

FY2025 3rd Quarter Financial Results and Business reports

eBASE Co.,LTD.

TSE code 3835

January, 2025

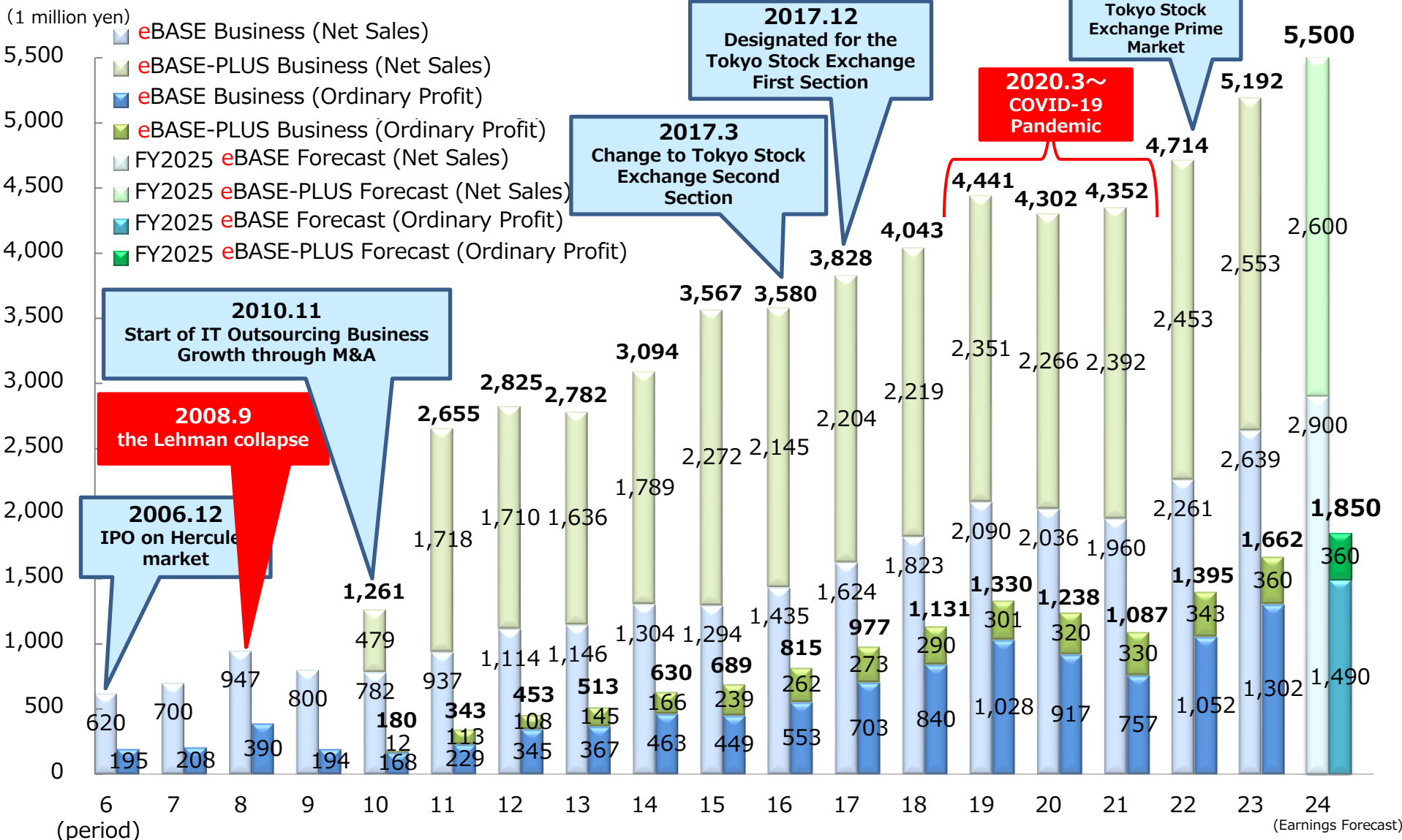
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Company Overview

■ Company name	eBASE Co., Ltd. (Code number : 3835)
■ Share capital	190 million yen
■ Headquarters Location	Commercial Building No.2, 5-4-9, Toyosaki, Kita-ku, Osaka
■ Business Description	
eBASE Business	Business of Developing and Selling Product Information Management Systems
eBASE-PLUS Business	IT Development Outsourcing Business
■ Total Number of Group Employees	485 (493/ Including Officers) (As of April 2024)
■ History	
October 2001	Founding of eBASE Co., Ltd.
December 2006	IPO on the Osaka Securities Exchange Hercules Market
October 2010	Transitioned to JASDAQ Market Standard
March 2017	Market Transitioned to the Tokyo Stock Exchange Second Section
December 2017	Designated as a first-section stock on the Tokyo Stock Exchange
April 2022	Transitioned to Tokyo Stock Exchange Prime Market

Trends in sales and ordinary income since listing

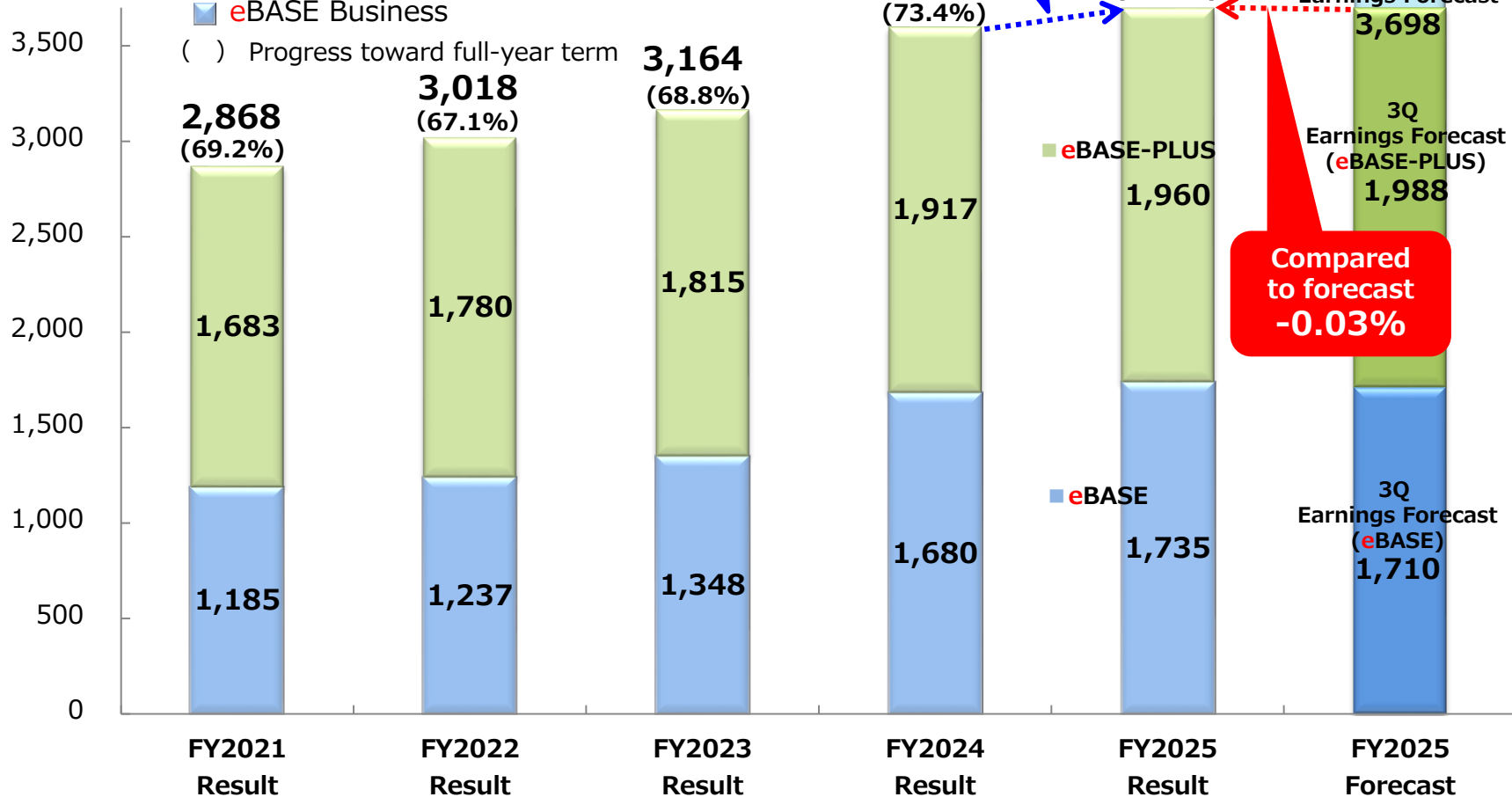


Note 1) For the notation of amounts, transactions between segments are offset and eliminated, and amounts less than one million yen are rounded down.

FY2025/3Q Consolidated Net Sales

- FY2025 Consolidated Earnings Forecast
- FY2025 eBASE-PLUS Business 3Q Forecast
- FY2025 eBASE Business 3Q Forecast
- eBASE-PLUS Business
- eBASE Business

() Progress toward full-year term



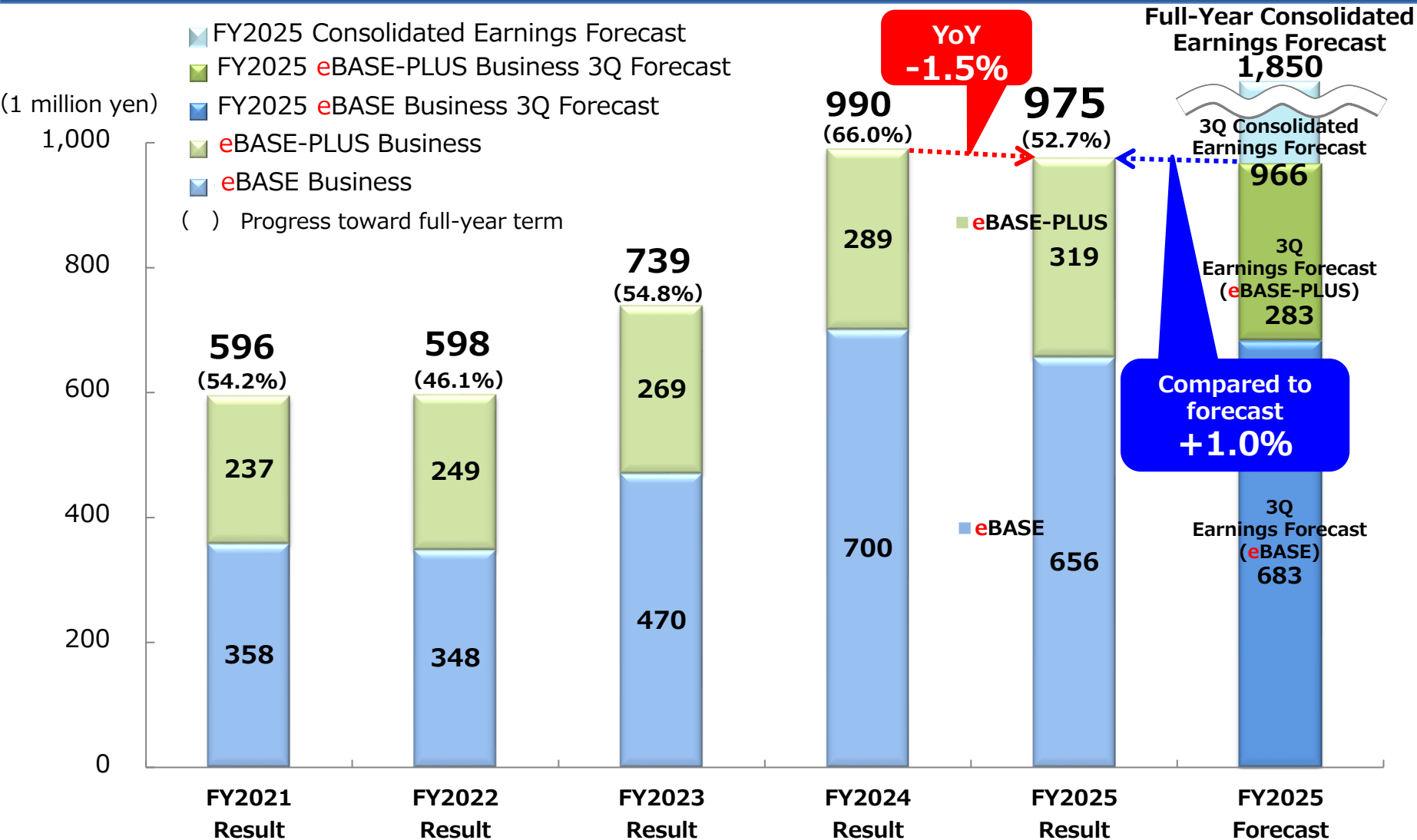
Full-Year Consolidated Earnings Forecast **5,500**

3Q Consolidated Earnings Forecast

Compared to forecast **-0.03%**

Note) Intersegment transactions are eliminated.

FY2025/3Q Consolidated Ordinary profit



Note) Intersegment transactions are eliminated.

FY2025/3Q Consolidated Results and Consolidated Balance Sheet

(1 million yen)

	FY2021 Result	FY2022 Result	FY2023 Result	FY2024 Result	FY2025 Result
Net sales	2,868	3,018	3,164	3,597	3,696
(eBASE Business)	(1,185)	(1,237)	(1,348)	(1,680)	(1,735)
(eBASE-PLUS Business)	(1,685)	(1,782)	(1,817)	(1,918)	(1,975)
(Intersegment transactions)	(-2)	(-1)	(-1)	(-1)	(-14)
Operating Income	575	598	714	981	940
Ordinary income	596	598	739	990	975
(eBASE Business)	(358)	(348)	(470)	(700)	(656)
(eBASE-PLUS Business)	(237)	(249)	(269)	(289)	(319)
(Intersegment transactions)	(0)	(0)	(0)	(0)	(0)
Net income*	409	410	504	676	650

	Prior period (As of March 2024)	As of Dec. 31, 2024	Increased/ Decreased	* Quarterly net profit attributable to owners of the parent company. (Note) Amounts less than one million yen are disregarded.
Current assets	6,015	5,662	-352	Cash and deposits -115, Notes and accounts receivable trade, and contract assets-365, Other+110
Fixed assets	1,793	1,722	-70	
(Property, plant and equipment+Intangible assets)	(247)	(282)	(35)	
(Other assets)	(1,546)	(1,440)	(-106)	
Total assets	7,809	7,385	-423	
Current liabilities	854	498	-356	Income taxes payable-227
Total liabilities	867	519	-348	
Total shareholder's equity	6,837	6,747	-90	Purchase of treasury shares -278 Retained earnings +191 (Dividend payment -459) (Net income* +650)
Subscription rights to shares	7	2	-5	
Total net assets	6,941	6,865	-75	
Total liabilities and net assets	7,809	7,385	-423	

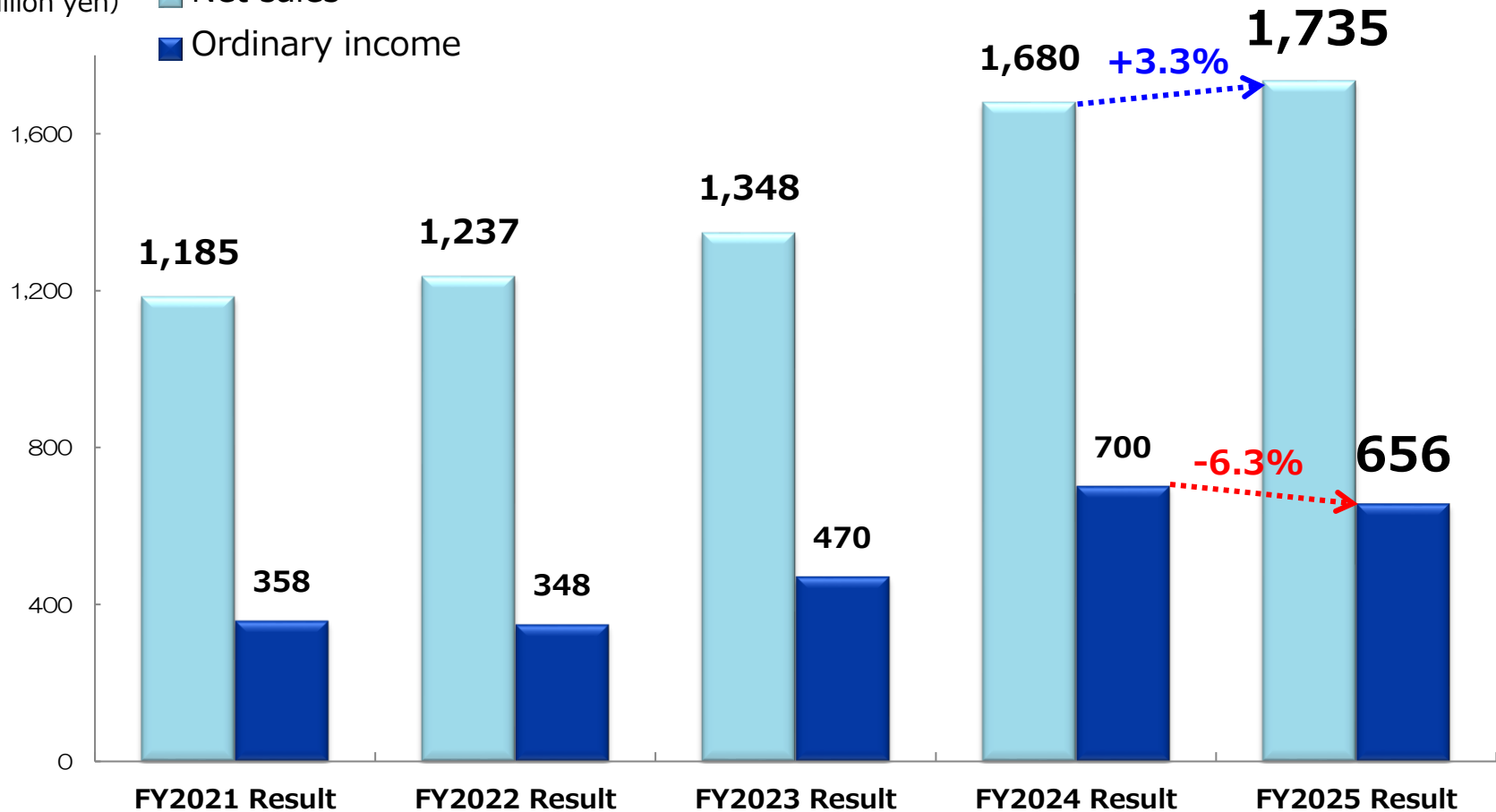
FY2025/3Q Results by Segment / eBASE Business

eBASE Business (Packaged software business)

(1 million yen)

Net sales

Ordinary income



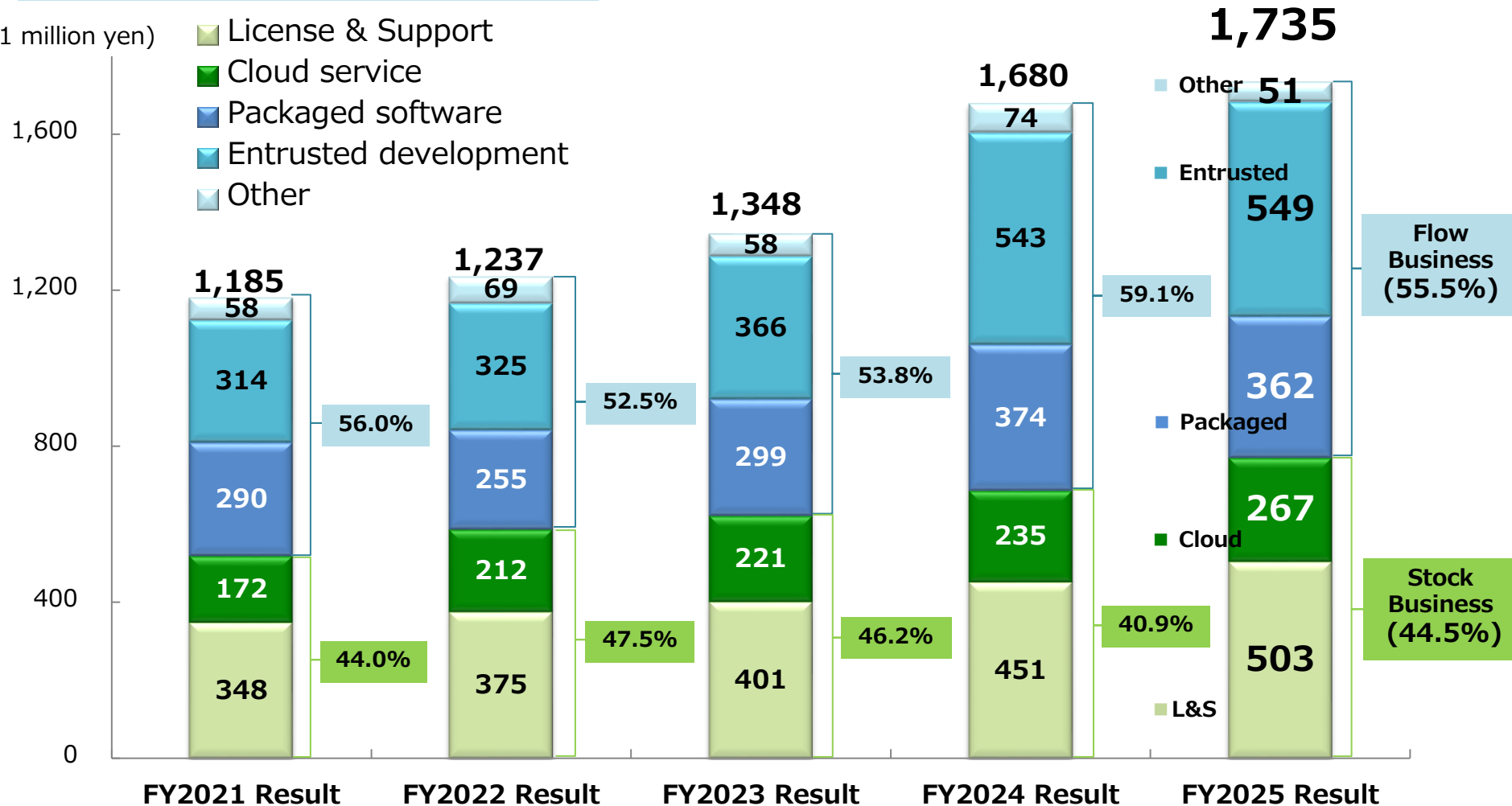
Note) Intersegment transactions have not been offset or eliminated.

FY2025/3Q Results by Segment / eBASE Business

Sales results by type

(1 million yen)

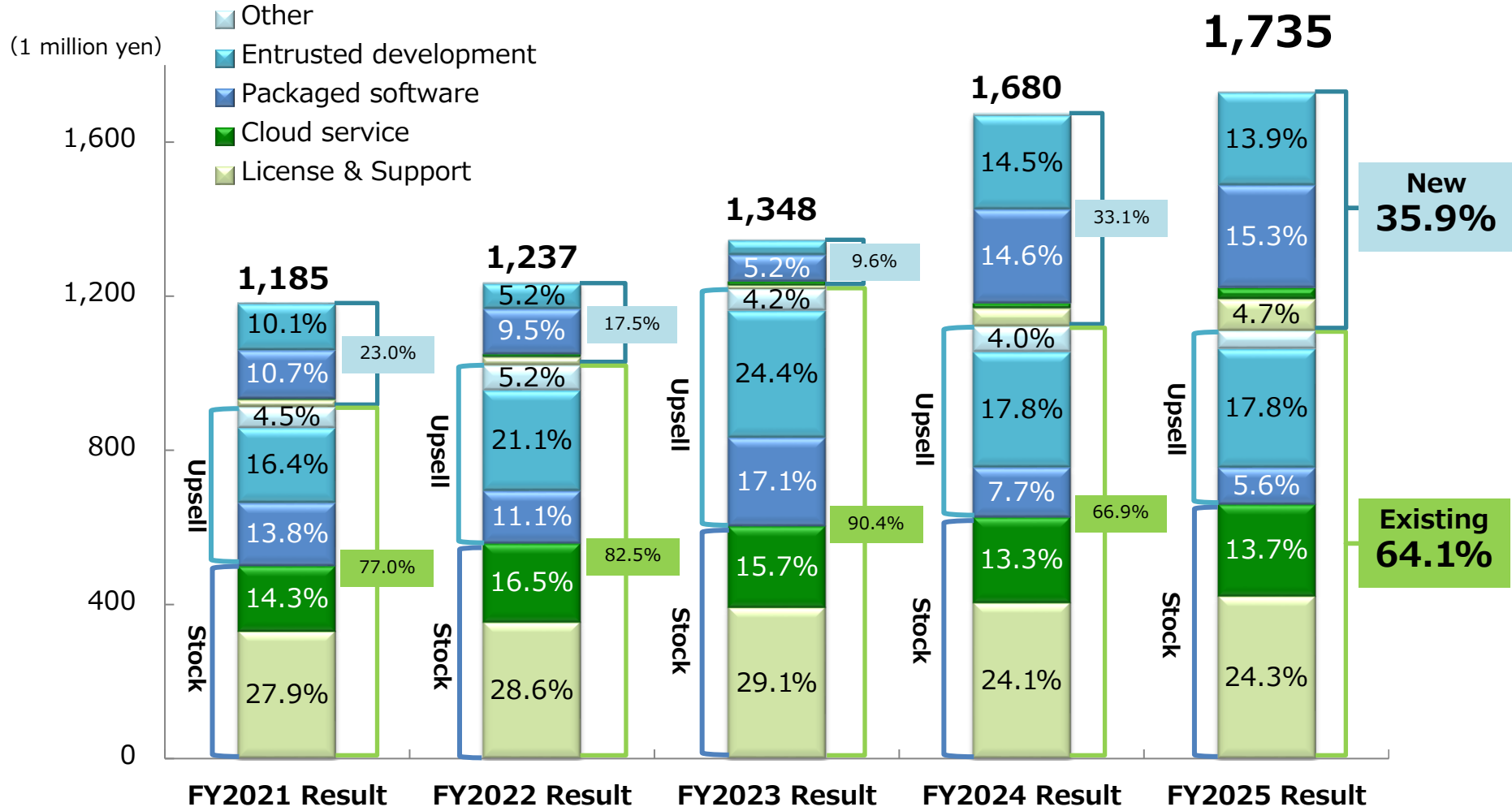
- License & Support
- Cloud service
- Packaged software
- Entrusted development
- Other



Note) Amounts less than one million yen are disregarded.

FY2025/3Q Results by Segment / eBASE Business

Sales results by new and existing



Note) Figures less than 3% are omitted.

FY2025/3Q Results by Segment / eBASE Business

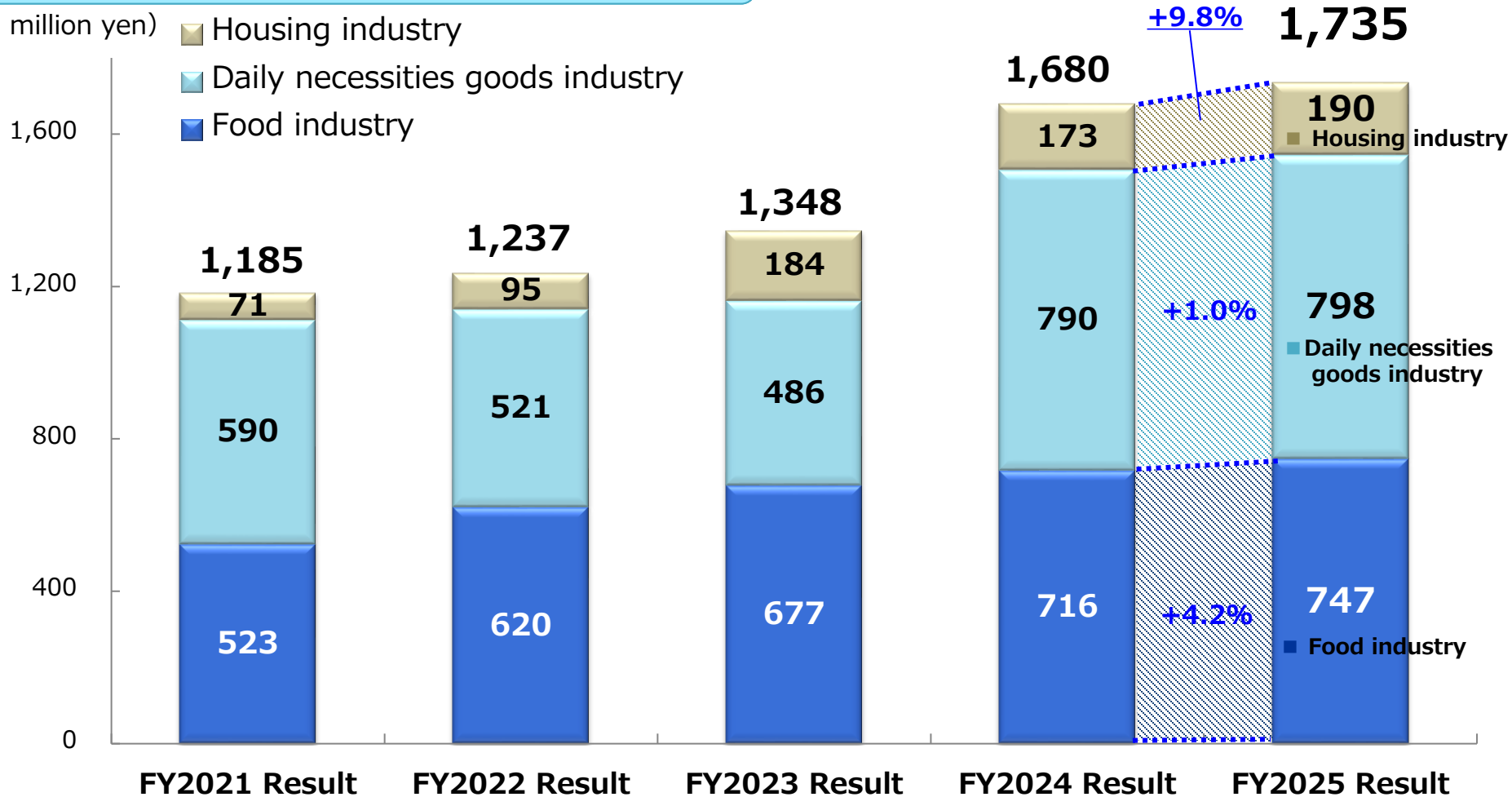
Sales Results by Industry

(1 million yen)

■ Housing industry

■ Daily necessities goods industry

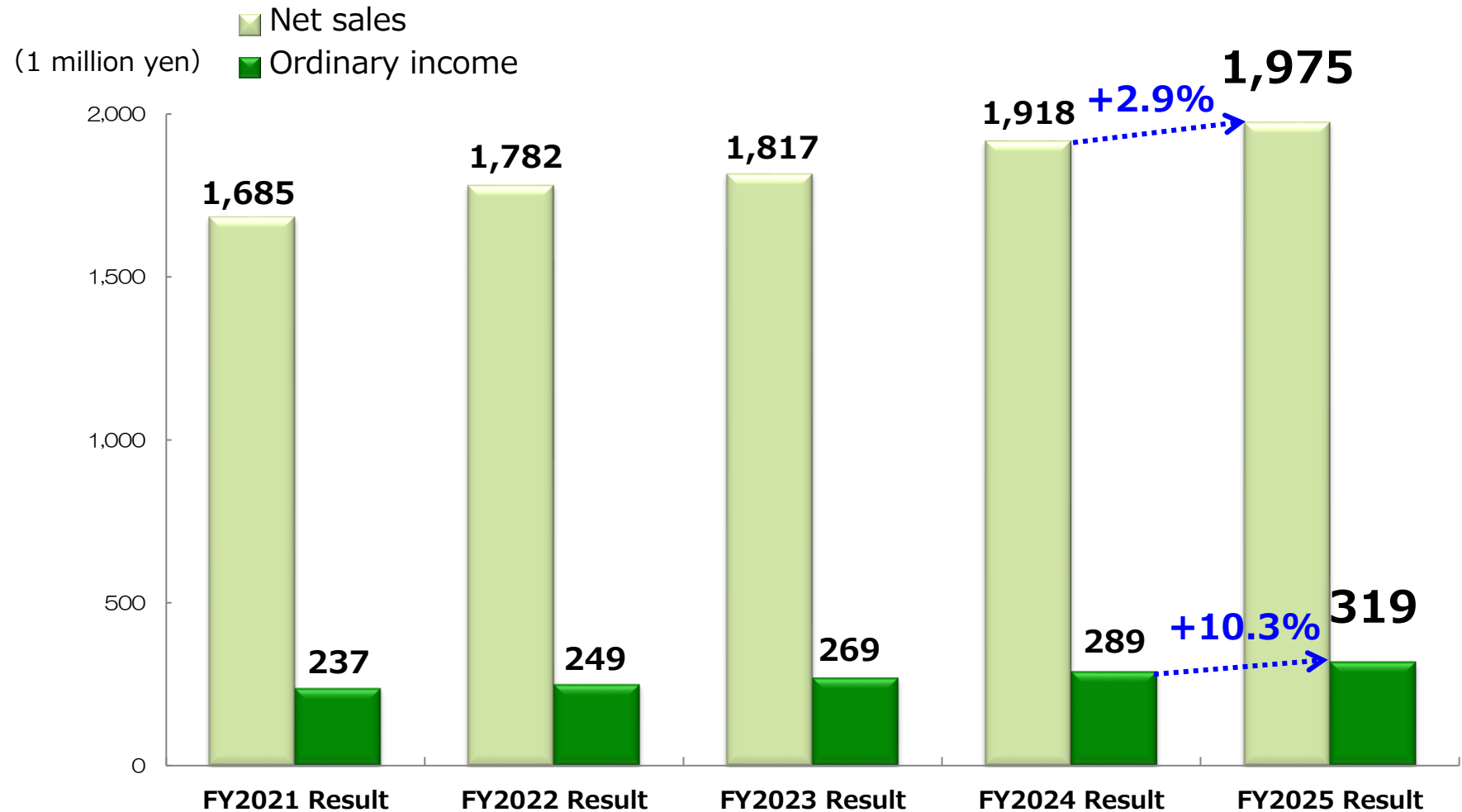
■ Food industry



Note) Amounts less than one million yen are disregarded.

FY2025/3Q Results by Segment / eBASE-PLUS Business

eBASE-PLUS Business (IT Outsourcing Business)

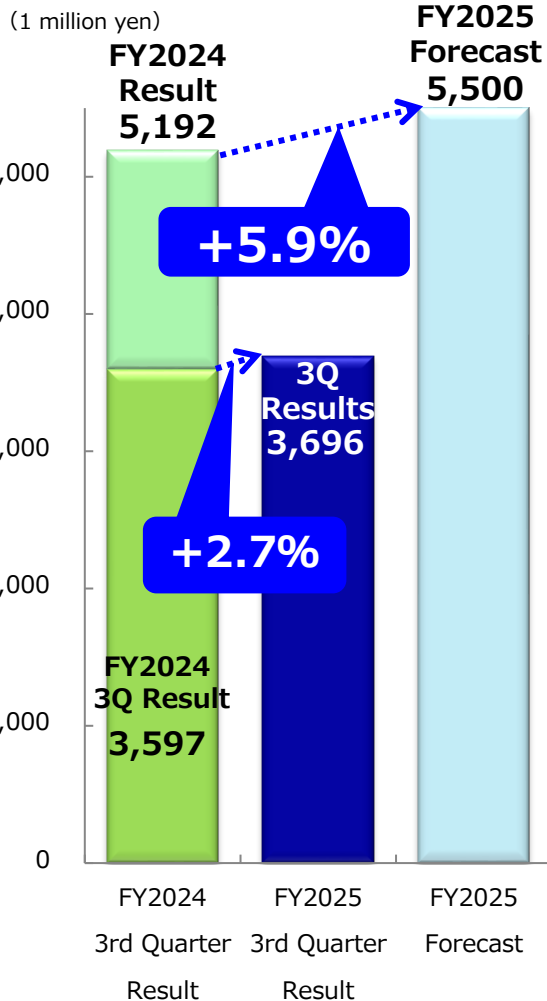


Note) Intersegment transactions have not been offset or eliminated.

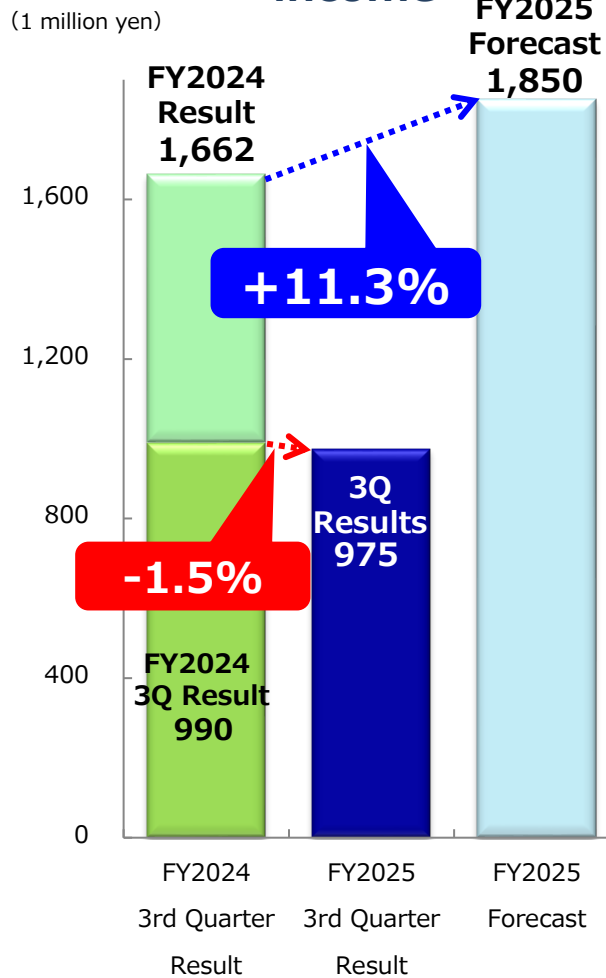
Year ended March 2025 Earnings forecasts

■ FY2024 3rd Quarter Result
 ■ FY2024 Result
 ■ FY2025 3rd Quarter Result
 ■ FY2025 Forecast

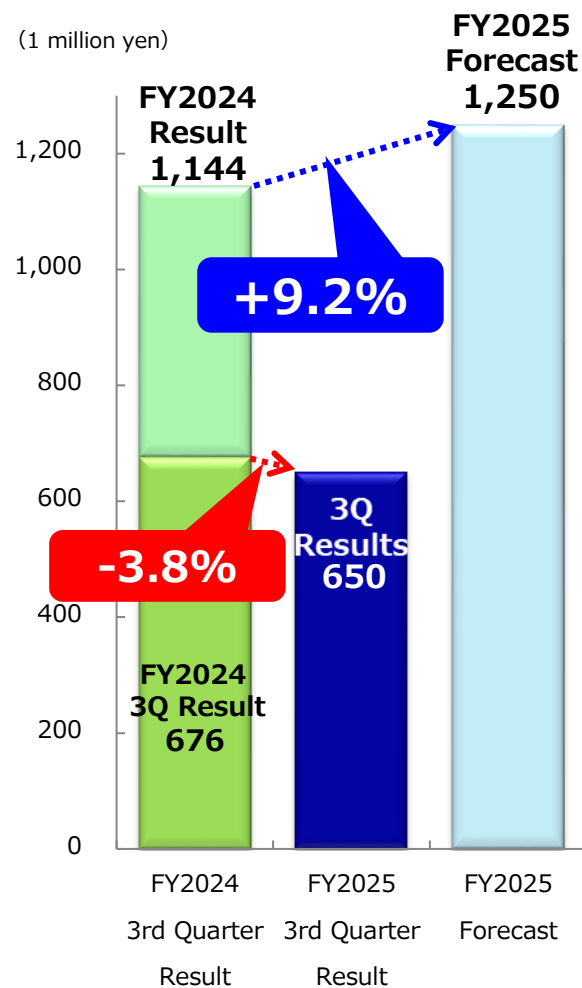
Net sales



Ordinary income



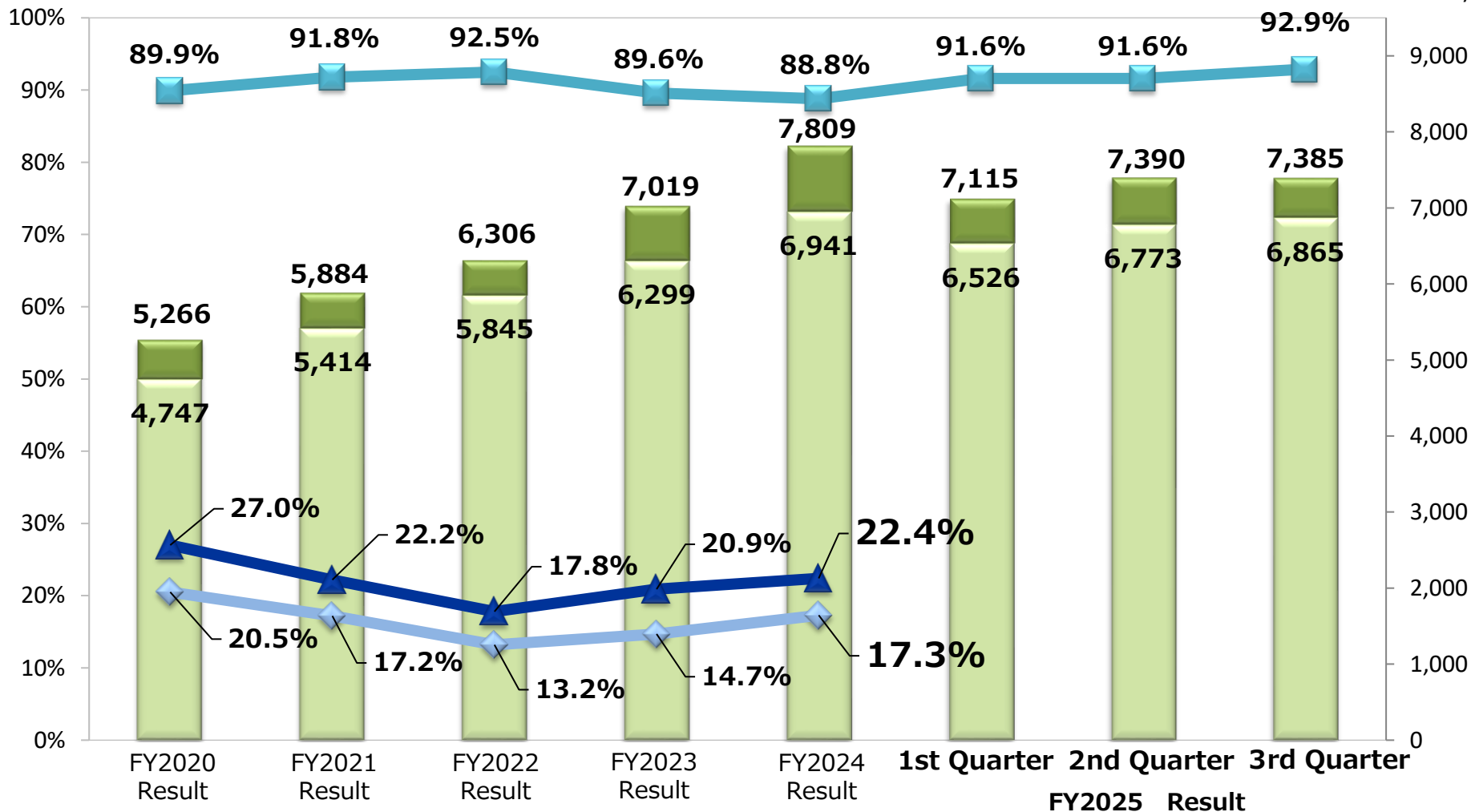
Net income*



* Quarterly net profit attributable to owners of the parent company.

Capital Position (ROE and ROA, etc.)

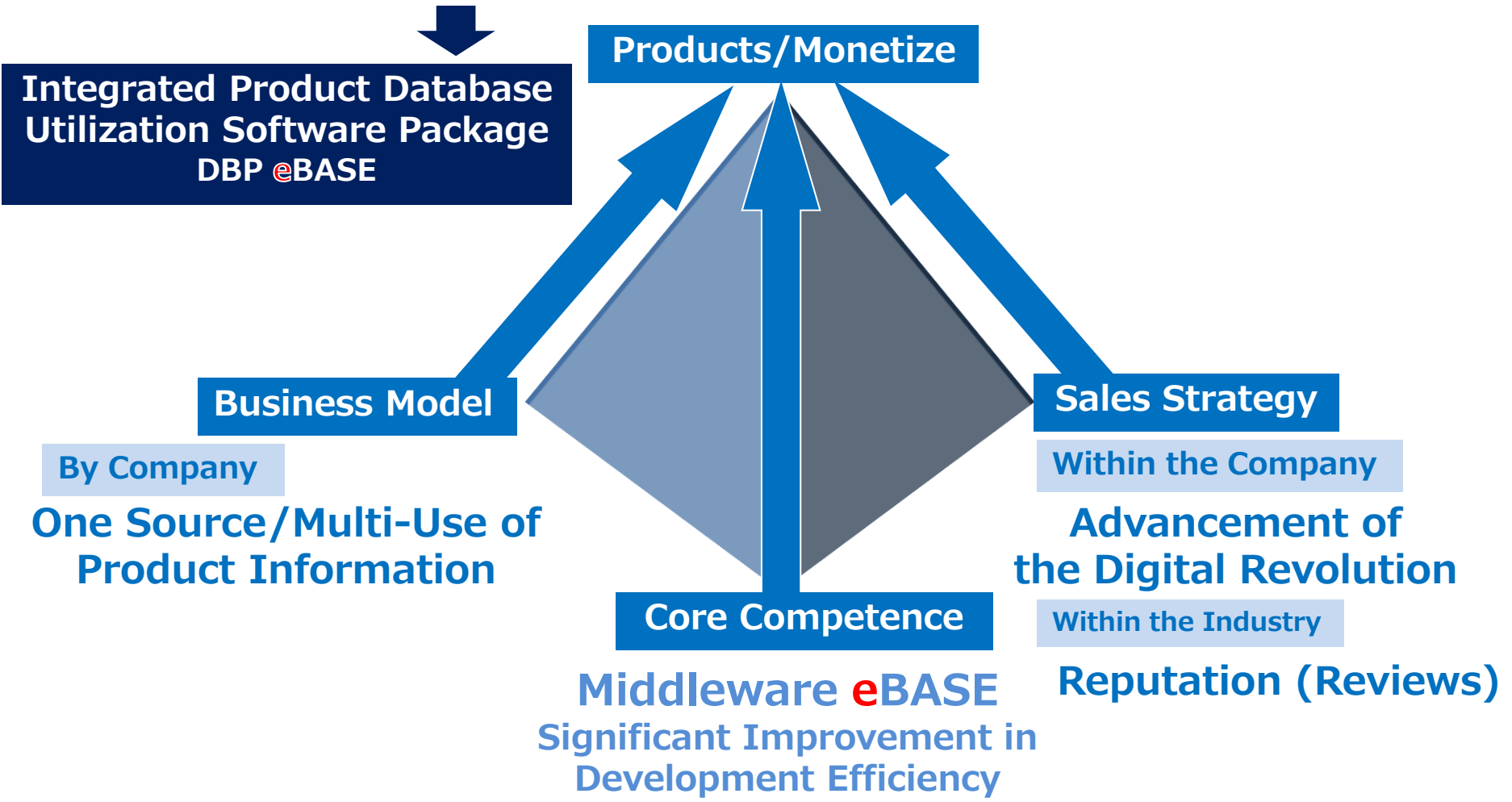
■ + ■ Total assets (Consolidated)
 ■ Net assets (Consolidated)
 ◆ ROE
 ▲ ROA
 ■ Capital adequacy ratio
 (1 million yen)



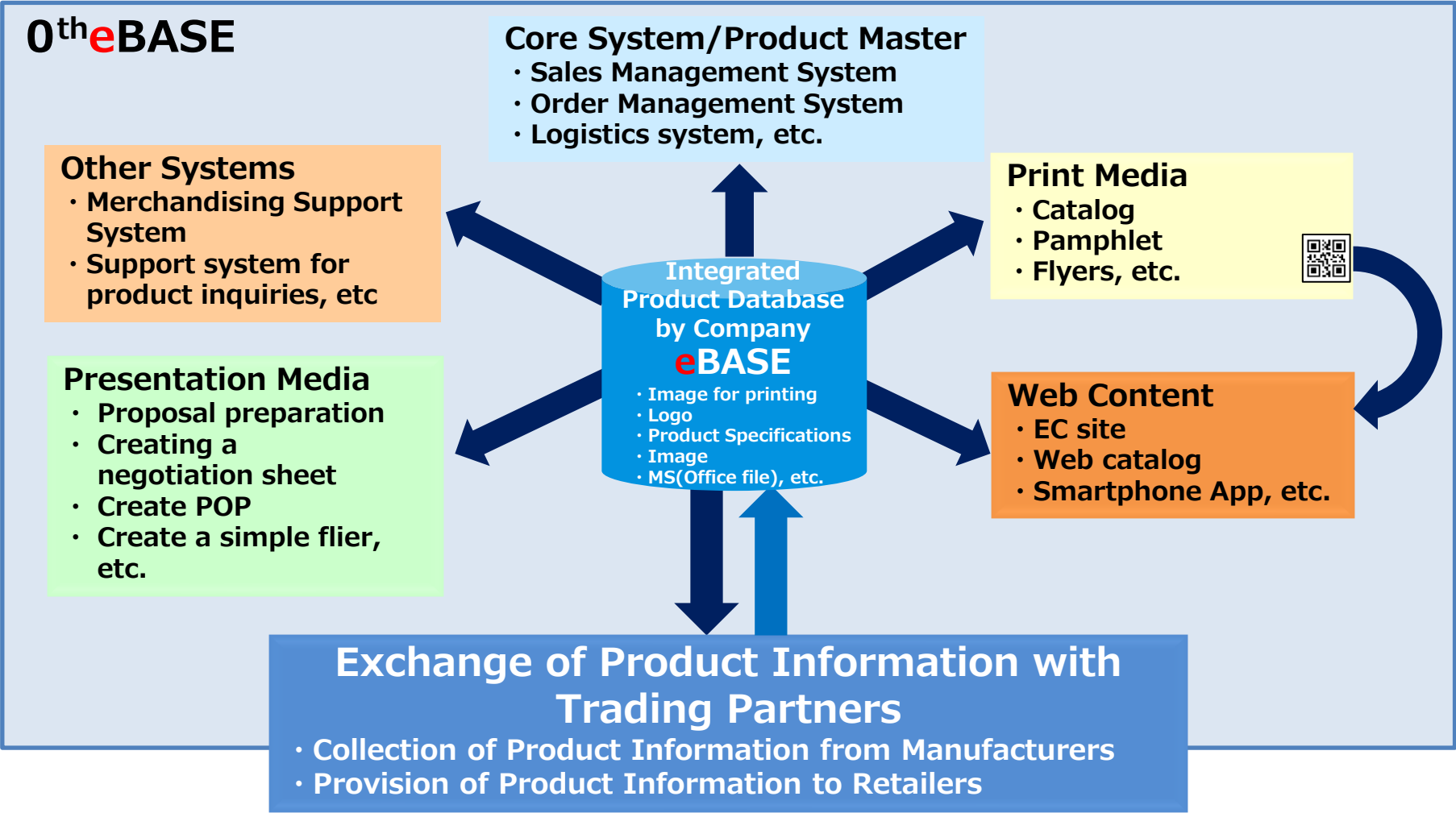
eBASE Business Strategy Overview

- **BtoB Business** 「0th eBASE」
Product Information Management Solutions
by Company
「1st eBASE」
Industry-Specific Product Information
Management Solutions
- **BtoBtoC Business** 「2nd eBASE」
Consumer-Focused Mobile App Solutions

By Company Development and Expansion of an Integrated Product Database



0th eBASE The One Source/Multi-Use Business Model



Expansion to 1st eBASE

BtoB/Business Strategy for Industry-Specific Product Information Exchange

By Company

Development and Expansion of an Integrated Product Database

Foods Safety Information Management System /FOODS eBASE,
Daily necessities Information Management System /GOODS eBASE, etc



Cross-Industry Package Software
MDM eBASE, PDM eBASE, etc

Products/Monetize

Business Model

Sales Strategy

By Industry

Standardization of Product Information Exchange

Food, Daily Goods, Home Appliances, Housing, Stationery, Tools...



By Industry

Product data pool
「Shozai Ebisu」

By Industry

Establishing De Facto Standards and Overall Optimization for Product Information Exchange

Core Competence

Middleware eBASE
Significant Improvement in Development Efficiency

1st eBASE Challenges in Product Information Exchange by Industry

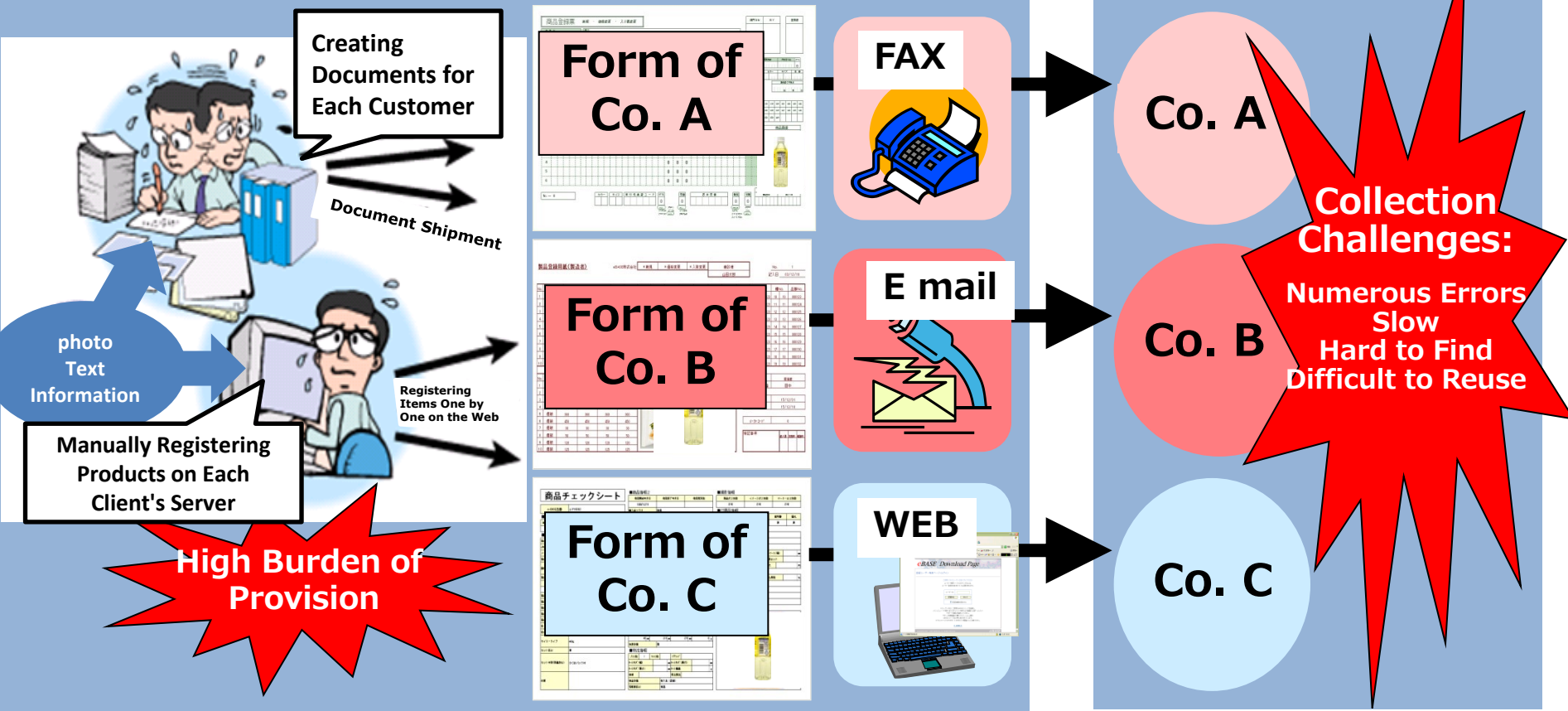
Product information exchange between manufacturers and retailers is inefficient!

Manufacturer

Retail Industry

Providing information in different formats and through different methods for each retailer!

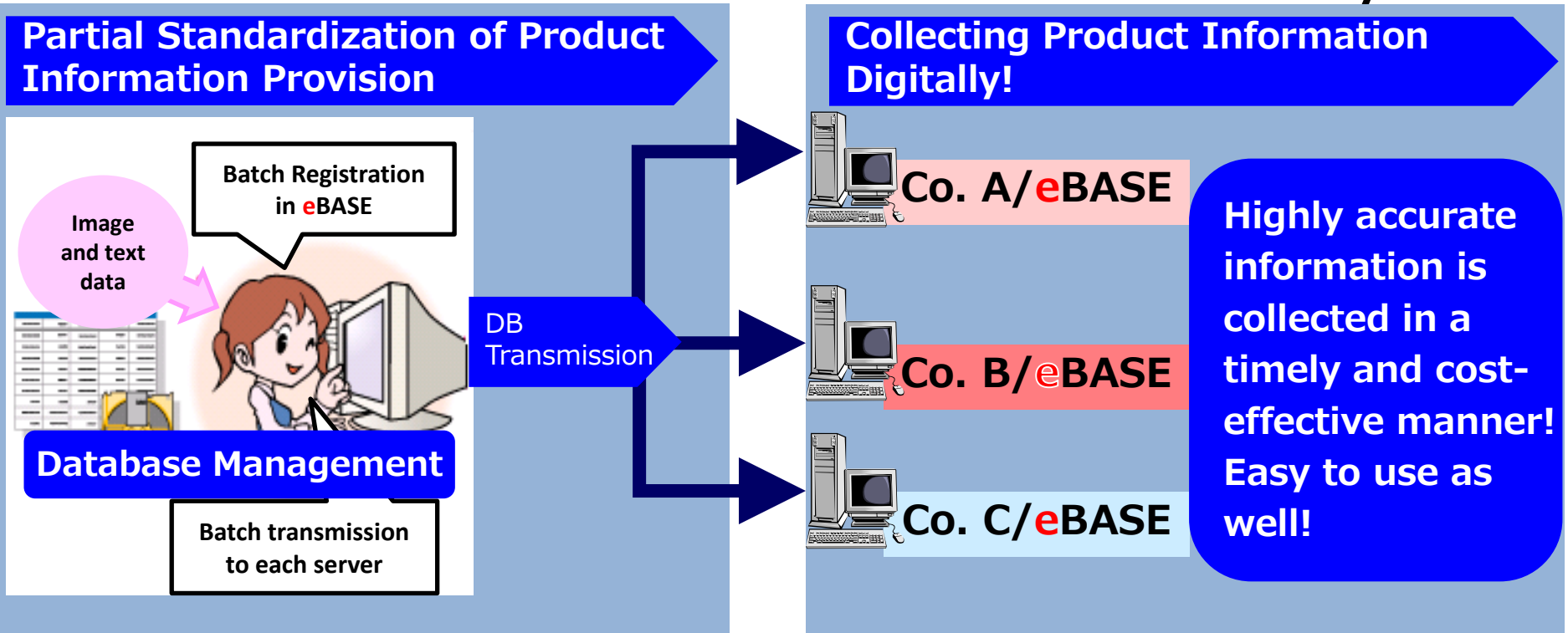
Analog Information Collection



Promoting Efficiency in Product Information Exchange between Manufacturers and Retail !

Manufacturer

Retail Industry



Sending Multiple Times to Various Retailers!

Requesting Multiple Times from Many Manufacturers!

Overview of Product Data Pool Services by Major Industry

(Gathering Information from Manufacturers)

Shozai Ebisu

Provide efficient product details information !

Update product information at any time !

Effective collection of detailed information of the product !

Registered member
(Food manufacturer, etc)

FOODS eBASE

Product detail information

Free
Register product detail information.
※Open information only.

Product data pool
Shokuzai Ebisu

Product detail information

Premium
Download product detailed information.

Use member
(Food retailing, etc)

FOODS eBASE

Product detail information

Expand to multiple industries

Daily necessities industry

eB-goods
Nichizatsu Ebisu eBASE



Pharmaceutical industry

eB-OTCdrug
eB-medicine
OTC Ebisu Chozai Ebisu eBASE



Consumer electronics industry

eB-appliance
Kaden Ebisu eBASE



Stationery industry

eB-stationery
Bungu Ebisu eBASE



Housing industry

eB-housing
Jutaku Ebisu eBASE



Tool industry

eB-tools
Kougu Ebisu eBASE



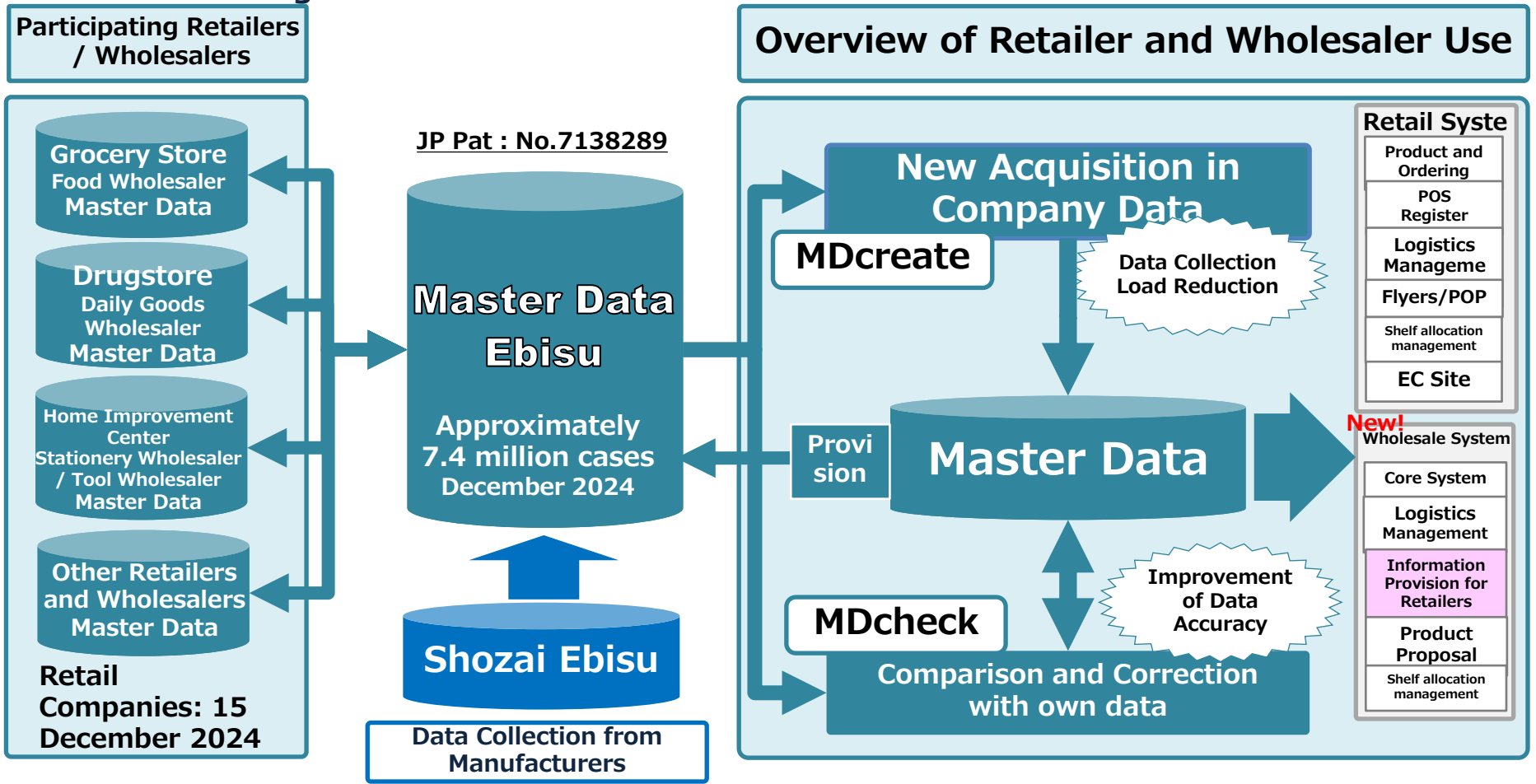
1st eBASE Cross-Industry Product Master Data Pool Service

(Collecting Information from Retailers and Wholesalers)

After collecting and normalizing product master data from participating retailers and wholesalers, build the "Master Data Ebisu"!

MDcreate : Utilize the consensus-based champion data as your own master data!

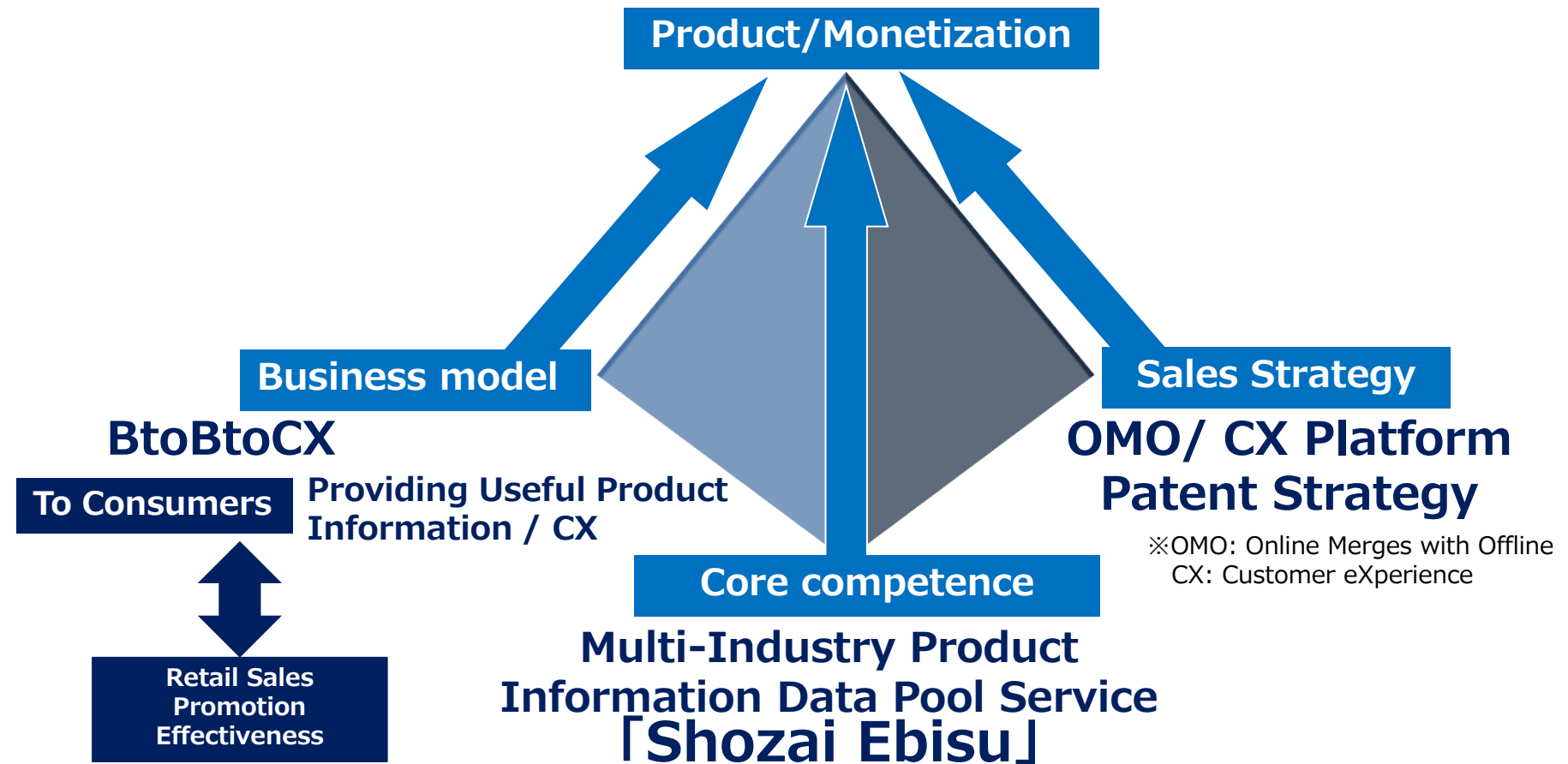
MDcheck : Compare, check, and correct the company's master data using the majority voting method!



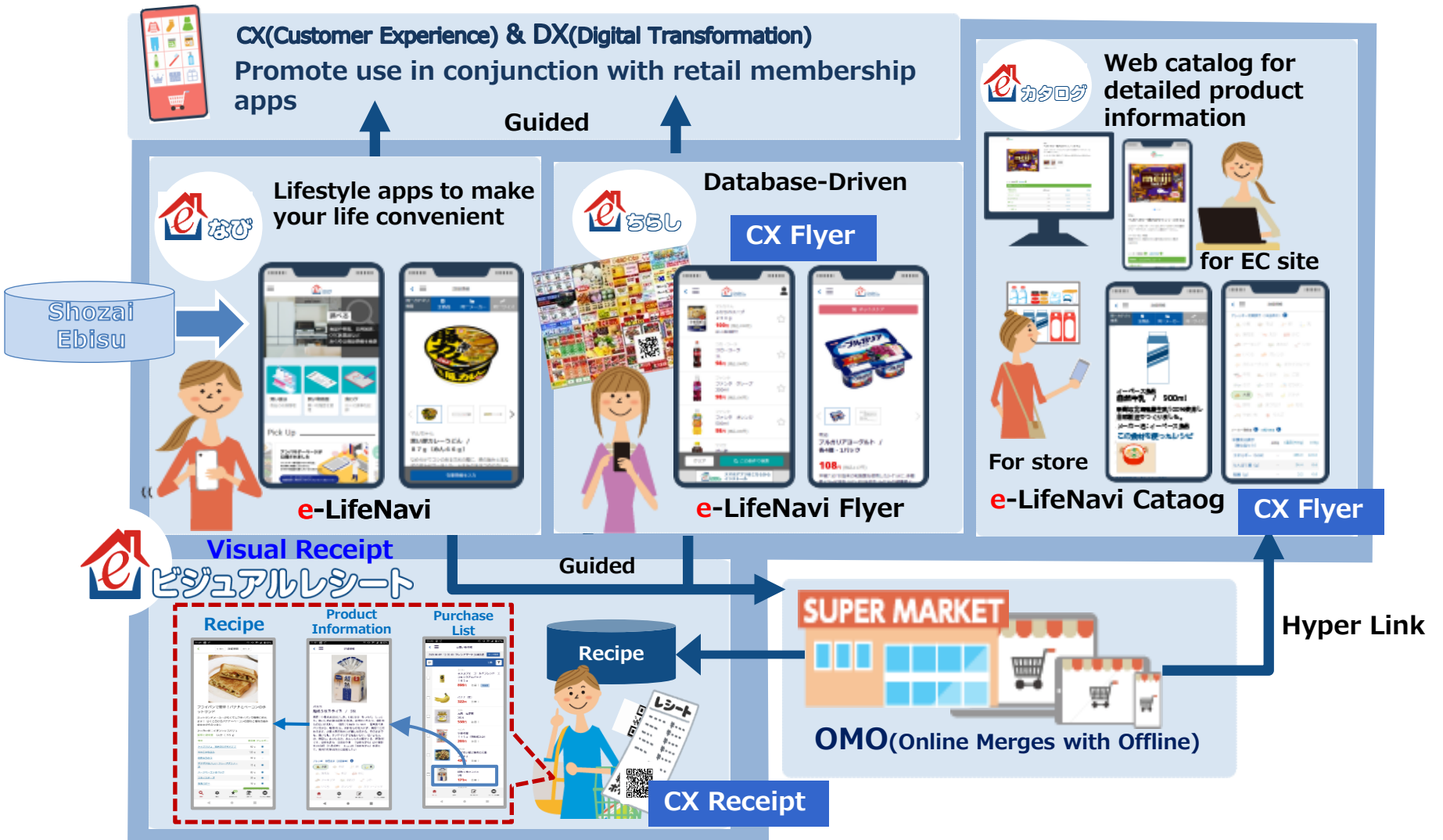
For Consumers

Distributing Lifestyle Applications to Consumers Through Retail

e-LifeNavi, e-LifeNavi Flyer, e-LifeNavi Catalog, e-LifeNavi Visual Receipt, eSumai Navi, etc.



e-LifeNavi Product Information-Based Consumer Lifestyle App



Note: "e-LifeNavi for DX" is a DX promotion tool for retailers and manufacturers. It is an easy-order type DX app that tailors the functionality of "e-LifeNavi" to the products handled by individual companies.

eSumai Navi Disclosure of product information and manuals for home appliances and housing equipment to consumers in one go.

Search and register My Equipment from the Housing Equipment DB

Search



My Equipment

Housing Equipment DB

Product information / Manuals / +pamphlets

- Housing equipment, building materials
- Home appliances, tools, etc

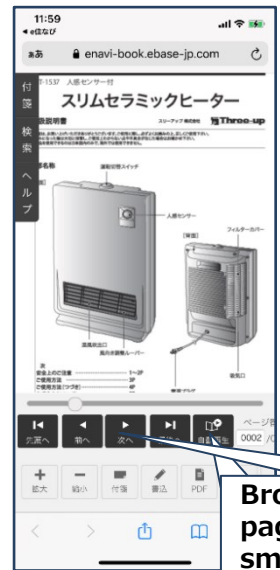
My Equipment List



Product information



Manuals



Browse the manual by turning pages! It's a little small on a smartphone, but ... Easy to see on PCs and tablets!

You can search for characters in the manual, so it's easy to find!

You can easily check the product specifications



The house maker has registered the new equipment!

You can quickly find our equipment manual!

Later, you can search for and additionally register purchased home appliances!
I want you to register automatically!

Purchase receipts and warranty cards can also be taken and managed.

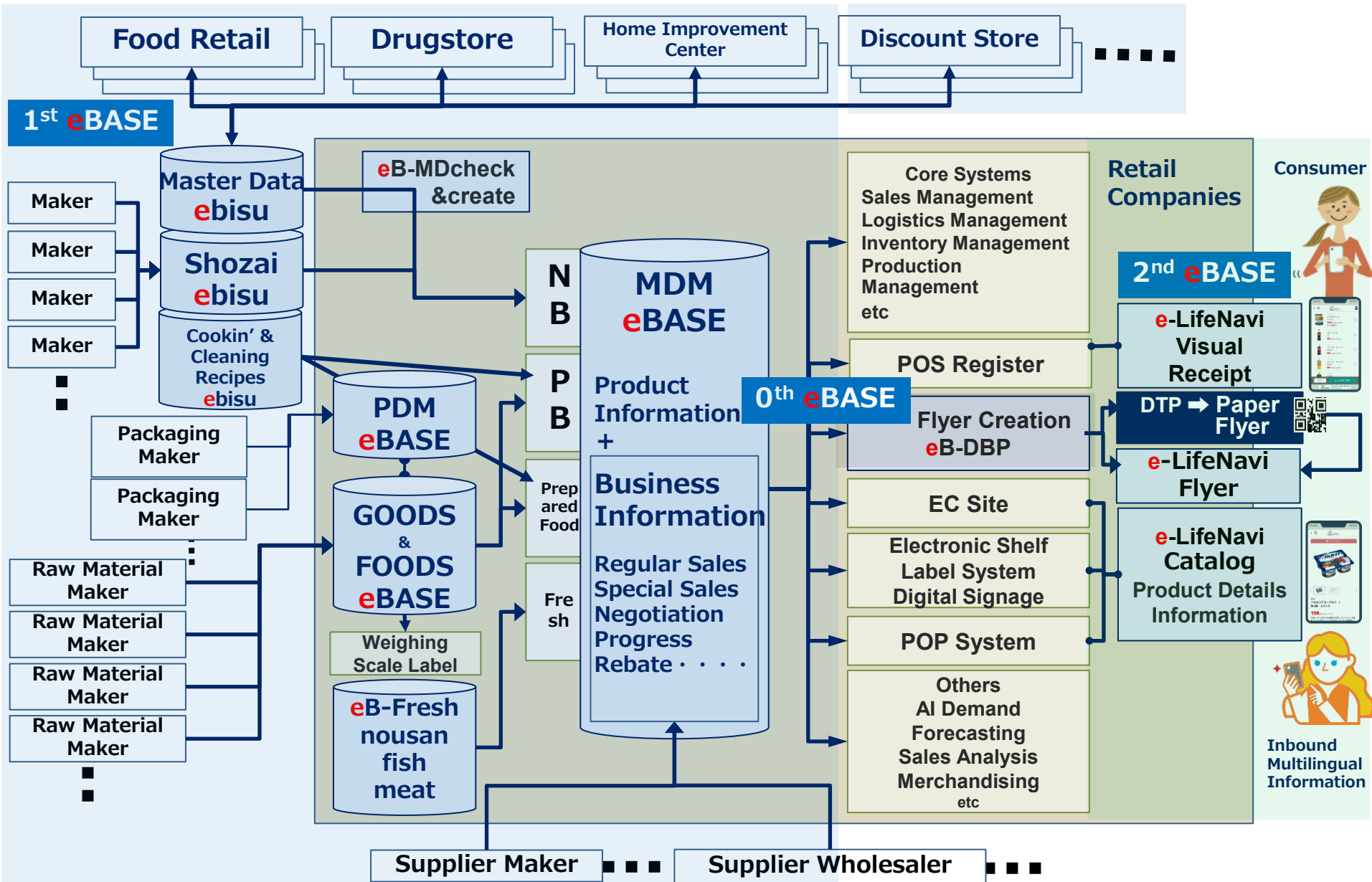
Home appliance check to be purchased Product information, instruction manual, pamphlet

"eSumai Navi : JP Pat No.7024952"

Retail company / House maker
eBASE



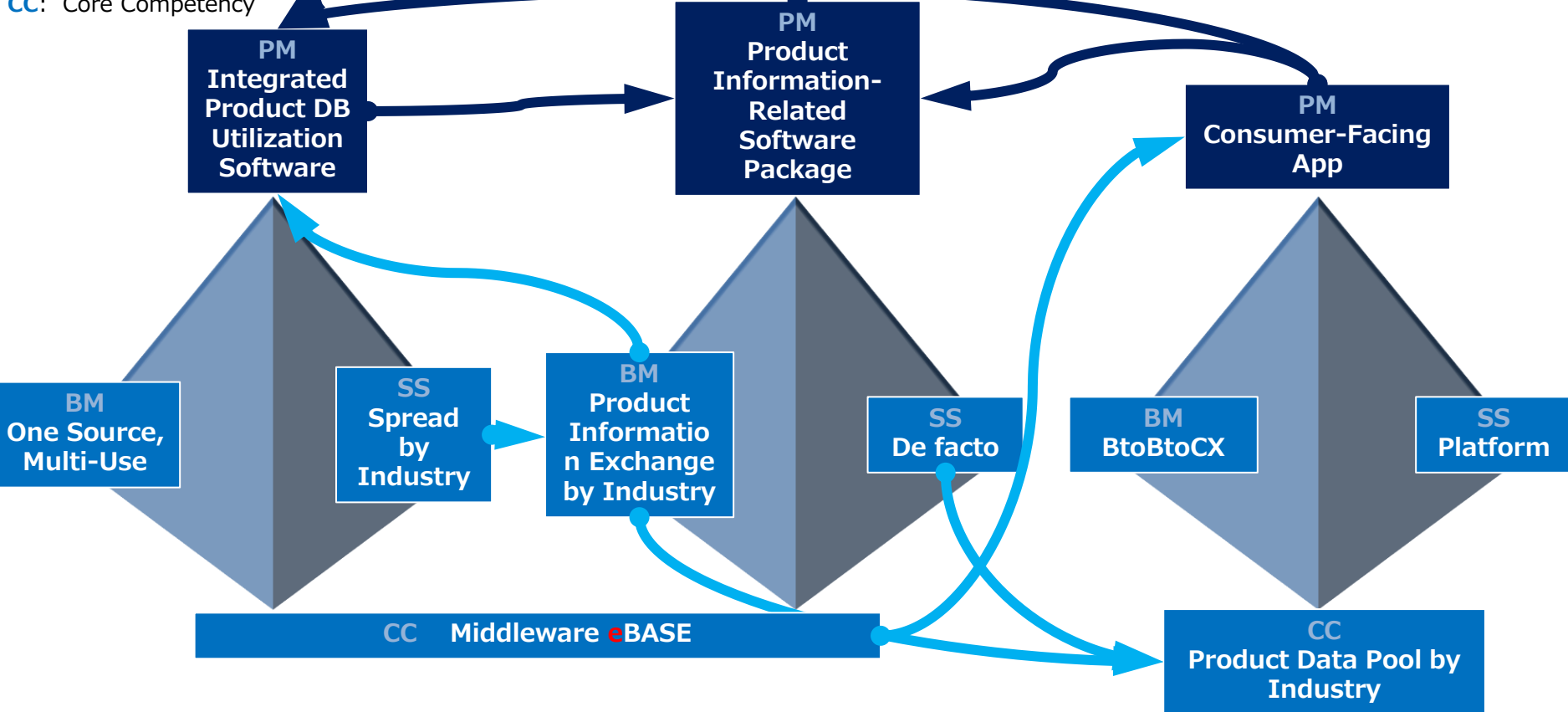
Overview of eBASE Total Solution (Retail Company Case Study)



0th → 1st → 2nd eBASE Business Strategy and Synergies



PM: Products/Monetization
 BM: Business Model
 SS: Sales Strategy
 CC: Core Competency



eBASE Business Report

BtoB Business Strategy (0th/1st) Progress

■ Food Industry

Kansai Super Market Ltd.
 COPRO Corporation
 SUMMIT,INC.
 CGC JAPAN Co.,Ltd.
 Shizutetsu Store
 Seiyu Co., Ltd.
 SOTETSU ROSEN Co.,Ltd.
 The Daiei, Inc.
 Tenmaya Store Co.,Ltd.
 Tobu Store
 Nihon Ryutsu Sangyo Co.,Ltd.
 Valor Holdings Co., Ltd.
 FRESTA Co.,Ltd
 Beisia Co., Ltd.
 Belc CO., LTD.
 MARUKYOU, Inc.
 MANDAI Co.,Ltd.
 YAOKO Co.,Ltd.
 LIFE CORPORATION.
 Secoma Company,Ltd.
 FamilyMart Co., Ltd. Japanese Consumers'
 Co-operative Union.
 CO-OPDELI CONSUMERS' CO-OPERATIVE
 UNION.
 U CO-OP.
 TOKAI CO-OP.
 CO-OP Hokuriku.
 CO-OP KINKI.
 CONSUMERS CO-OPERATIVE KOBE.
 COOP KYUSHU
 Oisix ra daichi Inc.
 Costco Wholesale Japan, Ltd
 Japan Agricultural Cooperatives
 EAT&FOODS Co.,Ltd.
 KFC HOLDINGS JAPAN, LTD.
 HACHI-BAN CO.,LTD.
 YOSHINOYA CO.,LTD

Watami Co., Ltd.
 ASAHI SHOKUJIN Co.,Ltd.
 Ishikawa Chuou syokuhin Co.,Ltd.
 ITOCHU-SHOKUJIN Co.,Ltd.
 KATO SANGYO CO., LTD.
 Kankan Inc.
 KOKUBU GROUP CORP.
 GOGYOFUKU CO. LTD.
 SHIDAX CORPORATION.
 Japan Inforex, Inc.
 TAKAYAMA Co.,Ltd.
 TANESEI Co., Ltd.
 TOKAN Co.,Ltd.
 TOKYO COLD CHAIN
 DOSHISHA CORPORATION.
 Tominaga Boeki Kaisha, Ltd.
 NISSIN HEALTHCARE FOOD SERVICE CO.,LTD
 NIPPON ACCESS, INC.
 Nosui Corporation
 Mitsubishi Shokuhin Co.,Ltd
 Yamaboshiya Co., Ltd.
 UCC COFFEE PROFESSIONAL CO., LTD.
 Akagi Nyugyo Co., Ltd.
 Azuma Foods Co., Ltd.
 ANDERSEN Co.,Ltd
 ANDERSEN SERVICE Co.,Ltd.
 ITOHAM FOODS Inc.
 IMURAYA GROUP CO., LTD.
 Izutsu Maisen.Co.,Ltd.
 EBARA FOODS INDUSTRY ,INC.
 The Oyatsu Company, Ltd.
 Kasugai Seika Co.,Ltd.
 Kataoka & Co., Ltd.
 KANEKA CORPORATION
 Kanetetsu Delica Foods, Inc.
 Kanemi Co., Ltd.
 Kabaya Foods Corporation
 KIBUN FOODS INC.

CRESTRAD CO.LTD.
 COMO Co., Ltd.
 JR CENTRAL RETAILING PLUS Co., Ltd.
 JA ZEN-NOH MEAT FOODS CO.,LTD.
 SHINOBU FOODS PRODUCTS CO.,LTD.
 Sugakiya foods Co., Ltd.
 SUGIYO CO., LTD.
 DyDo DRINCO, INC.
 Takaki Bakery Co. Ltd.
 TAKARA SHUZO CO.,LTD.
 TOKATSU FOODS CO.,LTD.
 Toraku Foods Co.,Ltd.
 DONQ Co.,LTD.
 NAGATANIEN CO.,LTD.
 Izasa Nakatanihonpo,Inc.
 HAKUTSURU SAKE BREWING CO.,LTD.
 PICKLES CORPORATION
 FOODLINK CORPORATION
 Hokugan Inc.
 HOTEI FOODS CORPORATION co.,Ltd
 Andersen Institute of Bread & Life Co.,Ltd.
 Marudai Food Co.,Ltd.
 yamamori inc.
 YURAKU CONFECTIONERY CO.,LTD.
 FINET,INC.

■ Restaurant industry

ICHIBANYA CO., LTD.
 EAT&FOODS Co.,Ltd.
 KFC HOLDINGS JAPAN, LTD.
 HACHI-BAN CO.,LTD.
 YOSHINOYA CO.,LTD.
 Watami Co., Ltd.

**Approximately
28,000 Companies**

■ Hotel Industry

Keihan Hotels & Resorts
SOTETSU HOTEL Co.,Ltd.
Tobu Hotel Management Co., Ltd.
Resorttrust, Inc.

■ Drugstore Industry

SUNDRUG CO.,LTD.
MatsukiyoCocokara & Co.

■ Housing Industry

SWEDEN HOUSE Co.,Ltd.
SEKISUI HOUSE, LTD.
DAIWA HOUSE INDUSTRY CO., LTD.
TOYOTA HOUSING CORPORATION,
Panasonic Homes Co., Ltd.
Mitsui Home Co.,Ltd.
MAZROC. co.ltd.
Sangetsu Corporation
DAIKEN CORPORATION
SUMITOMO FORESTRY INFORMATION
SYSTEMS CO.,LTD.
Panasonic Electric Works Creates
Co., Ltd.

■ Home Center / Appliance Industry

CAINZ CORPORATION
KOHNAN SHOJI CO., LTD.
D C M Co., Ltd.
Makiya co.,ltd
EDION Corporation
Tiger Corporation.

■ Daily Necessities Industry

Akachan Honpo Co., Ltd.
RINGBELL Co.,Ltd
Kobayashi Pharmaceutical Co., Ltd.
Daio Paper Corporation
Unicharm Corporation
PLANET,INC.

■ Stationery / Office Furniture Industry

KOKUYO Co.,Ltd.
Shachihata Inc.
OKAMURA CORPORATION
Kaunet Co., Ltd.
PLUS CORPORATION

■ Tool Industry

THE KIICHI TOOLS Co., Ltd.
G-NET CORPORATION
Naito & Co.,Ltd.
HISHIHIRA CORPORATION
Fujiwara Sangyo Co., Ltd.
YAMAZEN CORPORATION
TONE CO., LTD.

■ Fashion / Apparel Industry

SHIMADA SHOJI CO., LTD.
MoonStar Company.
FIN, INC
RABOKIGOSHI CO., LTD.

■ Sports Equipment Industry

Mega Sports Co., LTD
ZETT Corporation
DESCENTE LTD.
NIKKI CO.,LTD.
Mizuno Corporation

■ Automobile Parts and Accessories Industry

AUTOBACS SEVEN CO.,LTD.

■ Environmental / Green Industry

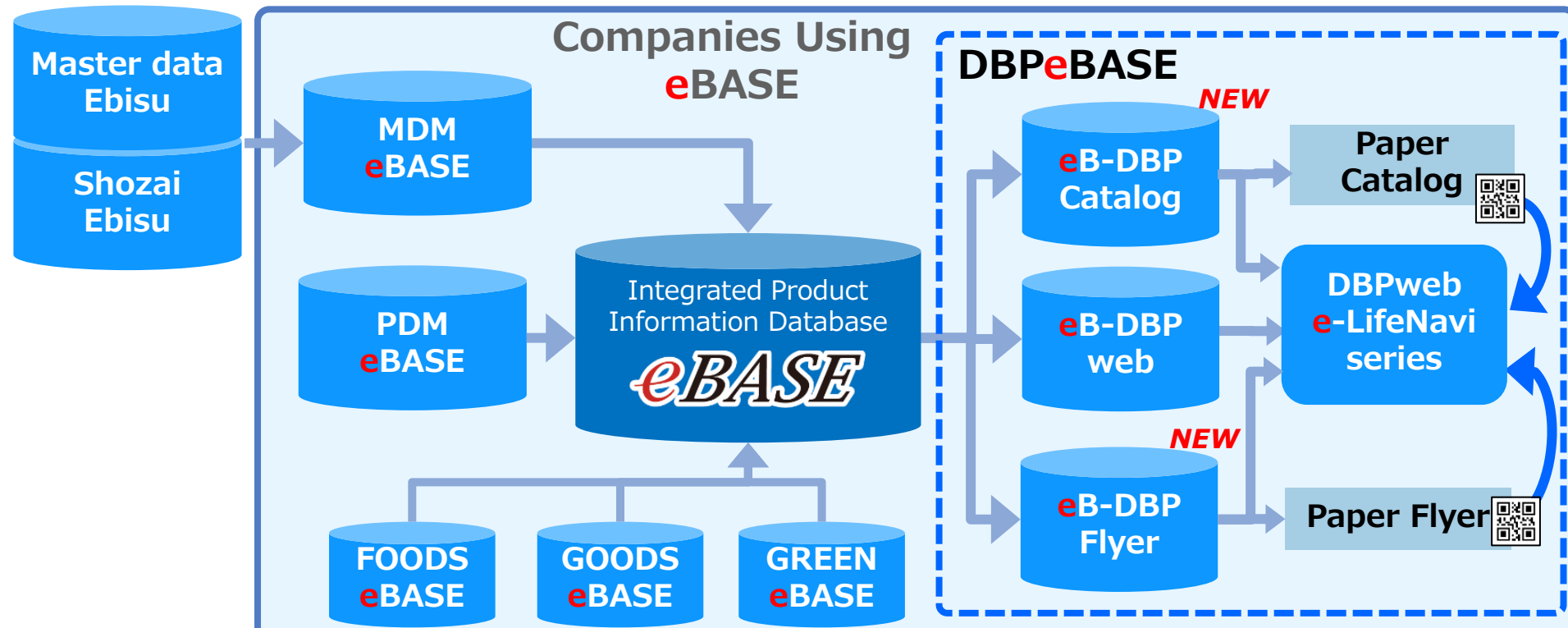
GomunoInaki Co., Ltd.
KATAYAMA CHEMICAL, INC.
DIC Corporation

■ Other Industry

SAGAWA PRINTING CO.,LTD.
CONSUMER PRODUCT END-USE
RESEARCH INSTITUTE CO., LTD.
HORIAKI CO., LTD.
Wakisangyo Co.,Ltd

Approximately
12,000 Companies

Achieve media DX with Database Publishing and OMO integrated with the Integrated Product Information Database eBASE!



- ☞ With One Source, Multi-Use, it can be expanded across multiple channels of owned media!
- ☞ Achieve seamless integration that transcends the boundaries between online and offline!
- ☞ Support the strengthening of marketing strategies, drive DX, and enhance CX!

Food industry

FY2025 Result Policies

- Promoting the overall optimization of exchanging comprehensive product information, including food safety, business, and promotional information.
- Continuous promotion the current business model(1st eBASE) 'FOODS eBASE'.
- Continuous promotion the de facto of the product data pooling service 'Shokuzai Ebisu/Master Data Ebisu' and strengthen sales promotion.
- Promotion of non-food Ebisu operation in the food retail industry and the deployment of 'MDM/PDM/DBP eBASE.'
- 2nd eBASE (BtoBtoC): Integration and deployment to the 'e-LifeNavi' series.

Its progress

- Sales results (Cumulative for 3Q) : 747 million yen (YoY: +4.2%)
- Sales increased slightly year-on-year.

[Sales]

- We recorded sales from a major project with an existing customer, a food supermarket in the Tohoku region. This involved using 'MDM eBASE' integrated with 'Shozai Ebisu/Master Data Ebisu' for registering promotional product masters and improving operational efficiency in flyer creation with 'eB-DBP Flyer,' as well as expanding OMO (Online Merges with Offline) initiatives.
- We recognized revenue from a significant integration project with an existing customer, a major consumer co-op. This project involved using "MDM eBASE" in conjunction with "Shozai Ebisu" to link with other systems, including a print layout creation system.

[Orders]

- From an existing major retail customer's private brand subsidiary, we secured a contract to enhance functionalities for managing food ingredients and allergens based on 'FOODS eBASE.' Additionally, we received a large upsell order from their information systems subsidiary for migration to cloud servers.

Daily necessities goods industry

FY2025 Result Policies

- Promote total optimization of the product information exchange environment in the Daily necessities goods industry (Drugstore industry, Home center industry, Home appliance industry, Stationery industry, Sporting goods industry, Car accessory industry, Mail order industry, etc.).
- Promote sales promotion of 'Shozai Ebisu/Master Data Ebisu' with a focus on the product data pool service 'Nichizatsu Ebisu'.
- Enhanced deployment of the database publishing solution 'DBP eBASE' to achieve OMO (Online Merges with Offline).
- Deployment of customized integrated product database development for client companies, as well as the construction of large-scale product database type websites.
- 2nd eBASE (BtoBtoC): Integration and deployment to the 'e-LifeNavi' series.

Its progress

- Sales results (Cumulative for 3Q) : 798 million yen (YoY: +1.0%)
- Sales increased slightly year-on-year.

【Sales】

- We recorded sales from an existing office furniture manufacturer customer for a project to build a simple quotation creation site, as well as a major upsell project for a proposal and quotation creation system integrated with that site.
- We recorded sales from a new major electronics retailer customer for a large-scale project involving 'MDM eBASE' integrated with 'Shozai Ebisu/Master Data Ebisu.'
- We recorded sales from a new major writing instruments manufacturer for a large-scale project to develop a product database-based web catalog.

【Orders】

- We secured an upsell order from an existing cutting tool wholesaler customer for a major redevelopment project of their product database-based web search site.

Housing industry

FY2025 Result Policies

- Promotion of the de facto product data pool service 'Jutaku Ebisu'.
- Promote the marketing of 'Shozai Ebisu' centered around 'HOUSING eBASE,' integrated with 'Housing Ebisu.'
- Deployment of customized integrated product database development for building material manufacturers, component manufacturers, and others, as well as the construction of large-scale product database type websites.
- 2nd eBASE (BtoBtoC): Integration and deployment to the 'eSumai Navi'.
→ Expand the use of 'Housing Ebisu' for general material purposes through 'eSumai Navi.'

Its progress

- Sales results (Cumulative for 3Q) : 190 million yen (YoY: +9.8%)
- Sales increased slightly year-on-year.

[Sales]

- We recorded revenue from a major upsell project with an existing customer, a large building materials manufacturer, for an internal data publication site using a product database-driven web catalog.
- We recorded revenue from a major data maintenance project for a product database-driven lighting fixture search site with an existing customer, a large lighting equipment manufacturer.

[Orders]

- A mid-sized condominium builder has decided to implement the cloud service "HOUSING eBASE Cloud" for providing operation manuals to house owners.

eBASE Business Report

BtoBtoC Business Strategy (2nd) Progress

2nd eBASE BtoBtoC / Current Term Initiatives and Their Progress

【BtoBtoC Model】

- We continued to promote and expand the marketing of consumer lifestyle apps such as 'e-LifeNavi / Catalog / Flyer / Visual Receipt' and 'eSumai Navi'.
- On November 8, 2024, we held the 'DX by DB Seminar,' attended by 20 retail companies that have adopted eBASE. We promoted the adoption of '2nd eBASE' in relation to digital marketing initiatives.
- A mid-sized condominium builder has decided to use 'eSumai Navi' for delivering homeowner manuals and will adopt the cloud service 'HOUSING eBASE Cloud' for information management.
- Food retailers based in the Kinki and Tokai regions are continuing to conduct a Proof of Concept (PoC) for 'e-LifeNavi Cataog for Stores'.
- Makiya co.,Ltd. is not only in full operation with 'e-LifeNavi for DX,' but also expanding the PoC of 'e-LifeNavi Flyer' to multiple stores and preparing for the PoC of 'e-LifeNavi Visual Receipt'.

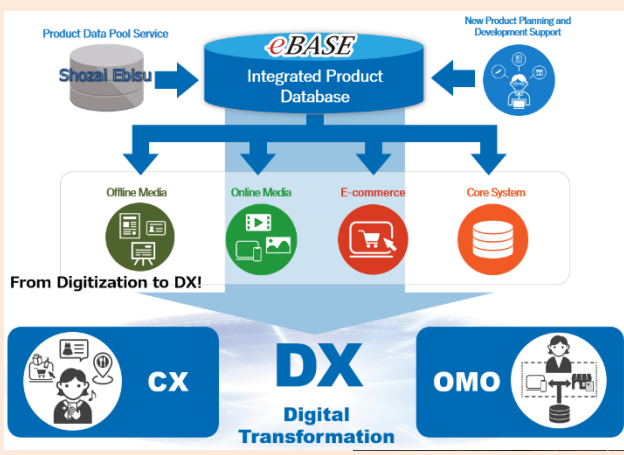
【Patent Strategy】

- A promotional system that enables discount sales of specific products to targeted customers on a store-by-store basis. (JP Pat No.7575749)

※PoC : Proof of Concept

DX by DB ※2024/11/8 「DX by DB Seminar」

 ※ Case Study on eSumai Navi + HOUSING eBASE Cloud



Condominium Builder 




eBASE-PLUS Business Report

IT Development Outsourcing Business Overview and Progress

Overview of eBASE-PLUS Business

“IT development outsourcing business” including contracted development, contracted operation, and contracted server maintenance for client companies.

◆ IT system solutions

① Software Development

Supports planning, analysis, design, construction, introduction, operation management, and maintenance.

② Infrastructure construction

Supports server and client environment construction work.

◆ Support Service

① Integrated operation management

Supports the operation of IT systems.

② Help Desk Services

Help desk from primary support to secondary support that requires technical skills.

eBASE-PLUS Business (IT Outsourcing Business)

FY2025 Result Policies

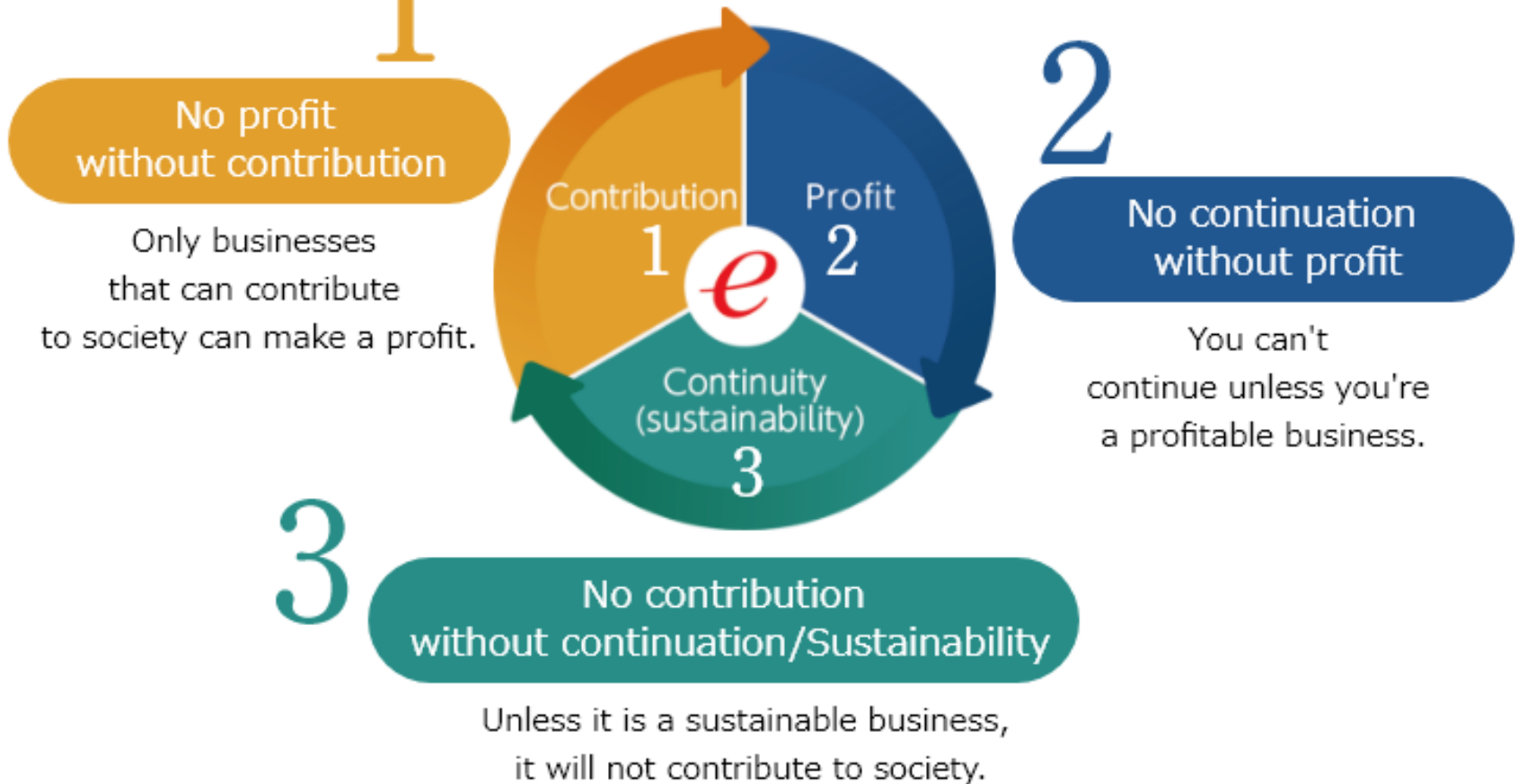
- Maintain the existing IT development outsourcing business.
- Promoting the continuation of existing measures as a stable low-growth model.
- Continuation of new talent recruitment and development through an education system.
- Linkage with eBASE Business.
- Promote quality M&A deals.

Its progress

- Sales results (Cumulative for 3Q) : 1,975 million yen (YoY: +2.9%)
- Profit results (Cumulative for 3Q) : 319 million yen (YoY: +10.3%)
- Sales and ordinary profit increased year-on-year.
- We focused on acquiring projects that align with customer needs.
- Due to the increase in operating person-hour, we promoted mid-career recruitment of individuals with specialized knowledge and experience who can immediately contribute.
- We continue to strengthen and expand our online education system, focusing on training for recruitment, new hires, and existing employees. This aims to shift towards high-skill, high-value projects through skill enhancement.
- In response to trends of rising costs and escalating labor expenses, we have continuously conducted price negotiations with our customers.

Corporate Philosophy of the eBASE Group

1 Corporate philosophy



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This document was prepared for the purpose of explaining the results of operations and understanding of the Company, and is not intended to solicit investment from the Company.

This document is prepared with care to ensure accuracy, but is not guaranteed to be complete. We are not responsible for any damage or damage caused by the information in this document.

The performance forecasts and future forecasts contained in this document were determined by the Company based on information available at the time of preparation of this document, and include potential risks and uncertainties. As a result, actual results may differ materially from the forward-looking statements referred to or described in the forward-looking statements due to various factors, including changes in the business environment.

The information is prepared in Japanese and its English translation is provided for the convenience of overseas investors. In the event of any discrepancy between the Japanese and English interpretations, the Japanese will prevail.

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