

Fiscal Year Ending March 2025

Business Strategy

- Final Year of the Mid-term Business Plan 'NEXT'S 2025'-

Startia Holdings Co., Ltd.

TSE Prime Market

Stock Code: 3393

The logo for Startia Holdings, featuring the word "startia" in a bold, lowercase, sans-serif font, followed by "holdings" in a lighter, lowercase, sans-serif font. A white curved line arches over the word "startia".

section

01

01 Current Year Business Plan
- Mid-term Business Plan Final Year -

02 Business Strategy

- (1) Group Consolidation
- (2) IT Infrastructure Business
- (3) Digital Marketing Business

03 Supplementary Information

- (1) Company Profile

1. Current Plan

—Final Year of Medium-Term
Management Plan

Final Year of the Mid-Term Business Plan - Strategic Overview

- Accelerate internal DX and build a highly productive organizational structure
- Achieve double-digit ROE by achieving segment profitability in the digital marketing business and improving operating profit ratio under the portfolio strategy
- Achieve the above two goals and aim to increase corporate value

Operating Profit Ratio of 10% or More

IT infrastructure business
Stable revenue base
Achieving segment profit in the digital marketing business
Improved operating profit ratio

ROE of 10% or More

Accelerate internal DX
In a highly productive organizational structure
Strive to achieve stable ROE of 10% or more

Market Capitalization: ¥50 billion

Increase corporate value
Aim for a market capitalization of 50 billion yen

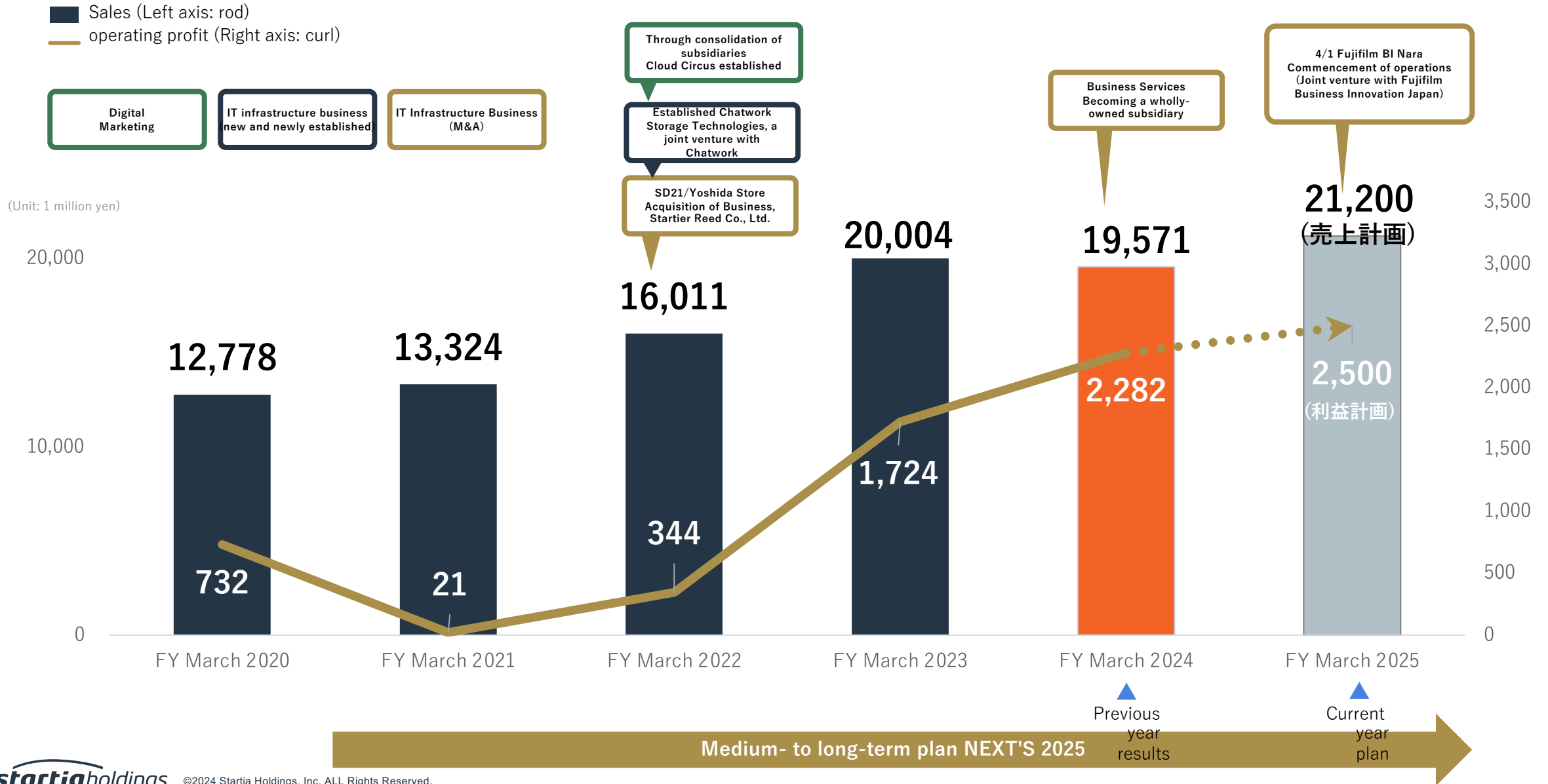
As of the end of March 2024

Operating Profit Ratio:
11.7%
Achieved

ROE
24.8%
Achieved

Market Capitalization:
¥15.9 billion
Not achieved yet

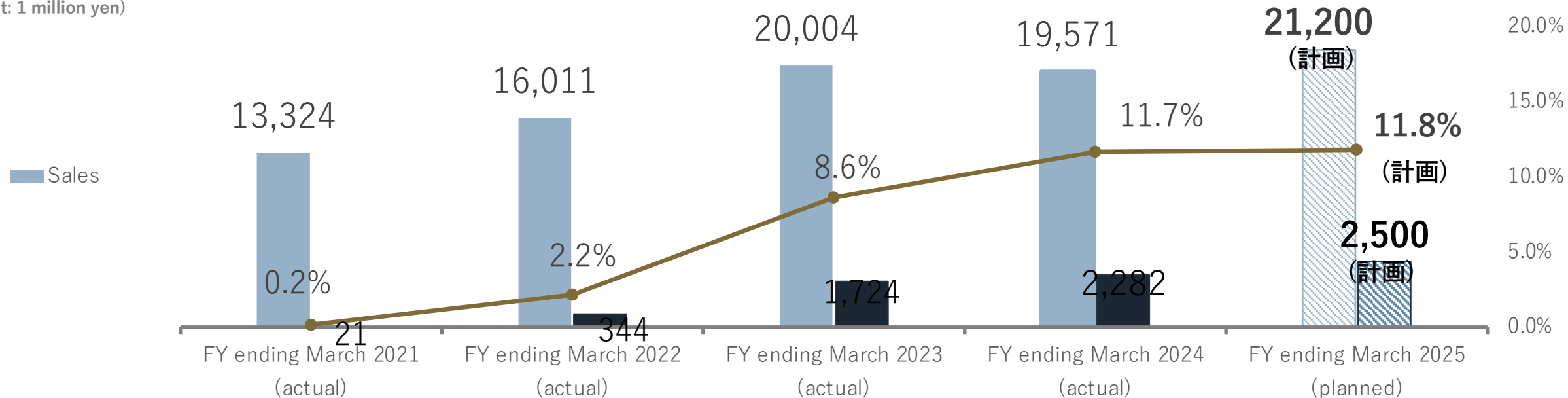
Sales and Operating Income Trends



Group Consolidation Strategy

In the previous fiscal year, we achieved a record high operating profit. In the final year of the mid-term plan (FY March 2025), we aim to set a new profit record.

(Unit: 1 million yen)



営業

▼去

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EBITDA

13,324

21

0.2%

238

16,011

344

2.2%

662

20,004

1,724

8.6%

2,258

19,571

2,282

11.7%

2,712

21,200

2,500

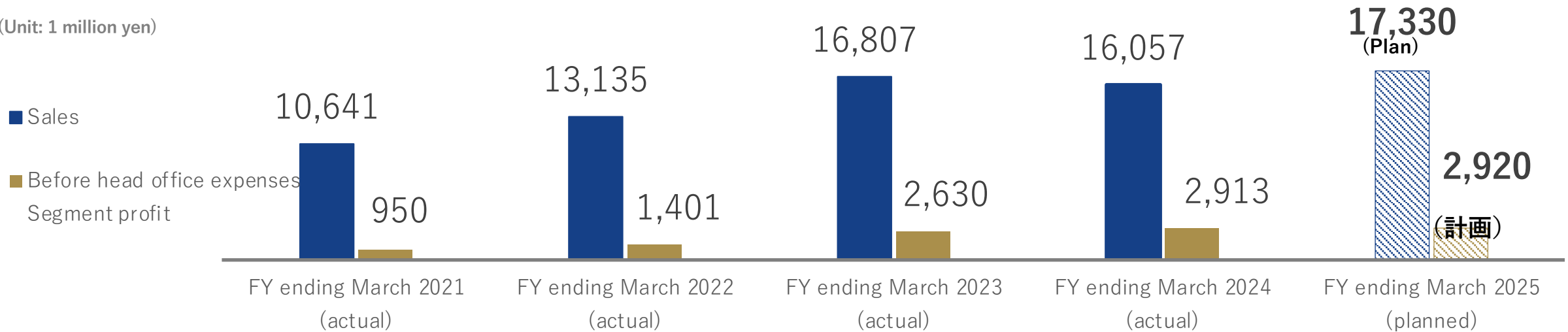
11.8%

—

IT Infrastructure Business Strategic Plan

Strengthen recurring services essential for stable growth and build a stronger customer base.

(Unit: 1 million yen)

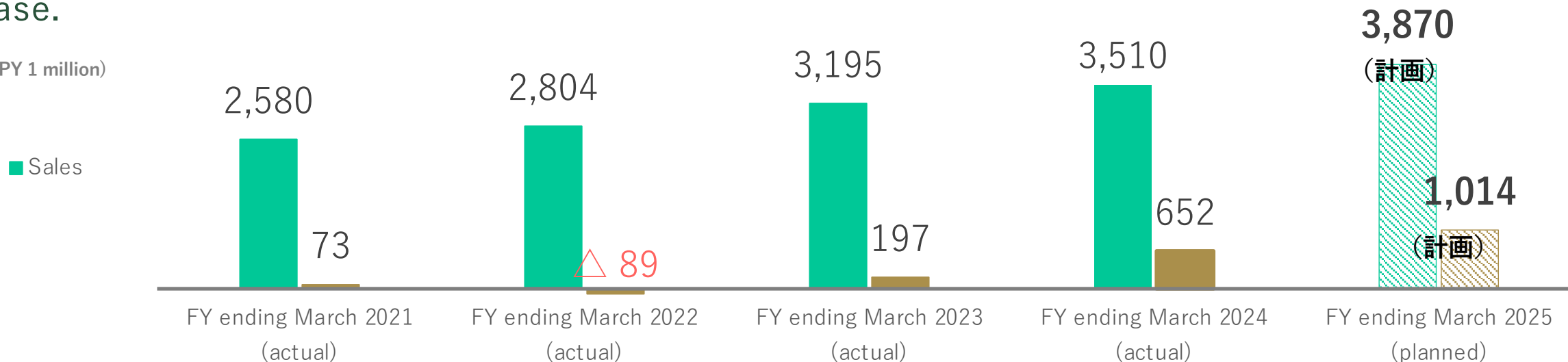


売上	10,641	13,135	16,807	16,057	17,330
前頭費	950	1,401	2,630	2,913	2,920
営業利益	8.9%	10.7%	15.7%	18.1%	16.8%
EBITDA	378	872	1,986	2,031	—

Digital Marketing Business Strategic Plan

Segment profit turned positive, entering a full-scale monetization phase.

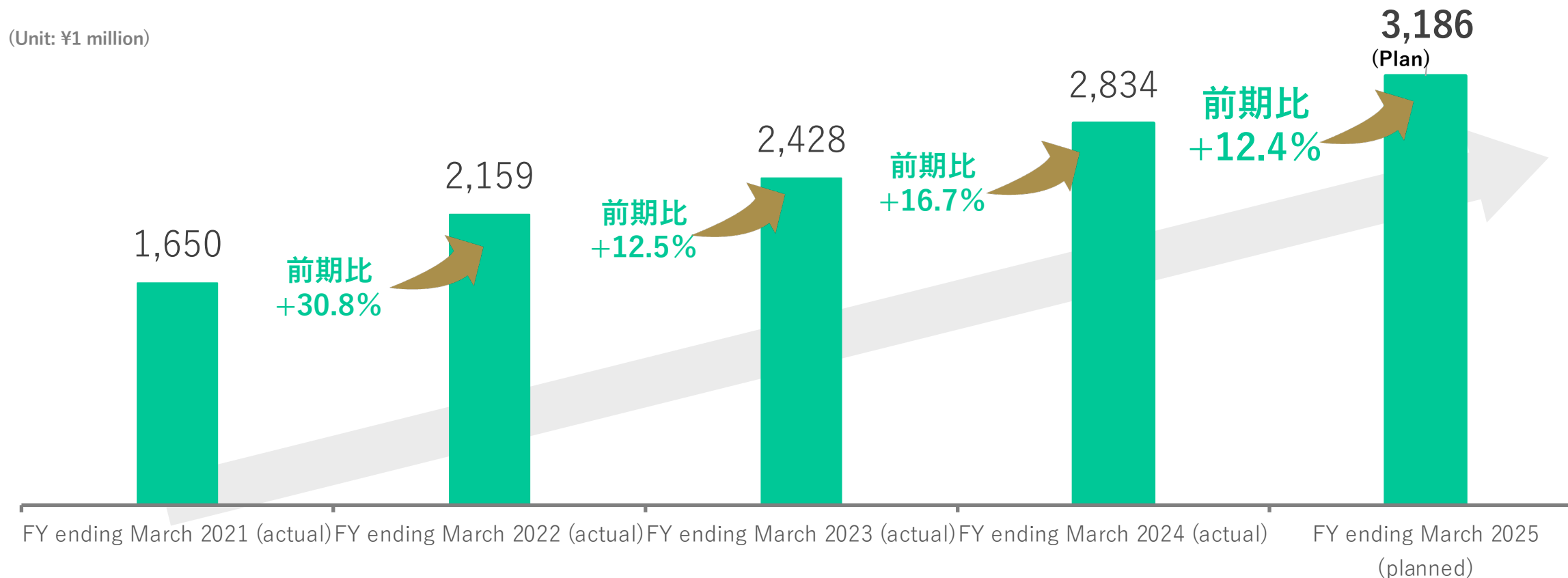
(Unit: JPY 1 million)



売上	2,580	2,804	3,195	3,510	3,870
営業利益	73	△89	197	652	1,014
営業利益率	2.9%	—	6.2%	18.6%	26.2%
営業利益増減	△121	△274	△157	292	690
営業利益増減率	—	—	—	8.3%	17.8%
EBITDA	△88	△124	177	510	—

Digital Marketing Business: ARR Strategy

Enhanced support and customer success initiatives for existing and multi-contract customers.
By providing these services, ARPU (Average Revenue Per User) improved, and churn rate decreased.
→ Increased focus on cross-selling to boost ARPU.



section

02

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03 Appendix

- (1) Company Profile

2. Business Strategy

startiaholdings

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2. Business Strategy

(1) Group Consolidated

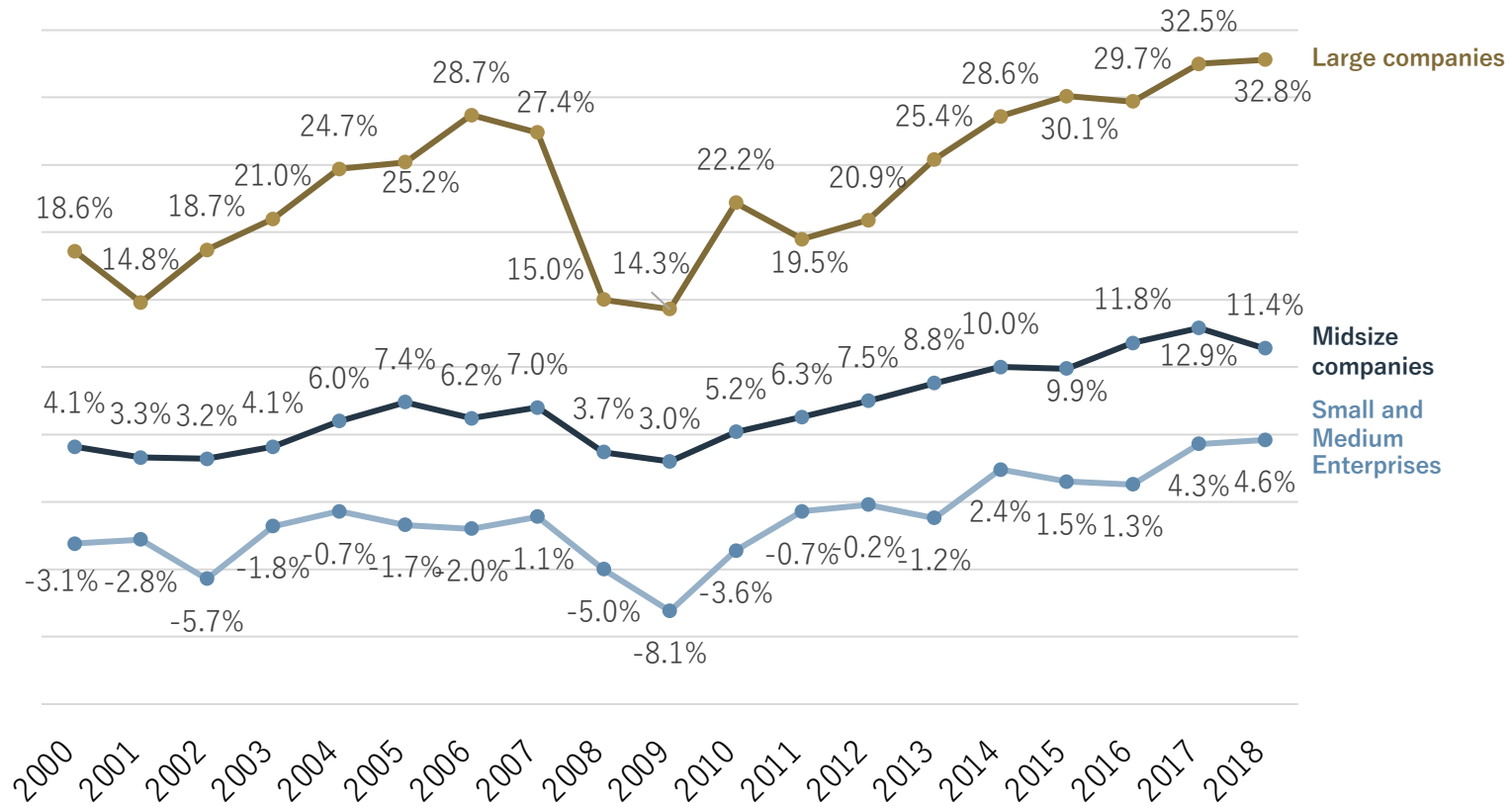
Surrounding Circumstances

Key Statistics

the current situation of declining productivity in Japan

- *Productivity of large companies is rising.
- *Since 2000, the growth of small businesses has been minimal, widening the gap with large companies.

Corporate Labor Productivity in Japan
Changes in the Ratio of Operating Net Income to Value Added

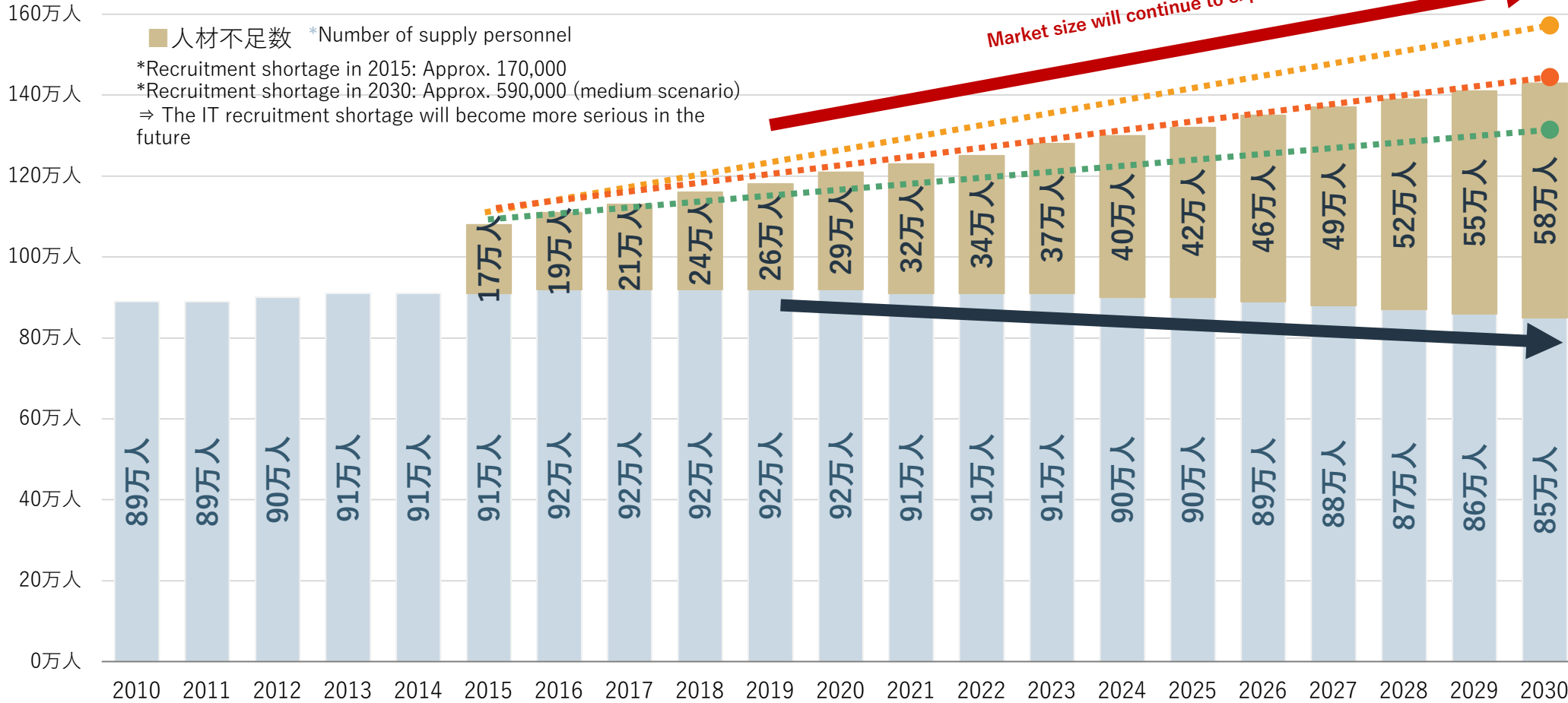


(Note) Value added = operating net profit (operating profit - interest expense, etc.) + personnel expenses (executive salaries + executive bonuses + employee salaries + employee bonuses + welfare expenses) + interest exp
Source: Ministry of Finance, Annual Report of the Corporate Statistics Survey

Addressing the IT Talent Shortage

Number of recruitment shortages in 2030

※Number of employees



High level scenario
Approx. 79 million

Middle scenario
Approx. 59 million

low scenario
Approx. 41 million

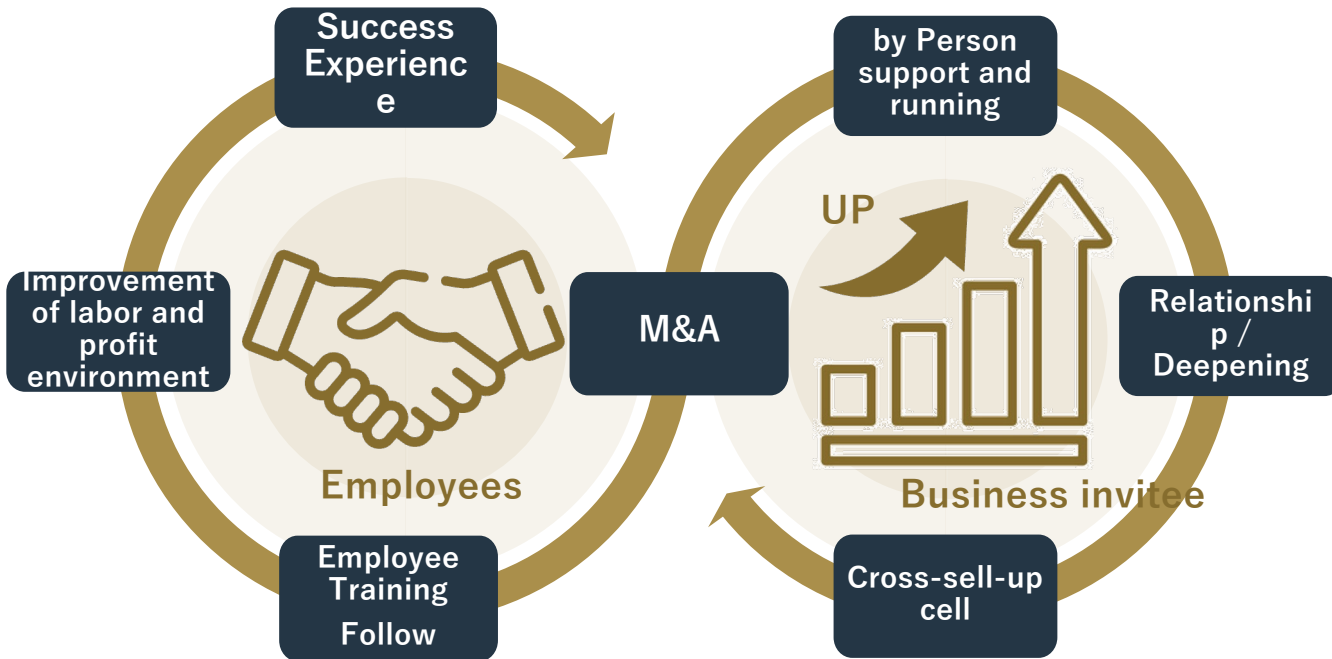
Source: Survey on the Latest Trends and Future Estimates of IT Human Resources, Ministry of Economy, Trade and Industry (Mizuho Information & Research Institute)

590,000 IT talent shortage in 2030

Growth via Relationship Building and Solution Expansion

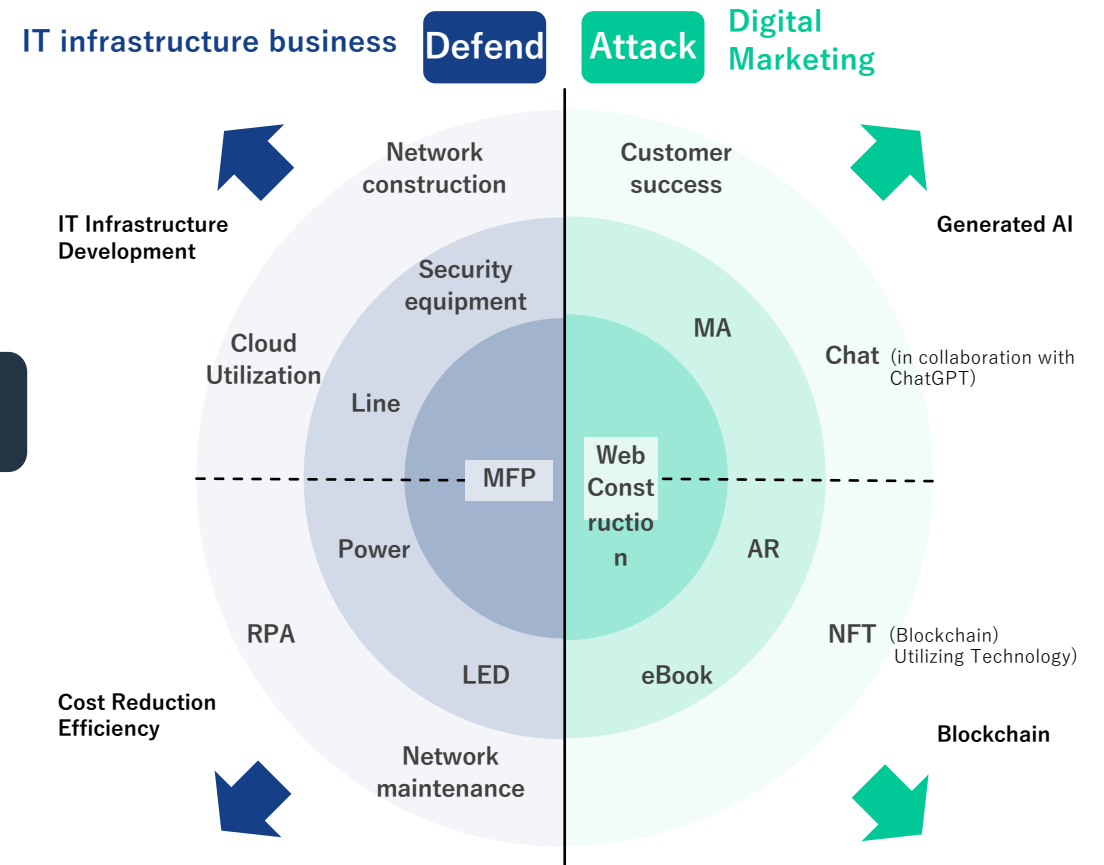
Relationship Building Cycle Closely with SMEs

A business model that can grow through cross-selling by staying close to managers who have problems and concerns about IT utilization as the last mile.

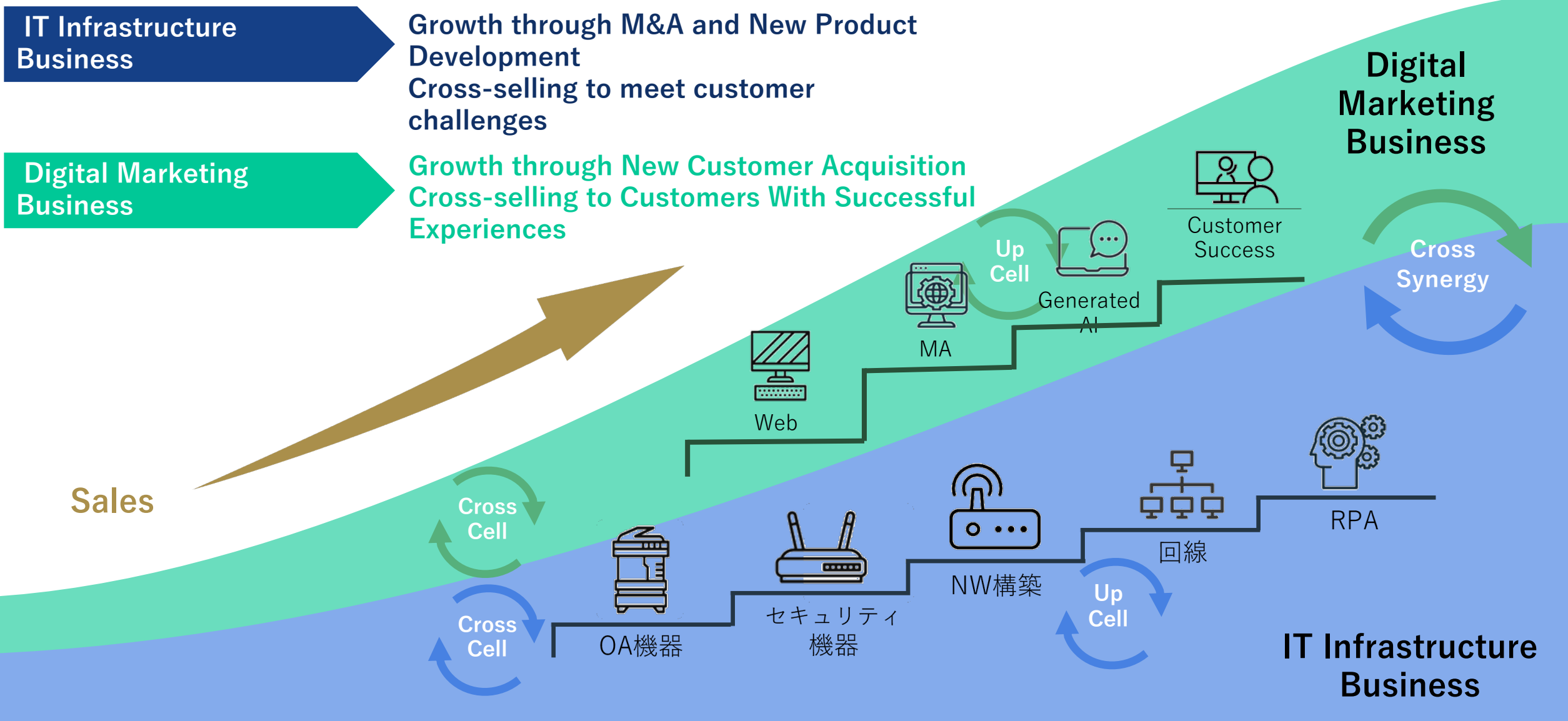


Solution Expansion Half a Step Ahead of the Times

Focus on Stock Type Solutions.



Startier Group Growth Strategy





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2. Business Strategy

(2) IT Infrastructure Business

Key Topics for the Year

***Full-scale operation of business services (consolidated subsidiary since October 2023)**

***Fujifilm BI Nara commenced operations on April 1, 2024**

Commencement of Operations at Fujifilm BI Nara on April 1, 2024
Joint venture with Fujifilm Business Innovation Japan Co., Ltd.

***Strengthening recurring revenue products**

***Continuing active M&A activities**

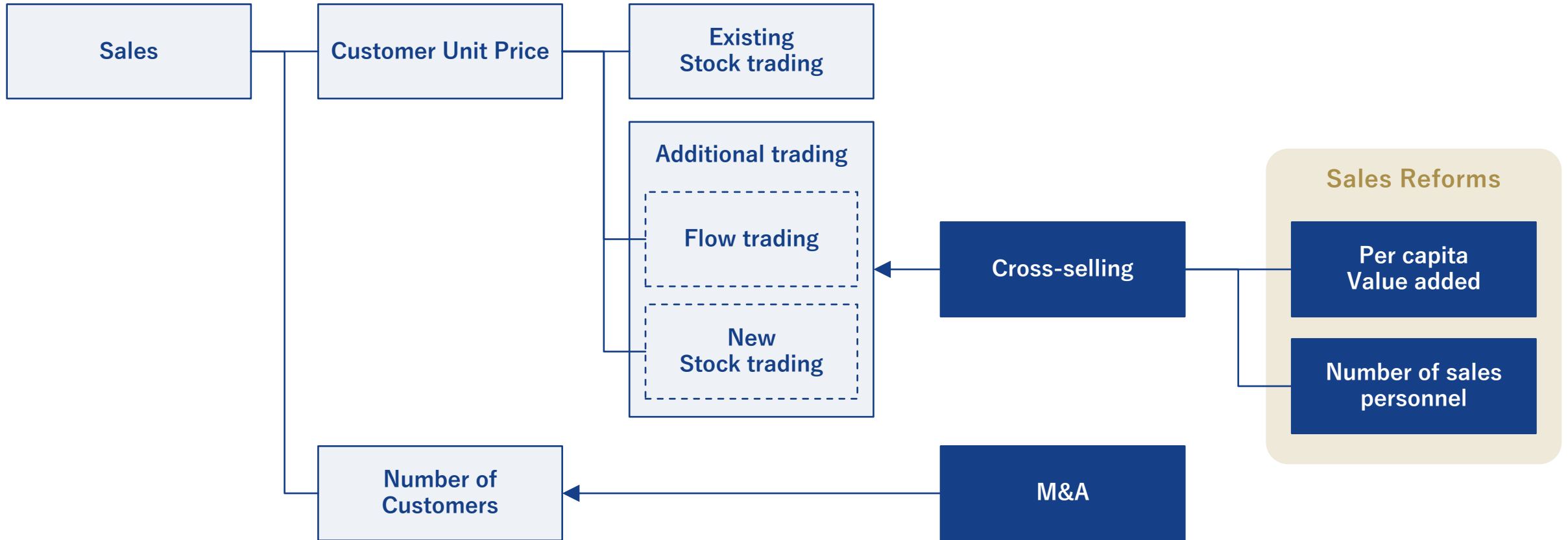
***Developing a system to increase sales personnel**

Aggressively strengthening mid-career recruitment and raising salaries for young talent (up to the third year)

Increasing wages and developing human resources for future growth

Continuing focus on strengthening customer base through M&A

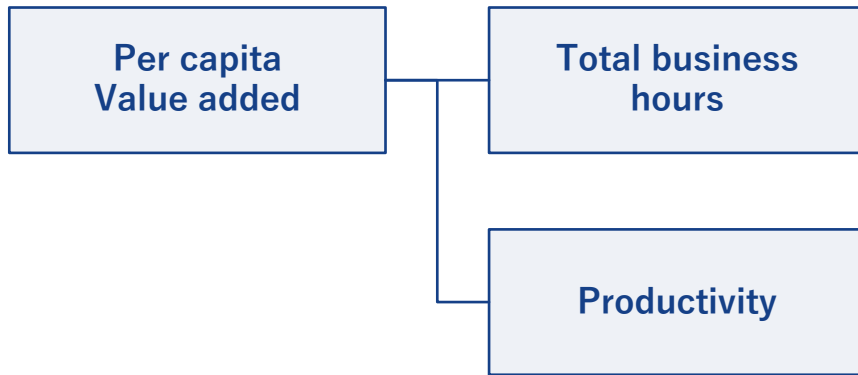
Strategy to Increase Customer Base through Cross-Selling and M&A



Value Added per Sales Representative: A Key Performance Indicator for the IT Infrastructure Business

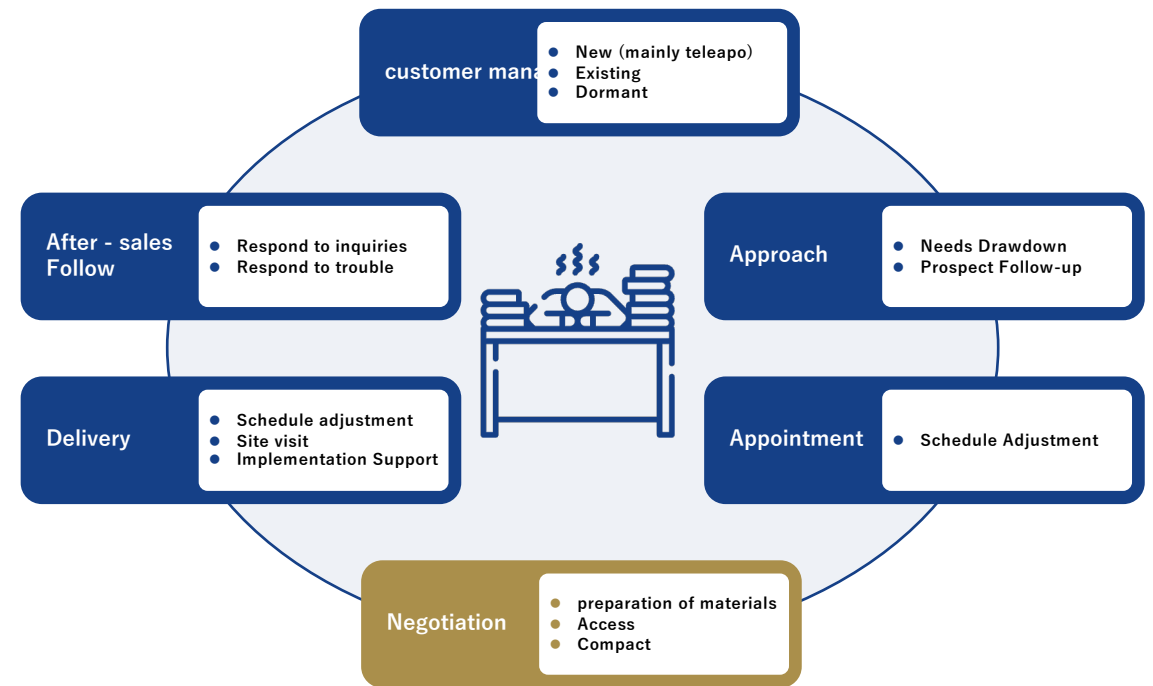
Previously, all processes were handled by a single salesperson, leading to issues with total business meeting time and productivity

Value added Per Salesperson



- Productivity = Number of Business Opportunities * Contract Rate * LTV/Total Business Hours.
- LTV increased both contract price and transaction duration (reciprocal of cancellation rate) by increasing the contract price.

Previous Sales Process

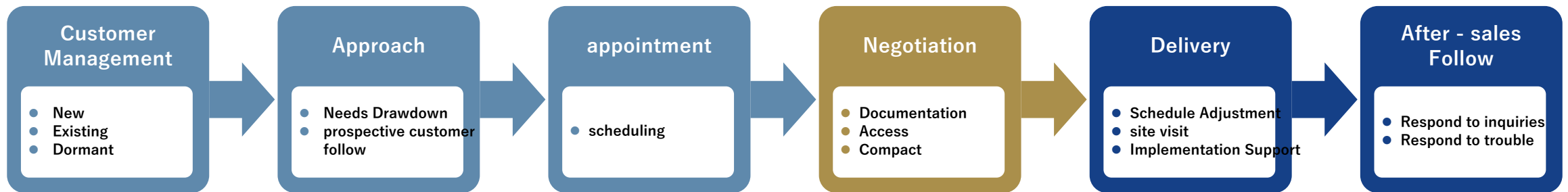


IT Infrastructure Business Marketing Reforms - Part 2

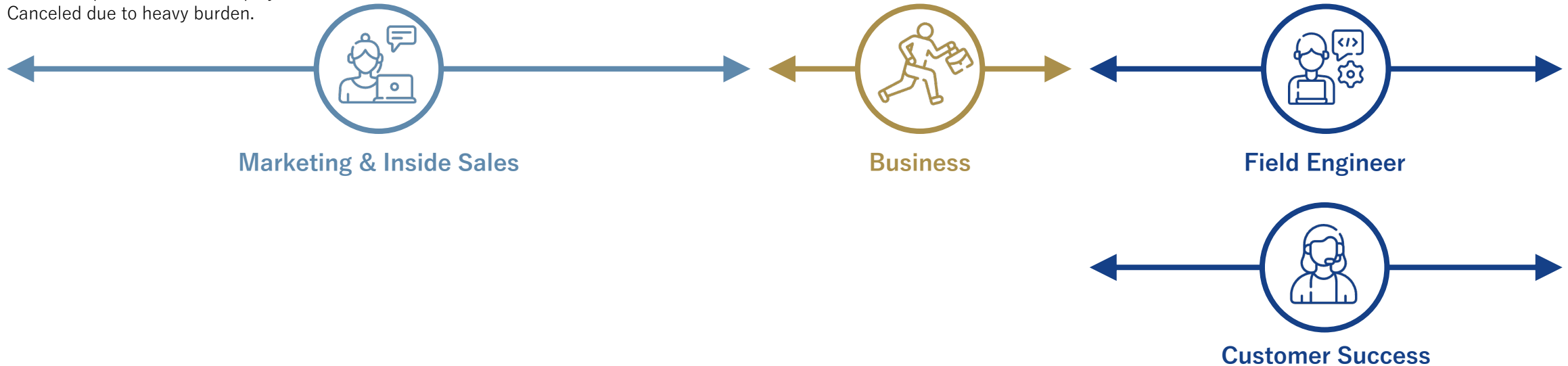
Since April 2022, full-scale implementation of a new sales process based on division of labor following the completion of new IT infrastructure implementation

Achieved improvements in both total business hours and productivity. Increased per capita value added, driving profit growth since last year

Current sales process



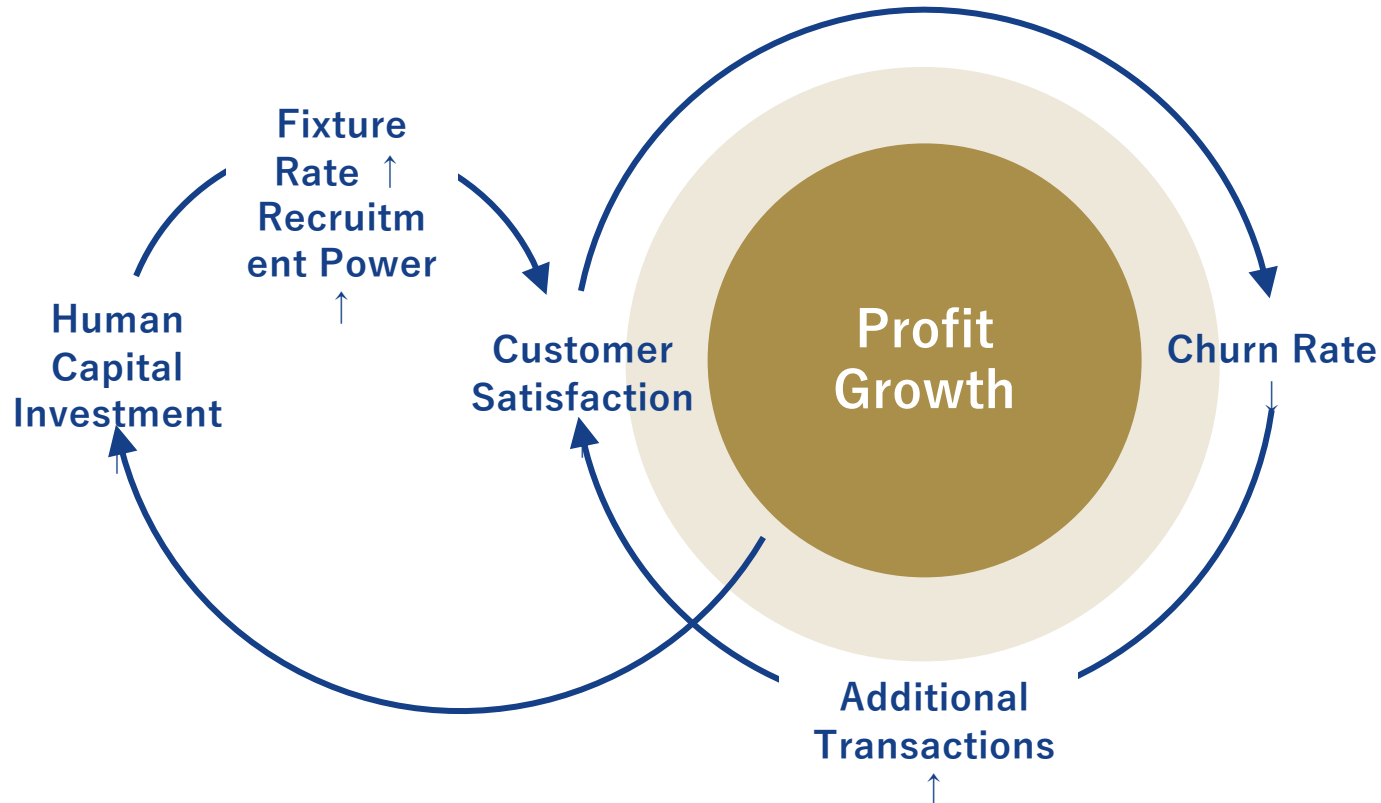
New tele apo is customer/employee
Canceled due to heavy burden.



IT Infrastructure Business: Realizing a Virtuous Cycle Through Increased Human Capital Investment and Customer Satisfaction

Investment in improvement of treatment, education, and training to further enhance customer satisfaction
Achieve a virtuous cycle by increasing added value per employee and increasing personnel

Aiming for a Virtuous Cycle of Human Capital Investment and Customer Satisfaction



Examples of Specific Measures

Improve customer satisfaction through sales reform

- Enable division of labor to provide services that are more responsive to customer needs
- Expect a decrease in the churn rate and an increase in additional transactions

Increase motivation of young employees

- Plan to raise salaries for the current fiscal year and next fiscal year
- Mission penetration

Enhancement of education and training

- Acquisition of knowledge through a wide range of WEB training programs, and training programs for different levels
- New graduates are assigned to specialized education departments, and the educational curriculum is implemented for six months.
- Develop IT specialists, such as generative AI
Launch of Digital 30 curriculum

Potential customers are huge compared to Our Company's cumulative customer base
It is necessary to cater to managers who want to promote IT utilization but are hesitant or anxious in order to develop demand

Market size *1

No more than 300 corporations
2.04 million companies

Our IT Infrastructure Cumulative Customers
Approximately 40,000 companies

Conflicts among small business owners

- Lack of manpower ...
- Need to increase productivity ...
- Want to expand sales channels

IT utilization is essential

- Change the way we used to do things I'm worried ...
- IT talent shortage ...

hesitation and anxiety



*1 Source: 2021 Economic Census

IT Infrastructure Business Environment (Supply Side)

**Numerous Small, Unlisted Peer Companies Nationwide.
Increased M&A Opportunities Expected Due to Recruitment Difficulties and Business Succession Challenges.**

Large number of small businesses

Office equipment wholesale *1

number of enterprises	766 enterprises
Number of offices	2,522
Number of employees	67,067
Annual merchandise sales (per place of business)	275.3 billion yen 110 million yen

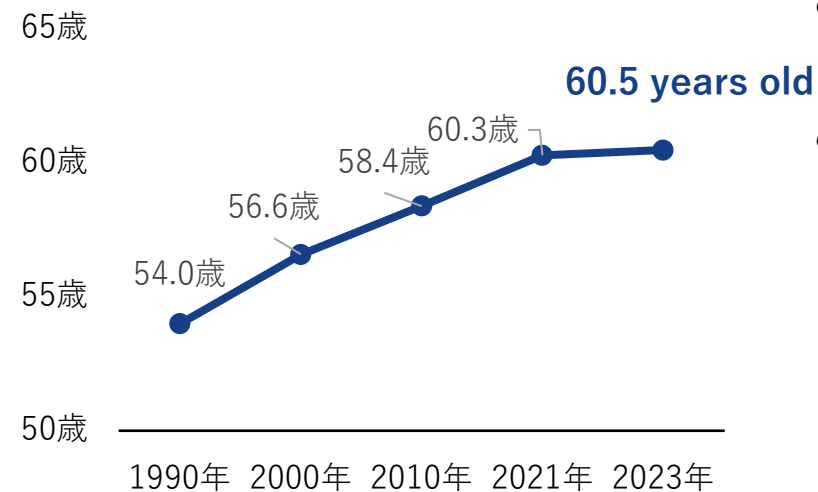
There are more companies than above (more than 3,000 companies) including companies that operate as employees.

*1 Source: Economic Census 2021. The number of enterprises is the sum of the number of sole proprietorships and head offices.

*Source: Teikoku Databank

Facing business succession

Average age of managers *2



Existence of economy of scale

Rebate payments by manufacturers

- Rebates are available for purchases of multifunction devices and certain telecommunications equipment.
- Rebates are calculated based on the number of units sold and other conditions, making it **easy for a company expanding its size to increase profitability.**

Our Company's Greatest Strength: Direct Customer Contact Through Wide-Area Store Development Due to Our Focus on Customer Relationships and Recurring Revenue, Our Customer Base Size and Stock Revenue Ratio Exceed Those of Competitors

Mainly expand operations in government-designated cities

Direct visits and support are provided to customers within one and a half hours of the sales office.

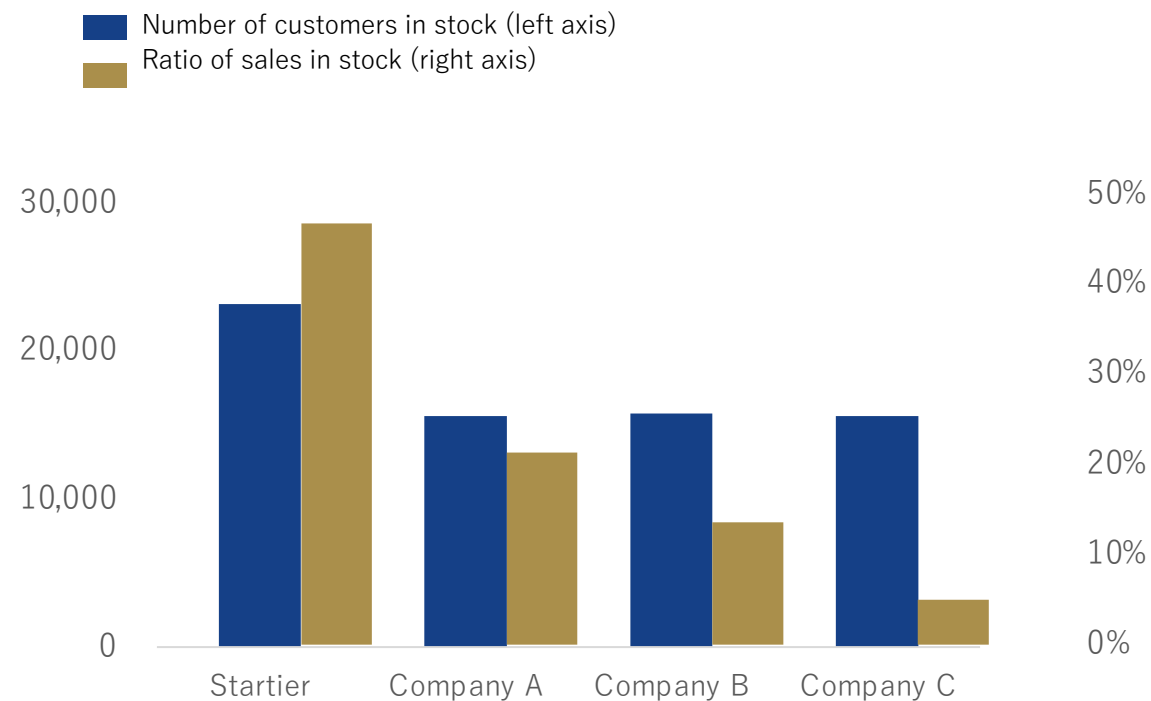
SME DX

Last Mile

in charge of.



Customer base and ratio of stock earnings * 1



*1. Company A, Company B, and Company C are listed similar companies. Data are based on financial results for fiscal 2022 of each company.
As the ratio of stock sales and the number of customers are not disclosed for Company A, the disclosed stock type
Calculated based on sales of products and number of customers.

IT Infrastructure M&A Results

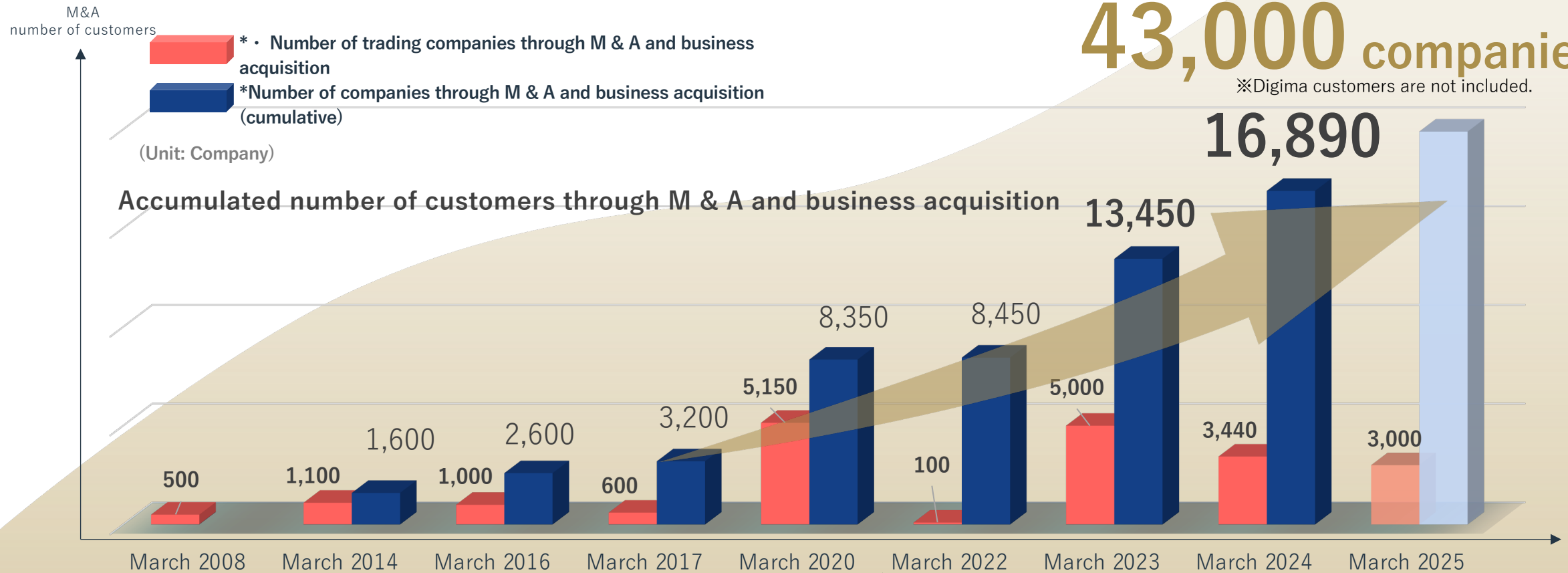
We Have Executed Business Succession and M&A in the IT Infrastructure Sector.

As of March 2024, IT Infrastructure Customers Acquired Through Business Succession and M&A Constitute Over 30% of Our Total IT Infrastructure Customers, Significantly Contributing to Sales and Revenue.

Cumulative IT infrastructure customers
Approximately

43,000 companies

※Digima customers are not included.



Start of Medium-Term Management Plan

Our Company is Approaching a List of Potential M&A Targets Our Past M&As Have Consistently Contributed to Business Growth

Potential M & A Targets as Recognized by Our Company

Condition 1: Number of customers held
Condition 2: Number of Employees
Condition 3: Age of the Owner

M & A target companies
Approximately 700 companies

Wholesale of Office Machinery and Equipment
More than 3,000 companies

Value Enhancement through M & A

The investment returns of the four previous M & A deals are as follows:
More than **20%** on average *¹ (Excluding the effects of item 3 below)

- 1 Improvement of profitability by business improvement**
Introduction of Our Company management know-how to reduce costs and improve productivity
- 2 Increase customer unit price through cross-selling**
M & A customers are mainly in the single item business, and increase customer unit price by handling multiple products
- 3 Benefit from scale across the group**
Improving transaction conditions across the group by using Startier as the purchasing window (recognized in the PL of Startier alone)

* (1) Acquisition of shares of NOS Inc., (2) Acquisition of shares of BSC Media Corporation, (3) Acquisition of a part of business of Sagas Co., Ltd., and (4) Acquisition of a part of business of Sharp Document 21yoshida Co., Ltd. and Yoshida Store Co., Ltd.

The return on investment is calculated by dividing operating profit amount before goodwill for the third year by the acquisition amount, taking the fiscal year in which the Company became consolidated for the full year as the first year in (1) to (4). ^④ The return on investment is calculated by dividing operating profit amount before goodwill for the fiscal year ended March 2023 by the acquisition amount.



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2. Business Strategy

(3) Digital Marketing Business

Topics for the Current Period

***Streamline new sales resources and invest resources in customer sales**

Maintain new acquisitions by increasing productivity while investing available resources in existing acquisitions
Aiming to improve up-sell cross-sell and prevent cancellations through synergistic effects

***partner sales to be mainstay sales channel from FY 25 onward**

To the phase of maximizing results by strengthening support from major distributors

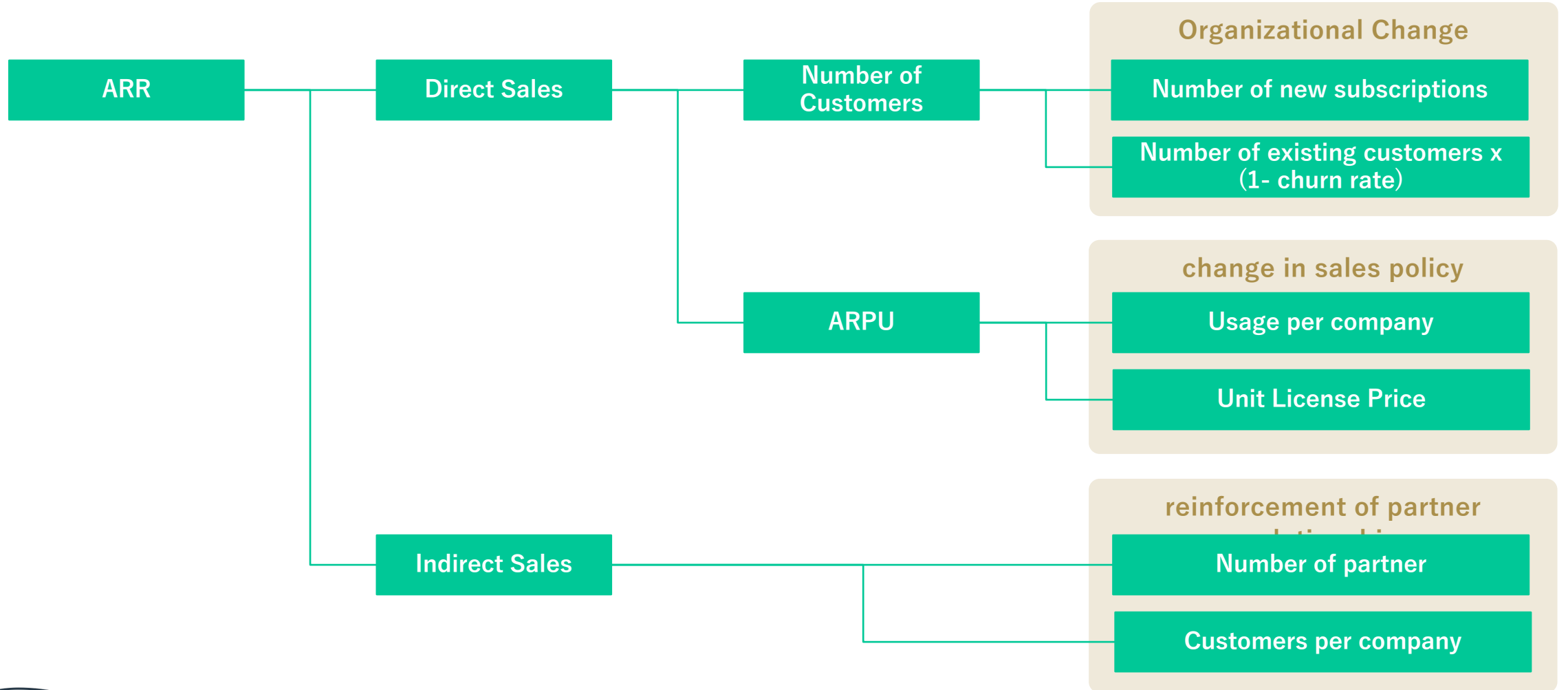
***Visualize earned gross margin and link it with evaluation and targets to pursue more profit.**

Expand Sales Network and Improve Productivity
Key Initiatives to Drive Operating Income Growth and Margin
Expansion

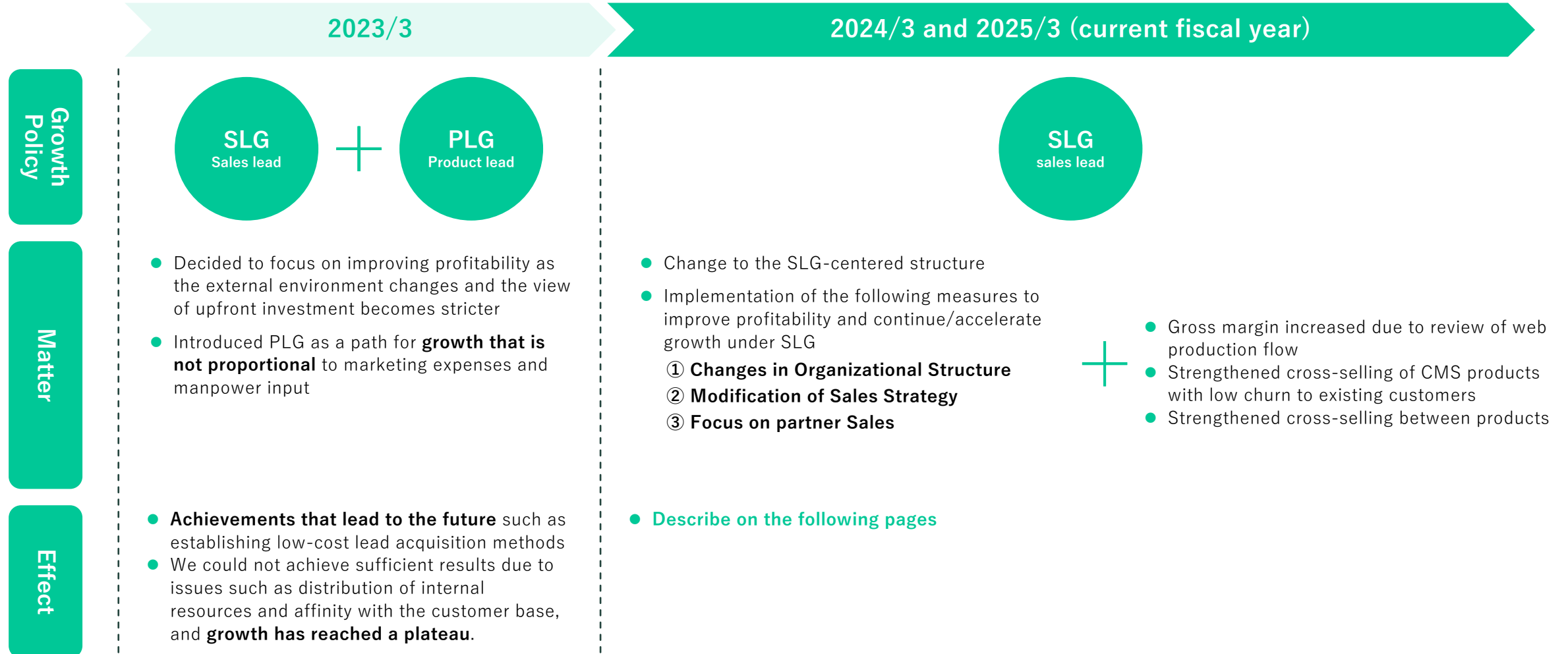
Growth Drivers for the Digital Marketing Business

Direct Sales: Aim for High Growth with New Organizational Structure and Sales Policy

Indirect Sales: Build Strong Partner Relationships to Develop Potential Customers Nationwide

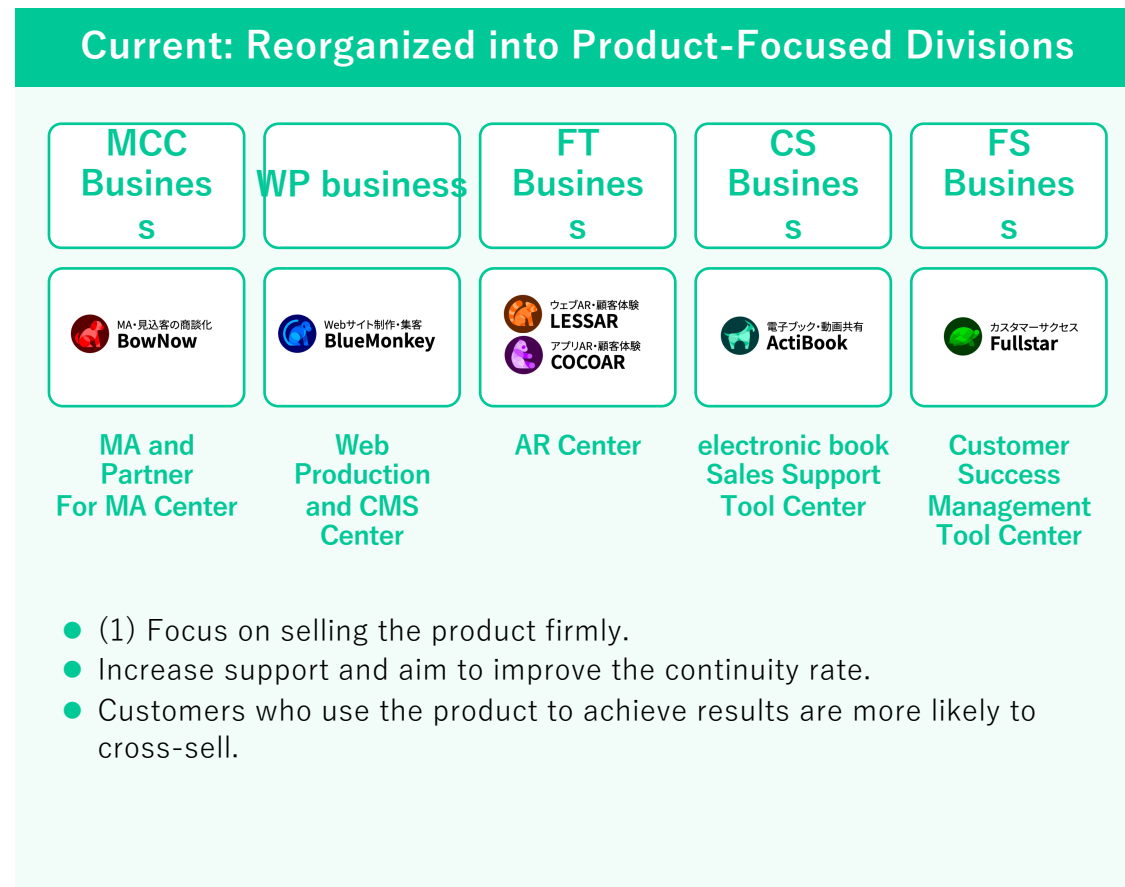
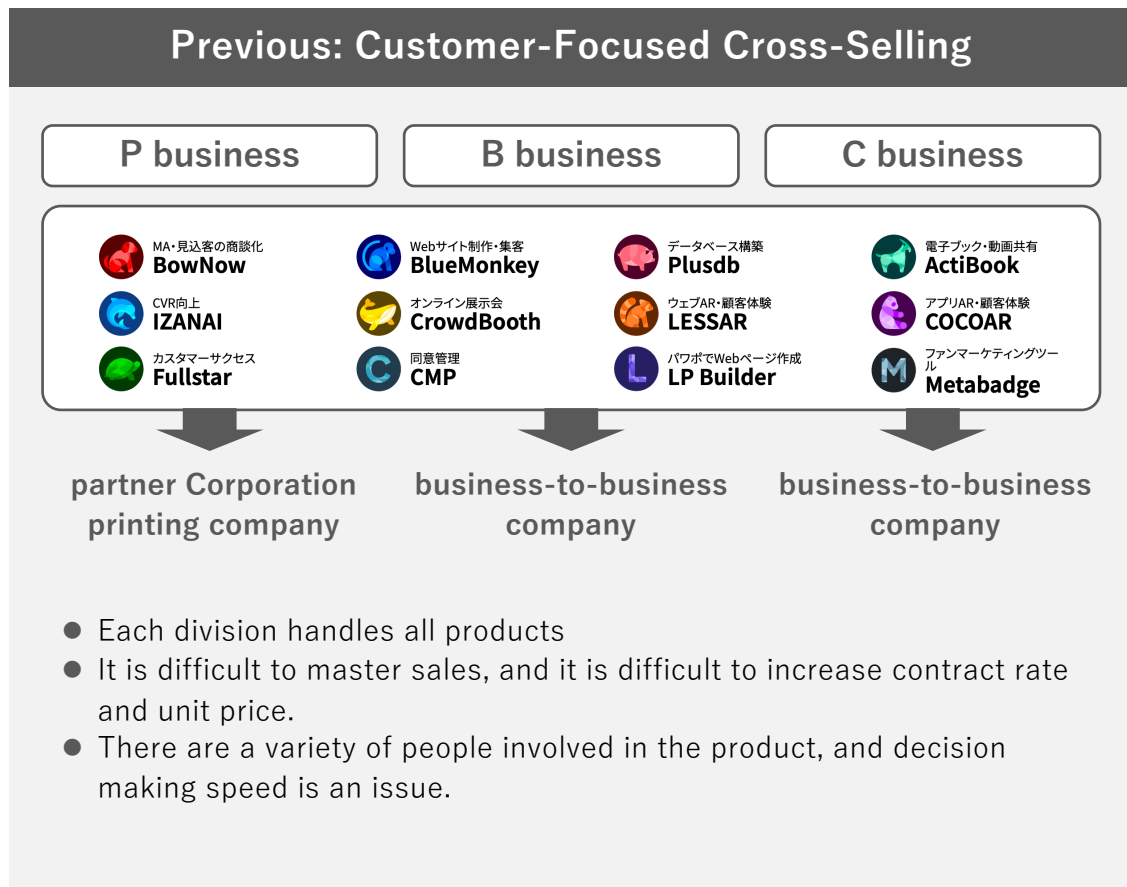


Our Efforts to Achieve Both Profitability and Growth under SLG Led to Steady Performance from the Previous Fiscal Year



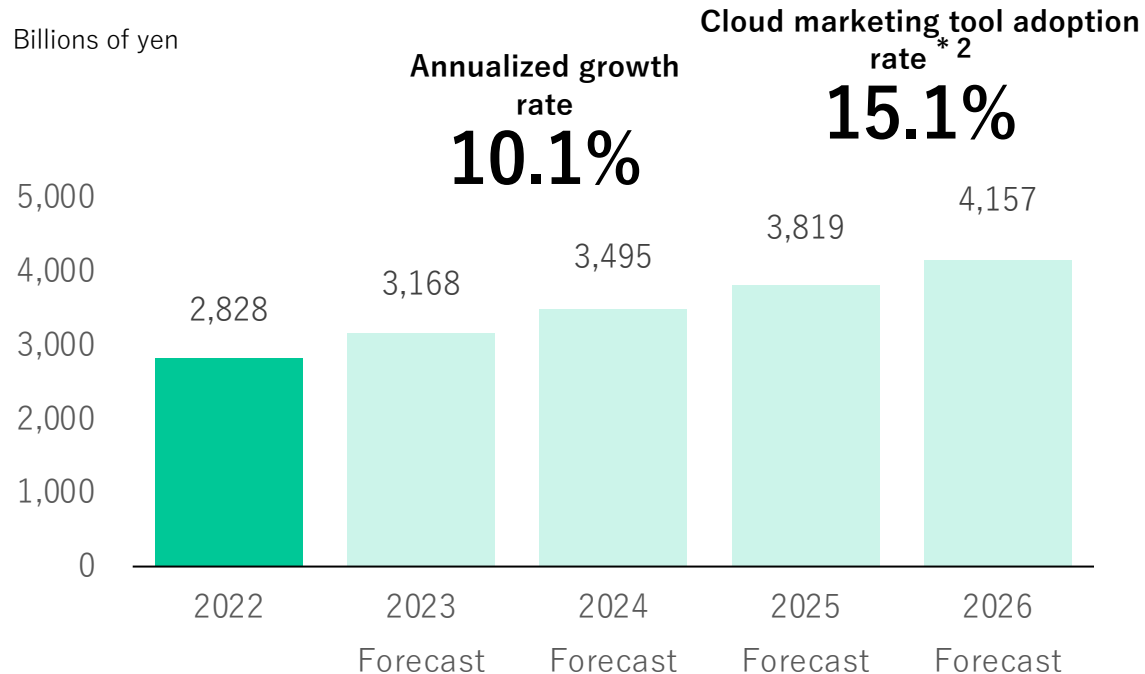
Digital Marketing Business Organizational Structure

Previous Fiscal Year Initiatives Contributed to Improvements in the Number of New and Multi-Product Customers and Customer Acquisition Costs



The Adoption Rate of Digital Marketing Tools is Still Low, with Double-Digit Growth Expected Cloud Circus Has a Unique Position with an Integrated Product for Small Businesses

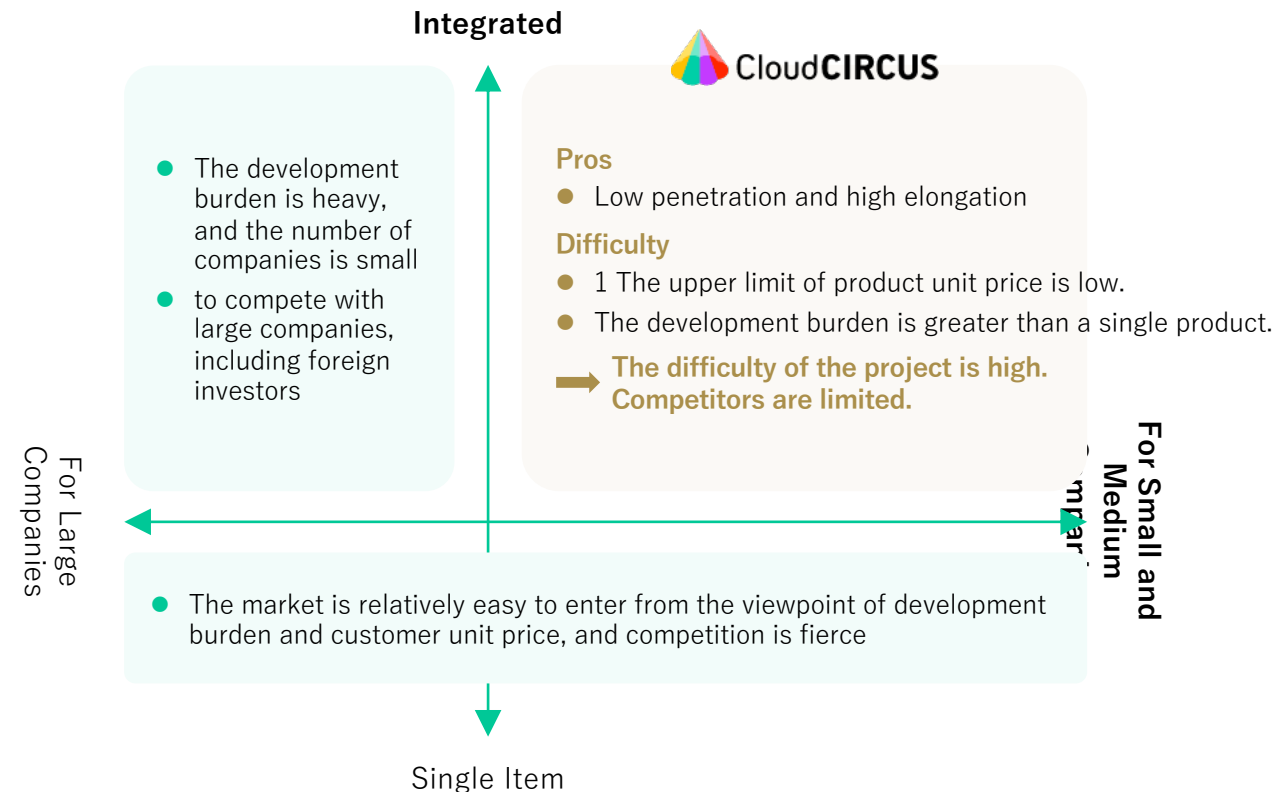
Market size *1



*1 Source: Yano Research Institute, Inc. (2023) Survey on the digital marketing market. Market for CRM, MA, DMP, CDP, ABM and video production tools.

*2 Source: Our Company Survey (March 2023).

Competitive Landscape



Digital Marketing Business: Characteristics and Competitive Advantages

User-Friendly Products, Generous Support, and Pricing Structure Enable Users to Implement Digital Marketing for the First Time Without Anxiety

Easy-to-use products and support systems

- Simple setup and easy operation products that anyone can easily understand



- Providing customer success based on know-how and examples



Easy-to-use pricing

- Providing full functionality at a significantly lower price than other products

(See "3. Digital Marketing Business Sales Strategy" for details.)



- Providing freemium plans to meet the needs of full-scale introduction after gaining experience



Continuous use

- When you start using it and get results, it becomes part of your work and is used continuously.



- When multiple products are used, customer unit price and continuity are further increased.



Initiatives from the Previous Fiscal Year Contributed to Increases in the Number of New and Multi-Product Customers, Customer Unit Price, and Reduction in Acquisition Costs There is Still Significant Room to Adjust Pricing to Match the Value Provided

Sales Strategy

Conventional: Focus on ease of starting

- First, focus on getting people to use it, and actively sell low-cost plans

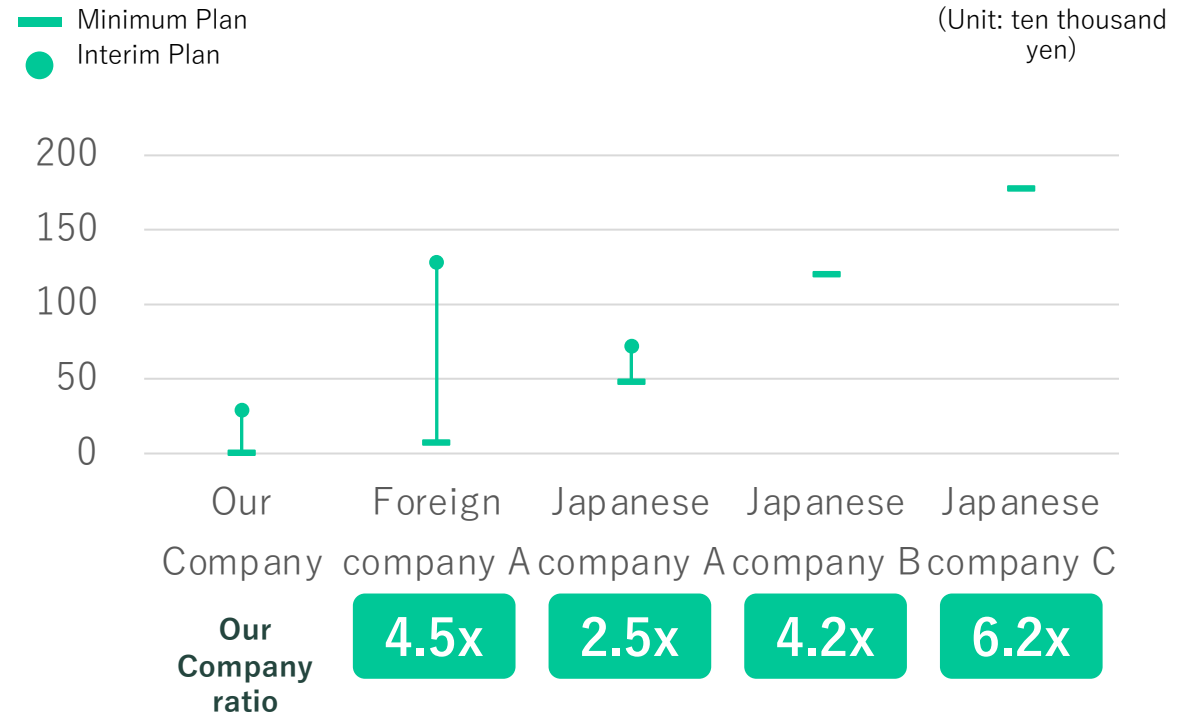
Current: Focus more on achieving customer results and improving customer unit prices

- Stop selling low-cost plans.
- Focus on selling with premium support (Contributing to Realization and Consolidation of Customer Results and Improvement of Unit Price)
- Began to sell packages of related products appropriate to customer attributes



Increased unit prices for new and multi-product contracts

Price comparison of each MA tool (annual amount) * 1



*1 Source: Our Company research. Regarding the ratio of prices to Our Company, if there is an interim plan, the interim plan is compared with the other interim plan, and if there is only a minimum plan, the interim plan and the minimum plan of Our Company are compared.

Establish strong relationships with major distributors while incorporating local kings nationwide
Leverage the potential needs of local communities and develop them into new growth engines for the digital marketing business

partner Sales Strategy

Surrounding circumstances

- SMEs across the country use digital marketing to boost productivity and make work easier
- While many SMEs have a potential need for digital marketing, some psychological factors such as difficulty and hassle are still emerging
- realizing latent demand, which is difficult to achieve through direct sales, together with partner

Strengths

- Products that are designed to be easy to use for small and medium-sized enterprises
- Obtained through IT infrastructure business
 - **Understanding of companies operating locally**
 - **Relationship with major distributors**

partnership performance

Examples of major distributors



2023/2/17
SB C & S and Distributors
Agreed

Examples of local kings



2023/9/20
a general trading company based in Kagoshima Prefecture,
concluded a customer referral agency contract with Nankoku Shokusan

Reference: Example of leading partner sales of SaaS for SMEs

- **Cybords**
Cloud sales: 18.6 billion yen (including 61.6% in partner) *1
- **Work Mobile Japan (LINE WORKS (business chat service) operation)**
ARR JPY 10 billion + (2022/9) *2

*1 Source: Financial Results and Business Briefing Materials for the Fiscal Year Ended December 2022

*2 Source: Official Note

Performance Highlights of Key Digital Marketing Services



deployment More than **14,000**

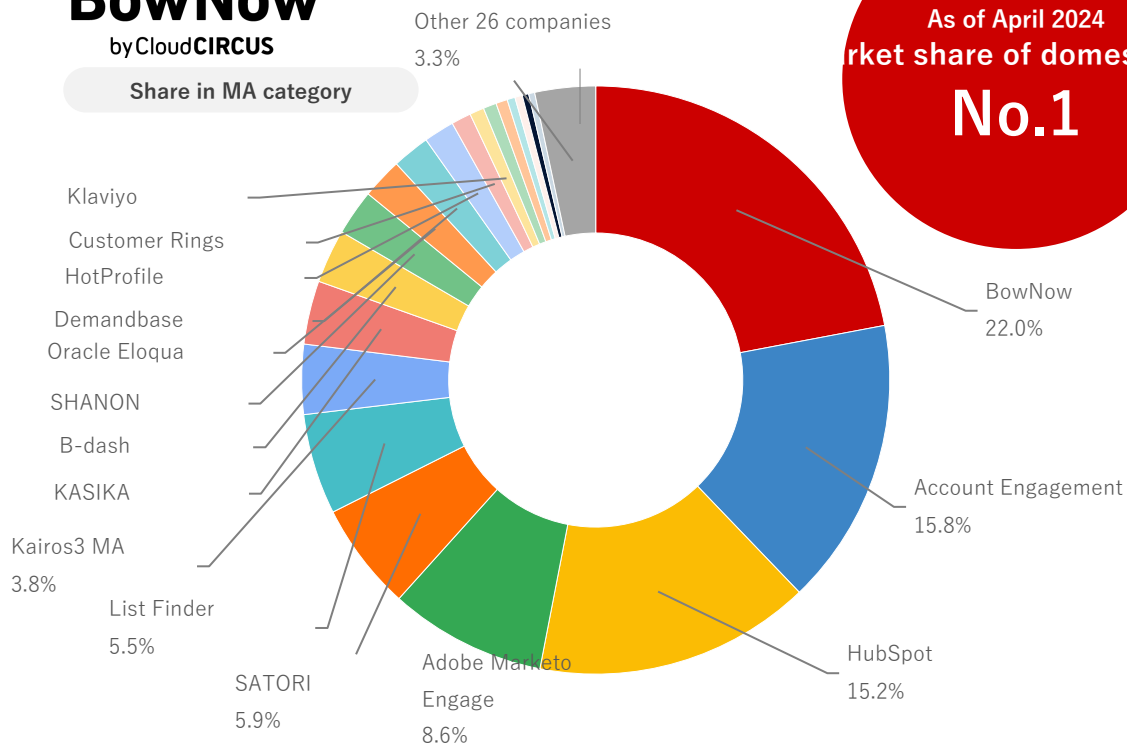
easy-to-use marketing automation

BowNow is required for the first MA feature, simple design MA tool.

BowNow
by CloudCIRCUS

Share in MA category

As of April 2024
Market share of domestic
No.1



※ Data Source: Survey conducted by DataSign
(Source) Tell us URL: 2024.4 https://oshiete-uri.jp/report/docodoco/2024_4/#marketing_automation



COCOAR
by CloudCIRCUS

Introduction results
7,300 cases

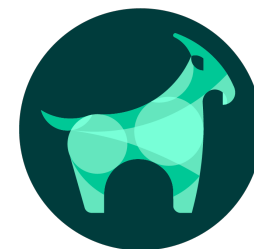
AR app downloads topped **440 million**. VPS, rich 3D, etc. create high customer experience, realize the promotion of educating fans by telling the attraction and story of products and services.



LESSAR
by CloudCIRCUS

Introduction results
8,200 cases

from your phone's camera **without an app**. It's easy and intuitive to experience AR. After the measures, log analysis and improvement activities are possible. Promotions that attract customers are realized.



ActiBook
by CloudCIRCUS

Achievements: 18,000 or more

it can be created and delivered in three steps
Electronic book creation tool

From e-books to videos, a tool that makes it easy to make electronic content.



BlueMonkey
by CloudCIRCUS

Achievements: 2,300 or more

CMS that enables the acquisition of business opportunities from the website

Not only "Easy to use," but also strategy, construction and tool support for B-to-B companies to create business opportunities from the website

Domestic CMS provided.
※ CMS is a system that operates a website and its contents.

Highlight of Key Service in Digital Marketing: Fullstar



Fullstar

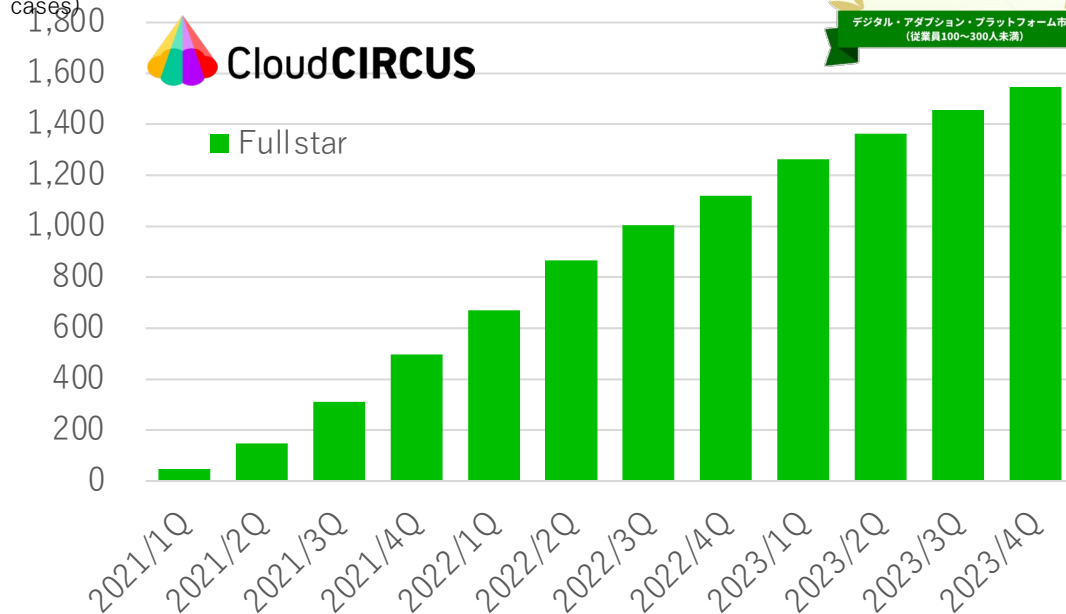
Number of installed **1,500 or more**

No. 1 in market share in FY 2023 sales forecast *

In the Digital Adaptation Platform Market - Less than 100~300 Employees: Revenue Trend and Share by Vendor (FY 2023 Forecast), we ranked first in market share.



(number of cases)



* Source: ITR "ITR Market View: Communication and Collaboration Market 2023" Digital Adaptation Platform Market - Less than 100~300 Employees: Revenue Share by Vendor (FY 2023 Forecast)

What is Fullstar?

Fullstar makes it easier for users to use cloud services by displaying the "User's Guide" or by "visualizing the places where the service stumbles"

This is a customer success tool that leads to resolution.



Feature 1

Productivity Improvement!!

No Development Burden!!

Configure guides for all websites with no code
Reduce creation time to 1/10 of conventional ones!



Feature 2

Cancellation Prevention!!

Visualize user usage and cancel service
Pick up more likely customers.



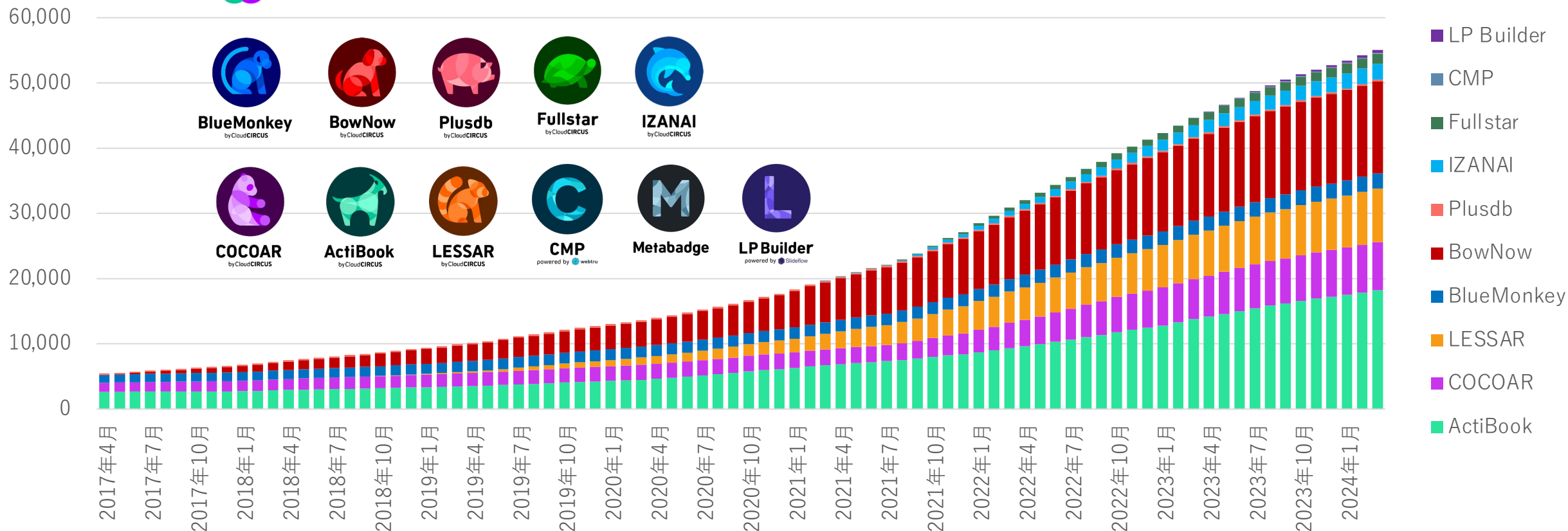
Feature 3

Improve UX

Analyze the user's stumbling points and causes of departure.
Improve UX of Web services

Growth Trajectory of Cloud CIRCUS in the Digital Marketing Business

“ As of March 24, a total of 55 thousand products * were introduced.



※Including freemium

section

03

01 Current Year Business Plan

- Medium-Term Management Plan Final Year -

02 business strategy

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3. Appendix

(1) Company Profile

TSE Prime

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3. Appendix

(1) Company Profile



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Management Philosophy

Recognizing the needs and markets of society and creating the future of people and companies

Aiming to be a leading company that produces outstanding businesses and human resources

Vision

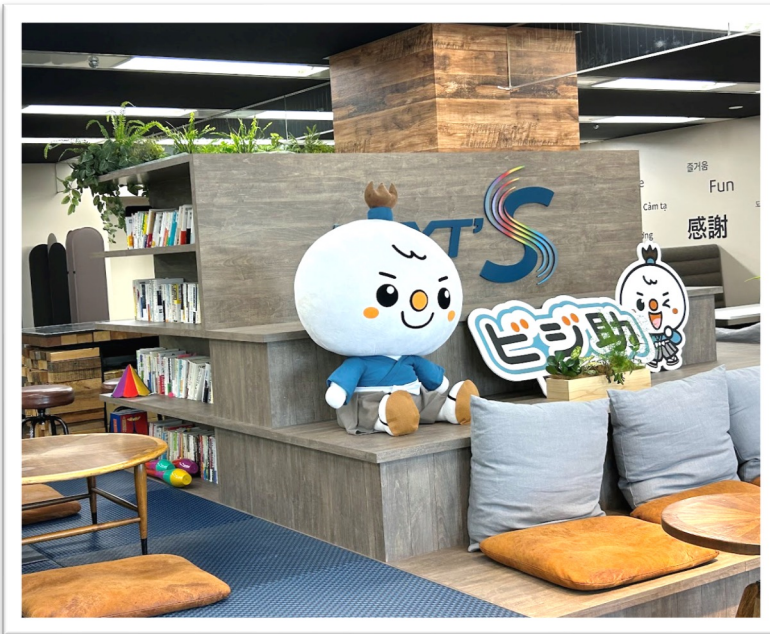
"A world where everyone can challenge and perpetuate evolution"

A group that supports changes that many people and companies take for granted while transforming themselves

Mission

Creating Future Opportunities

We will continue to provide opportunities for many people and companies to achieve a positive future, creating a world full of challenges.



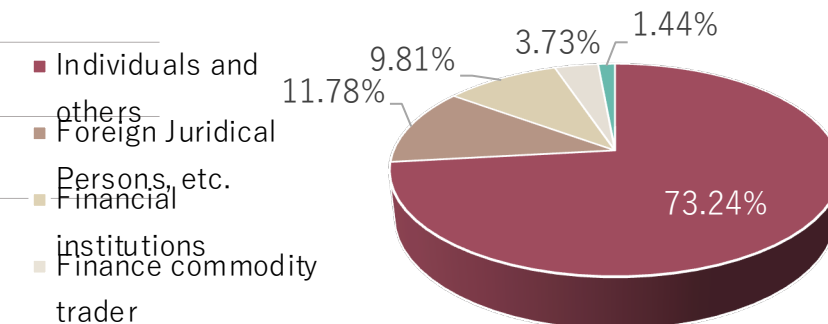
Corporate Profile

Company Name	Startier Holdings Co., Ltd.
Place of abode	Shinjuku Monolith 19th Floor, 2-3-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
Incorporation	February 1996
Listing	TSE Prime (April 4, 2022) TSE First Section (February 28, 2014) TSE Mothers (December 20, 2005)
Representative Director	Hideyuki Hongo
Group Companies	Consolidated subsidiaries: 11, equity method affiliates: 2
Employees	Consolidated: 908 (as of March 31, 2024) ※Excluding directors, auditors, temporary and part-time employees
Financial results	March 31
Amount of Capital	824.31 million yen (as of March 31, 2024)
Number of issued and outstanding shares	10,240,400 shares (as of March 31, 2024)
Number of shareholders	4,189 (as of March 31, 2024)



**President and Chief Executive Officer
Hideyuki Hongo**

May 1966
1996: Our Company established to the present day
(29.28% shareholding in Our Company)





Hideyuki Hongo, President and CEO of Startier HD

- *1996 Established Our Company, appointed as President and CEO (to present)
- *2018 as an organization providing non-repayable scholarships
Established the public interest incorporated foundation Hoshinowa and assumed the position of Representative Director (to present)
- *2018 General Incorporated Association Kumamoto Innovation Base (formerly Kumamoto Sosei Entrepreneurs Network) and assumed the position of Representative Director (to present).
He worked on the reconstruction of his hometown Kumamoto, which was hit by the earthquake in 2016, and



Director of Startier HD/Mitsuru Kasai

- *2002 Joined Our Company
- *2007 Established Multi-function Machinery Business
Subsidiary (focused on expansion of agency and M & A)
Continue to expand Our Group's customer base
- *2018 Appointed President and Representative Director of STARTHIA, the axis of IT infrastructure
- *2021 Appointed President and Representative Director of STARTHIA LEAD



Director of Startier HD/Takao Uematsu

- *2004 Joined Our Company
Since joining Our Company, I have mainly been engaged in finance and accounting.
I have been in charge of various corporate divisions, including finance and accounting.
- *Appointed to the Board of Directors in 2018 (to present).
Also engaged in public relations and IR as CFO of Our Group



Representative Director and CEO of Cloud Circus/Kenichi Kitamura

- *2001 Joined Our Company
2004 Launched web and e-book business
- *2009: STARTIALABO as an in-house venture
Established (currently Crowdcircus) and assumed the position of Representative Director
- *Integrated digital marketing for sales of various tools since 2020
Rebranded as SaaS tool CloudCIRCUS



President of Startier Reyes/Yukio Furukawa

- *1996 Joined Our Company as a founding member and became a director
- *1998 Launched Network Cloud Business
- *2018 Launched Back Office DX Business
Appointed President and Representative Director of Star Tier Reyes (to present)
- *Joined Chatwork Corporation in 2021
Appointed Director of Chatwork Storage Technologies (to present)

Group Companies

About Our Group (11 consolidated subsidiaries and 2 equity-method affiliates) ※1. Consolidated Subsidiaries

IT infrastructure-related business * 1	Digital Marketing * 1	Equity method affiliates	
<p>startia Startier Co., Ltd.</p> <p>startialead Startier Reed Co., Ltd.</p> <p>株式会社ビジネスサービス Business Services Co., Ltd.</p> <p>System Integration, Security Measures, Communications Systems, OA Equipment Sales</p> <p>NOS Ltd. 株式会社エヌオーエス NOS Inc.</p> <p>BCM Business Communication Media Corporation ビーシーメディア株式会社 BC Media Co., Ltd.</p> <p>Fujifilm BI Nara Co., Ltd. (66.6% of Our Company G) ※Joint venture with Fujifilm Business Innovation Japan Co., Ltd.</p>	<p>CloudCIRCUS Cloud Circus Co., Ltd. Provision of marketing and sales support tool Cloud CIRCUS</p>	<p>Chatwork ストレージテクノロジー Chatwork Storage Technologies Co., Ltd. Cloud Storage</p> <p>MAC OFFICE MAC Office, Inc. Office Facilities Office Relocation/Design</p>	<p>Group sites</p>
<p>Back Office DX Business * 1</p> <p>startiaraise Star Tier Reyes Co., Ltd. Business Efficiency Solutions Provision of RPA and AI-OCR</p> <p>C-design C-Desgin Co., Ltd. Electronic signature service and business support Operation of platform service "cocrea"</p>	<p>Others * 1</p> <p>startiasia Startia Asia Pte.Ltd. Singapore Business Planning and Investment Business in Asia Region</p> <p>startiawill Star Tiwill Co., Ltd. Consulting for work contracts and employment of people with disabilities in the Star Tiwill Group</p>		

Major product services

Protective DX

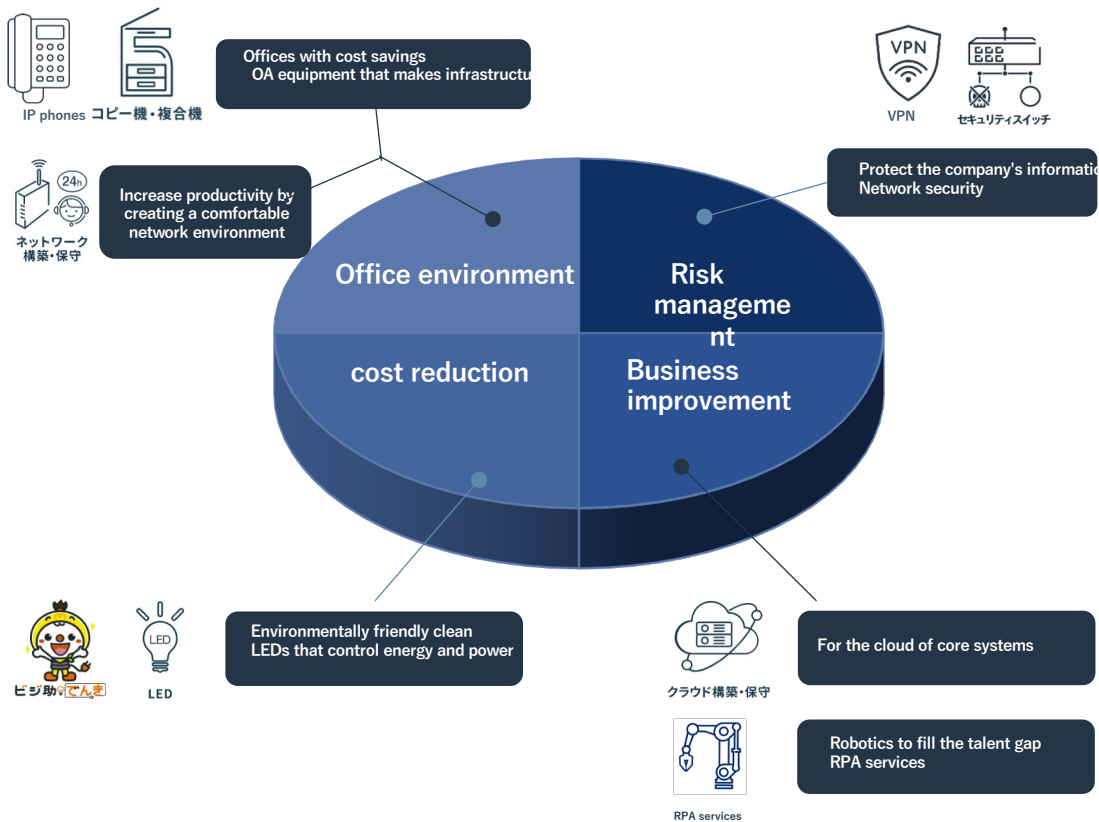
IT infrastructure business

Offensive DX

Digital marketing business

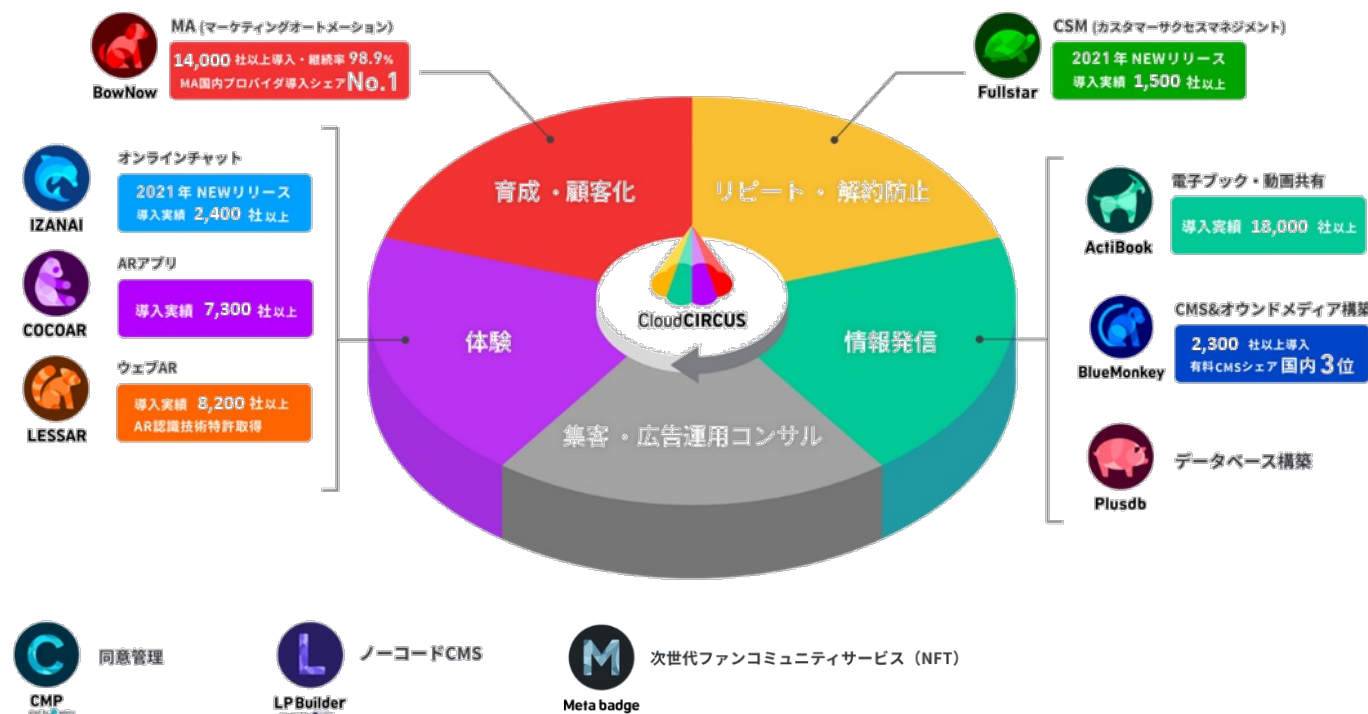
Solving IT issues and providing one-stop DX solutions, especially for SMEs

Cost reduction, operational efficiency and productivity improvement



Cloud CIRCUS tool to change marketing and sales outcomes

Customer acquisition and sales growth



Trends in Sales and operating profit

Sales (Left axis: rod)
 operating profit (Right axis: cu)

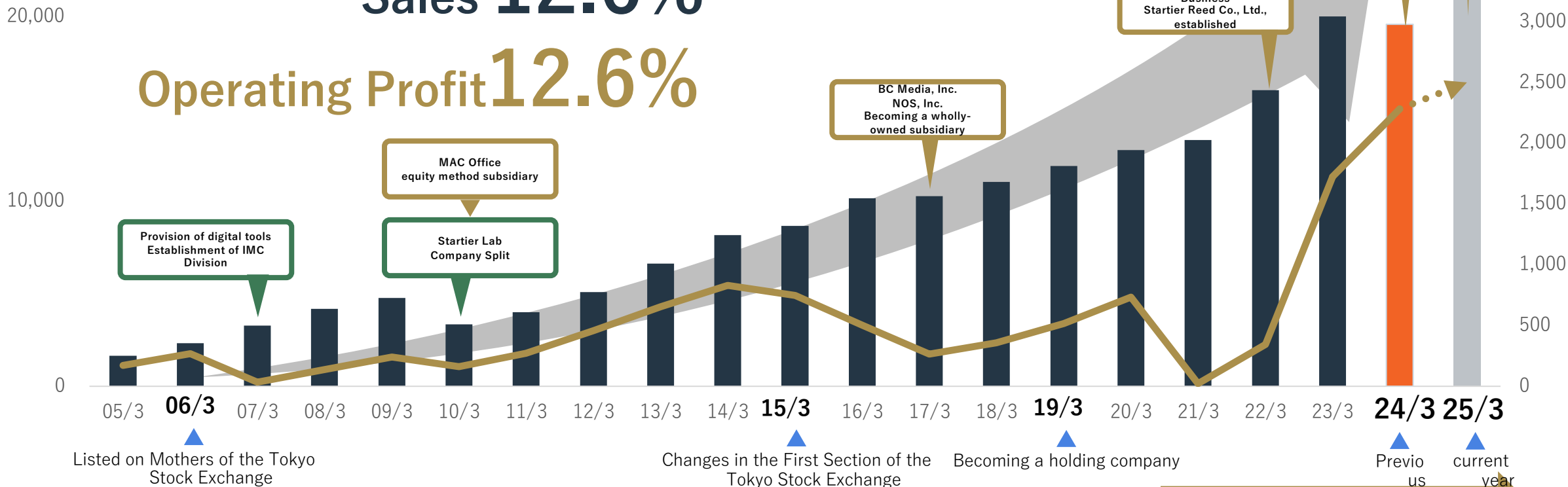
Digital Marketing
IT infrastructure business new and newly established
IT Infrastructure Business (M&A)

Growth since IPO (CAGR): compound annual growth rate

Sales **12.6%**

Operating Profit **12.6%**

(Unit: 1 million yen)





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Shinjuku monolith 19th floor, 2-3-1 Nishi-Shinjuku, Shinjuku-ku,
Tokyo 163 - 0919

TEL: 03-5339-2109 (Weekdays 9:00 - 18:00)

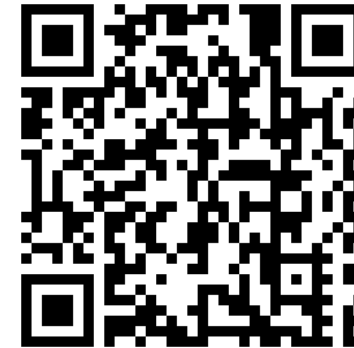
MAIL: ir@startiaholdings.com

IR website: <https://www.startiaholdings.com/ir.html>

※QR code for IR mail delivery registration

For those who registered, news releases, financial information, etc.

We will send you new information about IR by e-mail.



This document was created by Our Company to help readers understand the current situation of Our Company. The information contained in this document is taken from our internal knowledge and public information available to Our Company, and Our Company does not guarantee the accuracy of such information. Our Company's actual results may differ due to a variety of factors in the future.