Paycloud Holdings | 4015

TSE Growth

Full report

Laying the groundwork for a "Second Growth phase" that charts a new growth trajectory

Summary

- **Company overview:** Paycloud Holdings Inc. (hereafter, "the Company") primarily serves major retail and restaurant chains, as well as consumer-related businesses, through its three main businesses: 1) cashless service, 2) digital signage-related, and 3) IT solutions. By integrating DX solutions across three businesses, the Company pursues a retail marketing platform strategy focused on strengthening consumer touchpoints both inside and outside of retail stores. It is establishing itself as a leading domestic player with its *Dokuji Pay* (branded currency payment + marketing) service, where clients act as issuers, and delivering end-to-end digital signage-related solutions.

- **Earnings Outlook**: In the cashless services business, it plans to expand online recharge services and roll out a range of new offerings, including digital gifts and iD-linked services, alongside a sustained increase in transaction value. In the digital signage-related business, it aims to respond to strong demand while continuing to invest in human resources and device development to support deployment for major clients with multi-stores. As the Company actively invests toward a new phase of mid-term growth, it plans net sales of JPY 11,500 mn for FY2026/8, up 12% YoY, adjusted EBITDA of JPY 1,300 mn, broadly flat YoY, and operating profit of JPY 800 mn, up 9% YoY.

- **Share Price Insights**: For FY2026/8, the Company's forecast EV/EBITDA has declined to approximately 4x. SIR views the current fiscal year as an investment year and believes the Company's profit assumptions are conservative. Nevertheless, many market participants may view the single-digit profit growth forecast as lacking sufficient momentum. When investing in the Company's shares, SIR believes a key consideration is that earnings may appear volatile, as large-scale contract wins could significantly shift the equity market's expected range. As is typical of small-cap growth stocks, it is important to assess the Company's earnings over annual or multi-year periods rather than on a quarterly basis. In addition, management's efforts to address "information asymmetry" and provide greater confidence in mid-term earnings forecasts could also serve as a catalyst in SIR's view.

- **Near-term Catalysts**: The Company has indicated to enter the postpaid touch payment area as a fourth business pillar. Under the theme of "engagement with various stakeholders," it is launching new businesses, including the talent redeployment platform. In addition, it is advancing preparations for a new rollout of the iD-linked service plan in the cashless services business, which was impaired at the end of the previous fiscal year. SIR believes that both the timing of the release and the identity of high-profile partners the Company collaborates with could serve as catalysts.

JPY mn, %	Net sales	YoY	Adjusted EBITDA*	YoY	Operating Profit	YoY	Ordinary Profit	YoY	Net Profit	YoY	EPS (JPY)
FY2023/8 C	**4,476**	*284.1*	501	-	**163**	*N/A*	**133**	*N/A*	**114**	*N/A*	**10.65**
FY2024/8 C	**6,853**	*53.1*	721	*43.8*	**337**	*106.6*	**320**	*140.0*	**74**	*(35.0)*	**5.37**
FY2025/8 C	**10,234**	*49.3*	**1,289**	*78.7*	**731**	*116.4*	**714**	*123.1*	**143**	*93.9*	**9.06**
FY2026/8 CE	**11,500**	*12.4*	**1,300**	*0.8*	**800**	*9.4*	**770**	*7.8*	**360**	*150.4*	**22.63**

*Adjusted EBITDA = operating profit + depreciation (including amortization related to intangible assets) + share-based payment expenses. Source: Compiled by SIR from the Company's financial statements. Figures may differ from the Company materials due to differences in SIR's financial data processing and the Company TANSHIN reporting standards.

Focus Point

The digitalization of paper gift certificates is accelerating among store operators and local governments, driven by a focus on operational efficiency and data utilization.

Demand for digital signage is growing, fueled by the need to deliver timely updates in an information age and societal challenges like labor shortages.

Key Indicators	
Share price (12/22)	499
52W/H (25/6/26)	961
52W/L (25/4/7)	467
10YH (20/11/24)	3,905
10YL (22/12/29)	273
Shrs out. (1k shrs)	15,907
Mkt cap (JPY mn)	7,937
Enterprise Value(JPY mn)	5,336
FY25/8 ROE (act)	3.4%
FY25/8 Equity ratio	46.5%
FY25/8 P/B(act)	1.81x
FY26/8 P/E (CE)	22.1x
FY26/8 EV/EBITDA(CE)	4.11x
FY26/8 DY (CE)	0.0%

Stock Price Chart 1-year

Source: Trading view

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Company Profile

■ Progressing toward a retail marketing platform strategy

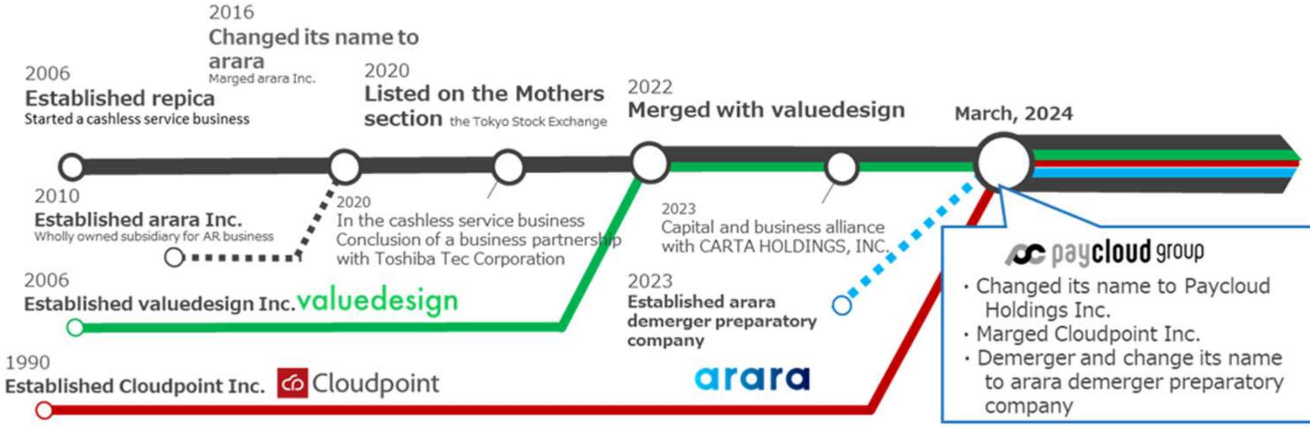
The Company's retail marketing platform strategy is a comprehensive solution designed to drive customer engagement and enhance store performance. It attracts prospective customers outside the store, driving foot traffic to partner stores that use the Company's cashless payment services. Once inside, the strategy stimulates purchasing intent through visual prompts, encourages prepaid balance top-ups and payments via *Dokuji Pay*, and rewards customers with points or perks for future use. This cycle – focused on driving repeat visits from *Dokuji Pay* users while improving store cash flow and operational efficiency – forms the core of the strategy.

For example, the strategy targets prospective customers by delivering promotional content such as ads, campaigns (including manufacturer-provided coupons), and e-Gift services, through store-operated smartphone apps, LINE mini apps, and arara's email distribution service. These create purchase intent and drive foot traffic to stores. Once inside, customers are further engaged by digital signage on permanent display, showcasing information such as daily events and last-minute promotional offers that stimulate purchasing intent. When making a purchase, customers can use coupons available on LINE My Card or other apps, as well as take advantage of the *Dokuji Pay* system available in these apps. After completing their purchase, customers receive a receipt featuring promotional content, such as entry-based campaigns, providing an incentive for their next store visit.

■ Establishing a Leading Position in Japan's branded currency payment and digital signage markets

The former arara merged with Valuedesign in June 2022, and the cashless service businesses of the two companies were consolidated under Valuedesign, with sales and client success functions unified. This not only shared and expanded both companies' human resources for new client acquisition, sales agent network, and know-how for *Dokuji Pay* support, but also ended aggressive fee discounting that had taken place as a result of the competition for market share between the two companies. At the same time, the Company solidified its position as a top player in Japan's branded currency payment market. In March 2024, the integration of Cloudpoint Inc., a provider of one-stop digital signage-related solutions, enabled the Company to offer a broader lineup of services to its client base. This enhanced structure allows the Company to deliver the necessary services and solutions to address evolving challenges such as in-store digital transformation (DX).

In developing the retail marketing platform strategy, digital signage was an indispensable piece of this strategy, based on the idea of evolving the *Dokuji Pay* ecosystem of "payments x marketing" and "capturing monetization opportunities on the marketing side." With this shared vision, Cloudpoint, arara, and Valuedesign came together, leading to their business integration.



Source: Compiled by SIR from the Company IR material.

Business Model

Contributions by business

For FY2025/8, the Company's total sales amounted to JPY 10,234 mn, while operating profit before corporate-level expense allocations across the three businesses totaled JPY 1,906 mn. 1) The cashless service business operated by Valuedesign accounted for 37% of total sales and 42% of operating profit. 2) The digital signage-related business operated by Cloudpoint accounted for 56% of total sales and 42% of operating profit, positioning these two businesses as twin engines for growth investment. 3) The IT solutions business operated by arara contributed 7% of total sales and 16% of operating profit, and is positioned as a stable earnings business, supported by a high return on sales of approximately 40%.

Characteristics of each business

In **the cashless service business**, clients (retail stores, etc.) use the Company's services to become their own branded currency payment provider and reward point issuer, encouraging their consumers to use the service. Clients can carry out sales promotions, such as offering additional e-money or reward point campaigns based on the frequency of store visits and the amount of money spent. Q2 (December–February), which includes the year-end December period, is the peak season for this business, as its main customers are supermarkets and restaurants. In FY2025/8, annual transaction value increased 8.5% YoY to JPY 1.455 tn. The Company receives a portion of the *Dokuji Pay* transaction value as a system usage fee (=Settlement amount x commission rate). It does not disclose the rates of this fee, but notes that they are lower than the typical fees* paid by credit card merchants to credit card companies (5% of the transaction amount for restaurants, about 1% for convenience stores). Approximately 76% of sales in this business are recurring (generated through systems that establish ongoing transactions with customers). The remaining about 24% comes from non-recurring sales, including initial setup fees for the *Dokuji Pay* system and equipment, as well as product sales. The Company defines *Dokuji Pay* (branded currency payment + marketing) as a service that combines payment and marketing, and provides the sales promotion and marketing functions essential for encouraging regular customers to return to stores as a single package deal. The payment providers and reward point issuers for *Dokuji Pay* are the company's clients themselves, while the Company itself is not directly involved in the issuance, operation, or settlement of the *Dokuji Pay* service.

* Commission rates may vary depending on the industry and store size. https://www.cr.mufg.jp/mycard/knowledge/20011/index.html

The **digital signage-related business** is built on three pillars: digital signage*, space design that enhances the ambiance and value of physical spaces, and media (advertising) that effectively targets specific audiences. This comprehensive approach allows the Company to support its clients' customer acquisition strategies at every stage, from the planning stage to system proposals, equipment selection and procurement, installation, content creation and distribution, and ongoing system operation and maintenance. The ability to offer this wide range of services as a one-stop solution is a key differentiator. While Japan has several companies that excel in individual areas among these business areas, few competitors can deliver a fully integrated, end-to-end solution. Over 90% of sales in this business comes from non-recurring sales, such as equipment from new installations or replacements, while recurring revenue, such as fees for system operation and maintenance, accounts for less than 10%. Key clients include nationwide restaurant chains, convenience stores, large-scale commercial complexes, lodging facilities, and transportation companies. Q3 (March–May) is another peak season for this business, as last-minute installation demand arises in March, which coincides with customers' fiscal year-end budgets.

*__Digital signage__ is a generic term for a system that uses screens and other electronic displays connected to a network to distribute information in a variety of locations, such as outdoor advertising spaces, inside and outside of retail stores, public facilities, and transportation hubs.

Compared to traditional signs or posters, digital signage offers better visual impact and the ability to deliver tailored information based on time and location. It is used not only for advertising but also for sales promotion, spatial enhancement, and as a communication tool in a wide range of applications.

In **the IT solutions business**, the Company provides a high-speed e-mail delivery messaging service and a data security service featuring a personal information search solution. The messaging service includes an e-mail delivery service that automatically delivers large volumes of marketing e-mails for sales promotions and transaction e-mails such as notifications to companies and organizations with large numbers of members and users, reducing the risk of e-mail delivery delays and undelivered e-mails.

Business Model Of Cashless Service Business

Advantages of introducing *Dokuji Pay*

The Company's *Dokuji Pay* is a prepaid system that enables customers to top-up cash onto a card or smartphone application, either in-store using cash or online via credit card or bank transfer, before making a purchase. The store receives cash as an advance payment at the time the funds are topped up. As a result, client retail stores can 1) improve their cash flow through advance payments, 2) benefit from lower service fees rate of the *Dokuji Pay* service compared to credit card and general-purpose QR code than credit cards and general-purpose QR code payments, 3) run effective, data-driven marketing campaigns using built-in promotion tools, 4) encourage repeat visits and build customer loyalty by offering store-specific rewards. Ultimately, the amount loaded (advance payment) will further increase as end users of client branded currency payment systems become loyal customers, and retailers will be able to achieve financing-like benefits similar to working capital obtained through bank loans and other means. In addition, digitizing traditional paper gift certificates and similar items enables retail stores to improve efficiency and better track their usage.

In contrast, with common payment methods such as credit card and QR code payments, the issuer is the credit card company or code payment company, on top of merchants not being able to run their own campaigns, the rewards do not necessarily encourage customers to return to the merchant's store. In this sense, *Dokuji Pay* can be seen as a "unique product for retailers to encourage repeat visits to their stores".

According to the Company's management, payment methods used by customers at its client stores are typically distributed as follows: around 20% of sales come from general-purpose cashless payment services, while *Dokuji Pay* accounts for 20–40%. In many stores, *Dokuji Pay* has a higher share than general-purpose payments (with the remainder being mostly cash transactions). The webpage of Valuedesign features case studies* of retail stores that have implemented *Dokuji Pay*. Notable cases include stores where *Dokuji Pay* reached nearly 50% share of total payments within a year of launch, as well as stores that saw an increase in repeat customers, higher average spending per customer, and shorter checkout times thanks to *Dokuji Pay*.

*https://cs.valuedesign.jp/case/interview (Japanese only)

New customer acquisition of *Dokuji Pay* as the key growth driver

The Company has noted that they need to expand transaction value in order to boost sales in the cashless service business. The transaction value represents actual economic activity generated by active end-users and operational stores. As such, the transaction value increase resulting from new customer acquisition and boosting sales among existing customers is the key growth driver for the cashless service business.

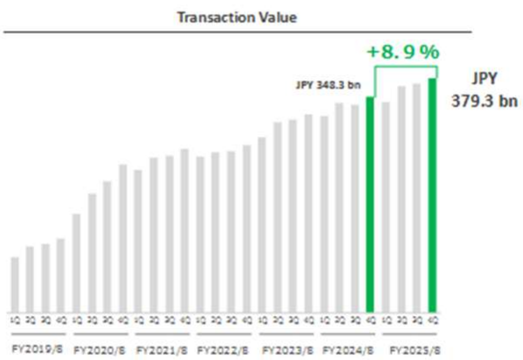
As shown below, the transaction value, accumulated ID (end-users) count, and accumulated store count for the cashless service business have all shown a steady upward trend.

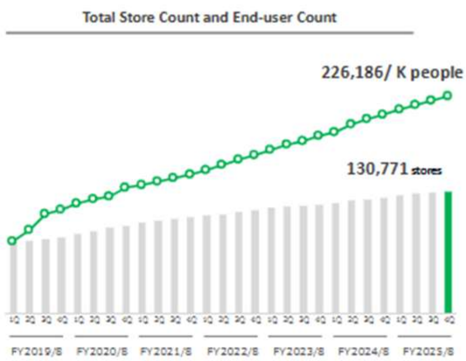
Note: Figures on the right show the sum of KPIs for the former arara and Valuedesign.

Note: The total processed value directly tied to recurring sales is defined as follows and referred to as "transaction value":

1) *Dokuji Pay* transaction value (previously referred to as "payment value")

2) Amount deposited into *Dokuji Pay* through comprehensive agreements with credit card companies (added as a metric starting this fiscal year).





Source: The Company IR material.

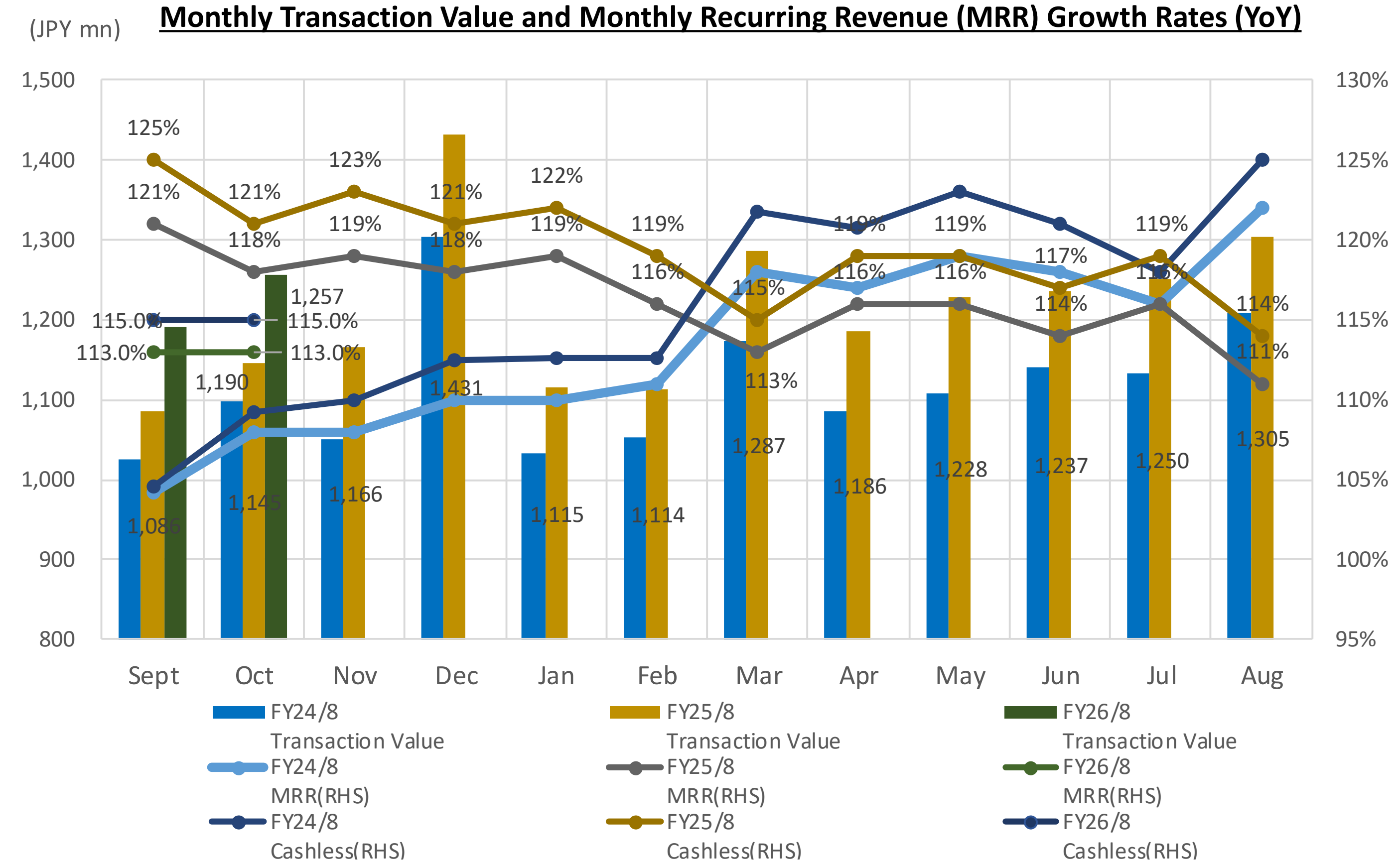
Key KPIs: MRR growth and transaction value

Since September 2022, the Company has been monthly disclosing the following metrics as key performance indicators (KPIs): 1) transaction value in the cashless service business, 2) total accumulated end-user IDs, 3) total number of active stores, and 4) monthly recurring revenue (MRR) growth rate (YoY). In addition, given the importance of this metric, the Company separately discloses the MRR growth rate for the cashless service business alone.

The Company defines recurring revenue as the sum of payment fees in the cashless service business and system usage fees in the IT solutions business, including cashless services, messaging services, and data security services. These fees are paid on an ongoing basis based on service usage and are directly reflected in the Company's revenue line.

On the other hand, based on the breakdown of arara's non-consolidated cost of sales and SG&A expenses in the FY2024/8 annual securities report, fixed costs, consisting mainly of server costs, labor costs, and business outsourcing costs, account for nearly 60% of total expenses, resulting in a high contribution margin ratio (before amortization of goodwill) of approximately 60%. Therefore, unless the Company makes a series of large investments that would result in a substantial increase in fixed costs, the Company's profitability should improve dramatically as long as it continues to expand its business steadily as sales would come in well beyond the break-even point.

Monthly Transaction Value and Monthly Recurring Revenue (MRR) Growth Rates (YoY)



Source: Compiled by SIR from the Company IR material.

Business Model Of The Digital Signage-Related Business

• For the latest case studies from Cloudpoint: https://www.cloudpoint.co.jp/case

■ Business model of the digital signage-related business

Cloudpoint Inc. (hereafter, "CP") provides digital signage services, including menu boards and sales promotion advertisements on fixed displays, across 69,515 screens at more than 31,000 locations nationwide (as of October 2025), including restaurant chains, convenience stores, large commercial facilities, public spaces, train stations, airports, educational and research institutions, and offices.

CP's strength lies in its ability to provide one-stop support for its clients' customer acquisition strategies, from developing client companies' digital signage implementation plan, system proposal, equipment selection and procurement, installation, content creation and delivery, system operation and maintenance. By leveraging this strength, CP can resolve customers' labor shortages, improve operational efficiency, and promote in-store DX.

Examples of digital signage implementations enabled by *CloudExa*

- **B-R 31 Ice Cream Co., Ltd.** has introduced a ceiling-mounted, four-panel multi-display digital signage at its store entrances. These displays showcase promotional videos along with product information, including best-selling items and seasonal flavor recommendations.
- Thanks to *CloudExa*'s strength in synchronized playback, content can be displayed either on individual screens or across multiple screens as an integrated display.

- At the flagship store of **MINISTOP Co., Ltd.**'s "New Combo Store" model, which integrates "convenience store" and "fast food" concepts, a three-panel multi-display, an LCD screen for order pickups, and a high-visibility advertising display have been installed.
- By using AI camera to detect human movement and measure audience engagement with the signage, the store can deliver promotions tailored to customer needs.

Source: Compiled by SIR from Cloudpoint Inc.'s Web site

To implement digital signage, three key components are required : management application, broadcast terminal, and display equipment (screen).

Broadcast terminals, or STBs (Set Top Boxes), are small specialized devices designed to control displays, with one terminal typically assigned per display. With their advanced functionality and purpose-built design, STBs are a differentiated product. They are sold as standalone units, and their numbers tend to increase in direct proportion to the number of displays installed. At CP, these STBs are designed in-house and manufactured through external partners. CP also offers a digital signage management system called **CloudExa**, which works seamlessly with the hardware devices to ensure stable and cost-effective content management and delivery.

CloudExa is a digital signage management system that enables uploading video content, setting broadcast schedules, and remotely managing content delivery and device operations through a dedicated content management application connected to its cloud server. This cloud-based monthly subscription service eliminates the need to build or maintain on-premises servers by users. Key features include: 1) remote content delivery and updates anytime, anywhere via the cloud, and 2) a user-friendly Windows application that enables intuitive content management and scheduling through simple mouse operations such as clicking and drag-and-drop.

■ Building a Structurally Recurring Business on a Five-Year Replacement Cycle

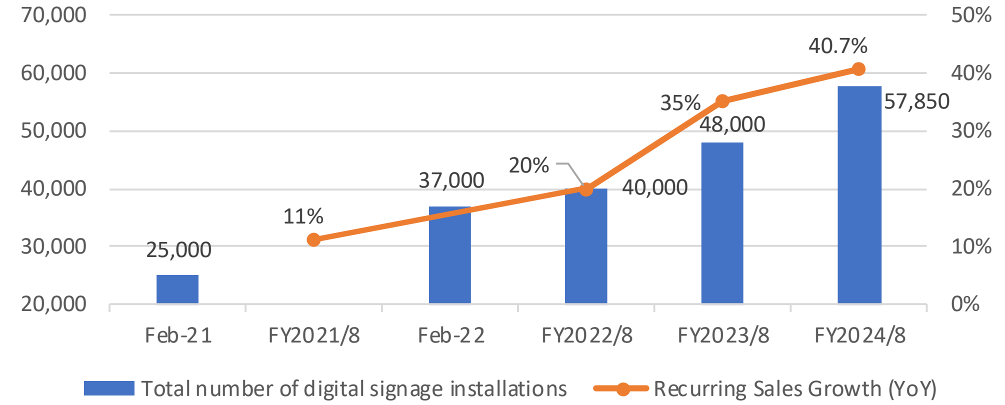
One of the key reasons CP's digital signage has been so well received is its strong on-site capabilities, which enable it to support nationwide expansion strategies of companies like B-R 31 Ice Cream Co., Ltd. and MINISTOP Co., Ltd. Its subsidiary, CPplus specializes in maintaining and servicing digital signage systems nationwide, regardless of industry, manufacturer, display type, or system, including those installed by competitors. Since hardware inevitably fails at some point, businesses often face challenges with maintenance once the typical one-year manufacturer warranty expires. Leveraging its manufacturer-agnostic expertise, CP can secure maintenance contracts for any signage irrespective of which company installed it originally. By establishing a foothold through a maintenance contract, CP gains valuable insights into the client's business plans, such as major capital investments and store expansions and developments. This insight allows CP to anticipate replacement demand tied to the typical five-year hardware depreciation cycle, turning it into a significant business opportunity.

CP's sales structure is heavily weighted toward non-recurring sales, such as hardware and system installations or replacements, which account for approximately 90% of its total sales. Recurring sales, such as monthly fees for system operations and hardware/system maintenance, currently represents approximately 10%. However, this breakdown reflects only a single year. CP aims to expand its recurring business over a broader five-year cycle by capitalizing on the replacement demand that arises approximately every five years. For instance, in the case of a nationwide convenience store chain, hardware such as STBs or displays installed in hundreds of stores will need replacement after their five-year depreciation period. At that point, new hardware featuring the latest advancements will be deployed across all stores, generating significant non-recurring sales within a predictable five-year cycle. Provided there are no cancellations, this cycle repeats, enabling CP to secure long-term, structurally recurring sales.

In CP's case, there have been no cases of clients switching to competitors during replacement cycles. More than 60% of total sales come from 20 loyal customers, of which 12 have maintained stable business relationships for over 10 years, according to the Company. This strong level of trust from clients likely stems from several key factors, in SIR's view. CP has kept its monthly subscription fees affordable, ensuring they do not burden clients navigating labor shortages and prioritizing cost-effective solutions. Additionally, clients increasingly recognize that CP's digital signage systems are indispensable for addressing key business challenges, such as implementing effective marketing and customer acquisition strategies through video content to drive sales growth.

CP's monthly subscription fees and STB sales prices reportedly vary by client and project, but they remain entirely undisclosed.

KPI for the Digital signage-related business



Note: Due to a change in the reporting period, the terms vary in length. Recurring revenue is calculated for the one-year period from September to the following August, with YoY growth rates derived accordingly.
Source: Compiled by SIR from the Company IR material.

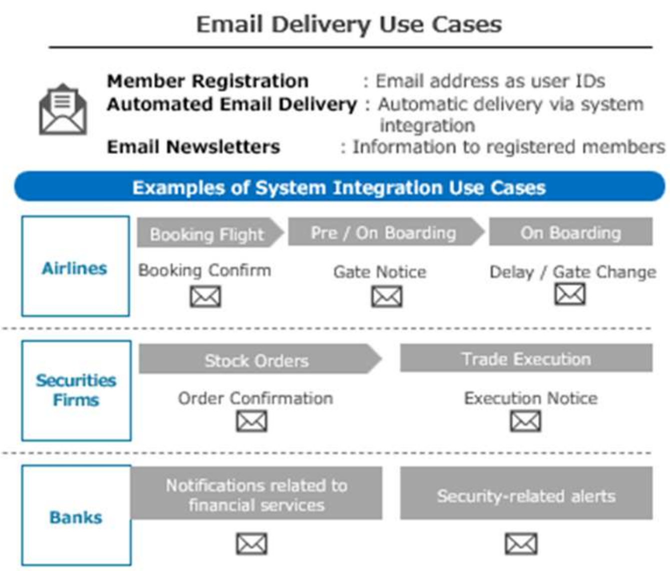
Business Model Of The IT Solutions Business

■ A stable and high-margin recurring revenue model

The core of the IT solutions business is its messaging service, which accounts for over 80% of sales. This service primarily involves an automatic email delivery system for sending large volumes of marketing emails and transaction emails including notifications, which has the advantage of reducing the risk of delivery delays and undelivered emails. Marketing emails are emails aimed at attracting customers and creating loyal customers, which is highly complementary to the *Dokuji Pay* service. Transaction emails include automatic notification emails in response to customer actions such as reservations and registrations for products and services, and are also used to distribute emails linked to core systems, such as trade notifications at securities firms. By enabling seamless integration between clients' core systems and high-speed email delivery infrastructure, which are paramount for customer service, arara has secured a critical position. Furthermore, by providing a safe, secure, and stable API, the Company has ensured long-term client use.

Service usage fees are the main source of sales in this business, calculated by multiplying the fixed monthly fee per client by the number of client companies. To boost sales, arara focuses on acquiring and retaining new clients rather than raising the price per client. Its messaging service churn rate during FY2025/8 was low at 0.6%, with 395 client companies as of the end of FY2025/8 (vs. 333 at the end of FY2024/8). According to the Company's IR materials, its share of the Japanese email delivery market, estimated at JPY 20,800 mn, is approximately 3.7%.

According to interviews with the management team, the cost structure of this business mainly consists of fixed costs such as outsourcing expenses (server costs and outsourcing costs) and personnel expenses. This results in a high marginal profit ratio, with sales beyond the break-even point easily translating directly into profit. The business posted an unadjusted operating profit margin of about 40% in FY2025/8, making it the most profitable of the Company's three business segments.



Source: The Company IR material.

FY2025/8 Full-year Results Review

*Share-based payment expenses were added as a part of adjusted EBITDA starting in FY2024/8.

The formula is: **adjusted EBITDA** = operating profit + depreciation (including amortization related to intangible assets) + share-based payment expenses.

■ FY2025/8 results broadly track improving fundamentals

The consolidated financial results for FY2025/8, announced on October 15, reported sales of JPY 10,234 mn, adjusted EBITDA* of JPY 1,289 mn, operating profit of JPY 731 mn, ordinary profit of JPY 714 mn, and net profit attributable to owners of the parent (hereafter, net profit) of JPY 143 mn. The Company exceeded the upwardly revised forecasts announced at the Q3 results release, which raised net sales to JPY 10,000 mn (JPY 1,000 mn above the initial forecast), adjusted EBITDA to JPY 1,200 mn (up JPY 200 mn), and operating profit to JPY 700 mn (up JPY 200 mn).

On a quarterly basis, SIR observes that recurring revenue across all three businesses has steadily increased YoY despite seasonality. SIR believes that this expansion has led to improvements in segment profit margins across all three businesses, pushing up the overall profit level.

■ Impairment loss iD-linked service and strategic reset

* According to the Company, the **iD-linked service** is designed, for example, so that when a user charges JPY 10,000 to a *retailer's Dokuji Pay*, JPY 1,000 worth of the retailer's in-house e-money is granted. While the JPY 1,000 portion can be used only at that retail chain, the principal JPY 10,000 can be used not only at the chain but also at any iD-affiliated merchant, making it a beneficial service for all three parties involved: *Dokuji Pay* users, the issuing entity, and iD-affiliated merchants.

Net profit was limited to JPY 143 mn, reflecting one-time extraordinary losses recorded at fiscal year-end, including an impairment loss on software of JPY 54 mn and a provision for loss on contract of JPY 298 mn. This resulted from a revision to the plan to provide **a service linking *Dokuji Pay* with the general-purpose e-money "iD,"** which the Company had been developing since 2023, after a major client postponed adoption, creating a gap between the Company's future cash flow outlook under the original plan and that under the revised plan. As the software required to provide the iD-linked service had been developed in-house, the Company fully impaired the related software assets. In addition, the Company had outsourced part of the service operations for the iD-linked service to external vendors. Under the outsourcing contract, the Company was obligated to make a lump-sum payment equivalent to the outstanding liability at the time termination was requested, making mid-term cancellation effectively difficult. Accordingly, in conjunction with the impairment of the software assets, the Company recorded a provision for loss on contract at the end of FY2025/8. This provision was intended to cover expected losses arising from payment obligations under the outsourcing contract through January 2029.

Segment Information

Segments	(JPY mn)	FY2024/8	FY2025/8	FY2026/8 CE	FY2024/8 Sep-Nov	FY2024/8 Dec-Feb	FY2024/8 Mar-May	FY2024/8 Jun-Aug	FY2025/8 Sep-Nov	FY2025/8 Dec-Feb	FY2025/8 Mar-May	FY2025/8 Jun-Aug
Cashless Service	**Net Sales**	**3,376**	**3,768**	**4,370**	**872**	**761**	**892**	**851**	**918**	**967**	**900**	**983**
	Non-recurring	*893*	*813*		*297*	*131*	*218*	*247*	*215*	*223*	*155*	*220*
	Recurring	*2,374*	*2,859*		*516*	*604*	*673*	*582*	*644*	*734*	*735*	*745*
	Operating Profit	**617**	**802**	**726**	**162**	**161**	**150**	**144**	**174**	**241**	**163**	**223**
	OP Margin	18.3%	21.3%	16.6%	18.5%	21.2%	16.8%	17.0%	19.0%	24.9%	18.2%	22.7%
Digital Signage	**Net Sales**	**2,748**	**5,690**	**6,210**			**1,748**	**1,000**	**1,234**	**1,334**	**1,719**	**1,402**
	Non-recurring	*2,505*	*5,110*				*1,627*	*878*	*1,106*	*1,191*	*1,575*	*1,238*
	Recurring	*194*	*486*				*92*	*102*	*105*	*117*	*129*	*135*
	Operating Profit	**393**	**806**	**810**			**328**	**64**	**189**	**190**	**275**	**152**
	OP Margin	14.3%	14.2%	13.0%			18.8%	6.4%	15.3%	14.2%	16.0%	10.8%
Solution	**Net Sales**	**736**	**762**	**805**	**167**	**190**	**186**	**188**	**189**	**194**	**185**	**195**
	Non-recurring	*56*	*48*		*8*	*25*	*11*	*11*	*13*	*16*	*6*	*12*
	Recurring	*672*	*713*		*160*	*165*	*173*	*175*	*176*	*178*	*179*	*181*
	Operating Profit	**225**	**298**	**352**	**52**	**71**	**33**	**70**	**75**	**85**	**64**	**75**
	OP Margin	30.6%	39.2%	43.8%	31.0%	37.3%	17.7%	37.1%	39.6%	43.7%	34.5%	38.4%
Tolal	**Net Sales**	**6,853**	**10,234**	**11,500**	**1,039**	**951**	**2,825**	**2,038**	**2,342**	**2,495**	**2,807**	**2,588**
	Overhead Costs	*(825)*	*(1,108)*		*(149)*	*(211)*	*(190)*	*(275)*	*(264)*	*(246)*	*(268)*	*(330)*
	Operating Profit	**337**	**731**	**800**	**50**	**36**	**267**	**(15)**	**152**	**252**	**219**	**108**
	OP Margin	4.9%	7.1%	7.0%	4.8%	3.8%	9.5%	-0.7%	6.5%	10.1%	7.8%	4.2%
	Adjusted EBITDA	**721**	**1,289**	**1,300**	**120**	**106**	**383**	**111**	**287**	**392**	**357**	**253**

Note: Although the Company has not disclosed the segment profit forecasts for each segment for the FY2026/8, SIR estimates are based on the Company's analysis of increase/decrease effects in operating profit on the next page. Source: Complied by SIR from the company IR material.

However, although these extraordinary losses were recognized as period expenses in the income statement, they did not involve any cash outflows. In addition, the iD-linked service is currently undergoing internal proof-of-concept testing for redeployment to new use cases, such as applications for meal allowance programs as part of corporate welfare services, and SIR believes that, if the service is commercialized in the future, it could develop into a profitable business, as revenue would translate directly into profit given the absence of incremental costs.

FY2026/8 Full-year Company Forecast

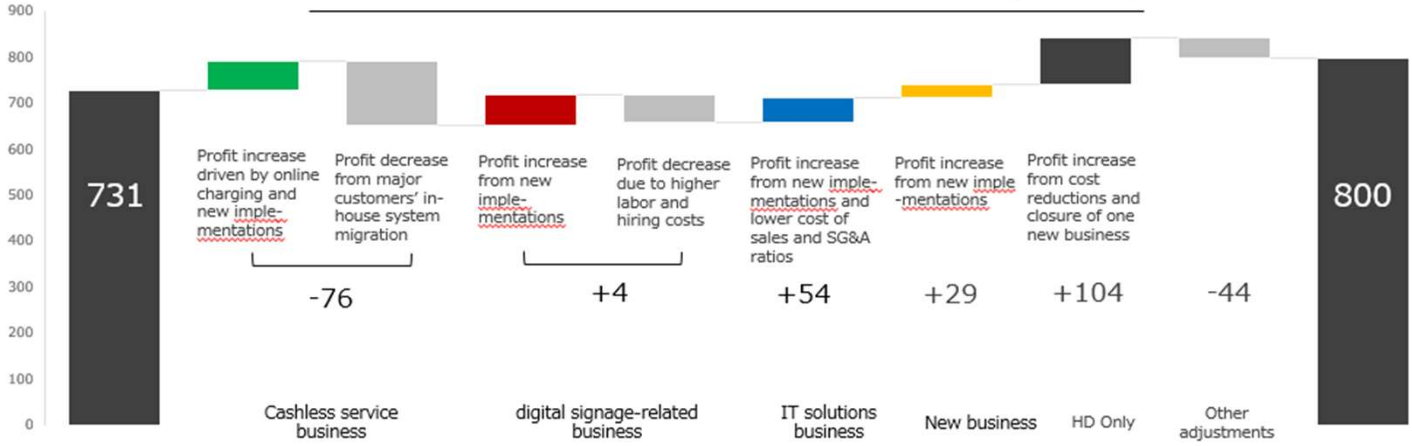
■ FY2026/8 positioned as an investment year with conservative profit assumptions

Regarding the previous medium-term management plan (FY2023/8–FY2025/8), the Company's internal assessment has been somewhat stringent, particularly because EBITDA in the final year fell short of the JPY 1,500 mn target. In the cashless service business, transaction value processed through *Dokuji Pay* fell short of the JPY 2 tn target, due to delays in the rollout of the iD-linked service as well as manufacturer promotion services using *Dokuji Pay*. The Company stated that average revenue per customer in the IT solutions business fell below plan.

Based on these factors, the Company plans active investment toward a new phase of mid-term growth and forecasts net sales for FY2026/8 of JPY 11,500 mn, up 12% YoY. However, adjusted EBITDA is expected to remain broadly flat at JPY 1,300 mn, while operating profit is forecast to increase 9% YoY to JPY 800 mn. In addition, for the first time, the Company disclosed forecasts for ordinary profit of JPY 770 mn, up 7% YoY, and net profit of JPY 360 mn, up 151% YoY.

The exhibit below shows the drivers of changes in operating profit by business for the current fiscal year compared with the previous one. In the **cashless service business**, the Company plans to roll out new services such as digital gifts and iD-linked services, alongside a sustained increase in transaction value and the promotion of online recharge services, which carry higher cost ratios than *Dokuji Pay*. In addition, the Company expects to benefit from the acquisition of a customer from competitors that is withdrawing from this business area. Meanwhile, the Company plans investments of approximately JPY 230 mn, primarily in POS modifications for new customers and system development. However, a larger negative factor is the decline in revenue resulting from the cancellation by a major client. Accordingly, SIR estimates that the Company has conservatively planned segment profit for the current fiscal year at JPY 726 mn, down JPY 76 mn.

Operating Profit Bridge by Business (YoY) (Unit: JPY mn)



Source: The Company IR material.

In **the digital signage-related business**, the Company stated that, amid societal challenges such as the need to distribute large volumes of frequently updated information and labor shortages, personnel resources for installation have not fully kept pace with current strong demand. Despite these capacity constraints, the Company expects annual sales to increase 9.1% YoY to JPY 520 mn, supported by strong underlying demand. Meanwhile, to accelerate development for the provision of STBs equipped with new functions, the Company has budgeted approximately JPY 130 mn for R&D. In addition, the Company expects higher costs from multi-year investments in hiring and training installation personnel to roll out these STBs for major clients with multi-store operations. As a result, SIR estimates that the Company plans segment profit for the current fiscal year at JPY 810 mn, up JPY 4 mn.

The IT solutions business requires no additional investment, and incremental revenue translates almost directly into profit due to its high marginal profit ratio. Including cost reduction effects, SIR estimates that the Company plans segment profit for the current fiscal year at JPY 352 mn, up JPY 54 mn.

The Group's Growth Strategy

■ Expanding high-margin areas in the cashless services business

The core of the Company's growth strategy in the cashless services business is to expand its service offering beyond *Dokuji Pay* in response to client needs. By leveraging its *Dokuji Pay* client base, the Company aims to comprehensively provide a wide range of cashless payment services used by end consumers, including code-based payments, transportation IC e-money, and credit cards. The Company has already been developing systems that link payment providers with *Dokuji Pay*, enabling online recharge from bank accounts and credit cards, and SIR believes that this strategy enables the Company to pursue business growth in high-profitability areas.

Illustrative growth strategy for the Cashless Service Business

Service	Target	Objective	Examples
Digital gifts using Dokuji Pay	Dokuji Pay Clients	Support for issuing digital gift certificates Expansion of sales channels via SNS and e-commerce	【Japan】Issuance of Skylark shareholder benefit vouchers: expanded distribution via LINE Gift. 【Overseas】 ・India: Channel expansion with adivaha and Zyro ・Thailand: Inbound-focused initiatives; driving inbound tourists to domestic partner stores.
	Listed Companies	Expansion of sales channels using shareholder benefits Digitization of shareholder benefit vouchers	【Japan】 ·Digitization of shareholder benefit vouchers. ·Digitization of vouchers at the Skylark Group to improve efficiency.
Dokuji Pay-iD integration	All Companies	Support for meal subsidy expansion Stated in METI's FY2026 Tax Reform Request (Note 1)	【Japan】 ·Exploring use as an employee benefits service to develop new use cases. PoC (proof of concept) underway.
Dokuji Point & SNS integration Service	Dokuji Point Clients	CRM development through LINE Mini App integration	【国内】 ・Partnered with DIGICLUE, a CARTA HD subsidiary 【Overseas｜Thailand】 ・Joint development of CRM services with Buzzbees.

Note 1) Request by the Ministry of Economy, Trade and Industry regarding the FY2026 tax reform. On Page 31 (Only in Japanese)
https://www.meti.go.jp/main/zeisei/zeisei_fy2026/zeisei_r/25082902.pdf
Source: The Company IR material.

* Shareholder benefit coupon system is one of Japan-specific incentive programs for individual shareholders.

The exhibit on the previous page shows specific examples of the services offered. **Digital gifts utilizing *Dokuji Pay*** support repeat usage by end consumers by functioning as gift certificates that can be used at restaurant chains, which are the Company's clients. The Company has already expanded these services beyond Japan to the rest of Asia. Digital gifts can also be applied to **the digitization of shareholder benefit coupons*** for listed companies. SIR believes that by packaging shareholder benefit programs into its *Dokuji Pay* platform and offering them to various listed companies, the Company enables these firms to provide shareholder benefits not limited to their own products and services but also from a curated selection of the Company's digital gifts, thereby allowing industries beyond consumer-related sectors to become familiar with and experience *Dokuji Pay*. SIR also believes that, in turn, shareholders of those listed companies will newly become users of *Dokuji Pay*. Furthermore, SIR believes that the development of deeper collaborative relationships with these listed companies could potentially lead to technical alliances, as well as initiatives that support the Company's efforts to acquire new clients for its IT solutions business and digital signage-related business.

*According to a December 10, 2025 report by Nikkei, the Japanese government and the ruling parties have begun coordination to raise the monthly tax-exempt limit for meal expenses provided by companies to employees from JPY 3,500 to JPY 7,500.

The Company views the rollout of **iD-linked services**, including support for corporate meal allowance programs, as promising. Specifically, the Company will provide, through its iD-linked services, a service similar to "Ticket Restaurant", a corporate meal allowance program offered by Edenred Japan Co., Ltd. According to Edenred Japan, more than 3,000 companies have introduced "Ticket Restaurant" in Japan, with approximately 150,000 users able to enjoy meals, mainly lunch, at over 250,000 participating stores nationwide. In contrast, as a new market entrant, the Company plans to promote its iD-linked services to its client base of approximately 1,000 cashless services customers, which has limited overlap with first movers, by leveraging the call by the Ministry of Economy, Trade and Industry for "a review of the income tax exemption limit for meal allowances*." Because the Company can deploy its impaired software assets in new fields without incurring additional costs, an increase in service recipients will enable the Company to generate recurring fees through the monthly cycle of welfare fund charging and payment for dining expenses.

*__Alumni talent__ in the Company's new service refers to individuals who have worked at a company (or store), regardless of long-term or short-term, including 1) those who have worked as regular part-time or temporary staff and 2) those who have done gig work.

■ Launch of an Alumni Talent Engagement Platform

The Company views both the digitization of shareholder benefit coupons and support for meal allowance programs, leveraging *Dokuji Pay*, as forms of engagement with shareholders and employees. The Company began offering alumni talent engagement platform, "the alumni talent* service," in November 2025 with a supermarket company in Okinawa Prefecture, addressing client companies' needs to secure talent by extending its cashless services–based stakeholder benefit mechanism to include former employees.

"Ripisuke" is the Company's new platform for maintaining relationships with alumni talent and promoting their reemployment and reutilization. It contributes to solving talent-related challenges such as hiring, training, and retention by enabling client companies to maintain relationships with alumni talent and reutilize them, thereby realizing a shift to a circular employment model in which connections continue even after employees leave.

Specifically, by simply registering at the time of joining or leaving a company, the platform connects experienced alumni talent who can contribute immediately with companies seeking to reengage them, thereby supporting the creation of a mechanism for reutilizing such talent for gig work or long-term employment. The Company also contributes to increased customer traffic and higher sales at stores by keeping platform usage fees low and leveraging a function that grants registrants digital gifts usable at client companies. This bundled offering serves as a key differentiating factor. The Company plans to develop this new business as a category separate from its cashless services business, although it will be operated by Valuedesign.

New business launch in the Touch Payment sector

The development of new services in the touch payment sector was described in the FY2025/8 Q2 results presentation material as a growth investment with earnings expected to be recognized from FY2026/8. The FY2025/8 Q4 material included the left-hand image together with the statement that "revenue is scheduled to be recorded in H2 FY2026/8." At first glance, the service may be confused with transportation IC payments; however, transportation IC systems operate on a prepaid model that requires advance charging, and their usage is limited to Japan. In contrast, credit card touch payments differ significantly in that they operate on a postpaid basis, require no recharge, and can be used both domestically and internationally. SIR believes that adding a postpaid domain to the Company's *Dokuji Pay*, which has traditionally required advance charging, represents a groundbreaking development.

Source: The Company IR material.

Interviews with the Company's management revealed that the Company has developed an application that links its proprietary compact wearable device with credit cards issued by major payment providers. Unlike devices such as smartwatches, this device requires no charging. Because of its compact design, the device can be offered at a relatively low price point. In addition, the Company believes that the service may be attractive to credit card payment providers, as it can set transaction fees lower than those for payments made via smartwatches.

The Company indicates that a return to profitability in H2 is coming into view, with delivery of the devices to major payment providers scheduled for FY2026/8 Q3. SIR estimates that a portion of the +JPY 29 mn in the new businesses category, shown in the yellow bar of the factors affecting changes in operating profit chart on page 10, likely reflects initial contributions from the touch payment business.

*The Company renamed its Singapore subsidiary to WEARTOPAY and plans to roll out a similar business locally. Mr. Toru Onoe will continue to serve as its representative.

To fast-track the launch of this new business field, Mr. Toru Onoe transitioned from president to overseeing director and project leader, committing himself full-time to business development on the front lines of the touch payment sector. Although Mr. Yosuke Iwai transitioned from representative director and vice chairman to representative director and president, the two executives have jointly served as representative directors with a clear division of roles. The transition therefore represents no more than a change in role allocation within the process of advancing the Company's overall business development.

The Company's mid-term earnings targets and capital policy

Unlike the clear targets presented under the previous medium-term plan (FY2023/8–FY2025/8), the Company does not set out explicit net sales or EBITDA targets in its mid-term strategy that began this fiscal year.

In its "Business Plan and Matters Related to Growth Potential" disclosed on November 25, 2025, the Company states that by FY2029/8 it aims to reach the level cited in the Tokyo Stock Exchange Prime Market listing requirement for new listings (a total ordinary profit of at least JPY 2.5 bn over the most recent two years).

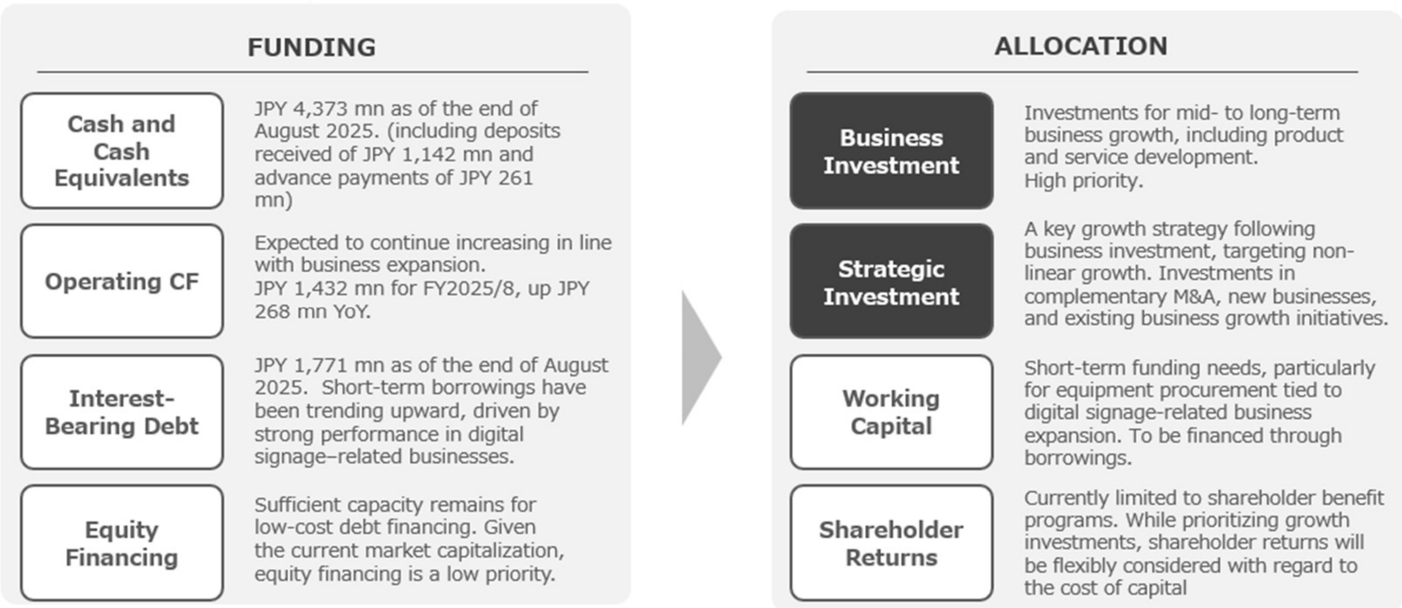
After confirming the intent with the Company's management, management explained that the figure is not positioned as a rigid must-achieve target, but rather as an illustrative interim level that the Company could reach naturally by aggregating its underlying earnings capacity built up across its business subsidiaries, including the rollout in the cashless services business, strong demand expansion in the digital signage-related business, contributions from new businesses such as touch payments, and stable earnings contributions from the IT solutions business.

Management also added that, as earnings growth is expected to progress to a level that would allow a future reclassification from the Growth Market to the Prime Market, the Prime Market listing requirement was referenced as one of the reference points.

The Company also does not specify achievement targets for profitability metrics such as ROE and ROIC. However, the management holds a strong view that these metrics are currently low on a consolidated basis and considers that, by continuing to expand each business while improving the cost of sales ratio and the SG&A expense ratio, profitability metrics would trend upward as a result. As concrete measures, the Company plans to set targets, tailored to the circumstances of each operating company, to increase the exposure of recurring revenue and raise operating profit per employee.

The exhibit below illustrates the Company's approach to capital allocation as set out in its "Business Plan and Matters Related to Growth Potential." For FY2026/8, planned business investment amounts to approximately JPY 380 mn, including a portion carried over from the previous fiscal year. However, free cash flow has exceeded JPY 1,100 mn for two consecutive years, and cash and cash equivalents remain ample. Based on this, SIR believes that the likelihood of the Company facing liquidity constraints is extremely low, even if working capital needs were to increase suddenly. Furthermore, SIR believes that even if strategic investments centered on M&A become necessary, the Company retains substantial debt financing capacity, and the Company's view that equity financing is a low priority would likely be viewed as reassuring from the perspective of existing shareholders.

The latest Asset and Liability Position and Capital Allocation Policy



Source: The Company IR material.

Share Price Insights

＊As of the end of FY2025/8 (JPY mn)	
Interest-bearing debt	+ 1,772
cash equivalent	- 4,373
Net debt total	**- 2,601**

■ Why the valuation decline to approximately 4x EV/EBITDA?

At the results announcements of Q1 and Q2 for FY2025/8, the equity market confirmed improving fundamentals had exceeded its expectations, and the Company's share price gained upward momentum. However, the upward revision to the full-year earnings forecast disclosed with the Q3 results on July 14 fell short of market expectations and, in SIR's view, was interpreted as having exhausted revision-driven upside. Triggered by this perception, the share price began to trend downward. While the FY2025/8 full-year results announced on October 15 exceeded the revised figures, SIR believes that the market was disappointed by the Company's operating profit outlook for FY2026/8, which projected only 9% growth, leading to a sharp decline in the share price into the JPY 500 range. Since then, the share price has traded within a narrow range around JPY 500.

The Company's recent share price (JPY 499; December 22 closing) implies a forward P/E ratio of 22x, an actual P/B of 1.81x, and an EV/EBITDA of 4.1x based on projected adjusted EBITDA of JPY 1,300 mn. In SIR's view, the market's perception has shifted toward valuing the Company as "a plain-vanilla stock," suggesting that the premium once attached to it as a domestic demand-related small-cap growth stock has faded. SIR believes that this change in valuation reflects growing uncertainty over the outlook for the Company's twin growth engines.

■ Reducing information asymmetry as a potential catalyst

SIR views the current fiscal year as an investment year and believes the Company's profit assumptions are conservative. Nevertheless, many market participants may view the single-digit profit growth forecast as lacking sufficient momentum compared with the growth trajectory through the previous fiscal year. In particular, regarding the outlook for a temporary decline in revenue in the cashless services business due to contract terminations by a major client that have internalized prepaid payment systems, SIR believes that explanations sufficient to alleviate market concerns have not yet been adequately provided through channels such as results presentation videos.

SIR asked the Company's management about the likelihood of a wave of future cancellations of *Dokuji Pay* and the measures to prevent such outcomes. The Management responded that internalizing payment systems for a single company generally does not make economic sense for retailers, given their thin gross margins and the significant investments required in technology and human resources. They also emphasized that high switching costs act as a barrier to exit from *Dokuji Pay*, and that cases where internalization is prioritized are extremely rare. Accordingly, management sees little risk of a chain of cancellations.

While it is easy to envision a situation in which structurally strong demand has led to a boom constrained by a shortage of human resources for digital signage installation, SIR believes that there has been insufficient guidance to help the market form a clear view of when this bottleneck might be resolved and operations could reach full capacity. Although the accumulated units of digital signage installations are disclosed on a monthly basis as a KPI for the digital signage-related business, SIR believes that quarterly disclosure of order trends or order backlog, similar to practices in the construction industry, could provide market participants with a greater degree of reassurance regarding the outlook.

(Continued from the previous page)

SIR has long pointed out the need for the Company to address information asymmetry. In SIR's view, the disclosure of forecasts for ordinary profit, net profit, and EPS starting from the current fiscal year has enabled the calculation of the P/E ratio, marking a step forward in addressing information asymmetry. However, this alone is not sufficient, and the Company will likely need to steadily and proactively communicate non-financial information through in-person opportunities, as well as via video presentations and social media.

Income Statement

JPY mn, %	2020/8	2021/8	2022/8	2023/8	2024/08	2025/8	2026/08(CE)
Total Revenue	**1,201**	**1,461**	**1,165**	**4,476**	**6,853**	**10,234**	**11,500**
Cost of Sales	428	435	418	2,180	3,845	6,229	
Gross Profit	773	1,027	748	2,297	3,008	4,005	
Gross Margin(%)	*64.4*	*70.3*	*64.2*	*51.3*	*43.9*	*39.1*	
Selling, General and Administrative Expenses	637	721	908	2,133	2,670	3,273	
Operating Profit	**137**	**306**	**(161)**	**164**	**338**	**731**	**800**
Operating Profit Margin	***11.4***	***20.9***	***(13.8)***	***3.7***	***4.9***	***7.1***	***7.0***
Non-Operating Income	9	10	0	14	7	15	
Interest and Dividends Income	0	0	0	1	3	8	
Non-Operating Expenses	3	36	1,346	44	24	32	
Interest Expenses	1	2	19	24	23	31	
Income from Equity Method - Non-Operating			(1,325)	5			
Ordinary Profit	**142**	**280**	**(1,506)**	**133**	**320**	**714**	**770**
Ordinary Profit Margin(%)	***11.8***	***19.2***	***(129.3)***	***3.0***	***4.7***	***7.0***	***6.7***
Extraordinary Gains/Losses	0	(1)	(295)	2	2	(321)	
Extraordinary Gain	1		10	14	3	39	
Extraordinary Loss	1	1	305	12	1	360	
Pretax Profit	**142**	**279**	**(1,801)**	**136**	**322**	**393**	
Pretax Profit Margin(%)	*11.8*	*19.1*	*(154.6)*	*3.0*	*4.7*	*3.8*	
Income Taxes	(2)	50	33	22	248	250	
Income Taxes – Current	16	35	2	73	257	398	
Income Taxes – Deferred	(18)	16	31	(51)	(9)	(148)	
Net Profit Attribute to parent company shareholders	**144**	**229**	**(1,834)**	**114**	**74**	**144**	**360**
Net Profit			(1,834)	114	74	144	
Net Profit Margin (Attribute to parent company shareholders)(%)	***12.0***	***15.7***	***(157.4)***	***2.5***	***1.1***	***1.4***	***3.1***
Adjusted EBITDA				**501**	**721**	**1,289**	**1,300**
Adjusted EBITDA Margin(%)				***11.2***	***10.5***	***12.6***	***11.3***

Source: Complied by SIR from SPEEDA data.
Note: Non-consolidated financial results until FY2021/8.

Balance Sheet / Statements of Cash Flows

JPY mn	2020/8	2021/8	2022/8	2023/8	2024/8	2025/8
Total Assets	**1,055**	**3,387**	**3,856**	**4,402**	**8,263**	**9,410**
Current Assets	**844**	**707**	**1,777**	**2,350**	**4,834**	**6,144**
Cash & Cash Equivalents And Short-term Investments	700	561	1,094	1,491	3,228	4,374
Accounts Receivables	133	134	441	699	1,090	1,127
Inventories	1		150	88	375	426
Non-Current Assets	**211**	**2,680**	**2,080**	**2,052**	**3,429**	**3,266**
Property, Plant & Equipment (PPE)	22	25	92	68	62	59
Intangible Assets	103	250	1,878	1,897	3,159	2,956
Goodwill			*1,601*	*1,045*	*2,259*	*2,001*
Investments and Other Assets	86	2,404	110	87	207	251
Investment Securities (inc. Subsidiaries and Affiliates)	**0**	**2,333**	**0**	**0**	**33**	**32**
Deferred Tax Assets - Non-Current	47	31		30	40	44
Current Liabilities	**634**	**577**	**2,162**	**1,135**	**2,803**	**3,874**
Trade Payables	21	52	134	349	378	631
Accounts Payable - Other and Accrued Expenses	44	47	155	127	293	277
Short-Term Debt	100	300	1,664	317	745	1,007
Short-Term Borrowings	*100*	*100*	*50*	*5*	*321*	*676*
Current Portion of Long-term Debt		*200*	*1,614*	*312*	*424*	*331*
Advances Received	118	106	151	188	357	262
Provision for loss on contract						62
Non-Current Liabilities		**1,500**	**263**	**1,104**	**1,244**	**1,006**
Long-Term Debt		*1,500*	*194*	*903*	*1,097*	*766*
Straight Bonds			*68*	*36*		
Provision for loss on contract						236
Deferred Tax Liabilities - Non-Current				163	145	
Total Shareholders' Equity	**421**	**1,310**	**1,431**	**2,163**	**4,215**	**4,530**
Capital Stock	332	662	695	1,002	1,022	1,054
Capital Surplus	332	662	2,559	2,866	4,805	3,024
Retained Earnings	**(243)**	*(13)*	**(1,848)**	**(1,733)**	(1,659)	303
Share Warrants			25	30	67	156

JPY mn	2020/8	2021/8	2022/8	2023/8	2024/8	2025/8
Cash Flows from Operating Activities	**417**	**47**	**-218**	**562**	**1,164**	**1,433**
Depreciation and Amortization - CF	28	33	37	334	358	456
Cash Flows from Investing Activities	**(43)**	*(2,511)*	**(194)**	**(88)**	**(20)**	**(297)**
Proceeds from Sales of Securities and Investment Securities	2				158	3
Payments for Purchases of Stocks of Subsidiaries and Affiliates		(2,333)		5		
Purchases/Sales of PPE	*(4)*	(9)	*(9)*	(20)	(8)	(22)
Purchases/Sales of Intangible Assets	*(44)*	(170)	*(181)*	(111)	(166)	(271)
Cash Flows from Financial Activities	*74*	**2,324**	*(97)*	**(81)**	**121**	**11**
Repayments of Short-Term Borrowings	100		(50)	(50)	317	358
Increase in Long-Term Debt		1,683		984	100	
Proceeds from Issuance of Bonds			100			
Repayments of Long-Term Debt	(26)		(200)	(1,593)	(280)	(387)
Redemption of Bonds				(32)	(45)	(36)
Proceeds from Issuance of Stock		660	54	613	37	61
Changes in Cash	448	(140)	534	397	1,264	1,145
Cash & Cash Equivalent - Beginning	252	700	561	1,094	1,491	3,228
Cash & Cash Equivalent - Ending	700	561	1,094	1,491	3,228	4,374
Free Cash Flow (FCF)	**374**	**(2,464)**	**(412)**	**474**	**1,144**	**1,136**

Source: Complied by SIR from SPEEDA data.
Note: Non-consolidated financial results until FY2021/8.

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