## **External Environment**

## Japan's Macro Environment

- Shrinking workforce
- Social implementation of Al and expansion of its use
- Changes in values of working people
- Increase in cyber risks

## Features of the SME Market

- Stagnant labor productivity, sluggish in responding to DX, and a shortage of IT personnel
- Difficult market to enter because the size of each company is small even though the potential market is huge ("black ocean" market)

#### **Management Capital**

#### **Manufacturing Capital**

- Highly reliable cloud infrastructure
- Robust information security
- Development and operation system that promotes AI use

#### **Intellectual Capital**

- Customer base with approximately 880,000 companies and around 7.38 million IDs
- Deep understanding about SMEs and operational processes
- Knowledge on achieving services that are easy to use even for SMEs that are not familiar with IT

#### **Human Capital**

- Human resources supporting products and operation with their diverse background and specialized knowledge
- Organizational culture that encourages taking on challenges and induces growth
- Organization that emphasizes mission empathy and cocreation

#### **Social Capital**

- DX solution partners
- 13 CVC investees
- User community
- External networks related to SaaS product development and operation

#### **Key Issues**

## Social Value Creation through Business

- Improving labor productivity at SMEs through DX
- Creating human resources who can work in a fun and creative way

# Issues Related to Enhancing Value Creation Infrastructure

- Ensuring reliable quality as business infrastructure
- Advanced information security and privacy protection
- Achieving corporate governance that drives corporate value enhancement
- Conducting business activities with integrity
- Conducting sustainability management
- Becoming a trustworthy brand and enhancing engagement
- Diversity management to achieve new value creation

## **Contribution to Solving Global Social Issues**

- Promoting business founded on human rights
- Preventing climate change

#### **Business Model**

### **Platform** × **DX**

## **BPaaS**(Business Process as a Service)

#### **Chatwork Assistant**

Promotion of DX by taking on non-core operations of companies that face difficulties in undertaking DX on their own, covering all SME head office functions



#### **Business Chat**



A highly platform-oriented chat service that spreads through word of mouth and is used daily by a wide range of people, regardless of industry or occupation.



#### **SME Market**

#### **Value to Society**

#### Goals for 2030

- "Productivity improvement" of Japanese SMEs
- Creating environments that allow focusing on core businesses
- Improving and alleviating labor shortages faced by SMEs
- Generating employment
- Net zero CO<sub>2</sub> emissions (Scope 1 + 2)

#### 2026 Medium-Term Management Plan

## No. 1 BPaaS Company for SMEs

- Revenue of 15 billion yen
- EBITDA margin of 10% to 15%
- Revenue CAGR (2024 to 2026) of 30%



#### **Created Value**

- Improving efficiency of business communication
- Achieving DX at SMEs facing difficulties in DX promotion
- Improving and alleviating labor shortages faced by companies
- Creating diverse work styles



Inputs