

Software and Solutions to Improve Corporate Value

By using software to collect, prepare, and manage various data sets at client companies, we can help unlock the value of this data and contribute to the enhancement of corporate value.

Unlock the value embedded at our customers and increase corporate value

DivaSystem LCA **Consolidated Accounting System**

Gather and calculate accurate accounting information as a basis for improving corporate value

- Streamlining consolidated accounting data and closing operations

Consolidated Financial Disclosure Business >>> Accounting Division

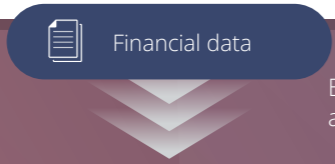
Earnings reports

TRINITY BOARD **Board DX Platform**

Enables sophisticated board discussions and facilitates more informed decision-making

- One-stop system operation and management for board meeting operations
- Close the information gap with Outside Directors
- Provides more time for substantive discussions through streamlining of operations and improves the information flow

Consolidated Financial Disclosure Business >>> Board of Directors



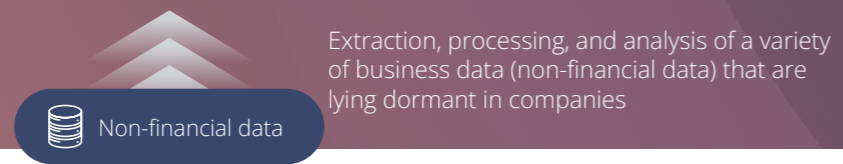
AVANT Cruise **Group Business Management System**

Gather and organize diverse data sets useful for improving corporate value

- Integrate and centrally manage financial and non-financial data scattered throughout the company
- Process valuable information that can be utilized to improve the efficiency and sophistication of business management

Business Management —Group Business Management—Connecting Corporate Value

Management Solutions Business >>> Corporate Planning Division



Development and operation of an environment that supports management information infrastructure

ZEUSCloud **Cloud-based Data Analysis Platform**

Promotes data democratization where everyone can use data

ZEAL DX Learning Room **E-Learning Services**

Assist training of client employees to become data-driven human resources

CO-ODE **Open Data Provision Service**

Promote the use of data released by national and local governments



STORYAI. **Emotion Analysis AI**

Emotional analysis of stories from text and images

DX Promotion Business >>> Information System Division

Main Products

Consolidated Financial Disclosure Business

No. 1 domestic market share* for 10 consecutive years in consolidated accounting and consolidated closing systems

Streamlines a series of consolidated financial closing operations from data collection to consolidated processing, reporting, and financial disclosures.

Customer issues to be addressed

- Investors, outside directors, and management demand earlier settlement of accounts and enhanced disclosure information. Amid a lack of administrative staff, the company has not been able to keep up with demand.
- Audit handling in the consolidated closing process is complicated and time consuming.
- Staff in charge spend a great deal of time preparing financial information so they do not have sufficient time for analysis of the data and are not able to adequately consider standardization and streamlining of the consolidated financial closing process.

Strengths

1 Provide standardized consolidated financial closing processes

Standard functions have been cultivated through our experiences in building the leading market share position in Japan and a cumulative total of approximately 1,100 customer installations are provided to a wide range of companies, from large corporations to SMEs. These also include some companies preparing for IPOs. DivaSystem LCA covers a series of consolidated closing operations from data collection, consolidation processing, reporting, and financial disclosure, and standard business processes are provided from the beginning as templates, reports, and task management. This makes it easy to use, even for customers new to consolidated accounting.

2 Consolidated accounting system that serves as the foundation for group management



Contributes to developing a foundation for group management by providing consolidated and managerial accounting available on a single system, as well as overseas sub-consolidation and visualization of detailed accounting data at overseas offices and subsidiaries.

3 Inter-system data integration function

As the system also connects to group companies and auditing firms via the cloud, efficient remote closing and remote auditing are possible, reducing the audit response burden.

* Source: Fuji Chimera Research Institute, "Software Business New Market 2012-2021 Edition," Consolidated Accounting Management Software Market Share Trends (Package), FY2011-2020 Actual
ITR "IT Market View: Budget, Expense and Subscription Management Market 2022" Consolidated Accounting Market: Vendor Value Share (Forecast 2015-2021)

Consolidated Financial Disclosure Business

DX tools driving Japan's Board of Directors

All information related to the Board of Directors is consolidated in a cloud platform, enabling the Board of Directors to become more sophisticated and efficient in operations.

Customer issues to be addressed

- Much time is spent on routine reporting items, formal resolutions, etc., and not enough on discussions consistent with the original roles and responsibilities of the Board of Directors.
- The company is not able to provide sufficient timely and appropriate information to outside directors and officers, and thus does not hear useful opinions and or have effective monitoring based on their skills and experience.
- Given difficulties in checking documents and minutes related to past agendas, some meetings are held without sufficient reflection of previous issues, resulting in inefficiencies such as going over previous discussions or reaching decisions that are inconsistent with previous discussions.
- The wide variety of tools used to store various data and exchange information, such as e-mail, chat, online storage, schedulers, etc., makes administrative management inefficient for the management office and can make it difficult for board members to get an understanding of the most up-to-date and accurate information. Information sharing methods may differ among group companies and meeting bodies, making information confirmation a cumbersome task for executives who often hold concurrent posts.

Strengths

1 Sharing important information

By sharing important information that should be made available to all board members, such as a summary of the philosophy, management policies, and medium-term management plan on the top page, the tool can help with the smooth guiding of board discussions and actions based on this information.

2 Agenda optimization

The annual agenda can be easily developed and shared, reflecting valid feedback from each board member and increasing the proportion of agenda items that are consistent with the board's original role. In addition, the system can produce reports on governance, strategy, and other themes, as well as allocate time according to reports, resolutions, and discussions, and analysis reports of their preliminary results and comparisons to assist in the creation of an optimal agenda.

3 Centralize information and minimize management efforts

All information related to board meetings can be consolidated and managed centrally, significantly reducing the administrative burden on the management office and enabling prompt and thorough preparations for the meeting. Board members no longer have to juggle multiple tools to find documents and past correspondence, allowing them to come to board meetings well prepared in advance. As a result, it is expected to make board discussions more sophisticated and meaningful.

AVANT GROUP INTEGRATED REPORT 2023

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Group business management system for corporate value enhancement

By packaging the best practices of group business management, this cloud service makes it possible to quickly and easily increase efficiency and sophistication of group business management.

Customer issues to be addressed

- Customers are looking to improve the sophistication of management analysis, but are put off by the considerable time and effort required to collect performance data from each department and to prepare materials.
- Customers would like to promote the use and disclosure of a variety of non-financial information such as ESG data, but it is difficult to centrally manage this data as it is dispersed across many divisions.
- Customers are unable to provide a timely response to drastic changes in the business environment by expanding the functionality of the business management system, and to speedily link information with management.

Strengths

1 Standardized business management functions based on experience in supporting group business management of over 1,200 companies*

This is a packaged system with originally developed "Group Business Management Functions" corresponding to the corporate performance management process (budget, actual results, and forecast), which are included as standard. It can be implemented in as little as three months without requiring design development for practical use. Simply submit and set up the data, and it will be automatically processed to manage performance.

* As of November 2023

2 Centralized data management and visualization of the entire business

Financial and non-financial information can be integrated in a single system. By consolidating data necessary for business management, the entire business can be visualized, contributing to the realization of the PDCA cycle of business management.

- Financial information such as non-consolidated financial statements and non-financial information such as sales details and manufacturing cost details are linked between systems.
- When linking management information with group companies, the mapping function

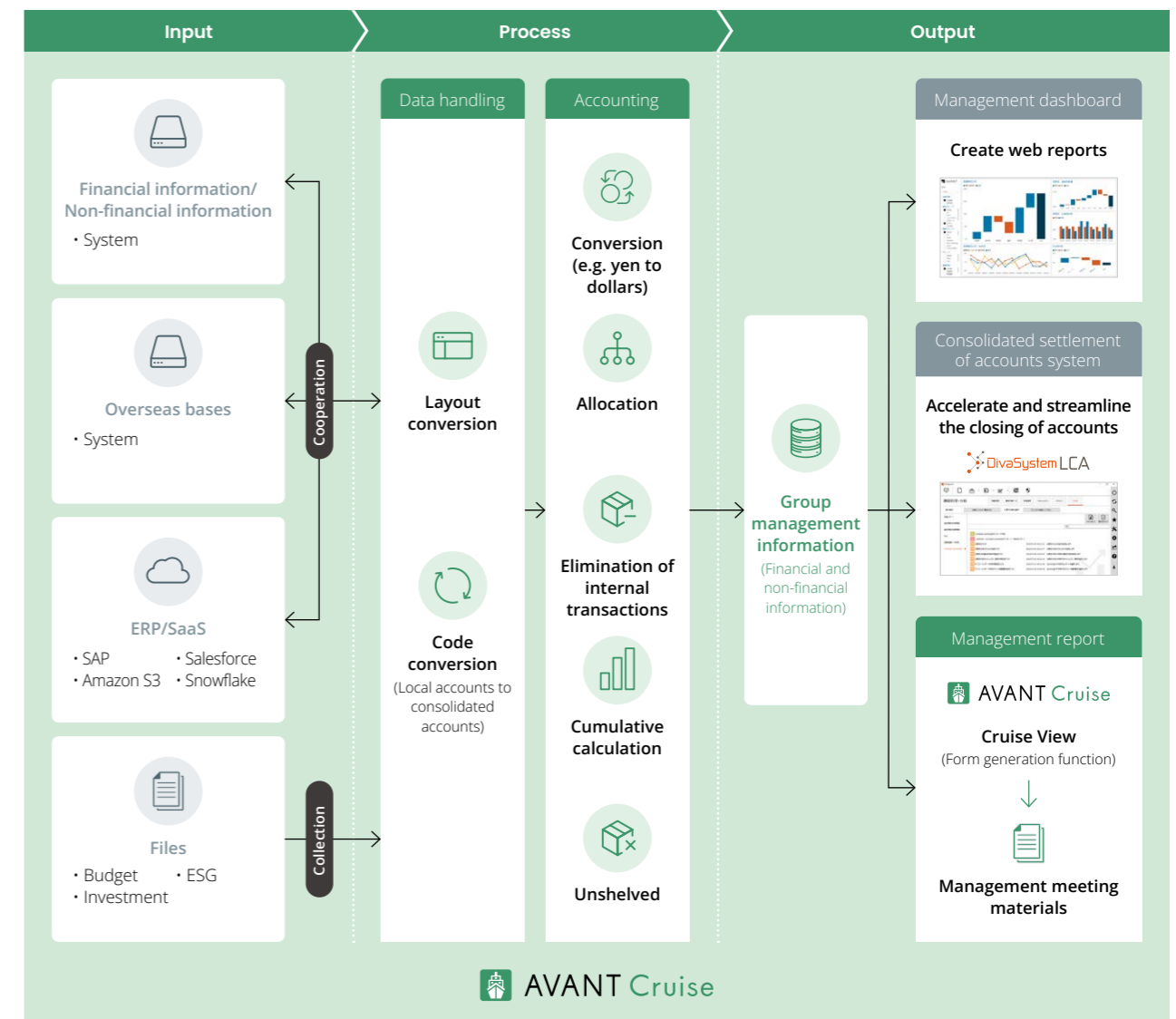
converts the code system of detailed data into a consolidated code system, etc., and the layout conversion function converts the layout system into a multidimensional data model.

3 Highly flexible and scalable to meet business management needs

The system is designed with a logic that does not split up information or reduce the accuracy or speed of data linkage even when functions are expanded, enabling it to meet the business management needs of each company without unnecessary effort or cost. The UI does not require any programming knowledge and can be completed by simple clicks or using master settings. This offers excellent usability, allowing personnel in charge of accounting and corporate planning departments to expand the functionality themselves.



AVANT Cruise Features



AVANT Chart



Platform for future forecasting and simulation

This BI platform is suitable for group management strategy and scenario development. It aggregates institutional consolidated data, management accounting data, non-financial data, etc., to quickly forecast and simulate future scenarios.

Customer issues to be addressed

- Future forecasts are becoming more complex and difficult to perform in Excel. They also rely on the person in charge of the operation.
- In the current day and age when changes in the environment are difficult to predict, customers sometimes feel a sense of crisis in projecting the future direction of the business based on intuition and experience, assuming growth on a current trajectory.
- Customers would like to simulate the capital structure and other aspects of, for example, a 5% increase in sales to improve ROIC by 3% or something similar, but do not have a system or structure in place.

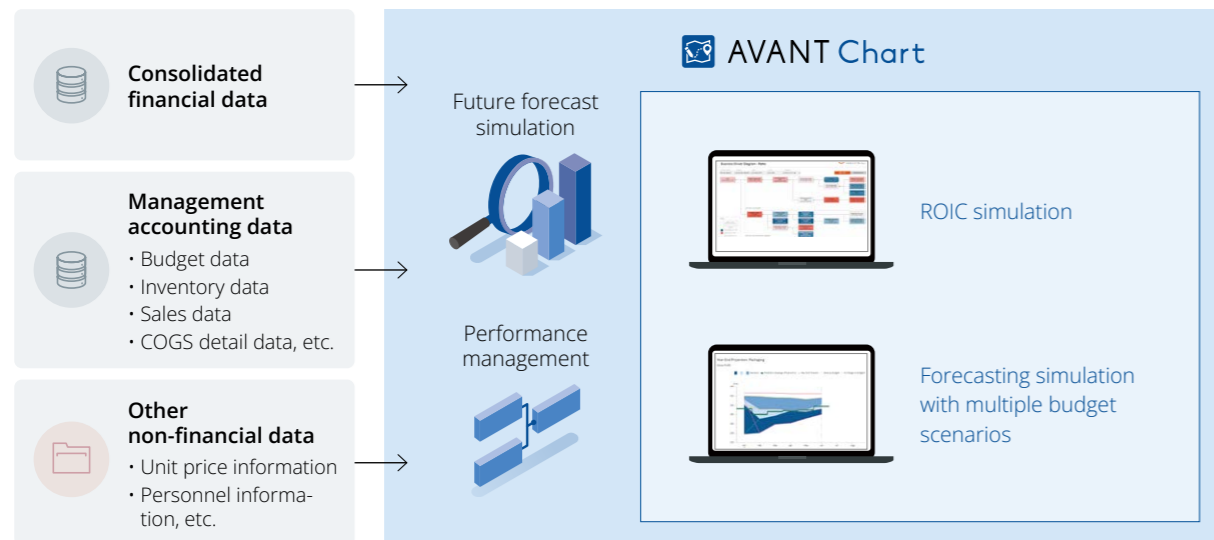
Strengths

1 Perform advanced KPIs and business analysis with only data input

Since KPI templates are included as standard, advanced KPI and business analysis can be started immediately by simply inputting accounting information and PSI (production, sales, and inventory) information into AVANT Chart. The creation of a value tree that breaks down corporate value into its constituent factors, such as various business units, enables this to be used for group business management and business management.

2 Scenario analysis function

Future scenarios can be entered and future outcomes and KPIs can be simulated based on the input results. Multiple scenarios can be created, such as optimistic and pessimistic scenarios, and visual reports can be used to compare profit range/trend simulation results and help decision-making.



AVANT Compass

Powered by NOMURA



Cloud-based corporate value analysis for immediate use of management information

This is a cloud service that enables corporate value analysis by smoothly linking a variety of internal data with data from disclosure at other companies. A host of business management options allows data to be visualized and used in a wide range of operations in business management.

Customer issues to be addressed

- Failure to disclose measures to achieve the Tokyo Stock Exchange's announcement in March 2023 of "Action to Implement Management that is Conscious of Cost of Capital and Stock Price," or formal measures.
- Failure to continuously monitor efforts disclosed with regard to measures to achieve management with awareness of cost of capital and share price.
- Insufficient analysis and evaluation of the current low P/B ratios based on investors' perspectives.

Strengths

1 Jointly developed with Nomura Securities Co.

In developing the solution, Nomura Securities Co., Ltd. supervised the design of all content. We combined Nomura's long-standing expertise in corporate value analysis with our software development technology. The system also includes functions that can only be provided through joint development, such as KPI target setting using the equity analyst's earnings forecasts and cost of capital calculation using logic taken from a quant analyst's debt cost estimations.

2 Content in response to TSE requests

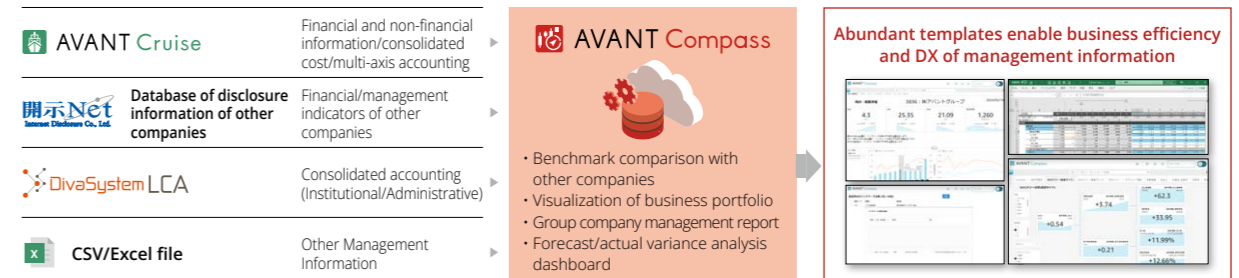
In the form of a response to the Tokyo Stock Exchange's announcement, the current situation is analyzed and evaluated, allowing policies and specific targets for improvement, and timing of implementation of initiatives and measures are set, to be disclosed, we support the promotion of

management and the implementation of proactive dialogue with investors.

Specifically, we have prepared a variety of content on market valuation and return on capital, including time-series trends, benchmark comparison with other companies in the same industry, and elemental breakdowns. In addition, continuous use of the system will enable a Board of Directors to monitor the effectiveness of efforts and the PDCA cycle, as ongoing oversight of this information is possible.

3 Required data retention

The system has the information necessary for estimating the cost of capital, evaluating the company, and benchmark comparison with other companies in the same industry, such as financial statements, stock price data, TOPIX, risk-free rates, and risk premiums for all listed companies for the past 10 years to the most recent available data. Therefore, there is no need to obtain additional data and make calculations on a spreadsheet.



DX Promotion Business



Cloud data platform to promote data-driven management

An all-in-one solution that combines a data warehouse, data lake, and BI tools in the cloud. All operations are handled by Zeal, enabling data integration and analysis.

Customer issues to be addressed

- The environment is not conducive to the constant visualization of management information (data), and managers cannot make timely management decisions because they are not able to see data they need in the way they require.
- Management planners collect and process management information scattered throughout the company using Excel in preparation for management meetings, a routine task requiring many man-hours and increasingly assigned to one specific person. This acts as a brake on prompt responses to requests from management.

Strengths

1 Visualize and analyze the latest management information

Visualize the data accumulated in the data platform with analytical functions (BI). This enables analysis and data aggregation from various angles, leading to more advanced utilization of management data.

2 Contributes to operational efficiency

A data platform does away with the need for routine Excel operations and makes the data accessible to everyone as needed. Data necessary for analysis from the past to the present is stored in the cloud, making it easy to respond to various requests from management.

DX Promotion Business



Open data utilization services that enable factor analysis and future forecasting

By utilizing open data in combination with customers' own data, it is possible to analyze factors and predict the future that were not noticed with only their own data.

Customer issues to be addressed

- In business analysis, a company may want to compare the financials of other companies in the same industry against its own to form relative judgments. However, the time-consuming data collection and processing does not allow enough time for in-depth analysis.
- Companies would like to understand the gap between the purchasing trends of its own users versus global consumption trends and the economy, but the workload for updating data every month is high.

Strengths

1 Reduce the workload of collecting, processing, and updating a variety of open data sets

Since data is available from a single location, there is no need to search for and collect data in various formats published on various websites on every occasion. The open data provided is processed in a user-friendly manner and can be immediately used for data analysis.

2 Sophistication in data analysis

By eliminating the workload of collecting, processing, and updating open data, data can be easily acquired and used for factor analysis, cause analysis, and future forecasting. In addition, the acquired open data can be combined with the customer's own data to enable sophisticated data analysis.

DX Promotion Business



E-learning service for data-driven human resource development

Our e-Learning service will contribute to our clients' data-driven human resource development.

Customer issues to be addressed

- We want to promote DX using cutting-edge digital technologies such as big data and AI, but the lack of human resources in the company who are able to efficiently and meaningfully utilize a wide variety of data makes it difficult to find a way to train staff.

Strengths

1 BI tools can be used even by novice data users

The contents are structured to enable participants to systematically learn a series of steps from data capture and processing to modeling and visualization, so even those with no prior experience in data utilization can learn how to use BI tools.

2 Acquire skills that can be used immediately in the field

In addition to classroom lectures, the program offers a variety of content that can be used immediately in the field, such as hands-on analysis report writing and practical exercises of what has been learned.

DX Promotion Business



AI-based SaaS that uses machine learning to emotionally analyze stories from text and images

AI-based data analysis enables accurate, precise, and broad-based decision-making information.

Customer issues to be addressed

- People cannot honestly evaluate the work they produce, and bias is always created.
- People want an objective perspective on texts or videos.

Strengths

1 Quantitative and objective evaluation by AI is possible

AI technology converts a textual story in a graphical time series. This allows the flow of the work to be visualized at a glance to highlight potential points for improvement.

2 Machine learning can analyze emotions for both text and images

Machine learning is also used to analyze emotions from images and suggest improvements. In addition to use in the entertainment industry, it can also be used for analysis of sales presentation materials and web marketing analysis.