



# Presentation Materials for the Earnings Briefing

for the Fiscal Year Ended March 31, 2025

May 7, 2025

MKSystem Corporation (stock code: 3910)

# Table of contents

|          |   |           |          |   |     |
|----------|---|-----------|----------|---|-----|
| <b>1</b> | <b>Group Overview and Business Activities</b> . . . . | <b>2P</b> | <b>5</b> | Business Topics for 2H FY3/25             | 27P |
| 2        | Consolidated Financial Results for FY3/25             | 8P        | 6        | Consolidated Earnings Forecast for FY3/26 | 32P |
| 3        | Shalom Business                                       | 19P       | 7        | Measures to Upgrade Security              | 35P |
| 4        | CuBe Business   | 25P       | 8        | Service Overview                          | 37P |

# Company profile

- Company name: MKSystem Corporation
- Representative: Noboru Miyake
- Location: Osaka Head office  
30F, Umeda Center Bldg., 2-4-12, Nakazaki-nishi, Kita-ku, Osaka, Japan
- Bases: Tokyo; Fukuoka; Ninohe, Iwate Prefecture; and Matsuyama
- Subsidiary: Business Net Corporation Co., Ltd. (Minato-ku, Tokyo)
- Date of incorporation: February 22, 1989
- Capital stock: 219 million yen



# Mission and vision

## MISSION

Management Philosophy

**We provide cloud solutions that benefit you**

Our services are user-friendly for consumers, their families and employers. Moreover, they support social foundations through contribution to the administration of social security services and human resources development.

## VISION

Management Policies

**Provide comprehensive services in the field of the personnel and labor management**

**Streamlines operations and supports the creation of added value**

Our services streamline operations and increase productivity at our customers, and simultaneously adds value by supporting the entire organization as well as individual employees.

## VALUES

Action Guidelines



### Technology Driven

Leverage the state-of-the-art technologies to continue to innovate services.



### Speed

Act with speed while being conscious of the concerns of relevant concerned parties.



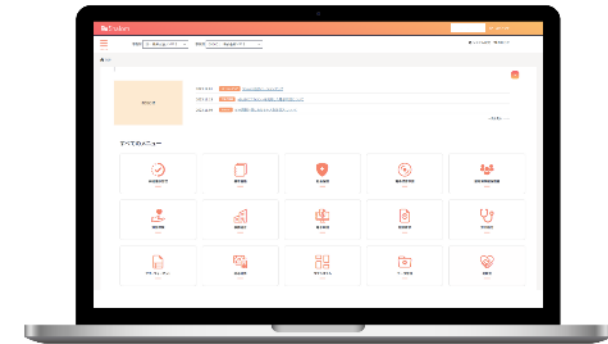
### Fairness

Act fairly and equitably to grow and develop together with our stakeholders.

## Divided our business into two segments: Shalom Business and CuBe Business

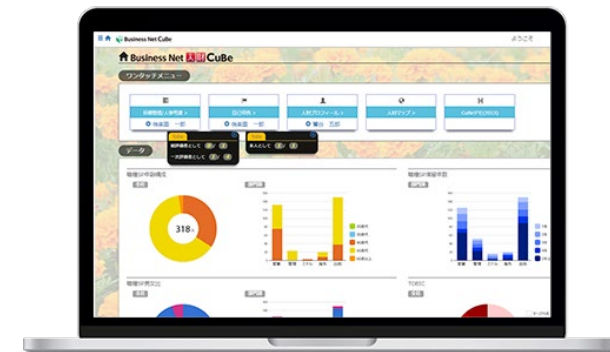
### Shalom Business

- ASP service  
Monthly system service fee and initial setup fee, etc.
- System construction service  
Sales of working time recording systems and payroll ledgers, etc.



### CuBe Business

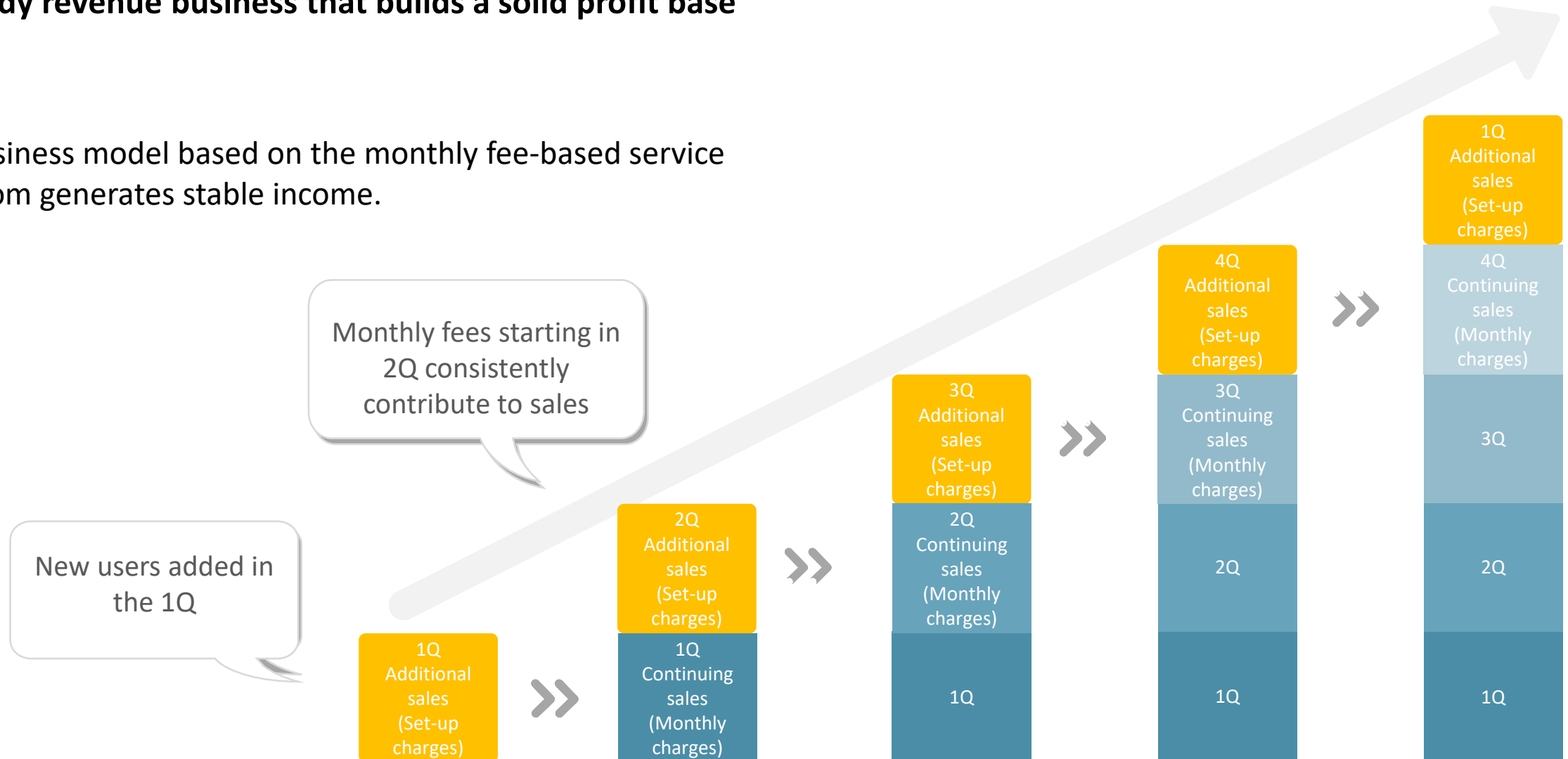
- Contracted development type semi-customized services  
System customization and maintenance costs
- Cloud service



# Business model: Steady-revenue businesses

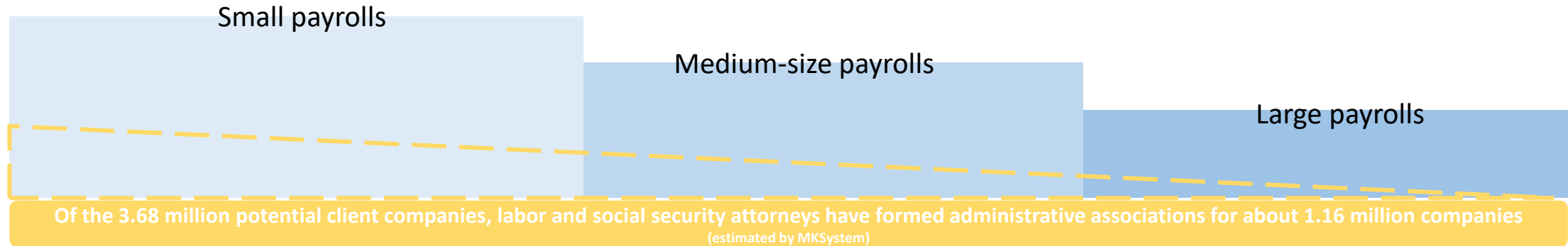
## Steady revenue business that builds a solid profit base

A business model based on the monthly fee-based service Shalom generates stable income.



## Business model: Target

**Our target extends to all companies that outsource/not outsource to labor and social security attorneys. The goal is cross-selling by increasing the use of products associated with the Shalom series.**



Mainly for labor and social security attorney offices and labor insurance administration associations

 Shalom

 MYNABOX

ネットde顧問

ネットde  
事務組合  
Net de  
Jinokumiai

Mainly for general corporations

 Company Edition

 MYNABOX CL

 Business Net CuBe

All users

Direct  HR

 eNEN

 CP Cloud Pocket

 GooooN

# Table of contents

|   |   |   |   |
|---|---|---|---|
| 1 | Group Overview and Business Activities····· 2P        | 5 | Business Topics for 2H FY3/25·········27P       |
| 2 | <b>Consolidated Financial Results for FY3/25···8P</b> | 6 | Consolidated Earnings Forecast for FY3/26···32P |
| 3 | Shalom Business··········19P                          | 7 | Measures to Upgrade Security ········35P        |
| 4 | CuBe Business··········25P                            | 8 | Service Overview··········37P                   |



## Results highlight (consolidated)

- **Sales up 24.6% YoY to 3,290 million yen due to the release of new product Shalom FOREVER.**  
(The fiscal year sales reached a record high)
- **Shalom Business sales increased 17.1% YoY to 2,382 million yen due to the release of Shalom FOREVER and stable recurring income.**
- **CuBe Business sales increased 49.8% YoY to 907 million yen due to higher sales of semi-customized services and GooooN personnel evaluation systems.**
- **Gross profit up 47.1% YoY to 1,262 million yen.**
- **Many activities to hold down operating cost for the cloud services and other components of the cost of sales. However, there was a 23 million yen operating loss due to delays in the release of Shalom FOREVER, the yen's weakness and other reasons. (The FY3/24 operating loss was 348 million yen)**
- **Performance became profitable in the fourth quarter. Sales were 1,036 million yen and operating profit was 120 million yen.**

## Financial summary (consolidated)

Sales were up 24.6% YoY to 3,290 million yen due to the release of the new product Shalom FOREVER. There was an operating loss of 23 million yen because of operating cost for the cloud services and expenses of customer support.

|   | FY3/23 | FY3/24   | FY3/25         | YoY change |
|---|--------|----------|----------------|------------|
| Net sales                               | 2,867  | 2,639    | <b>3,290</b>   | +24.6%     |
| Gross profit                            | 1,349  | 858      | <b>1,262</b>   | +47.1%     |
| <i>Gross margin</i>                     | 47.1%  | 32.5%    | <b>38.4%</b>   | +5.9pt     |
| Operating profit                        | 219    | (348)    | <b>(23)</b>    | -          |
| <i>Operating margin</i>                 | 7.7%   | -        | -              | -          |
| Profit attributable to owners of parent | 145    | (668)    | <b>(118)</b>   | -          |
| Basic earnings per share (Yen)          | 26.82  | (123.17) | <b>(21.85)</b> | -          |

Unit: Millions of yen

## Balance sheet (consolidated)

**Non-current assets decreased due to the start of amortizing expenses for the development of Shalom FOREVER.**

**Dividend payments and the loss attributable to owners of parent reduced net assets. The goal is to restore financial soundness while launching new products and lowering the cost of sales.**

|                               | FY3/23 | FY3/24 | FY3/25       | YoY change |
|-------------------------------|--------|--------|--------------|------------|
| Total current assets          | 1,232  | 1,437  | <b>1,512</b> | +75        |
| Accounts receivable-trade     | 507    | 564    | <b>811</b>   | +246       |
| Total non-current assets      | 1,327  | 1,120  | <b>927</b>   | (192)      |
| Total current liabilities     | 831    | 1,010  | <b>1,210</b> | +199       |
| Advances received             | 111    | 88     | <b>100</b>   | +12        |
| Total non-current liabilities | 201    | 731    | <b>556</b>   | (175)      |
| Total net assets              | 1,527  | 816    | <b>674</b>   | (141)      |

Unit: Millions of yen

## Cash flows (consolidated)

Cash flows from operating activities increased by 592 million yen to 276 million yen.

Negative investing cash flow of 234 million yen mainly because of software development expenditures, resulting in free cash flow of 42 million yen.

Negative financing cash flow of 147 million yen because of the repayment of borrowings.

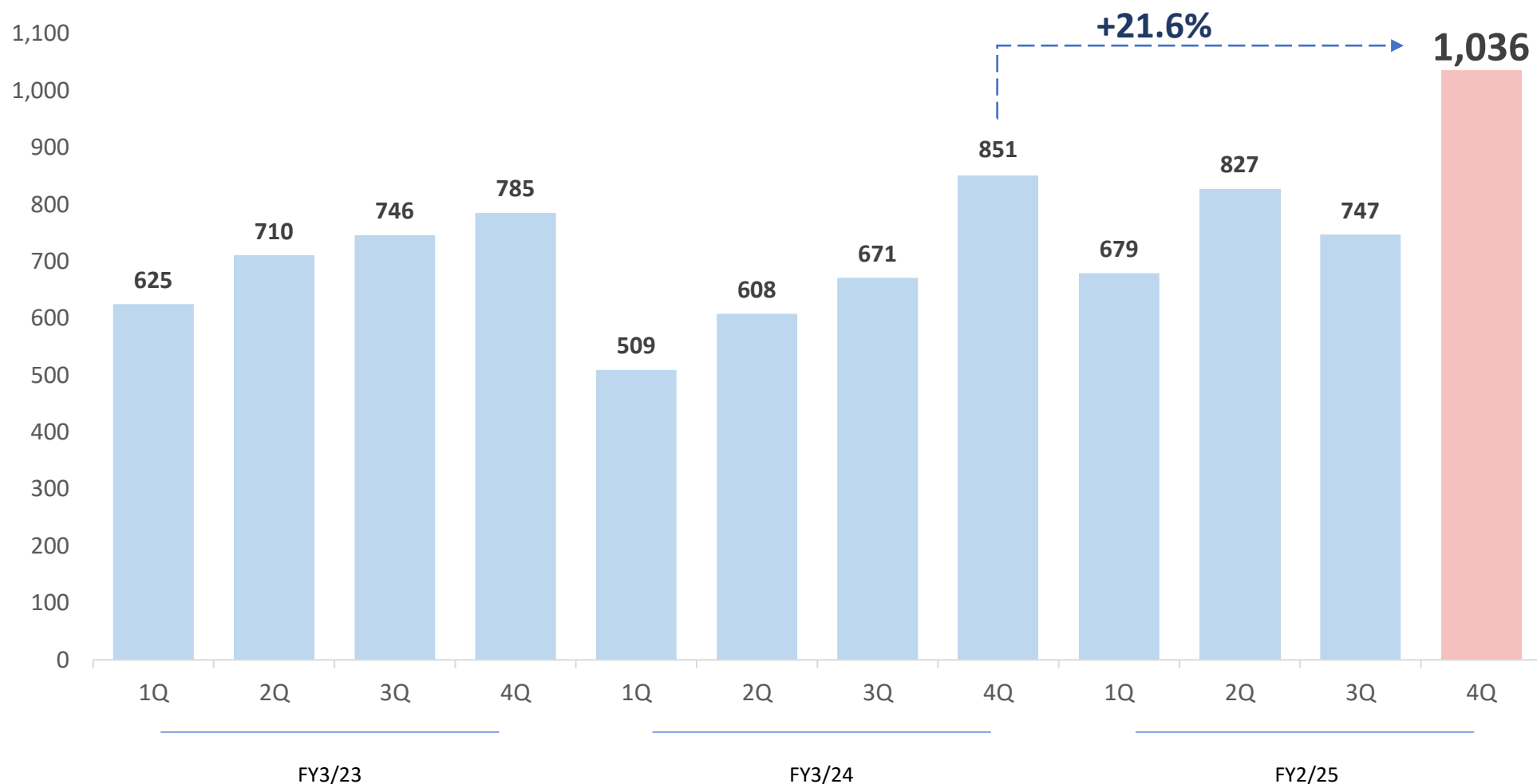
Cash and cash equivalents continue to be basically stable.

|  | FY3/23 | FY3/24 | FY3/25       | YoY change   |
|--|--------|--------|--------------|--------------|
| Cash flows from operating activities                 | 617    | (316)  | <b>276</b>   | <b>+592</b>  |
| Cash flows from investing activities                 | (557)  | (353)  | <b>(234)</b> | <b>+119</b>  |
| Cash flows from financing activities                 | 88     | 772    | <b>(147)</b> | <b>(920)</b> |
| Net increase (decrease) in cash and cash equivalents | 148    | 102    | <b>(105)</b> | <b>(207)</b> |
| Cash and cash equivalents at end of period           | 609    | 711    | <b>606</b>   | <b>(105)</b> |

Unit: Millions of yen

# Net sales (consolidated)

Consolidated sales increased **24.6%** YoY to 3,290 million yen.  
4Q sales were also up **21.6%** YoY to 1,036 million yen.

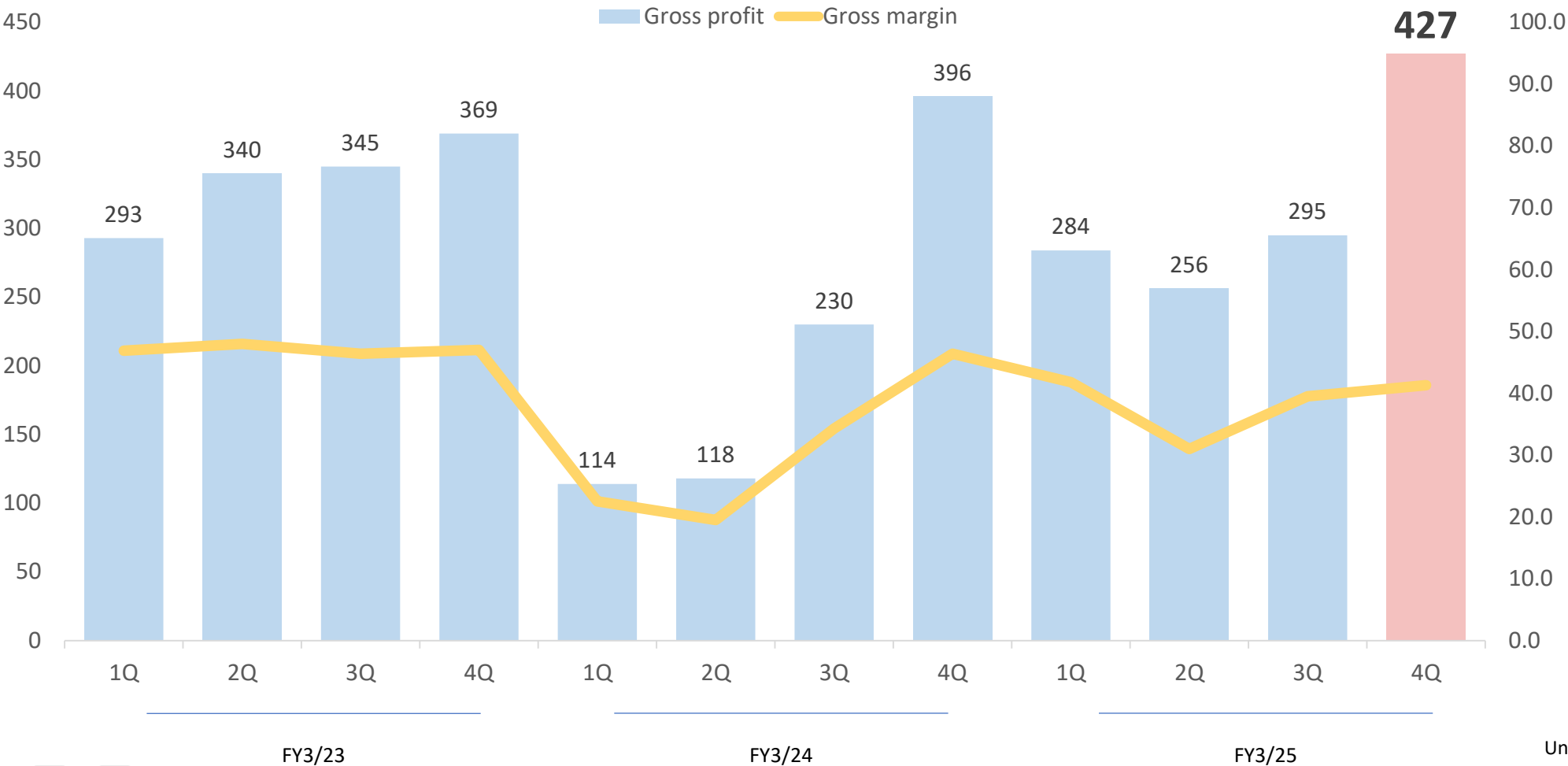


# Gross profit (consolidated)



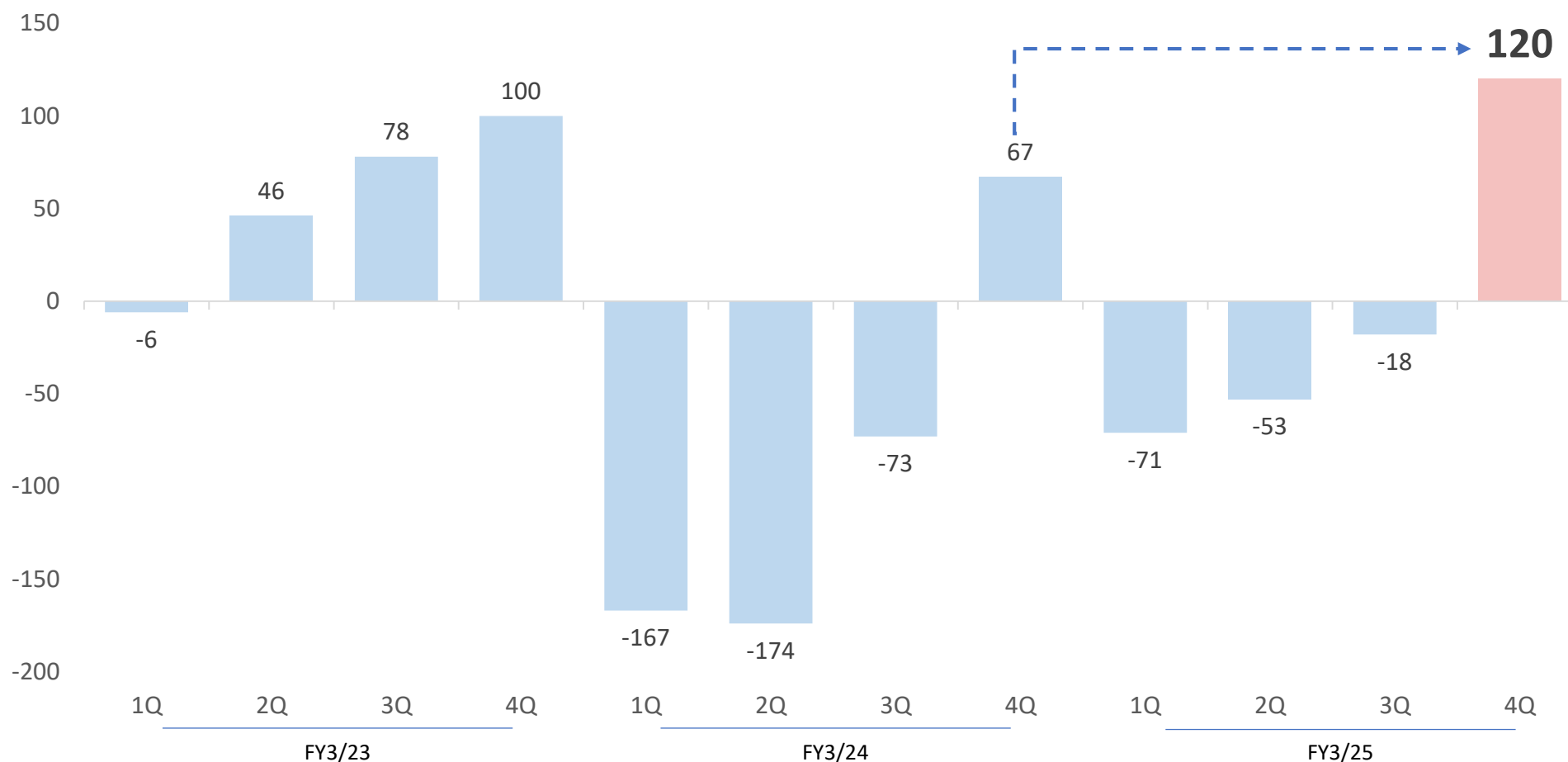
Gross profit up **47.1% YoY**

Gross margin up **5.9pt YoY**



# Operating profit (consolidated)

Operating loss of 23 million yen is attributable to the need to push back measures to hold down cloud service operating expenses and other expenses due to new product release postponement. In the fourth quarter, there was a 120 million yen operating profit because new products were performing well and there was progress with cost cutting measures.

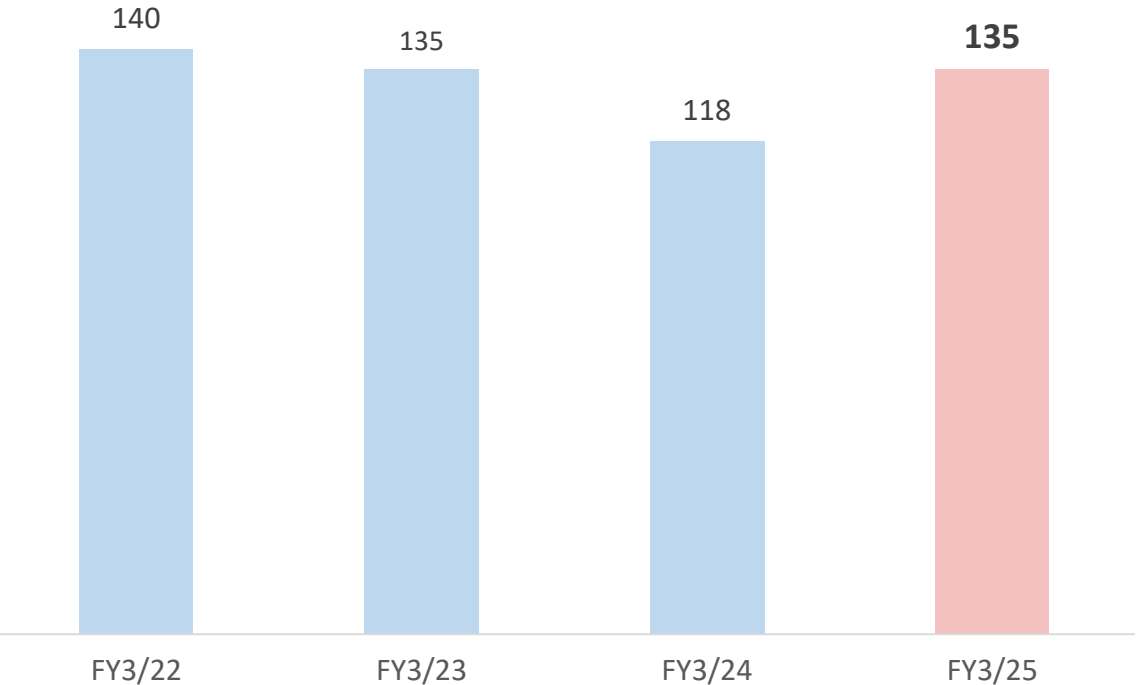


Unit: Millions of yen

# Number of employees (consolidated)

**The recruitment of new college graduates and people with previous work experience is continuing to strengthen development and support systems.**

Number of employees



Composition of employees



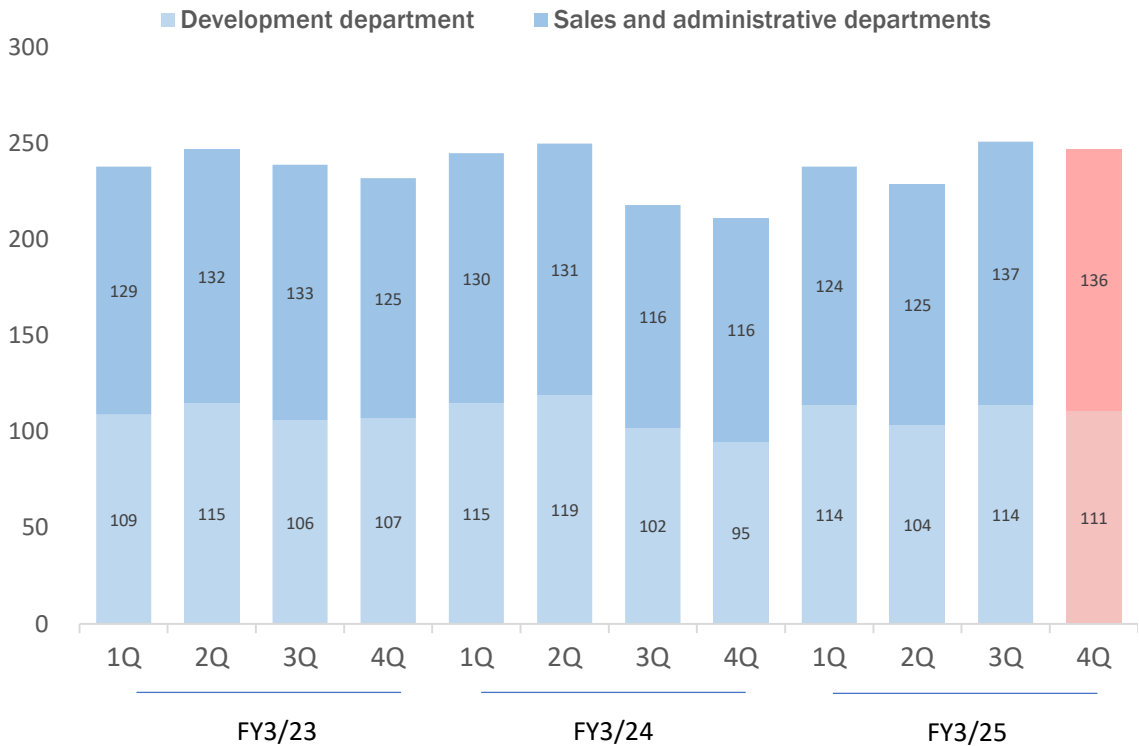


# Personnel and promotion expenses (consolidated)

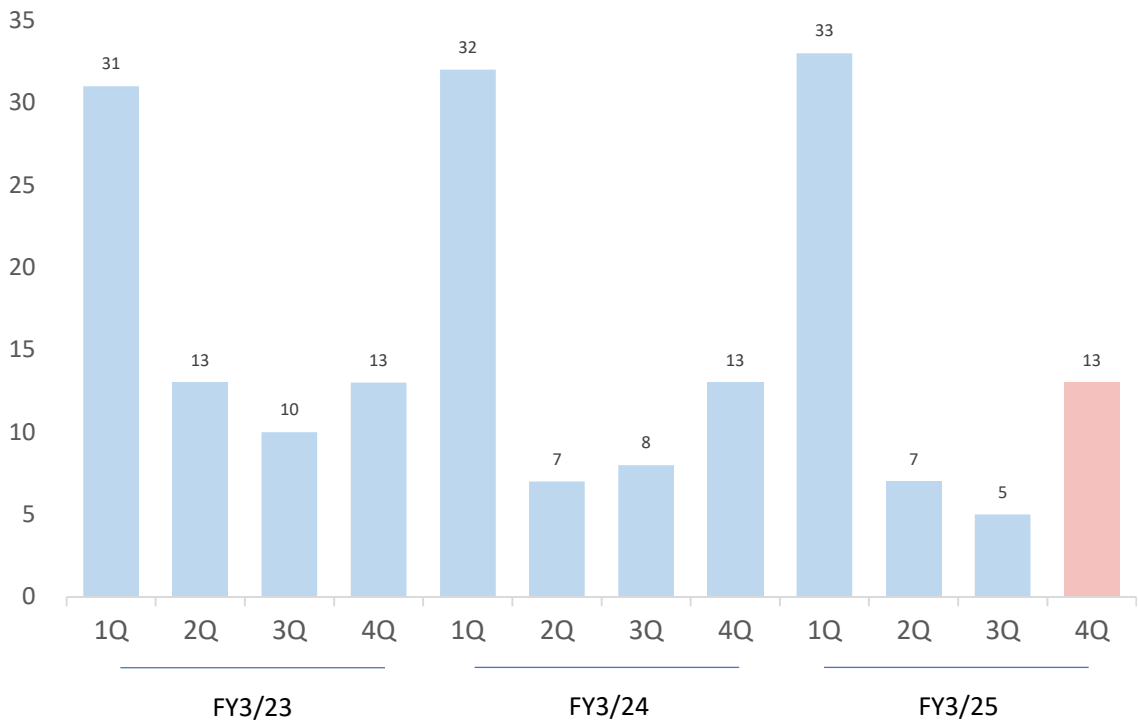


The number of employees decreased due to the ransomware incident in FY3/24. Since then, the hiring of new graduates and people with previous work experience has strengthened development and user support capabilities. Promotion expenses reflect the continuation of PR activities involving offices of labor and social security attorneys, the main target of MKSystem.

Personnel expenses / labor cost



Promotion expenses



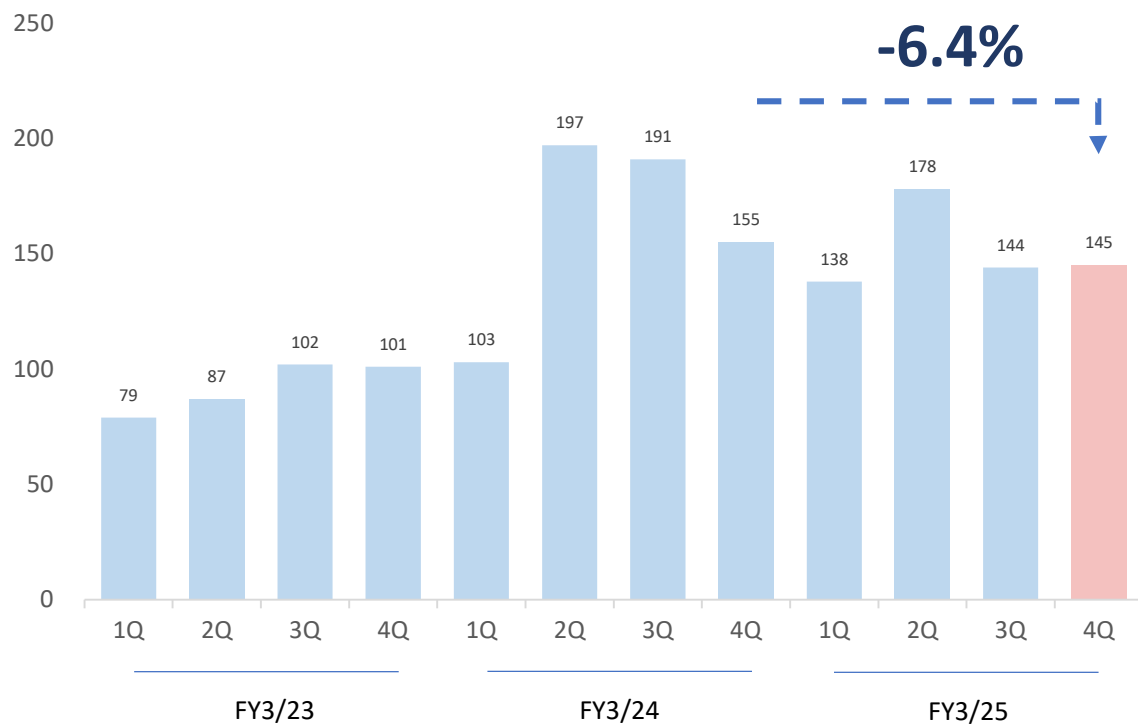
Unit: Millions of yen

# IDC and software amortization expenses (consolidated)

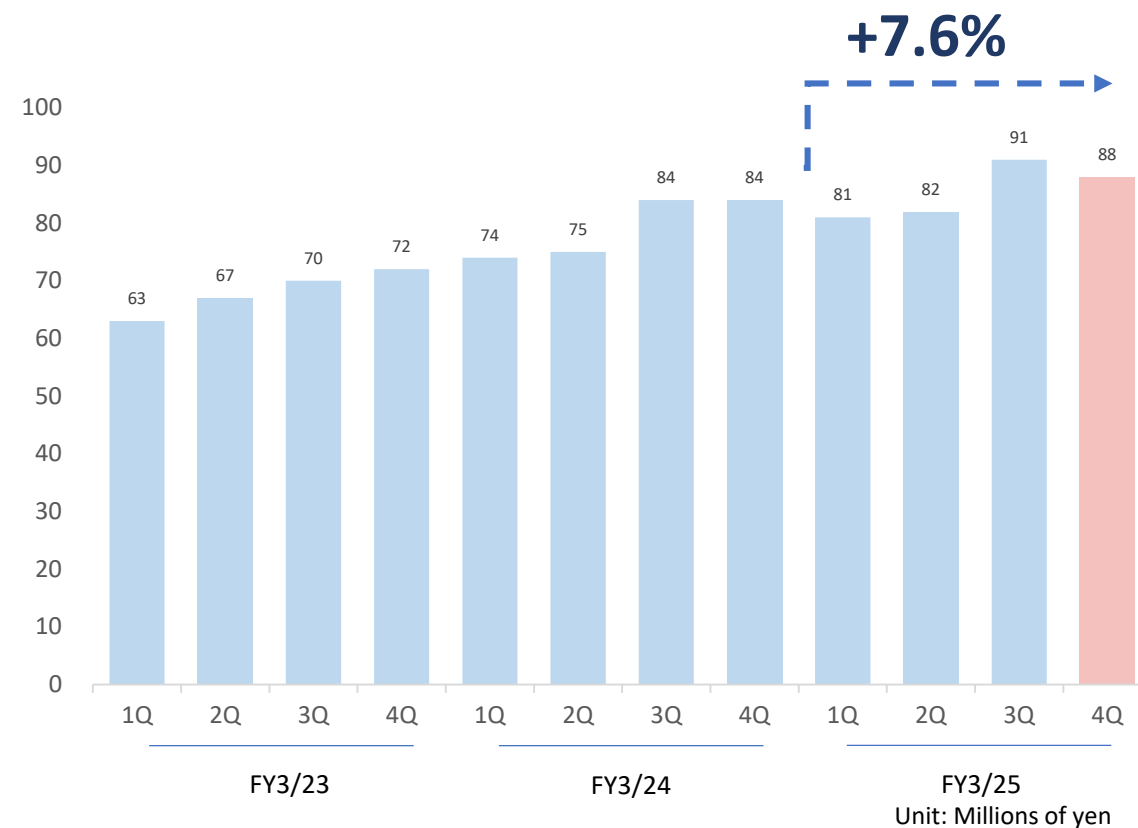
**IDC expenses remained high because of delays in new product releases and the yen's weakness. These expenses are expected to decrease even more in FY3/26.**

**Increase in software amortization expenses due to launch of a new product.**

IDC expenses



Software amortization expenses



Unit: Millions of yen

# Table of contents

|   |  |            |   |   |     |
|---|--|------------|---|---|-----|
| 1 | Group Overview and Business Activities.....    | 2P         | 5 | Business Topics for 2H FY3/25.....          | 27P |
| 2 | Consolidated Financial Results for FY3/25..... | 8P         | 6 | Consolidated Earnings Forecast for FY3/26.. | 32P |
| 3 | <b>Shalom Business.....</b>                    | <b>19P</b> | 7 | Measures to Upgrade Security .....          | 35P |
| 4 | CuBe Business.....                             | 25P        | 8 | Service Overview.....                       | 37P |

● Introductions<sup>\*1</sup>

**3,216**  
companies

● IDs issued<sup>\*1</sup>

**13,769**  
IDs

● Registered companies<sup>\*1 and \*2</sup>

**800,000**  
companies

● ARPU<sup>\*3</sup>

**63,200**  
yen

● ARPA<sup>\*4</sup>

**14,600**  
yen

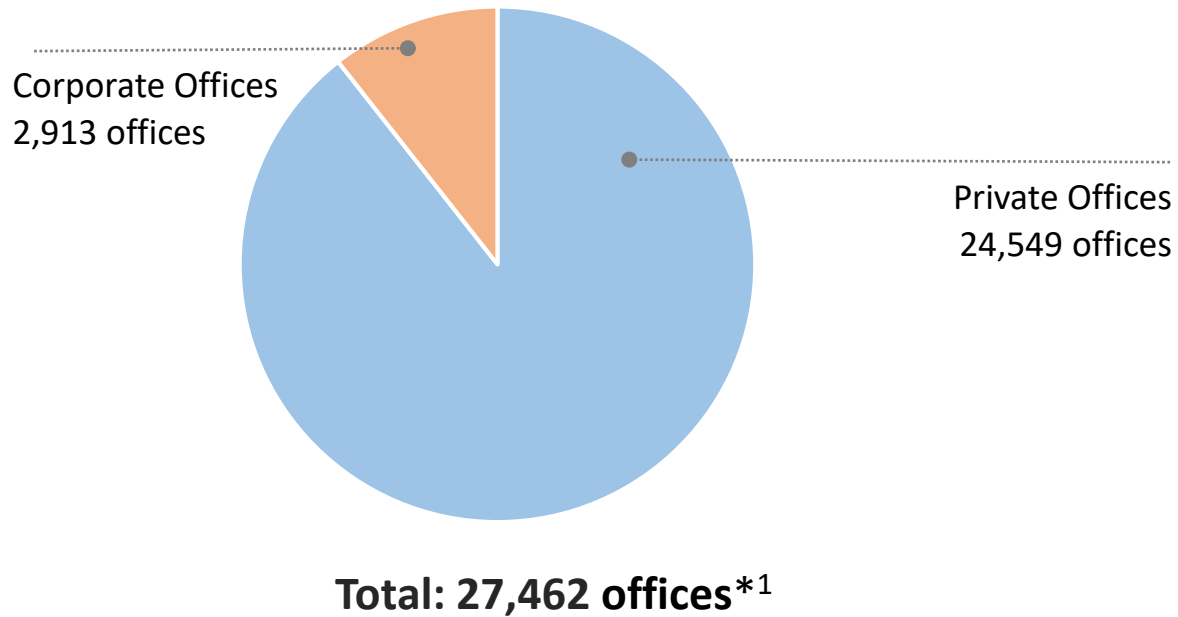
\*1: Number of introductions, IDs issued, and companies registered in the Shalom series as of the end of March 2025

\*2: The method for aggregating was changed in the first half of FY3/25.

\*3: Average Revenue Per User of the Shalom series as of the end of March 2025

\*4: Average Revenue Per Account using the Shalom series as of the end of March 2025

## Labor and social security attorney market



|   | End-Mar 2025               |
|---|----------------------------|
| Offices using our systems* <sup>2</sup>     | <b>2,381</b> offices       |
| Our market share                            | <b>8.7%</b>                |
| Number of clients registered in our systems | <b>0.8</b> million offices |

- Number of companies registered in our systems are **28.9%** of general corporations\*<sup>3</sup>
- There is only one labor and social security attorney at **56.4%\*<sup>1</sup>** of labor and social security attorney offices. A large percentage of these small offices probably do not use an IT system of MKSystem or another company
- Continue to expand the product portfolio and develop more linked services for client companies

\*1. Aggregated by MKSystem based on the White Paper on Labor and Social Security Attorney 2024 prepared by Japan Labor and Social Security Attorney's Association

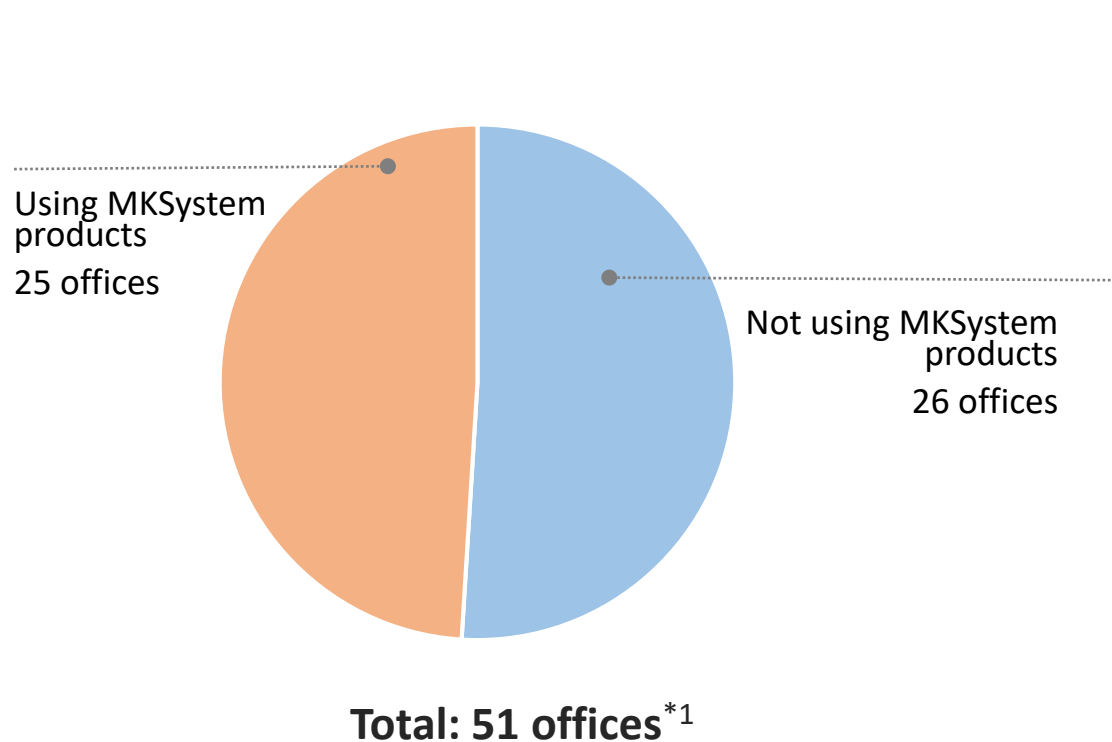
\*2. Reflects the number of services for the House Plan, Basic Plan and Lite Plan

\*3. 2,750,000 companies (based on corporate income tax data 2022 of National Tax Agency)

## Target markets and strategies 2

### MKSystem market share at large labor and social security attorney offices

(Top 51 based on number of employees)

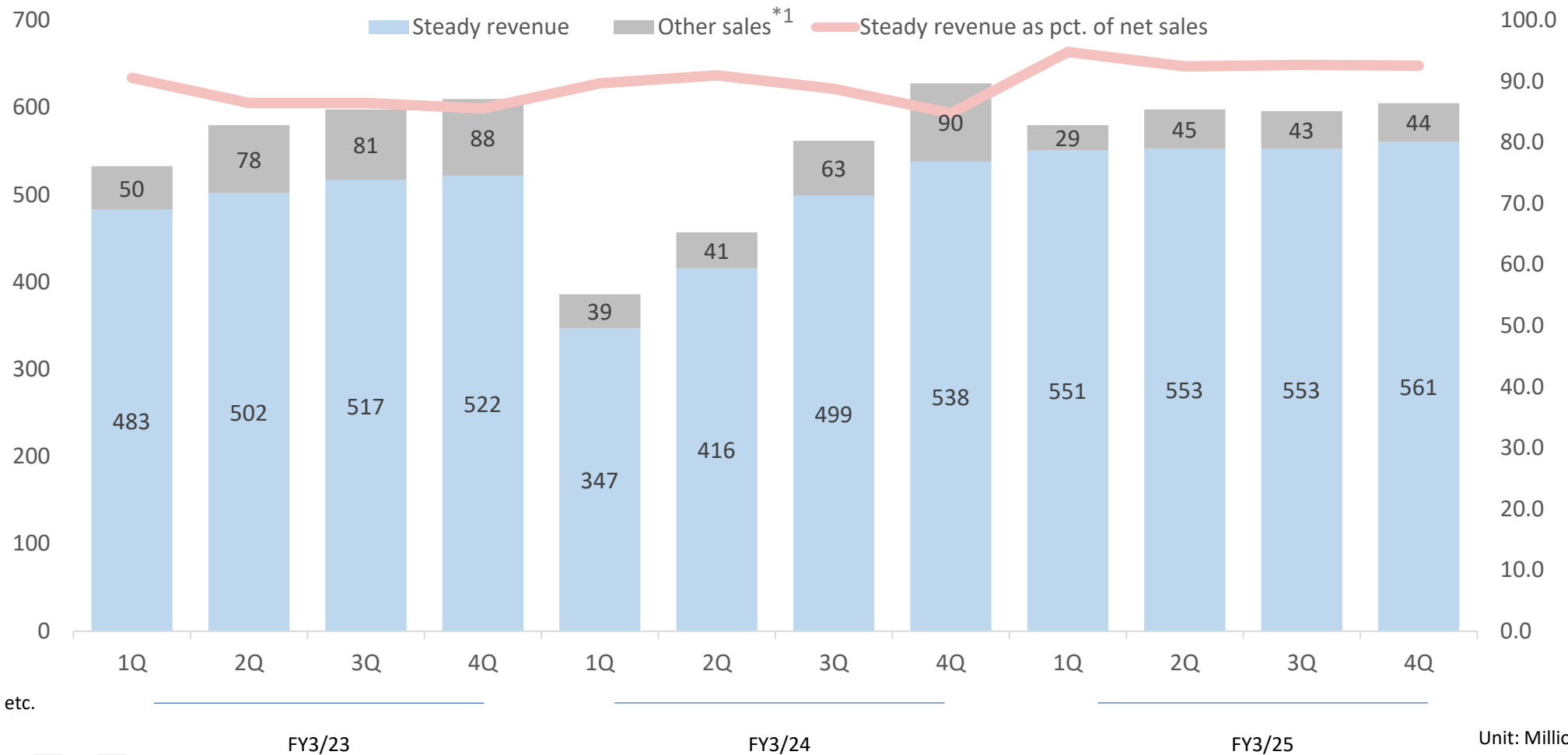


|                             | End-Mar 2025 |
|-----------------------------|--------------|
| Using MKSystem products     | 25 offices   |
| Not using MKSystem products | 26 offices   |
| Share of top 51 offices     | 49%          |

- **About half of labor and social security attorney offices** use MKSystem products (House Plan).
- Continuing the **loyal customer strategy** for large labor and social security attorney offices

<sup>\*1</sup> MKSystem data based on the 2023 professional services rankings of ACCS Consulting Co., Ltd.

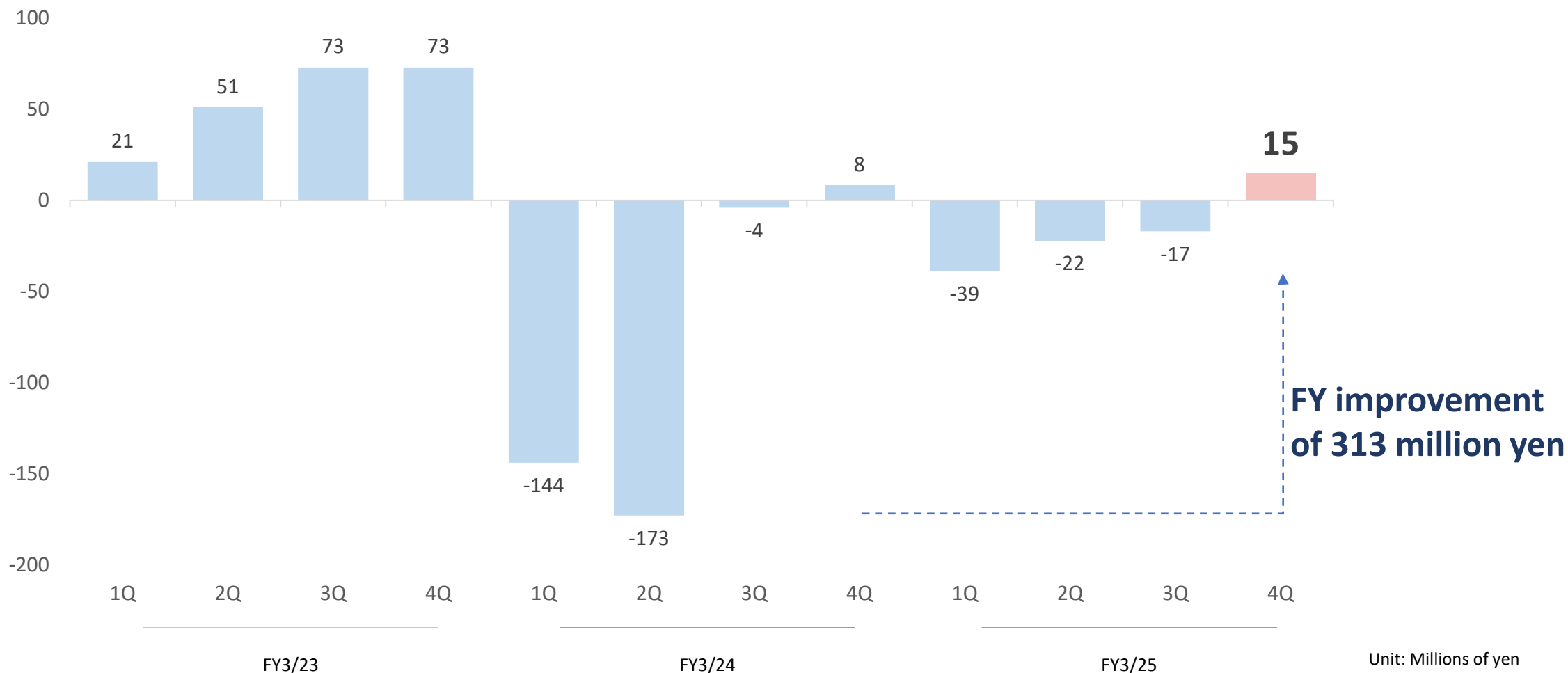
**Sales are recovering following the FY3/24 ransomware incident.**  
**Steady revenue (APS service) increased 21.8% and remained steady as a pct. of net sales.**



# Operating profit

**Operating loss in the first three quarters caused by the postponement of releases of new products and delay in actions to cut cloud services expenses**

**Operating profit in the fourth quarter because of cost reduction measures and other actions**





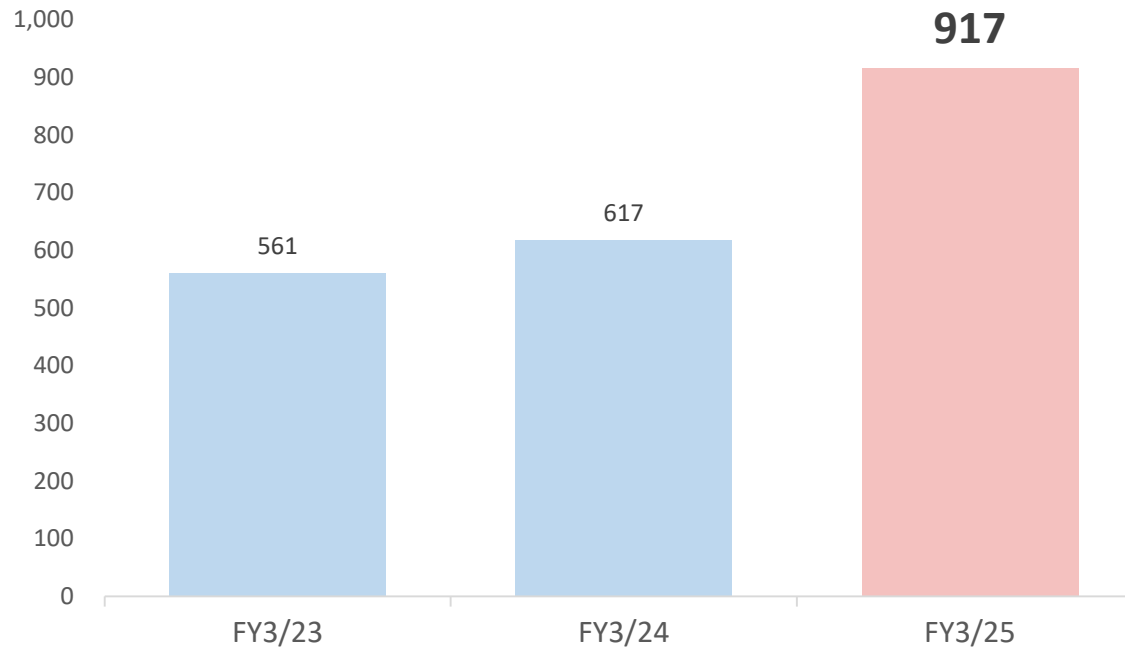
# Table of contents

|   |  |            |   |   |     |
|---|--|------------|---|---|-----|
| 1 | Group Overview and Business Activities.....    | 2P         | 5 | Business Topics for 2H FY3/25.....          | 27P |
| 2 | Consolidated Financial Results for FY3/25..... | 8P         | 6 | Consolidated Earnings Forecast for FY3/26.. | 32P |
| 3 | Shalom Business.....                           | 19P        | 7 | Measures to Upgrade Security .....          | 35P |
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# Net sales and operating profit

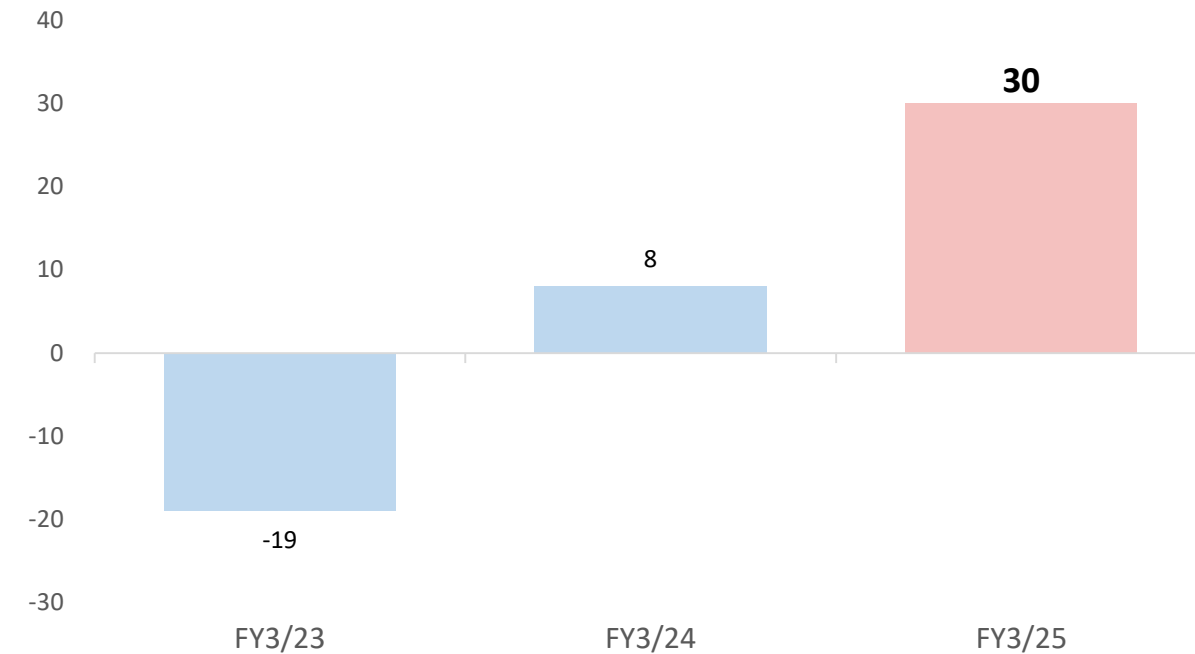
**Many orders for individually customized front-end systems, mainly for large companies and the public sector**  
**Controlling outsourcing expenses by rigorously managing the designs of systems for profitability**

## Net sales



## Operating profit

\*After deducting amortization of goodwill



Unit: Millions of yen

# Table of contents

|   |  |   |   |
|---|--|---|---|
| 1 | Group Overview and Business Activities..... 2P   | 5 | <b>Business Topics for 2H FY3/25 .....27P</b>   |
| 2 | Consolidated Financial Results for FY3/25.....8P | 6 | Consolidated Earnings Forecast for FY3/26...32P |
| 3 | Shalom Business.....19P                          | 7 | Measures to Upgrade Security .....35P           |
| 4 | CuBe Business.....25P                            | 8 | Service Overview.....37P                        |

## Started Shalom House rebranding

### New brand strategy for the Shalom House network

1

Seamless data linkage between Shalom House and DX products of client companies of labor/social security (SS) attorney offices

2

Use the **Shalom House DX website** by labor/SS attorney offices to bring in new client companies

3

Newly released version of the **CLARINET** service for providing web systems to client companies of labor/SS attorney offices

4

More labor/SS attorney office clients and higher revenue of these offices

**Use the new Shalom House DX website service to raise brand value and support the DX at client companies of labor and social security attorney offices**



[https://www.mks.jp/shalom\\_dx/](https://www.mks.jp/shalom_dx/)

Personnel and labor staff at midsize and smaller companies



Labor and social security attorney offices using the Shalom House Plan



### ■ Advantages of the Shalom House offices

- Distribution of information about Shalom House users
- Information about successful DX measures at Shalom House users
- Content provided exclusively by individual offices

### ■ Information about support tools for client companies of labor and social security attorney offices provided by Shalom House

# The CLARINET web system service for client companies of labor and social security attorney offices enables Shalom House offices to provide clients with new value

\* CLARINET is in production and will be partially released in the first half of 2025.

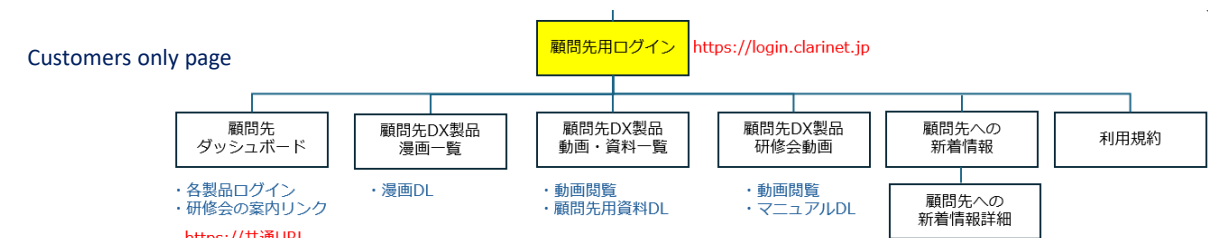
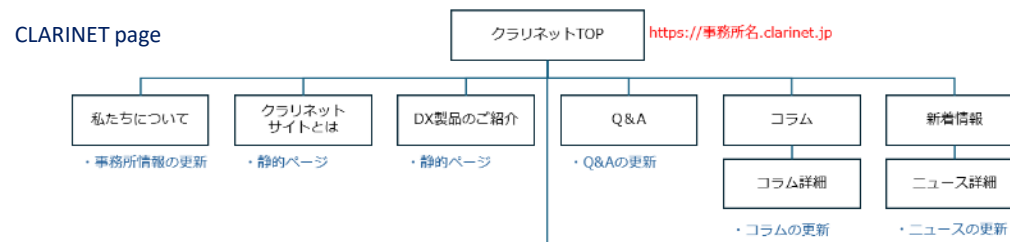
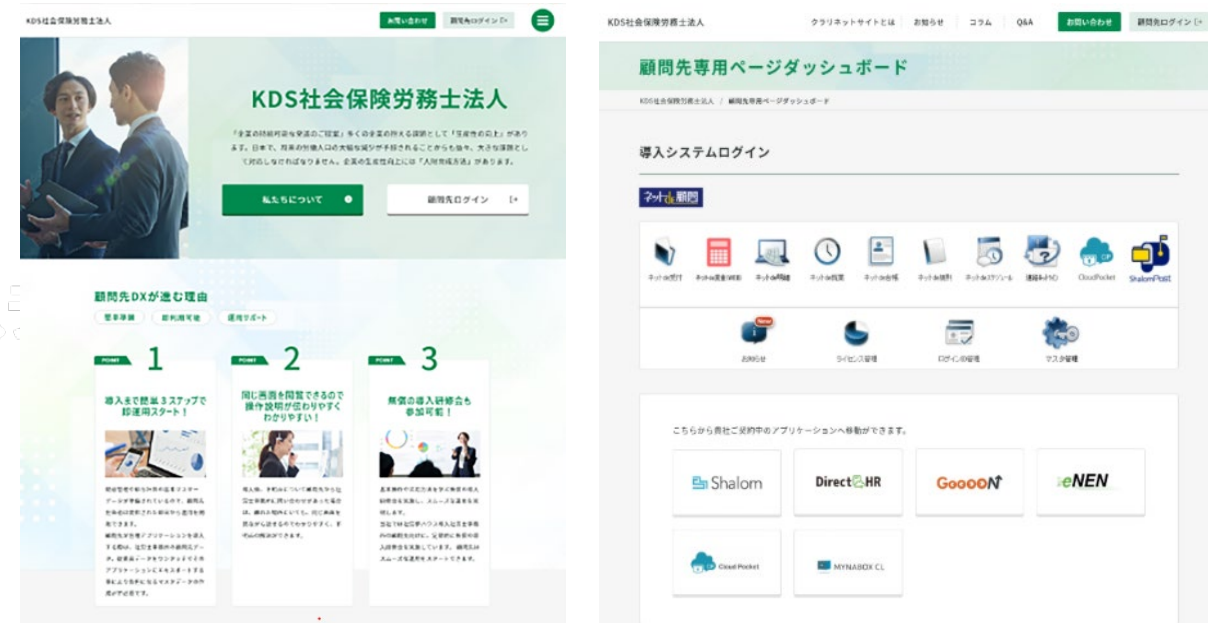
All Shalom House offices can use at no cost CLARINET, which is a website for Shalom House labor and social security attorney offices that provides web systems to their client companies.

Log in to DX products

Pages exclusively for individual clients

Useful columns

- Information about labor and social security attorney offices for attracting prospective clients who visit the website
- Labor and social security attorney office highlights, columns, success stories and client DX products



## MKSystem Holds Labor Consultant Summit 2025 on March 11, 2025

In 2025, MKSystem held a Labor Consultant Seminar for the third consecutive year. The event, which took place in Tokyo in March, was attended by six labor and social security attorneys from different regions of Japan. All of these attorneys are leaders in the labor consulting sector concerning the digital transformation (DX) of their client companies. The theme of the 2025 seminar was **labor and social security attorney office success stories that begin with the Shalom House Network**.

The seminar included special presentations by a representative of the Japanese Digital Agency, an individual at the el'm Labor and Social Security Law Office, and an individual from TAKES Co., Ltd., which is a client of this office.



**参加特典あり**

# 社労士サミット2025

「走る人のそばに、社労夢ハウス」  
～社労夢ハウスネットワークではじまる社労士事務所のサクセスストーリー～

## 2025年3月11日(火)

東京国際フォーラム [開場] 9:30 [開演] 10:00-18:00

オンライン・オフライン同時開催 参加費無料 事前申込制 ※現地参加は先着100名様迄

詳細こちら

### 6名の社労士による最新DX事例の講演・パネルディスカッション

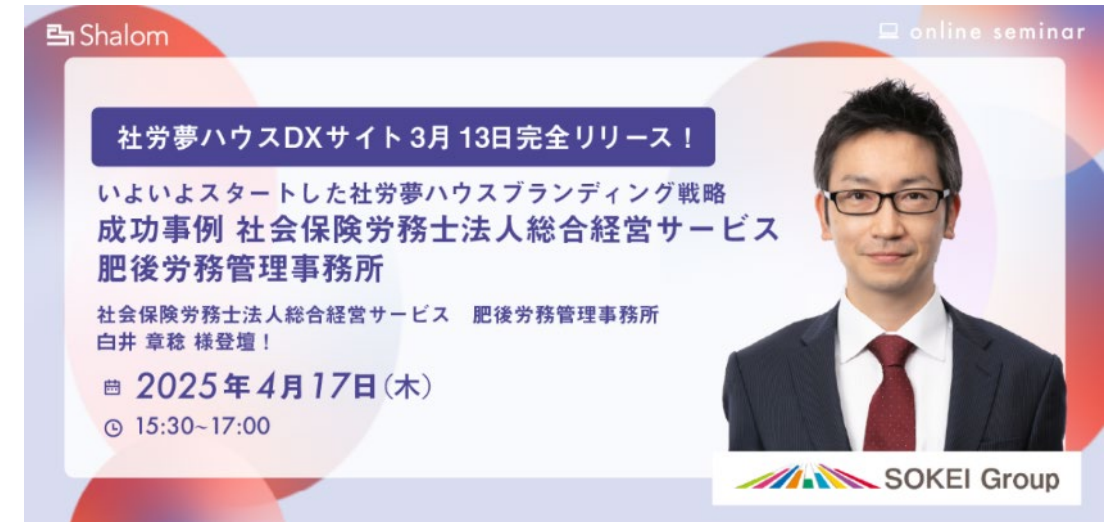
|   |  |  |
|---|--|--|
| <p><b>東京都</b></p> <p>社会保険労務士法人<br/>出口事務所<br/>出口 裕美 様</p>    | <p><b>沖縄県</b></p> <p>社会保険労務士法人<br/>堀下 &amp; パートナース<br/>堀下 和紀 様</p> | <p><b>静岡県</b></p> <p>吉羽社会保険労務士事務所<br/>吉羽 雅之 様</p>        |
| <p><b>東京都</b></p> <p>ビー・アイ・シー<br/>社会保険労務士法人<br/>清水 雅文 様</p> | <p><b>大阪府</b></p> <p>社会保険労務士法人<br/>京阪奈経営<br/>武居 利記 様</p>           | <p><b>岐阜県</b></p> <p>社会保険労務士法人<br/>杉原事務所<br/>杉原 浩志 様</p> |



# Promotion activities 2/Shalom House seminars

## Branding strategy for Shalom House

As part of the Shalom House branding strategy, labor and social security attorneys who use Shalom House are invited to give presentations at seminars to explain how their clients are currently using DX products and how clients start to use these products. The primary topics are the latest examples of how Shalom House is used and methods used for the growth of labor and social security attorney office business.




Shalom online seminar

**社労夢ハウスDXサイト 3月13日完全リリース！**

いよいよスタートした社労夢ハウスブランディング戦略  
成功事例 社会保険労務士法人総合経営サービス  
肥後労務管理事務所

社会保険労務士法人総合経営サービス 肥後労務管理事務所  
白井 章稔 様登壇！

📅 2025年4月17日(木)  
🕒 15:30~17:00

 SOKEI Group

## Remarks by attorneys who are benefiting from the use of Shalom House

Every month, a labor and social security attorney is invited to explain why he or she selected Shalom House and is continuing to use this service.



Shalom online seminar

**顧問先とつながるCLARINETサイト公開！**

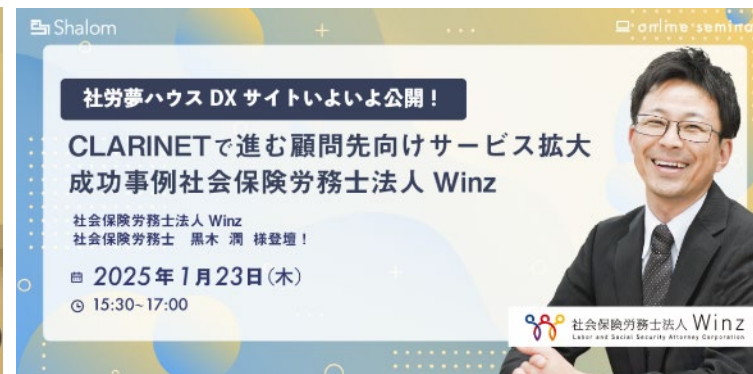
**加速する  
社労夢ハウスネットワーク構想 第3弾**

社労夢ユーザーのご登壇・事例のご紹介！

社会保険労務士法人杉原事務所 社会保険労務士 杉原 浩志 様

📅 2024年12月17日(火)  
🕒 15:30~17:00

 社会保険労務士法人 杉原事務所




Shalom online seminar

**社労夢ハウス DX サイトいよいよ公開！**

**CLARINETで進む顧問先向けサービス拡大  
成功事例社会保険労務士法人 Winz**

社会保険労務士法人 Winz  
社会保険労務士 黒木 潤 様登壇！

📅 2025年1月23日(木)  
🕒 15:30~17:00

 社会保険労務士法人 Winz  
Labor and Social Security Attorneys Corporation



Shalom online seminar

**社労夢ハウス DXサイト公開で進む**

**社労夢ハウスのブランディング戦略  
成功事例 吉羽社会保険労務士事務所**

吉羽社会保険労務士事務所  
吉羽 雅之 様登壇！

📅 2025年2月20日(木)  
🕒 15:30~17:30

 Harmon Capital Consultant  
吉羽社会保険労務士事務所

# Table of contents

|   |  |   |   |
|---|--|---|---|
| 1 | Group Overview and Business Activities..... 2P   | 5 | Business Topics for 2H FY3/25.....27P                 |
| 2 | Consolidated Financial Results for FY3/25.....8P | 6 | <b>Consolidated Earnings Forecast for FY3/26••32P</b> |
| 3 | Shalom Business.....19P                          | 7 | Measures to Upgrade Security.....35P                  |
| 4 | CuBe Business.....25P                            | 8 | Service Overview.....37P                              |



## Financial summary (consolidated)

**Forecast basically no change in sales, the result of expected steady growth of Shalom sales and an expected decline in CuBe sales following the end of a temporary increase in demand.**  
**Aiming for stable profitability by holding down IDC expenses and customer support expenses .**

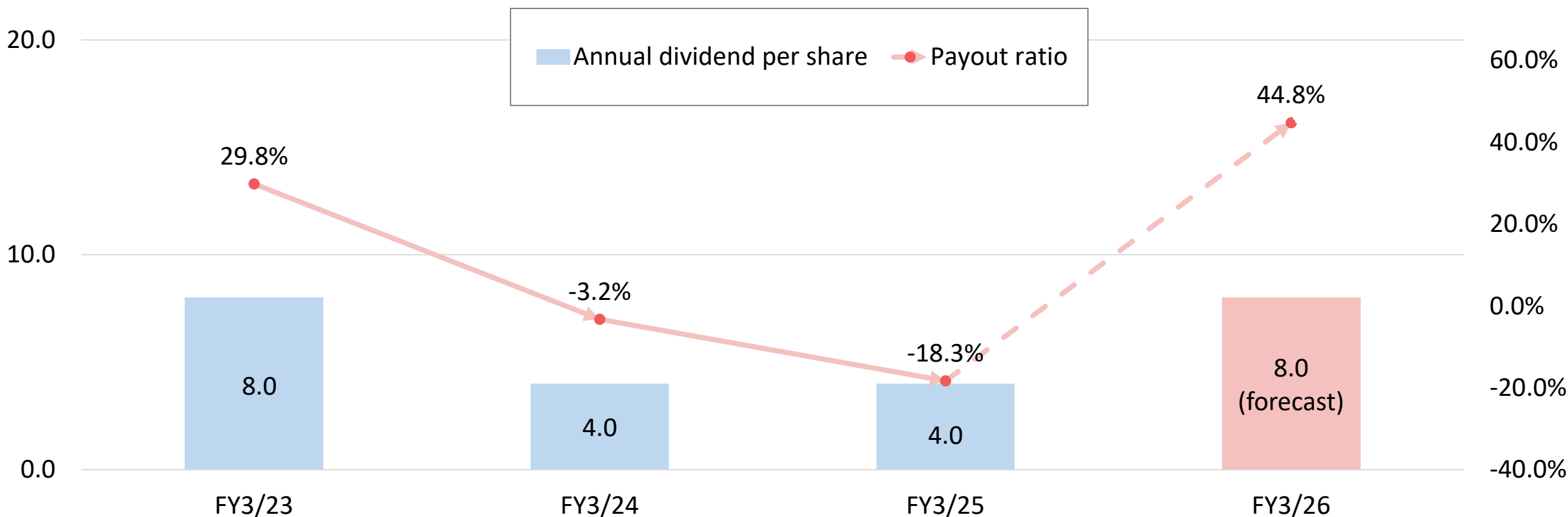
|   | FY3/25<br>Actual | FY3/26<br>Forecast* | YoY<br>Change |
|---|------------------|---------------------|---------------|
| Net sales                               | 3,290            | 3,200               | 97.3%         |
| Gross profit                            | 1,262            | 1,474               | 116.8%        |
| <i>Gross margin</i>                     | 38.4%            | 46.1%               | -             |
| Operating profit                        | (23)             | 150                 | -             |
| <i>Operating margin</i>                 | -                | 4.7%                | -             |
| Profit attributable to owners of parent | (118)            | 97                  | -             |

\*Announced on May 7, 2025 with the earnings release

## Dividend forecast for FY3/26

Our basic policy is to pay dividends while placing emphasis on the consistent distribution of earnings to shareholders.

Although there was a loss in FY3/25, a dividend was paid in accordance with this earnings distribution policy. The forecast for FY3/26 is to return the dividend to the level before the ransomware incident.



Unit: Yen

# Table of contents

|   |  |     |   |  |            |
|---|--|-----|---|--|------------|
| 1 | Group Overview and Business Activities.....    | 2P  | 5 | Business Topics for 2H FY3/25 .....          | 27P        |
| 2 | Consolidated Financial Results for FY3/25..... | 8P  | 6 | Consolidated Earnings Forecast for FY3/26 .. | 32P        |
| 3 | Shalom Business.....                           | 19P | 7 | <b>Measures to Upgrade Security.....</b>     | <b>35P</b> |
| 4 | CuBe Business.....                             | 25P | 8 | Service Overview .....                       | 37P        |

# Basic policy for upgrading security

## Main security initiatives of MKSystem

Many activities will continue for more quality and performance improvements and upgrades

| No | Action   | Description   |
|----|--|---|
| 1  | Upgrade network security   | <b>Full utilization of AWS security functions + Addition of multi-factor authentication</b>       |
| 2  | Upgrade endpoint security  | <b>Virus protection software + Behavior detection EDR (SOC)</b>                                   |
| 3  | Rigorous OS and software update management   | <b>Use automation/labor-efficient processes to shorten the time needed to start using updates</b> |
| 4  | Periodic penetration test (vulnerability test)   | <b>Testing when released and then twice every year</b>  |
| 5  | Periodic risk assessments and information security audits  | <b>Every month for individual themes</b>  |
| 6  | Review information security framework (using information security professionals)   | <b>Use advisory contracts with external info security specialists</b>                             |
| 7  | Establish framework for responding to information security incidents (computer security incident response teams (CSIRT)) | <b>Dispersed CSIRT (used only when an incident occurs)</b>  |
| 8  | Information security education for employees (education programs on a regular basis)                                     | <b>Switch to education programs created for specific roles and management levels</b>              |
| 9  | Reexamine the business continuity plan (IT-BCP)  | <b>Create and implement a plan using an AWS platform</b>  |

# Table of contents

|   |  |     |   |   |            |
|---|--|-----|---|---|------------|
| 1 | Group Overview and Business Activities.....    | 2P  | 5 | Business Topics for 2H FY3/25.....          | 27P        |
| 2 | Consolidated Financial Results for FY3/25..... | 8P  | 6 | Consolidated Earnings Forecast for FY3/26.. | 32P        |
| 3 | Shalom Business.....                           | 19P | 7 | Measures to Upgrade Security .....          | 35P        |
| 4 | CuBe Business.....                             | 25P | 8 | <b>Service Overview.....</b>                | <b>37P</b> |

# Our mainstay service (Shalom)



**A system for labor and social security attorney offices**  
**For number one and two tasks performed solely by social security attorney offices**

## Tasks performed by labor and social security attorneys

### No. 1 tasks

Preparation of reports submitted to govt. agencies and agency services for clients

### No. 2 tasks

Preparation of accounting ledgers in accordance with labor and social security laws and ordinances

### No. 3 tasks

Labor management and social security consultations and guidance (consulting tasks)



### Client company

Company A staff    Company B staff    Company C staff



### Labor and social security attorney office



### Administrative agencies



Public Employment Security Office (Hello Work), Pension office, Japan Health Insurance Association (Kyokaikenpo), Labor Standards Inspection Office, Health Insurance Society



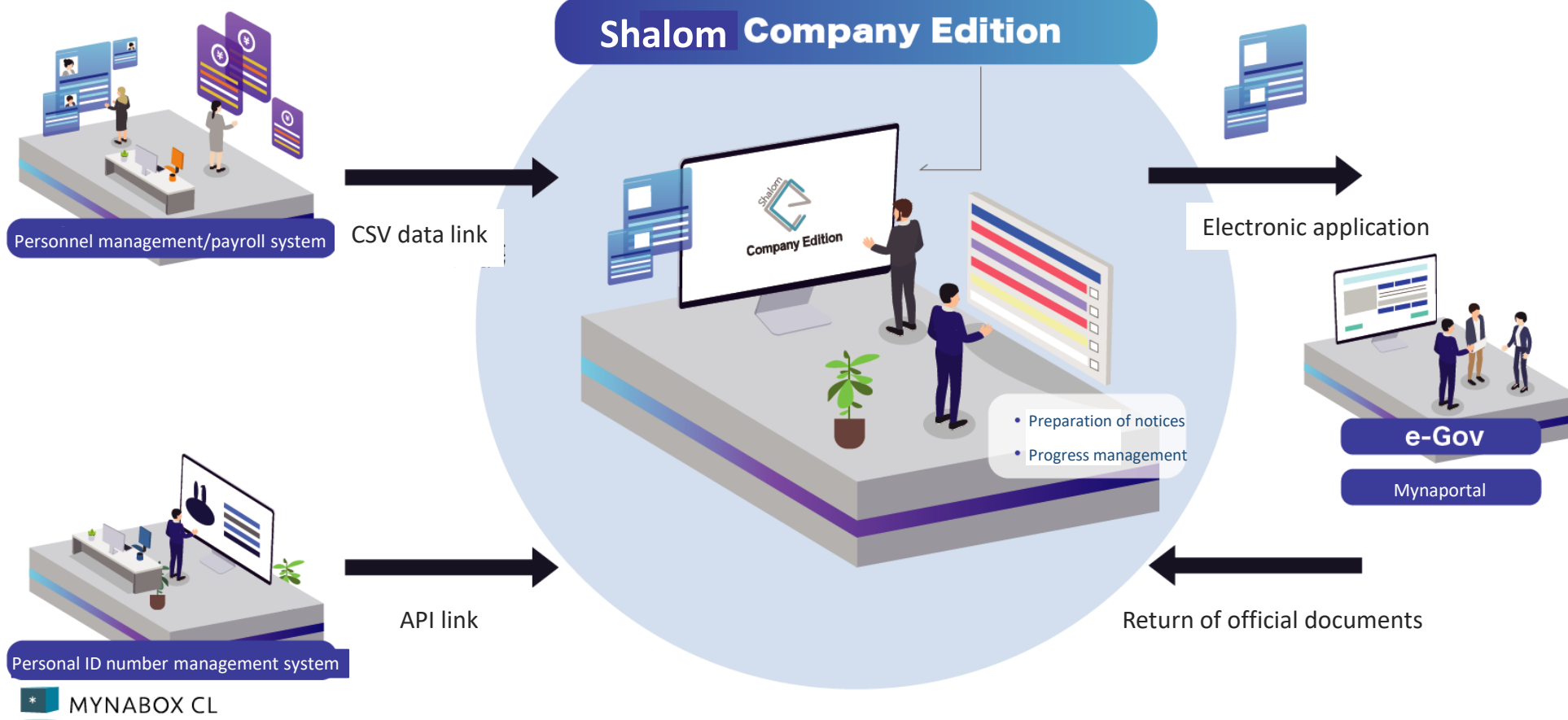
# Our mainstay service (Shalom Company Edition)



## Company Edition

A version of Shalom for companies that is fully compatible with making e-applications mandatory at large companies

Allows performing internally all application procedures for unemployment and social security insurance



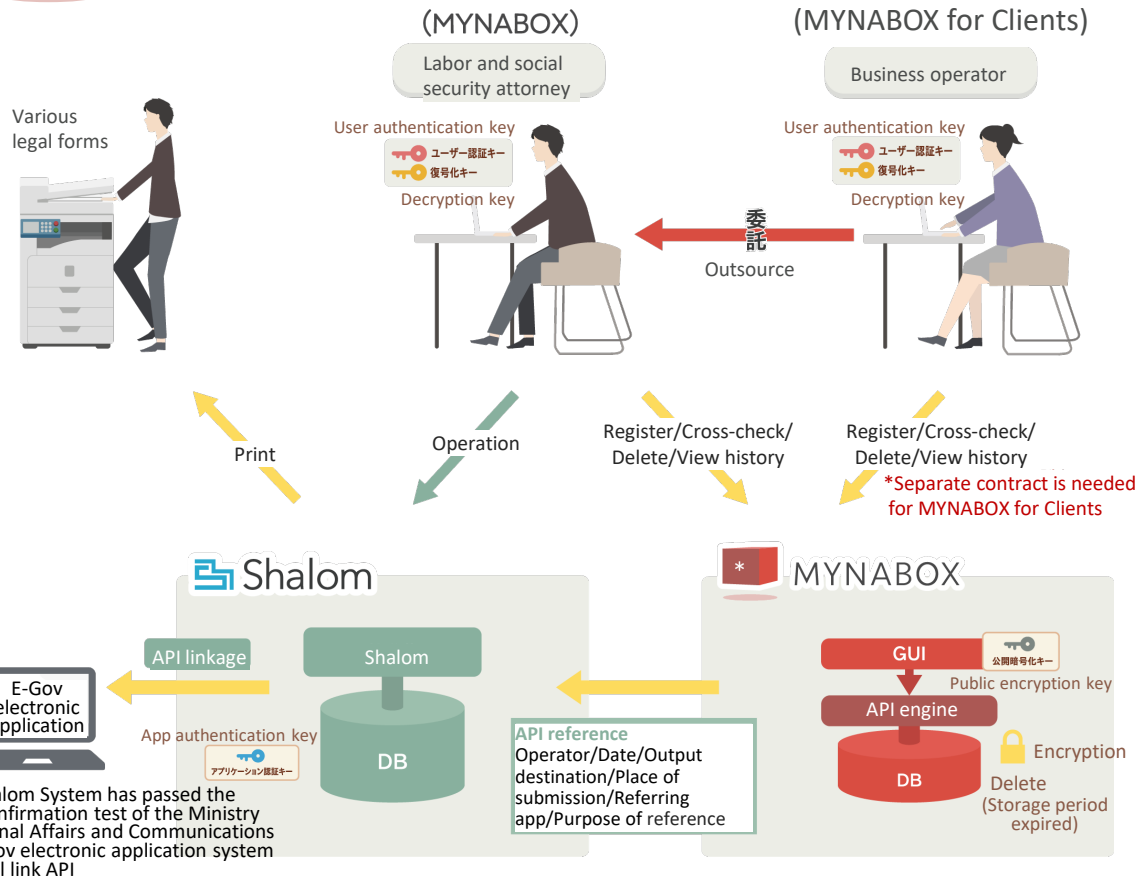
\*Shalom series personal ID number management system

\*Can be linked with products of other companies (consultation required)

# Our mainstay service (MYNABOX)

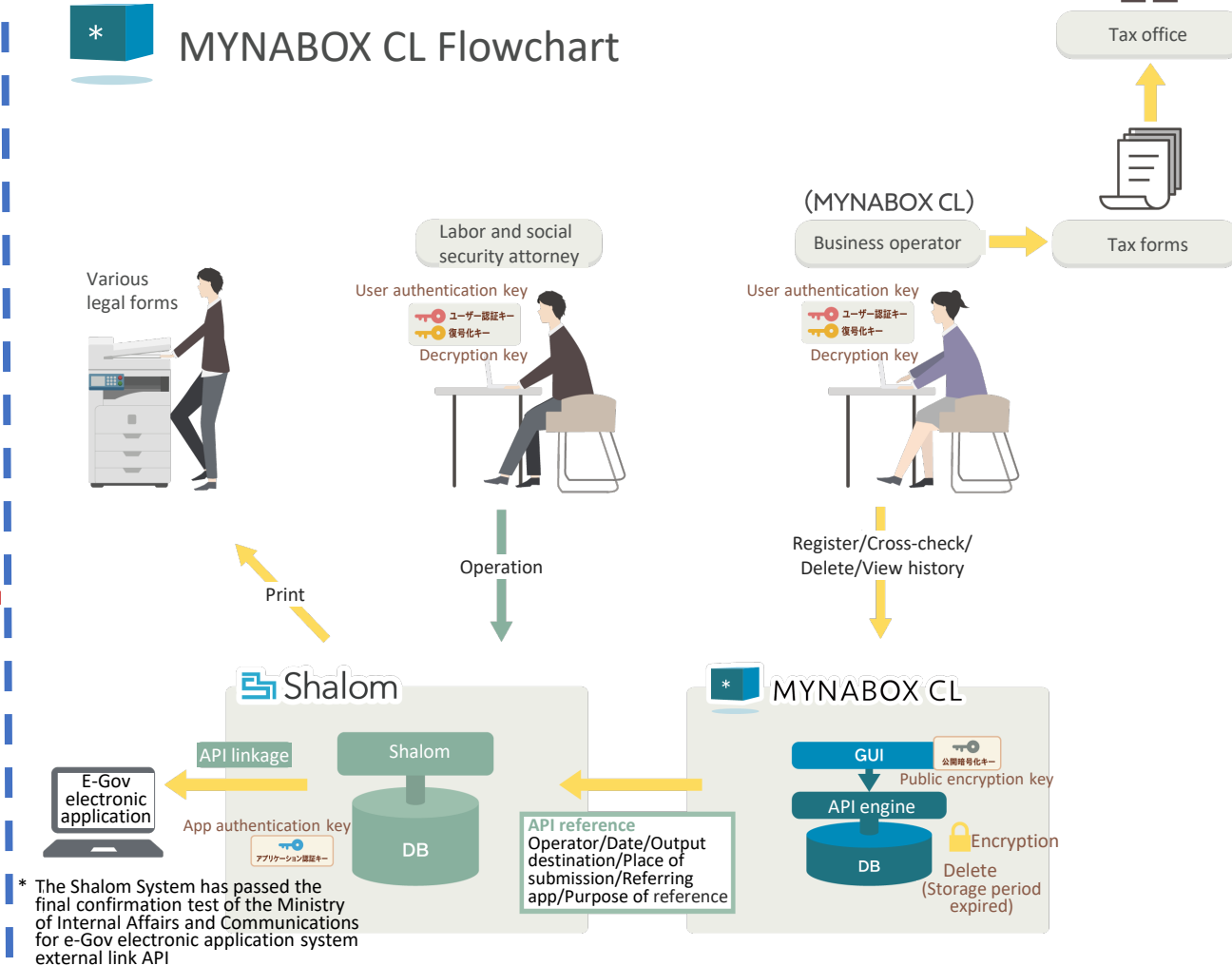
## MYNABOX

### MYNABOX Flowchart



A personal ID number management system that can be used with Shalom Links with a variety of procedures and a use history and other capabilities

### MYNABOX CL Flowchart





# Our mainstay service (Net de Komon)

ネットde顧問

Net de Komon

A web application for use with Shalom  
Use with master data recorded in Shalom

Concerned about erroneous transmission?

Can process with correct information.



Client company



Labor and social security attorney

One step payroll calculation by linking with work attendance data

Can be accessed anywhere and anytime (Smartphone access)

## Net de Shugyo

Real time access to employee's work attendance data. (Smartphone access)



## Net de Chingin

Uses the same payroll accounting system as that of labor and social security attorney offices. Cuts back payroll accounting steps.



## Net de Meisai

Paperless payroll slips. Realizes labor saving in stroke.



## Net de Uketsuke

Place orders with labor and social security attorneys on the web.



Data sharing among employees

## Net de Daicho

Employee data managed at labor and social security attorney offices can be accessed around the clock throughout the year



## Net de Kisoku

Facilitates safety management by disclosing labor/employment regulations on the Web



## Net de Schedule

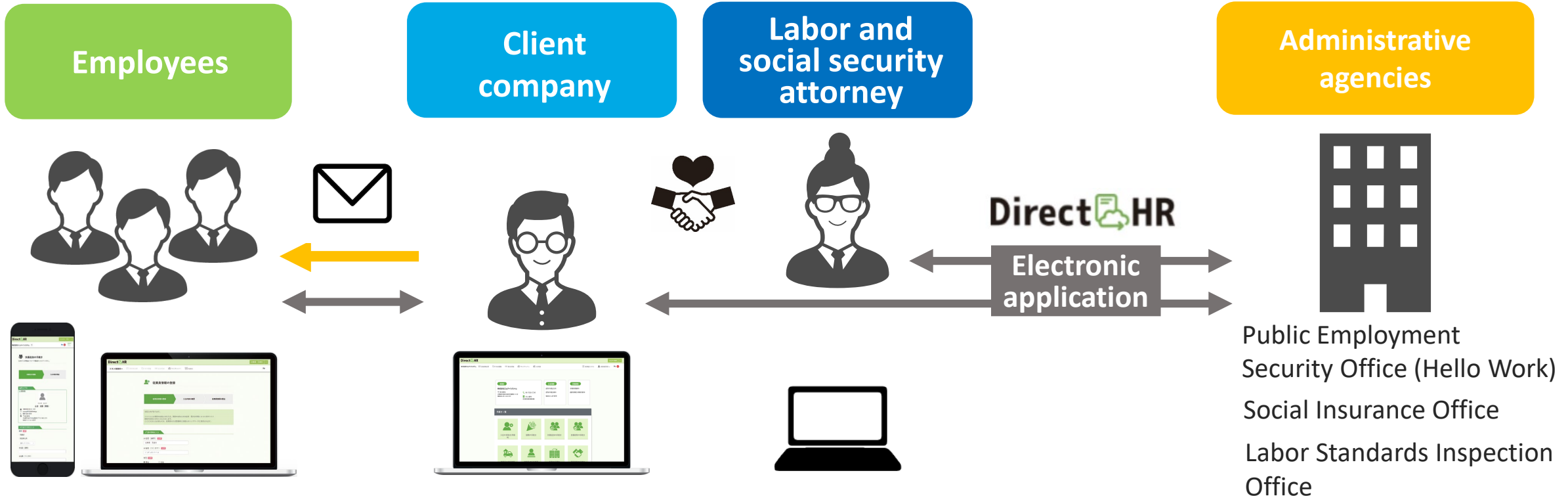
Management of business communication, in-house events, and personal schedules



# Our mainstay service (DirectHR)

## DirectHR

Centralized management using the cloud for all applications submitted by employees during their entire time at the company, including for events like childbirth. Smartphones and PCs can be used for applications. Handles everything from data input to e-applications.



New employment, retirement, addition/deletion of dependents, change of name and address, transfers, employment contracts, senior employment subsidy, start/end of child birth/care leave, nursing care payment, change in monthly salary, basis for calculating monthly salary, insurance benefit payments, change of category, register/change of personal ID number, year-end tax adjustment, payroll slips

# Our mainstay service (eNEN)



Fully supporting year-end tax adjustment operations by reducing tax filling input and implementing progress management function

## 1. It makes the operation easy to understand!

The screen guides you “what to do,” “when to do,” and “how to do.”



## 2. Registered information is displayed from the start!

- ✓ The screen initially displays a form without redundant inputs.
- ✓ The system automatically calculates the deductible amount.
- ✓ The screen initially displays filling data of the previous year.

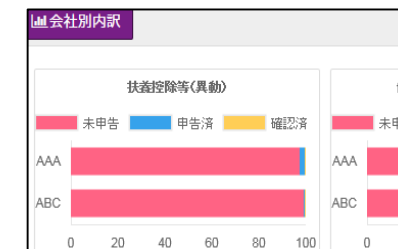
## 3. It reduces your workload at final submission!

- ✓ The system checks for your mistake.
- ✓ The system guides you what to submit.

## Enhanced control with authority settings

Supporting business process of large companies and shared service providers!

Work environment with multiple personnel are classified into three elements (company, department, and person in charge).



## Enhanced efficiency with progress management

It lets you know where the bottleneck is, thereby ensuring on-time delivery!

Progress of each process and the entire business process is managed on the system!



# Our mainstay service (Cloud Pocket)



Cloud Pocket

For the safe and easy distribution and receipt of official documents. Greatly simplifies the distribution of job separation forms, benefit receipt qualification confirmation notices, workplace accident forms and other official forms as well as important company forms and other documents.

Client company



● Official/company forms and documents



Labor and social security attorney



Employees



**Upload** required documents to Cloud Pocket.

Employees can **download** the documents at their convenience.

Eliminates the **time** and **expense** needed to send forms and documents by postal mail to individuals at other offices.

✓ Highly secure folders for individuals

✓ Big reduction in the need for postal mail and hand deliveries

✓ Also handles uploads from labor and social security attorney offices

# Our mainstay service

(Contracted development type semi-customized services / CuBe Business)



## Business Net CuBe

**Business process design + semi-customized system development**  
**Accurate and flexible like the one for custom-built houses**

Used by **half a million major company employees**. Your IT partner for the **reform of** human resources and general affairs **functions** as well as **for transition to DX**

### 人財CuBe Jinzai CuBe

Based on the job performance evaluation system, supports all the functions necessary for human resource development, self-personal performance assessment and human resource profiling

### 就業CuBe Shugyo CuBe

Covers all employee-related services, such as attendance management and payrolls and play roll slip checks

### 精算CuBe Seisan CuBe

Supports all the functions required for internal fiscal management, including payment to business partners and reimbursement of employee expenses



# Our mainstay service (GooooN / CuBe Business)



A cloud service for personal job performance evaluation system that supports job performance management of half million employees at major companies  
GooooN coordinates three business operations, deepens communication with employees, and supports human resource development led by on-site staff

The latest **evaluation and training tool** that you can use **on-site** on **a day-to-day basis**, **crystalizing know-how** that has been used by **large companies** for over 30 years

1

Prompting their growth through processes from execution to evaluation of **actual work**.

## Target & performance management

- We wish to let our personnel learn more about the management's intention.
- We wish to set up target & performance management that makes our employees to participate with more enthusiasm.
- We wish to link target management to improvement in corporate performance.

2

**Sharing** information from different viewpoints **among people concerned** to encourage daily growth.

## Human resource profile inquiry

- We wish to know personal profile of our staff in a timely manner.
- We wish to manage personnel data in single database and make full use of them.
- We wish to have a system to support employees' career development.
- We wish to have a contact point that directly connects personnel and personnel department.

3

Considering about future career, urging the personnel to develop as **he/she wishes**.

## Self-assessment / Career plan

- We wish to make consideration over my current position and the way I want to be in the future.

