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May 29, 2025

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Notice of the Release of the Short-Term Plan to Improve Financial Performance

The Board of Directors has resolved, at today's meeting, to approve and disclose the "Short-Term Plan to Improve Financial Performance," and we hereby announce this decision.

Note : This document has been translated from a part of 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.



Short-Term Plan to Improve Financial Performance

Bewith,inc. (Securities Code: 9216)

May 29, 2025

The purpose of this document

This document outlines Bewith's short-term plan.

The Company expects a decrease in sales and profits for the fiscal year ending May 2025. This is outlined in the 'Notice of Differences between Forecasts and Financial Results for the First Half of FY May 2025.

Three key factors are impacting the Contact Center and BPO business.

- 1. A decrease in transactions related to specific public projects*
- 2. Decline Due to Post-Rebound Adjustment in the Electric Power Industry*
- 3. Decline Due to Post-Rebound Adjustment in COVID-19 Vaccine Reception Desk Operations*

These factors are not expected to impact the fiscal year ending May 2026, except for Factor 1. Regarding Factor 1, the decline in sales is expected to continue; however, sales activities are becoming more proactive. While significant sales growth as seen in the past cannot be predicted at this time, the Company is actively working on recovery and identifying positive trends.

In light of these circumstances, **the Company has developed and implemented a Short-Term Plan to Improve Financial Performance. This document shows "the Short-Term Plan to Improve Financial Performance"**.

Furthermore, the Company has started drafting a long-term plan.

This document presents the details of the Short-Term Plan to Improve Financial Performance.

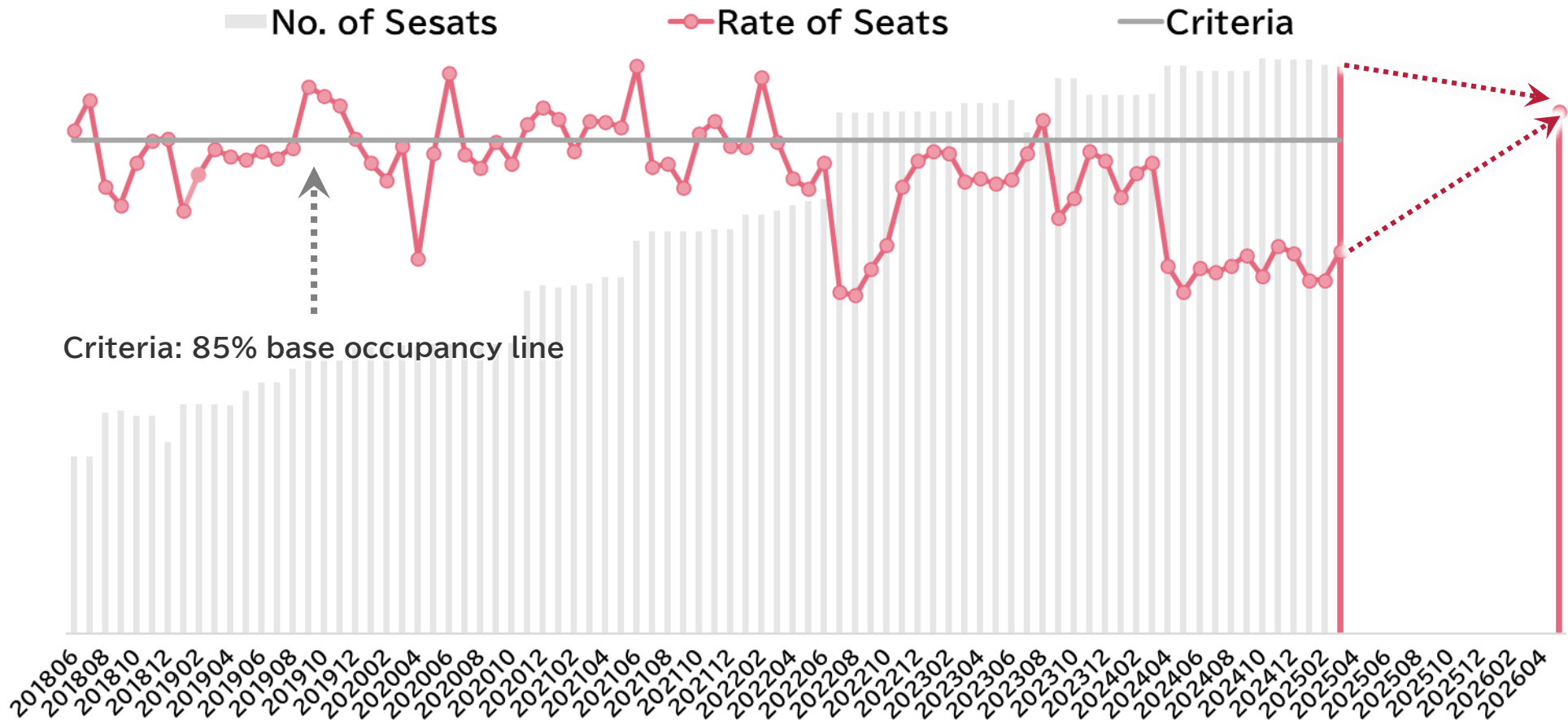
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Current Issues and Short-Term Plans

1. Seat Utilization Decline & Resolution

- The current seat utilization rate has been on a decline since last year.
- Recover to 85% Seat Utilization by March 2026 through New Customer Acquisition and Seat Capacity Optimization.

Trend of Seat Utilization Rate and
Number of Seats



2. Optimizing Indirect Labor Cost Rate*¹

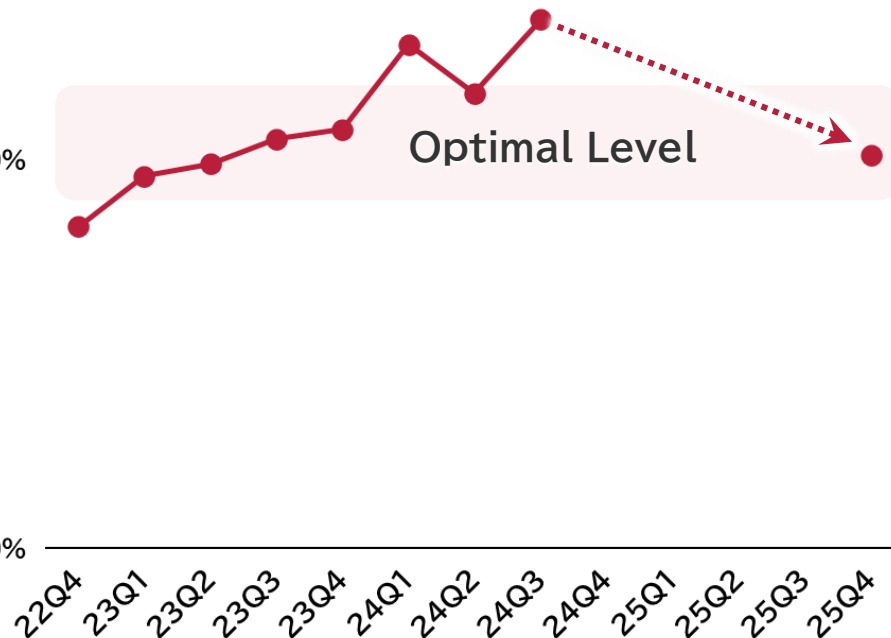
- Non-chargeable employees*² increased due to indirect actions and silos.
- Addressing the redeployment of human resources to optimize indirect labor costs.

Trend of Indirect Labor Cost Rate

14.0%

9.0%

4.0%



Indirect Labor Cost Reduction Measures

**Plans to reallocate
100 personnel**

1. Charging of Operational Indirect Personnel

- Planned transfer of 60 personnel as of June 1.
- Target: Administrative staff and managers.

2. Redeployment of Corporate Personnel

- Planned transfer of 60 personnel as of July 1.
- Optimizing Number of Corporate Personnel.

※1 Indirect labor cost rate = Indirect labor costs (non-consolidated) in SG&A and COGS / Net sales (non-consolidated)
※2 Non-chargeable personnel = Defined as personnel whose services cannot be directly billed to customers as 'chargeable personnel.'
' Non-chargeable personnel include indirect personnel, etc., whose services are not directly billed to customers.

3. Enhance external sales of Omnia LINK

- The lead time from acquisition to delivery has been prolonged due to focusing on large-scale projects.

The issue of Omnia LINK

1. Lack of Sales Volume and Capability

- Taking a long time to acquire large-scale customers.
- Requiring higher skills than before.

Detail of Strengthening the System

Volume

Doubled sales personnel

Quality

Assigned expert to contact center

2. Lack of capacity to build and operate large projects

- Complicated specifications required, leading to longer system build time.

Volume

Increased staffing due to transfer from operations

Quality

Deployment of department head-level personnel

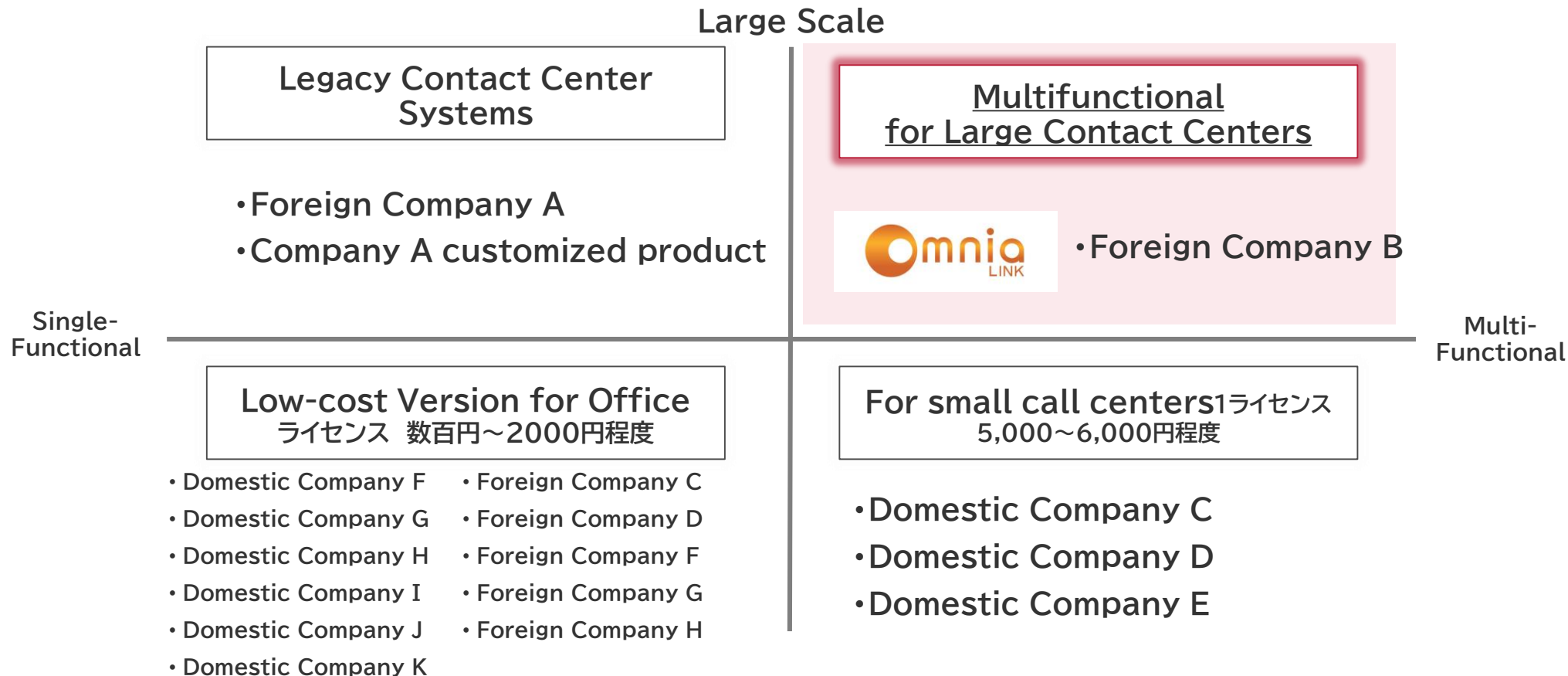
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Predominance of Omnia LINK

1. Positioning of Omnia LINK


- The market is segmented by scale and function, and competition within the target segment is limited. Various PBX*1 systems are available in the market, but options for multifunctional PBX systems designed for large-scale contact centers are limited.

Positioning of Omnia LINK



2. Functional Superiority of Omnia LINK

- From essential front functions like online meetings to training systems, Omnia LINK offers a full lineup of contact center features tailored for operational needs.

Functions			Foreign Company A	Foreign Company B	Domestic Company C	Domestic Company D	Domestic Company e	Domestic Company f	Foreign Company g
Market	Scale/Function	Large/Multi	Large/Simple	Large/Multi	Small/ Simple	Small/Multi	—	—	—
Apps	Knowledge Management	●	—	●	—	Integration	—	—	—
	AI-chatbot	●	—	●	—	Integration	—	●	—
	Online Meeting	●	—	—	—	—	—	—	—
	Training	●	—	—	—	—	—	—	—
STT* 2	AI-FAQ	●	Integration	●	—	●	—	●	—
	Auto-QA	●	—	—	—	—	●	—	—
	STT	●	Integration	●	—	Integration	●	—	—
CRM* 1	AI-summarize	●	Integration	●	—	Integration	—	—	●
	CRM	●	●	●	Integration	Integration	—	—	●
PBX	Recording	●	Integration	●	●	●	No-PBX	No-PBX	No-PBX
	TEL	●	●	●	●	●			

* 1 CRM=Customer Relationship Management

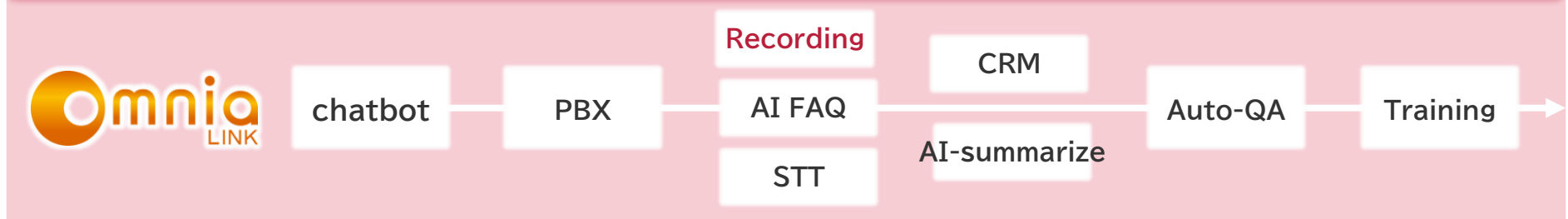
* 2 STT=Speech to Text

3. Advantages of Omnia LINK in User View

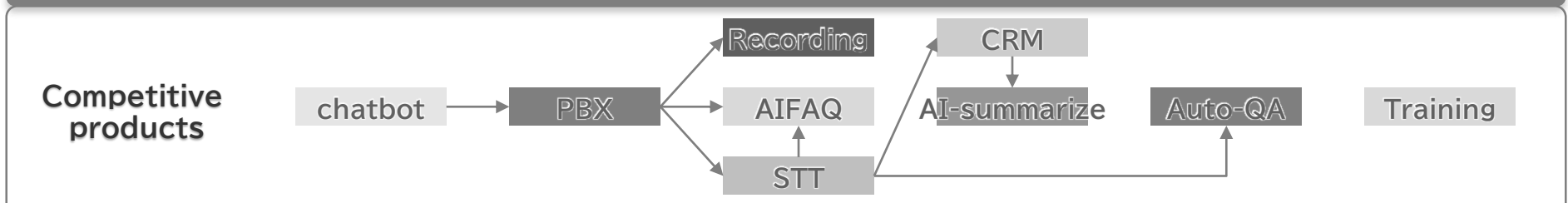
- A call center cannot exist without a PBX.
- That's why Omnia LINK provides an all-in-one solution to handle every customer support process seamlessly.

Main Workflow of Call Centers and the Advantages of Omnia LINK

Seamless Customer Support with Omnia LINK without Integrations.



Competing products require integration for each process.



3

Future Disclosure Plans

1. Items Scheduled for Disclosure in the Fiscal Year-End Report of July 2025

- The earnings forecast for the fiscal year ending May 2026, which is the final year of the current medium-term management plan, is scheduled to be disclosed in July 2025. As for the next medium-term management plan, further review is ongoing, and it is scheduled to be disclosed in July 2026.

1

FY26 Plan for Omnia LINK Sales

2

FY26 CC and BPO Plans by Industry

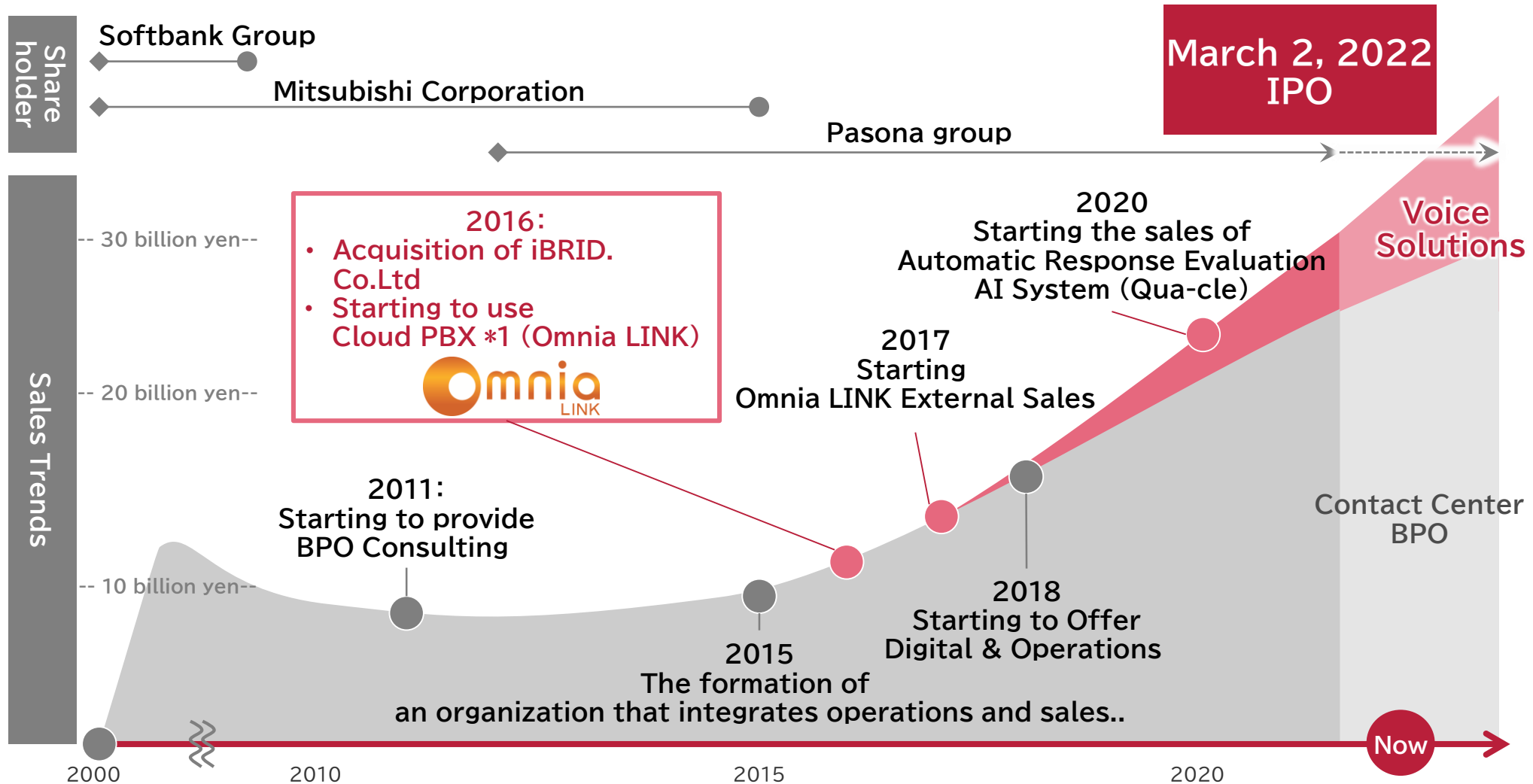
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Development Roadmap for Omnia LINK

4 Appendix

1. The history of Bewith

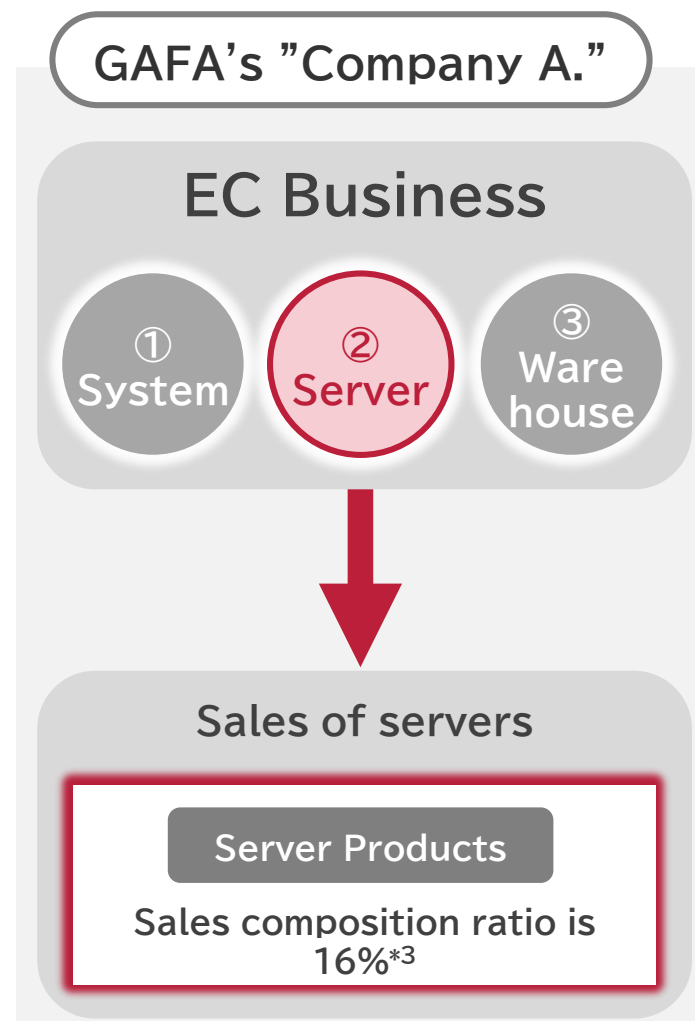
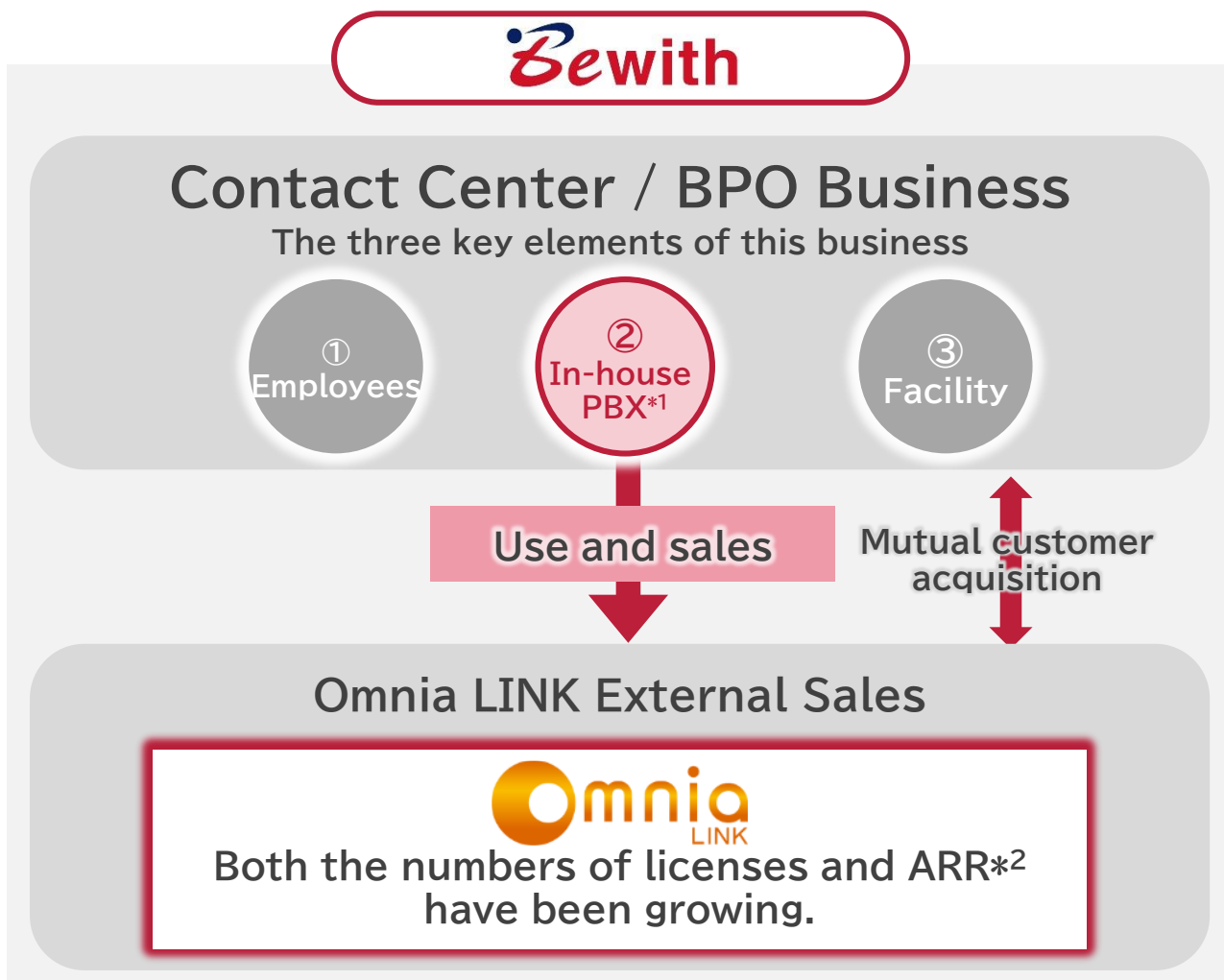
- We broke away from traditional contact centers and have achieved growth in our performance through advanced digital technology.



*1 Abbreviation for Private Branch eXchange
Controls incoming and outgoing calls to outside lines and extensions such as IP phones. Switching equipment.

2. Our business model

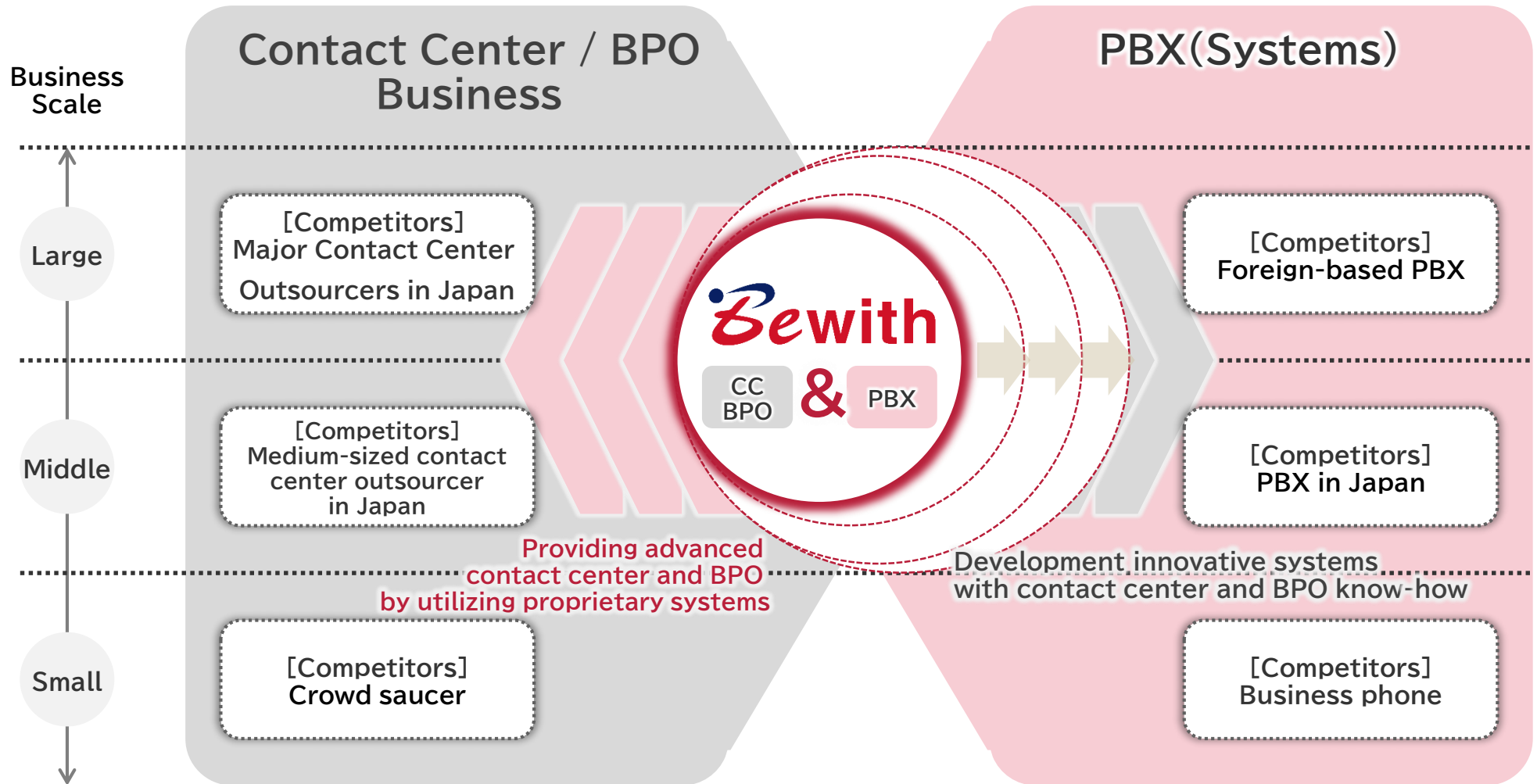
- We have established a "winning business model" in which we develop the systems that we use and sell them externally.



*1 Abbreviation for Private Branch Exchange.
*2 Abbreviation for Annual Recurring Revenue
*3 From segment Information of company A

3. Our Positioning in the Market

- Bewith is the only company in Japan that can operate contact centers and develop/provide PBX systems.



4. Beyond the Contact Center & BPO (1/2)

- Leveraging "High Touch" and "High Tech" capabilities to aim for a "High Context" business.

The three **"High"**
for going beyond the Contact Center & BPO.

High Context

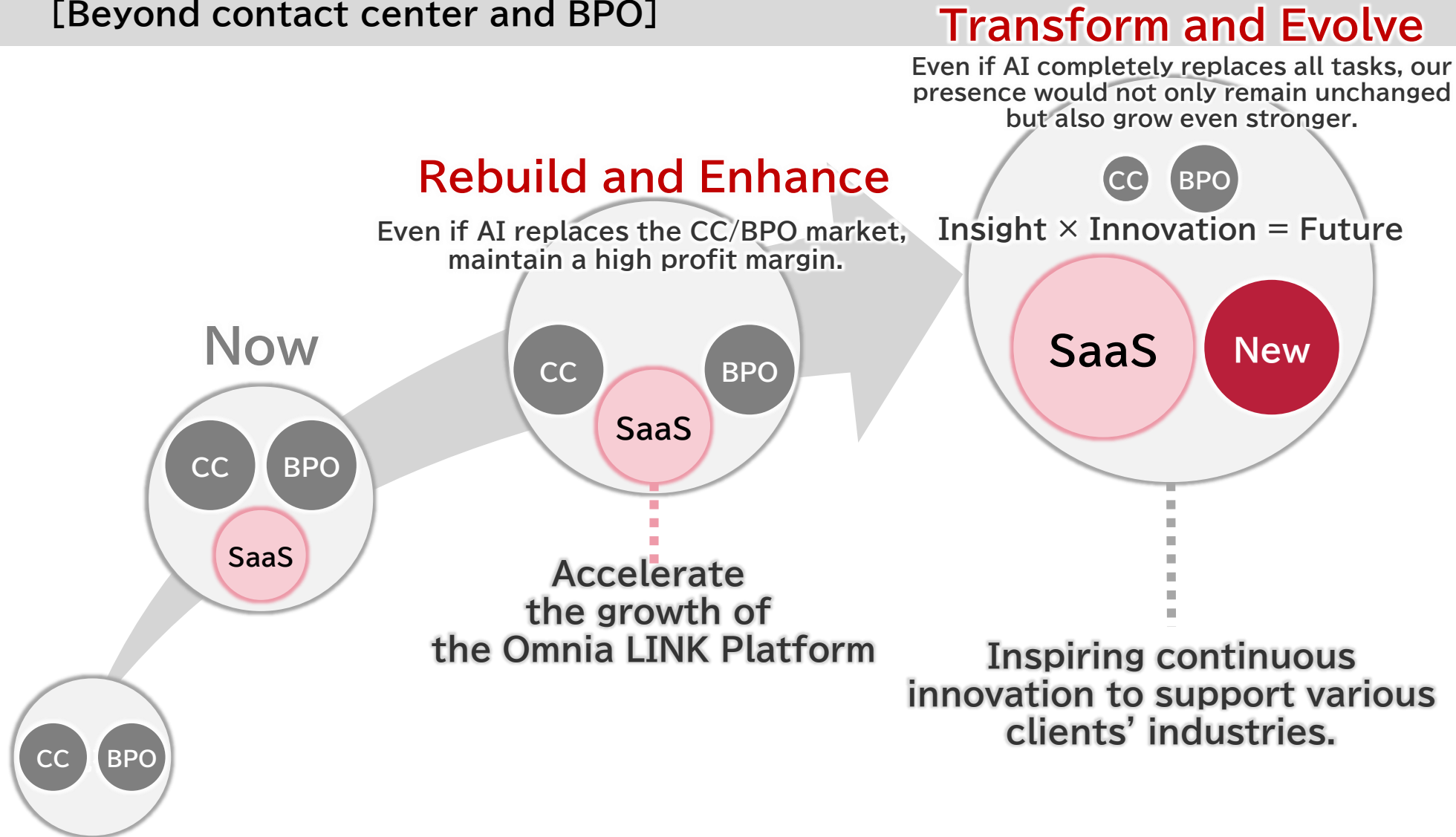
Beyond
Contact Center & BPO

High Tech Omnia LINK

High Touch Contact Center & BPO

5. Our Vision for the Future(2/2)

- The theme truly reflects Bewith's essence:
[Beyond contact center and BPO]



Our forecasts, plans, strategies, and other forward-looking statements are based on management's assumptions and beliefs in light of the information currently available to it and involve risks and uncertainties.

Please be aware that actual results may differ from forecasts due to various important factors such as economic conditions and market trends surrounding our business.

Nothing in this document shall be construed as a solicitation to buy or sell shares of Bewith.

Bewith