

# Financial Results Briefing Materials for Fiscal Year Ended March 31, 2023

ADVANTAGE Risk Management Co., Ltd.  
[Securities code: 8769 TSE Prime Market]

May 22, 2023



企業に未来基準の元気を!





# AGENDA

- 01** Company Overview
- 02** Overview of Financial Results for the Fiscal Year Ended March 31, 2023
- 03** State of Each Business
  - (1) Mental Health Management Service
  - (2) Health and Productivity Management Service
  - (3) LTD Service (Long Term Disability)
  - (4) Work-Life Balance Support Service
  - (5) Risk Financing Service
- 04** Financial Results Forecast for the Fiscal Year Ending March 31, 2024
- 05** Progress of Medium-term Management Plan 2023

# 01

## Company Overview



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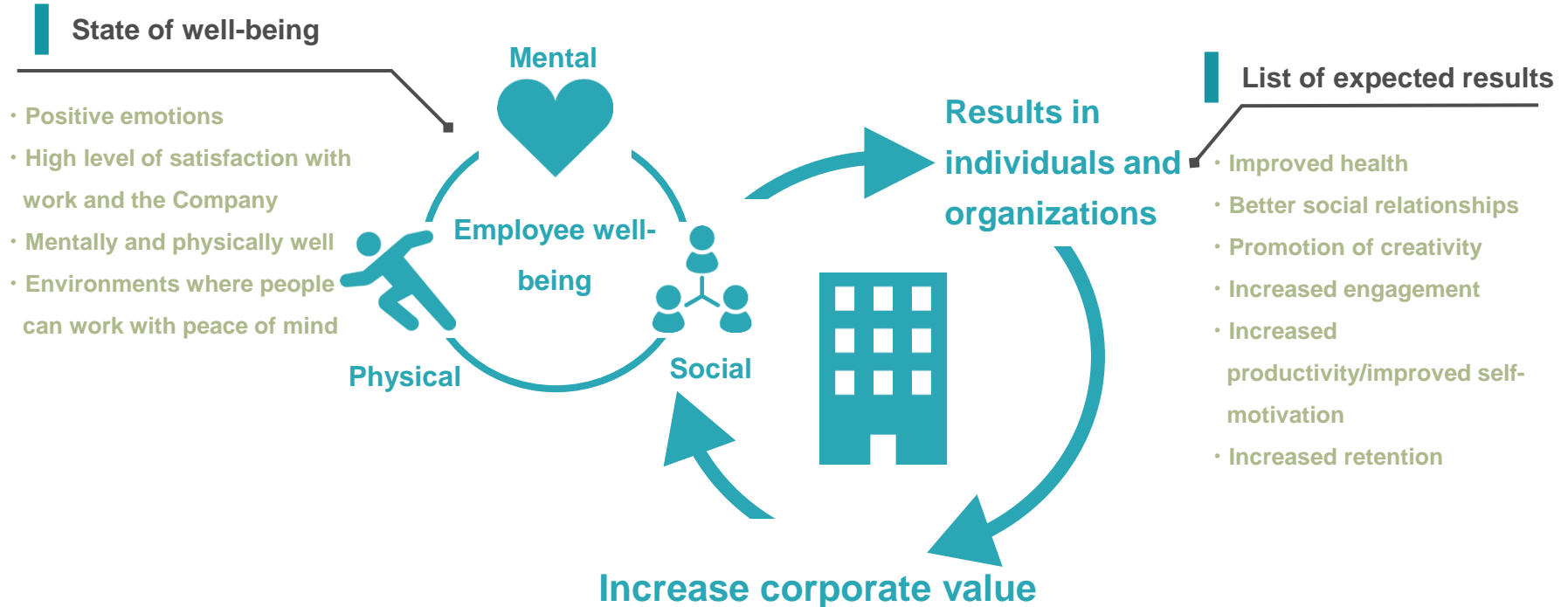
### MISSION

We will work with the community to create “**environments where people can work with peace of mind**” and companies where “**individuals and teams have vitality**”

The Group’s mission is as follows: “We will work with the community to create “environments where people can work with peace of mind” and companies where “individuals and teams have vitality.” Under our corporate message of “bringing a new standard of well being to the future of corporations!” we will provide solutions to respond to the various risks and solutions surrounding companies and working people, and support corporate initiatives to promote health and productivity management.

## Goals of the Company's Businesses

Increase corporate value by supporting the achievement of employee well-being (=state where physical, mental, and social needs are fulfilled).



## [Reference] Correlation between “Employee Well-Being” and “Work Performance”

For details,  
see the  
Company's HP

Our analysis of data for 288,000 persons at 272 of our client companies indicates that **companies with higher well-being deviation values show higher work performance**. (Correlation coefficient 0.59)



### Components of well-being deviation values

#### Mental



- Stress response (mental conditions)
- Work engagement
- Degree of satisfaction (at the office and at home)

#### Physical



- Life style
- Stress response (physical conditions)

#### Social



- Social capital
- Mental stability
- Employee engagement

\* For any company where data is not available on some indicators, only the data on the applicable indicators is averaged.

\* The correlation coefficient ranges from -1 to 1. The closer the absolute value of the coefficient is to 1, the stronger the correlation, and the closer the absolute value is to 0, the weaker the correlation. When the absolute value is more than 0.1, more than 0.3, and more than 0.5, the correlation is low, medium, and high, respectively.

## [Results] The Company's Services Used by Approximately 45% of Companies in "Health & Productivity Stock Selection" and One in Four "White 500" Certified Companies

We are contributing to health management with a track record of introduction to **2,950** various companies including large-scale companies, utilized by **approximately 45% of the Health & Productivity Stock Selection**<sup>\*1</sup> and **about one in four companies in White 500**<sup>\*2</sup>. In addition, the track record of introduction has realized the application of **employee data of 4,170 thousand persons**.



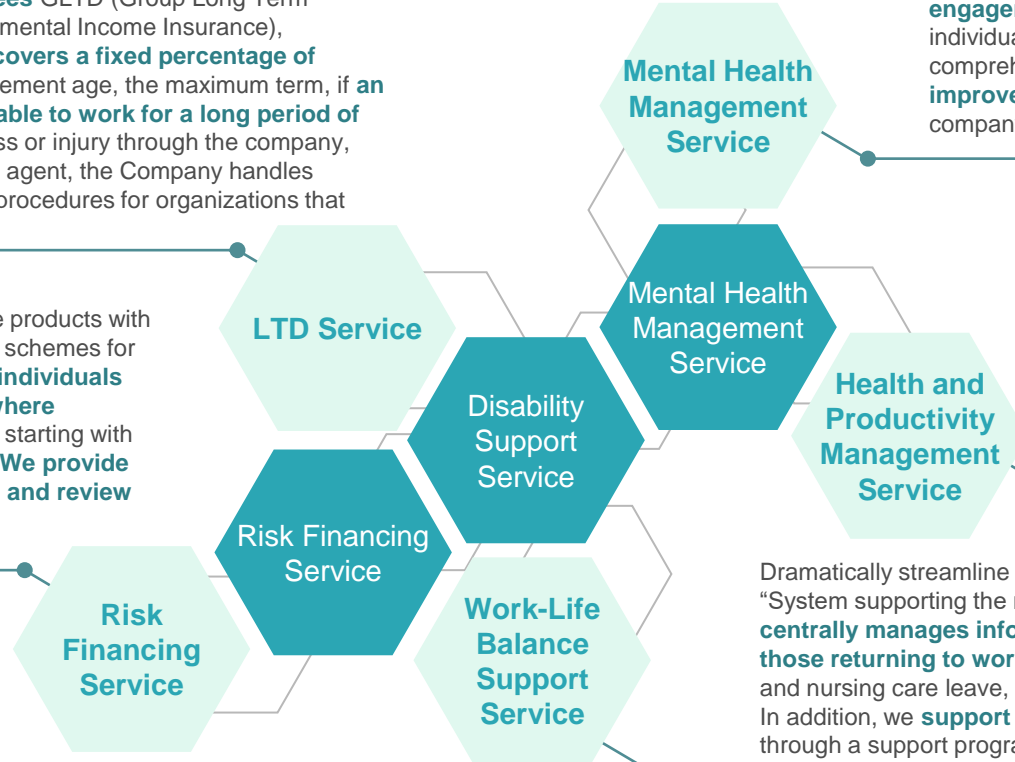


## Overview of the Company's Businesses

Support companies' health management through five business segments, Mental Health Management Service, Health and Productivity Management Service, LTD Service, Work-Life Balance Support Service, and Risk Financing Service, centered on three main businesses

Provide **employees** GLTD (Group Long Term Disability Supplemental Income Insurance), **insurance that covers a fixed percentage of salary** up to retirement age, the maximum term, if **an employee is unable to work for a long period of time** due to illness or injury through the company, union, etc. As an agent, the Company handles insurance claim procedures for organizations that provide GLTD.

Propose insurance products with better coverage or schemes for the risks faced by **individuals and companies where individuals work**, starting with cancer insurance. **We provide services to enroll and review insurance plans.**



Analyze based on the data obtained from **stress checkups, engagement surveys, and pulse surveys** to identify the state of individuals and organizations to **“visualize” issues**. **Propose** comprehensive **mental health measures and measures to improve engagement** responding to the current issues facing a company and the direction it should target.

A **team specializing** in responding to mental health provides “occupational physician / public health nurse services,” which are **total support of occupational health services designated and not designated by law** and “health checkup system,” which **systemizes duties from health checkup appointments to managing results to coordination with occupational health staff.**

Dramatically streamline complicated management duties with the cloud service, “System supporting the management duties of employees on leave” that **centrally manages information** of all types of leave for **those on leave and those returning to work**, such as for mental and physical injuries and childcare and nursing care leave, and **status of progress of necessary procedures, etc.** In addition, we **support employees to balance treatments, etc., and work** through a support program for both labor and management to balance online rework programs and cancer treatment and work.



# 02

## Overview of Financial Results for the Fiscal Year Ended March 31, 2023



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## Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2023

### Net sales grew at a double-digit rate

Net sales of **6,405 million yen**, an increase of **10.6%**

- Robust in all services and achieved a higher YoY growth rate compared to cumulative 4Q in FY2021

### Operating profit also increased

Operating profit of **553 million yen**, an increase of **56.8% YoY**

- Profit increased despite higher expenses due to growth investments such as investment in systems and expansion of personnel associated with business expansion
- Share of loss on entities accounted for using equity method of 27 million yen was recorded in non-operating expenses and gain on sale of shares of subsidiaries and associates of 16 million yen was recorded in extraordinary income. Both are for RESOL LIFE SUPPORT CO., LTD., where the capital relationship was dissolved in the current fiscal year.

(Millions of yen)	FY2021 (Previous FY)	FY2022 (Current FY)	YoY	FY2022 (Results Forecast)
Net sales	5,792	6,405	+ 10.6%	6,640
EBITDA	750	1,082	+ 44.2%	—
Operating profit	352	553	+ 56.8%	600
(profit margin)	6.1%	8.6%	+ 2.5%	9.0%
Ordinary profit	362	534	+ 47.4%	600
(profit margin)	6.3%	8.3%	+ 2.0%	9.0%
Profit attributable to owners of parent	201	377	+ 87.1%	400
(profit margin)	3.5%	5.9%	+ 2.4%	6.0%

\*EBITDA= Operating revenue and expenses + Depreciation + Amortization of goodwill

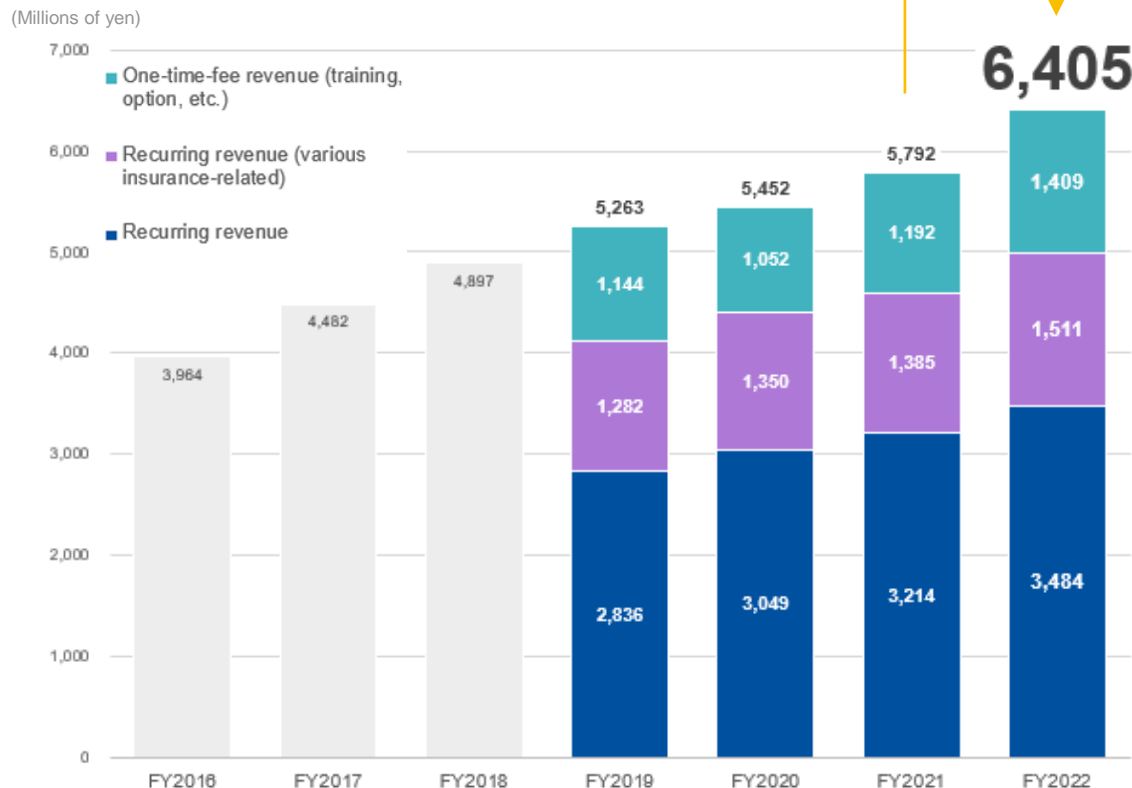
## Net Sales Trends for the Fiscal Year Ended March 31, 2023

### Recurring revenue continued to increase steadily

- Acquisitions of new clients remained robust in all services.

### After recovering from the impact of the COVID-19 pandemic, one-time-fee revenue also grew

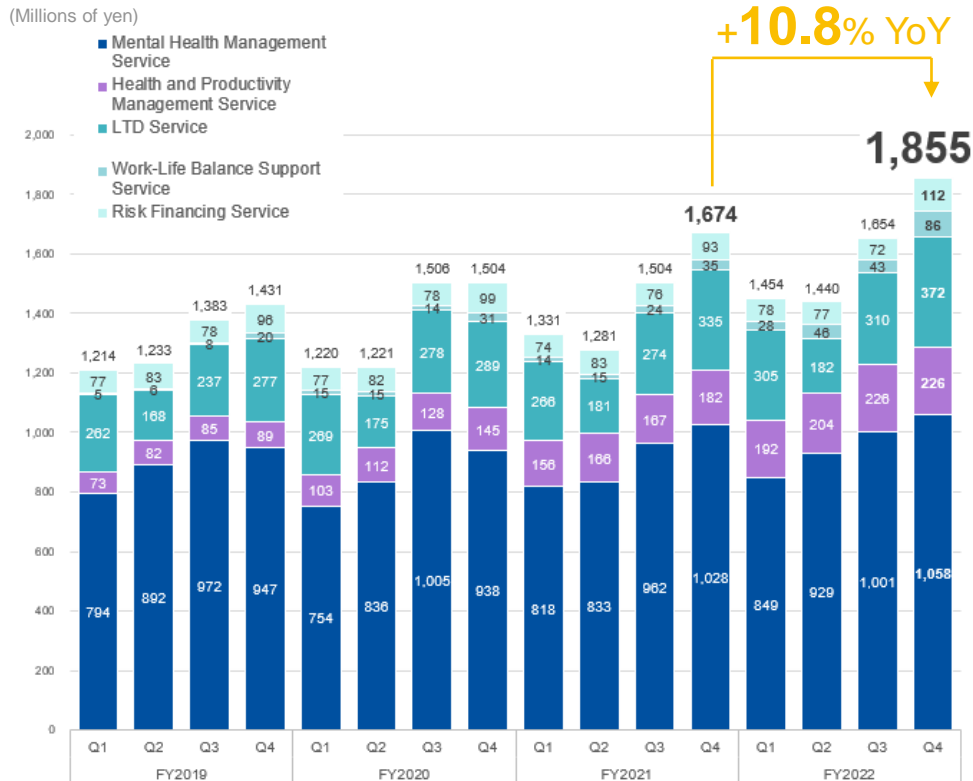
- After recovering from the slowdown until FY2021 such as the impact of the COVID-19 pandemic, solutions sales grew.
- Temporary sales, including those for optional products, also increased.



## Quarterly Net Sales Trends by Business for the Fiscal Year Ended March 31, 2023

Net sales in Q4  
increased by  
**10.8% YoY**

- Continued from Q3, net sales in Q4 increased YoY
- Net sales remained robust in all business segments.



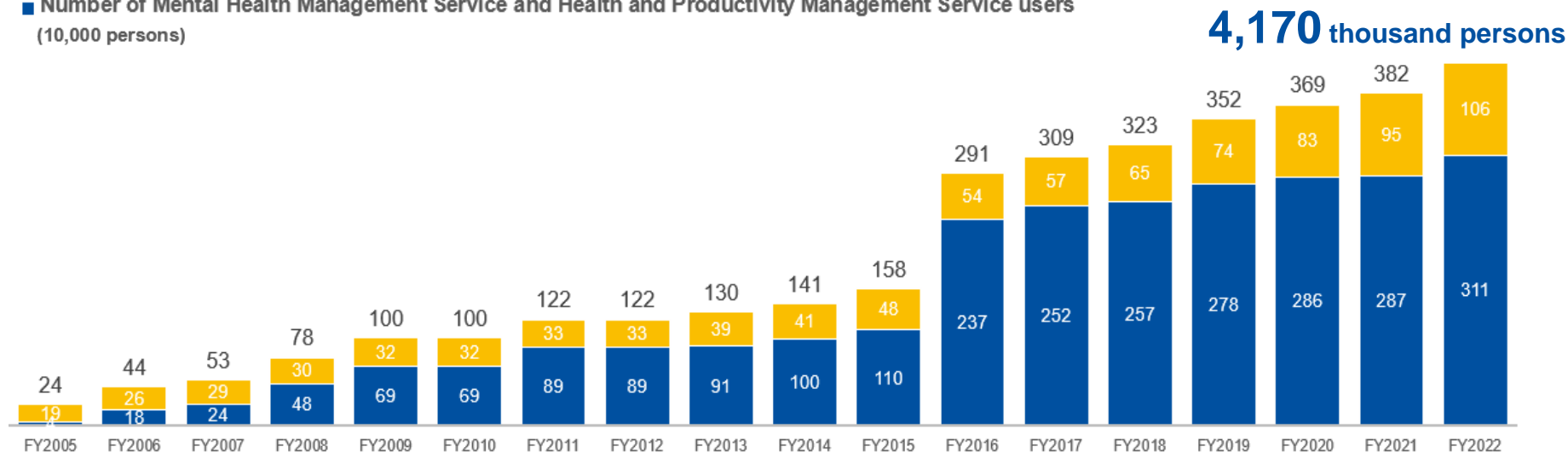
Note: The Mental Health Management Service and the Health and Productivity Management Service are classified into the Mental Health Management Service as the reportable segment for financial accounting, and the LTD Service and the Work Life Balance Support Service are classified into the Disability Support Service as the reportable segment for financial accounting.

## Trends in Number of Users of the Company's Services for the Fiscal Year Ended March 31, 2023

### The number of users increased steadily

Number of Mental Health Management Service and Health and Productivity Management Service users: approximately 3,110 thousand persons, and the number of users of services for those on leave and those returning to work: increased to approximately 1,060 thousand persons

- Number of users of services for those on leave and those returning to work (10,000 persons)
- Number of Mental Health Management Service and Health and Productivity Management Service users (10,000 persons)



Note: The number of users of services for those on leave and those returning to work include "LTD subscribers" in addition to employees of companies using the "Work-Life Balance Support Service." Furthermore, employees of companies using the "Work-Life Balance Support Service" have increased at this time, and figures have been adjusted retroactively.

## Comprehensive Proposals to New Clients and Status of Cross-Selling to Existing Clients for the Fiscal Year Ended March 31, 2023

Sales efficiency has progressed with comprehensive proposals to new clients  
Cross-sales to existing clients is steadily growing

| Compared to FY2020

FY2020

FY2022

Number of contracted clients <small>(Notes 1, 5)</small>	2,770 clients	▶	2,950 clients	+6.5%
Number of contracted clients using multiple services <small>(Notes 2, 5)</small>	520 clients	▶	650 clients	+130 clients
Rate of cross-sales <small>(Notes 3, 5)</small>	18.8%	▶	22.0%	+3.2%
Net sales per customer (ARPA) <small>(Notes 4, 5)</small>	1,876 thousand yen per year	▶	2,055 thousand yen per year	+179 thousand yen

Note 1: The number of contracted clients is the number of unique clients under usage contracts of the Company's services (including solutions such as training) on a contracted basis for the fiscal year.

Note 2: The number of unique clients under usage contracts to multiple services of the Company (including solutions such as training) on a contracted basis from the number of contracted clients.

Note 3: The number of contracted clients using multiple services ÷ number of contracted clients

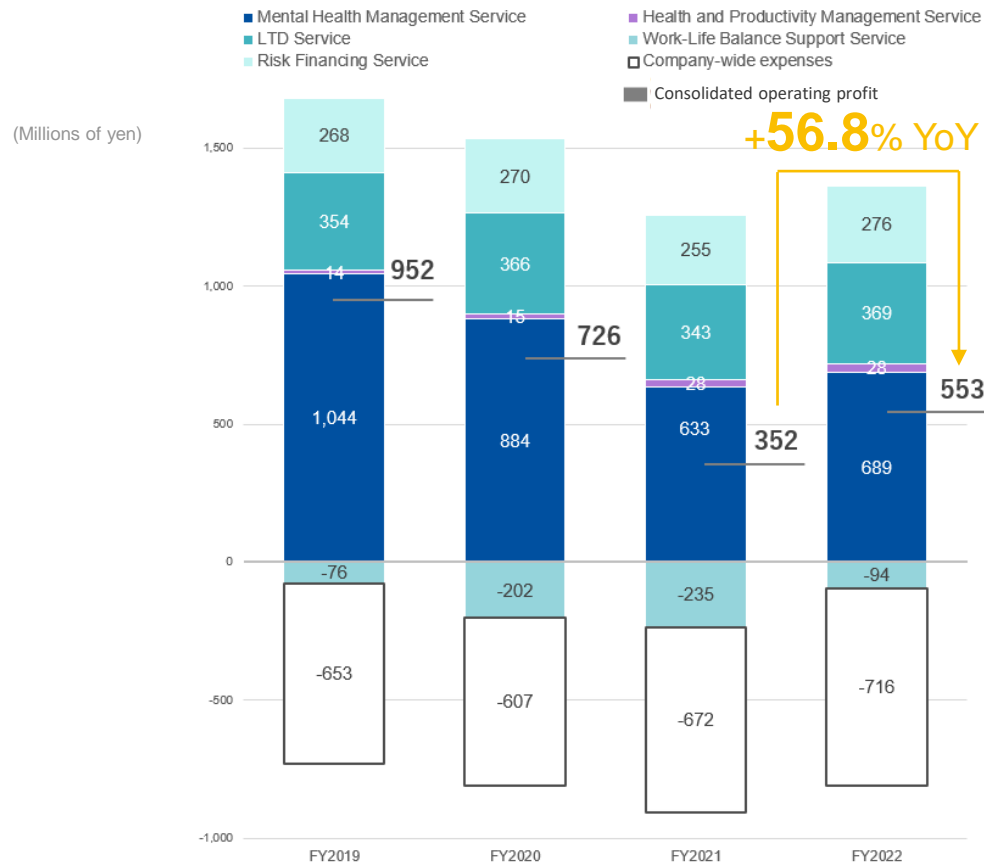
Note 4: (Annual ordinary income from services that are continuously used + temporary one-time-fee revenue such as Solution sales) ÷ unique number of customers.

Note 5: Excluding the number of contracts of the Risk Financing Service, the number of some subscriptions of organizations of the LTD Service, and net sales.

## Trends in Operating Profit by Business for the Fiscal Year Ending March 31, 2023

**Operating profit recovered to an increase despite continued growth investment, etc.**

- Operating profit increased for each business YoY as a result of sales growth, despite increased expenses, including investment in systems, etc., based on continuing our growth strategies and increased personnel expenses.



Note: Corporate expenses are mainly selling, general and administrative expenses for administrative and other departments that do not belong to any reportable segment.

Note: The Mental Health Management Service and the Health and Productivity Management Service are classified into the Mental Health Management Service as the reportable segment for financial accounting, and the LTD Service and the Work-Life Balance Support Service are classified into the Disability Support Service as the reportable segment for financial accounting.



## Trends in Cost for the Fiscal Year Ended March 31, 2023

### Implemented growth investments such as investment in systems

Cost increases and the rate of YoY cost increase declined compared to 4Q in FY2021

#### (Personnel expenses)

- Continued to increase due to the enhancement of human resources, including recruitment associated with business expansion

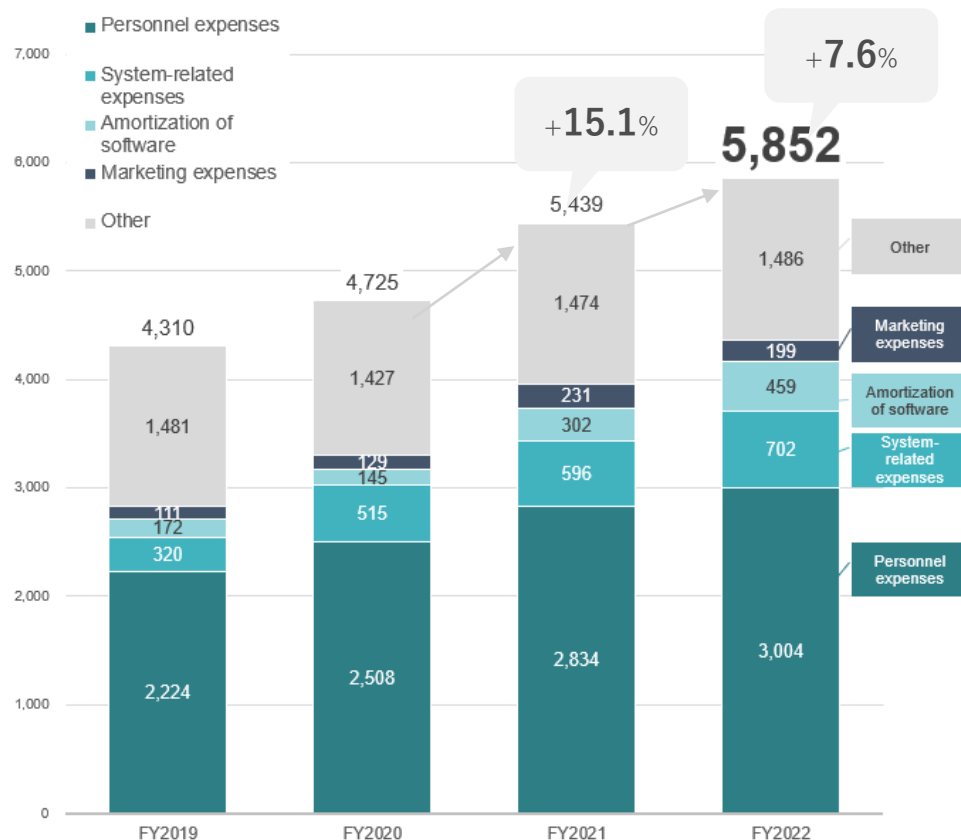
#### (System-related expenses and amortization of software)

- Continued to invest in growth, including the renewal and security enhancement of existing services and updated development of ADVANTAGE Well-being DXP
- Maintenance costs such as server costs and system enhancement also increased due to increased users

#### (Marketing expenses)

- Emphasis on return on investment

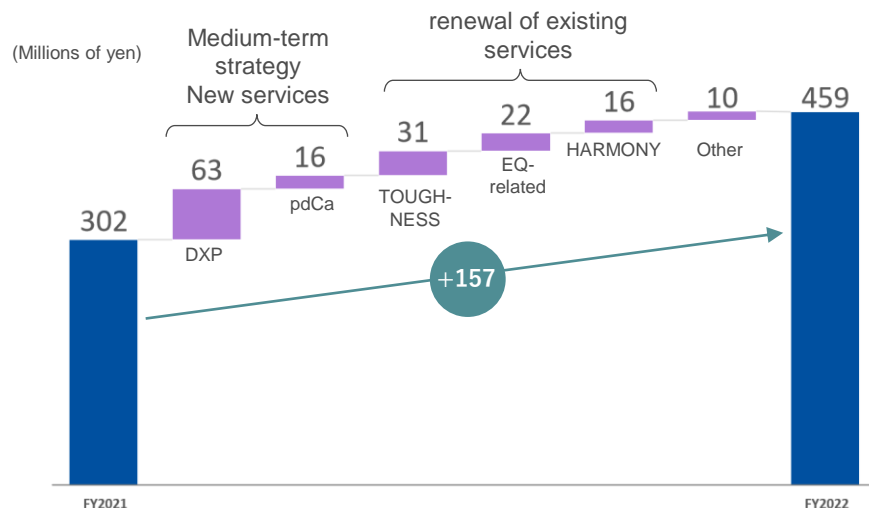
(Millions of yen)



## System-related Expenses YoY for the Fiscal Year Ended March 31, 2023

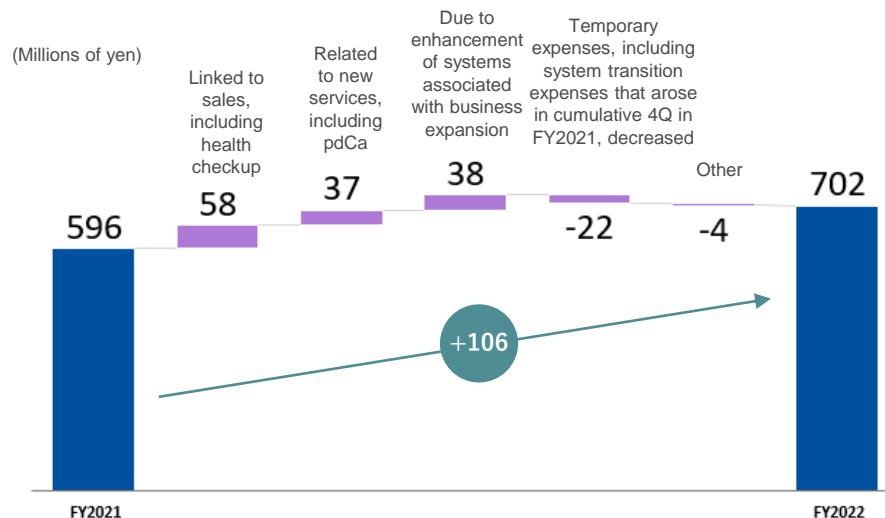
### Amortization of software

- Continued the update of systems, including the addition of new functions, improvement of UI and UX, and security enhancement. Increase of 157 million yen YoY



### System-related expenses

- Increased due to an increase in system-related expenses linked to sales and the enhancement of systems associated with business expansion. Increase of 106 million yen YoY
- System transition expenses that arose decreased



# Consolidated Balance Sheet and Cash Flow Statement for the Fiscal Year Ended March 31, 2023

## Consolidated Balance Sheet

Total assets increased 281 million yen from the end of the previous fiscal year to 5,960 million yen due to increases in cash and deposits, intangible assets, etc., although investment securities decreased due to sale of shares of subsidiaries and associates.

Net assets increased 214 million yen from the end of the previous fiscal year to 3,639 million yen.

(Millions of yen)	FY2021	FY2022
Current assets	2,204	2,636
Cash and deposits	717	1,266
Accounts receivable - trade	919	995
Other	566	373
Non-current assets	3,474	3,324
Intangible assets	1,758	2,271
Investment securities	1,200	560
Other	516	492
Total Assets	5,678	5,960
Liabilities	2,253	2,321
Interest-bearing liabilities	170	173
Net assets	3,425	3,639
Shareholders' equity	3,374	3,588
Share acquisition rights	51	51
Equity-to-asset ratio	59.4%	60.2%

## Consolidated Cash Flow Statement

Cash flows from operating activities increased YoY, cash flows from investing activities decreased due to purchase of intangible assets such as system development, and free cash flows went into the black at 712 million yen due to decreases of and sale of shares of subsidiaries and associates, etc.

(Millions of yen)	FY2021	FY2022
Cash flows from operating activities	578	931
Profit (loss) before income taxes	339	547
Depreciation	343	495
Other	-103	-110
Cash flows from investing activities	-2,148	-219
Purchase (sale) of investment securities	-1,186	624
Purchase of intangible assets	-954	-852
Other	-7	8
Cash flows from financing activities	-469	-169
Ending balance of cash and cash equivalents	717	1,260
Free cash flows	-1,569	712

\*The difference between ending balance of cash and cash equivalents and cash and deposits on the consolidated balance sheet is the ending balance of deposits of the stock benefit trust (J-ESOP).






# 03

## State of Each Business

- (1) Mental Health Management Service
- (2) Health and Productivity Management Service
- (3) LTD Service
- (4) Work-Life Balance Support Service
- (5) Risk Financing Service



## Summary of State of Each Business

Business	State of the fiscal year ended March 31, 2023	
Mental Health Management Service		<ul style="list-style-type: none"> <li>Sales of ADVANTAGE TOUGHNESS <b>remained robust</b>.</li> <li>Solution sales recovered from the slump due to the COVID-19 pandemic and increased by <b>capturing the need for post-stress checkup solutions</b></li> </ul>
Health and Productivity Management Service		<ul style="list-style-type: none"> <li>Both the health checkup system and the occupational physician / public health nurse service <b>continued to grow with an increase of 26.2% YoY</b>, buoyed by market tailwinds, including corporate demand for promotion of health and productivity management and the trend to digitalize health checkup results.</li> </ul>
LTD Service		<ul style="list-style-type: none"> <li>The LTD service <b>grew at a double-digit rate, 10.6%, YoY in net sales</b>, recovering from the slowdown in 4Q in FY2021, as the number of new clients has steadily increased.</li> <li><b>The market has continued to grow.</b></li> </ul>
Work-Life Balance Support Service		<ul style="list-style-type: none"> <li>The pipeline of ADVANTAGE HARMONY witnessed a robust increase, buoyed by a tailwind from the need to respond to <b>the amendment to the Childcare and Caregiver Leave Act</b>. There is also a high need for <b>eRework</b>, a support program for reinstatement.</li> </ul>
New initiatives for future growth		<ul style="list-style-type: none"> <li>We have promoted account-based sales through comprehensive proposals centered around ADVANTAGE Well-being DXP. As a result of our efficient sales activities, <b>the number of companies deciding or considering adoption of multiple offered services increased</b>.</li> </ul>

## Mental Health Management Service

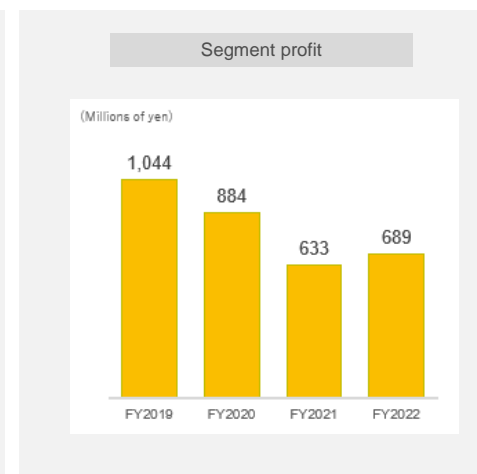
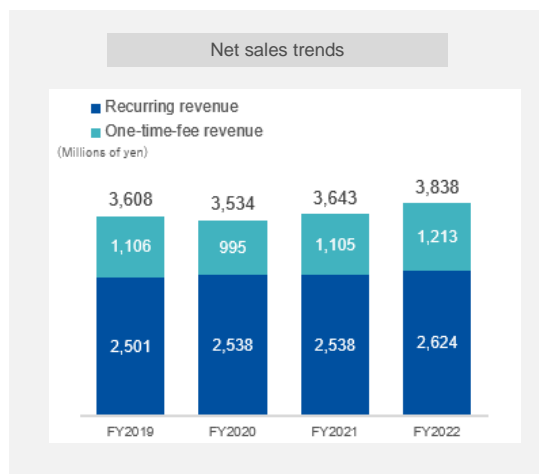
### Summary of Financial Results for the Full Year

Net sales remained robust,  
showing an increase of **5.3%**  
YoY

- Recurring revenue increased steadily.
- One-time-fee revenue such as solution sales increased.
- Profit for the segment recovered with an increase with an increase in expenses, including those for the existing ADVANTAGE TOUGHNESS service and growth investments in ADVANTAGE Well-being DXP, ADVANTAGE pdCa, etc., and personnel expenses associated with business expansion.

(Millions of yen)	FY2021 Full year	FY2022 Full year	YoY Change
Net sales	3,643	3,838	+5.3%
Expenses	3,010	3,148	+4.6%
Segment profit	633	689	+8.8%
Operating profit	210	254	+21.2%

Note: Operating profit is the reportable segment profit for financial accounting purposes after allocating corporate expenses (\*) on a certain basis such as the share of each business in net sales and number of staff. (\*) Mainly selling, general and administrative expenses for administrative and other departments that do not belong to any reportable segment

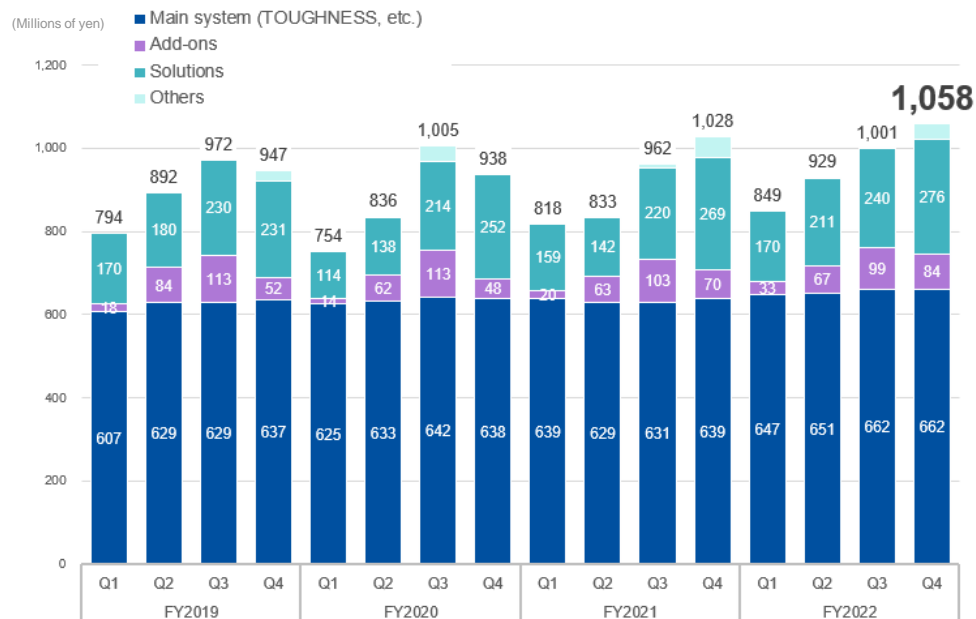


## Mental Health Management Service

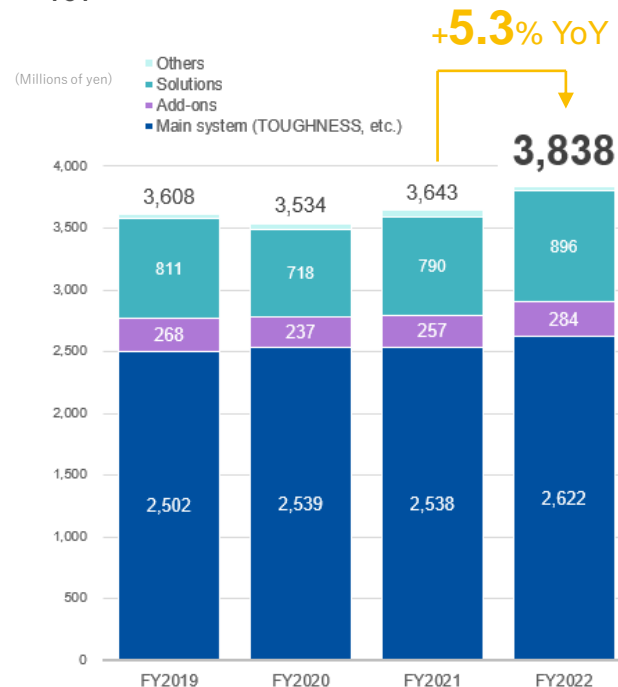
### Sales Trends by Product

- Sales increased by **5.3%** YoY. Net sales of the main ADVANTAGE TOUGHNESS system remained robust. Solutions sales also increased in Q4.

#### • QoQ



#### • YoY



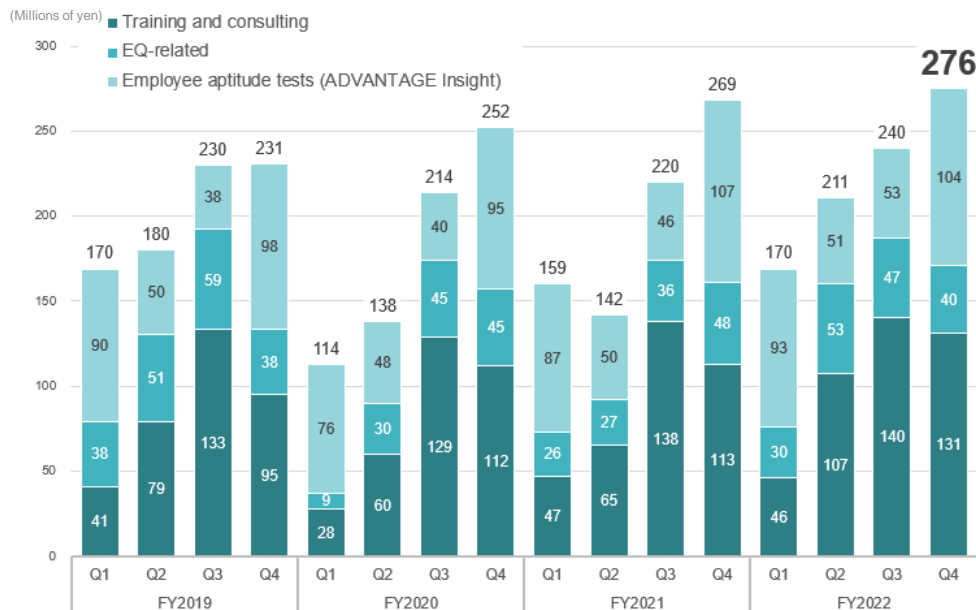


## Mental Health Management Service

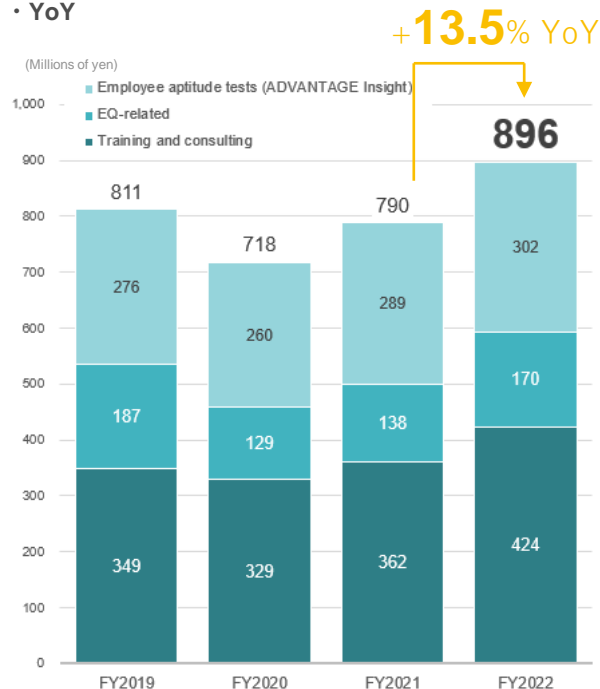
### Trends in Solution Sales

- Solutions sales increased **13.5%** YoY. Recovered from the slump due to COVID-19. Solutions sales increased by capturing the need for post-stress checkup issues and solutions. Sales remained robust in EQ-related where the number of trainings implemented recovered, and ADVANTAGE INSIGHT, employee aptitude tests focusing on stress tolerance.

#### • QoQ



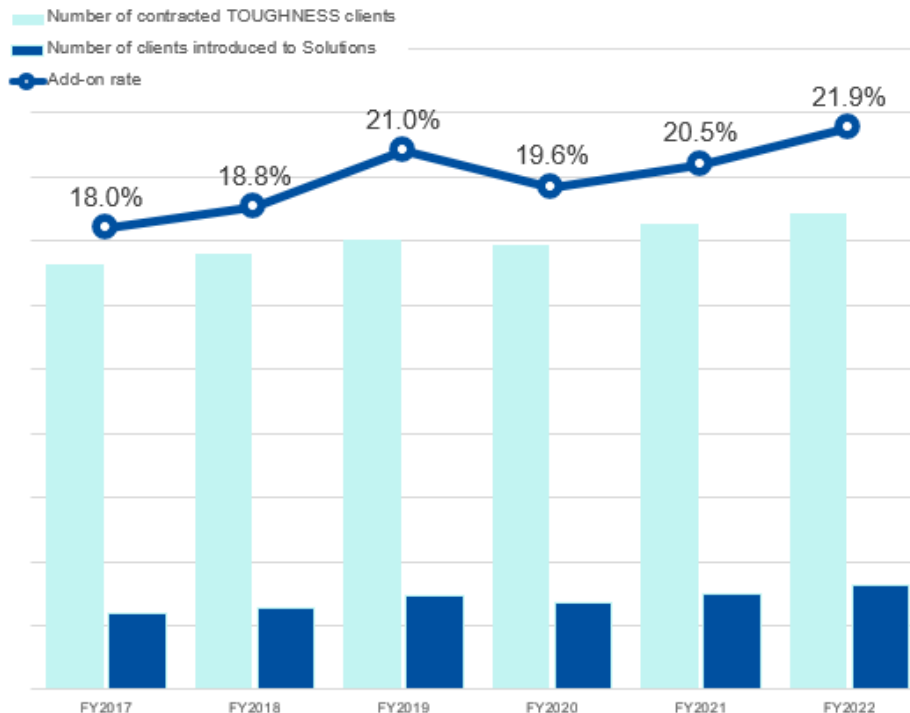
#### • YoY



## Mental Health Management Service Trends in Solution Add-On Rate

### Solution add-on rate **21.9%**

- Recovered from the slump due to the COVID-19 pandemic.
- Actively propose highly effective solutions by solving post-stress checkup issues and further utilizing pulse surveys (ADVANTAGE pdCa)



## Health and Productivity Management Service

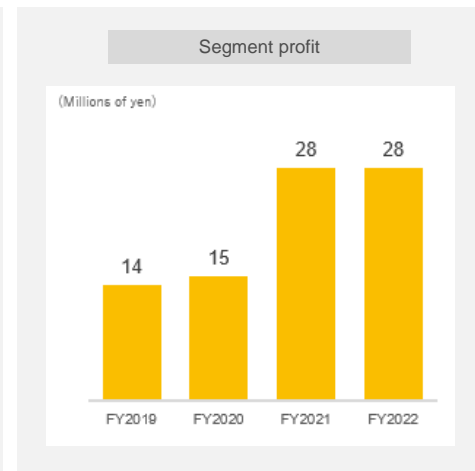
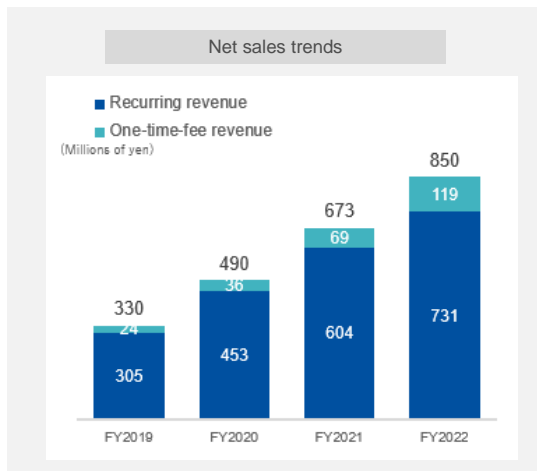
### Summary of Financial Results for the Full Year

Kept growth in net sales  
with an increase of **26.2%**  
YoY

- Acquisitions of new contracts for the occupational physician / public health nurse service remained robust, while additional requests for post-stress checkup interviews, health consultations, etc., also increased and grew.
- Although some new clients pushed back their adoption of the health checkup system, the number of companies considering adoption of the system continued to increase, backed by the need for digitalization of health checkup data.
- Profit for the segment remained flat due to increased expenses for business expansion, including personnel expenses.

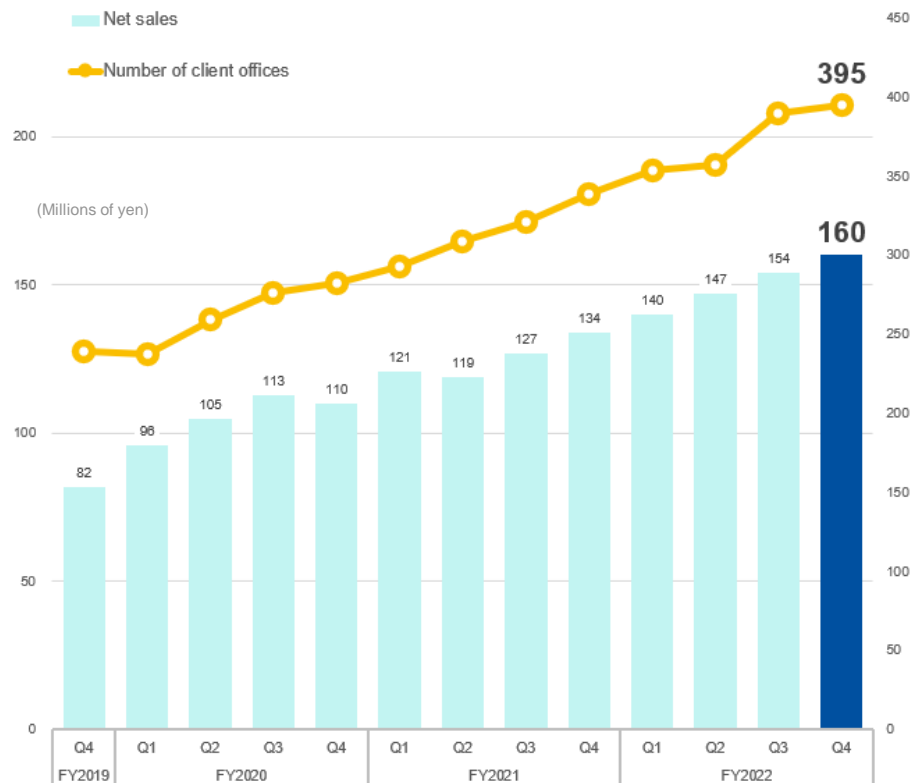
(Millions of yen)	FY2021 Full year	FY2022 Full year	YoY Change
Net sales	673	850	+26.2%
Expenses	645	822	+27.4%
Segment profit	28	28	-0.8%
Operating profit	-37	-52	-

Note: Operating profit is the reportable segment profit for financial accounting purposes after allocating corporate expenses (\*) on a certain basis such as the share of each business in net sales and number of staff. (\*) Mainly selling, general and administrative expenses for administrative and other departments that do not belong to any reportable segment



### New contracts remained robust Number of client offices and sales both increased

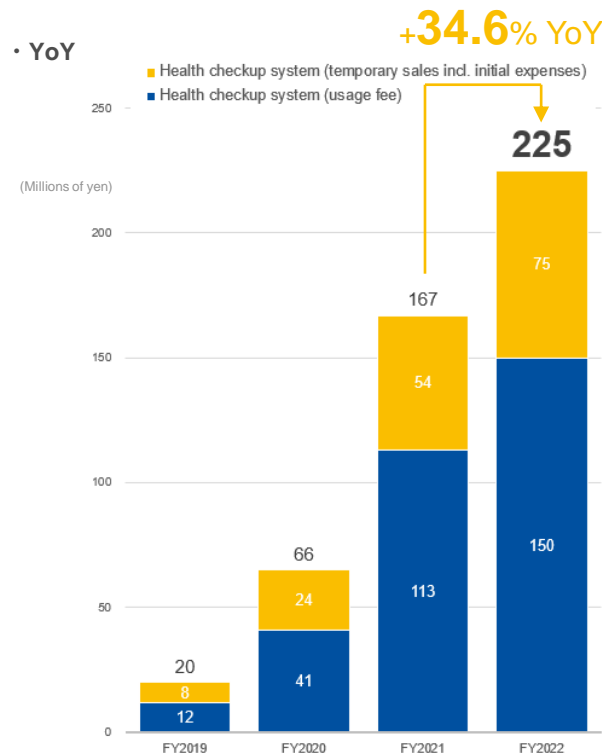
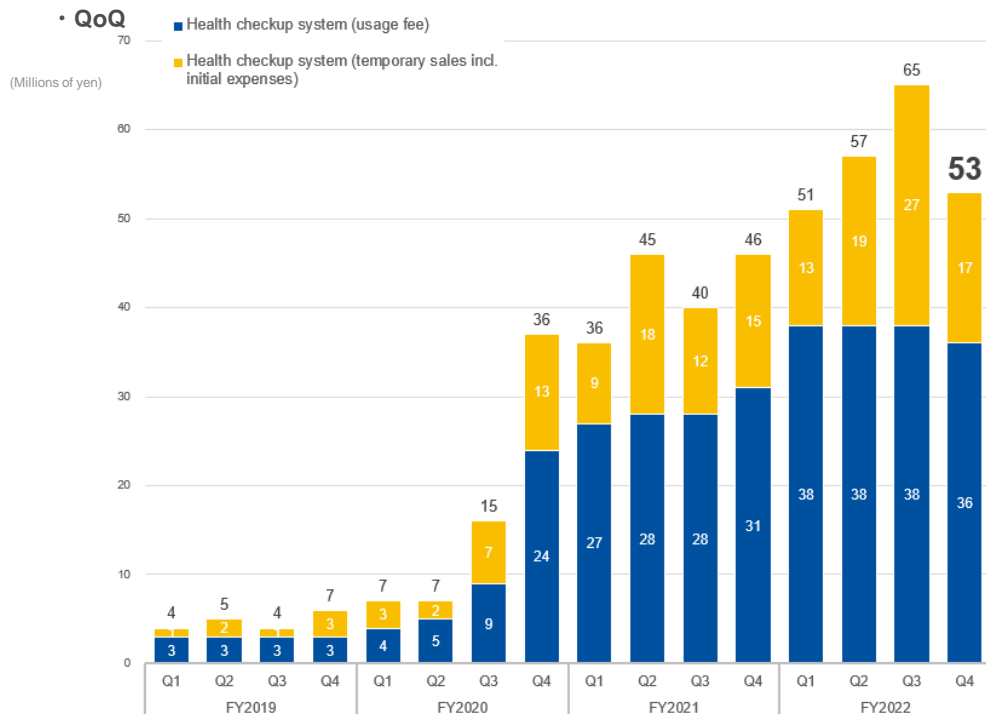
- Established Sampo LAB, an online community for all experts concerned with occupational health. Reached 1,500 registered users approximately one year after establishment.



## Health and Productivity Management Service

### Health Checkup System “ADVANTAGE Healthcare”

- Although some new clients pushed back their adoption of the health checkup system, continued high growth rate.



## LTD Service

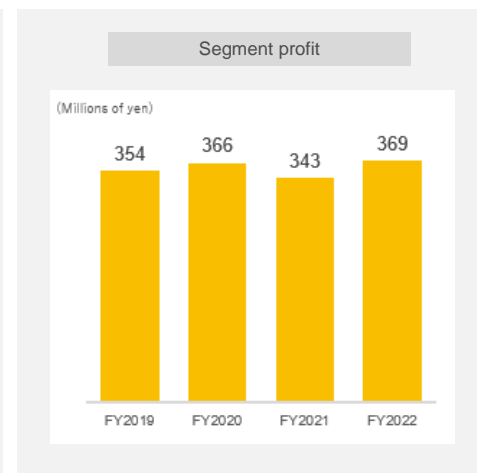
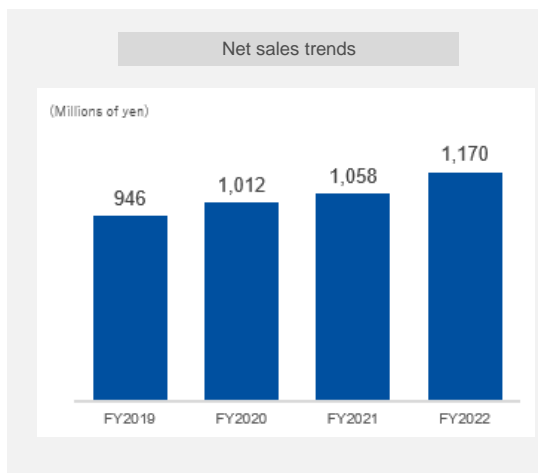
### Summary of Financial Results for the Full Year

Net sales increased by  
**10.6% YoY**

- The LTD market remains favorable due to steady growth.
- Sales remained robust, with an increase in new contract acquisitions.
- **Profit grew** despite an **increase in expenses**, including those for investment in operation systems associated with the growing customer base.

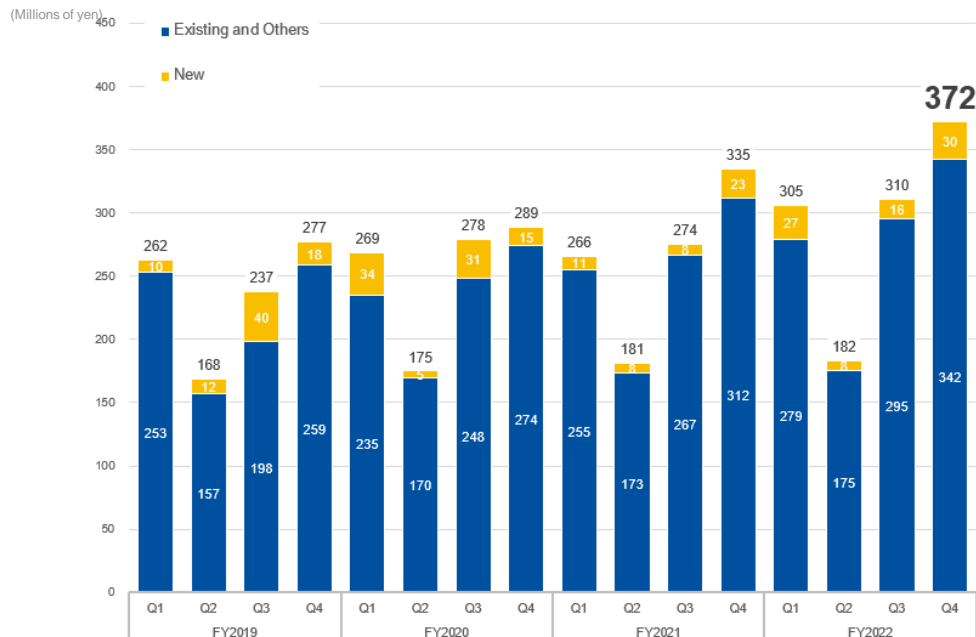
(Millions of yen)	FY2021 Full year	FY2022 Full year	YoY Change
Net sales	1,058	1,170	+10.6%
Expenses	714	801	+12.1%
Segment profit	343	369	+7.6%
Operating profit	212	227	+7.0%

Note: Operating profit is the reportable segment profit for financial accounting purposes after allocating corporate expenses (\*) on a certain basis such as the share of each business in net sales and number of staff. (\*) Mainly selling, general and administrative expenses for administrative and other departments that do not belong to any reportable segment

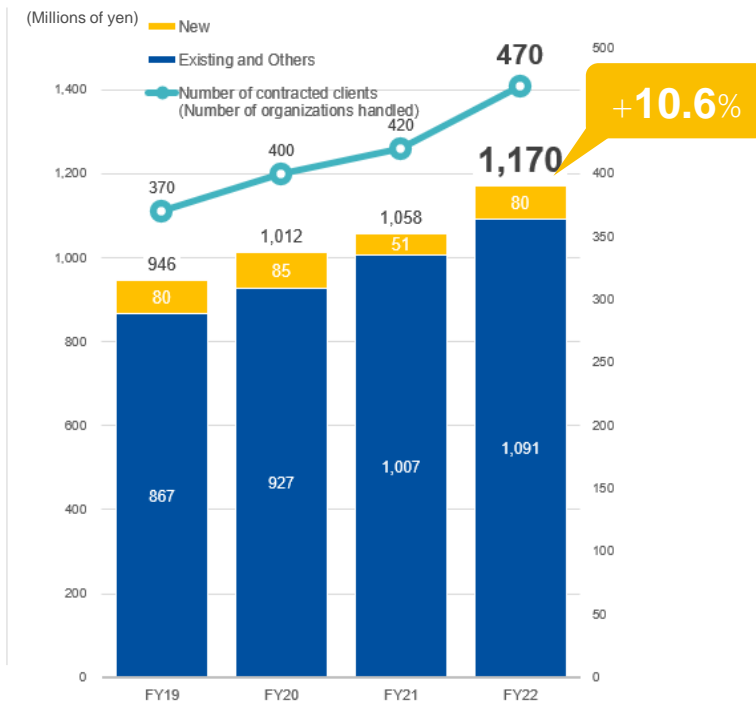


## LTD Service Sales Trends (Quarterly/ Full Year)

- Net sales increased YoY in every quarter in FY2022, with growth in Q4 due to new contracts with large-scale organizations.



- New client acquisitions increased steadily.





## Work-Life Balance Support Service

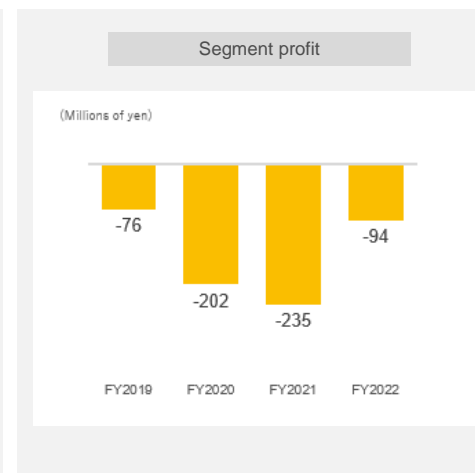
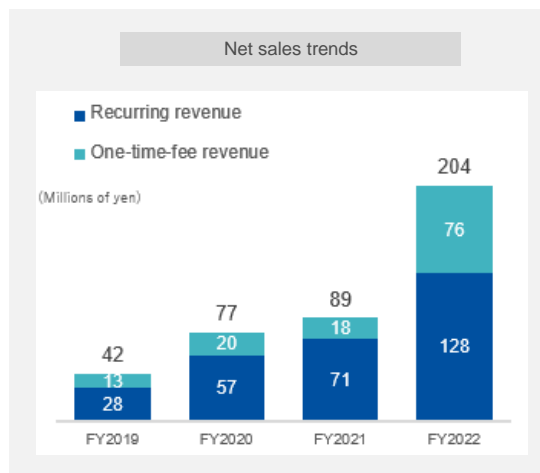
### Summary of Financial Results for the Full Year

Net sales grew by **128.9%** YoY due to a significant increase in new contract acquisitions

- Recurring revenue increased steadily due to an increase in new client acquisitions. One-time-fee revenue, including that from consulting associated with new adoption, also increased greatly.
- Expenses decreased since one-off costs for transitioning to a new system and the cost expenses of operating both the new system along with the old system, both of which arose in FY 2021, have been eliminated, and profit improved significantly, **and deficits were reduced.**

(Millions of yen)	FY2021 Full year	FY2022 Full year	YoY Change
Net sales	89	204	+128.9%
Expenses	325	299	-8.0%
Segment profit	-235	-94	-
Operating profit	-257	-125	-

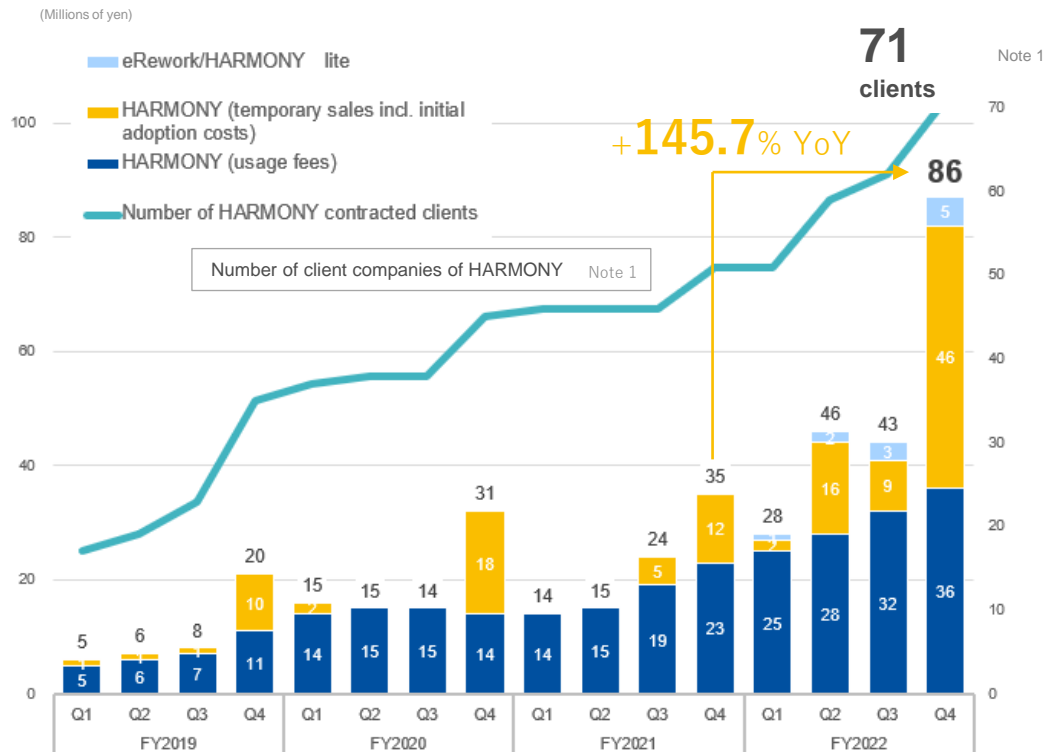
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## Work-Life Balance Support Service Adoption of ADVANTAGE HARMONY

Net sales in Q4 increased by **145.7%** YoY and the number of clients increased to **71**

- New client acquisitions increased steadily.
- Buoyed by the growing need for systems due to the amendment to the Childcare and Caregiver Leave Act, the number of companies considering adoption of ADVANTAGE HARMONY increased and acquisition of prospective clients for the system was robust.



Note 1: The number of client companies includes only ADVANTAGE HARMONY subscribers and excludes client companies which adopted eRework (Note 2) alone or HARMONY lite (Note 3).

Note 2: eRework is a support program for reinstatement that can be easily taken online.

Note 3: HARMONY lite is an entry model with limited ADVANTAGE HARMONY's functions.

## Risk Financing Service

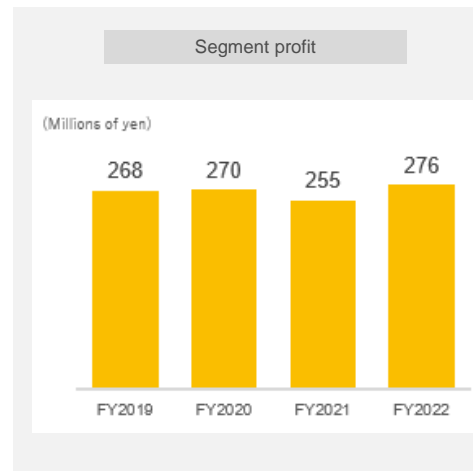
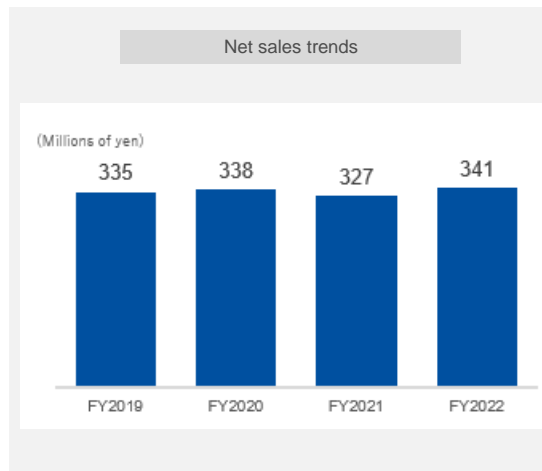
### Summary of Financial Results for the Full Year

## Generally as planned

- Sales increased YoY due to acquisition of new contracts with large-scale organizations.
- Expenses were reduced through such measures as keeping our operation system efficient.

(Millions of yen)	FY2021 Full year	FY2022 Full year	YoY Change
Net sales	327	341	+4.4%
Expenses	71	65	-9.5%
Segment profit	255	276	+8.3%
Operating profit	225	248	+10.3%

Note: Operating profit is the reportable segment profit for financial accounting purposes after allocating corporate expenses (\*) on a certain basis such as the share of each business in net sales and number of staff. (\*) Mainly selling, general and administrative expenses for administrative and other departments that do not belong to any reportable segment



# 04

## Financial Results Forecast for the Fiscal Year Ending March 31, 2024



## Consolidated Financial Results Summary

### Financial Results Forecast for the Fiscal Year Ending March 31, 2024

## Forecast for increased revenue and profit

Net sales **7,280 million yen**, an increase of **13.6%** YoY

Operating Profit **850 million yen**, an increase of **53.6%** YoY

- Each business is expected to remain robust by promoting “Comprehensive proposals to new clients” and “Cross-selling and upselling to existing clients”
- Improvement of profit is expected to proceed by continuing investments at a constant level

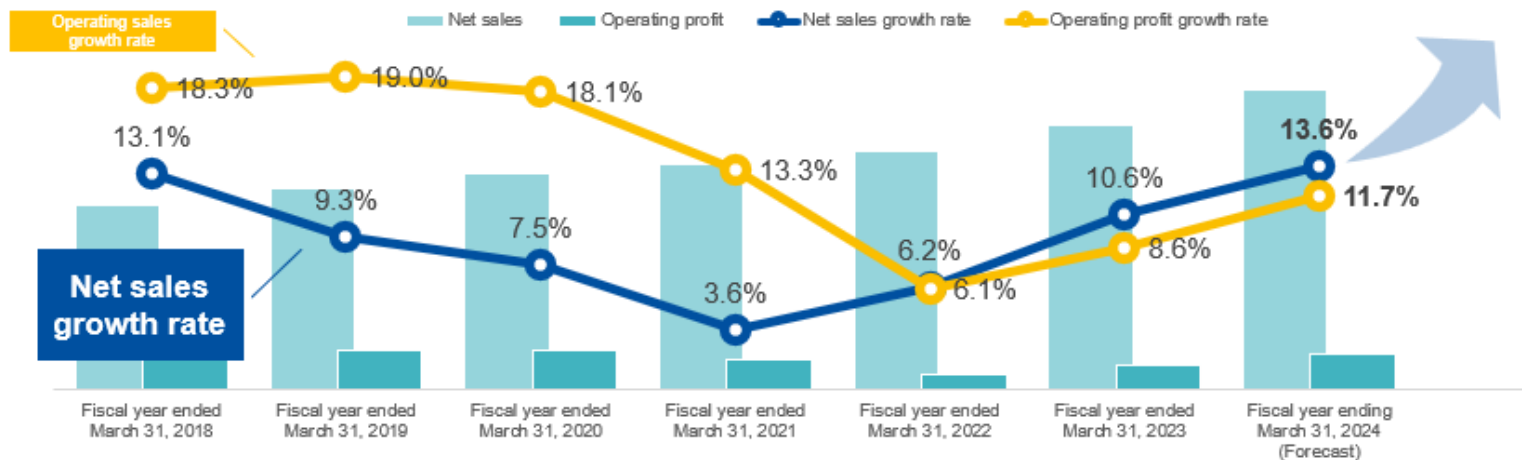
\* As announced on May 12, 2023, the numerical targets for the last fiscal year of the Medium-term Management Plan 2023 have been revised as per this financial results forecast for the fiscal year ending March 31, 2024.

(Millions of yen)	FY2022 (Results)	FY2023 (Forecast)	YoY
<b>Net sales</b>	<b>6,405</b>	<b>7,280</b>	<b>+ 13.6%</b>
Mental Health Management Service	3,838	4,178	+ 8.8%
Health and Productivity Management Service	850	1,072	+ 26.1%
LTD Service	1,170	1,312	+ 12.2%
Work-Life Balance Support Service	204	388	+ 89.9%
Risk Financing Service	341	326	-4.3%
<b>Operating profit</b>	<b>553</b>	<b>850</b>	<b>+ 53.6%</b>
(profit margin)	8.6%	<b>11.7%</b>	+ 3.1%
<b>Ordinary profit</b>	<b>534</b>	<b>850</b>	<b>+ 59.0%</b>
(profit margin)	8.3%	<b>11.7%</b>	+ 3.4%
<b>Profit attributable to owners of parent</b>	<b>377</b>	<b>560</b>	<b>+ 48.3%</b>
(profit margin)	5.9%	<b>7.7%</b>	+ 1.8%

# Trends in Consolidated Financial Results

## Financial Results Forecast for the Fiscal Year Ending March 31, 2024

- **Significant rollout of efficient sales activities** through comprehensive proposals with ADVANTAGE Well-being DXP at the core.
- For the fiscal year ended March 31, 2022, there was a decrease in profit due to the burden of transitioning to a new system and slowdown of sales activities, and for the fiscal year ended March 31, 2023, net sales grew at a double-digit rate, operating profits returned to increased profits, and initiatives toward realizing the Medium-term Management Plan 2023 were steady.
- Net sales expected to grow at a double-digit rate in the fiscal year ending March 31, 2024. **Improvement of operating margin profit** is expected to proceed by continuing investments at a constant level.



- Revamp of ADVANTAGE HARMONY
- Revamp of ADVANTAGE TOUGHNESS
- Release of ADVANTAGE Well-being DXP
- Release of ADVANTAGE pdCa
- Begin sales of ADVANTAGE WellGage
- Begin sales of eRework
- Expanded functions and compatibility with amended laws of ADVANTAGE HARMONY
- Expanded functions and release of ADVANTAGE Well-being DXP Phase 2.0
- Expanded functions (planned) and release of ADVANTAGE Well-being DXP Phase 3.0

## Shareholder Returns

### Financial Results Forecast for the Fiscal Year Ending March 31, 2024

#### Shareholder returns basic policy

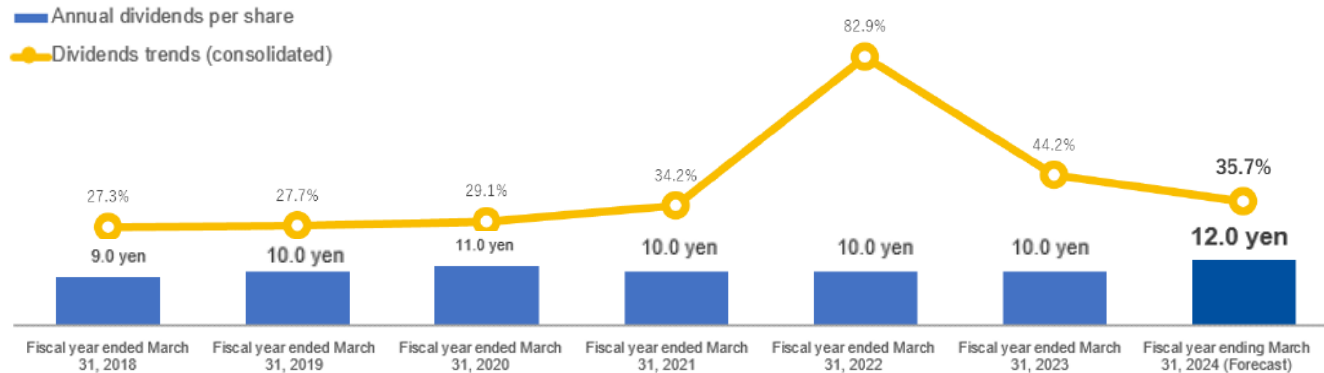
For dividends, the basic policy is to **stably and continuously pay dividends of approximately 30-35% of consolidated dividends**, comprehensively taking into consideration financial results for each fiscal year, financial position, and future business development.

#### Annual dividends per share (Forecast)

For the fiscal year ending March 31, 2024, we are planning for annual dividends per share of 12 yen (an increase of 2 yen YoY).

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ending March 31, 2024 (Forecast)
Annual dividends per share	10.00 yen	10.00 yen	12.00 yen

#### <Reference> Trends in annual dividends per share





# 05

## Progress of Medium-term Management Plan 2023

- I. Status of progress of Medium-term Management Plan 2023
  - 1. DX Platform Development
  - 2. Entry to BtoBtoE Sector
  - 3. Capital Partnerships and Open Innovation Acceleration
  - 4. Strengthening of Human Resource Development and Promotion of Health and Productivity Management
  - 5. Strengthening of IT Capability
- II. Summary



企業に  
未来基準の  
元気を!

### Main Goal of the Plan

**To be the number one platform provider in the Well-being field**

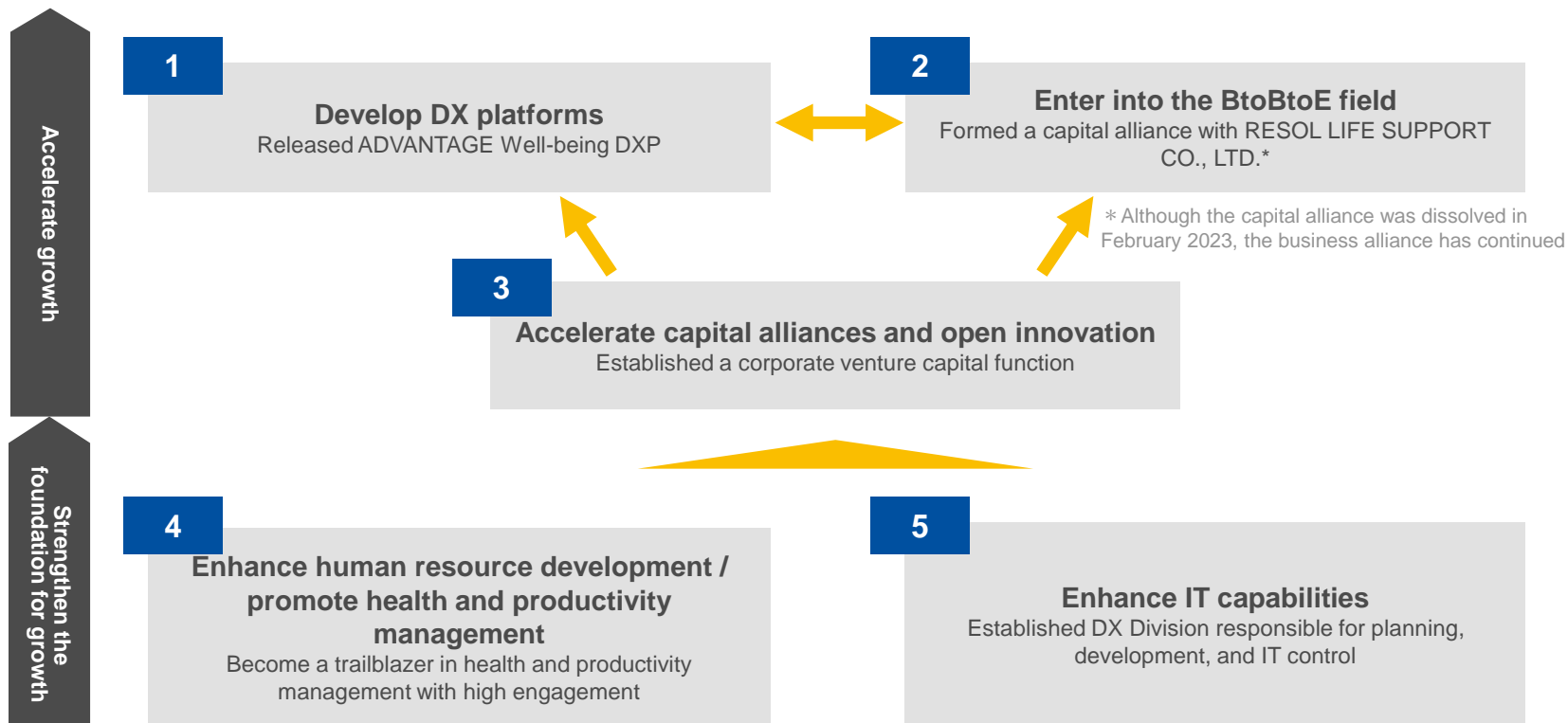
**Continue further development and expand our domains in the field related to well being\*, which includes our current business ones**

**Become the leading solution provider in this field by offering effective ways to solve various issues through the SaaS model**

\* Components of well-being at the Company include physical and mental health, employee development, prevention of risks and support when risks materialize, support for work life balance, employee benefits and welfare, support for leisure activities, and creation of a sense of unity with companies

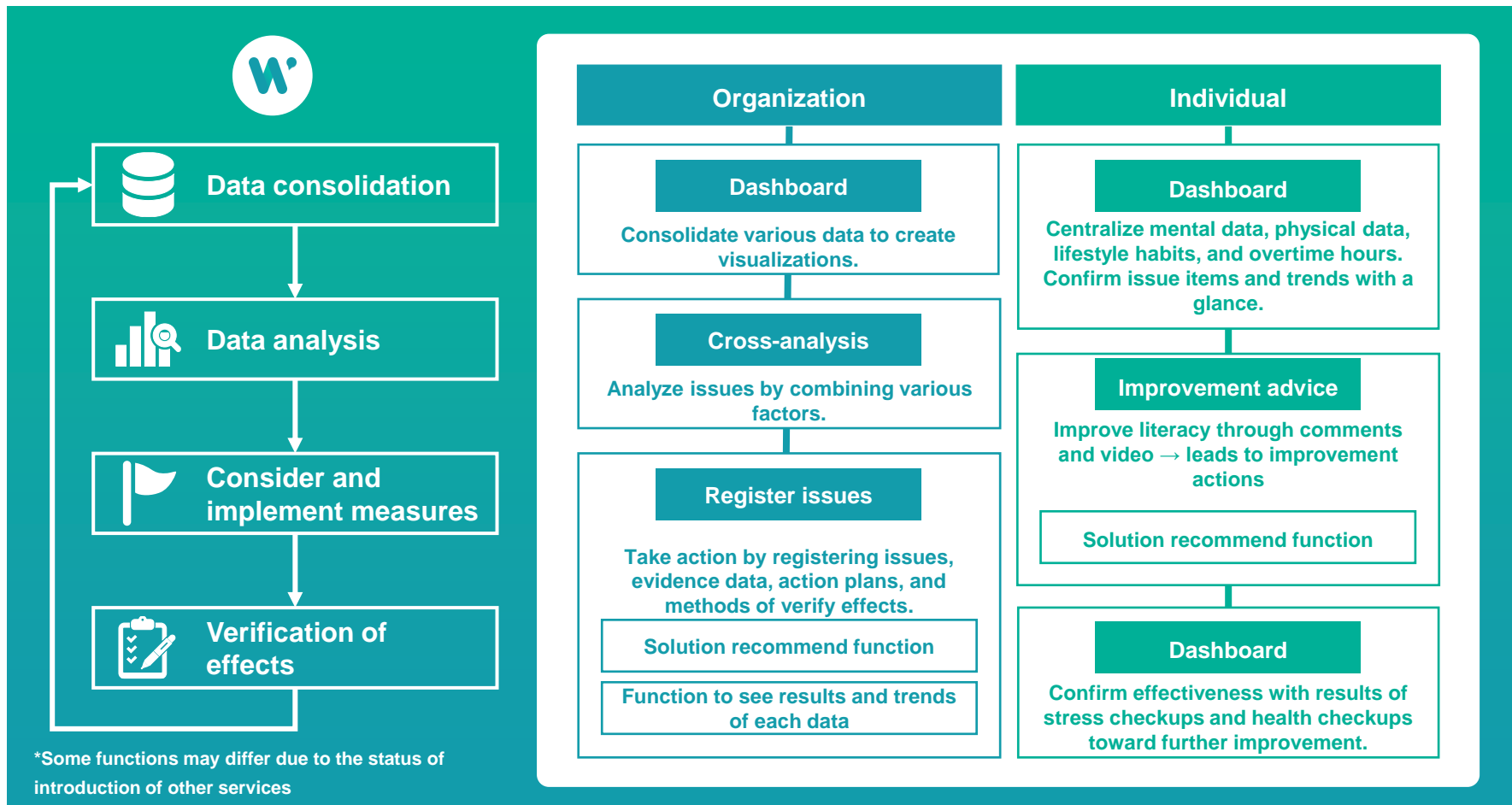
## Company-wide Focus Themes

Aim to “**become the number one platform provider in the well being market**” with the company wide focus themes that we have previously worked on as the foundation



- I. Status of progress of Medium-term Management Plan 2023
  - 1. **DX Platform Development**
  - 2. Entry to BtoBtoE Sector
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## Have continuously expanded functions since starting to provide services in July 2021



## Increased Introduction to Companies, Primarily Large-Scale Companies

Introduction is progressing, primarily to large-scale companies, from visualizing status of employees to solving issues, and being highly evaluated for supporting a series of PDCA cycles.

企業に未来基準の元気を!



2022年7月29日  
株式会社 アドバンテッジリスクマネジメント  
代表取締役社長 鳥越 慎二  
(東証プライム コード 8769)

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### 第7回 HR テクノロジー大賞「人的資本経営サービス部門」

#### 「アドバンテッジ ウェルビーイング DXP」が初代優秀賞を受賞

～状態の見える化から課題解決までの一連の PDCA サイクルを支援する優れたサービスと評価～

---

株式会社アドバンテッジリスクマネジメントは、当社が提供する人事課題解決型プラットフォーム「アドバンテッジ ウェルビーイング DXP」が、第7回 HR テクノロジー大賞において「人的資本経営サービス部門優秀賞」を受賞したことをお知らせします。本年新たに創設された「人的資本経営部門賞」において、当社はサービス部門の初代優秀賞をいただきました。



第7回 HRテクノロジー大賞  
人的資本経営サービス部門優秀賞



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**■「人的資本経営サービス部門優秀賞」の受賞理由**

従業員が「ウェルビーイング」な状態であることが経営課題の解決に繋がるという考えの下、『アドバンテッジ ウェルビーイング DXP』は、その実現の前提となる人事労務関連情報をビッグデータとして保持し、ダッシュボードでの見える化、データ分析、課題抽出までを行います。

さらに効果的なソリューションの提案までを行い、社員の状態の見える化から課題解決までの一連の PDCA サイクルを支援する優れたサービスであると高く評価されました。

Continuously increasing introduction to companies!

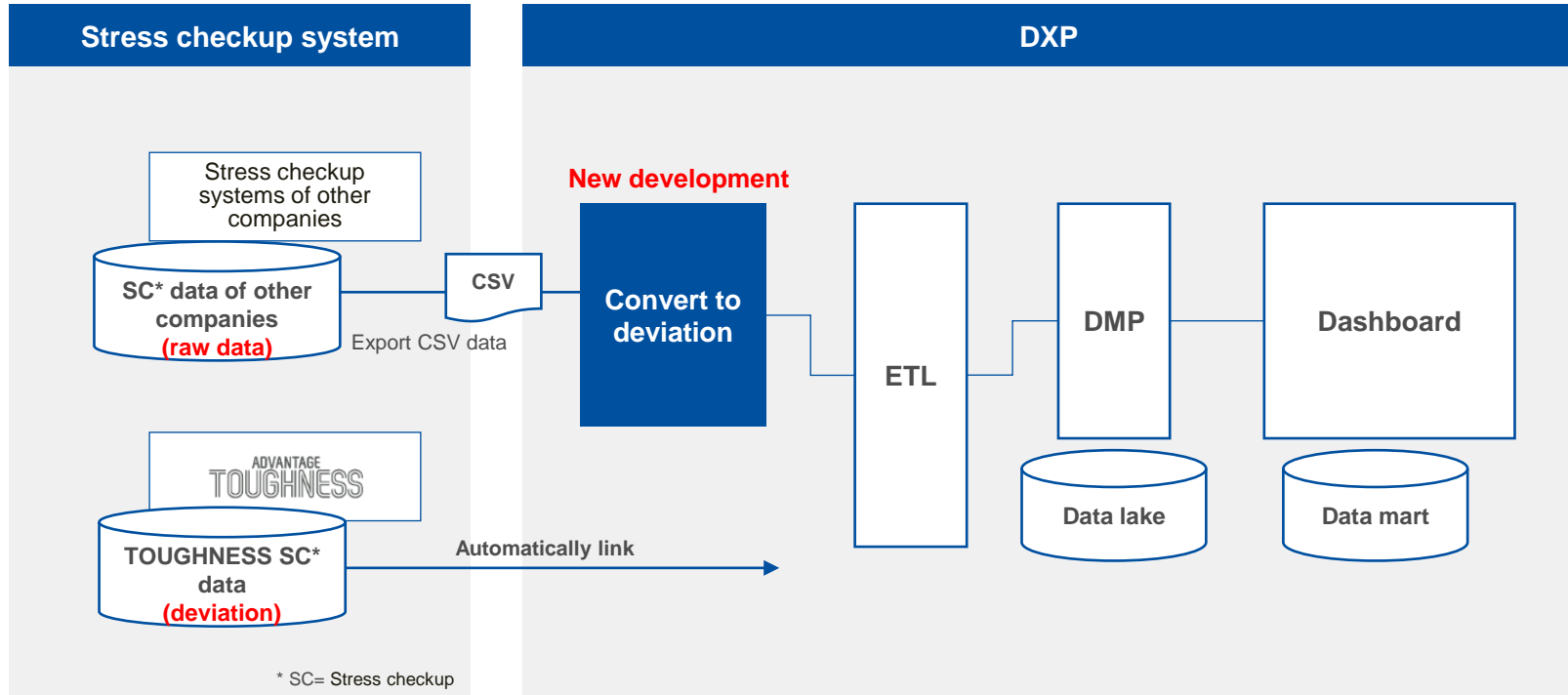


## Standalone DXP sales possible with release of Ph 3.0 (planned)

### -Independent human resources ledgers and import external stress checkup data

Realize the adoption of new clients not limited by TOUGHNESS by being able to directly import stress checkup data from other companies into DXP

-A powerful BI tool supporting Health and productivity management toward a unique existence



# Start Seeing Results of Comprehensive Proposals by Newly Establishing Enterprise Sales Department

Increase sales of services such as those ADVANTAGE HEALTH CARE and HARMONY, etc., by moving forward with comprehensive proposals by newly establishing the Enterprise Sales Department.

## Background of the newly established Enterprise Sales Department in FY22

### Division limits of customer referrals (toss-up)

- There were limits to “identifying every need of every clients” and “proposing and promoting sales of all of the Company’s products” when each division proposed other divisions’ products on their own

### Necessity to accelerate comprehensive proposals across divisions

- In order to maximize earnings, it is becoming more significant to penetrate the Company’s concepts to customers (particularly human resources management), and including the cost merits, have them comprehensively use the Company’s products

1

## Strengthen sales functions that can comprehensively make proposals

- Newly established the Enterprise Sales Department as the group to comprehensively make proposals (promote account sales) to priority clients (existing and new)
- When discovering individual product needs, although proposals and sales activities will be promoted by coordinating with Product sales, the Enterprise Sales Department will work with clients until the sale is made
- The Enterprise Sales Department will take the initiative on matters when comprehensive proposals are necessary by Product sales

2

## Cost optimization and maximizing effectiveness of marketing activities

- Concentrate marketing investment for the Enterprise Sales Department to acquire clients
- Optimize marketing costs by having the Enterprise Sales Department primarily toss-up business to sales of each division (Product sales)



- I. Status of progress of Medium-term Management Plan 2023
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# Directly Approaching Employees Made Possible Through Expanding the DXP Employee View



Lifestyle  
habits



Physical



Consider and  
implement measures

Improvement advice

Consolidate results, risks, and  
method of improvement into one  
view.

Encourage autonomous transformation  
of actions by offering specific  
actions when the awareness  
of one's own state is the highest.



1

Results and risks at a glance

2

Promote the understanding of  
results and measures with  
content

Explain results, interpretation,  
and measures through  
comments and video (approx. 10  
minutes).  
The path to improvement is  
made clear.

\*Video is physical data only.

3

Automatically recommend  
solutions

Equipped with the function to  
recommend services based on  
themes if enrolled in benefits  
and welfare service "Life  
Support Club\*."

\*This service is provided by RESOL LIFE  
SUPPORT CO., LTD.

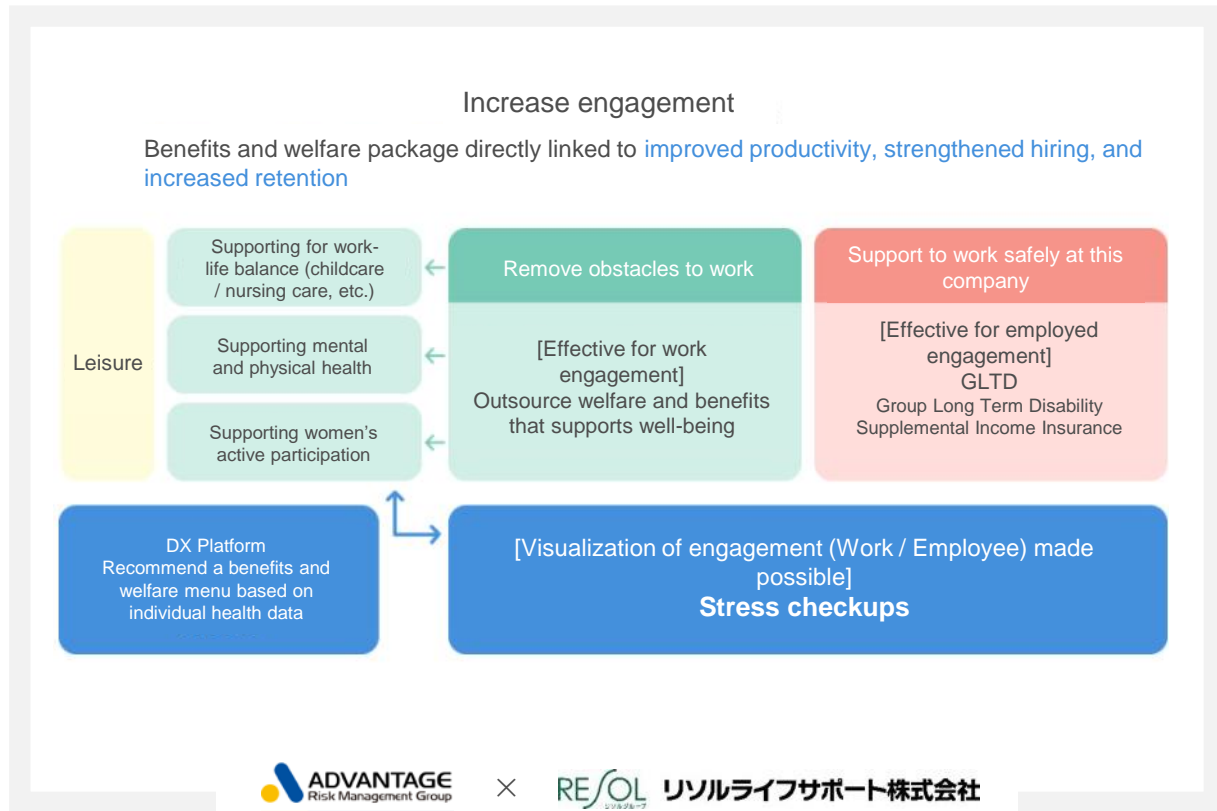
# Joint Development of ADVANTAGE WellGage with RESOL LIFE SUPPORT CO., LTD.

Started offering the service in April 2022

## ADVANTAGE WellGage

A new benefits and welfare service for the new era

- **Provide midsize companies and SMEs with services enjoyed primarily by large-scale companies**
- **Directly linked to improved productivity, strengthened hiring, and increased retention**



# New Additional Variation to ADVANTAGE WellGage

Started offering “core package” and “improvement strengthening package” as of April 2023.

企業に未来基準の元気を!



2023年2月3日

株式会社 アドバンテッジリスクマネジメント

代表取締役社長 鳥越 慎二

(東証プライム コード 8769)

## ウェルビーイング支援型福利厚生サービス

### 「アドバンテッジ WellGage」に新たなバリエーション登場

#### 企業の方針に合わせて選べるパッケージ展開に

株式会社アドバンテッジリスクマネジメントは、ウェルビーイング支援型福利厚生サービス「アドバンテッジ WellGage(ウェルゲージ)」において、新たなバリエーション 2 種類を展開します。ラインアップを強化することで、企業のニーズに合う適切な提案をすることが可能となります。新たなバリエーションのサービス提供は、2023 年 4 月以降順次開始いたします。

コロナ禍が追い打ちとなり、終身雇用の時代から続く余暇支援偏重の福利厚生制度を見直したい、という企業が増えています。労働人口が減少する今、従業員が安心して働ける環境の構築と、「この会社で働き続けたい」というエンゲージメント向上を実現する“価値のある”福利厚生サービスを提供すべく、当社は昨年「アドバンテッジ WellGage」の提供を開始しました。

当サービスは、GLTD(団体長期障害所得補償保険)と福利厚生サービス(\*)をセットにした当社独自のパッケージです。エンゲージメントサーベイを包含したストレスチェック「アドバンテッジ タフネス」も含まれており、従業員・組織の状態を「ワーク・エンゲージメント」「エンプロイヤー・エンゲージメント」の両面から把握できるだけでなく、調査結果を「アドバンテッジ ウェルビーイング DXP」で一元管理できるものです。福利厚生サービス導入後の効果や、同業界の平均値との比較などにより、建設的な改善計画を立案・実施できることが可能な点を評価され、多くの企業様に導入いただきました。

一方、お客様に当サービスをご検討いただく中で、「働きなくなったときの安心材料(=GLTD)も重要だが、メンタルヘルス不調等の未然予防やより活き活きと働くためのアップサイドの施策を重視したい」というご意見も多くいただくようになりました。「今いる人材に活躍してもらうための施策に注力したい」という中堅・中小企業のニーズが多いことを受け、当社はこのたび「アドバンテッジ WellGage」において、新たに 2 種類のバリエーションをラインアップしました。

## 1. Core package NEW

Stress checkup + DX platform + benefits and welfare service

## 2. Improvement strengthening package NEW

Stress checkup + DX platform + benefits and welfare service + e-learning

## 3. Benefits and welfare system enhancement package

Stress checkup + DX platform + benefits and welfare service + GLTD

- I. Status of progress of Medium-term Management Plan 2023
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# Capital and business alliance with RESOL LIFE SUPPORT CO., LTD. (March 2021)

The capital alliance is no longer, but the business alliance continues.  
With the alliance, progress towards a foundation to advance into BtoBtoE and BtoC field was made.



2021年3月19日

各位

会社名 株式会社 アドバンテッジ リスク マネジメント  
代表者名 代表取締役社長 鳥越 慎二  
(コード 8769 東証第一部)  
問合せ先 経営管理部長 栗原 直彦  
(TEL. 03-5794-3800)

## リソライフサポート株式会社の第三者割当増資引受 (持分法適用関連会社化) に関するお知らせ

当社は、本日開催の取締役会において、リソライフサポート株式会社（以下、RLS 社）が実施する第三者割当増資の引受を決議いたしましたので、下記のとおりお知らせいたします。なお、本件増資引受に伴い、RLS 社は当社の持分法適用関連会社となりますので、あわせてお知らせいたします。

### 記

#### 1. 株式取得の理由

＜これまでの当社の取組みについて＞

当社は、「従業員の心と体の健康保持・向上」と「課題を持つ従業員への支援」が、企業の成長戦略の実現性を高める投資であるとの考えの下、1995 年より従業員のエンゲージメント向上につながる福利厚生制度としての団体長期障害所得補償保険（GLTD）の販売代理事業を、2002 年からはストレスチェックをはじめとした企業のメンタルヘルスケア対策事業を推進してまいりました。

その後、それぞれの事業について、出産・育児・介護などの課題を持つ従業員のための仕事と課題との両立支援事業に、また、メンタル面だけでなくフィジカル面の健康支援も含む企業の総合的な健康経営支援事業に事業エリアを拡大し、現在においては、両事業合算して 340 万人（2020 年 3 月末現在）を超える皆さまにご利用いただく、この領域におけるトップクラスの企業として、顧客

## Details of the new business alliance (under discussion)

Plan to aim to expand business of both companies by further developing the business alliance in the future centered on measures with ADVANTAGE Well-being DXP at the core.

1. Develop ADVANTAGE Well-being DXP with RESOL LIFE SUPPORT CO., LTD.
2. Release new services with ADVANTAGE Well-being DXP and RESOL LIFE SUPPORT CO., LTD. working together
3. Joint development of new menu concerning health management and support for employee health of companies

# Capital and business alliance with Wellness Communications Corporation (October 2021)

Increased introductions of health management cloud “Growbase (formerly HSS)” to the Company’s clients.

## ウェルネス・コミュニケーションズ株式会社との資本・業務提携に関するお知らせ

株式会社アドバンテッジ リスク マネジメント

🕒 2021年10月22日 16時00分



当社は、ウェルネス・コミュニケーションズ株式会社（以下、WCC社）と資本・業務提携に関わる契約を締結いたしましたので、下記のとおりお知らせいたします。

### 1. これまでの当社の取組みについて

当社は、「従業員の心と体の健康保持・向上」と「課題を持つ従業員への支援」が、企業の成長戦略の実現性を高める投資であるとの考えの下、1995年より従業員のエンゲージメント向上につながる福利厚生制度としての団体長期障害所得補償保険（GLTD）の販売代理事業を、2002年からはストレスチェックをはじめとした企業のメンタルヘルスクア対策事業を推進してまいりました。

その後、それぞれの事業について、出産・育児・介護などの課題を持つ従業員のための仕事と課題との両立支援事業に、また、メンタル面だけでなくフィジカル面の健康支援も含む企業の総合的な健康経営支援事業に事業エリアを拡大し、現在においては、両事業合算して354万人（2021年3月末現在）を超える皆さまにご利用いただいております。また2021年6月には、顧客企業の皆さまのウェルビーイング実現に向けた人事施策のPDCAを支援する「アドバンテッジ ウェルビーイング DXP」をリリースいたしました。

## Started Offering ADVANTAGE pdCa Microsoft Teams App (March 2023)

Constructed an environment to seamlessly access the Company's services with the alliance with Microsoft Corporation in Japan.

企業に未来基準の元気を！



2023年2月27日

株式会社 アドバンテッジリスクマネジメント

代表取締役社長 鳥越 慎二

(東証プライム コード 8769)

### パルスサーベイ「アドバンテッジpdCa」の Microsoft Teams アプリ提供開始

～Microsoft Teams ユーザーのアクセス利便性を向上～

株式会社アドバンテッジリスクマネジメントは、日本マイクロソフト社と連携し、当社サービスへのシームレスなアクセス環境を構築します。その最初の取り組みとして、パルスサーベイ「アドバンテッジ pdCa (ビディカ)」の Microsoft Teams アプリ (以下、Teams アプリ) を 2023 年 3 月 1 日より提供開始します。

当社は「企業に未来基準の元気を！」をコーポレートメッセージに掲げ、人事分野のうち、ウェルビーイング領域にまつわるサービスを展開しています。健康経営、さらには人の資本経営への関心が高まるなか、当社は企業の従業員および組織の状態を可視化するとともに、課題に対する解決策の提示、効果検証に至る PDCA サイクルの支援を行っています。

このたび当社は、より一層サービスの利便性を高めるため、日本マイクロソフト社と連携し、「アドバンテッジ pdCa」の Teams アプリの提供を開始いたします。「アドバンテッジ pdCa」は、メンタルヘルス、エンゲージメント、メンタルタフネス度、ハラスメントなどの設問を備えたパルスサーベイシステムで、2021 年 11 月の提供開始以来、約 100 社に導入いただいています。今回リリースする Teams のアプリを組み込むことにより、Teams ユーザーは、ブラウザを介さないシームレスなアクセスが可能となります。日常業務で使われている Teams 上からパルスサーベイに回答することによって、従来別ブラウザにて回答を行っていた従業員の工数負担を下げることができます。今後継続的に機能アップデートを行い、さらなる利便性向上を図ってまいります。

今後も当社は、日本マイクロソフト社との連携を深め、企業の課題解決に貢献できるサービスの開発に取り組んでまいります。

### Reduce the burden on employees

Reduce the burden of employees answering in a separate browser by being able to answer pulse surveys on Teams.

### Promote increased sales and introduction of ADVANTAGE pdCa

Further promotion of introduction to client companies can be expected as pdCa can be seamlessly accessed through the Microsoft Teams view, used in daily duties.



- I. Status of progress of Medium-term Management Plan 2023
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# Review of Enhancement of Human Resource Development / Promoting Health and Productivity Management

## Significant advances in these two years for initiatives concerning Enhancement of Human Resource Development / Promoting Health and Productivity Management



### Becoming a trailblazer in health and productivity management

Continuously implement the PDCA cycle to enhance employee health.  
Encourage independent action from employees and create methods to establish better habits.

**Examples of measures:** Pulse surveys, increase health, better exercise habits, and improvements to diet habits, improvements to sleeping habits, support quitting smoking, support work-life balance, etc.

### Selected under the Health & Productivity Stock Selection for two years in a row following last year

Selected under the “2023 Health & Productivity Stock Selection” continuing from 2022 with high evaluations of health management initiatives.



### Further enhancement of high engagement

In order to create meaningful work, strengthen human resource development and reform HR systems.

**Examples of measures:** Strengthen management, career development, increasing skills, HR training (introduction of ESOP, addressing a diverse range of workstyles, etc.)

### Promote transformations of various systems to realize employee well-being

Started ARM workstyle “FUN↑WORK!”  
Diversity, Equity & Inclusion recommendations  
Human resources system revision and operational changes effective April 1, 2023, etc.



### DX promotion (data analysis and utilization)

Combine and analyze insight, EQI, lifestyle habits, attendance, evaluations, and other types of data, and utilize the results in human resource strategies.

### Continued responses in stages by analyzing and applying data

## Selected as Health & Productivity Stock Selection Company for two years in a row following last year

Health management initiatives were highly evaluated

Selected two years in a row under the 2023 Health & Productivity Stock Selection Company  
Recognized as a 2023 Certified Health & Productivity Management Outstanding Organization  
(large enterprise category, White 500) six years in a row



2023 Health Management award ceremony



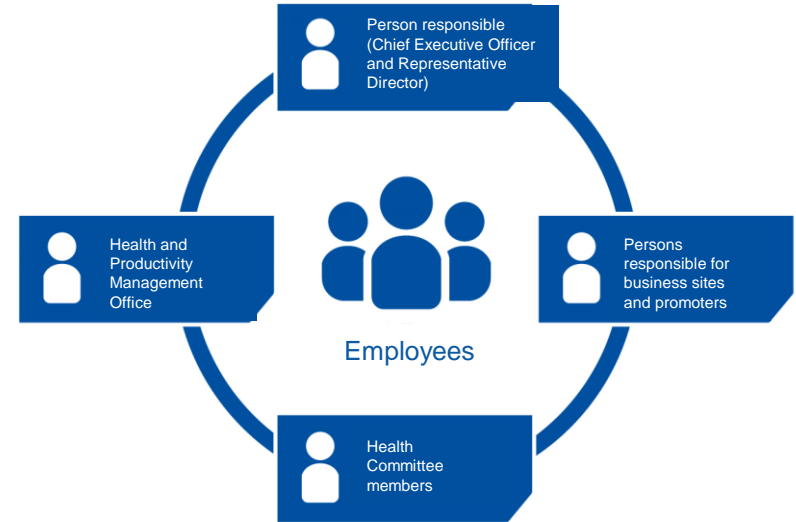
# The Company's Health and Productivity Management Promotion Policy (Health and Productivity Management Declaration) and Promotion Systems

## Health and Productivity Management Declaration

At ADVANTAGE Risk Management Co Ltd and our Group companies, we believe that employees continuing to live healthily and work with a sense of well being is the most important foundation for the long lasting happiness of employees and their families as well as increased energy within the company. We declare that we will focus all our efforts on making this a reality, and make continuous improvements as we aim for further heights.

We also believe that enhancing employees' health and vitality will help us achieve our corporate mission to "create well being at corporations," as well as our corporate message to "bring a new standard of well being to the future of corporations!" and at the same time contribute to enhancing the value we offer to customers

Through the "well being" of employees, we will work with the community to create "environments where people can work with peace of mind" and companies where "individuals and teams have vitality.

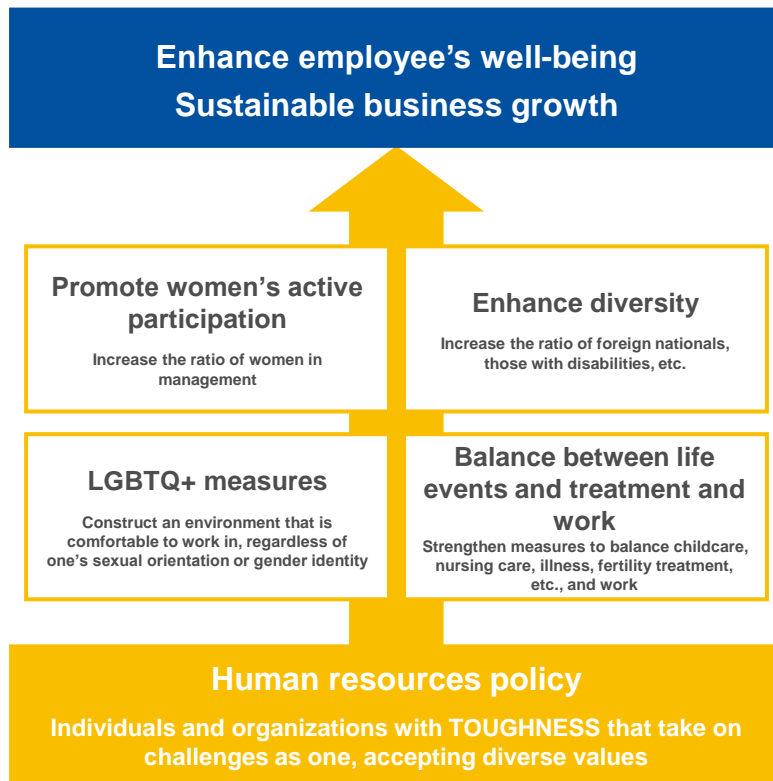


# List of Initiatives Toward Enhancing Engagement

Declaration to promote DE&I, aiming to realize employee well-being

## Declaration to promote Diversity, Equity & Inclusion

At ADVANTAGE Risk Management Co Ltd and our Group companies, we will create an environment where everyone can actively participate and where everyone can take advantage of opportunities and exhibit their strengths on a level playing field, regardless of age, gender, gender identity, sexual orientation, nationality, race, religion, whether or not one is involved in childcare or nursing care, illness, presence or absence of a disability, employment status, etc., and in order to enhance the well-being of employees and related parties and to sustainably improve corporate value, we shall respect and accept diverse personalities and values.



- I. Status of progress of Medium-term Management Plan 2023
  - 1. DX Platform Development
  - 2. Entry to BtoBtoE Sector
  - 3. Capital Partnerships and Open Innovation Acceleration
  - 4. Strengthening of Human Resource Development and Promotion of Health and Productivity Management
  - 5. **Strengthening of IT Capability**
- II. Summary

# Review of Enhancing IT Capabilities

Promoted the increase of members for systems in the past two years toward enhancing IT capabilities.



## DX Mission

Through DX, we will offer our added value to a broader range of customers, more easily, and at lower prices. In this way, we will contribute to enhancing corporate value and contribute to employee well being.

- Promotion and realization of monetization through continuously upgrading the DX platform
- Established the internal DX Promotion Department in 2022, revamped the front office, and started projects constructing CRM



## Promote in house creation

We will move development in house, to enable us to respond promptly to changes in markets, customers, and competition. By deploying young engineers alongside mid level engineers with abundant development experience and knowledge, we will accumulate knowledge and strengthen our development capabilities from a medium-term perspective. We aim to increase our current team of 10 developers to 30 or more in three years' time, and move development in house, particularly for DX services.

- For UX and UI design, construct a full-time team in the Service Planning Department and promote in-house designs



## Hiring

We will plan and create software based on attractive services as an industry leader, which will also contribute to hiring, including experienced candidates and new graduates.

- Strengthen new hires in IT Planning and Development: three persons in 2021, three persons in 2022, and two persons in 2023
- As of FY23, the number of developers was 18 (including temporary employees), and aim to increase staff



## Contribution to earnings

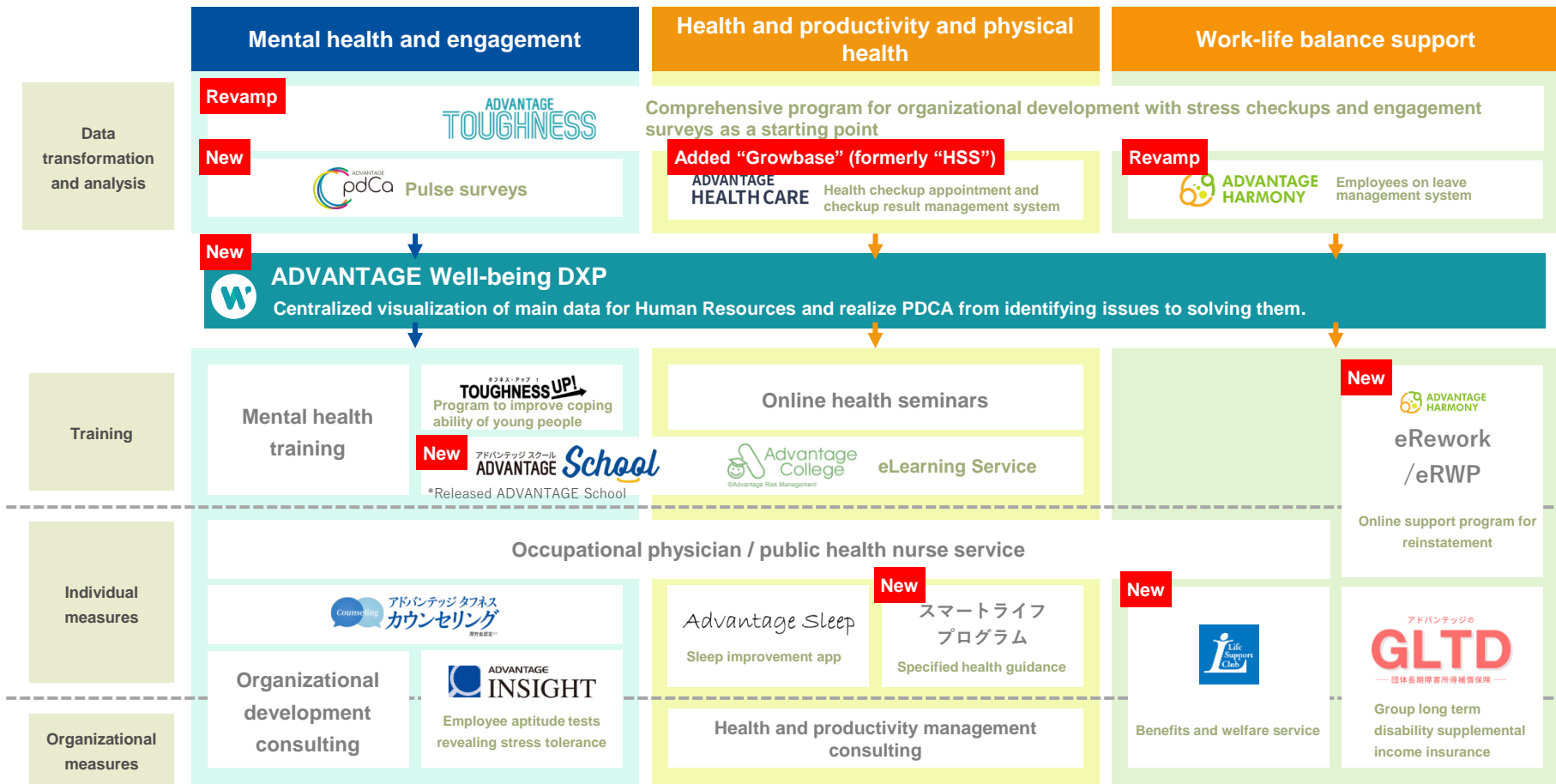
We have budgeted approximately 3.0 billion yen for investment in DX over three years, but we plan for SaaS and other system related businesses to drive an increase in annual revenues of around 4.0 billion yen in three years' time.

- Companies introduced to DXP are on an increasing trend, and realization of contributing to revenue in stages

- I. Status of progress of Medium-term Management Plan 2023
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- II. **Summary**



# Significant Advances in These Two Years in Expanding Services



# Promoting Comprehensive Proposals to New Clients and Cross-Selling and Upselling to Existing Clients Through the Comprehensiveness of ARM

Solve various management and HR issues with comprehensiveness

Health and productivity / human capital management	Enhancement of engagement	Anti-harassment measures	Improvement of retention rates
Need to visualize the situation first	Need to conduct organizational development and training to increase engagement	Need to focus on preventing harassment before it happens	Need to hire and develop tough human resources
Need to bolster physical measures			
Need to reduce the number of employees with mental disorders	Need to introduce systems and measures that attract employees and job seekers	Need to strengthen counseling and support after it happens	Need to detect employees at risk of resignation and follow them from an early stage
Need to develop a promotion system			



# Thank you for your attendance

企業に未来基準の元気を！



## IR related inquiries

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### **【Disclaimer】**

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Therefore, actual business results may differ significantly from these statements due to factors such as changes in the management environment, and there is no guarantee that the statements will be accurate.

Furthermore, information about entities other than the Company and its group companies stated in this material is generally based on public information, and the Company makes no guarantees on its accuracy.

**Note :** This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.