



OutlookConsulting Co., Ltd.

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# *FY2024 3rd Quarter Financial Results*

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February, 2025

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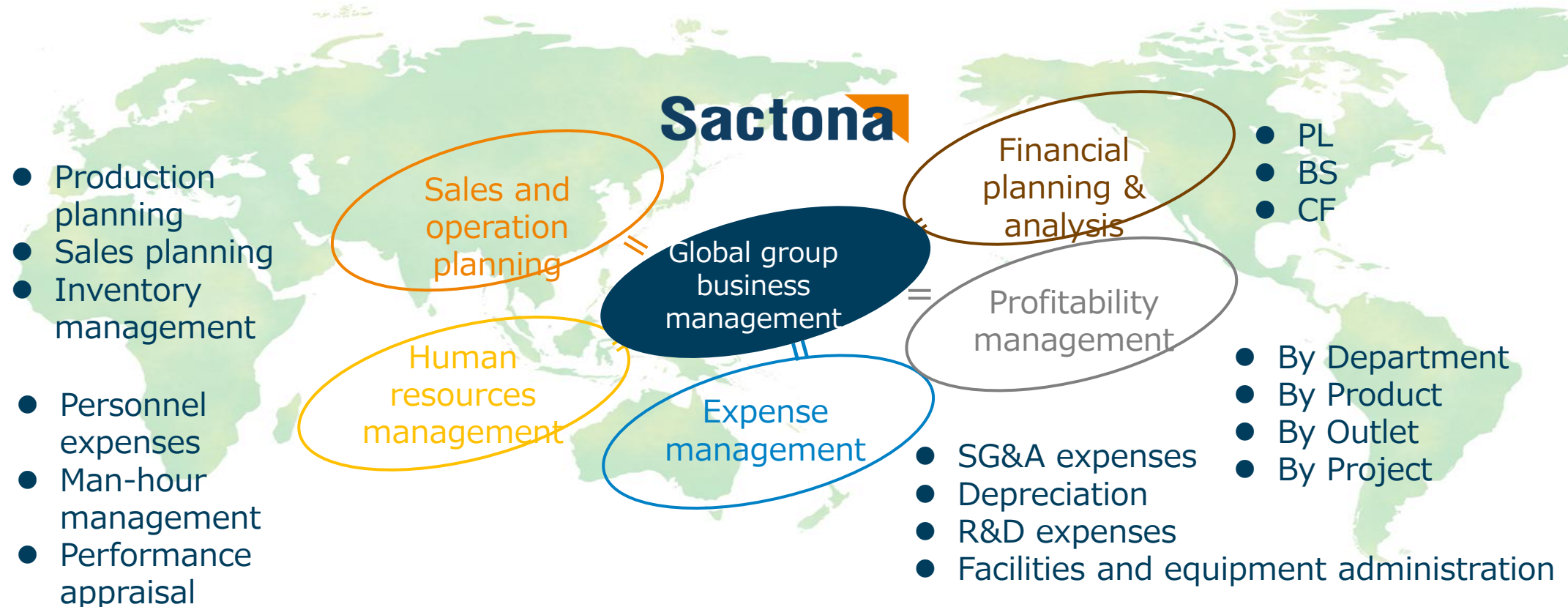
- 1. Company Overview (Business Model)**
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Company Name	OutlookConsulting Co., Ltd.
Head Office Location	3-1-3 Minami-Aoyama, Minato-ku, Tokyo
Representative	President and CEO, Yasufumi Hirao
Establishment	April 2006
Listed Stock Exchange	TSE Growth Market (code: 5596)
Listing Date	December 12, 2023
Capital Stock	145.0 million yen (As of December 31, 2024)
Total Number of issued Shares	3,579,812 (As of December 31, 2024)
Number of employees	81 (As of December 31, 2024)

# Sactona in Multiple Use Case over Industries

Sactona is our proprietary CPM (Corporate Performance Management) system that aggregates budget, forecast and actual data including qualitative information, and visualize real-time snapshots to support analyze business status and going-forward for better decision making.

Sactona is used in a wide range of business application such as FP&A (Financial Planning & Analysis), inventory optimization and IT investment planning.



# CPM : Clear and Present Challenges in many companies

## Man-hours

Complicated aggregation process of Excel files

## Errors

Frequent human errors in processing data

## Timeliness

Long latency to finalize data collection  
No time for proper analysis

## Data Capacity

Data volume exceeds the capacity of single file

## Depend on personal skills

Nobody understands but a specific person

## Data integration

Hard to integrate data from non-unified account title etc over subsidiaries

## System linkage

Manual process to coordinate data among various package systems

## Flexibility

Not easy to change distributed input format

## Versioning

Frequent changes before finalizing budget

## Approval process

No system control over multi-layer approval process



Our unique CPM platform, Sactona, significantly streamlines the data aggregation process and delivers flexible solution to organizational restructuring and KPI changes. Budget, actual and forecast data together with qualitative information by department, region and product can be managed in real time in a multidimensional DB. Easy output and analysis by various dimensions support proper decision making.



## Efficient data collection

- ✓ Flexible application interface
- ✓ Automatic version management



## Deep-dive analysis

- ✓ Visualize and analyze from various angles
- ✓ Manage qualitative information



## Real-time recognition of forecast

- ✓ Error check / Real-time reflection / Automatic email distribution
- ✓ Automatic data retrieval from other systems



## Adaptability to changes

- ✓ Adapt to corporate reorganization
- ✓ Master Information management



## Process complex logic

- ✓ Multi-stage cost allocation, Multi-Currency Conversion
- ✓ Multiple simulations



## Security

- ✓ User access control
- ✓ Data backup / Access logs



## Manage large volumes of data

- ✓ Multi-dimensional enterprise database
- ✓ Drill-down, Drill-through

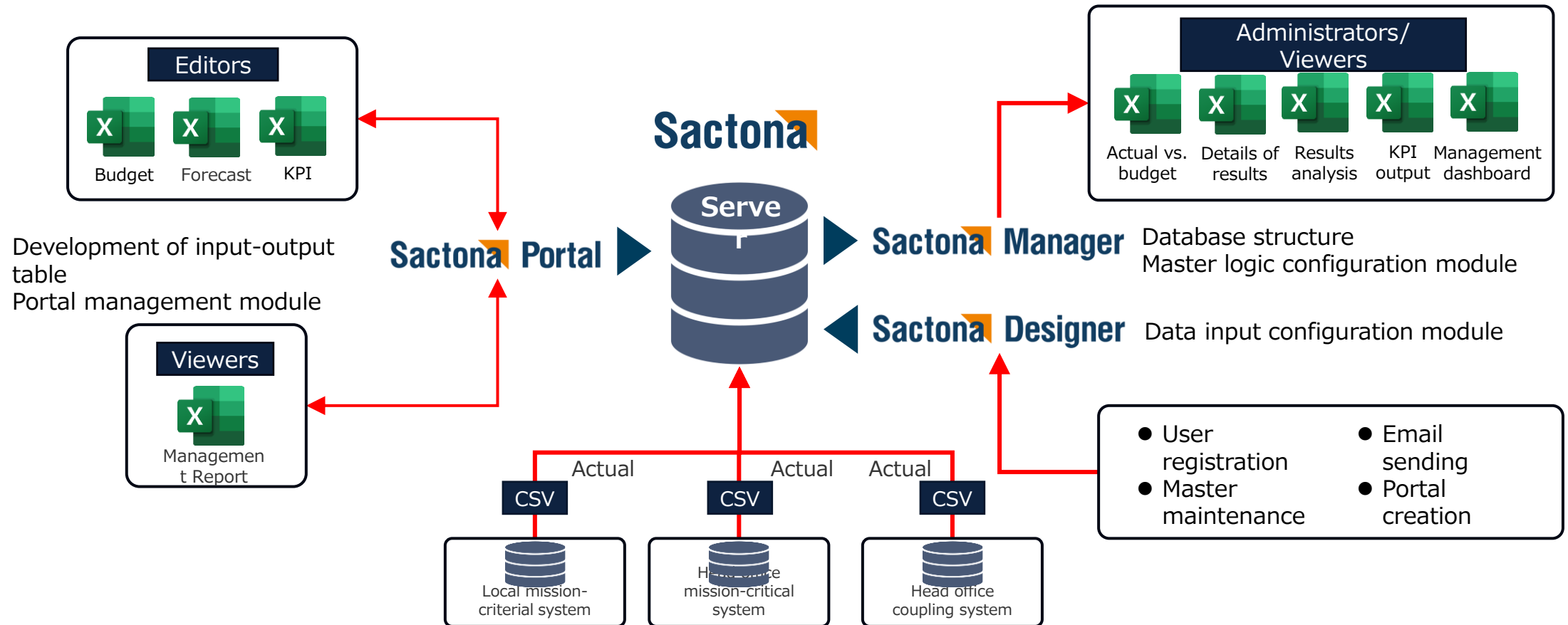


## Process management

- ✓ Approval process management
- ✓ Data update history management

Main user interface is Excel as well as Google Spreadsheet.  
 Input data in Excel file reflects to multidimensional database in real-time.  
 User interface file can be flexibly designed. Sactona has value added CPM functions such as data retrieval from other systems like accounting system, an approval process setting function, data access control, automatic email distribution and a dashboard.

## Sactona Platform





## Full utilization of Excel functions

20XX年度 P/L  
(連結) 地域別合計  
(単位: 千円)

コード	勘定科目	(連結) 地域別合計	(連結) 日本	(連結) 北米	(連結) 欧州	(連結) アジア	(消去) 地域間
A0110	総売上高	13,120,106	6,209,632	1,716,452	3,149,910	2,044,113	0
A0111	値引・割戻	▲ 1,292,165	▲ 672,856	▲ 147,125	▲ 286,355	▲ 185,828	0
SALES	売上高	11,827,941	5,536,776	1,569,327	2,863,554	1,858,284	0
A0120	買入原価	5,441,858	1,914,968	738,028	1,821,018	967,846	0
A0121	工場売上	3,885,756	3,885,756	0	0	0	0
A0122	工場原価	3,143,703	3,132,110	5,390	6,203	0	0
GROSP	売上総利益	7,128,136	4,375,454	825,910	1,036,334	890,439	0
A0150	販売促進費	769,312	2,001,770	0	0	0	0
A0151	人件費	2,001,770	1,000,000	0	0	0	0
A0152	業務委託費	166,828	0	0	0	0	0
A0153	研究開発費	98,127	0	0	0	0	0
A0154	減価償却費	404,642	2,000,000	0	0	0	0
A0160	本部管理費	907	0	0	0	0	0
A0170	その他経費	175,007	79,812	27,958	46,629	20,608	0

Parameters are managed by Master data

## Visualized dashboard



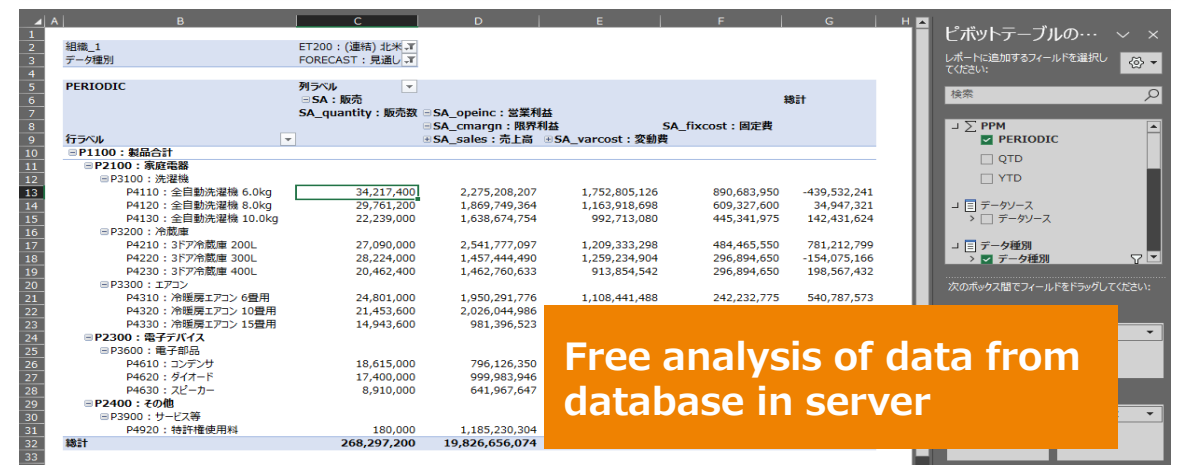
## Drill down data

20XX年度 設備投資計画  
E1152 大阪支店  
(単位: 千円)

行番	テーマ	案件-用途	資産種別	取得価額				減価償却											
				取得日	勘定科目	原価	▲減損	▲除売却	期末残高	開始日	PL区分	償却方法	耐用年数	残存価額	期首累計	償却累計	▲減損	▲除売却	期末累計
001	インフラ	オフィス (支店)	建物	20XX04	有形固定資産	120,000	40,000	0	0	160,000	20XX04	一般管理費	定額法	20	8,000	14,400	0	0	21,600
002	インフラ	営業用設備	事業用資産	20XX04	有形固定資産	16,000	0	0	16,000	20XX04	一般管理費	定率法	5	1,600	2,880	0	0	2,880	
003	インフラ	ITハードウェア	ソフトウェア	20XX10	有形固定資産	24,000	0	0	24,000	20XX10	一般管理費	定率法	5	2,400	4,320	0	0	4,320	
004	インフラ	ITソフトウェア	販売管理システム	20XX10	無形固定資産	0	40,000	0	40,000	20XX10	一般管理費	定額法	5	0	0	0	0	0	0
005																			
006																			
007																			
008																			

Flexible output formats

## Free data analysis by pivot table



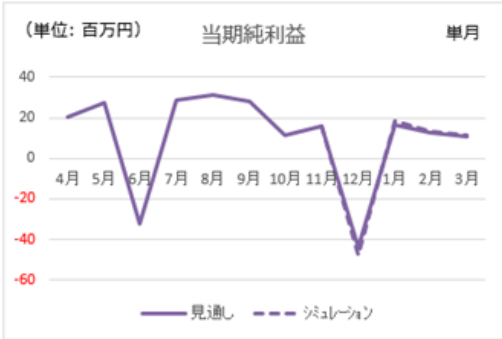
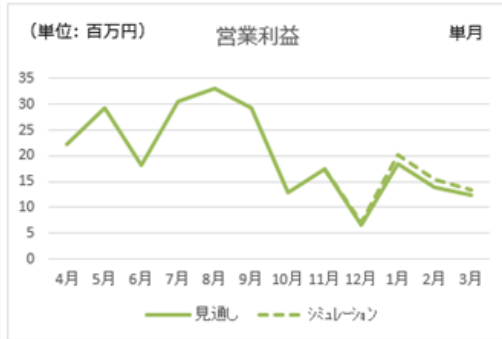
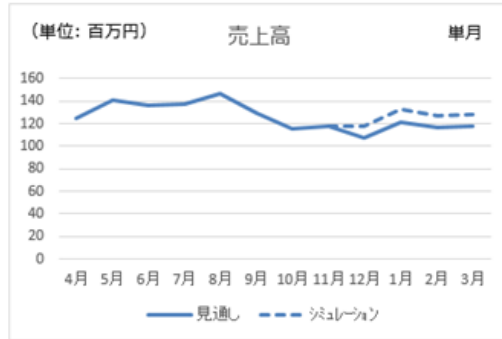
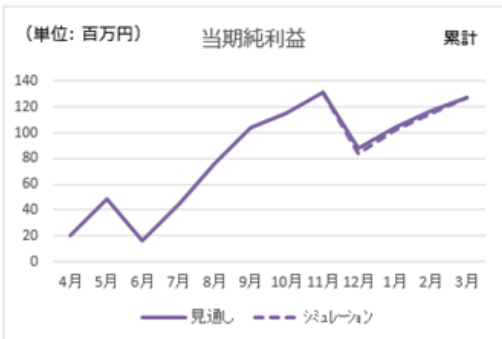
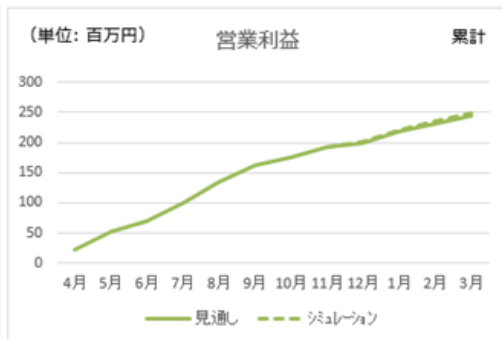
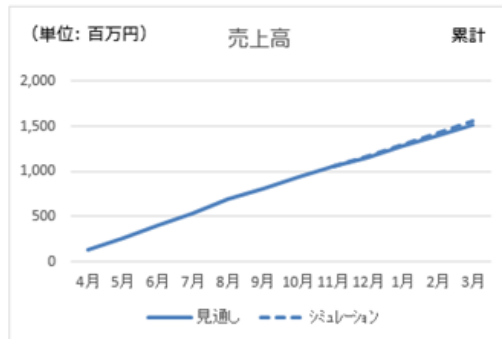


Sactona supports sensitivity analysis changing parameter such as sales volume, price, and exchange-rate, and scenario planning adopting different exchange-rate (e.g., average rate for PL, year-end rate for BS etc.). Multi-step allocation of common expenses to business unit is also useful function in CPM.

## 年度為替シミュレーション

(単位: 円/現地通貨)

通貨	4月 実績	5月 実績	6月 実績	7月 実績	8月 実績	9月 実績	10月 実績	11月 実績	12月 見通し	1月 見通し	2月 見通し	3月 見通し
USD	109.92	109.12	105.72	103.99	101.34	101.98	103.80	105.32	115.00	115.00	115.00	115.00
EUR	124.59	123.08	118.84	114.96	113.54	114.33	114.40	115.45	120.00	120.00	120.00	120.00
CNY	16.95	16.66	16.02	15.55	15.23	15.27	15.40	15.48	15.48	15.48	15.48	15.48



Our revenue consists of Sactona's annual subscription-based Base Business and Consulting Business for initial implementation and expansion of Sactona.

## Sales Composition

### Base Business

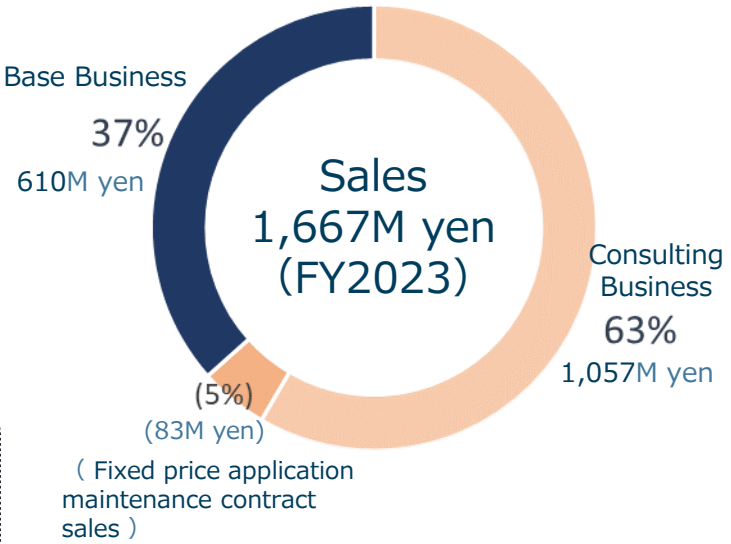
**<Product License >**

- ✓ Subscription base Sactona license fee upon the number of users

**<Infrastructure Services>**

- ✓ Cloud base Sactona infrastructure service fees

- Billed at the beginning of each fiscal year for the full year (No cancellation during a year)
- About 70% of clients use Infrastructure services



### Consulting Business

**<Implementation Support>**

- ✓ Application development at initial implementation

**<Extension Support>**

- ✓ Extensional application development for additional function and scope of users

- Each development project spends from 3 months to a year+.
- No major quarterly seasonality..
- Revenue from new customers account for approximately 20% of annual sales.
- Fixed price application maintenance sales were 84 million yen in FY2023. Combined with base sales, ARR in FY2023 was 693 million yen.

# Achievements: Examples of Major Clients

**Panasonic**

**NISSAN**  
MOTOR CORPORATION

**FUJIFILM**

**LIXIL**  
Link to Good Living

**SEKISUI**

**CASIO**

**KANEKA**

日本曹達株式会社

**JSW**

**RESONAC**

**Oriental motor**

株式会社 **MORESCO**

**Nitto** 日昌株式会社  
Innovation for Customers

Eat Well, Live Well.  
**Aj**  
AJINOMOTO  
味の素冷凍食品株式会社

**GLOBERIDE**

**LAWSON STATION**  
**ローソン銀行**  
LAWSON BANK

**MONEX GROUP**  
Monex Group, Inc.

**LINE 証券**

都市に豊かさ と潤いを  
**三井不動産**

**Daiwa LifeNext®**

**MORI BUILDING**

**xymax**  
ザイマックス

**戸田建設**

**MYSTAYS HOTEL MANAGEMENT CO., LTD.**

**TREND MICRO™**

**TOEI ANIMATION**  
Since 1956

**FUJI**

**ASKUL**

**BOOKOFF GROUP HOLDINGS**

**DINOS CORPORATION**

**HIBIYA KADAN**

**KONOIKE GROUP**

**Marubeni Logistics**

**UT**

**CAREERLINK**  
キャリアリンク株式会社

**WILLTEC**

**SOLIZE**

**RISO**

**清和ビジネス**

社会と共生する誓でありたい。  
**SociOak Group**

**Rakuten Mobile**

**J:COM**

**fureasu GROUP**

**こころネットグループ**

**三井物産ケミカル株式会社**  
Mitsui Bussan Chemicals Co., Ltd.

**SANYO TRADING CO., LTD.**

**DOLBIX CONSULTING Inc.**

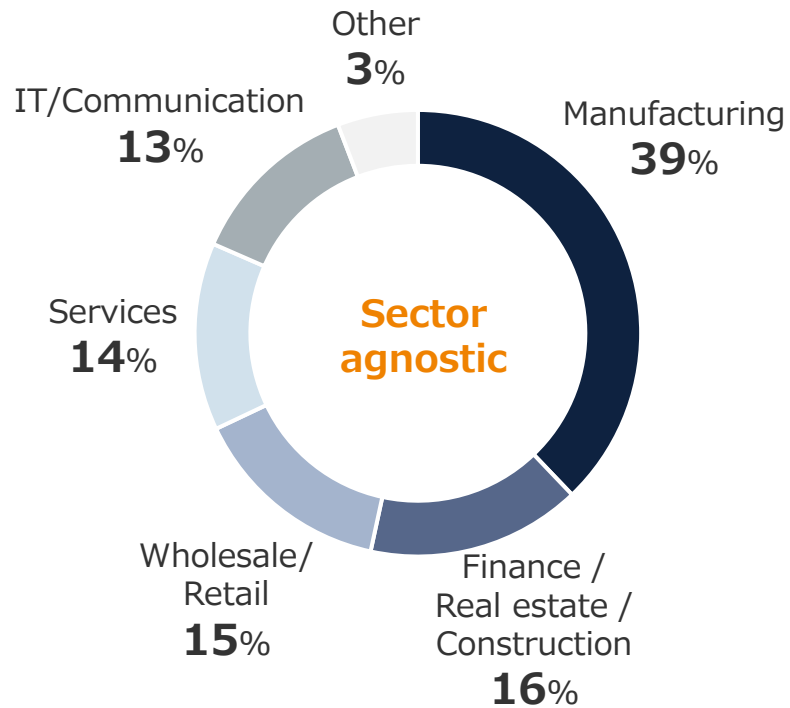
**SIGMAXYZ**  
CREATE A BEAUTIFUL TOMORROW TOGETHER

**LTS**

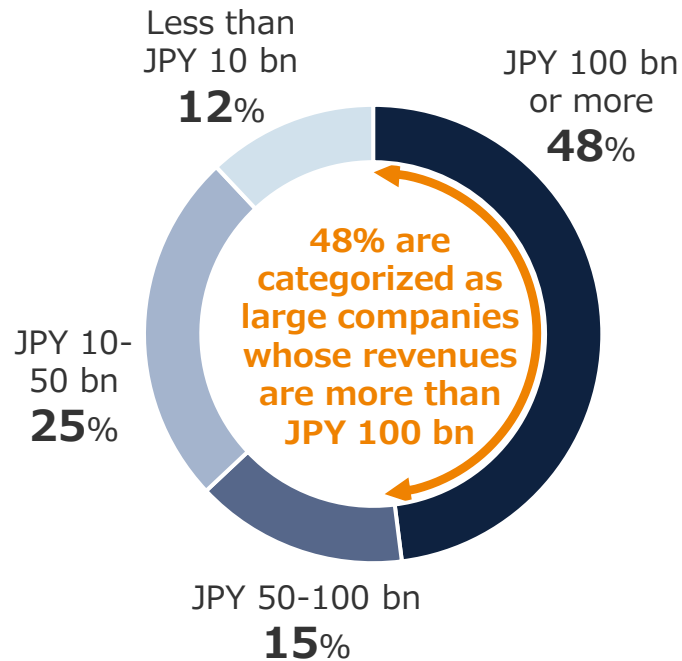
**T-GAIA**

CPM is an important in all industries, and Sactona is used across a wide range of industries. As the size of a company increases, the number of divisions, offices, and segments increases, the complexity of operations deepens, and the number of people involved in the process also increases. Large and medium-sized companies account for a large percentage of our clients.

### Clients by Sector

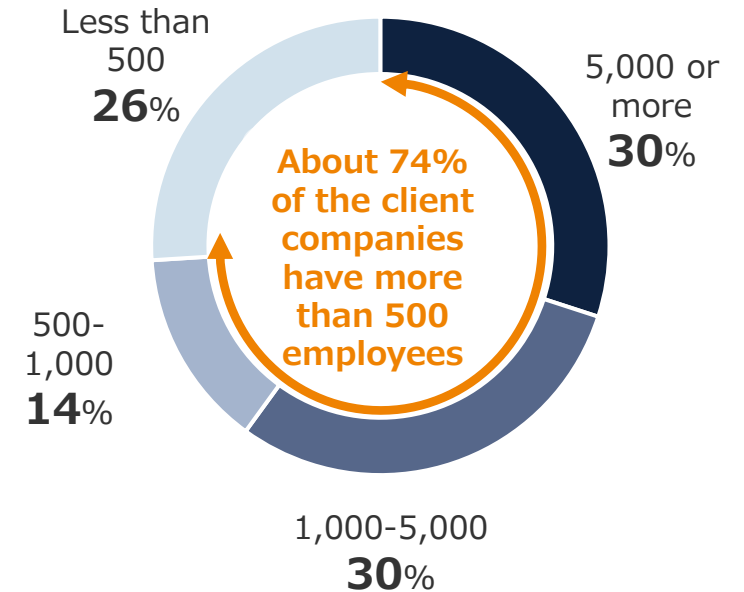


### by Clients Revenue Size



Listed companies (including group companies) account for **76%** of all client companies

### by Clients No. of Employees



(Note) Information based on the FY2023 client companies

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## Sales

**1,228**million yen

YoY -10million yen (-0.8%)

## Operating income

**333** million yen  
Operating margin 27.1%

YoY -94million yen (-22.2%)

## Ordinary income

**334** million yen  
Ordinary income margin 27.2%

YoY -72million yen (-17.8%)

## Sales from Base Business

**528**million yen

YoY +78million yen (+17.4%)  
(Sales composition 43.0%)

## Sales from Consulting Business

**700** million yen

YoY -88million yen (-11.2%)  
(Sales composition 57.0%)

- Base business revenue increased 17.4% over the same period last year with increase of number of clients (16.5% increase as of Q2).
- On the other hand, in the consulting business, some projects required more man-hours than expected, resulting in sales opportunity losses. (>> Personnel expenses are fixed costs, so profit margins deteriorate due to lower revenue)  
Net sales were down 0.8% year on year, and operating income declined 94 million yen year on year while increasing cost (=895 million yen in cost of sales and SG&A expenses) associated with the strengthening of the organization, including an increase in personnel compared to the same period last year.

(JPY Million)

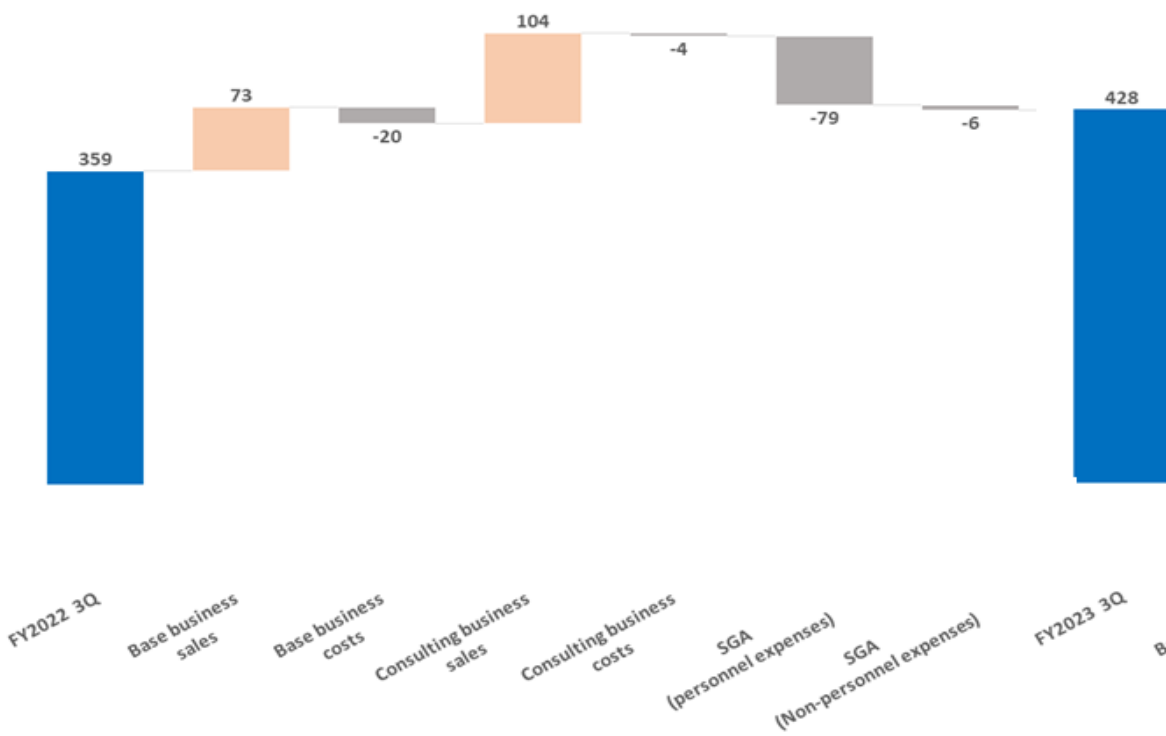
	FY2023 2Q	FY2024 3Q	Change	% Change
<b>Sales</b>	1,239	1,228	-10	-0.8%
<b>Base business</b>	450	528	78	17.4%
<b>Consulting business</b>	789	700	-88	-11.2%
<b>Gross profit</b>	840	809	-31	-3.7%
<b>Operating income</b>	428	333	-94	-22.2%
<b>Ordinary income</b>	406	334	-72	-17.8%
<b>Net income</b>	329	231	-97	-29.6%



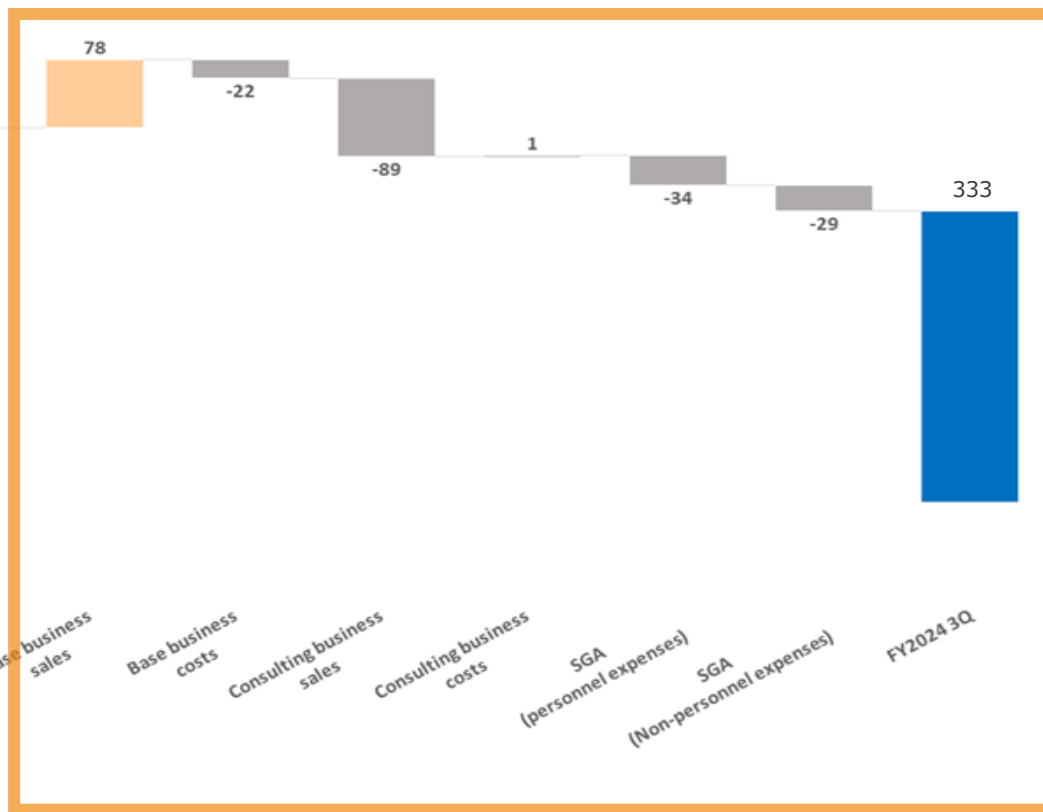
# Operating Income year-on-year comparison)

- Base business sales are steadily increasing due to the growth in the number of clients, but sales in the consulting business declined due to the impact of specific projects in the first nine months of this fiscal year.
- Cost increase in the base business is due to higher procurement costs for infrastructure services, and in the consulting business due to higher personnel costs resulting from increased headcount, etc.
- SG&A expenses (other) for the current term are due to an increase in taxes resulting from an increased capital and operating expenses for the stock listing.
- While the corporate organization were strengthened in the current fiscal year, the lower-than-expected sales in the consulting business were the reason for the lower profit in the current fiscal year.

【FY2023 3Q】

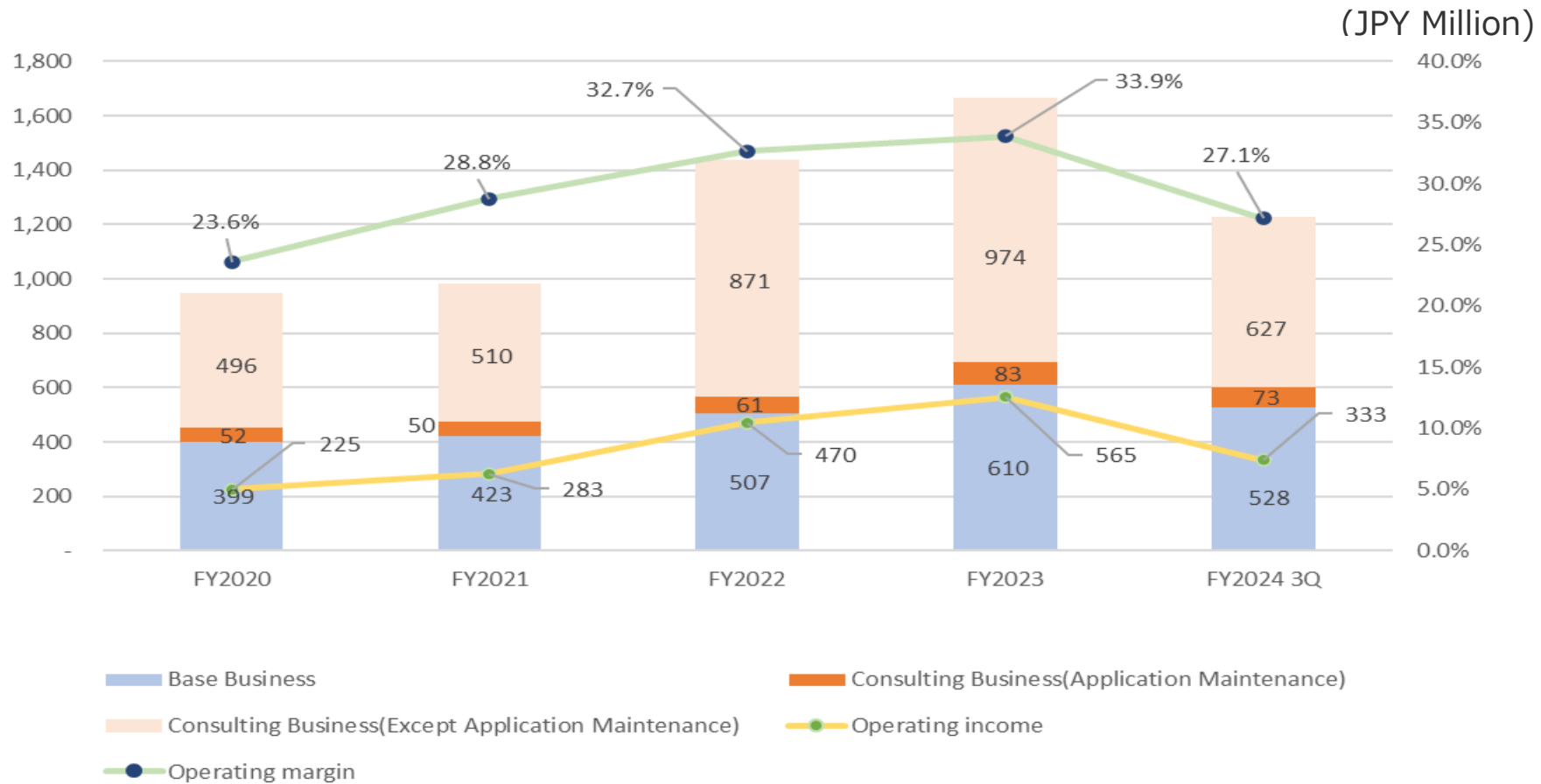


【FY2024 3Q】



(JPY Million)

- Base business, which generates accumulated income, is increasing every year due from an increase in the number of clients.
- The consulting business had been increased over the year, together with the increase in the number of consultants, However, the consulting business was sluggish in the second and third quarter in this financial year due to the impact of some projects.

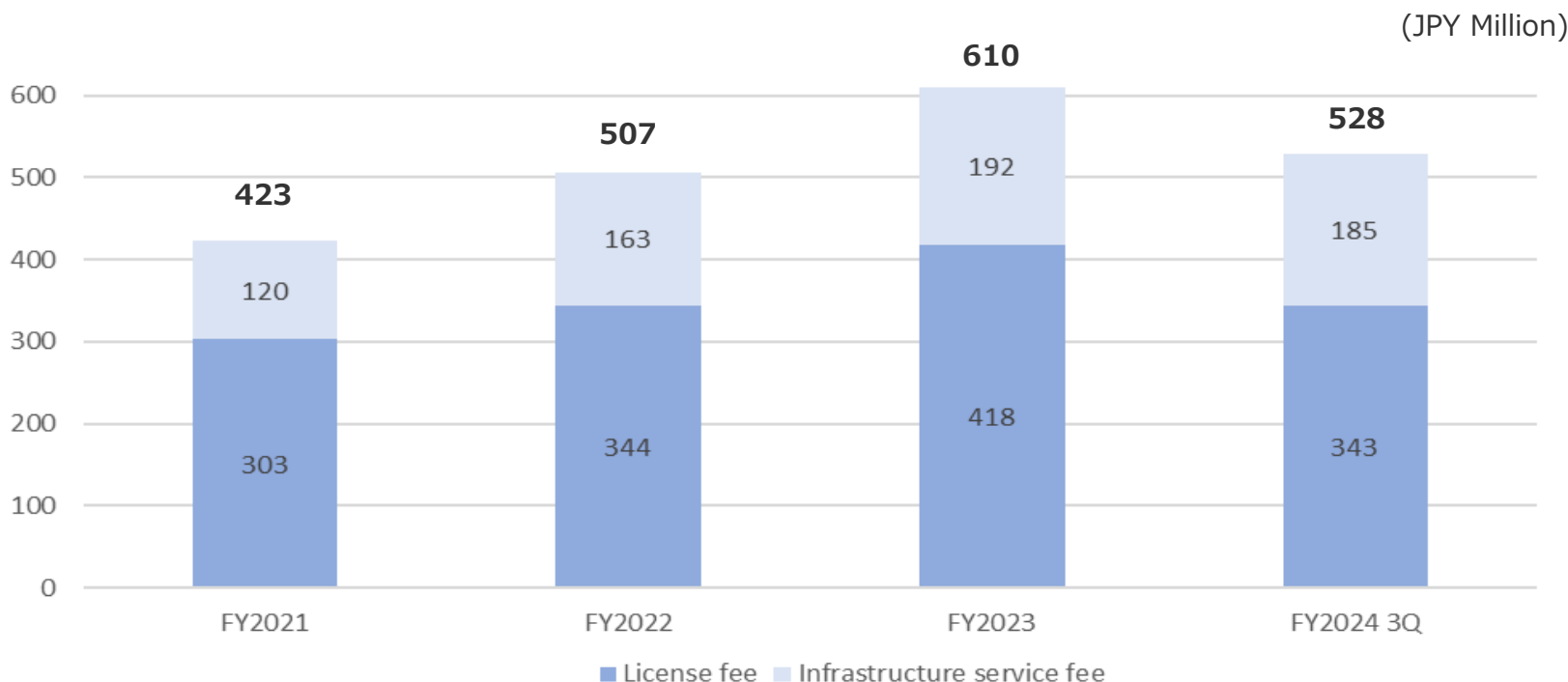


# Sales trends by service (Base Business)

Over the past 5 years, the number of new clients acquired runs about 20 clients per year. For FY2024 3Q, we received 18 new clients orders.

Full year license is charged at the beginning of the financial year and non-refundable for the year.

The number of cancelled clients in FY2023 was 3, and its monetary impact was approximately 0.9% of FY2023 Base Business revenues.



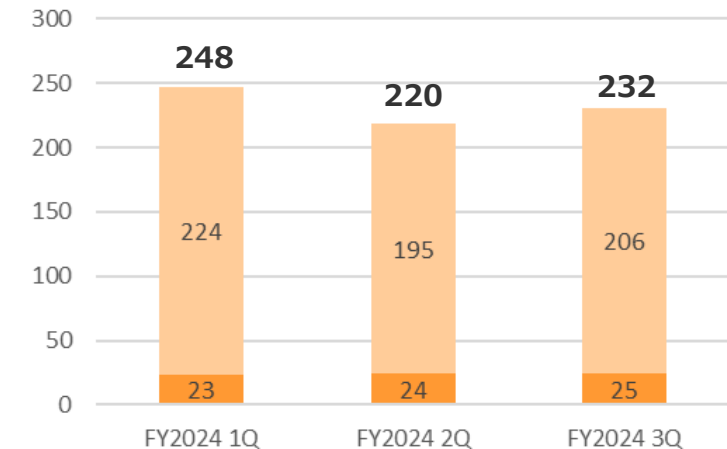
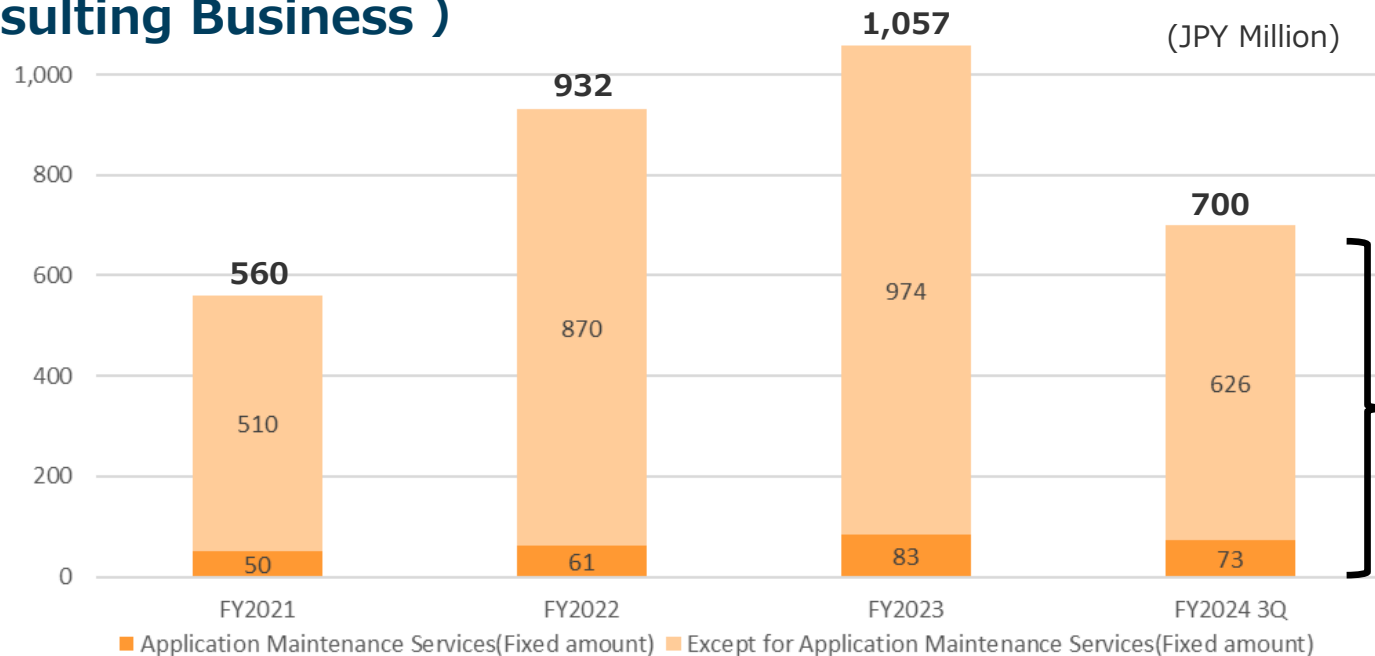
Number of Clients(License)	105	121	139	157
Number of Clients(Infrastructure)	66	85	99	107
Number of Clients(New acquired)	25	20	21	18
Sales per client *	4,728 Thousand yen	4,772 Thousand yen	4,946 Thousand yen	—

\* Sales per customer : License fee ÷ Number of Clients(License) + Infrastructure usage fee ÷ Number of Clients(Infrastructure)

# Sales trends by service (Consulting business)

Increased sales activities and increased headcount, the consulting business, which develops and provides applications for business management for clients using Sactona, including application maintenance contracts, which are fixed annual maintenance support contracts, contributed to the consecutive growth. On the other hand, A specific project required more man-hours than expected in the current fiscal year. As a result, the consulting business lost approximately 160 million yen in sales opportunities that could have been materialized by the consultants in question. Although the situation is now back to normal, consulting sales were slow for this quarter impacted by weak sales activities in previous quarter. We will continue to strengthen multifaceted monitoring of project progress to prevent unexpected losses in the future..

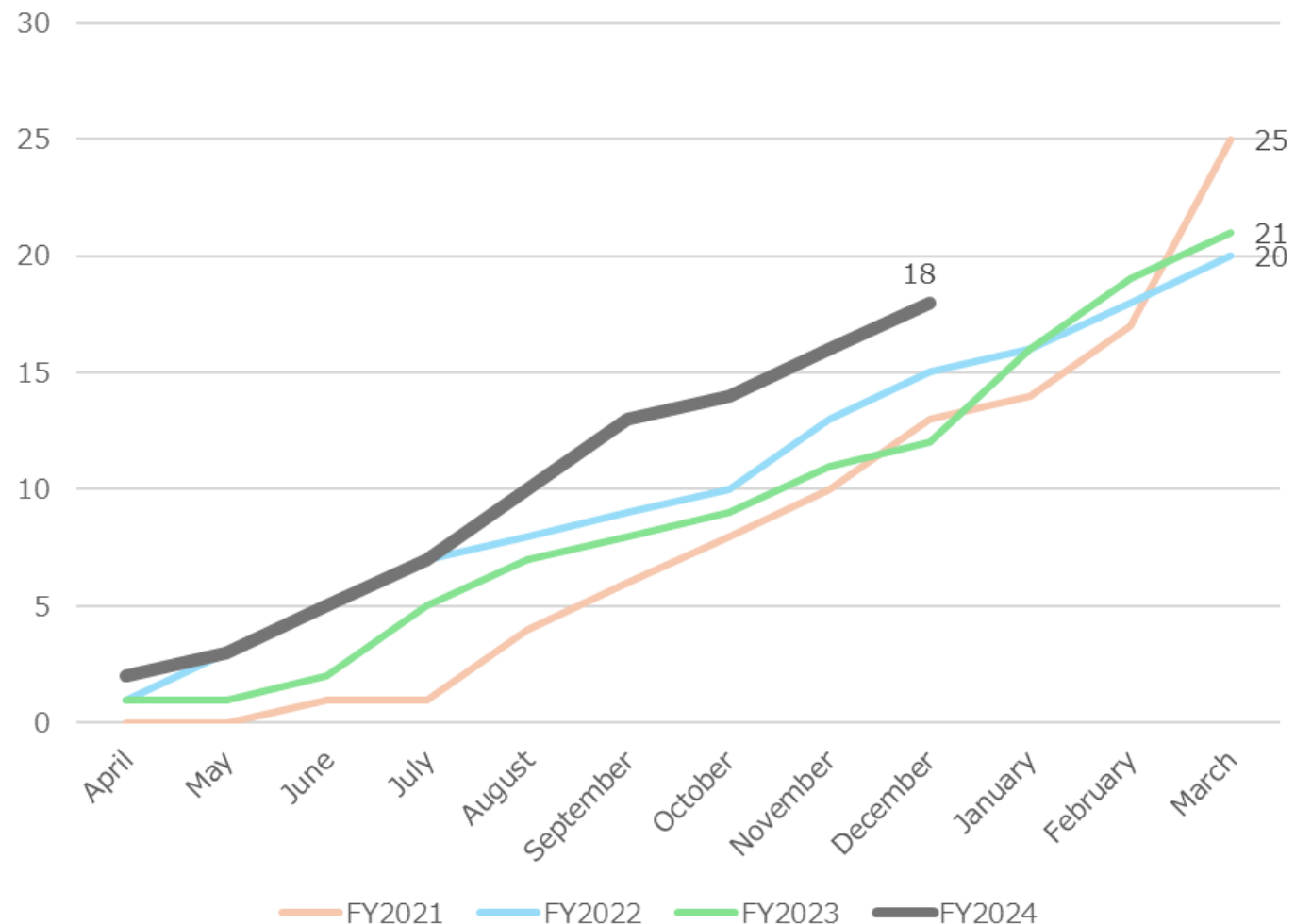
## ( Consulting Business )



Number of Clients	72	87	95	105
(Number of contracts of Application Maintenance)	(23)	(39)	(57)	(69)
Number of Consultants	34	41	46	50

# Number of new client orders ( Fiscal year total )

- The number of new orders in this financial year is in good shape.



(JPY Million)

	FY2023	FY2024 3Q	Increase/ Decrease amount
<b>Current assets</b>	1,291	1,594	303
<b>Cash and deposits</b>	1,004	1,365	362
<b>Non-current assets</b>	90	89	-1
<b>Total Assets</b>	1,382	1,684	302
<b>Current liabilities</b>	366	428	63
<b>Non-current liabilities</b>	-	-	-
<b>Net assets</b>	1,016	1,255	239
<b>Total liabilities and net assets</b>	1,382	1,684	302
<b>Equity ratio</b>	73.5%	74.5%	1.0%

- Base business and annual application maintenance contract from existing customers (Total 756 million yen) was invoiced in April. Contract liabilities then will decrease toward the end of the fiscal year.
- Due to the decrease in contract liabilities and FY2024 3Q earnings, Equity ratio increased from 73.5% to 74.5% compared to FY2023 end, and it is expected to increase towards the end of the fiscal year.

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- In the consulting business, a specific project in the first half of FY2024 required more man-hours than expected, resulting in sales opportunity loss. This caused delay in new sales activities, which resulted in decline in sales in FY2024 3Q. In the base business, sales performed steady growth in line with the forecast.
- Profits are expected to fall short of the previous forecast due to lower sales.
- Although order pace are recovering, we have revised our initial forecast in light of the the financial progress by FY2024 3Q.

(JPY Million)

	Previous forecast	Modified forecast	Decrease	Percentage change
<b>Sales</b>	2,001	1,680	-321	-16.0%
<b>Ordinary income</b>	584	502	-82	-14.1%
<b>Net income</b>	409	348	-60	-14.9%



(JPY Million)

	Previous forecast	Modified forecast	Decrease	Percentage change
<b>Base business</b>	727	721	-6	-0.9%
<b>Consulting business</b>	1,273	959	-314	-24.7%
<b>Total</b>	2,001	1,680	-321	-16.0%

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The Board of Directors approved a resolution on February 12, 2025 regarding the acquisition of Share buyback in order to improve capital efficiency and increase shareholder returns. We will continue to accelerate the pace of business expansion and maximize corporate value, including collaboration with Money Forward Group, in order to achieve medium- to long-term growth in sales and profit.

## <Overview>

( 1 )	Type of stocks to be acquired	Common stock
( 2 )	Total number of stocks that may be acquired	450,000 (Percentage of total stocks issued (excluding treasury stock) 12.6 %)
( 3 )	Total acquisition cost of stocks	550 Million Yen
( 4 )	Acquisition period	February 13, 2025 - August 12, 2025
( 5 )	Acquisition method	Market purchase on the Tokyo Stock Exchange

## <Reference> Treasury stock holdings as of February 12, 2025

Number of stocks issued and outstanding (excluding treasury stock)	3,579,792
Number of treasury stock	20

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We expect our realizable target market would continue to increase. In order to get market share, we keep investing in active recruiting and marketing, while maintaining high profitability.

(As of December 31, 2024)

## Business KPIs

Number of New Clients  
**18 companies per year**  
(FY2023 3Q: 12 companies )

Number of Client Companies  
**157 companies**  
(FY2023: 139 companies )

Cancellation Amount Impact  
**0.9% per year(FY2023) (※)**

Number of Consultants ( Number of all employees)  
**50 persons ( 81 persons )**

## Financial KPIs

Sales Growth Rate  
(FY2023 3Q– FY2024 3Q CAGR)  
**▲0.8%**

Operating income ratio  
**27.1% (FY2023: 33.9%)**

ROA  
**32.8% (FY2023)**

Equity ratio  
**74.5% (FY2023: 73.5%)**

(※) Cancellation Amount Impact= Base business sales of the cancelled company/ Total of Base business sales

## Expansion of client base

- Obtained 18 new clients in FY2024 3Q.
- 10 VARs (increased by 3 from 7 FY2023 end)

## Strengthening the system

- 81 employees as of Dec 31 (from 72 FY2023end)
- Consultants : 50(from 46 FY2023end)
- Consultant managers 15 (from 9 FY2023end)

## Overseas expansion

- Getting necessary infrastructure ready
- Started contacting potential VARs

## Enhanced product functionality

- Released new Sactona version with reinforced function of business intelligence
- Generative AI based Q&A commenced its operation.
- Developing forecasting and alert function using AI/ML technology.

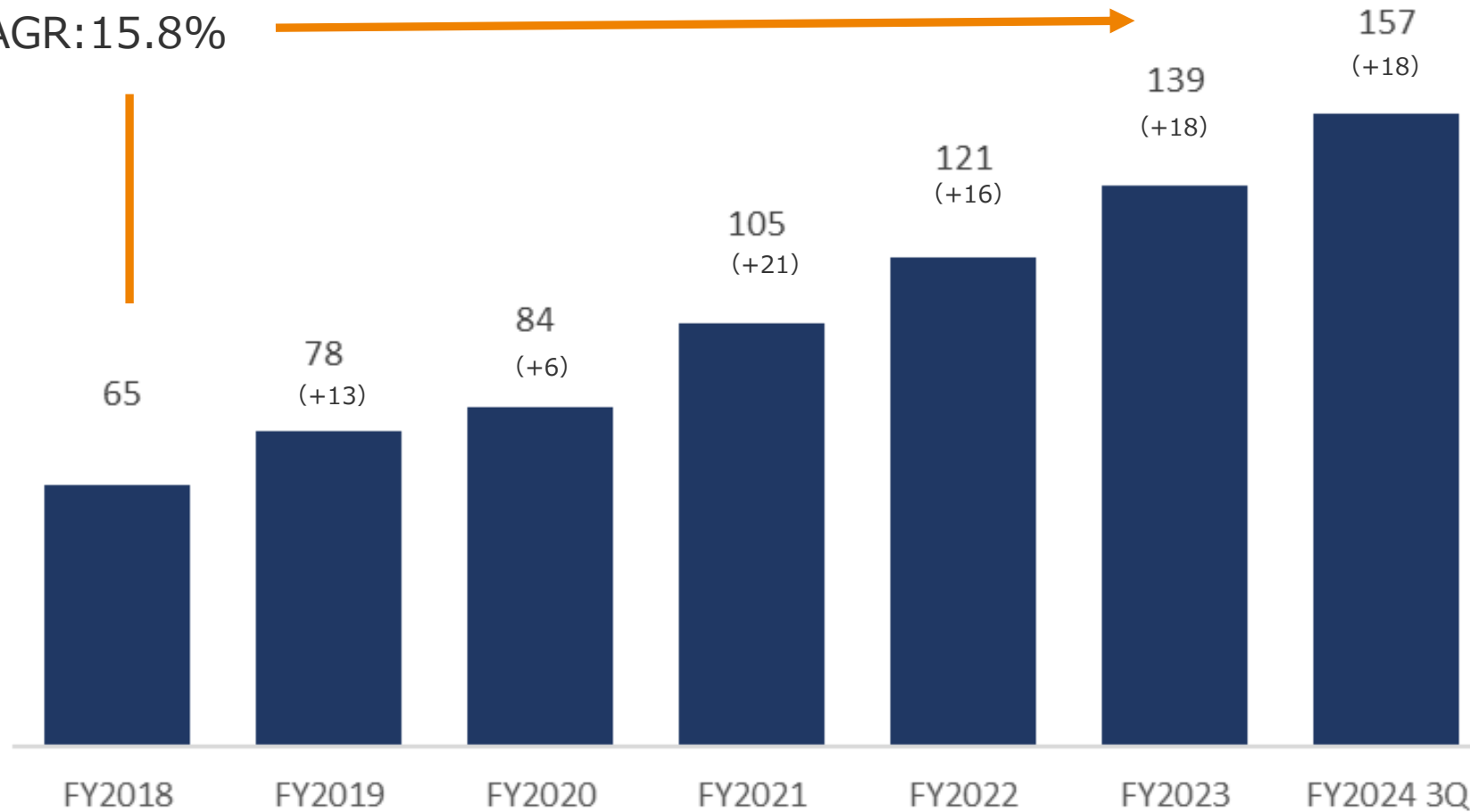
## M&A

- Contacting with multiple candidates

## Changes in Year-end Number of Active Client Companies

(Number of companies)

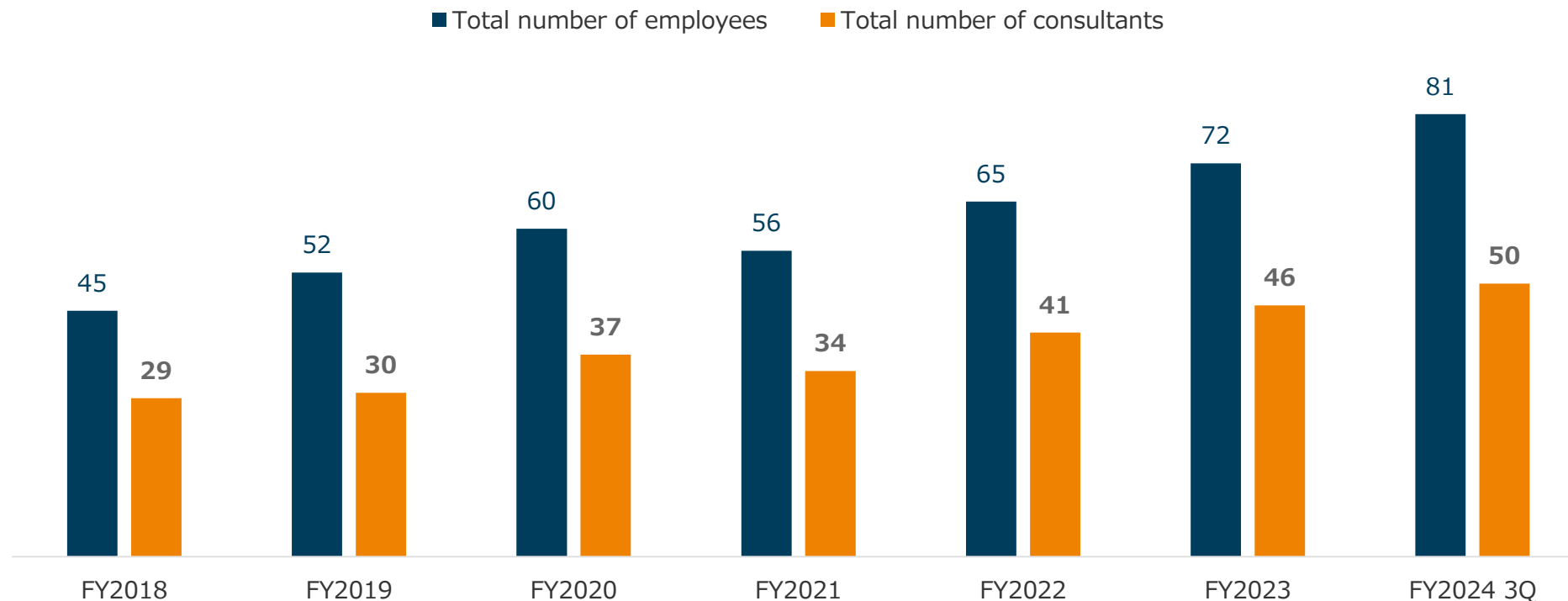
CAGR: 15.8%





- The consulting business is led by IT consultants with expertise in the fields of accounting and finance
- We have direct contacts with our users to hear their requirements. And ideas leads to develop new function of our product. Our strength is one stop solution from product development to implementation and maintenance by ourselves.

## Ratio of Consultants



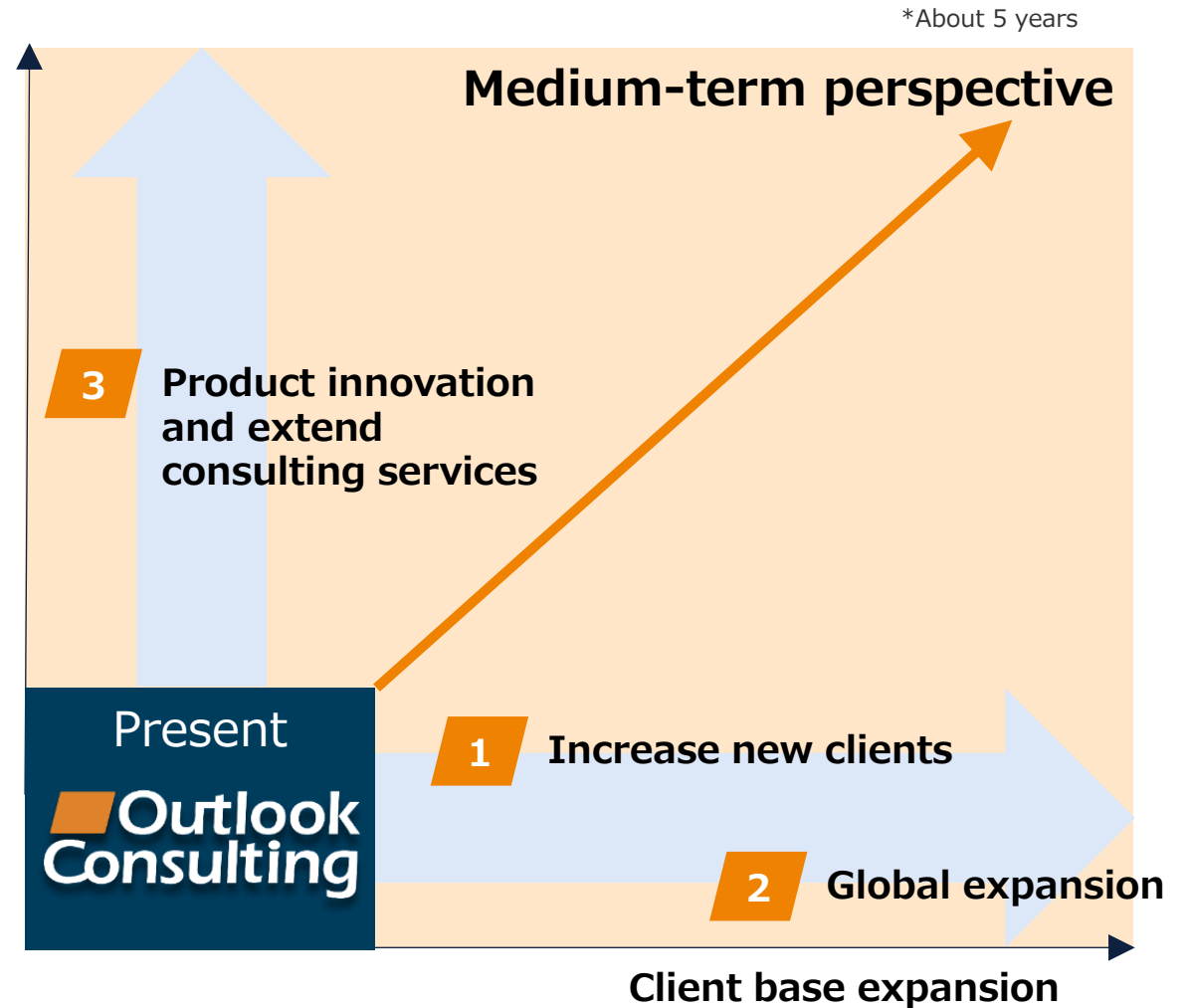
# Index

1. Company Overview (Business Model)
2. FY2024-3Q Financial Summary
3. FY2024 Full-Year Outlook
4. Acquisition of Share buyback
5. Main Business Environment
- 6. Medium-term Perspective(Growth Strategy)**

Appendix

- 1 Increase new clients**
  - Expand distribution network with partners
  - Enforce Marketing
  
- 2 Global expansion**
  - Establish foundation for offshore clients
  - Alliance with partners
  
- 3 Product innovation and extend consulting services**
  - AI/ML
  - Extend solution

Enhancement of products and services



- We entered into a business and capital alliance contract with Money forward group that achieved exceptionally high growth in Cloud ERP solution, and aims to expand its business in CPM market.
- CPM market is in the stage of rapid growth, and we, through solid collaboration with Money Forward group, accelerate our growth and make Sactona to take a path to de-fact standard in CPM market.

## Money Forward Group

1

### Wide product lineup and development capabilities

- 39% of employees are designers or engineers (As of November 30, 2023)

2

### Organization and culture, recruiting capabilities

- Penetrating MVVC, Strengthening human capital disclosure including “Talent Forward Strategy”
- The percentage of non-Japanese engineer members is increasing (41%)

3

### High growth

- FY11/24 Sales growth YoY +33% (¥40,364mil)
- >Mid-size clients YoY + 30%(9,874 clients)

## Assumed value

1

### Upgrade service level

- Bring value to clients through mutual support and knowledge sharing

2

### Marketing & Recruiting

- Co-promotion to achieve new sales lead and have new talents

3

### Product innovation

- Accelerate development of AI enabled new function and UI/UX improvement

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## Appendix

Fiscal year		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 3Q
period		2020/3	2021/3	2022/3	2023/3	2024/3	2024/12
Sales	(thousand yen)	993,692	954,403	984,563	1,440,025	1,667,850	1,228,915
Ordinary income	(thousand yen)	263,095	250,802	304,969	464,357	542,985	334,329
Net income	(thousand yen)	189,873	195,623	199,926	319,813	452,863	231,941
Capital stock	(thousand yen)	100,000	100,000	100,000	100,000	141,400	145,079
Number of shares outstanding	(Shares)	2,000	2,000	17,600,000	17,600,000	3,570,000	3,579,812
Net assets	(thousand yen)	1,245,207	1,718,746	160,661	480,474	1,016,137	1,255,409
Total assets	(thousand yen)	2,405,639	2,720,568	1,191,096	920,146	1,382,198	1,684,295
Equity ratio	(%)	51.8	63.2	13.5	52.2	73.5	74.5
ROE	(%)	16.5	13.2	21.3	99.8	60.5	20.4
Net cash provided by operating activities	(thousand yen)	–	–	153,447	432,234	409,865	–
Net cash provided by investing activities	(thousand yen)	–	–	-33,955	-14,807	214,405	–
Net cash provided by financing activities	(thousand yen)	–	–	203,000	-795,000	59,614	–
Cash & Cash Equivalent	(thousand yen)	–	–	698,022	320,449	1,004,334	–
Number of Employees	(persons)	52	60	56	65	72	81

- This presentation material is provided for a deeper understanding of our company, and is not intended to be used as a solicitation for investment or other activities.
- This material has been prepared by our company based on the information available at the time of the presentation. Actual results might differ materially from those presented in this material due to various factors.
- Some of the figures for past fiscal years shown in this document may include figures that have not been audited by an auditing firm because the Company was unlisted.
- Please utilize this material using you own judgment and responsibility.