



Commerce One Holdings Inc.

TSE Growth: 4496

FY3/2026 Q1

Financial Results

August 14, 2025

Today's Agenda

- | | | |
|----|--|-------------|
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Executive Summary

Role of Commerce One Holdings

**Our group supports domestic SMEs in advancing e-commerce in the growing EC market.
Together with our customers, partners, and new talents, we create new value.**

Business Area

**EC Platform Market
as Social Infrastructure**



Our Business

**Supporting Domestic SMEs'
E-Commerce Self-Reliance**



Our Advantage

**SaaS Solutions
Partnering in Value Creation**



Our Strengths and Vision in Comprehensive EC Support

Our group continues sustainable growth through the market advantage and expandability of our SaaS-based business model. Providing services tailored to customers' growth stages maximizes the Customer Lifetime Value (LTV) and builds a stable recurring revenue base.

Moreover, our solutions leveraging group synergies enhance customer competitiveness and solve their challenges effectively. Together with our customers, our group leads the exploration of next-generation markets proactively.

E-commerce Strategies Support



SaaS-Based Platform for
Developing EC Sites

New M&A



Vtubers
Community Marketing



Accelerating Creativity
through Generative AI Utilization



UGC Solutions

Business Foundation Support



Centralization of Backend
Operations



Secure Certification
for E-commerce Transactions

New Business



Financial Service

FY3/2026 Q1 Summary

Consolidated

**Consolidated
net sales**

JPY 910 mn

YoY +JPY 12 mn
(+1.3%)

**Consolidated
operating profit**

JPY 130 mn

YoY JPY(23) mn
(-15.5%)

**Consolidated
operating margin**

14.4%

YoY -2.9pts

**Profit attributable to
owners of parent**

JPY 93 mn

YoY +JPY 52 mn
(+129.2%)

Financial summary

Decrease in operating profit

- **Future Shop** achieved increases in both sales and profits. Expansion of optional and alliance services and price revisions in the previous fiscal year contributed to this growth.
- **SOFTTEL** experienced decreases in both sales and profits. This was due to increased engineer costs associated with expanded maintenance workload and higher recruitment activity expenses.
- **SOLAIRO** saw higher costs for the development of new products.
- At **HD***, we saw increased costs due to expenses for maintaining our listing status for group expansion.

Increase in profit

Profit attributable to owners of parent was increased.

This resulted from the absence of equity method investment losses from Enecycle in the previous fiscal year.

FY3/2026 Q1 Highlights of futureshop

Non-consolidated futureshop

futureshop

Net sales

JPY **706** mn

YoY

+JPY 43 mn
(+ 6.5%)

Operating profit

JPY **202** mn

YoY

+JPY 1 mn
(+ 0.6%)

Operating margin

28.7%

YoY

- 1.7pts

GMV

JPY **52.6** bn

YoY

+JPY 1.7 bn
(+ 3.5%)Number of contracts as of
June 30, 2025**2,785**

FYTD

(10)
(- 0.4%)

ARPU

JPY **84,616**

YoY

+JPY 7,632
(+ 9.9%)

FY3/2026 Q1 Highlights of SOFTEL

Non-consolidated SOFTEL



Net sales

JPY **215** mn

YoY*1

JPY (0.5) mn
(- 0.3%)

Operating profit

JPY **16** mn

YoY*1

JPY (4.1) mn
(- 20.0%)

Operating margin

7.7%

YoY*1

- 1.9pts

Total development
sales

JPY **91** mn

YoY

JPY (3.1) mn
(- 3.4%)

Recurring revenue

JPY **117** mn

YoY

+JPY 3.4 mn
+ 3.0%

Other sales

JPY **6** mn

YoY

JPY (0.7) mn
(- 10.4%)

Ratio of recurring
revenue*2

54.4%

YoY

+ 1.7pts

1-1

Advantages of SaaS Model × Accelerating Customer Growth

Highly Economically Rational, Multi-tenant, Non-customized SaaS-type Business Model

A SaaS model in which software and server environment are shared by all customers



Expanded adoption rate from customers in the startup phase to customers with annual sales of several billions of yen

3 advantages of the SaaS model



Highly reliable security

Provides user-friendly system updates and up-to-date secure environment



Speedy version upgrades

Enables efficient function development and version upgrades without user-specific development and operation



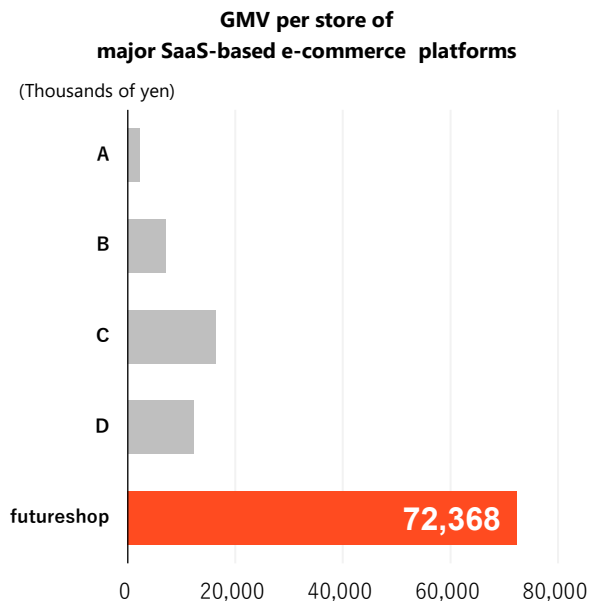
Highly satisfactory support

Provides highly satisfactory support without customer-specific specifications

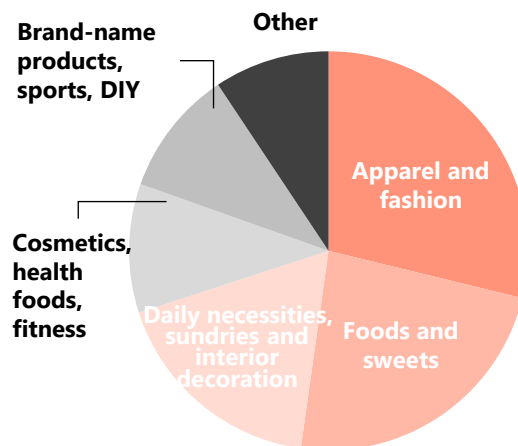
Backed by these advantages, futureshop's business model can **maximize the monetization of development resources**. Engineers can focus on product development, **resulting in low turnover rates**. As all users are in the same environment, **knowledge of successful cases is easy to accumulate and share and highly reproducible**.

Work in a friendly manner with E-Commerce Businesses and accompany them in their growth

futureshop achieved overwhelmingly high GMV per store even as a provider of non-customized services



futureshop customers by shop category (As of the end of FY3/2025)



YoY growth of sales of customers who have been under contract for more than two years*¹ increased by

22.8% on average

For FY3/2024:

Average YoY growth rate

+25.6%

* The above graph is based on estimated GMV per store of major SaaS-based e-commerce platforms in Japan in FY2023 researched by the Company (excluding industry / subscription commerce-specific and customized models)

*¹ Average growth rate of customers who have been under contract for more than 2 years=Average sales growth rate of stores that have been under contract for more than 2 years and have monthly sales of at least JPY 1. Value of rapid sales growth in the initial stage is omitted by disregarding customers who have been in business for less than two years since start-up or renewal.

Steadily Grow Customer GMV

FY 3/2026 Q1 results

GMV: **JPY52.6 bn (up 3.5% YoY)**

GMV per store: **JPY 18,933 thousand (up 6.8% YoY)**

GMV
(Billions of yen)

2,500

2,000

1,500

1,000

500

0

GMV per store
(Thousands of yen)

80,000

70,000

60,000

50,000

40,000

30,000

20,000

10,000

0

FY3/2021

FY3/2022

FY3/2023

FY3/2024

FY3/2025

FY3/2026

1Q

2Q

3Q

4Q

Q1 GMV per store

Annual GMV per store

16,601

16,271

16,181

16,924

17,725

18,933

436

464

472

490

509

526

GMV for FY3/2026 Q1 totaled JPY 52.6 bn, up 3.5% YoY

GMV per store increased by 6.8% YoY, showing robust customer growth, although acquiring new contracts with stores was still challenging. Our existing customers are growing steadily.

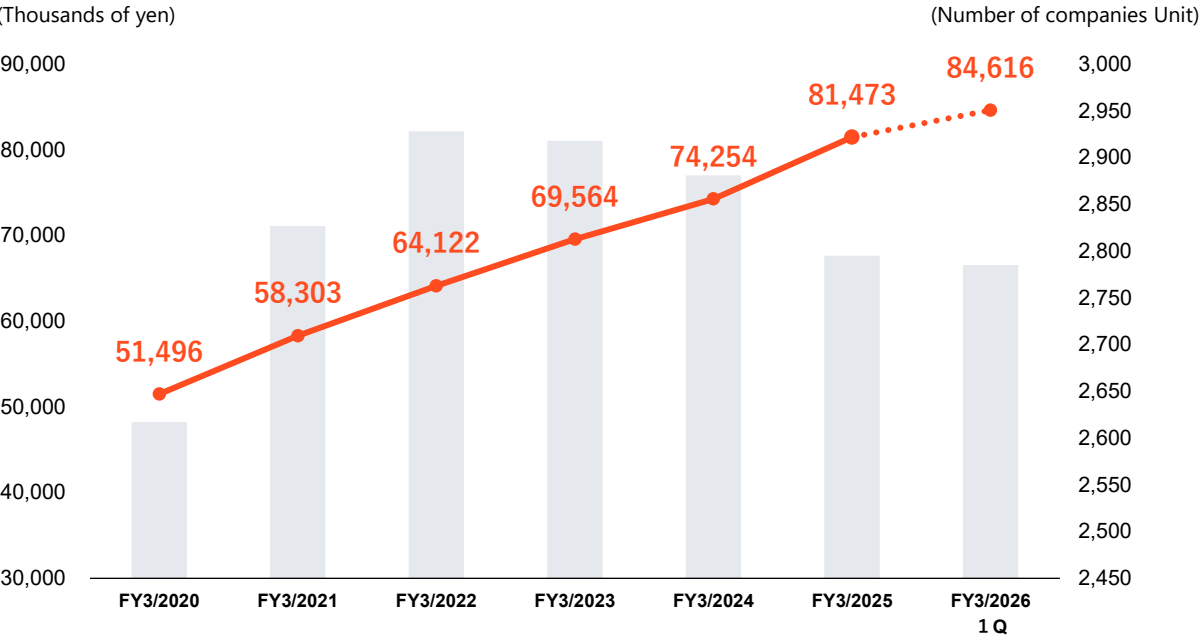
The impact of the rate revision from June 2024 on the number of stores with contracts was minimal, but there was an increase in the churn rate associated with the closure of EC sites by operators with smaller sales.

Achieve ARPU Growth through a High-value-added Strategy



Number of Contracts/Monthly Sales Amount per Store

Number of Contracts ARPU



Number of contracts

Affected by the backlash from the COVID-19 pandemic and the impact of store consolidations and closures



ARPU

Effects of high value-added services and upselling strategies



The quality of customer composition improves, and sales stability and profit margins improve.

New M&A in VTubers Marketing Business PINES

Specialized Influencer Marketing for VTubers

Total SNS Followers **20 million**

VTubers **Over 2,000 in all**

Monetized
Individual
VTubers Only

In partnership with the above, PINES operates '[AttendMe](#)', an influencer marketing business.

Providing supports for VTubers-based marketing, ranging from PR and advertising to tournament events.



Furthermore,

Online Events

Online events are held every month.
Conducts approximately 100 tie-ups and 2-3 promotional campaigns per month.

Influencer Collaboration Online Gacha '[TaPrize](#)'

In August 2023, launched an online gacha game in collaboration with popular influencers.
Provide comprehensive support from product planning to ordering and shipping of merchandise.

Manufacturing and Sales of Collaborative Products

Highly popular "Oshi-Kan" series in collaboration with famous VTubers.
Achieved sales of over 500 product varieties and 30,000 cans cumulatively.

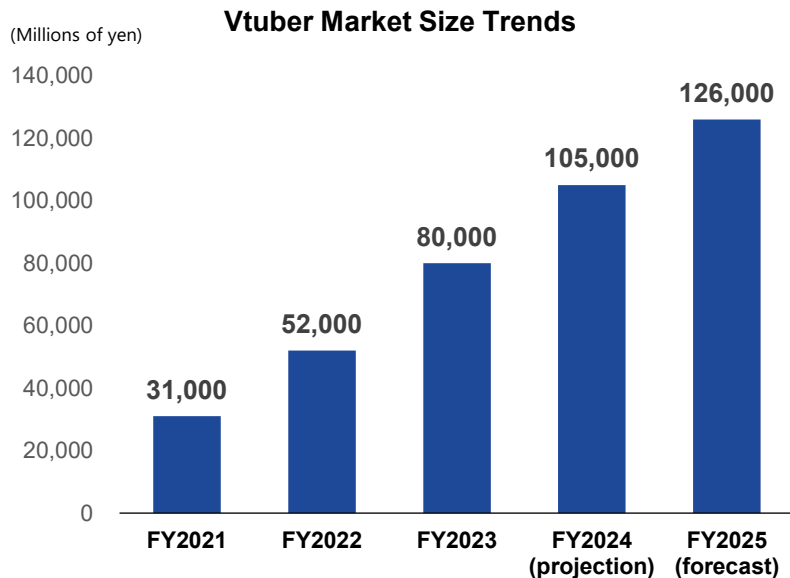


Social Media Marketing: Sponsored Advertising

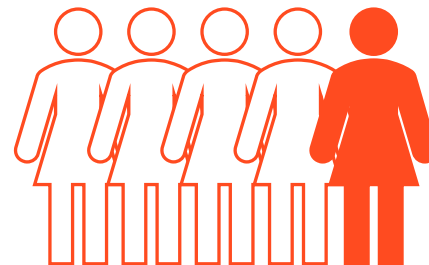
Achieves approximately 1 million video and social media views monthly through influencer channels.

Creating Next-Generation Marketing Through 'Oshi' Enthusiasm

'Oshikatsu*', a new consumer behavior, will continue to expand beyond a temporary trend. VTuber marketing, which spreads based on empathy and affinity, is expected to lead to further customer growth through high engagement and natural expansion.



Source: Yano Research Institute Ltd. "Survey on VTubers Market (2025)"
 ~VTuber market in 2025 is expected to be 126,000 million yen, up 120.0% from the previous year, with merchandise revenue and other business areas driving growth~
https://www.yano.co.jp/press-release/show/press_id/3806



One in five individuals spends over 100,000 yen annually on Oshikatsu*

Under 30s: 30.4%
40s and older: 14.4%

Average annual expenditure

approx. 192,000 yen*

*Based on men and women under 30s from a sample of 397 individuals aged 16-70

Oshikatsu* beating inflation
 Maintain the amount of money spent on Oshikatsu*: **over 80%**
 No impact from rising prices: **64.7%**
 Cutting other expenses for Oshikatsu*: **19.9%**

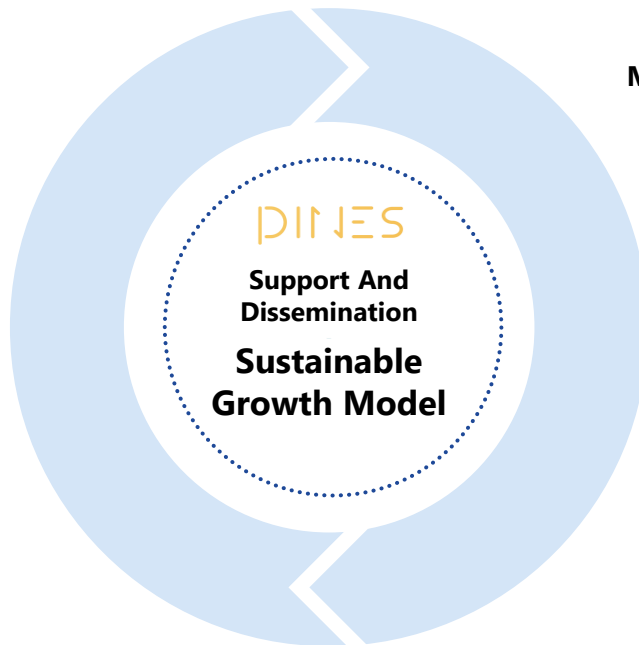
Source: Nikkei Newspaper "How Much Do You Spend on Your Favorite? 20% Spend Over 100,000 Yen Annually, Reader Survey" (<https://www.nikkei.com/article/DGXZQQUA115V00R10C25A3000000/>)

Trust-Based Relationships to Protect Rights × Community-Led Dissemination Power

Build highly reliable relationships through a support system that protects the rights of individual VTubers and freedom of expression. Accelerates client promotions through social commerce by leveraging VTuber connections and fan communities that resonate with their worldviews.

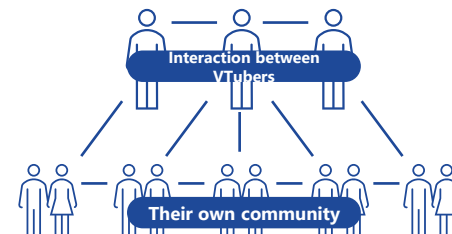
After securing an audit by AttendMe,
proceeds to attend to PR projects.

**Balancing VTubers expression
and corporate strategy**



Micro-influencer messaging that reaches royal customers.

Maximizing engagement and ROI



Example: Oshi-Kan series

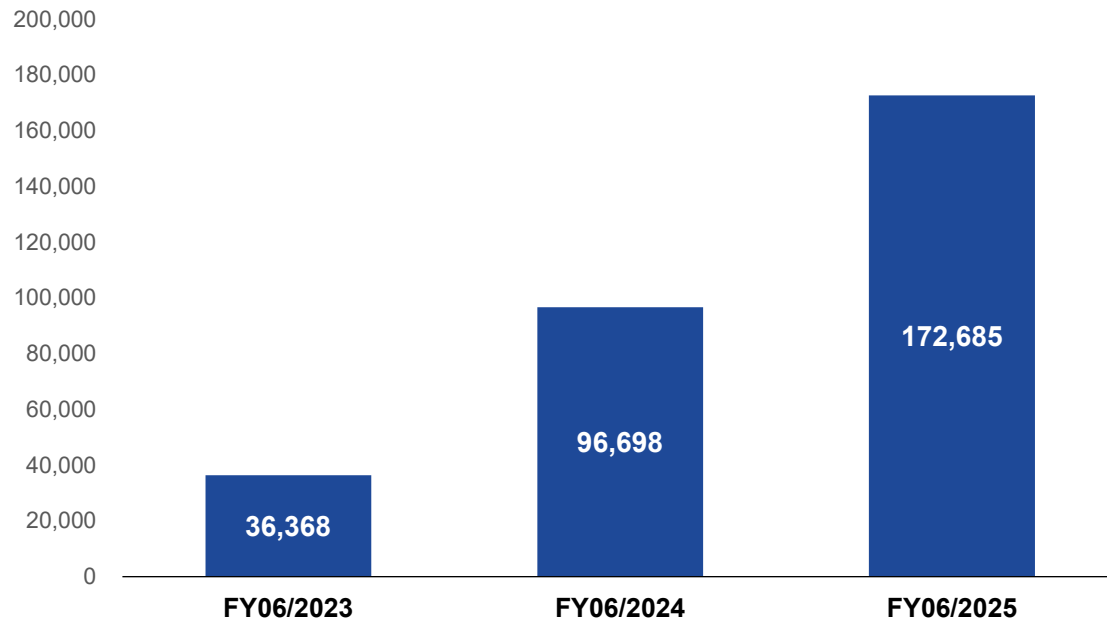
**Sold approx.
30,000 cans**

Rapid Growth of VTubers-Specialized Influencer Marketing Business

DINES

DINES Influencer marketing net sales

(Thousands of yen)



YOY growth shows two consecutive years of rapid growth of

over 75%

Average growth rate

+117.9%

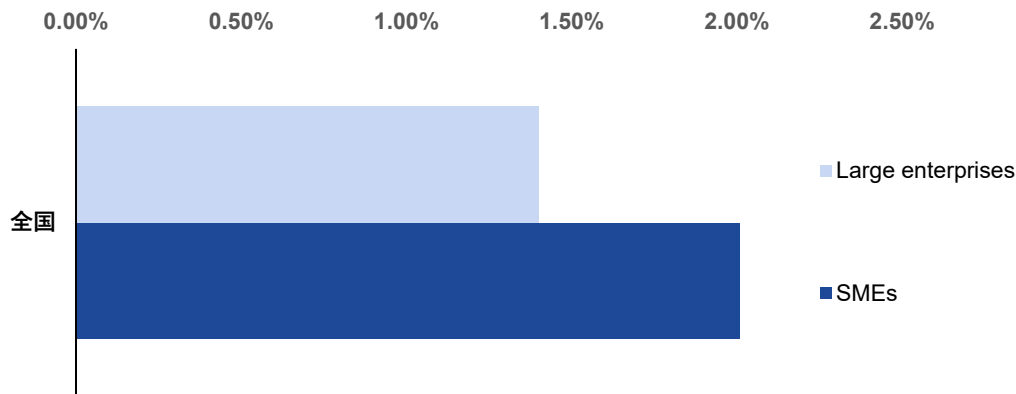
1-2

E-commerce Infrastructure × Customer Problem-Solving

E-commerce as a Growth Driver for Small and Medium-Sized Companies

The introduction of e-commerce has confirmed an average sales increase of about 2% for small and middle-sized companies nationwide. E-commerce utilization directly leads to increased profits for SMEs across all regions. It is becoming increasingly important as a means for structural sales growth. As the shift to online distribution progresses, e-commerce is becoming an essential management infrastructure for expanding sales channels and diversifying revenue streams.

Effect of Boosting Online Sales Growth Rate: By Company Size
(100 or more employees are considered large companies)



EC will improve the sales growth of small and medium-sized companies all over Japan

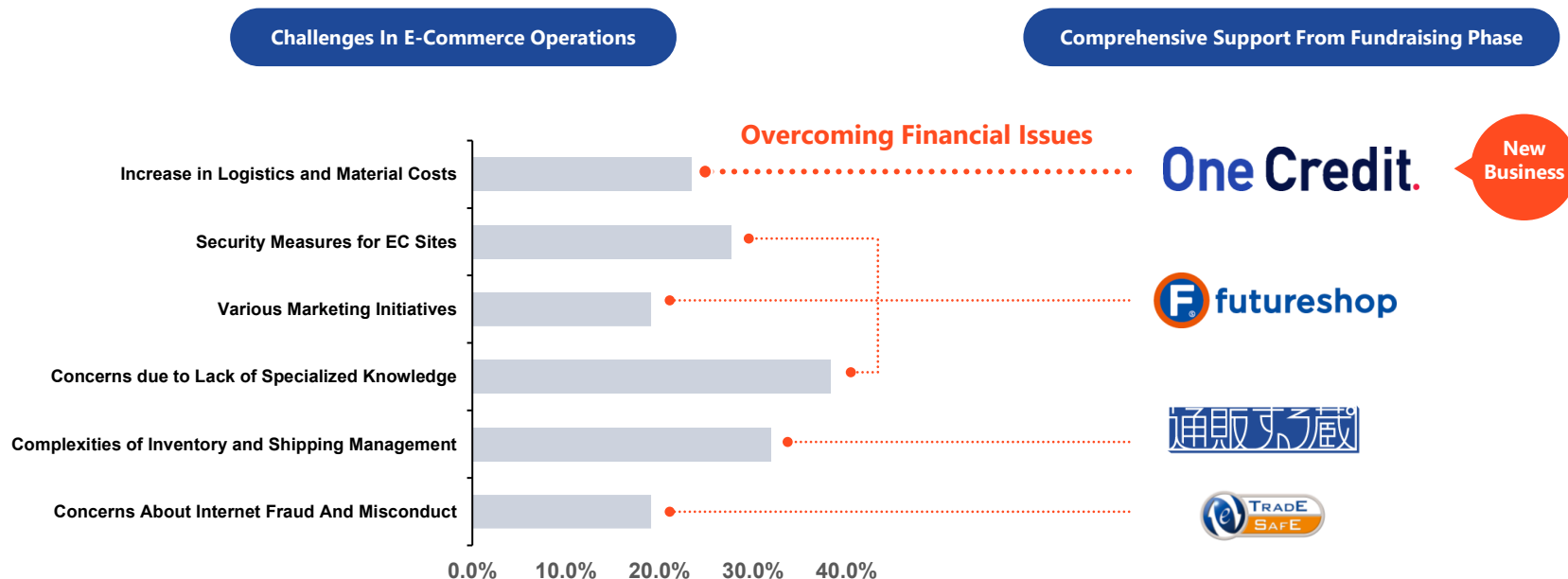
by approx. 2%.

Source: Quoted from the research report "Economic Impact of E-commerce Spread on Businesses and Consumers" by the Center for Global Communications (GLOCOM), International University of Japan (<https://www.glocom.ac.jp/>)

Expanding E-Commerce Support. Launched a new factoring business to address funding issues. **One Credit.**

With the new service "One Credit", our customers can overcome the financial issues that prevent e-commerce adoption. Furthermore, our group comprehensively addresses various management issues across different sectors.

We are acquiring potential customers as new clients and establishing long-term relationships through our e-commerce support. The synergies within our group are creating a positive cycle of growth.



Source: Extracted responses from small and medium-sized businesses with annual revenue under 100 million yen, based on PayPal Holdings Inc.'s "2024 Survey on E-commerce Utilization by Small and Medium-Sized Businesses" (<https://newsroom.jp.paypal-corp.com/>).

Increasing Demand for Factoring Services

Economic fluctuations, and cost increases due to a weak yen are putting pressure on small and medium-sized companies' management. In particular, many small businesses cite 'fundraising' as a challenge, and flexible cash flow management methods are needed to make strategic moves*. Against this background, there is a growing need for highly immediate factoring services.

One Credit.

Cross-border e-commerce businesses can quickly monetize their overseas accounts receivable.

Low-Cost Screening Process

Deploy a pre-built screening model.

In comparison with other services, our group can provide solutions at a lower cost.

Competitive Advantage through Proprietary Analysis

Leveraging real-time analysis of e-commerce sales and authentication knowledge for an enhanced review process.

Increase in EC Businesses and Diversification of Funding Needs

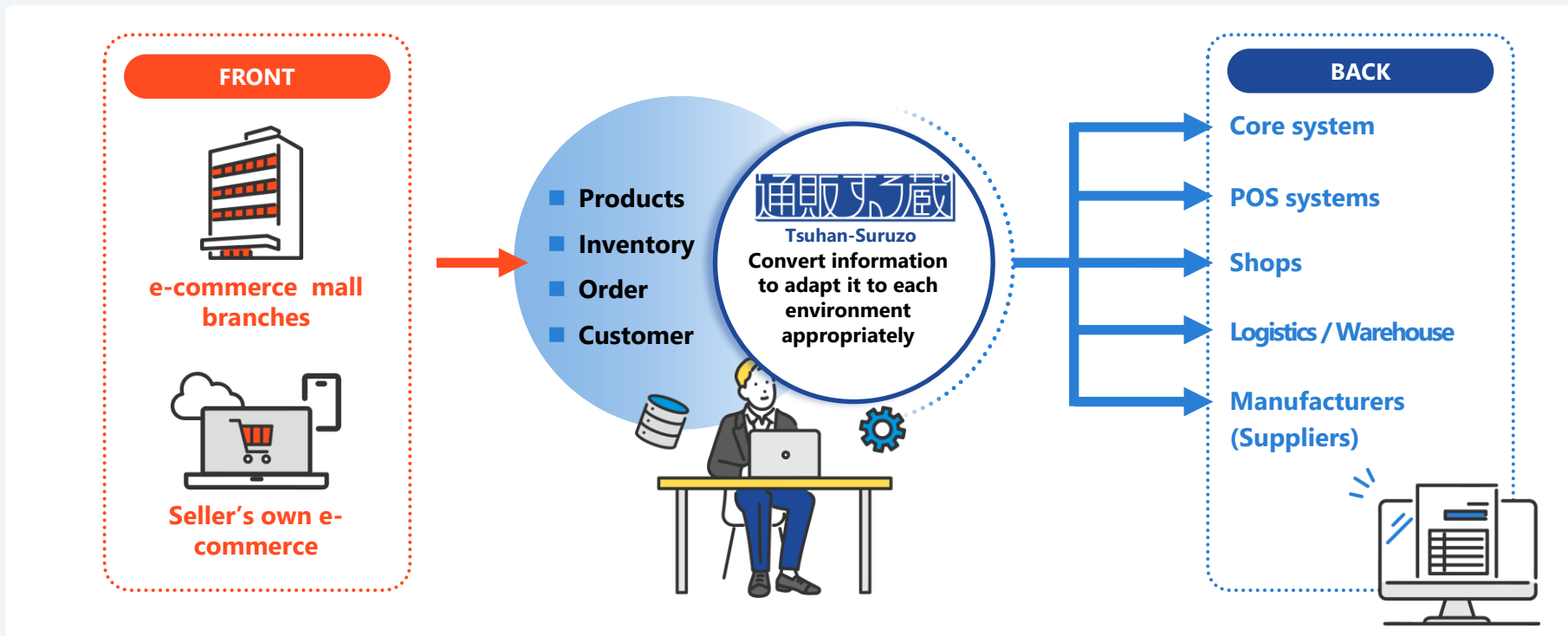
Purchasing due to a sudden increase in orders and responding to unexpected troubles differentiate companies.

Funding is needed in a variety of situations.

Eliminates the Complexity of Inventory and Shipping Management. Integrated Backyard Support Business



Through centralized management, our group frees customers from inefficient operations. Tsuhan-Suruzo provides a system that redirects management resources towards essential growth.



Eliminates Concerns in E-Commerce Transactions. Third-Party Certification Supporting a Sound Market Foundation



Our group aims to create a prosperous e-commerce market where transactions can be conducted with trust.
We provide the TradeSafe Trustmark, with a mission to contribute to sustainable e-commerce market development.

Supporting the Japanese e-commerce industry for 19 years (Started services in 2006)

Qualification review of e-commerce shops and granting of marks



Stores that passed the qualification review can display the TradeSafe Trustmark on their e-commerce stores, telling customers their stores are safe.

Alternative Dispute Resolution (ADR)



Helps users resolve problems, in collaboration with e-commerce Network, an ADR* organization.

Compensatory services



Provides compensatory services in case TradeSafe ADR* services are unable to resolve issues or in other applicable cases.

Three key features of TradeSafe Trustmark

2

FY3/2026 Q1 Highlights

Financial Results Overview for FY3/2026 Q1

Consolidated

Commerce One Holdings

(Thousands of yen)

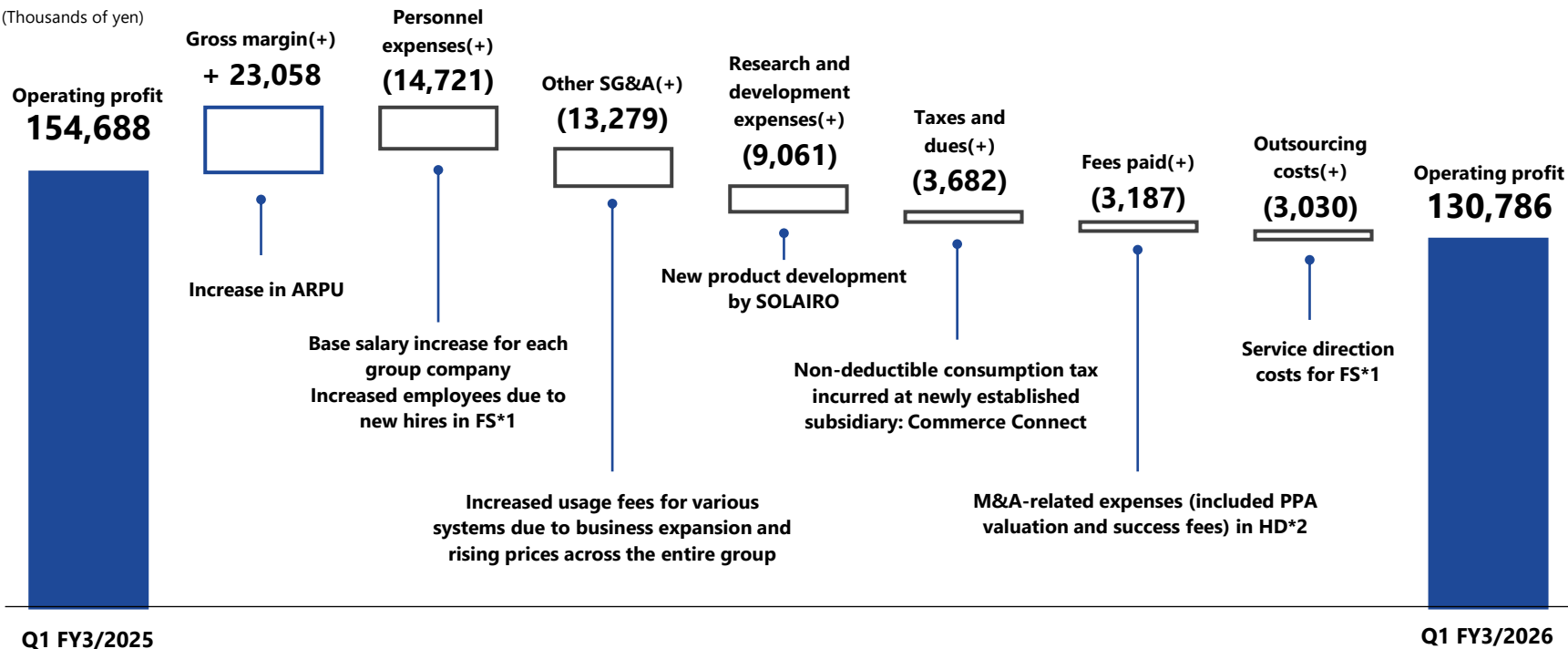
	FY3/2025 Q1	FY3/2026 Q1	Increase / decrease	YoY % change
Net sales	898,956	910,975	+ 12,019	+ 1.3%
Operating profit	154,688	130,786	(23,902)	(15.5%)
Ordinary profit	107,367	161,915	+ 54,548	+ 50.8%
Profit before income taxes	107,367	161,915	+ 54,548	+ 50.8%
Profit attributable to owners of parent	40,599	93,051	+ 52,452	+ 129.2%

Analysis of Change in Operating Profit: FY3/2026 Q1 vs. FY3/2025 Q1

Consolidated

Commerce One Holdings

(Thousands of yen)



FY3/2026 Q1 YoY Analysis of Operating Profit to Profit Before Income Taxes

Consolidated

Commerce One Holdings

(Thousands of yen)

	FY3/2025 Q1	FY3/2026 Q1	Increase / decrease
Operating profit	154,688	130,786	(23,902)
Non-operating income	16,298	31,703	+ 15,405
Non-operating expenses	63,619	574	(63,045)
Ordinary profit	107,367	161,915	+ 54,548
Extraordinary income	—	—	—
Extraordinary losses	—	—	—
Profit before income taxes	107,367	161,915	+ 54,548
EBITDA*	183,642	162,337	(21,305)

Mainly due to increase in commission fees of TradeSafe
Purchase of receivables for new factoring business

Share of loss of entities accounted for using equity method in Enecycle occurred in the previous fiscal year
No share of loss of entities accounted for using equity method was captured in the current fiscal year

FY3/2026 Q1 Balance Sheet: Flux Analysis Compared to March 31, 2025

Consolidated

Commerce One Holdings

(Thousands of yen)

	FY3/2025 Q4	FY3/2026 Q1	Increase / decrease	
Current assets	2,379,069	2,296,530	(82,539)	Decrease in TradeSafe deposits Future receivables purchase for the new factoring business
Cash and deposits	1,864,160	1,581,457	(282,703)	Mainly due to increase of accounts receivable at TradeSafe
Other	107,053	271,802	+ 164,749	Future receivables purchase for the new factoring business
:	:	:	:	
Non-current assets	1,092,453	1,249,524	+ 157,071	
Goodwill	12,422	98,977	+ 86,555	PINES becoming a new consolidated subsidiary in Q1.
Investment securities	443,689	517,006	+ 73,317	Investee Taiwan shares rise
:	:	:	:	
Current liabilities	852,566	853,441	+ 875	
Non-current liabilities	95,740	100,285	+ 4,545	
Net assets	2,523,215	2,592,327	+ 69,112	
Treasury Shares	(57,243)	(77,192)	(19,949)	Purchase of treasury shares by HD*
Valuation difference on available-for-sale securities	173,893	224,101	+ 50,208	Investee Taiwan shares rise

YoY Analysis of Cash Flows: FY3/2026 Q1 against FY3/2025 Q1

Consolidated

Commerce One Holdings

(Thousands of yen)

	FY3/2025 Q1	FY3/2026 Q1	YoY Change
Cash flows from operating activities	128,556	(89,799)	(218,355)
Profit before income taxes	107,367	161,915	+ 54,548
Share of loss (profit) of entities accounted for using equity method	63,149	-	(63,149)
Decrease (increase) in deposits paid	230	(32,528)	(32,758)
Other	88,195	(147,316)	(235,511)
:	:	:	
Income taxes paid	(175,264)	(119,205)	+ 56,059
Cash flows from investing activities	(27,169)	(119,353)	(92,184)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-	(89,182)	(89,182)
:	:	:	
Cash flows from financing activities	(78,547)	(92,440)	(13,893)
Purchase of treasury shares	—	(20,068)	(20,068)
Dividends paid	(77,644)	(70,458)	+ 7,186
:	:	:	
Net increase (decrease) in cash and cash equivalents	36,808	(282,703)	(319,511)

Mainly due to equity method losses on Enecycle in the previous fiscal year

Deposits paid with securities companies due to acquisition of treasury shares of HD*

Mainly due to an increase in accounts receivable at TradeSafe Future receivables purchase for the new factoring business

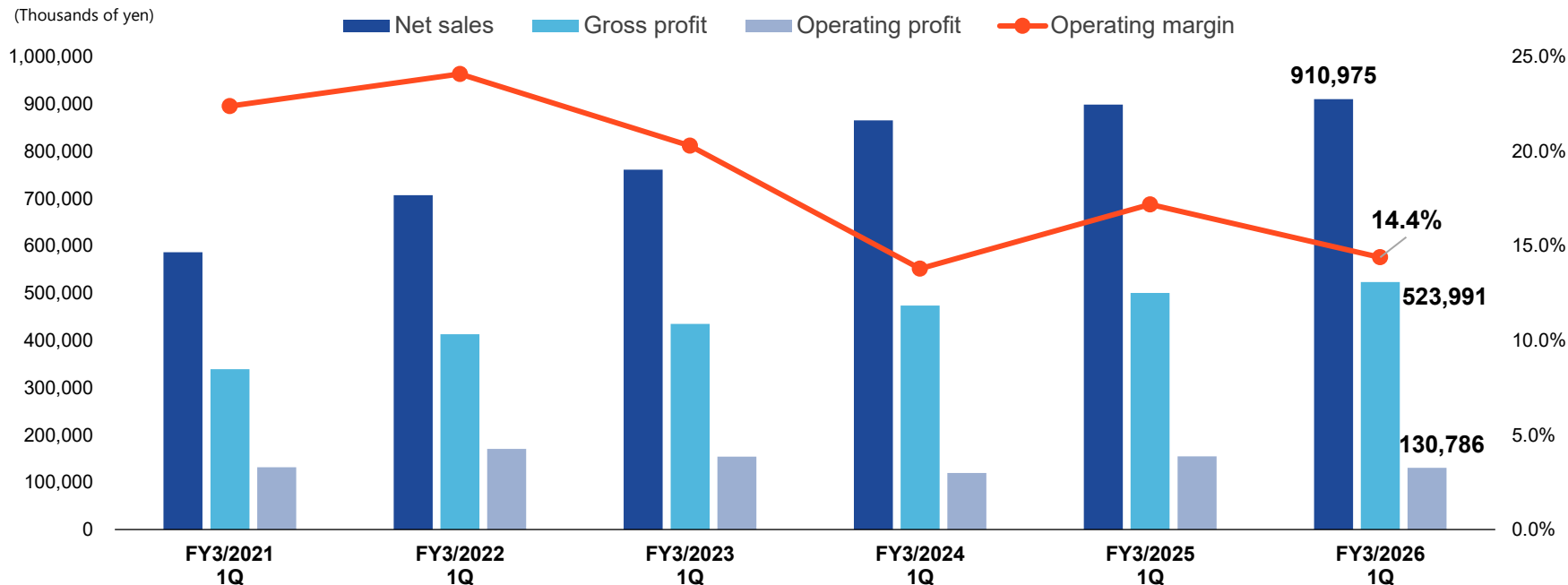
Acquisition of PINES shares

Purchase of treasury shares by HD*

Changes in Consolidated Operating Results for the Past 6 Years

Our group achieved continuous growth in net sales and gross profit. On the other hand, profits decreased year-on-year due to a rise in SG&A expenses of each company.

Reasons for the decrease in profit: Increased engineering costs due to higher maintenance workload and increased recruitment expenses for SOFTEL, development costs for SOLAIRO's new product, and advisory fees for M&A activities of HD*.



3

Achievement Against FY3/2026 Budget

Achievement Against FY3/2026 Budget

Consolidated

Commerce One Holdings

(Thousands of yen)

	FY3/2026 Q1 Results	FY3/2026 Full-year Budget	Achievement vs. Budget
Net sales	910,975	4,387,286	20.8%
Operating profit	130,786	665,327	19.7%
Ordinary profit	161,915	673,092	24.1%
Profit attributable to owners of parent	93,051	485,075	19.2%

Monetization delay in new business.
Declining operational efficiency due to
increased maintenance workload for
SOFTTEL.

Purchase of Treasury Shares

In keeping with the financial strategy set out in the medium-term business plan (from the fiscal year ending March 2025 to the fiscal year ending March 2027), the Company repurchase of its own shares in consideration of a comprehensive array of factors, including strategic investment opportunities, the Company's financial position, and the price of its common stock.



Details of matters on the share repurchase

(1) Class of shares to be repurchased	Common stock
(2) Total number of shares that may be repurchased	Up to 100,000 (1.4% of total number of shares outstanding [excluding treasury stock])
(3) Total value of repurchased shares	Up to 85,000,000 yen
(4) Repurchase period	From April 15, 2025 to September 12, 2025
(5) Repurchase method	Market purchases based on a discretionary trading contract
(6) Number of shares repurchased as of July 31, 2025 (result)	33,900 shares (33.9%)
(7) Total amount of shares repurchased as of July 31, 2025 (result)	26,789,000 yen (31.52%)

Disclaimer and Cautionary Notes on Forward-Looking Statements

This presentation material is prepared solely for the purpose of providing information on Commerce One Holdings Inc. (the “Company”) and its subsidiaries and is not intended for soliciting investment.

Business performance forecasts and any other forward-looking statements contained in this material have been determined by the Company based on information currently available to the Company.

Forecasts are inherently subject to various uncertainties, and actual results may differ materially from these forward-looking statements.

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.



<https://www.cm-one.jp/en/>

4

Appendix



Future Shop Co., Ltd.

Service Strengths

While being a non-customized service, our service strengths lie in product technology and expandability to ensure its customizability and Customer Success Team that supports the sales growth of users.



(Patent registered, Patent No. 6619478)

Provides a CMS tailored for e-commerce that offers both design customizability and updatability



Futureshop's Value Chain

**Recognizing accurate needs
Leveraging knowledge gained
from successful projects**

**Focusing on customer needs
Developing engineers**

**Becoming a source of value
for other steps in the value
chain by allocating resources**

**Wining customers with high
motivation and strong
potential who adopt new
features and services**

**Needs/trend
research
Requirement
definition**

**Software
development
Infrastructure
deployment**

Customer success

**Regular
updates
Functional
improvements
& corrections**

**Customer success is
the source of value.**

**In each step of the
value chain, we will
demonstrate our
competitiveness.**

Consulting services to help boost sales

Personnel training curriculum

Email and telephone supports

**By establishing a support system
with high customer satisfaction, we
can identify the issues and needs of
customers in the medium-sized
e-commerce business segment.**



FY3/2026 Q1 Business Highlights

Press Release

July 1, 2025

Launched 'futureshop ACADEMY Plus' with Unlimited Access to EC Courses for futureshop Users

～Learning the latest EC knowledge and popular content all in one place～

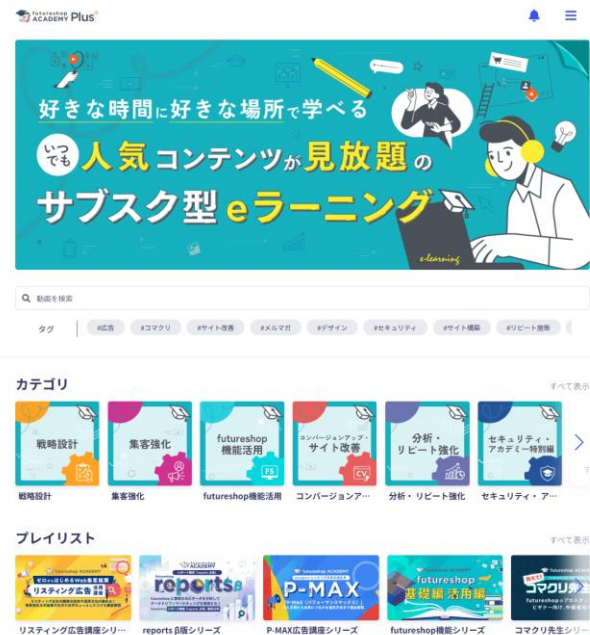
futureshop is now offering 'futureshop ACADEMY Plus,' an archive streaming service that allows users to watch past seminars anytime.

As a complement to the hands-on course 'futureshop ACADEMY,' this program enables learners to deepen their knowledge without time or location constraints.

In addition to offering diverse features, Future Shop has developed store-centric support. This includes phone assistance for solving daily challenges and organizing seminars aimed at boosting sales.

As a result, recorded an impressive annual average growth rate of 121.2% for 2020 contract users of futureshop (CAGR from 2021 to 2023).

On Japan's largest review site 'ITreview', futureshop has received high praise, including achieving the No.1 ranking in support satisfaction (see next page).



Service Features – Customer Satisfaction and Brand Awareness of futureshop omni-channel



Received the “Leader” badge in the e-commerce site construction category at the ITreview Grid Award 2025

Summer for the **24th** consecutive period
(five consecutive years).



“Leader” Badge:

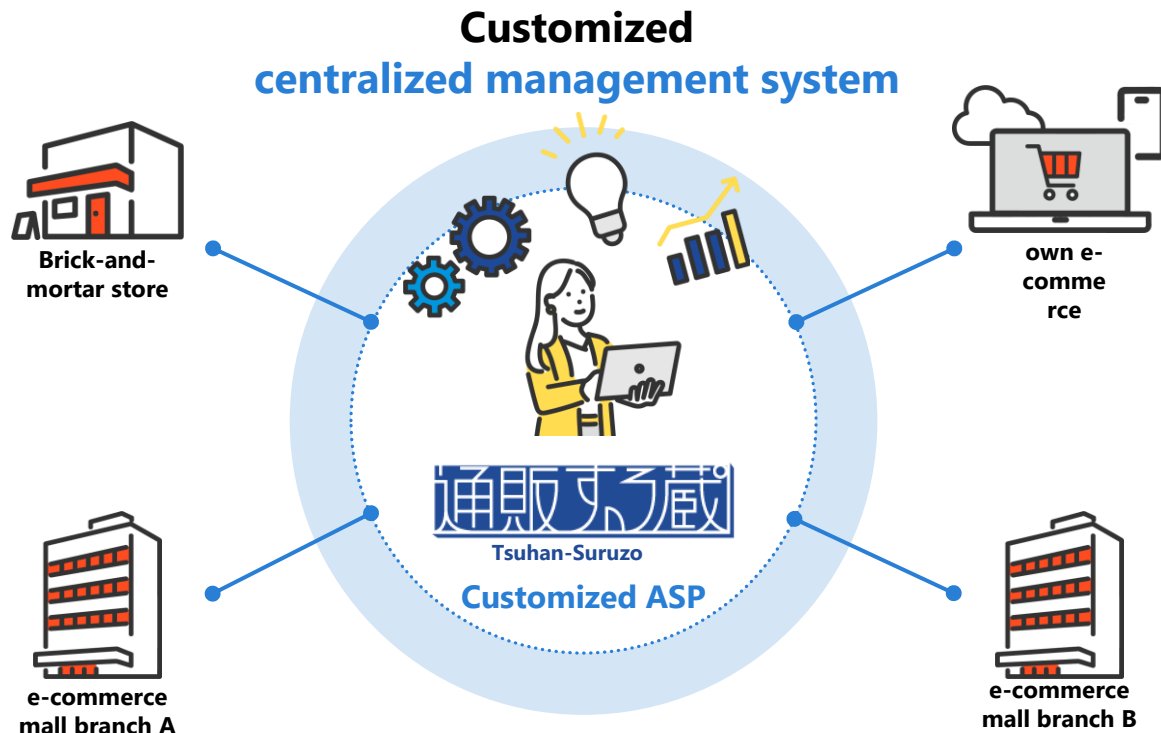
Indicates that our product is highly rated in both customer satisfaction and brand awareness on ITreview, a review site for business IT products and cloud services.



SOFTTEL

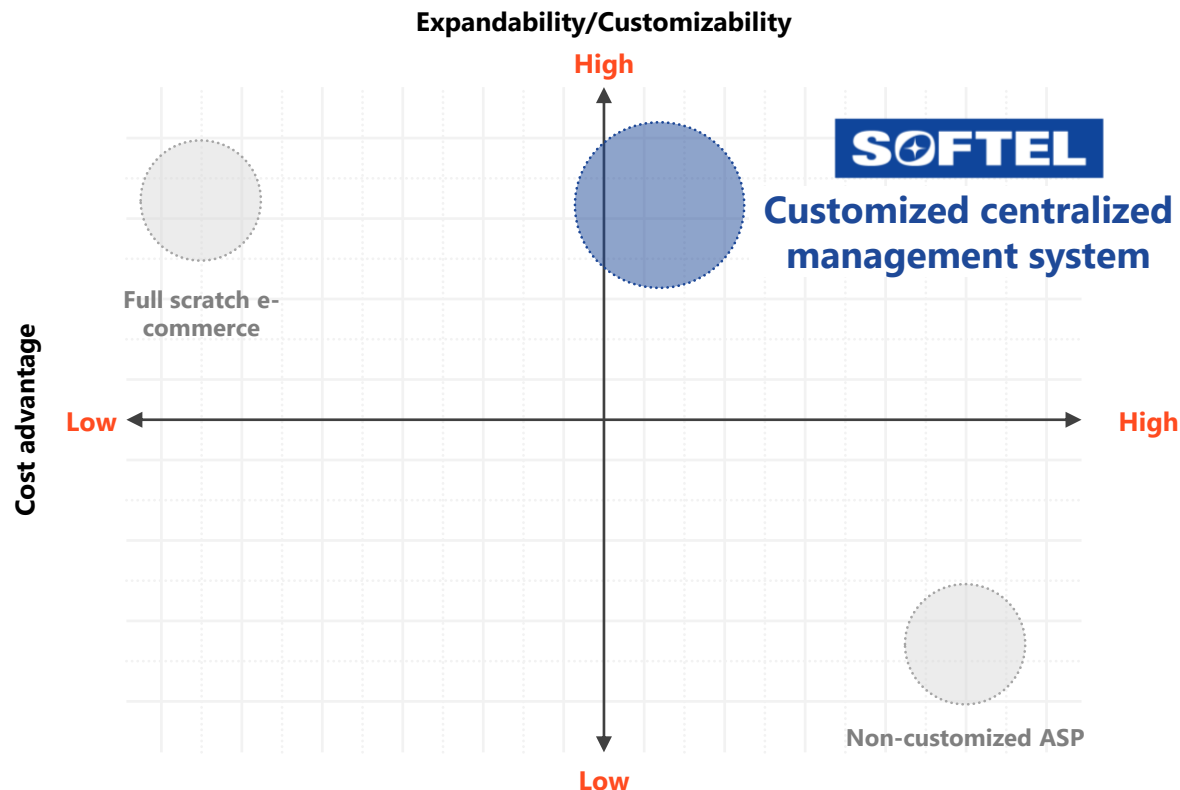
Softel Inc.

“Tsuhan-Suruzo” Concept



While non-customized ASP cannot support e-commerce operators in the field of backyard systems such as inventory management, Tsuhan-Suruzo **can reduce human resources and costs by centrally managing e-commerce operations through customization, thereby creating resources required for business growth.**

Our Positioning



SOFTEL helps customers **improve efficiency of their bloated operations** through strong customizability and a wealth of track records. Also, our system can accelerate **profitability of major and medium-sized enterprises** through linkage with their core system and/or POS system.

SOFTEL **has established a highly expandable and customizable, yet cost-effective, positioning**, based on its accumulated expertise in updating Tsuhan-Suruzo, the basis for customization, and in meeting diverse and sophisticated demands from clients who regularly use our system.

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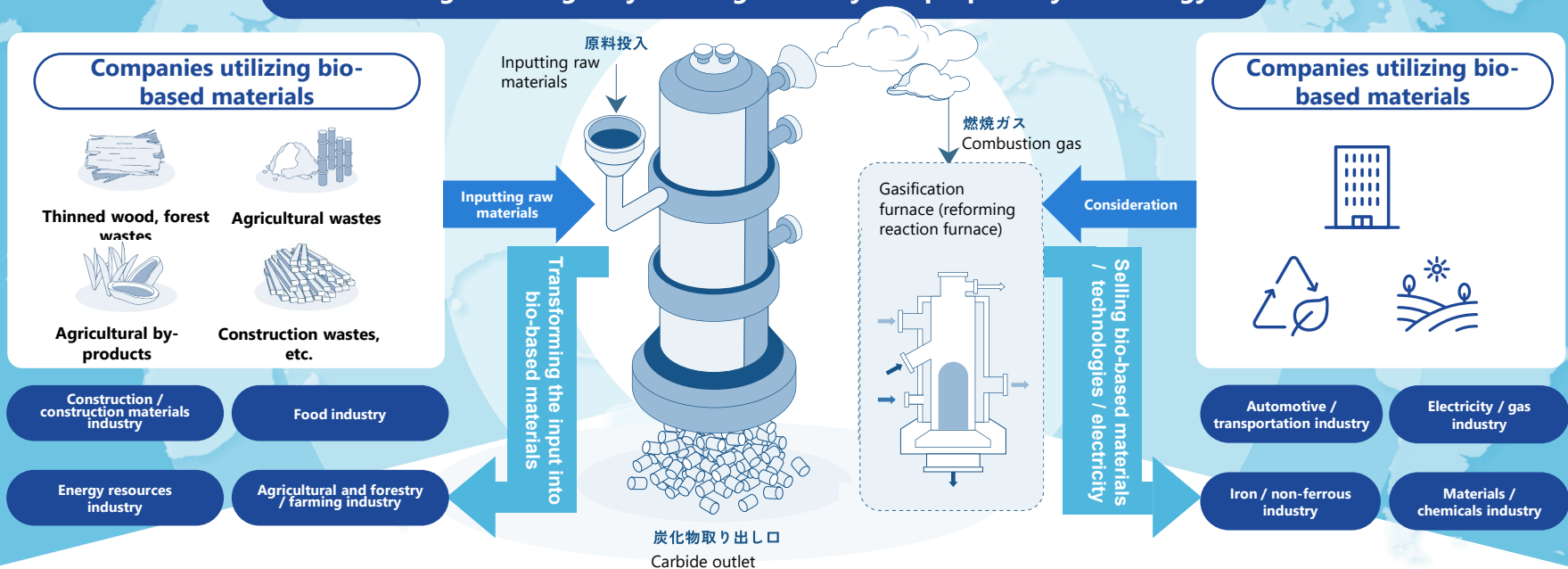


Group Companies

Carbonization and Gasification Technologies Developed on Our Own

Enecycle efficiently generates and makes use of biochar gas by utilizing a wide range of resources with its proprietary patented technology

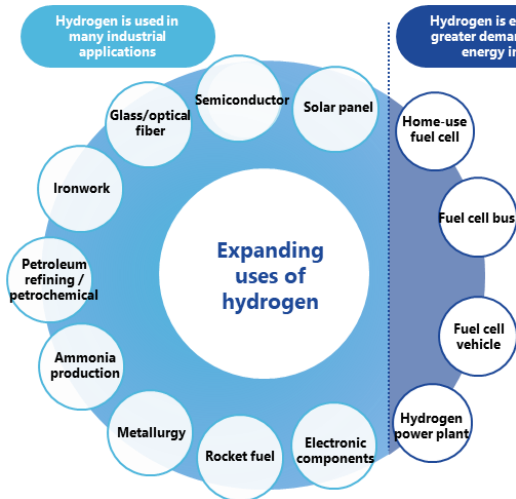
Generating biochar gas by drawing on Enecycle's proprietary technology



Background of Capital Contribution to Enecycle Inc. (Approaches to the decarbonization market)

As a business infrastructure company that supports the sound development of society, the Group aims to contribute to the development of a sustainable society and enhance its long-term corporate value through the investment in the business of Enecycle Inc. (hereinafter, "Enecycle"), which develops a touch point for the global decarbonization market.

Current and future demand for hydrogen



High-purity hydrogen is essential for the production of semiconductor wafers, solar cell silicon, and liquid crystal.

The size of the global hydrogen gas market is projected to reach JPY53,829.7 billion in fiscal 2040. At present, the market consists primarily of applications for industrial materials/gas, while applications for fuel cell vehicles is expected to grow steadily over time.

Environmental responsibility of businesses



Creation of new industries in global markets

- Job creation
- Regional revitalization



Synergies with TradeSafe

- Ensuring traceability of raw materials for the carbon credit market.
- Consideration of certification services for safety and security



Enecycle Inc.

Corporate credibility from an internal perspective

As President Okamoto has been involved as a founder since the company's inception, we see solid growth potential in the company.



Enecyle's Business

Enecyle generates next-generation energy and provides decarbonization solutions by utilizing its proprietary technologies to carbonize and gasify biomass resources such as waste plants. The company has developed a new hydrogen production method, which has been adopted as a demonstration project (for biomass-derived hydrogen production process) by the Ministry of the Environment. The project is currently underway with major companies in various industry sectors.

