

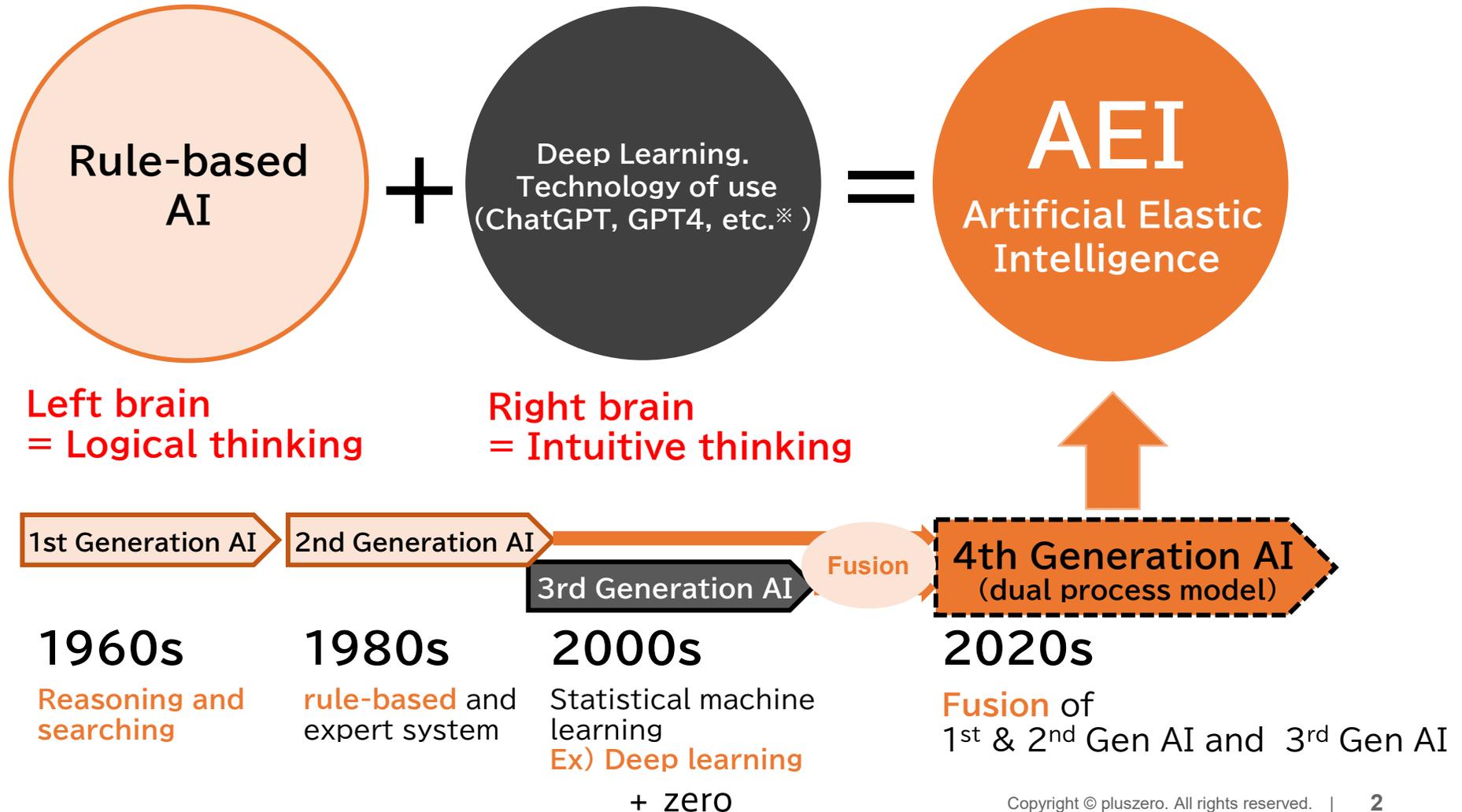
FY10/25 1Q
Financial Results

pluszero, Inc. (Securities Code: 5132)

March. 12th, 2025

pluszero is a 'fourth generation AI' company

AEI stands for **Artificial Elastic Intelligence** and is the **brand name for the dual-process model AI** we are implementing.



Coexistence of humans and AEI

- **From tool to workforce**

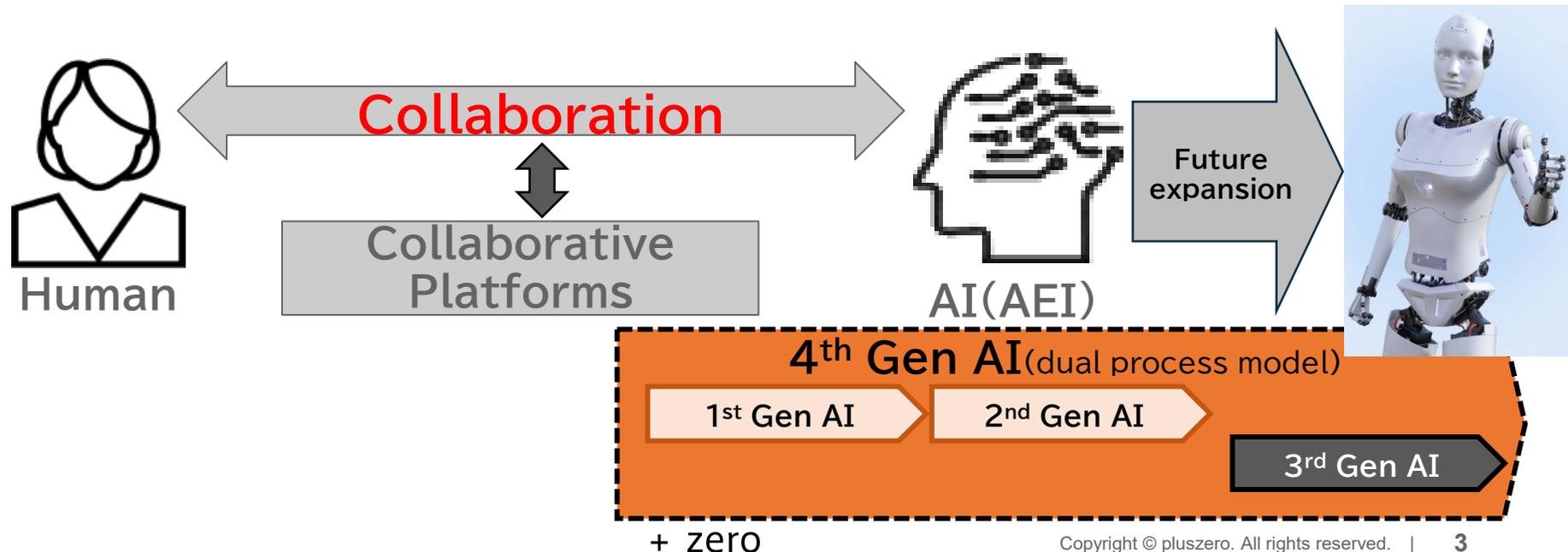
AI at a level that is not at the tool level, but at a level where it is considered a workforce, will be realized through a “dual process model” that combines ML and rule-based AI.

- **AI to become the best partner for people**

Prepare “collaborative platforms” where people and AI collaborate at a high level to improve the efficiency of AI to support people’s work.

- **From Brain to Physics (Robot)**

Aim to deploy smarter AEI into hardware, mainly robots, in the future to help improve productivity in many industries.



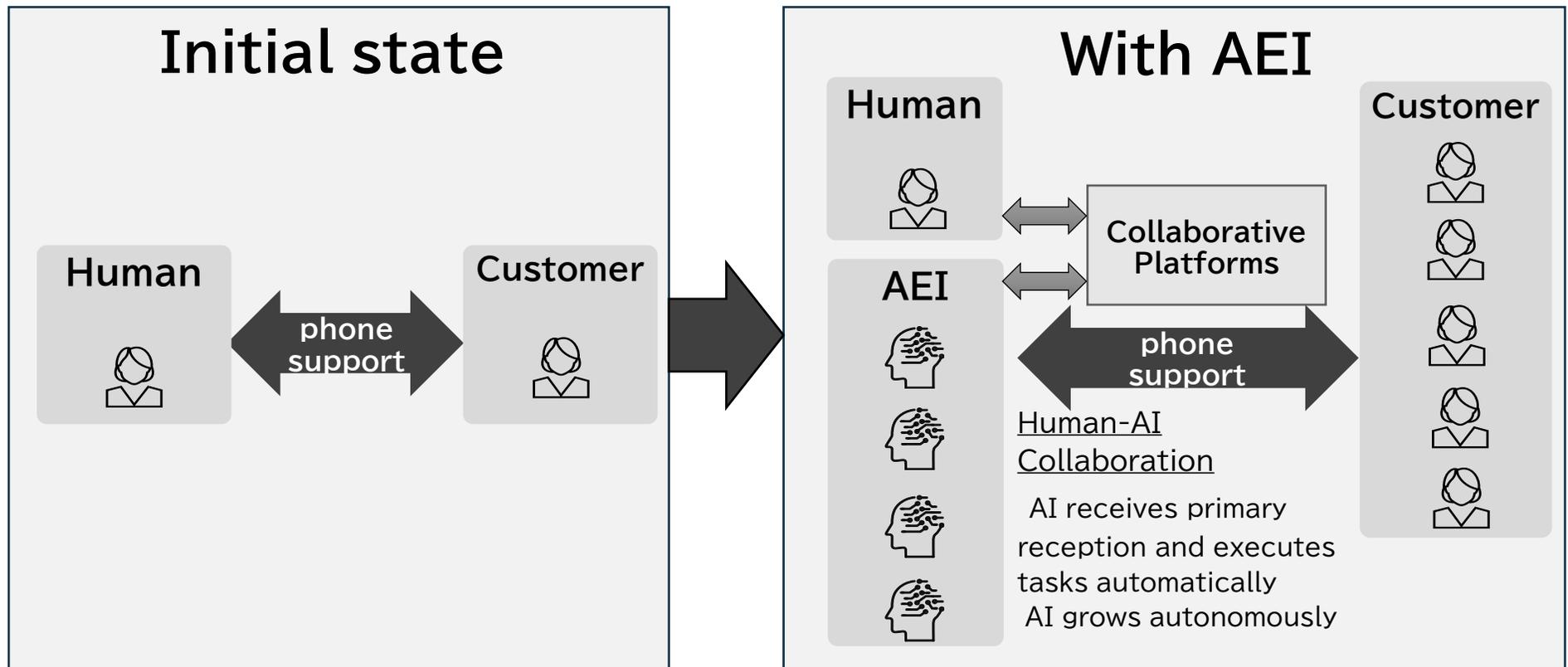
The goal of AEI

The goal of AEI will be to increase “productivity per worker”.

Ideal Image

The ideal image is to create a situation in which the capacity to handle a task handled by a single human worker is increased five-fold by having four AEI handle the task in addition to one human worker.

In this case, “productivity per worker” can be considered to have increased by a factor of 5, and it is possible to cope with the shortage in the workforce.



FY25 1Q results

Sales/costs/balance sheet
Progress on the AEI roadmap

FY25 1Q Result

On track to meet performance forecasts.

- **Sales: 40% growth** (target: 35%)
- **Operating Profit Ratio: 34%**(target: 33%)

AEI

AEI Desk is in service. Others are also progressing well.

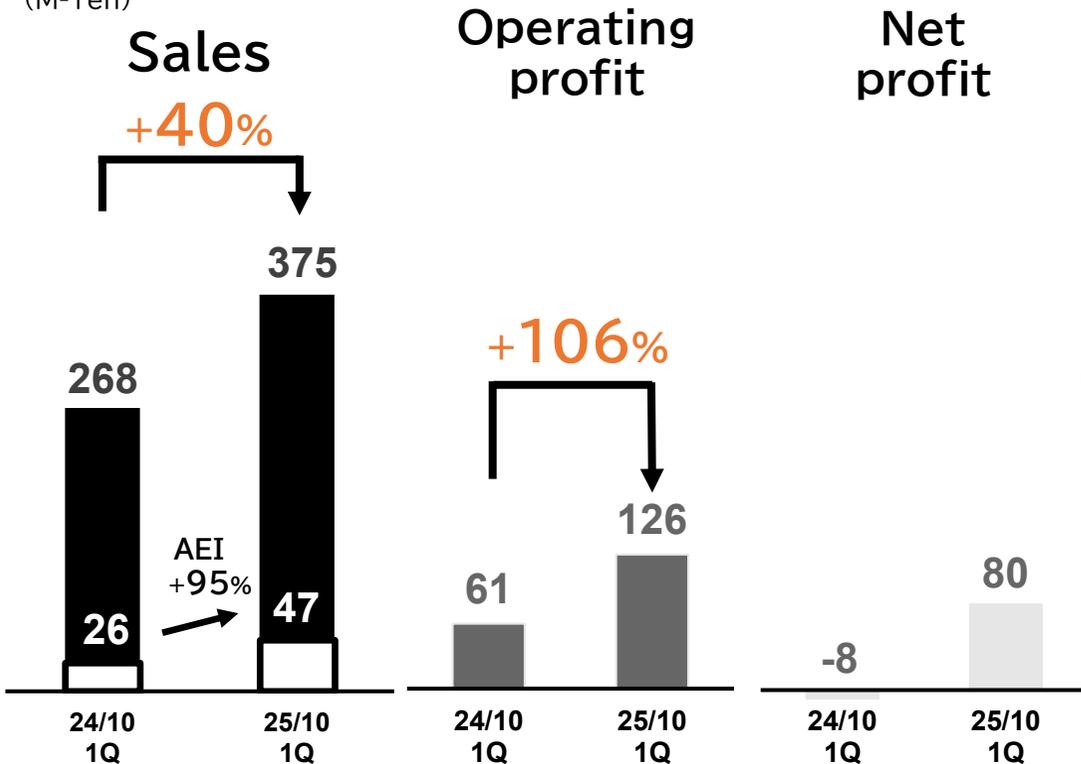
- AI Operator **is in the process of final preparations for inter-system connection, etc.** The number of companies in business negotiations increased by 26.
- **Steady progress in developing business alliance partners** (increased from 6 to 8).

FY25 1Q Highlights

PL YoY

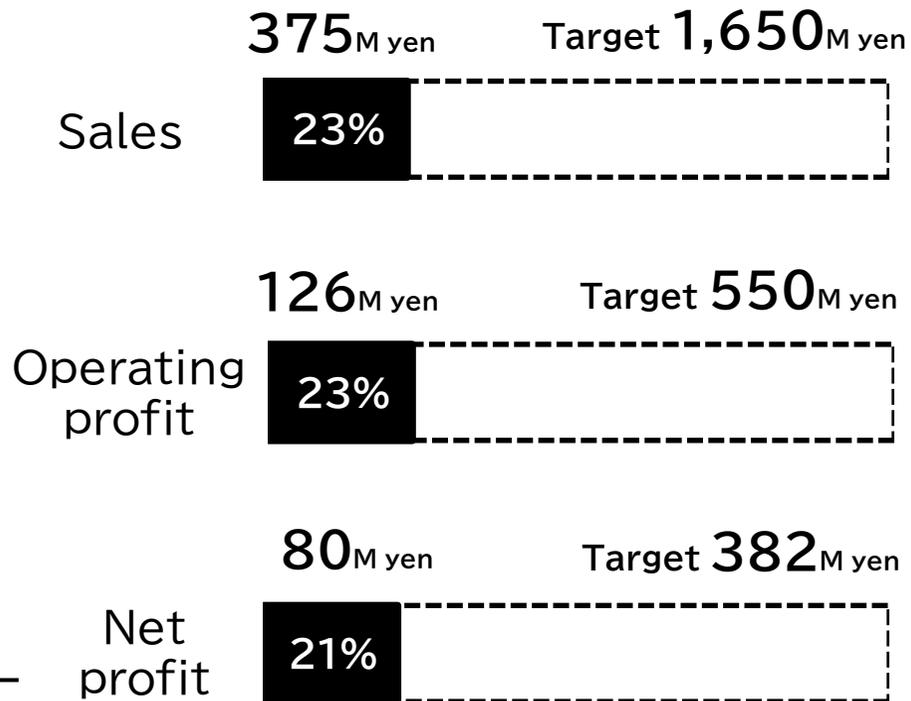
- Sales grew by 40% YoY.
- Operating profit by 108% YoY.

(M-Yen)



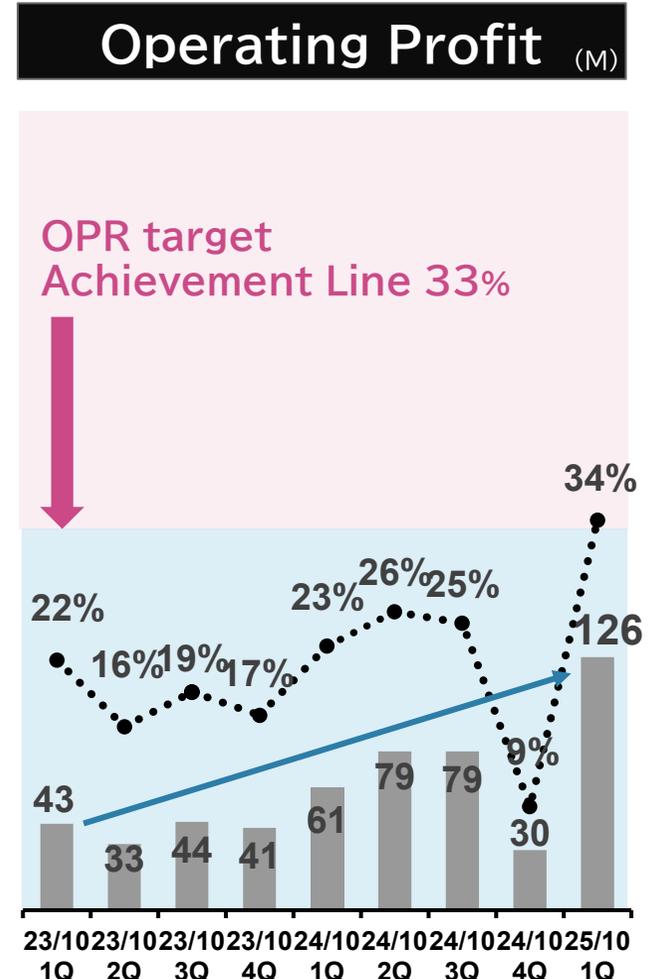
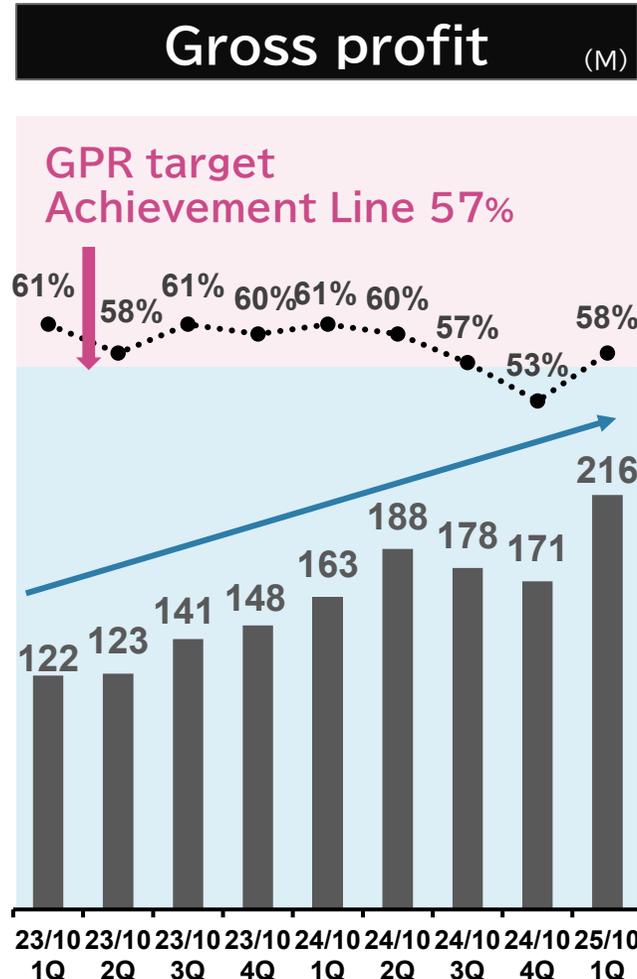
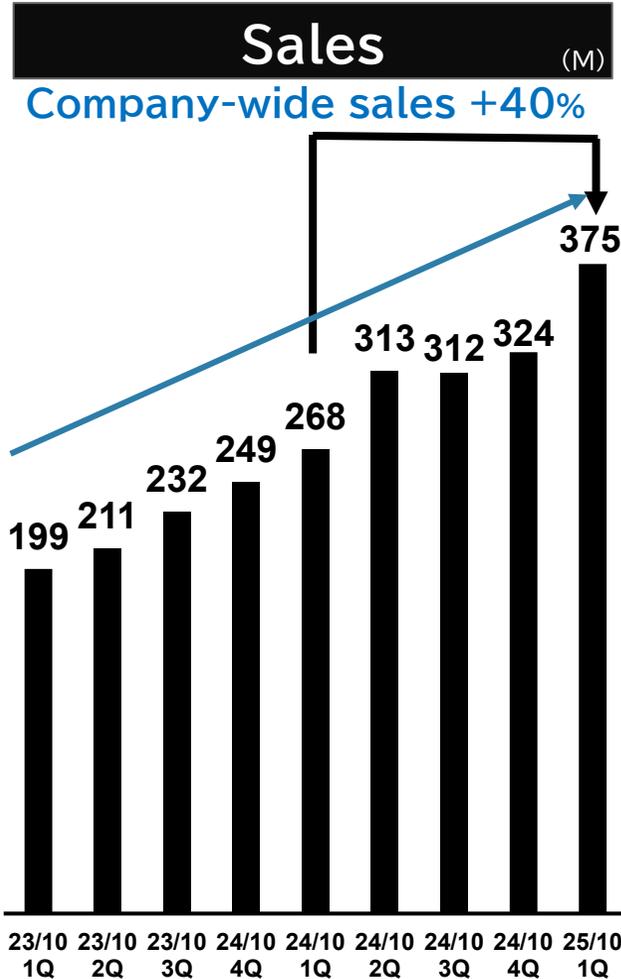
PL Progress

- Sales at 23%, on a par with the previous year (23%), are progressing well.
- Operating profit and net profit progressed steadily at 23% and 21%, respectively.



FY25 1Q Quarterly Financial Results by Accounting Period

- Steady growth with generally higher sales and profits.
- As regards gross margin, it exceeded the forecast at 58%.
- The operating margin exceeded the forecast at 34%.



FY25 1Q Highlights

	Result			Comparison with target				Details
	24/10 1Q	25/10 1Q	YoY	Half year		Whole year		
				Target	Progress	Target	Progress	
(M Yen)								
Sales	268	375	40%	753	50%	1,650	23%	<ul style="list-style-type: none"> • YoY growth of +40%, exceeding the full-year target of +35%. • Progress 50% of half-yearly target.
Gross profit (GPR)	163 (61%)	215 (58%)	32%	422 (56%)	51%	932 (57%)	23%	<ul style="list-style-type: none"> • Steady progress of 51% for the half year and 23% for the full year due to high value-added projects.
Operating profit (OPR)	61 (23%)	126 (34%)	106%	227 (30%)	56%	550 (33%)	23%	<ul style="list-style-type: none"> • Steady progress of 56% for the half year and 23% for the full year, mainly due to an upswing in gross profit.
Ordinary profit (Ratio)	61 (23%)	126 (34%)	105%	227 (30%)	56%	550 (33%)	23%	
Net profit (NPR)	Δ8 (Δ3%)	80 (21%)	—	151 (20%)	53%	382 (23%)	21%	<ul style="list-style-type: none"> • The half-yearly progress rate is 53% and the full-year progress rate is 21%, mainly due to an upswing in recurring profit.

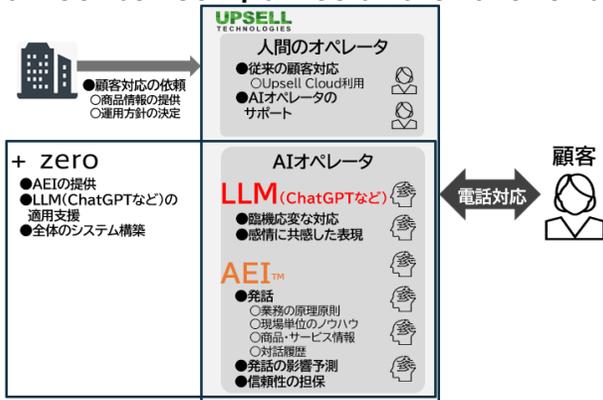
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AEI's priority targets for FY25 1Q

- (ii) AI-Human collaboration platforms have already been applied in industries.
- (i)The call center model is expected to be industrially applied in the first half of FY25, as it requires integration with non-AI systems.
- (iii)Efforts to improve design efficiency in manufacturing are expanding.
- All initiatives are highly evaluated by partners, with significant potential for future expansion. (i)The consumer-focused call center model is likely to provide the public with opportunities to experience AEI's advanced intelligence soon.

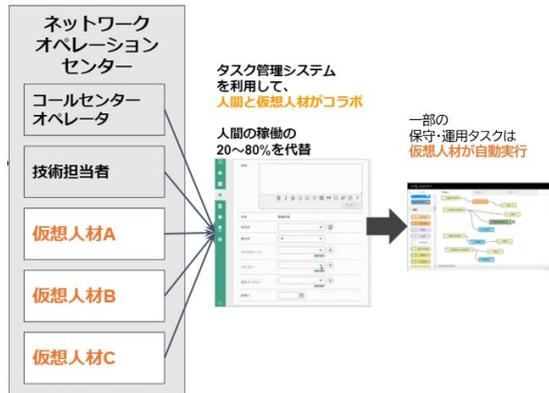
(i) Call-centred AEI's. Refinement and sales expansion (AI Operator)

Several end-clients are in development for use. Final adjustments are being made for system integration. Prototypes are highly evaluated by call center companies and end-clients.



(ii) AI and human collaboration. Industrial application of the platform(AEI Desk)

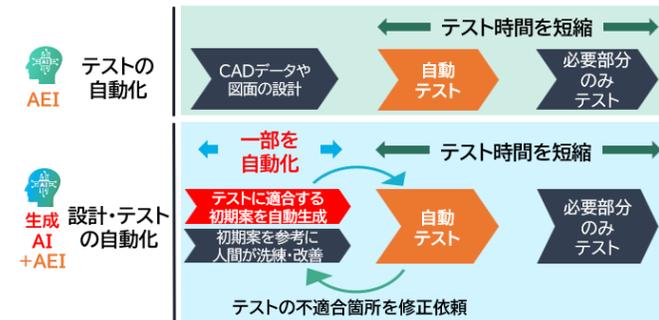
Operation has already started. Expanding to other companies in the Marubeni Group. Negotiations are underway for external sales to other companies. Other companies are also under negotiation.



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(iii) Using generative AI. Improved efficiency of manufacturing design

Development in progress for early industrial application, Nikkei Monozukuri in October 2023. Introduced as an advanced case study.



Further Expansion of Virtual Staffing Coverage

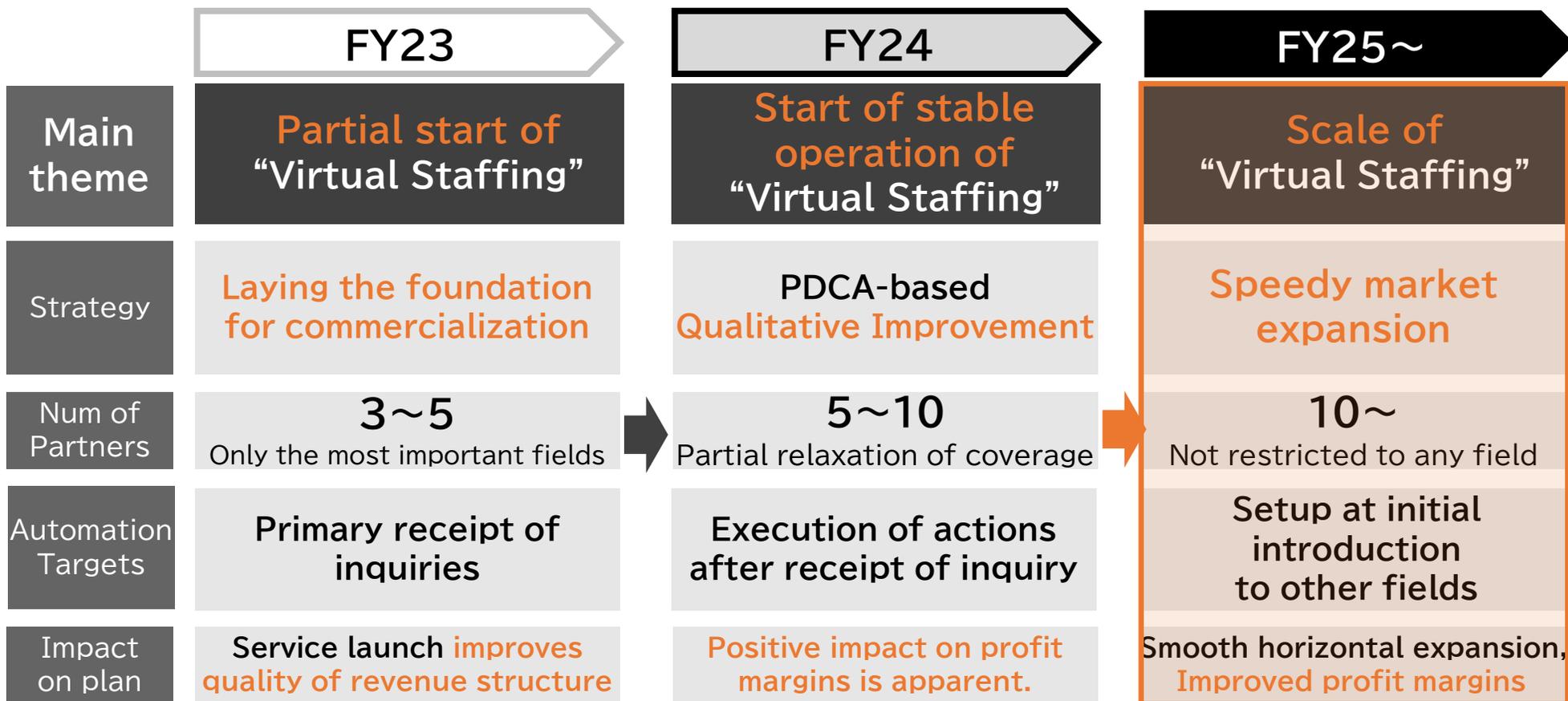
Focus industrial application of AEI on the three major fields indicated on the previous page, where the adoption of AI is expected to progress significantly. Then, by promoting partnerships with industry leaders and category-killer companies in other fields, **AEI will be horizontally deployed to industries with high needs at the same time that the development level of AEI has been raised.**

Service type	Num of partnered/utilized/ in-development companies (vs. Oct '24)		Number of companies in negotiation		Details
	Partners	Users	Partners	Users	
①Call center type (AI operator)	1	0	2	32 (+26)	<ul style="list-style-type: none"> Partnering with Upsell Technologies, Inc. (UT) In negotiations with more than 30 companies, including UT's existing clients
②Collaborative Platform (AEI Desk)	1	3	0	1	<ul style="list-style-type: none"> Partnering with Marubeni I-DIGIO Holdings, Inc. (Marubeni I-DIGIO) Currently in use and development, including clients introduced via Marubeni I-DIGIO
③Manufacturing Test and Design Automation	2 (+1)	1	1	1	<ul style="list-style-type: none"> Currently developing with Abist Co., Ltd. and MISUMI Group Inc. Developing for multiple component manufacturers
Others	4 (+2)	2	4 (+2)	1	<ul style="list-style-type: none"> Implementing partnerships in a wide range of fields, including sales support and hardware maintenance. Expanding into the financial industry for sales support and hardware maintenance.
Total	8 (+2)	6	7 (+2)	35 (+26)	

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Progress of AEI's technology roadmap toward achieving MTP

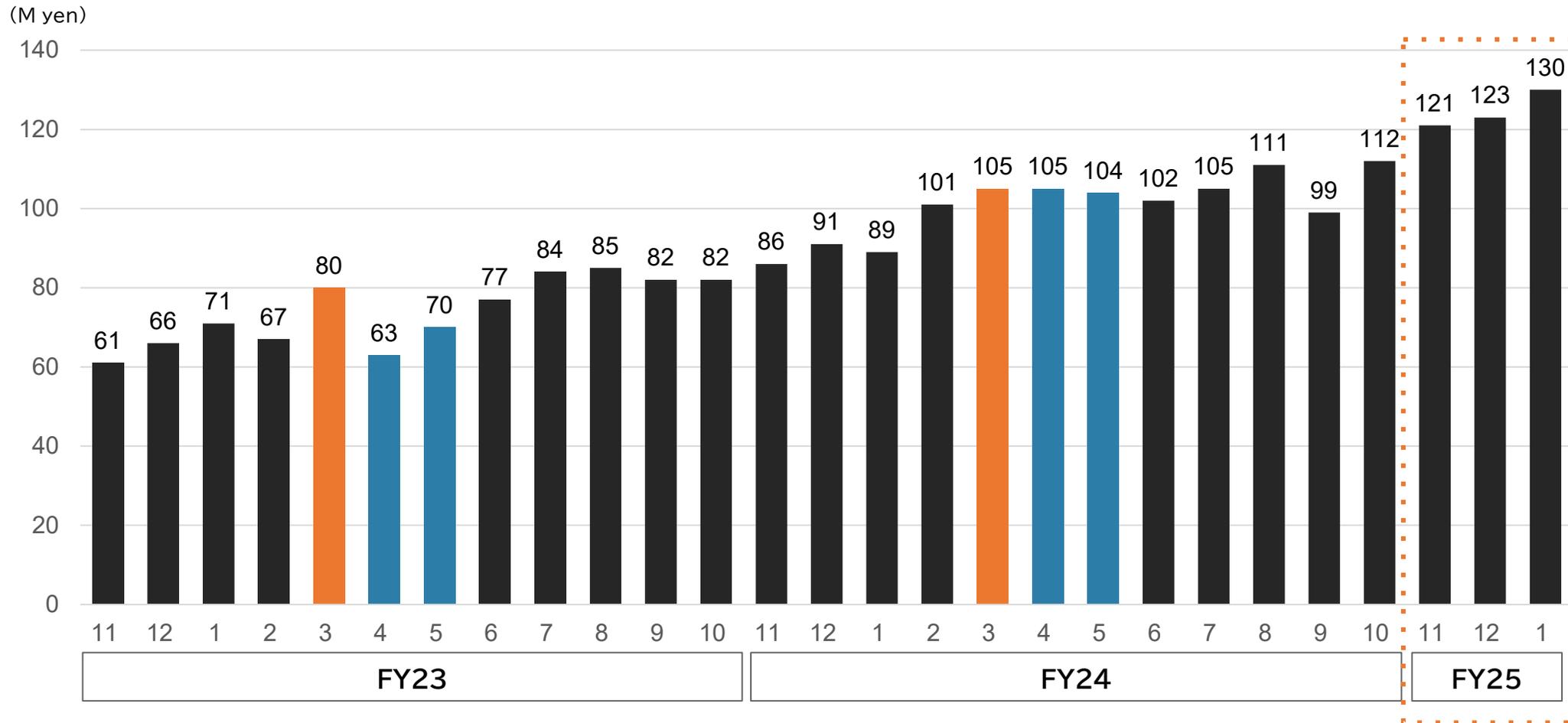
- The theme for the current financial year is to expand services in terms of scale.
- Plans are to increase the number of companies using the call centre and joint platform through horizontal development.
- In addition to existing partners, negotiations are underway with other potential partners. Plans to prioritise and respond strategically.



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Monthly seasonality of sales

- Tendency for sales in March to be large due to rush demand at the end of the fiscal year from customers whose fiscal year ends in March.

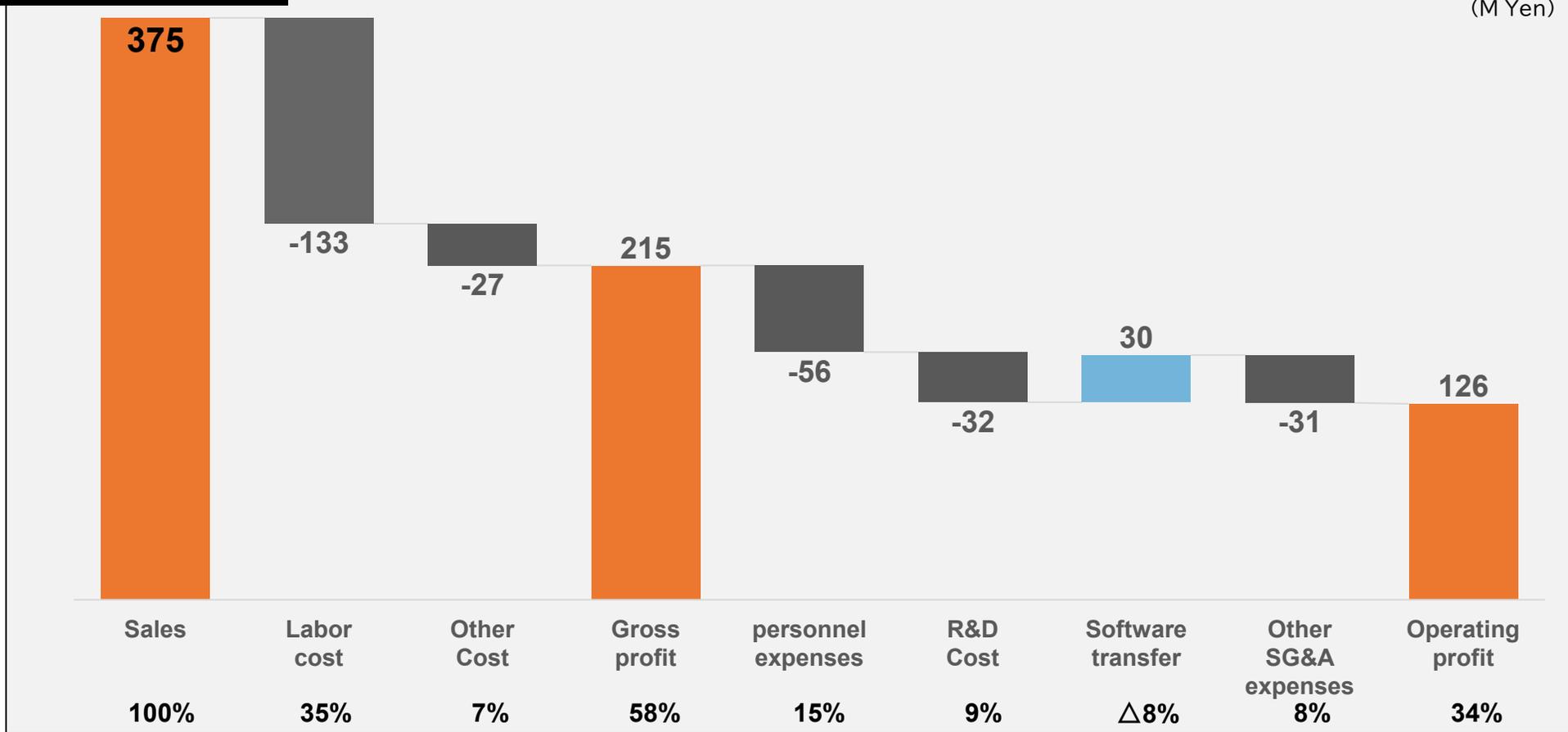


Cost Structure for FY25 1Q

- The cost structure is generally in line with the full-year target and **the operating margin is 1 percentage point higher than budgeted.**

FY25 1Q Results

(M Yen)



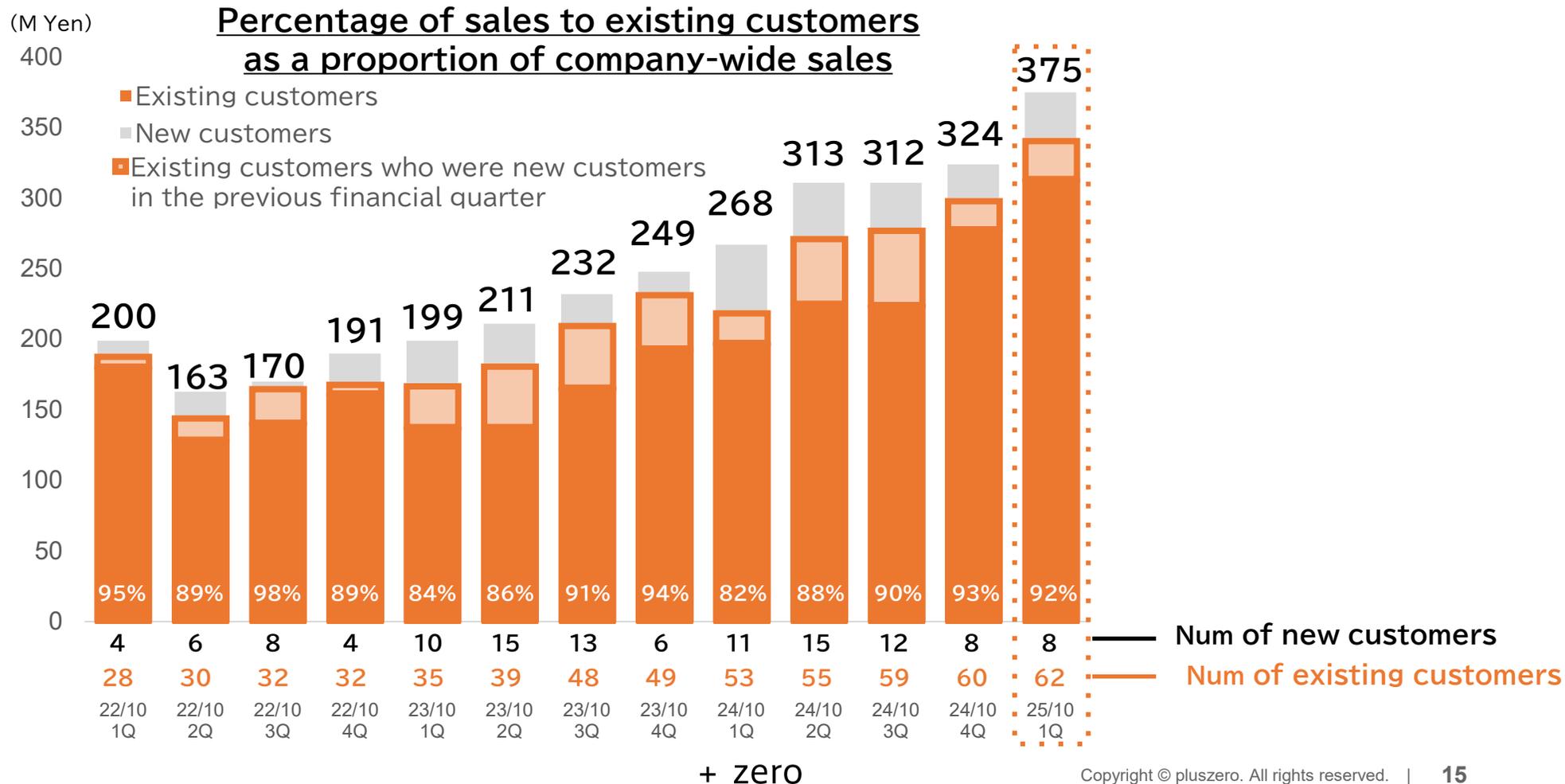
(Reference)
Full year
target ratio

100%	36%	7%	57%	14%	9%	Δ7%	8%	33%
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+ ZERO

Continued revenue growth through diversified solution offerings

- **“Existing customers”** are newly defined as customers **who have recorded sales** up to the most recent quarterly accounting period.
- Sales to existing customers remained at around 90%, as **new customers in the current financial year** became **established as existing customers**.



Number of clients and sales per client company

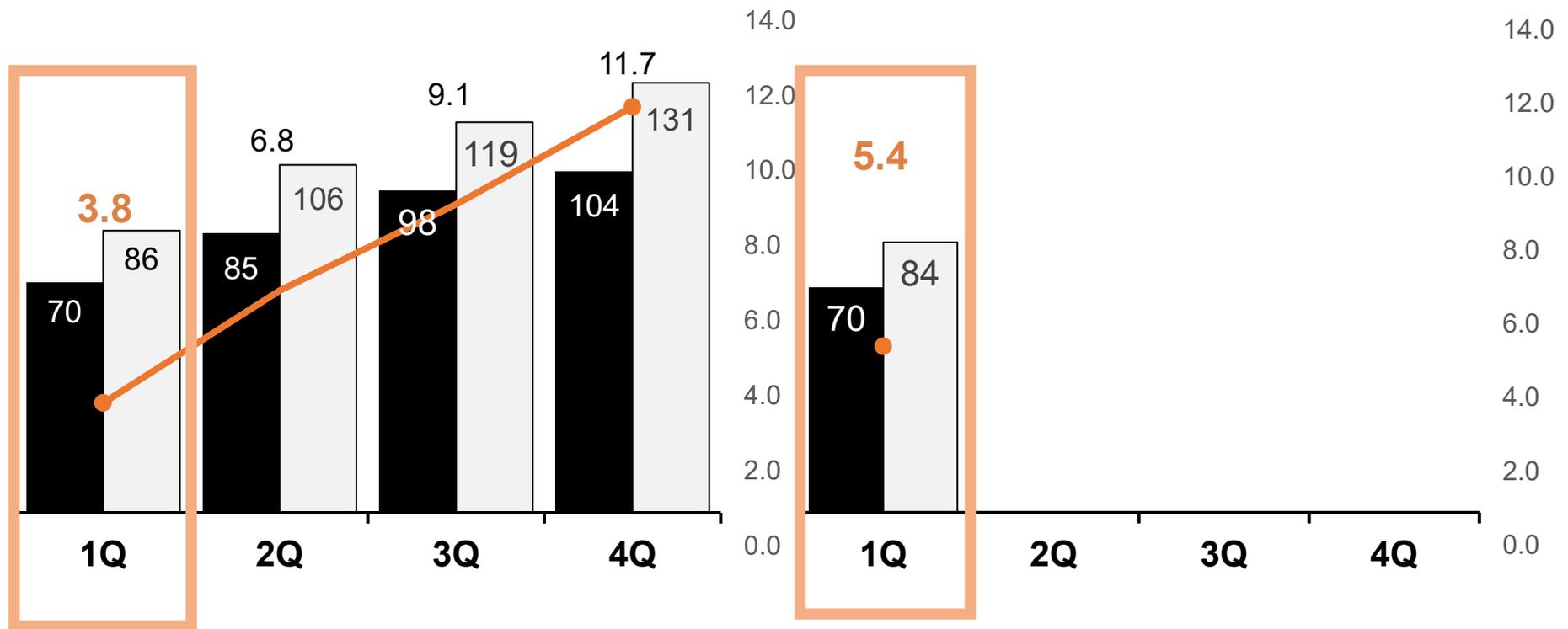
- The number of client companies and the number of projects remained at the same level as in the previous year.
- Sales per company slightly exceeded the same period of the previous year.

Number of Companies and Sales per Company

FY24

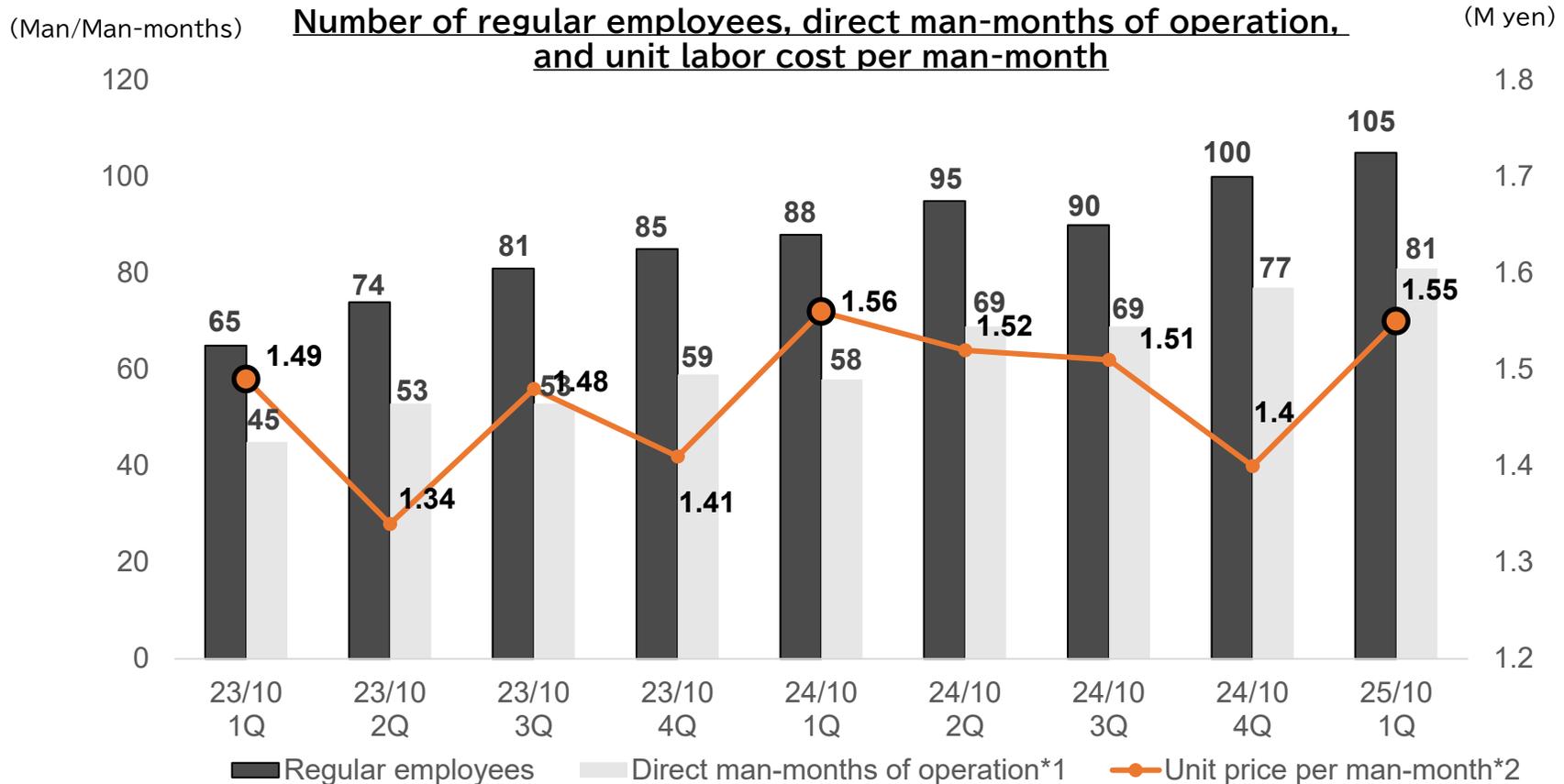
FY25

■ Number of Clients □ Number of Projects — Sales per company (M)



Operating man-months and unit price per man-month

- The number of full-time employees increased by 5 compared to the previous quarter, reaching a total of 105.
- Monthly unit cost per man-month is in the region of 1.5 million yen, partly due to the fact that the increased number of members has been established.



*1 Calculated as quarterly total hours worked by employees/3 months*150h

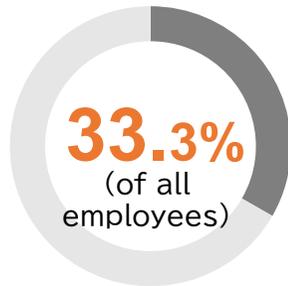
*2 Calculated as quarterly sales/total hours worked by employees*150h

Stable recruitment and employment of technically skilled personnel

- Around 140 highly skilled technical personnel.
- Ensure a system for recruiting and retaining a stable workforce

Talent pool of about 140 people, including interns. (as at 1/31/2025)

UT students
UT graduates



Graduate students
Post-graduate
graduates



Percentage of
engineers



Number of
permanent
employees

105
+17 (YoY)

Recruitment methods

Recruitment from interns

Referrals from
our employees and others

Recruitment
via recruitment media

Working environment
(permanent employees)

Average age

30.9

Average
overtime hours

6.5h

KPIs based on actual results for FY25 1Q

Positioning of each indicator

- ① Maintain a certain level of **sales growth rate** and “high growth”.
- ② By investing in AEI while maintaining the level of **GPR**, Achieve high growth potential over the medium to long term by **increasing sales ratio of AEI and “service-type”**.

			24/10 1Q	24/10	25/10 1Q	25/10 Target	Outlook
Key indicator	Sales growth rate	Whole company	34%	36%	40%	35%	Steady growth, exceeding full-year growth rate targets
		Non-AEI	29%	27%	34%	22%	
		AEI	151%	135%	95%	110%	
	GPR		61%	58%	58%	57%	Higher than target due to orders for high value-added projects
Reference indicator	AEI sales ratio		9%	15%	13%	23%	Although the plan is centered on 3Q and beyond, the ratio has increased since FY24 1Q.
	Service-type sales ratio		3%	3%	1%	Result Only	Due to the increase in the initial development ratio Licensing ratio declines

Balance Sheet for the FY25 1Q

- At the end of FY10/25 1Q, pluszero **had cash and deposits of 854 million yen.**
- In addition, the company is debt free, giving it a **strong financial base.**
- Major future investments are expected to be **(1) investment in human resources , (2) investment in R&D and (3) Expand and increase AEI sales.** (M yen)

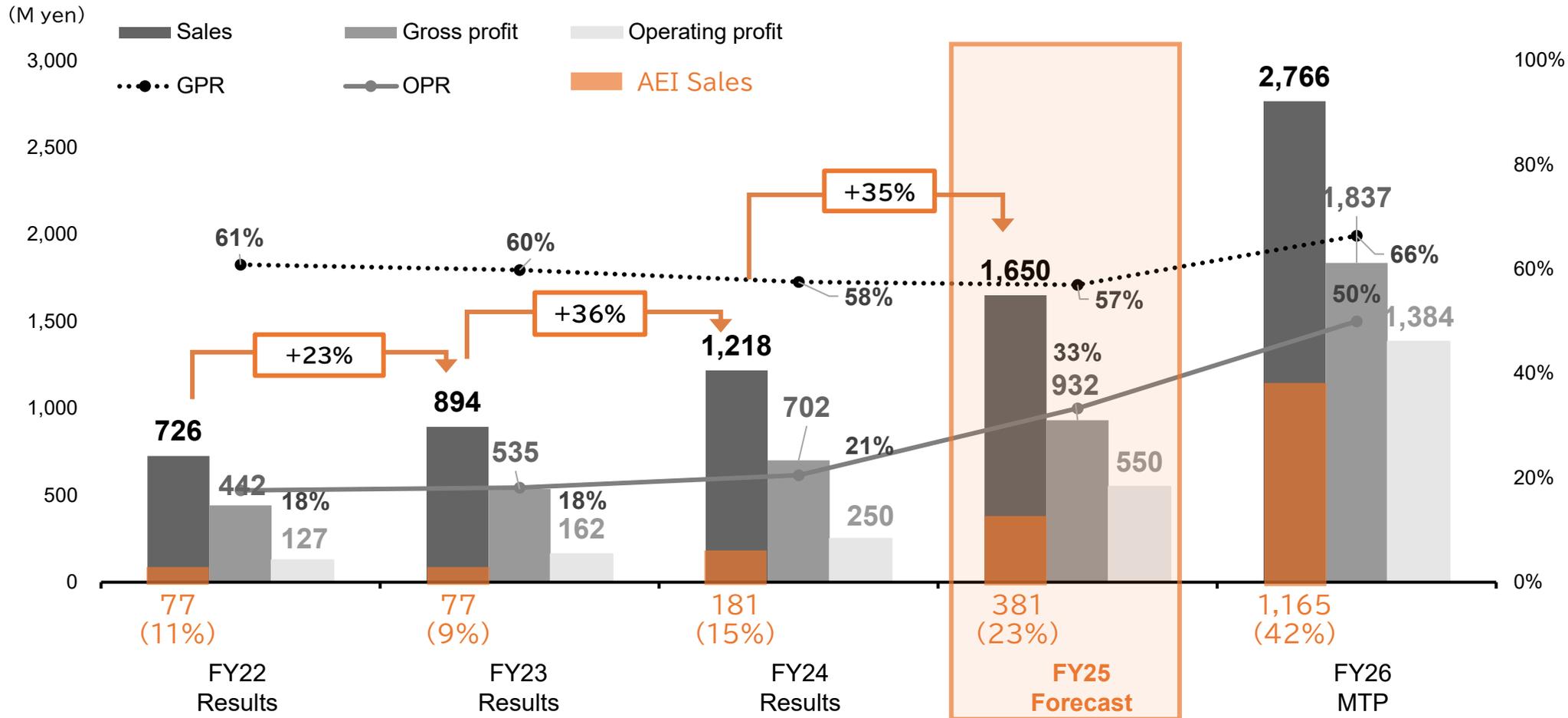
	FY24	FY25 1Q		FY24	FY25 1Q
(Assets)			(Liabilities)		
Current assets	1,173	1,170	Current liabilities	216	177
Cash equivalent	901	854	Fixed liabilities	-	-
Fixed assets	241	228	Total liabilities	216	177
Tangible fixed assets	6	6	(Net assets)		
Intangible fixed assets	149	166	Shareholders' equity	949	1,221
Investments and other assets	85	55	Capital stock	13	32
Total assets	1,415	1,399	Capital surplus	772	792
			Retained earnings	163	398
			Treasury stock	△0	△0
			Total net assets	949	1,221
			Total liabilities and net assets	1,165	1,399

Full-year target

Sales/Cost/Balance Sheet

Forecast of results for the year ending 25/10

- **Progressing as planned according to the MTP.**
- **Sales: 1.65 billion yen**, a 35% increase YoY.
- **Operating Profit: 550 million yen**, a 119% increase YoY.



Forecast of results for the year ending 25/10

- **Sales growth rate: 35%**, aiming to achieve the mid-term management goals
- **Gross profit margin: 57%**, reflecting uncertainties during AEI startup and increased software amortization costs
- **Operating profit margin: 33%**, transitioning to a high-profit structure while maintaining necessary investments
- Progress rate for the first half is set at the same level as the FY24 forecast.

(M Yen)

	FY 24/10		FY 25/10				YoY	
	Amount of money	Percentage of sales (%)	First half target	Progress in the first half (%)	Full-year target	Percentage of sales (%)	Amount of money	Percentage change (%)
Sales	1,218	100	753	46	1,650	100	431	35
Gross profit	702	58	422	46	932	57	231	33
Operating profit	250	21	227	41	550	33	299	119
Ordinary profit	251	21	227	41	550	33	298	119
Net profit	153	13	151	40	382	23	228	149

+ zero

Definition of KPIs

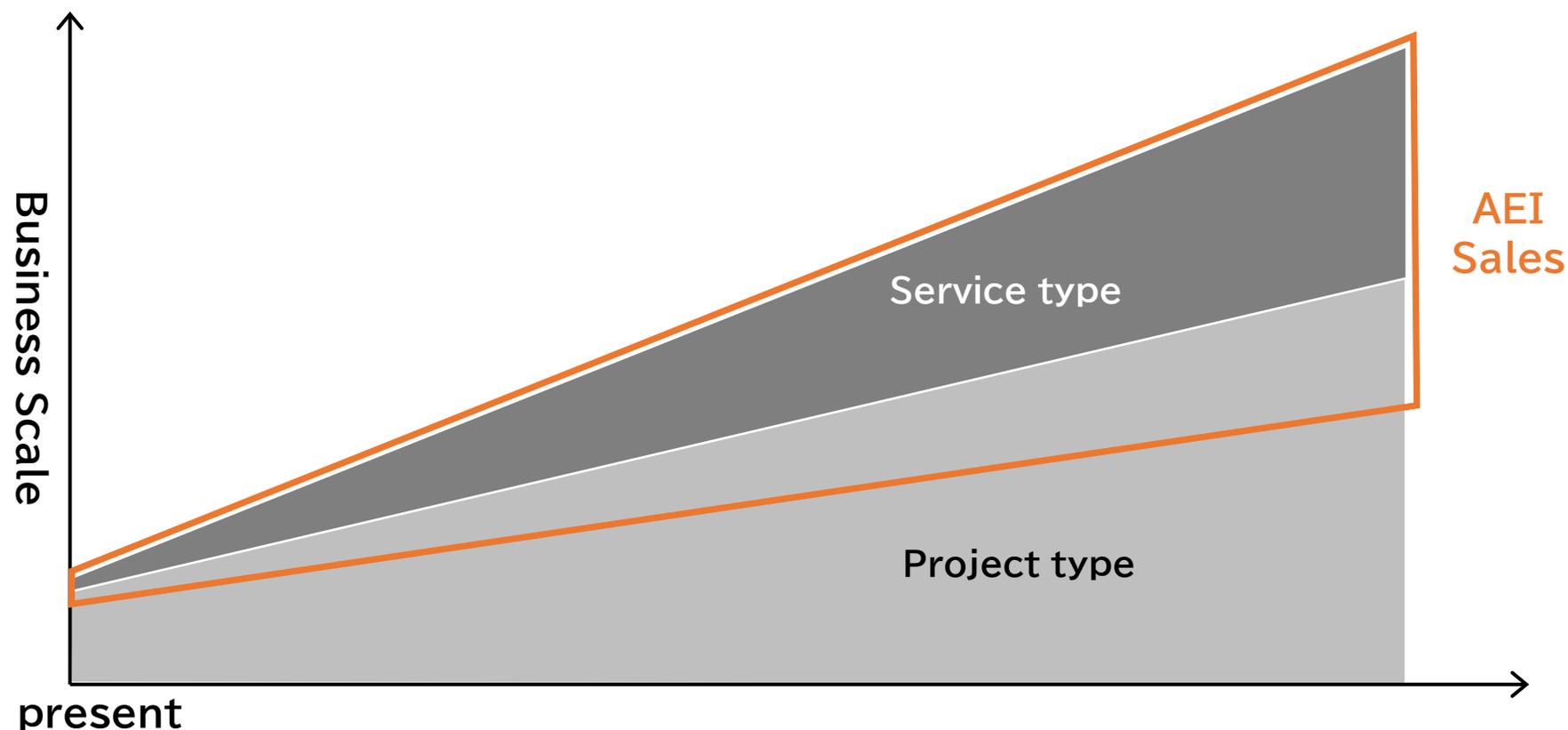
Positioning of each indicator

- (i) Secure a certain level of “sales ratio to existing customers” achieve a certain level of “**sales growth rate**” and maintain a certain level of “continuity” and “high growth”.
- (2) By investing in AEI while maintaining the level of **GPR**, Achieve high growth potential over the medium to long term by **increasing sales ratio of AEI and “service-type”**.
- (3) About “operating profit,” we aim to maximize both the amount and rate over the medium to long term, while flexibly responding to AEI’s investment plans in the short term.

Key indicator	Sales growth rate	Indicators for monitoring “high growth” over the entire period
	GPR	Indicators for monitoring investment capacity to achieve “high growth” and “continuity” in the mid-to-long term
Reference index	AEI sales ratio	Indicators for monitoring “high growth” and “continuity” in the mid-to-long term
	Service-type sales ratio	

Medium- to Long-term Growth Image

- **AEI sales have increased** due to the **active development of AEI-related services** such as **highly scalable** virtual staffing, etc.
- **AEI sales were 15% of total sales in FY24** and are expected to increase in the future.
- pluszero also plans to **improve service-type sales in tandem with AEI sales**.



(Note) The medium- to long-term growth image is only an indication of management targets. We do not guarantee its realization, nor do we suggest a time frame for its realization.

KPIs based on FY25 performance forecasts

Positioning of each indicator

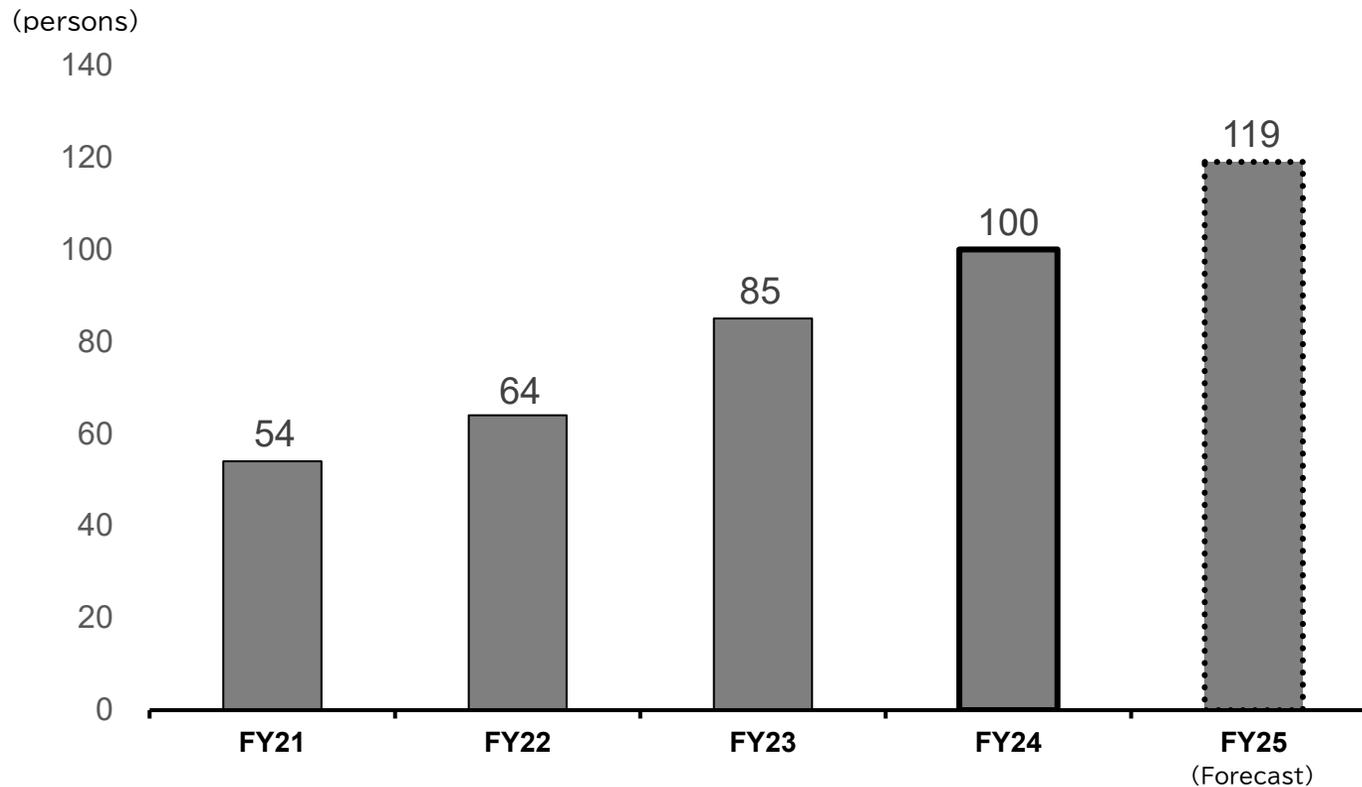
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		FY21	FY22	FY23	FY24	FY25 Forecast
Key indicator	Sales growth rate	33%	43%	23%	36%	35%
	GPR	51%	61%	60%	58%	57%
Reference index	AEI sales ratio	0%	11%	9%	15%	23%
	Service-type sales ratio	—	2%	3%	3%	Only Results

Recruitment forecast

- As of the end of October 2024, **the number of employees reached 100.**
- The number of employees is expected to continue increasing steadily in FY25.

Number of employees at the end of the fiscal year

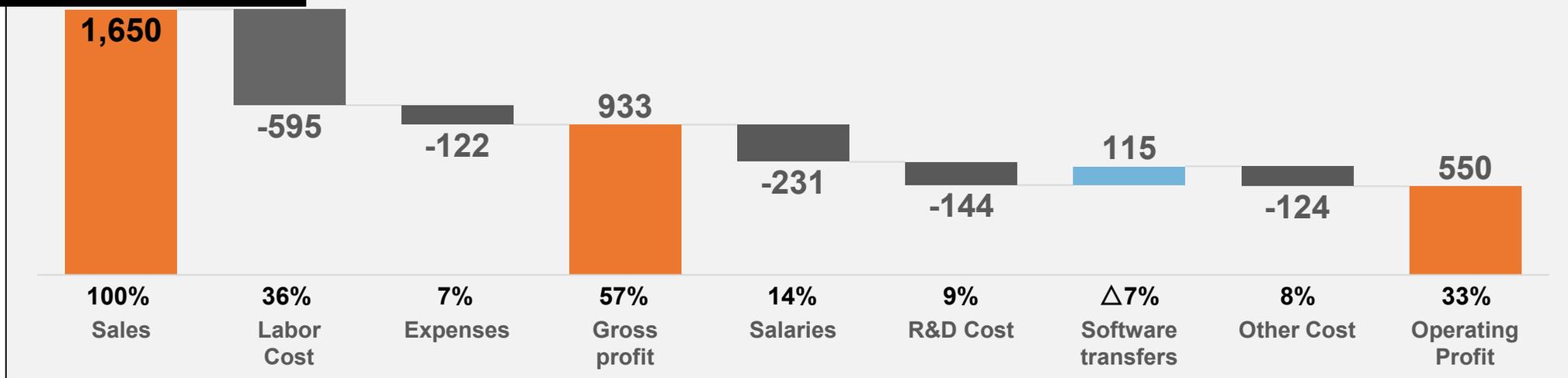


Cost structure for FY25

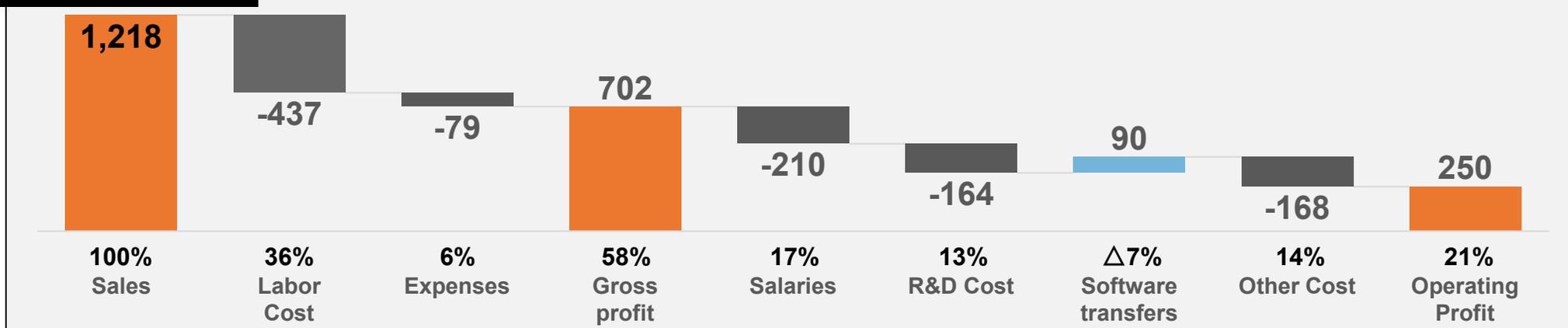
- By converting research and development activities into customer projects and assets, and optimizing expenses, selling and administrative expenses are being reduced.
Aiming to achieve an operating profit margin of 33%, 12 points higher than FY24.

Forecasts for FY25

(M Yen)

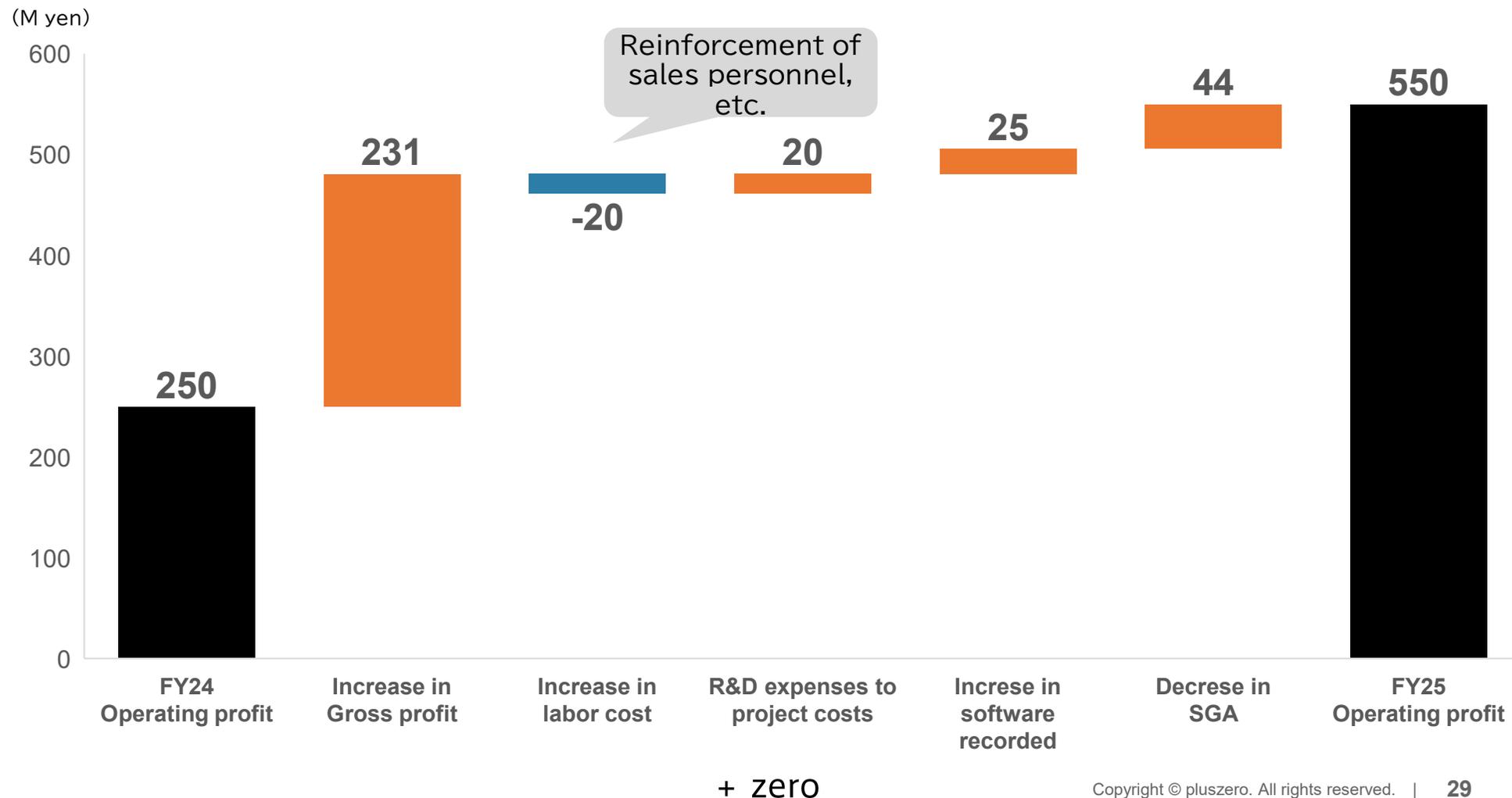


Results for FY24



Comparison of operating profit in FY25 for that in FY24

- Cost increases were kept to a minimum and the company transformed to a highly profitable structure.



Handling of Materials

This material contains forward-looking statements. These forward-looking statements are based on information available to us as of the date of this document. These statements are not guarantees of future results or performance. Such forward-looking statements necessarily involve known and unknown risks and uncertainties that could cause actual future results and financial condition to differ materially from any future results and financial condition expressed or implied by such forward-looking statements.

Factors that could cause results to differ materially from those described in these statements include, but are not limited to, changes in national and international economic conditions and trends in the industries in which we operate.

Information regarding matters and organizations other than the Company is based on publicly available information, and the Company has not verified and does not guarantee the accuracy or appropriateness of such publicly available information.