unity ID solution series

### **appunityXross ID**

Single sign-on to Shopify using corporations and brands common ID

### **appunity IDP**

Integrate multiple IDs including external sites using Shopify store user ID

*and more..*

Plan to develop a series of Shopify apps that provide deep customer understanding and high customer experience



SHIPPINNO processes orders automatically 24 hours a day, from order receipt to shipping requests, inventory synchronization, and sending emails to buyers.

It is a service that automates data linkage related to shipping and dispatch between any mall and logistics warehouse.



#### Non-stop, fully automated processing from order to shipment











- Reflecting incoming data
- Confirmation of order information
- Sending Thank You Email
- Check inventory
- Request shipment to warehouse
- Packing and shipping at warehouse
- Send shipment completion email
- Register shipping information
- Synchronize inventory

<https://www.shippinno.net/>





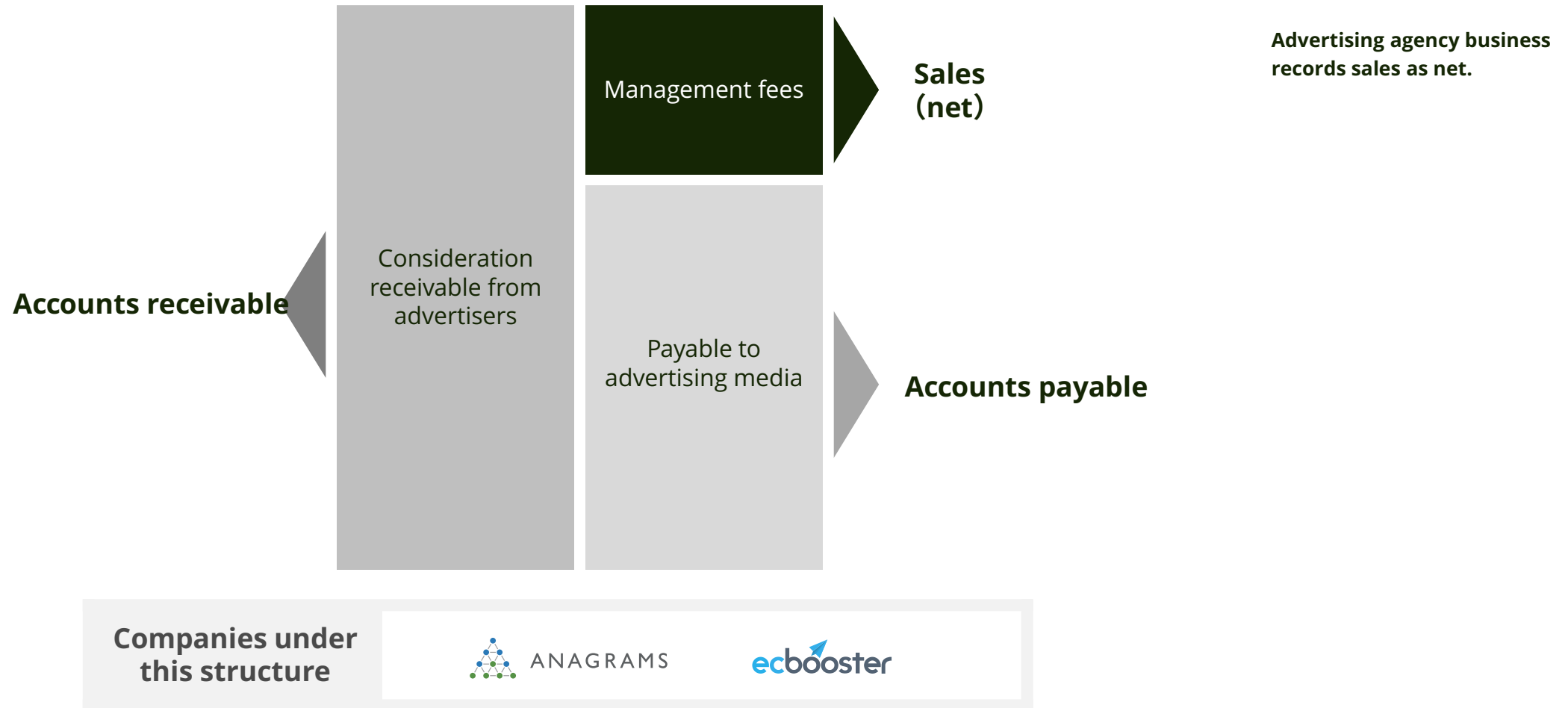
## (2) Revenue Structure List of key services and fee structures

| Fee structure                | PS   | SaaS   | DX   |
|------------------------------|--|--|--|
| Variable rate per billing    | Internet-oriented advertising agency<br> ANAGRAMS | Google shopping ads automatic operation tool<br>                              |  |
| Fixed by month               | Data feed advertising operations<br><br><b>DF PLUS</b>   | Data feed management tool<br>   | Automation of e-commerce shipments and orders (Partially based on usage)<br>                |
|                              |  | Social login (initial fee applies for the first month) & message delivery<br> | Sma-regi-linked Shopify App<br>   |
|                              |  | LINE-based CRM infrastructure Shopify App<br>                               | Shopify App related to point features<br>   |
| Initial fee + Fixed by month |  |  | <br> |

Based on revenue models of rate per billing, fixed monthly fee and others

## (2) Revenue Structure

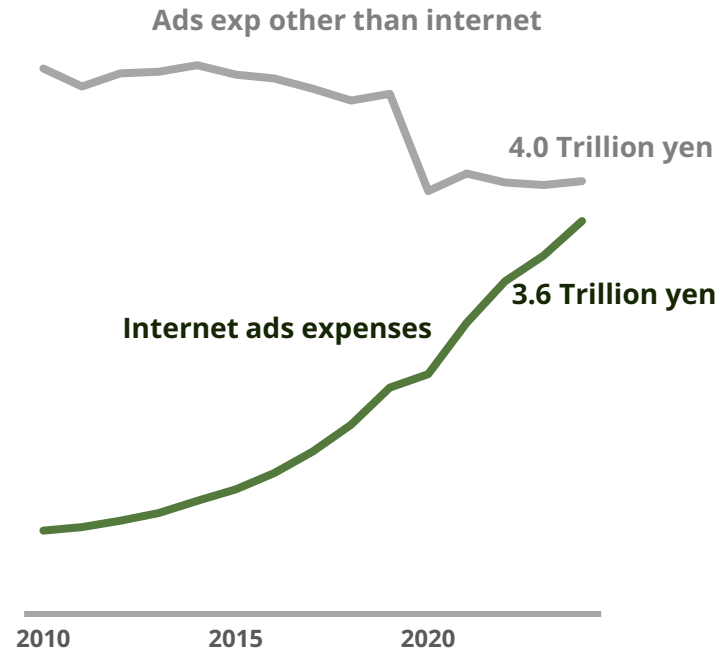
### Revenue structure and sales recognition for advertising management services



## Market Environment

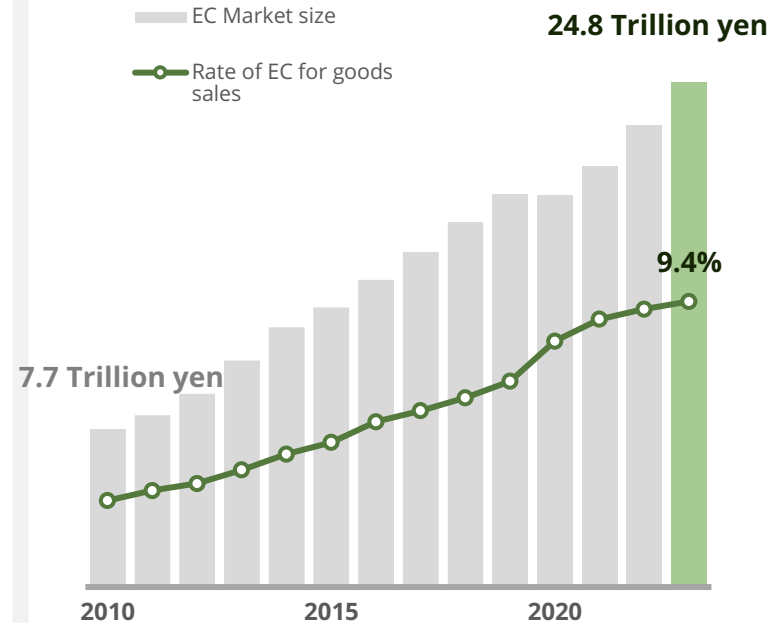
# (1) Market Size Internet advertising and EC markets

## Domestic internet advertising market



Source: Dentsu Inc. "Advertising costs in Japan 2024" (Feb 2025)

## Domestic e-commerce market



Source: METI "Market Research on e-commerce 2023" (Sept 2024)

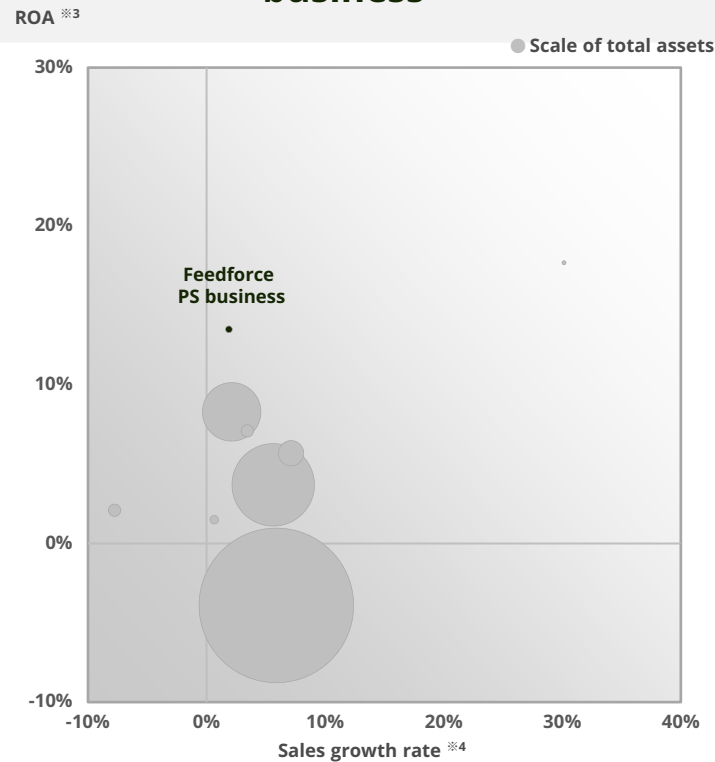
Internet advertising costs in 2024 grew steadily to 3.6 trillion yen, accounting for 47.6% of total advertising costs.

E-commerce market size in 2023 was 24.8 trillion yen, for goods sales, it grew by 4.8% compared to the previous year, making the EC rate 9.4%.

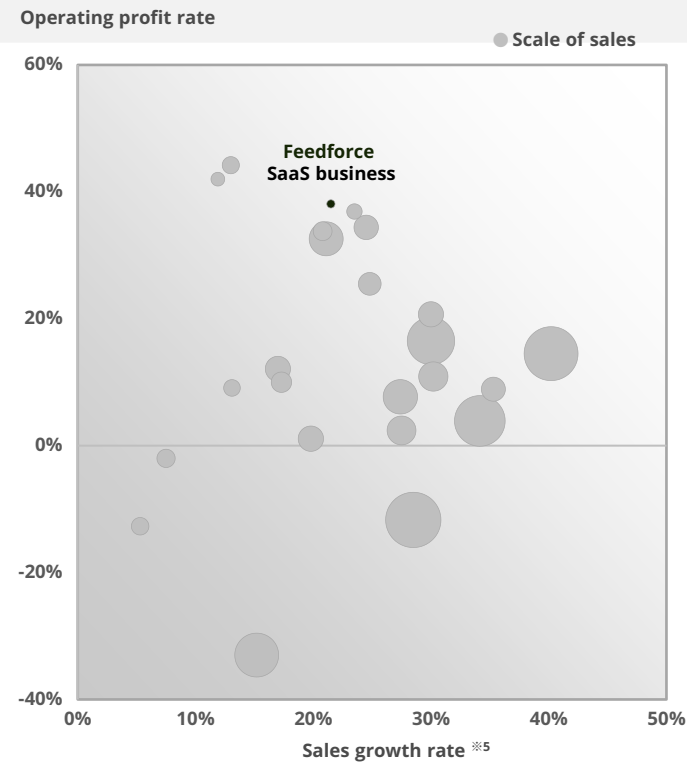
## (2) Competitive Environment

### Comparison with domestic major advertising agencies and SaaS business

Growth and profit rates of major domestic advertising agency business※1



Growth and profit rates of major domestic SaaS business※2



In comparison with major domestic advertising agency and SaaS businesses, we keep the high profit rate even though our scale of total assets and sales are small.

※1 Calculated based on the latest financial results of major companies listed in Japanese stock markets whose main business is advertising

※2 Calculated based on the latest financial results of major companies listed in Japanese stock markets whose main business is SaaS

※3 Calculated using the profit rate before tax for IFRS financial results

※4 Calculated based on actual sales

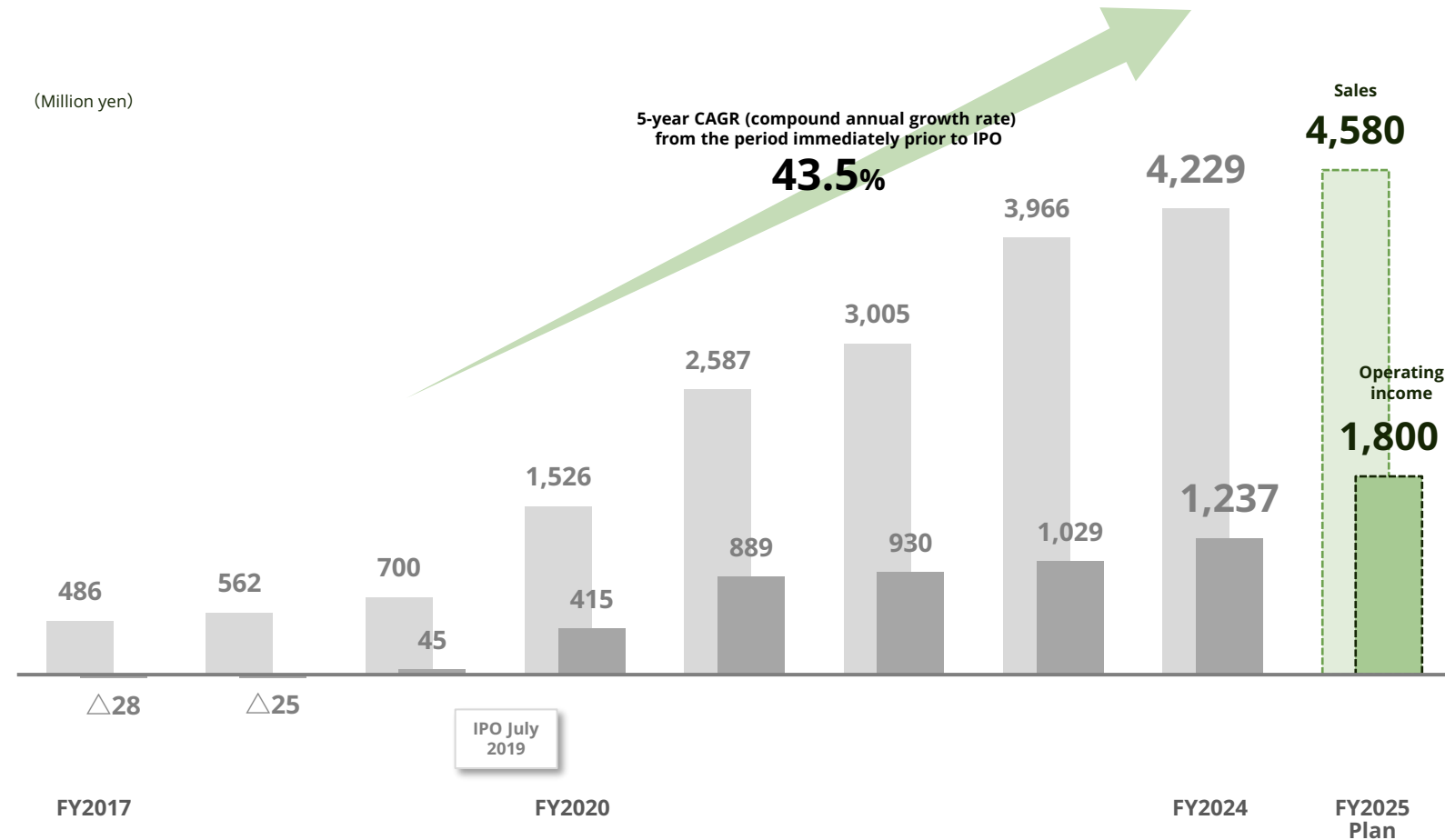
※5 Calculated based on forecast sales



Source of competitiveness

# (1) Management Resources and Competitive Advantage

## Increase in sales and profit to continue



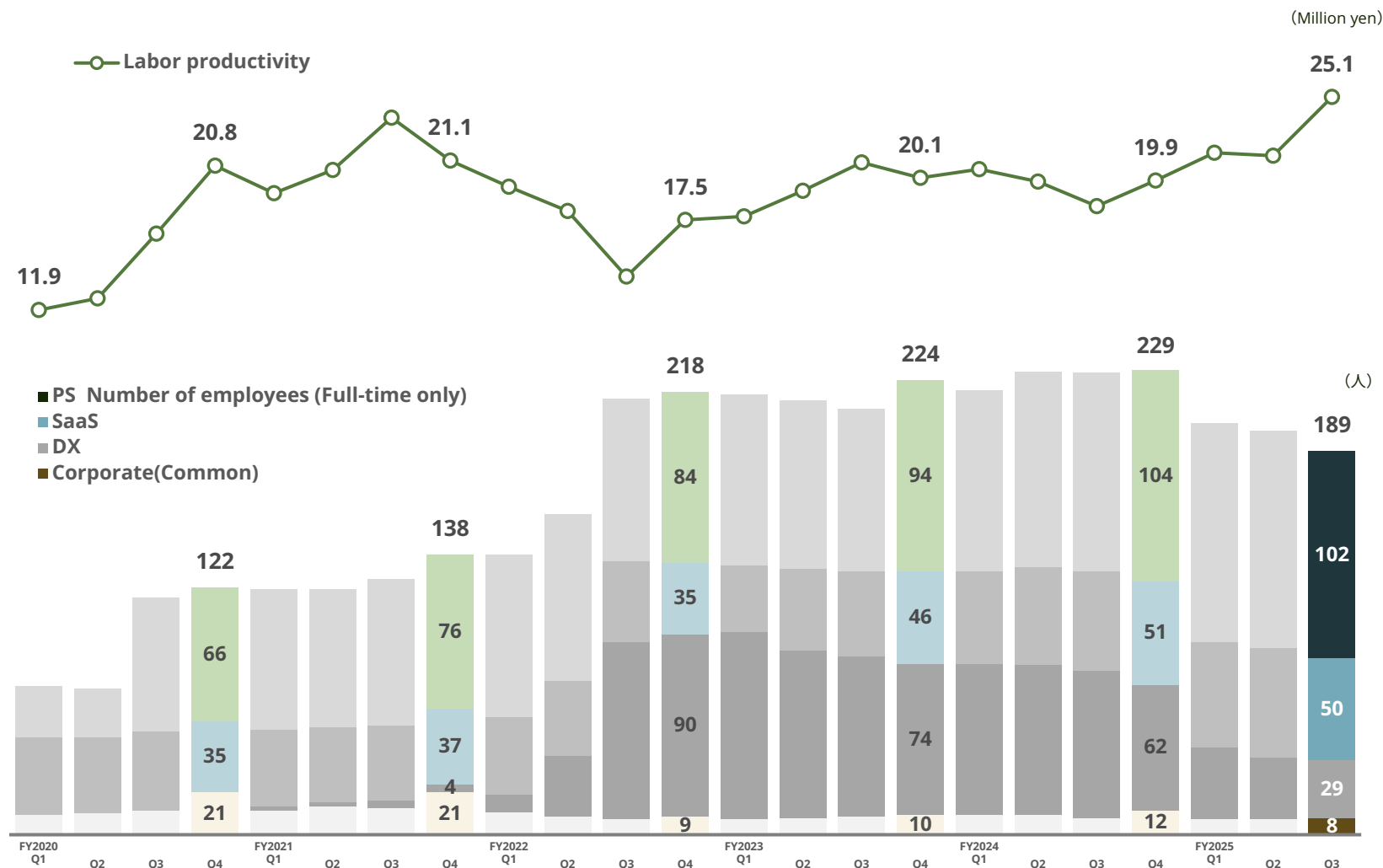
While maintaining a high sales growth rate, we have achieved consecutive increases in sales and profit even before the IPO.

Sales and profits will also continue to increase in FY2025.

※ Consolidated after FY2020

# (1) Management Resources and Competitive Advantage

## Labor productivity※/Number of employees



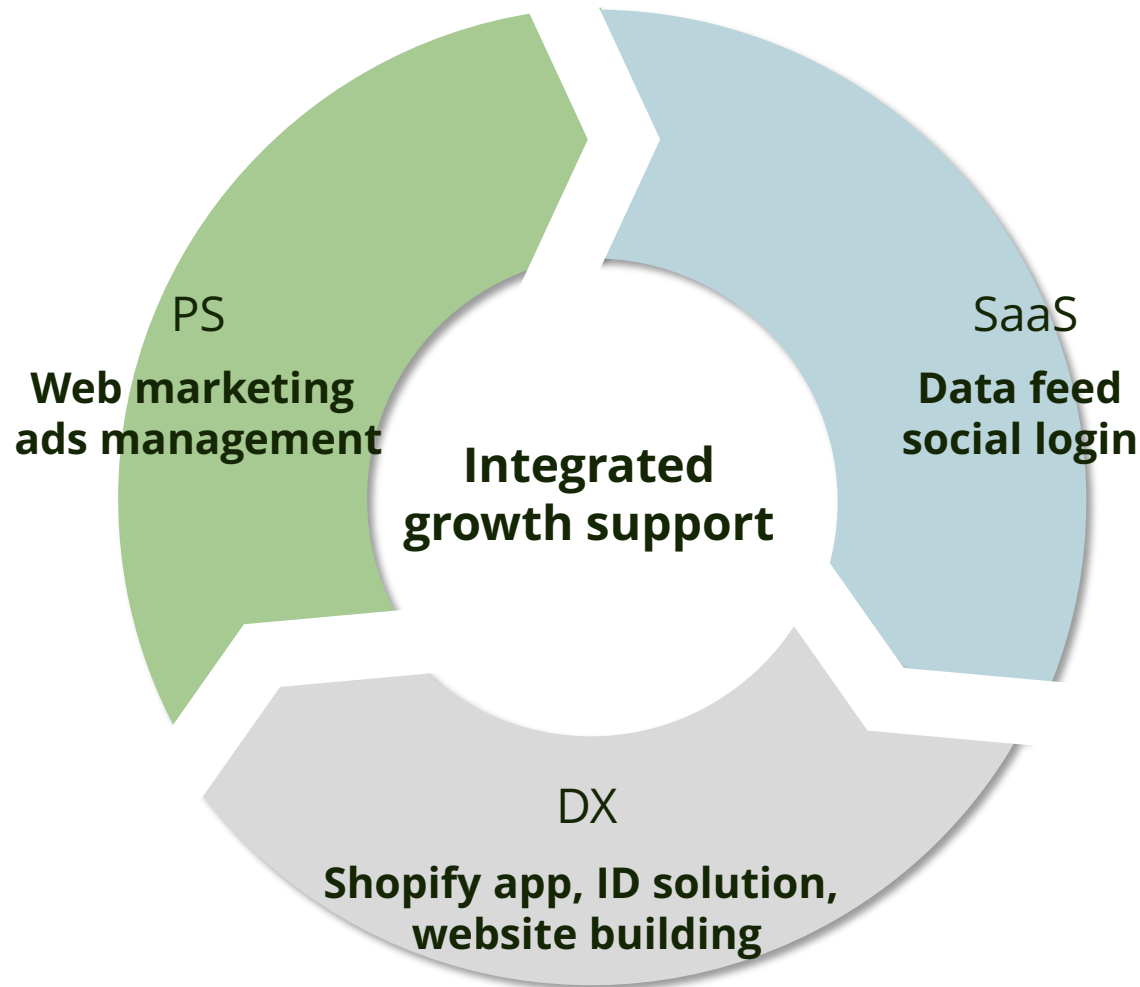
Despite an upward trend, the number of Group employees (full-time only) decreased by 40 from the end of FY2024 due to DX business restructuring.

Labor productivity reached a record high of 25 million yen/person on an annualized basis.

※ Annualized value added (sales - purchases - subcontracting costs) divided by number of employees

# (1) Management Resources and Competitive Advantage

Business segment synergies



- Web marketing/ads management (PS)
- Data feed/social login (SaaS)
- Shopify app, ID solution, website (DX)

Through these businesses, we will support the growth of e-commerce and Web service providers.

# (1) Management Resources and Competitive Advantage

## Characteristics of business segment

|      | Source of Competitiveness  | Scale  | Profitability                                  | Stability  | Growth potential   |  |
|------|--|--|--|--|--|--|
| PS   | <ul style="list-style-type: none"> <li>Maintains high profitability with a consulting-style advertising agency model</li> </ul>  | Sales <b>2,455M</b> yen (FY2024)<br>Full-time employees <b>102</b> (FY2025 Q3) | Operating profit rate (FY2024)<br><b>42.9%</b> |  |  | <p>Since each segment has different characteristics, it is possible to continue growth investments while expanding profits.</p> <p>DX business will grow back by focusing on the Shopify App and others.</p> |
| SaaS | <ul style="list-style-type: none"> <li>Maintain steady increase in sales and high profitability</li> <li>Few competitors in Japan in social login and data feed tools</li> </ul> | Sales <b>1,122M</b> yen (FY2024)<br>Full-time employees <b>50</b> (FY2025 Q3)  | Operating profit rate (FY2024)<br><b>40.5%</b> | Since segment disclosure in FY2017<br>Consecutive increase in sales and profit |  |  |
| DX   | <ul style="list-style-type: none"> <li>Establish EC support structure from branding using Shopify, website building, providing apps to backyard jobs</li> </ul>                  | Sales <b>650M</b> yen (FY2024)<br>Full-time employees <b>29</b> (FY2025 Q3)    |  |  | Shopify App and others<br>YoY sales growth rate (FY2025 Q3 cumulative)<br><b>+141.7%</b> |  |

# (1) Management Resources and Competitive Advantage

## Management

**Koji Tsukada**  
President & CEO  
Feedforce Inc.



Graduated from Kyoto University, the Faculty of Engineering in 1992. After working at Yasuda Trust and Banking, he established Root Communications Inc. in 1996. In May 2006, he founded Feedforce Inc. and assumed the position of CEO.

**Norikazu Shimada**  
Independent  
Director  
(Supervisory Committee,  
full-time)

Graduated from Yokohama National University, Department of Economics in 2007. He worked for Deloitte Touche Tohmatsu LLC and became Director (Supervisory Committee) in August 2022. CPA.

**Junya Koyama**  
Group Executive Officer  
President & CEO  
Anagrams

Joined Anagrams during college in August 2014. Graduated from Tokyo University, Faculty of Literature in 2015. He served as an executive officer and in August 2024 became President and CEO of Anagrams.

**Keji Abe**  
Director  
Chairman  
Anagrams



Graduated from Bunka Fashion College in 2001. After graduation, he worked as a freelancer for the apparel and e-commerce businesses. Established Anagrams in April 2010 (Representative Director) and assumed the position of Chairman of the Board in August 2024.

**Katsunori Ura**  
Independent  
Director  
(Supervisory Committee)

Graduated from Hitotsubashi University, the Faculty of Law in 2002. He joined Blakemore Law Office and then joined the Tokyo Marunouchi Law Office. In August 2017 he was appointed as an auditor, and in August 2018 became Director (Supervisory committee). Attorney at law.

**Hideya Kato**  
Group Executive Officer  
President & CEO  
Rewire, Inc.

After graduating from International Pacific University, New Zealand in 2006, he joined Septeni, Co., Ltd., CyberAgent, Inc., LITALICO, Inc., and Legoliss, Inc. In November 2022, he became Director of Rewire, Inc. and in March 2022 became President and CEO.

**Yasuo Sato**  
Independent  
Director  
(Supervisory Committee)

After graduating from university, he worked for Asatsu Inc. (currently ADK Holdings), Digital Garage, Inc., Infoseek, Google, ATARA, LLC Chairman (current position). In August 2020 he became Director (Supervisory committee).

**Shingo Nishiyama**  
Group Executive Officer  
In charge of Group

Graduated from Kyoto University, the Faculty of Engineering in 2002. He worked for the Ministry of Construction (currently MLIT) and Nikko Citigroup Securities Co. (currently SMBC Nikko Securities Inc.) before joining Feedforce Inc. in January 2017.

# Our Business Plan

# Business Plan Summary

|               |  |      |   |
|---------------|--|------|---|
| FY2024 Actual | <ul style="list-style-type: none"> <li>Shift from profit maintaining phase due to up-front investment to sales and profit expansion phase</li> </ul> | PS   | <ul style="list-style-type: none"> <li>Build stable operating structure and revenue base</li> </ul> |
|               |  | SaaS | <ul style="list-style-type: none"> <li>Keep 20% growth rate and increase profit</li> </ul>          |
|               |  | DX   | <ul style="list-style-type: none"> <li>Review business structure</li> </ul>                         |



|             |   |
|-------------|---|
| FY2025 Plan | <ul style="list-style-type: none"> <li>(Initial mid-term goal)<br/>Achieve “5 billion yen for sales, 2 billion yen for operating income, and maintain over 20% for ROE” one year ahead of schedule</li> </ul> |
|             | <ul style="list-style-type: none"> <li>(Performance forecast)<br/>Revised downward to “4.5 billion yen for sales, 1.8 billion yen for operating income and maintain over 20% for ROE”</li> </ul>              |

In FY2024, we realized profit expansion through growth in PS and SaaS, but had a huge loss in DX.

Our FY2025 mid-term goal was to achieve the initial goal (below) one year ahead of time.

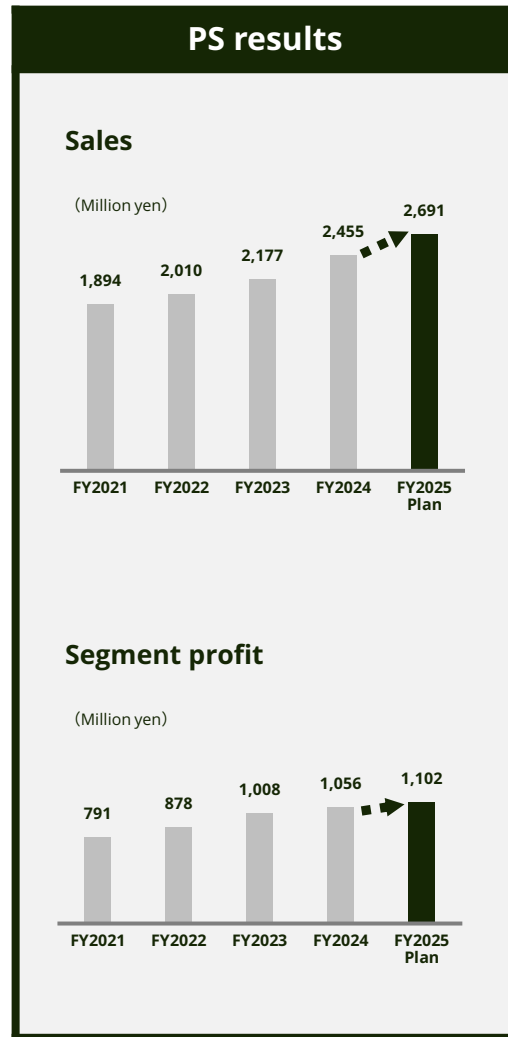
Sales                    5 billion yen  
Operating income 2 billion yen

But because of the delayed progress in DX, it was revised downward to

Sales                    4.5 billion yen  
Operating income 1.8 billion yen



# (1) Growth Strategy Growth strategy for PS business



## Initiatives for FY2025

- Plan for FY2025  
Sales 2.6 billion yen  
Seg. profit 1.1 billion yen

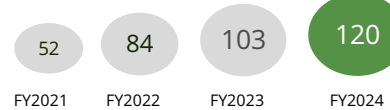
## Growth strategy after FY2026

- Aim for stable increase in sales and profit

By building a stable operational structure and revenue base, we will maintain a high revenue structure.

- Build a stable operating structure while maintaining growth

### Growth of number of employees



- Cooperate with REWIRE, enable solution using ads x 1<sup>st</sup> party data

- Establish a position as a major domestic independent internet advertising

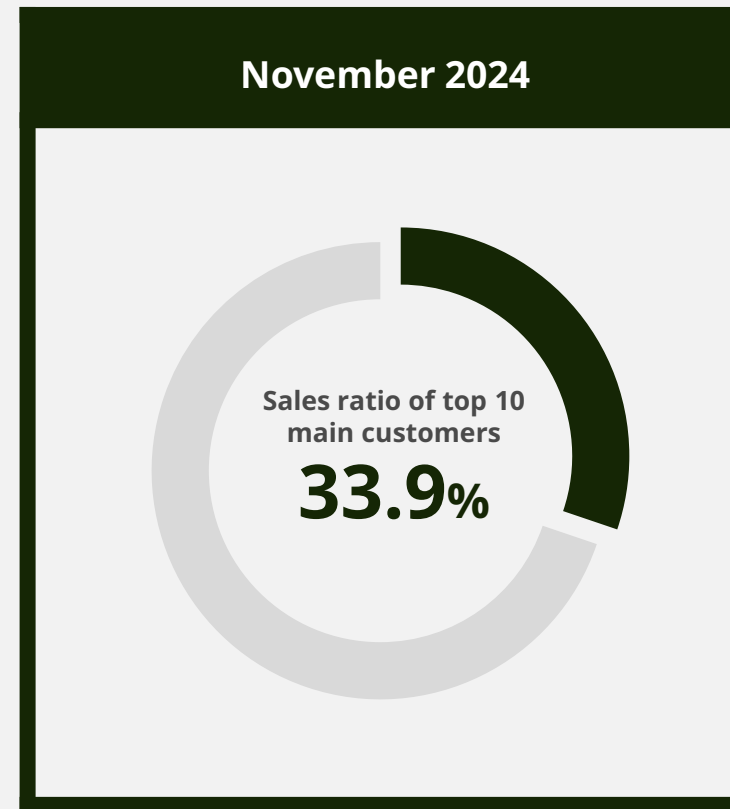
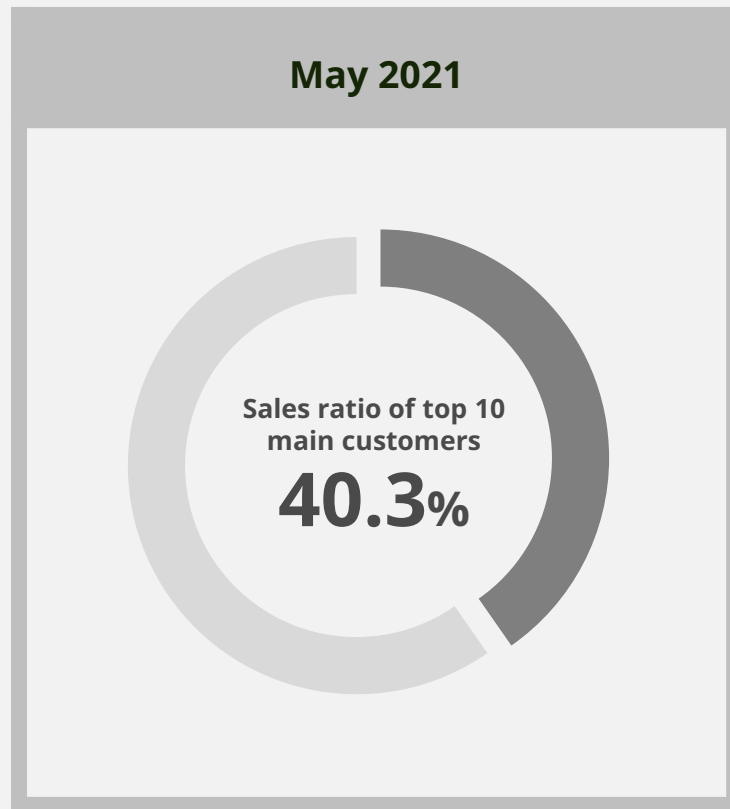




ANAGRAMS

## Anagrams expended its customer base and lowered dependency on certain customers

Sales ratio of top 10 main customers in PS business



# (1) Growth Strategy Growth strategy for SaaS business



## Initiatives for FY2025

- Plan for FY2025  
Sales 1.4 billion yen  
Segment profit 0.6 billion yen

## Growth strategy after FY2026

- Maintain around 20% sales growth and increased profit

While extending functions in each service, we will continue over 20% increase in sales going forward.

### social plus

- Stand-alone LINE message distribution function
- Aim for top market shares in Japan for both login and message functions

### CRM PLUS on LINE

- Expand mainly for enterprise

### diplus.io

- To release "Micro ATS," HR-related service
- Expand the value provided, including peripheral areas of feeds, by specializing in human resources and EC

### ecbooster

- Release app version of Shopify
- Compatible with Microsoft Advertising
- Commercialize "Must Have," advertising for small and medium EC commerce

“CRM PLUS on LINE” a Shopify App linked with LINE

100 STORES  
ANNIVERSARY

**Over 100 stores installed with Shopify's Plus plan!**

Reflecting on our growth and change through customer feedback and data



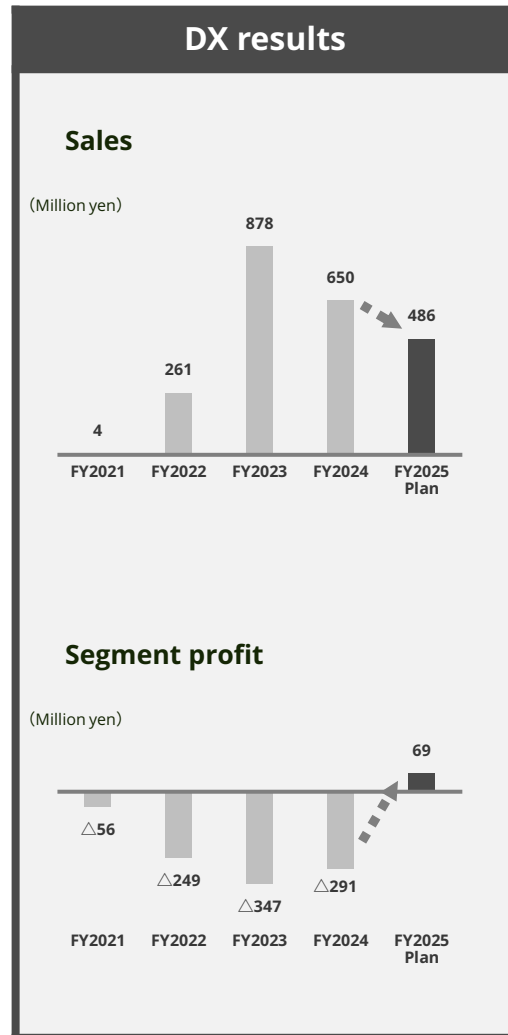


Specialize in mass hiring and  
mass job applications

# Micro ATS

Official release

# (1) Growth Strategy Growth strategy for DX business



## Initiatives for FY2025

## Growth strategy after FY2026

We plan to provide new solutions while aiming to make a net profit in FY2025.

- Aim for re-growth, mainly Rewire, and segment profit, which wasn't achieved in FY2024

- Big profit growth in FY2026

Rewire

- Improve data service, app service
- Succeed FRACTA's base and develop projects related to Shopify
- Start generative AI solution
- Become a domestic leading company in Shopify development

Omni Hub

- Increase clients in both enterprise and SMB
- Expand compatible POS and enter into much bigger market

SHIPPInno

- Explore new markets for EC cart and delivery link

feedforce Vietnam

- Focus on enterprise and manufacturers' local EC and advertising
- Ensure resource and technical support as off-shore development
- Marketing and technical support for businesses expanding in Vietnam

FRACTA®

- Transfer business to Rewire and downsize



**Omni Hub**

Powered by Feedforce Inc.



**Square**

**“Omni Hub” an Omni-Channel Member linkage App**

**Start linking with global payment terminal “Square”**

**First step toward collaboration with diverse POS platforms**

## (2) Management Indicators

### Sales-related data: Number of use projects by service

(Number of use)

|               | FY2020 | FY2021 | FY2022 | FY2023  | FY2024  | FY2025 Feb   | v.FY2024<br>end |
|---------------|--------|--------|--------|---|---|--|-----------------|
| <b>PS</b>     |        |        |        |   |   |  |                 |
| Anagrams      | 96     | 115    | 116    | 156   | 166   | <b>169</b>   | +3              |
| Feedmatic     | 48     | 45     | 49     | — ※1  | —   | —  | —               |
| <b>SaaS</b>   |        |        |        |   |   |  |                 |
| Social PLUS   | 272    | 309    | 361    | 391   | 440   | <b>467</b>   | +27             |
| dfplus.io     | 139    | 175    | 235    | 302   | 375   | <b>405</b>   | +20             |
| EC Booster※2  | 344    | 303    | 283    | 460<br><small>Of which entry plan 198</small> | 419<br><small>Of which entry plan 184</small> | <b>348</b><br><small>Of which entry plan 147</small> | △71             |
| <b>DX</b>     |        |        |        |   |   |  |                 |
| Shopify app※3 | —      | —      | 532    | 144   | 258   | <b>319</b>   | +61             |
| FRACTA        | —      | —      | 53     | 43  | 8   | <b>1</b>   | △7              |
| Shippinno     | —      | —      | 495    | 435   | 417   | <b>401</b>   | △16             |

PS:

**Anagrams' number of advertising cases increased.**

SaaS:

**For dfplus.io and Social PLUS, the number of accounts has been constantly increasing while for EC Booster, the number of accounts has been constantly decreasing.**

DX:

**The number of accounts for Shopify app significantly increased.**

※1 After a merger in June 2022, the number of use has been integrated into Anagrams'.

※2 EC Booster free plan accounts are not included.

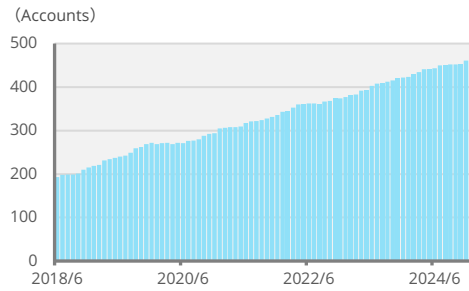
※3 The number of paid active accounts of Shopify-providing apps



## (2) Management Indicators Sales-related data: SaaS performance indicator

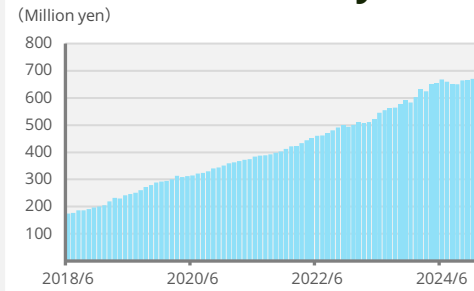
Number of accounts

**467**Accounts



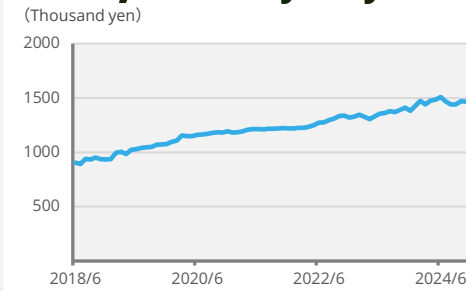
ARR<sup>※2</sup>

**743**Million yen



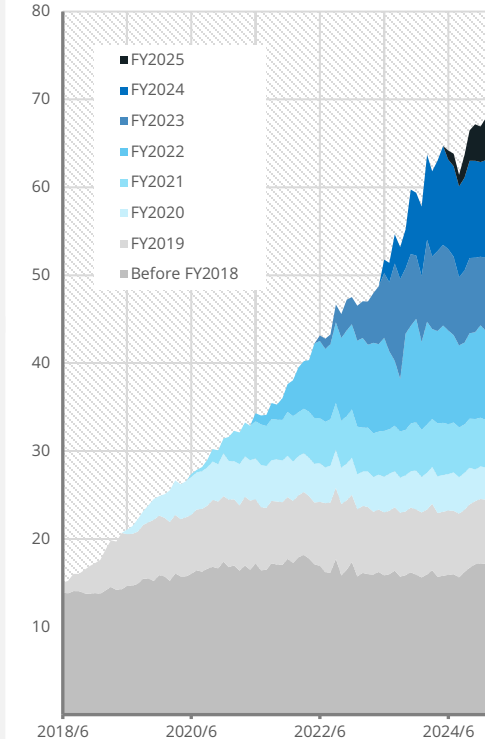
ARPA<sup>※3</sup>

**1,592K** yen/year



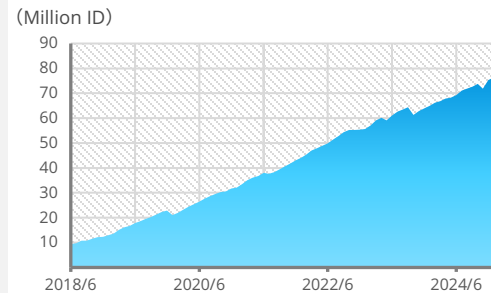
Monthly sales cohort graph

(Million yen)



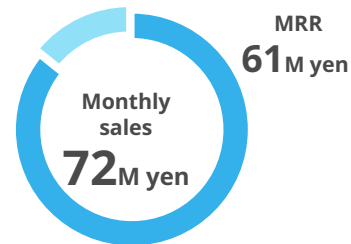
Number of user ID<sup>※1</sup>

**74**Million ID



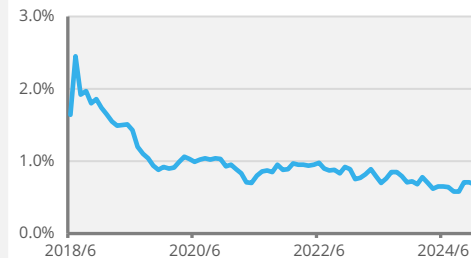
Recurring revenue ratio

**85.8%**



Churn rate<sup>※4</sup>

**0.66%**



※1 Total number of user IDs registered through the Social PLUS service

※2 Calculated by multiplying each monthly recurring revenue (continuous fixed revenue) by 12

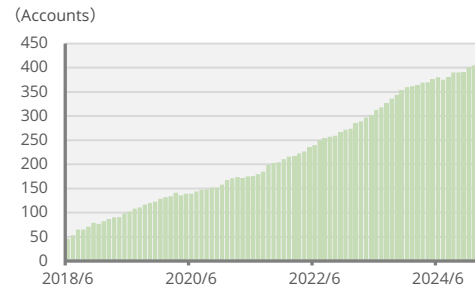
※3 Average ARR per account. Count Shopify App "CRMonLine" as 1 account.

※4 The weighted average of monthly cancellation amounts (excluding downgrades) for the monthly recurring revenue for the last 12 months

## (2) Management Indicators Sales-related data: SaaS performance indicator

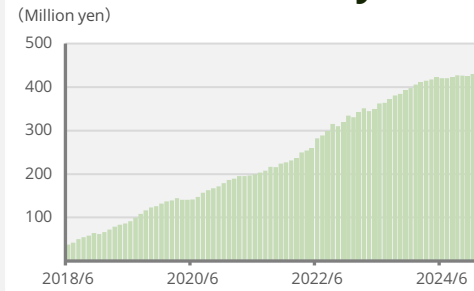
Number of accounts

**405**Accounts



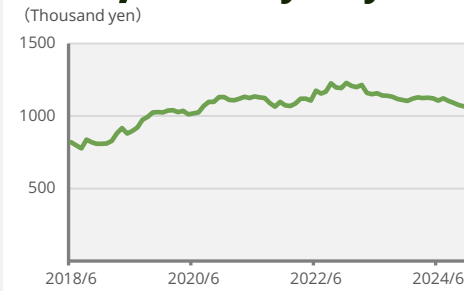
ARR<sup>※2</sup>

**431** Million yen



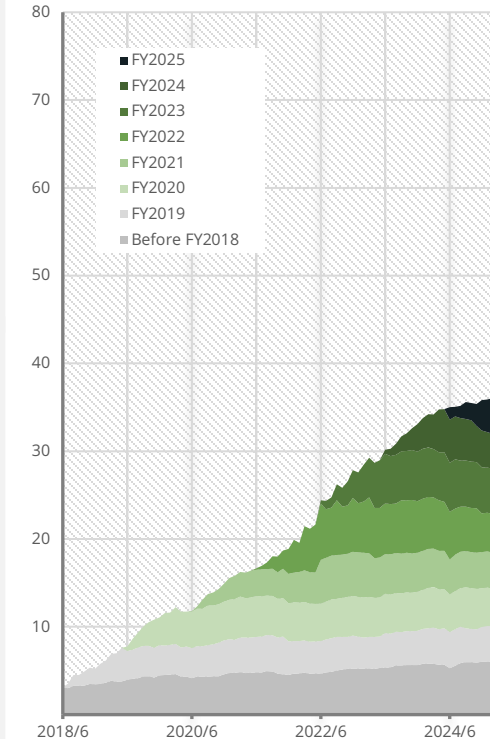
ARPA<sup>※3</sup>

**1,069**K yen/year



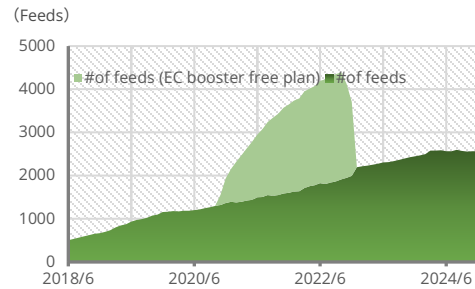
Monthly sales cohort graph

(Million yen)



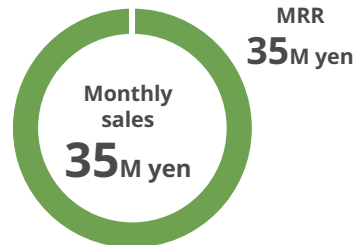
Number of datafeeds<sup>※1</sup>

**2,558**Feeds



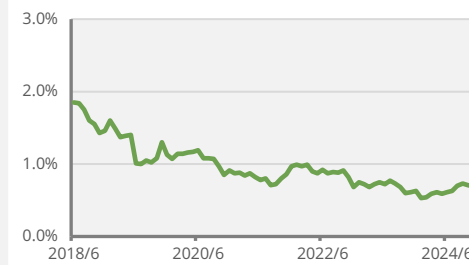
Recurring revenue ratio

**100.0%**



Churn rate<sup>※4</sup>

**0.67%**



※1 Sum of the number of media to which data is sent to each account.

EC Booster free plan was terminated in Dec 2022. After Jan 2023, the number of datafeeds of entry plan are included.

※2 Calculated by multiplying each monthly recurring revenue (continuous fixed revenue) by 12

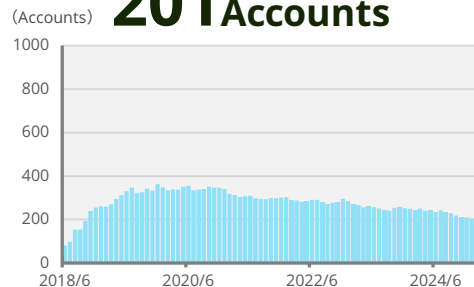
※3 Average ARR per account

※4 The weighted average of monthly cancellation amounts (excluding downgrades) for the monthly recurring revenue for the last 12 months

## (2) Management Indicators Sales-related data: SaaS performance indicators

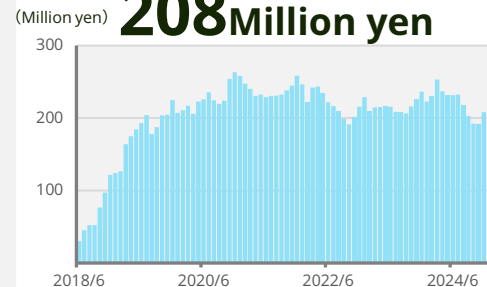
Number of advertising, pro-plan  
(variable by use)

**201Accounts**



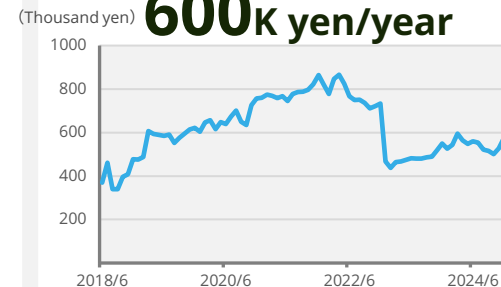
Annualized transaction  
volume※<sup>1</sup>

**208Million yen**



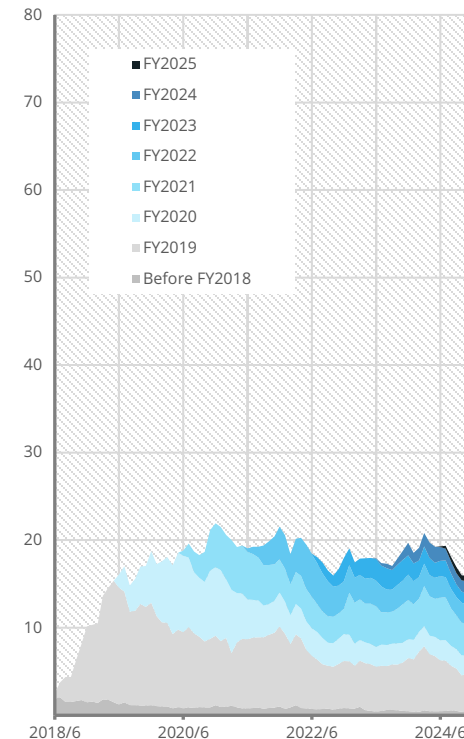
Average transaction volume  
per account

**600k yen/year**



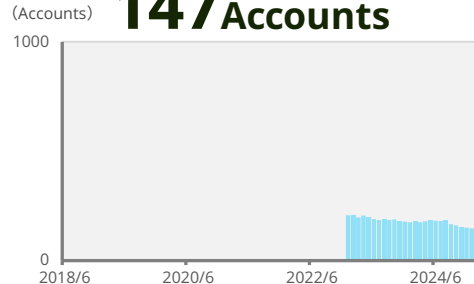
Monthly transaction cohort  
graph

(Million yen)



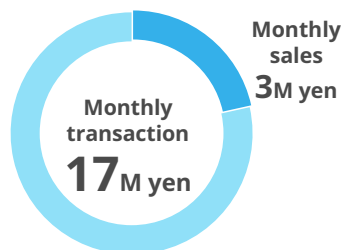
Number of entry plan (fixed)  
accounts

**147Accounts**



Take rate※<sup>2</sup>

**21.5%**



※<sup>1</sup> Calculated by multiplying 12 to each monthly transaction amount.

※<sup>2</sup> Ratio of sales to transaction amount. Sales are calculated by deducting media advertising cost and partner commissions from the transaction volume.

## (2) Management Indicators Sales-related data: DX performance indicators



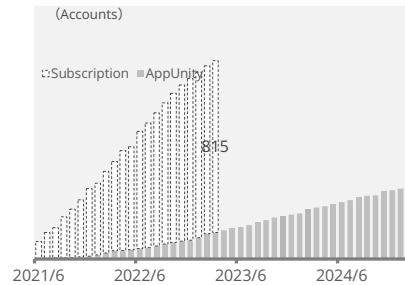
※1



(The latest month is Dec 2024)

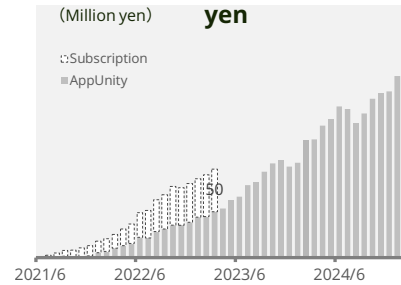
Active accounts ※2

**319Accounts**

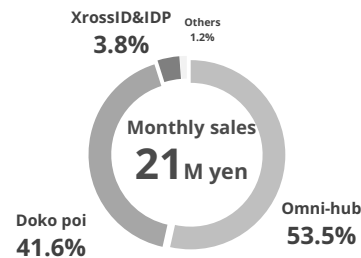


ARR ※3

**195Million yen**

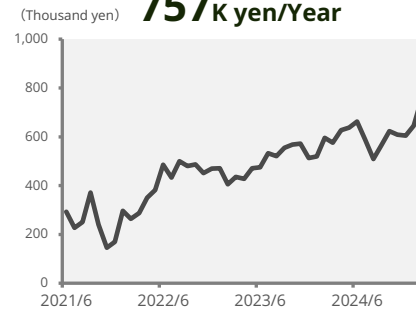


Sales ratio



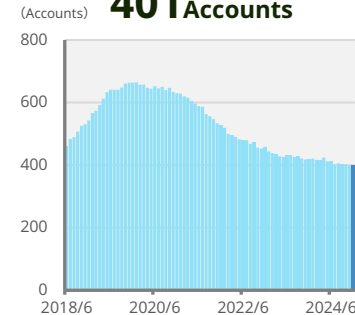
ARPA ※4

**757k yen/Year**



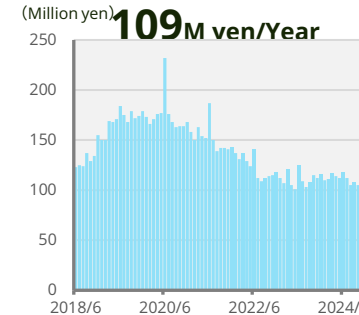
Number of accounts

**401Accounts**

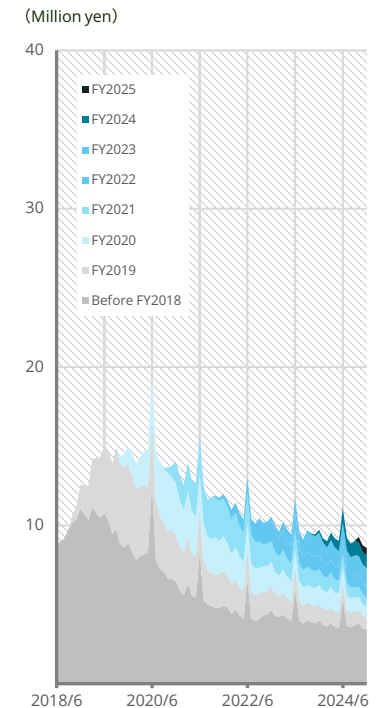


Annualized transaction volume ※1

**109M yen/Year**

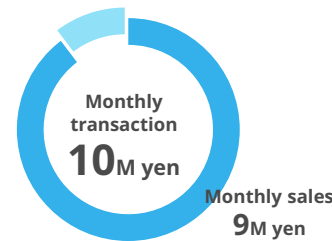


Monthly transaction cohort graph



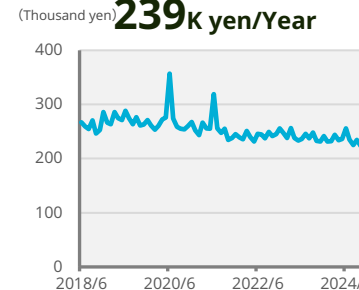
Take rate ※2

**89.6%**



Average transaction volume per account ※3

**239k yen/Year**



※1 Total of Shopify apps "Subscription", "Omni-hub", "Doko poi", "XrossID", and "IDP" belonging to DX business. Subscription app as a shared business ended in March 2023.

※2 Only the number of paid plan actives is included

※3 Calculated by multiplying each monthly recurring revenue (continuous fixed revenue) by 12. For subscription apps, only our revenue is recorded.

※4 Average ARR per account

※1 Calculated by multiplying 12 to each monthly transaction amount

※2 Ratio of sales to transaction volume. Sales are calculated by deducting the payment fees to the partners from the transaction volume.

※3 Calculated on the basis of sales until May 2022, and on the basis of recurring revenue out of sales from June 2022 onward.

## (2) Management Indicators Financial indicators

|                                     | FY2020  | FY2021 | FY2022 | FY2023  | FY2024 | FY2025<br>Q3(9mo) |
|-------------------------------------|---------|--------|--------|---------|--------|-------------------|
| <b>Sales growth rate</b>            | +118.0% | +69.5% | +20.7% | +32.0%  | +6.6%  | <b>+2.6%</b>      |
| PS                                  | +162.6% | +88.7% | +6.1%  | +8.3%   | +12.8% | <b>+6.6%</b>      |
| SaaS                                | +58.6%  | +26.4% | +21.9% | +24.1%  | +23.3% | <b>+14.4%</b>     |
| DX                                  | —       | —      | —      | +236.6% | △25.9% | △29.3%            |
| <b>Operating profit margin</b>      | 27.2%   | 34.4%  | 31.0%  | 26.0%   | +29.3% | <b>+35.2%</b>     |
| PS                                  | 35.5%   | 40.0%  | 43.2%  | 45.5%   | +42.9% | <b>+41.0%</b>     |
| SaaS                                | 8.6%    | 24.4%  | 38.9%  | 38.1%   | +40.5% | <b>+37.8%</b>     |
| DX                                  | —       | —      | △94.6% | △39.3%  | △44.8% | △2.7%             |
| <b>ROA※1,※2</b>                     | 14.6%   | 15.2%  | 12.8%  | 13.6%   | 15.9%  | —                 |
| <b>ROE※2,※3</b>                     | 31.0%   | 28.5%  | 22.5%  | 3.9%    | 17.0%  | —                 |
| <b>Shareholders' equity ratio※4</b> | 18.3%   | 36.6%  | 37.2%  | 39.0%   | 36.9%  | <b>40.8%</b>      |
| <b>D/E Ratio※5</b>                  | 1.1x    | 0.7x   | 0.8x   | 0.6x    | 0.8x   | <b>0.7x</b>       |

In SaaS business, sales growth rate is about 14%, and operating profit margin is about 37%.

※1 ROA : Operating income / {(total assets at beginning + total assets at end)/2}

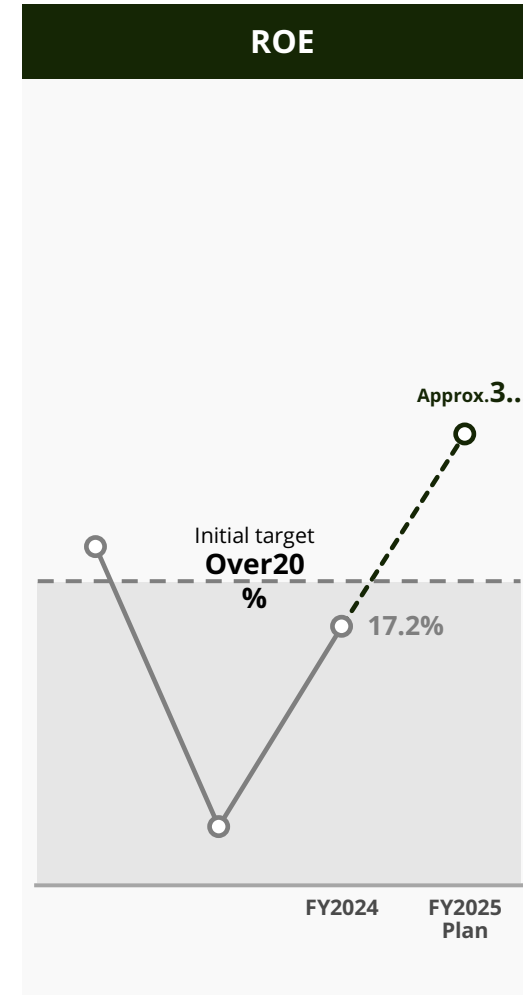
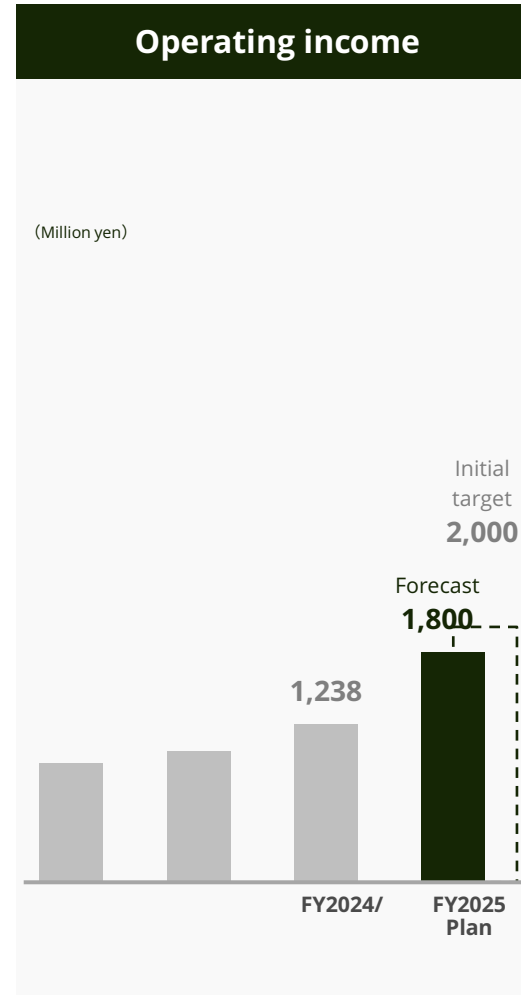
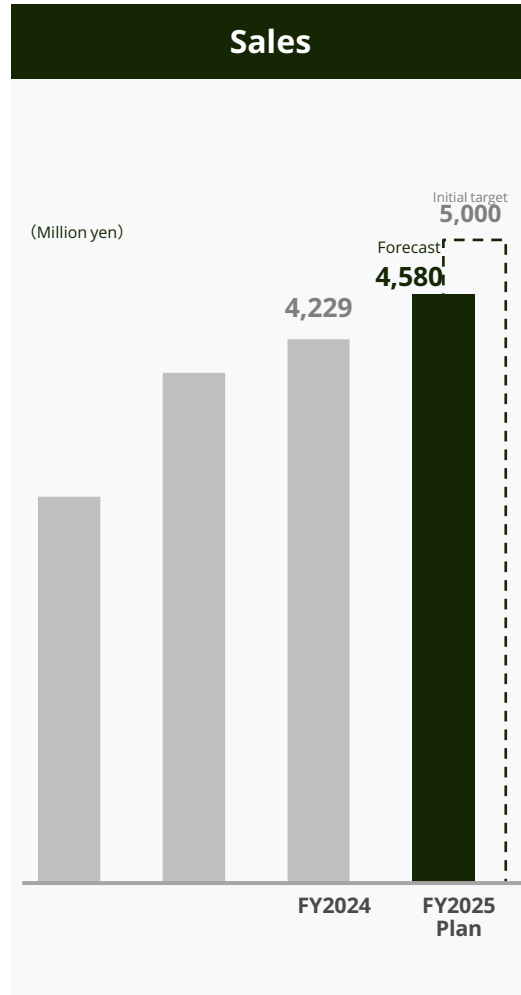
※2 Presented as "+" for quarterly or negative figures

※3 ROE : Profit attributable to owners of parent ÷ {(total shareholders' equity at beginning + total shareholders' equity at end)/2}

※4 Shareholders' equity ratio : (Shareholders' equity + accumulated other comprehensive income) ÷ total assets

※5 D/E ratio : Interest-bearing debt ÷ net assets

### (3) Profit Plan and Assumptions    Mid-term goals and forecast



Although we had planned to achieve the performance targets of “sales of 5 billion yen, operating income of 2 billion yen, and ROE of 20%” for the fiscal year ending May 31, 2025 one year ahead of schedule, we have revised the timing of achieving the mid-term targets for sales and operating income due to a review of the DX business.

### (3) Profit Plan and Assumptions

### Progress in the FY2025 forecast

(Million yen)

|  | FY2025<br>Q3(9mo) Actual<br>(a) | FY2025<br>Q3(9mo) Forecast<br>(b) | Progress rate<br>(a) / (b) | FY2025<br>cumulative<br>forecast<br>(c) | Progress rate<br>(a) / (c) |
|--|---------------------------------|-----------------------------------|----------------------------|---|----------------------------|
| <b>Sales</b>                                       | 3,213                           | 3,331                             | <b>96.5%</b>               | 4,580                                   | <b>70.2%</b>               |
| <b>PS</b>  | 1,906                           | 1,973                             | <b>96.6%</b>               | 2,691                                   | <b>70.9%</b>               |
| <b>SaaS</b>  | 938                             | 1,012                             | <b>92.7%</b>               | 1,402                                   | <b>66.9%</b>               |
| <b>DX</b>  | 368                             | 346                               | <b>106.6%</b>              | 486                                     | <b>75.8%</b>               |
| <b>EBITDA</b>                                      | 1,275                           | 1,405                             | <b>90.8%</b>               | 2,014                                   | <b>63.4%</b>               |
| <b>Operating income</b>                            | 1,130                           | 1,247                             | <b>90.6%</b>               | 1,800                                   | <b>62.8%</b>               |
| <b>PS</b>  | 780                             | 790                               | <b>98.8%</b>               | 1,102                                   | <b>66.9%</b>               |
| <b>SaaS</b>  | 360                             | 435                               | <b>82.7%</b>               | 629                                     | <b>57.3%</b>               |
| <b>DX</b>  | △10                             | 21                                | —                          | 69                                      | —                          |
| <b>Ordinary income</b>                             | 1,071                           | 1,232                             | <b>86.9%</b>               | 1,781                                   | <b>60.2%</b>               |
| <b>Profit attributable<br/>to owners of parent</b> | 707                             | 811                               | <b>87.2%</b>               | 1,172                                   | <b>60.4%</b>               |
| <b>EPS</b>   | 27.88 yen                       | n.a.                              | <b>n.a.</b>                | 45.90 yen                               | <b>60.7%</b>               |

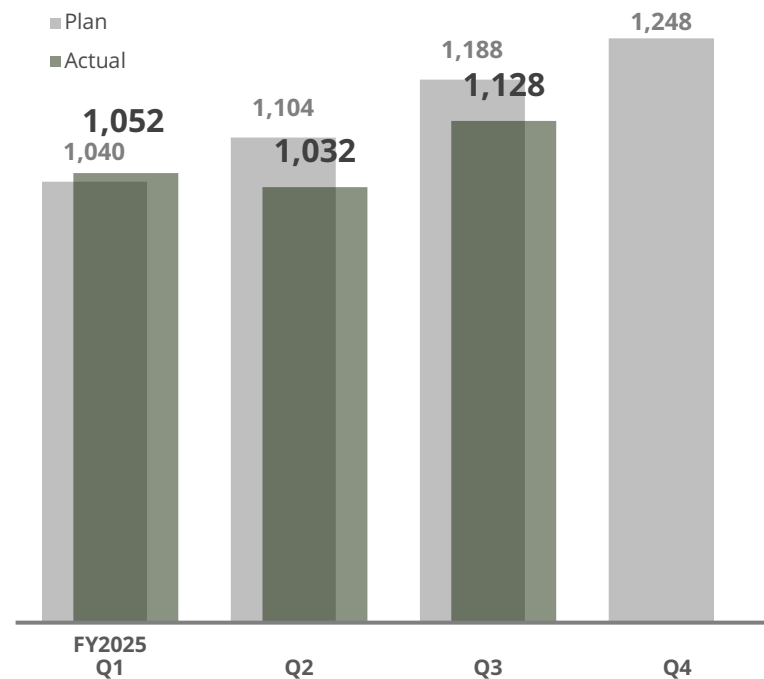
In FY2025, we expect operating income of 1.8 billion yen. The progress rate at Q3 is 62.8%.

## (4) Progress Quarterly progress to FY2025 forecast

Q3 FY2025 Progress rate to plan

Sales **96.5%**

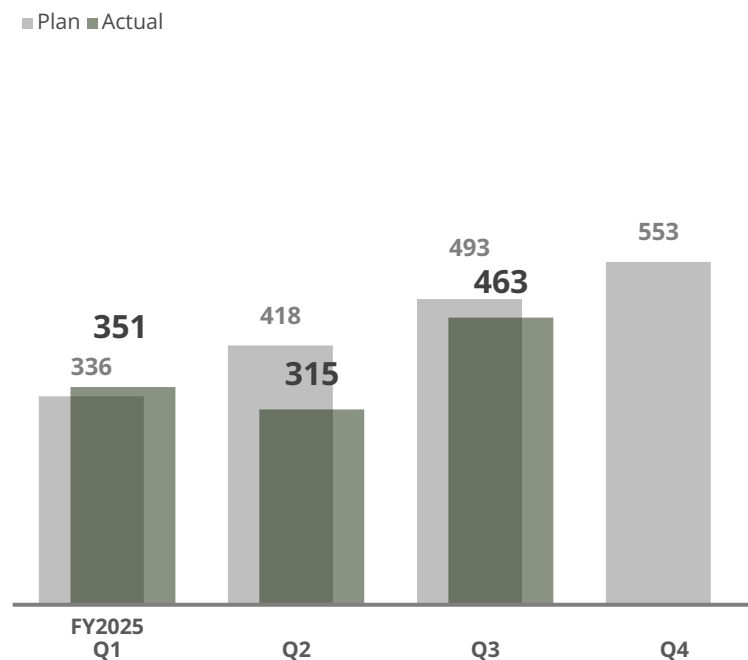
(Million yen)



Q3 FY2025 Progress rate to plan

Operating income **90.6%**

(Million yen)

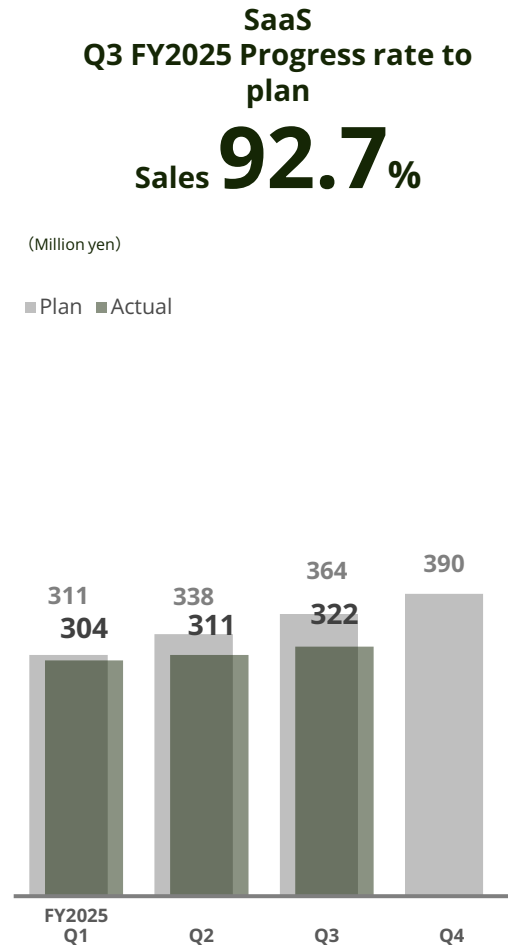
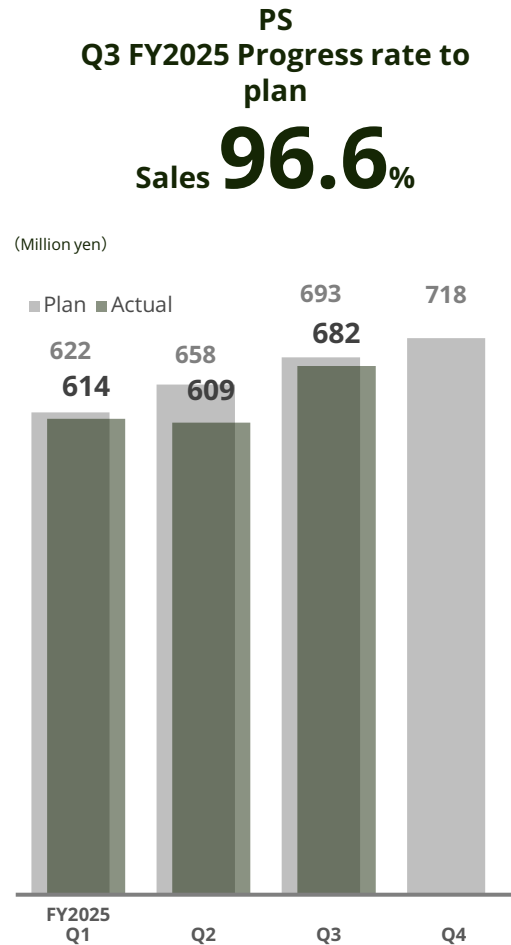


Q3 sales and operating income ended behind, but recovered close to the plan.

We will update *Our Business Plan and Growth Potential* every quarter and disclose. (Next update will be June, 2025.)



## (4) Progress Quarterly progress to FY2025 forecast by segment



In 3Q PS business recovered close to the plan.

## Risk Information

# (1) Perceived Risks

| Business risks and external environment   |   | Business risks and internal environment   |  | Financial risks   |   |
|---|---|---|--|---|---|
| Risks<br>Timing and probability   | Contents  | Risks<br>Timing and probability   | Contents   | Risks<br>Timing and probability   | Contents  |
| <b>Internet Ads Market</b><br><br><div>Timing: Short-term<br/>Probability: High</div>       | <p>The impact of economic fluctuations and changes in corporate advertising strategies will have a significant impact.</p> <p>If it becomes apparent, the performance of the PS could be sluggish.</p>  | <b>Concentration on a specific medium</b><br><br><div>Timing: Long-term<br/>Probability: Medium</div> | <p>Dependence on the services of a particular digital platformer.</p> <p>If it becomes apparent, policy changes may prevent the service from being provided as planned.</p>  | <b>Collectability of investment in new businesses</b><br><br><div>Timing: Long-term<br/>Probability: High</div> | <p>Inability to generate earnings as initially expected.</p> <p>If this becomes apparent, we may not be able to invest flexibly.</p>  |
| <b>Technological Innovation</b><br><br><div>Timing: Long-term<br/>Probability: Medium</div> | <p>Delays in responding to new technologies will cause the services and technologies provided to become obsolete.</p> <p>If it becomes apparent, there would be an increase in cancellations and existing services, mainly in the SaaS business, may not be able to continue.</p> | <b>Information Security</b><br><br><div>Timing: Long-term<br/>Probability: Medium</div>               | <p>Possibility of information leakage due to unauthorized access from outside.</p> <p>If it becomes apparent, the business could suffer from a downturn in performance due to the suspension of operations and customer churn.</p> | <b>Impairment of goodwill, etc.</b><br><br><div>Timing: Long-term<br/>Probability: Medium</div>                 | <p>Large amount of goodwill and customer-related assets recorded due to M&amp;A.</p> <p>If it becomes apparent, the company may not be able to invest flexibly due to deteriorating financial conditions.</p> |
| <b>Regulations</b><br><br><div>Timing: Long-term<br/>Probability: High</div>                | <p>Strict regulations on sales promotion methods using personal purchase and browsing history on the Internet.</p> <p>If it becomes apparent, the performance of the PS could be sluggish.</p>  |   |  |   |   |

The “major risks” that will have a significant impact on the realization of growth and execution of the business plan are shown on the left.

If any of these risks were to materialize, it would have a significant impact on the growth and the execution of the business plan.

Please refer to “Major risks” in annual securities report for other risks not listed here.

## (2) Risk Management

| Business Risks and external environment |   |
|---|---|
| Risks                                   | Countermeasures   |
| Internet Ads Market                     | Diversification of risk through increase in number of projects and diversification of client industries |
| Technological Innovation                | Continuous service improvement and engineer recruitment   |
| Regulations                             | Approaches to ID marketing  |

| Business Risks and internal environment |   |
|---|---|
| Risks                                   | Countermeasures   |
| Concentration on a specific medium      | Strengthen ties with Shopify, LINE, and other non-GAFA partners |
| Information Security                    | Limited access rights, periodic vulnerability checks, etc.      |

| Financial risks                                |  |
|--|--|
| Risks  | Countermeasures                                |
| Collectability of investment in new businesses | Initial cost reduction by lean start-up method |
| Impairment of goodwill, etc.                   | Straight-line depreciation in 10 years or less |

**Start countermeasures before the risks become apparent.**

**Group Mission**

**「働く」を豊かにする。**

**Feed a force for good and change**