

## Financial Results Briefing for the fiscal year ended March 2024

Securities code: 9658



May 20, 2024 Business Brain Showa-Ota Inc.



## BBS Group New Medium-term Management Plan (BBS2026)







- 1. Review of the Previous Medium-term Management Plan
- 2. Goal 2030 and the Medium-term Management Plan BBS2026
- 3. BBS2026 KPI Plan
- 4. BBS2026 Growth Strategy



## Review of the Previous Medium-term Management Plan

#### **BBS Review of the Previous Medium-term Management Plan BBS2023** \* Total value with GSX FY2023 Performance \* Sales: 41.2 billion yen FY2022 Performance FY2021 Performance Profit: 3.6 billion yen Sales: 37.0 billion yen Sales: 32.3 billion yen Profit: 3.2 billion yen Plan Profit: 2.7 billion yen FY2020 Performance FY2023 Plan Achieved! FY2022 Plan Sales: 29.1 billion yen FY2021 Plan Sales: 40.0 billion yen Profit: 2.4 billion ven Profit: 3.4 billion yen Sales: 35.0 billion yen Sales: 31.0 billion yen Profit: 2.6 billion yen Profit: 2.1 billion yen FY2023 FY2022 FY2021

#### **Review of the Previous Medium-term Management Plan BBS2023**



#### [Company-wide Strategy]

#### [Business Strategy]

#### **RCN2 Strategy**

Sales from 3 Loyal Customers

Cumulative total **9.8** billion yen

#### No. 1 Strategy

Sales from Hiroshima/Fukuoka

Cumulative total **153** million yen

#### **BPO Business Strategy**

RPA/OCR utilization performance

13 cases

#### [Corporate Strategy]

Strengthen HR

#### **Revision of HR policy**

to achieve Goal 2030

DX Promotion of DX

DX for BBS Group Promoted by **9** companies

Sustainability

CO<sub>2</sub> emissions (FY2020-2022)

20% reduction

#### Strengthen Group Synergy

Between group companies

533 referrals, 296 orders

#### Strengthen M&A/Alliances

Sales from JW, BSC, FRSC, TWK

5.2 billion yen

BBS Quality Adherence to project management /development rules

**100**%

#### Strengthen Branding

Strengthen Outer Branding

Recognition **14**%



## Goal 2030 and the Medium-term Management Plan BBS2026

#### [Management Philosophy], [Management Policy], [Business Model]



Management Philosophy	Management Policy	Business Model
Contribute to society by improving the corporate value of our customers	<ul> <li>Yatsugatake ,</li> <li>Management</li> </ul>	BBS
2 Becoming a driving force for our customers' development	Wave-riding <sup>99</sup> management	CYCLE
3 Contributing to increased customer profits	<ul><li>Sell Cake 99</li></ul>	Management accounting No. 1



#### Management Policy - The Words of Founder Kineo Yamazaki



<sup>66</sup> Yatsugatake Management



 Wave-riding management



Sell Cake

#### Practicing Yatsugatake Management

If you just sell individual projects, then the future will grow dark when it no longer sells. But if you have multiple businesses, like the Yatsugatake mountain range, then even when the performance of one business worsens, you can minimize the effect on overall management through other businesses. However, it is also important for each business division to handle accounting independently, but to raise synergy through mutual collaboration. Our founder explained that Yatsugatake Management was necessary because business performance could worsen due to fluctuations in the economy.

#### - Staying a half-step ahead through wave-riding management

The trick to riding a wave expertly is to start riding slightly behind the head of the wave. If you are at the tip of the wave you will fall down, but you won't be able to ride it if you are too far behind. The same is true in management. To beat your competition, you must always be at the cutting edge of the times, but if you go too far ahead, you will not be accepted by society or the customers. Thus, our founder explained that you must consider the social environment and the situation of the opposite party and stay a half-step ahead.

#### Sell Cake

The main ingredients of cake are flour and sugar. You mix flour, made from wheat, and sugar, made from sugarcane, bake it, and finish the cake by applying decorations, such as cream or fruit. The price of the cake is much higher than the total cost of the ingredients. This is because value is added in the process of baking the cake, value which the customer recognizes when they buy it. In this way, our founder explained why BBS group combines diverse services to provide high added value that cannot be imitated by other companies.

# Goal 2030 - Long-Term Vision of BBS Group



The Goals and Values of BBS Group

**B**ack Office Comprehensive Supporter

Become a new management partner



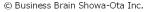
Sustainability Management / Strengthening human resources

#### FY2020 Results

Sales: 29.1 billion yen Profit: 2.4 billion yen

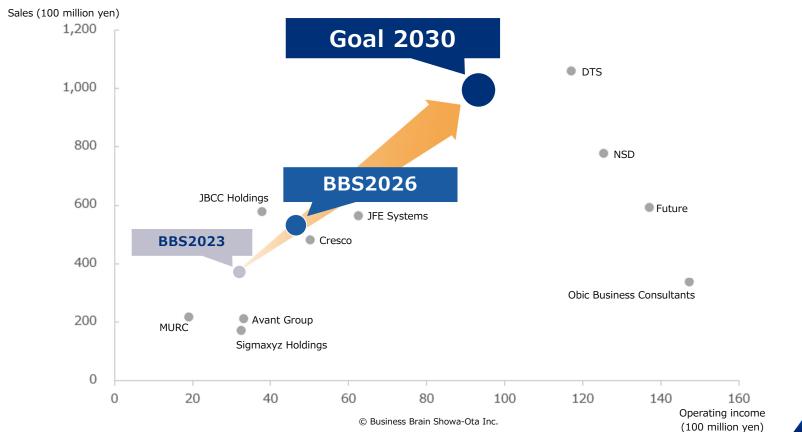
### FY2030

#### Sales: 100 billion yen Profit: 10 billion yen









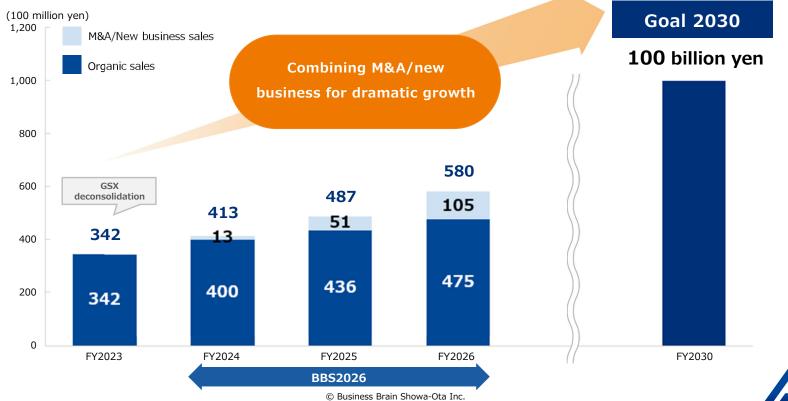


## **BBS2026 KPI Plan**









## BBS2026 KPI



KPI have been set in the three areas of growth, capital efficiency, and investment, to implement strategic performance management.

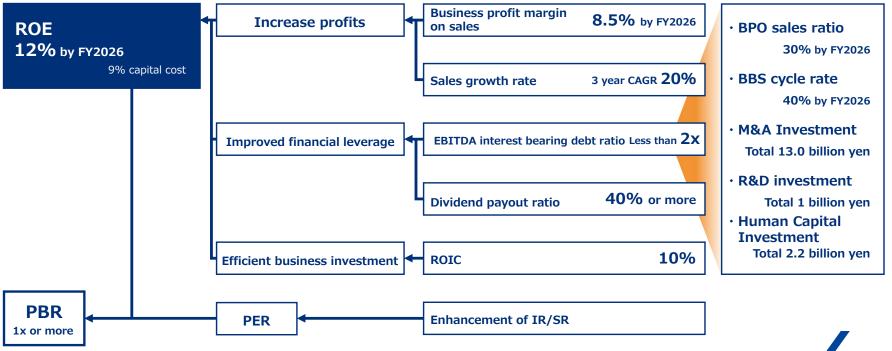
[Growth]	[Capital efficiency]	[Investment]
Sales growth rate (including M&A)	ROE	M&A Investment
3 Year CAGR <b>20</b> % (including organic sales growth rate of 9%)	<b>12</b> % by FY2026	3 year total
Business profit margin on sales	ROIC	<b>13</b> billion yen (maximum)
<b>8.5</b> % by FY2026	<b>10</b> % by FY2026	R&D investment
BPO sales ratio		3 year total
<b>30</b> % by FY2026	EBITDA interest bearing debt ratio	<b>1</b> billion yen or more
BBS cycle rate	Less than <b>2x</b>	
<b>40</b> % by FY2026	Dividend payout ratio	Human capital investment
Female manager ratio	<b>40</b> % or more	3 year total <b>2.2</b> billion yen or more
<b>24</b> % by FY2026		





Realizing management that considers capital cost and share price - toward improvement of ROE/PBR

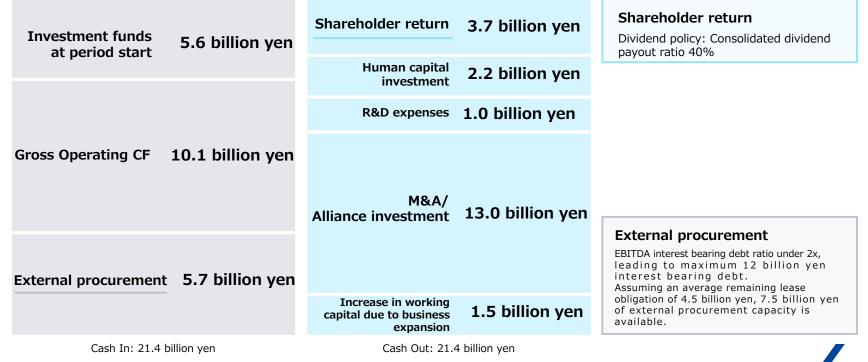
Improve ROE/PBR by achieving primary KPIs







Total for the three years from FY2024 to FY2026



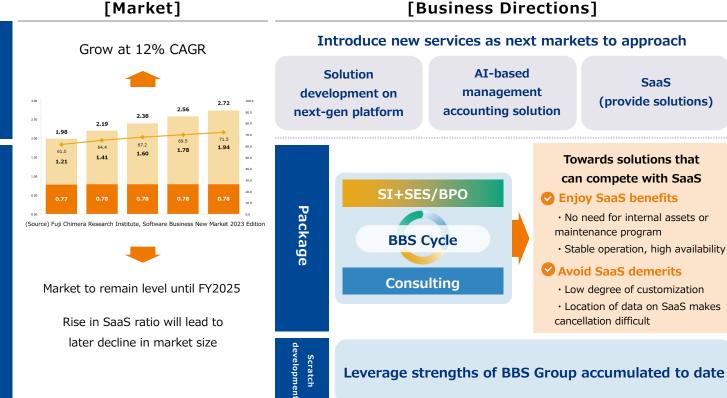


## **BBS2026 Growth Strategy**

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· Low degree of customization Location of data on SaaS makes cancellation difficult

Leverage strengths of BBS Group accumulated to date





SaaS

Existing

business



## BBS2026 Growth Strategy



#### **BPaaS** market

Clients who need BPO in short term in specific domain

#### BPaaS

Strengthen/expand internal systems and BPO menu based on them Consider expanding into accounting domain on top of HR and payroll

#### Large-scale BPO market

Clients who wish to shift wide range of operations to BPO

### **High Value BPO**

Large-scale BPO to shadow client operations

Execute decision making embracing experts

#### Cloud Systems and AI - advanced utilization of IT as a growth engine

#### System strengthening for BPaaS

HR, payroll, Bulas/Win5/Ecosystem, fixed assets

#### Develop BPO operations automation tools

Automatic journaling and AI voucher processing

#### **BPO Platformer - target state of BPO operations under BBS2030**

Foward 30% of all business

• Prepare to be recognized as Japan's accounting and HR department, as social infrastructure for back office operations

· Expand capacity through personnel exchange with customers, schools, increased center locations

Strengthen the BBS cycle



#### MANAGEMENT SERVICE BPO

## **SYSTEM INTEGRATION**



FY2023 31%

## CONSULTING

What is the BBS cycle rate?

Ratio of sales from clients being provided two or more services from the three BBS cycle services against company-wide sales

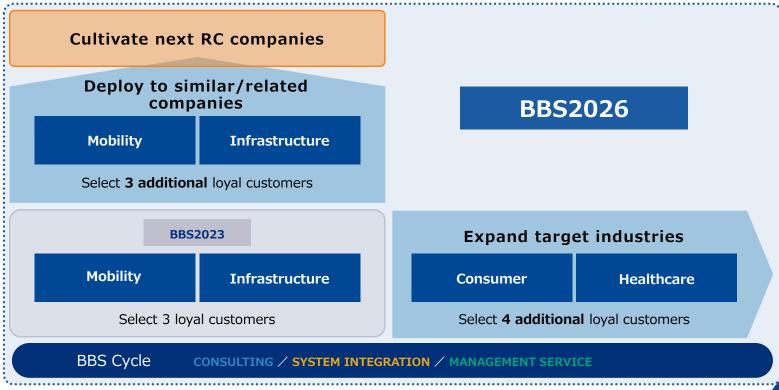
Measures for improvement

Strengthen group-wide sharing of each business/group company solution **Rethink evaluation/incentive programs** 





Expand to new stage by expanding target industries and deploying to similar/related companies



## Twinkle Co., Ltd.



Established in 1996. Originally focused on staff dispatch and data entry when launched. Later expanded operations to include system support (system and infrastructure development) and help desk operations. Expanding development and consignment business for call centers and educational centers in recent years. Joined BBS Group in January 2024.

System development • Consignment development at services Consignment development at in-house development center • Client on-site system development (SES) System design and development Program development Testing support System operation and maintenance	<ul> <li>Solution services</li> <li>Operational design services Infrastructure design, development, implementation / consulting</li> <li>System operation services System operation, administration, monitoring</li> <li>Security operation services Server / environment development</li> <li>Client device setup services Software installation / environment development</li> </ul>	<ul> <li>Human resource utilization / staff dispatch</li> <li>Help desk services PC hardware, app support / email support desk / network support / PC hardware configuration, instructors</li> <li>Staff support services Data entry support, accounting, administration, English language operations / office automation, sales administration / equipment design, development assistance / system inspection, maintenance / SE assistance, product inspection / equipment evaluation / CAD operators</li> </ul>	Call centers 24/365 support available Busy and Off-peak support, and short term support available Handling of help desk, call support, system monitoring operations by multiple members	Education centers Training inexperienced staff, educational centers [Courses] Systems Engineer course Help desk, Infrastructure Engineer course [Training content] IT basics training Programming training e-Learning training Qualifications training Practical training
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# **Financial Highlights**

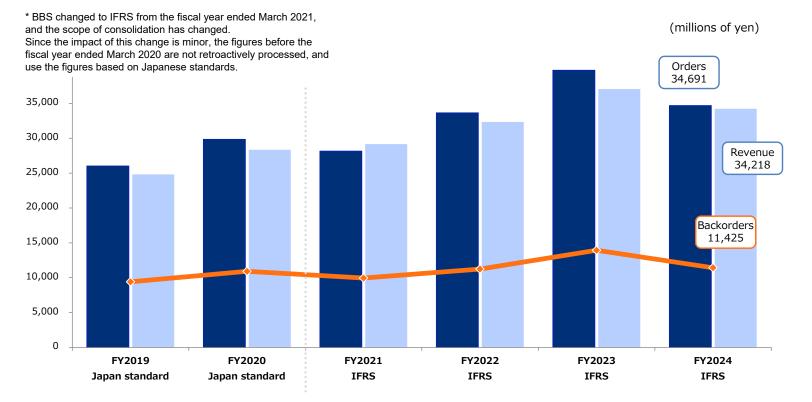
Hitoshi Uehara Senior Executive Officer, General Manager, Administration Division

## [Financial Highlights] Consolidated Operating Results

	Year ended March 31, 2023	Year ended March 31, 2024	Change from previous year	Earnings forecast*	Ratio to expected value
Orders received	39,751	34,691	-12.7%	-	-
Revenue	37,063	34,218	-7.7%	34,000	100.6%
Business profit	3,207	2,543	-664	2,400	106.0%
Business profit margin	8.7%	7.4%	-1.3 points	7.1%	-
Operating profit	3,208	20,697	545.2%	20,598	100.5%
Profit before tax	3,241	20,582	535.0%	20,525	100.3%
Profit	2,067	14,167	585.5%	14,309	99.0%
Profit attributable to owners of parent	1,838	14,146	669.4%	14,279	99.1%
Net income per share for period after dilution	154.69 yen	1,224.38 yen	+1,069.69 yen	-	-
ROE	13.0%	64.4%	51.4 points	-	-

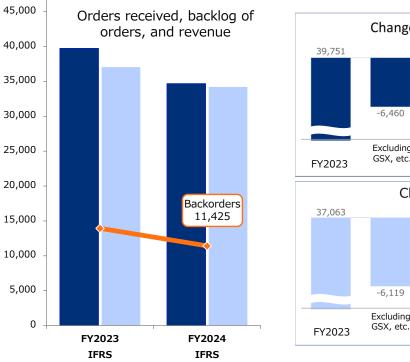
\* Values announced on July 31, 2023

# [Financial Highlights] Orders Received, Backlog of Orders, MBBS and Revenue (financial reporting basis) (1)



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# [Financial Highlights] Orders Received, Backlog of Orders, MBBS and Revenue (financial reporting basis) (2)

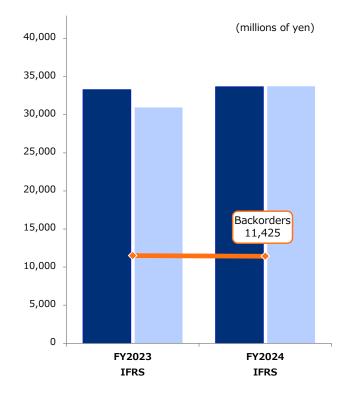




### Decrease in orders received, backlog of orders, and revenue

- Orders received and revenue declined over previous year (Decrease in orders received due to exclusion of GSX and MICS from consolidation)
- In addition to the decline in orders received, backlog of orders decreased due to the exclusion of consolidation and failure to accumulate new for existing business
- System development orders to handle policy changes for financial industry and fund wrap system orders remained strong
- Sales and earnings increased in the accounting system domain due to system development in Tokyo and recovery of BSC business performance

# [Financial Highlights] Orders Received, Backlog of Orders, MBBS and Revenue (after deconsolidation)

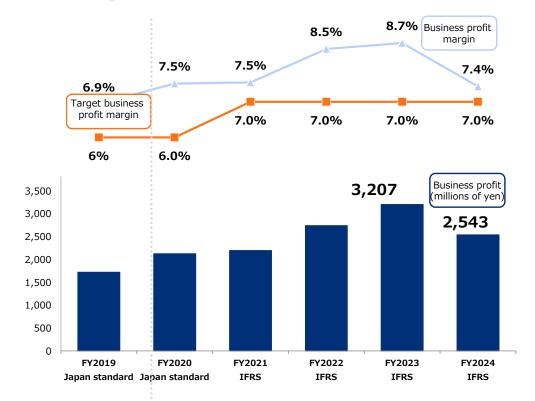


### Revenue increased but orders received and backlog of orders remained unchanged

- Sales from orders received remained almost unchanged over previous period at 1.1% (Consulting/Sys. Dev. +2.3%, BPO -2.2%)
- Backlog of orders also almost unchanged over previous period at -0.8% (Consulting/Sys. Dev. -1.9%, BPO +0.1%)
- Revenue continued to increase
- System development orders to handle policy changes for financial industry and fund wrap system orders remained strong
- Revenue increased in the accounting systems domain due to system development in Tokyo and recovery of BSC business performance

\* BBS changed to IFRS from the fiscal year ended March 2021, and the scope of consolidation has changed. Since the impact of this change is minor, the figures before the fiscal year ended March 2020 are not retroactively processed, and use the figures based on Japanese standards.

# [Financial Highlights] Business Profit (financial reporting MBBS basis)



Decline due to impact o	of
deconsolidation	Business profit
Fiscal year ended March 31. 2023 (first half)	3,207
Gross profit decrease (-)	-1,153
Increase in SG&A expenses (- indicates an increase in expenses)	)
Decrease due to deconsolidation (GSX, MICS)	913
Outsourcing costs	-149
Hiring costs	-45
Advertising costs	-46
Maintenance fees	-80
Other	-104
Increased profit due to decline in SG&A costs	489
FY2024 (current period)	2,543

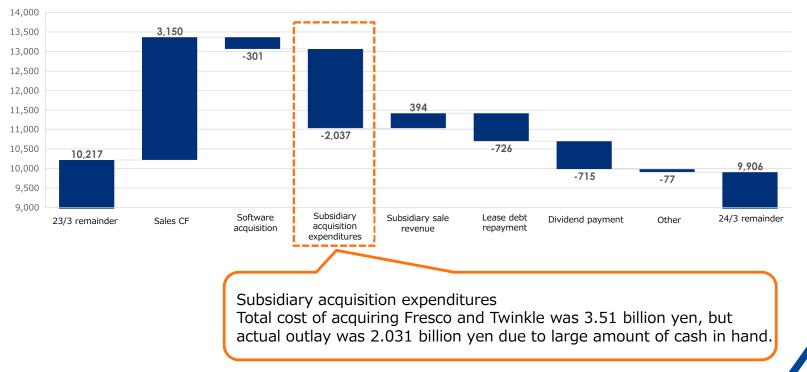
\* BBS changed to IFRS from the fiscal year ended March 2021. Figures before the fiscal year ended March 31, 2020 are posted as a reference to illustrate performance trends. Also, figures shown are operating profit until the fiscal year ended March 2022.

## [Financial Highlights] Cash Flow



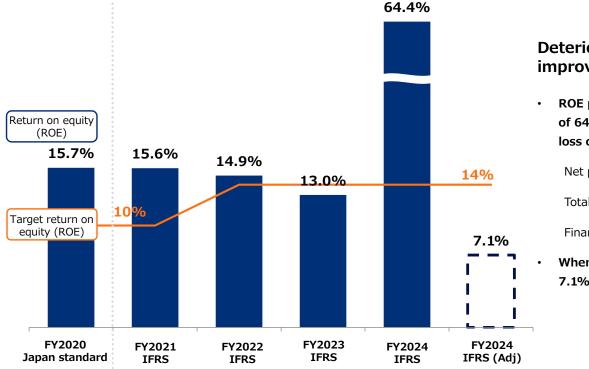
#### Cash balance maintained despite acquisition of subsidiaries

(millions of yen)



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## [Financial Highlights] Return on Equity (ROE)



#### Deteriorating in fact despite major improvement due to temporary profits

ROE performance showed major improvement of 64.4% due to a gain of 18.1 billion yen from loss of subsidiary control

Net profit margin on sales revenue  $(5.0\% \rightarrow 41.3\%)$ 

Total capital turnover (1.3→0.9)

Financial leverage  $(2.1 \rightarrow 1.7)$ 

When this profit is excluded, then there was a 7.1% decline due to increased equity capital



FY2018

## [Earnings Forecast] Dividends

FY2011

FY2012

FY2013

FY2014

FY2015

Set to 39 yen at the end of period for an annual 75 yen according to basic policy of 40% consolidated dividend payout ratio excluding temporary gains and losses.

#### 43.0% 37.9% 38.0% 30.9% 30.9% 30.0% 27.0% Dividend 27.3% 22.8% 23.3% 23.3% payout ratio 18.0% 17.2% 23.4% 9.5 11 14 15 17.5 20 27.5 30 45 48 7.5 75 6

\* The Company conducted a 2-for-1 stock split of common stock, effective July 1, 2020.

FY2017

FY2016

Accordingly, the annual dividend per share for the fiscal year ended March 31, 2020 and prior is shown after taking into account the stock split.

FY2019

FY2020

FY2021

FY2022

FY2023



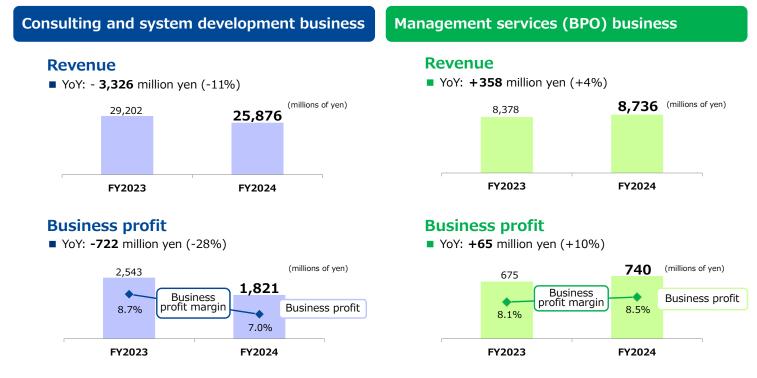
Dividend

(Yen)

FY2024

# [Financial Highlights] Profit (Loss) by Segment (financial reporting basis)





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## [Financial Highlights] Profit (Loss) by Segment (reflecting deconsolidation)

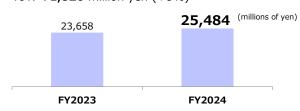


Significant increase in sales and profit in the consulting and system development businesses

Consulting and system development business

Management services (BPO) business

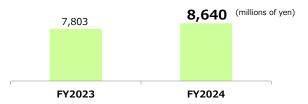
#### Revenue



#### ■ YoY: **+1,826** million yen (+8%)

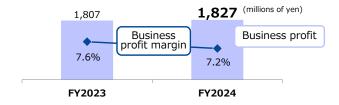
#### Revenue

■ YoY: +837 million yen (+11%)



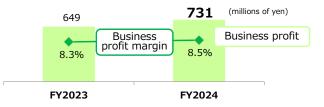
#### **Business profit**

■ YoY: **+20** million yen (+1%)



#### **Business profit**

■ YoY: +82 million yen (+13%)



[Financial Highlights] Details of Consulting and System Development Business (financial reporting basis)



(millions of yen)

	Revenue				Se	egment incom	e	
	Year ended March 31, 2023	Year ended March 31, 2024	YoY Increase (decrease)		Year ended March 31, 2023	Year ended March 31, 2024	YoY Incre (decreas	
Accounting system consulting and system development	17,653	18,605	952	/	1,449	1,491	42	/
System development for the financial industry	5,357	6,092	735	/	214	301	87	/
Information security consulting	5,544	392	-5,152		736	-6	-742	1
PLM support solutions	1,148	1,197	49	/	173	46	-127	*
(Adjustment)	-500	-410	90		-29	-11	18	
Segment total	29,202	25,876	-3,326		2,543	1,821	-722	2

#### [Financial Highlights] Consulting and System Development BBS Business Details (GSX deconsolidation)

	Revenue				S	egment incon	ıe	
	Year ended March 31, 2023	Year ended March 31, 2024	YoY Incr (decrea		Year ended March 31, 2023	Year ended March 31, 2024	YoY Incr (decrea	
Accounting system consulting and system development	17,653	18,605	952	1	1,449	1,491	42	/
System development for the financial industry	5,357	6,092	735	/	214	301	87	1
PLM support solutions	1,148	1,197	49	/	173	46	-127	1
(Adjustment)	-500	-410	90		-29	-11	18	
Segment total	23,658	25,484	1,826	/	1,807	1,827	20	+

#### Accounting system consulting and system development

Steady progress for system development in Tokyo and BSC, but profits stagnated due to the impact of poor project performance in West Japan.

#### System development for the financial industry

Increased revenue and profits due to more projects thanks to policy changes and steady progress in our package fund wrap projects.

#### PLM support solutions

Revenue increased with acquisition of Fresco (FRSC), but major decline in profits caused by troubled projects.

#### [Financial Highlights] Management Services (BPO) Business Details (financial reporting basis)



(millions of yen)

		Revenue			Se	egment incom	ie			
	Year ended March 31, 2023	Year ended March 31, 2024	YoY Increase (decrease)				Year ended March 31, 2023	Year ended March 31, 2024	YoY Incre (decrea	
HR and payroll related outsourcing	3,276	3,392	116	/	511	513	2	+		
Outsourcing for global companies	1,889	2,072	183	/	42	0	-42			
Outsourcing for foreign companies	1,012	1,105	93	/	85	94	9	+		
Onsite BPO	2,281	2,286	5	-	107	134	27	/		
(Adjustment)	-80	-119	-39		-70	-1	69			
Segment total	8,378	8,736	358	/	675	740	65	1		

### [Financial Highlights] Management Services (BPO) Business Details (excluding MICS)



(millions of ven)

	Revenue				Segment income			
	Year ended March 31, 2023	Year ended March 31, 2024	YoY Increase (decrease)		Year ended March 31, 2023	Year ended March 31, 2024	YoY Increase (decrease)	
HR and payroll related outsourcing	3,276	3,392	116	1	511	513	2	+
Outsourcing for global companies	1,889	2,072	183	1	42	0	-42	
Outsourcing for foreign companies	1,012	1,105	93	1	85	94	9	+
Onsite BPO	1,706	2,190	484	1	81	126	45	1
(Adjustment)	-80	-119	-39		-70	-2	68	
Segment total	7,803	8,640	837	1	649	731	82	1

#### HR and payroll related outsourcing

Revenue increased mainly due to penetration of price hikes, but profits stagnated due to increase in equivalent personnel costs.

Outsourcing for global companies (supporting BPO for highly specialized business operations, etc.)

Revenue increased thanks to rising unit price, expanded operations for existing clients, and steady progress at payment subsidiary, but profits declined due to increased personnel and investment in optimization.

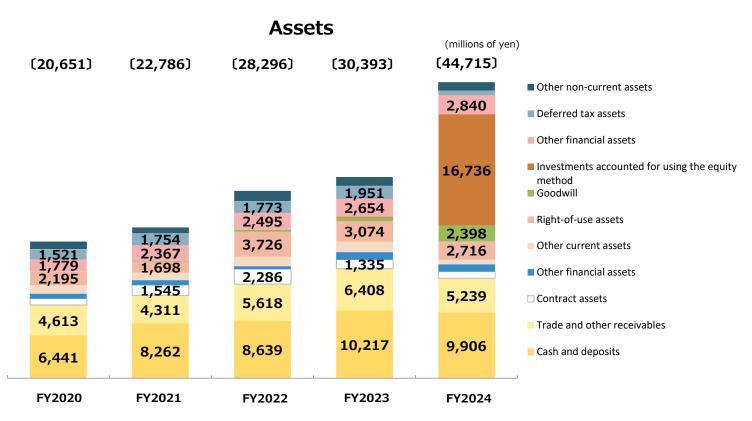
#### Outsourcing for foreign companies

Revenue increased due to expansion of customers to domestic companies through bilingual projects. Profits remained unchanged due to expansion of locations through M&A and increased hiring.

#### On-site BPO

Increase in revenue and profits with Twinkle (TWK) acquisition.

## [Financial Highlights] Consolidated B/S [Assets] (IFRS)



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# [Financial Highlights] Consolidated B/S [Liabilities and Equity] (IFRS)

**Liabilities and Equity** 

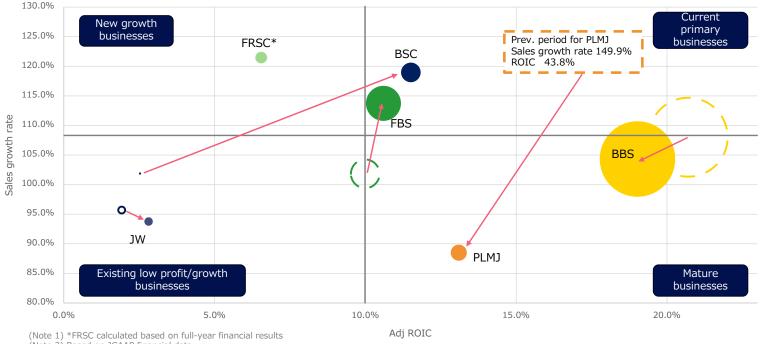


(millions of ven) (20,651) (22,786)[28,296] (30, 393)(44,715)Lease liability (floating) 2,621 Trade and other payables 40,000 4,370 Contract liability 2,009 35,000 4,039 Other current liabilities 30,000 2,379 1,508 Lease liability (fixed) 2,328 25,000 5,384 Retirement benefit liabilities 4,484 1,778 20,000 1,580 2,408 Deferred tax liabilities 3,076 3,870 3,456 1,304 1,357 2,349 15,000 28,967 Other non-current liabilities 1,693 2,342 10.000 Non-controlling interests 14,958 13,220 10,630 5.000 Total equity attributable to owners of 9,266 the parent company 0 FY2020 FY2022 FY2021 FY2023 FY2024

### [Financial Highlights] Business Quadrant Analysis (ROIC and Growth) (1) Consulting and System Development Business (by Company)

Circle size indicates business profits

**BBS** 

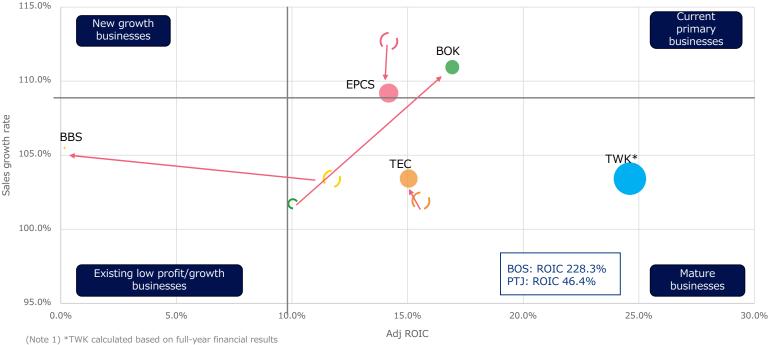


(Note 2) Based on JGAAP financial data

### [Financial Highlights] Business Quadrant Analysis (ROIC and Growth) (2) Management Services (BPO) Business (by Company)



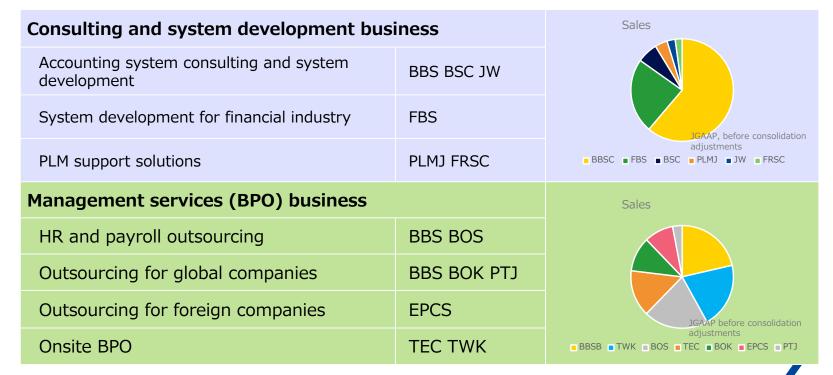
Circle size indicates business profits



(Note 2) Based on JGAAP financial data

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### [Financial Highlights] Business Quadrant Analysis (ROIC and Growth) (3) (Reference) Segments and Companies in Charge







# [Financial Highlights] Human Capital Investment HR Policy Revision - Building HR Policy to Achieve Goal 2030 (Note) Primarily implemented at parent

company BBS

- Revision policy ٠
  - Highly acceptable compensation that considers the market ٠
  - Encourage taking on challenges and reward employees who achieve results ٠
  - Pursuit of happiness in a manner that suits each employee ٠
- Revisions Step 1: mainly compensation policy ٠
  - Basic salary structure: Changed structure for easier reflection of market/company situation, individual performance ٠
  - Salary increase speed: Revised compensation amounts for high evaluations and promotions to increase overall compensation level
  - Bonus to monthly salary ratio: lowered bonus ratio and increased monthly salary primarily for lower ranks (no change in annual income)
  - Scope of deemed overtime policy: expanded to include lower ranks. Increased stable salary considering life plans and working styles
- Results ٠
  - Average salary increase for all employees: 86% (including regular raises), approximately 40% increase in monthly salary particularly for lower ranks
  - Ranked 5th in increase in starting salary (293,500 yen, 70,000 yen increase, from 2024/4/8 article in Nikkei Shimbun)
- Upcoming plans ٠
  - Step 2: Plan to implement revisions to rank standards and evaluation policy in FY2025 ٠



# **Earnings Forecast**



## [Earnings Forecast] Consolidated Operating Results



(millions of yen)

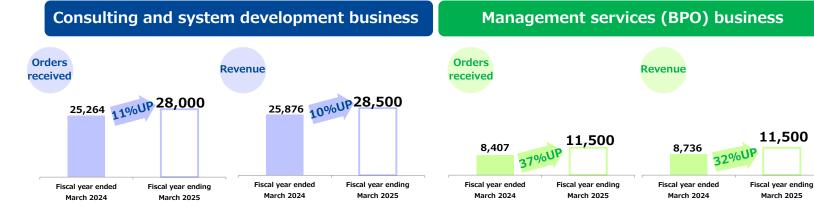
Significant revenue increase due to group restructuring, but profit is expected to decrease due to the loss of temporary factors.

	Fiscal year ended March 2024 (actual)	Fiscal year ending March 2025 (forecast)	Difference	YoY change
Orders received	33,671	39,500	5,829	17.3%
Revenue	34,218	40,000	5,782	16.9%
Business profit	2,543	2,790	247	9.7%
Business profit margin	7.4%	7.0%	-0.4%	-
Operating profit	20,697	2,790	-17,907	-86.5%
Profit before tax	20,582	3,210	-17,372	-84.4%
Profit	14,167	2,660	-11,507	-81.2%
Profit attributable to owners of parent	14,146	2,630	-11,516	-81.4%
Ratio of profit attributable to owners of parent	41.3%	6.6%	-34.7%	-
Dividend per share	75 yen	78 yen	3 yen	-

# [Earnings Forecast]

BBS

1. Outlook for orders received and revenue



- Troubled project that occurred during previous period has generally settled, recovery expected
- Steady growth in performance expected via BSC and newly established BMS

- Major increase when including annual performance of TWK
- Expanded orders expected due to sales optimization and expanded sales channels thanks to synergy of group company mergers

### 2. Conduct strategic investment 700 million yen

- Proactively hire and strengthen training for career hires, including core staff and youth
- Develop solution service menu using new technologies



## Thank you for joining us today.

### NOTE

The earnings forecasts in this document are based on management's assumptions and beliefs in light of the information available to it at the time of writing. Actual results may differ from these forecasts due to various factors and risks, and no assurances or guarantees are given.

Inquiries about this material

### **Business Brain Showa-Ota Inc.**

Corporate Planning Division, Administration Division TEL: 03-3507-1302



# **APPENDIX**



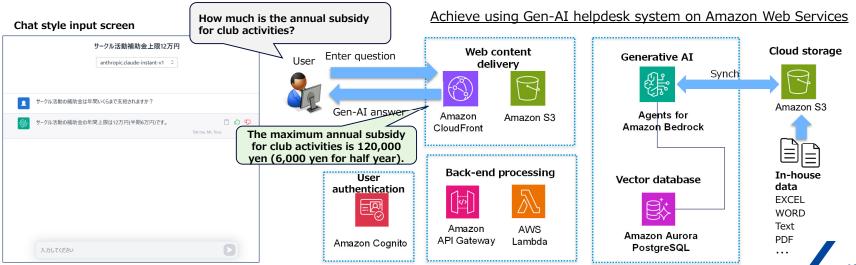
### BSC - Internal Release of Gen-AI Helpdesk Leveraging In-house Data



BSC has internally released a Gen-AI helpdesk system using in-house data, and is currently testing it.

The system meets the following needs.

- $\boldsymbol{\cdot}$  Need for a secure generative AI environment dedicated to their own use
- $\boldsymbol{\cdot}$  Need to combine generative AI with internal stored data



# [Company Profile]



Name	株式会社ビジネスブレイン太田昭和			
Name in English	Business Brain Showa-Ota Inc.			
Headquarters	15F Hibiya Fort Tower, 1-1-1 Nishishimbashi, Minato-ku, Tokyo			
Business locations	Tokyo, Osaka, Nagoya, Shizuoka, Hamamatsu, Fukuoka, Niigata, Kumamoto, Kagoshima, Nago, Bangkok in Thailand, Ho Chi Minh City in Vietnam, Singapore			
Representative	Kazuhiro Komiya, President & CEO			
Founded	August 1967			
Capital	2,233,490,000 yen			
Number of issued shares	12,725,000			
Listed market	TSE Prime (Securities Code: 9658)			
Number of Employees	706 (non-consolidated) 2,258 (consolidated)*			
* Including 13 consolidated sub	sidiaries of BBS Group (Number of companies shown is (As of the end of March 2024)			

after merger on April 1, 2024)

(As of the end of March 2024)

BBS Group Network URL: https://www.bbs.co.jp/corporate/group/



## **BBS Group** Let the combined strengths of our group solve your management needs

We combine the forces of our entire group to propose solutions to meet your management needs, thereby answering the needs of diverse clients. We will constantly evolve our group operations moving forward according to our customers' needs and the changing times.

Together for Value



Provides managed services and IT software development

#### BSC Co, Ltd.

Provides consulting, construction and operat UCO nission-critical business systems

### Financial Brain Systems Inc.

Provides system development and IT solutions mainly for the securities and finance field

### Fresco Inc.

Provides engineering CAD/PDM system development

### **GLOBAL SECURITY EXPERTS Inc.**

Provides information security consulting and solutions

### joyworks inc.

Provides system development, application development, web production, infrastructure construction, etc.

### PLM Japan INC.

Provides PLM (product lifecycle management) solutions for the manufacturing industry

### BBS (Thailand) Co., Ltd.

Provides business improvement consulting services for local entities of Japanese companies in Southeast Asia



### **BBS Outsourcing KUMAMOTO Inc.**

Provides High Value BPO® by business reform and BPO specialists in a wide range of business fields

### **EP Consulting Services Corp.**

Provides outsourcing services for the HR, general affairs, and accounting fields

### **Technowarethink Inc.**

Provides on-site BPO and data entry services supporting customers' business with a spirit of hospitality

### Twinkle Co., Ltd.

Provides services such as human support (human resources support for companies) and system support (helpdesk), call support (BPO call center)

#### BUSINESS BRAIN SHOWA-OTA VIETNAM CO., LTD.

Provides BPO services by skilled local staff proficient in Japanese and English and consulting services including support for business reforms and system implementation for local entities of Japanese companies

#### UC0 正式な英語表記を確認できませんでした。ご確認をお願いします。 Urban Connections, 2024-05-29T00:22:28.637





# **END**

