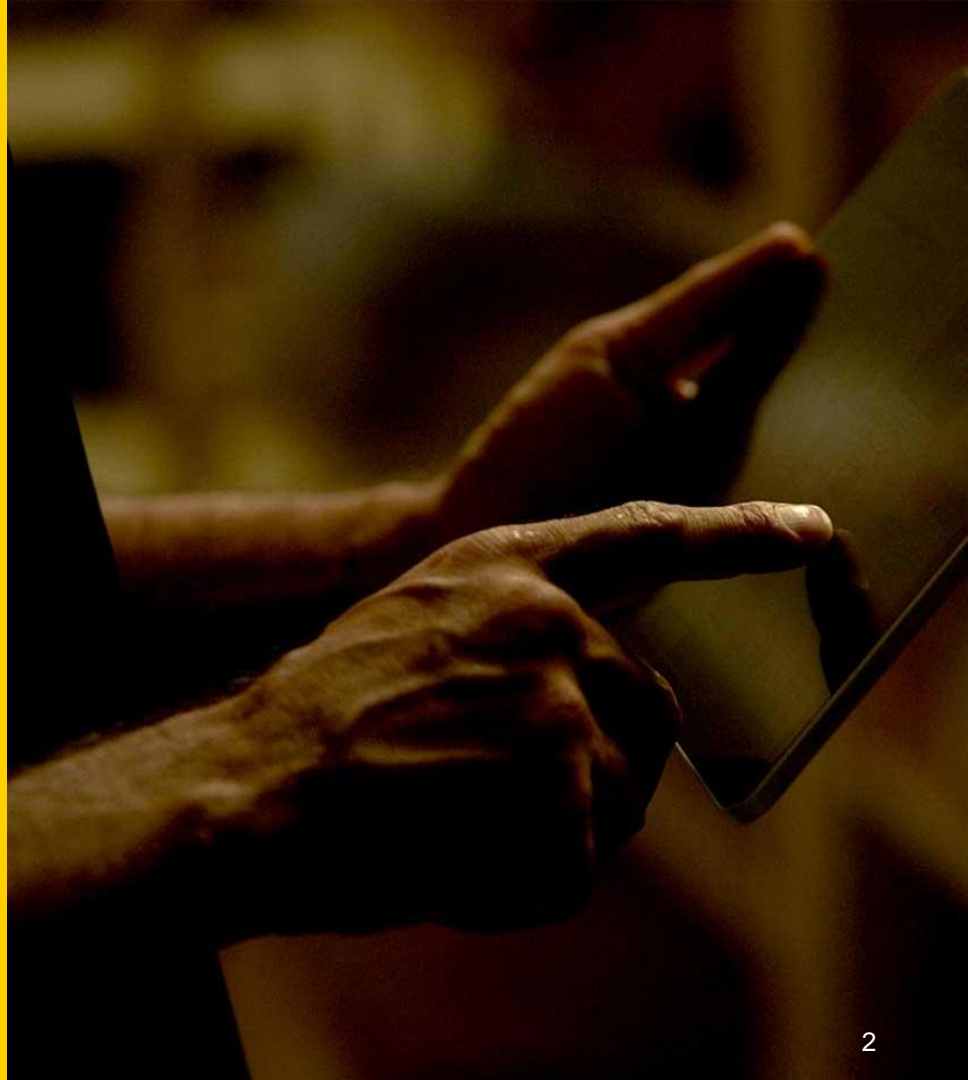


SpiderPlus & Co.

Q2 FY2021 Financial Results Presentation Materials

Business summary

SpiderPlus & Co.



DX in construction industry

DX (Digital Transformation) is the adoption of digital technology to transform services or businesses, through replacing non-digital or manual processes with digital processes or replacing older digital technology with newer digital technology.



Construction



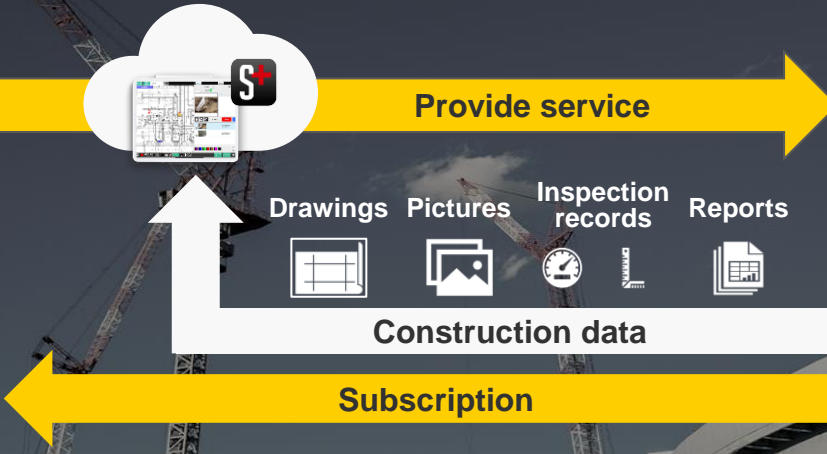
Technology

Business model : subscription service for construction sites. Focus on ICT business




SpiderPlus & Co.

ICT Dep

Pricing
Standard features
3,000
yen/ID(per month)
+ Storage fee
+ Optional features



Construction Companies


 **Site A** 
Site B
Site C
⋮
⋮
⋮

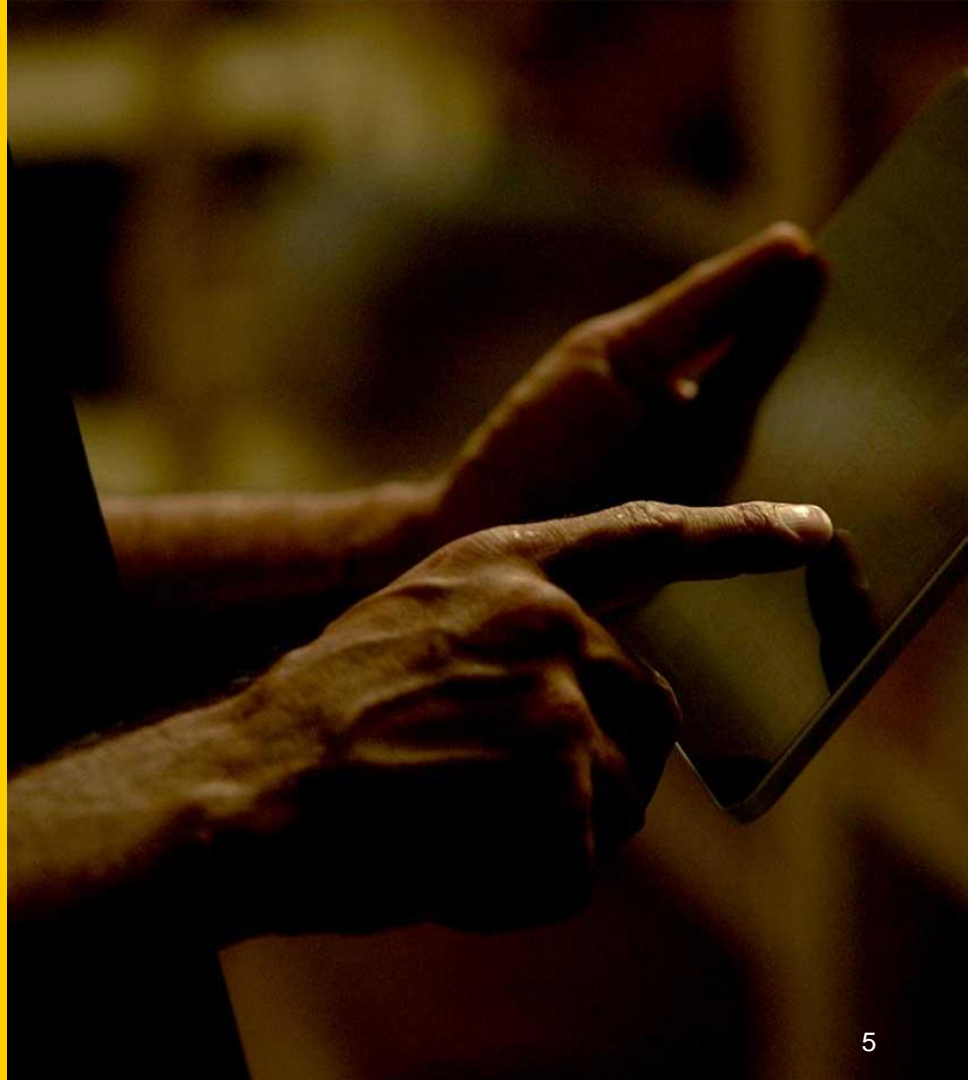
research ↔ site training
Engineering Dep

Thermal Insulating Construction (subcontractor)

* Engineering Dep : Provide insulation work to equipment and piping to improve the energy efficiency of heat-using buildings and factories.

Q2 FY2021 Highlights

SpiderPlus & Co.



KPI

Number of contracting companies increased to all time high on a quarterly basis

Growth

Net sales of **ICT business** stay on track at a growth rate of over 30%

Product

New “**SPIDERPRUS PARTNER**” and “**Academic Plan**” services

KPI YoY Growth

ARR ^{*1}

+ 35%

1,397 → 1,881

Millions of yen

ID ^{*2}

+ 28%

33,370 → 42,638

Number of IDs

Company ^{*3}

+ 58%

632 → 996

Number of companies

^{*1} Calculated by multiplying the MMR for June 2020 and June 2021 by 12 (to annualize) (MMR: Total amount of monthly usage fees , excluding temporary income at the end of the month in question).

^{*2} Number of contract IDs as of June 30, 2020, and June 30, 2021.

^{*3} Number of contracting companies as of June 30, 2020, and June 30, 2021. Monthly average churn rate of 0.8% from July 2020 to June 2021.

Monthly average churn rate is the monthly churn rate for the number of companies. The churn rate for each month is calculated by dividing the number of companies canceling contracts during the month by the number of contracting companies at the end of the previous month. Number of contracting companies surpassed 1,000 in July 2021.

Steady progress on the performance forecast for the ICT business

Q2 FY2021 Net sales results

899 million yen

Progress: 46.1% *1

FY2021 forecast

1,953 million yen

For reference: Progress for Q2 of the previous year: 46.1% (results)

Q2 FY2021 ID results

42,638 ID

Progress 43.2% *2

FY2021 forecast

Over 48,000 IDs

For reference: Progress for Q2 of the previous year: 45.5% (results)

December 31, 2020

38,560 ID

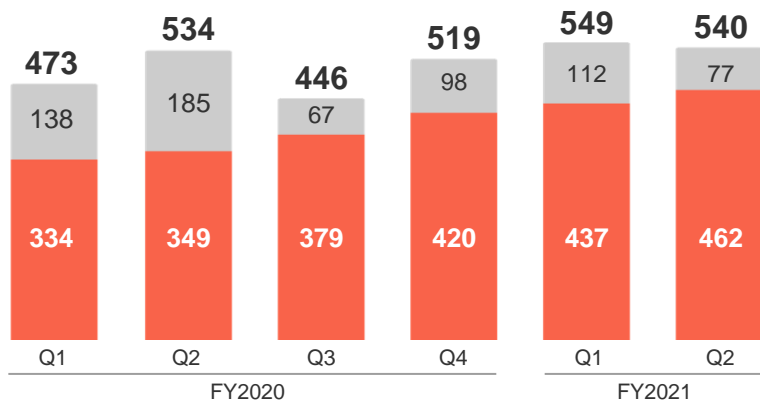
*1: Progress on budget compared to the full year forecast. Calculated by dividing ICT business net sales in the first six-month period of fiscal year ending December 31, 2021, by the net sales forecast for fiscal year ending December 31, 2021.

*2: Progress on budget compared to the full year forecast. Calculated by dividing the net increase in the number of IDs in the ICT business in the first six-month period of fiscal year ending December 31, 2021 by (Forecast number of IDs for fiscal year ending December 2021 – Number of IDs on December 31, 2020).

High growth rate for ICT business with YoY +32% ENG business progressed as per budget

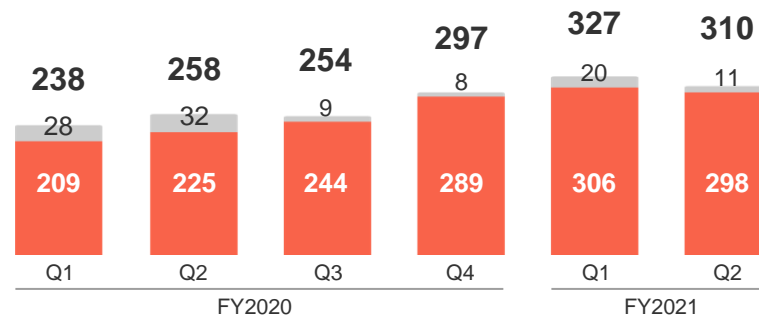
Net sales

■: ENG business²
■: ICT business
Millions of yen



Gross profit

■: ENG business
■: ICT business
Millions of yen



*1 Q4 FY2020 (the fourth quarter of fiscal year ended December 31, 2020) has not been audited and reviewed by an audit firm.

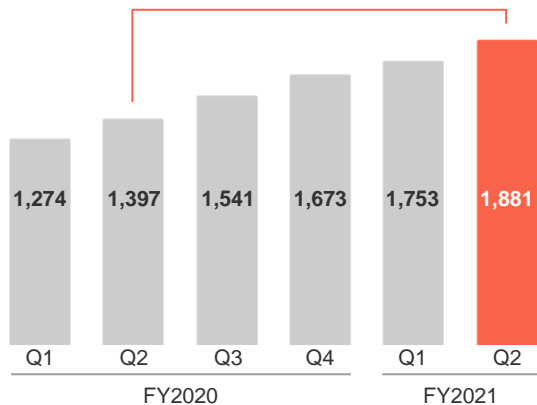
*2 Abbreviation for Engineering business segment. This business segment performs insulation installation work to provide heat insulation for equipment and pipes to improve energy efficiency in buildings, plants, and other facilities that use heat.

ARR grew due to contribution from additional IDs for existing customers
 ARPU progressed as per budget with YoY +5%

ARR

YoY Growth
+35%

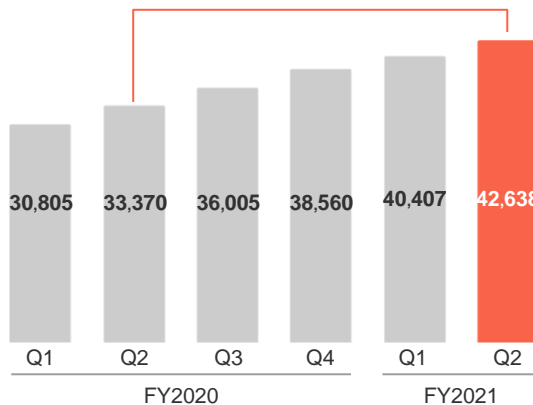
Million yen



ID

YoY Growth
+28%

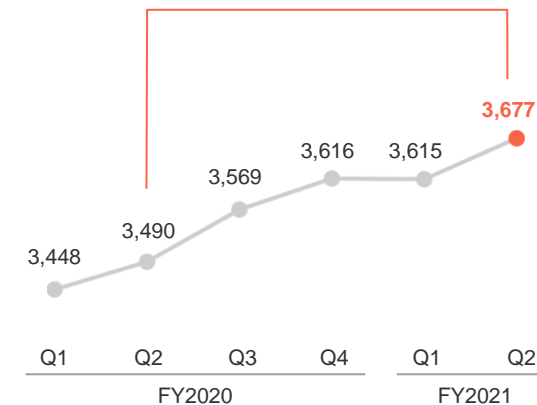
Number of IDs



ARPU*1

YoY Growth
+5%

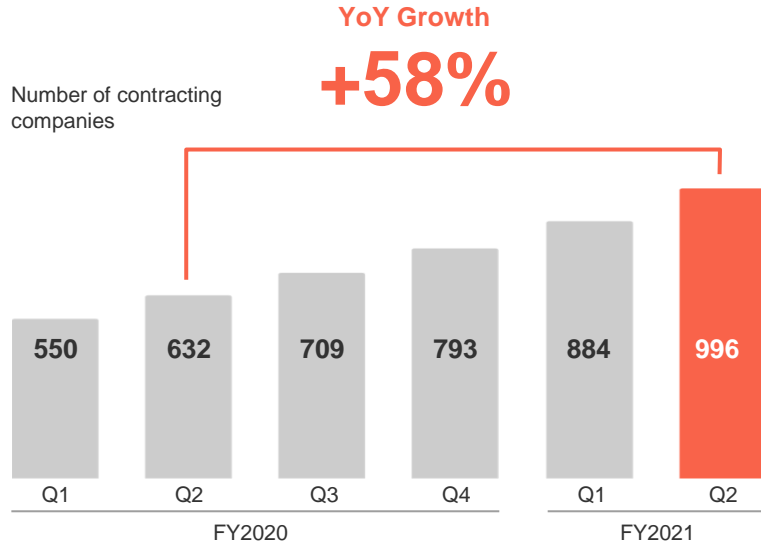
Yen



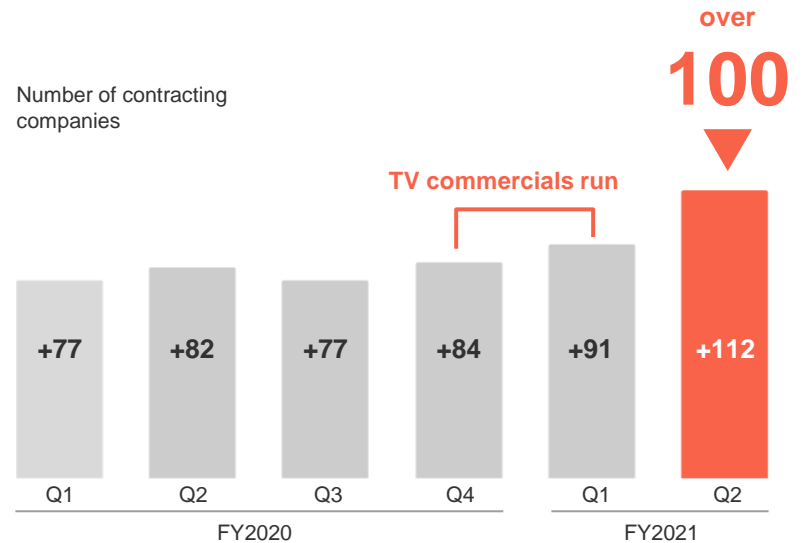
*1 Indicates the contract value per ID and is calculated by dividing the MRR by the number of IDs at the end of each quarter.

Increased to record high in the quarter due to impact of advance investment
Impact of advertising and promotion including TV commercials has become visible

Number of contracting companies



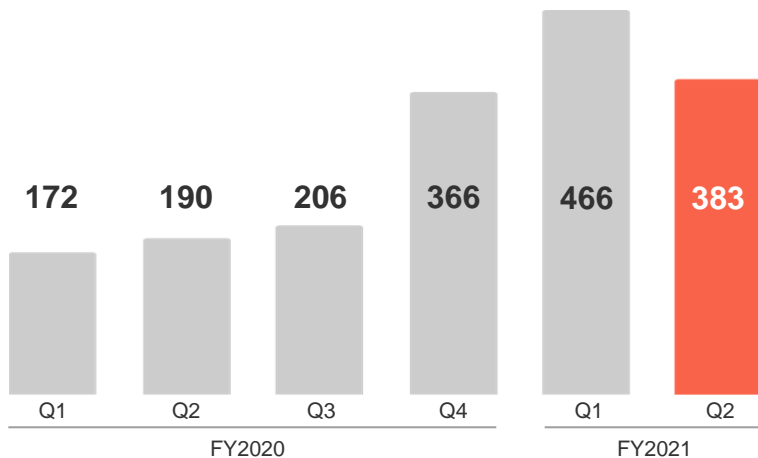
Number of new contracting companies (net increase)



Losses resulting from advance investment from Q4 FY2020 continue.

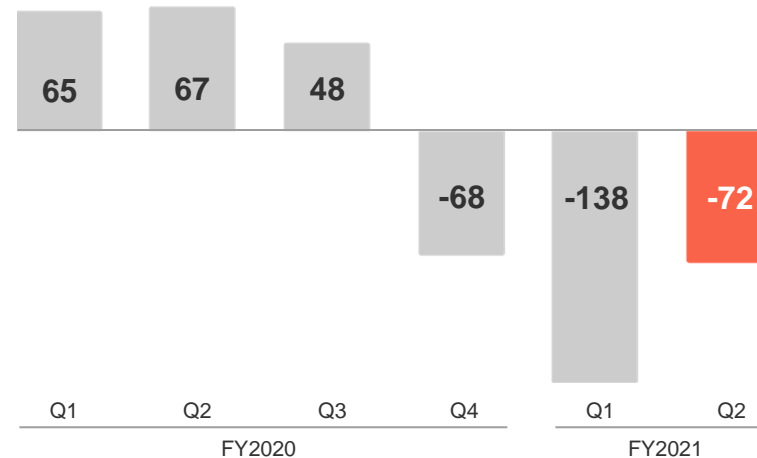
SG&A expenses

Millions of yen



Operating income

Millions of yen

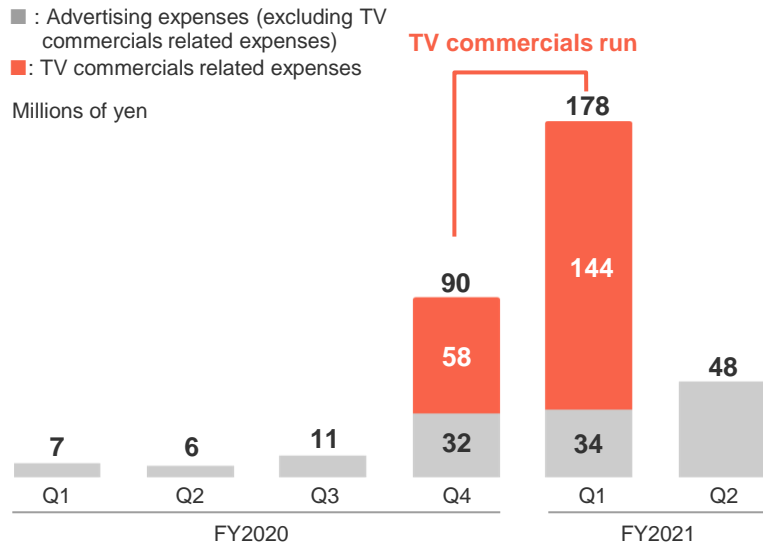


*1: Q4 of FY2020 (the fourth quarter of fiscal year ended December 31, 2020) has not been audited and reviewed by an audit firm.

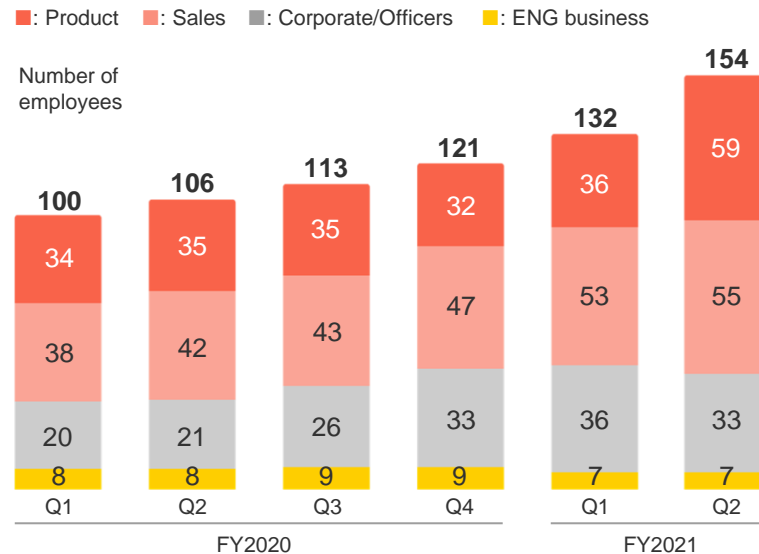
Successful recruitment of engineers for product development

Aggressive placement of advertisements in web media other than TV commercials

Advertising expenses *1



Changes in number of employees *2



*1: Q4 of FY2020 (the fourth quarter of fiscal year ended December 31, 2020) has not been audited and reviewed by an audit firm.

*2: Includes the number of temporary personnel associated with the Sales and Corporate divisions and the number of SES personnel associated with Development (excluding outside officers, etc.).

Business Highlights

Expansion in share

Japan + Asia

- We **developed SPIDERPLUS PARTNER**, a service for speciality contractors. Measures to perceive customer needs more clearly as a vertical SaaS (solution).
- Development and recruitment are proceeding smoothly **for overseas expansion**.

Expansion in domains

Vertical + Horizontal

- Introduction in **the plant industry** is proceeding smoothly.
- There are also examples of utilization in **new areas**, such as for inspection and management in **logistics facilities**, etc.

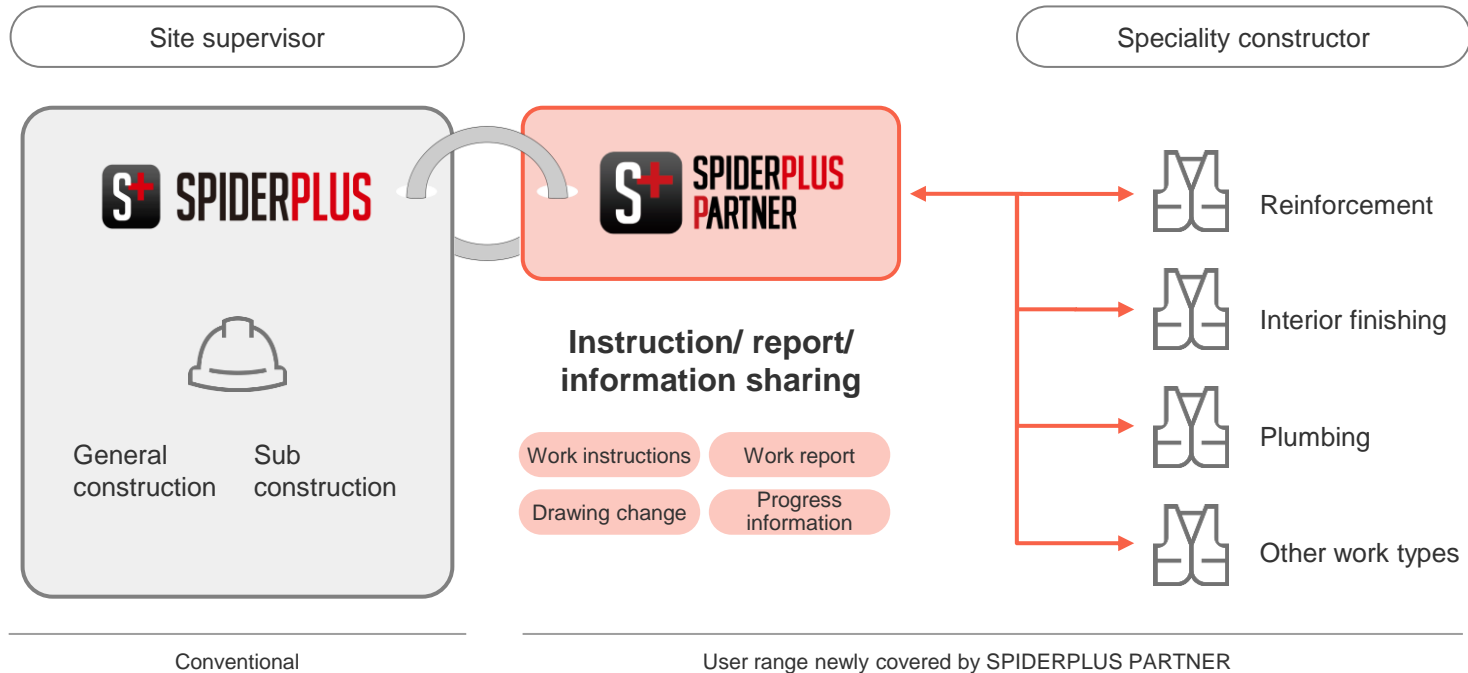
Expansion in functions

SPIDERPLUS + Data

- **OCR linkage function experiment** through collaborative development with KINDEN CORPORATION*1 **has started**.
- **Development to improve of SPIDERPLUS are on schedule** and plan to **release the new version in FY2021**. We plan to implement functions that reflect customer needs.

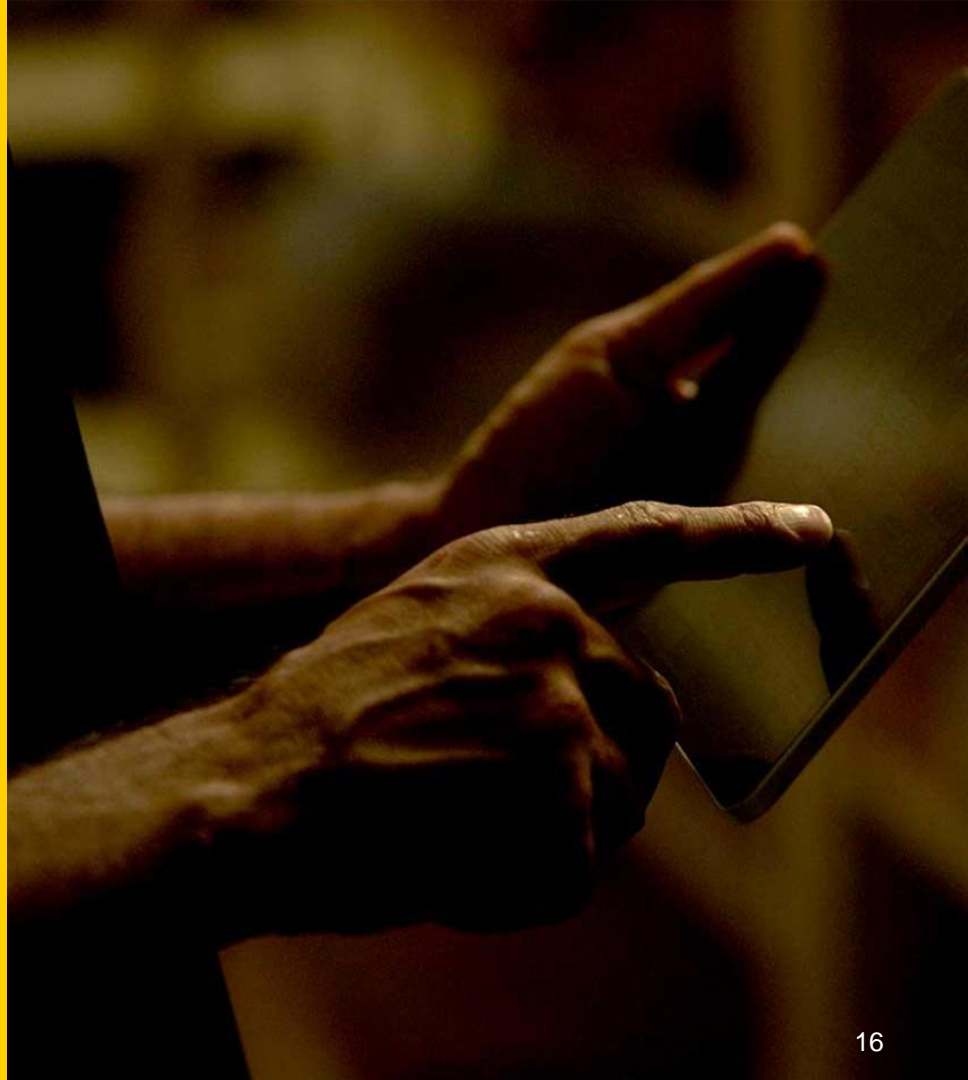
* 1: A major general equipment company based in the Kansai area. A Kansai Electric Power Group company.

A service that **digitizes communications between site supervisors and speciality constructors**



Other highlights

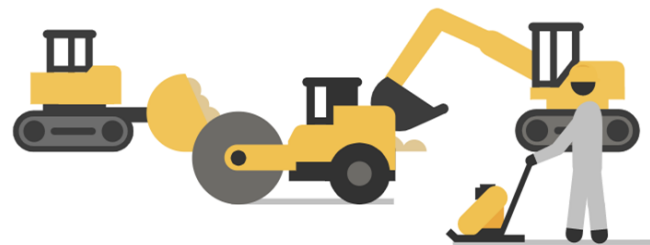
SpiderPlus & Co.



We will provide SPIDERPLUS free of charge for students who will lead the construction industry into the future.



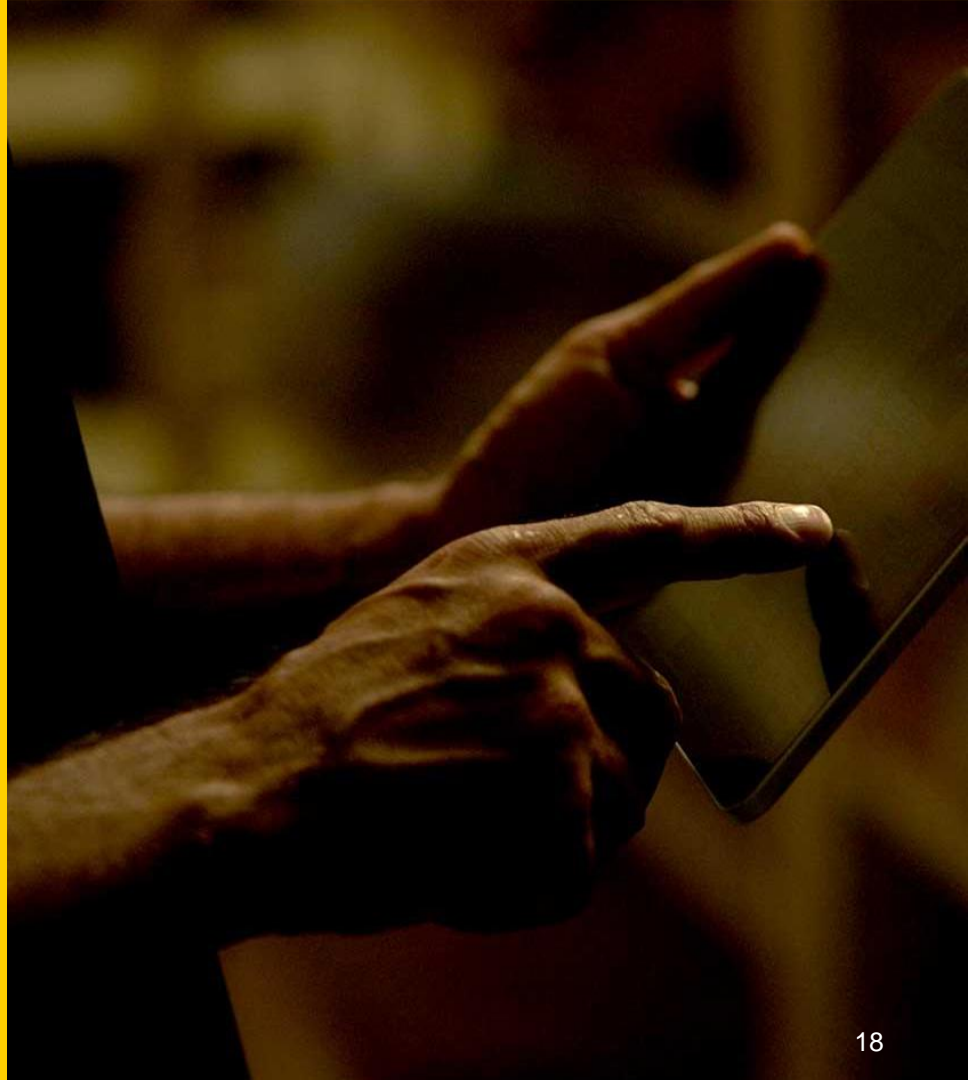
Practical training using SPIDERPLUS with expectation they will play active roles in the field after graduation



- A **plan for educational institutions** by which SPIDERPLUS can be used for on-the-job learning about construction and inspection by students of the construction field and vocational trainees
- Learn construction management making use of the latest construction IT, and be employees **immediately ready to work and capable of playing active roles immediately** in companies that have introduced SPIDERPLUS
- **Promote construction DX** not only from the field but **also from the educational venue** using SPIDERPLUS
- **Aiming to have more than 3,500 personnel go through the academic plan and work in the construction industry** in five years

Appendix: Financial statements

SpiderPlus & Co.



Q2 FY2021 Summary Income Statement

SpiderPlus & Co.

Millions of yen	FY2021.Q1 fiscal term	FY2021.Q2 fiscal term	QoQ	FY2020.Q2 first six-month period	FY2021.Q2 first six-month period	YoY
Net sales	549	540	-1.7%	1,007	1,089	+8.1%
Cost of goods sold	221	230	+3.7%	510	451	-11.5%
Gross profit	327	310	-5.4%	496	637	+28.4%
<i>Gross margin</i>	59.6%	57.4%	-2.2pt	49.3%	58.5%	+9.2pt
SG&A expenses	466	383	-17.8%	362	849	+134.0%
Operating income	-138	-72	—	133	-211	—
<i>Operating margin</i>	—	—	—	13.3%	—	—
Ordinary income	-182	-80	—	131	-263	—
Net income	-184	-81	—	131	-266	—

In the first six-month period of the
fiscal year ending December 2021

Net sales

With the growth of net sales in the ICT business, net sales in the first six-month period of FY2021 increased steadily (as shown on the next page, the net sales growth rate of the ICT business is YoY + 31.7%, QoQ + 5.9%).

Gross margin

The ratio of net sales in the ICT business, which has a higher gross margin than the ENG business, has increased. As a result, the company-wide gross margin also increased.

SG&A expenses

YoY + 134.0%, mainly due to an increase in advertising expenses associated with upfront investment in the ICT business and an increase in sales personnel expenses due to recruitment acceleration

Non-operating income and loss

Expenses mainly related to stock listing in March 2021

Summary Income Statement by Segment

SpiderPlus & Co.

ICT business

Millions of yen	FY2021.Q1 fiscal term	FY2021.Q2 fiscal term	QoQ	FY2020.Q2 first six-month period	FY2021.Q2 first six-month period	Millions of yen
Net sales	437	462	+5.9%	683	899	+31.7%
Cost of goods sold	130	164	+26.1%	248	295	+18.6%
Gross profit	306	298	-2.7%	434	604	+39.1%
<i>Gross margin</i>	70.1%	64.5%	-5.7pt	63.6%	67.2%	+3.6pt
SG&A expenses	323	209	-35.2%	194	533	+173.4%
Segment profit	-16	88	—	239	71	-70.1%

ENG business

Millions of yen	FY2021.Q1 fiscal term	FY2021.Q2 fiscal term	QoQ	FY2020.Q2 first six-month period	FY2021.Q2 first six-month period	Millions of yen
Net sales	112	77	-31.2%	323	189	-41.5%
Gross profit	20	11	-44.1%	61	32	-47.2%
<i>Gross margin</i>	18.7%	15.2%	-3.5pt	19.1%	17.2%	-1.9pt
Segment profit	20	10	-46.7%	58	31	-46.8%

In the first six-month period of the fiscal year ending December 2021

Net sales

YoY + 31.7%, mainly due to ID increase

Cost of goods sold

YoY + 18.6%, mainly due to increase in development personnel expenses due to reinforced recruitment

SG&A expenses

YoY + 173.4%, due to an increase in advertising and promotion expenses for TV commercials run in the first quarter of FY2021, and an increase in sales personnel expenses due to reinforced recruitment

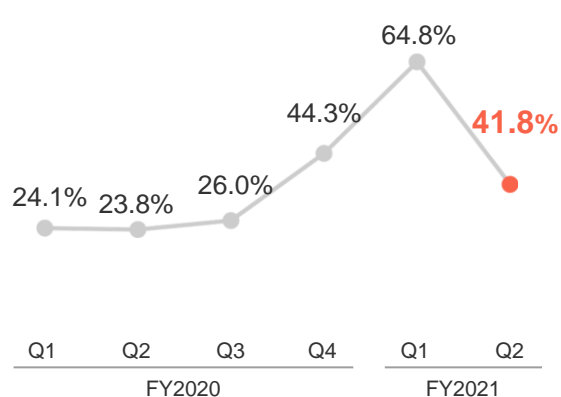
Net sales

In spite of YoY being -41.5%, progress is as per forecast

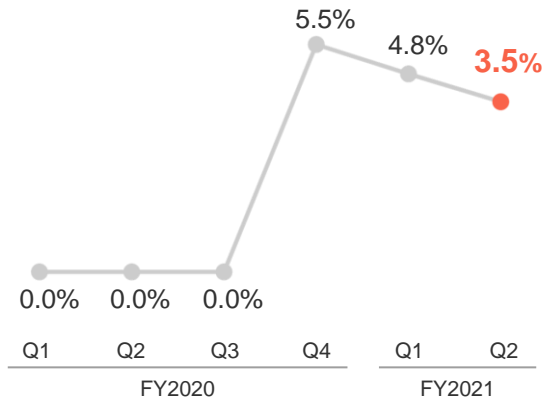
(There was an order received for a temporary large scale project for the previous term, and we have set policy to not engage in sales aggressively for this term)

Sales and Marketing (S&M) as a percentage of net sales is increasing from advance investment in increasing the number of personnel and advertising & promotion.

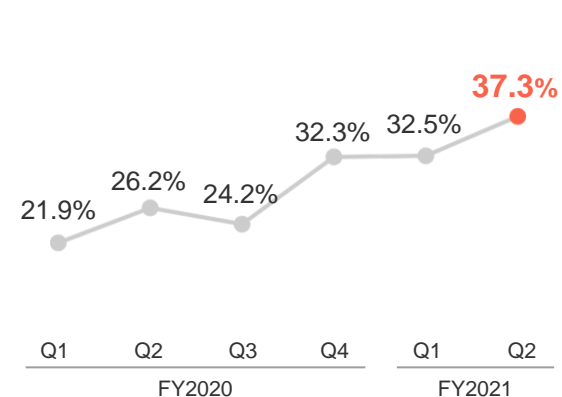
S&M*₂



R&D*₃



G&A*₄



^{*1} The percentages of total sales are the percentages on a management accounting basis.

^{*2} Abbreviation of Sales and Marketing. Calculated by dividing the sum of sales and marketing division personnel expenses, advertising and promotion expenses, sales commissions, and related expenses by ICT business segment net sales for each quarterly accounting period.

^{*3} Abbreviation of Research and Development. Calculated by dividing R&D expenses by ICT business segment net sales for each quarterly accounting period.

^{*4} Abbreviation of General and Administrative. Calculated by dividing Corporate division expenses by ICT business segment net sales for each quarterly accounting period.

Million yen	FY2018	FY2019	FY2020	FY2021.Q2
Cash and deposits	414	408	469	4,678
Current assets	654	786	820	5,061
Non-current assets	70	79	84	212
Total assets	724	866	905	5,274
Current liabilities	274	405	396	387
Non-current liabilities	167	114	99	66
Total liabilities	442	519	496	454
Total net assets	282	346	408	4,819
<i>Equity ratio</i>	<i>39.0%</i>	<i>39.9%</i>	<i>45.1%</i>	<i>91.4%</i>

Current assets

Raised 4,676 million yen through issuance of new shares, disposal of treasury stock, capital increase through third-party allotment related to sale by over-allotment, etc. associated with stock listing (In the FY2021.Q2 term we raised 1,223 million yen related to over-allotment)

Non-current assets

Software suspense account associated with progress of SPIDERPLUS renewal increased by 118 million yen.

Current liabilities

Mainly consumption tax payable, etc. decreased

Non-current liabilities

Long-term loans decreased

Statement of Cash Flows

SpiderPlus & Co.

Millions of yen	FY2019	FY2020	FY2021.Q2
Cash flows from operating activities	20	130	-269
Cash flows from investing activities	-17	12	-108
Cash flows from financing activities	-6	-43	4,587
Increase/decrease of cash and cash equivalents	-3	99	4,208
Balance of cash and cash equivalents at the beginning of the term	368	365	464
Balance of cash and cash equivalents at the end of the term	365	464	4,673

Cash flows from operating activities

Due to the recording of a net loss of 263 million yen before tax through upfront investment in ICT business

Cash flows from investing activities

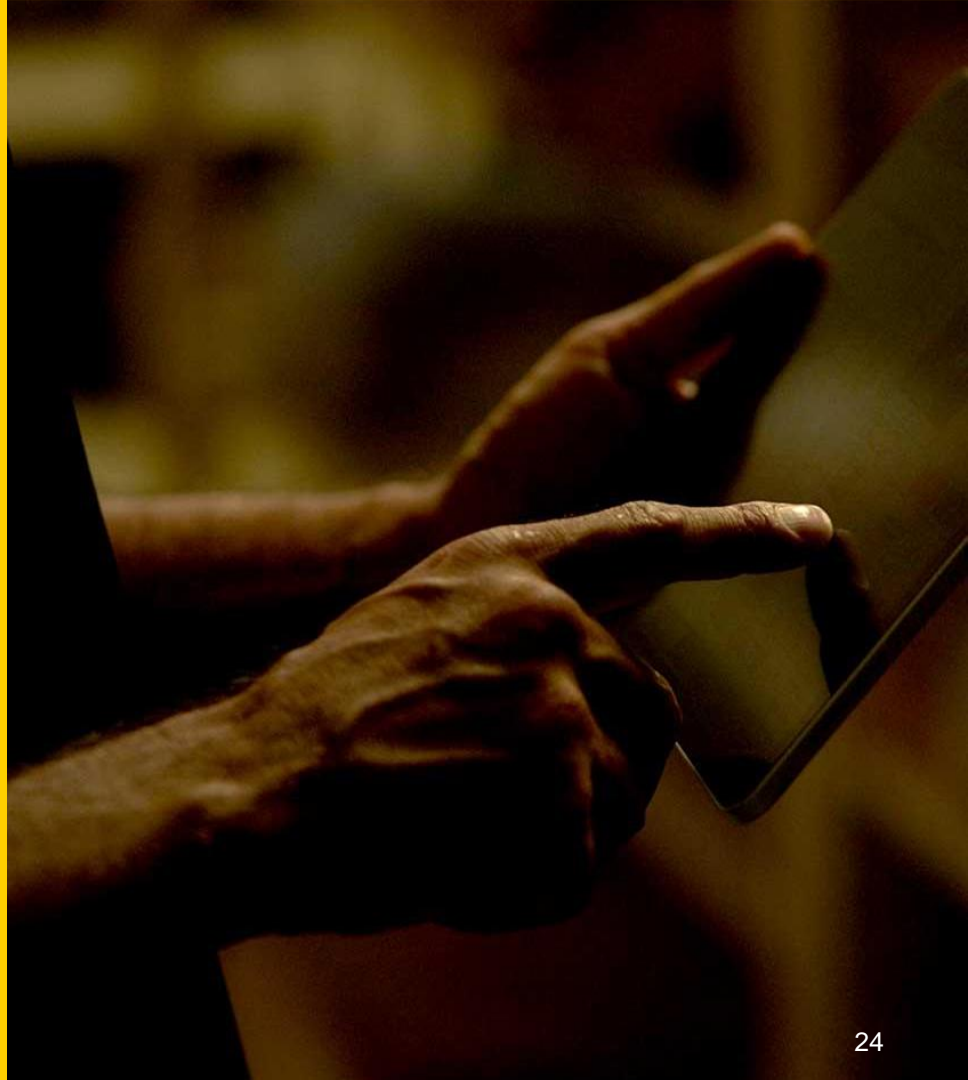
Due to expenditure for the renewal of SPIDERPLUS in the ICT business of 86 million yen, in addition to the expenditure for the acquisition of non-current assets of 19 million yen with the purchase of equipment due to the increase in personnel.

Cash flows from financing activities

Due to revenue from the issuance of shares of 4,442 million yen and the disposal of treasury stock of 234 million yen associated with the stock listing

Appendix: SPIDERPLUS

SpiderPlus & Co.



Achieves digital transformation (DX) of construction sites

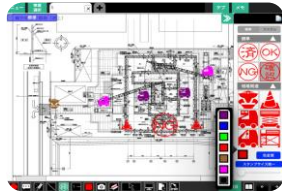
Drawing and site management application



Provides cloud-based centralized management of the massive number of drawings, construction photographs, and inspection records at construction sites

Basic functions of SPIDERPLUS essential in all processes

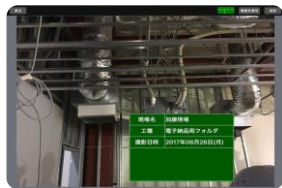
Drawing management



Construction photograph management



Electronic black board



Write a report



Optional functions to accelerate improvement in efficiency

Support for inspection of each construction process

General architecture



Air conditioning and sanitation system equipment



Electric equipment





Drawing and site management application

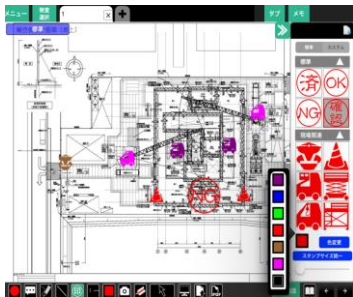


Monthly cost

Basic functions: **3,000** yen/ID

A single ID may be used with up to one tablet, one smartphone, and one PC.

Drawing management



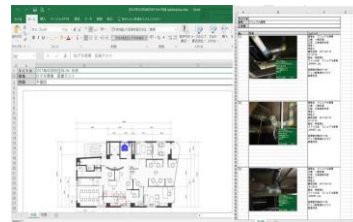
No need to carry a large amount of paper drawings to the site. You can also hold meetings and give instructions on your tablet device.

Construction photograph management



A report can be output immediately **without having to organize the data** after taking photos, as was done with a digital camera in the past.

Write a report



You don't have to paste photos or post notes and **can get the report you need right away**. The format can also be customized.

Electronic black board



You don't have to carry around a blackboard and **can shoot photos with your blackboard equipped tablet yourself**. Also supports electronic delivery according to the guidelines issued by the Ministry of Land, Infrastructure, Transport and Tourism.

We provide fully equipped packaged plans for different industries **with optional functions that can be used in inspecting each process.**

Monthly cost

2,500yen/ID

A single ID may be used with up to one tablet, one smartphone, and one PC.

For general contractors

For electrical equipment subcontractors

For air conditioning equipment subcontractors



Reinforcement inspection

Construction progress management

Electrical outlet testing

Illumination measurement

Airflow measurement

Pressure gauge connectivity

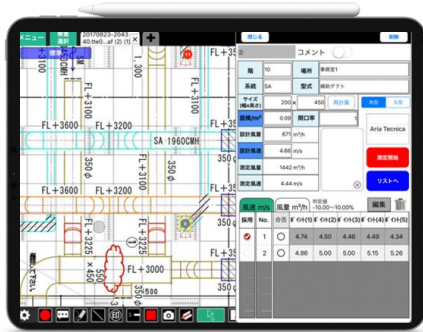
- Pile installation record
- Reinforcement inspection
- Finishing inspection
- Construction progress management

- Mainline & AC power supply load transmission equipment
- Electrical outlet testing
- Wattmeter
- Illumination measurement

- Airflow measurement
- Pressure gauge connectivity
- Thermometer and hygrometer connectivity
- Sound level meter

Optional function packages that substantially improve the efficiency of conventional inspection work

— Airflow measurement —



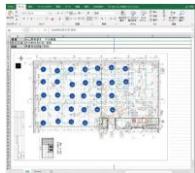
Airflow measurement option screen

Improves efficiency of creating inspection record forms

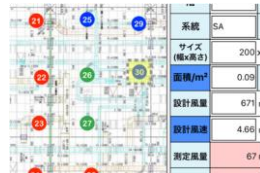


Airflow measurement test using an external airflow meter

Measurement and recording can be handled by one person



測点No.	測点名	測定値	単位	備考		
1	1F 101 101	4.74	5.00	4.49	4.49	4.34
2	1F 101 102	4.89	5.00	5.00	5.15	5.20



The color of the icon shows progress on measurement at a glance, preventing omissions in measurement.

(Red: Measurement not complete;
Green: Measurement in progress;
Blue: Measurement completed)

Special features

- **Operation is far more efficient** because the number of inspectors may be reduced from 3 to 2 or 1.
- **Intuitive management** is possible because measurement points can be plotted on the drawing.
- Measured data can be checked in real time and you can **make a pass/fail judgment on the spot.**
- Inspection reports **are also easy to output.**
- **Data on position of measurement points and air control ports can be incorporated from BIM*1.**

*1 Data on position of measurement points, air control ports, etc. can be imported from Rebro®. The measurement data can also be returned to Rebro®.

Rebro®'s "SPIDERPLUS integration" add-in is a feature for Rebro® maintenance subscribers.

Automatically collate information during design and construction to avoid human error and improve work efficiency

Check operations support function via OCR linkage

In the operations of collating and checking the watt-hour meter information during design and construction for electrical equipment installation, **workers visually check the serial numbers on meters, which are 10 digits or longer, and various numerical values, and at the same time take notes by hand**, so there is a **high likelihood of causing human errors** such as misrecognition of displayed contents, writing mistakes, and overlooking of warning indications, and this is a **cause of prolonged operation hours**.

In order to solve such problems, with the cooperation of Kinden, we have developed and started an experiment using a check operations support function via linkage of SPIDERPLUS and OCR (an abbreviation of Optical Character Recognition) technology.

Image data of watt-hour meters taken with SPIDERPLUS is automatically collated via OCR with information at the time of design, and a warning is displayed when a difference is detected. Implementation of double checks via combination of automatic detection by OCR processing and visual inspection by workers will lead to **prevention of human errors and work efficiency improvements**.



Image left: Example of power meter reading work (Image courtesy of Kinden Corporation)

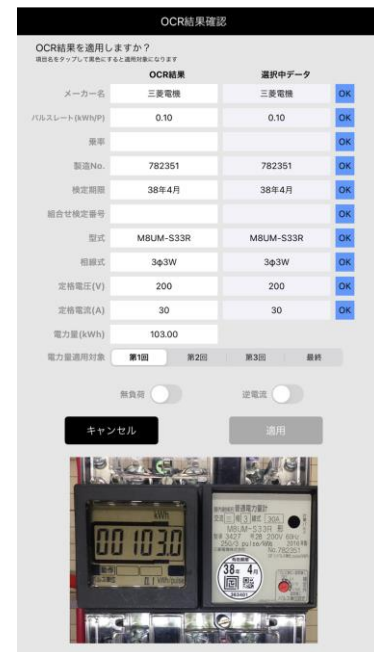
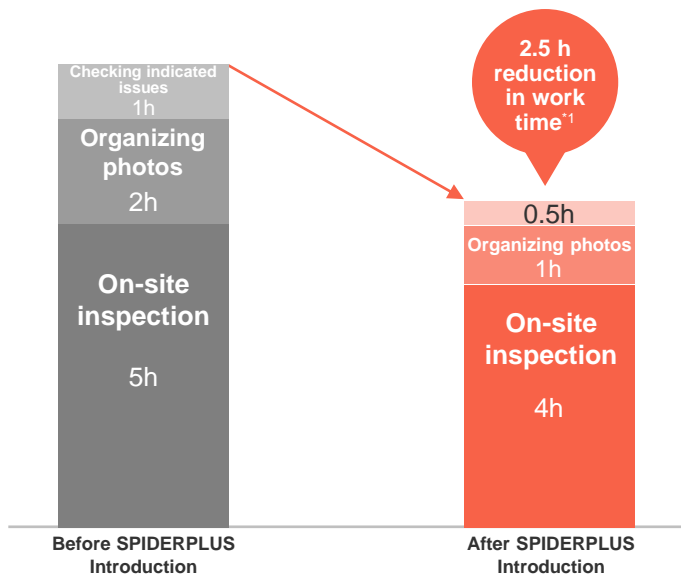


Image right: Screen display when OCR processing result is received

“OCR processing result” is indicated in the upper left column of the screen and “information at time of design” is indicated in the right column, and there is also a check support function to display a warning if the numerical value of the OCR processing result and the information at time of design are different.

Achieved with SPIDERPLUS : **Decrease of an average of 2.5 hours/day**
(one customer's experience)

Improvement in user case (per day)



Monthly reduction in time, cost

Monthly running cost

Case showing monthly benefit of use per person²
Approx.
150,000 yen

Monthly reduction in time, cost

156,250 yen/month

Daily reduction in time: 2.5 hours x 20 days of work/month x (daily salary of 25,000 yen ÷ 8 hours) = 156,250 yen

Monthly running cost

3,000 yen/month

Fee for SPIDERPLUS basic functions: 3,000 yen

¹ The reduction in hours of work is based on the internal reports of one customer company which introduced tablets and SPIDERPLUS.

² Estimated based on a labor cost of 25,000 yen/day, work hours of 480 minutes/day, and 20 working days per month. Initial introduction costs, server charges, tablet costs, communication fees, educational costs, and consumption taxes are not included.

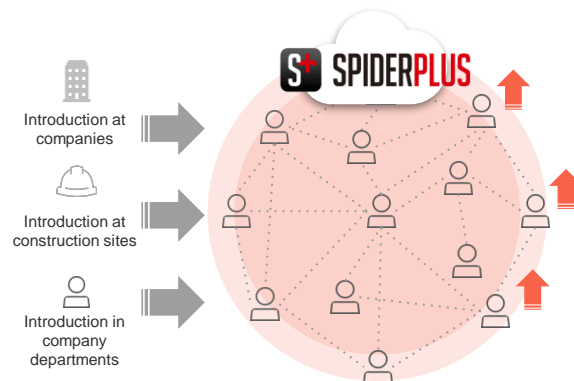
Customer base

Many general contractors, subcontractors, and other operators occupying key positions in the construction industry have introduced SPIDERPLUS.



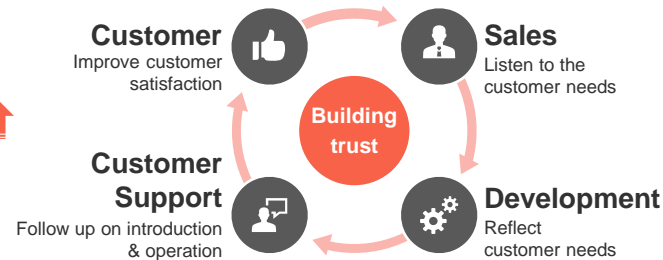
Network effect

As the number of users increases, the opportunities for completing internal and external connections with SPIDERPLUS increase and the value to users also increases.

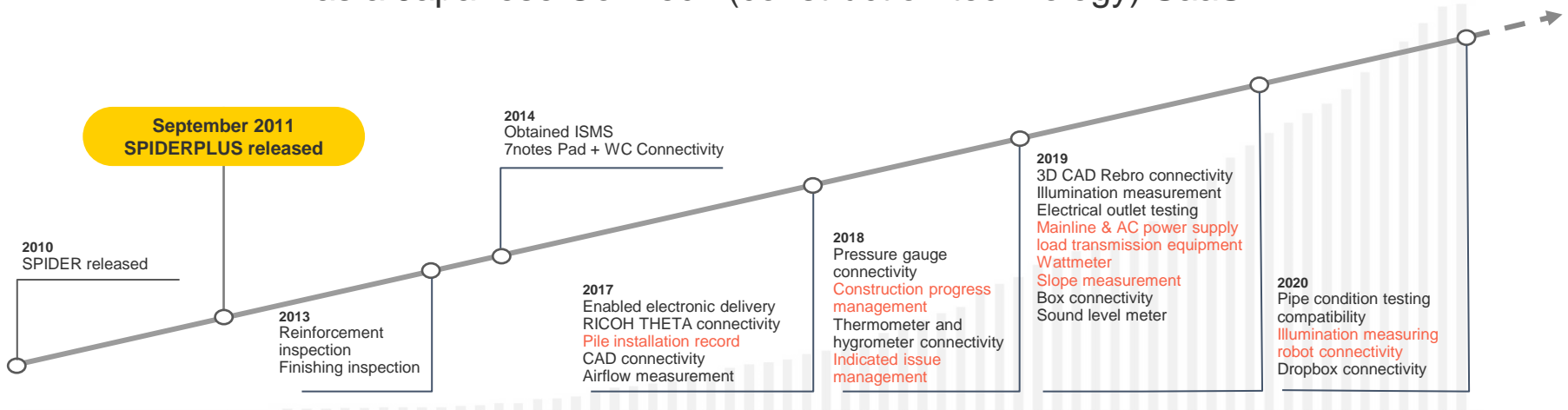


Customer support structure

We have built a structure for following up on introduction and operation via construction site briefings and a support center, and to rapidly reflect customer needs in development.



We have developed and improved SPIDERPLUS with customers over the course of 10 years as a Japanese ConTech (construction technology) SaaS.



 	 	 				 明日のコミュニケーションをデザインする NECネットワークスアイ
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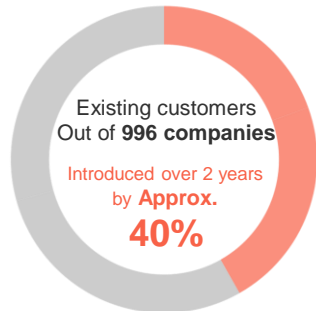
* Functions indicated in red are the proprietary SPIDERPLUS functions as of June 30, 2021,
© 2021 SpiderPlus & Co.

Starting from several sites and several IDs at the time of introduction, the number of IDs grew company-wide over several years.

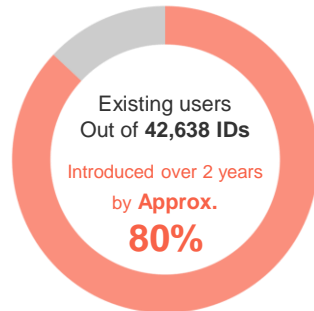
Number of customers by year of introduction and number of IDs composition

Customers older than 2 years since introduction make up more than 80% of all IDs.

Customer composition by year of introduction

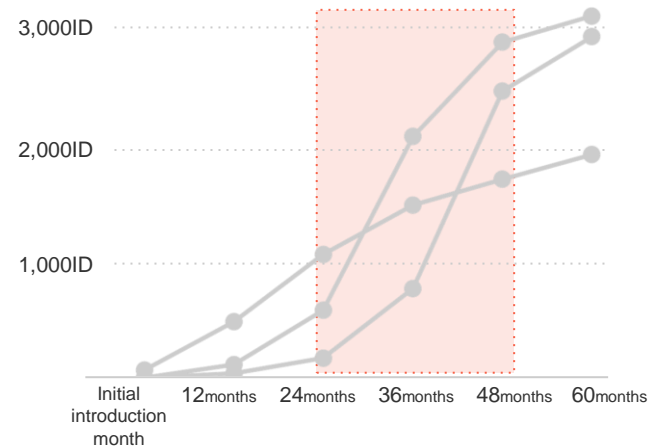


ID composition by year of introduction



Changes in the number of IDs for the top three customers

Over a few years, the increase in the number of IDs among customers accelerated.



*1: Created based on information as of June 30, 2021

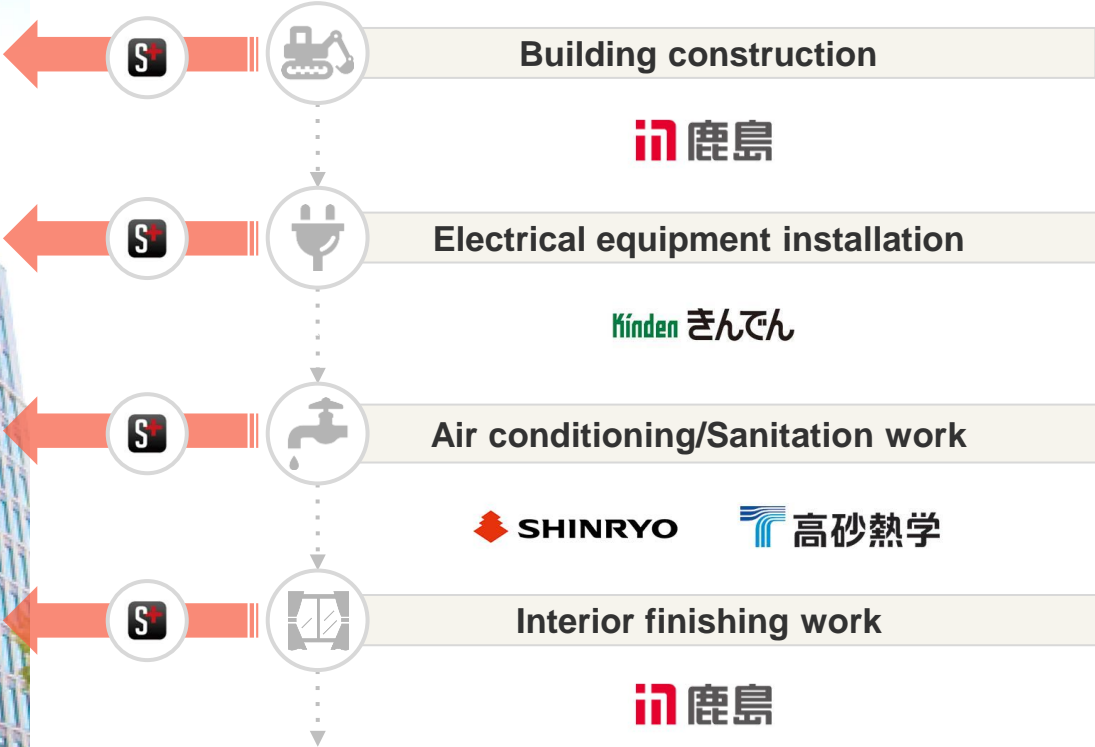
Case of SPIDERPLUS Use



DX model site by Kajima Corporation

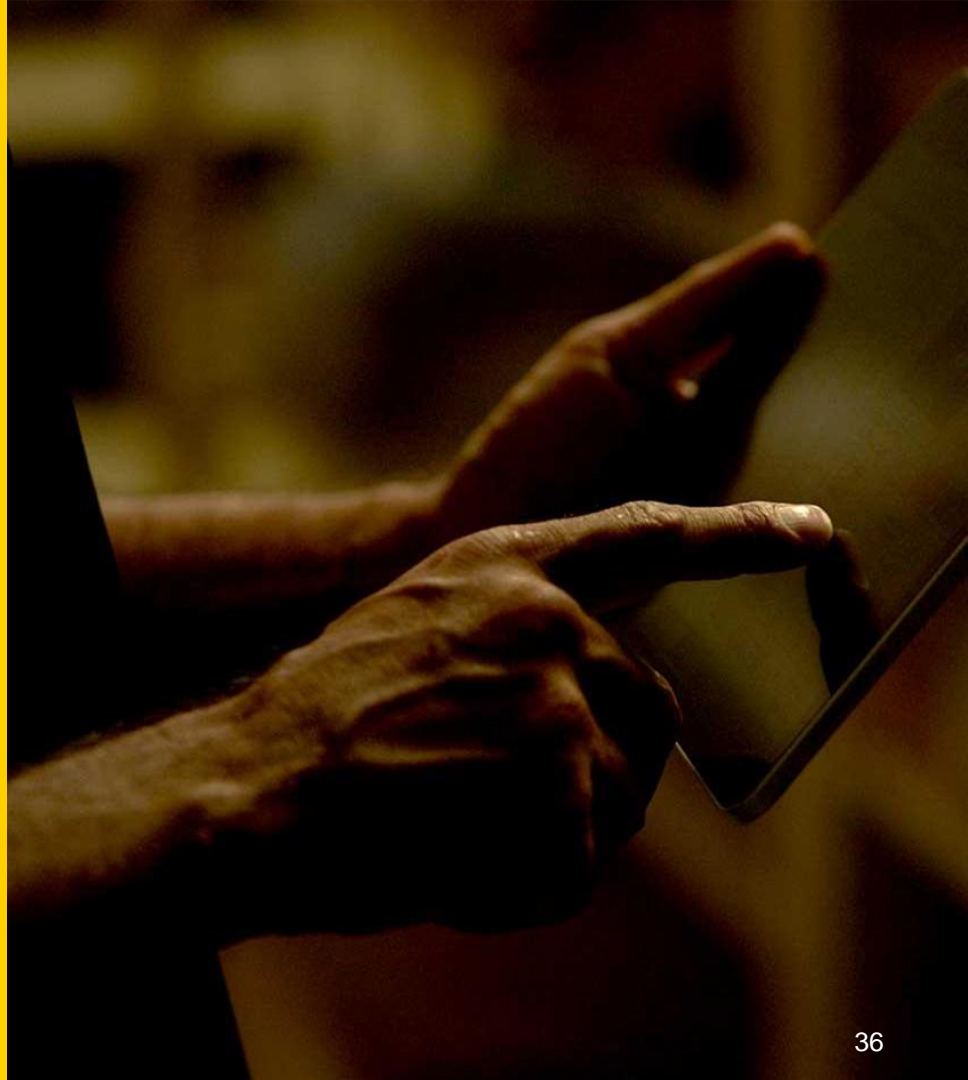
OBIC Midosuji Building

Centralized management of all processes through completion using SPIDERPLUS as the platform



Appendix: Market Environment

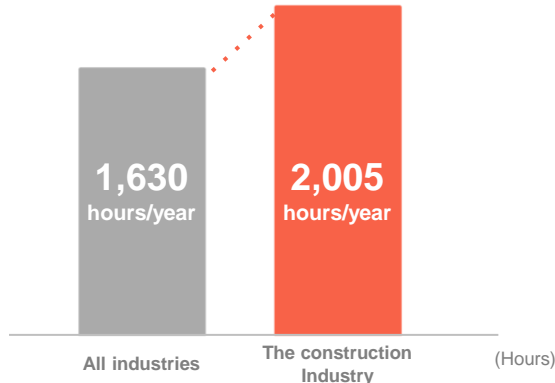
SpiderPlus & Co.



Radical innovation through technology is an **urgent issue**.

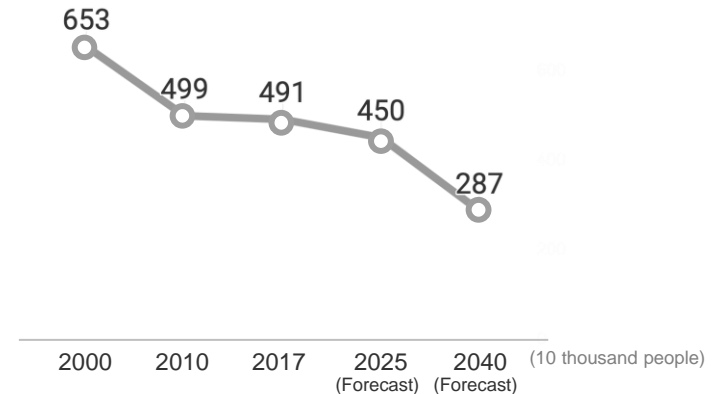
Working hours

Construction workers
work long hours.¹



Changes in employment in the construction industry

There is a shortage of human resources in the construction industry.²



¹ Source: Based on the Monthly Labor Survey, September 2020, Ministry of Health, Labour and Welfare.

² Estimated based on "Future Strategy of Construction Tech" published March 16, 2020, on NikkeiBP, "Population Basic Complete Tabulation on Labor Force" of "National Census 2015" published by the Ministry of Internal Affairs and Communications and "Forecast of Construction Investment 2020" by the Ministry of Land, Infrastructure, Transport and Tourism. SpiderPlus & Co. estimates that the shortage of workers in the construction industry will grow more severe if the 63 trillion yen in domestic construction industry investment in 2020 stays at the same level through 2040.

Movement toward major changes in workstyles

Establishment of a legal system

Revision of the Act on the Arrangement of Related Acts to Promote Work Style Reform ^{*1}

The **construction industry** was granted a grace period on the maximum cap on overtime work at 45 hours/month and 360 hours/year in principle, with penalties assessed, but will be **subject to the cap from FY2024**.

Revision of the Construction Business Act ^{*2}

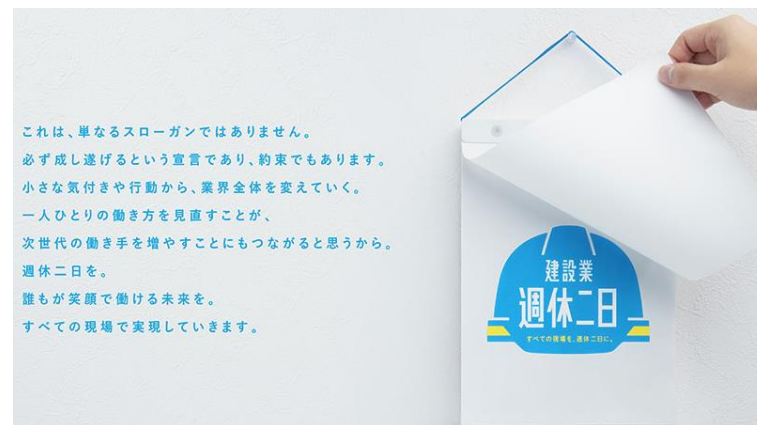
The construction industry plays an important role in supporting people's lives, the society, and the economy. The rapid aging of the construction site workforce and the increasing outflow of young people from the industry has given rise to the need to improve the productivity of construction sites through effective utilization of limited human resources, and other measures. **The revised Construction Business Act was therefore enacted in October 2020** from the perspectives of **promoting workstyle reform in the construction industry, improving productivity at construction sites, and ensuring a sustainable business environment**.

^{*1} Excerpt from the Act on the Arrangement of Related Acts to Promote Work Style Reform (published July 6, 2018), Ministry of Health, Labour and Welfare.

^{*2} Excerpt from Act on Partial Revision of the Construction Business Act and the Act to Promote Public Works Bidding and Contract Normalization (published June 12, 2019), Ministry of Land, Infrastructure, Transport and Tourism.

^{*3} Excerpt from "Changing Workstyles; Changing the Construction Industry," Japan Federation of Construction Contractors.

Industry group initiatives



The Japan Federation of Construction Contractors, an industry organization, **has set the goal of implementing a five-day work week at all construction sites by March 2022.** ^{*3}

Digital Transformation (DX) is essential to the construction industry.

Domestic construction industry investment **is trending almost flat.**



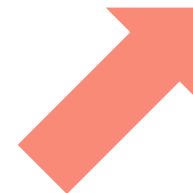
63 trillion yen (Forecast) ^{*1}
2021 → **2035**

The shortage in the number of **workers** in the domestic construction industry **is increasing year after year.**



1 million workers (Forecast) ^{*2}
2014 → 2025

Future growth of IT investment in the domestic construction industry **is anticipated.**



3.7 X (Result) ^{*3}
2014 → 2019

^{*1} Excerpt from "Middle- to Long-term Forecasts of Construction Investment" (Forecast through FY 2035) (published March 26, 2021, Research Institute of Construction and Economy).

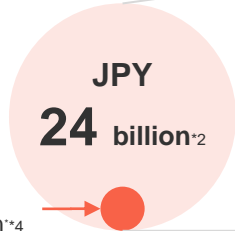
^{*2} Excerpt from Future ConTech Strategy (published March 13, 2020), NikkeiBP.

^{*3} Excerpt from "2020 Enterprise IT Trend Survey Report" and "2015 Enterprise IT Trend Survey Report," Japan Users Association of Information Systems

SOM

Serviceable Obtainable Market

Site foreman
SPIDERPLUS's core target

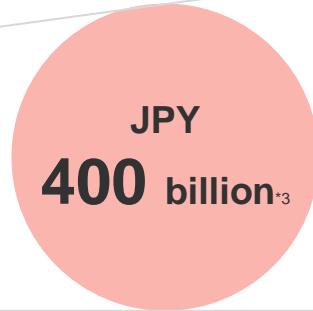


SPIDERPLUS
ARR 1.8 billion yen^{*4}

SAM

Serviceable Available Market

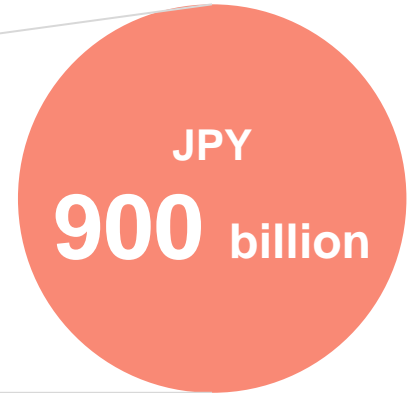
All employees of
domestic construction company



TAM

Total Addressable Market

The ConTech market size



^{*1} : Refers to the maximum market size we estimate and is not calculated to be an objective measure of the size of the market for our business as of June 2021. Actual market size might be different.

^{*2} : Refers to the site foremen working for domestic construction companies with over 30 employees, excluding detached house makers.

^{*3} : Calculated as the number of employees (approx. 3.75 million people) which we estimated as working for domestic construction companies excluding detached house makers (Source: "The 6th Policy Meeting for the Construction Industry—Current Status and Challenges of the Construction Industry—Appendix (July 13, 2017)" by MLIT) multiplied by the monthly largest revenue per user (ID) of SPIDERPLUS as of December 2020 (JPY9,000/ month x12).

^{*4} : As of June 30, 2021.

When Asia is included, **the size of the ConTech market is 4 trillion yen**¹

Asian market

4 trillion yen (Exchange rate: JPY100/USD)

2.1 trillion dollars (Asian construction market size⁴) × 1.84% (IT investment³)

Domestic market

**Detached
Homes &
Remodeling**

**274.3
billion yen**

14.9 trillion yen
(Detached
houses &
remodeling
investment²)
× 1.84% (IT
investment³)

Civil engineering

398.7 billion yen

21.67 trillion-yen (civil engineering investment²) × 1.84% (IT investment³)

Building, condominium & building maintenance

485 billion yen

26.4 trillion yen (building, condominium & building maintenance investment²) × 1.84% (IT investment³)

SPIDERPLUS: ARR, 1.8 billion yen⁵

**Total
Approx.
900
billion yen**

¹ This indicates the maximum market size that we project and was not calculated for the purpose of showing the objective market size for the business that SpiderPlus is operating as of May 2021.

² Estimate by SpiderPlus & Co. based on "FY2020 Construction Investment Outlook" by the Ministry of Land, Infrastructure, Transport and Tourism, and "Detached House, Remodeling and Repair Industry" by SPEEDA.

³ "2020 Enterprise IT Trend Survey Report" by Japan Users Association of Information Systems.

⁴ Source: SPEEDA, "General Contracting Industry (Asia and Oceania)."

⁵ As of June 30, 2021.

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Factors that could cause results to differ substantially from such forward-looking statements include, but are not limited to, changes in the domestic and international economies and trends in the industry in which we operate our business.

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