



(1st Quarter, Fiscal Year Ending March 2027) Financial Results Presentation Materials

FLECT Co., Ltd. (Securities Code: 4414)

August 13, 2026

Financial results for the 1st Quarter of the fiscal year ending March 2027

(1st Quarter, Fiscal Year Ending March 2027) Financial Results Summary

1 Achieved record-high 1Q net sales

Achieved record-high 1Q net sales. Meanwhile, due to active investment in human resources, AI utilization, and the ID package business, among others, to drive sustainable future growth, as well as temporary resource additions on certain projects, both operating income and net income decreased year on year.

1Q, fiscal year ending March 2027



2 Expanded existing-customer sales in AI and data

AI total services combining data coordination, ID integration, and the development of data integration platforms broadly expanded transactions with existing customers. Major-company quarterly contract customers rose to 62, up 5 YoY. Among them, customers with quarterly sales of 50 million yen or more numbered 14, up 5 YoY, with the amount up 400 million yen.

1Q, fiscal year ending March 2027



3 Number of engineers and other employees increased steadily

Increased by 54 people year on year and by 41 people from the previous quarter. In addition, 40 new graduate engineers, mainly with graduate degrees in science and engineering, joined in April 2026.

As of the end of June 2026



4 Planning record-high results through AI total services

Given strong demand for AI-centered DX support, we plan for net sales exceeding 10 billion yen, as previously targeted.

Forecast of results for Full Year, FY2026



*1 Professional human resources such as engineers and managers in the Cloud Integration Services Division, excluding administrative personnel (as of the end of June 2026)

(1st Quarter, Fiscal Year Ending March 2027) Topics - 1

Contracted for development related to the Ministry of Health, Labour and Welfare's "FY2026 EMIS Project." Also co-presented with Intermestic Inc. on a case study of implementing the autonomous AI agent Agentforce at a Salesforce Japan event.

From the Ministry of Health, Labour and Welfare: Awarded Development for the "FY2026 EMIS Project"

We were contracted to develop the main system functions for the Ministry of Health, Labour and Welfare's "FY2026 EMIS Project," awarded to Emergency Assistance Japan Co., Ltd. (EAJ).

EMIS (Emergency Medical Information System) is a core system for Japan's disaster medical response, used by DMATs, relief teams, medical institutions, and national/prefectural governments to aggregate and share disaster and patient transport information for swift medical coordination.

FLECT continues this work for a second consecutive year, mainly handling the Salesforce, MuleSoft, and Tableau areas.

[Details of EAJ's Contracted Project]

Project Name: "FY2026 EMIS Service Provision and Operation Centered on Low-Code Tools, with High Maintainability, Scalability, and Interoperability"

Client: Ministry of Health, Labour and Welfare

Contract Period: April 2026 – March 2027

Co-Presented with Intermestic Inc. on an Agentforce Implementation Case Study at a Salesforce Japan Event

We presented on the Agentforce implementation case of Intermestic Inc., which plans, manufactures, and sells eyewear under the "Zoff" brand.

AI provides personalized eyewear recommendations based on customers' purchase history and preferences, improving the customer experience—including easing anxiety around eyewear purchases—and boosting store staff productivity.

From AI to Associate

Recreating "Zoff's Customer Service" with Agentforce

Zoff × FLECT



(1st Quarter, Fiscal Year Ending March 2027) Topics - 2

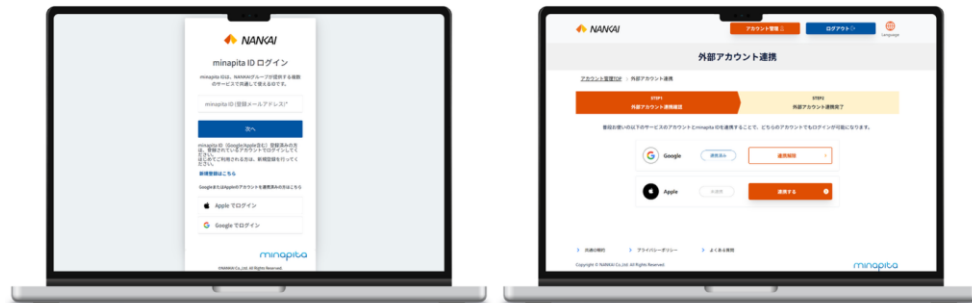
Supported the renewal of NANKAI Group's authentication infrastructure. Also joined the Salesforce Forward Deployed Engineering Partner Network.

Supported the renewal of NANKAI Group's authentication infrastructure. ~ Achieved cross-business ID integration for the group-wide "minapita ID" using Auth0 ~

We supported the renewal of the authentication infrastructure for "minapita ID," the group-wide ID provided by NANKAI Co., Ltd., in collaboration with Nankai System Solutions Co., Ltd., completing the production release on April 1, 2026.

Customers can now use multiple services more seamlessly with a single ID. The group has also established a platform to track and analyze customer behavior data across multiple services.

Going forward, the accumulated customer behavior data will be leveraged to improve services and create new value.



Joined the Salesforce Forward Deployed Engineering Partner Network, Expanding Agentforce Success

We joined Salesforce's newly announced "Forward Deployed Engineering (FDE) Partner Network." As a partner with a proven track record in delivering Agentforce, we become part of a select network of companies helping enterprises turn their AI agent vision into reality.

As companies evolve into agentic enterprises and are expected to deliver tangible business results, a significant execution gap still remains. This network closes that gap by providing advanced engineering capabilities to address complex security environments and proprietary data challenges.

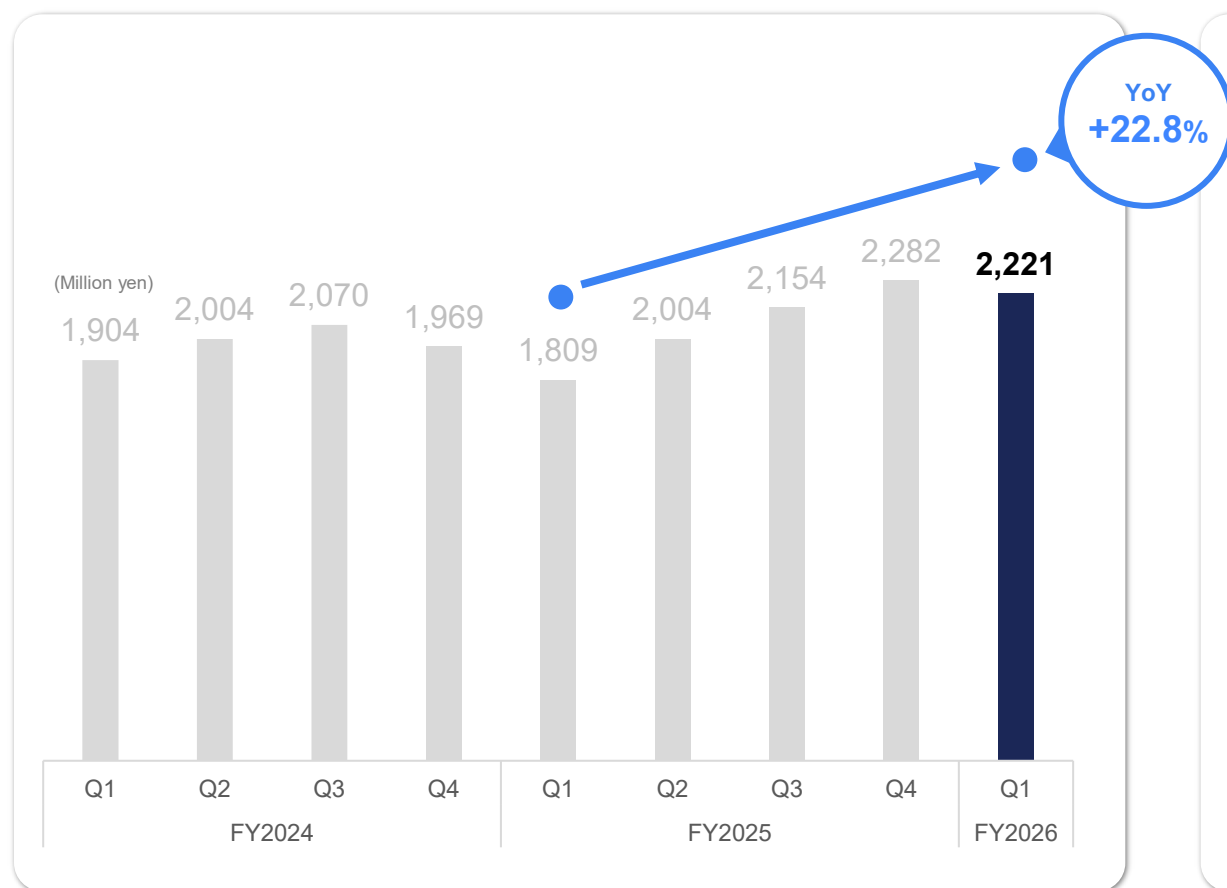
As one of the specially certified partners, we will continue to help maximize the results of AI adoption.



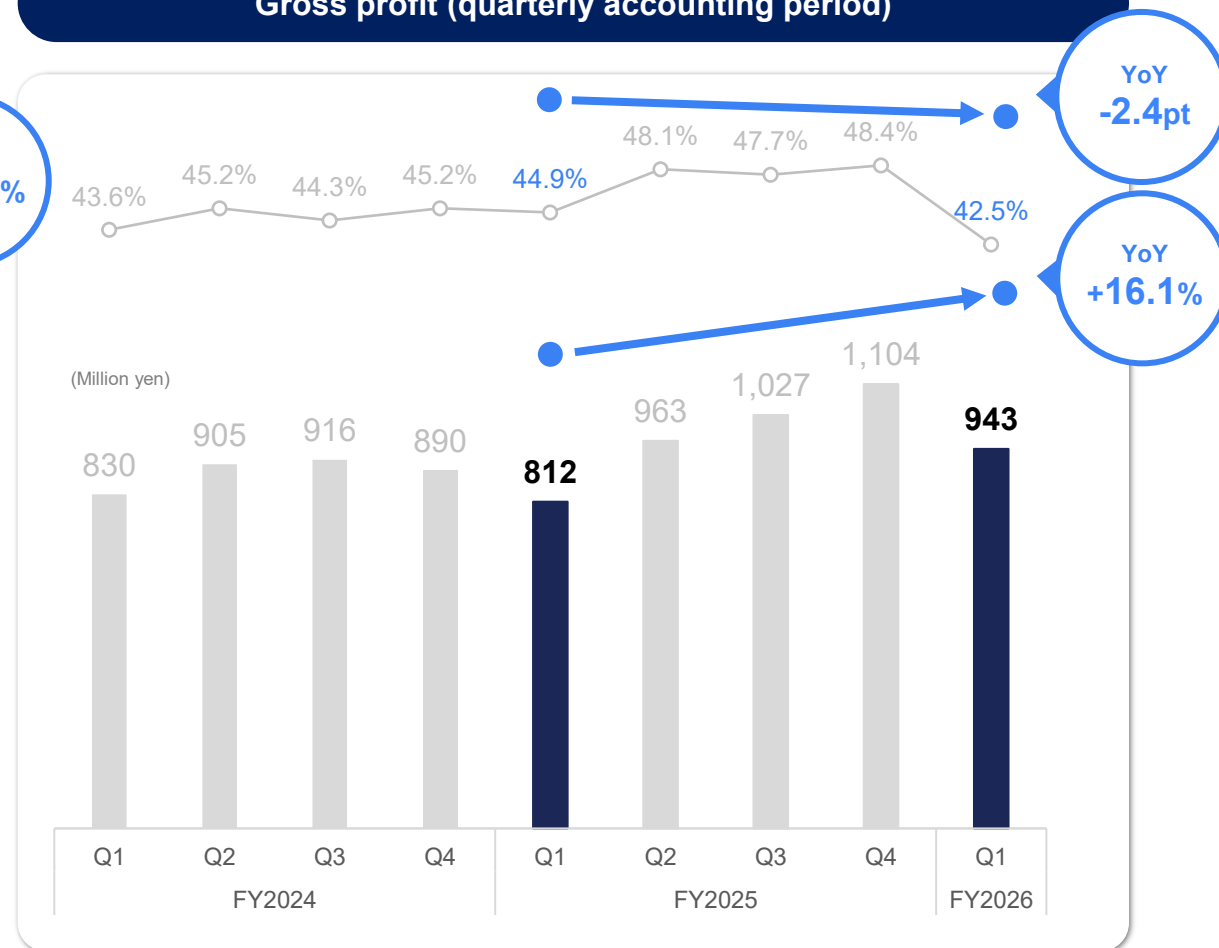
(1st Quarter, Fiscal Year Ending March 2027) Results Trends

AI total services combining data coordination, ID integration, and data integration platforms led to broadly expanded transactions with existing customers, resulting in record-high 1Q net sales of 2,221 million yen (up 22.8% year on year). Due to temporary resource additions on certain projects, the gross profit margin declined to 42.5% (down 2.4pt year on year), with gross profit of 943 million yen (up 16.1% year on year).

Sales (quarterly accounting period)



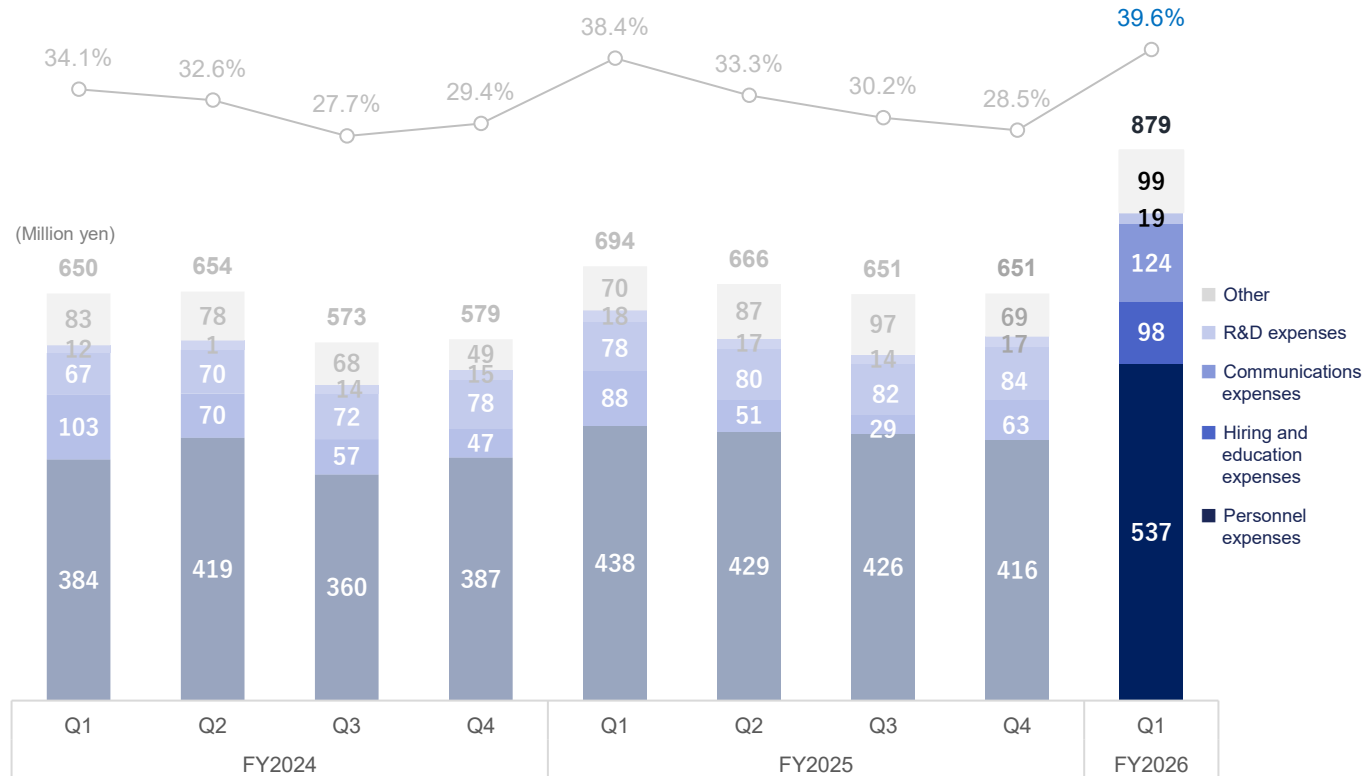
Gross profit (quarterly accounting period)



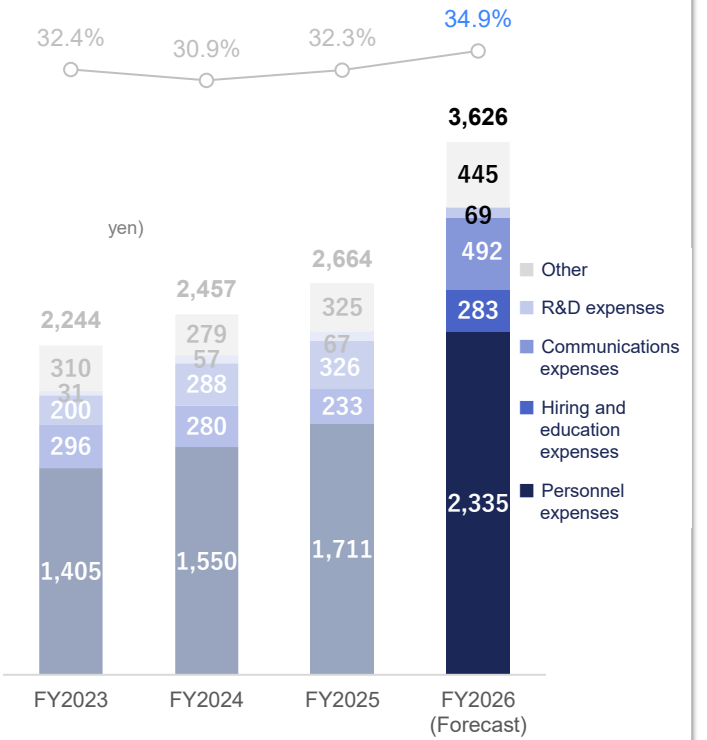
(1st Quarter, Fiscal Year Ending March 2027) Results Trends _SG&A

Actively investing in human resources, AI utilization, and the ID package business, among others, to drive sustainable future growth, SG&A expenses for 1Q of the fiscal year ending March 2027 were 879 million yen (up 26.5% year on year), and the SG&A ratio was 39.6% (up 1.2pt year on year).

Quarterly accounting periods



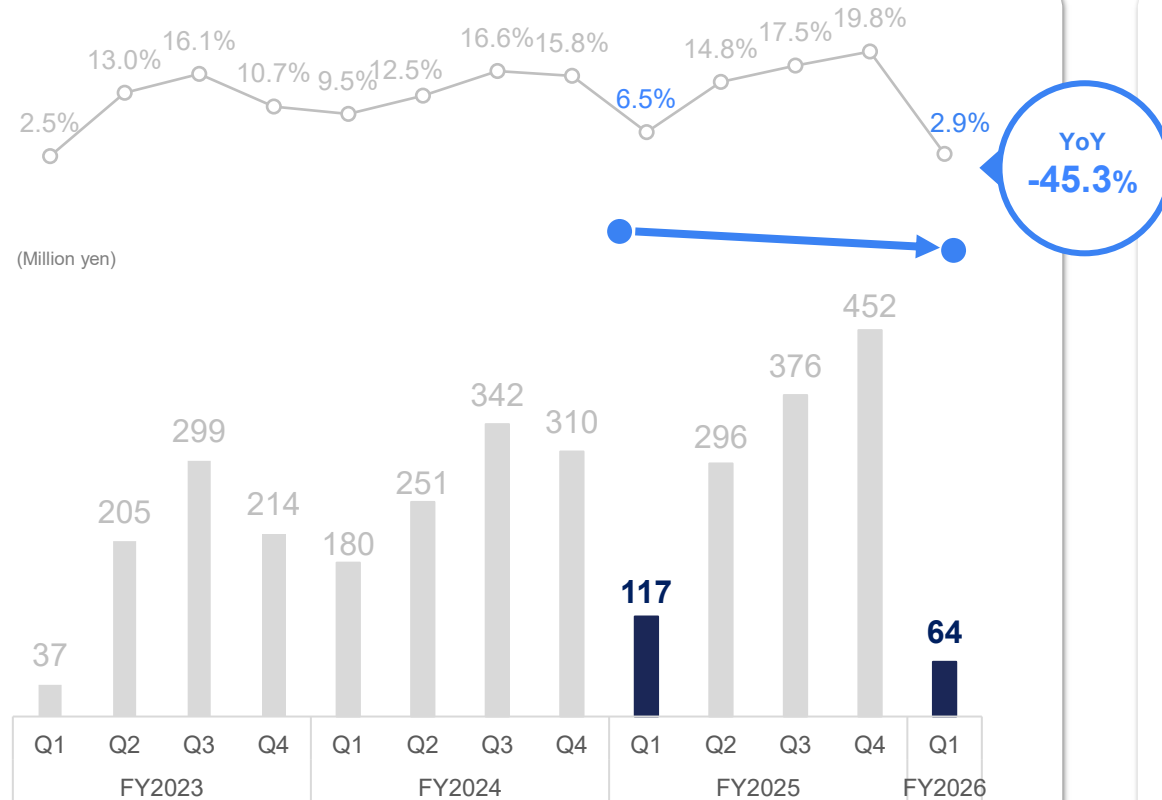
Full Year



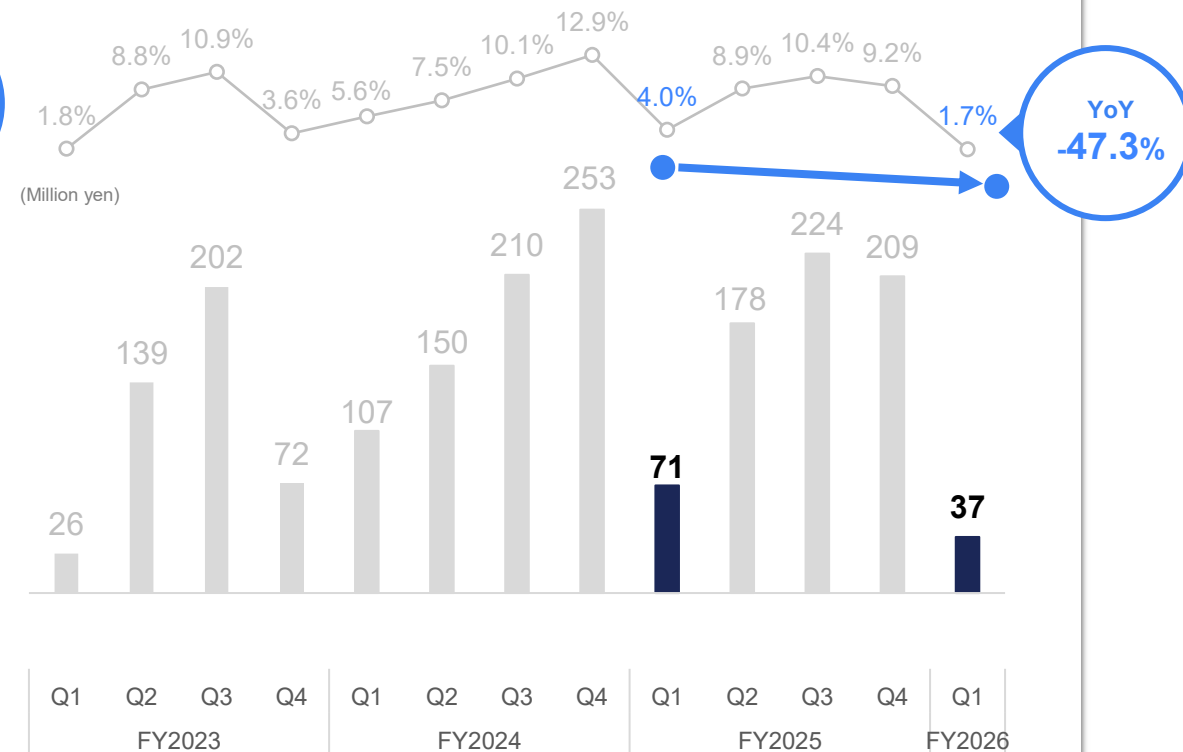
(1st Quarter, Fiscal Year Ending March 2027) Results Trends

Due to the decline in gross profit margin, operating income was 64 million yen (down 45.3% year on year), and net income was 37 million yen (down 47.3% year on year).

Operating income (quarterly accounting period)



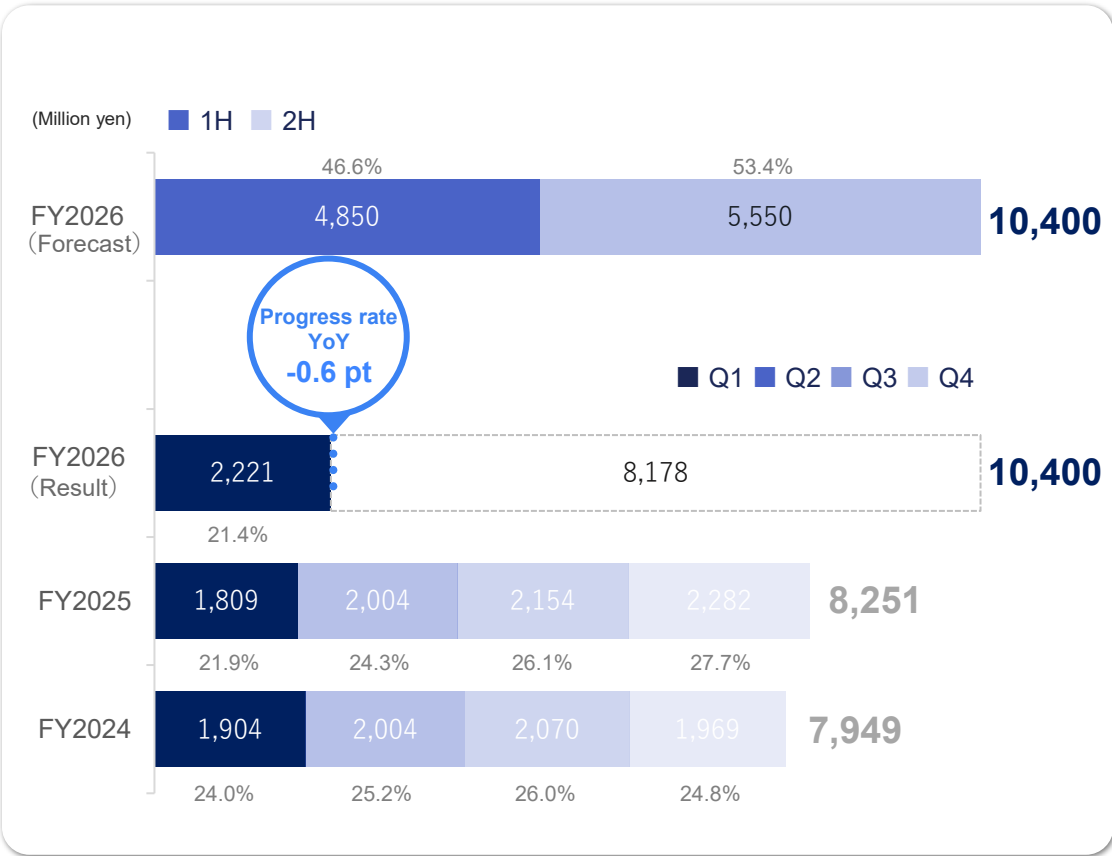
Net income (quarterly accounting period)



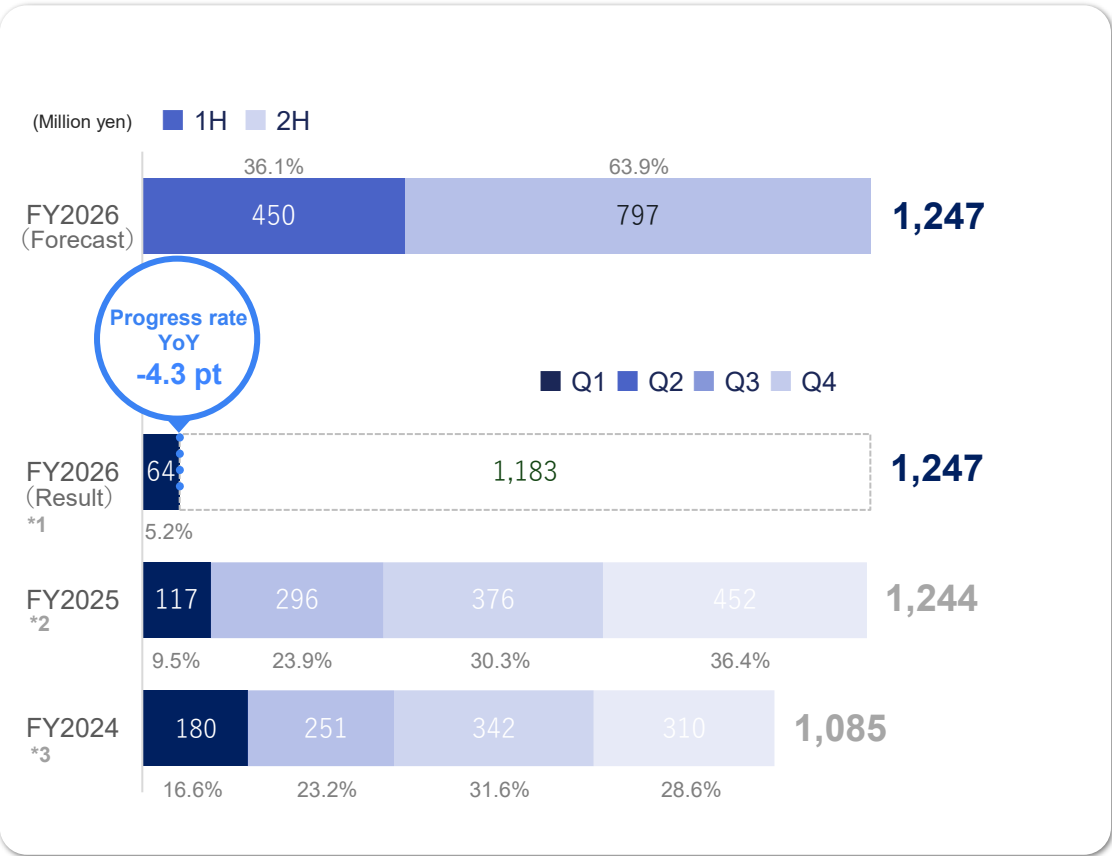
(1st Quarter, Fiscal Year Ending March 2027) Results Progress

Progress rate against the full-year forecast was 21.4% for sales and 5.2% for operating income. For the fiscal year ending March 2027, we expect a 1H/2H split of 46.6%:53.4% for sales and 36.1%:63.9% for operating income.

Sales - Progress rate



Operating income - Progress rate



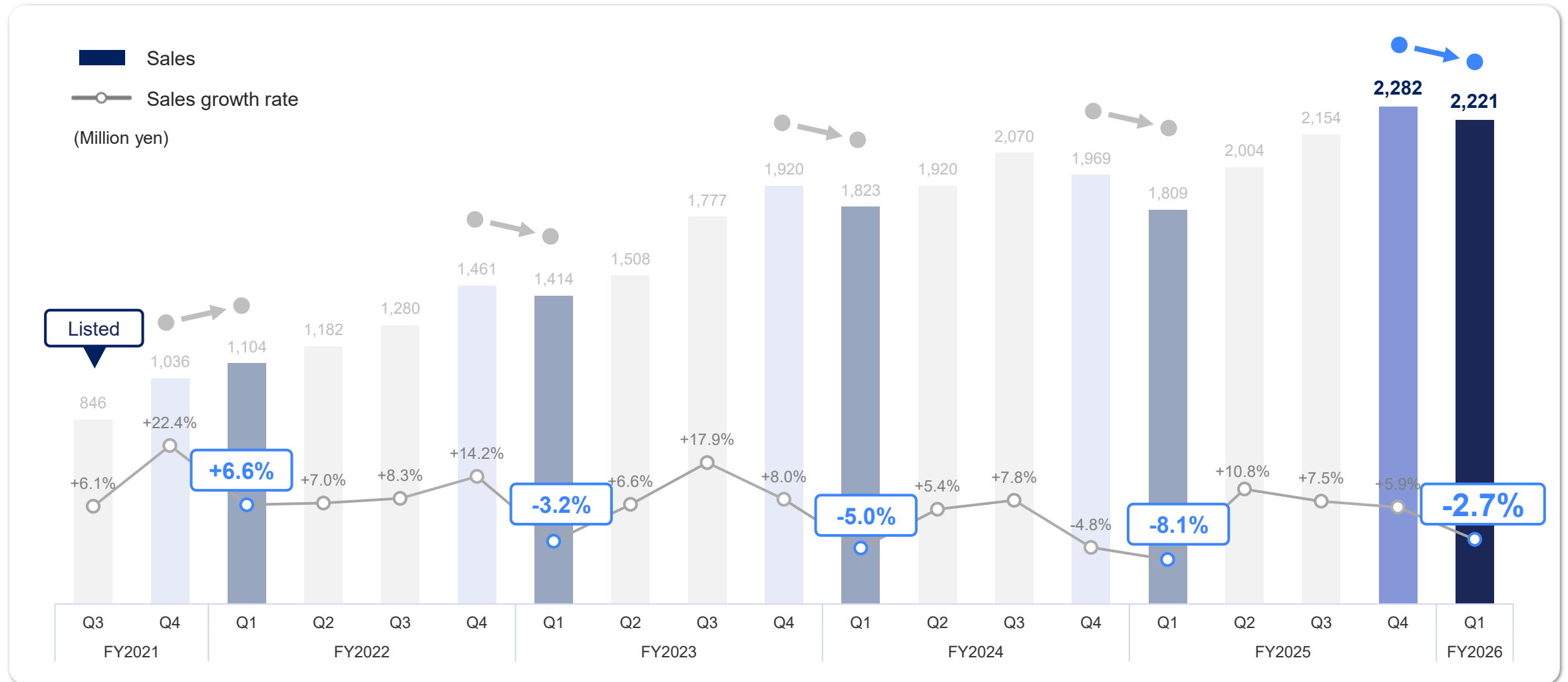
*1: Includes recruiting and labor costs for 40 new graduate hires in Q1

*2: Includes recruiting and labor costs for 44 new graduate hires in Q1

*3: Includes recruiting and labor costs for 34 new graduate hires in Q1

(1st Quarter, Fiscal Year Ending March 2027) Quarterly Sales Growth Rate (QoQ)

The quarterly sales growth rate (QoQ) for Cloud Integration Services in 1Q of the fiscal year ending March 2027 was -2.7%.



*Note: Quarterly revenue for Q3 of FY2022 (fiscal year ended March 2022) through Q2 of FY2025 (fiscal year ended March 2025) excludes the Cariot Service.

(1st Quarter, Fiscal Year Ending March 2027) Balance Sheet

Cash and deposits increased by 361 million yen, and the equity ratio remained at 64.9%, maintaining a sound financial foundation.

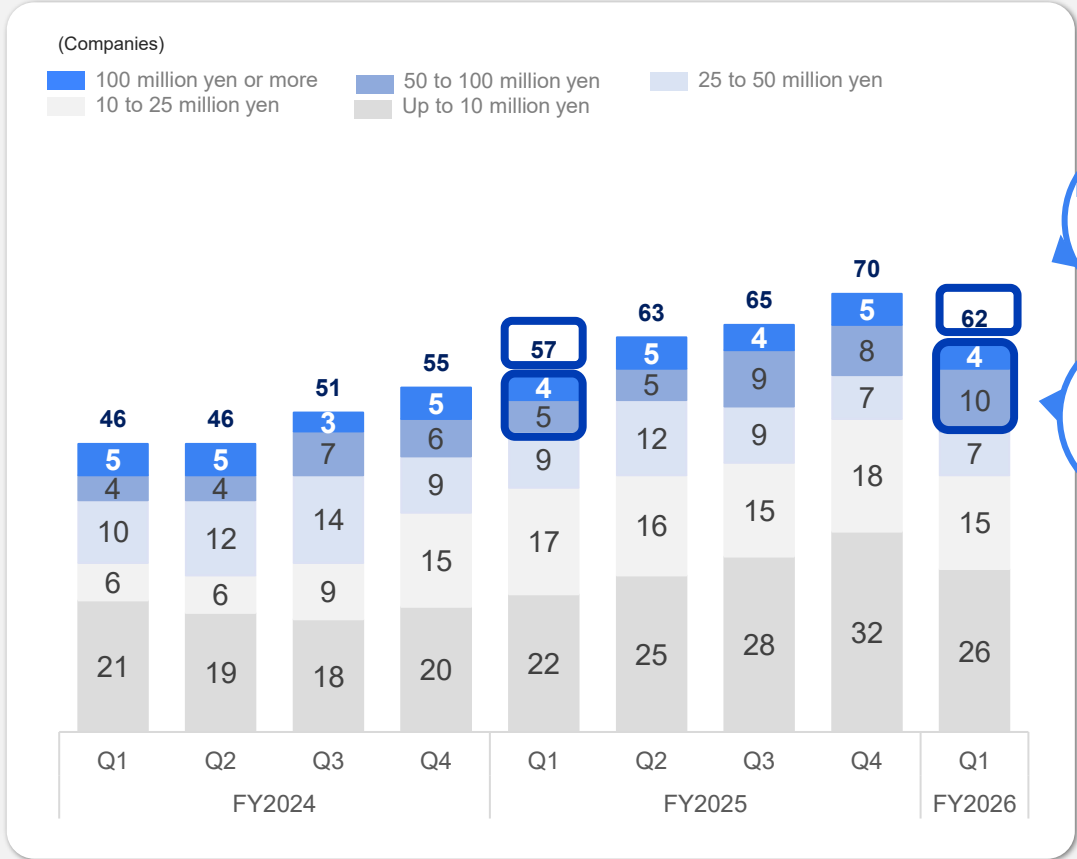
(Million yen)

	FY2025 (March 31, 2026)	FY2026 (June 30, 2026)	Change in amount
Total assets	3,695	3,528	-167
Current assets	3,339	3,235	-104
Fixed assets	355	292	-63
Total liabilities	1,460	1,239	-221
Current liabilities	1,075	874	-201
Fixed liabilities	384	365	-19
Net assets	2,235	2,289	+54
Total assets	3,695	3,528	-167
Cash and deposits	1,136	1,497	+361
Interest-bearing liabilities	450	433	-17
Equity ratio	60.5%	64.9%	+4.4pt

Number of contract customers and sales by sales amount (major companies)

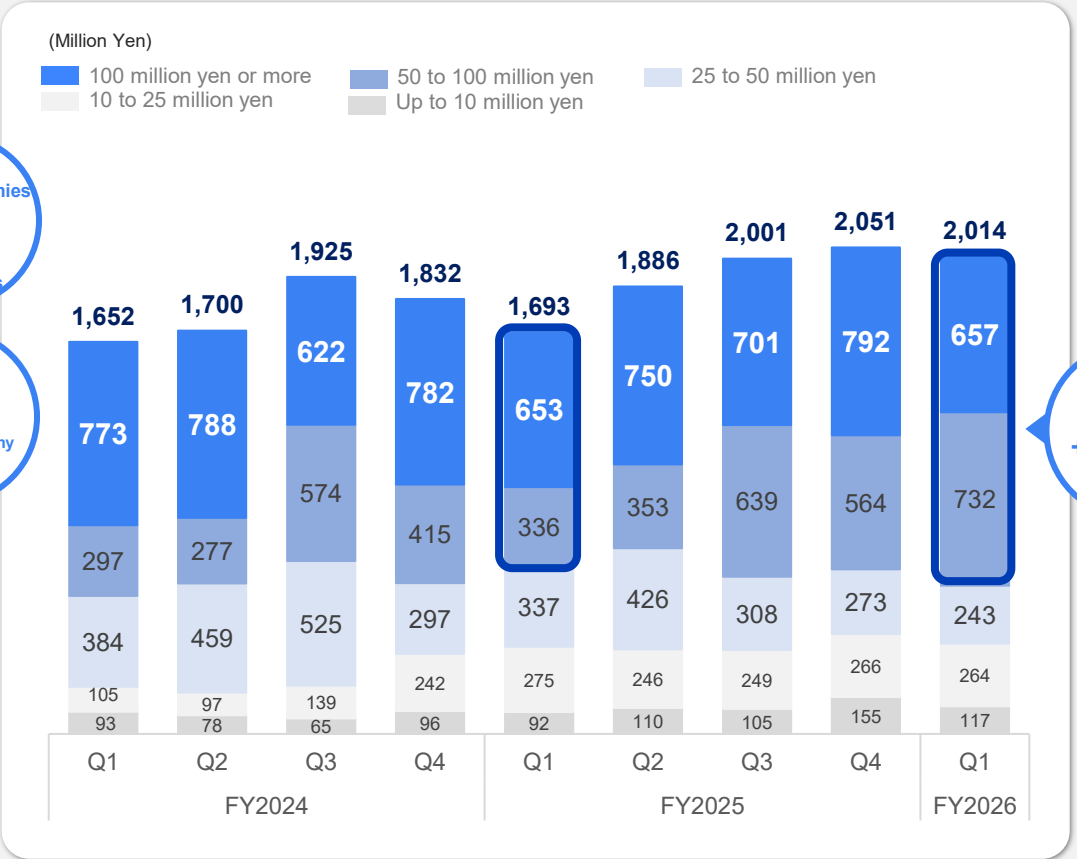
Number of quarterly contract customers by sales (major companies)*1

In 1Q of the fiscal year ending March 2027, major-company quarterly contract customers rose to 62, up 5 year on year. In addition, customers with quarterly sales of 50 million yen or more increased by 5 year on year.



Quarterly sales by sales amount (major companies)*2

Total sales from customers with quarterly sales of 50 million yen or more in 1Q of the fiscal year ending March 2027 increased by 400 million yen year on year.



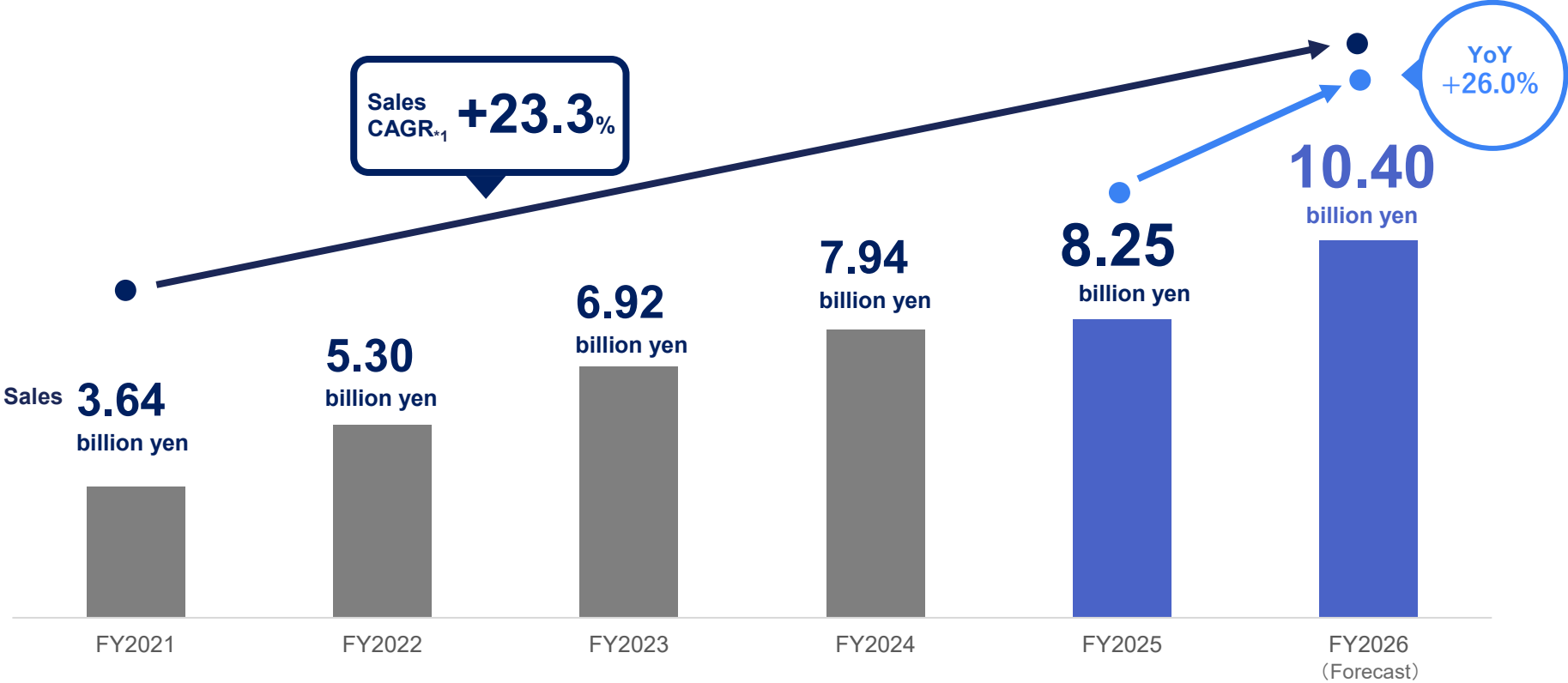
*1 Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less. Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.
*2 Excluding sales from resales and customers with quarterly sales of 1 million yen or less

Growth Strategy

Medium to long-term growth plan

While promoting "Proactive DX" support through cutting-edge cloud and AI technologies, we are pursuing growth strategies focused on "Creating Large Accounts," "Investing in Talent," and "Investing in R&D."

Regarding our previously stated goal of a TSE Prime listing, we will prioritize business investments aimed at achieving sustainable growth and aim to list on the TSE Prime Market at an appropriate timing.



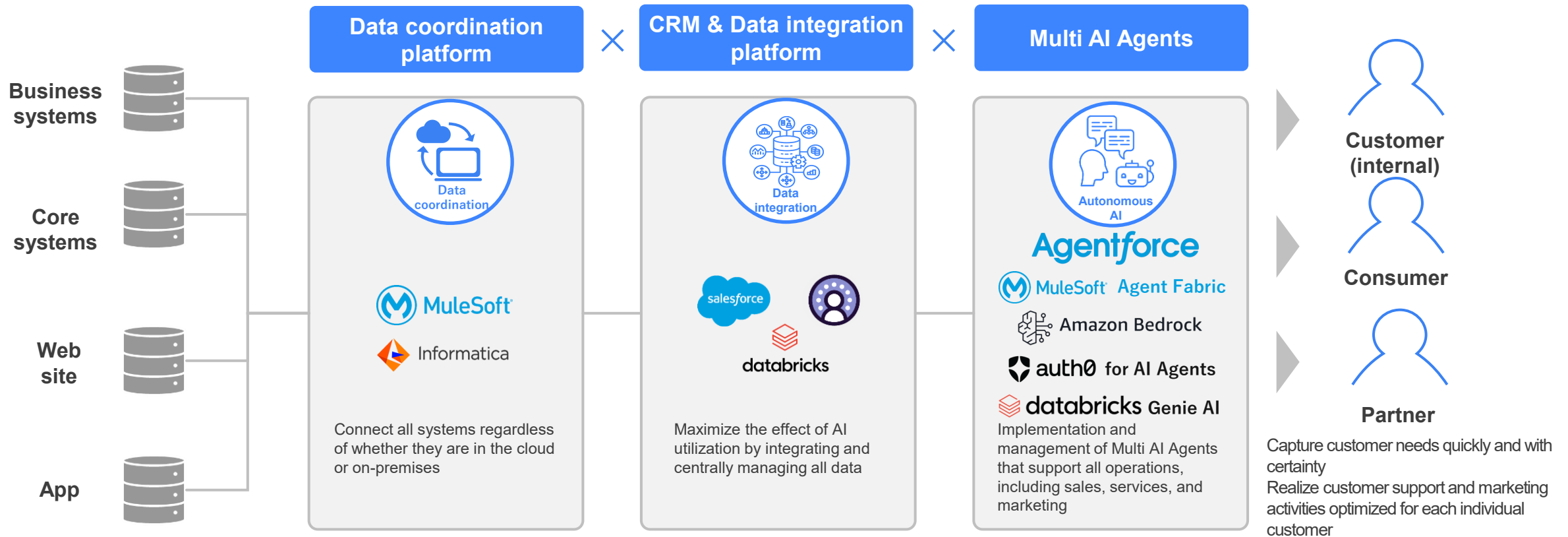
*1 Compound Annual Growth Rate from FY2021 to 2026.

Promoting Cross-Selling Through Total Services in the AI and Data Infrastructure Areas

We will promote the provision of AI total services that combine a data coordination platform connecting all systems, a data integration platform centrally managing data, and Multi AI.

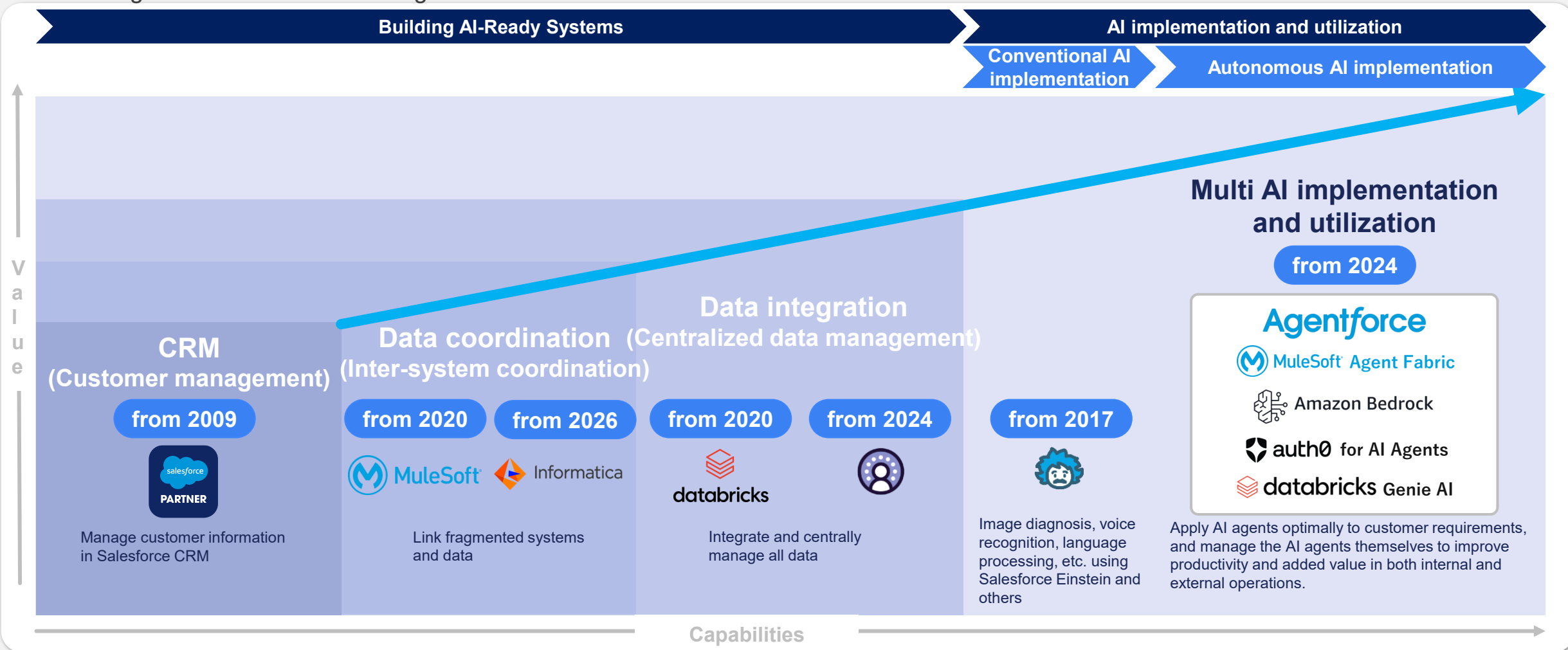
Building AI-Ready systems

AI implementation and utilization



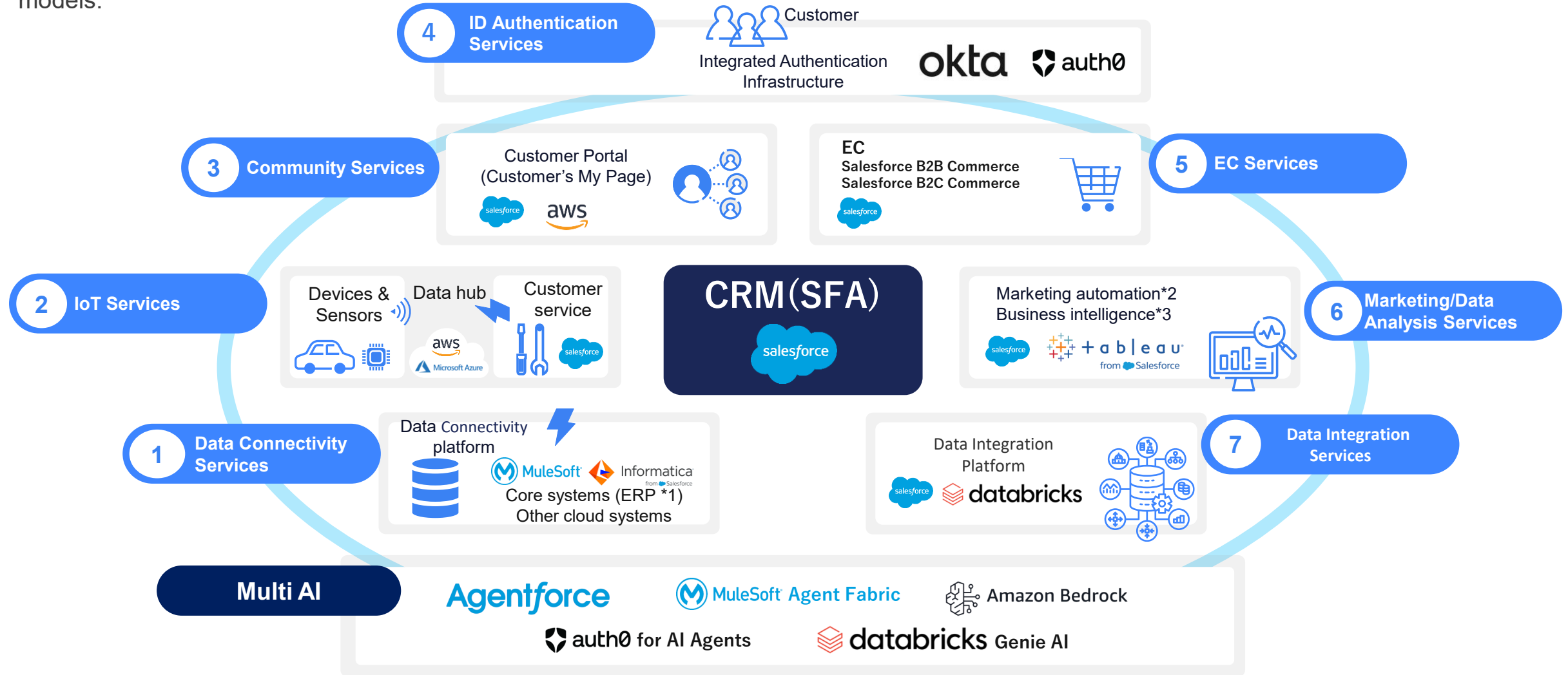
The expanding AI demand serves as a tailwind that boosts the strengths we have developed over the years

For some time, we have worked on "Building AI-Ready Systems" based on data coordination and data integration platforms and CRM, as well as "AI implementation and utilization" through R&D and services provided to customers (both internal and external). We have abundant knowledge and a strong track record in maximizing the results of AI.



DX Support Services Utilizing Multi-cloud and Multi-AI to Achieve Business Transformation

Rather than building only a single digital service, we develop multiple digital services and bundle them to support transformation of business models.



*1 Abbreviation for Enterprise Resource Planning, an integrated core business management system

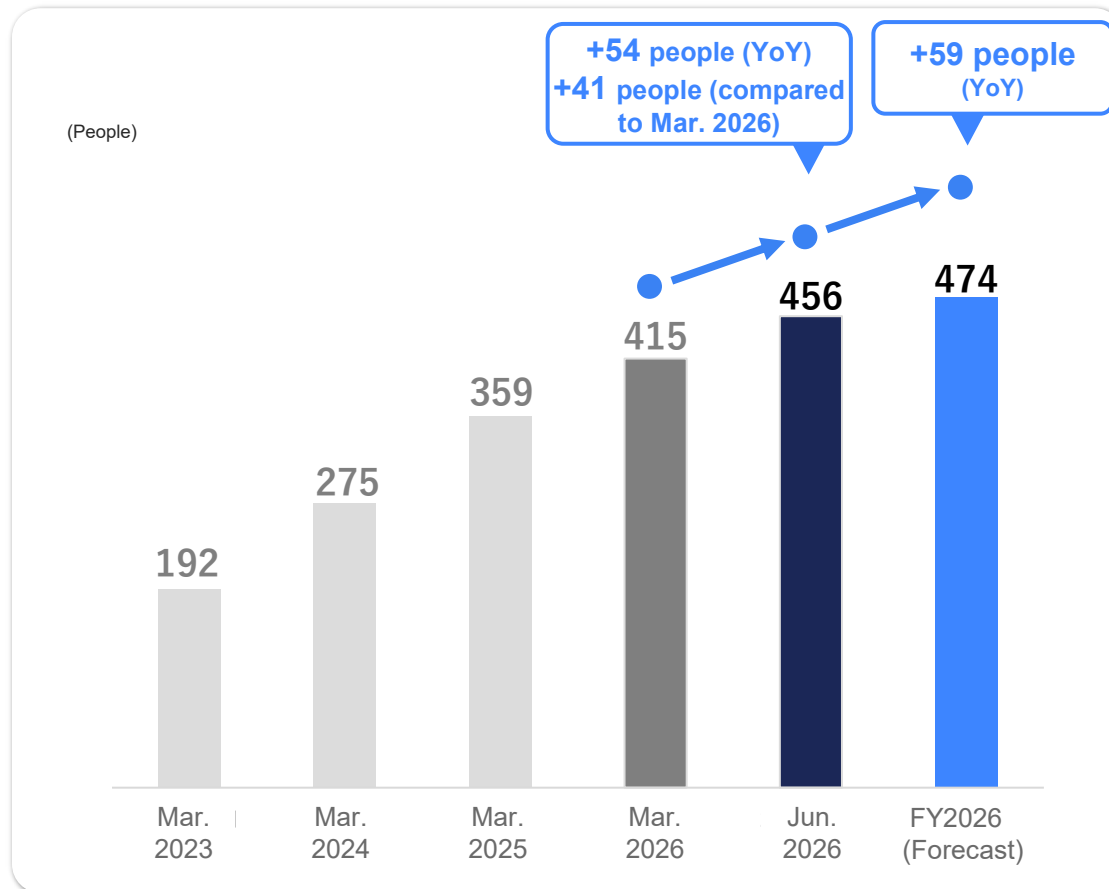
*2 Marketing Automation: A tool that automates marketing activities

*3 Business Intelligence: A tool that collects, accumulates, analyzes, and processes large volumes of data to support management strategy decision-making

Organizational expansion centered on cloud engineers and other specialists

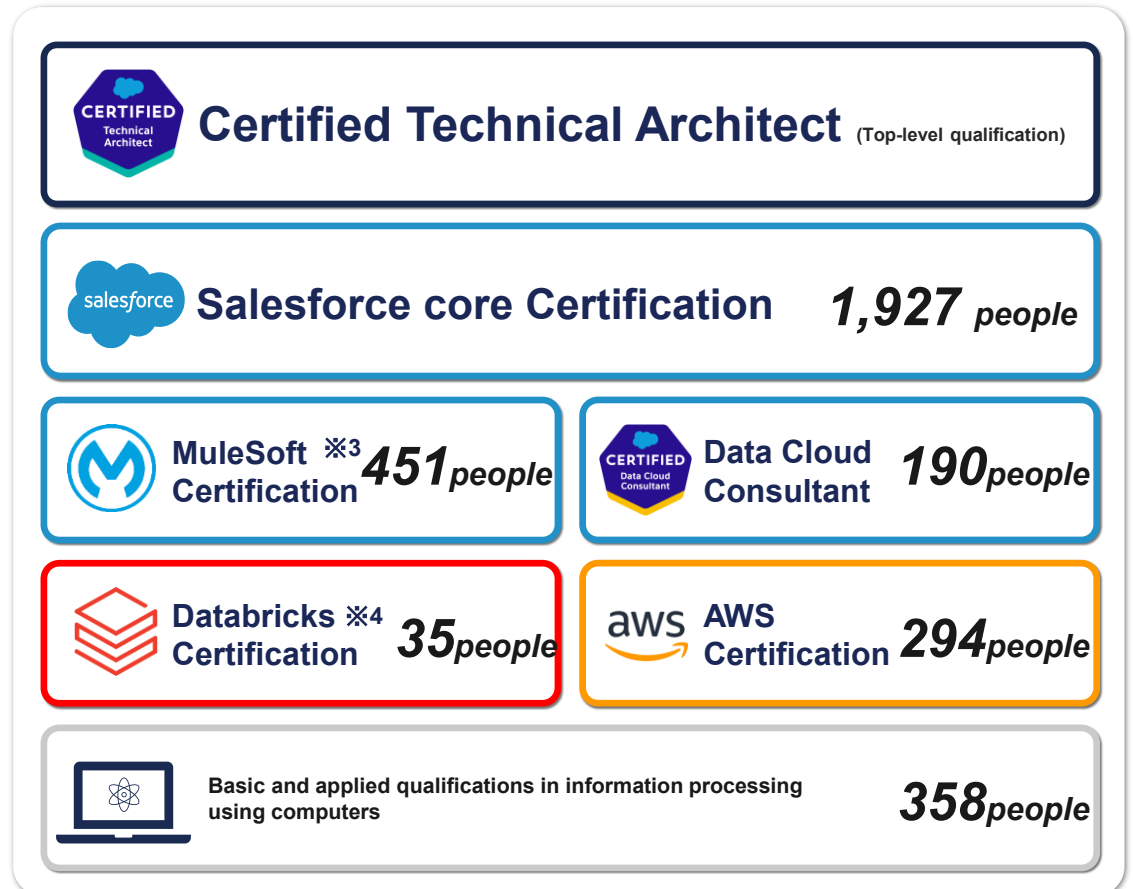
Number of cloud engineers and other employees was 456 as of the end of June 2026, up 54 year on year and up 41 compared to the end of March 2026. We plan for a net increase of 59 to reach 474 people by the end of March 2027.

Trend in the number of engineers and other employees *1



*1 Professional human resources such as engineers and managers in the Cloud Integration Services Division, excluding administrative personnel.

Promotion of multi-cloud qualifications *2



*2 As of the end of June 2026.

*3 Total number of holders of 5 qualifications: MuleSoft Developer, Senior MuleSoft Developer, MuleSoft Platform Architect, MuleSoft Integration Architect, and MuleSoft Associate.

*4 Total number of holders of 3 qualifications: Databricks Certified Data Engineer Associate, Databricks Certified Data Engineer Professional, and Databricks Certified Generative AI Engineer Associate.

Strictly Selected Hiring of Engineers Based on High Recruitment Standards

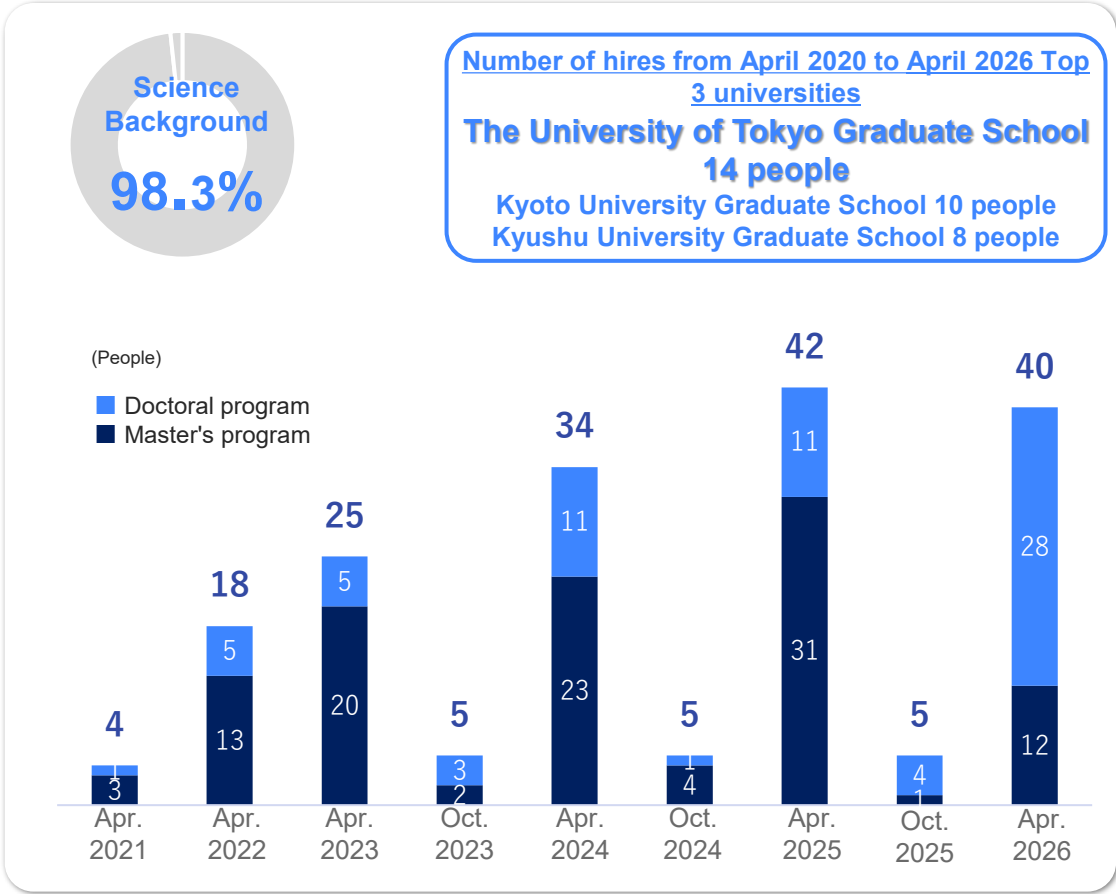
We have established high hiring standards to identify human resources with strong basic computer skills. In experienced (mid-career) hiring, the entry-to-join ratio is about 1 in 50, allowing us to strictly select the best engineers.

In addition, 40 new graduates joined as engineers in April 2026, mostly with Master's or PhD degrees in science and engineering.

Trend in mid-career recruitment



Trend in new graduate recruitment (engineers)



About the ID Platform Implementation Package

We provide an ID platform implementation package that adds enhanced and standardized functions to "Auth0," the identity platform service provided by Okta, Inc. (headquartered in the United States).

Across authentication methods, UX features, and other functions, the package incorporates best practices that consider both security and UX.



Built-in features



- Authentication functions
- Passkey
- Adaptive MFA
- Social login
- Basic UX features
- Account My Page
- Administrator functions
- Various operation and maintenance services

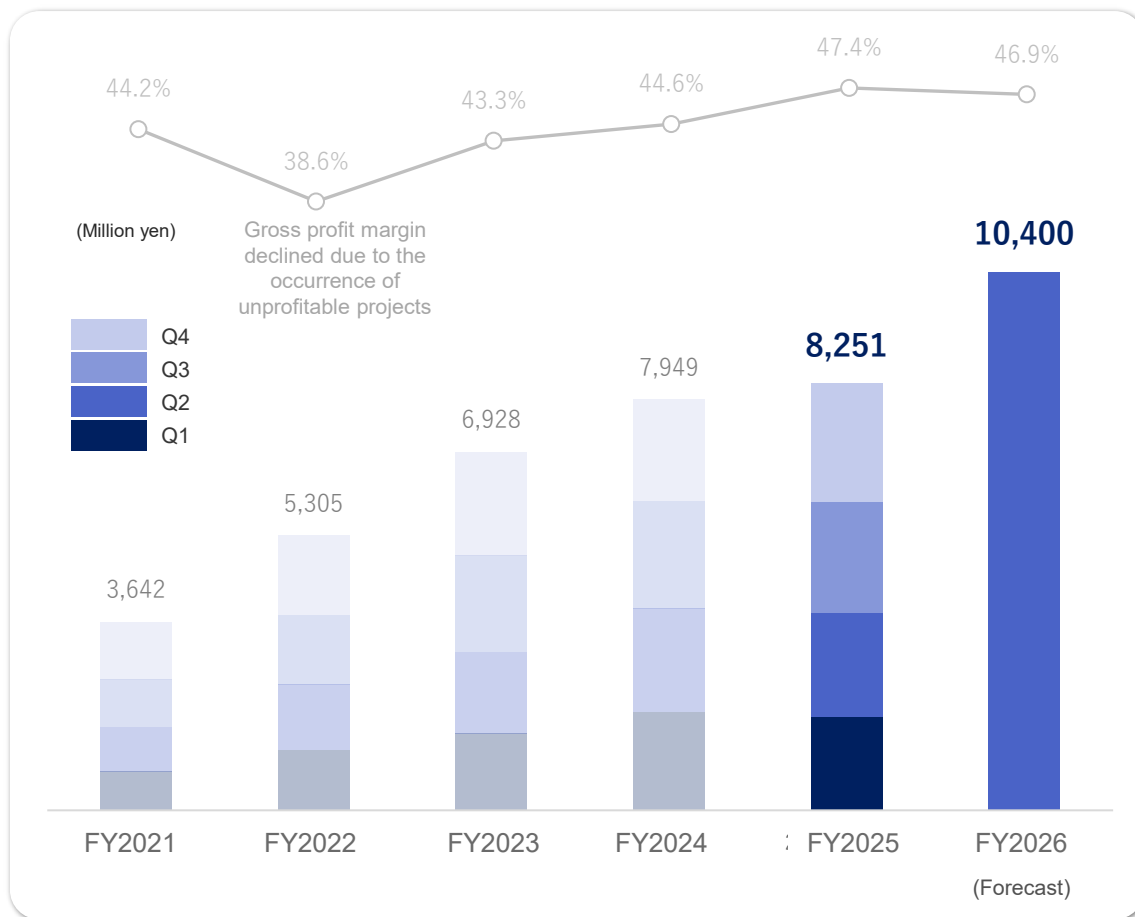
* Screen images are for illustrative purposes only. Some functions are still under planning or development.

Appendix - Results Trends

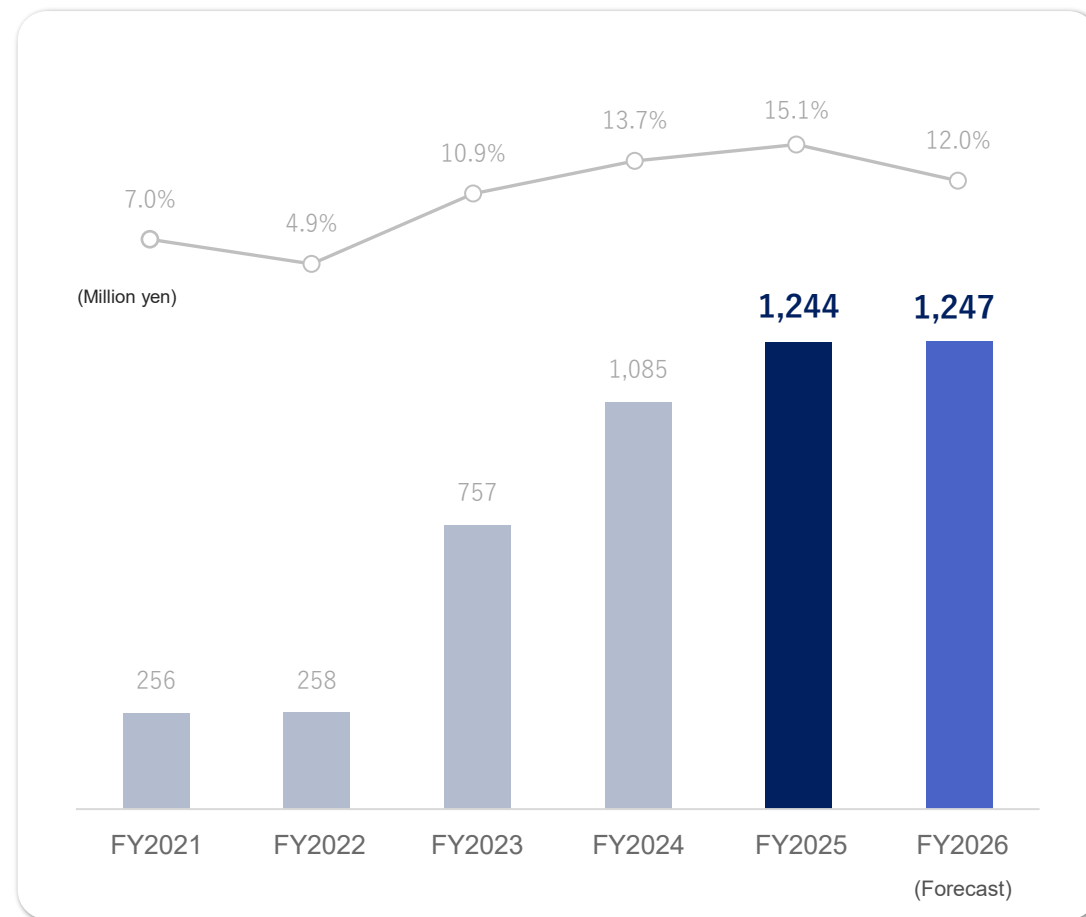
Results Trends

Net sales for the fiscal year ended March 2026 were 8,251 million yen (up 3.8% year on year) and operating income was 1,244 million yen (up 14.6% year on year), record highs for both. For the fiscal year ending March 2027 as well, we are planning record highs, with net sales of 10,400 million yen (up 26.0% year on year) and operating income of 1,247 million yen (up 0.3% year on year).

Sales / Gross profit margin



Operating income / Operating profit margin



Appendix - Company Profile

Company Profile

**Company Name**

FLECT Co., Ltd.

Established

August 2005

Capital Stock

756 million yen (as of the end of June 2026)

Number of Employees

481 (as of the end of June 2026)

Address

13F, Tokyo Shiodome Bldg., 1-9-1 Higashi-Shinbashi, Minato-ku, Tokyo

Business Description

Cloud Integration Services

— Professional services supporting corporate DX —

As a multi-cloud integrator that supports corporate DX through cutting-edge cloud and AI technologies, we provide services ranging from multi-cloud development and operations to multi-AI implementation, supporting digital transformation of both existing and new business initiatives.

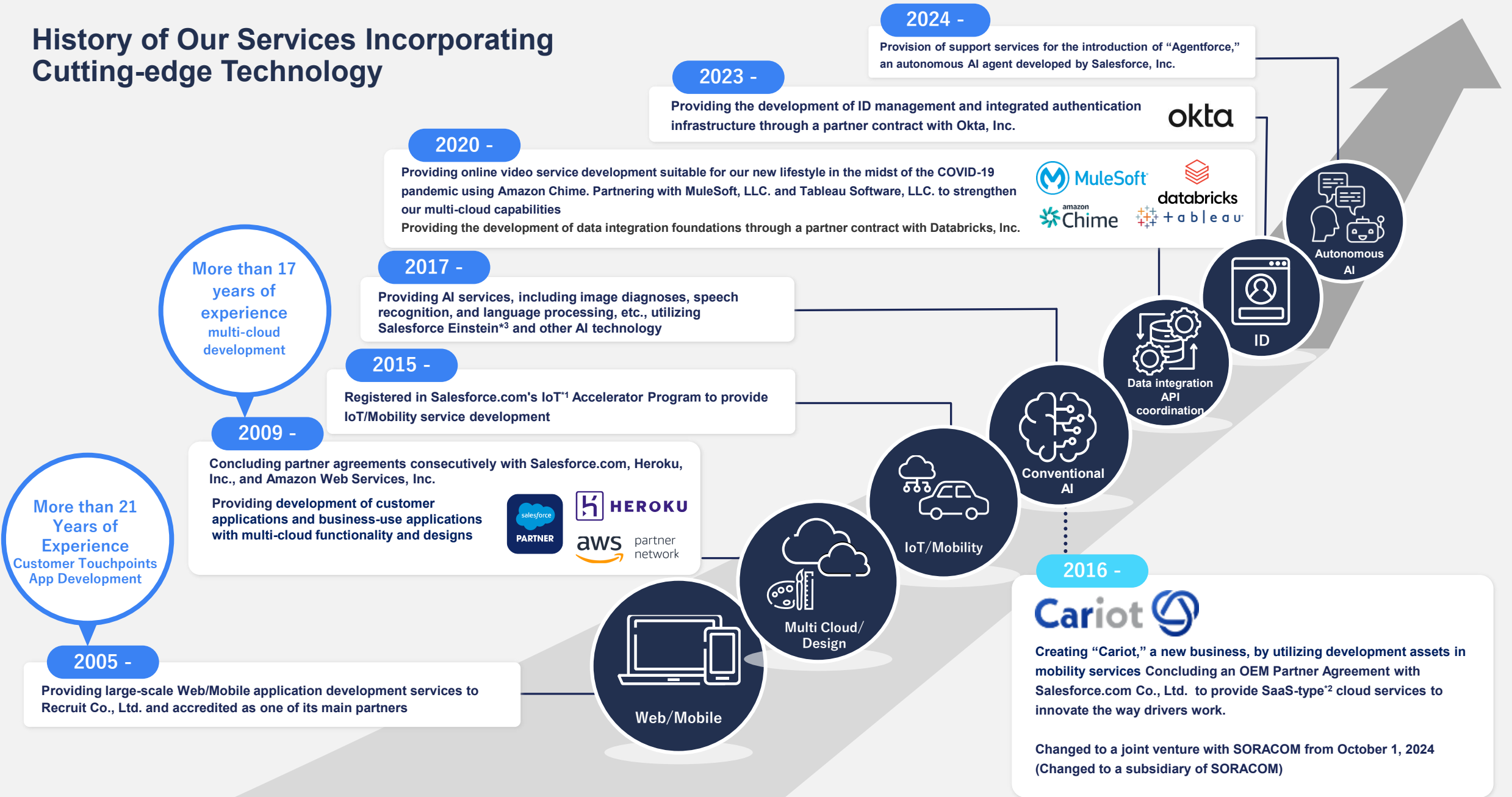


Representative Director CEO
Koji Kurokawa

Realizing an Ideal Future with the Cloud

In a society where all people and things are digitally connected, we realize new digitally optimized customer experiences and support customer-centered business innovation.

History of Our Services Incorporating Cutting-edge Technology



*1: IoT (Internet of Things): Physical things that can be operated via the Internet

*2: SaaS (Software as a Service): Service to provide applications that used to be provided as packages over the Internet

*3: Salesforce Einstein: Name of the AI (artificial intelligence) service provided by Salesforce.com, Inc.

*4: Salesforce.com Co., Ltd. changed company name to Salesforce Japan Co., Ltd. as of February 2022

Our Domestically and Globally Acclaimed Advanced DX Achievements

We received the MuleSoft domestic award for the fifth consecutive year. We also received the Salesforce Global Innovation Award in 2019 — the first by a Japanese company — in recognition of our DX achievements in domestic AI services.

May 2018

Salesforce "Innovation Partner of the year"

Awarded for our achievements in the Einstein (AI) Project

November 2019

Salesforce Partner Innovation Award

First Japanese company awarded for achievements in our Einstein (AI) Project in Japan

May 2020

Salesforce "Innovation Partner of the year"

Awarded for our achievements in multi-cloud development projects

March 2022

MuleSoft Japan

"MuleSoft Japan Partner Enablement Award 2022"

Awarded for our achievements in MuleSoft business

May 2023

MuleSoft Japan

"MuleSoft Japan Partner Enablement Award 2023"

Awarded for our achievements in MuleSoft business

April 2024

Salesforce Japan Partner Award 2024

"Japan Partner of the Year <MuleSoft>"

Awarded in recognition of wide-ranging knowledge and high-level technical capabilities in MuleSoft

April 2025

Salesforce Japan Partner Award 2025

"Japan Partner of the Year – MuleSoft –"

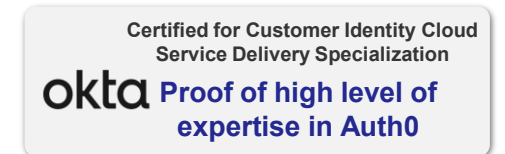
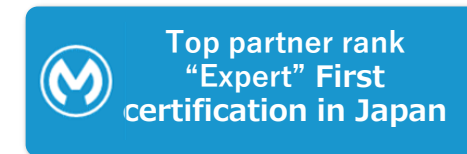
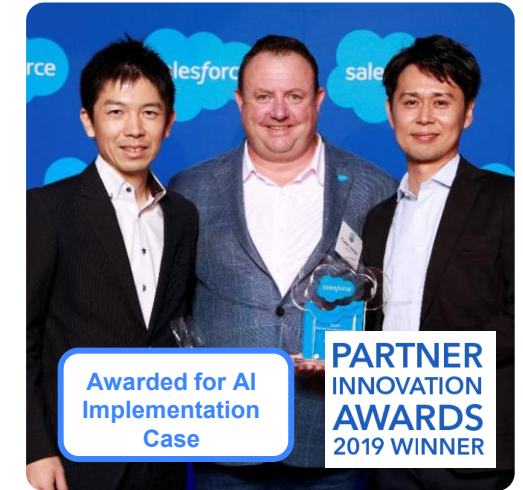
We received the award after the size of our business in MuleSoft collaboration results and certifications were evaluated highly.

April 2026

Salesforce Japan Partner Award 2026

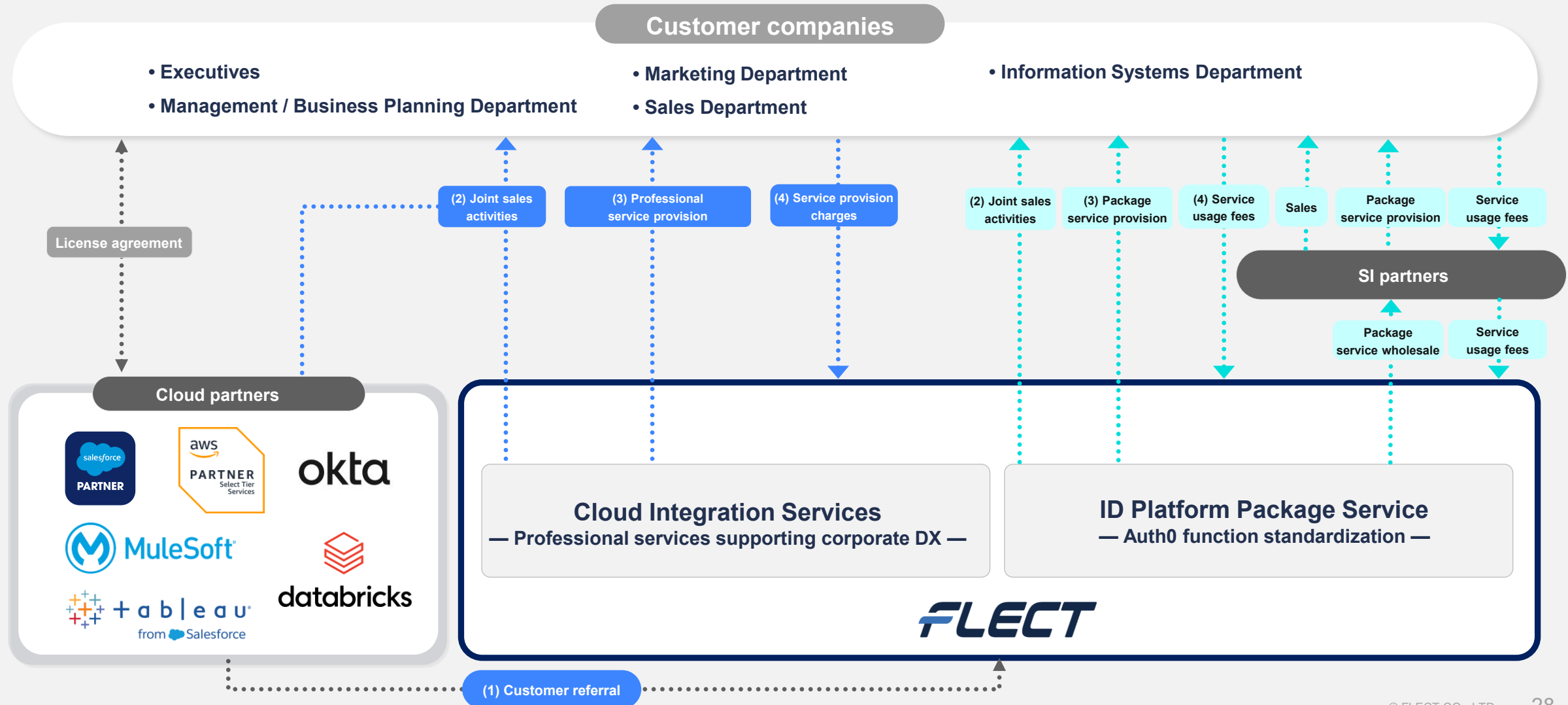
"Japan Partner of the Year – MuleSoft –"

Awarded based on a comprehensive evaluation of our MuleSoft partnership track record, business scale, and other factors.



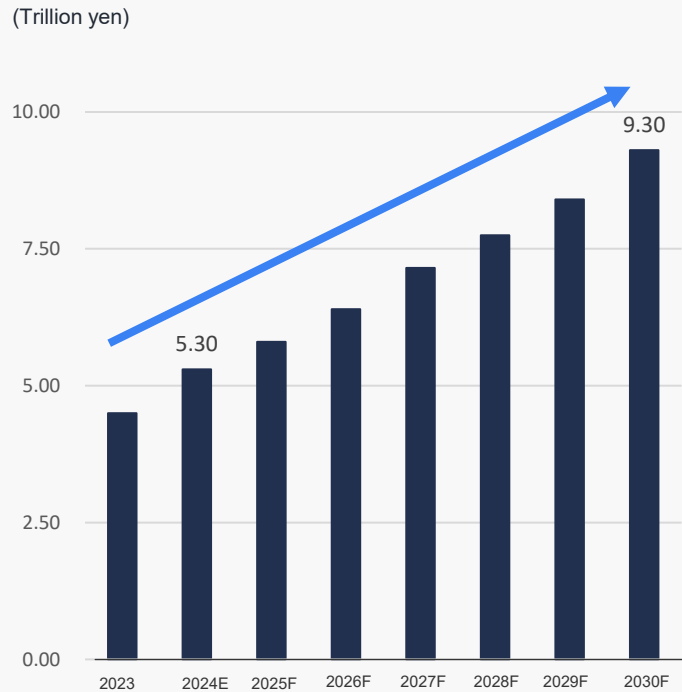
Service Flow

We receive customer referrals from cloud partners, conduct joint sales activities, and provide professional services directly to acquired customers. The ID Package Service is provided to customers either directly or through SI partners.

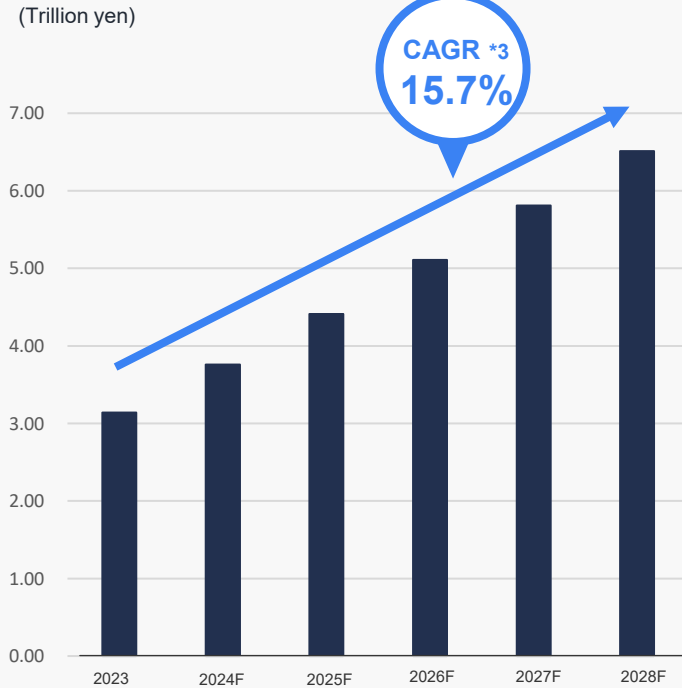


The Japanese DX, Cloud, and AI Markets Are All Expanding

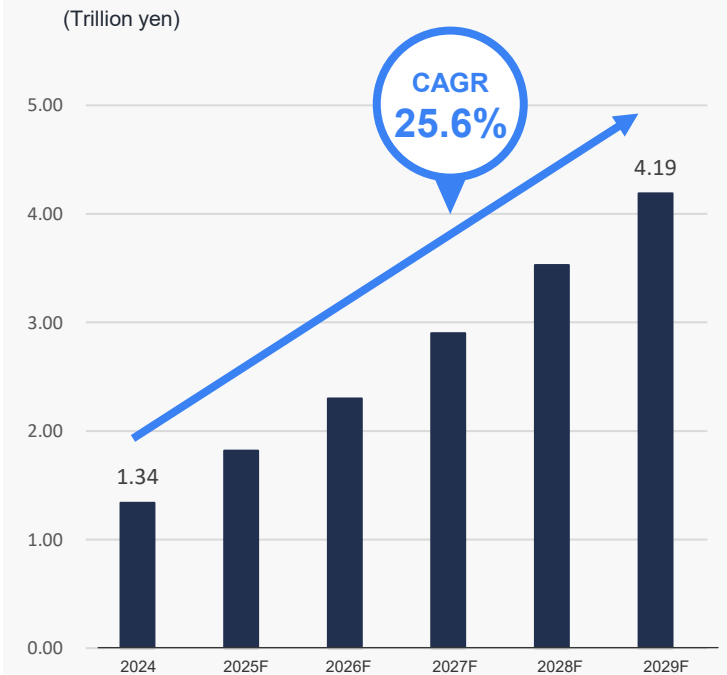
**Domestic DX-related investments
(2023–2030) *1**



**The domestic public cloud market is
expanding at a CAGR of 15.7%
from 2023 to 2028 *2**



**Domestic AI System Market Forecast
(2024–2029) *4**



*1 Quoted from "2025 Future Prospects of the Digital Transformation Market — Market Edition," Fuji Chimera Research Institute, Inc.

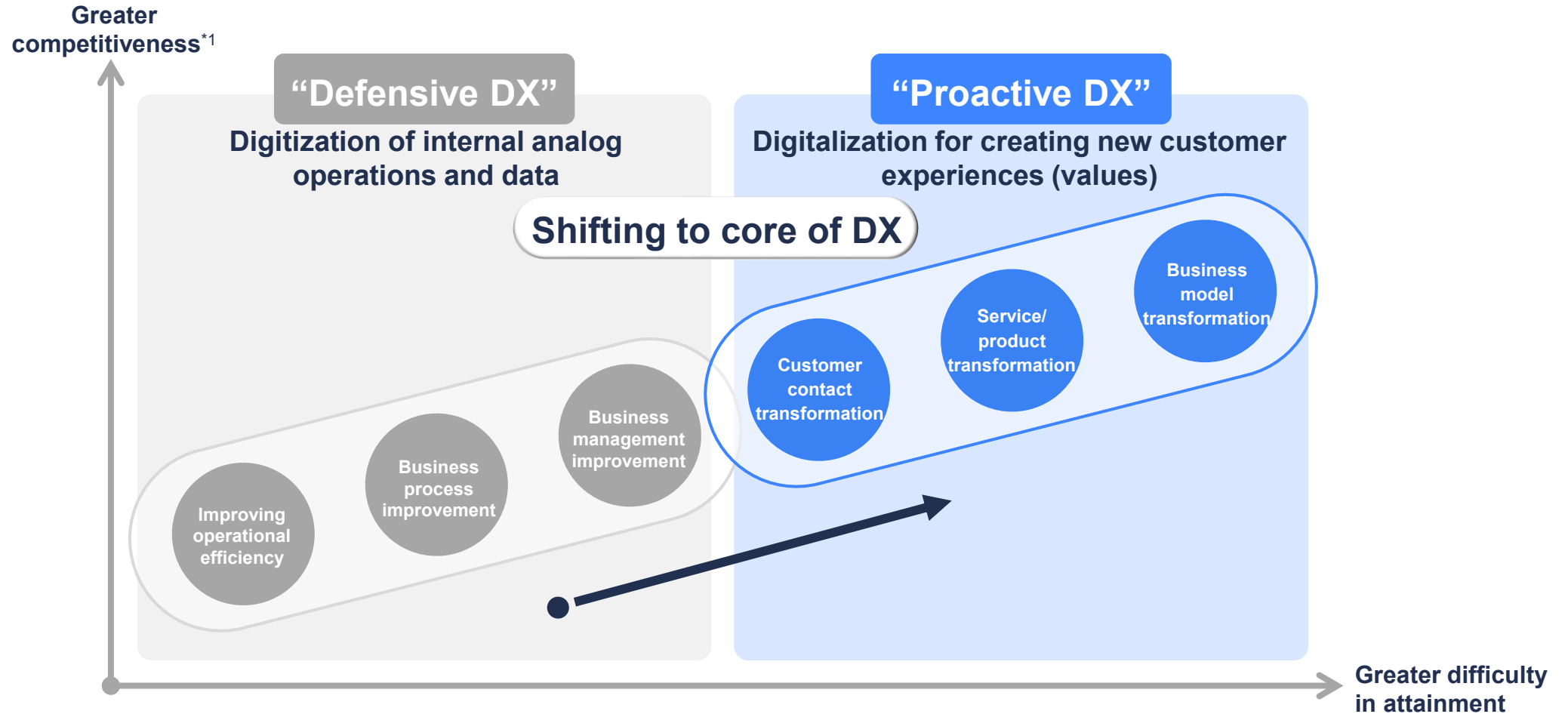
*2 Quoted from "Sales Forecast for the Domestic Public Cloud Services Market," IDC Japan, Inc.

*3 CAGR (Compound Annual Growth Rate) is an annual geometric mean calculated from multi-year growth rates.

*4 Quoted from "Domestic AI System Market Forecast," IDC Japan, Inc.

Core of DX Lies in “Proactive DX” that can Enhance Corporate Competitiveness

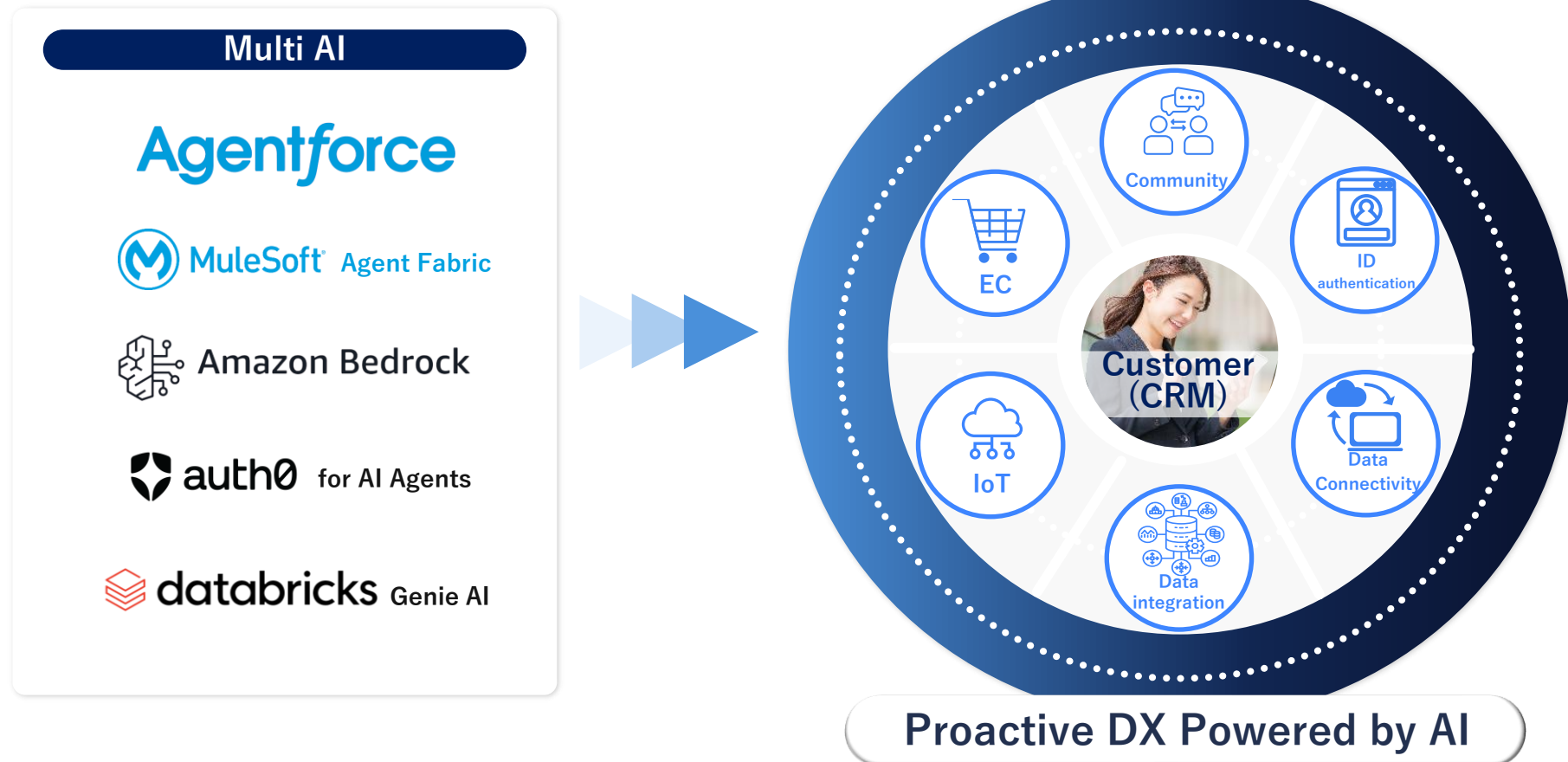
Shifting from "Defensive DX," which digitizes internal analog operations and data with the aim of cost reduction, to "Proactive DX," which creates new customer experiences with the aim of improving revenue and customer engagement, leads to greater corporate competitiveness.



Supporting "Proactive DX" That Realizes New Customer Experiences Through Cutting-edge Cloud and AI Technologies

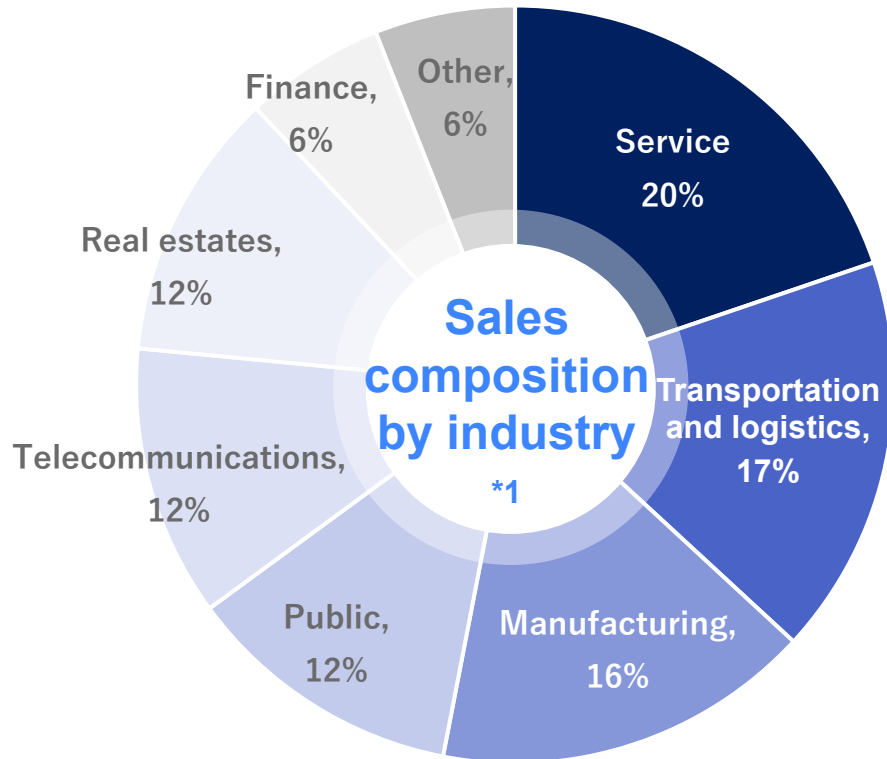
We build data coordination, ID integration, and data integration platforms; develop application integrations for community services, EC services, IoT services, and more using the Salesforce platform; and support "Proactive DX" by embedding AI in every digital service.

DX Services Provided



Supporting Major Companies in Diverse Industries

Our customer base is centered on major companies ^{*1} that are actively promoting DX, with major companies accounting for 93% ^{*2} of sales. Industry types are varied, and our structure is less susceptible to trends in any specific industry.



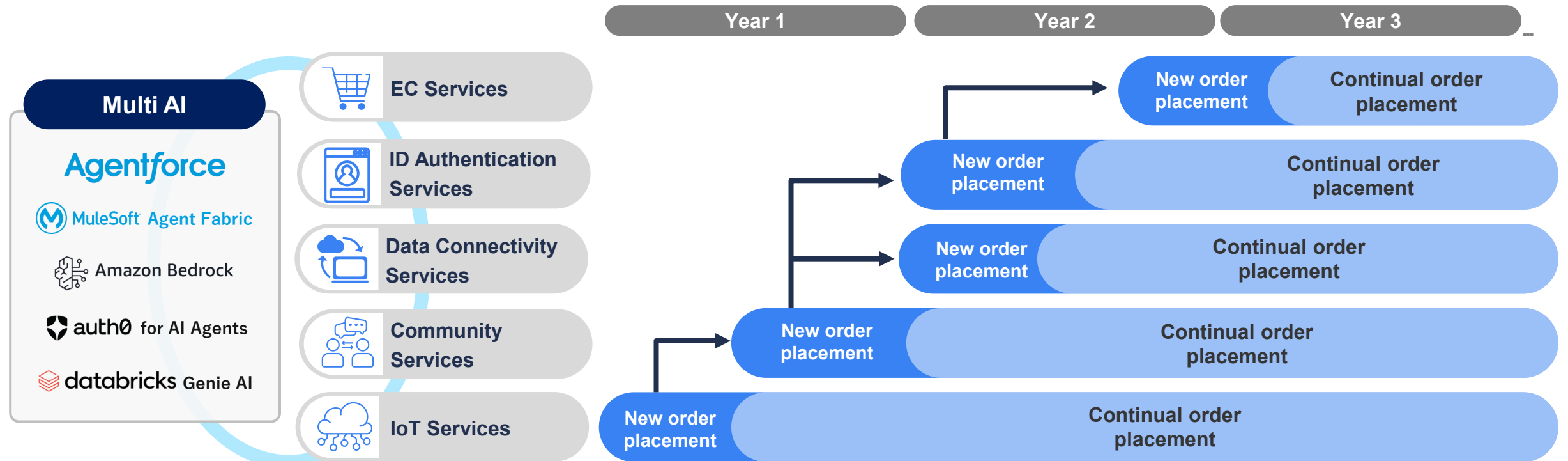
* Partial excerpt of logos we are licensed to publish

^{*1} Major companies: Those listed in Nikkei 225, Nikkei 400, or Nikkei 500; or their group companies; or those with sales equivalent (100 billion yen or more).

^{*2} Based on sales to major companies for the full year, fiscal year ended March 2026.

Continuous Orders for DX Projects and Expansion Through Cross-selling

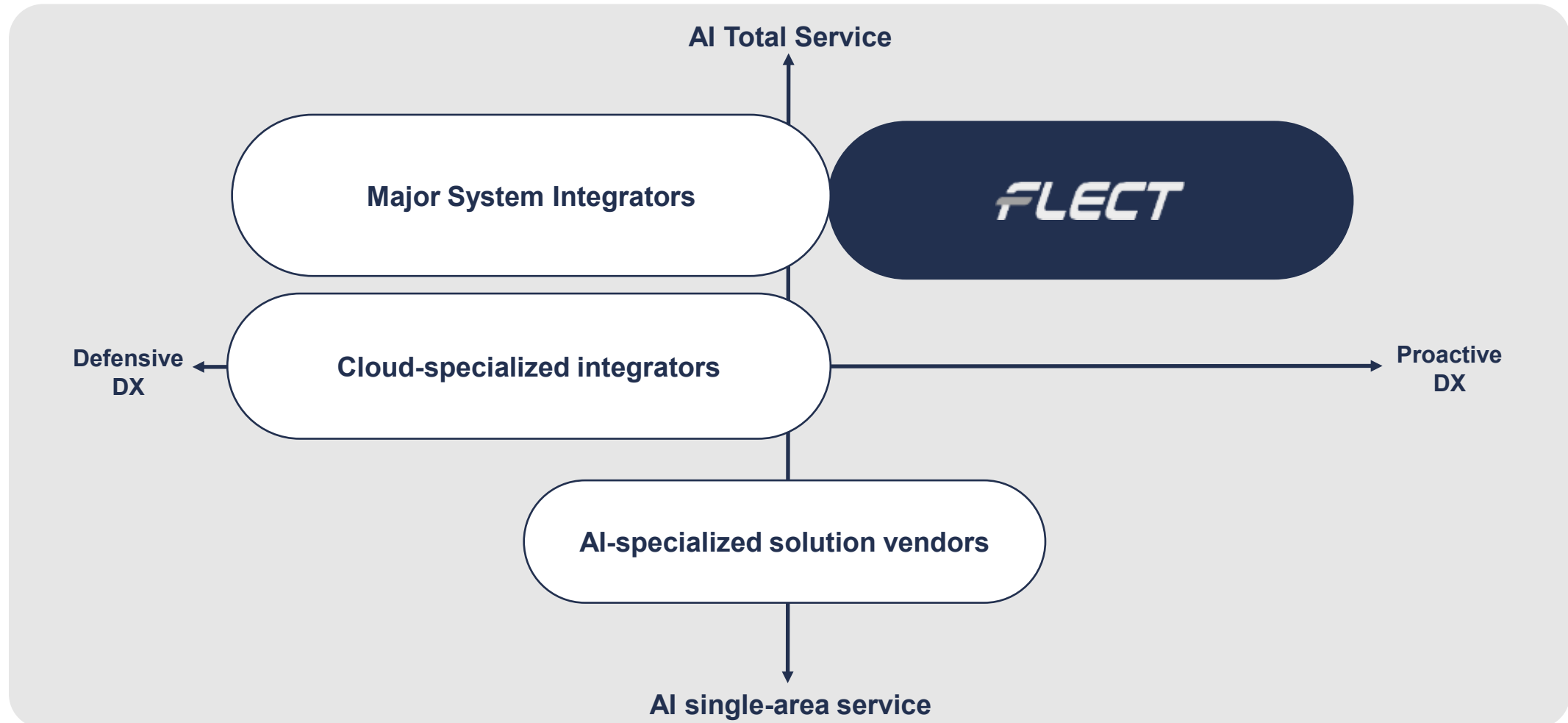
We will continuously evolve digital services while simultaneously promoting the development of multiple digital services. By embedding AI in every digital service, we will expand cross-selling through AI total services.



Unique Positioning in the Cloud- and AI-Based DX Engineering Business

With "Proactive DX through AI total services for major companies" as our primary business domain, we hold a unique position with abundant knowledge and a strong track record in both "Building AI-Ready Systems" and "AI Implementation and Utilization."

Positioning Map for DX Engineering Targeting Major Companies *1



*1 The above diagram describes principal business domains and is prepared based on the Company's views.

Social implementation of cutting-edge technologies through R&D

Aiming to solve corporate, industrial, and social issues with cutting-edge technology, we conduct R&D on cutting-edge technologies that are not yet in widespread use and areas that could attract attention in the future. As specific areas of research, we are promoting research on work automation and optimization through AI, real-time voice changers based on AI, etc.

Work automation and optimization through AI

We are conducting research to automate or save labor in planning and decision-making work that has always been performed by people by using OR (Operations Research)^{*1} technology.

Results of use / image

- Automation of vehicle test schedule preparation with Honda Motor Co., Ltd.
- Optimization of transportation and delivery plans by vehicle and freighter
- Automation of the preparation of project assignment proposals



Real-time voice changers based on AI

We are conducting R&D to convert the human voice, which is increasingly in need of privacy protection as biometric information, into another voice in real time using AI.

We are aiming to realize a superior voice experience for the listener at the same time as protecting privacy.

Image of use

- Voice privacy protection (telephone handling at call centers)
- Security measures (answering on an intercom)
- Superior voice experience (digital signage avatars)



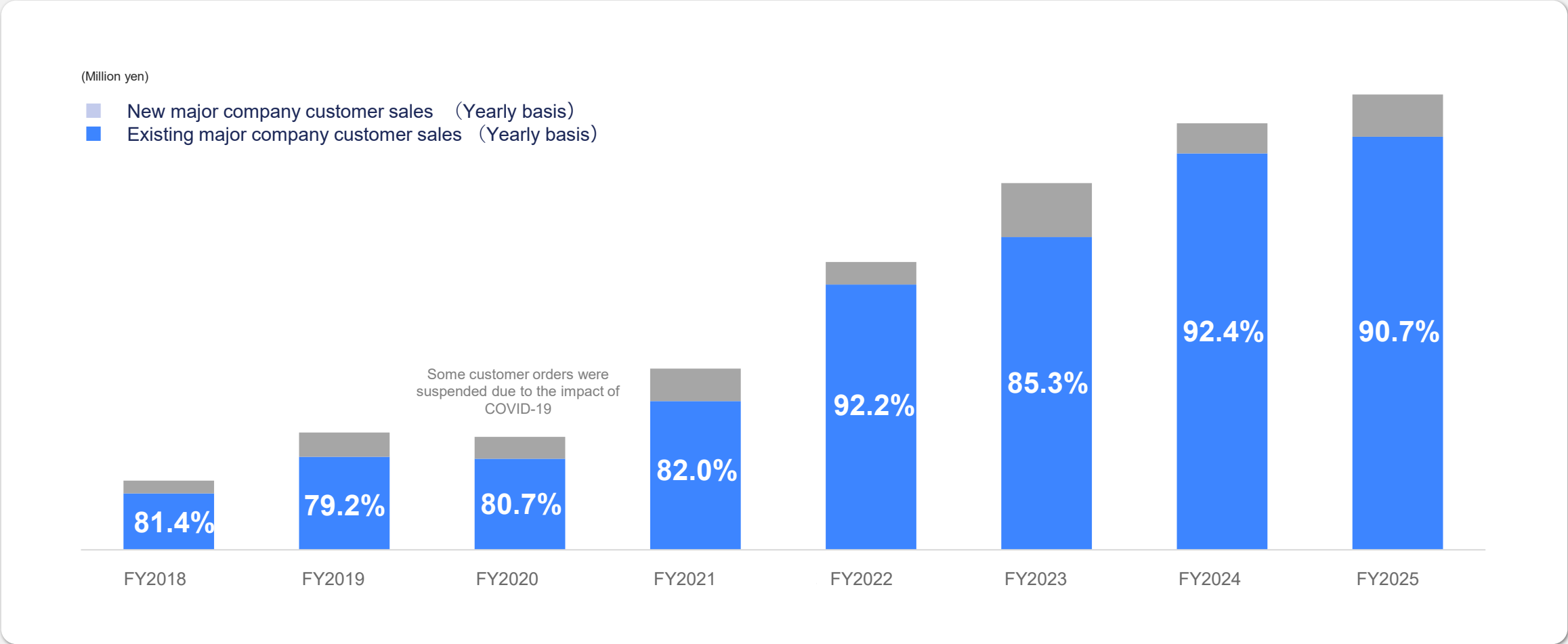
We have made a partial release to the public as OSS (Open Source Software) and are currently highly acclaimed on GitHub with more than 15,000 Stars, proof of evaluation.

The company's technology has also been used in the real-time voice conversion technology for the voice of former Prime Minister Kishida, which was introduced at the "Dialogue with Next Generation Leaders on AI" held on May 9, 2023, at the Prime Minister's Official Residence.

^{*1} OR (Operations Research): Various approaches to support decision-making scientifically (mathematical optimization, data analysis, algorithms, etc.)

Sales Composition Ratio of Existing Major Companies *1

Through continuous orders for DX projects and cross-selling, we have achieved a high level of recurring sales, despite being a flow business. For the fiscal year ended March 2026, the sales composition ratio from existing major companies is 90%.



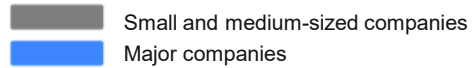
*1 Sales composition ratio of existing major companies: The proportion of sales from customers who had contracts prior to the previous fiscal year, out of sales to major companies.

KPI Trends (Quarterly Basis)

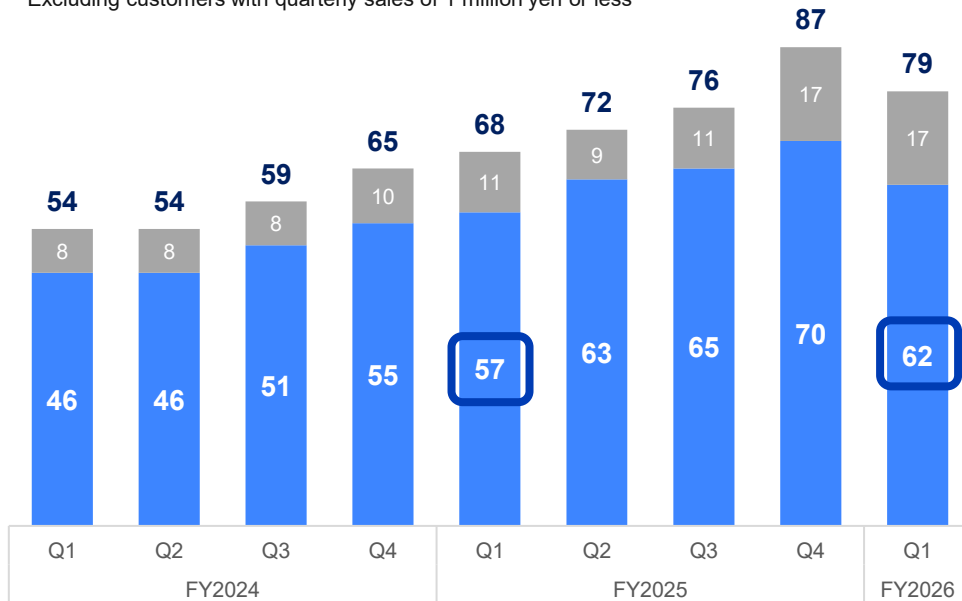
Number of quarterly contract customers^{*1}

In 1Q of the fiscal year ending March 2027, the number of quarterly contract customers among major companies increased by 5 companies YoY to 62 companies.

(Companies)



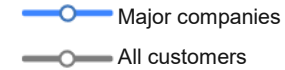
* Excluding customers with quarterly sales of 1 million yen or less



Quarterly average revenue per account (ARPA^{*2})

ARPA for major companies in 1Q of the fiscal year ending March 2027 increased by JPY2.8 million YoY to JPY32.5 million.

(Million yen)



* Excluding customers with quarterly sales of 1 million yen or less



^{*1} Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less. Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.

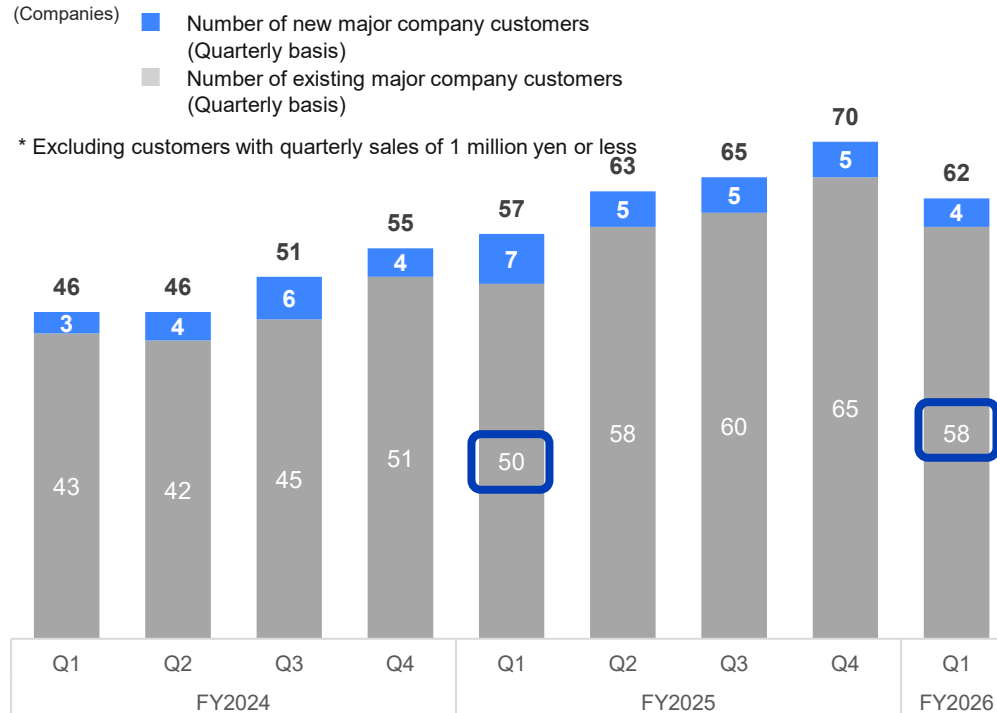
^{*2} Abbreviation of average revenue per account (average sales per customer), or quarterly average sales per customer excluding resales and quarterly sales of 1 million yen or less.

Calculated by dividing quarterly sales excluding resales and quarterly sales of 1 million yen or less by the number of quarterly contract customers

KPI Trends (Quarterly Basis)

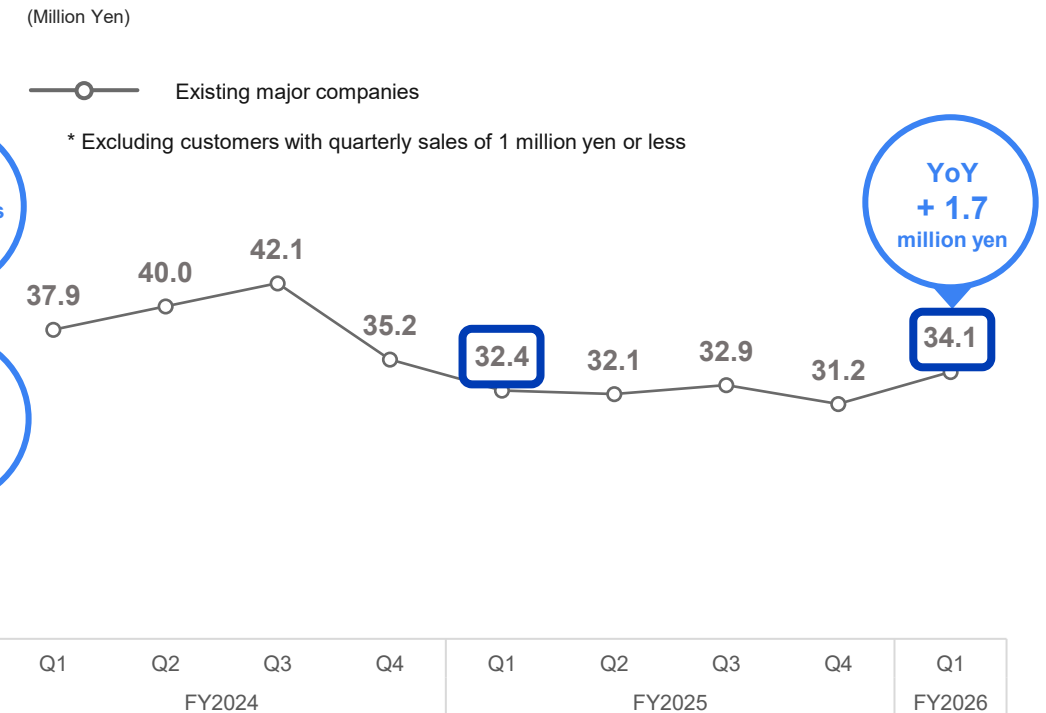
Quarterly contract customers (major companies) *1 : New vs. Existing breakdown*2

In 1Q of the fiscal year ending March 2027, we acquired 4 new major corporate customers. The number of quarterly contract customers among existing major companies increased by eight companies YoY to 58 companies.



Quarterly average revenue per account (ARPA)*3 Existing major companies

ARPA for existing major companies in 1Q of the fiscal year ending March 2027 increased by JPY1.7 million YoY to JPY34.1 million.



*1 Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less. Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.

*2 Customers newly acquired in the current quarter are referred to as new customers and other customers as existing customers

*3 Abbreviation of average revenue per account (average sales per customer), or quarterly average sales per customer excluding resales and quarterly sales of 1 million yen or less.

Calculated by dividing quarterly sales excluding resales and quarterly sales of 1 million yen or less by the number of quarterly contract customers

Case studies of DX Support - 1



「SMART CONSTRUCTION Fleet」

We developed a dynamic management app for dump trucks.

IoT



Support for the introduction of the MuleSoft Anypoint Platform®

We are supporting the building of an API platform that uses MuleSoft to maximize the value of customer experience.

APIMuleSoft



An “online community,” a common backyard platform between DOCOMO, sales agents and docomo shops

We are realizing the greater efficiency of backyard operations using the Salesforce platform.

PortalSalesforce

ブリヂストンリテールジャパン株式会社

Building of a visit reservation system

We are maximizing the improvement of customer experience and marketing effectiveness based on authentication infrastructure using Okta and multi-cloud development including various Salesforce products.

IDPortalOktaSalesforce



Construction Customer Database

This system utilizes MuleSoft as the API integration platform to realize data coordination between CRMs introduced at group companies efficiently.

APIMuleSoft



Joint paper on “Automated Test Scheduling Using VRP Methodology”

We aimed to shorten the development period and reduce costs for new models, and succeeded in reducing work time, which was previously 90 hours, to just 6.

AI(OR)



AI Customer Service Application

Provides personalized eyewear recommendations based on customers' purchase history and preferences, improving the customer experience—including easing anxiety around eyewear purchases—and boosting store staff productivity

AISalesforce



The “Corret” integrated communication platform

We used the Salesforce platform to manage communications with numerous stakeholders, including customers, efficiently.

PortalSalesforce



Sales DX in internal systems

Synchronizing and sharing customer information, regardless of time or location, has enabled team members to access the latest information easily.

SFASalesforce



“K-Support” educational support system for faculty and staff and portal site for students

Support for the development of “test form input,” “grade input,” “syllabus input,” “course request input” and the “student portal”

PortalSalesforce



“WIP” authentication infrastructure system

We renewed the authentication infrastructure system to realize the reduction of system load and the enhancement of security during times of concentrated logins.

IDKeycloak



Support for the introduction of the MuleSoft Anypoint Platform®

We supported the building of an API integration platform based on MuleSoft for “elgana@,” a business chat service. This will realize the improvement of customer experience through service coordination.

APIMuleSoft

Case studies of DX Support - 2



経済産業省
Ministry of Economy, Trade and Industry

A staff information DB and attendance management system

We built a staff information DB and attendance management system using Salesforce.

Government

Salesforce

Ministry of Health, Labour and Welfare

Contracted for development related to the FY2025 EMIS Project

We developed main functions of the Emergency Medical Information System (EMIS), used in disaster medical care, utilizing Salesforce and the MuleSoft API integration platform

Government

API

Salesforce

MuleSoft

Ministry of Foreign Affairs of Japan

Development and System Architecture Project for the Overseas Allowance Payment System FY 2025

Building a new Overseas Allowance Payment System utilizing Salesforce

Government

Salesforce

the Japan Association for the 2025 World Exposition

The introduction of services and infrastructure for stakeholders and operation and maintenance

We improved visitor services by streamlining the work of expo personnel.

Government

Portal

Organization for Small & Medium Enterprises and Regional Innovation, JAPAN

Secondary development and operation and maintenance duties for “Digiwith”.

Integrating Salesforce, Agentforce, Data 360, and other services to expand the functionality and improve the quality of the digitalization support portal “Digiwith.”

AI

Portal

Salesforce

National Institute of Advanced Industrial Science and Technology

“a financial accounting-related application system service,” “a chemical substance / research results export system service” and “a research note system service.”

We build highly convenient, cloud-based systems using Salesforce.

Government

Salesforce



NTT SMILE ENERGY

Implementation Support with Okta (Auth0)

Building an Integrated Authentication Infrastructure with Okta (Auth0)

ID

Okta

AWS



NANKAI

Supported the Renewal of NANKAI Group's Authentication Infrastructure

Renewed the "minapita ID" group-wide ID infrastructure using Auth0, integrating social login IDs and building a brand-unified admin console. Migration required no password resets, expanding service integration and improving customer experience.

ID

Okta

SAT

Support for operational efficiency improvement in third-party IT equipment maintenance services

AI presents similar past cases from a history of IT equipment failure responses, enabling quick identification of necessary information from vast data, reducing maintenance workload, shortening response time, and standardizing response quality — improving customer experience.

AI

Salesforce



SOME THING

The “MARCRAY” Ground improvement quality assessment App

We realized the greater work efficiency of ground improvement work with imaging diagnosis using AI, which has eyes equivalent to an expert's.

AI

Salesforce



Otsuka
大塚倉庫株式会社

The “Order.net” corporate EC platform

We realized the streamlining of ordering and order receipt work and customer satisfaction simultaneously.

EC

Salesforce



東急建設株式会社

The “Kenki Navi” IoT service for monitoring the operation of construction equipment

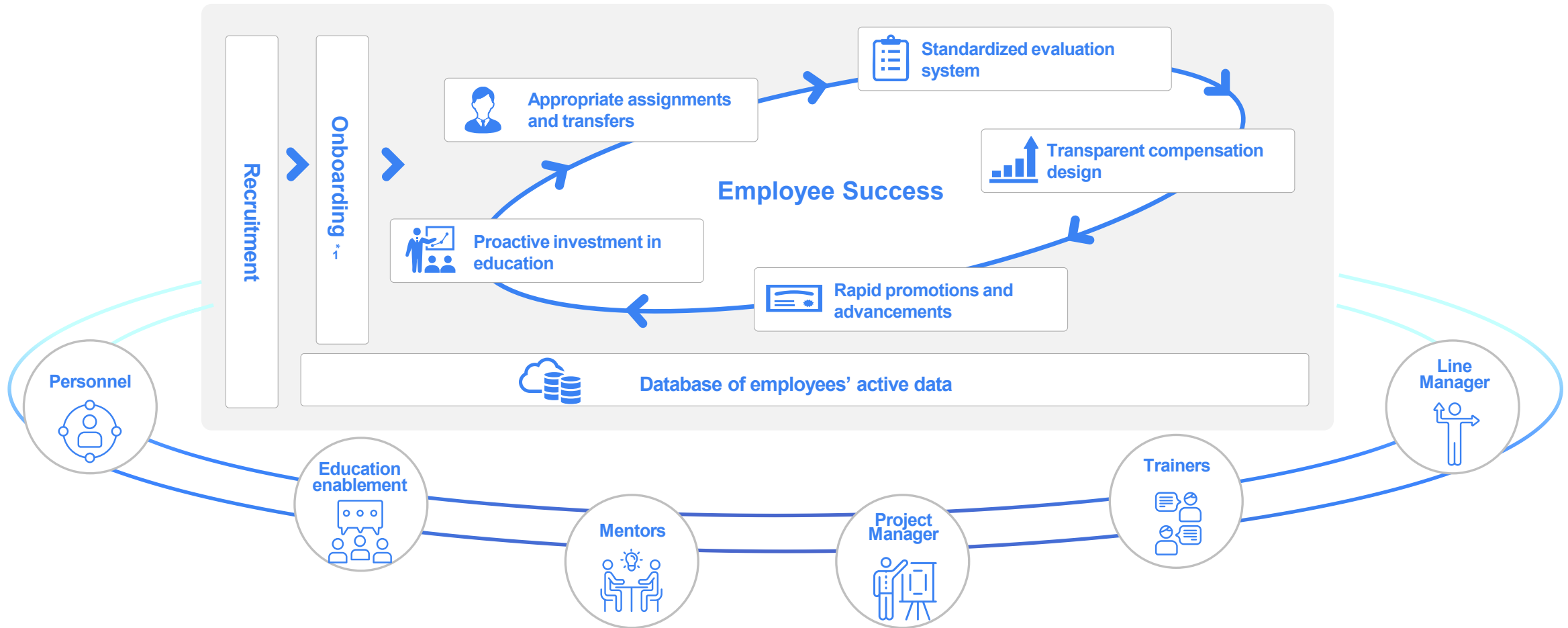
We realized the “visualization” of the operating rates, locations and CO₂ emissions of construction equipment with GPS and SIM functions and a cloud system.

IoT

Salesforce

Mechanisms that maximize the effectiveness of human resource investments

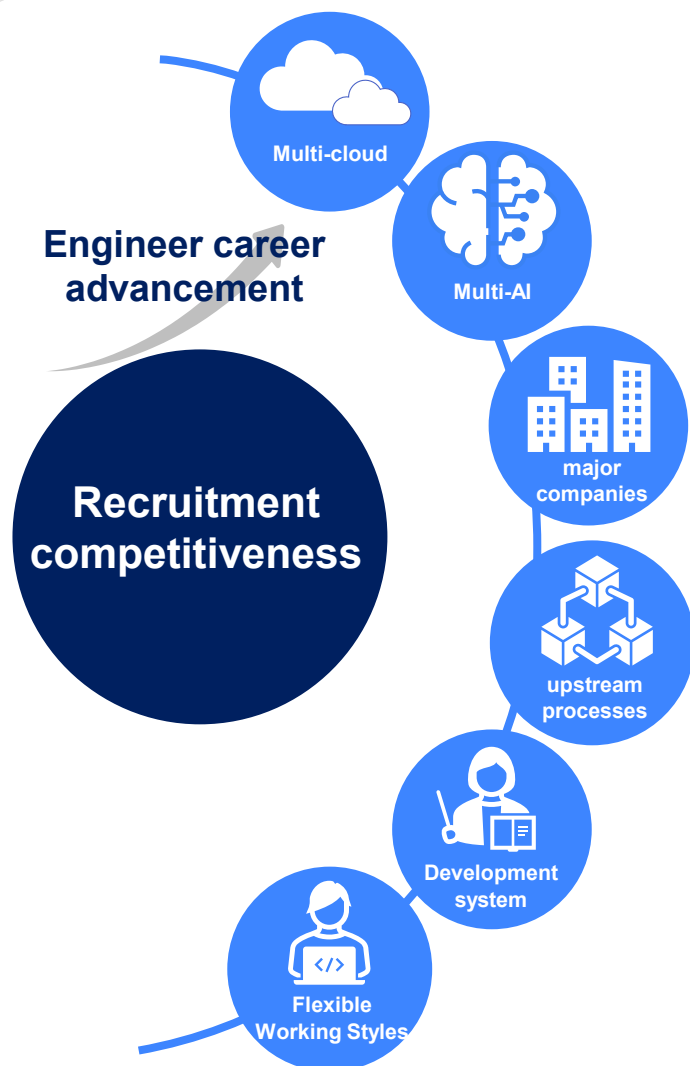
We are building structures and systems that enhance the reproducibility of employee career advancement, leading to increased employee satisfaction and company growth. Supporters such as Human Resources, Education Enablement (Promotion), mentors, trainers, and managers provide multifaceted follow-up from recruitment to training and employees' daily work, maximizing the effectiveness of our investment in human resources.



* 1 Onboarding means initiatives to help human resources new to the organization such as new employees and mid-career hires adapt to the workplace, prevent early job turnover, and promote their establishment and competitiveness.

An attractive environment to realize career advancement as an engineer

Our business and personnel and training systems make us attractive and we are chosen by many engineers.



1 Multi-cloud

Experience with multi-cloud platforms such as Salesforce, AWS, MuleSoft, Okta, Databricks, etc.

2 Multi-AI

Agentforce, MuleSoft Agent Fabric, Auth0 for AI Agents, Genie, Bedrock, etc.
Experience with cutting-edge AI technologies

3 DX support for major companies

Experience with project for the DX of major companies representative of Japan.

4 Involvement from upstream processes

Experience with project covering end-to-end processes from upstream to downstream, including service planning.

5 Development system

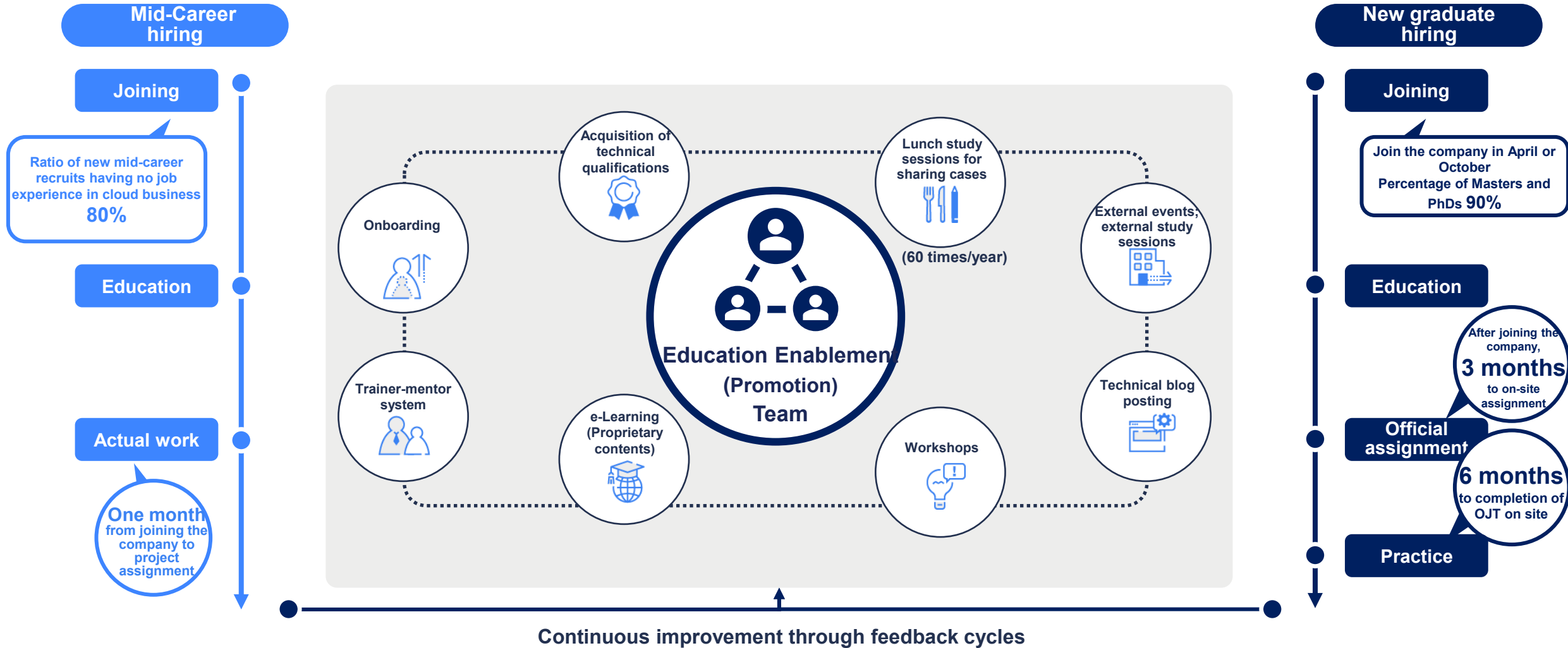
A comprehensive support system for career advancement centered around the education promotion team

6 Flexible Working Styles

Work with a full flex-time system and the possibility of full remote work. Gain experience in cutting-edge cloud projects even if you live in rural areas

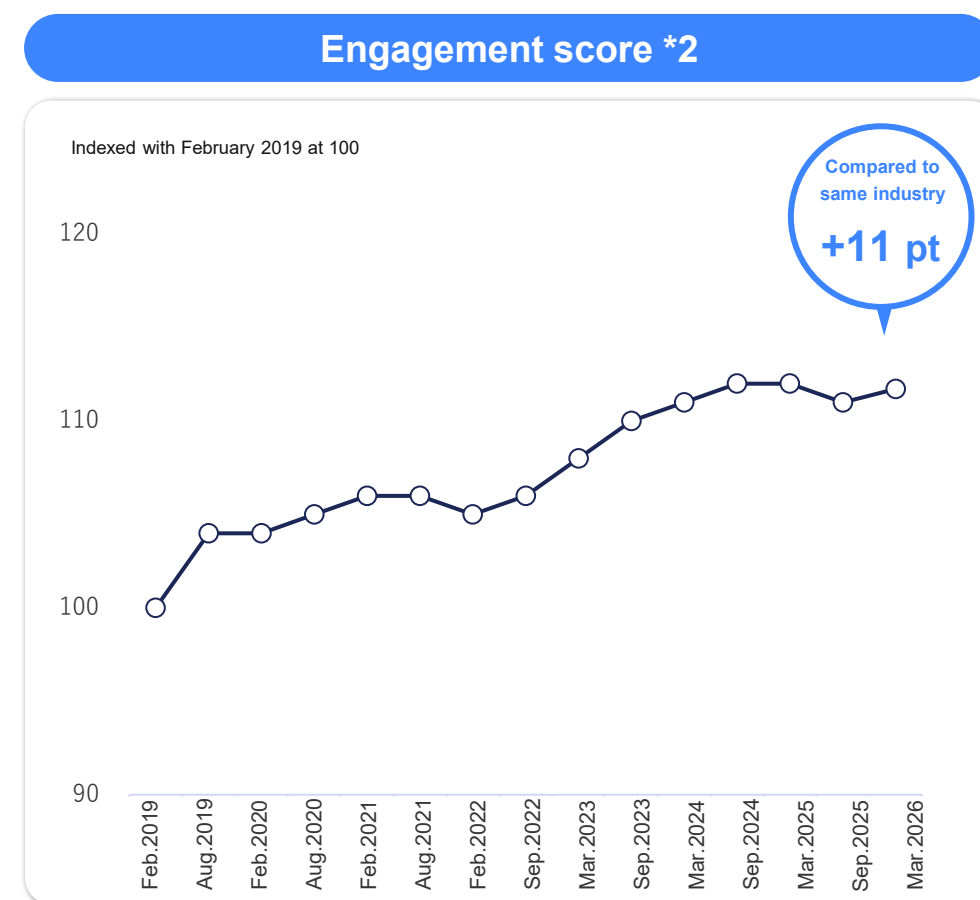
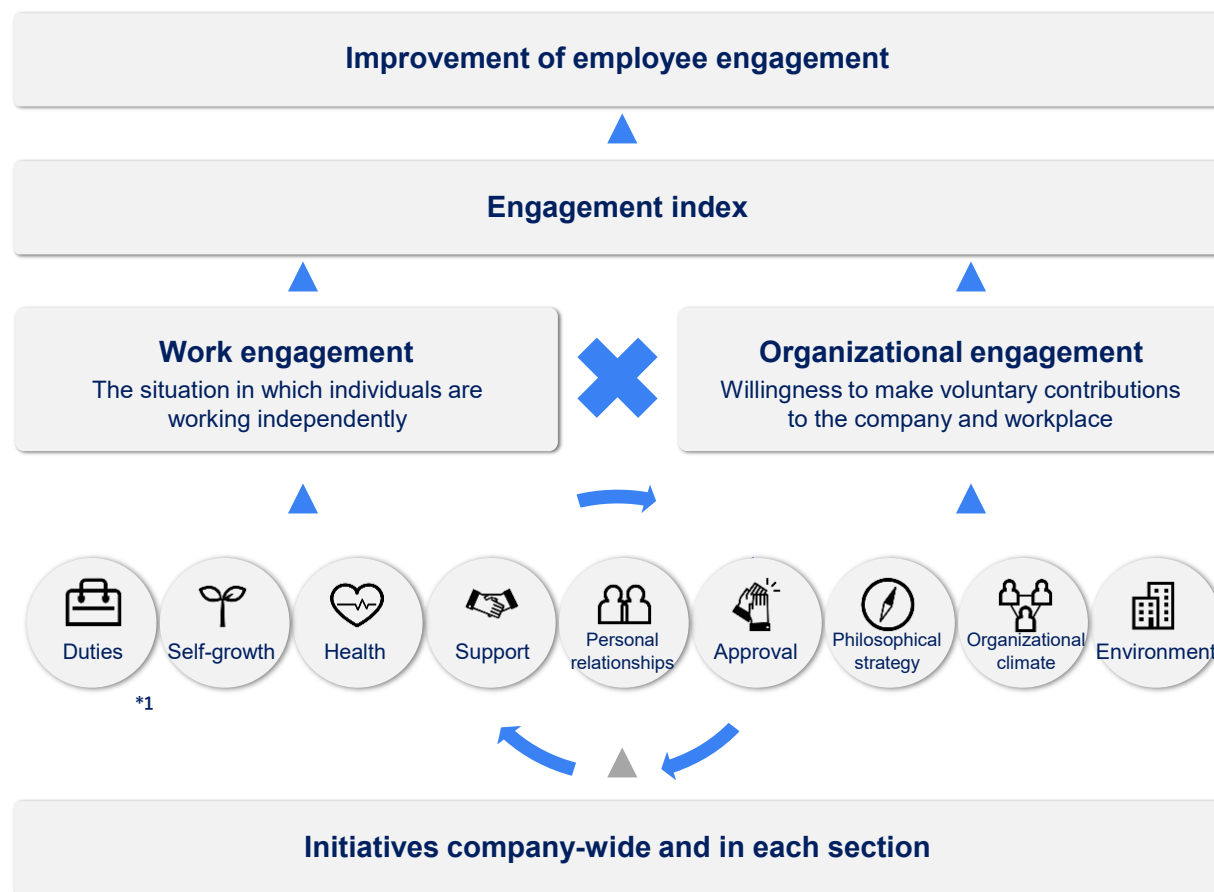
Promotion of systems fostering Multi-disciplinary expertise and human resource development

With a team dedicated to education enablement (promotion) as a focal point, we constantly promote employee education and systemic improvement activities.



Follow-up Mechanisms That Increase Employee Engagement

We have established an operational system that regularly aggregates employee engagement scores, monitors them by department, and swiftly implements measures based on identified issues. We also accept feedback from employees and conduct individual follow-ups. By flexibly and proactively implementing initiatives in response to changes in employee conditions and the external environment, our engagement score has been trending upward since measurements began.



*1 Prepared based on Atræ Inc.'s Wevox engagement survey items.

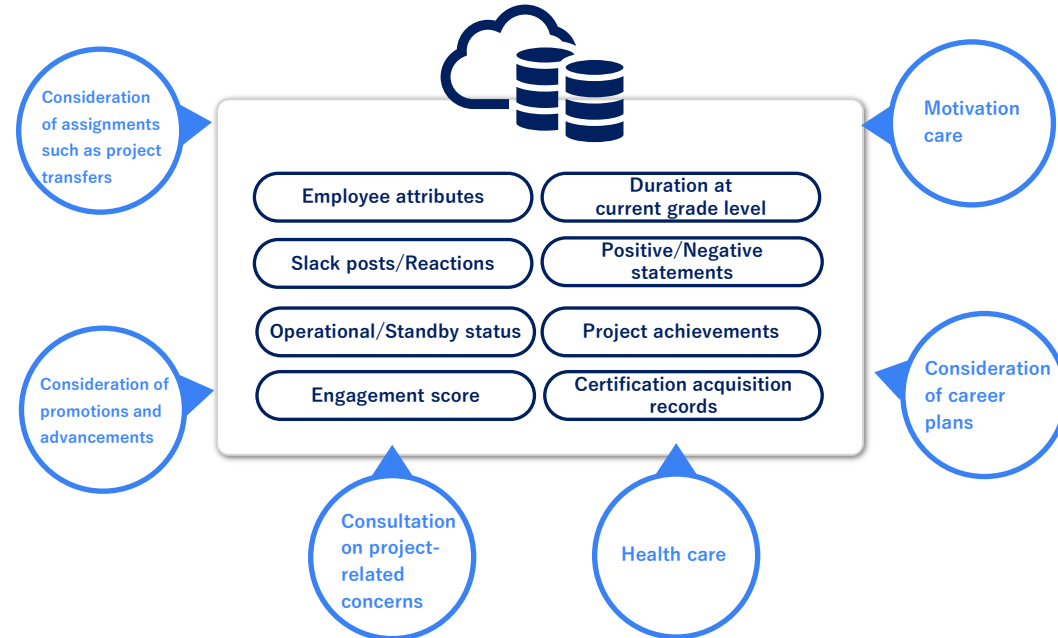
*2 One-year moving average of Wevox engagement scores for Cloud Integration Services, indexed to 100 in February 2019.

Utilization of the data collection infrastructure for employee attributes and activity data.

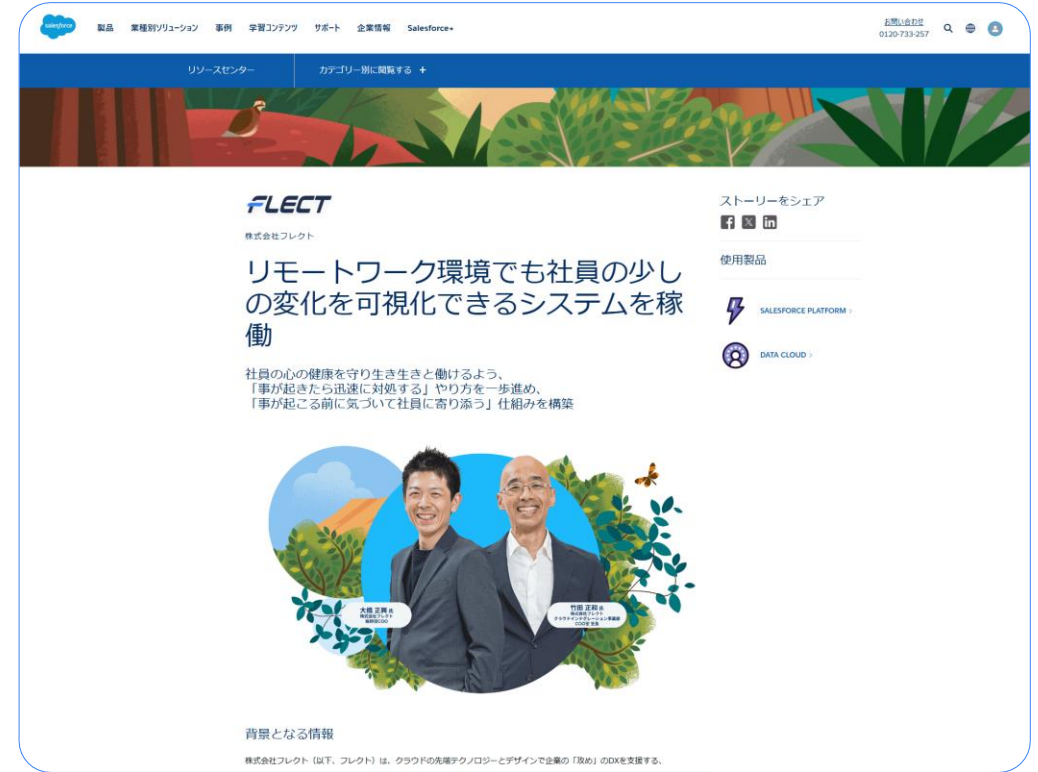
We utilize employee data as a basis for decision-making in career plan design and work assignments. Additionally, by understanding employee conditions in remote work environments and using this information for follow-up, we achieve early care. These data infrastructure and visualization systems have been introduced as advanced case studies by Salesforce.

Integrate employee data, appropriate and swift follow-ups.

- We integrate all data related to employees and conduct monitoring.
- By visualizing even subtle changes for each employee, we operate a system that automatically notifies managers about employees who require follow-up.



Published on Salesforce's case study page



<https://www.salesforce.com/jp/resources/customer-stories/flect/>

Excellent engineers with diverse backgrounds are actively successful.

A diverse group of engineers, including new graduates, veterans from large companies, and full remote workers are actively successful.

Hiring of experienced personnel (mid-career hiring)



May 19, 2023 

From a major company to Flect. New challenges that even veterans can start on

<https://www.talent-book.jp/flect/stories/52029>

Career

Major telecommunications company
Think tank Sler

I joined the company after working for a major company. I use my extensive experience in upstream processes, to lead cloud integration projects as a PM.



August 10, 2023 

Consistently motivated to learn and explore a wide range of technical fields - from front-end engineering to the cloud domain

<https://www.talent-book.jp/flect/stories/52360>

Career

Front engineer
No cloud experience

From no cloud experience to developing an e-commerce site for a major tire manufacturer using Salesforce. My work and personal life are in harmony due to full remote work and flexible hours.

New graduate hiring



January 15, 2024 

Actively successful from the first year in a diverse environment - The Flect identity discussed by members who joined the company at the same time

<https://www.talent-book.jp/flect/stories/53608>

Major

Master's program in information engineering
Doctoral program in mathematics
Master's program in life sciences

Even in the first year after joining, you can play an active role with discretion as an engineer. I was also selected as a project manager in my first year.



August 25, 2023 

It is interesting because there is no goal or correct answer. Shaping the ideal future from a thoroughly customer perspective

<https://www.talent-book.jp/flect/stories/52489>

Major

Master's program in information engineering

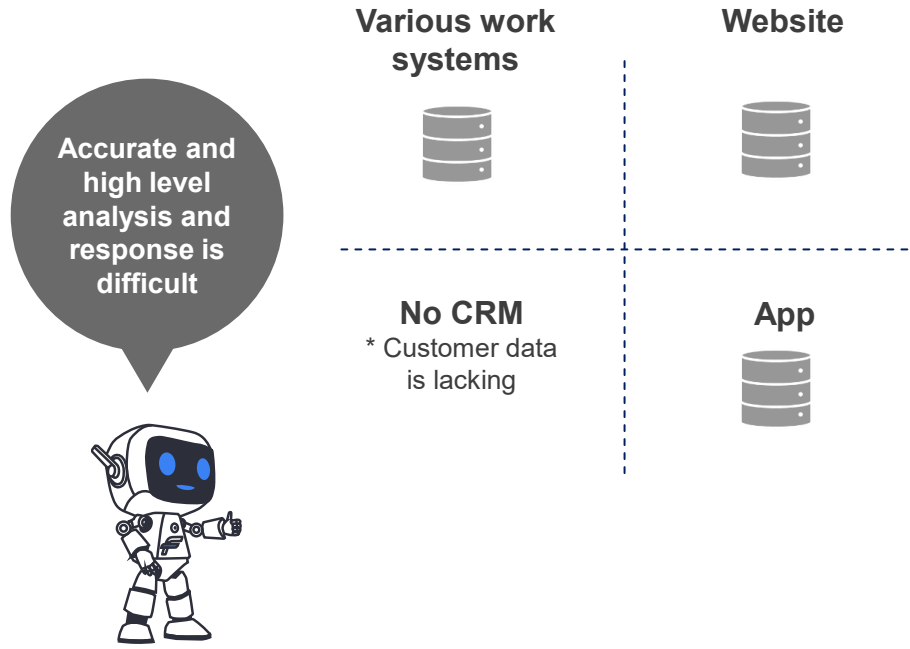
I was selected as a project leader in my first year with the company. I was also involved in upstream processes such as the definition of requirements and moved to the forefront of cloud integration.

Building AI-ready systems maximizes the effectiveness of AI utilization

One of the important points in maximizing the effectiveness of AI utilization is centralized data management. When data is dispersed, insufficient, or unorganized, it can be difficult for AI to deliver accurate and high-level analysis and responses, and the full benefits may not be realized. Data coordination — which connects all systems and gathers data — is also a key point in achieving centralized data management.

Not AI-ready state

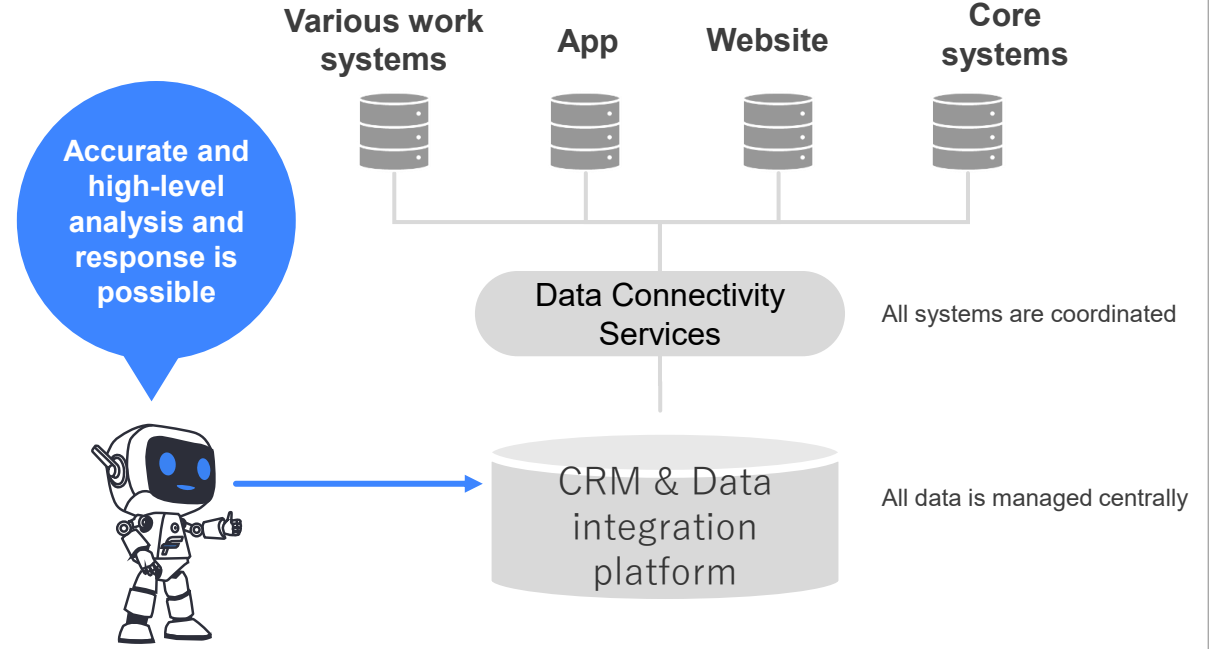
Data is dispersed, missing, or not coordinated



AI agent (digital labor)

AI-ready state

All data is managed centrally and coordinated



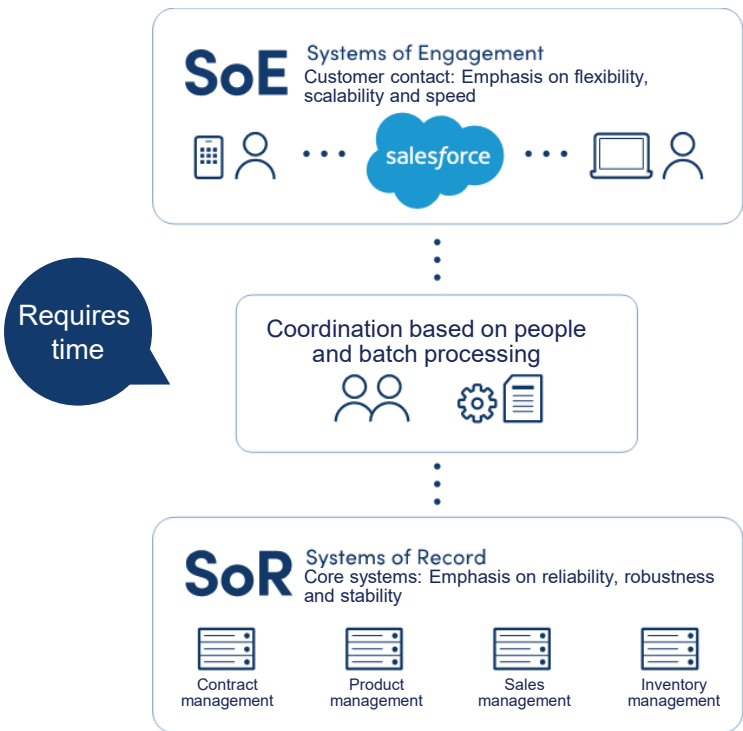
AI agent (digital labor)

MuleSoft API integration platform

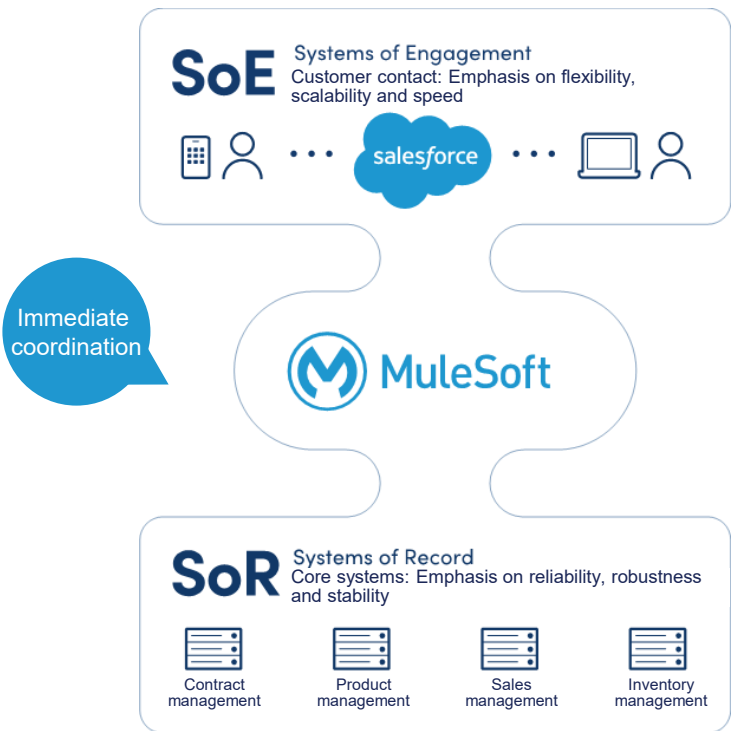
We use the platform provided by MuleSoft, LLC., a leading API integration platform provider, to connect all system, whether in the cloud or on-premises, with API integration. Linking disconnected systems realizes the improvement of customer experience.

MuleSoft API integration platform

The customer experience is impaired as systems are disconnected



The customer experience is improved as all systems are coordinated

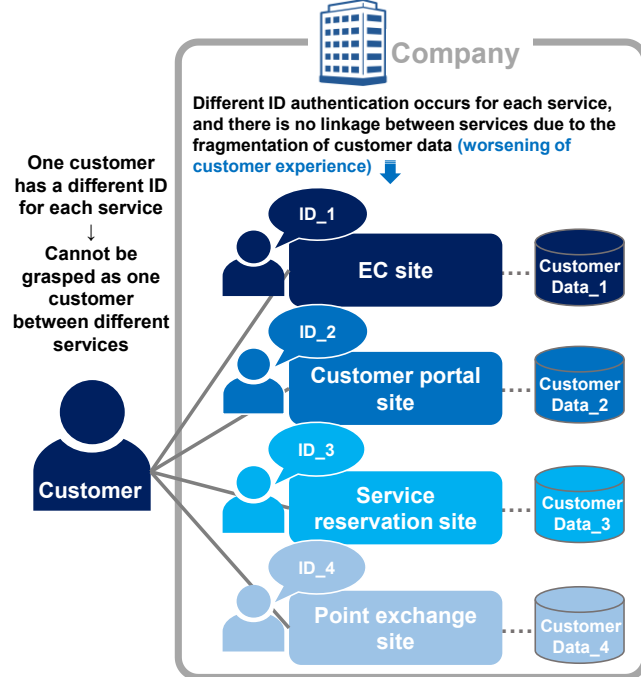


Okta ID integration platform

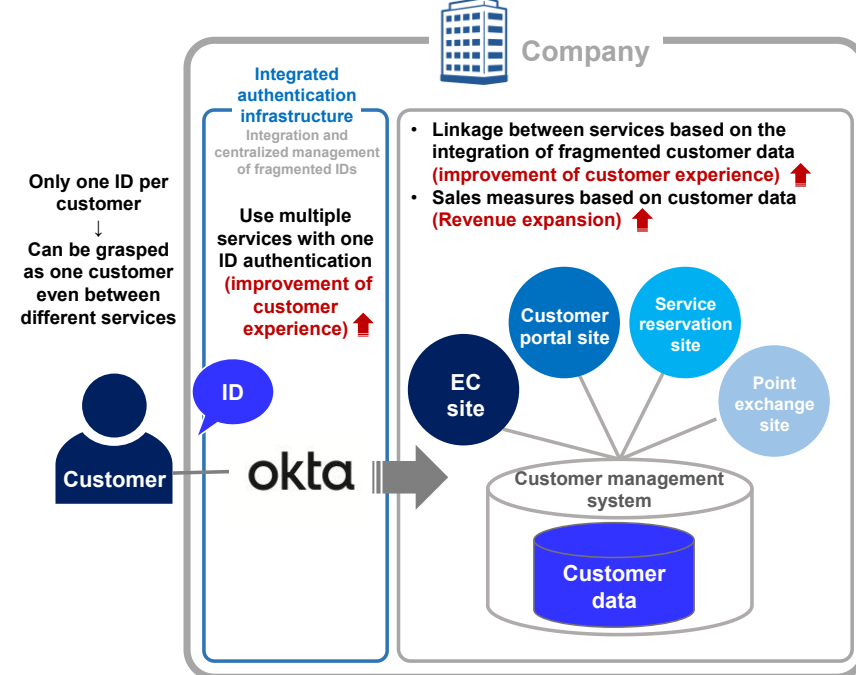
We use the platform provided by Okta, Inc., a major identity management service provider to integrate identities across all digital services. Integrating disconnected customer data realizes the improvement of customer experience.

Okta ID integration platform

Without integrated authentication infrastructure



With integrated authentication infrastructure



Sustainability Initiatives

In 2020, we joined the SDGs Public-Private Partnership Platform for Local Revitalization operated by the Cabinet Office, and have contributed to the SDGs through various initiatives

Society

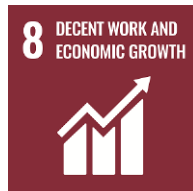
Job satisfaction and job opportunities

- Provision of opportunities to improve skills and advance career with the theme of maximizing value of resume
- Provision of care for job satisfaction by monitoring the Employee Engagement Scores
- Recruitment of diverse human resources, such as local residents (full remote work), those with no cloud experience, foreign nationals, and elderly staff
- Short-time work and leave for childcare



Promotion of education

- Promotion of education by education enablement team
- Provision of a variety of educational opportunities, including the holding of internal and external technical study sessions, support for acquisition of qualifications, and in-house original e-learning



Technology innovation

- Research and development of advanced cloud and AI technologies, social implementation of technological innovation through DX support for companies



Economic growth and productivity

- Improvement of productivity and creation of new customer experience value through DX support for companies
- Provision of diverse ways of working to maximize performance, including full remote work



Governance

Corporate governance

- Checks by a majority of outside directors
- Fair decision-making with a composition of directors with diverse knowledge

Compliance

- Establishment of a solid management foundation through compliance



Environment

CO₂ emissions

- Contribution to reducing CO₂ emissions by eliminating physical servers

Conservation of natural resources

- Promotion of paperless operations with DX support



Management Team



**Founder/
Representative Director and CEO**

Koji Kurokawa

Starting a company as a student and accumulating entrepreneurial experience in IT for over 20 years

Based on his experience of founding a predecessor IT company, Mr. Kurokawa established FLECT Co., Ltd. in 2005. As Representative Director and CEO, he launched its cloud services and established the business bases and has steadfastly directed its course at the helm. With the mission of "Pursuit of Everyone's Fulfilment of Life through the Internet," he firmly intends to maximize the happiness all stakeholders of the Company can enjoy and values it can present.



Director

Masaoki Ohashi

Selected one of the 99 people capable of changing the IoT in Japan

Mr. Ohashi joined Sony Ericsson Mobile Communications in 2004 and was first engaged in the development of smartphone middleware. He joined FLECT Co., Ltd. in 2007, and was appointed director in 2009. He then took charge of its cloud business, and successfully led it onto a path of growth.



External Director, Audit and Supervisory Committee Member

Yosuke Tetsukawa

Representative Partner, Improve Tax Co. Certified Public Accountant



External Director, Audit and Supervisory Committee Member

Akihito Fujiwara

Former Standing Audit and Supervisory Board Member, Recruit Holdings Co., Ltd.



External Director, Audit and Supervisory Committee Member

Shuya Ogawa

Attorney at Law, Partner, TMI Associates

Introduction to Investor Information Content

Shared Research Analyst Report

- Shared Research Inc. is a corporate analysis firm founded in 2009 that provides neutral reports written by external analysts to a wide range of investors, from global institutional investors to individual investors.
- The reports go beyond financial data and market trend analysis to cover business background and growth strategies in depth. We encourage you to make use of this resource to deepen your understanding of our company.



Shared Research (FLECT Page)
<https://sharedresearch.jp/ja/companies/4414>

YouTube FLECT IR Channel



We have published videos of our financial results briefing webinars.

YouTube (FLECT IR Channel)

<https://www.youtube.com/channel/UCAU7JnT0Kb0pmAn4cxj-vkw>

*The video is available in Japanese only.

FLECT IR Site | FLECT in 3 Minutes



A clear and easy-to-understand overview of FLECT's business.

FLECT IR Site | FLECT in 3 Minutes

<https://www.flect.co.jp/ir/investor/about/>

*This content is available in Japanese only.

About handling of this document

- This material has been prepared exclusively for providing information about the Company, and has not been offered as solicitation to buy or sell its securities. Forward-looking statements about future prospects are formulated based on information as at the date of issuance of this material, and thus contain various risks and uncertain factors, and do not guarantee any future results and achievements. Furthermore, information concerning parties other than the Company has not undergone verification about its accuracy or fitness, etc., which cannot be guaranteed.