



transcosmos inc.

Six Months FY2025/3 Earnings Conference

October 31, 2024

Event Summary

[Company Name]	transcosmos inc.	
[Company ID]	9715-QCODE	
[Event Language]	JPN	
[Event Type]	Earnings Announcement	
[Event Name]	Six Months FY2025/3 Earnings Conference	
[Fiscal Period]	Six months ended September 30, 2024	
[Date]	October 31, 2024	
[Number of Pages]	41	
[Time]	16:00 – 17:00 (Total: 60 minutes, Presentation: 41 minutes, Q&A: 19 minutes)	
[Number of Speakers]	3 Masaaki Muta Takeshi Kamiya Kenichi Ooya Representative Director, Co-president Representative Director, Co-president Corporate Senior Officer	
[Analyst Names]*	Shingo Kumazawa Asuka Sasao Katsumi Arai Daiwa Securities SMBC Nikko Securities Mitsubishi UFJ Morgan Stanley Securities	

*Analysts that SCRIPTS Asia was able to identify from the audio who spoke during Q&A or whose questions were read by moderator/company representatives.

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Presentation

Moderator: Thank you very much for taking time out of your busy schedule to join us today. We will now begin the interim financial results briefing for the fiscal year ending March 2025 of transcosmos inc.

To begin, let me introduce today's speakers. This is Masaaki Muta, Representative Director, Co-president. This is Takeshi Kamiya. He is also Representative Director, Co-president.

1	FY2025/3 Six-month Performance
2	Priorities & Progress
2-1	CX Services
2-2	BPO Services
2-3	Overseas
2-4	AI utilization/Digital talent development



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Today's program will follow the presentation materials for the financial results briefing displayed on the screen. First, Mr. Kamiya will explain the interim financial results, and then Mr. Muta will explain the key initiatives and progress of our business. Finally, we will have time for questions and answers.

Now, let me turn the call over to Mr. Kamiya.

Kamiya: Hello everyone. I would like to begin by explaining the financial results for H1 of the fiscal year ending March 31.

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Consolidated net sales
¥185.55B
 (YoY: +3.1%)

Consolidated operating profit
¥7.13B
 (YoY: +¥1.29B)

transcosmos inc. six-month net profit
¥4.15B
 (YoY: -¥0.24B)

- **Net sales up 3.1% YoY as both CX and BPO services grew sales.**
 - CX Services up 2.6% YoY, led by growth in digital integration as well as growth in South Korea and ASEAN.
 - BPO Services up 6.2% YoY. Both cross-industry and industry specific digital BPO Services achieved solid results.
- **Operating profit up ¥1.29B YoY led by higher profitability overseas. Parent Company increased gross profit margin due to progress in price negotiations and higher utilization rate in addition to sales growth.**
- **transcosmos inc. six-month net profit down ¥0.24B YoY due to the recording of higher non-operating expenses and extraordinary losses.**

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Let's start with a summary of the financial results. Consolidated net sales for H1 were JPY185.55 billion, up 3.1% YoY. Consolidated operating profit was JPY7.13 billion, up JPY1.29 billion YoY, and parent company's six month net profit was JPY4.15 billion, down JPY0.24 billion YoY.

As a result of increased sales in both CX and BPO services, the net sales increased by 3.1%. Breaking it down, CX services grew by 2.6% YoY, and within CX, digital integration, which handles web production, etc., grew significantly. In addition, our CX services in South Korea and ASEAN countries grew significantly. Our BPO services grew by 6.2% YoY, and this was due to strong sales of both cross-industry and industry specific digital BPO services.

Operating profit increased by JPY1.29 billion, largely due to improved profitability overseas. In the parent company segment, operating profit decreased, but the gross profit margin is improving due to factors such as increased net sales, progress in price negotiations, and higher capacity utilization, so the profitability of the core business is improving. The parent company's six-month net profit decreased YoY due to an increase in non-operating expenses and extraordinary losses.

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Consolidated Income Statement Summary

*For each segment profit row, figures in the Mix columns are profit margins.



In ¥100M (rounded to the nearest ¥10M)	Six months ended Sep 30, 2023		Six months ended Sep 30, 2024		Change	
	Amount	Mix	Amount	Mix	Amount	%Change
Net sales	1,800.5	100.0%	1,855.5	100.0%	+55.0	+3.1%
Net sales	1,176.0	65.3%	1,206.5	65.0%	+30.4	+2.6%
Domestic Affiliates	210.6	11.7%	210.4	11.3%	-0.2	-0.1%
Overseas Affiliates	473.5	26.3%	505.7	27.3%	+32.2	+6.8%
Elimination of intersegment transaction	-59.7	-3.3%	-67.1	-3.6%	-7.4	-12.5%
Gross profit	332.3	18.5%	353.5	19.0%	+21.2	+6.4%
SG&A expenses	273.8	15.2%	282.1	15.2%	+8.3	+3.0%
Operating profit	58.4	3.2%	71.3	3.8%	+12.9	+22.1%
Net sales	37.3	3.2%	33.5	2.8%	-3.7	-10.0%
Domestic Affiliates	11.9	5.7%	14.9	7.1%	+3.0	+25.0%
Overseas Affiliates	9.3	2.0%	23.4	4.6%	+14.1	+151.3%
Elimination of intersegment transaction	-0.1	-	-0.6	-	-0.5	-
Non-operating income (loss)	14.5	0.8%	0.6	0.0%	-13.8	-95.5%
Ordinary profit	72.9	4.0%	72.0	3.9%	-0.9	-1.3%
Extraordinary income (loss)	-0.2	-0.0%	-8.3	-0.4%	-8.1	-
Profit attributable to owners of parent	43.9	2.4%	41.5	2.2%	-2.4	-5.4%

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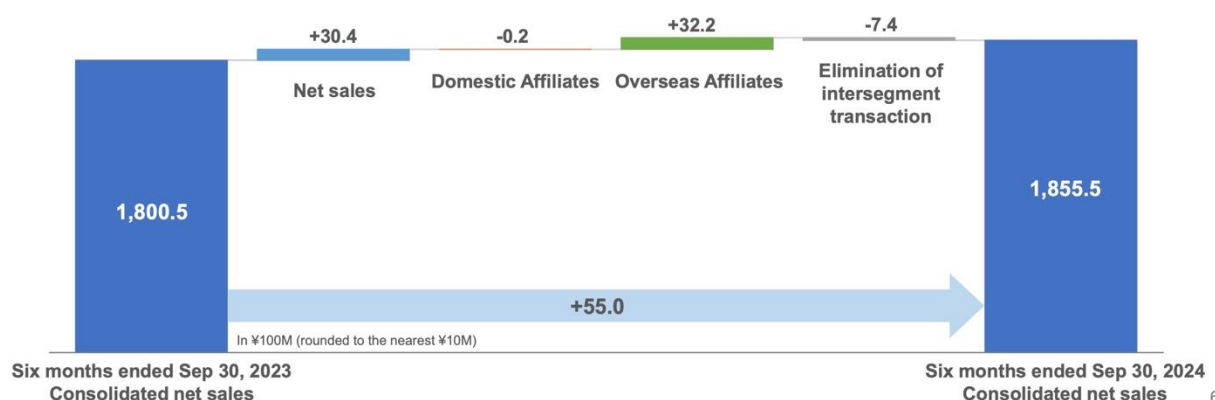
This is the overall summary. The overall trend is that the parent company segment saw an increase in sales but a decrease in profit, the domestic affiliates segment saw a decrease in sales but an increase in profit, and the overseas affiliates segment saw an increase in both sales and profit.

Consolidated Net Sales Analysis



- Net sales up ¥5,500M (+3.1%)

Parent Company	Up due to sales growth led by digital integration services under CX services as well as overall BPO services.
Domestic Affiliates	Despite a slight decrease, listed subsidiaries and their group companies are on a recovery trend.
Overseas Affiliates	Up mainly due to growth in subsidiaries in South Korea and ASEAN and impact of currency fluctuations despite a drop in China's e-commerce business.



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Next, I will explain the consolidated net sales analysis. As for the factors behind the increase in net sales, the parent company segment net sales increased by JPY3.04 billion and the overseas affiliates segment increased by JPY3.22 billion. As I explained earlier, the parent company segment saw an increase in sales of CX services centered on digital integration and overall BPO services. In terms of the overseas affiliates segment, regarding China, there has been a decline in the e-commerce business, and China is currently facing challenges. However,

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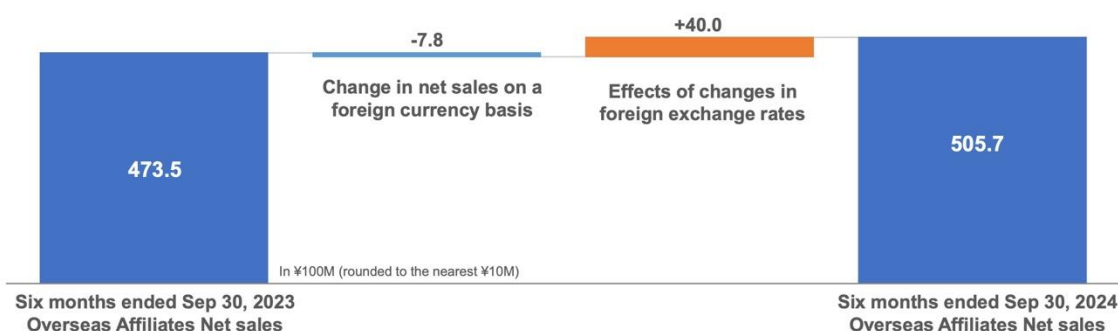


due to the increase in sales from subsidiaries in South Korea and ASEAN, as well as the impact of foreign exchange fluctuations, overall sales have increased.

There was a slight decrease in sales from the domestic affiliates segment. However, there are signs of recovery at the listed subsidiaries, which had been struggling. As a result, the overall decrease in sales was only about JPY20 million.

Reference: Effects of changes in exchange rates on net sales of Overseas Affiliates

- Net sales on a foreign currency basis down ¥780M due to a drop in China's e-commerce business despite growth in South Korea and ASEAN.
- The yen remained weak from the beginning of this fiscal year, pushing up sales by ¥4,000M.



*The bar chart above only shows the effects of changes in foreign currency exchange rates of overseas subsidiaries that have a major impact on the Company's consolidated financial results when translating their financial statements into the reporting currency to produce consolidated financial statements. The effects of exchange rates have little impact on the consolidated operating profit.

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Next, I will explain the impact of foreign exchange rates overseas. In terms of overseas net sales on a foreign currency basis, sales in South Korea and ASEAN increased, but declined in the e-commerce business in China, resulting in a decrease of JPY780 million in net sales. On the other hand, the impact of the yen's continued depreciation since the beginning of the period resulted in a JPY4 billion increase in sales, leading to a JPY3.2 billion increase in total.

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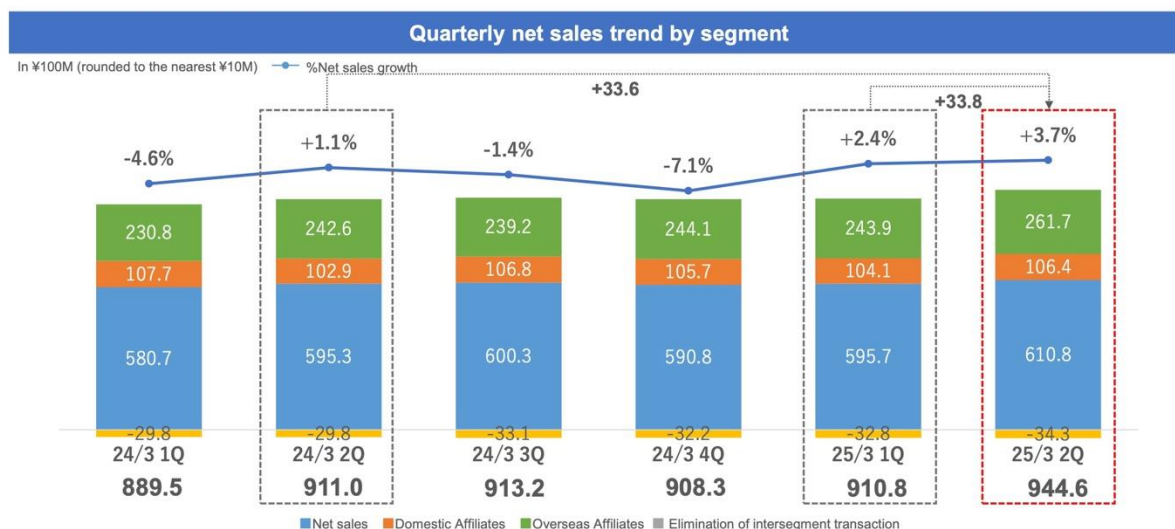
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Consolidated Net Sales Analysis (Quarterly)



- YoY/QoQ: All segments achieved growth, up ¥3,360M YoY and ¥3,380M QoQ.



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Here are the quarterly trends. The trend for each segment remains the same, but if you look at it by quarter, Q2 on the far right shows a 3.7% growth rate from the same period last year, indicating an increase in sales. Q1 saw a 2.4% increase in sales, which means that the speed of sales growth has accelerated.

Reference: Service portfolio



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CX Services (Approx. 70% of consolidated net sales)		BPO Services (Approx. 30% of consolidated net sales)	
Front-office services: Integrated services covering all digital customer touchpoints across the customer journey from marketing to customer care		Back-office services: Cross-industry back-office (e.g. Accounting, HR, IT) as well as industry-specific BPO outsourcing services	
Japan	Digital contact center Customer support	Japan	Cross-industry digital BPO Accounting, HR, procurement & purchasing, order management, sales admin and IT system operations & maintenance
	Digital integration Website & app development, improvement and operations services Social platform operations including LINE apps		Industry specific digital BPO Services to support systems and operations for the manufacturing and construction industries
	Digital promotion Internet ads services		
	E-commerce one-stop E-commerce site development & operations, and fulfillment services		
Overseas (mainly contact center and e-commerce) South Korea, China, ASEAN and Europe and the U.S.		Overseas South Korea, China, ASEAN and Europe and the U.S.	

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From here, I will explain each service category. We started reporting by service category from Q1 this year. Within CX services, we have digital contact center, commonly known as call center, digital integration that includes web production, digital promotion through internet advertising, and e-commerce one-stop, the outsourcing services covering all aspects of e-commerce.

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BPO is divided into cross-industry type and industry-specific type. Cross-industry type is a digital BPO service common to all industries, such as accounting, human resources, procurement and purchasing, order receiving and placing, sales, and IT system operation and maintenance. The industry-specific type is an outsourcing service that primarily supports system operations in the construction and manufacturing industries. I will explain in these categories.

Consolidated Net Sales Analysis (CX Services)

*Net sales for each service are calculated based on the sales mix used for management accounting, and are not adjusted for intersegment transactions.



- Six month: Up ¥3,500M YoY. Digital integration services, staffing subsidiaries and overseas (South Korea and ASEAN) grew sales.
- Q2: Up ¥2,550M YoY for the same reasons as the six-month results. Up ¥2,950M QoQ. Digital contact centers and overseas (China and South Korea) grew sales.



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First, we are analyzing trends in CX services. On the left side, we have a comparison between the interim period of last fiscal year and the current period. Starting from the bottom, we have digital contact center, digital integration, digital promotion, e-commerce one-stop, and overseas. The growing areas include the overseas, e-commerce one-stop, domestic subsidiaries. Digital integration has shown the largest growth rate.

Compared to the same period last year, the net sales for the six-month period of digital contact center, the bottom line, have decreased, but if you look at the trend for each quarter on the right, you can see that Q2 has turned to an increase in sales compared to the last year, from JPY274.5 million to JPY276.9 million.

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Consolidated Net Sales Analysis (BPO Services)

*Net sales for each service are calculated based on the sales mix used for management accounting, and are not adjusted for intersegment transactions.



- Six month: Up ¥3,930M YoY. Industry specific digital BPO services, in particular for the construction industry, saw significant growth. Overall business achieved growth.
- Q2: Up ¥2,280M YoY for the same reasons as the six-month results. Up ¥850M QoQ. Cross-industry digital BPO services, in particular corporate back-office services, as well as overseas (China) grew sales.



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This is the quarterly trend of BPO. The sales increase of JPY3.93 billion in H1 of this fiscal year was due to the growth in sales of services in each segment. From the bottom to the top are cross-industry specific digital BPO, industry specific digital BPO, then subsidiaries and overseas. The largest increase in sales is in the second from the bottom, industry specific type. Industry-specific digital BPO, mainly in the manufacturing and construction sectors, has seen a significant increase in sales. However, there was also an overall increase in sales for other services.

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Consolidated Net Sales Analysis (Overseas Geographic Market)

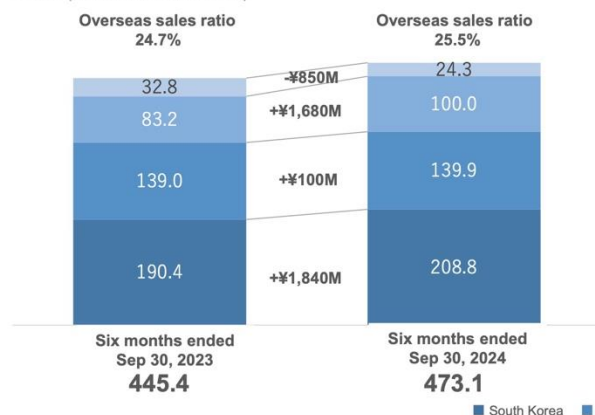
*Overseas sales are categorized by country or region based on clients' location, therefore, figures are different from the Overseas Affiliates segment.



- South Korea: UP ¥1,840M YoY due to sales growth in CX services. On a quarterly basis, net sales up ¥1,350M YoY and up ¥510M QoQ.
- China: Up ¥100M YoY despite the drop in e-commerce business due to higher sales in digital contact center services and the effects of foreign exchange rates. On a quarterly basis, down ¥60M YoY and up ¥990M QoQ.
- ASEAN: Up ¥1,680M YoY due to sales growth in CX services. On a quarterly basis, up ¥760M YoY and ¥110M QoQ.

YoY net sales by overseas geographic market (six month)

In ¥100M (rounded to the nearest ¥10M)



Quarterly net sales by overseas geographic market

In ¥100M (rounded to the nearest ¥10M) — %Overseas sales



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Continuing on, here are international trends. From the bottom on the left, this chart also shows the sales composition for South Korea, China and ASEAN. South Korea is growing significantly due to the growth in sales of CX services, which increased by JPY1.84 billion YoY, and even when looking at it on a quarterly basis, growth is continuing.

In China, sales increased by JPY100 million YoY. As I mentioned earlier, the e-commerce business is struggling and sales have declined, but there has also been an increase in sales from digital contact centers and a forex impact, so overall sales have increased by JPY100 million. However, looking at the quarterly trends, sales in Q2 were down compared to the same period last year, so we cannot say that China is on a growth trajectory yet.

In ASEAN, sales of CX services increased to JPY1.68 billion in H1, maintaining a high growth rate. The ratio of overseas sales, when calculated on a quarterly basis, is 25.9%, and it has grown to a level close to 26%.

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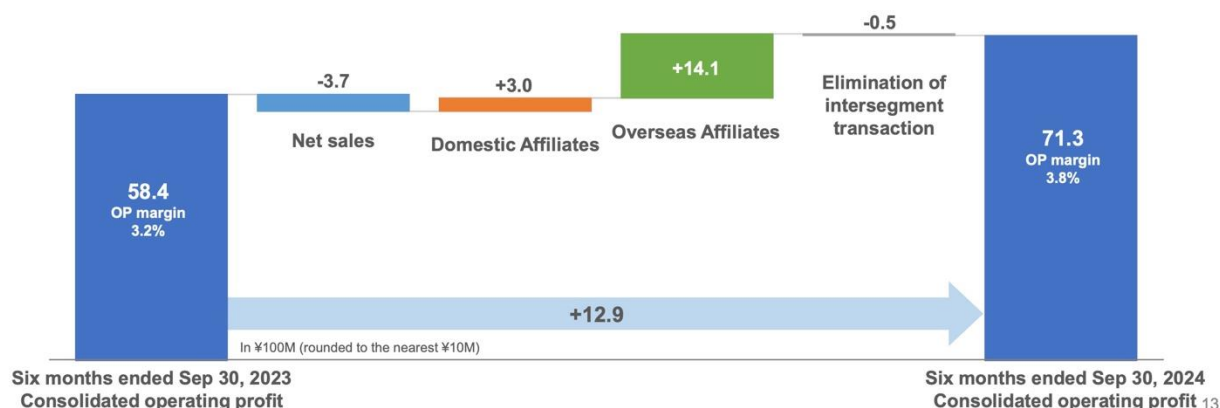


Consolidated Operating Profit Analysis



- Operating profit up ¥1,290M (+22.1%)

Parent Company	Down due to higher SG&A expenses. Gross profit remained on an upward trend.
Domestic Affiliates	Returned to growth due to higher profits posted by listed subsidiaries and their group companies.
Overseas Affiliates	Up due to higher profitability in subsidiaries in South Korea and China as a result of cost optimization efforts, as well as increased profits in ASEAN subsidiaries.



Now, turning to operating profit. Overall, operating profit increased by JPY1.29 billion, achieving 22% growth. The largest contributing factor was overseas. Both South Korea and China faced significant cost challenges and struggled with profitability last year, but improvements in these areas have driven the most substantial profitability gains.

Next, in terms of the domestic affiliates segment, the increase in profits at listed subsidiaries and their group companies, mainly due to the return to profit at J-Stream, has led to an increase in overall profits. As I explained at the beginning, the gross profit margin for the parent company segment is on an improving trend, but due to an increase in SG&A expenses, profits have decreased.

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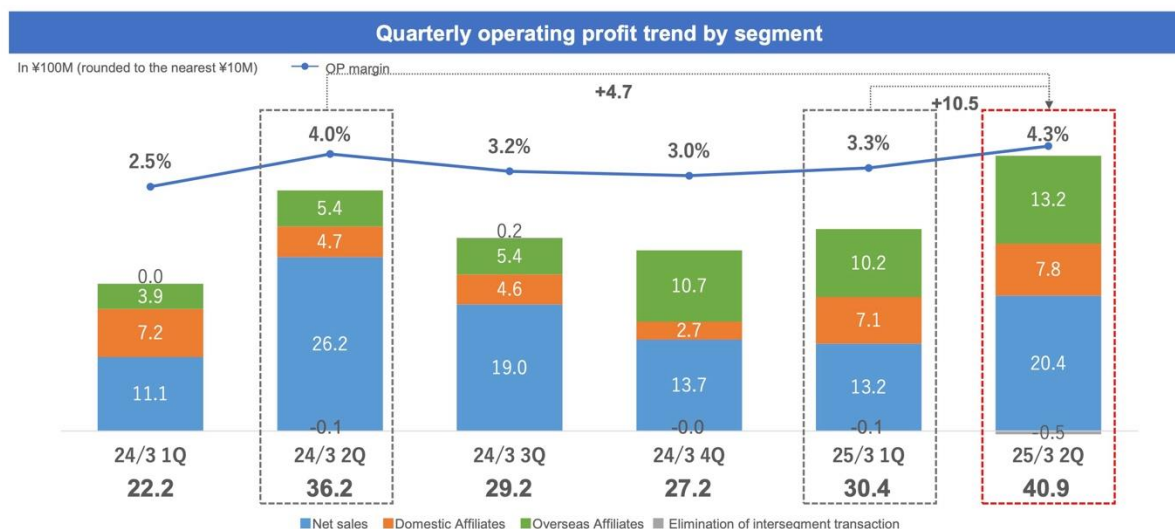
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Consolidated Operating Profit Analysis (Quarterly)



- YoY: Up ¥470M due to higher operating profit in Domestic and Overseas Affiliates segments. OP margin up 0.3 points.
- QoQ: Up ¥1,050M due to higher operating profits in all segments. OP margin up 1.0 points.



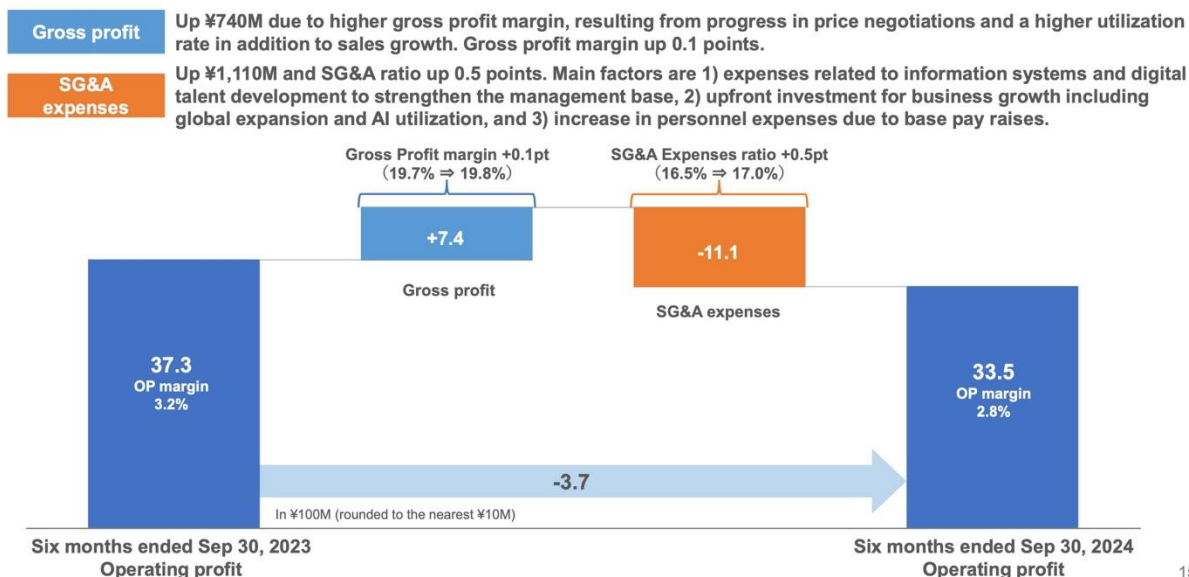
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Here are the quarterly trends. From Q1 to Q2, the operating profit margin went from 3.3% to 4.3%, which is an improvement over last year's Q2 consolidated operating profit margin of 4%, so I believe we can say that profitability is on a steady improvement track.

Parent Company Operating Profit Analysis



- Operating profit down ¥370M (-10.0%)



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As I just mentioned, we have analyzed the changes in operating profit for the parent company segment. Let me begin with gross profit. While there was an increase in sales, the profit margin itself also increased slightly, from 19.7% to 19.8%. As you have already seen, increasing personnel expenses in Japan have previously put pressure on profitability and the gross profit margin. However, through persistent efforts in price adjustments

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and negotiations, along with an increase in utilization rates, we have achieved an improvement in the gross profit margin that offsets these rising costs.

As for the SG&A expenses, one of the factors is the increase in personnel expenses due to the trend of wage hikes. In addition, as mentioned earlier, our overseas sales ratio has risen significantly. And due to our business structure, the parent company supports the business foundation of overseas business, which is expanding, to some extent.

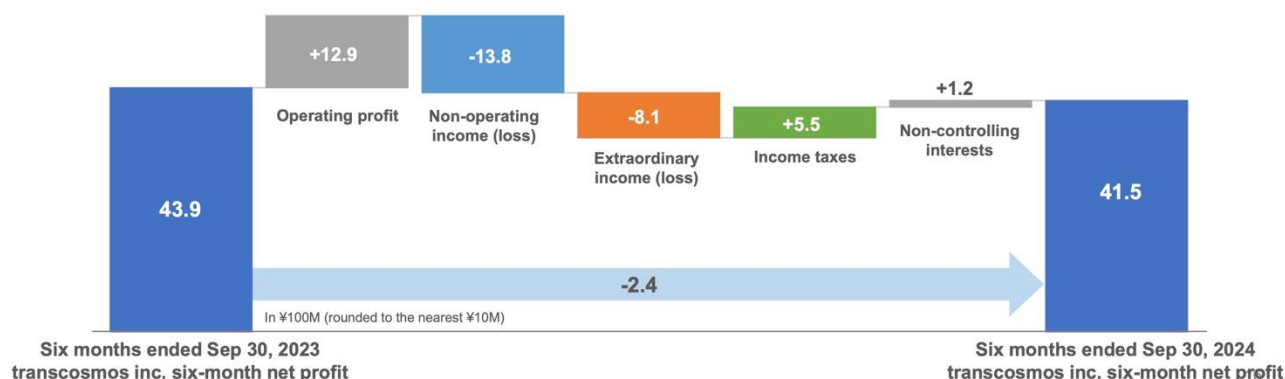
Because of this, we are making upfront investments in information systems and talent development, which results in deterioration of the SG&A-to-sales ratio. So, in total, the operating profit margin deteriorated in the parent company segment.

transcosmos inc. Six-month Net Profit Analysis



- transcosmos inc. six-month net profit down ¥240M (-5.4%)

Non-operating income (loss)	Down ¥1,380M mainly due to the posting of foreign exchange losses (posted foreign exchange gains in the same period last year).
Extraordinary income (loss)	Down ¥810M mainly due to an increase in loss on valuation of securities and the posting of loss on valuation of shares of subsidiaries and associates.
Income taxes	Down ¥550M due to a decrease in profit before income taxes.



Moving on to the analysis of changes in the parent company segment's six-month net profit. Operating profit is as explained earlier. In terms of non-operating income, a foreign exchange loss was recorded this period. In the same period last year, there was a foreign exchange gain, and this difference resulted in a decrease of JPY1.38 billion for the current period.

Regarding extraordinary gains and losses, we recorded valuation losses on investment securities and on shares of subsidiaries and associates., resulting in a decrease of JPY810 million. Regarding income taxes, due to a decrease in six-month net profit, the tax burden has been reduced. As a result, tax expenses decreased by JPY550 million, contributing to an increase in the net profit. The total decrease was JPY240 million.

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Consolidated Balance Sheet Summary



- Current assets: Notes and accounts receivable - trade, and contract assets increased.
- Non-current assets: Investment securities decreased.
- Liabilities: The Company's long-term borrowings decreased. Accrued expenses decreased.
- Net assets: Foreign currency translation adjustment increased.

In ¥100M (rounded to the nearest ¥10M)	End of Mar. 2024	End of Sep. 2024	Change	
Current assets	1,447.9	1,452.3	+4.4	• Cash and deposits -32.6 • Notes and accounts receivables +12.4
Non-current assets	546.6	544.9	-1.7	• Investment securities -8.9 • Shares of subsidiaries and associates +8.5
Total assets	1,994.5	1,997.2	+2.7	• Accrued expenses -17.1 • Accrued consumption taxes -9.6
Current liabilities	630.1	600.8	-29.3	• Long-term loans payable -20.3
Non-current liabilities	183.7	164.7	-19.0	• Foreign currency translation adjustment +39.9
Total liabilities	813.8	765.5	-48.3	
Net assets	1,180.7	1,231.7	+51.1	
Total liabilities & net assets	1,994.5	1,997.2	+2.7	
Cash and deposits	648.4	615.9	-32.6	
Interest-bearing liabilities	186.4	166.3	-20.1	
Net cash*	462.1	449.6	-12.5	
Net cash* to monthly sales ratio	1.5	1.5	-0.1	

*Net cash = Cash and deposits – interest-bearing liabilities

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Page 17 shows a summary of the consolidated balance sheet, and I don't think there is anything special to add on this.

Consolidated Cash Flow Statement



- Operating cash flow: Collection of trade receivables decreased YoY (decrease in trade receivables). Accrued expenses decreased.
- Investing cash flow: Proceeds from refund of guarantee deposits increased.
- Financing cash flow: Proceeds from long-term borrowings recorded in the same period last year decreased.

In ¥100M (rounded to the nearest ¥10M)	Six months ended Sep 30, 2023	Six months ended Sep 30, 2024	Change
Cash flows from operating activities	113.4	30.8	-82.6
Cash flows from investing activities	-23.6	-18.8	4.8
Cash flows from financing activities	-10.1	-55.7	-45.6
Balance of cash and cash equivalents	583.0	613.5	30.5
Free cash flow *	89.9	12.0	-77.8

*Free cash flow = Cash flows from operating activities + Cash flows from investing activities.

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Page 18 shows the consolidated statement of cash flows, and I don't think there is anything special to be noted here either.

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CAPEX, Amortization/Depreciation, Employees, Service Bases



Capital expenditures/Depreciation expenses

In ¥100M (rounded to the nearest ¥10M)	Six months ended Sep 30, 2023	Six months ended Sep 30, 2024	%Change
Capital expenditures	17.4	19.2	10.2%
Depreciation expenses	27.3	28.4	4.3%

CAPEX

Capital expenditures increased in the Parent Company.

Depreciation

Depreciation expenses increased mainly due to the Parent Company's center openings in the previous fiscal year.

Number of Employees

	End of Mar. 2024	End of Sep. 2024	Change
Consolidated basis	40,793	40,813	+20
(Temporary employees)	28,971	28,861	-110
Parent Company	17,325	17,965	+640
(Temporary employees)	21,626	20,916	-710

Consolidated basis

Employees increased in Parent Company and Domestic Affiliates, and decreased in Overseas due to completion of some projects. Temporary employees decreased in Parent Company and Domestic Affiliates, and increased in ASEAN.

Parent Company

Employees increased due to new graduate hires. Temporary employees decreased due to COVID project completions.

Service Bases

	End of Mar. 2024	End of Sep. 2024	Change
Service bases	180	183	+3
(Japan)	71	71	0
(Overseas)	109	112	+3

Overseas

Opened new operations center in China, South Korea, and Indonesia.

*Service bases included the Company's own bases, head offices, branches, sales offices and bases of subsidiaries, associates, and partners.

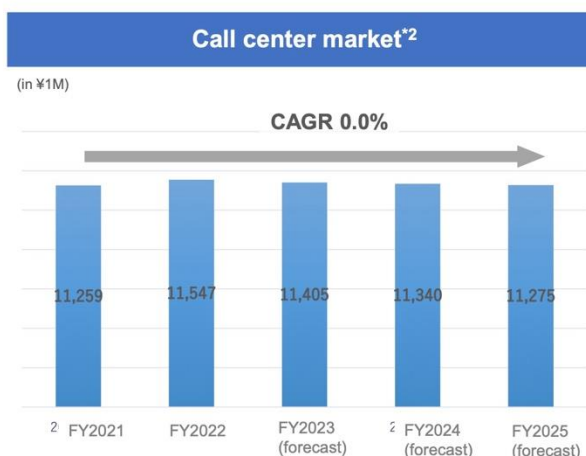
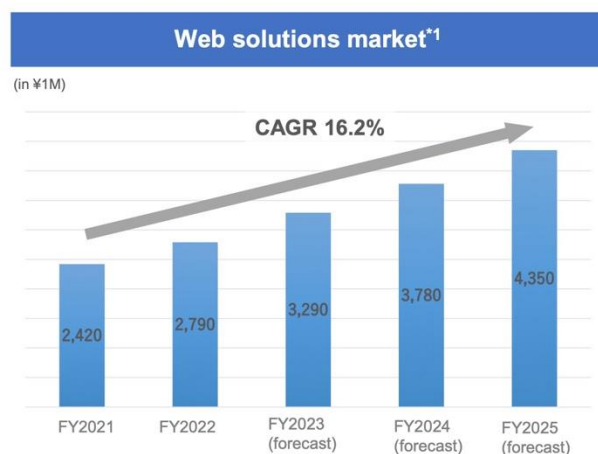
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Page 19 shows information on capital investment, depreciation, and employees, as usual. This concludes my overview of the financial results. Next, Mr. Muta will explain our initiatives and progress.

Digital integration grew as consumers shift to self-service options



- The web solutions market is expected to grow significantly as customer support shifts to self-service options.



*1 Source: tanscosmos data based on Online advertising & Web solution markets 2023, Deloitte Tohmatsu MIC Research Institute Co., Ltd. (English translation not available)

*2 Source: tanscosmos data based Call Center Service & Contact Center Solution Market in Japan: Key Research Findings 2023 (December 14, 2023), Yano Research Institute Ltd.

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Muta: I would first like to explain our approach to CX services, BPO services, and overseas operations, as well as how we are addressing and competing in the field of AI. First, regarding CX services, in the external environment, the domestic market for CX services itself has four axes. The web solutions market is advancing at an average annual rate of 16.2%, and there is a lot of focus on how the shift to AI in call centers will progress, but the annual average is almost unchanged at 0%.

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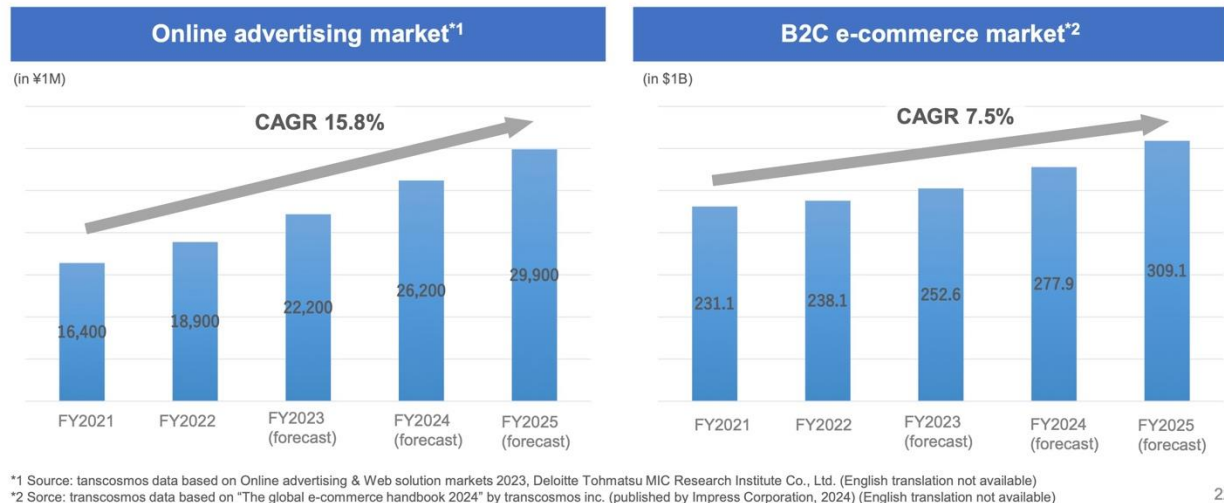
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Markets related to digital promotion and e-commerce one-stop services also grew

- The online advertising market is expected to achieve strong growth underpinned by growing demand for technology and data-powered marketing.
- The B2C e-commerce market also shows high growth potential led by online marketplaces.



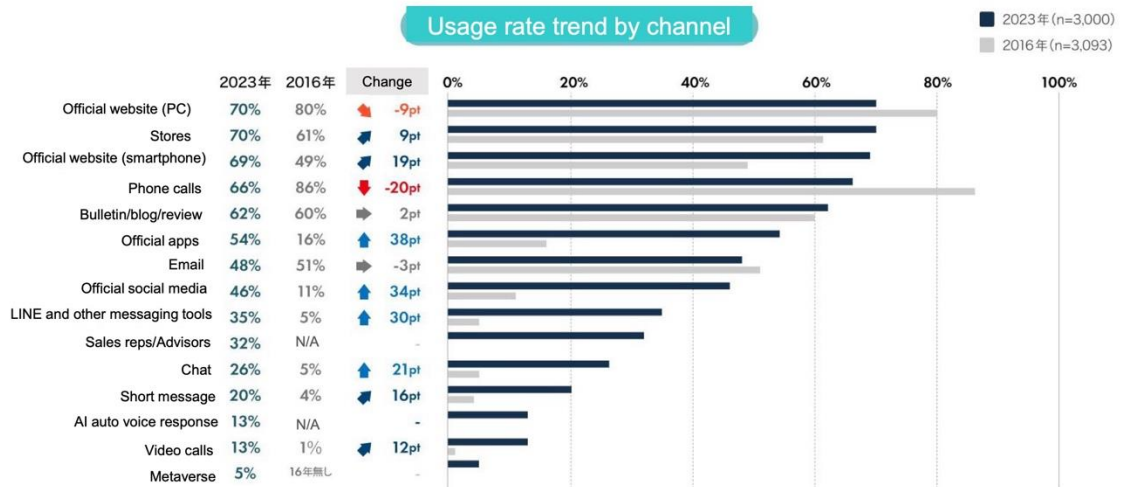
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The growth rate of online advertising is 15.8%, and 7.5% for e-commerce. The key to our business here is consumer trends. Since FY2016, transcosmos has been tracking and analyzing changes in communication between consumer and business as well as communication channels through data.

Changing consumer behavior



- Text-based communication is growing including social media, LINE, and chat.



*Source: Consumer to Business Communications Trend Survey 2023-2024 by transcosmos inc.

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Today, we have an excerpt focusing on changes in consumer behavior. This question asks what channels users use to interact with companies over the past year, and the responses are listed in order of usage frequency; PC website, stores, smartphone website, phone call, and bulletin/blog/review. We have been tracking this since FY2016, so we show the increases and decreases in usage by communication channel. You can see that there are quite a few ups and downs, indicated by the arrows, which reflect the changes that have occurred.

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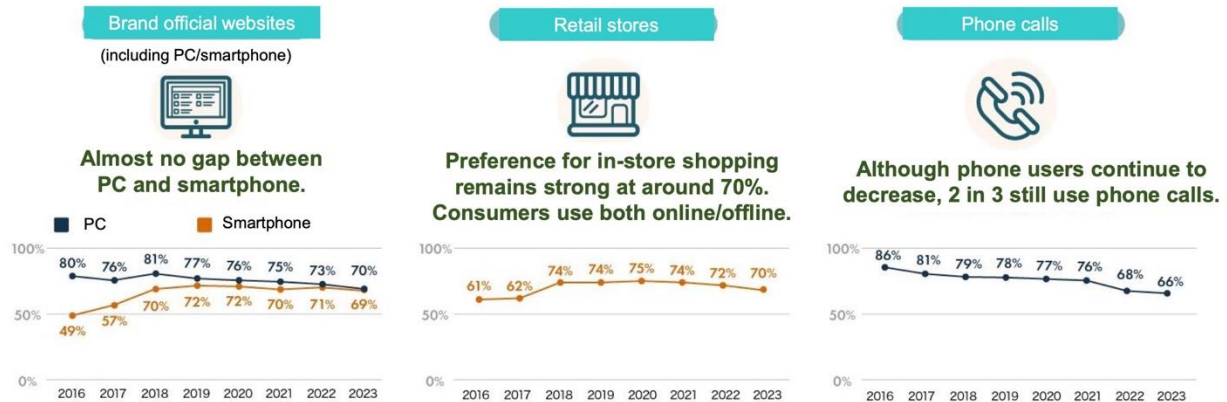
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Changing consumer behavior

- Both brand official websites and store visit rates remain solid. Use of phones is down for seven consecutive years.



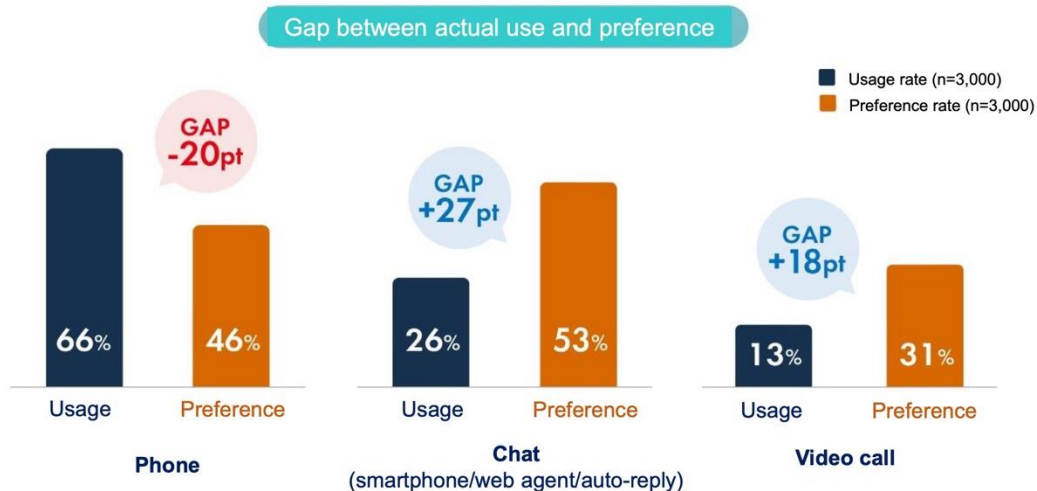
*Source: Consumer to Business Communications Trend Survey 2023-2024 by transcosmos inc.

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Change from FY2016 in the top category, this is the actual utilization rate. As for the official site, we compared PC and smartphone sites at the same time, and as expected, currently, the use of smartphone sites is nearly in line with that of PC sites. I will skip the store channel, and if we look at phone usage, the utilization rate was 86% in FY2016, which has dropped to 66% in FY2023, indicating a decline of 20%.

Changing consumer behavior

- Many consumers use phones against their preference. Businesses must prepare to meet the needs for chat.



*Source: Consumer to Business Communications Trend Survey 2023-2024 by transcosmos inc.

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However, the fact is that only 46% of consumers are willing to use a phone call. This means that 20% of individuals are required to communicate with businesses using the channel they do not prefer. In terms of chat, while 53% of respondents intend to use chat, the actual experience rate is only 26%, so 27% of people

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find themselves having to use a different channel than they initially thought of. This indicates that there is a discrepancy between the communication channels that businesses offer and the user's preferences.

Channel usage in a problem-solving process: Evolution of self-service



- 97% of consumers first use web search to solve their problems, of which 78% try to self-solve problems on brand official sites, etc.
- Failed, frustrated consumers turn to manned services such as call centers and agent chat.



*Rounded off to the nearest whole number.

*Source: Consumer to Business Communications Trend Survey 2023-2024 by transcosmos inc.

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One of the things we are trying to do is to create a solution to solve this problem. Another key among them is smartphone sites, including PC sites. When people try to solve their problems, they always browse the mobile site, and if they can't solve the problem, they make a call. We looked at where people look on the website for self-service, and found that FAQs account for 61%, but this goes up to 72% if you include product information and event pages.

Many companies believe that if they create an effective FAQ page, customers will be satisfied. However, in reality, consumers are looking at other pages on their websites even more so than just the FAQ. Businesses are surprisingly unaware of this, and so we are working on this while explaining the situation to clients. The reason for this is that there are users who cannot come up with search terms to find the FAQ page. Additionally, more than half of the users prefer to explore the service pages and product pages to fully understand the content rather than just seeking specific points, and companies are unaware of this, which is also an issue.

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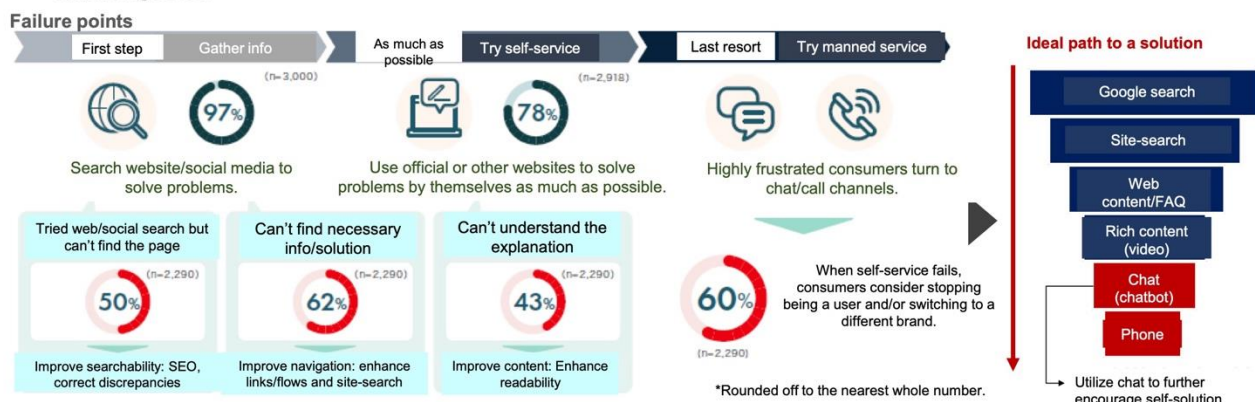
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Self-service failure points

- Most self-service flaws relate to three failure points: Search performance, site navigation, and inadequate content. When self-service fails, 60% of consumers consider switching to a different brand.
- Brands must prepare easy-to-understand content for customers in addition to performing SEO, correcting discrepancies, and enhancing flows.



*Source: Consumer to Business Communications Trend Survey 2023-2024 by transcosmos inc.

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Users often face difficulties when attempting to self-solve issues on the web. While they generally conduct external searches using an AND search method, it has been found that 50% of users are unable to reach the desired pages. This challenge arises primarily from what is referred to as keyword variability. For example, even if the keywords that companies create are correct, users don't always type in the correct words, and sometimes they type in the wrong words, so we have to understand that.

For example, if you type in air conditioner trouble you can access the page, but if you type in air conditioner, water, and leak, you can't find the page. Companies need to be aware of these problems, and lead users to the desired pages.

The second problem, 62% of respondents cannot reach the page because the web flow, links and UI/UX are not working, as described earlier. 43% of the respondents reach the content, but there are those who do not understand the information even if they look at it. This includes those who have literacy issues or do not want to read if the explanations are too detailed. Therefore, if the site provides appropriate solutions to these issues, the user's self-service rate may increase.

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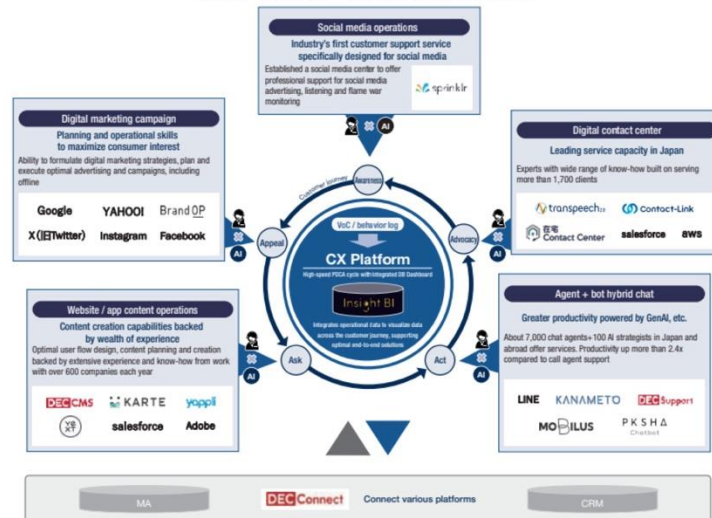
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trans-DX for Support: Encourage consumer self-service, enhance CX and reduce costs

- We have both call and web/chat channels. Making the most of this advantage, providing CX Services centered around trans-DX for Support, a platform that encourages the use of self-service options, enhances usability while reducing costs.

trans-DX for Support platform



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As shown in this diagram, from counterclockwise, we provide marketing promotion services, and we also provide web production services on the largest scale in Asia. We offer hybrid chat service, a combination of bot and chat agent service, with about 7,000 workstations in Japan and abroad. As a call center service player, we know that voice of the users spread on social media, so we are trying to visualize their feedback as VoC data and integrate all VoC. What we want to do by connecting them is to create a model to solve the problem on the web, the first point of contact between a company and a user.

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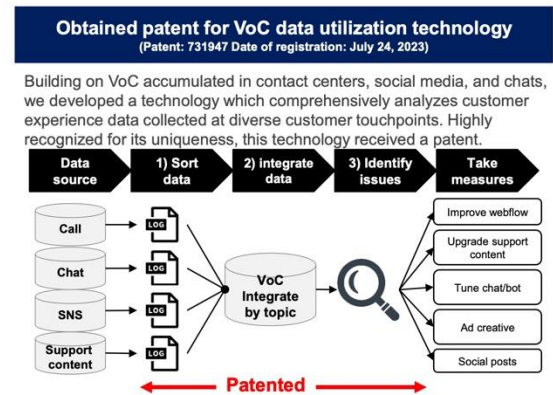
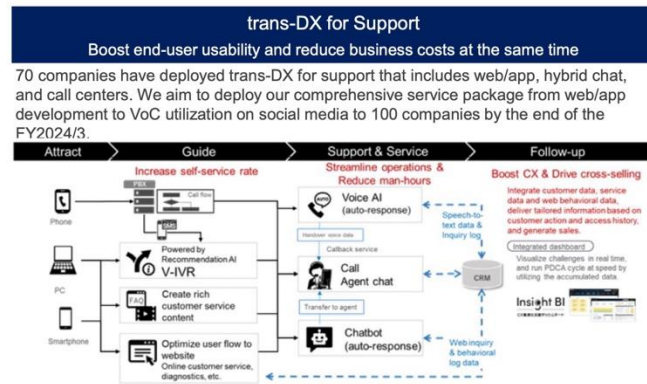
 **SCRIPTS**
Asia's Meetings, Globally

Patented technology powered by VoC data



- Listening to the voice of the customer (VoC) directly communicated to clients as well as VoC on social media, trans-DX for Support doubles the self-service rate.
- Seamlessly connects hybrid customer service channel – a channel with x3 productivity compared to call channel – with call centers, the platform optimizes CX at every customer touchpoint.

[Patented] Internally developed trans-DX for Support, a digital platform that solves CX challenges at customer touchpoints
~Boost usability and business costs **without trade-offs**~



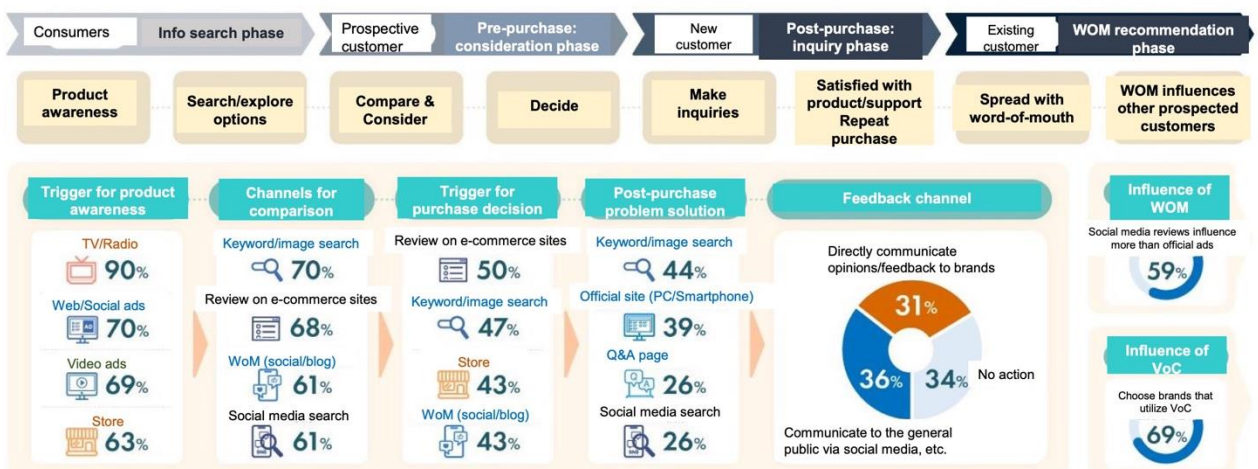
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In fact, we have obtained a patent for that. Basically, from companies' point of view, if they can solve the problem on the web, which is a fixed cost, they don't have to serve customers at call centers, which costs the most. Chat actually produces 2.4 times the productivity of call centers. So, we have a model where we try to resolve issues on the web or via chat, and try to minimize incoming calls to call centers, and users also prefer that. There is a mismatch and gap at the moment, as companies have not implemented these, so we are working to resolve this. That's why we have obtained the patent.

Influence of digital channel on a customer journey



- Web search and social media grew their influence as a way to gather information and to solve problems.



*Blue channels: Digital channel

*Orange channels: Analogue channels

*Rounded off to the nearest whole number. (n=3,000)

*Source: Consumer to Business Communications Trend Survey 2023-2024 by transcosmos inc.

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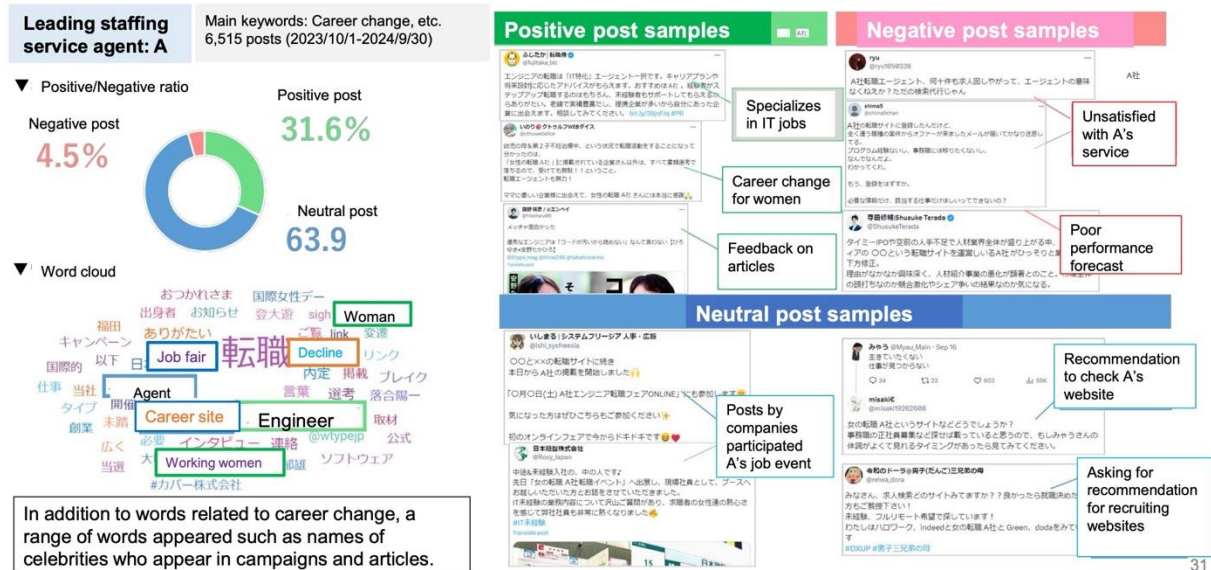
This is the flow I mentioned earlier, where we have four major stages of user engagement: information gathering, pre-purchase, post-purchase, and reviews. The red section shows analog and real channels, while the blue section shows digital channels. From this, we can say that users are primarily moving towards digital.

I would like to draw your attention to the numbers shown on the right side, 31%, 36%, and 34%. What this means is that those who make some kind of inquiry to companies are now 31% of the total, 36% complain or make inquiries on social networking services, and 34% are the silent majority. So, it is not enough to rely solely on the call logs that companies can collect, and therefore, we are trying to gather the voice of the users on social networking services such as X.

Case study: Identify challenges based on VoC



- Conducted a simple survey to grasp topics discussed on social media about a recruiting website run by a leading staffing agency.



Just to give you an example, this is the result of analysis of social feedback, categorizing feedback into positive, negative, and neutral using a tool called sprinkler. The positive feedback includes compliments from users, which we recommend using internally for enhancing employee satisfaction. Negative feedback can be categorized into two major problems. In other words, there are real issues that companies need to address, and users' misunderstandings that must be clarified. The neutral feedback reflects the user's hesitation. So, in fact, it is the neutral that we should focus on, and we are using it to integrate all VoC, breaking it down into one or two deeper levels.

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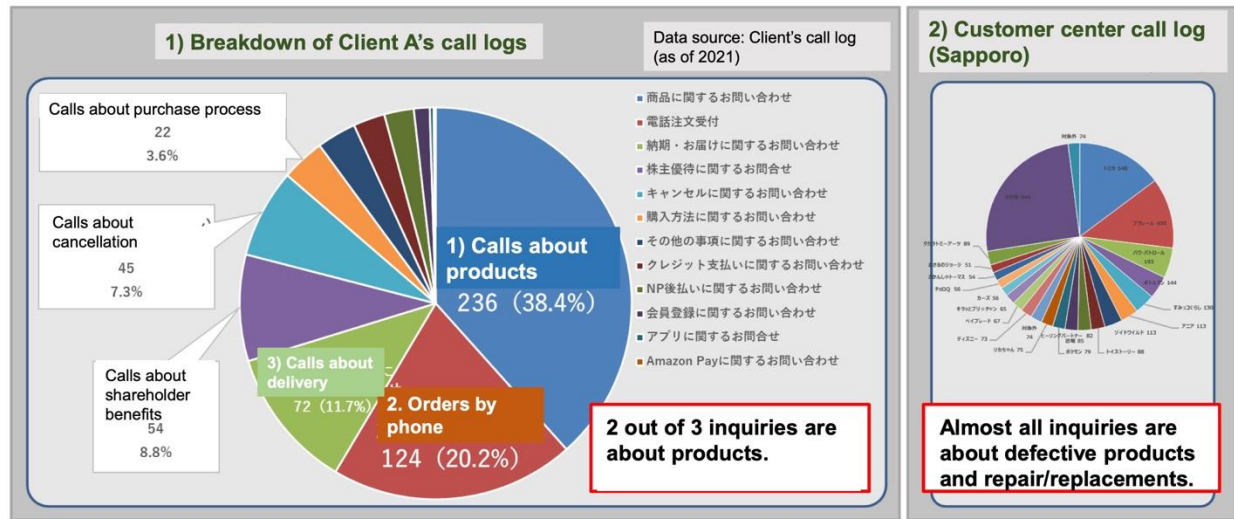
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Steps to present a proposal to client (case study: Toy maker)

- First step: Grasp user needs from client's call logs, and identify issues based on VoC.

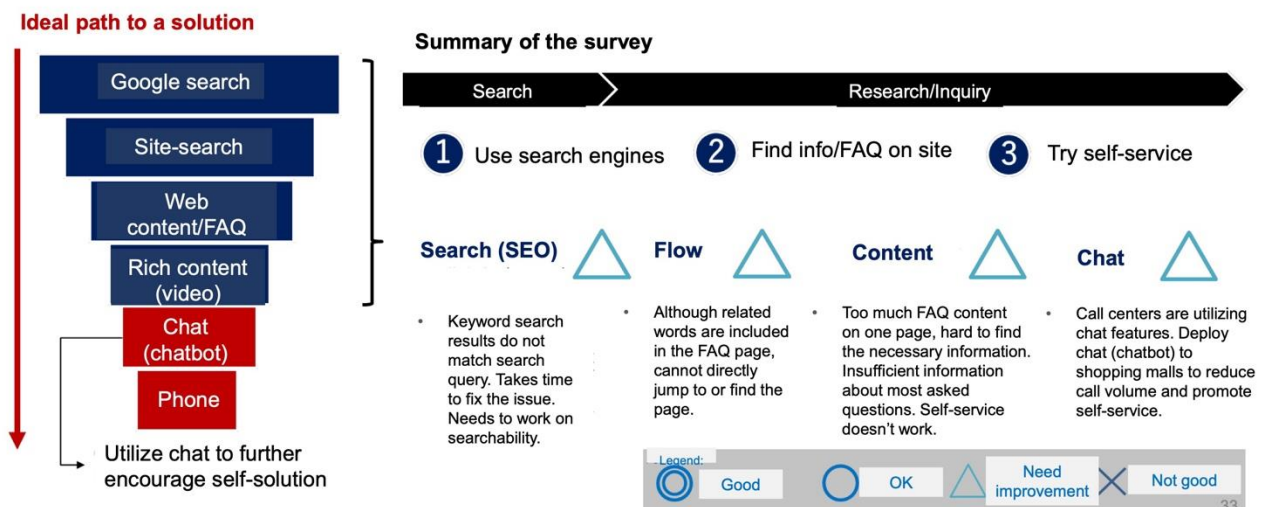


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We use this slide to report the result of a simple analysis to clients. In this case, we have analyzed the call logs of a toy manufacturer. In the first phase, we worked on reducing the number of general inquiries that needn't be handled by call centers, and then moved on to the second and third phases. We run projects in a way like running a PDCA cycle.

Steps to present a proposal to client (case study: Toy maker)

- Next, conduct a simple survey on the identified issues from users' perspectives. By solving the issues, encourage the use of self-service options, thereby reducing call volume at call centers and boosting users' purchasing appetite.



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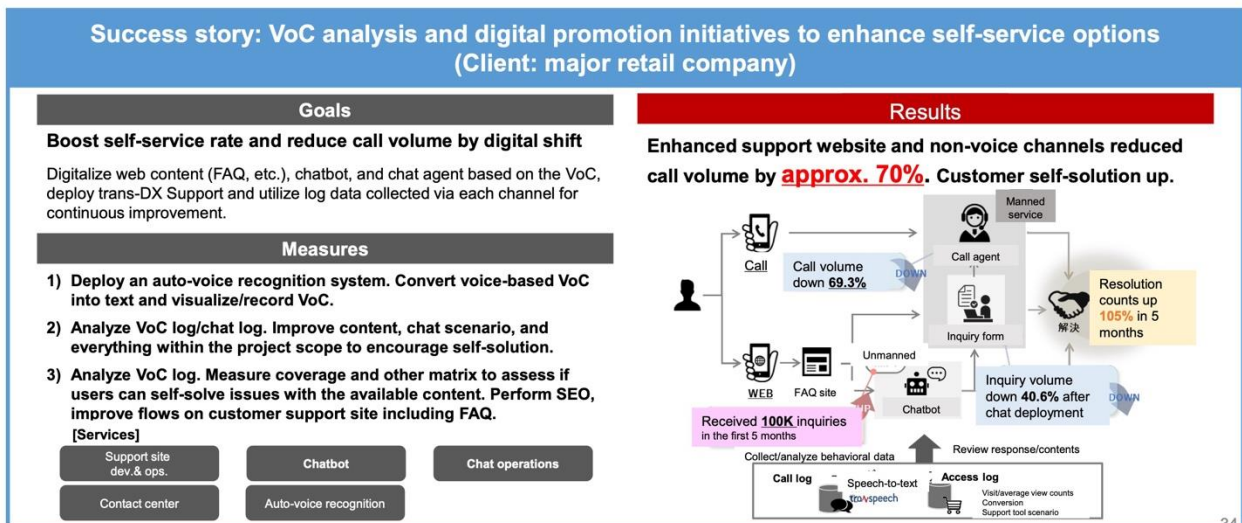
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As I mentioned earlier, our analysis includes external search results, internal UI/UX, the content itself, web flow to chat service, and the quality of chat service. We present proposals to companies based on assessment on these points.

Success story: Reduced call volume and boosted the self-service rate with VoC analysis and digital shift



- Implemented trans-DX Support for a major distribution client to help increase the self-service rate and reduce call volumes.
- By improving customer support websites and utilizing chatbot, call volume dropped by almost 70% while growing customer self-service.

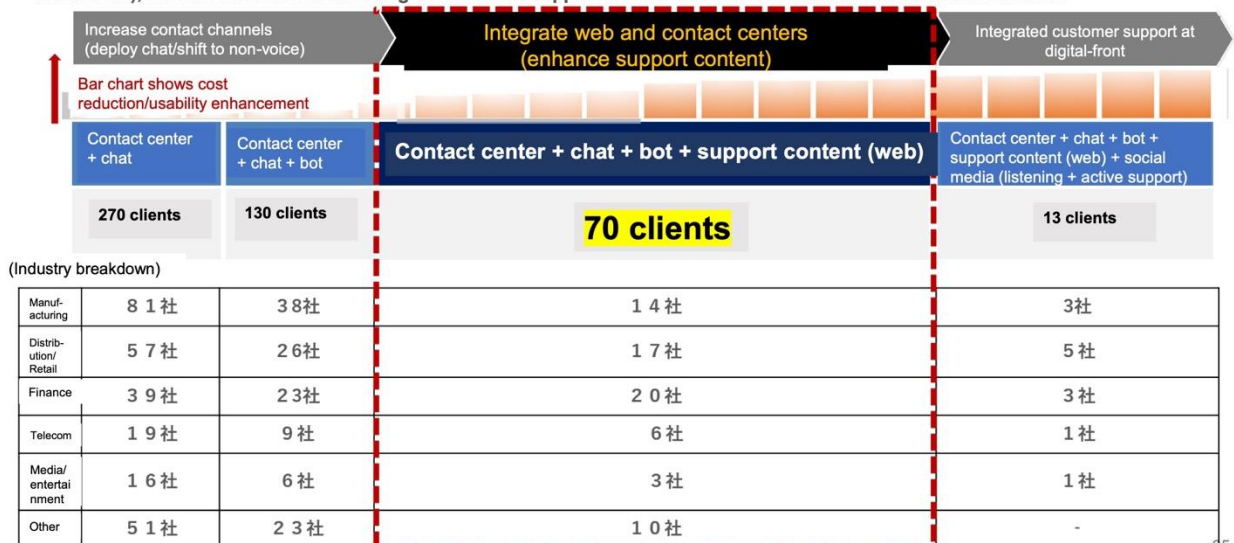


This is an example of a major retailer that has successfully reduced overall costs and improved usability by reducing the number of phone calls by 70% and increasing access to the smartphone site and chat by applying our model which I just explained.

trans-DX for Support deployment to date (as of October 2024)



- We recommend trans-DX for Support with three service patterns: Use the service to 1) increase contact channels and contact center services, and 3) offer integrated customer support at digital front-end. By promoting the service with a specific focus on 2), we now have 70 clients using trans-DX for Support to offer web and contact center combined services.



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We are currently applying our solution to about 70 companies, and we intend to reach 100 companies by the end of this year.

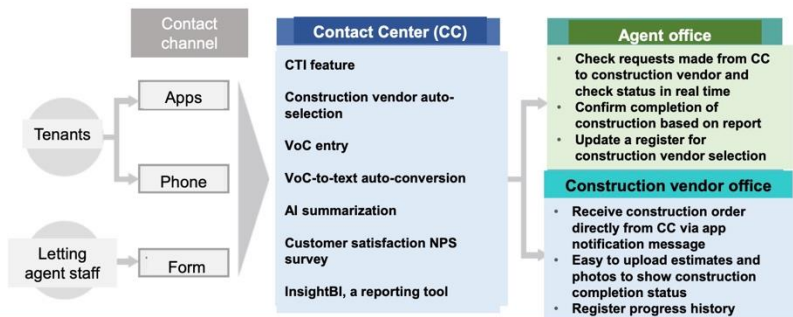
Pushed DX by combining digital integration and digital contact center services



- Helped Sekisui House Real Estate Holdings shift the entire business process that involves many parties including tenants, letting agent staff, and construction staff to digital with our digital integration and digital contact center services.
- Digital integration services helped build apps for tenants and developed a communication system that covers contact center to construction project progress reporting. Digital contact centers enabled the client to achieve contact center DX.

Success story: Achieved DX with integrated operations and digital utilization (Sekisui House Real Estate Holdings, Ltd.)

With our contact center at the core, streamlined the entire process and boosted usability
Managing approx.40% of tenant inquiries via app



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This is a case of Sekisui House's real estate. The company receives a variety of inquiries, and this is another success case of a call center that promotes self-service by creating user-friendly front-end, or customer touchpoints, such as web and apps, that help users solve problems by themselves. We have been promoting our CX services and digital integration to address the gap between consumers and companies. While the call center market itself is not showing significant growth, our digital integration service is expanding, and the advertising market including e-commerce, is growing. We aim to integrate VoC in a multifaceted approach to increase our winning patterns. To achieve this, we are first collaborating both domestically and internationally.

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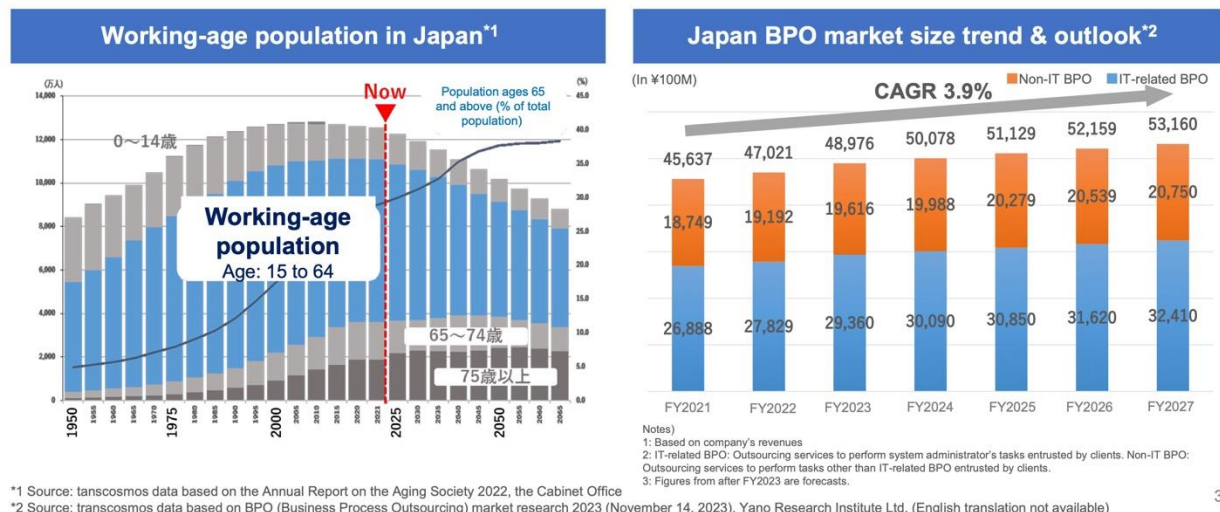
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Rising business process outsourcing needs amid labor shortages



- Along with a decrease in the working-age population, companies utilize BPO for some tasks continue to increase.
- More companies work on workstyle reform and DX, driving restructuring of internal resources such as putting management resources on core business and new business development, and reallocating human resources accordingly (source: BPO (Business Process Outsourcing) market research 2023, Yano Research Institute Ltd., November 14, 2023 (no English translation available))



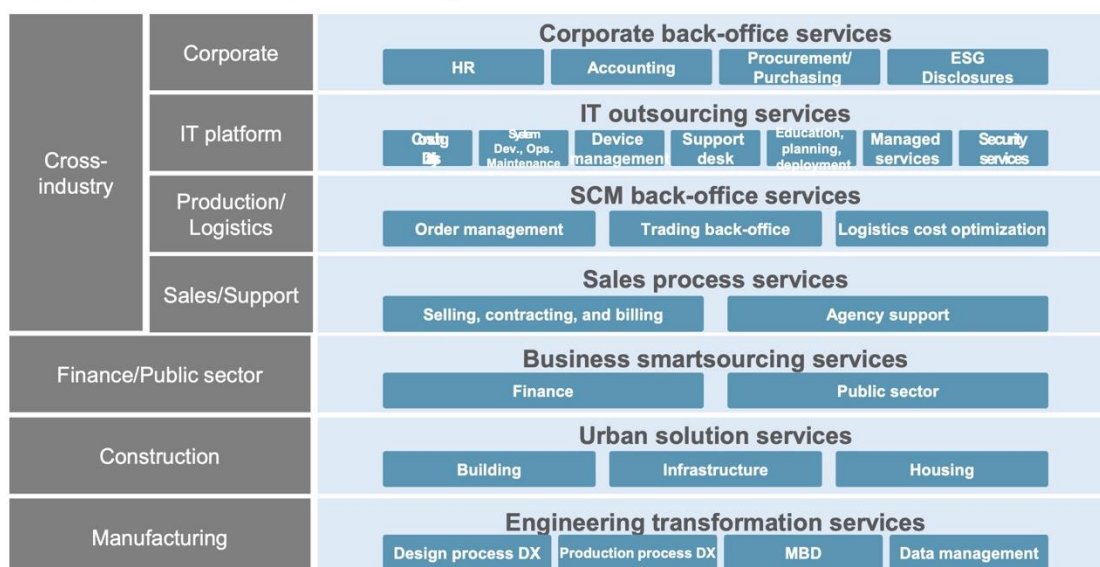
38

As for BPO, as shown in the data here, the market itself has risen by 3.9%, but it feels like it has risen a bit more. The number of regular employees is decreasing, and there is a strong trend toward outsourcing. In this context, the market where employees have been handling is an area where our services cover. Unlike CX, where we provide combined services, our primary focus in BPO is to offer specialized services designed for each job.

Highly specialized services based on industry/business insights accumulated over 59 years since foundation



- Our highly specialized services captured outsourcing demand.



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As explained earlier, we provide cross-industry BPO service mainly for corporate back-office, in particular HR and accounting. For IT, we offer help desk services, and for production and logistics services, we have SCM centers in Kumamoto and Sapporo, so we offer these services with these two bases.

We also offer sales back-office services. As for business smartsourcing services for the finance and public sector industries, we primarily provide document data entry service, a business since our foundation. However, most companies and public entities still use printed data, which means that they cannot digitalize the front-end. We see significant market opportunities in this area.

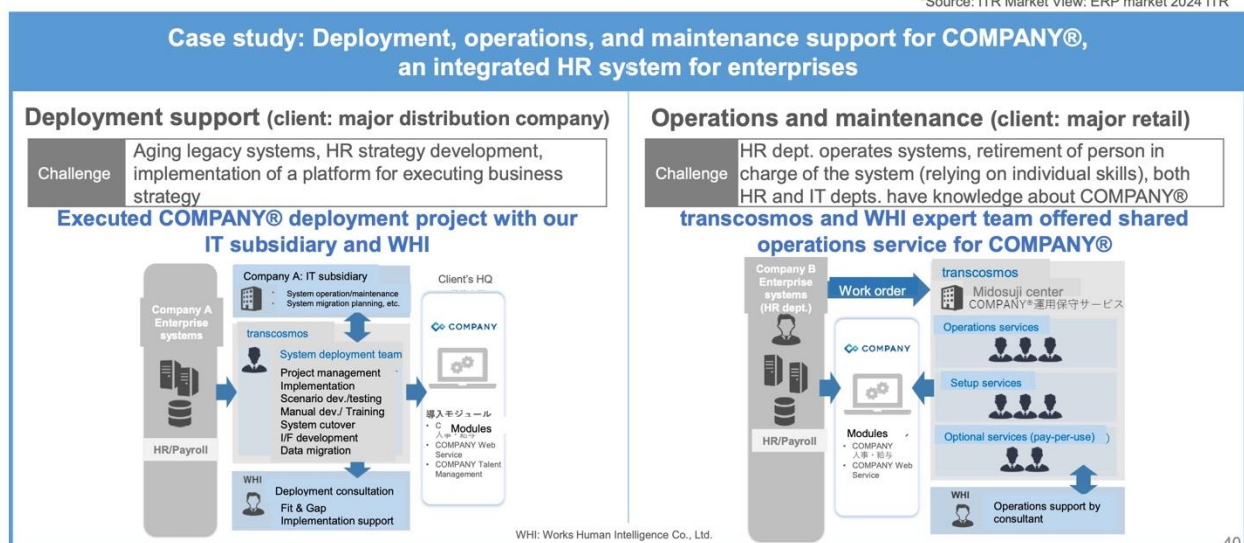
In the construction industry, an industry that faces the so-called 2024 problem, while we have been focusing on construction design so far, we now have more projects helping construction processes. In the manufacturing industry, we have been providing car design services from before, and we are now seeing higher demands in this area.

Corporate back-office services grew in the HR business area



- Successfully deployed and established the use of COMPANY in client's business with our in-depth insights into COMPANY, an HR ERP with the largest market share in Japan, as well as our high level of expertise in business process and IT systems.

*Source: ITR Market View: ERP market 2024 ITR



These are some of the case studies in the HR area. Here, we have helped a major transportation company and a major retailer from the implementation to operation of a solution called COMPANY.

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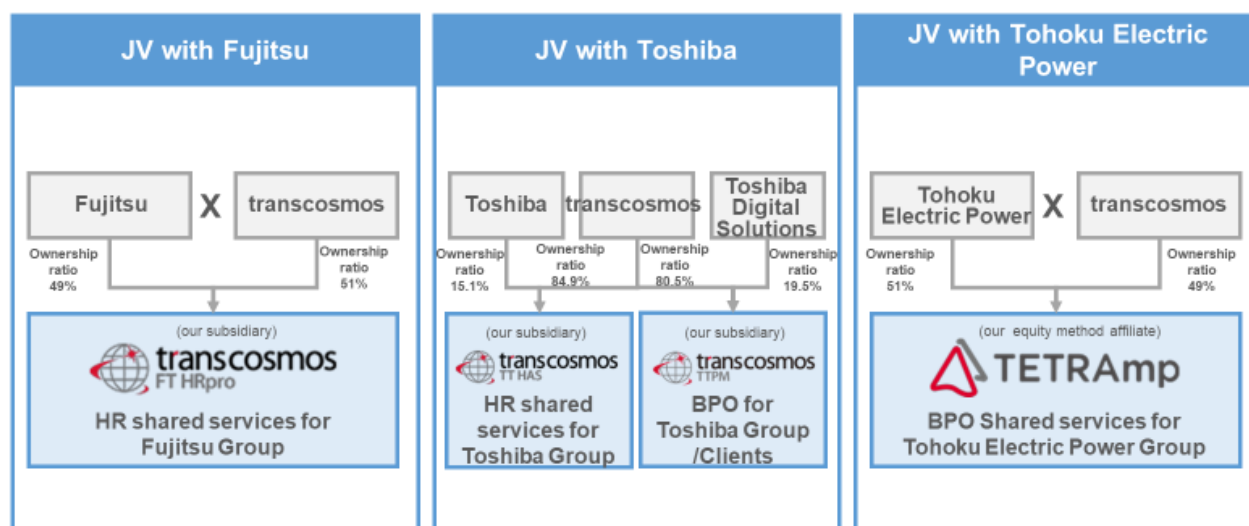
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Enhanced corporate back-office services through JV



- Leveraging business knowledge and expertise acquired through JV, enhanced corporate back-office services while satisfying client needs to convert fixed costs to variable costs in non-competing areas.



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We also established JVs in the areas of human resources and accounting. On the far left, we have a JV with Fujitsu, which originally stemmed from Fujitsu's subsidiary, FT HRpro. We have invested 51% in FT HRpro and are now managing all HR-related operations for the Fujitsu Group. From Fujitsu's perspective, this allowed them to convert fixed costs into variable costs.

There are two JVs with Toshiba, the company on the left is called TT Human Asset Service, and the company on the right is TTPM. Originally, they were split into two companies, one for Fujitsu Group and the other for customers. And we have invested 84.9% and 80.5% respectively and are operating them as a management body.

The company on the right is Tohoku Electric Power Company. In the areas of general affairs, human resources management, accounting, and material procurement, we decided to create a joint company from scratch with Tohoku Electric Power. We have 49% stake in the new company, Tohoku Electric Power Transcosmos Management Partner Company, and Tohoku Electric Power has 51%. And we are currently working on turning fixed costs into variable costs. After that, we are planning to sell the services to other companies in the Tohoku region.

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IT outsourcing services expand, meeting the needs of IT resource shortages



- As businesses are severely hit by IT talent shortages, we captured service demand to address the 2025 Digital Cliff, corporate structural reform and other IT-related challenges leveraging our proven record and expertise in IT support services with one of the largest service networks in Japan*.

*Source: transcosmos research

Case study: PC lifecycle management (PCLCM) (client: major auto parts manufacturer)



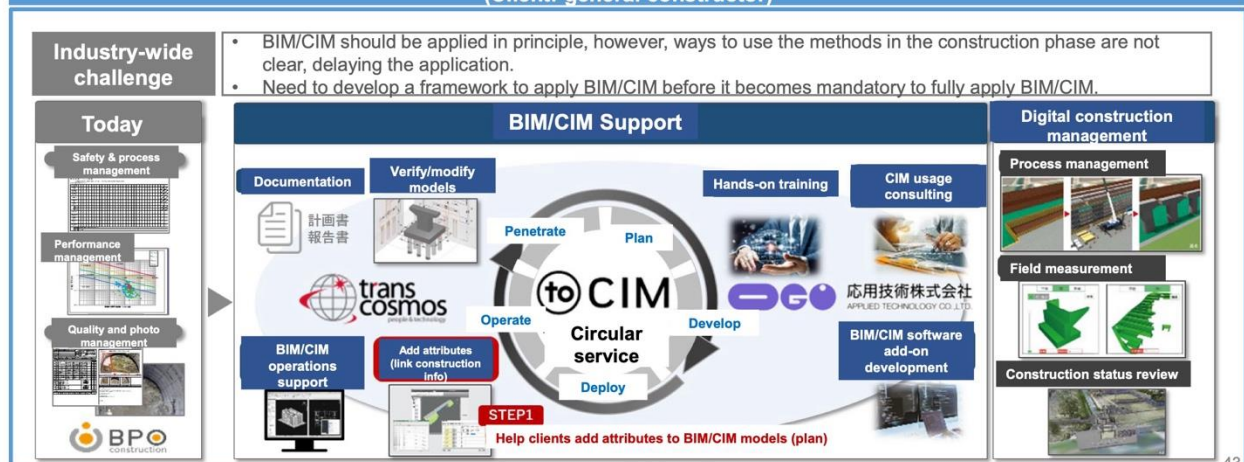
As a case study of help desk, we are focusing on lifecycle management. We are providing end-to-end IT support for the client from kitting to PC maintenance management at one-stop in collaboration with our help desk center located in Tanukikoji, Sapporo.

Urban solution services that help construction management DX expanded



- Demands for DX support rose in design and construction management areas as labor shortages intensified in the construction industry due to the so-called 2024 problem, or stricter overtime regulations introduced in April.
- The MLIT announced BIM/CIM to be applied in public works projects in principle by 2023. Combining our proven record/insights gained through construction management BPO services and Applied Technology's expertise, launched a joint project with a general constructor to promote the use of BIM/CIM in the construction management area.

BIM/CIM utilization in construction management (Client: general constructor)



I just talked about the construction industry, which faces a labor shortage, and we have been providing support centered around BIM/CIM services so far but there is a shortage of people in construction

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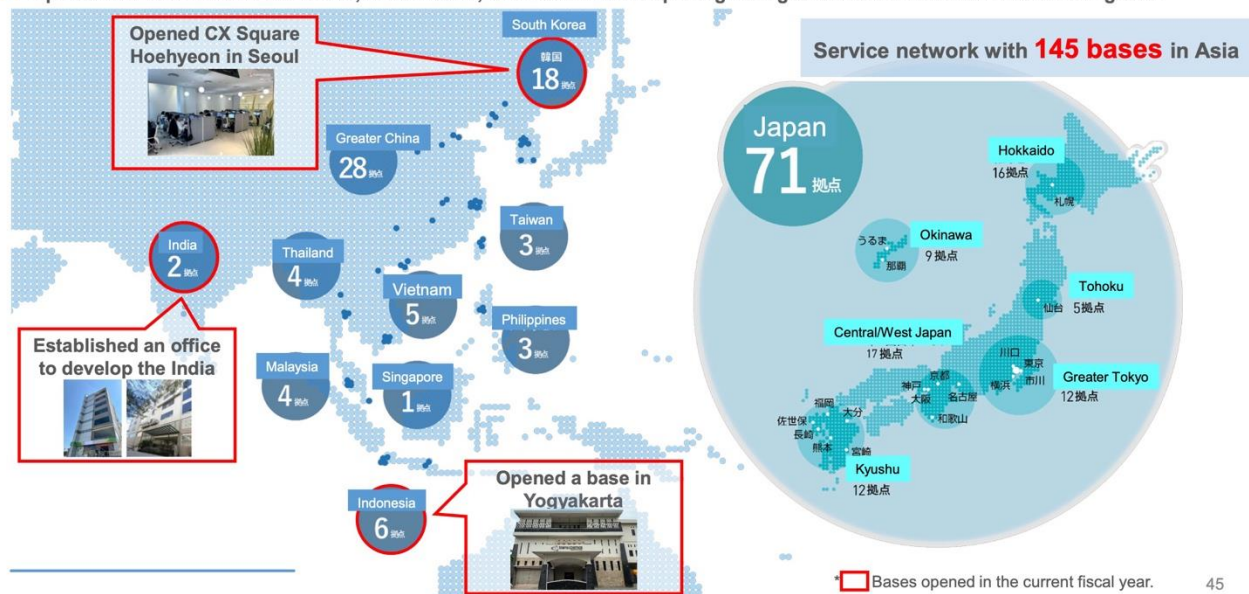


management. This slide shows an example where we created a solution with a major construction company to meet the needs in the construction management area, such as digitalization and visualization using cameras. We are now delivering the solution in the industry. I have covered the BPO services, and it's essential to explore how we can deepen our expertise in specialized areas and create competitive advantages over competitors. What makes it different from CX is that there are fewer competing players. CX is a very competitive market, with many players in the call center and advertising industries, so we are shifting our position to a company with combined CX services. In BPO, there are few competitors and the specialized fields are very difficult, so we are going to strengthen our winning patterns by delving deeper into these areas.

Capturing the growing markets with one of the largest service networks in Asia



- Opened new service centers in India, South Korea, and Indonesia to capture growing demands in Asian countries and regions.



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Overseas, we have 145 bases in Asia. Since it is said that growth in the global economy comes from Asia, we are razor focused on further strengthening our position in Asia.

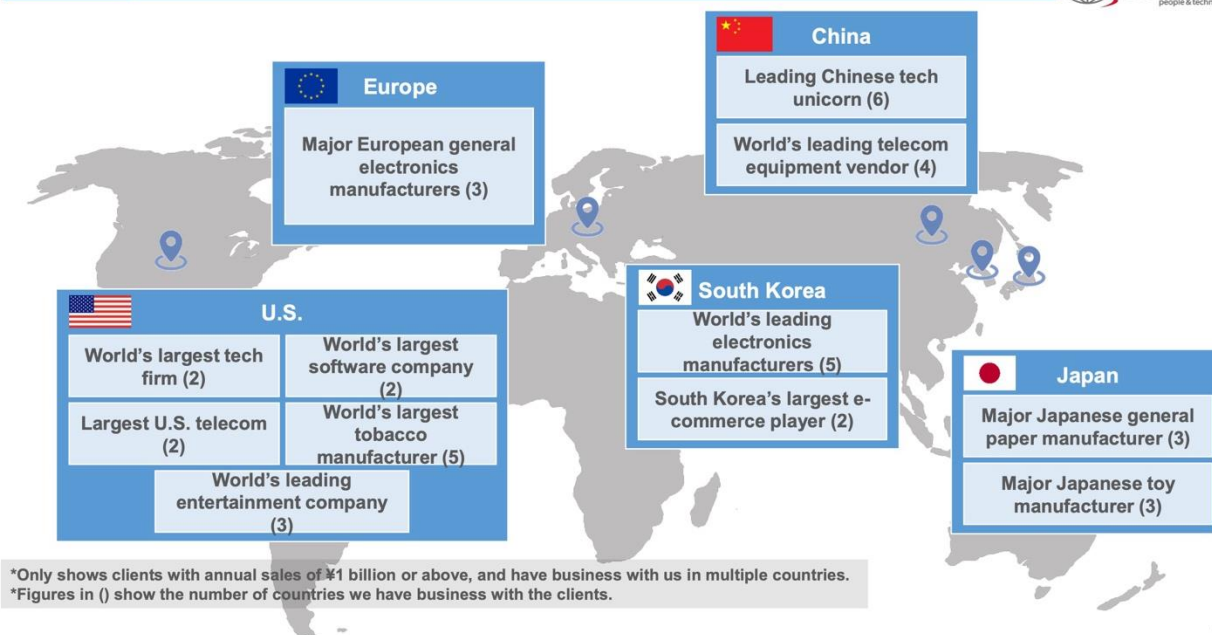
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Grew business with the world's leading multinational companies



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As you can see, this slide shows global companies with which we have business in multiple countries. Country names on the slide indicate their home country; US companies, South Korean companies, Chinese companies and Japanese companies. The number in parentheses indicates the number of countries we deliver services to each client using our bases. We are expanding our business with global players as we have multiple bases in Asia.

Enhanced services network in Malaysia to deliver BPO services across the globe



- Making Malaysia, a country with competitive multilingual and technology capabilities as a hub, expanded global BPO services for the ASEAN market.
- Launched corporate back-office services on top of IT outsourcing services.

Malaysia, our overseas' hub base for BPO services



Why make Malaysia a hub?

- High educational standards with many multilingual talents.
- Mature BPO industry in Asia with abundant IT/BPO specialists.
- Readiness to manage advanced operations including RPA and digital BPO, etc.

Service areas



Service areas cover end-to-end back-office tasks

Technology (Digital BPO)

Automation RPA/AI

Cross-industry platform

Analysis

Maximize added value with the power of operations and technology

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Globally, we have been focusing on CX services to date. As for BPO, we are expanding our global BPO services, using Malaysia as a hub, and we have many orders for our BPO services today.

Approach to AI utilization



- Actively adopting AI for both customer support tasks and for business process optimization across all our services.
- Achieving success primarily in the business process optimization area, adopting AI in full scale.

For customer support tasks

Launched services in chat support area

- Offering “trans-AI Chat,” a service that seamlessly connects generative AI chatbot and agent chat in South Korea, Japan and China.
- Connecting with “tsuzumi,” NTT Com’s LLM to meet diverse range of client needs.
- Delivering “Translingo SMART,” a tool that auto-translates customer and agent’s languages.

For business process optimization

Expanded AI solution coverage

- Deploying an AI-powered solution that reduces man-hours and standardizes support quality in contact centers and IT support operations in a phased approach.
- Promoting a DX solution that effectively digitalizes non-standard reports to the real-estate, life insurance, and credit card industries.

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We understand that there are various discussions about whether AI and digital technology are enemies or friends for transcosmos business. We are willing to embrace cannibalization, even if it means reducing our workforce, as we work to establish our position in the market. In fact, there are two main areas where AI is being used; in customer support and in internal business processes, and we are focusing on both of these areas.

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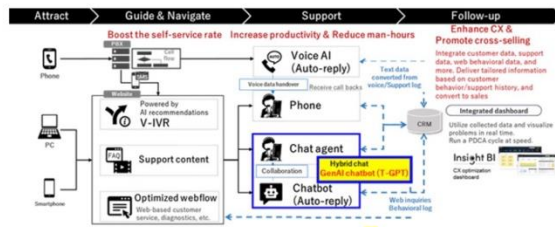
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Customer support: Launched trans-AI Chat, chatbot-agent chat hybrid services



- Our proprietary developed “trans-AI Chat” drastically enhances chatbot performance with generative AI. If consumers fail to solve problems with chatbot, consumers will be transferred to agent chat service seamlessly, thereby delivering consistent service experience without disturbing consumer experience.
- Currently available in South Korea, Japan, and China.



Hybrid chat service with “trans-AI Chat,” a generative AI chatbot



Key features of trans-AI Chat, a generative AI Chatbot

- ① Issues with traditional scenario-based chatbot include operational burden on end-users, making them end the talk during enquiry process. trans-AI Chat swiftly presents the right response in natural language.
- ② trans-AI Chat summarizes and creates a response referring to multiple business knowledge bases (FAQ, etc.), reducing problem solution time and boosting satisfaction.
- ③ Traditionally, chatbot response scenarios must be reviewed/updated. Just by updating generative AI knowledge, trans-AI Chat responds to inquiries based on the latest information, raising the bot-service completion rate and reducing operational costs.
- ④ These features can be handed over to chat agents seamlessly, offering a consistent support experience to end-users without disruption.

trans-AI Chat coverage

South Korea Japan China

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As I have explained in the CX service presentation, we are developing trans-DX, a platform that supports digital front of customer touchpoints using VoC. And we have deployed generative AI using OpenAI’s model for chatbot services. The platform has already been developed in Japan, China, and South Korea. We are in the process of strengthening the bot services and have already released the platform as our service.

Next-gen contact center powered by “tsuzumi,” a large language model



- Signed a strategic business alliance agreement with NTT Com in Digital BPO solutions in this AI age.
- Combining NTT Com’s large language model, tsuzumi and other AI technologies and infrastructures with our advanced know-how and DX talent, delivering unprecedented powerful digital BPO solutions.



Left: Katsushige Kojima, President, NTT Communications Corporation
Right: Masaaki Muta, Representative Director, Co-president, transcosmos inc.



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This is tsuzumi. The generative AI we deployed in the previous case is based on OpenAI's model, but we also utilize domestic LLM like tsuzumi. tsuzumi comes with much fewer parameters compared to OpenAI, the difference is roughly 1 to 20. In addition, OpenAI charges per token, so if OpenAI raises prices even slightly, it can immediately affect our business model, which is quite risky. We are confident with this domestic product, tsuzumi, that it works for clients' products whether they are corporate clients or consumers, even with 1/20 parameters compared to OpenAI's model. And this comes with fixed pricing. So, we are aiming to assist both users and companies, supporting both models.

Customer service: Launched multilingual chat services with auto-translation features

- Developed "Translingo SMART," a multilingual chat service that supports as many as 15 languages (as of Jan. 2024) with the power of generative AI. Launched the service in FY2025/3.
- Translingo SMART enables clients to offer multilingual customer support without assigning new bilingual agents, thereby reducing clients' service costs.



Translingo SMART

- ✓ Developed in our base in the Philippines
- ✓ Auto-translates both customer and agent's languages by connecting CRM system with chat features and generative AI via middleware.
- ✓ Supports 15 languages namely, English, Japanese, Korean, both Simplified and Traditional Chinese, Tagalog, Thai, Vietnamese, Malay, Indonesian, French, German, Spanish, Italian and Portuguese, with more to come soon.

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We deliver Translingo SMART, a service equipped with a multilingual automatic translation feature, which supports 15 languages. We have developed this service to enable even Japanese agents to handle inquiries in multiple languages. We currently support one to two languages, and we believe this model can support up to 15 languages.

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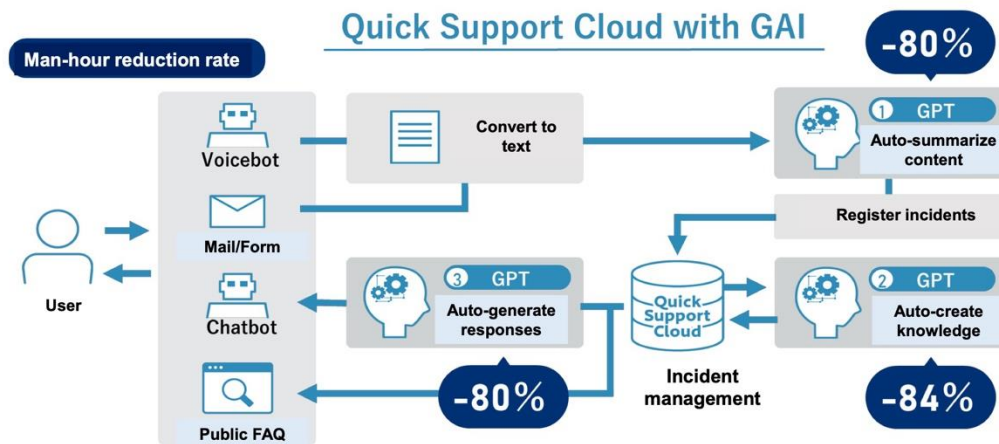
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 Asia's Meetings, Globally

Customer service/Streamline business process: Customer service in IT support tasks and business process optimization



- Developed “Quick Support Cloud with GAI,” adopting generative AI in inquiry summarization, knowledge building and chat service areas to “Quick Support Cloud,” our platform that manages all inquiries received at support desks. By reducing manual man-hours by 80%, Quick Support Cloud with GAI boosts productivity and ensures stable service quality.
- Currently deploying to our contact centers. Pushing forward to deliver the service to clients.



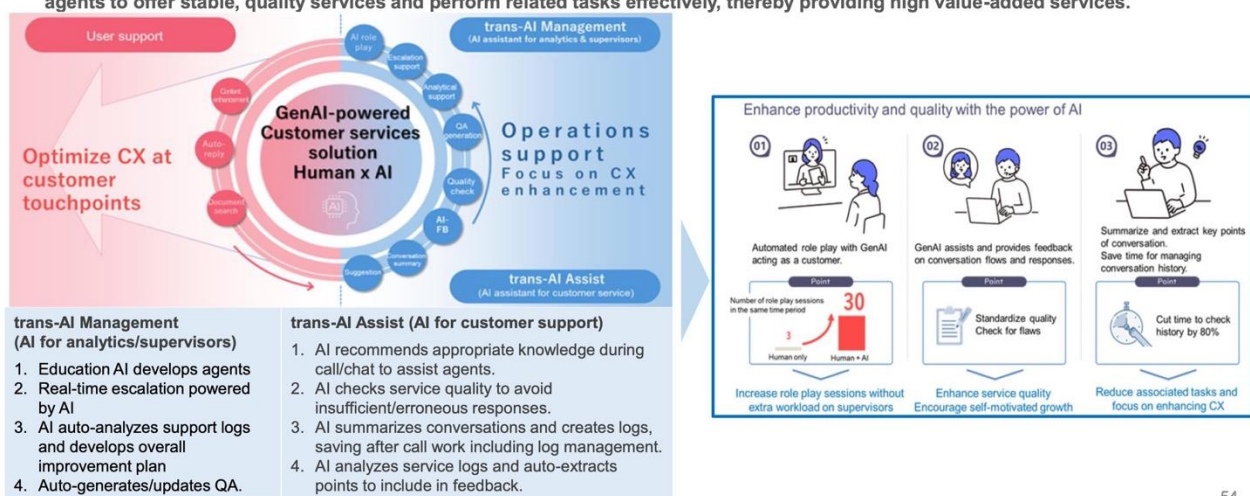
53

We are also utilizing AI in BPO services. In the user support desk service category, we have our own solution that can centrally manage all inquiries, and we have enhanced and released a model that utilizes AI to further enhance our support capabilities.

Business process optimization: Framework to help contact center supervisors and agents with AI



- Developed a solution that helps contact center supervisors and agents, and effectively enhances service quality by incorporating generative AI to its contact center management platform. Deploying the solution to CX Squares, its contact centers across Japan in a phased approach.
- The solution enables supervisors to reduce time for management tasks and focus on enhancing CX, their core task. It also allows agents to offer stable, quality services and perform related tasks effectively, thereby providing high value-added services.



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This is a case study in the CX domain. We also utilize AI internally in two approaches; one for management and the other for agent support.

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For example, in the management area, shown on the lower left-hand side, we began to use AI for training and support, escalation, improvement planning based on analysis, and automatic generation and update of Q&A.

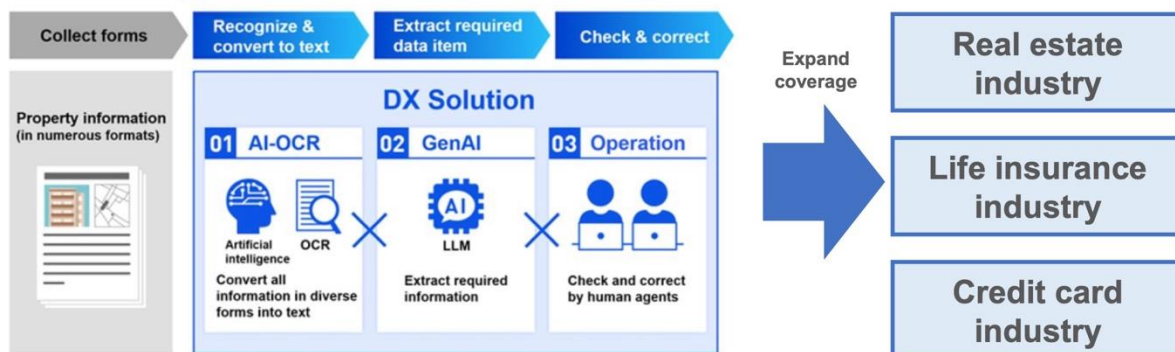
We also offer agent assistant features, shown on the right-hand side, providing real-time recommendations to agents to support chat inquiries, checking the quality of information to prevent insufficient and erroneous responses, and taking logs and analyzing conversations. With these features, we are reducing the time required for this process, saving processing time that used to be handled by agents. In fact, for the fourth point, we use AI for evaluation of agent service quality.

Business process optimization: Promoted DX solution powered by AI-OCR, generative AI, and people



- Developed a DX solution to effectively convert non-standard reports into text by combining the power of AI-OCR, generative AI and people.
- Building on the success with a client in the real estate industry, promoting the solution to other industries that face the same problem.

Automate data entry process to the greatest extent possible with the power of DX solution



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This slide shows how we digitize analogue data with AI-OCR, a service we have been providing from before. However, in the real estate industry, property information is contained in documents created by real estate company staff in each region, so information such as address, area, and what is currently being built comes in a different format. Therefore, even using AI, the digitization process always involved a manual correction process of about 30%.

And if the real estate sales office is in charge of this process, their staff cannot enter data in real-time during busy periods. So, in many cases, when users check digital information, they cannot find the data even though the data actually exists. Here, we have been supporting the manual process digitizing data with AI-OCR, but the manual process still remains. So, we now use AI to determine the coordinate axis and let it make judgment, it enables us to convert analogue into digital correctly up to about 98% or 99%.

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We have released our AI-OCR solution, which is quite groundbreaking, reducing manual processes down to 1% to 2% of verification and correction. Since there are many such documents, we are planning to deliver the service across industries.

Use of generative AI in communication



- Consumers increasingly adopt generative AI-powered communication in various purchasing phases such as pre-purchase information gathering, purchasing, and customer support phases.
- Today, about 60% of consumers experience generative AI services. Yet, only half are satisfied with the AI service, so needs improvement.



*Source: Consumer to Business Communications Trend Survey 2024-2025 by transcosmos inc.

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This is a result of our user status survey on AI usage in communication. We have not released this to the public yet. I have presented our latest report that we released in the CX services presentation, but this one has not been released yet, and I have brought a few pages from there.

We are planning to show more about the actual state of communication using generative AI, but what I want to say with this slide is that users have a lot of experience using generative AI in customer support areas in various ways. But as you can see, their satisfaction level is low, less than half. Therefore, it is essential to combine AI with human support, as in reality, users are not satisfied.

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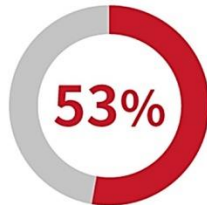


Use of generative AI in communication

- Automated response using AI generated sentences and voice involves the risk of hallucination (erroneous responses, etc.), however, consumers intent to use AI communication remains high at 53%.
- Same as chat services, 50% of consumers want to have hybrid support services such as using both AI and agent support.

Willingness to use AI-auto service (even taking a risk)

Do you want to use AI auto-response even taking a risk of damage due to generative AI hallucination (erroneous response, etc.)?



Yes, I want to use AI auto-response, even taking a risk

*Rounded off to the nearest whole number.

*Rounded off to the nearest whole number. ions Trend Survey 2024-2025 by transcosmos inc.

Request for improvement

Make AI respond rapidly at any time, 24/7, and with the same level of response accuracy as manned services.

68%

Set up a manned support center so that I can ask for human support when AI's response is not satisfactory.

50%

I want to give orders to AI not to learn the personal information I provided during the inquiry process.

50%

Make AI learn my questions and inquiries and utilize the data to improve response accuracy.

28%

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The same goes for this. The intention to use AI is 53%, but AI cannot solve their problems. In other words, when users communicate in text with chatbots alone, they cannot solve their problems as they cannot get appropriate answers, and they don't want to use the chatbot service as it only covers limited scope. This is the reality. For this reason, we are aiming to create a system that allows users to complete their problem-solving process even in a text-based communication.

We are fully aware of users' wants and needs. And we are currently working on providing comprehensive services from web, chat, call center, to social by communicating users' voices to companies.

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Digital talent development



- Developing digital talent to manage various platforms appropriately.
- Currently enhancing training programs for developing certified specialists related to Salesforce, AWS, and GCP.



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In relation to this, we are running business while developing digital talent who can work on Salesforce, AWS, GCP, and other digital tools.

There are still many things we need to do. But there will be more that we can do going forward by further growing our revenues by firmly grasping the needs of the market, as well as competitors’ moves, and meeting needs. We are committed to advancing our initiatives both in Japan and overseas.

That is all from me. Thank you.

[END]

Document Note

1. This document has been translated by SCRIPTS Asia.

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