Monstarlab：：

FY2023 1Q Investor Presentation Material

Monstarlab Holdings, Inc (Securities Code: 5255)

May 15, 2023

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- Organic growth through cultivating large customers
- M&A in regions that are sources of growth
- Strengthening talent growth and operations to support high growth

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Mission

Empower talent everywhere to engineer awesome products, services and ecosystems; building a brighter world for us all

Business

Monstarlab is a digital consulting firm driving our clients' innovation and digital transformation by leveraging talent all over the world

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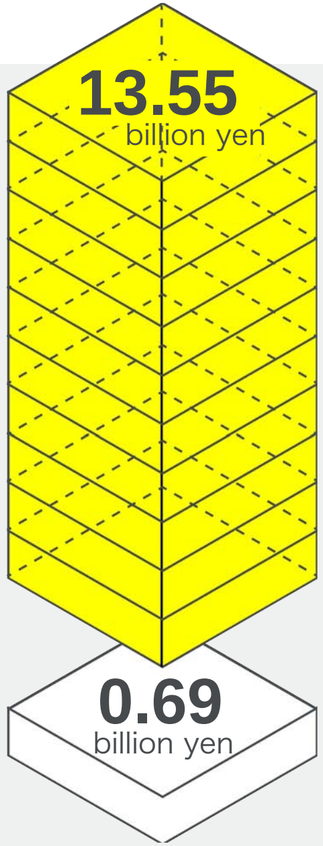
While focusing on digital consulting for major companies, Monstarlab also develops SaaS-type products to address common market issues



Digital Consultancy

Comprehensive DX* service provision aligned with our client's business

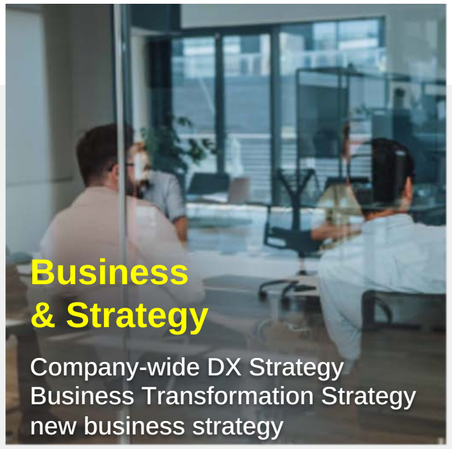
*Digital Transformation

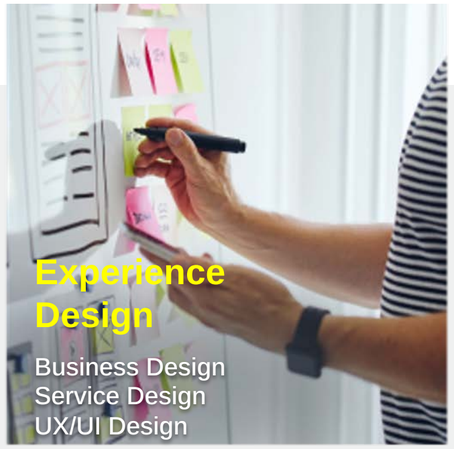
Product Business

Multiple SaaS-type services that resolve common global and market issues

MONSTAR.ch
Music streaming for retali shops

RAX EDITOR
RPA for SMEs





FY2022 Revenue 14.2 billion yen

Notes：DX stands for digital transformation. Most of the digital consultancy business is time and material-based work (clients are billed based on a fixed rate per hour for human resources who provide services and the number of hours worked).

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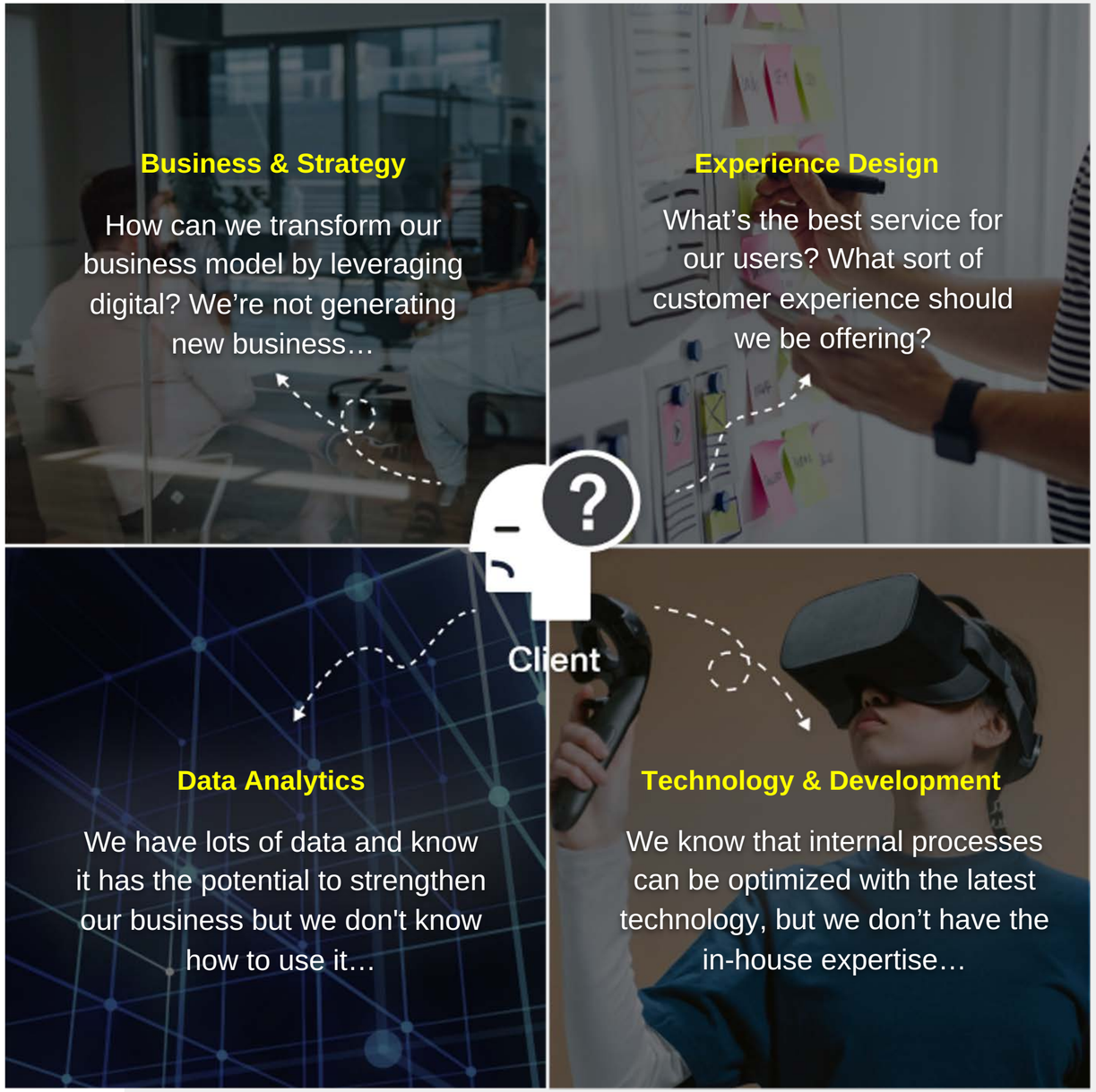
Aiming to **solve our clients' management issues** by leveraging comprehensive capabilities such as strategy formulation, system development, data analysis, and process optimization



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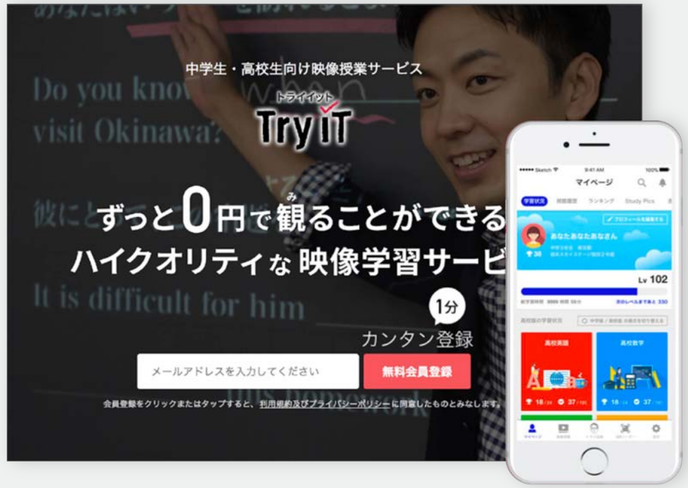
By accompanying Try in various IT initiatives, Monstarlab helped it transform its business

家庭教師のトライ

MVP

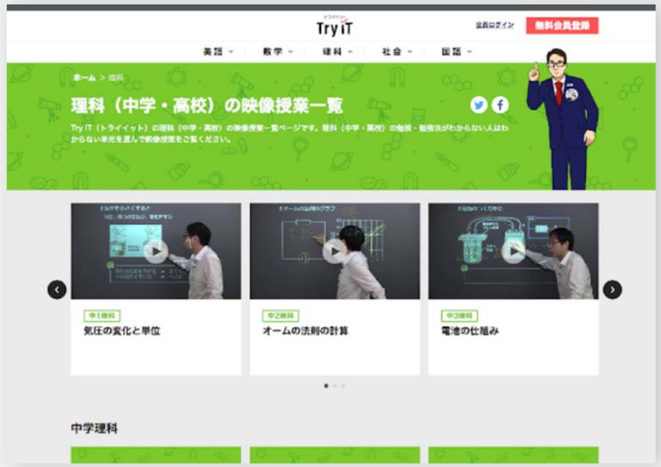
The MVP was designed with Youtube's UI in mind, leveraging its familiarity for students. Monstarlab proposed and implemented a chapter function to improve learning efficiency.

Try IT



We designed infrastructure that can respond to sudden spikes in access before midterm/final exams and also implemented SEO that covers a wide range of terms in the textbooks.

My Try Course



When launching a new course in 2017, we collaborated with the classroom tutors to design suitable routes for video lessons and plan the time allocation for the course.

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The result: As a leading ed-tech company, Try succeeded in acquiring a corporate valuation of over 110 billion yen

家庭教師のトライ

Number of user

over **1.5M**

Number of Youtube channel subscriber

over **0.6M**

Try IT is **super easy to understand!** Check it out!

Try IT's videos are **100 times easier to understand** than printouts!

Try IT helped me with history, geography and even math.

Notes: Comments were selected from comments solicited by Try IT on Twitter in 2017.
The number of users is as of December 2022.
Source: Nikkei (October 11, 2021), MARR

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Corporate Valuation

110 **Billion Yen**

(as of October 2021)

"The appeal of Try is that... it has established a system where one-to-one **tutoring can be taken online anywhere**, and has made **successful digital investments**, such as linking it to the free video tuition service Try IT."

Yukinori Sukeyama, Partner, Japan Co-Chairman, Representative Director, CVC Asia Pacific Japan

日本経済新聞

家庭教師のトライ、英ファンドが1100億円で買収

【イブニングスクープ】

2021年10月11日 18:00 [有料会員限定]

Think! 多様な視点からニュースを考える

個別教室のトライ

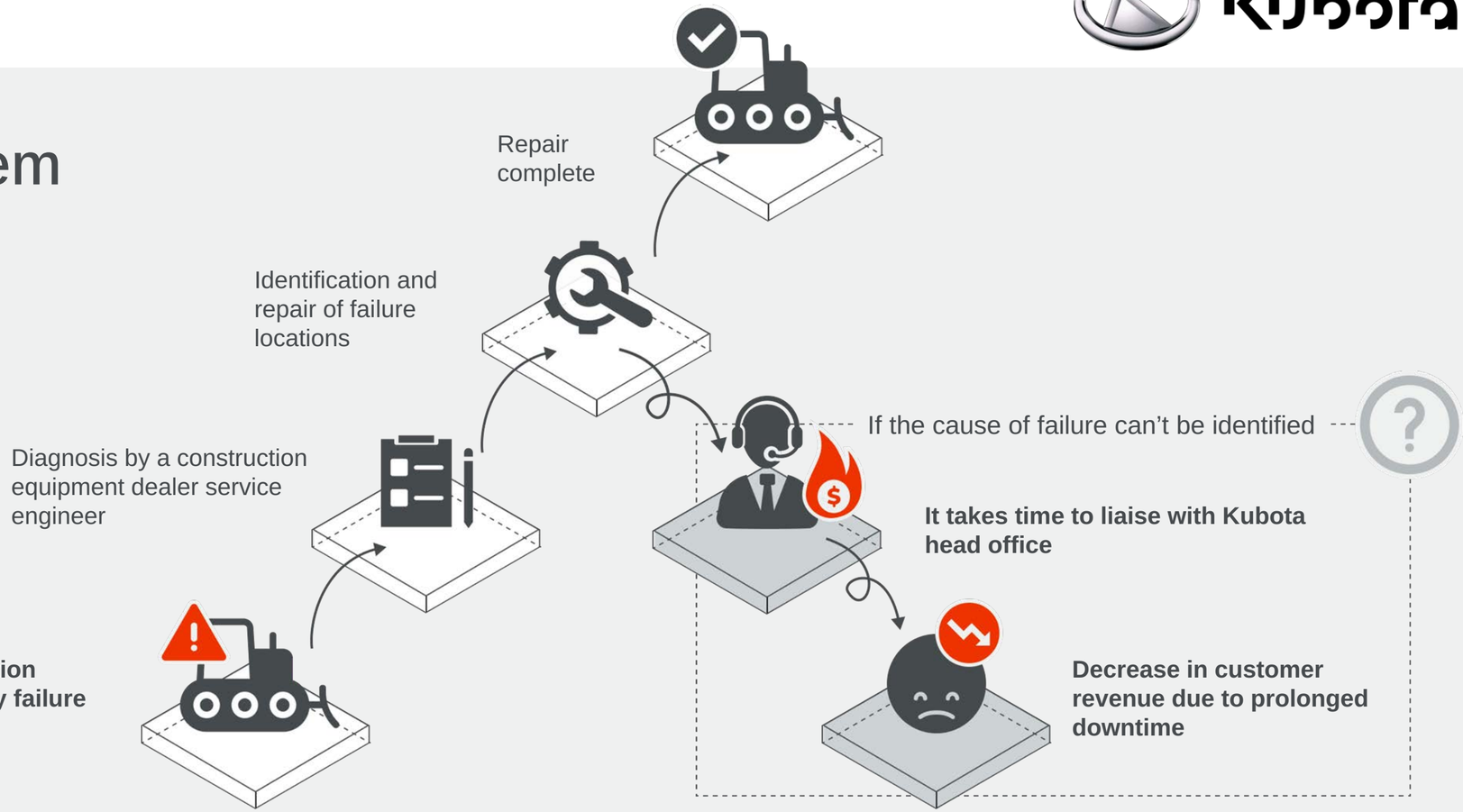
トライは「個別教室のトライ」などを運営する（トライ日本個人形同校）

英投資ファンドのCVCキャピタル・パートナーズは、「家庭教師のトライ」を手がけるトライグループ（東京・千代田）を1100億円程度で買収する。新型コロナウイルスの感染下でオンライン教育が浸透するなか、人工知能（AI）関連の投資を増やし競争力を高め、3～4年後の上場を目指す。教育ビジネスで、デジタル投資が生き残りを左右する要因になってきた。

トライは家庭教師や個別指導塾を全国で展開し、1100カ所の拠点を持つ。登録する家庭教師の数は20万人を超える。家庭教師でシェア約1割の最大手だ。非上場だが2021年5月期の売上高は約500億円と、上場企業では東進ハイスクールを手がけるナガセと同規模。トライグループはこの数年増収基調で、EBITDA（税引き、利払い、償却前利益）は80億円強と収益性も業界内では高い。

In Kubota's business, the effectiveness of repairs is directly linked to profitability. Improving the quality of repair services using digital capabilities was a key issue.

Problem



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By consolidating our global areas of expertise, we successfully developed a high-quality app aligned with local needs, Kubota Diagnostics, in just 6 months

Kubota

Monstarlab Japan

Monstarlab Vietnam

Monstarlab Americas

JAPAN

Extensive track record in development with a global perspective. Ability to implement UI/UX design aligned with local needs.

1 Global Team

VIETNAM

Extensive track record in development with a global perspective. Fast, low-cost implementation based on local needs

USA

Extensive track record in AR development. Maximizes application of knowledge in the design stage.

Labor was saved in the diagnostic process by leveraging AR. The diagnostic process was also improved by using collected data.

Building on the success of Kubota Diagnostics, we continue to support Kubota in addressing their business challenges

End of 2019

Launch of Kubota Diagnostics

First half of 2020

Improving utilization of Diagnostics

Second half of 2020

Expanding Diagnostics to overseas markets

2021

Expansion from construction to agricultural equipment

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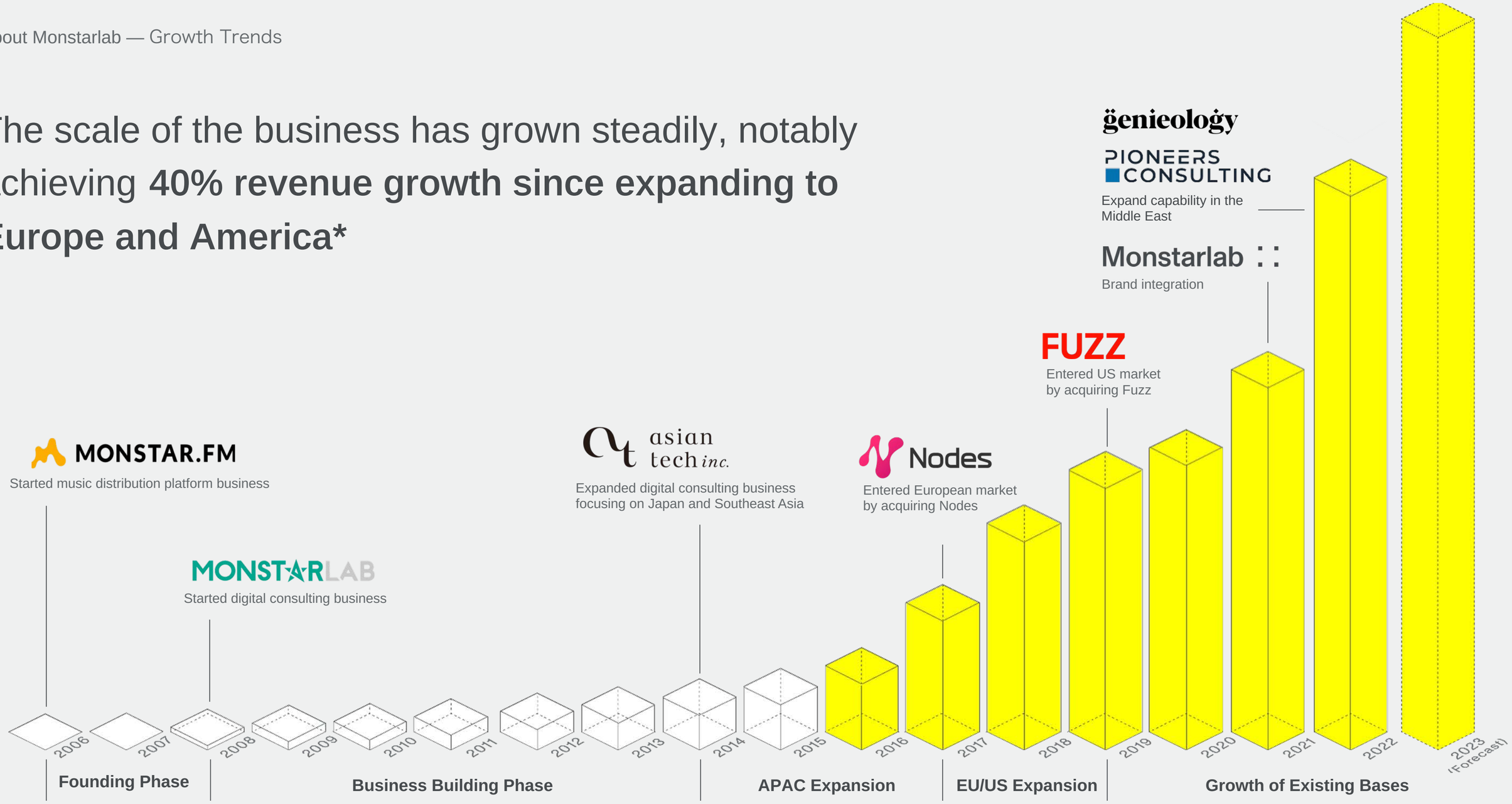
The scale of the business has grown steadily, notably achieving **40% revenue growth since expanding to Europe and America***



Note: After European and U.S. expansion = 2016-2022; 2023 is excluded from annual growth because it is a forecasted performance figure

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Our organization of 1,500 people globally comprises Revenue Centers (mainly in Japan, W. Europe, and USA) and Delivery Centers (mainly in S.E. Asia, E. Europe, and S. America)

No. of sites

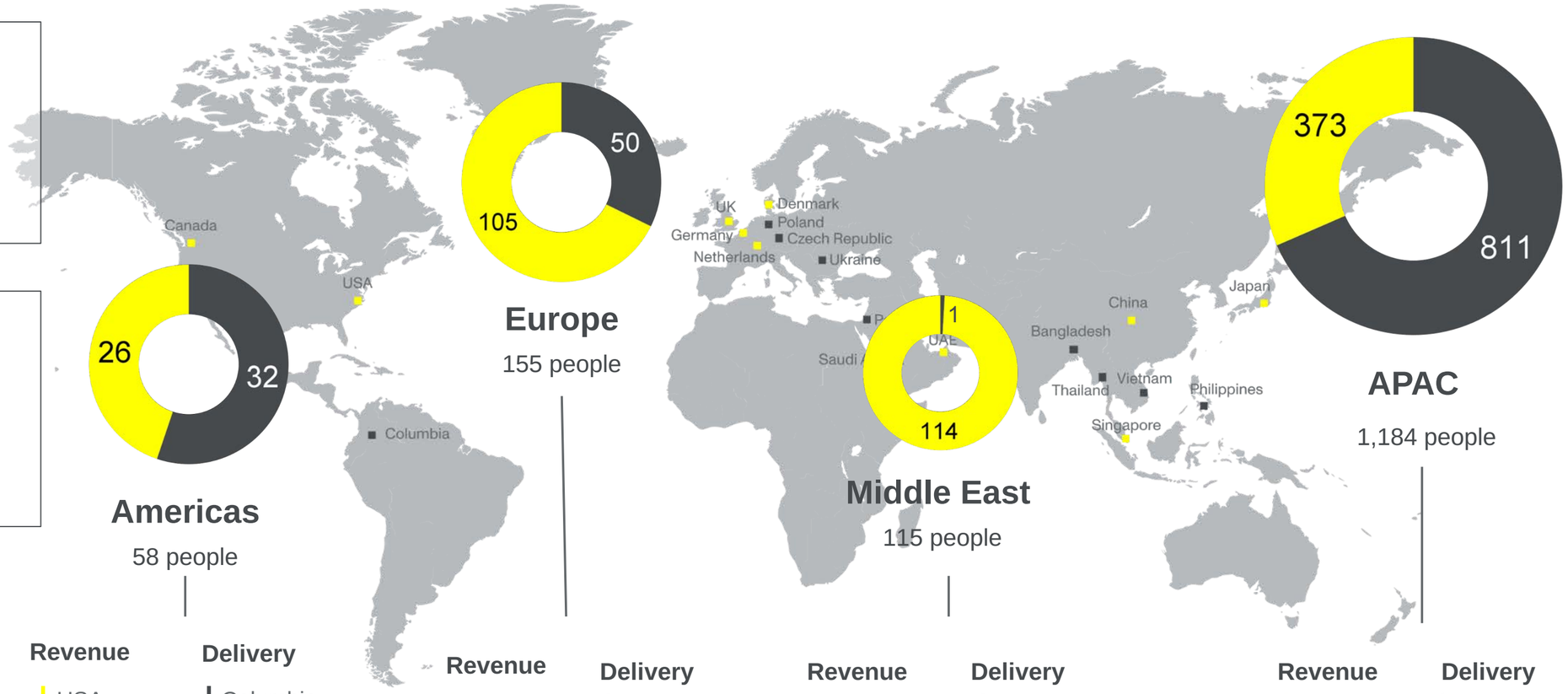
20 Countries

33 Locations

Employees

About **1,500**

People worldwide



Americas

58 people

Revenue
- USA
- Canada

Delivery
- Columbia

Europe

155 people

Revenue
- Denmark
- UK
- Germany
- Netherlands

Delivery
- Poland
- Ukraine
- Czech Republic

Middle East

115 people

Revenue
- UAE
- Saudi Arabia

Delivery
- Palestine

APAC

1,184 people

Revenue
- Japan
- China
- Singapore

Delivery
- Vietnam
- Philippines
- Bangladesh
- Thailand

Notes:As of March 31, 2023. Locations include subsidiary offices. APAC = Asia Pacific

We have established a **borderless, diverse** governance and executive structure

Board of Directors

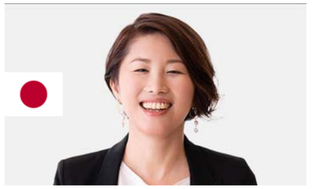
Hiroki Inagawa
Group CEO

Yoshihiro Nakahara
CFO/Director

Masahiko Matsunaga
Director

Mark Jones
EVP/Managing Director

Toshihito Nagai
External Director



Chiamin Lai
External Director

Group Leadership

Hiroshi Osada
CIOO/EVP

Michael Rendell
Head of P&C

Roger Lakhani
Head of Group Finance

Takuya Yamaguchi
Head of CEO Office

Sara Bastholm
Head of Corporate Branding & Communications

Sumito Suzuki
Head of Legal

Business leadership

Kiyotaka Izumi
Director of Monstarlab, Inc.

Tomoyuki Uno
Managing Executive Officer of Monstarlab, Inc.

Hiromitsu Kohinata
Managing Executive Officer of Monstarlab, Inc.

Daisuke Hirata
CTO of Japan+/Managing Executive Officer of Monstarlab, Inc.

Calvin Hart
Experience Lead of International Markets

Paul Klinkhamer
Strategy Lead of International Markets

Steffen Sommer
CTO of International Markets

Note : Flags indicate country of residence

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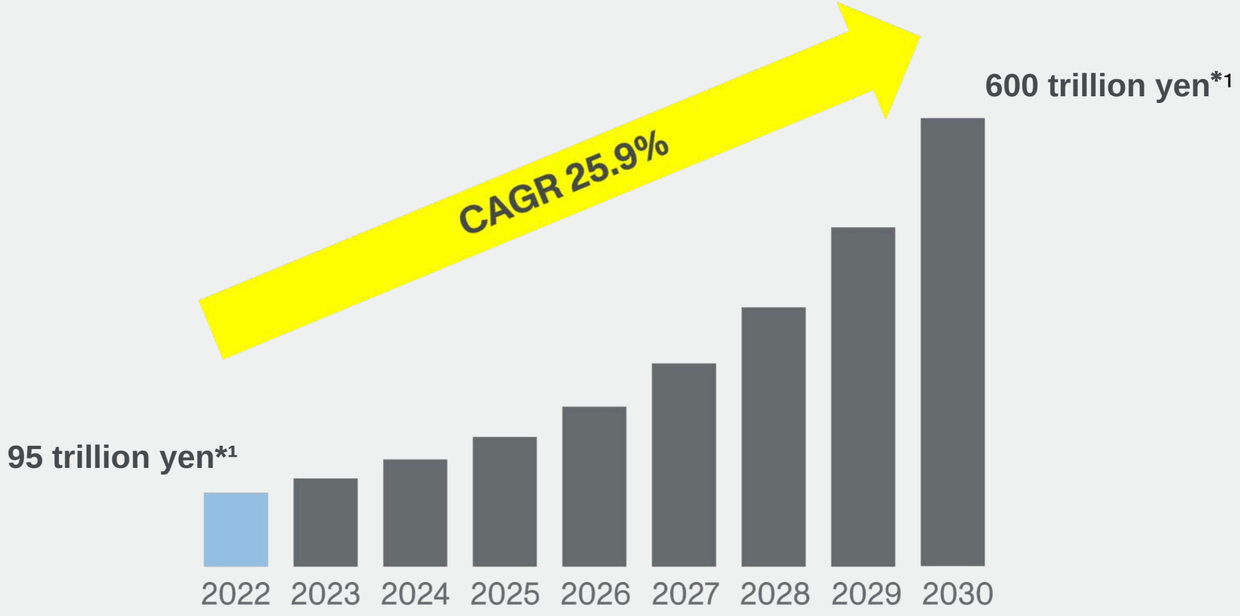
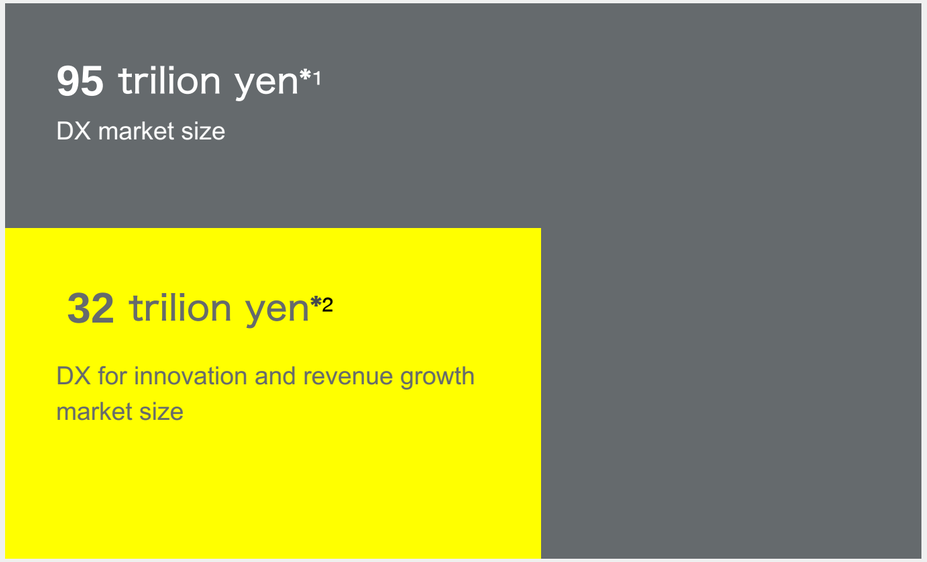
The DX market is growing rapidly at a pace of over 20% per year.
Within this, the DX market for innovation and revenue growth is a major global market of around 32 trillion yen





Source:
*1 Grand View Research, ”Digital Transformation Market Size, Share & Trends Analysis Report, 2022 - 2030” (Calculated based on USD = 130 JPY).
*2 Calculated by Monstarlab. (Based on the figure in the "Corporate IT Trends Survey Report 2022" by the Japan Information System Users Association, which states that "the target ratio for value-enhancement is 34.4% of the IT budget.” The DX for innovation and revenue growth market size was therefore calculated as representing 34.4% of the DX market.)
The market size is based on publicly available data. Since the scope of statistical research has certain limitations and calculations are based on estimates, including the use of past trends, the estimated market sizes may differ from actual figures.

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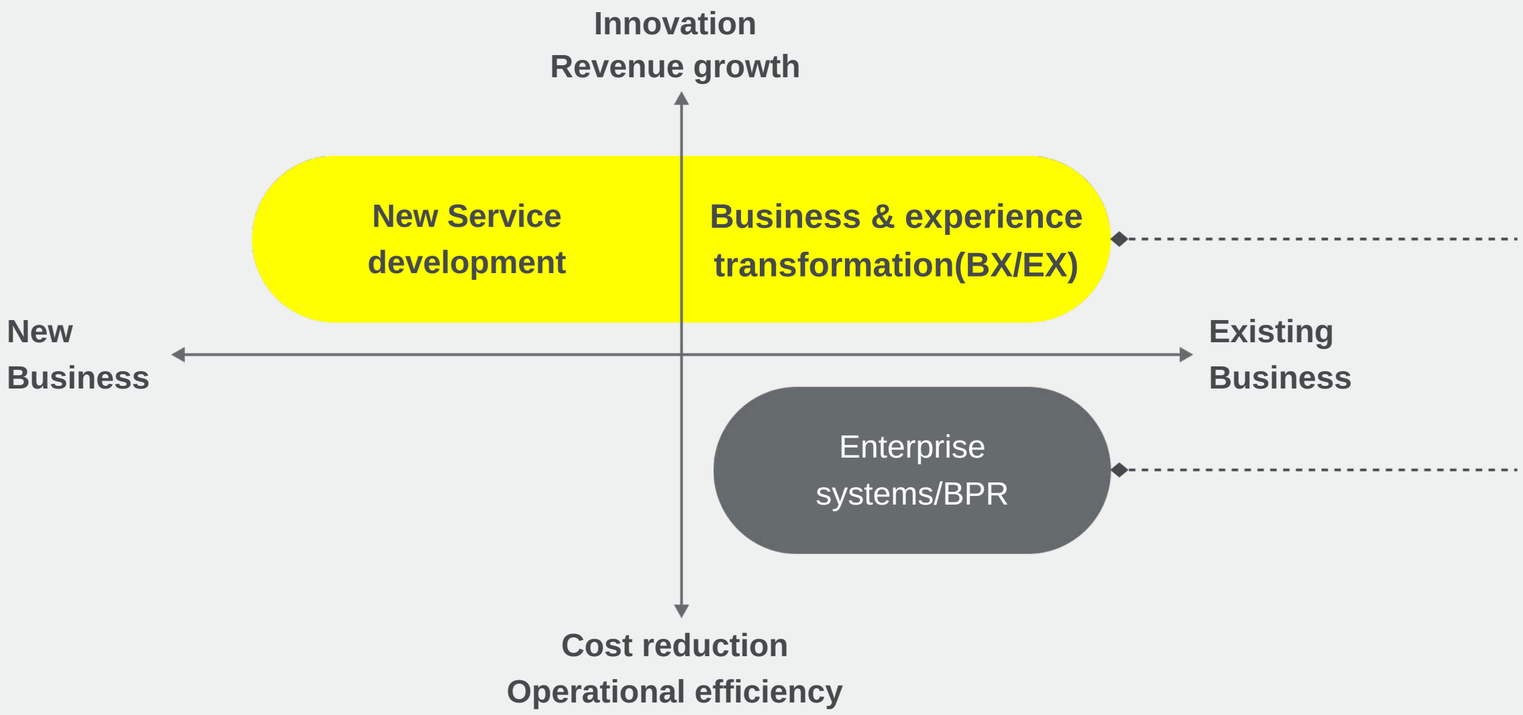
Our areas of expertise are in digital transformation for **innovation** and **revenue growth,** such as **new service development** and **business & experience transformation**



Digital consulting firms' (Monstarlab's) areas of expertise

Monstarlab ∷

Slers' and Consulting firms' areas of expertise

∷ Notes:Firms providing consulting services specializing in digital strategy, experience design, technology, data analysis, etc. The categorization of companies is based on Monstarlab's analysis.

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Monstarlab is a rare company that combines innovation & co-creation, enterprise-scale services and one global team

Innovation & co-creation

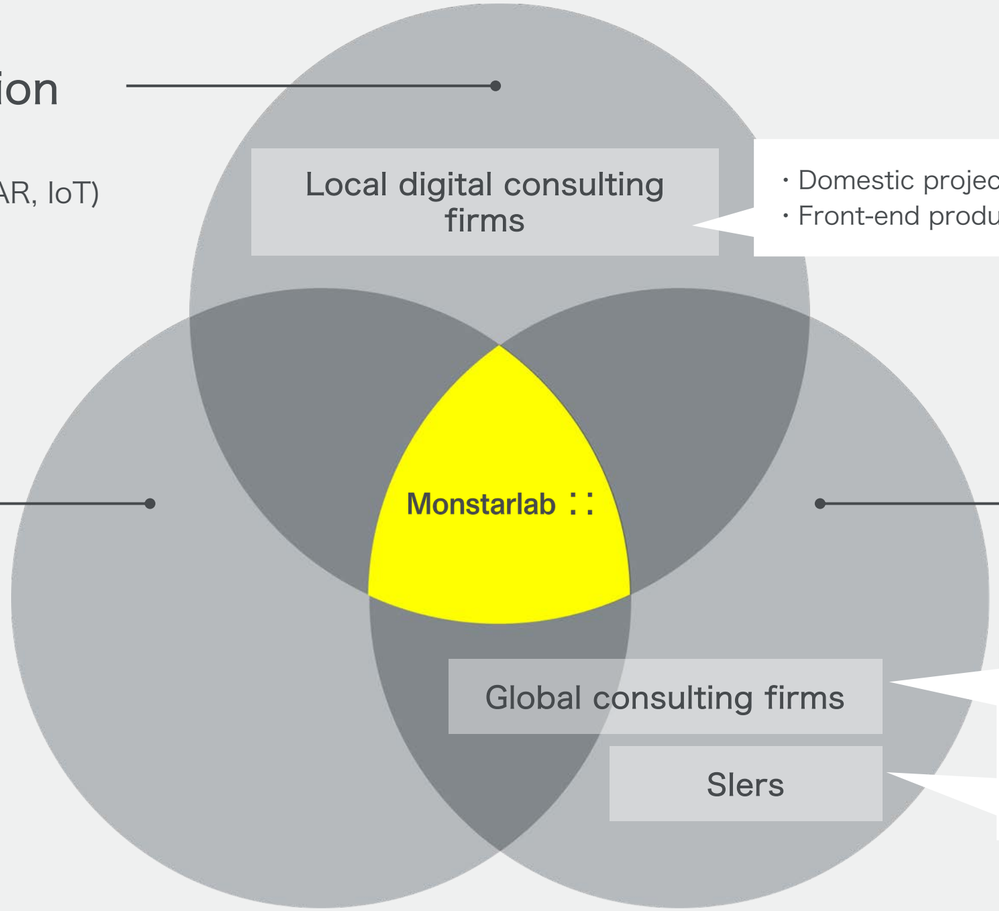
- Agile DX
- Advanced technology (AI, AR, IoT)

Global service

- Service for international clients
- Advanced global case studies

Enterprise-scale

- Large-scale development
- Core system integration



- Domestic project focus
- Front-end products only

- Focus on project delivery
- Mainly traditional approach and technologies

*Trend viewed from Monstarlab's perspective.

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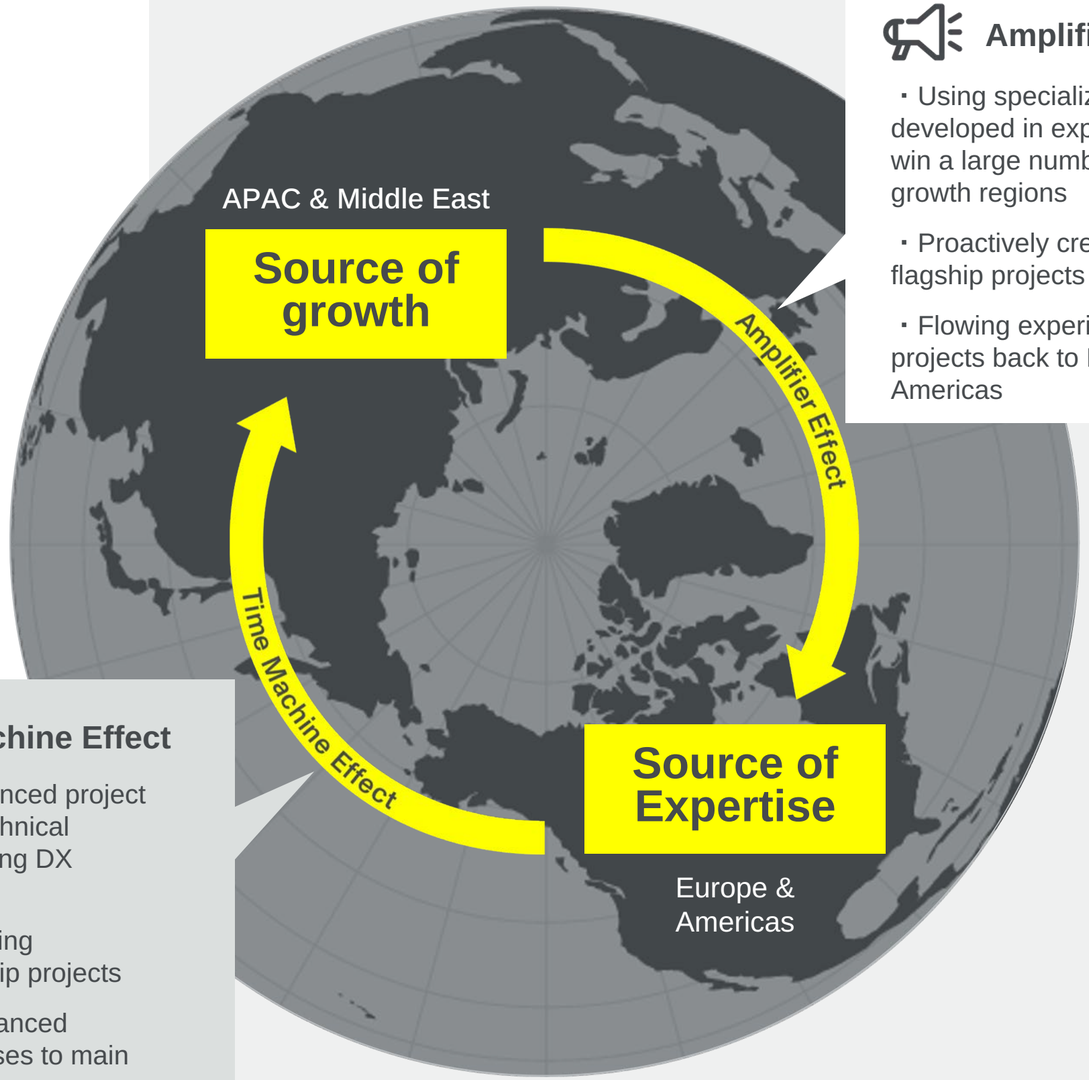
We pursue growth by viewing **APAC and the Middle East as regions that are sources of growth** and leveraging advanced expertise from Europe and the Americas



Amplifier Effect

- Using specialized knowledge developed in expertise regions to win a large number of projects in growth regions
- Proactively creating large-scale flagship projects
- Flowing experience with major projects back to Europe & Americas

Time Machine Effect

- Developing advanced project experience and technical capabilities in leading DX consulting regions
- Proactively creating cutting-edge flagship projects
- Transferring advanced experience and cases to main growth areas

APAC = Asia Pacific region, Americas = North and South America

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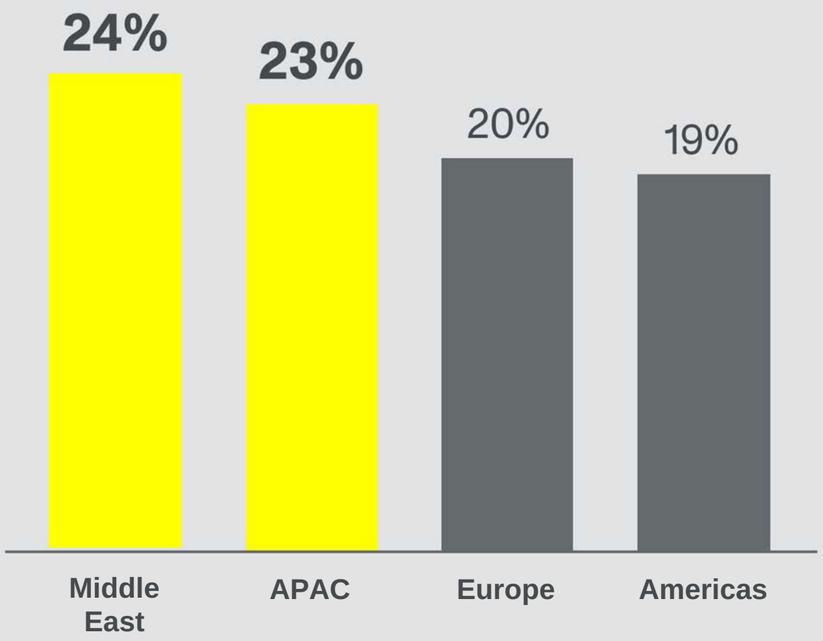
Mid-to long-term growth is expected in the Middle East and APAC based on **macro-economic trends**

DX Market Growth Rate (2021-2027)



Middle East

Ongoing government-led large-scale investment aimed at becoming cutting-edge global region

Metaverse Strategy (UAE)

Focused investment in the Metaverse and related areas aimed at making Dubai the world's leading city in this field over the 5-year period starting 2022.

Investment in advanced areas (Saudi Arabia)

Focused investment in the massive NEOM smart city project, blockchain companies, and advanced telecommunications infrastructure development.

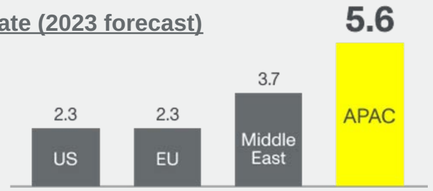
APAC

High economic growth and digital transformation of society driving high growth in the DX market

Scope of economic expansion

APAC GDP growth outpaces other regions

GDP growth rate (2023 forecast)



Digital maturity reaching level of developed countries

Example: APAC's current smartphone penetration rate is lagging behind (68% vs. EU = 82%, Americas = 86%) but is expected to reach the level of developed countries by 2025 (83%)

*Middle East for the DX market growth rate refers to UAE and Saudi Arabia.
Source: Global Digital Transformation Market Report (2021, KBV Research) for DX market growth rate, IMF for GDP growth rate, Statista for smartphone penetration rate, literature search.

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Executive Summary

Unit: million yen

1Q Results

Revenue

3,638

+17.1% YoY

Operating income

353

9.7% op margin

Profit(loss) attributable to owners of parent

197

YoY+49.4%

Revenue progress rate

20%

Average of 21% over the past 2 years

1Q Financial Results

・There was a temporary decline in revenue in APAC (mainly Japan) due to project turnover, but EMEA (mainly the Middle East) drove revenue growth.

・In addition to proactive investment to enable growth, one-time costs such as costs associated with the switch from outsourced suppliers to employees and l isting-related expenses put pressure on profit, resulting in lower than expected results for the digital consultancy business, but the contribution from the gain on the sale of the Koala business helped the results land in the black.

・Going forward, we plan to steadily transition to a profit-creation phase by increasing sales per customer for newly acquired projects in APAC and improving profitability by switching from outsourced suppliers to employees in EMEA.

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Revenue grew 17% YoY and operating profit was in the black

Revenue: +17% YoY due to growth in EMEA, despite temporary sales decline in APAC.

Cost of sales: Increased due to proactive investment in recruitment and a temporary cost increase due to switching from outsourced suppliers to employees.

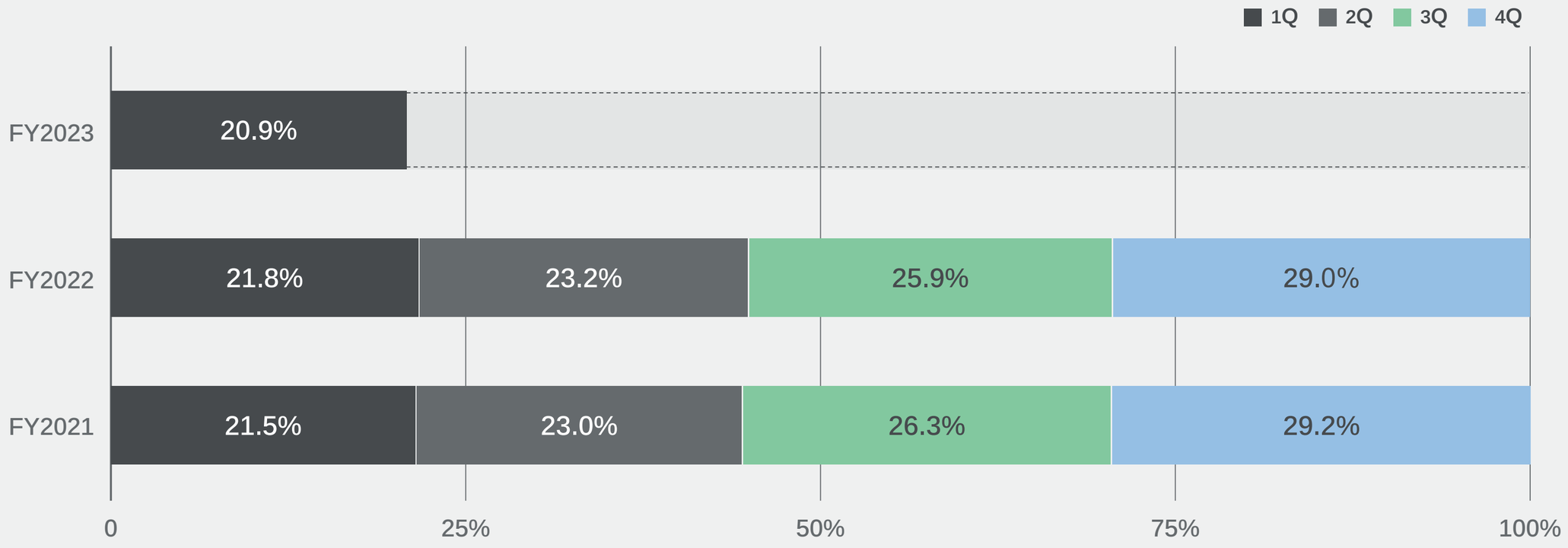
SG&A: Temporary increase due to listing-related expenses and expenses related to the sale of the Koala business.

Operating profit: In the black due to the contribution from the sale of the Koala business.

Unit: million yen

	FY2022 1Q	FY2023 1Q	Change	Percentage Change	Full Year Earnings Forecast	Rate of Progress
Revenue	3,107	3,638	+530	+17.1%	17,441	20.9%
Cost of sales	2,003	2,553	+550	+27.5%	-	-
Gross profit (Percentage)	1,104 (35.5%)	1,084 (29.8%)	-19 (-5.7pt)	-1.8%.	-	-
Selling, general,and administrative expenses	1,121	1,470	+349	+31.2%	-	-
Operating profit(loss) (Percentage)	-7 (-0.2%)	353 (9.7%)	+360	-	1,468 (8.4%)	24.1%
Profit(loss)before income tax (Percentage)	200 (6.4%)	251 (6.9%)	+51	+25.4%	1,388 (7.9%)	18.1%
Profit(loss)attributable to owners of parent (Percentage)	131 (4.2%)	197 (5.4%)	+65	+49.4%	883 (5.0%)	22.3%

Progress against full-year revenue forecast is comparable to previous years



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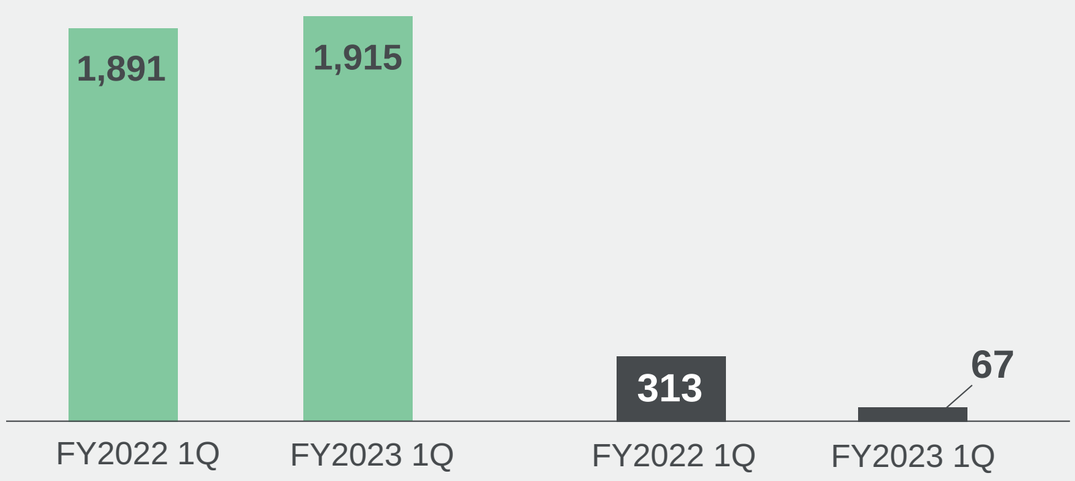
APAC: Revenue slowed due to one-time factors, but revenue and profit are expected to increase in the second half of the year

APAC

Unit: million yen



	2022 1Q	2023 1Q	Change	Percentage Change
Revenue	1,891	1,915	+23	1.2%
Operating profit	313	67	-246	-78.4%

- Revenue growth slowed due to a decrease in the number of new projects won as a result of consultants focusing on project delivery in 2Q and 3Q of last year and project turnover in the current fiscal year.
- We are recruiting at twice the pace of last year and have already established a system that enables consultants to work on new project acquisition, and as of 1Q, we had acquired 16 new projects, up 60% from 10 in 2Q and 3Q last year.
- The new projects have not yet reached the development phase and the amount of revenue is small, so their contribution to revenue is limited. However, both revenue and profit are expected to improve as these projects move into the development phase through 2Q and 3Q.
- Recruitment to enable further revenue growth is ongoing, and talent and recruiting costs are currently putting pressure on profit, but this increase in talent is expected to contribute to higher revenue and profit in the second half of the year.

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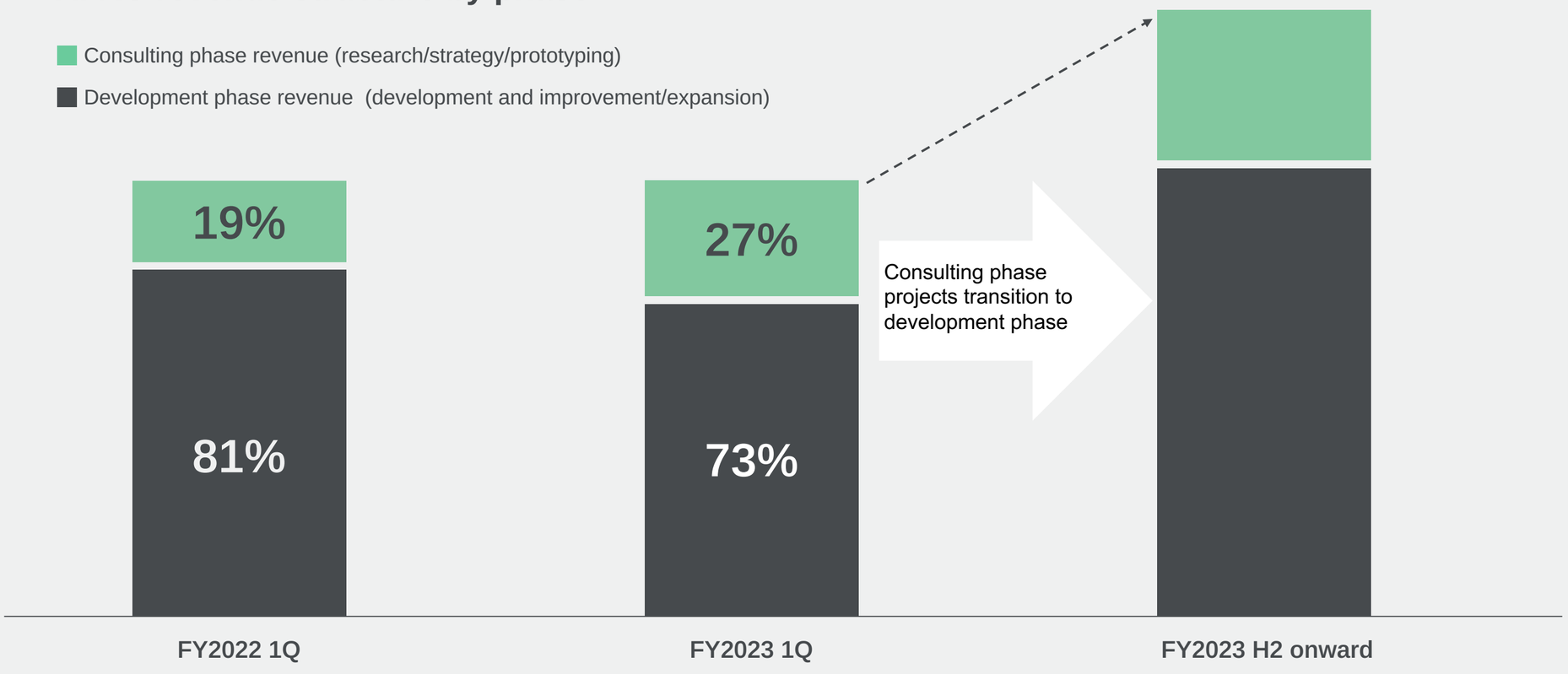
APAC revenue is expected to increase as projects transition from the consulting phase to the development phase

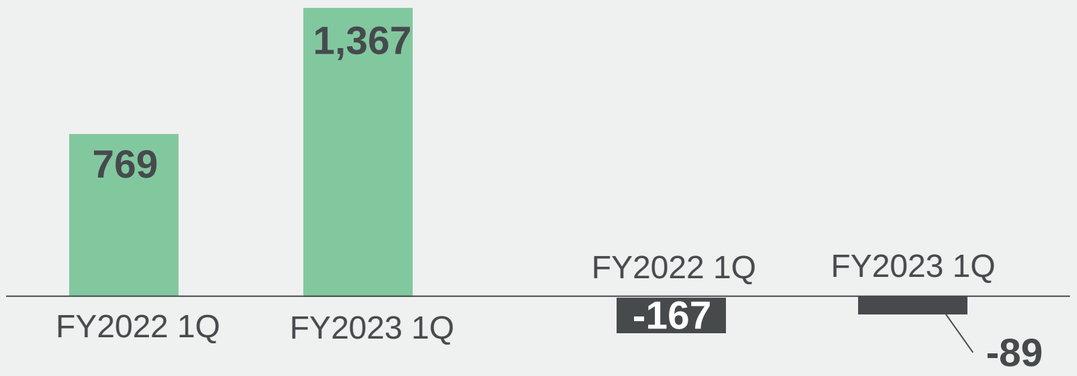
APAC revenue structure by phase



EMEA: Increased competitive advantage through M&A last year and succeeded in acquiring and developing large customers, leading to +77% YoY sales growth

EMEA

Unit: million yen



	2022 1Q	2023 1Q	Change	Percentage Change
Revenue	769	1,367	+597	77.7%
Operating profit	-167	-89	+78	-

- Achieved significant revenue growth of +77% YoY due to expansion of existing clients, acquisition of strategy area projects, and large government projects. The four service lines (strategy, design, development, and data analysis), which were rolled out in an agile manner as a result of M&A last year, made a significant contribution to client acquisitions.

- On the other hand, as originally planned, presales and proactive investments to enable revenue growth continued, and a temporary changeover cost was incurred due to the switch from outsourced suppliers to employees, resulting in an operating profit margin of -6.5%.

- Although there has been an increase in costs since the beginning of the fiscal year due to annual salary raises, the company's operations are designed so that the sales price per person rate would exceed the salary increase rate when new contracts are signed or renewed, so revenue and profit will improve in the second half of the fiscal year.

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AMER : Although revenue and profit decreased temporarily, they are expected to improve in the second half of the year

AMER

Unit: million yen

Revenue Operating profit

	2022 1Q	2023 1Q	Change	Percentage Change
Revenue	263	233	-29	-11.4%
Operating profit	30	-47	-77	-

- In part due to the recession in the U.S. market, both revenue and profit decreased. Progress is being made in acquiring new projects, and projects currently in the pipeline will move into the development phase in the second half of the fiscal year.
- As in EMEA, the company has been incurring cost increases due to annual salary raises since the beginning of the fiscal year, but profitability will improve in the second half of the year, since the sales price per person rate would exceed the salary increase rate when outsourcing contracts are signed or renewed.

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The current ratio is above 100%, ensuring a margin of security

— Current ratio : Current assets/Current liabilities = 133%

Unit: million yen

	2022 4Q	2023 1Q	Change	Percentage Change
Current assets	7,063	7,437	+374	+5.3%
Cash and cash equivalents	2,773	3,259	+486	+17.5%
Non-current assets	5,858	7,022	+1,163	+19.9%
Total assets	12,921	14,459	+1,538	+11.9%
Current liabilities	5,498	5,580	+82	+1.5%
Non-Current liabilities	3,330	3,221	-109	-3.3%
Equity	4,092	5,657	+1,565	+38.2%
Total liabilities and equity	12,921	14,459	+1,538	+11.9%

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- Organic growth through cultivating large customers
- M&A in regions that are sources of growth
- Strengthening talent growth and operations to support high growth

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Future growth strategy comprised of **three pillars**

3 Strengthening talents and operations to support high growth

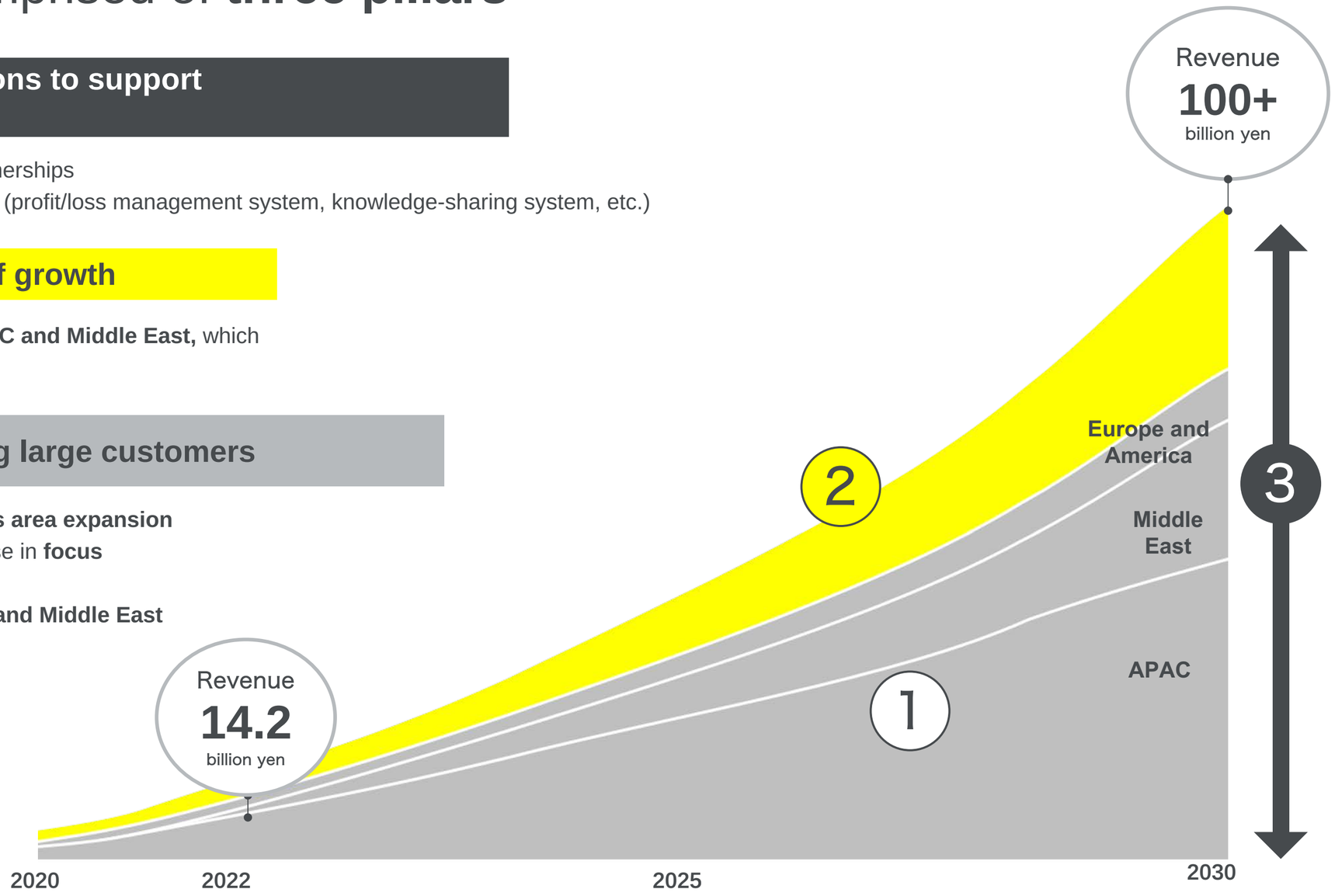
Human resources strategy leveraging M&A and partnerships
Continued investment in global **operations platform** (profit/loss management system, knowledge-sharing system, etc.)

2 M&A in regions that are sources of growth

Pursuing M&A to strengthen competitiveness in **APAC and Middle East,** which are positioned as **sources of growth**

1 Organic growth through cultivating large customers

Maximizing revenue per customer **through business area expansion**
Improving revenue per project by developing expertise in **focus industries/practices**
Expanding orders by enhancing marketing in **APAC and Middle East**



Note: The above is an image only and differs from actual sales.

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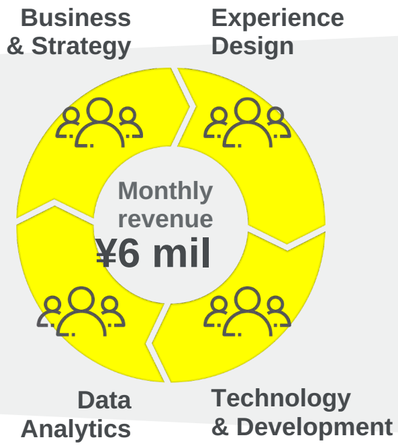
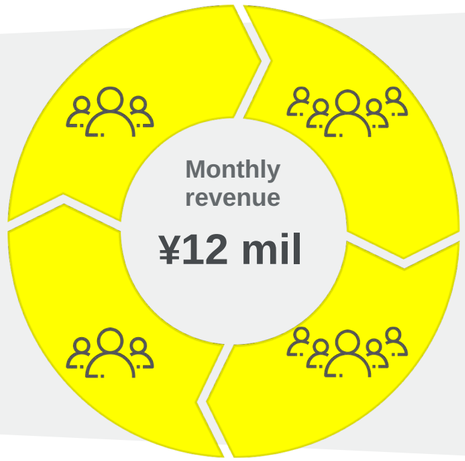
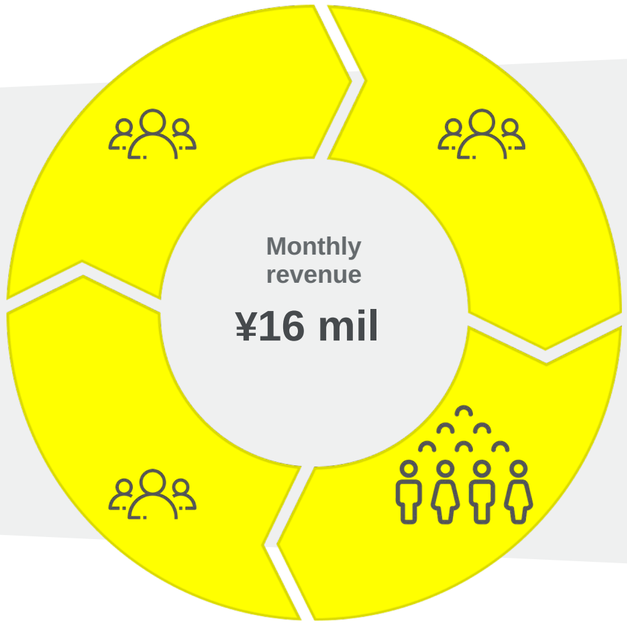
We continue to improve services and businesses for innovation creation-type DX, resulting in a business model conducive to continuous revenue growth

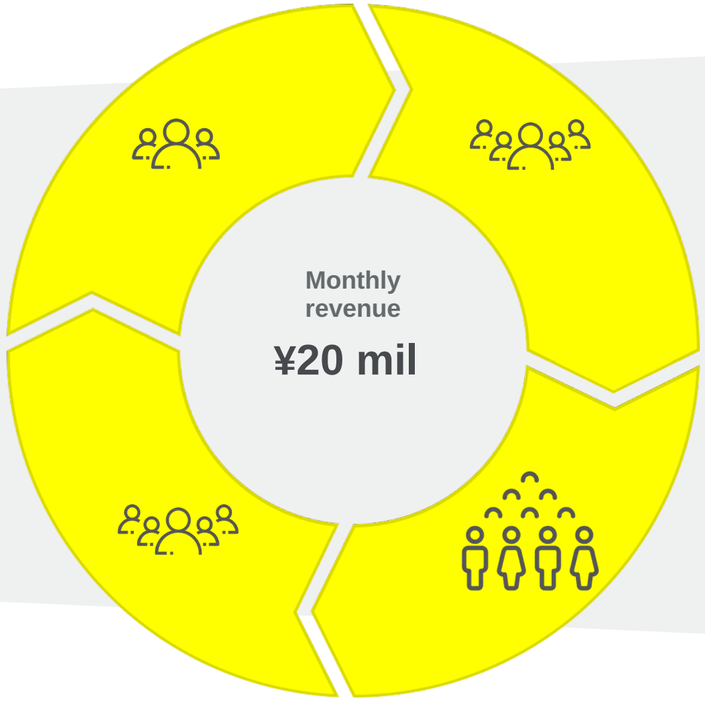
Example of Monstarlab's DX Model

Research/Strategy (-3 month)	Prototype (3 month-)	Development (6 month-)	Improvement / Expansion (12 month-)
● Articulate customer value proposition ● Design business model	● Develop MVP and user test ● Define detailed requirements for main development, design system architecture	● Develop systems ● Design internal operations ● Develop marketing strategy	● Analyze KPIs based on customer experience data and enhance value proposition ● Further enhance marketing (loyalty measures, etc.)







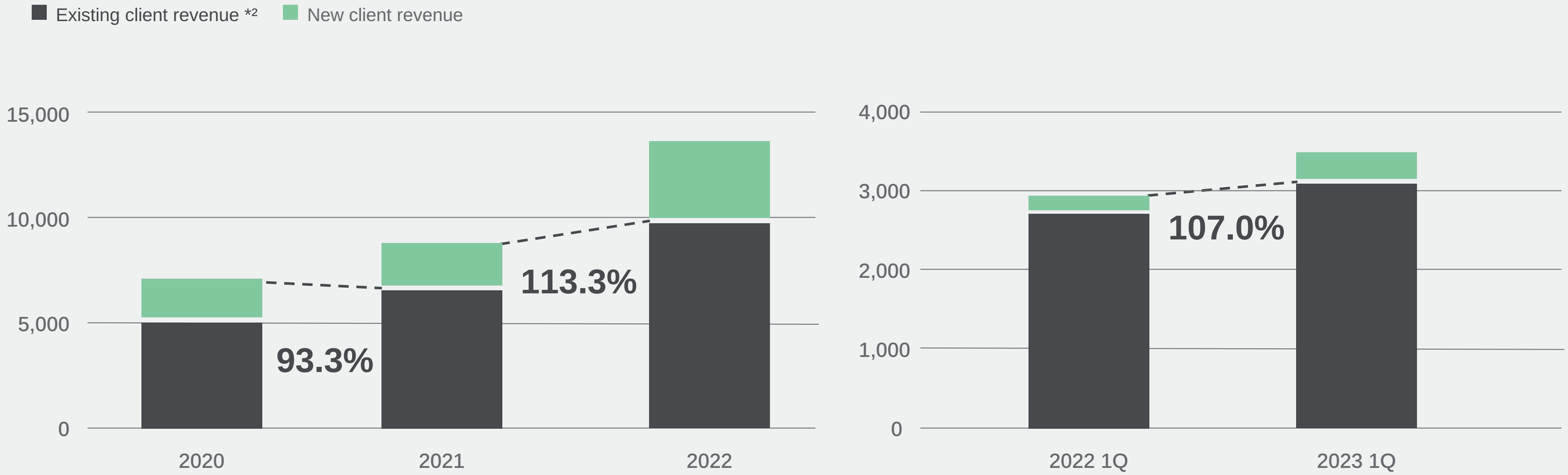


*This is an example of a successful delivery case. There are various cases other than the above model.
For most projects, fees are charged to the client based on a time and material contract. The revenue can be calculated by multiplying the monthly rate by the number of human resources working on the project.

The **business has highly stable revenue,** with **revenue from existing clients alone surpassing 100% of last year's revenue*1**

Unit : million yen

Revenue Structure of Digital Consultancy Business



*1 Digital consultancy business revenue.

*2 Existing clients: Clients providing revenue from FY2019 until the beginning of the applicable fiscal year.

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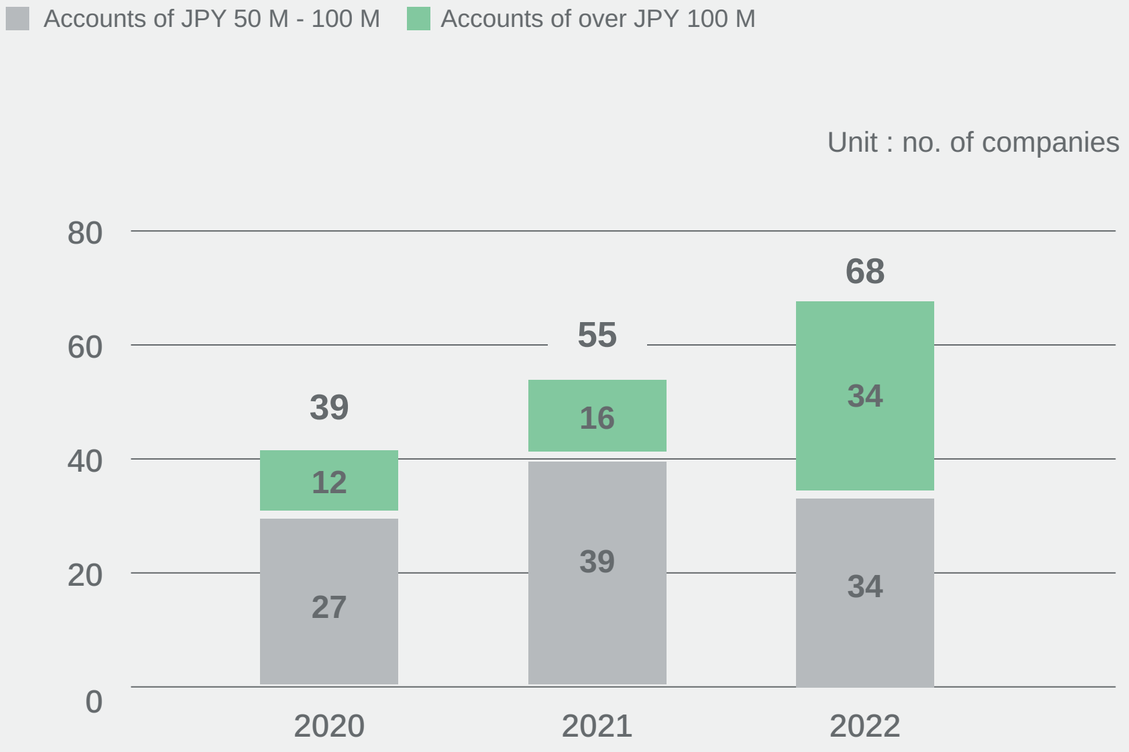
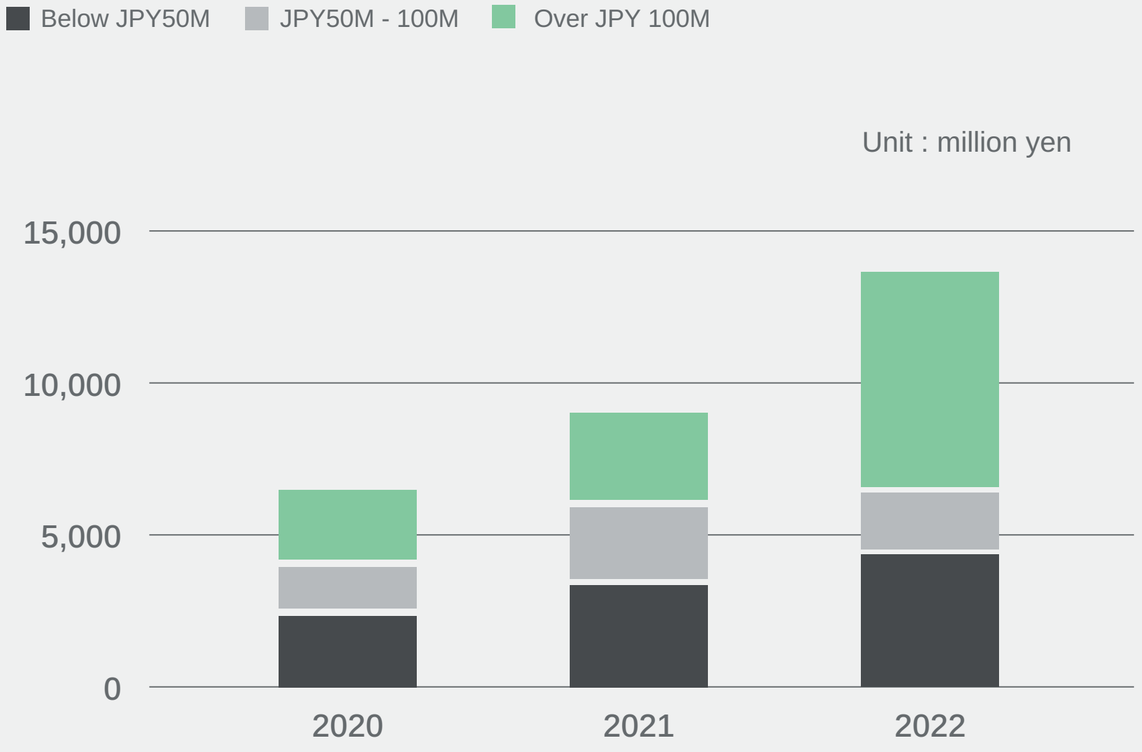
An increase in large-account customers is driving rapid growth

Number of Customers by Account Size



Revenue Structure by Account size



Notes: Revenue is for digital consultancy business

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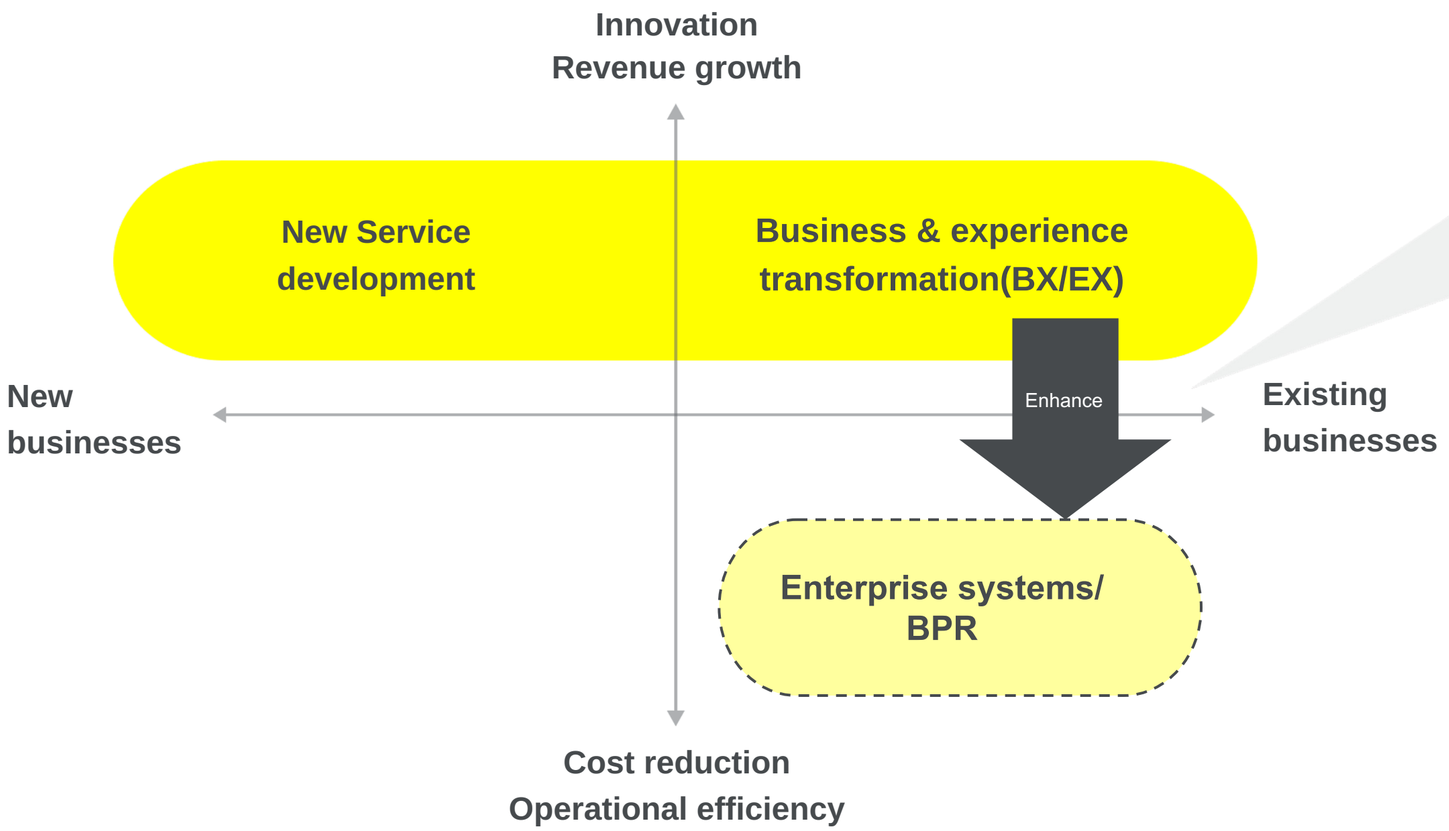
Leveraging our existing strengths in the "innovation" and ”revenue growth” areas, we aim to maximize the value provided to customers by **strengthening the related areas of data and operation area**



Enhance data analytics

・**Practical support for data and AI applications** from a business perspective

・Strengthening **data-driven proposal and response capabilities** targeting **corporate management**

Enhance platform/operation consulting

・Strengthening **consulting services** to **support developing infrastructure** that supports data-driven management

・Analysis of **business flow** and required design data transactions, data structure **design**, and **business transformation**

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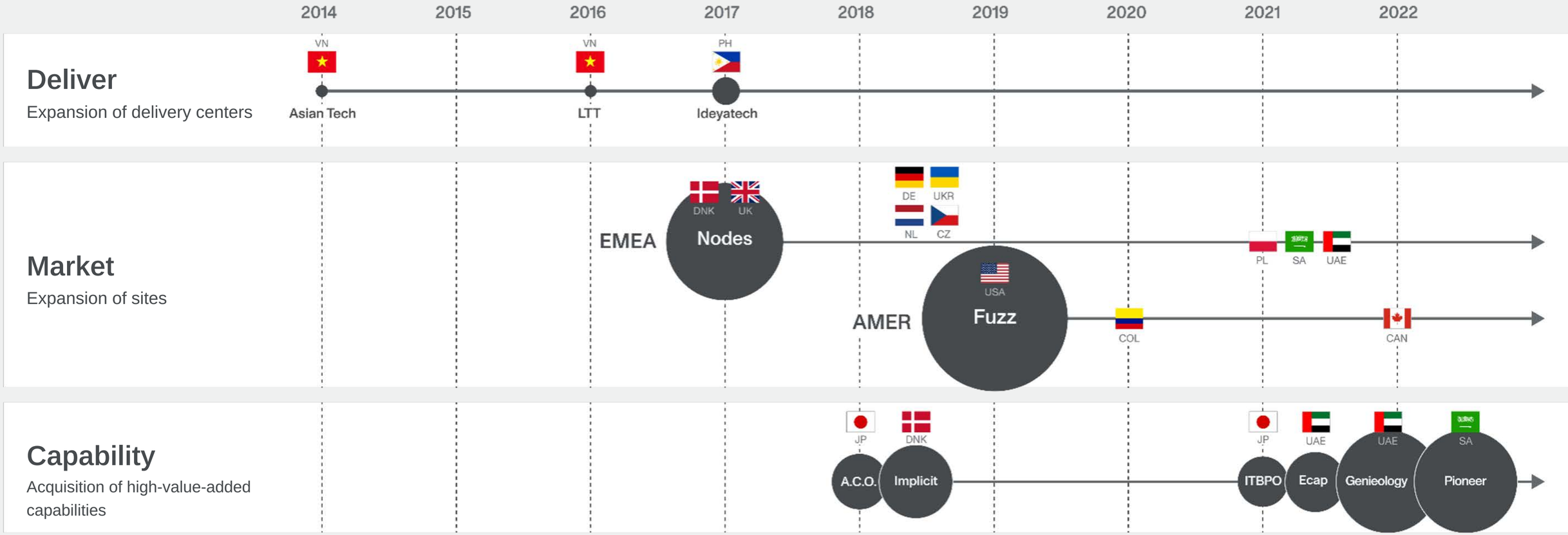
Monstarlab has completed 10+ strategic M&As globally, recently transitioning from M&A aimed at expanding its sites to lower-risk M&A for aimed at capability acquisition



*The size of the circle indicates the deal size for illustrative purposes. We executed M&A focused on acquiring capabilities based on the understanding that the PMI risks for these deals are low compared to M&A focused on expanding sites, since we can leverage our existing operational base.
The current names of key subsidiaries are as follows: Nodes is now Monstarlab Denmark, ApS, and Fuzz is now Monstarlab, LLC.

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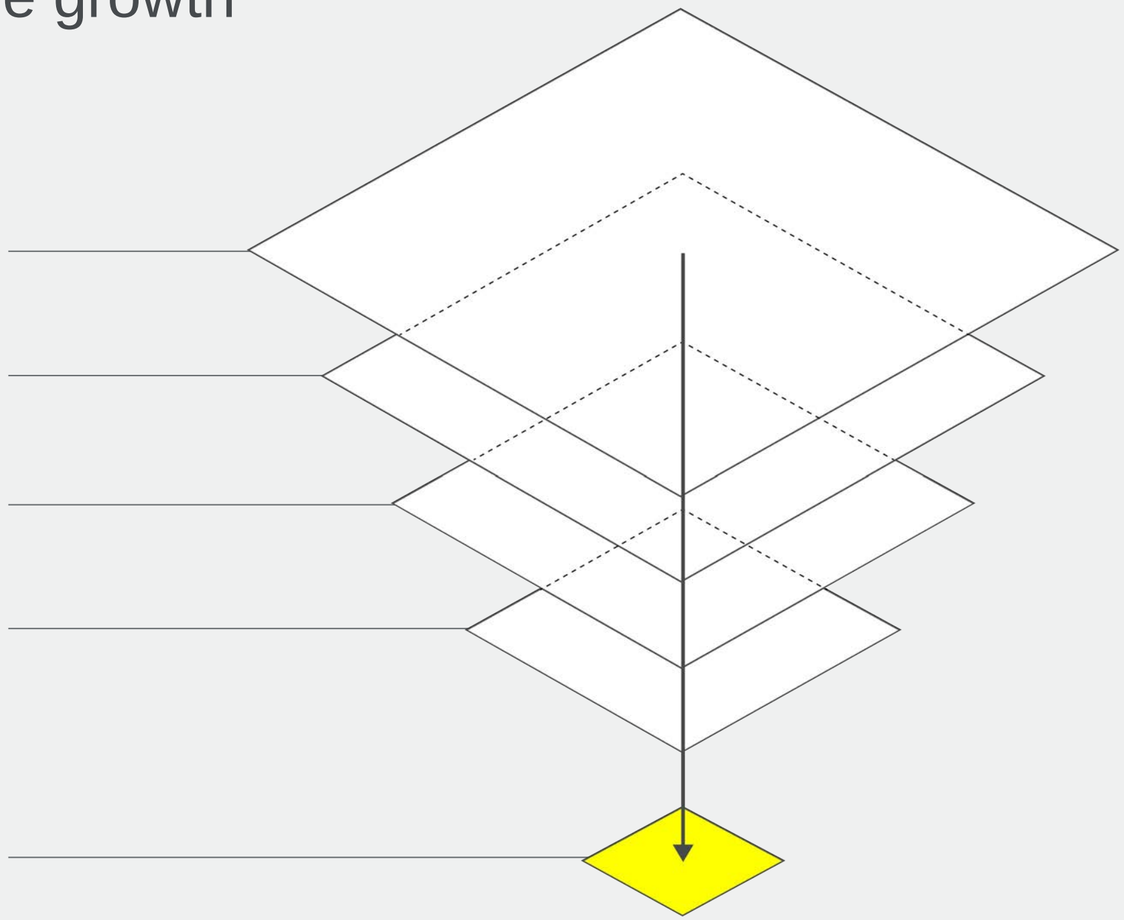
Handling various stages of the M&A process internally, from sourcing deals to negotiating sales, enables us to use M&A to drive future growth

Create longlist and make contact	**1,200** companies
Screening to narrow down the list	**250** companies
Interviews with candidate company management by Monstarlab's CEO	**150** companies
DD and negotiations by Monstarlab	**7** companies
Acquisition	**1** company



**Example of M&A process during the acquisition of Nodes and the approximate number of candidate companies in each phase.

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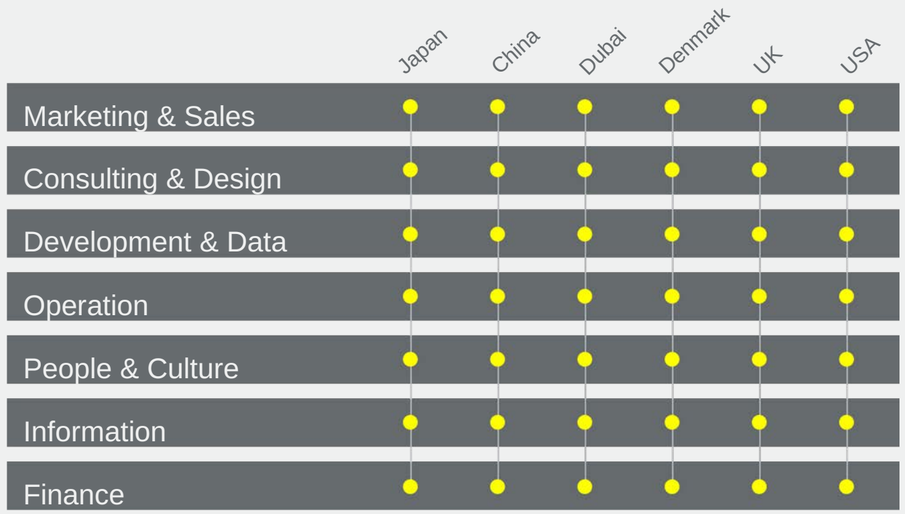
By forming global teams for each function, we have established strong operations that enable us to achieve successful **PMI and growth after M&A**

▶ Standardization of Service Quality and Processes for Sharing Expertise, Best Practices, Etc.



▶ Examples of Global Operations

Sharing case studies & industry

Case study sharing system and sharing at regular global meetings

Creating delivery playbook

Globally integrated process from strategy to design to development

Sharing latest tech trends

Monthly global meetings to share latest tech trends and best practices in various countries

MPlanner (global assignment system)

Understanding and coordinating assignment of personnel Group-wide using system developed in-house

Global recruitment

Able to approach required human resources globally by accessing human resources markets around the world

Monstar university(training program)

Training program for Group employees established within Monstarlab

Security & Governance

Systems and security management at the global level. Risk management of sales opportunities and projects

GFSSC (Global Finance Team)

Developing shared services for Group accounting to optimize the cost and efficiency of accounting processes

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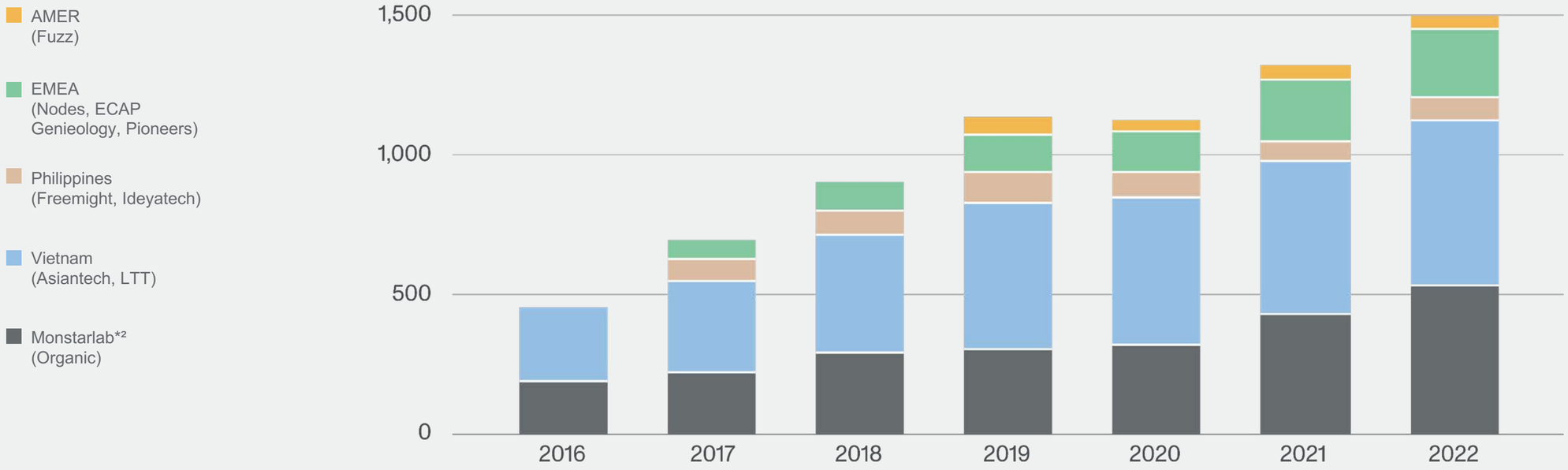
We are **steadily increasing our headcount** through a combination of organic recruitment and personnel acquired through M&A

- Since 2016, our headcount grew about 3-fold through organic growth of Monstarlab alone
- Through recruitment of human resources from leading companies in various industries, we have acquired core system-related expertise and industry knowledge

Headcounts Based on Organic Growth and Acquisition of Other Companies*1



*1 Number of employees at each company as of December 31 each year.
*2 Headcounts in Japan indicate the total number of employees following M&As under the “Organic” headcount since the integration of the organizations makes it difficult to calculate them separately.

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Established **internship**-based training and recruitment in Vietnam through **university partnerships** going back over 10 years

Partnership with top universities for over 10 years

- Hanoi University of Science and Technology
- Hanoi University
- Hanoi University of Technology
- Da Nang University of Technology
- Da Nang University of Technology & Education
- Duy Tan University

and more...

Hired interns from over 70 universities from 2017 to 2022

Established training program

3,050

Internship applications from 2017 to 2022

Screening

Training

430

Interns hired as employees from 2017 to 2022

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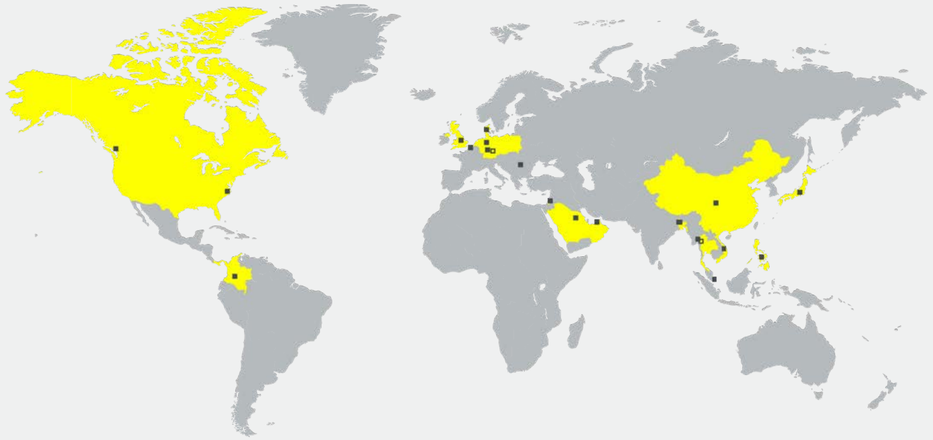
By leveraging our unique position in the DX market and access to a global talent pool as **competitive advantages from a recruitment perspective**, we have **eliminated bottlenecks when hiring personnel**

Global coverage allows us to access a worldwide talent pool



*From Monstarlab's perspective

Main Motives for Joining Monstarlab

To be involved in innovative digital transformation, from strategy to execution

- Consulting firms and SIers mostly focus on business enhancement and DX, which limits the phases in which employees can be involved

Environment enabling growth while learning about advanced technology and business

- There are many opportunities to grow through one's work, such as cutting-edge DX using AI and new business projects, etc.
- Programs such as Monstar University actively encourage employee growth

Global work environment

- Most project teams are multinational, enabling diverse, highly skilled teams
- Information such as best practices and case studies is shared globally

Startup culture with diversity

- There are many people from startup and tech backgrounds, creating a diverse, open culture
- Our culture facilitates integration of employees from traditional companies, other industries, and other countries, enabling us to accommodate diverse human resources

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Empower talent everywhere to engineer awesome products, services and ecosystems; building a brighter world for us all

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