



UZABASE

Long-Term Strategic Plan

Disclosure Materials on
Business Plan and Growth Potential

Uzabase, Inc.
December 2021



About This Document

● Change in Profitability Metric

In consideration of the goals outlined below, we plan to incorporate a stock compensation plan into our remuneration system starting from 2022:

1. **To increase the number of employees able to view the business from the perspectives of entrepreneurs, business managers, and stockholders, as well as to increase enterprise value in the medium-to-long term.**
2. **To attract the best possible talent by offering benefits and remuneration levels that are competitive both in Japan and globally.**

EBITDA has always been the Uzabase Group's key profitability metric, as we believe that excluding the impact of non-cash charges is the most optimal way to assess our performance. In line with this policy, from 2022 onwards, the Group will continue to disclose the same profitability metric but with additional adjustments to exclude the impact of stock compensations, which also fall under the category of non-cash charges. This **Adjusted EBITDA** will serve as our profitability metric in 2022 and beyond, with the calculation method applied as described below:

Adjusted EBITDA = Operating Profit + Depreciation + Amortization + **Stock Compensations**

All EBITDA figures for FY12/2022 and beyond presented in this document are Adjusted EBITDA figures.

● Clarification on Earnings Figures

Although the Uzabase Group has withdrawn from the Quartz business in the US (Nov 2020), the consolidated figures presented in this material **include Quartz's earnings**.

Change in Reportable Segments

- Starting from 2022, Uzabase will be reporting earnings in two segments: SaaS and NewsPicks

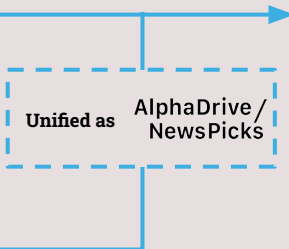
Up until now, we have been separating SPEEDA and Other B2B services in our filings, but starting from FY12/2022, these will be combined into a single segment named "SaaS". Additionally, the new SaaS segment will include the earnings of AlphaDrive and AlphaDrive Kochi (consolidated subsidiaries of NewsPicks), as well as NewsPicks' enterprise-focused services ("NewsPicks Enterprise" and "NewsPicks Learning (Enterprise)"), which used to be disclosed as part of NewsPicks in FY12/2021. In this document, these are referred to collectively as AlphaDrive/NewsPicks (AD/NP).

- Reasons for Change

- 1) In order to manage the businesses in a unified manner and boost cross-selling, as both SPEEDA and Other B2B services are SaaS businesses leveraging shared core assets.
- 2) AD/NP is an enterprise-focused SaaS solution built on the NewsPicks platform.
- 3) AD/NP, SPEEDA, FORCAS, and INITIAL all leverage the NewsPicks platform. As such, reporting AD/NP under the NewsPicks business does not properly reflect the actual state of the business.

Current Segmentation

Segments	Products/Services
SPEEDA	S P E E D A
Other B2B	FORCAS FORCAS Sales INITIAL
NewsPicks	Advertising
	Paid Subscriptions NEWS PICKS Enterprise NEWS PICKS Learning
	Others AlphaDrive



Planned Segmentation from 2022

Segments	Products/Services
SaaS	S P E E D A INITIAL SPEEDA FORCAS FORCAS Sales AlphaDrive/NewsPicks
NewsPicks	Advertising (no change)
	Paid Subscriptions
	Others (publishing, content sales, etc.)

The background features two large, thick, curved shapes. One is a light blue shape that curves from the top left towards the center. The other is a darker blue shape that curves from the top right, loops around the light blue shape, and extends towards the bottom right. The text is centered over these shapes.

01

About Uzabase Group



Uzabase Group: Key Facts

Established
2008

Consolidated ARR
11.6 billion

Total Employees
743

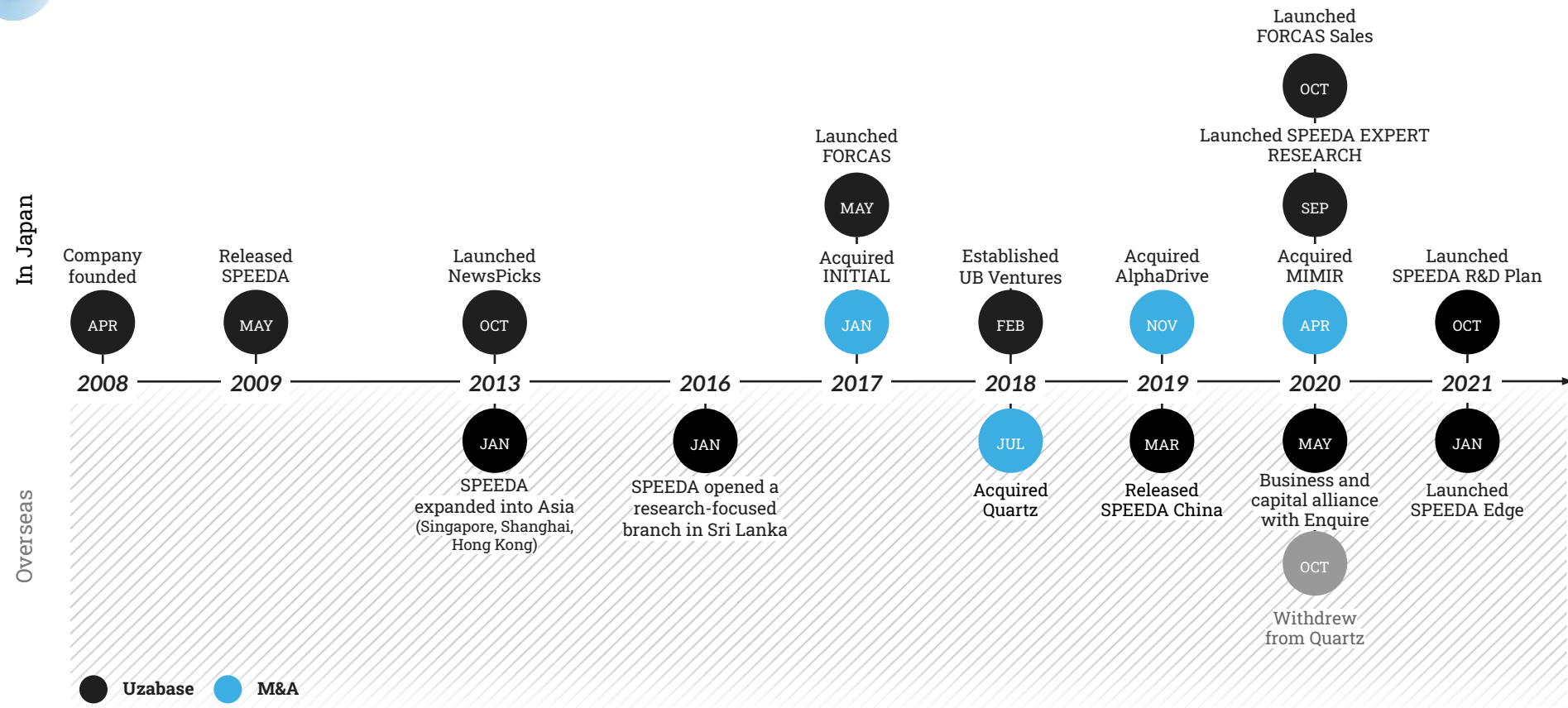
SaaS ARR
9.1 billion

Share of Subscription
Revenue
73 %

NewsPicks ARR
2.5 billion

1. All figures are as of end-Sep 2021, presented in Japanese yen (JPY).
2. All monetary amounts are truncated figures. Share of Revenue from Subscriptions and Growth Rate are rounded to the nearest whole (same applies for all slides that follow).
3. Total Employees includes both full-time and contract-based employees.
4. Share of Subscription Revenue refers to the share of recurring revenue in the total consolidated revenue of the Group.
5. ARR (Annual Recurring Revenue) refers to the total amount of recurring revenue generated over a year, calculated as MRR (Monthly Recurring Revenue) multiplied by 12.
6. SaaS ARR is the sum total of ARRs for SPEEDA, INITIAL, SPEEDA Edge, FORCAS, FORCAS Sales, and AD/NP.
7. NewsPicks ARR is ARR from NewsPicks Premium and NewsPicks Learning (individual) subscriptions.

Company History





Our Services

SaaS

SaaS Products Offering Support for the Implementation of Agile Management

Business Strategy:

Business planning, competitive analysis, M&A, investment strategy, new business development

S P E E D A

S P E E D A
E D G E

I N I T I A L

Customer Strategy:

Customer targeting, digital sales/marketing, new business development

F O R C A S

F O R C A S
Sales

Organizational Strategy:

Corporate culture transformation, employee training, talent search, new business development

AlphaDrive /
NewsPicks

NewsPicks

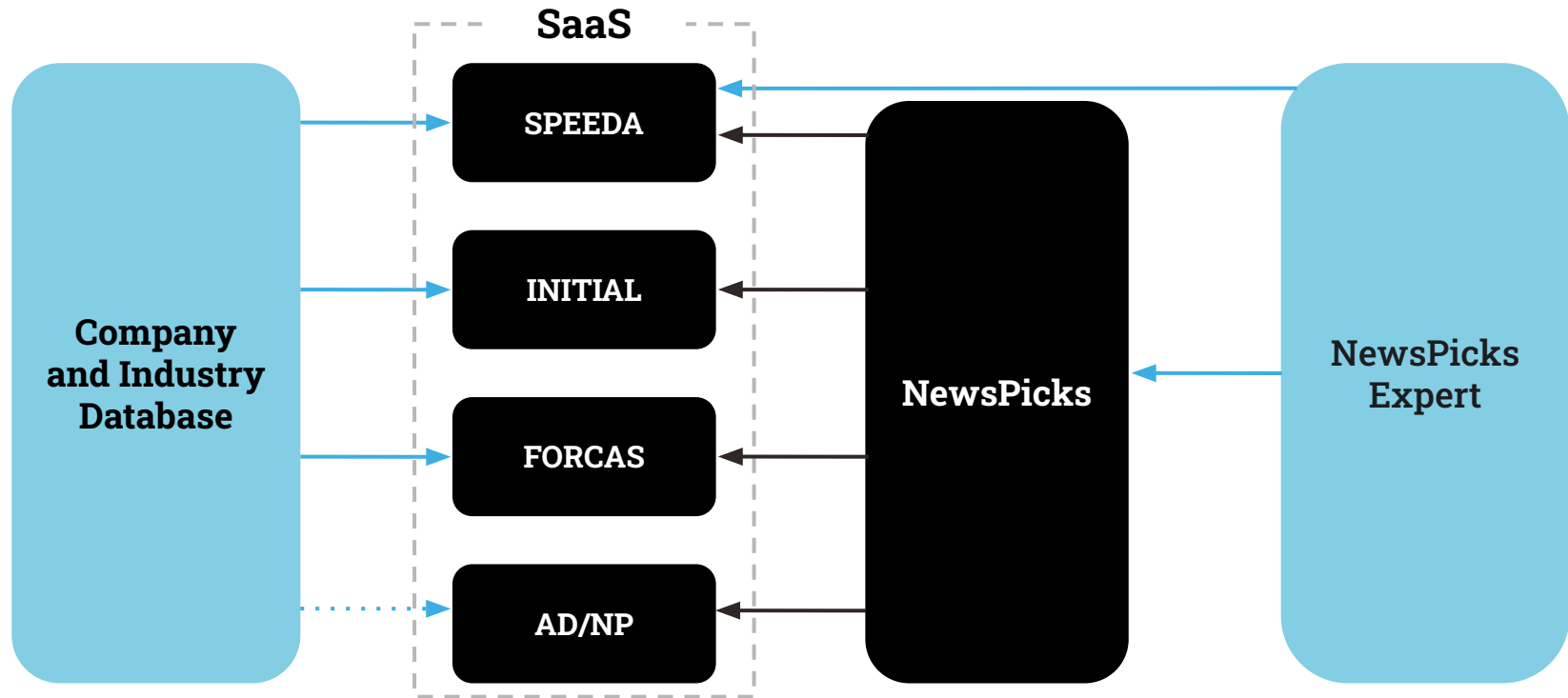
A Leading Business News Media in Japan

NewsPicks delivers hand-picked business news from over 100 Japanese and international media outlets, as well as original articles and videos created by the NewsPicks Editorial Team. The content is accompanied by commentary from experts and business professionals from various fields.



Collaborative Use of Business Intelligence

The collaborative use of business intelligence and insights across the entire Group serves as a strong competitive edge for Uzabase.





02

The World We Want to Create



Uzabase is moving from a Mission to a Purpose



From Mission To Purpose

Mission

We guide business people to insights that change the world

We provide a foundation of intelligence that supports the needs of business and business people. We analyze, organize, and create global information so you can make the right decisions at the right time unleashing your creative and innovative potential.



Purpose

Verbalize the kind of a world we want to build and then build it together with everyone (both inside and outside the company) who wants to help bring this world about.

Awaken a world of play in business, with our insights.

Awakening a world of play in business means...

Finding harmony among societal, business, and individual purposes

1 Harmony between **Sustainable Society** and **Business Purpose**

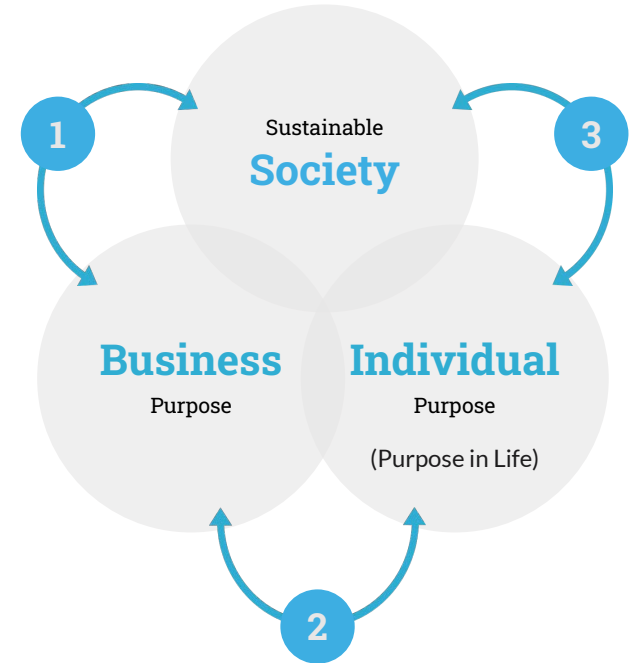
We believe that the pursuit of economic rationality and a sustainable society are not mutually exclusive. If the move towards sustainability gains significant traction among consumers, the market will actually start favoring companies that aim to create a sustainable society. Without a clear sustainability paradigm for social good, companies will not be able to attract talent. As a result, it will become more and more economically rational for companies to aim towards creating a sustainable society.

2 Harmony between **Business Purpose** and **Individual Purpose**

Finding enjoyment in work is often said to be an important part of finding enjoyment in life. There is a whole world of play that can be found in business, and awakening it can only bring more joy into your life. If you like the overall direction (=purpose) of the company you work at, if you find it relatable to your own purpose in life, work may just become one of your many purposes in life, rather than a means to an end.

3 Harmony between **Individual Purpose** and **Sustainable Society**

Enjoying business and enjoying life is only possible when we have hope for the future—our own and our children's. Contributing to the establishment of a sustainable society can bring such hope. Rather than working at the expense of our personal lives, we can create unique working styles to fit our unique lives, working styles that are sustainable and offer room for play. These can then be shared with the rest of the world!

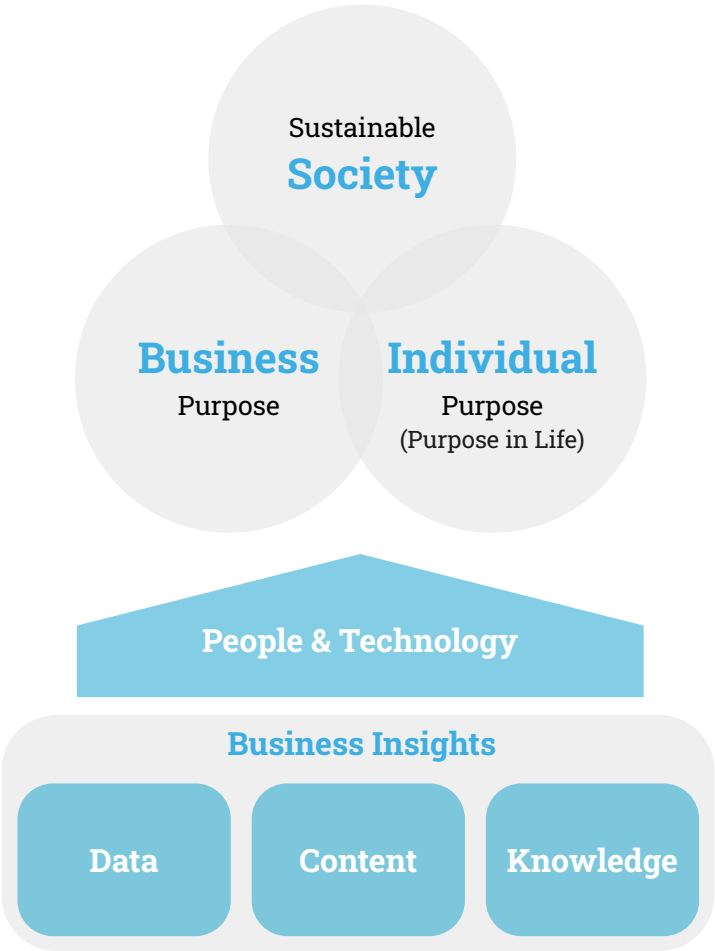




Business Intelligence and the World We Want to Create

A World of Play in Business

Uzabase's Insights





Our Pursuits on the Path Towards Fulfilling Our Purpose

Awaken a world of play in business, with our insights.

Data that supports decisions

People and companies need the right data at the right time. And they need it anytime, because the world changes, fast. We not only keep up, we stay ahead. Our infrastructure quickly identifies, creates, organizes, and analyzes data so we can support a world where businesses pivot and deliver, alongside and even ahead of people's needs.

Technology that changes the world

We believe that technology, together with people's ingenuity, will change the world. That's why we will keep automating our processes and combining our expertise with the best technology solutions to deliver value to the world.

Content that creates change

We believe in the power of content. It can teach, and it can inspire. A society never stands still, because its people are always looking to grow, always looking to be inspired. Content can bring that inspiration. It can provide the courage and motivation people and businesses need to change and to grow. And when they do, society reaches sustainable development. Let's create that content and those businesses, together.

Business that awakens play

Everything in harmony: individual, business, and society. We believe in creating a world where everyone can enjoy business and life, and we strive to deliver products that will make that a reality. With content that conveys ideas and practices and data that delivers fresh insights, we will create that sustainable world.

Knowledge that's circulated

Curated expertise, unique experience, and a passion for depth. We believe in the power of human knowledge that comes from these sources. And we believe in sharing that knowledge. When diverse people share their wisdom and ideas, it creates economic value that's accessible to everyone and that helps promote the sustainable development of our society.

How Do Our Products Tie Into Our Purpose?

Awakening a World of Play in Business

Finding harmony among societal, business, and individual purposes

Business



Individual

Popularize a customer-oriented, highly adaptable approach to business management (Agile Business Management)

Modernize and automate competitive analysis, enabling businesses to quickly adapt to change **S P E E D A**

Modernize and automate customer analysis, connecting it to marketing and sales **FORCAS**

Nurture more self-driven talent, creating teams that seek out new customer value **AlphaDrive / NewsPicks**

Help more people find a world of play in their work and take meaningful action

Have more people **take interest** in the world of business and **enjoy news** **NEWS PICKS**

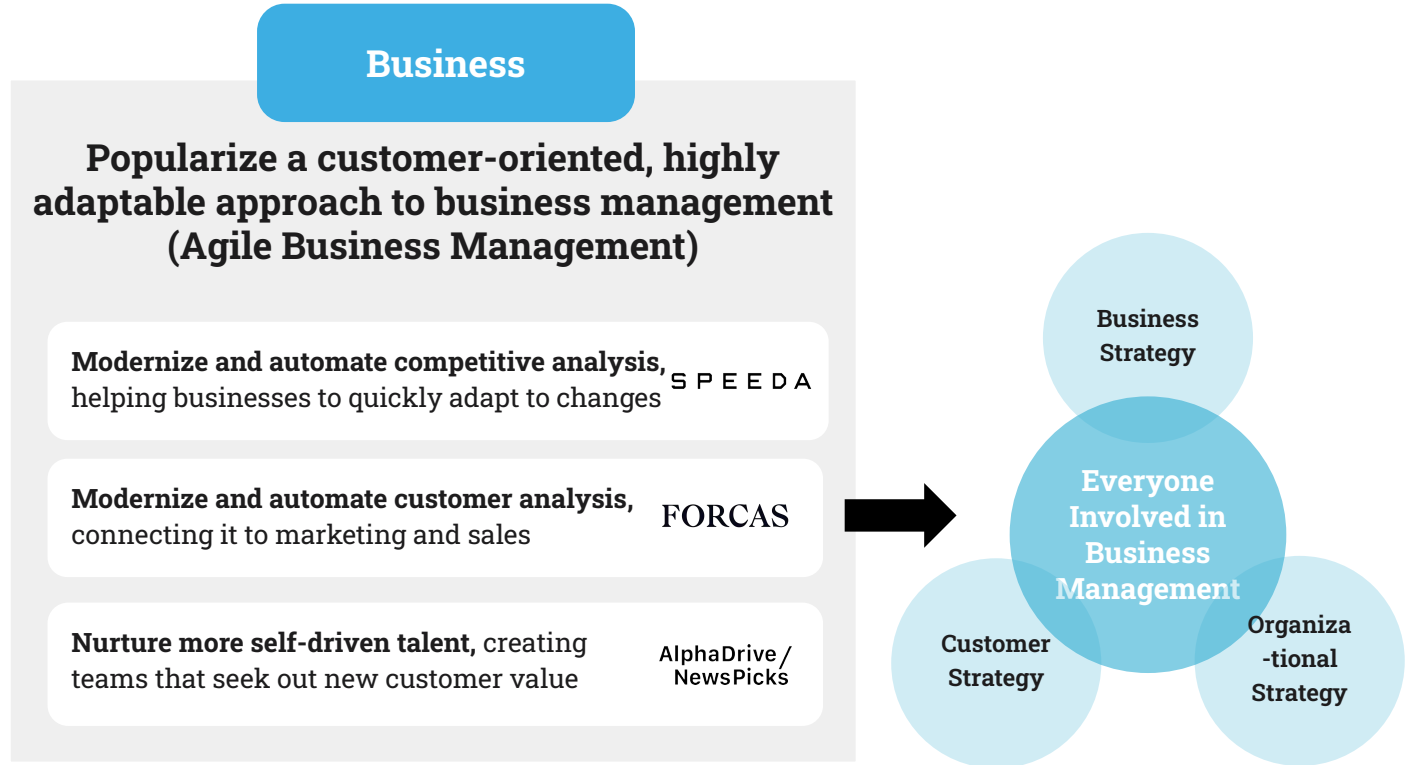
Have more people take interest in **societal issues**, learn, and take action **NEWS PICKS**

Create a society in which sharing information leads to new opportunities, and where **individual knowledge can be properly circulated** **NEWS PICKS EXPERT**

How Do Our Products Tie Into Our Purpose?

SPEEDA and INITIAL for business strategy needs, FORCAS for customer strategy, AD/NP for organizational and overall business strategy.

All of these align in the same direction as they address the most crucial elements of business management.



How Do Our Products Tie Into Our Purpose?

NewsPicks aims to deliver value to an even wider audience, including professionals in all areas of business, as well as students.

However, professionals involved in business management are part of the core target group that is crucial for achieving the Purpose. This is where NewsPicks aligns with SaaS.

Individual

Help more people find a world of play in their work and take meaningful action

Have more people **take interest** in the world of business and **enjoy news**

NEWS PICKS

Have more people take interest in **societal issues**, learn more and take action

NEWS PICKS

Create a society where sharing information leads to new opportunities, and where **individual knowledge can be circulated properly**

NEWS PICKS
EXPERT

Everyone Involved in Business Management

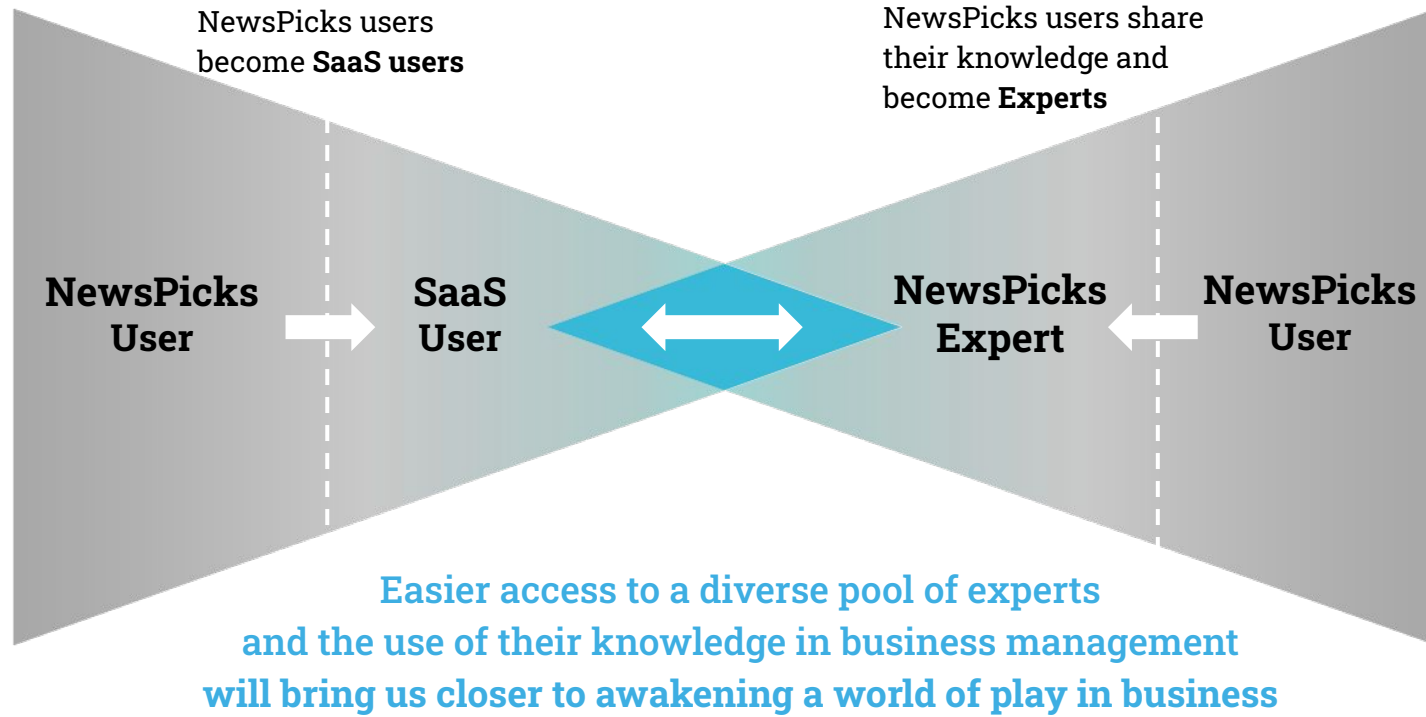
Business professionals, students, other people interested in business



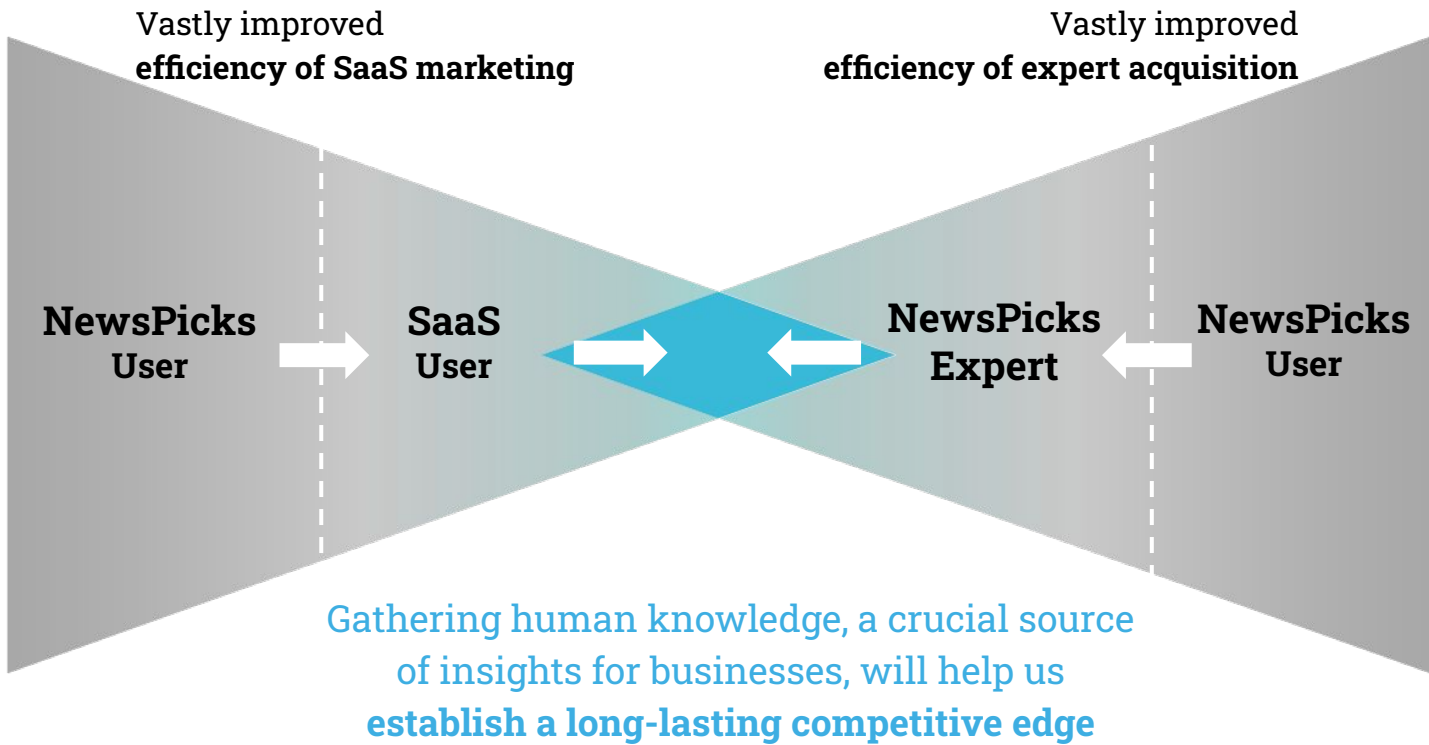
**In pursuit of our company purpose,
we are going to synergize SaaS and NewsPicks
to a point of close fusion**

(Integrity will be preserved by maintaining NewsPicks' independence as a media source)

What Would the Qualitative Effects of This High Synergy Look Like?



What Would the Quantitative Effects of This High Synergy Look Like?

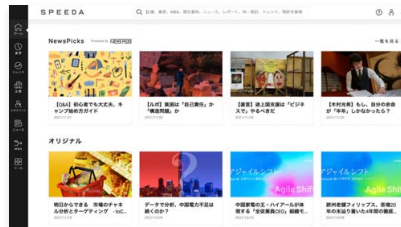


Existing Examples of SaaS + NewsPicks Synergy

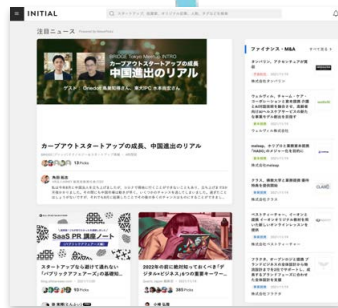
NewsPicks' original articles have been offered on SPEEDA as part of its core content for many years.

NewsPicks Enterprise, a new SaaS solution built on the NewsPicks platform, was also launched later. Since 2021, INITIAL and FORCAS Sales have also incorporated NewsPicks' articles.

Going forward, we will focus on delivering the value of NewsPicks' original content not only through the NewsPicks app, but also through our SaaS Products.



SPEEDA



INITIAL



NEWS PICKS

NewsPicks' Content
Spread Across
SaaS Products



FORCAS
Sales



NEWS PICKS
Enterprise

Marketing Collaboration Between SaaS and NewsPicks

Business webinars are the most prominent marketing channel for SaaS, garnering increased attention due to their high quality.

Focusing on business professionals involved in company management, each episode of this series of webinars has been attracting thousands of online viewers.

Starting from 2022, we will start providing access to these webinars via the NewsPicks platform, polishing up the NewsPicks => SaaS user acquisition channel.

SaaS



NewsPicks





Awaken a World of Play in Business, with Our Insights

**In pursuit of this Purpose, we will be boosting synergy
between SaaS and NewsPicks.**

**Our next step is to establish a process that sees more
NewsPicks users join the platform, and subsequently also
become SaaS users.**



03

Why Do We Think We Can Do it?



Why Do We Think We Can Do It?

- 1 Because we are capable of creating multiple SaaS products that become must-have tools for our customers**
- 2 Because we are able to increase the number of NewsPicks users**



Why Do We Think We Can Do It?

- 1** **Because we have been able to create multiple SaaS products that have become must-have tools for our customers**
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SPEEDA: Churn Rate

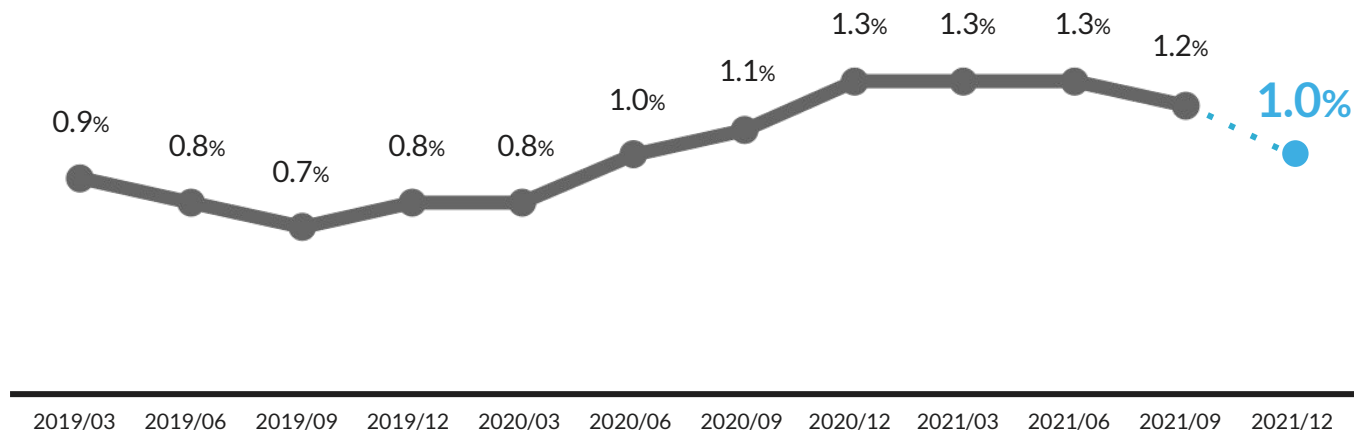
We have committed to pushing down the churn rate to 1.0% by the end of 2021, and have successfully achieved that target.

With our goal to “Thrill the User”, Uzabase has the power to create truly must-have services.

Although we do not disclose the exact figures for them, FORCAS and INITIAL have also managed to curb their respective churn rates.

UZABASE

12-Month Rolling Average of Monthly Churn Rate



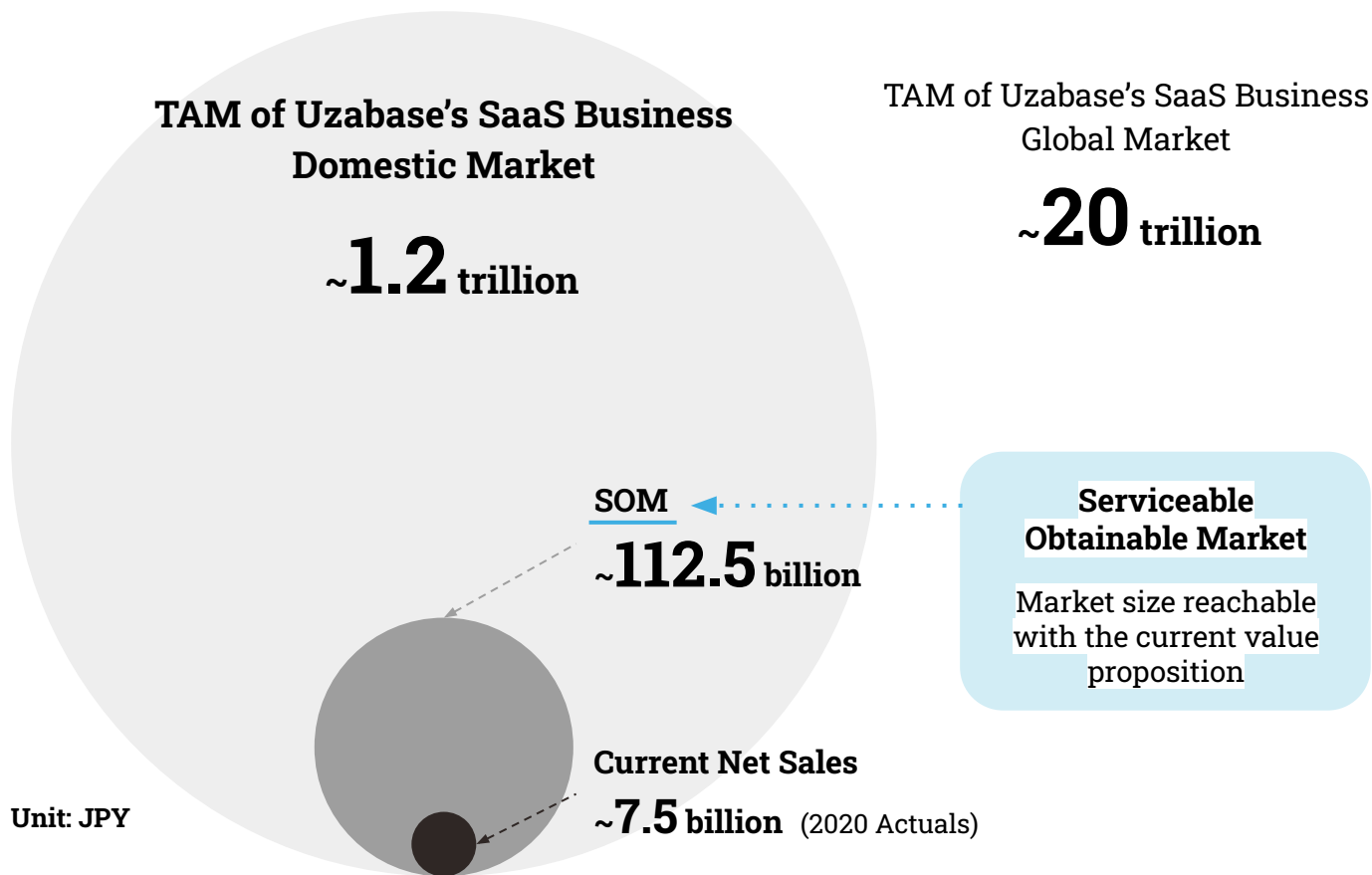
1. The Churn Rate shown refers to Gross Revenue Churn Rate.

Transforming Management Consulting Market: Cloud Shift and Democratization

The **TAM** of Uzabase's SaaS business, or the largest market that could be captured in the future, is estimated at **JPY 1.2 trillion in Japan, and JPY 20 trillion globally.**

Meanwhile, the **SOM**, or the size of the market that could be captured with the value proposition offered by the current product lineup and is also identifiable down to specific company names, is estimated at **JPY 112.5 billion for the entire SaaS business.**

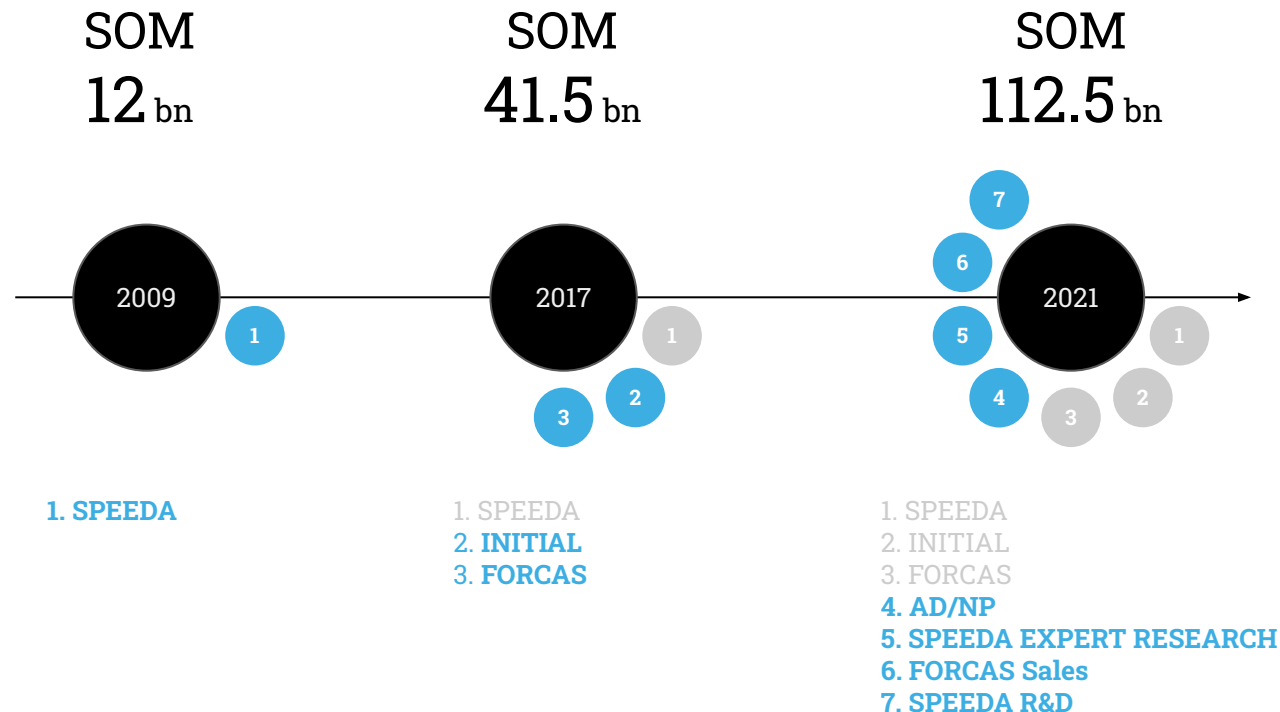
UZABASE



1. TAM (Total Addressable Market) is the total potential market size for Uzabase's SaaS business. The domestic market is estimated with reference to the domestic consulting services market forecast described in "[Announcing the Domestic Consulting Services Market Forecast](#)" (Japanese only) published by IDC Japan (July 1, 2021). The global market calculation references "[Management Consulting Services - Global Market Trajectory & Analytics](#)" by Global Industry Analysts Inc. (GIA).
2. SOM (Serviceable Obtainable Market) is estimated by calculating the number of target companies for each product using FORCAS, and then adding up all expected customer spending for each product.

Expansion of SOM Through Continuous Development of New Products

Within the vast market for management consulting services, we have continuously expanded our SOM by developing and releasing new products which leverage business intelligence and insights.



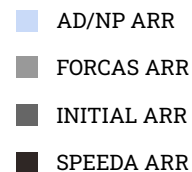
Unit: JPY

SaaS Business: Track Record of Growth

Uzabase has a proven track record of launching multiple SaaS products and growing them quickly.

Particularly notable examples are FORCAS which reached an ARR of over JPY 1.5 billion around four years after its launch; and AD/NP which has grown rapidly to reach an ARR of over JPY 600 million around 1.5 years after its launch.

Product (Release Date)	ARR	YoY	SOM
SPEEDA (2009)	6,410 MM (~12 years since release)	19%	~50 bn
INITIAL (2017)	550 MM (~4 years since acquisition)	50%	~5 bn
FORCAS (2017)	1,560 MM (~4 years since release)	43%	~42 bn
AD/NP (2019)	610 MM (~1.5 years since release)	123%	~15.5 bn
Unit: JPY	SaaS Total 9,170 MM	29%	~112.5 bn



1. All figures presented are as of end-Sep 2021.
2. SaaS Total also includes ARR of SPEEDA Edge.
3. For details on each product's SOM, refer to the Appendix (p. 60-61)

SaaS Business: Successful M&A Track Record

Startup database

INITIAL

(Consolidated since Jan 2017)

- Boosting sales teams and cross-selling
- Move to shared use of engineering and marketing resources

Offering expert network services under the mission of *"Adding value to experience"*

MIMIR

(Consolidated since May 2020)

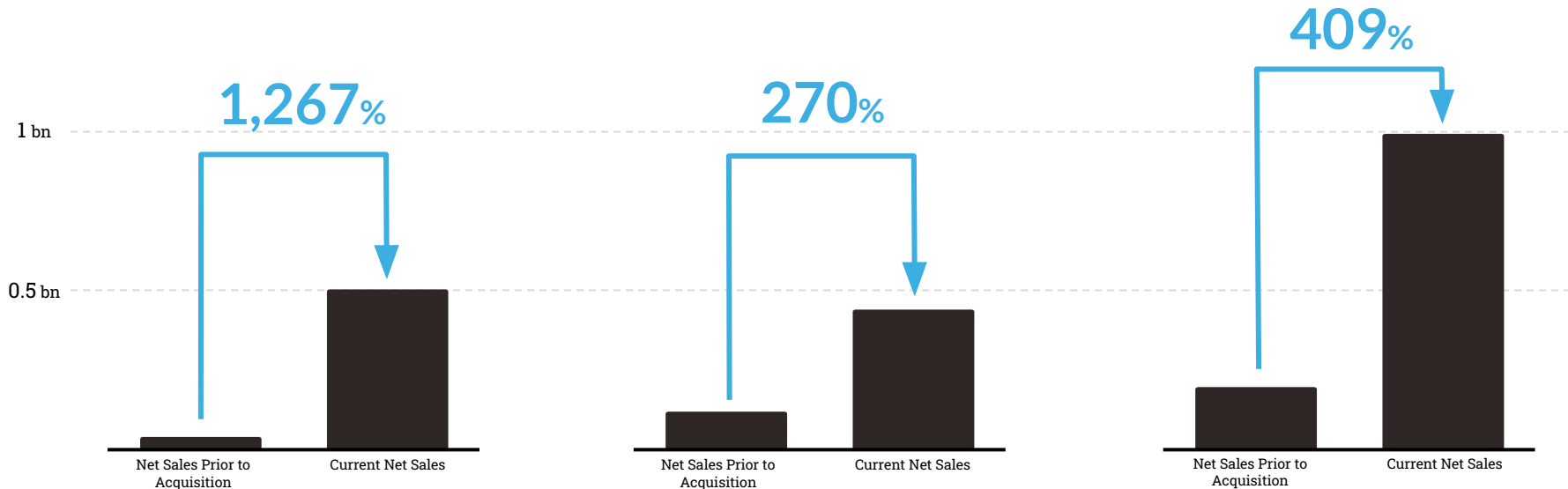
- Boosting sales teams and cross-selling
- Launch of SPEEDA Expert Research, release of Flash Opinion

Offering consulting solutions to accelerate corporate transformation

AlphaDrive

(Consolidated since Nov 2019)

- Boosting sales teams
- Launch of NewsPicks Enterprise, release of Incubation Suite



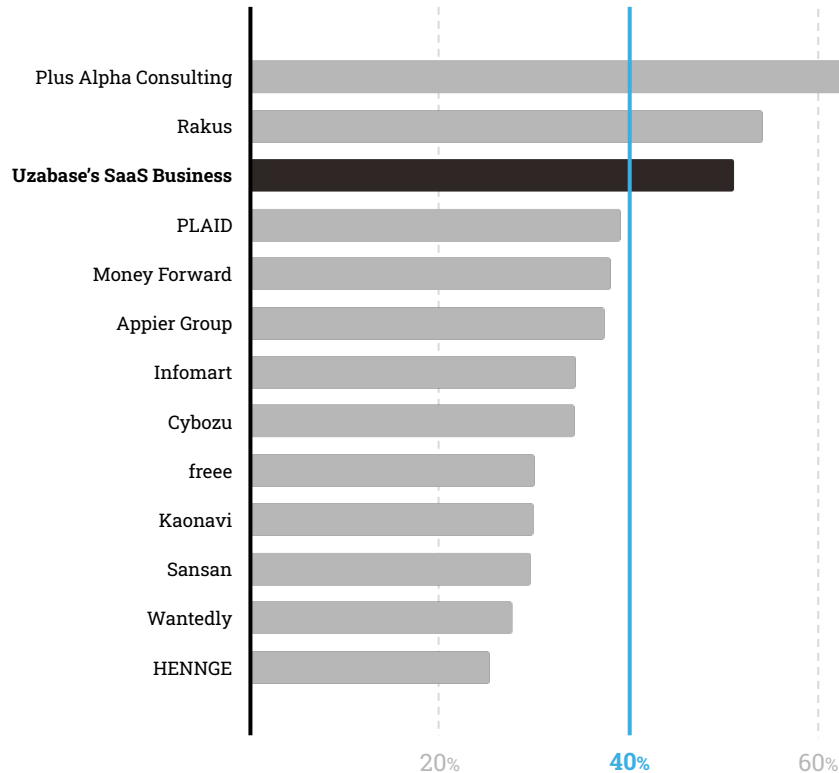
1. Net Sales Prior to Acquisition are calculated for the 12 months immediately preceding the acquisition.
2. INITIAL's Net Sales Prior to Acquisition are presented for the fiscal term preceding the acquisition (June 2015–May 2016).
3. Current Net Sales are the actuals for the latest 12-month period (Oct 2020–Sep 2021).
4. MIMIR's Net Sales are net sales actuals for both metrics; AlphaDrive's Net Sales include AlphaDrive Kochi's net sales; Current Net Sales for AlphaDrive also include AD/NP's net sales.

The Rule of 40 among Japanese SaaS Companies

Companies developing SaaS products often use the Rule of 40 to benchmark their performance: if the sum total of a company's net sales growth rate and EBITDA margin exceeds 40%, it is considered to be performing well.

In Japan, there are only a few companies that exceed this 40% threshold. Uzabase's SaaS business, however, is one of those above the 40% mark.

Net Sales Growth Rate (YoY) + EBITDA Margin Comparison

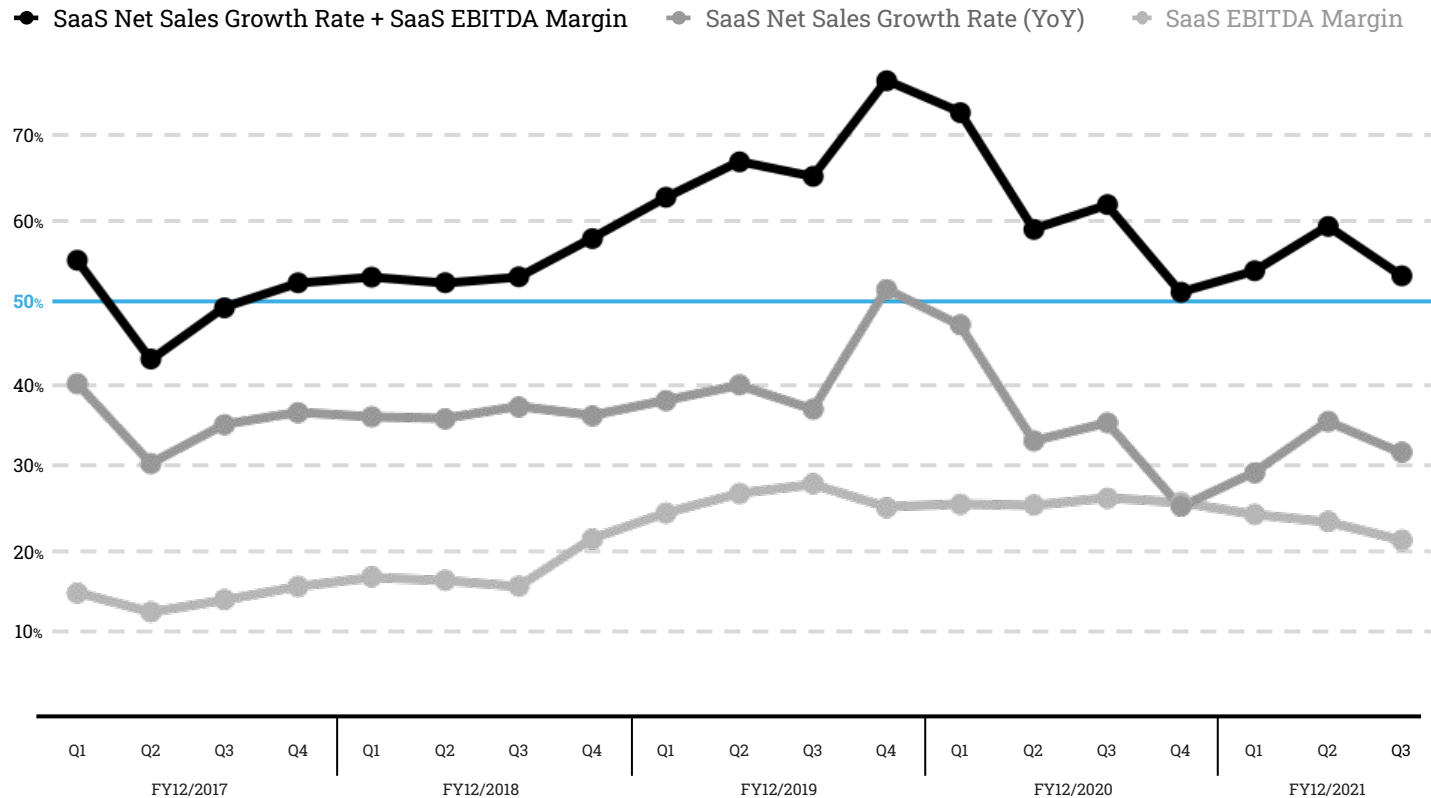


1. The Rule of 40 can also be calculated by adding the operating margin and free cash flow margin to the net sales growth rate, but the EBITDA margin was adopted.
2. The net sales growth rate and EBITDA margin of each company are calculated by Uzabase using SPEEDA based on the latest 12-month (1 year) period of disclosed consolidated or non-consolidated financial data.
3. Only companies with a ratio of subscription revenue to total net sales of 65% or more and an ARR of JPY 3 billion or more are included (data compiled by Uzabase).

SaaS Business: High Sales Growth Paired with High Profitability

Our SaaS business has achieved a high net sales growth rate + EBITDA margin by leveraging our core asset of business intelligence.

The business has also continuously achieved a combined margin of 50%, well above the Rule of 40, on a consistent basis.



1. SaaS Net Sales Growth Rate includes net sales for SPEEDA, FORCAS, FORCAS Sales, INITIAL, SPEEDA Edge, and AD/NP.
2. SaaS EBITDA Margin calculated based on earnings for SPEEDA, FORCAS, FORCAS Sales, INITIAL, SPEEDA Edge, and AD/NP over the past 12 months



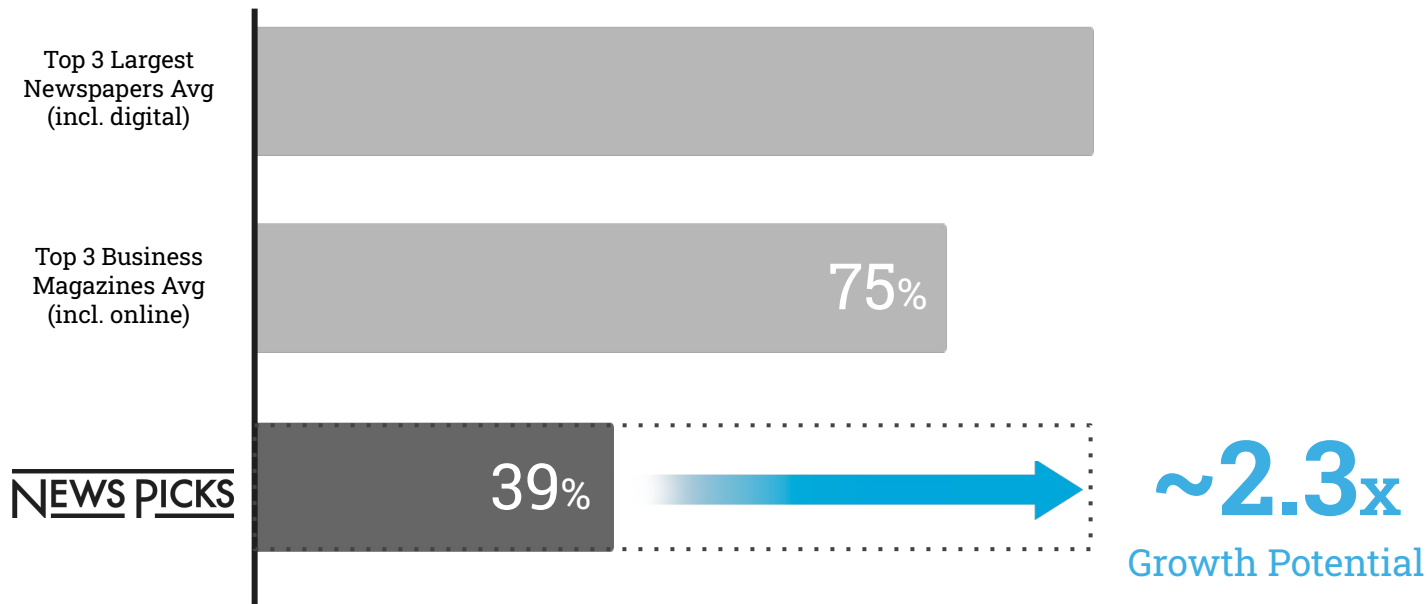
Why Do We Think We Can Do it?

- 1 Because we have been able to create multiple SaaS products that have become must-have tools for our customers
- 2 **Because we are able to increase the number of NewsPicks users**



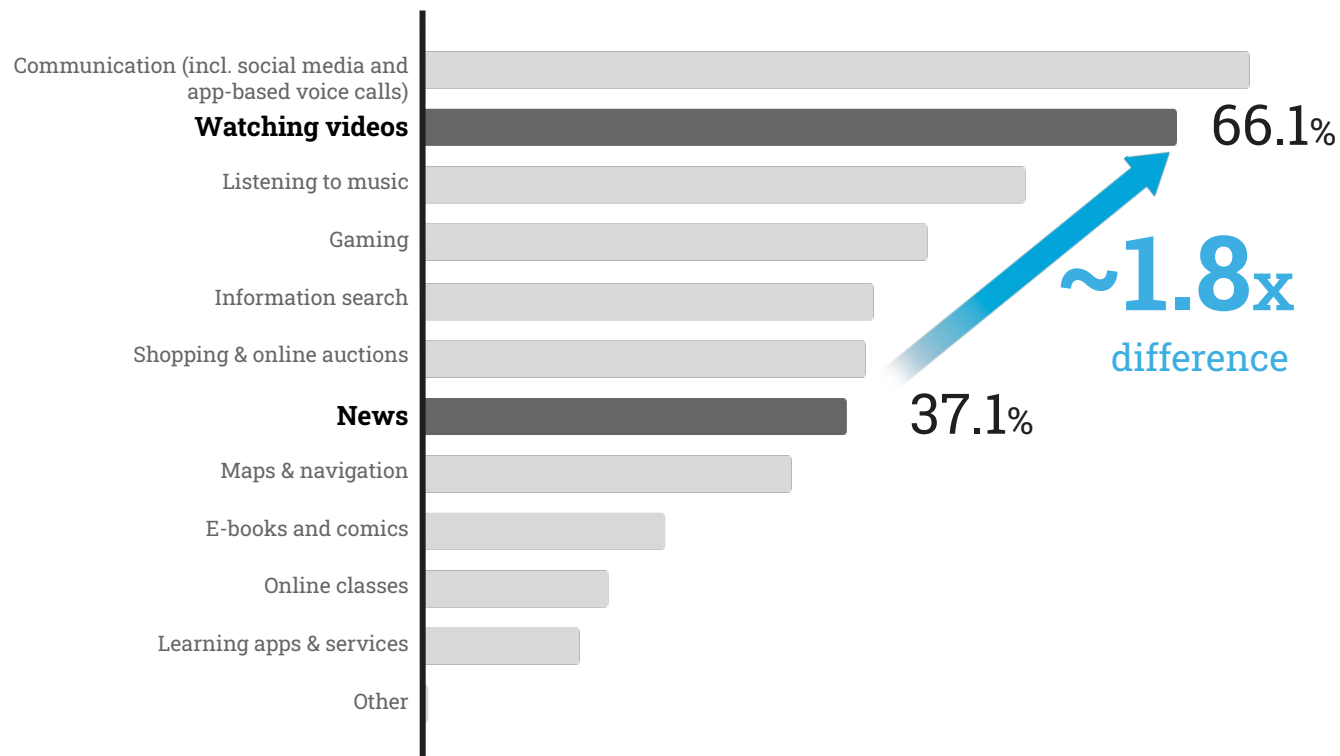
Brand Recognition Among Users of Business Media (Japan)

Compared to other business media outlets in Japan, NewsPicks is still not very widely known, **indicating significant potential for future growth.**



Reasons for Using the Internet on Smartphones

According to a survey conducted in 2021, 66.1% of respondents used their smartphones to watch videos online. This was almost twice as much as the figure for news (37.1%)



Strengthening in Area of Business-Related Videos for Smartphones

We leverage data analysis tools to see what types of videos get more views and attract more new subscribers. This knowledge helps us improve the efficiency of our video content production.



2 Sides

A debate-style show looking at two differing opinions. Each episode features two guests who delve deep into the visible and invisible sides of a business-related topic and engage in constructive debate.



2040: Advice from the Future

Hosted by Makoto Naruke (ex-CEO of Microsoft Japan), this show is based around forecasting future trends. Specialists from various fields analyze the challenges humanity faces today and discuss what we should be done over the next 10 years.



Due Diligence Dan!

Each episode focuses on a single fast-growing company, painting a true-to-life picture of its competitive edge. Features in-depth research provided by NewsPicks' journalists and interviews with top managers.

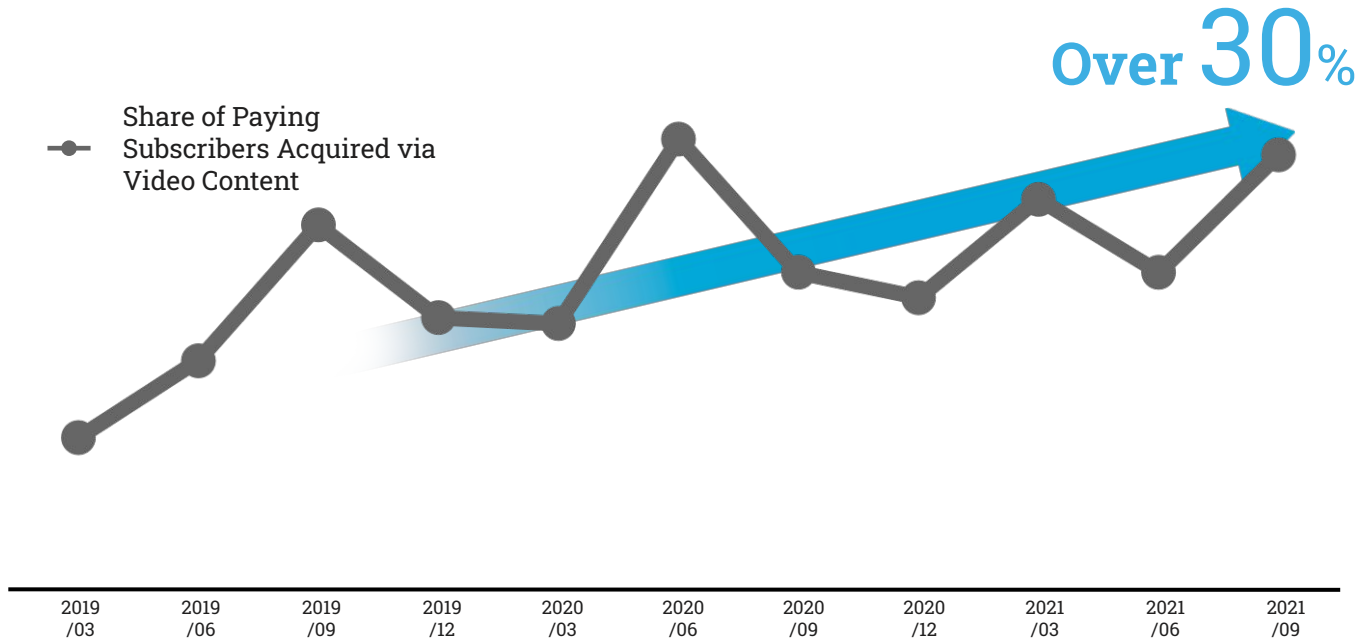


Carrier Pigeon TV

Two Silicon Valley journalists and a mysterious celebrity investor "Ray" cover the latest news and stories from the US.

Growing Number of Subscribers Now Acquired via Video Content

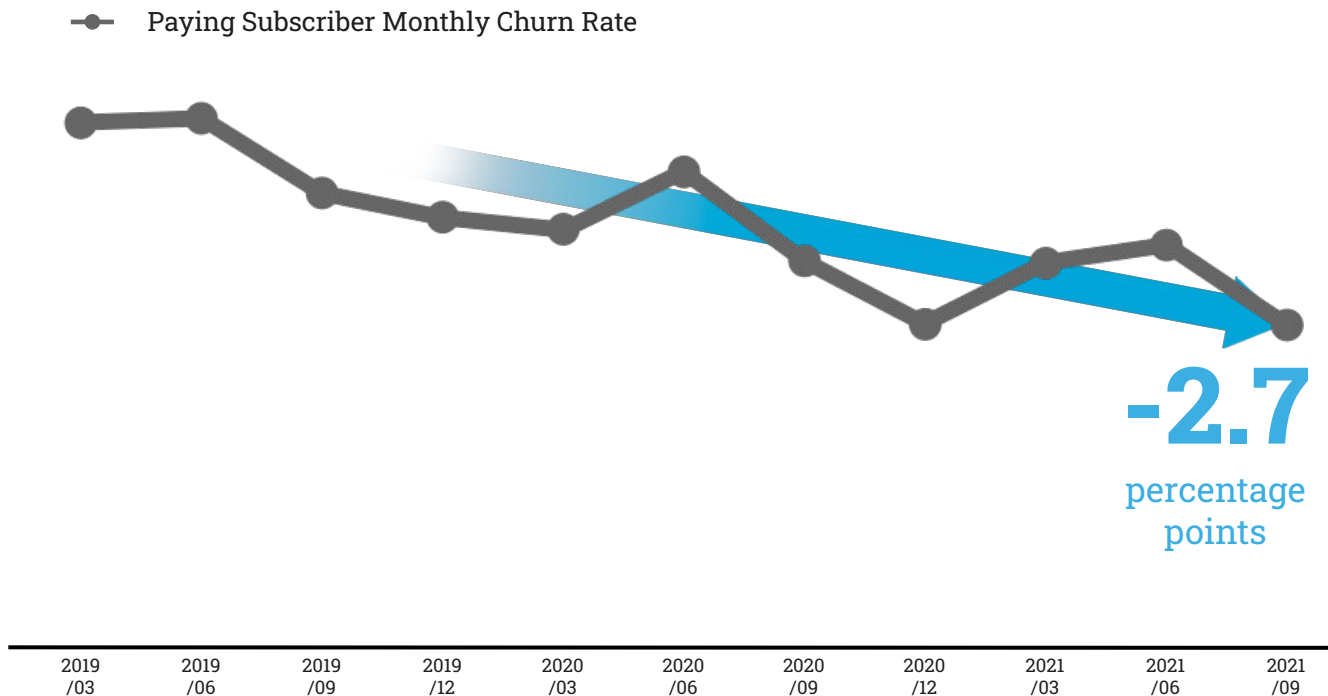
Enriching our video content on business topics and refining our user acquisition channels (e.g. YouTube) have produced results: over 30% of new paying subscribers are now acquired through video content.



Paying Subscriber Churn Rate

Over the past two and a half years, we have focused on decreasing the churn rate among paying subscribers, and managed to improve it significantly.

Now that the retention rate is at a high level, we will focus resources on marketing strategies that highlight the value of video content, and further increase our subscriber count starting from 2022.



1. Paying Subscribers include those on monthly, 1-year (discounted), and 3-year contracts.
2. The exact figures are not disclosed due to strategy-related factors.



04

Preparing for 2025

Financial Targets Towards 2025

Our goal is to ensure that our **consolidated net sales increase at a CAGR of 30% towards 2025.**

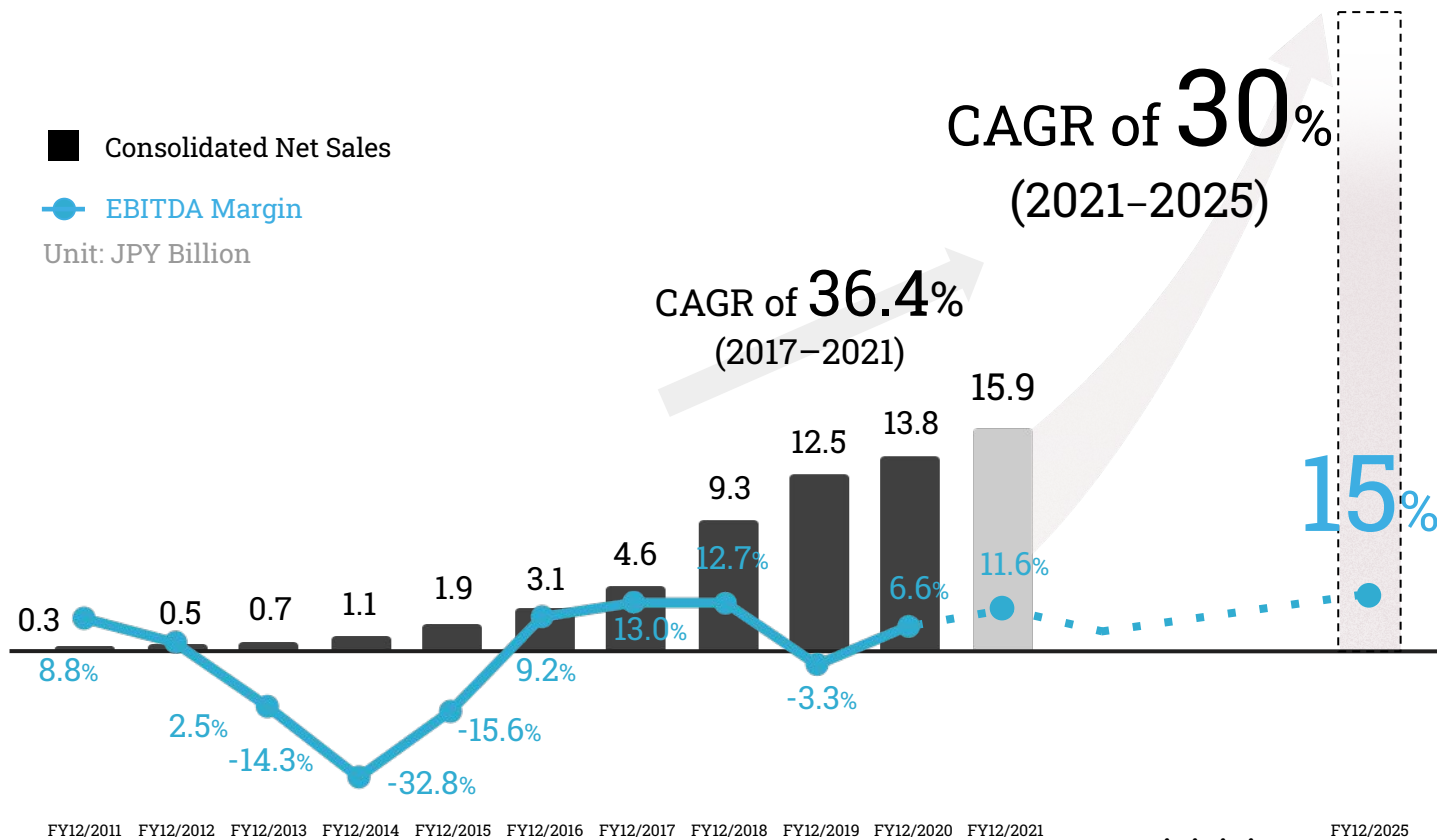
Consolidated EBITDA of between JPY 1 to 1.5 billion is expected across Uzabase in 2022, due to significant investment in recruitment in the SaaS business and marketing efforts to boost NewsPicks' brand recognition.

Following that, we will focus on gradually improving profitability, with a **goal of raising the EBITDA margin to 15% by 2025.**

■ Consolidated Net Sales

● EBITDA Margin

Unit: JPY Billion



1. Figures presented also include the earnings of Quartz.
2. Figures for FY12/2021 are a projection based on the revised forecast (published on Nov 4, 2021)

SaaS Business: Product Portfolio Management Policy

Fuelled by collaborative use of our business insight assets, we have created a series of new businesses in the SaaS field, maintaining sustained high growth while also producing stable financial results at the same time.

Through 2025, we will be earmarking investments for SPEEDA Expert Research, FORCAS, and AD/NP, in particular.

	Business Launch	High Growth Phase	Stable Growth Phase
Growth Rate Reference	50% or more	Around 40%	Up to 30%
Profitability Reference	Still unprofitable or breaking even	0–20%	20–35%
Business Strategy Field	SPEEDA Expert Research		SPEEDA (Excluding Expert Research)
	SPEEDA Edge	INITIAL	
Customer Strategy Field		FORCAS	
Organizational Strategy Field	AD/NP		

1. "Growth Rate" refers to net sales growth rate; "Profitability" refers to EBITDA margin.
2. The positioning of each product is based on actual results up to end-September 2021.

Investment Discipline in Each Business

To achieve high growth and profitability across Uzabase, we are setting a clear and quantifiable guide for each business to ensure the necessary investment discipline for growth.

SaaS

Total of Net Sales
Growth Rate + EBITDA
Margin at **40% or more**
across the entire
business.

NewsPicks

Step-by-step investments
in marketing, on the
condition that LTV clearly
exceeds user acquisition
costs.

Investments into efficient
marketing could lead to a
certain amount of losses for
NewsPicks in 2022, but will
produce solid returns later,
and we **plan to turn a profit**
in 2023 and then to
gradually improve
profitability

New Businesses

Reach **profitability on a**
single-month basis
within 3 years of initial
launch.

1. For the latest results of the SaaS and NewsPicks businesses, refer to the Appendix (p.73).

2. In the event that the above criteria are not met, our policy will be to make the most appropriate decisions on a case-by-case basis, taking into account the situation of the entire company.

Change in Business Models for SaaS and NewsPicks

Towards 2025, we will shift to a new model centred on high synergy between SaaS and NewsPicks, and will focus on deepening it further to improve marketing efficiency, user retention, and other quantitative metrics.

	Up Until Now	Achieved This Year	Towards 2025
SaaS	Growth in each separate business	Shared login via NewsPicks ID Merged user IDs for INITIAL and FORCAS Sales with NewsPicks IDs Collaborative use of data Merged each product's company info databases, added flexibility via APIs Investment in shared data Established UB Datatech to enhance shared data creation capacity	Finish implementation of shared user IDs Make NewsPicks into primary marketing channel Turn NewsPicks Experts into a shared valuable asset for the entire SaaS lineup Ramp up investments into shared data
NewsPicks	Slowing subscriber count growth	Significant improvement in churn rate Video content attracting more paying subscribers	Ramp up investments into marketing Establish video content as new pillar of platform value

Timeline for SaaS + NewsPicks Synergistic Fusion

In 2021, Uzabase has implemented multiple preparatory measures towards deepening the synergy between SaaS and NewsPicks businesses.

Going forward, the process will follow the schedule through 2025 that is shown on the right.



2025 Goals of Each Business and Main Investment Areas

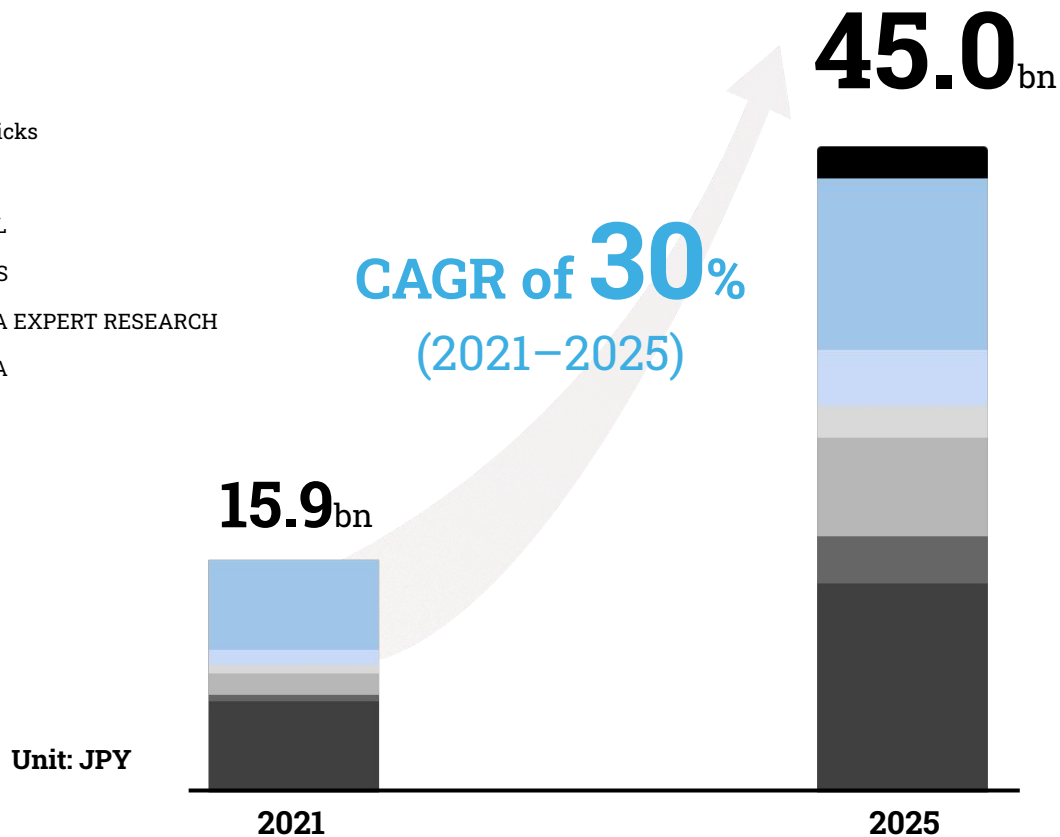
Category	Business	Goal for End-2025	Main Investment Focus
All Uzabase Group		With the integration of SaaS and NewsPicks, achieve sustainable growth and expansion of value provided to users, and move one step closer to fulfilling our Purpose of awakening a world of play in business with our insights	<ul style="list-style-type: none"> • Company data • Expert roster expansion • M&A, minority investments
SaaS	All	Leverage the full range of SaaS products to help companies, especially large ones, to transform themselves through Agile Management, a management approach that adapts quickly to change in order to achieve a company's Purpose.	<ul style="list-style-type: none"> • New products • Company data • Expert roster
	SPEEDA	Become the leading expert research service used by non-financial companies in Japan. Develop more upselling products such as Expert Research and SPEEDA R&D, and continuously increase the value we provide and average revenue per customer.	<ul style="list-style-type: none"> • Expert Research • Revenue teams • New upselling products
	FORCAS	Become Japan's leading service by far in B2B data marketing space. Beyond marketing, ensure that FORCAS is frequently used for sales, customer success, product development, and business strategy, and start spreading the concept of customer-driven management across Japan.	<ul style="list-style-type: none"> • FORCAS Sales • Company analysis via AI/ML
	ADNP	Become Japan's leading service by far for corporate transformation and new business development. Increase the number of self-driven employees working in companies throughout Japan.	<ul style="list-style-type: none"> • Revenue teams • New upselling products
Media	NewsPicks	Double NewsPicks brand recognition to over 80% and ensure it is recognized as a media that fosters talent able to take meaningful action to bring about a sustainable society, and a platform aiming to help people find a world of play in business and work to solve social issues together.	<ul style="list-style-type: none"> • Brand recognition • Mobile video content • NewsPicks Topics
Global Market	SPEEDA SPEEDA Edge	Become must-have services for local users and enter a high growth phase. Start expanding the growth model of SPEEDA China to other regions such as the US.	<ul style="list-style-type: none"> • SPEEDA China • SPEEDA Edge

Vision of Net Sales Composition by 2025

Aiming for net sales of JPY 45 billion in 2025.

We envision a change in the composition of net sales by that time, with particularly strong growth in SPEEDA Expert Research, FORCAS, and AD/NP.

- Others
- NewsPicks
- AD/NP
- INITIAL
- FORCAS
- SPEEDA EXPERT RESEARCH
- SPEEDA



Building A Strong Management Team Committed to Business Growth

Implementation of Group Executive Officer System

Build a stronger business management foundation
to drive the synergistic fusion
between SaaS and NewsPicks



+

10

Group
Executives



Stock Compensation System

By owning stock in the company,
Group Executive Officers can view the
business from the same perspective
as other stockholders and are
incentivised to improve the
company's enterprise value over the
medium- to long-term.

Stock Compensation Ratios

Co-CEOs	50% of Executive Compensation
Group Executives (Excluding Co-CEOs)	Average of Around 30% of Executive Compensation



Closing Comment

Through the synergistic fusion of our SaaS products and NewsPicks, we believe that, by 2025, we will be much closer to achieving our goal of awakening the world of play in business with our insights.

At the same time, we will continue to achieve high growth and provide high economic returns to all of our stakeholders, proving that achieving a purpose and maintaining economic rationality are not mutually exclusive.

Uzabase Co-CEOs Yusuke Inagaki & Taira Sakuma

An abstract graphic consisting of a thick, light blue, glossy-looking loop that curves around the center of the slide. It has a slight 3D effect with shadows.

05

Risk Management Information



Risk Factors Recognized to Have a Potential Effect on Future Growth (1)

The following are the risks specific to our business that have been identified as being of particular importance as of the date of this document's creation and will be addressed going forward.

<p>(Business Environment Risk)</p> <p>Internet-Related Market Trends</p>	<p>Since the core business of the Uzabase Group involves the operation of online services, including SPEEDA, NewsPicks, INITIAL, and FORCAS, the development of the Internet itself and various online services is an important factor to consider when planning future strategy. As such, new regulations or other unforeseen factors that significantly and suddenly change and/or hinder Internet usage may affect the development of the Group's business verticals and, as a result, have an impact on the Group's financial position and business results.</p>
<p>(Business Environment Risk)</p> <p>Activity of Apple and Google</p>	<p>The distribution of smartphone applications for the usage of the Group's "NewsPicks" service currently requires access to the smartphone application distribution platforms operated by Apple and Google. Although NewsPicks is already in the process of expanding its own website-based payment model that does not involve the above platform operators, any changes in the business strategy or trends of these platform operators may affect the development of the Group's business verticals and its business results.</p>
<p>(Business Environment Risk)</p> <p>Economic Impact of COVID-19</p>	<p>Following the first outbreak in China, the novel coronavirus (COVID-19) pandemic spread across the globe in 2020, and is still ongoing in 2021. A further prolonged pandemic is projected to have severe economic repercussions, leading to a contraction of the advertising market and a long-term cooldown in consumer spending. The Group has already been taking proactive measures to address pandemic-related issues, switching to fully online events and producing content on COVID-19 as a business media. However, future trends in the global economy may affect the development of the Group's business verticals and its business results.</p>

Risk Factors Recognized to Have a Potential Effect on Future Growth (2)

The following are the risks specific to our business that have been identified as being of particular importance as of the date of this document's creation and will be addressed going forward.

Business Scope Expansion via New Business Development and M&A Activity

Towards our mission to guide business people to insights that change the world, the Uzabase Group's overall management policy is to aim for dynamic, discontinuous growth. In addition to developing new businesses, we will continue to actively expand our business, including through mergers and acquisitions (M&As). However, there exists a possibility that the development of these new businesses and overall business expansion may have unanticipated consequences, which could affect the Group's business results and financial position.

In addition, due to the nature of new business development and business expansion, they can require significant considerations and investment capital. For this reason, the Uzabase Group may issue new stocks via stock swaps or equity finance, or raise funds via loans from financial institutions or bond issuance. The issue of a large number of new stocks or a large amount of debt or bonds may lead to a dilution of shares or an increase in debt ratios, which may lead to a partial loss of financial stability, and in such cases may have an impact on the Group's business performance and financial position.

Furthermore, as the scope of our business expands, additional risks may present themselves, such as: potential mistakes in business selection; the dispersion of already limited resources and an inability to invest sufficient resources in growing businesses; increases in administrative costs as a result of diversification; and unplanned delays in post-merger integration (PMI). In order to address these risks, the Board of Directors monitors each business and new venture, including M&As, by setting key performance indicators (KPIs) to be achieved over a predetermined period of time.

Risks Pertaining to Business Development Outside of Japan

The Uzabase Group is also actively expanding its business outside of Japan and currently operates local branches in five countries. Conducting business overseas entails the below additional risks:

1) Changes in labor-related laws and regulations may make it difficult to obtain work visas for employees; 2) changes in the laws and regulations governing the handling of personal data may affect services provided by the Group; 3) laws and regulations in foreign countries, including capital and foreign exchange controls, may pose risks to the Group's business; 4) cultural gaps arising from differences in government policies, business culture, and other factors; 5) fluctuations in foreign exchange rates; 6) uncertainties in business operations related to the political situation in a country; terrorist acts, military conflicts, natural disasters, infectious disease outbreaks, and other factors of social unrest.

Any of the above risk factors could potentially cause disruptions to business operations, which in turn may affect the development of the Group's business verticals and business results. In order to prepare for such risks, the Group has established a team structure and business relationships with lawyers and labor specialists in all of the countries in which we operate.

Risk Factors Recognized to Have a Potential Effect on Future Growth (3)

The following are the risks specific to our business that have been identified as being of particular importance as of the date of this document's creation and will be addressed going forward.

(Organizational Risks) Attracting Necessary Personnel for Group Business Management

When recruiting and training personnel for the Group, in addition to assessing specialist skills required for each task, we place extreme importance on the ability to understand and put into practice our corporate philosophy and code of conduct, from the perspective of overall organisational management. In addition, as we actively expand our business overseas, we need to attract global talent. We have also made it a key priority to improve the skills and motivation of our employees by improving our training programmes and appraisal system.

Furthermore, as the Group has a large number of employees from culturally and geographically diverse backgrounds, we are also working to resolve the various challenges that come with managing such a diverse workforce. The inability to properly address these issues due to, for example, an inability to attract the right personnel or fully utilise existing human resources, may hinder the growth of the Group's business and affect its business results. In order to address these concerns, we have created a booklet on corporate culture to ensure that our mission of guiding business people to insights that change the world and the principles of conduct expressed in our 7 Values permeate throughout the Group. We have also clarified hiring criteria and designed an evaluation system in line with our Mission and the 7 Values.

Furthermore, in order to secure a diverse and talented workforce, the Group has introduced incentive schemes using stock options and an employee stock ownership plan, improved its training system, bolstered its direct recruitment activity as well as referrals, and implemented measures to establish a potential candidate pool. In addition, each organisation develops and implements internal measures to monitor employee motivation with quantifiable metrics on an ongoing basis.

(Organizational Risks) Internal Controls

The Uzabase Group fully recognizes the importance of proper compliance and corporate governance for the long-term and continuous improvement of enterprise value, and has designed a number of internal systems along with internal policies and measures to ensure that these are fully implemented. In order to ensure the appropriateness of our business practices and the reliability of our financial reporting, we have developed and put into place a number of systems that ensure the effective functioning of these internal controls. However, if, due to the rapid expansion of our business, we are unable to establish systems for budget management, cash management, business processes, and other internal controls in each business and on a consolidated basis, it may be difficult for the Group to ensure appropriate business operations, which could have an impact on the Group's business and business results.

The background features abstract, flowing, ribbon-like shapes in shades of light blue and white, creating a sense of movement and depth. The shapes are layered, with some appearing to wrap around others.

06

Appendix

Shared Strengths: Business Intelligence System Based on Data, Content, and Knowledge

Business Intelligence
Offered

Competitive Edge

1

Data

Listed/Unlisted Companies (Global)	Startups (Global)
9.5+ million	950,000+
Company Features	IP/Patent Treds
1,800+ types	332 categories

- **Long-term partnerships** with top data suppliers in Japan and abroad (Morningstar, Tokyo Shoko Research, etc.)
- Original data (data on startups, software service usage statistics) **compiled over a long period of time and stored on the platform(s)**

2

Content

News Media Sources (Global)	Industry & Trend Reports
2,160+	3,000+
Original Articles (Cumulative)	Original Video Content (Cumulative)
20,000+	2,000+

- Top-class journalists, editors, and designers producing **high-quality articles on a regular basis**
- With a strong team of 70 analysts in Sri Lanka (since 2016), a large volume of **reports are produced on a regular basis at a relatively low cost**

3

Knowledge

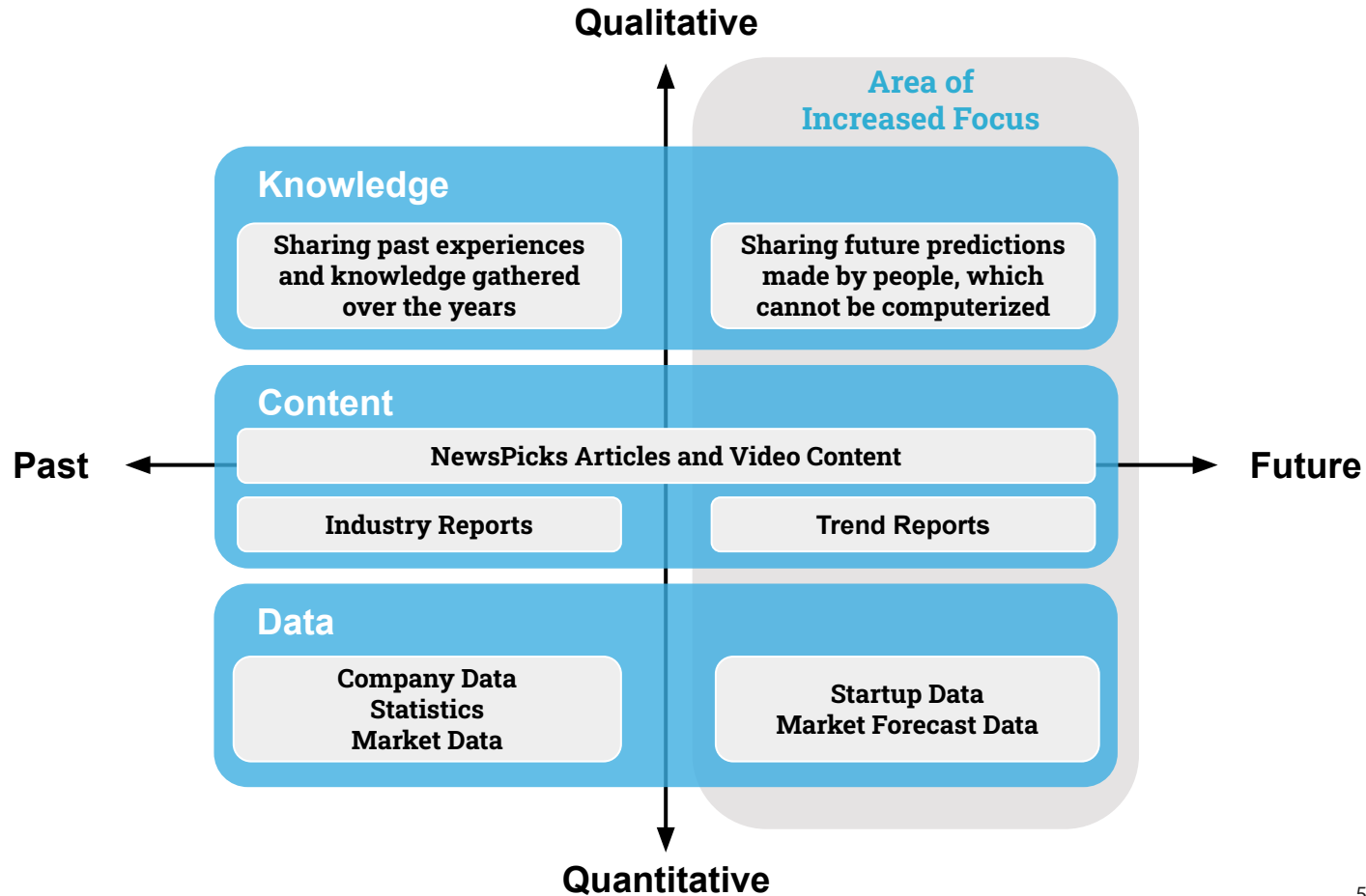
NewsPicks ProPickers	Experts in Japan
200+	10,000+
Experts Abroad	Experts Abroad (Via Partnerships)
30,000+	200,000+

- Value provided by **numerous Pickers sharing their views via NewsPicks, and the community around them**
- **Major expansion of the expert network in Japan and abroad** via the acquisition of MIMIR in 2020 and partnerships with expert companies abroad

Shared Strength: One-Stop Access to Business Intelligence and Insights

One-stop access to all kinds of business intelligence and insights—qualitative and quantitative, past and future.

The most valuable information helps to forecast future trends, and we have been strengthening our efforts in this area for the past few years.

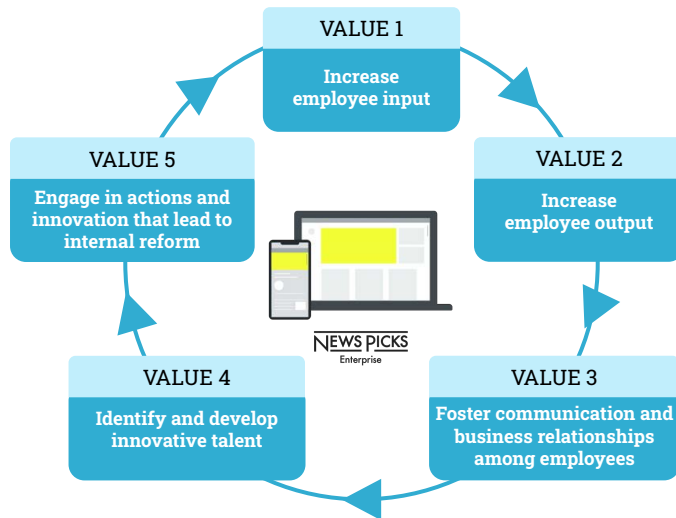


Overview of AD/NP Services

1) NewsPicks Enterprise

NewsPicks customized for corporate use.
A tool for human resource development and organizational revitalization.

- Fostering organizational cultures that create change from the bottom up by helping companies to improve the value of their human resources, driving innovation and nurturing their ability to bring about change.



2) Incubation Suite

A comprehensive support tool for new business development that combines all the necessary support for new business development into a single platform.

- Providing administrative functions that support those running new business development programs, as well as content that accelerates the learning process for entrepreneurs.



Examples of Use Cases for SaaS Businesses

SPEEDA



Accenture

SPEEDA used by the strategic planning and implementation department of this major consulting company

Dramatically **reduced time needed for initial information gathering**. In-depth analysis by analysts and insights from experts also significantly **reduced time needed to understand** the information.



Also uses **Flash Opinion** to **reduce time and cost** of conducting interviews by **60%**

SPEEDA



Sony Group

SPEEDA used by the corporate planning department of this diversified electronics manufacturer

Dramatically reduced time needed to gather information, which used to take a week and cost a lot when outsourced. Time and effort required to produce documents and cost of procuring information from external sources also greatly reduced.



Tasks that used to take a whole day are now completed in **just three minutes, with a single mouse click**

FORCAS



Hitachi Construction Machinery Japan

FORCAS used in the marketing strategy department

Used to send out 50,000 emails and only get a couple of actual leads, but after **focusing on specific industries using FORCAS**, got **8 leads** after sending out only **3,500 emails**



Industry segmentation tripled response rate

AlphaDrive/ NewsPicks



Japan Tobacco

Use in development project to encourage employees to take on new challenges

The "questions" (i.e. articles) within NewsPicks Enterprise **boosted communication between employees**. Some people who actively commented and posted and **whose actions changed as a result, were given promotions**.



Numerous positive results, including employee-driven projects and promotions of key project members

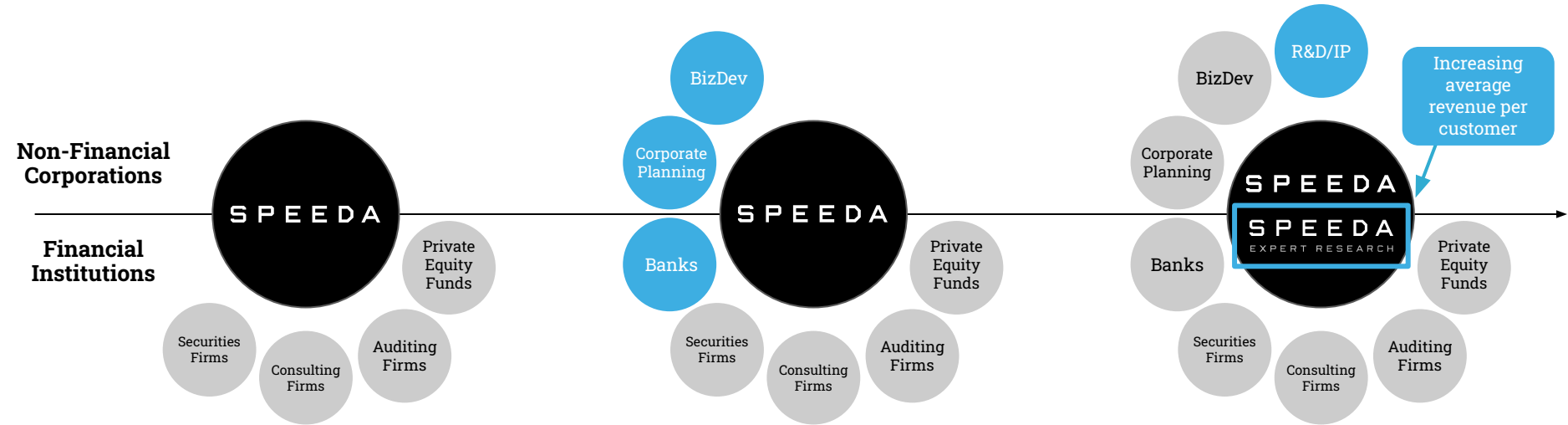
Expansion of SOM for SPEEDA

Starting off with purely financial institutions, SPEEDA has since expanded its SOM to include non-financial corporations.

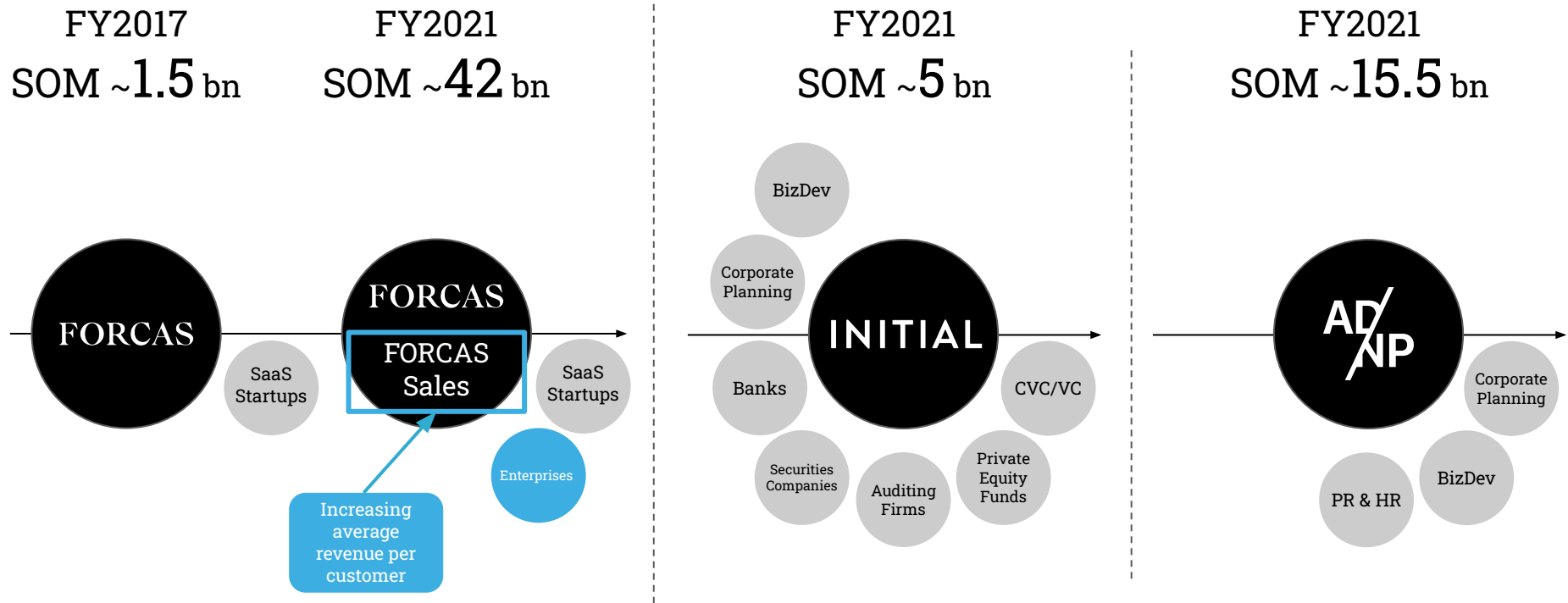
FY2009
SOM ~12 bn

FY2012
SOM ~35 bn

FY2021
SOM ~50 bn



Expansion of SOM for Other SaaS Products



Examples of SaaS and Media Fusion in the World

HubSpot, a provider of marketing SaaS solutions (market cap of USD 36 bn) acquired The Hustle, a newsletter service, boosting its own marketing.

Meanwhile, the world's largest SaaS solutions company Salesforce is looking to become the Netflix of business content, releasing its own media platform Salesforce+.

Case 1

HubSpot



HubSpot acquires media startup The Hustle

Anthony Ha @anthonyha / 1:23 AM GMT+9 • February 5, 2021

Comment



Image Credits: The Hustle

<https://techcrunch.com/2021/02/04/hubspot-acquires-media-startup-the-hustle/>

Case 2

Salesforce



Salesforce wants Salesforce+ to be the Netflix of biz content

Alex Wilhelm, Ron Miller / 12:33 AM GMT+9 • August 11, 2021

Comment



Image Credits: MediaNews Group/The Mercury News / Getty Images

<https://techcrunch.com/2021/08/10/salesforce-wants-salesforce-to-be-the-netflix-of-biz-content/>

Value Proposition and Target Audience Mapping for SaaS Products

As SPEEDA is already used by many customers in Corporate Planning departments, it is easier to deliver the other products' value to clients in the same or related departments through the coverage of topics such as customer or organizational strategy, which are related to overall corporate strategy.

New business development is also another avenue with the potential to generate synergy among products and effectively lead to cross-selling opportunities.

	Business Strategy (Corporate Planning)	Customer Strategy (Corporate Planning)	Organizational Strategy (Corporate Planning, HR)
New Business Development	SPEEDA / INITIAL Analysis of market trends and industries	FORCAS Identifying and detailing the target market	AD/NP Operating new business development programs
Market and Competitive Analysis	SPEEDA / INITIAL One-stop platform for market landscape analysis	FORCAS Identifying and detailing TAM	
Corporate Customer Analysis	SPEEDA / INITIAL Analysis of global customers and potential partners	FORCAS / FORCAS Sales Identifying target companies and streamlining sales research	
Organizational and Human Resource Development	SPEEDA / INITIAL Nurturing talent in financial companies	FORCAS Sales Standardizing sales flows and nurturing talented sales reps	AD/NP Nurturing self-driven talent

 Main areas in terms of current value proposition

Leveraging SPEEDA's Enterprise Client Base in Japan to Drive Future Growth

There is potential for cross-selling Expert Research, FORCAS, AD/NP, and INITIAL products to SPEEDA clients among non-financial companies.

For SPEEDA clients that are financial institutions and consulting firms, cross-selling potential exists mainly for Expert Research and INITIAL.

Non-Financial Companies	SPEEDA Potential No. of Clients in Japan	SPEEDA No. of Existing Clients in Japan	Share of Clients Also Using Other SaaS Products
1,000+ Employees	1,093	459 (42%)	21.3%
101 - 999	2,334	406 (17%)	7.9%
Under 100	694	129 (19%)	7.0%
Financial Institutions			
Megabanks, securities firms	10	10 (100%)	100%
Major consulting firms, custodian banks, accounting firms, etc.	62	42 (68%)	59.5%
Other professional service providers	1,209	284 (23%)	15.5%

1. Number of companies calculated using FORCAS.

2. The total number of SPEEDA clients in Japan excludes clients for whom the number of employees is unknown and clients who only use Expert Research, and therefore does not match the figure of 1,817 stated in the financial results disclosed by Uzabase for 3Q FY2021.

Group Executive Officers (in alphabetical order of last names)



Yusuke Inagaki

Representative Director and Group Co-CEO

Representative Director and Co-CEO, NewsPicks

After graduating from university, Yusuke joined ABeam Consulting where, as a project manager, he engaged in the planning of company-wide IT system strategies and the design and construction of large-scale databases for financial institutions. He co-founded Uzabase along with Ryosuke Niino and Yusuke Umeda in 2008 and assumed his current position in 2021.



Shinobu Matsui

Board Director and Chief People & Administrative Officer (CPO/CAO)

A Certified Public Accountant, Shinobu joined Uzabase in 2014 after working as a international tax consulting manager at PwC Tax Japan. She is responsible for a wide range of corporate matters, including human resources, general affairs, and legal affairs. She was appointed as Executive Officer in charge of Corporate Development in 2018, Chief Operating Officer (COO) in 2019, and Chief People & Administrative Officer (CPO/CAO) in 2020. She was also appointed as a Board Director in 2021.



Taira Sakuma

Representative Director and Group Co-CEO

Representative Director and Co-CEO, NewsPicks

CEO, SPEEDA

Taira joined Uzabase in 2013. Prior to assuming his current position, he served as Head of SPEEDA's Japan business, CEO of FORCAS and INITIAL, and Board Director and Head of SaaS business. Before Uzabase, he worked for the Corporate Client Solutions division at UBS, where he advised on financial strategies for M&As and fundraising.

Group Executive Officers (in alphabetical order of last names)

Business Executive Officers



Yoichi Aso

**Representative Director and CEO, AlphaDrive
Executive Officer, NewsPicks**

After graduating from Tokyo University, Yoichi joined Recruit, where he managed the Incubation department in the HQ, drafting internal business development programs and launching a startup company support program. Following a stint in venture/startup incubation program, launched his own business, and founded AlphaDrive in February 2018. In September 2018, he was appointed part-time executive officer at NewsPicks before fully joining the Uzabase Group in November 2019.



Mifnaz Jawahar

Executive Officer & CCO, SPEEDA Edge

Mifnaz is the Chief Content Officer for SPEEDA Edge and oversees our global content team. Having joined UZABASE in 2015, she was the founding member of our research centre in Sri Lanka, and was instrumental in growing the team to 50+ members from 7 at inception. She counts over 15 years of experience in investment research, financial planning and analysis, business strategy and risk management. Mifnaz is a CFA charter holder, a certified Financial Risk Manager, and a fellow of ACCA UK.



Soshi Kawaguchi

Representative Director and CEO, MIMIR

After receiving a DSc from Tokyo University, Soshi joined the Corporate Client Solutions division at UBS Securities where he worked in the M&A and Technology team and was involved in domestic and international M&A and LBO transactions in the pharmaceutical, energy, and electronics industries. He subsequently participated in the founding of several startups, and was engaged in financing and launching new businesses, before founding Mimir, Inc.



Daisuke Sakamoto

Board Director & Head of New Business, NewsPicks

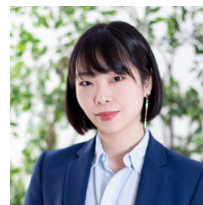
Daisuke first joined Uzabase as an intern while studying at the Faculty of Commerce at Doshisha University. After graduation, he worked for a foreign consulting company before rejoining Uzabase. He worked in a wide range of positions for the SPEEDA business, including product planning, customer relations and sales, before being involved in the launch of NewsPicks in 2013. He has overseen the development of the NewsPicks business, going on to serve as President and CEO. He assumed his current position in November 2021.



Shingo Taguchi

CEO, FORCAS

After graduating from Hokkai-Gakuen University, Shingo joined Sansan in 2013, where he was involved in the establishment of a team to maximize the product's LTV. He joined Uzabase in 2016, where he initially worked in sales for SPEEDA before becoming head of sales at FORCAS, where he has helped clients to develop and implement account-based marketing (ABM) techniques and sales strategies using company data. He became COO of FORCAS in 2018, CRO in 2019, and CCO in 2020, before assuming the position of CEO in April 2021.



Ayaka Takeda

CLO, SPEEDA

Ayaka graduated from the Faculty of Law at Hokkaido University in 2008 and joined Mori Hamada & Matsumoto in 2009, where she was primarily involved in domestic and international litigation and disputes, as well as matters related to labor law. She completed the LL.M. program at Columbia Law School (and was admitted to the New York State Bar) in 2016. After training at an Australian law firm, and a transfer to the International Court Support Measures Office of the Ministry of Justice's Litigation Bureau and the Singapore International Arbitration Centre, she joined Uzabase in November 2019.

Group Executive Officers (in alphabetical order of last names)

Corporate Executive Officers



Daisuke Chiba
CFO

After graduating from university, Daisuke joined JAFCO, where he was involved in IPOs, budget management, investor relations, M&As, and new business development. After serving as CFO of VASILY (now ZOZO Technologies), he joined Uzabase in 2018, and assumed his current position in 2019. He is in charge of the Accounting & Finance division, as well as Investor Relations.



Yumi Murakashi
Head of Culture

After graduating from Tokyo University of Foreign Studies, Yumi joined an automotive trading company where she worked in accounting and finance. She joined Uzabase in August 2011 and, after gaining experience in multiple positions at SPEEDA and NewsPicks, launched the Culture Team in 2015, where she was responsible for company-wide hiring, both domestically and internationally, as well as establishing the company's hiring and interviewing processes. After taking a period of maternity leave in October 2018, she returned in April 2020 to head up "think beyond", Uzabase's new business development program.



Seiji Harikae
Head of Business Process Management

After graduating from the Graduate School of Science at the University of Tokyo, where he studied astronomy, Seiji joined Mitsubishi UFJ Morgan Stanley Securities where he primarily developed financial models for quantitative derivatives. He later obtained an MBA from the University of Texas at Austin. In 2019, he joined Uzabase, where he was responsible for the corporate operations of the FORCAS business, and later served as Head of Corporate and COO of the B2B SaaS business. He assumed his current position in April 2021.



Tomoyuki Ota
Head of Business Development

Tomoyuki joined Uzabase in January 2017, where he was responsible for the SPEEDA business and was also involved in the acquisition of Quartz Media. He was appointed CFO of Quartz in August 2018, before returning to Uzabase in July 2021. Prior to joining Uzabase, he spent nearly 14 years in investment banking at Morgan Stanley and UBS Securities. He was involved in M&As and fundraising in the technology industry, and has also spent time working in Silicon Valley. He graduated from the University of Tokyo with a degree in Chemical Systems Engineering. During his studies, he carried out research into fuel cells.

Organisational Strength Driving Sustainable Business Growth

Internet Industry: Ranked 7th out of 1925 Companies

Information/Research Industry: Ranked 4th out of 591 Companies

Evaluation of Company by Employees
(Compared to Overall Score for Internet Industry)

社員による会社評価スコア - 株式会社ユーザベース



注目ポイント : 総合評価ランキング 業界7位 6年連続売上高アップ

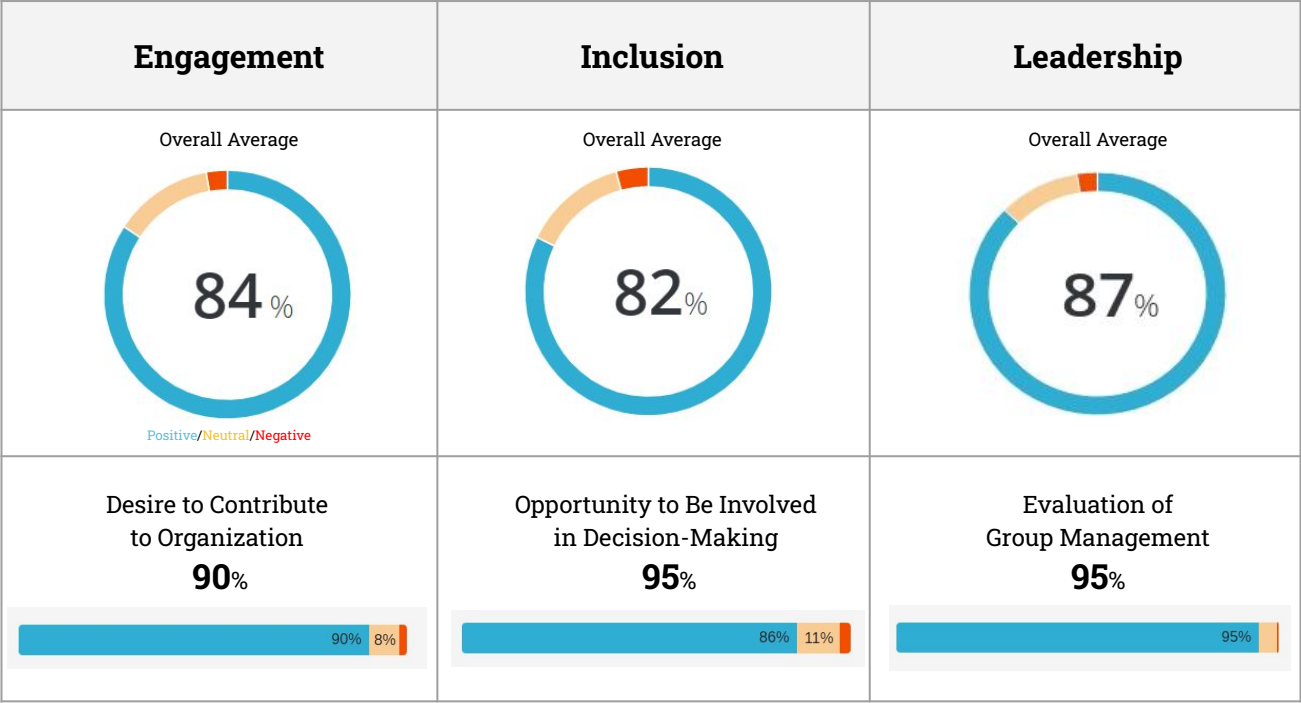


Reference: [Uzabase Page \(OpenWork Inc.\)](#)
(Japanese only; as of December 2021)



Organisational Strength Driving Sustainable Business Growth

We conducted a survey using Qualtrics to get a proper picture of the overall health of our organization.
The results were significantly higher than the average for Japanese companies.



qualtrics^{XM}

Survey Summary
Period: 23 August - 10 September 2021
Target: All employees of Uzabase Group

Latest Financial Data (Consolidated Profit and Loss Sheet: Quarterly Figures)

(Unit: JPY MM)

FY2019

FY2020

FY2021

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Net Sales	2,847	2,818	2,808	4,048	3,171	3,182	3,583	3,871	3,965	3,898	3,875
Net Sales Growth Rate	+91%	+78%	+19%	+4%	+11%	+13%	+28%	-4%	+25%	+22%	+8%
Cost of Sales	1,216	1,278	1,200	1,625	1,549	1,578	1,501	1,587	1,473	1,490	1,599
Gross Profit	1,630	1,539	1,607	2,422	1,621	1,604	2,082	2,284	2,491	2,407	2,276
Gross Profit Margin	57%	55%	57%	60%	51%	50%	58%	59%	63%	62%	59%
Selling, General, and Administrative Expenses	2,010	2,091	2,112	2,222	1,885	1,893	1,839	1,870	1,752	1,915	2,059
Operating Profit	-380	-551	-504	199	-263	-288	242	414	739	492	216
Operating Profit Margin	-	-	-	5%	-	-	7%	11%	19%	13%	6%
EBITDA	-179	-349	-304	421	-42	-61	499	522	837	597	332
EBITDA Margin	-	-	-	10%	-	-	14%	14%	21%	15%	9%
Ordinary Profit	-395	-611	-551	129	-317	-348	177	207	677	463	180
Ordinary Profit Margin	-	-	-	3%	-	-	5%	5%	17%	12%	5%
Net Profit Attributable to Parent Company Shareholders	-296	-668	-605	-49	-473	-637	-4,952	-409	482	261	-248

- For details of the latest financial results and the performance of the reported segments "SPEEDA", "Other B2B" and "NewsPicks" for FY12/2021, refer to the [2021 Q3 Financial Results](#) and [Consolidated Financial Results for the Nine Months Ended September 30, 2021 \[Japanese GAAP\]](#)
- For the full-year (FY2021), we forecast consolidated net sales of JPY 15,900 million, consolidated EBITDA of JPY 1,850 million, consolidated operating profit of JPY 1,456 million, consolidated ordinary profit of JPY 1,366 million, and net profit attributable to parent company shareholders of JPY 500 million. For more details, refer to [this](#) document (Japanese only).

Latest Financial Data (Consolidated Expenses: Quarterly Figures)

(Unit: JPY MM)

	FY2019				FY2020				FY2021		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Purchases	158	166	155	186	168	165	185	190	196	190	179
Labor and Outsourcing Expenses	1,026	1,054	1,002	1,404	1,367	1,366	1,300	1,314	1,115	1,145	1,301
Advertising Expenses	218	219	174	182	184	220	131	323	280	260	281
Personnel Expenses	891	911	1,006	937	845	797	771	740	743	799	880
Commissions	151	185	255	288	237	280	267	295	255	273	214
Depreciation and Amortization of Goodwill	200	202	200	221	221	226	256	108	98	105	116
Other Expenses	580	629	518	626	410	414	428	482	535	631	685

- For details of the latest financial results and the performance of the reported segments "SPEEDA", "Other B2B" and "NewsPicks" for FY12/2021, refer to the [2021 Q3 Financial Results](#) and [Consolidated Financial Results for the Nine Months Ended September 30, 2021 \[Japanese GAAP\]](#).
- "Labor and Outsourcing Expenses" include engineering team costs, as well as content production costs, including reporter labor costs, and advertising and video program production costs (COGS).
- "Commissions" include various commission fees such as those paid to Apple, as well as system usage fees.
- "Depreciation and Amortization of Goodwill" includes software amortization.
- "Other Expenses" include service commission expenses, recruiting and training expenses, communications expenses, compensations, and rent.



Latest Financial Data (Consolidated Balance Sheet)

(Unit: JPY MM)	End-2020	End-Q3 2021	Change
Current Assets	9,226	10,805	1,578
(Cash and Deposits)	7,584	9,245	1,660
Non-Current assets	6,600	7,176	575
Deferred Assets	87	61	-26
Total Assets	15,915	18,042	2,127
Current Liabilities	5,222	6,423	1,200
Non-Current Liabilities	3,573	2,756	-817
Total Liabilities	8,796	9,179	382
(Interest-Bearing Liabilities)	4,308	3,700	-607
Total Net Assets	7,118	8,863	1,744

Reference (Profit and Loss Sheet: Quarterly Figures of Segments Subject to Change)

(Unit: JPY MM)											
	FY2019				FY2020				FY2021		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
SaaS											
Net Sales	1,211	1,319	1,416	1,685	1,784	1,758	1,919	2,113	2,309	2,384	2,531
Net Sales Growth Rate	+38%	+40%	+37%	+52%	+47%	+33%	+35%	+25%	+29%	+36%	+32%
EBITDA	394	361	335	329	563	468	521	404	582	547	455
EBITDA Margin	33%	27%	24%	20%	32%	27%	27%	19%	25%	23%	18%
ARR	4,833	5,313	5,667	6,234	6,480	6,724	7,119	7,591	8,063	8,647	9,171
ARR Growth Rate	+39%	+38%	+36%	+36%	+34%	+27%	+26%	+22%	+24%	+29%	+29%
NewsPicks											
Net Sales	1,009	858	851	1,239	1,099	1,173	1,376	1,636	1,662	1,524	1,348
Net Sales Growth Rate	+65%	+34%	+1%	+40%	+9%	+37%	+62%	+32%	+51%	+30%	-2%
EBITDA	182	-25	-20	190	65	12	269	124	261	62	-58
EBITDA Margin	18%	-	-	15%	6%	1%	20%	8%	16%	4%	-
ARR	1,785	1,802	1,920	2,002	2,079	2,609	2,534	2,518	2,564	2,483	2,531
ARR Growth Rate	+51%	+37%	+33%	+22%	+16%	+45%	+32%	+26%	+23%	-5%	-0%

1. Net Sales and EBITDA do not include Quartz, and therefore the combined Net Sales and EBITDA of the two segments above do not equal the consolidated figures.
2. The above figures are unaudited and reflect only the provisional transfer of earnings of AD/NP and SPEEDA Edge, which were previously included in the NewsPicks business, to the SaaS business. In addition, from 2022, the revised accounting standard for revenue recognition will be applied. As a result, the above figures may differ from those to be disclosed in 2022.
3. For more information on the revised accounting standards, see [here](#) (Japanese only).



Overview of Future Stock Incentives in Uzabase Group

From 2022

Stock compensation will be incorporated into the remuneration system for certain Board Directors, Executive Officers, Fellows, and other leaders.

As before, new company stock issuance will be limited to 1% per annum on average (dilution of no more than 10% over 10 years), including stock options granted to other recipients.



Existing Stock Incentives

Unit: No. of Shares

Type	Eligibility	As of end-Nov 2021
Stock Options (Not Conditional on Performance)	Uzabase Directors	536,808
	Other Employees	423,888
Subtotal		960,696
Stock Options (Conditional on Performance or Market Cap)	Uzabase Directors	366,200
	Other Employees	2,418,200
Subtotal		2,784,400
Total		3,745,096
Shares Outstanding		36,724,758
Percentage of Stock Incentives		10.20%

1. "Other Employees" include directors of subsidiaries.
2. This existing stock incentives listed above do not include any earnout agreements entered into upon the acquisition of a company.

Disclaimer

The purpose of this document is to provide information to investors, and not to solicit investment in any particular service.

The information disclosed in this document and projections for future performance are based on the data and information available at the time when this document was composed, and may contain uncertainties.

Please be aware that actual future performance and results may differ significantly from projections due to various factors.

This material will be updated following the disclosure of full-year FY12/2021 results in around February 2022, with the next update scheduled for February 2023.

UZABASE

December 16, 2021