

# HEROZ

## **Subsidiarization of AKM Consulting Co., Ltd. — Strategic Significance of This M&A Transaction —**

April 20, 2026

*This document serves as supplementary material to the timely disclosure titled "Notice Regarding Acquisition of Shares of AKM Consulting Co., Ltd. (Subsidiarization and Change in Specified Subsidiary)" published on the same date.*

### Notice

This document is an excerpt translation of the original Japanese document and is only for reference purposes. In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

HEROZ

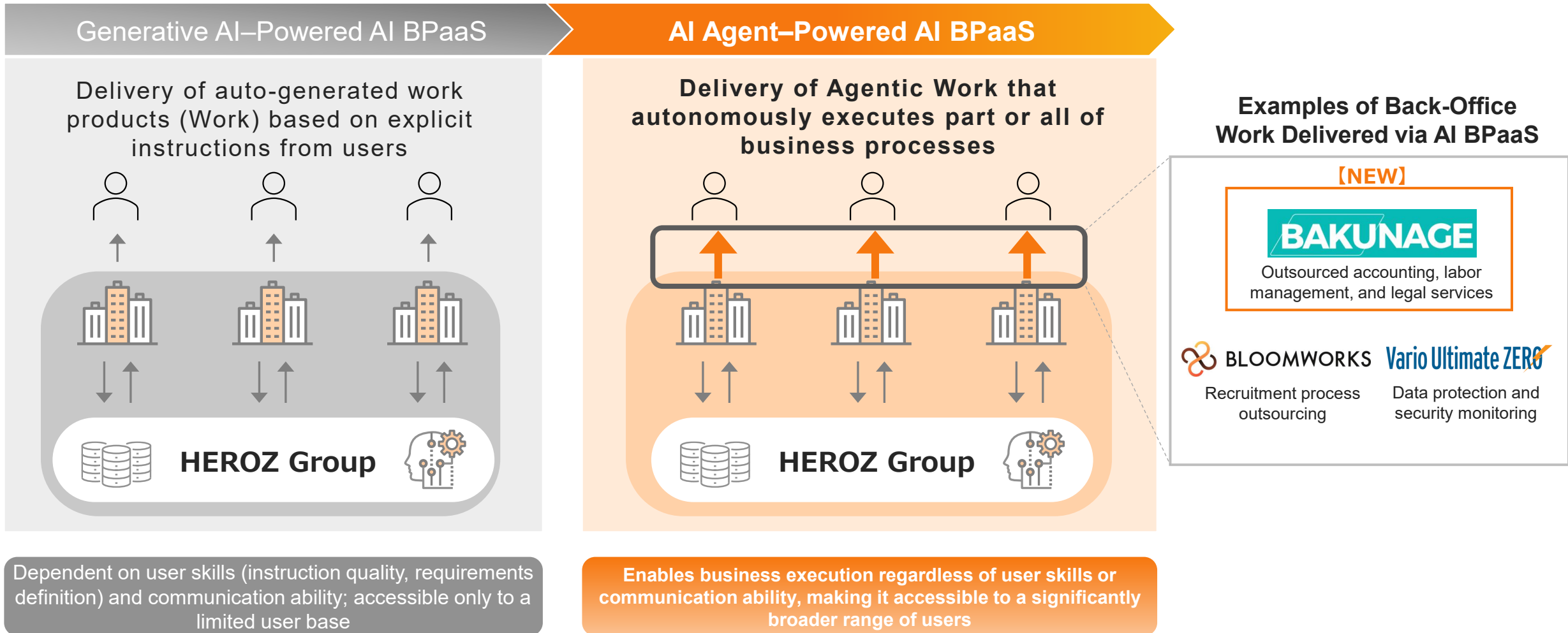
→  
Acquisition of a 70%  
equity stake

AKM  
CONSULTING

No.	Item	Details
1	Market Context & Importance of AI BPaaS	Areas that cannot be addressed by simply providing AI tools are expanding; <b>a shift to a model that takes over business operations themselves is inevitable.</b>
2	About AKM Consulting (BAKUNAGE)	<ul style="list-style-type: none"> <li>• <b>A back-office BPO service covering over 500 task items across accounting</b>, labor management, and legal affairs.</li> <li>• Revenue grew <b>approximately 13x</b> within three years of founding. A highly profitable professional group leveraging generative AI × RPA, with all members possessing 5+ years of hands-on experience.</li> </ul>
3	HEROZ's Strategic Intent	<ul style="list-style-type: none"> <li>• <b>Realize AI BPaaS in the back-office domain</b> as a core element of the HEROZ 3.0 strategy.</li> <li>• BAKUNAGE's real-world operational processes and knowledge directly enhance AI model accuracy.</li> </ul>

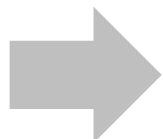
# Evolving the AI BPaaS Model through AI Agents

- HEROZ is undergoing a fundamental transformation of its AI BPaaS model — evolving from generative AI-based service delivery to an AI agent-driven approach.
- The subsidiarization of AKM Consulting (BAKUNAGE) expands the scope of AI agent application into back-office operations.



# Expanding AI BPaaS as an Integrated Group — Toward Realizing HEROZ ASK Cowork

- The addition of BAKUNAGE broadens the Group's back-office service scope, accelerating the AI BPaaS strategy.
- We aim to extend coverage into information systems, **building a structure that fully covers corporate administrative functions**— from recruitment to security — with HEROZ ASK as the common platform.



In the medium to long term, we aim to realize **"HEROZ ASK Cowork"** — a model in which professionals collaborate with AI to dramatically enhance the efficiency of back-office operations.