



2025 tripla Co.,Ltd  
December 2025

# Growth Strategy and Medium-Term Plan (FY2026–FY2028)

# Agenda

**Company Overview**

**Review of FY2025 Performance**

**Growth Strategy and Opportunities**

**Medium-Term Management Plan**

**Risk Information**

**Appendix**

# Agenda

## ✦ **Company Overview**

**Review of FY2025 Performance**

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**Medium-Term Management Plan**

**Risk Information**

**Appendix**

# Company Overview

**Company Name** tripla Co., Ltd.

**Rep.Directors** Kazuhisa Takahashi / Kaku Toriu

**Business** Internet Services & Travel Agency

**Capitals** ¥869.70M

**Website** <https://tripla.io>

**Established** April 15th, 2015

**Employees** Standalone: 95  
Consolidated: 190 \*as of 2025/10

**Head Office** 4-15-3 Nishi-Shinjuku, Shinjuku-ku, Tokyo

**Location** Japan, Taiwan, Hong Kong, Korea, the United States, Singapore, Indonesia, Thailand, Philippine

**Travel Agency** Governor of Tokyo #2-7240



# Look tripla with Numbers

## triplaBusiness※1

- Established

2015

- Locations

9 Countries

- Property Count ※2

9,992

- Service Count

12 Services

## tripla Human Resources

- Employees

190 ※1

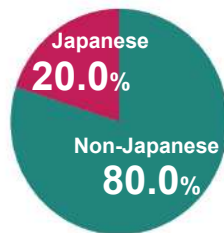
- Nationalities

16 ※1

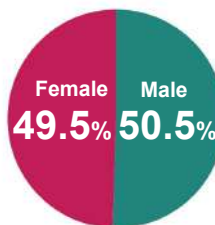
- Average Age

35.6

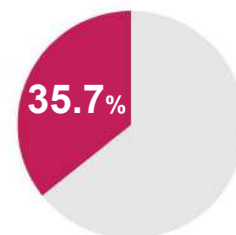
- Diversity Ratio※1※1



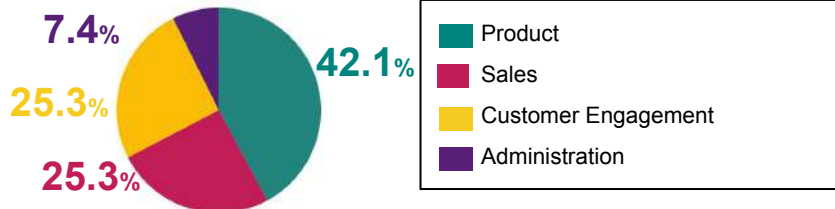
- Gender Ratio



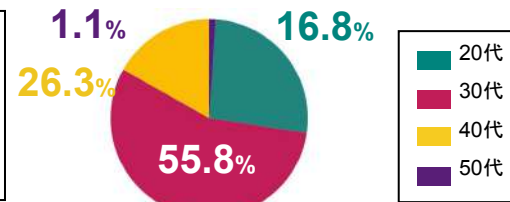
- % of Female Managers



- % by Team



- % by Age Group



- Employees by Nationality

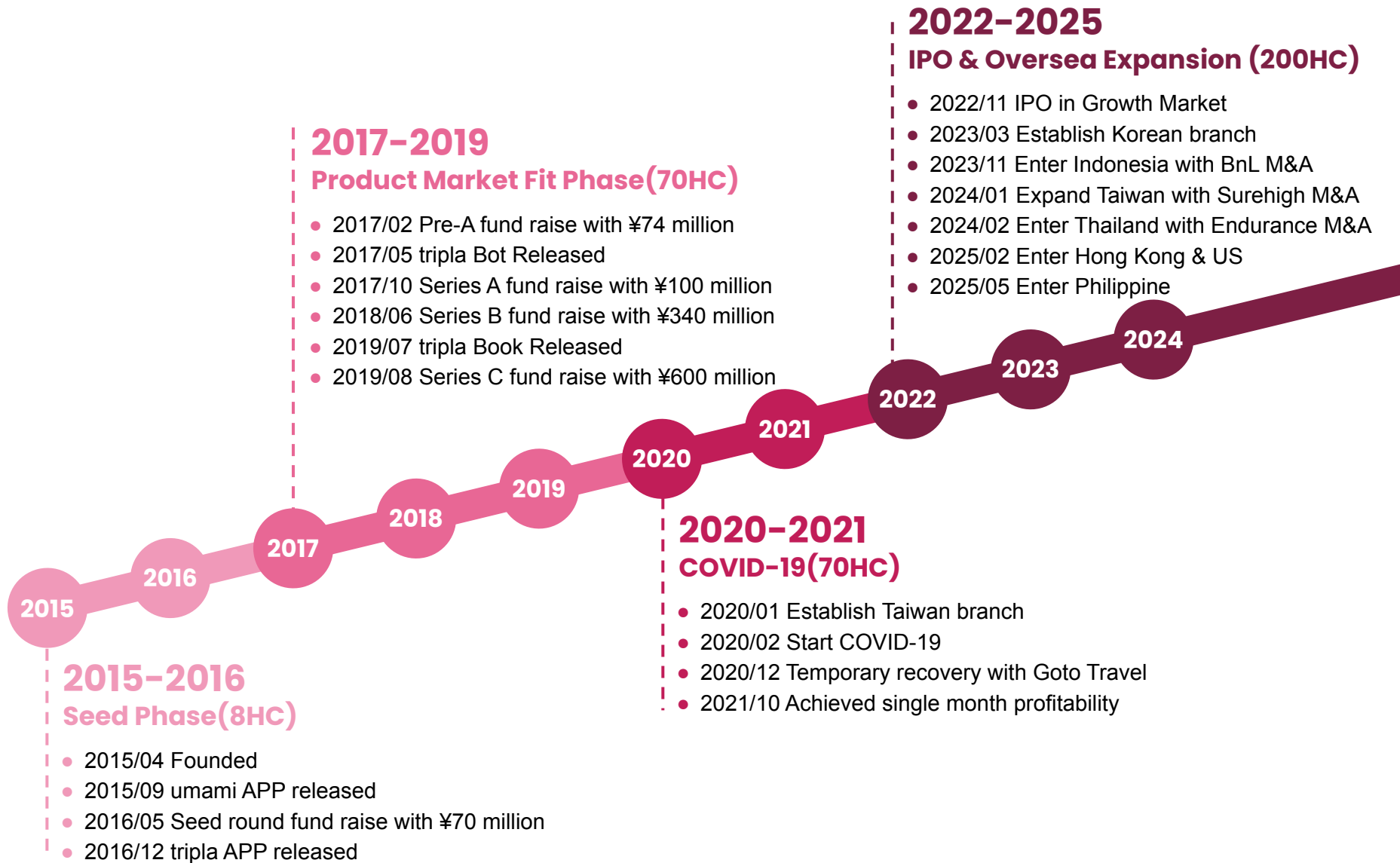


■ 日本 ■ 台湾 ■ 中国 ■ 韓国 ■ フランス ■ インド ■ カザフスタン ■ 英国 ■ 米国 ■ 豪州 ■ エストニア  
■ ドイツ ■ インドネシア ■ レバノン ■ モロッコ ■ ロシア連邦

※1: Includes subsidiaries

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# History of tripla



# Introduction of Management Team



**Rep. Director, CEO**

**Kazuhisa Takahashi**

Career:

Education: Hokkaido University  
Wake Forest University MBA



**Rep. Director, CPO**

**Kaku Toriu**

Career:

Education: New York University  
Business Breakthrough University MBA



**Director, CFO**

**Yoshito Oka**

経歴:

学歴: Keio University

資格: CPA



**Executive Officer, Business Development**

**Masahiro Okubayasi**

経歴:

学歴: Kobe University



**Executive Officer, Customer Engagement**

**Koutatsu Kawamoto**

Career:

Education: Keio University



**Executive Officer, CTO**

**Hakim Mouslih**

Career:

Education: Université d'Angers



**Executive Officer, Product Management**

**Aude Moras**

Career:

Education: :IAE de Poitiers



**Executive Officer, Overseas Partnership**

**Philippe Raunet**

Career:

Education: Université de Versailles Saint-Quentin-en-Yvelines



**Full-time Auditor**

**Chikami Yamazoe**

Career:

Education: Rikkyo University

Qualifications: CPA

# Purpos

**最高の旅行ソリューションを通じて、  
宿泊施設の持続可能な成長と、  
世界中の地域社会の発展を支援する。**

Drive the sustainable growth of accommodations and the development of communities around the world with the best travel solutions.

- 
- Promote sustainable development of the local tourism industry by maximizing the profits of accommodations and supporting investments in facility improvements, environmental initiatives, and hospitality enhancement.
  - Promote initiatives to strengthen collaboration between accommodations and local communities, supporting regional revitalization.
  - Support accommodations in meeting diverse needs and providing inclusive, sustainable tourism experiences.



# Vision

顧客体験の向上と省人化を実現する

デジタルソリューションを提供し、旅行業界を革新する。

To revolutionize the hospitality industry by providing digital solutions that drive excellence in customer experience and operational efficiency.

# Core Values

- 顧客満足実現へのマーケットイン
- オーナーシップ
- 結果に拘るアクション
- Market-In for Customer Satisfaction
- Ownership
- Action with Results
- イノベーションへの挑戦
- チームと自身の成長
- 生産性の追求
- 謙虚、尊敬、信頼
- Challenge for Innovation
- Stretch the Team & Yourself
- More with Less
- Humility, Respect & Trust

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Unit:JPY

## Net Income

(Attributable to Owners of Parent)

**501** million

YoY **+139.7%**

## Op. Revenue

**2,573** million

YoY **+37.8%**

## Op. Profit

**519** million

YoY **+93.6%**

## Ordinary Profit

**583** million

YoY **+138.8%**

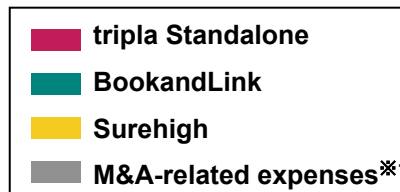
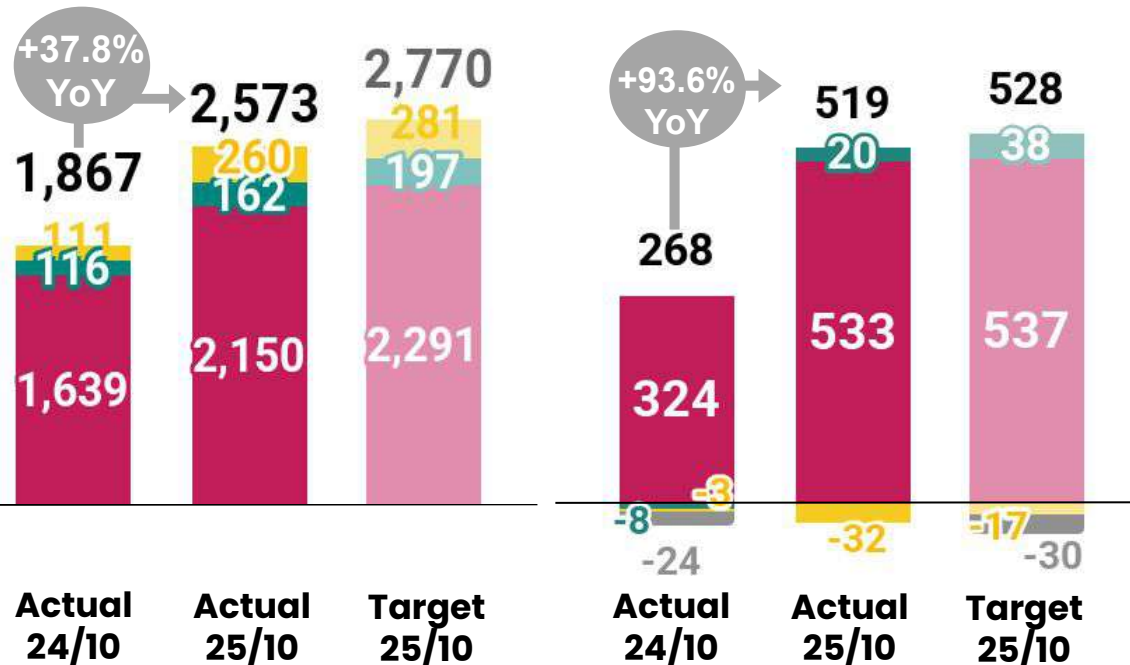
# FY2025 Results (Consolidated)

- Op. Revenue: JPY 2,573 million, YoY +37.8%, vs. Full-year Target: -7.1%
- Op. Profit: JPY 519 million, YoY +93.6%, vs. Full-year Target: -1.7%

## Op. Revenue

## Op. Profit

(JPY million)



(JPY million)

Op. Revenue	Actual 25/10	YoY	vs. Target
tripla Standalone	2,150	+31.1%	▲ 6.1%
BookandLink <sup>※2</sup>	162	+39.9%	▲ 17.8%
Surehigh <sup>※3</sup>	260	+133.6%	▲ 7.5%
Total <sup>※4</sup>	2,573	+37.8%	▲ 7.1%

Op. Profit	Actual 25/10	YoY	vs. Target
tripla Standalone	533	+64.6%	▲ 0.7%
BookandLink <sup>※2</sup>	20	._ <sup>※5</sup>	▲ 46.6%
Surehigh <sup>※3</sup>	▲ 32	._ <sup>※5</sup>	._ <sup>※6</sup>
Total <sup>※4</sup>	519	+93.6%	▲ 1.7%

※1:M&A-related costs such as DD and valuation reports, which are capitalized as equity investments on a standalone basis and expensed in the consolidated P/L.

※2:Results of tripla Singapore Pte. Ltd. and PT. tripla BookandLink Indonesia, which operates the Indonesia business. Consolidated from FY2024 Q2.

※3:Results of tripla Taiwan Co., Ltd., Surehigh International Technology Inc., and JASON FAMILY TRAVEL SERVICE CO., LTD.

Consolidated from FY2024 Q3.

※4:Totals include ※1 and tripla Philippines Technologies Inc.

※5:YoY comparison is not shown as revenue in the prior period was negative.

※6:Comparison to the full-year target is not shown as the full-year target is negative.

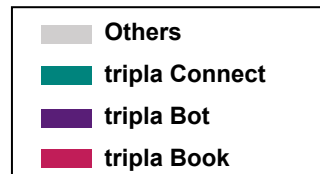
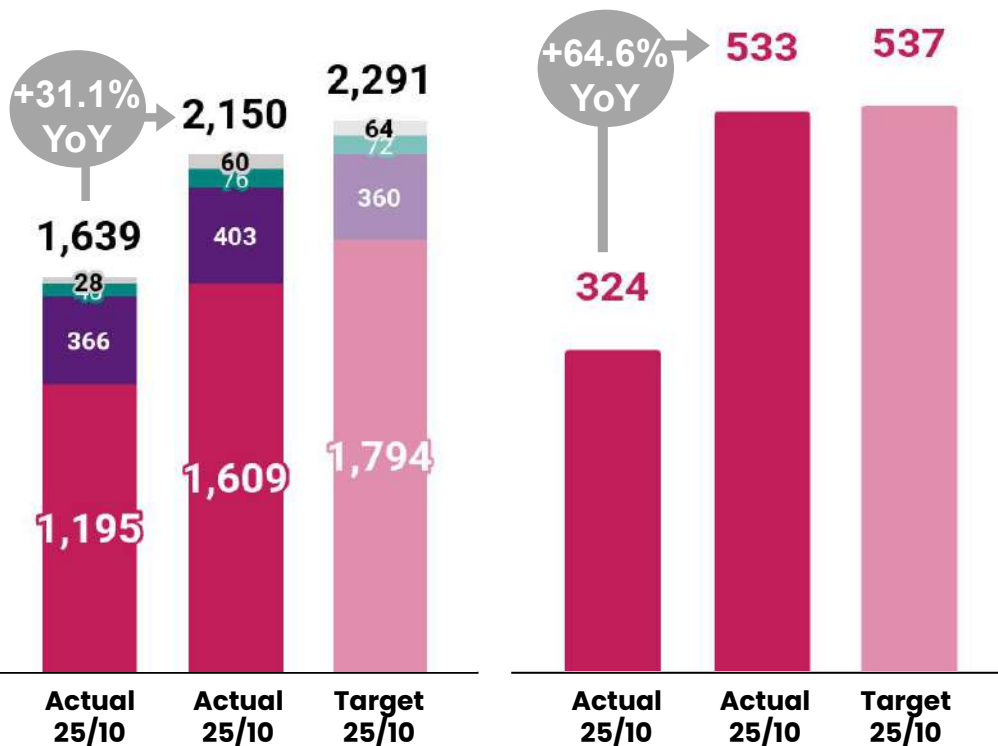
# FY2025 Results (Standalone)

- Op. Revenue: JPY 2,150 million, YoY +31.1%, vs. Full-year Target: -6.1%
- Op. Profit: JPY 533 million, YoY +64.6%, vs. Full-year Target: -0.7%

## Op. Revenue

## Op. Profit

(JPY million)



Op. Revenue	Actual 25/10	YoY	vs. Target
tripla Book	1,609	+34.6%	▲ 10.3%
tripla Bot	403	+10.2%	+12.1%
tripla Connect	76	+57.1%	+5.8%
Others	60	+110.8%	▲ 6.7%
<b>Total</b>	<b>2,150</b>	<b>+31.1%</b>	<b>▲ 6.1%</b>

## tripla Book (vs. Full-year Target)

Shortfall vs. target: JPY 184 million (-10.3%)

- **Fixed Revenue: JPY 7 million (+1.7%)**  
Target: JPY 422 million / Actual: JPY 430 million
- **P4P Revenue: JPY 191 million (-14.0%)**  
Target: JPY 1,371 million / Actual: JPY 1,179 million



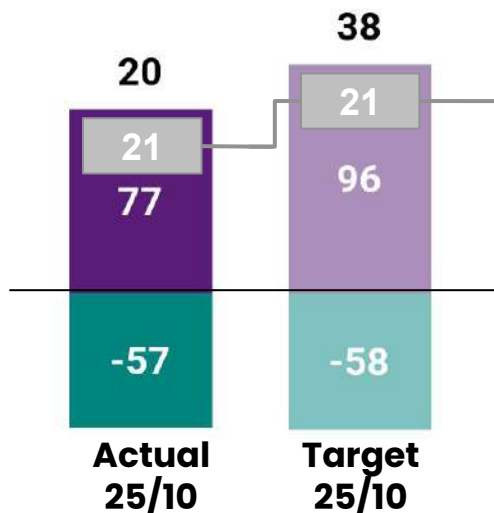
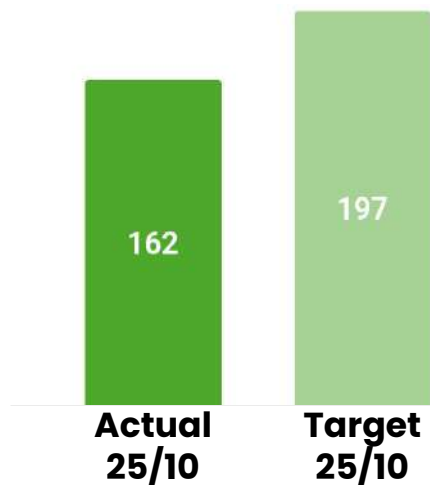
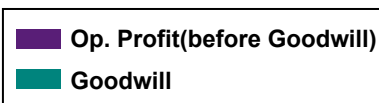
# FY2025 Results (BookandLink)

- Op. Revenue: JPY 162 million
- Op. Profit: JPY 20 million

## Op. Revenue※1

(JPY million)

## Op. Profit※1



Settlement of development outsourcing costs charged by the Japan entity (one-off item recognized in Q1)

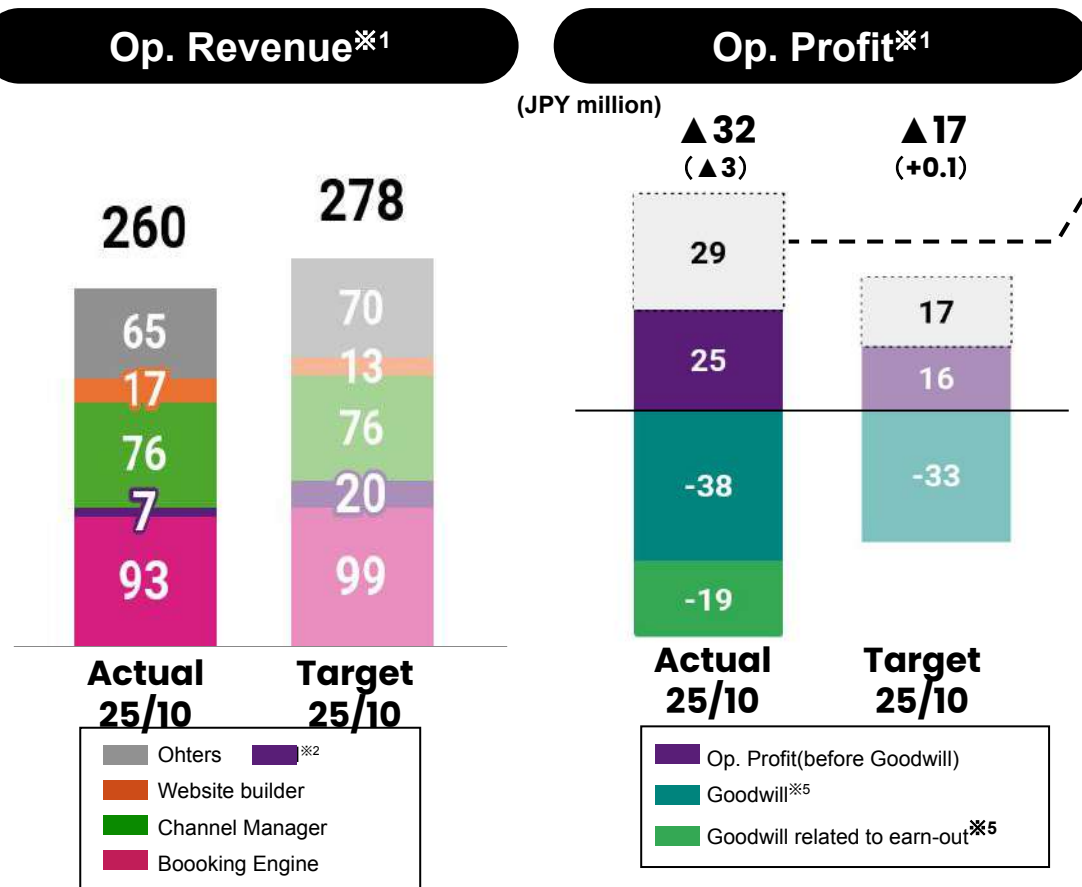
	Actual 25/10	vs. Target
Op. Revenue	162	▲ 17.8%
Op. Profit	20	▲ 46.6%
Op. Profit before Goodwill	77	▲ 19.6%

- Number of properties at period-end: 3,365 properties
  - vs. Oct 2024: 3,306 properties, +65 QoQ
- One-off income and expenses: JPY 21 million (reported in Q1)
  - Settlement of development outsourcing costs for the entire group, mainly charged by the Japan entity

※1 Includes the results of tripla Singapore Pte. Ltd., PT. tripla BookandLink Indonesia (Indonesia operations), and tripla Philippines Technologies Inc.

# FY2025 Results (Surehigh)

- Op. Revenue: JPY 260 million
- Op. Profit: JPY -32 million
- Op. Profit (before amortization): JPY 25 million, +55.3% vs. full-year plan



Non-Op. income of JPY 29 million, mainly due to government subsidies, was recorded.

	Actual 25/10	vs. Target
Op. Revenue	260	▲ 6.1%
Op. Profit	▲ 32	— <sup>※4</sup>
Op. Profit before Goodwill	25	+55.3%

- Number of properties at period-end: 1,445 properties<sup>※3</sup>
  - (Oct 2024: 1,450 properties, -5 QoQ)
- Operating Profit (after amortization)
  - Op. Profit (after amortization): JPY -32 million
- Increase in amortization of goodwill related to earn-out
  - FY2024: JPY -6 million
  - FY2025: JPY -13 million

※1: Results include Surehigh International Technology Inc. and JASON FAMILY TRAVEL SERVICE CO., LTD.

※2: Temporary operating revenue from System Integration.

※3: Number of properties where any service has been implemented.

※4: As the full-year plan is negative, comparison against the plan is not shown.

※5: A portion of contingent consideration (earn-out) payable upon Surehigh achieving certain performance thresholds.

# FY2025 Results Overview (Consolidated)

- Op. Revenue: JPY 2,573 million, YoY +37.8%, vs. full-year plan ▲7.1%
- Op. Profit: JPY 519 million, YoY +93.6%, vs. full-year plan ▲1.7%

(JPY thousand)

	FY2024 Actual	FY2025 Actual※ <sup>1</sup>	FY2025 Target	vs.Target	YoY
Op. Revenue	1,867,358	2,573,543	2,770,182	▲7.1%	+37.8%
tripla(Standalone)	1,639,787	2,150,330	2,291,146	▲6.1%	+31.1%
BookandLink ※ <sup>3</sup>	116,060	162,398	197,475	▲17.8%	+39.9%
Surehigh ※ <sup>4</sup>	111,511	260,509	281,559	▲7.5%	+133.6%
Op. Revenue Growth Rate	+58.8%	+37.8%	+48.3%	-	-
Op. Expenses	1,598,860	2,053,702	2,241,546	▲8.4%	+28.4%
Op. Profit	268,497	519,841	528,635	▲1.7%	+93.6%
Op. Profit Margin	14.4%	20.2%	19.1%	-	-
Ordinary Profit	244,591	583,993	528,202	+10.6%	+138.8%
Net Income	217,574	505,441※ <sup>2</sup>	405,690	+24.6%	+132.3%
Net Income Attributable to Owners of Parent	209,389	501,815	403,091	+24.5%	+139.7%

\*1: Figures include internal transactions eliminated on consolidation.

\*2: Includes JPY 3,065 million of valuation gains related to M&A.

\*3: Results of tripla Singapore Pte. Ltd. and PT. tripla BookandLink Indonesia (consolidated from FY2024 Q2), and tripla Philippines Technologies Inc.

\*4: Results of tripla Taiwan Co., Ltd., Surehigh International Technology Inc., and JASON FAMILY TRAVEL SERVICE CO., LTD. (consolidated from FY2024 Q3).

# FY2025 Results Overview (Standalone)

- Op. Revenue: JPY2,150million, YoY+31.1%, vs. full-year plan ▲ 6.1%
- Op. Profit: JPY533million, YoY+64.6%, vs. full-year plan ▲ 0.7%

(JPY thousand)

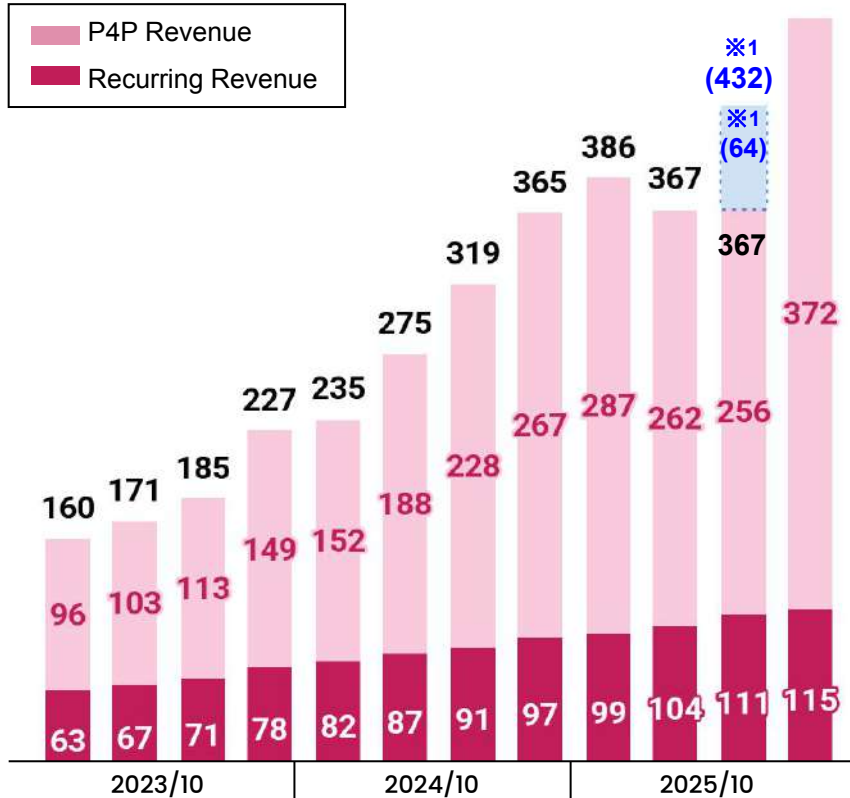
	FY2024 Actual	FY2025 Actual※1	FY2025 Target	vs.Target	YoY
Op. Revenue	1,639,787	2,150,330	2,291,146	▲ 6.1%	+31.1%
tripla Book	1,195,996	1,609,780	1,794,063	▲ 10.3%	+34.6%
tripla Bot	366,505	403,727	360,091	+12.1%	+10.2%
tripla Connect	48,551	76,262	72,077	+5.8%	+57.1%
Others	28,734	60,559	64,914	▲ 6.7%	+110.8%
Revenue Growth Rate	+39.4%	+31.1%	+40.0%	-	-
Churnrate_tripla Book ※1	0.4%	0.3%	0.3%	-	-
Churnrate_tripla Bot ※1	0.7%	0.4%	0.4%	-	-
Op. Expenses	1,315,360	1,616,387	1,753,146	-	-
Op. Profit	324,426	533,942	537,815	▲ 0.7%	+64.6%
Op. Profit Margin	19.8%	24.8%	23.5%	-	-
Ordinary Profit	284,453	555,908	510,873	+8.8%	+95.4%
Net Income	264,228	473,024	408,202	+15.9%	+79.0%

# Op. Revenue by Segment (tripla Book)

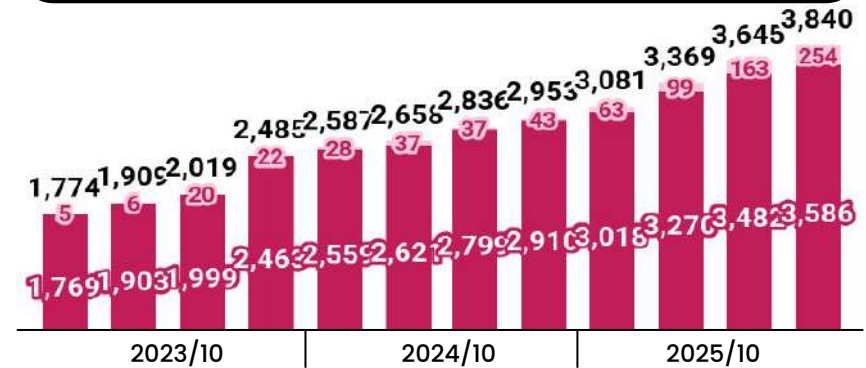
- The number of implemented properties increased by +887 YoY, reaching 3,840 properties.
- GMV reached JPY 174.4 billion annually, and exceeded JPY 50.0 billion in 4Q.

## Op. Revenue ※2

(JPY million)

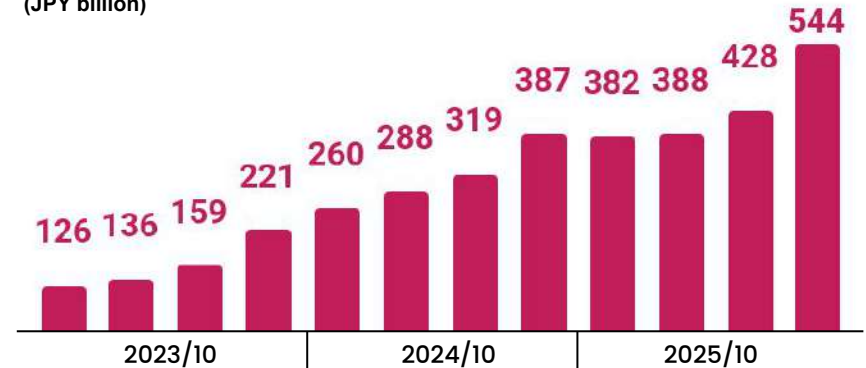


## Number of Properties ※3



## GMV (Gross Merchandise Value)

(JPY billion)



※1: For FY2025/10, the YoY comparison of usage-based revenue excludes the impact of MCP revenue (JPY 64 million).

※2: Standalone figures. As revenue in Japan accounts for the majority, figures include the Korea branch and are presented on a standalone basis.

※3: Number of properties where any service has been implemented. Properties in Taiwan were transferred to Surehigh as of September 1, 2024, and are therefore excluded.

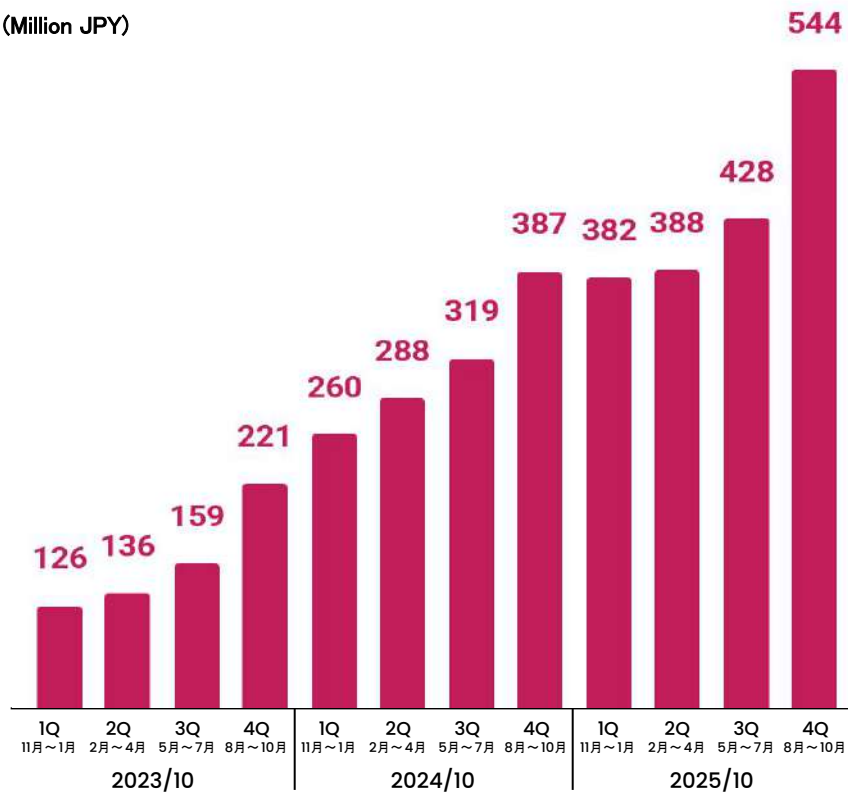


# Seasonality of tripla Book

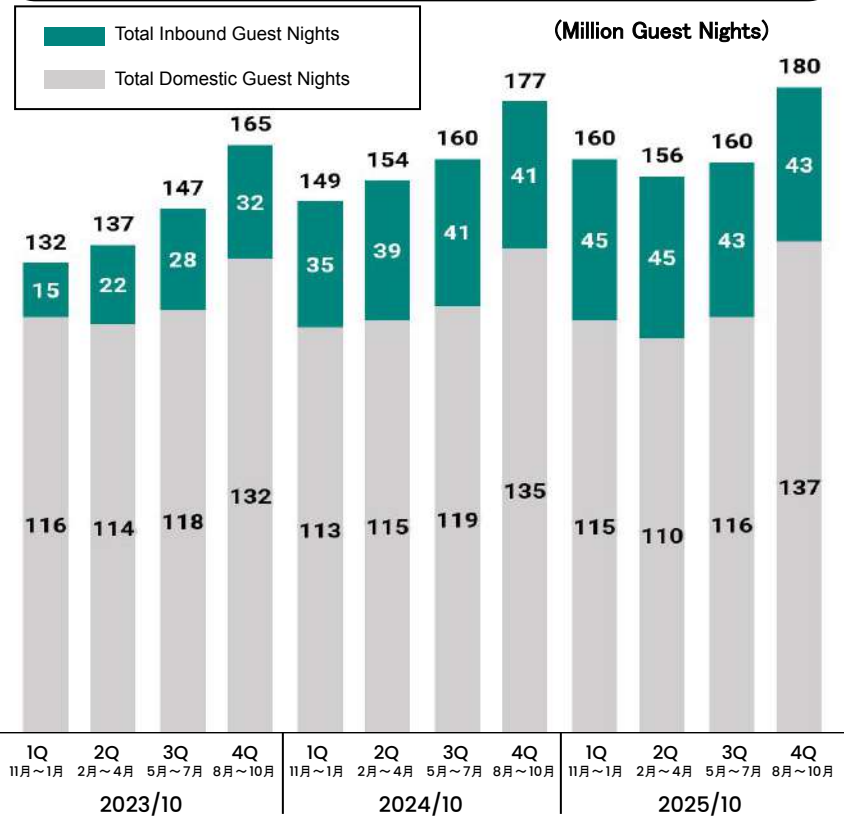
- GMV is heavily weighted toward 4Q, when the number of overnight guests in the market increases significantly.
- Through the steady accumulation of contracted properties, GMV has grown at a pace exceeding the growth rate of overnight guests.

## GMV (Gross Merchandise Value)

(Million JPY)



## Total Market Guests (Japan Tourism Agency※1)



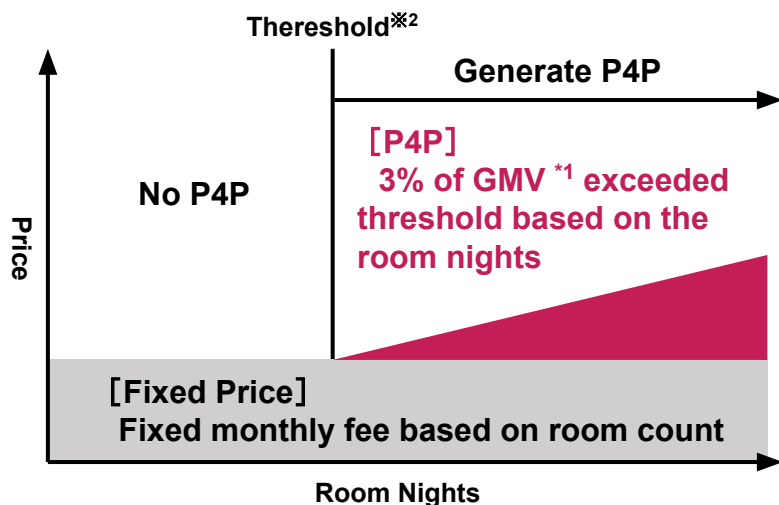
※1: Regarding Japan Tourism Agency (JTA) statistics, the data uses preliminary figures, which are subject to revision based on past publication practices.

# P4P Revenue Structure of tripla Book and Take Rate

- The take rate in 4Q FY2025 reached a record high of 1.24%.
- Inbound demand continued to expand, driving a recovery in 2Q and 3Q.

## tripla Book Revenue Structure

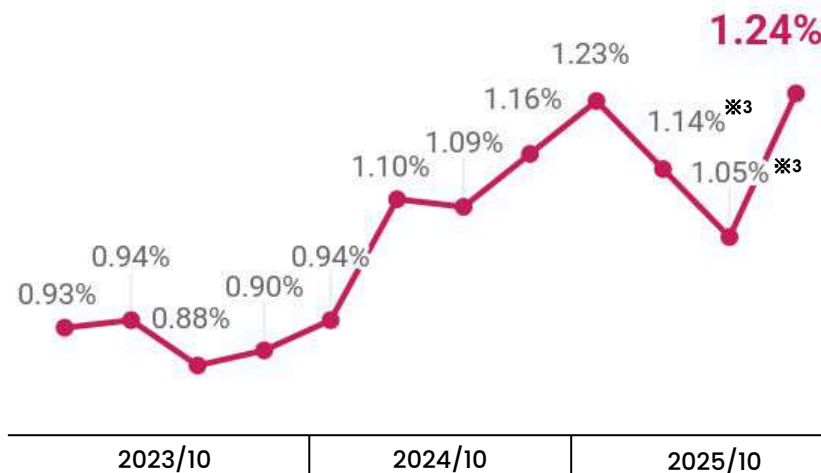
### P4P Room Night



### P4P Payment

Charge based on the defined commission

## P4P Take Rate Trend



Take rate for Net GMV = (Revenue from P4P stay + Revenue from P4P payment) ÷ (GMV – GMV not subjects to P4P stay<sup>※4</sup>)

※1: Gross Merchandise Value (GMV) for accommodation bookings processed through third-party reservation engines used by customer facilities for tripla Book. Annual figures are based on the total number of room nights booked. In the case of COVID-19, contract periods were adjusted accordingly.

※2: The threshold refers to the number of room nights booked, calculated based on historical transaction volume.

※3: Impact of changes in commission rates due to revisions in TTB's commission structure.

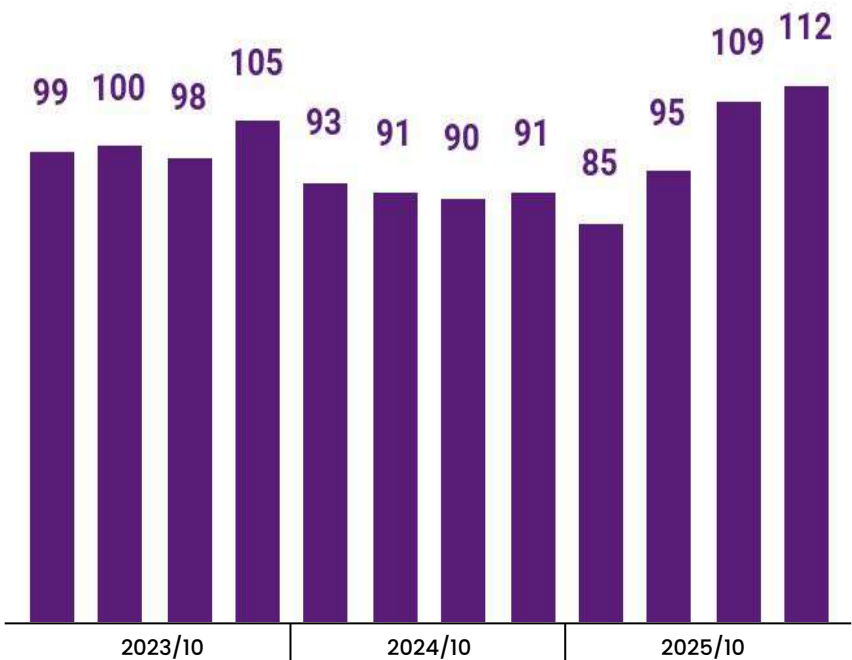
※4: Under certain conditions where no usage-based fees are charged, GMV generated without usage-based fees is excluded. Usage-based and payment-based revenues are generated only from GMV subject to such fees.

# Op. Revenue by Segment (tripla Bot)

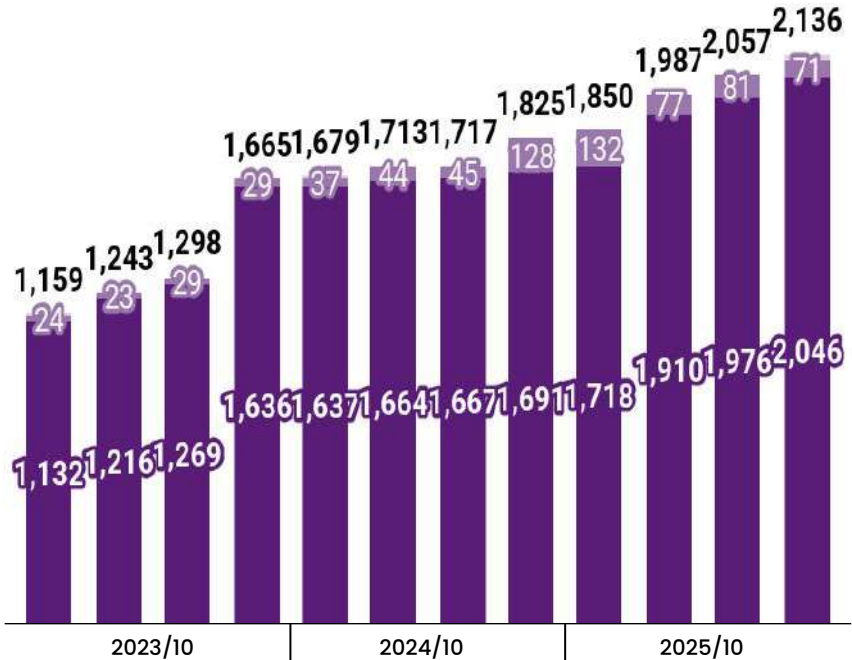
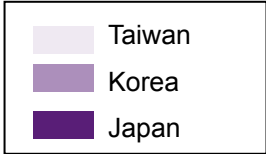
- The number properties increased by +292 YoY, reaching 2,136 properties.

## Op. Revenue ※1

(JPY million)



## Number of Properties ※2



※1: As the majority of standalone revenue is generated in Japan, revenue is presented on a standalone basis, including contributions from the Korea branch and other overseas branches.  
※2: Breakdown as of the end of FY2025 (October): Japan 2,046 properties, Taiwan 42 properties, Korea branch and others 48 properties.

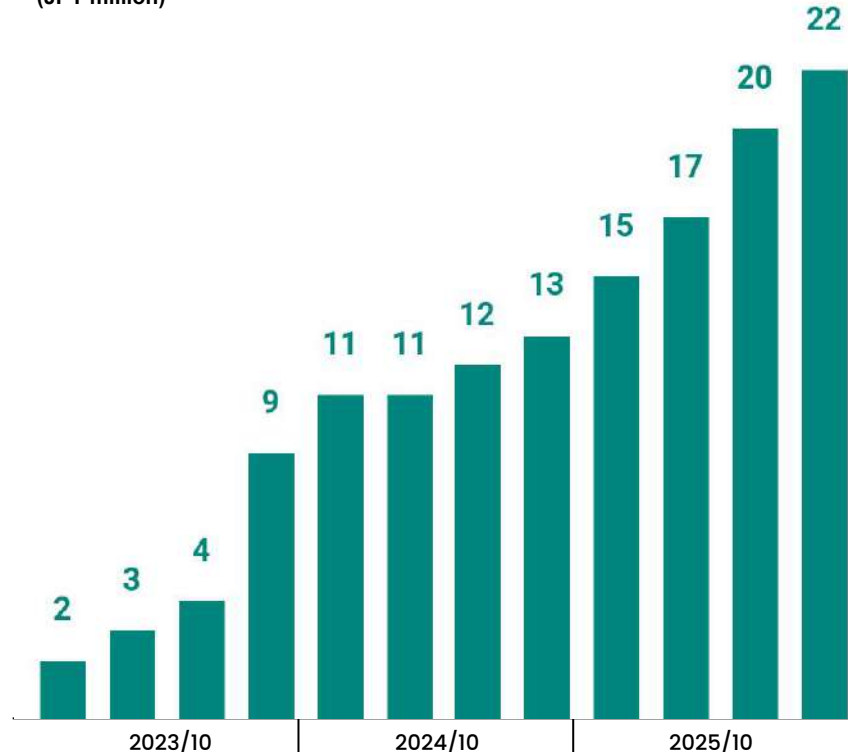
The Taiwan business was transferred to Surehigh as of September 1, 2024; therefore, revenue generated from Taiwan-based properties is not included in standalone Op. Revenue.

# Op. Revenue by Segment (tripla Connect)

- The number of properties increased by +469 YoY, surpassing 1,261 properties.
- Deployment began in the Philippines, marking the start of global expansion.

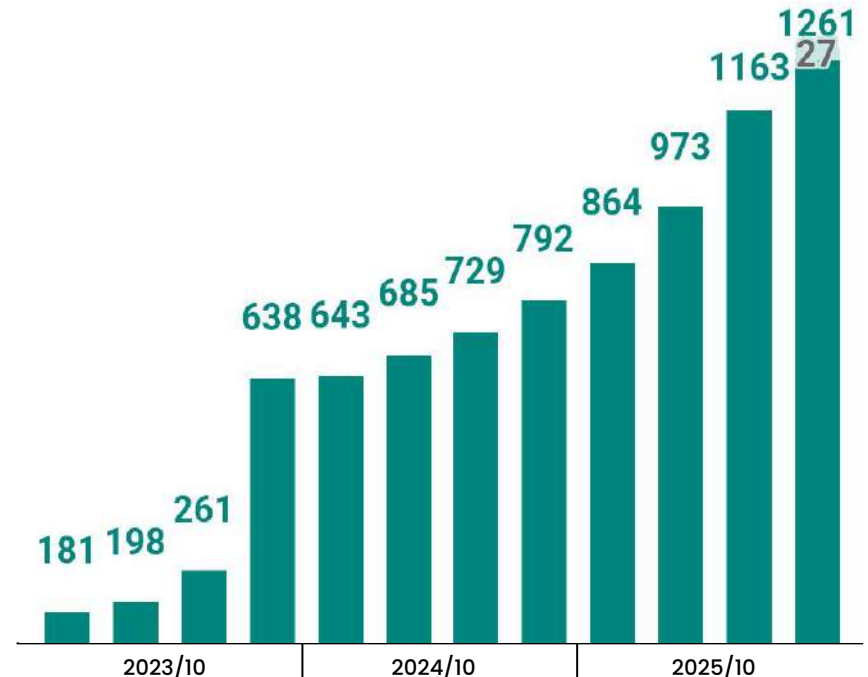
## Op. Revenue ※1

(JPY million)



※1: As the majority of standalone revenue is generated in Japan, revenue is presented on a standalone basis, including contributions from the Korea branch and other overseas branches.

## Number of Properties ※2



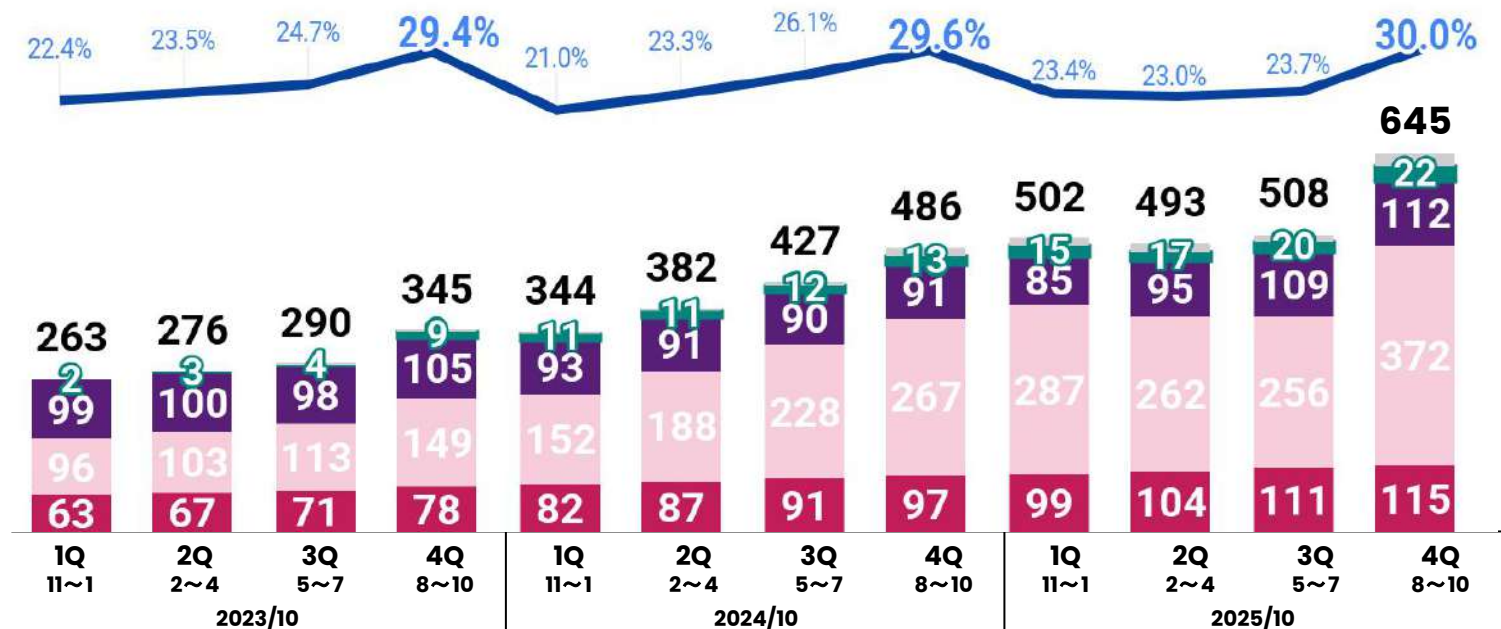
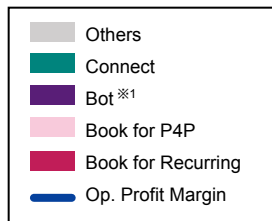
※2: Breakdown as of the end of FY2025 (October): Japan 1,234 properties; Philippines 27 properties.

# Quarterly Revenue Concentration (Standalone)

- FY2025 (October fiscal year) continued to show a 4Q-weighted revenue pattern, consistent with previous years.
- Revenue growth stalled in 3Q due to MCP development issues, but recovered in 4Q following the MCP resolution.

## Op. Revenue

(JPY million)



**Book Fixed Revenue increased in line with the growth in the number of tripla Book properties.**

**Book Transaction-based Revenue shows seasonality, with a stronger tendency in 4Q including August.**

**Bot revenue consists of both fixed and variable components, and is influenced by property growth and seasonality. ※1**

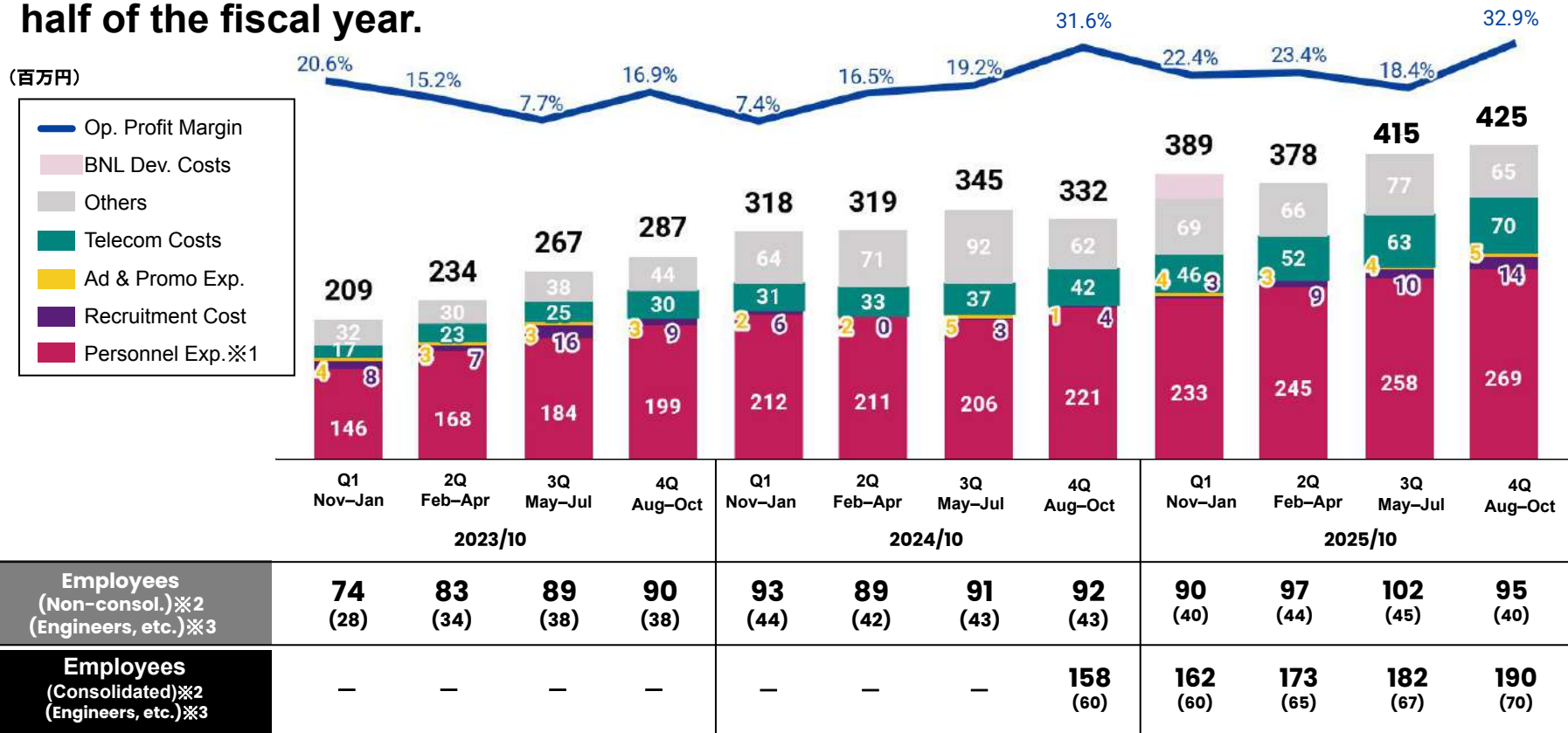
※1: tripla Bot offers both a fixed-fee-only plan and a plan combining fixed and variable (transaction-based) fees. Due to seasonality, revenue composition may fluctuate, and plan migrations may change the revenue mix.

※2: For FY2023 (October), the ratio represents quarterly Op. Revenue relative to full-year Op. Revenue of JPY 1,167 million. For FY2024 (October), the ratio is relative to full-year standalone Op. Revenue of JPY 1,639 million. For FY2025 (October), the ratio is relative to full-year standalone Op. Revenue of JPY 2,150 million.



# Quarterly Operating Expense Trend (Standalone)

As Op. expenses have no seasonality, profitability tends to improve in the second half of the fiscal year.



- **Personnel Costs:**The decrease from 1Q to 3Q of FY2024 (October) was mainly due to a reduction in standalone headcount caused by mid-year resignations. Meanwhile, overseas subsidiaries expanded, resulting in overall group-level cost optimization. Headcount remained stable in FY2025 (October).
- **Communication Costs:**Include server-related expenses and tend to increase as the number of customers grows, though not in direct proportion.
- **Other Expenses:**In 2Q-3Q of FY2024 (October), chargebacks of JPY 11 million occurred, but were successfully reduced in 4Q. These costs remained low in 1Q and 2Q of FY2025 (October)
- **Overall Operating Expenses:**Unlike Op. Revenue, the Company's operating expenses do not exhibit seasonality.
- **BNL Development Costs:**In 1Q of FY2025 (October), a temporary increase occurred due to one-off outsourcing payments to overseas subsidiary BookandLink. There was no impact at the group level.

※1: Personnel costs include salaries and allowances, statutory welfare expenses, employee benefits, outsourcing costs, and share-based compensation.

※2: The number of employees excludes temporary staff. From FY2024 (October), secondees from subsidiaries are included; figures exclude the number of secondees.

※3: The number of engineers includes product-related personnel such as product managers, designers, and QA testers.



Expanded booth size, resulting in the acquisition of a large number of new leads.





**Welcomed approximately 100 participants, primarily existing clients.  
Under the theme “Web Strategy and IT Utilization to Maximize Profitability in  
the Hospitality Industry,”  
we shared the latest industry trends and practical use cases.**







Engaged with global customers and partner companies, primarily across Asia.





New Leads  
generation

# Hosting tripla Conferences in Multiple Countries







New Leads  
generation

# Launched Owned Media Platform

To generate new leads and share industry insights, we have launched our owned media platform.

## tripla 宿泊業界コラム

宿泊施設の集客・業務改善に役立つ情報を発信中


インバウンド対策

システム・業務効率化 (DX)

マーケティング

検索キーワード

開業・経営




2025年09月26日

宿泊業界の人手不足を解消するための今すぐ実践すべき対策を紹介

宿泊業界の人手不足の現状と深刻さ

更新日 2025年09月26日

詳しく見る >




2025年09月26日

メタサーチとは？ホテル・旅館にとってのメリットと活用法を解説

メタサーチの基本的な仕組み

更新日 2025年09月26日

詳しく見る >



2025年09月26日

ホテル・旅館のリピーター戦略！リピート率の高い宿の特徴を解説

ホテル・旅館におけるリピーターが重要な理由

更新日 2025年09月26日

詳しく見る >

おすすめ記事




宿泊業界の人手不足を解消するための今すぐ実践すべき対策を紹介 >

メタサーチとは？ホテル・旅館にとってのメリットと活用法を解説 >

ホテル・旅館のリピーター戦略！リピート率の高い宿の特徴を解説 >

多言語対応はどこまで行う？ホテル・旅館での実践法を詳しく解説 >

ホテル・旅館が今すぐ取り入れたいインバウンド対策を紹介 >



インバウンド対策

システム・業務効率化 (DX)

マーケティング

tripla

2025 tripla Co.,Ltd

29



We have hosted multiple co-hosted seminars in collaboration with Amazon Pay and Google.



# Agenda

**Company Overview**

**Review of FY2025 Performance**

➤ **Growth Strategy and Opportunities**

**Medium-Term Management Plan**

**Risk Information**

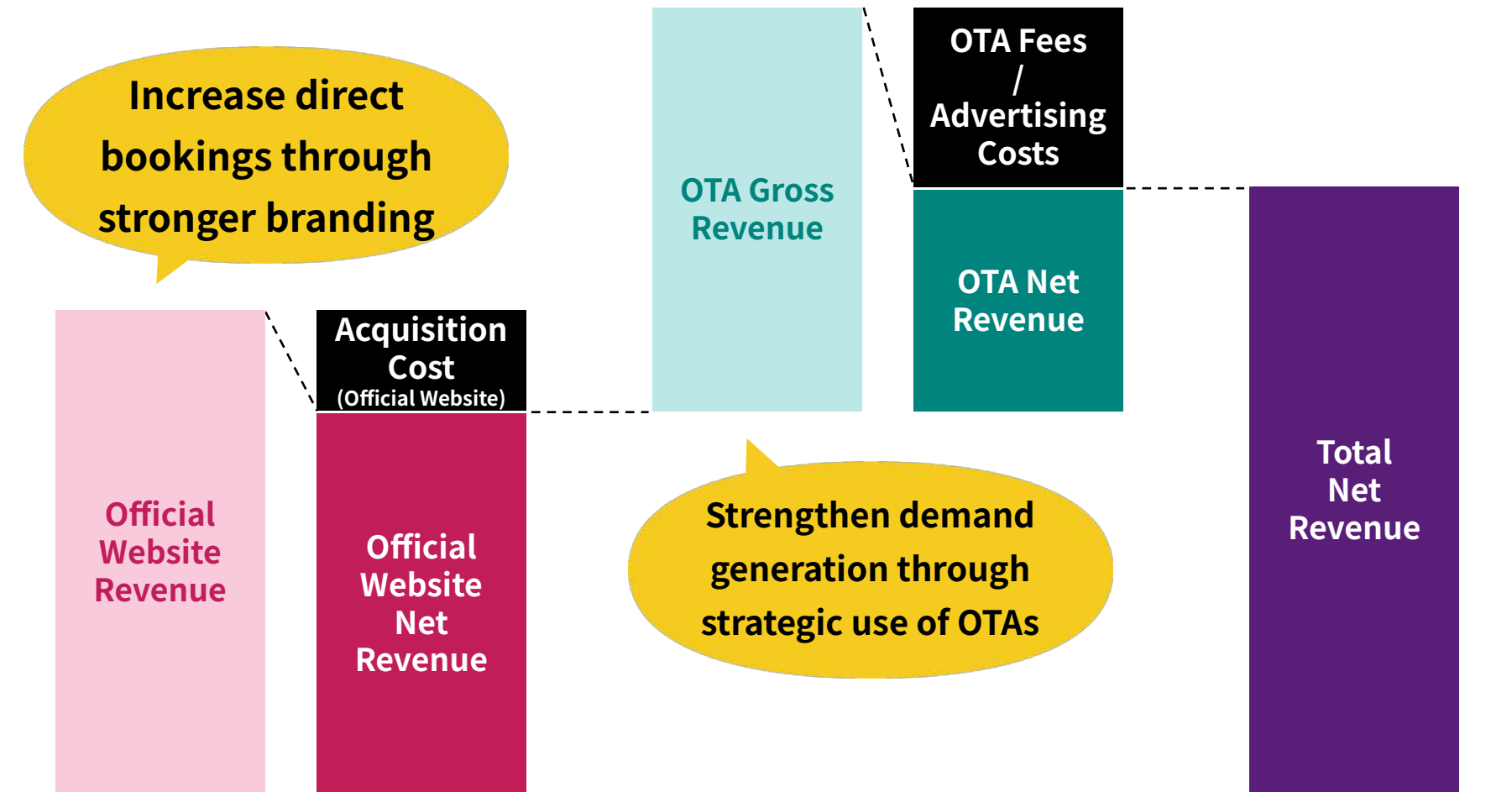
**Appendix**

By responding to the evolution of AI-powered search, we aim to expand our addressable market and maximize revenue for accommodation facilities.





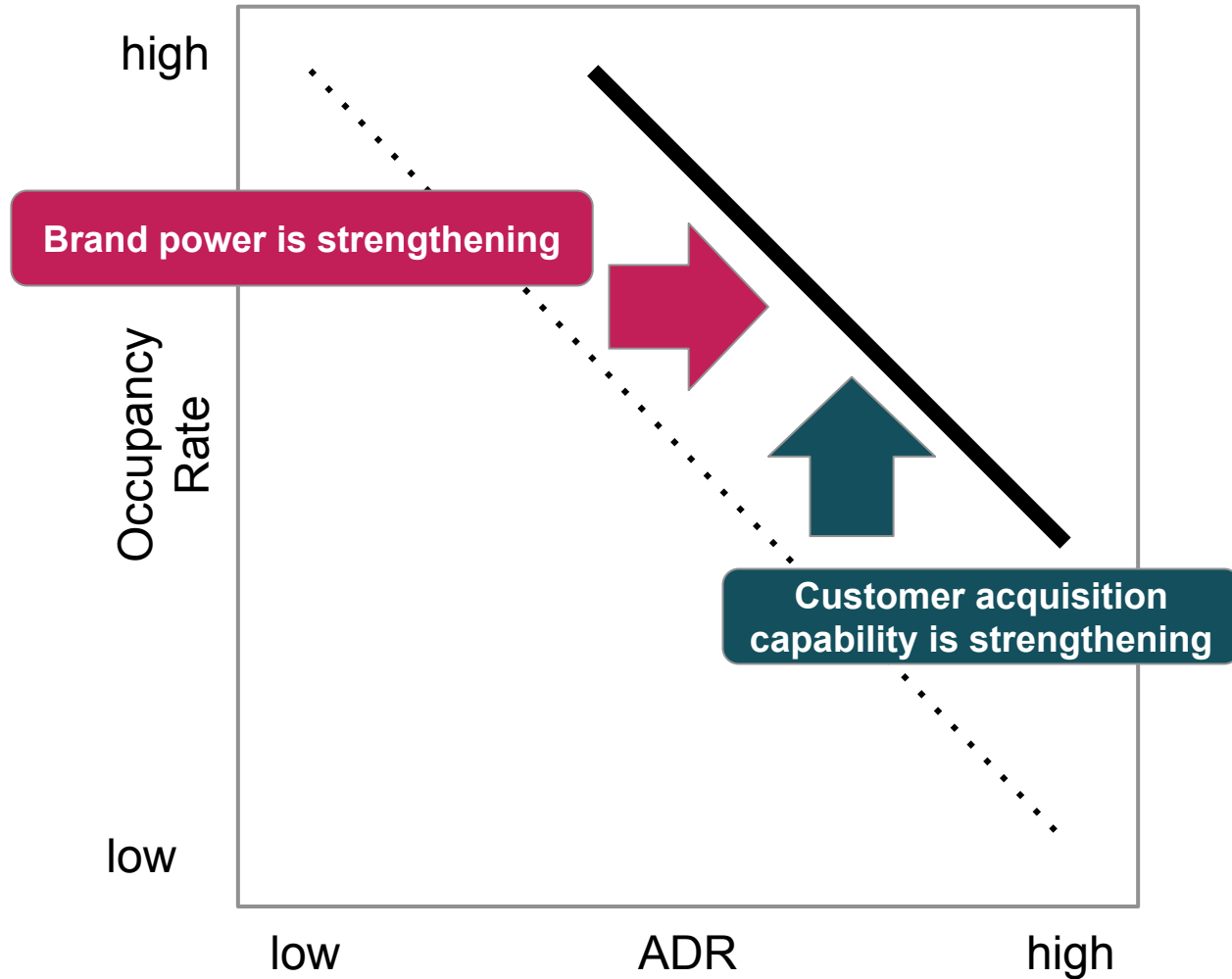
## Mechanism to Maximize Profitability in the Hospitality Industry



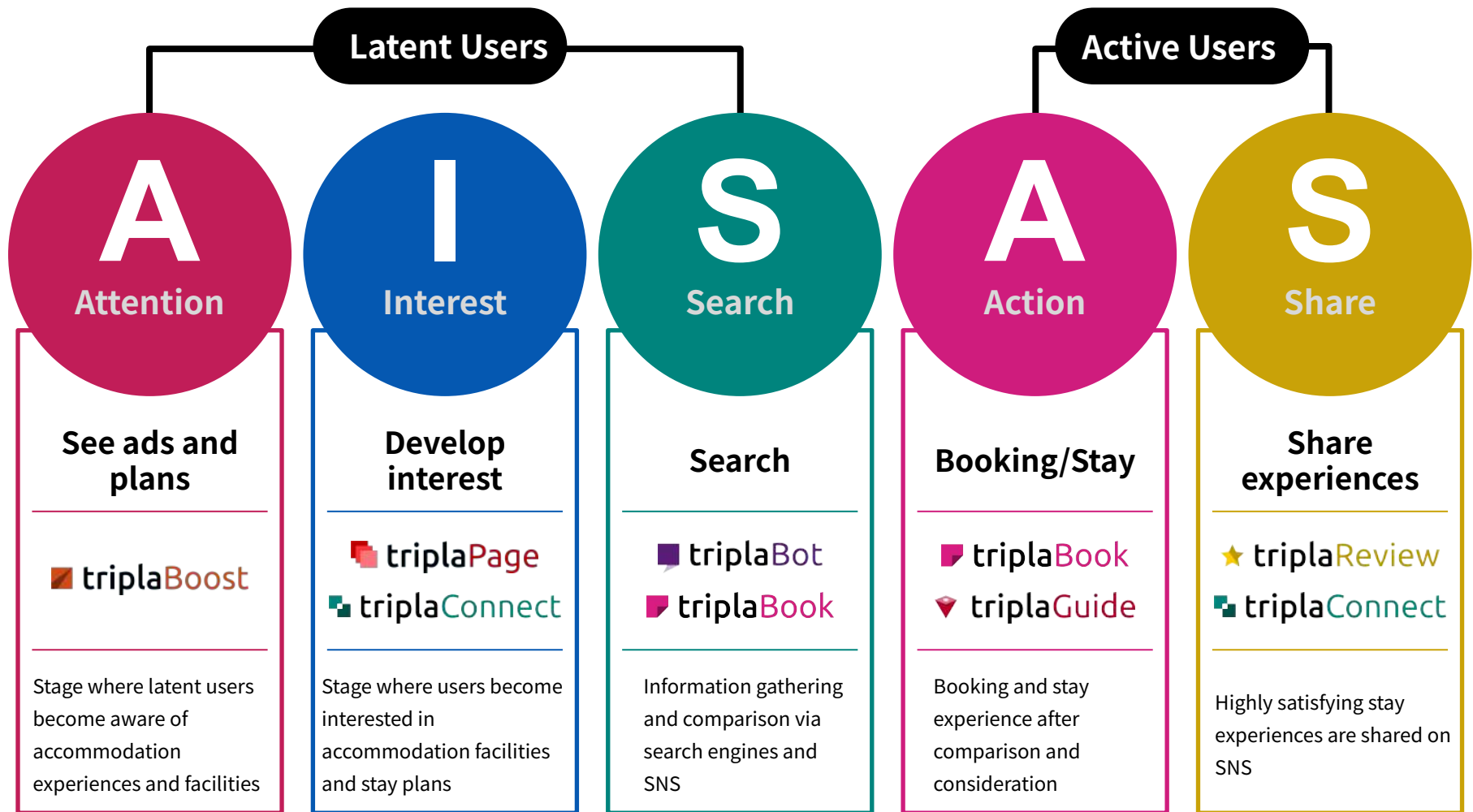


## Enhance Brand Power and Demand Generation for Facilities

**Stronger brand power drives higher ADR, while stronger demand generation improves occupancy rates.**



## Brand Contribution Map of tripla Services Based on the AISAS Model







## Promotion that Allows Point Rewards to Be Adjusted for a Limited Period Based on Membership Rank

合計金額 大人 × 2名 1泊の料金

Earn Promotional Points by Booking

この予約で 8,000 ポイントを獲得

通常価格

¥ 16,000 1泊の料金

(消費税・サービス料込)

予約する

### Configurable by Membership Rank

#### プロモーション内容

このプロモーションでは、デフォルトのポイントを別の値に調整します。

☒ 支払い金額ベース ☒ 消費税額を含める

メンバーシップランク

デフォルトの還元率

プロモーション付与率（デフォルトを上書き）

ブロンズ☆

1.0%

%  
1.0% → 5.0% (例)

シルバー☆

2.0%

%  
2.0% → 5.0% (例)

ゴールド☆

3.0%

%  
3.0% → 5.0% (例)



## Strengthening Repeat Usage and Customer Acquisition by Issuing Vouchers to Individual Customers

クーポンコードを配布する

検索

バウチャー / パースデークーポン / クーポンコードを配布する

1 — 2 — 3 ステップ 1/3: 配布方法を選択

以下のオプションのいずれかを選択し、ご希望の対象者を絞り込んでください

☐ 非会員に配布  
会員でないユーザーにクーポンコードを共有します。

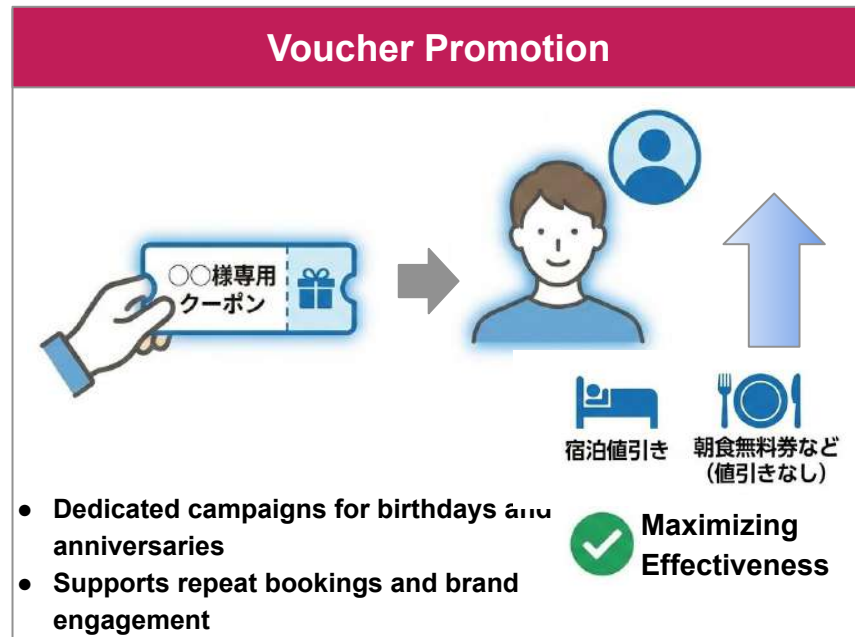
☒ 会員に配布  
既存会員にのみクーポンコードを割り当てます。

☒ 会員リスト  
既存の会員データベースから選択

☐ CSV ファイル  
CSV ファイルで会員リストをアップロード

☐ セグメントに配布  
特定のグループやセグメントを対象にクーポンコードを配布できます。

▲ セグメント配布は triplaConnect でのみ利用できます。 [詳細を見るまたは申し込む](#)



triplaConnect

- Delivers **optimized, personalized offers**
- Enables **timely promotions** based on customer attributes and behavior

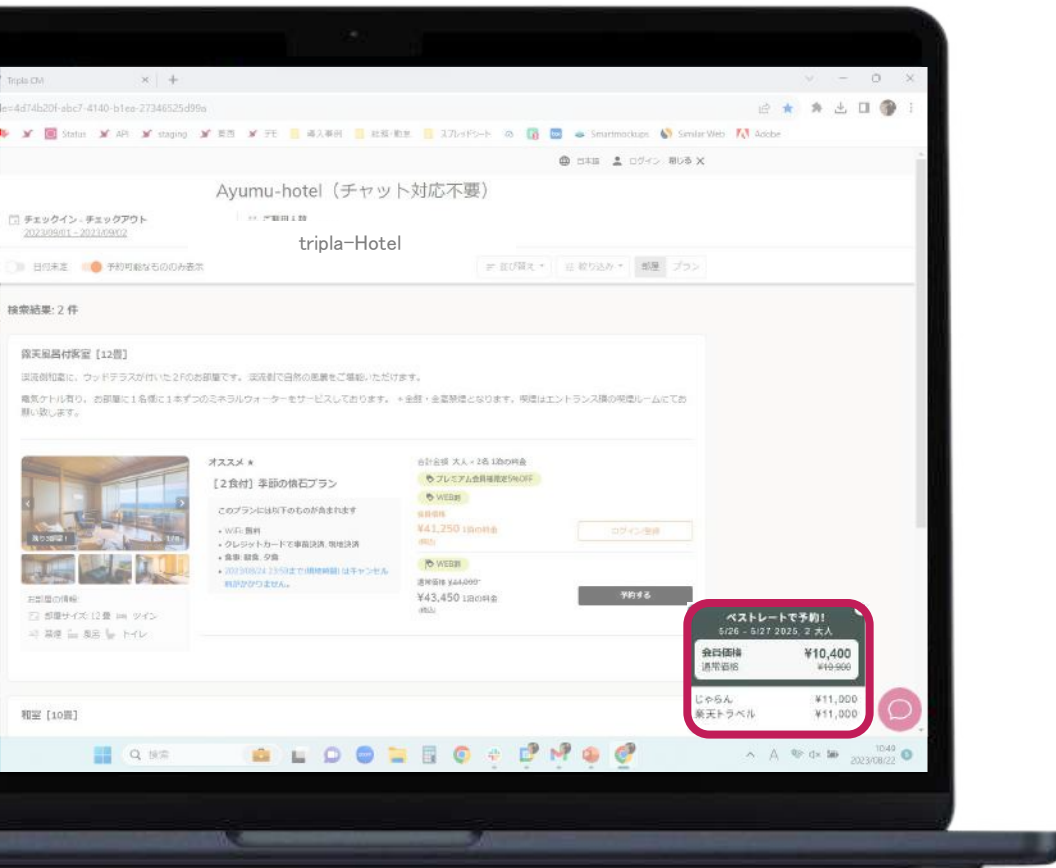


triplaBook

- Enhances brand loyalty
- Increases LTV (Lifetime Value)
- Differentiates from competitors
- Drives sustainable customer acquisition without excessive discounting



## Improving Conversion to the Booking Page by Highlighting Price Comparisons



### Best Rate Display (Popup)

Display on PC・tablet

ベストレートで予約!  
5/26 - 5/27 2025, 2 大人

会員価格	¥10,400
通常価格	¥10,900

じゃらん	¥11,000
楽天トラベル	¥11,000

### Change in CVR After Implementation

A Hotel 7.29% → 9.18%  
B Hotel 1.76% → 2.29%  
C Hotel 5.49% → 6.94%



# Key Achievements for FY2025 - Line Integration

Driving Users from tripla Bot to Official LINE Accounts, Contributing to Growth in Friend Registrations

Customers can not only make inquiries via chat, but also receive exclusive offers and updates directly from accommodation providers through LINE.

Official HP



Select LINE



Add LINE account



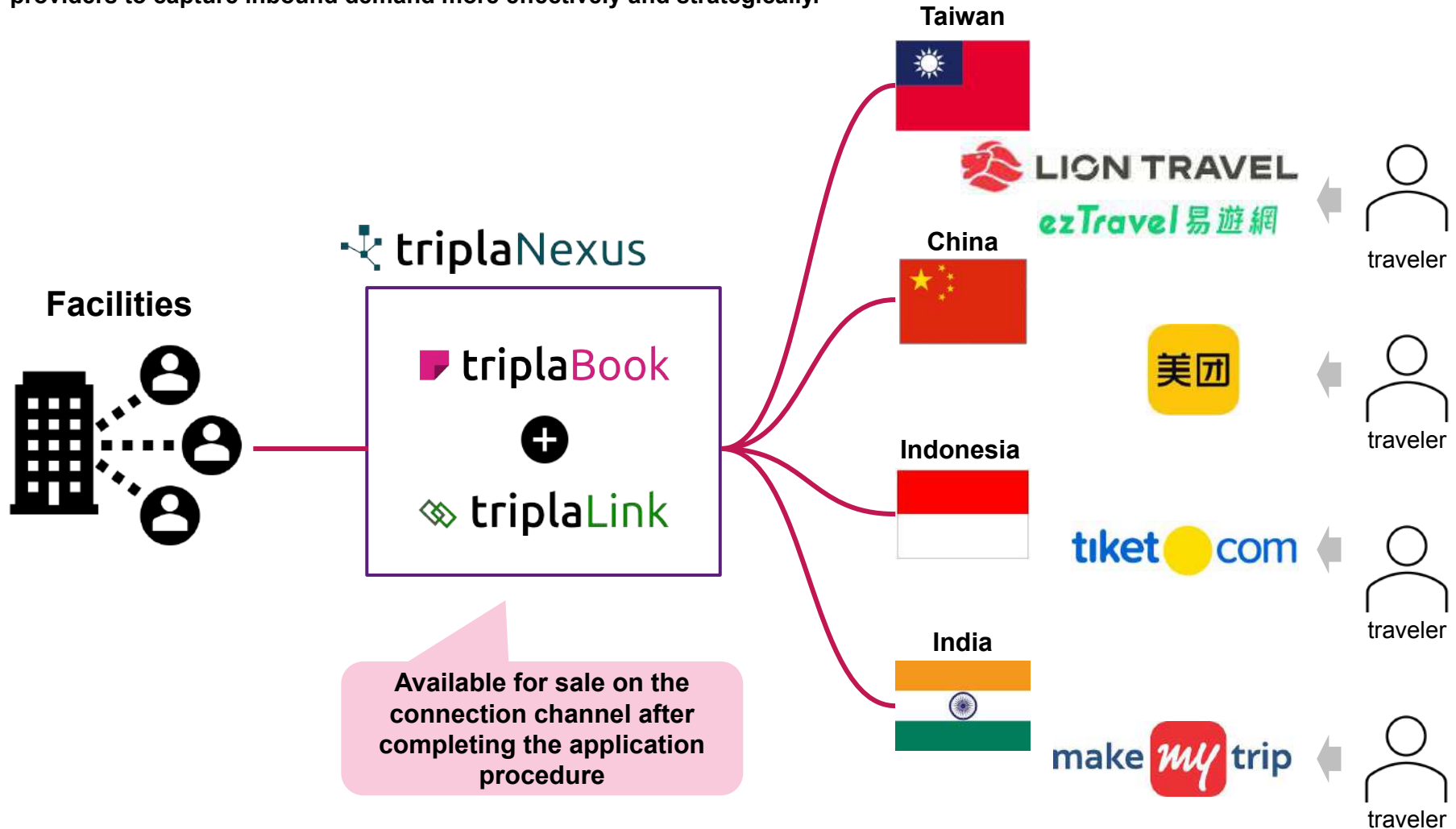
Inquiry on LINE





## Enabling Strategic Inbound Bookings through System Integration with Local OTAs

By integrating with local OTAs in Taiwan, Indonesia, India, South Korea, and other regions, tripla enables accommodation providers to capture inbound demand more effectively and strategically.

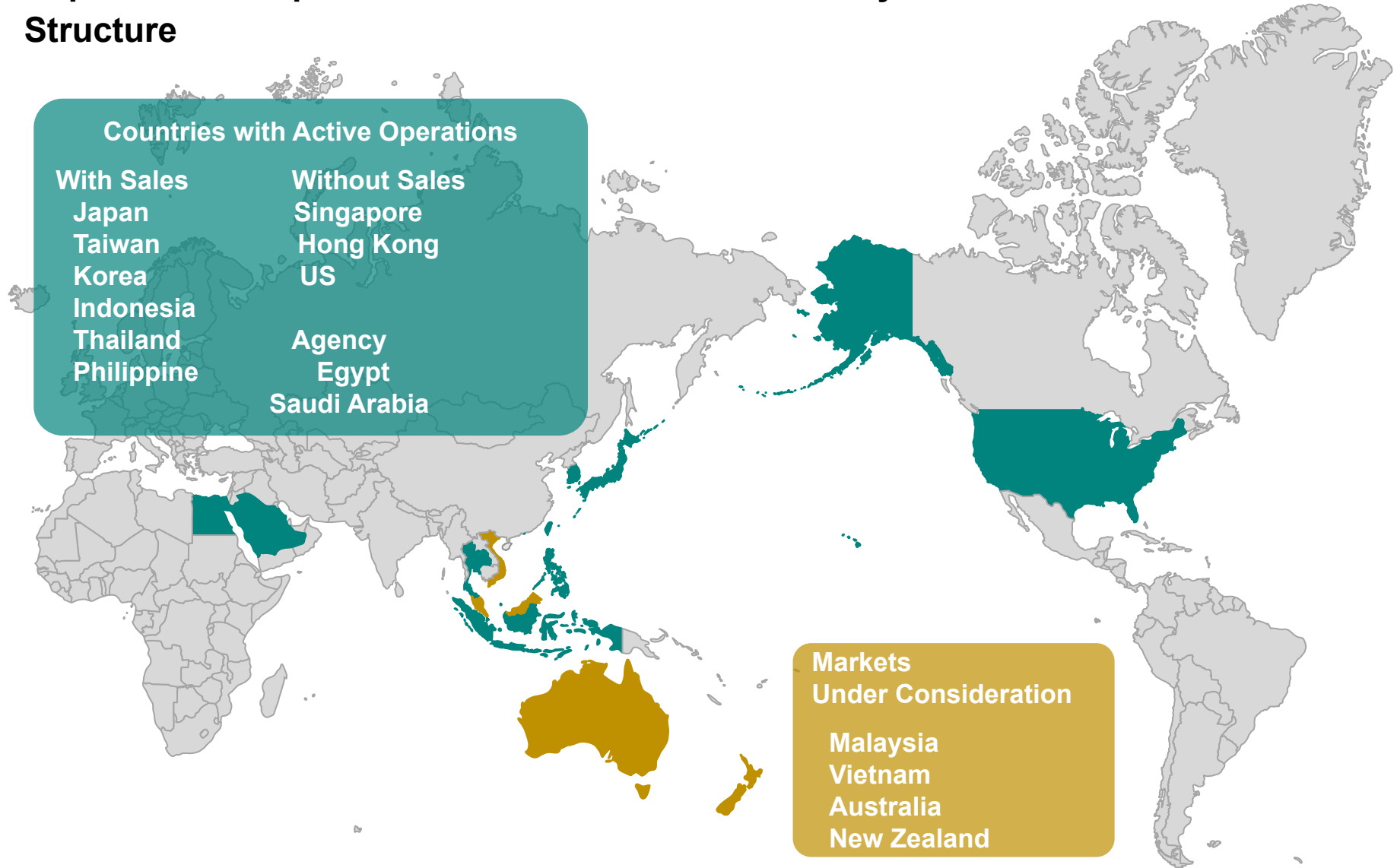






# Expanding Target Markets and Driving Localization

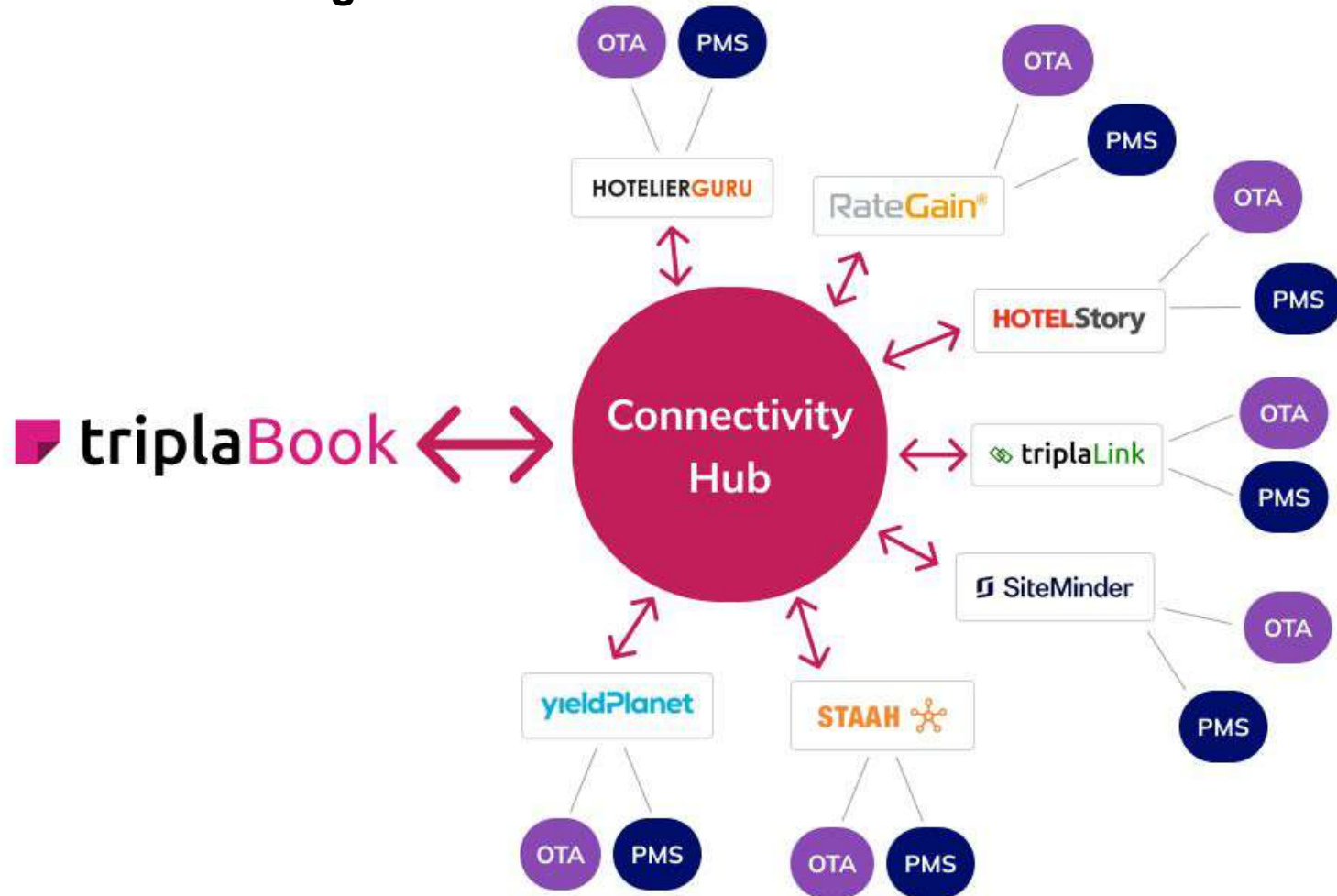
## Rapid Market Expansion and Localization Enabled by a Multinational Team Structure





## Key Achievements in FY2025 – Connectivity Hub

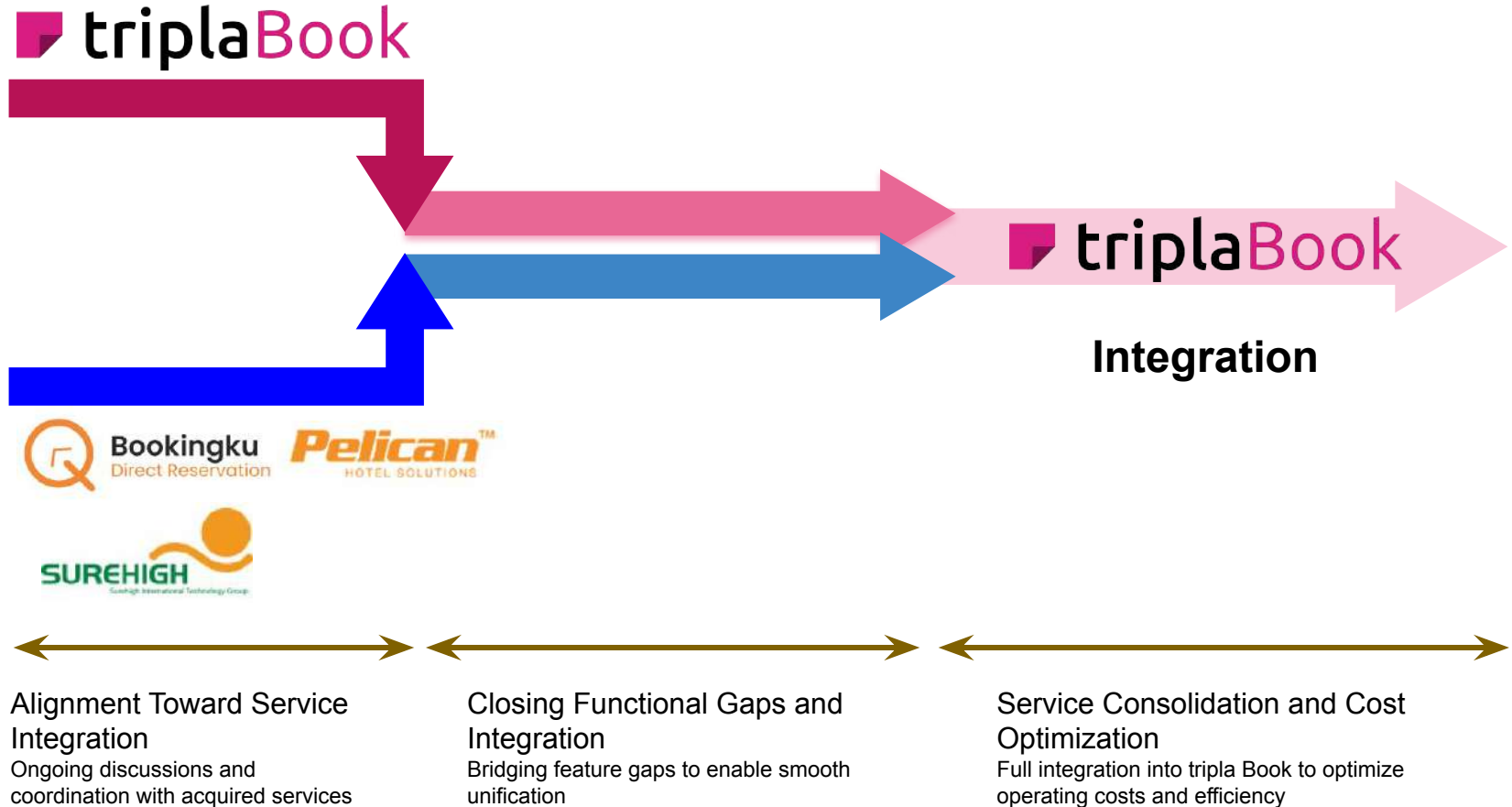
### Expanding tripla Book's Distribution Network Through Integration with Major Global Channel Managers





# Integrating Services Acquired Through M&A

## Consolidating Reservation Engines Used by Over 2,000 Properties into tripla Book



## Enabling Broader Global Deployment Through Standardized Localization

割引高速鉄道チケットを購入する

### Taiwan High Speed Rail

往路航空券を予約する 往復航空券を予約する

1 クエリ 2 選ぶ

列車のクエリ条件を入力してください

ご購入希望のチケットの詳細は以下の通りです。合計0円ですので、ご確認ください。

往復航空券 標準

2025年10月9 列車番号: 1210  
日  
台中09:08 ▶ 台北09:54  
全会一致の1票 0円

確認する 前のステップに戻る



### Kid's tier & with meal in Japan

空室のみ表示

検索結果: 7 件

小学生 0 0 0  
幼児 3-6才 0 0 0  
食事・布団あり  
幼児 0-2才 0 0 0  
食事・布団なし

選択する

このプランには以下のものが含まれます

- WiFi: 無料
- 現地決済
- 食事: 朝食、夕食
- 2025/10/16 23:59まで(現地時間) はキャンセル料がかりません。

プラン 「自然 趣の 風景」

＜ご宿 星併部 当日 滞在



### One Bedroom Forest Villa (84 Sqm)

Room Details	Rate Type	Average/Night	Conditions
	Member Advance Purchase		Prepaid Non Refundable Breakfast included <a href="#">Terms &amp; Conditions</a>
	Advance Purchase	IDR 3,037,500++	Prepaid Non Refundable Breakfast included <a href="#">Terms &amp; Conditions</a>
	Flexible Rate	IDR 4,050,000++	Pay Later Breakfast included <a href="#">Terms &amp; Conditions</a>

Early Bird Discount

### Bali's Nyepi





# Revitalizing Local Communities with tripla Services for DMOs

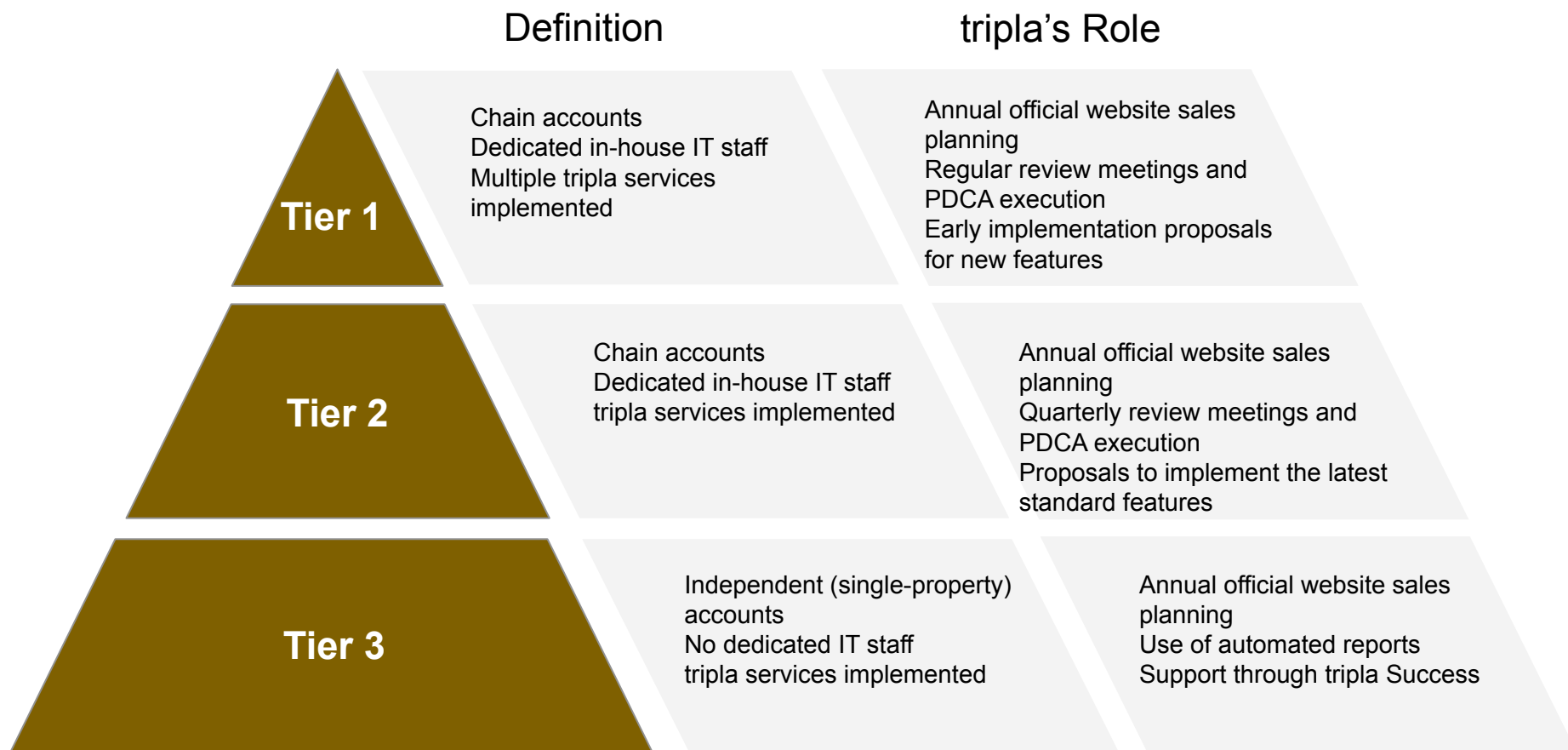
**DMOs can plan and execute regional revitalization by managing the entire process—from attraction to conversion and repeat visits.**







## Implement tier-specific actions, from high-touch sales to operational support (tripla Success)





## Travelers plan and book trips via AI, not OTAs

### Three Actions by tripla

#### AEO (AI Engine Optimization)

Optimize information with structured data that is easy for AI to understand, enabling AI-driven recommendations.

#### Best Rate & Direct Booking API

Direct sales and best rate reservations in real-time from major AI platforms.

#### AI Plugins for ChatGPT / Gemini

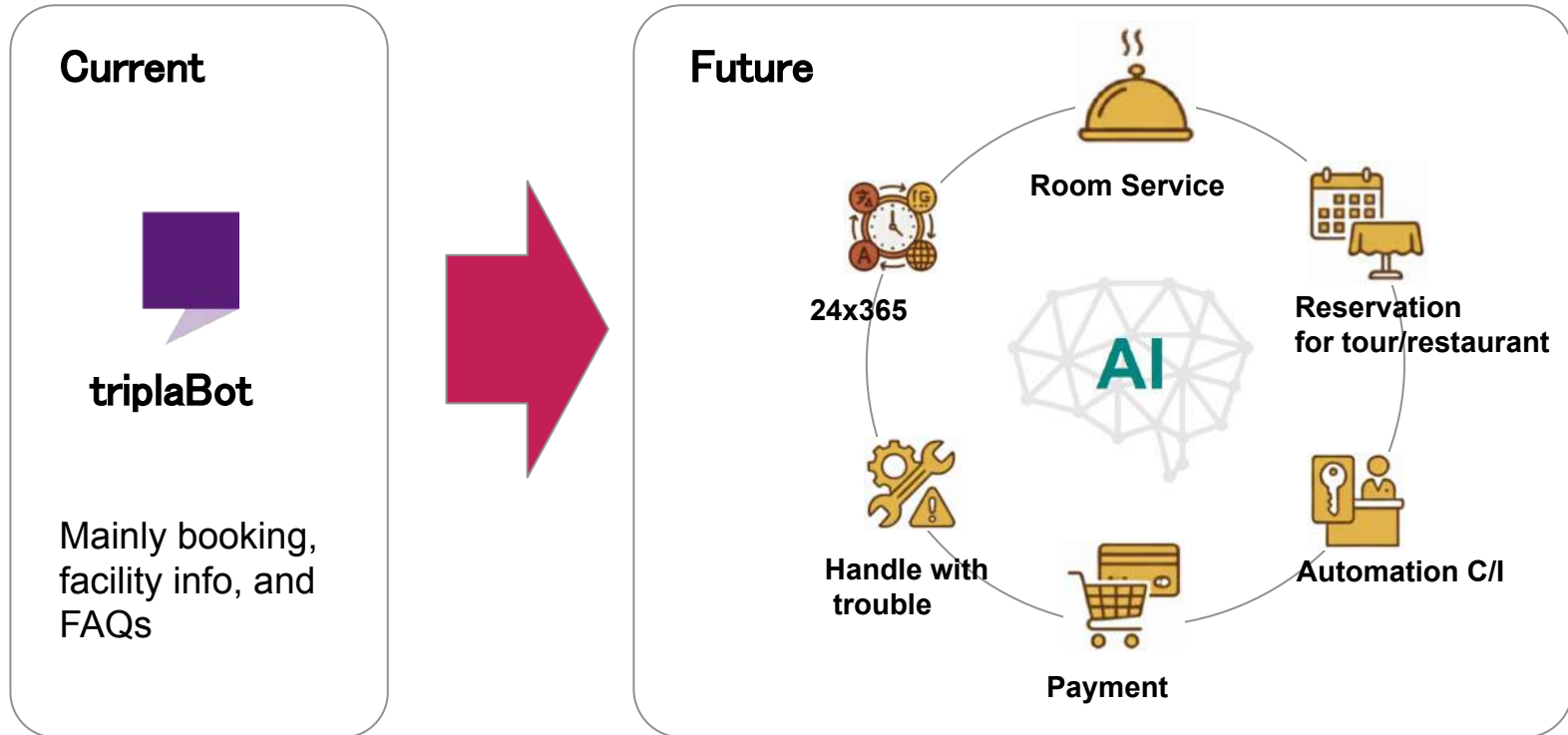
Deploying plugins that connect to the tripla platform and allow reservations via tools like ChatGPT and Gemini.

**Lead the market with AI-era SEO and conversion optimization**

※ LLM (Large Language Model): AI that understands and generates natural language based on large-scale data, interpreting the user's abstract intent and presenting the optimal choices. In the travel sector, it has the potential to drastically change the way people search and book, such as by understanding travelers' preferences and conditions to propose itineraries and accommodations.



## 24/7 Multi-Agent AI Concierge



**Improve CX and reduce labor at the same time**

※ LLM (Large Language Model): AI that understands and generates natural language based on large-scale data, interpreting the user's abstract intent and presenting the optimal choices. In the travel sector, it has the potential to drastically change the way people search and book, such as by understanding travelers' preferences and conditions to propose itineraries and accommodations.



## Autonomous Agent to Maximize Revenue

Current



Manual operations depend on staff experience

Future



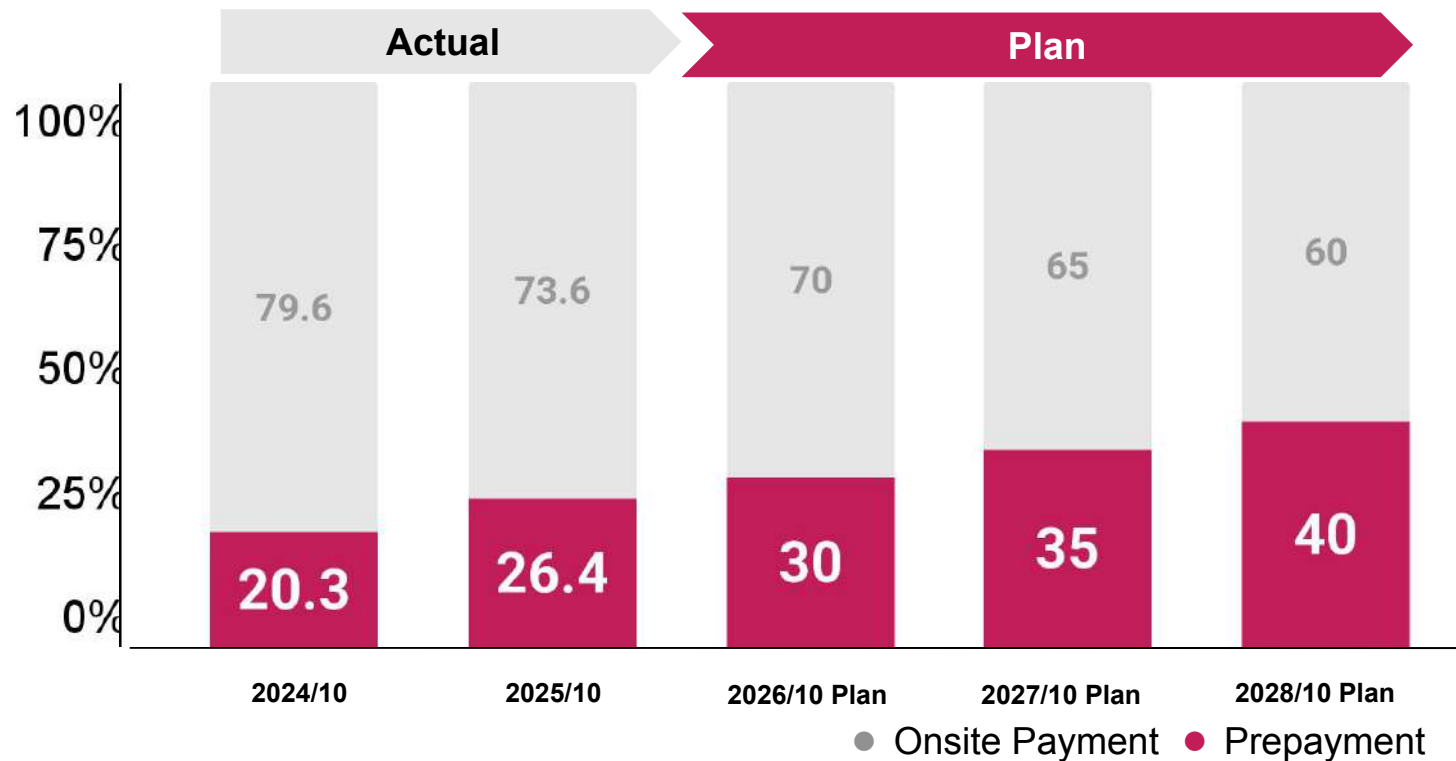
AI plans and executes by goal only

**No specialists required**  
**Focus on “What”, not “How”**

※ LLM (Large Language Model): AI that understands and generates natural language based on large-scale data, interpreting the user's abstract intent and presenting the optimal choices. In the travel sector, it has the potential to drastically change the way people search and book, such as by understanding travelers' preferences and conditions to propose itineraries and accommodations.



## 26.4% prepayment ratio achieved in FY2025



### Benefits

- Hotels: better cash flow and fee collection
- tripla: higher payment revenue



# Diversifying Payment Methods & Scenes

Cash alternatives

## More Payment Options

Diversification

**Bank transfer**

Prepayment available even for non-credit card holders



Convenience store payments



PayPay for Japan

**LINE Pay** for Taiwan



Alipay



微信支付 WeChat Pay

for China

**amazon pay**

Reserve

## Diversification of Payment Scenarios

Check out

### From Reservation to Check-in

**Official Website**

For guests who booked with local payment, request payment completion before check-in via email or SMS.

**OTA**

For guests who selected on-site payment during OTA booking, request advance payment via tripla Pay using email links or SMS.

### From Check-in to Check-out

Complete payments for spa, room service, and other post-check-in charges using tripla Guide. Integrate with PMS to synchronize data, send settlement amounts via email/SMS, and enable payment completion through tripla Guide or tripla Pay, contributing to express checkout.





## Payment enhancements improved conversion rate and payment revenue

### Launched Amazon Pay (June 2025)

#### 支払い方法

- ☒ クレジットカードで事前決済   
予約成立時に旅行代理店（[tripla株式会社](#)）によって決済されます。
- ☐    
予約成立時に旅行代理店（[tripla株式会社](#)）によって決済されます。

More payment options  
improved user convenience

Enabled credit card payments in  
Korea, Thailand, Indonesia,  
Philippines, and Hong Kong

NICE PAYMENTS

worldpay

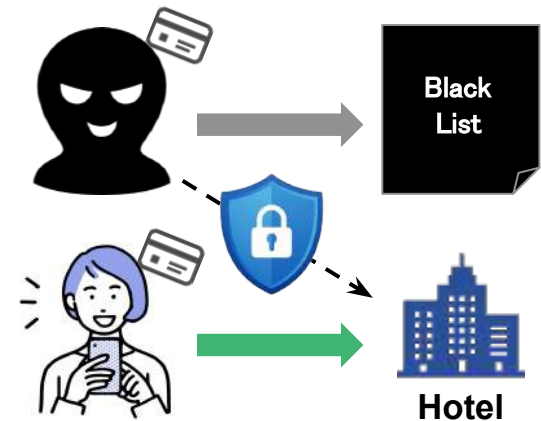
 triplaBook

maya

 xendit

Prepayment reduces  
no-show risk

### Implemented fraud prevention framework



Improved card payment  
success rate



# Diversify payment methods by country

## Expand services to support multiple payment methods

### Bank Transfer



### Digital Wallet



### Credit Card



### Convenience Store Payment



### QR Payment



### Local Payment Each Country

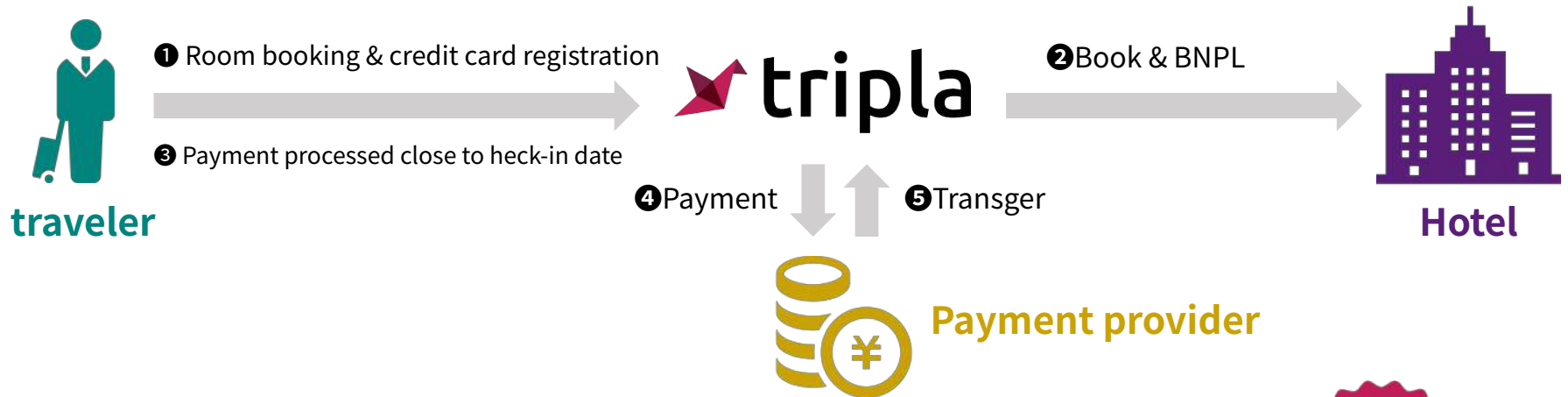


### Korean Credit Card

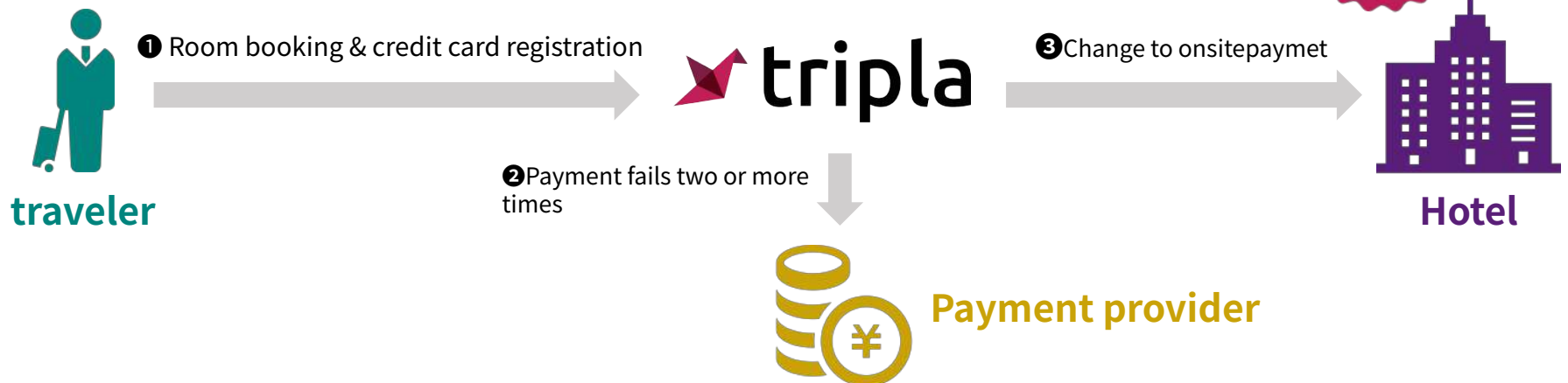




## BNPL (Book Now, Pay Later) option

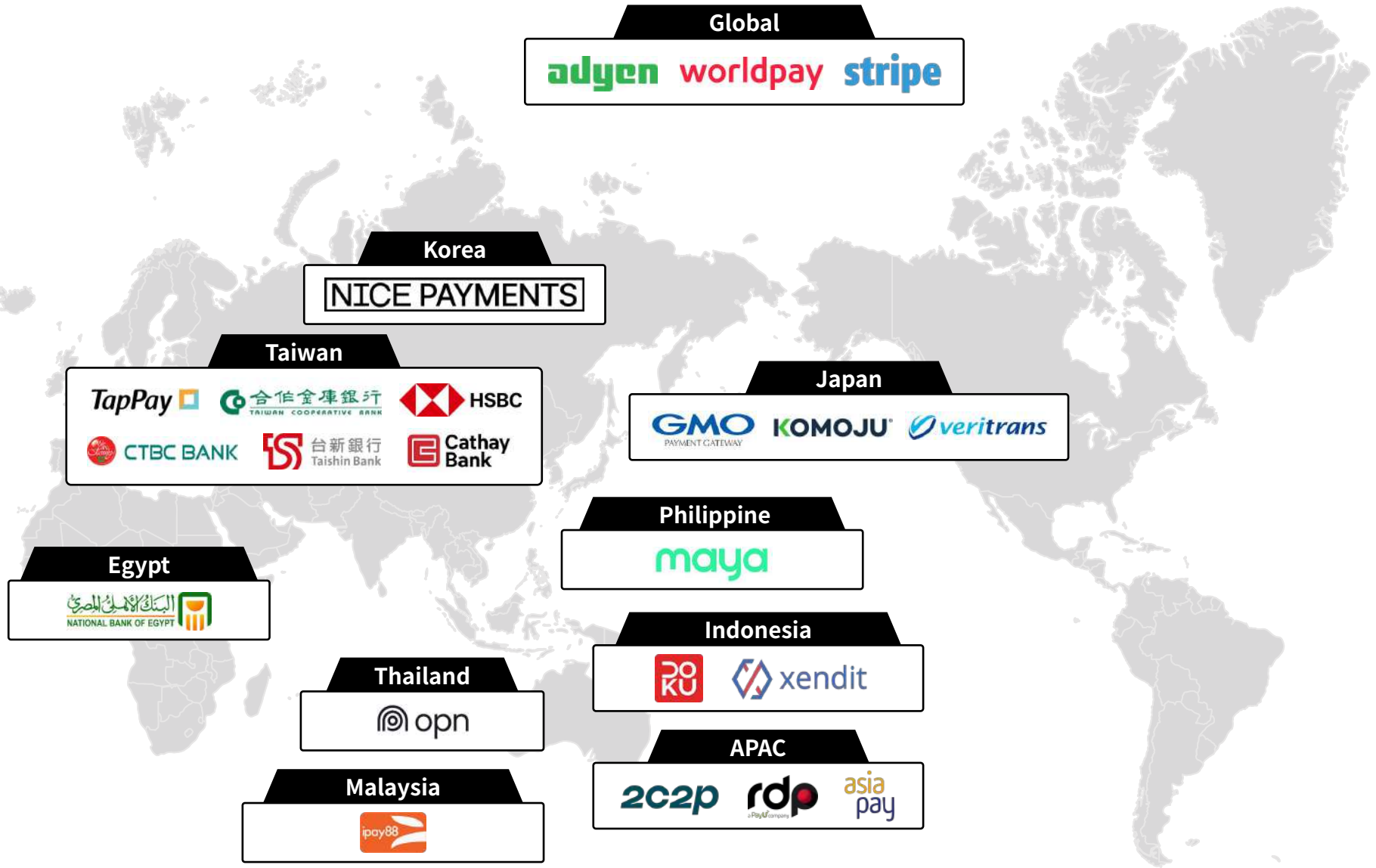


## Switch to on-site payment only if credit card payment fails

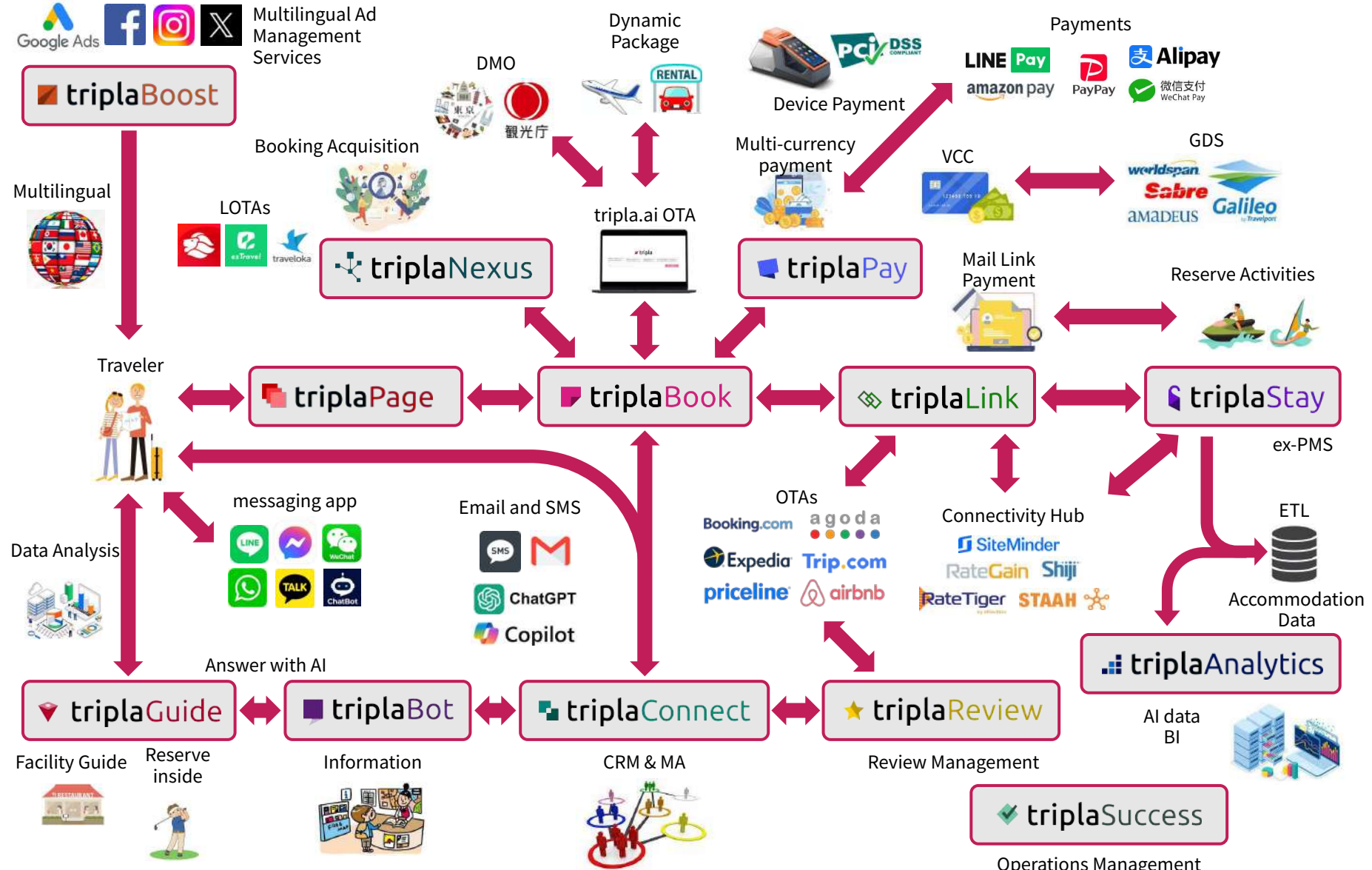




# Optimize payment costs by expanding partner network



# Service MAP of tripla



# Agenda

**Company Overview**

**Review of FY2025 Performance**

**Growth Strategy and Opportunities**

✦ **Medium-Term Management Plan**

**Risk Information**

**Appendix**



## Target JPY 10bn in revenue by FY2030



Expand overseas portfolio through M&A



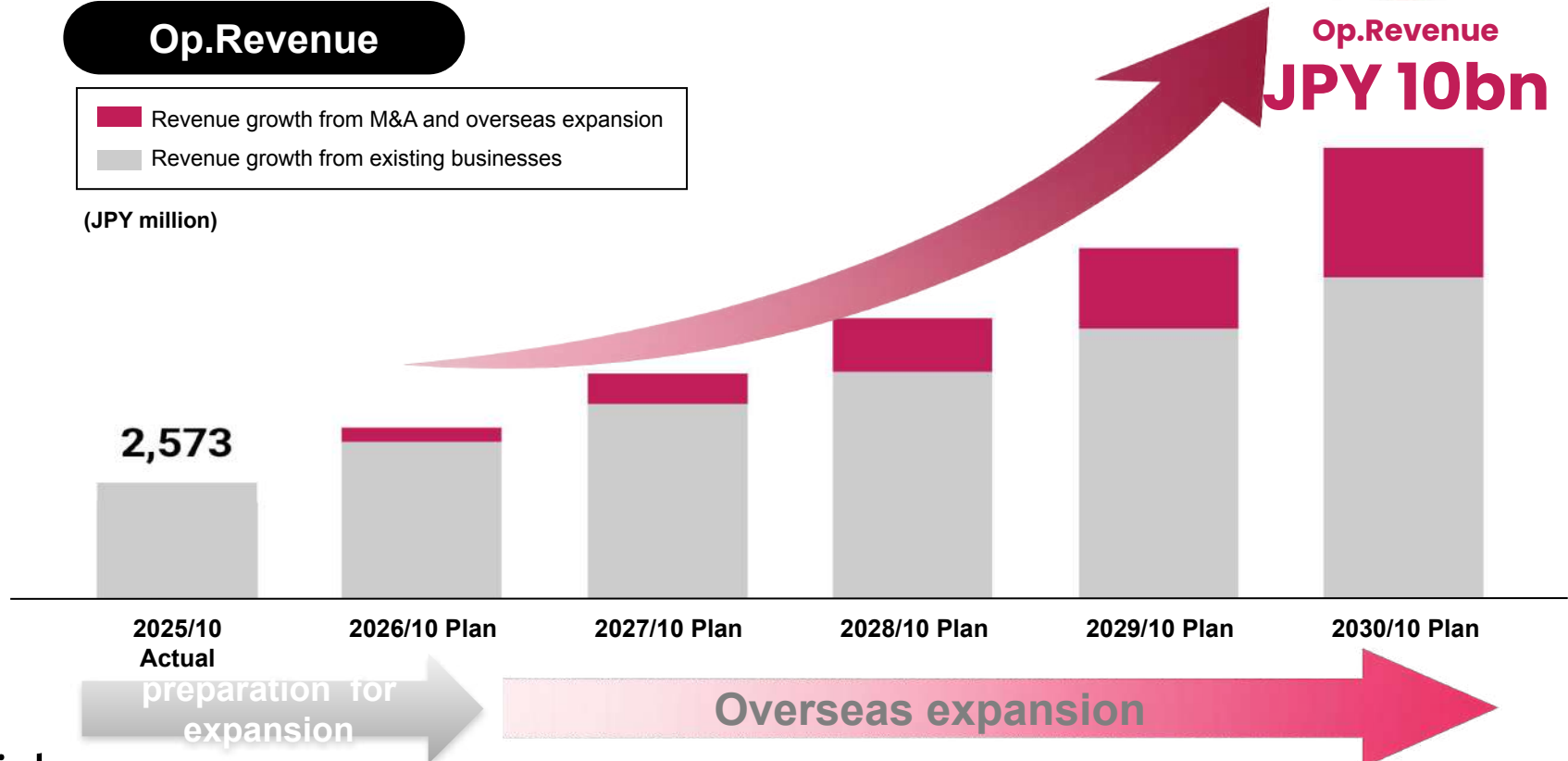
Expand service coverage to Europe, the US, and the Middle East



### Op.Revenue

- Revenue growth from M&A and overseas expansion
- Revenue growth from existing businesses

(JPY million)

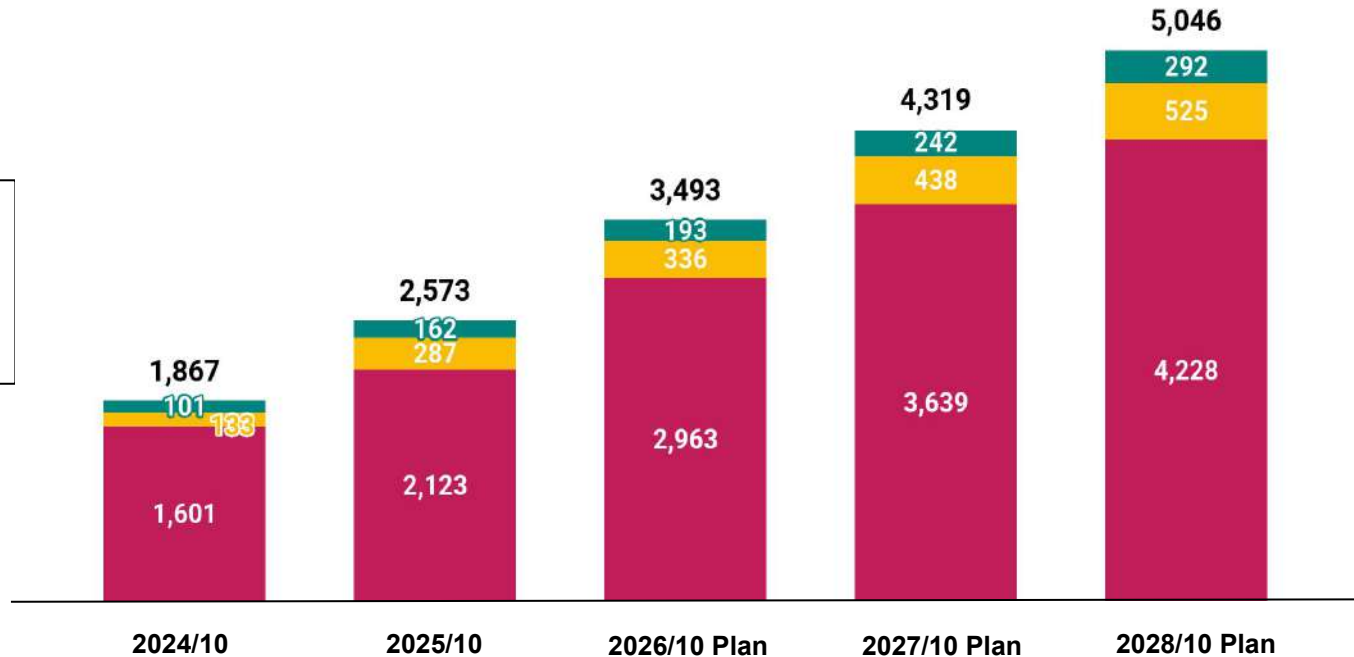
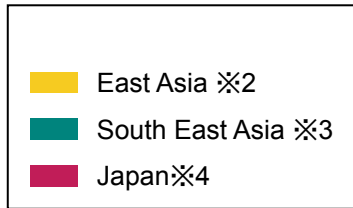


## Plan to exceed JPY 5.0bn Op.Revenue in FY2028/10

- Japan continues to be driven by tripla Book in FY2026/10
- Continue single-product integration and replacement globally
- Improve profitability through optimal resource allocation
- Assumption: East Asia and Southeast Asia profits are shown after goodwill amortization

### Op.Revenue※1

(JPY million)



※1: Does not include revenue growth from M&A or expansion into new countries.

※2: Figures for the Korea Branch, tripla Taiwan Co., Ltd. (環普拉台灣股份有限公司), Surehigh International Technology Inc. (旭海國際科技股份有限公司), and JASON FAMILY TRAVEL SERVICE.

※3: Figures for tripla Singapore PTE. Ltd., PT. tripla BookandLink Indonesia (subsidiary responsible for Indonesia operations), and tripla Philippines Technologies Inc.

※4: Excludes operating figures for the Taiwan Branch and Korea Branch from standalone P/L operating revenue.

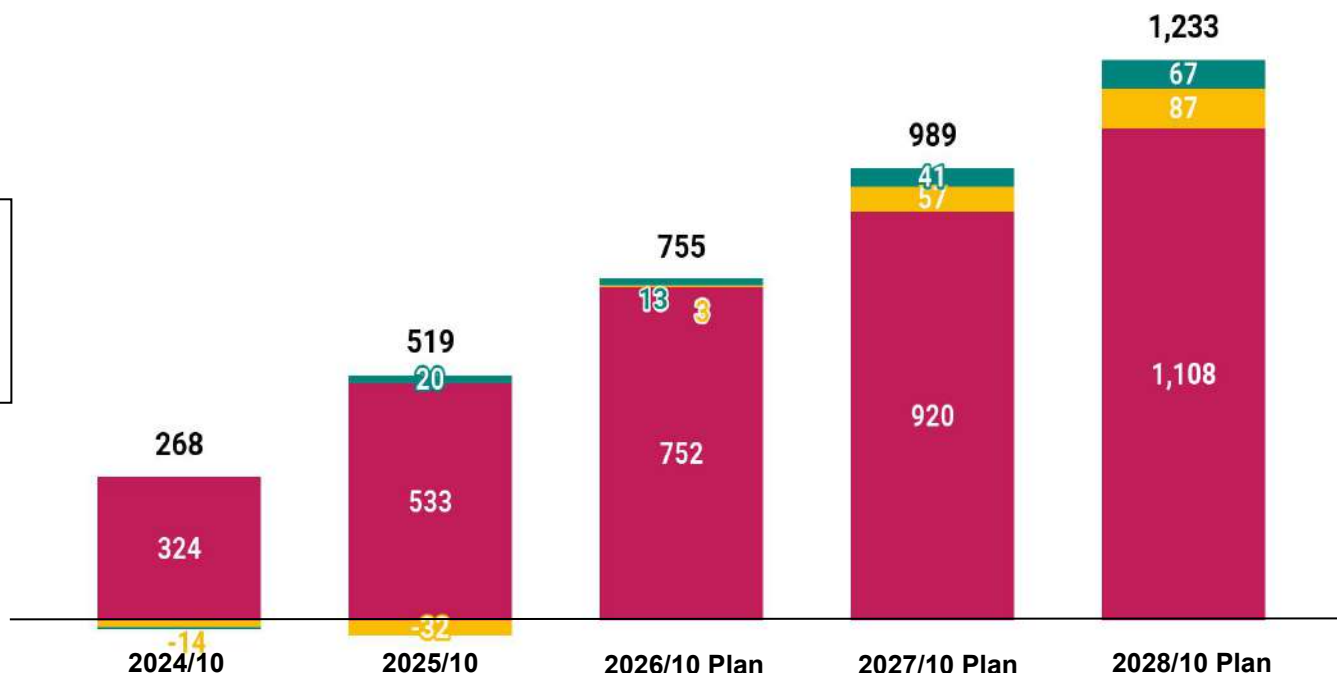
## Op.Profit exceeding ¥1.2 billion for FY2028.

- The Japanese market will continue to lead growth in the fiscal year ending October 2026, centered on tripla Book.
- In the global market, we will continue product consolidation and replacements to achieve cost optimization and improved profitability through optimal staffing.

【Prerequisites】Operating profit for East Asia and Southeast Asia is the amount after deducting goodwill amortization.

### Op.Profit

(JPY million)



※1: Figures for the Korea Branch, tripla Taiwan Co., Ltd., Surehigh International Technology Inc., and JASON FAMILY TRAVEL SERVICE.

※2: Figures for tripla Singapore PTE. Ltd., PT. tripla BookandLink Indonesia (subsidiary handling Indonesia operations), and tripla Philippines Technologies Inc.

※3: Excludes operating figures from the Taiwan Branch and Korea Branch from standalone P/L operating revenue.

※4: The total operating profit figure includes M&A-related one-time expenses (due diligence fees, valuation report preparation costs, etc.) recorded in the consolidated P/L. It does not match the figure obtained by simply summing the individual items in the table.

# Mid- to Long-term Profit Plan

The mid- to long-term profit growth strategy remains unchanged.

For FY2027/10, the operating profit plan was revised to reflect higher personnel costs and changes in the external environment.

	FY2024 Actual	FY2025 Actual	FY2026 Plan	FY2027 Plan	FY2028 Plan		FY2026 Gap of BeforePlan	FY2027 Gap of BeforePlan
<b>Op. Revenue</b>	<b>1,867,358</b>	<b>2,573,543</b>	<b>3,493,224</b>	<b>4,319,916</b>	<b>5,046,121</b>		<b>+39,831 (+1.2%)</b>	<b>+22,770 (+0.5%)</b>
Japan ※ <sup>1</sup>	1,639,787	2,150,330	2,963,491	3,639,312	4,228,094		+189,254 (+6.8%)	+278,885 (+8.3%)
East Asia ※ <sup>2</sup>	111,511	260,509	336,572	438,131	525,579		▲89,295 (▲21.0%)	▲172,208 (▲28.2%)
South East Asia ※ <sup>3</sup>	116,060	162,398	193,160	242,472	292,447		▲60,127 (▲23.7%)	▲83,906 (▲25.7%)
<b>Op. Revenue Growth Rate</b>	<b>+58.8%</b>	<b>+37.8%</b>	<b>+35.7%</b>	<b>+23.7%</b>	<b>+16.8%</b>		-	-
<b>Op. Profit</b> ※ <sup>4</sup>	<b>268,497</b>	<b>519,841</b>	<b>755,721</b>	<b>989,460</b>	<b>1,233,685</b>		<b>▲2,609 (▲0.3%)</b>	<b>▲214,030 (▲17.8%)</b>
Japan ※ <sup>1</sup>	324,426	533,942	752,623	920,959	1,108,265		+128,076 (+20.5%)	+110,053 (+13.6%)
East Asia ※ <sup>2</sup>	▲7,940	▲32,199	3,398	57,075	87,702		▲108,551 (▲97.0%)	▲228,055 (▲80.0%)
South East Asia ※ <sup>3</sup>	▲23,463	20,370	13,839	41,426	67,717		▲57,994 (▲80.7%)	▲94,465 (▲69.5%)
<b>Op. Profit Margin</b>	<b>14.5%</b>	<b>20.2%</b>	<b>21.6%</b>	<b>22.9%</b>	<b>24.2%</b>		-	-
<b>Op. Profit Margin (Japan)</b>	<b>20.1%</b>	<b>24.8%</b>	<b>25.4%</b>	<b>25.3%</b>	<b>26.2%</b>		-	-
<b>Ordinary Profit</b>	<b>244,591</b>	<b>583,993</b>	<b>813,948</b>	<b>1,067,555</b>	<b>1,314,220</b>		<b>+95,564 (+13.3%)</b>	<b>▲97,802 (▲8.4%)</b>
<b>Net Income</b>	<b>209,389</b>	<b>505,441</b>	<b>515,368</b>	<b>695,633</b>	<b>875,641</b>		<b>▲12,336 (▲2.3%)</b>	<b>▲198,943 (▲22.2%)</b>
<b>Net Income Attributable to Owners of Parent</b>	<b>209,389</b>	<b>501,815</b>	<b>510,312</b>	<b>687,116</b>	<b>862,609</b>		<b>▲12,332 (▲2.4%)</b>	<b>▲196,787 (▲22.3%)</b>

※1: For FY2024/10 and FY2025/10, operating figures of the Taiwan and Korea branches are included in Japan due to their relatively small size.

※2: Figures include tripla Taiwan Co., Ltd., Surehigh International Technology Inc., JASON FAMILY TRAVEL SERVICE, and the Korea branch. Operating profit is shown after goodwill amortization.

※3: Figures include tripla Singapore PTE. Ltd., PT. tripla BookandLink Indonesia, and tripla Philippines Technologies Inc. Operating profit is shown after goodwill amortization.

※4: Consolidated operating profit includes temporary M&A-related costs (e.g., due diligence and valuation fees). Therefore, it does not equal the simple sum of operating profit by region.

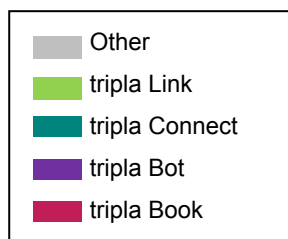
# Operating Revenue – Japan

Following FY2025, tripla Book continues to drive growth.

In the mid to long term, revenue expansion is expected through cross-selling of services such as tripla Connect and tripla Link.

## Op.Revenue

(JPY million)

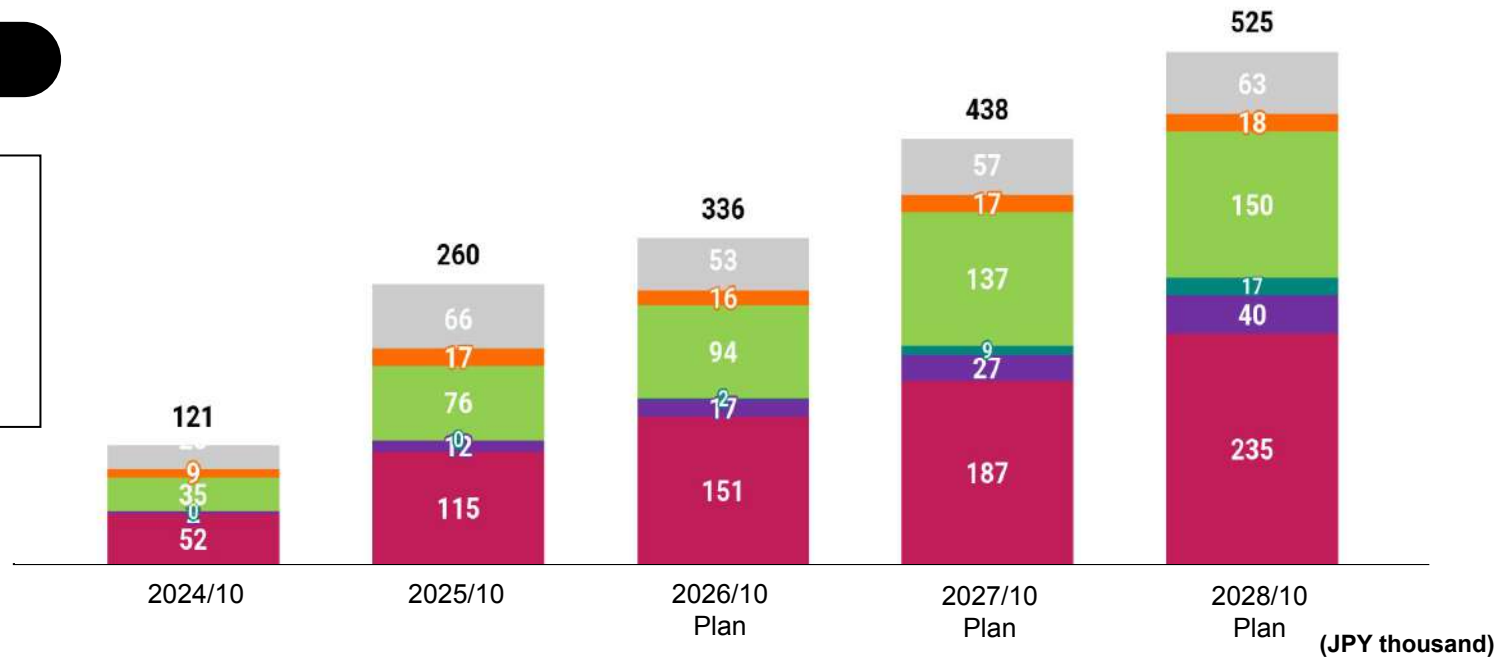
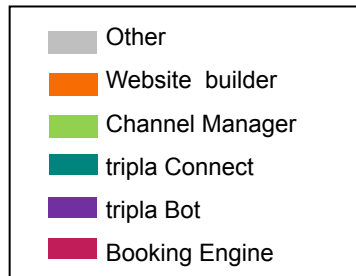


	2024/10	2025/10	2026/10 Plan	2027/10 Plan	2028/10 Plan	(JPY thousand)
tripla Book	1,182,596	1,588,090	2,332,087	2,968,928	3,474,568	
tripla Bot	358,037	399,042	401,129	412,706	425,222	
tripla Connect	48,551	76,482	120,205	168,059	204,947	
tripla Link	-	-	2,311	12,595	23,417	
Other	28,734	59,952	107,757	77,022	99,938	
<b>Total</b>	<b>1,617,919</b>	<b>2,123,684</b>	<b>2,963,491</b>	<b>3,639,312</b>	<b>4,228,094</b>	

# Operating Revenue – East Asia (Taiwan, Korea)

Expansion driven by improved profitability through product integration and the rollout of Japan-developed products in East Asia.

## Op.Revenue



	2024/10	2025/10	2026/10 Plan	2027/10 Plan	2028/10 Plan
Booking Engine	50,257	107,243	151,586	187,377	235,706
tripla Bot	951	11,011	17,914	27,882	40,112
tripla Connect	-	-	2,892	9,826	17,014
Channel Manager	35,021	80,172	94,413	137,988	150,720
Website builder	9,054	18,113	16,432	17,442	18,810
Other	23,978	69,345	53,332	57,615	63,216
<b>Total</b>	<b>121,256</b>	<b>260,509</b>	<b>336,572</b>	<b>438,131</b>	<b>525,579</b>

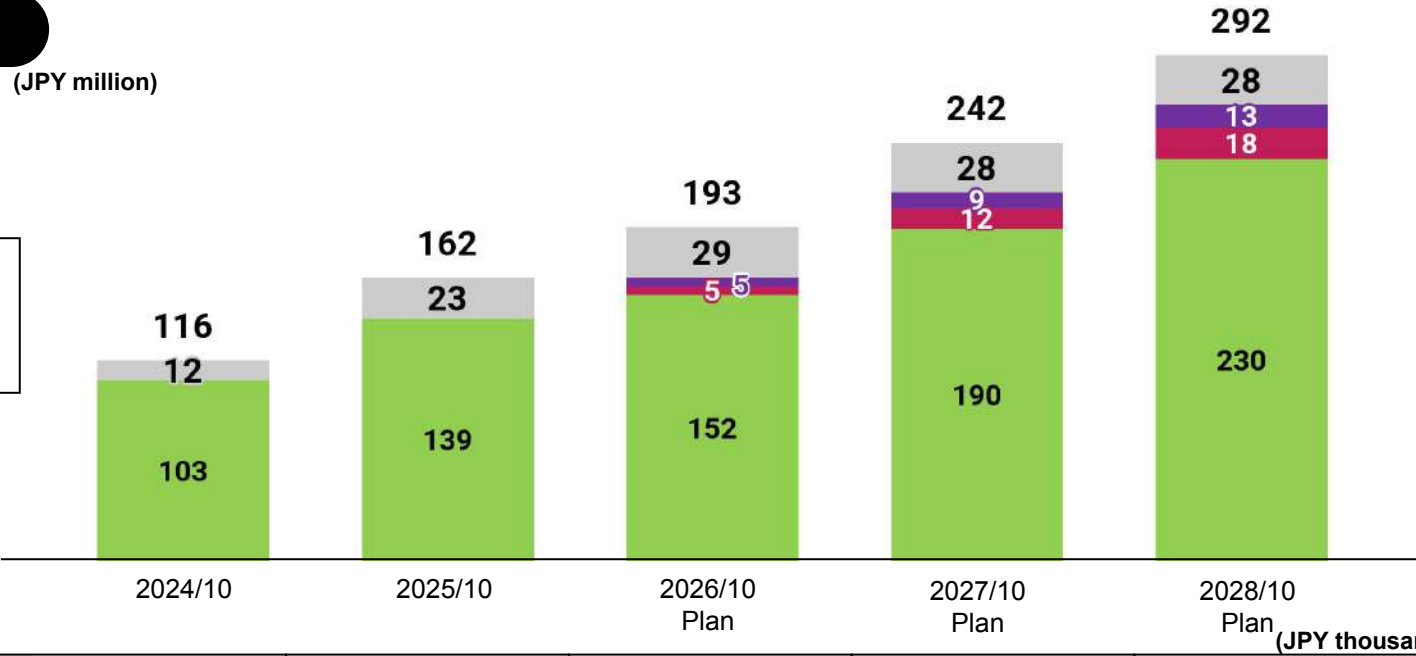
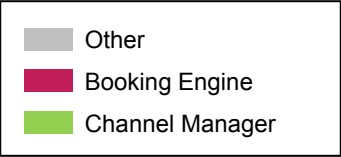


# Operating Revenue – Southeast Asia (Indonesia, Thailand, Philippines)

Expansion driven by channel managers, while accelerating market rollout of tripla Book in parall

Op.Revenue

(JPY million)

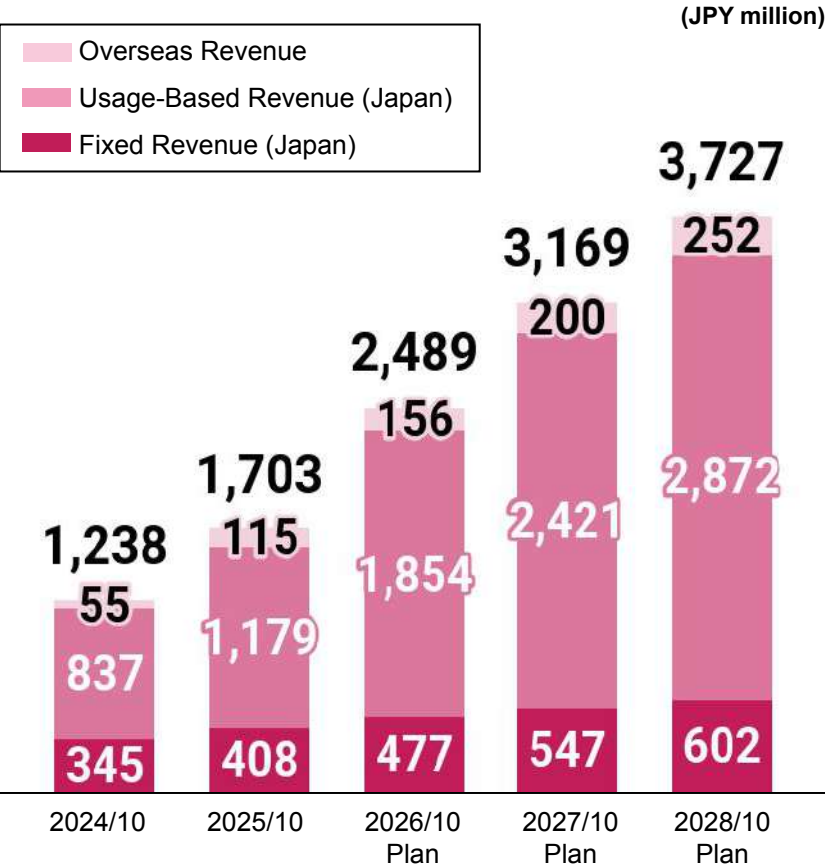


	2024/10	2025/10	2026/10 Plan	2027/10 Plan	2028/10 Plan
Booking Engine	-	-	5,810	12,957	18,915
tripla Bot	-	-	5,220	9,957	13,915
Channel Manager	103,550	139,711	152,789	190,575	230,790
Other	12,510	34,726	29,550	28,981	28,827
Total	116,060	162,398	193,160	242,472	292,447

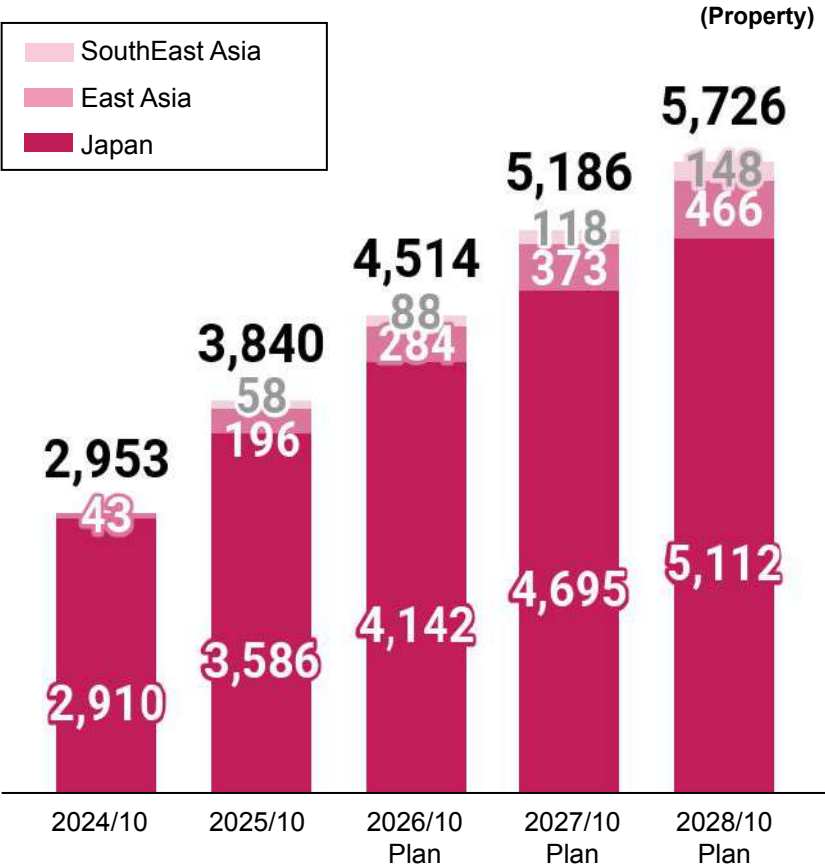
# Operating Revenue – By Segment (tripla Book)

Facility count is planned to expand steadily, regardless of hotel size or chain affiliation.  
Usage-based revenue is expected to grow, driven by increased payment revenue.

Op.Revenue



Number of Properties



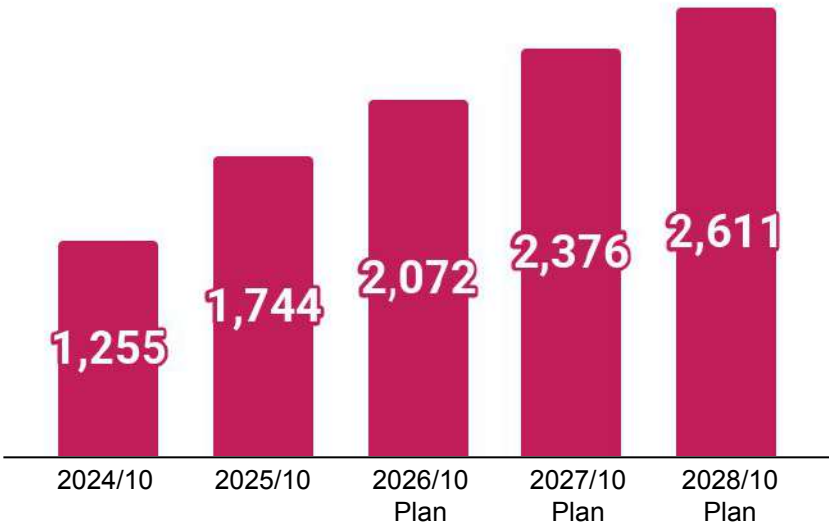
※1Figures include tripla Singapore PTE. Ltd., PT. tripla BookandLink Indonesia, and tripla Philippines Technologies Inc.  
※2Figures include the Korea branch, tripla Taiwan Co., Ltd., Surehigh International Technology Inc., and JASON FAMILY TRAVEL SERVICE.  
※3Excludes Taiwan and Korea branch revenue from standalone P/L operating revenue.

# Key KPIs – tripla Book

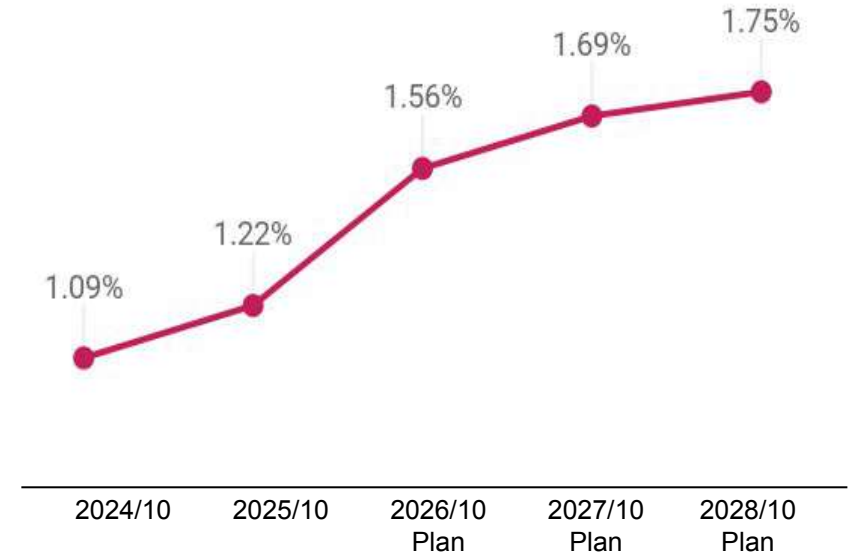
FY2025 take rate settled at 1.22% due to a temporary payment development issue. From FY2026 onward, performance is planned to return to the original growth trend. Further take rate improvement through enhanced payment solutions.

## GMV

(JPY billion)



## Take Rate Trend of P4P



Take rate on Net GMV =  
$$\frac{(\text{Accommodation-based revenue} + \text{Payment-based revenue})}{\text{GMV} - \text{GMV not subject to accommodation-based fees} \times 3}$$

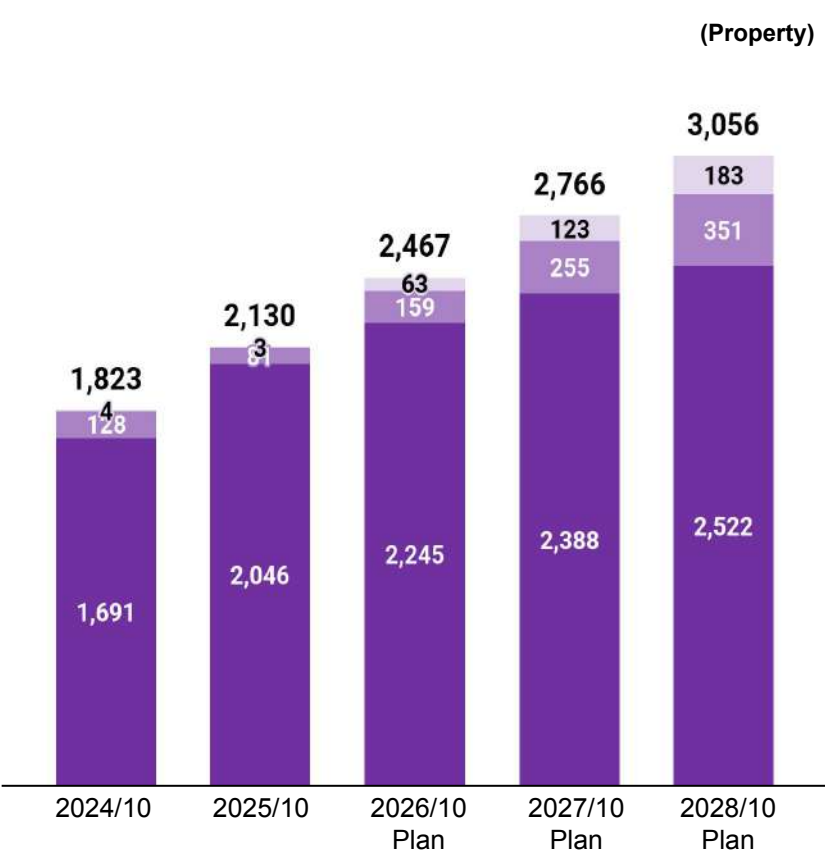
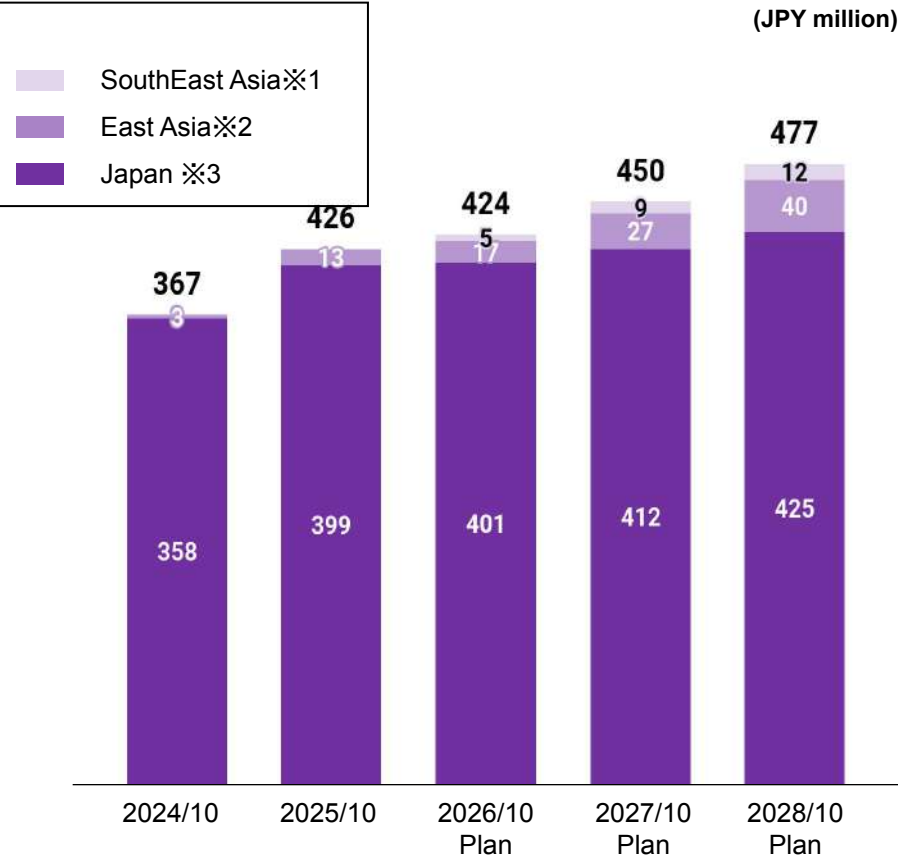
※1:GMV stands for Gross Merchandise Value.  
※2Based on the past 12 months of monthly booking results using the previous booking engine before contract.  
※3GMV not subject to accommodation-based fees under special contracts for certain large clients.

# Operating Revenue by Segment (tripla Bot)

FY2025 revenue increased due to higher adoption of the full-service plan.  
Facility count increased through cross-selling with tripla Book.

Op.Revenue

Number of Properties



※1Figures include tripla Singapore PTE. Ltd., PT. tripla BookandLink Indonesia, and tripla Philippines Technologies Inc.

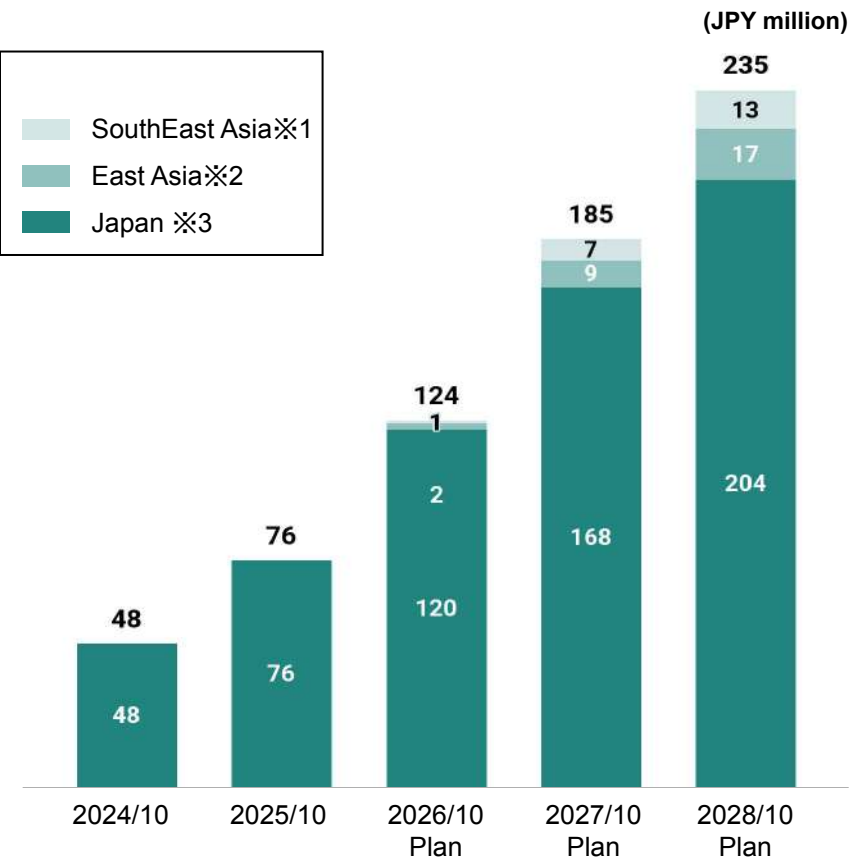
※2Figures include Korea branch, tripla Taiwan Co., Ltd., Surehigh International Technology Inc., and JASON FAMILY TRAVEL SERVICE.

※3Excludes Taiwan and Korea branch revenue from standalone P/L operating revenue.

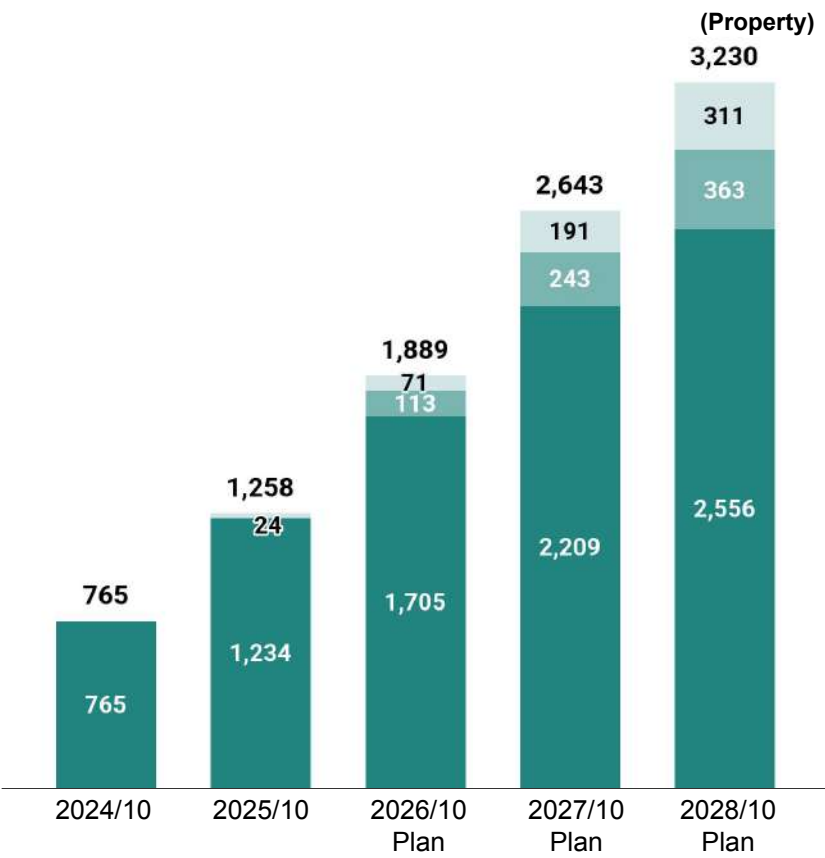
# Operating Revenue by Segment (tripla Connect)

Net increase of 471 facilities since the end of the previous period.  
Revenue growth driven by cross-selling with tripla Book.

Op.Revenue



Number of Properties

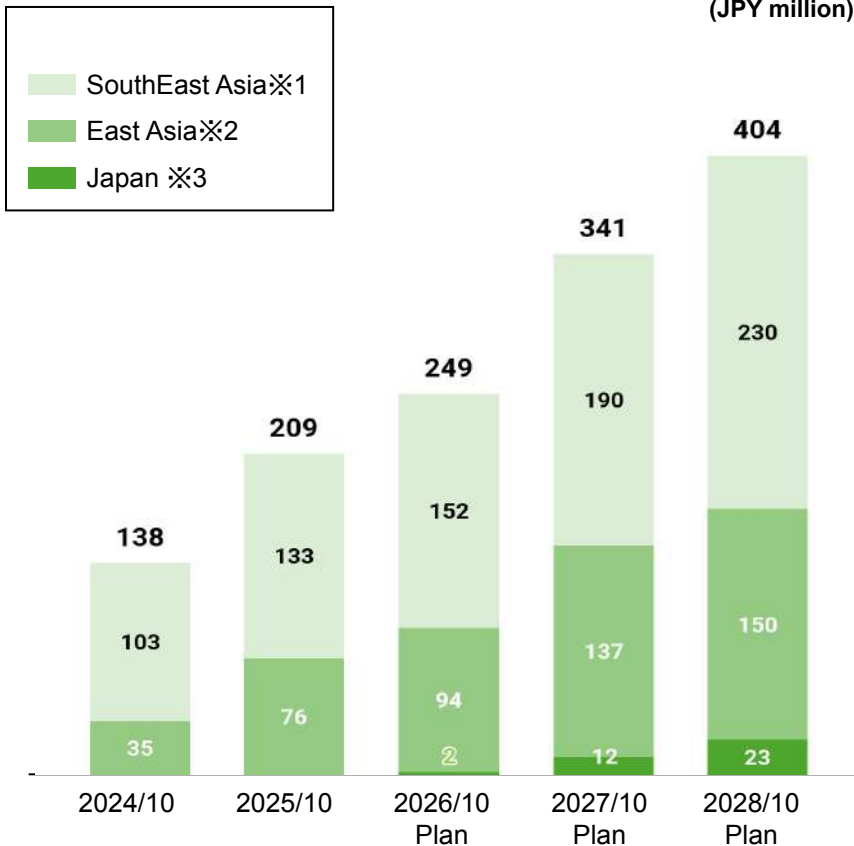


※1Figures include tripla Singapore PTE. Ltd., PT. tripla BookandLink Indonesia, and tripla Philippines Technologies Inc.  
※2Figures include Korea branch, tripla Taiwan Co., Ltd., Surehigh International Technology Inc., and JASON FAMILY TRAVEL SERVICE.  
※3Excludes Taiwan and Korea branch revenue from standalone P/L operating revenue.

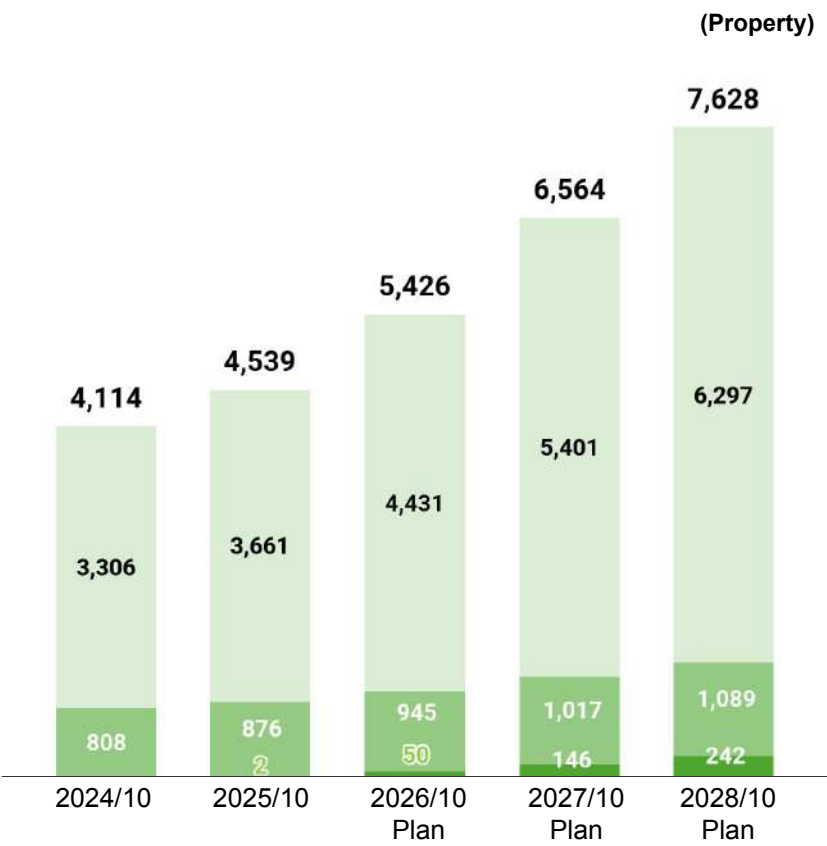
# Operating Revenue by Segment (tripla Link & Nexus)

Target figures for tripla Link & Nexus disclosed from FY2026/10  
Expanding primarily in overseas markets

## Op.Revenue



## Number of Properties

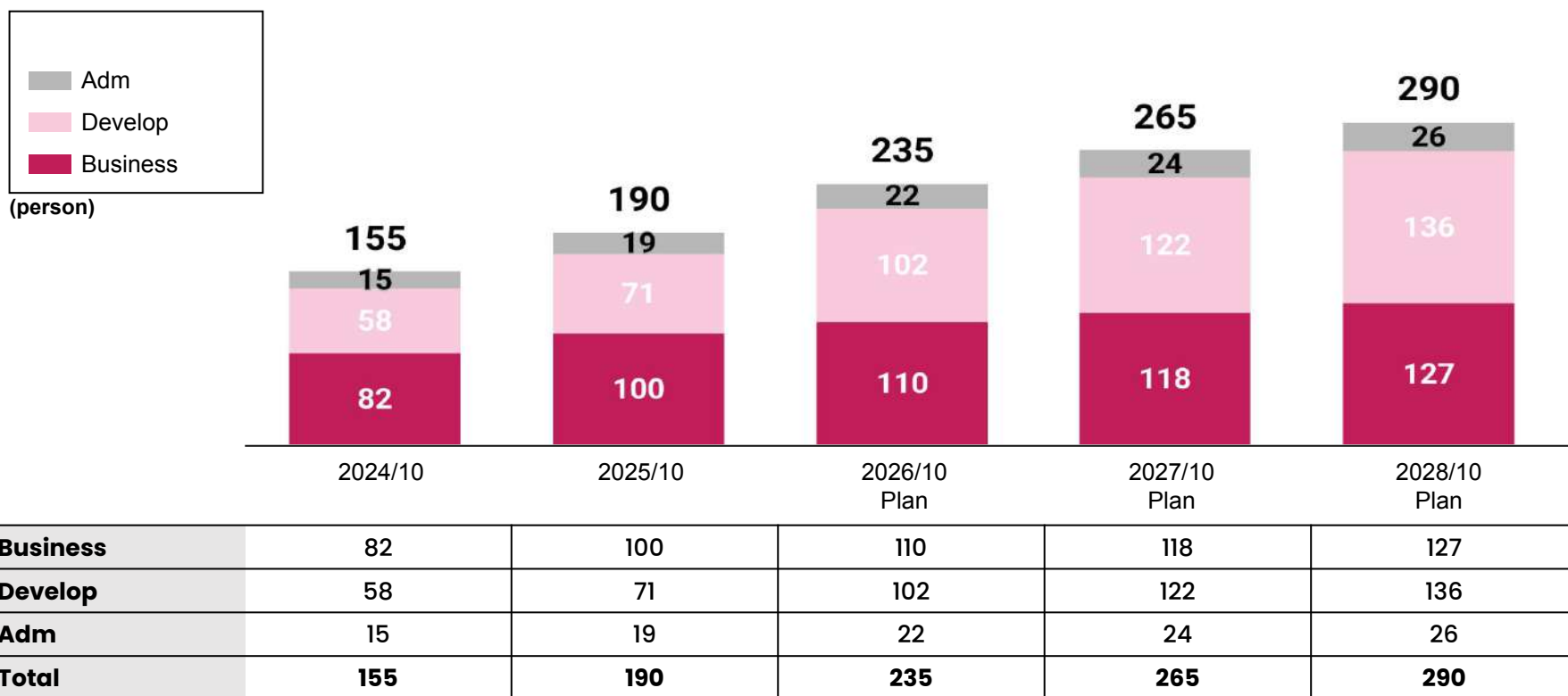


※1ARPA by segment: Southeast Asia JPY 3k, East Asia JPY 9k, Japan JPY 4k  
※2Figures include tripla Singapore PTE. Ltd., PT. tripla BookandLink Indonesia, and tripla Philippines Technologies Inc.  
※3Figures include Korea branch, tripla Taiwan Co., Ltd., Surehigh International Technology Inc., and JASON FAMILY TRAVEL SERVICE  
※4Excludes Taiwan and Korea branch revenue from standalone P/L operating revenue



# Number of Employees in the tripla Group

- Continuing engineer hiring to expand overseas markets and unify products
- Engineer hiring focused on Indonesia for cost efficiency
- Promoting PMI to unify into one product and one brand
- Optimizing headcount and costs



※1: For example, in the case of a reservation engine, there are currently multiple similar products besides Japan's "tripla Book" that are operated by the acquired company, such as "EZ hotel," "Booking Ku," and "Pelican Hotel Solution." By consolidating these into tripla Book and eliminating redundant development per product, we aim to optimize costs.

※2: Includes product-related members such as product managers, designers, and QA testers.

※3: Employee counts exclude temporary workers and contractors.

# Agenda

**Company Overview**

**Review of FY2025 Performance**

**Growth Strategy and Opportunities**

**Medium-Term Management Plan**

➤ **Risk Information**

**Appendix**

## Key Risks Recognized by Management

Key Risk	Likelihood	Time Horizon	Risk Description / Mitigation Measures
<b>Risk of system instability caused by failures or disruptions</b>	<b>Low</b>	<b>Short</b>	<p>Our services primarily consist of cloud-based systems, which necessitate constant communication. Furthermore, our services utilize external cloud servers such as Amazon Web Services (hereinafter referred to as “AWS”). Consequently, our business operations depend on communication networks and AWS. Should a system failure occur, our services may be suspended.</p> <p>To respond swiftly to failures, we continuously monitor system operational status. We have established and operate a system to promptly notify relevant parties upon detecting a failure or its precursors, enabling rapid restoration. Furthermore, we have strengthened our management framework for failure detection. Through these measures, we strive to prevent failures proactively and minimize their impact should they occur.</p>
<b>Risk of delays or underperformance in new businesses</b>	<b>Mid</b>	<b>Short</b>	<p>We have developed new services and products such as tripla Link and tripla Analytics, or localized and launched products from subsidiaries. However, it is anticipated that it will take some time for these to generate stable revenue, which could result in a decline in our operating profit margin. Furthermore, due to uncertainties regarding profitability, we may not achieve the anticipated revenue. In such cases, this could impact our business performance.</p> <p>We are closely monitoring the overall situation of new developments and market trends, striving to implement business reorganization and structural reforms at appropriate times.</p>

## Key Risks Recognized by Management

Key Risk	Likelihood	Time Horizon	Risk Description / Mitigation Measures
Risks in Overseas Business	Medium	Medium to Long Term	In FY2024/10, M&A of BookandLink, Surehigh, and Endurance was completed Overseas business expanded mainly in Indonesia, Taiwan, and Thailand Unexpected events may cause delays in business plans Risks identified through DD and reflected in business plans Strengthen collaboration with subsidiaries to execute plans

# Agenda

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➤ **Appendix**

## Appendix - APac Accommodation Market Size & # of Facilities

Status	Country	# of Facilities	Market Size
Launched	<b>Japan</b>	60,000	JPY 5 T
	<b>Korea</b>	50,000	JPY 1 T
	<b>Taiwan</b>	30,000	JPY 0.8 T
	<b>Indonesia</b>	40,000	JPY 1 T
	<b>Thailand</b>	50,000	JPY 2 T
	<b>Philippine</b>	40,000	JPY 0.3 T
Under Consideration	<b>Vietnam</b>	50,000	JPY 1.6 T
	<b>Malaysia</b>	40,000	JPY 0.8 T
	<b>Singapore</b>	600	JPY 0.45 T
	<b>Australia</b>	50,000	JPY 2 T

<https://www.statista.com> :日本、シンガポール、豪州、台湾<https://www.mots.go.th> :タイ

<https://www.cbre.com> :マレーシア

<https://www.ihra.or.id> :インドネシア

<https://phoa.ph> :フィリピン

<https://www.ibisworld.com> :ベトナム

※ ここで言う市場規模は、宿泊自体の市場規模であり、当社が対象としているITサービスとは異なります。



## Appendix - Handling of This Document

This document contains forward-looking statements. These statements are based on information available at the time of their creation and include our business plans, market size, competitive landscape, industry information, and growth potential. Therefore, they do not guarantee future results and involve risks and uncertainties. Please note that actual results may differ significantly from these forward-looking statements due to changes in the environment and other factors.

Factors that could affect the actual results include, but are not limited to, domestic and international economic conditions and trends in industries relevant to the Company.

Information contained herein regarding parties other than our company is sourced from publicly available information. We have not verified the accuracy or appropriateness of such information and make no representations or warranties regarding it.

Going forward, “Matters Concerning Business Plans and Growth Potential” will be disclosed upon the announcement of our year-end financial results. The next update is scheduled for December 2026.