

# Information for Attendees

## Q1 2022 Financial Results Briefing

Date: May 13, 2022

Time: 6:00–7:00 PM JST (Zoom accessible from 5:50 PM)

Speakers: Yusuke Inagaki (Co-CEO/CTO), Taira Sakuma (Co-CEO),  
Daisuke Chiba (CFO)

**UZABASE**



The background features several abstract, three-dimensional geometric shapes. A large, light gray, curved shape resembling a 'C' is positioned in the lower-left quadrant. A prominent green, faceted polyhedron is located in the upper-middle section. To its right, a smaller blue, faceted polyhedron is visible. Other various gray and white geometric forms are scattered across the top and left edges, creating a modern, architectural aesthetic.

# UZABASE

/ Financial Results

**Q1 2022**

Uzabase Inc.

Q1 2022 Financial Results Briefing

● **Changes to Accounting Method in Accordance with Accounting Standards for Revenue Recognition**

As the application of accounting standards for revenue recognition (“News Standard” below) will become necessary for the disclosure of financial results starting from this quarter, the accounting methodology for Net Sales will be updated as follows:

Until Now		New Standard	Impact
SaaS	Initial payment for using a service recognized as a lump sum at the start of a contract	Initial payment for using a service is distributed over the entire contract period	Net Sales: Decrease in FY2022 due to the distribution of costs over the entire contract period Profit: Decrease for the same reason as above
NewsPicks	Advertising sales recognized as gross sales	Advertising sales recognized as net sales when the Company's role is that of an intermediary agency	Net Sales: Decrease by amount equivalent to COGS where applicable Profit: No impact

The above methodology has also been **retroactively applied to past figures**. Side-by-side comparisons with figures under previous accounting standards can be seen on Appendix P61. All past figures adjusted for the revised methodology are **available for download from our website**: <https://www.uzabase.com/investors/>

● **FAQ on Financial Results**

In order to provide investors with a more nuanced understanding of Uzabase’s financial results, a new “FAQ” section has been added in order to address certain details that might be of interest to investors. The FAQ section is included in these slides, but more details are also available on our website: <https://www.uzabase.com/investors/>

1. “Gross sales” here refers to the total value of transactions with customers, while “net sales” refers to the total value of transactions minus COGS.

## *Our Purpose*

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

## Awakening a World of Play in Business

Finding harmony among societal, business, and individual purposes

### Business

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

### Individual

Help more people discover 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

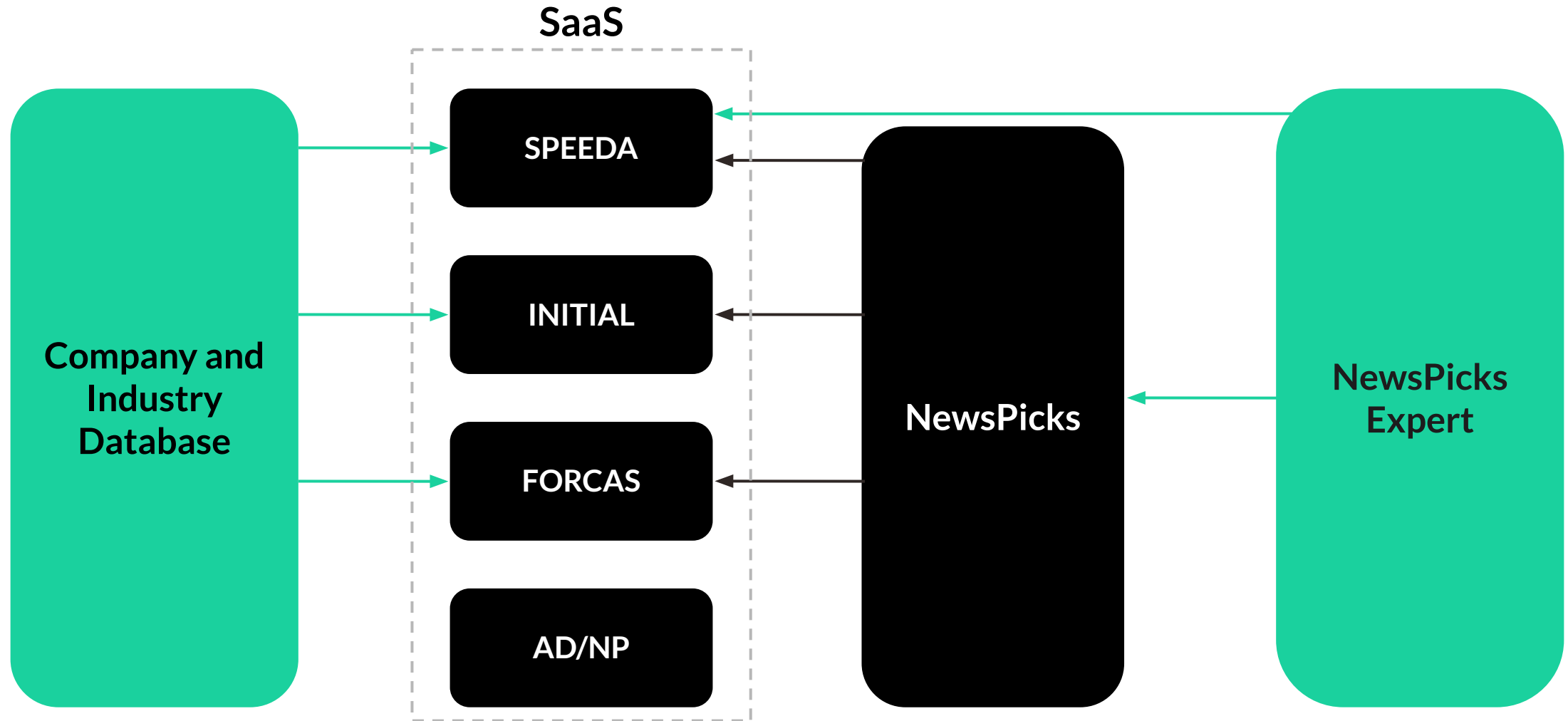
Create a **society** in which sharing information  
leads to new opportunities, and where  
**individual knowledge can be properly circulated**

NEWS PICKS  
EXPERT



# 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.



1. AD/NP is also planning to release a new product that leverages the Company and Industry database.
2. For details on "Company and Industry Database" and "NewsPicks Expert", refer to Appendix P48.

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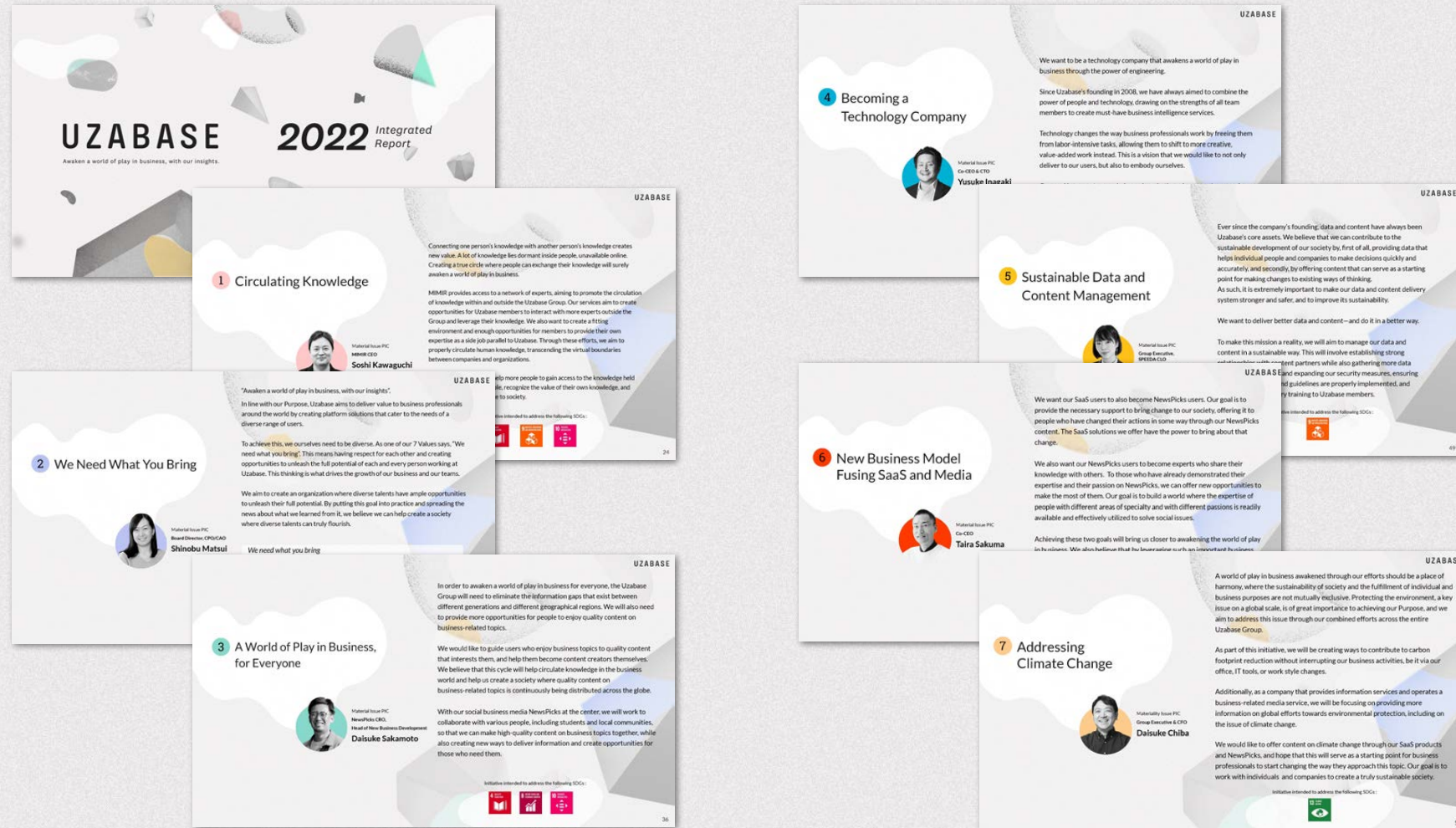
# / Financial Results *Q1* 2022

## *01* Materiality and Major Policies for 2022



# Uzabase published its Integrated Report on April 14 in Japanese, with the release of the English version scheduled for May.

The Report provides details on the initiatives connected with each Material Issue (announced on February 9, 2022), while also disclosing concrete data on personnel, governance structure, and other topics.



# Sustainability: Uzabase's Initiatives to Address Material Issues

Material Issue		Main Initiatives
Social	1 Circulating Human Knowledge	<ul style="list-style-type: none"> <li>Held an exclusive event for 230 experts, "<a href="#">Expert Awards 2021</a>", to promote further interaction among experts and presented awards to 14 of our most knowledgeable experts</li> <li>Saw an increase in number of people involved and projects undertaken via the in-house side job system "DIVE"</li> </ul>
	2 "We Need What You Bring"	<ul style="list-style-type: none"> <li>Released the <a href="#">HR Handbook</a> describing the HR principles and benefits at Uzabase, and the <a href="#">Maternity &amp; Paternity Leave Handbook</a> (Japanese only)</li> <li>In commemoration of International Women's Day on March 8, launched "NewsPicks for WE", a special project focusing on career empowerment for women (February 21 to April 7)</li> </ul>
	3 A World of Play in Business, for Everyone	<ul style="list-style-type: none"> <li>Held the <a href="#">Re:region x TOHOKU</a> conference in February on the topic of creating businesses that bring economic growth to regional areas in Japan</li> <li>Launched "<a href="#">Cross-Border Piazza</a>" via NewsPicks Education, creating a virtual space for students from different schools and regions to learn together</li> </ul>
	4 Becoming a Technology Company	<ul style="list-style-type: none"> <li>In addition to his role as Co-CEO, Yusuke Inagaki was <a href="#">appointed as CTO of the entire Uzabase Group</a>, launching a new project under the banner of "Play Engineering"</li> </ul>
Governance	5 Sustainable Management of Data and Content	<ul style="list-style-type: none"> <li>Revised the <a href="#">Information Security Policy</a> in line with Uzabase Group's shift from Mission to Purpose</li> <li>Revised Uzabase Group's <a href="#">Privacy Policy</a> in compliance with amendments to Japan's Act on the Protection of Personal Information</li> </ul>
	6 New Business Model Fusing SaaS and Media	<ul style="list-style-type: none"> <li>Launched "<a href="#">NewsPicks Stage</a>," (Japanese only), an online service producing original programming on business topics that is interconnected with SaaS, on January 19, with the aim of boosting marketing effectiveness for SaaS</li> <li>Development for shared login using NewsPicks ID on SPEEDA has progressed; plan to issue NewsPicks IDs for all new SPEEDA accounts</li> </ul>
Environment	7 Addressing Climate Change	<ul style="list-style-type: none"> <li>Distributing original content (30+) related to climate change issues via NewsPicks</li> <li>Focusing on sustainability as a key area for SPEEDA's development and continuously releasing new content on topics such as "Climate Tech: CCUS" and "Explaining Mandatory Climate-Related Disclosures (TCFD Requirements)"</li> </ul>



# Examples of Original Content on Climate Change Issues

## SPEEDA

### Explaining Mandatory Climate-Related Disclosures (TCFD)

This report touches on the background to TCFD disclosure requirements, as well as offering an overview of what is required, an explanation on the scenario analysis (a key feature), how it is related to various other types of disclosures on sustainability, and specific examples of TCFD disclosures from Japanese and international companies.



### Climate Tech: CCUS

The report covers carbon (CO2) capture, utilization, and storage (CCUS) technology, which is gaining traction as part of the ongoing global shift towards carbon neutrality. It provides an overview of current challenges faced by CCUS in terms of technology and costs and possible solutions, as well as related government policies and trends among major players.



## NewsPicks

### Climate Tech: Hot Topic

The world is increasingly moving towards green energy, with the recent war in Ukraine providing additional impetus. Climate Tech has recently come to the foreground as a new business in the realm of decarbonization. This series of articles aims to introduce this year's most prominent startups in the field of Climate Tech.



## Other Examples

- [CO2 Reduction for Corporate Value. Carbon Credits, Explained](#)
- [Climate Change as a Scientific Discipline](#)
- [Yoichi Ochiai: The New Normal for Environmental Issues, with Shinjiro Koizumi \(Minister of the Environment\)](#)

# Progress of Major Policies for 2022

Major Policy	Main Initiatives
1 Continued investment in high-growth SaaS businesses: SPEEDA Expert Research, FORCAS, and AD/NP	<ul style="list-style-type: none"><li>Recruitment for sales positions, a leading indicator for the growth of the SaaS business, is progressing steadily</li></ul>
2 Investment in data shared across SaaS	<ul style="list-style-type: none"><li>UB Datatech is steadily expanding the range of data it collects and structures</li></ul>
3 Continued investment in NewsPicks marketing to accelerate growth	<ul style="list-style-type: none"><li>TV commercials launched from April 4, now looking for effective patterns via programmatic advertising strategies</li></ul>
4 Synergy between SaaS & NewsPicks: Finalize shared user IDs	<ul style="list-style-type: none"><li>Plan to begin issuing NewsPicks IDs for all new SPEEDA accounts</li></ul>
5 Synergy between SaaS & NewsPicks: Make NewsPicks a marketing channel for SaaS	<ul style="list-style-type: none"><li>Launched “NewsPicks Stage.”, an online service producing original programming on business topics that is interconnected with SaaS, on January 19</li></ul>



/ Financial Results **Q1 2022**

## *02* Financial Results for Q1 FY12/2022

# / Financial Results **Q1** 2022

## *Highlights for Consolidated Results*



Segment	Q1 Summary	ARR (YoY Change)	Net Sales (YoY Change)	EBITDA (margin)
Consolidated	<ul style="list-style-type: none"><li>Both net sales and profits mostly on track with forecasts</li></ul>	12,958MM (YoY+22%)	4,305MM (YoY+11%)	658MM (15.3%)
SaaS	<ul style="list-style-type: none"><li>Both net sales and profits growing in line with forecasts</li></ul>	10,324MM (YoY+28%)	2,905MM (YoY+26%)	499MM (17.2%)
NewsPicks	<ul style="list-style-type: none"><li>Net sales decreased on a YoY basis</li><li>Factors include the closure of NewsPicks GINZA, as well as lower sales in the Advertising and Publishing businesses</li></ul>	2,668MM (YoY+4%)	1,409MM (YoY-11%)	178MM (12.7%)

1.

All monetary amounts are truncated values. Progress rates and growth rates are rounded to the nearest whole (same applies for all slides that follow).

2.

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.

3.

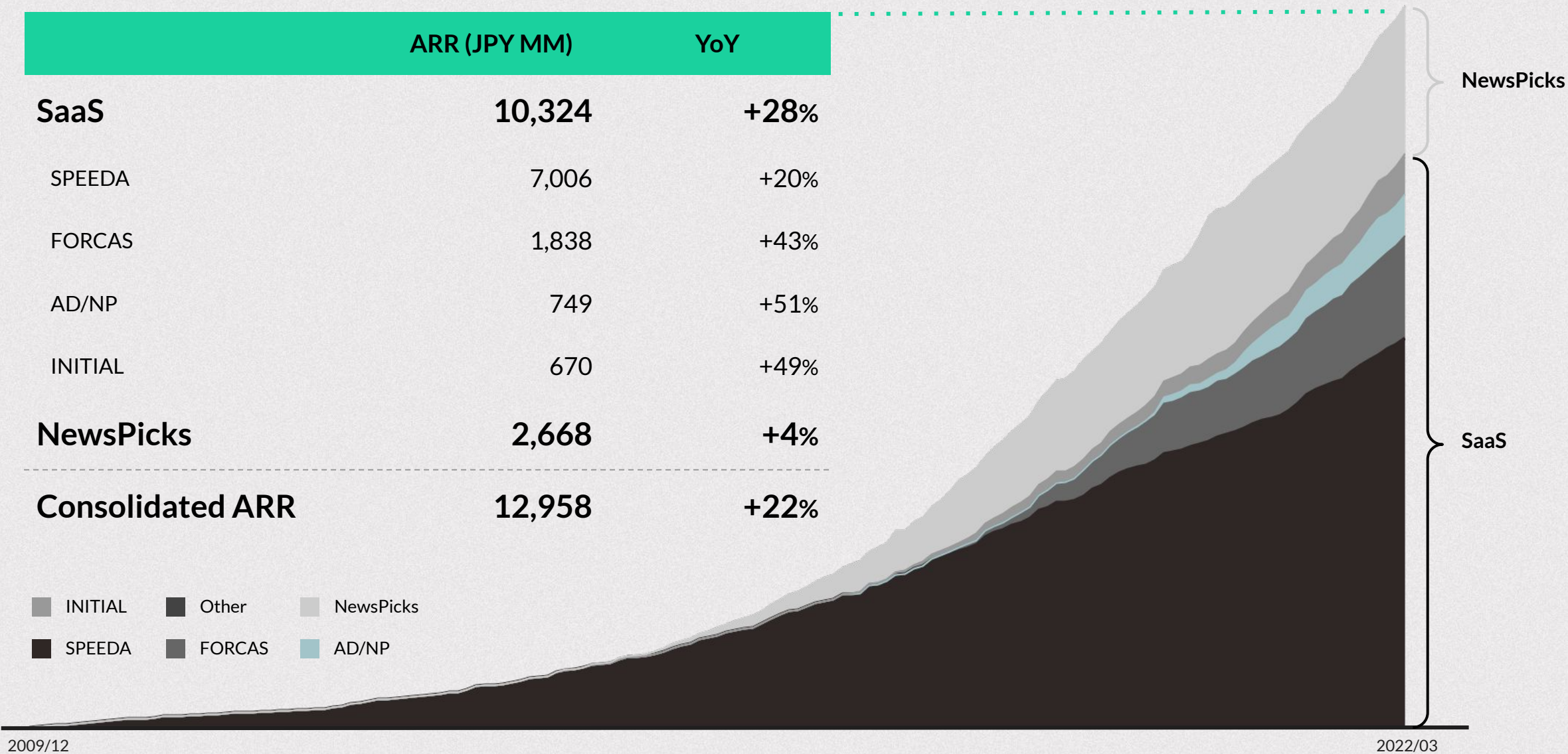
SaaS ARR is the sum total of ARR for SPEEDA, INITIAL, SPEEDA EDGE, FORCAS, FORCAS Sales, and AD/NP.

4.

NewsPicks ARR is ARR from NewsPicks Premium and NewsPicks Learning (individual) subscriptions.

5.

EBITDA = Operating Profit + Depreciation and Amortization (including Goodwill Amortization) + Stock Compensations.



1. 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.  
2. Consolidated ARR excludes internal transactions between segments.



# Actuals Vs Forecast

Both Net Sales and Profits showed favourable growth.

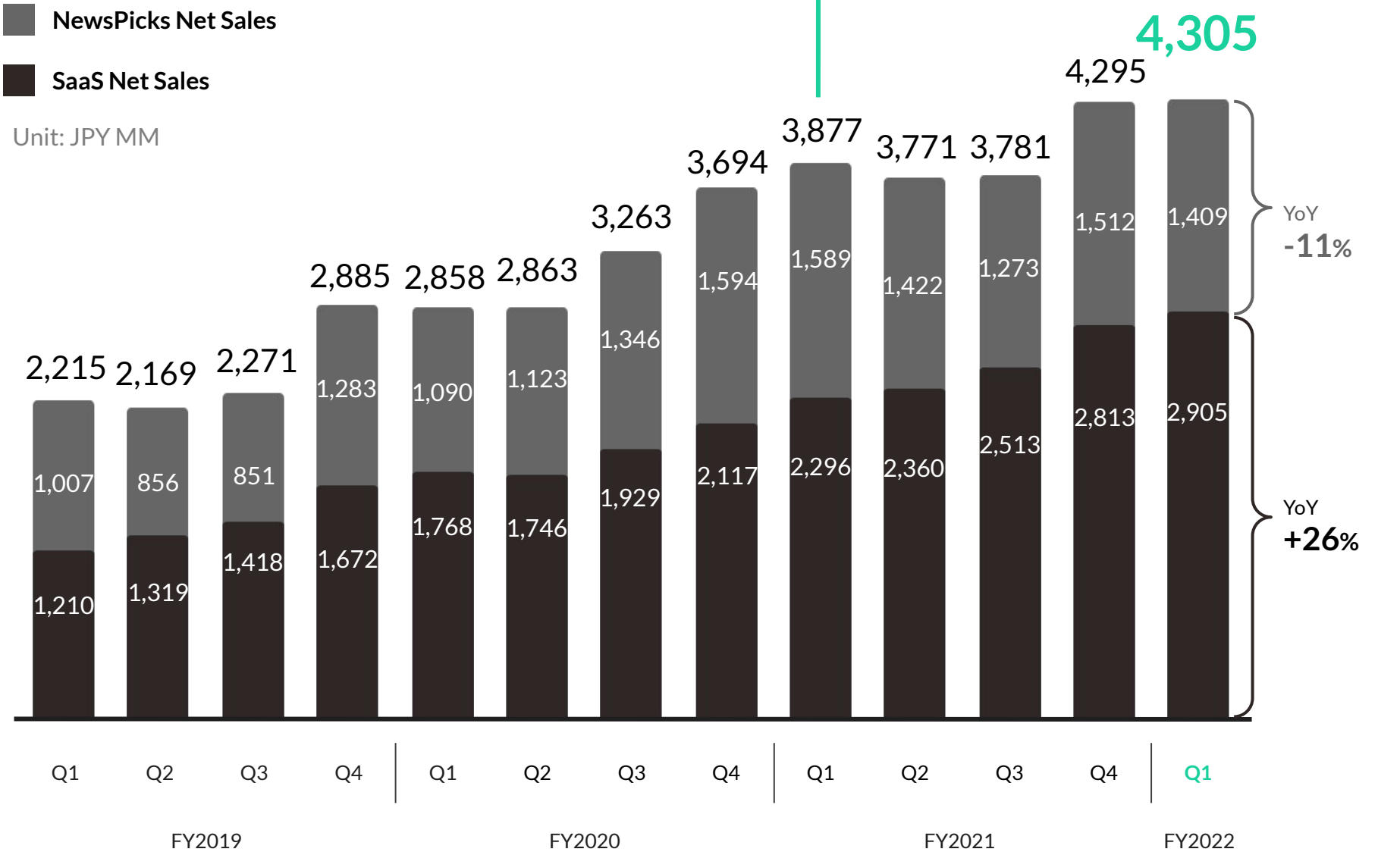
Profit is ultimately expected to be within the projected range, as marketing investments into NewsPicks will begin from Q2.

Unit: JPY MM	Actuals for Q1 2022	Full-Year Forecast	Progress Rate	
			vs Upper Bound	vs Lower Bound
Net Sales	4,305	19,500–20,000	22%	22%
EBITDA	658	1,000–1,500	44%	66%
Operating Profit	517	400–900	58%	129%
Ordinary Profit	700	400–900	78%	175%
Net Profit Attributable to Parent	418	Profitability	—	—

# Consolidated Net Sales

Net sales showed steady growth in the SaaS segment, but decreased in the NewsPicks segment.

Factors behind this decrease include the impact of NewsPicks GINZA's closure, as well as lower sales in the Advertising and Publishing businesses.

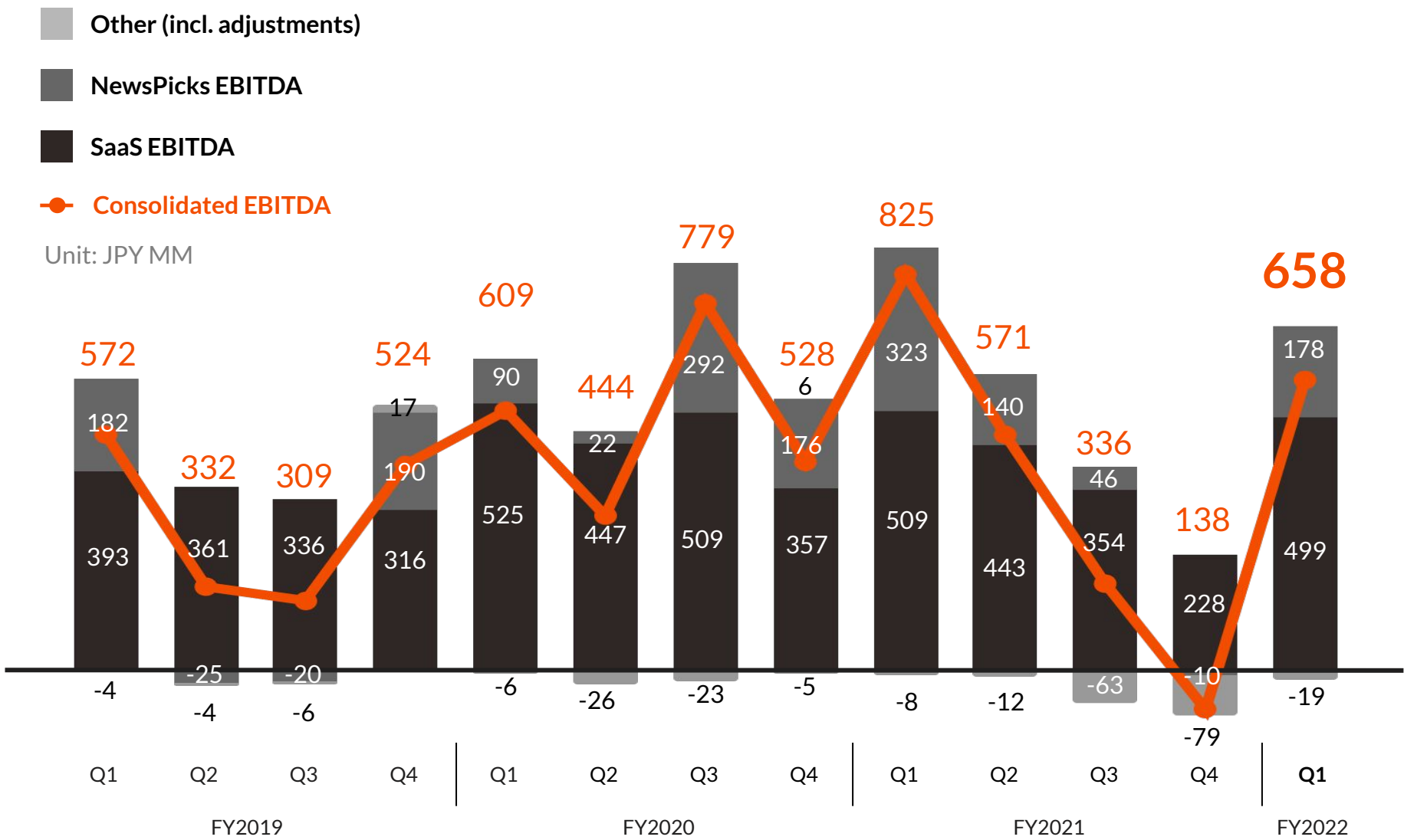


1. Consolidated net sales up to Q4 FY2020 exclude Quartz and are calculated as Consolidated Net Sales minus Quartz's Net Sales.  
2. For consolidated net sales including the Quartz business in previous years, refer to the Appendix.  
3. Net Sales for SaaS and NewsPicks include internal transactions between segments, hence their sum total does not match the Consolidated Net Sales.



# Consolidated EBITDA

In accordance our Major Policies for 2022, investments were made into high-growth businesses in the SaaS segment, but profitability nevertheless rebounded significantly on a QoQ basis.



1. Consolidated EBITDA up to Q4 FY2020 excludes Quartz and is calculated as Consolidated EBITDA minus EBITDA for Quartz.  
2. For consolidated EBITDA including the Quartz business in previous years, refer to the Appendix.  
3. Other (incl. adjustments) refers to business segments outside of SaaS and NewsPicks, such as new businesses administered by Corporate, as well as SG&A costs related to the entire Uzabase Group and not attributable to any particular business, and eliminations of internal transactions.

# / Financial Results **Q1** 2022

## *Highlights for SaaS Business*



# SaaS Business: Product Portfolio Management Policy

We will develop a series of new businesses that leverage our core business intelligence assets to achieve sustained high growth and stable earnings as a SaaS business.

In FY2022, we will continue our selective investments into SPEEDA Expert Research, FORCAS, and AD/NP.

	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 (excl. 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.

# SaaS Segment: Q1 FY2022 Highlights

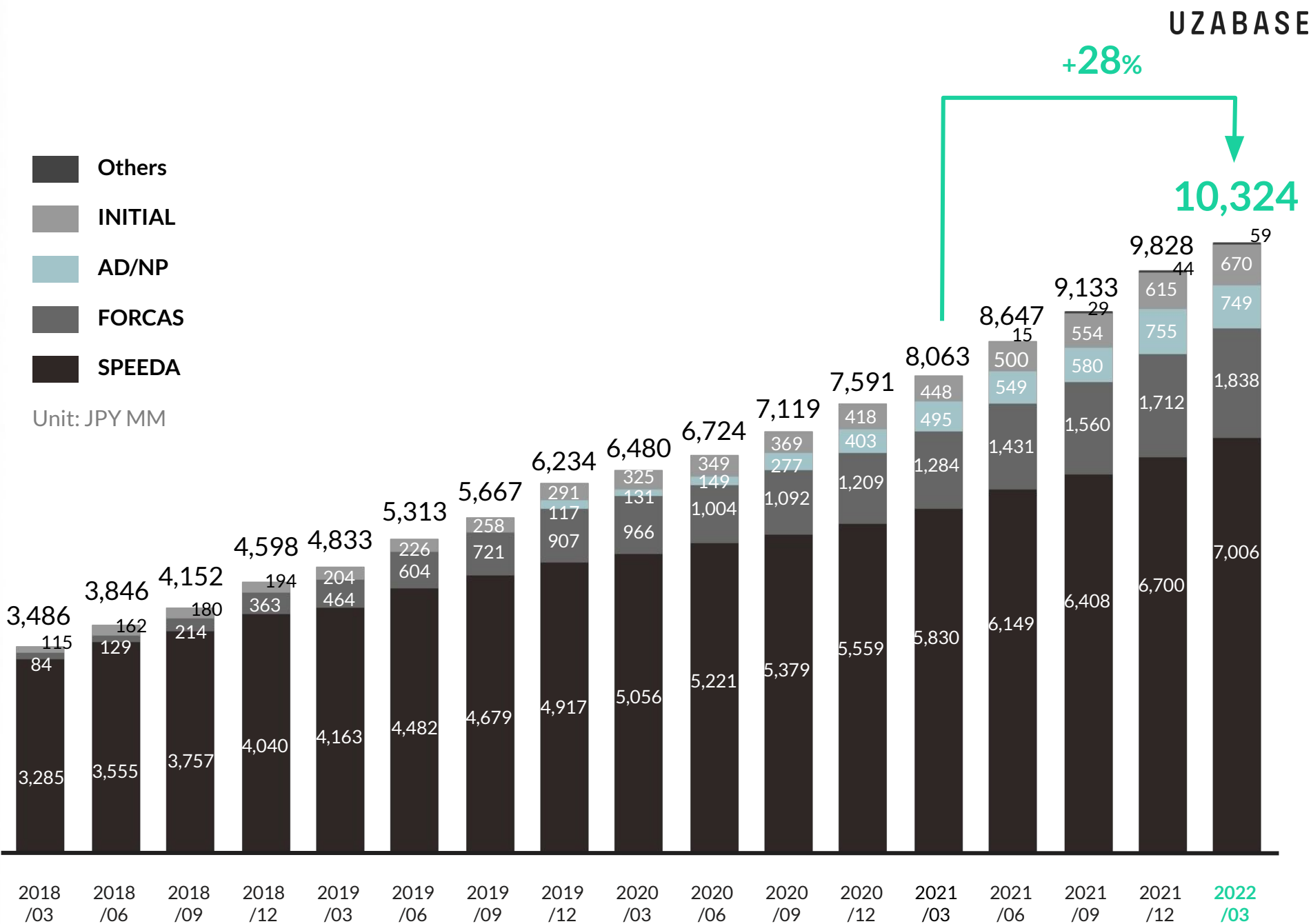
Category		Q1 Summary	ARR (YoY Change)	Net Sales (YoY Change)	EBITDA (margin)
SaaS		<ul style="list-style-type: none"> <li>ARR, net sales, and profits growing as planned.</li> </ul>	10,324MM (YoY+28%)	2,905MM (YoY+26%)	499MM (17.2%)
SPEEDA		<ul style="list-style-type: none"> <li>Maintaining stable growth rate and high profitability.</li> </ul>	7,006MM (YoY+20%)	1,949MM (YoY+23%)	629MM (32.3%)
INITIAL		<ul style="list-style-type: none"> <li>High growth rate paired with increased profitability.</li> </ul>	670MM (YoY+49%)	170MM (YoY+41%)	43MM (25.4%)
High-Growth Businesses Targeted for Investment	SPEEDA EXPERT RESEARCH	<ul style="list-style-type: none"> <li>Maintained high growth rate. Hiring also progressing steadily.</li> </ul>	—	—	—
	FORCAS	<ul style="list-style-type: none"> <li>Maintained high growth rate. FORCAS Sales performing favorably.</li> </ul>	1,838MM (YoY+43%)	454MM (YoY+42%)	-14MM (—)
	AD/NP	<ul style="list-style-type: none"> <li>Maintained high ARR growth rate.</li> <li>Lower net sales growth due to seasonality effects on non-ARR sales, in line with forecasts.</li> </ul>	749MM (YoY+51%)	329MM (YoY+16%)	-81MM (—)



# ARR

ARR in the SaaS segment increased by 28% YoY.

FORCAS, AD/NP, and INITIAL all maintained growth exceeding 40% YoY.

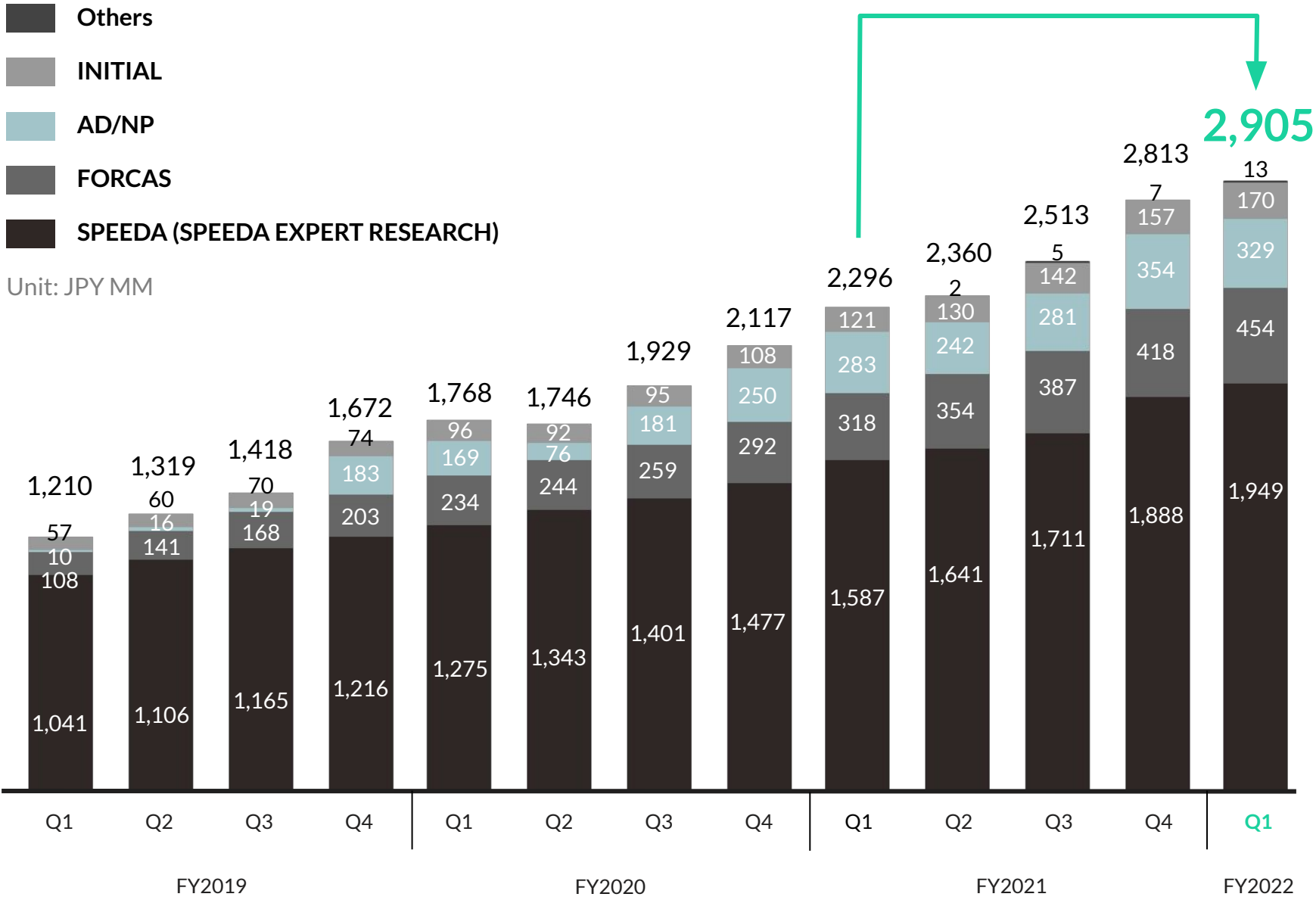


1. ARR (Annual Recurring Revenue) refers to the total amount of recurring revenue generated over a year, calculated as MRR (Monthly Recurring Revenue) multiplied by 12.

# Net Sales

Net Sales grew 26% YoY.

SPEEDA EXPERT RESEARCH, FORCAS, and INITIAL all maintained growth exceeding 40% YoY.



1. Net Sales for each product include internal transactions within the SaaS segment, hence the sum total of each product does not match the total for the entire SaaS.

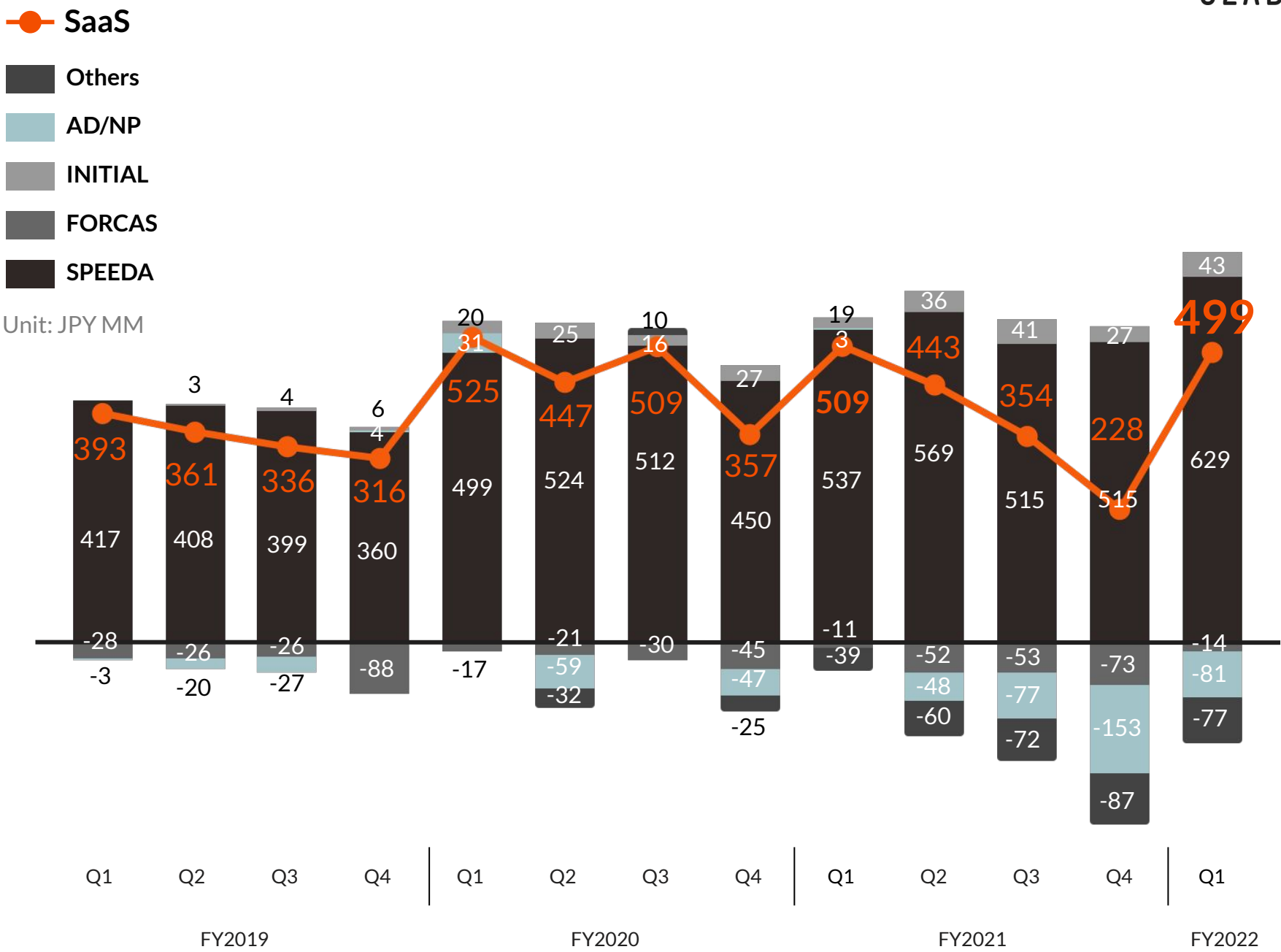
2. Intersegment sales with the NewsPicks business are included.



# EBITDA

SPEEDA maintained high profitability with an EBITDA Margin of 32.3%. INITIAL also contributed to profitability with an EBITDA Margin of 25.4%.

In accordance with 2022 Major Policies, investments are made into businesses that are continuing high-paced growth: SPEEDA EXPERT RESEARCH, FORCAS, and AD/NP.



1. Transactions within the SaaS segment are included, hence the sum total of each product's EBITDA does not match that of SaaS.

# / Financial Results **Q1** 2022

*Highlights for  
NewsPicks*



# NewsPicks Segment: Q1 FY2022 Highlights

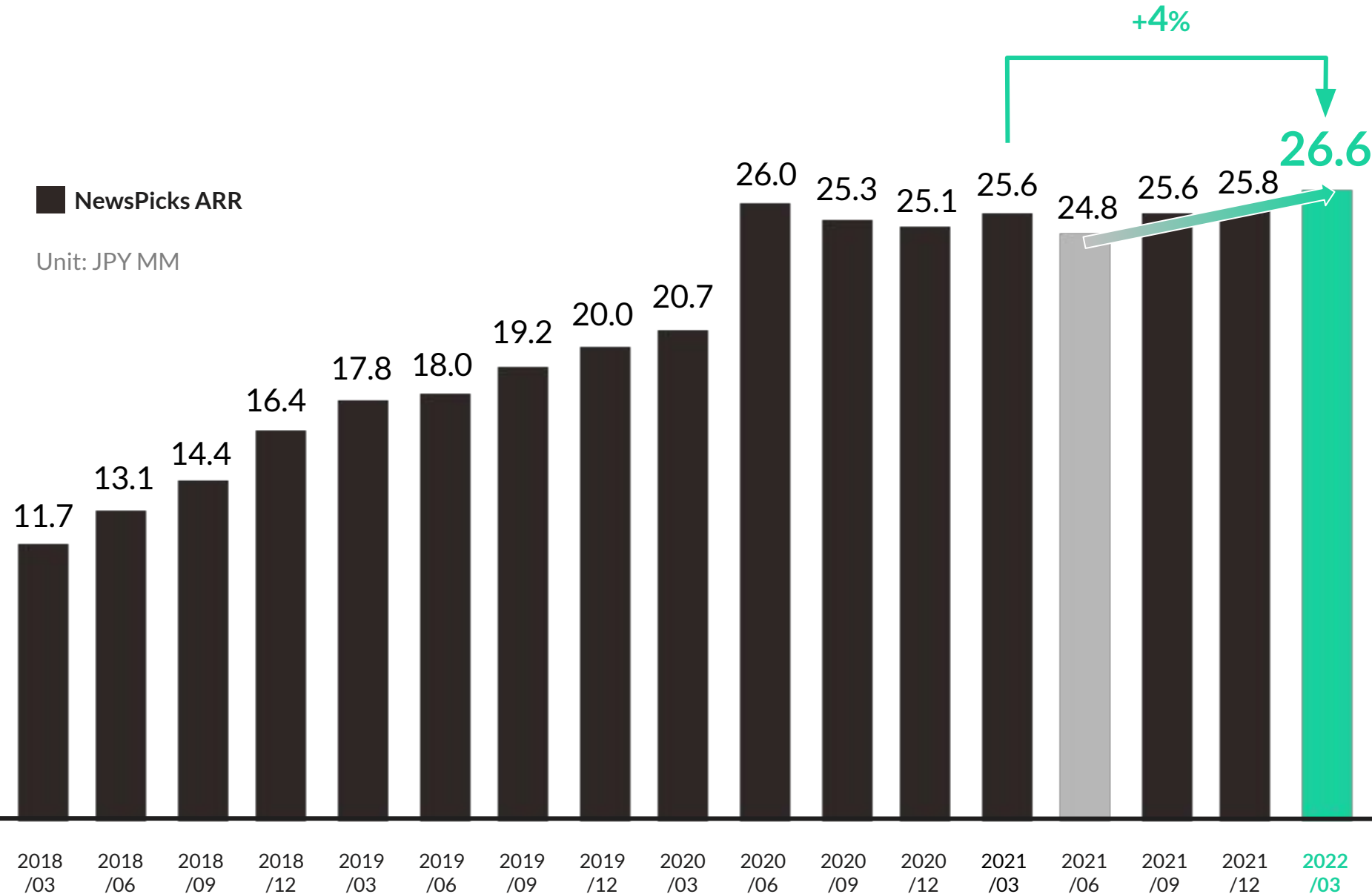
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Business	Q1 Summary	ARR (YoY Change)	Net Sales (YoY Change)	EBITDA (margin)
NewsPicks	<ul style="list-style-type: none"> <li>Sales down on a YoY basis.</li> <li>Factors behind the decline include lower sales in Advertising and Other businesses</li> </ul>	2,668MM (YoY+4%)	1,409MM (YoY-11%)	178MM (12.7%)
Paid Subscriptions	<ul style="list-style-type: none"> <li>Due to the popularity of original programming (video content) and other factors, growth in paid subscriptions contributed to higher ARR.</li> </ul>	2,668MM (YoY+4%)	611MM (YoY+5%)	—
Advertising	<ul style="list-style-type: none"> <li>Sales were down due to delays in hiring for the teams involved in video advertising sales and advertorial production.</li> <li>Demand for advertising continued to be strong, and enhancement of team structure is expected to drive recovery in sales.</li> </ul>	—	708MM (YoY-4%)	—
Other	<ul style="list-style-type: none"> <li>The Other business saw a significant decrease in sales due to the closure of NewsPicks GINZA and lower sales in the Publishing business (a bestseller published last year significantly boosted sales in Q1 2021).</li> </ul>	—	88MM (YoY-67%)	—

# ARR

After bottoming out in Q2 of the last year (June 2021), ARR continued its net growth.

ARR has also recovered to 26.6 billion, thus exceeding the previous record set in 2Q 2020 (June) which at the time was driven by the surge in demand for quality business news following the declaration of the first State of Emergency in Japan.



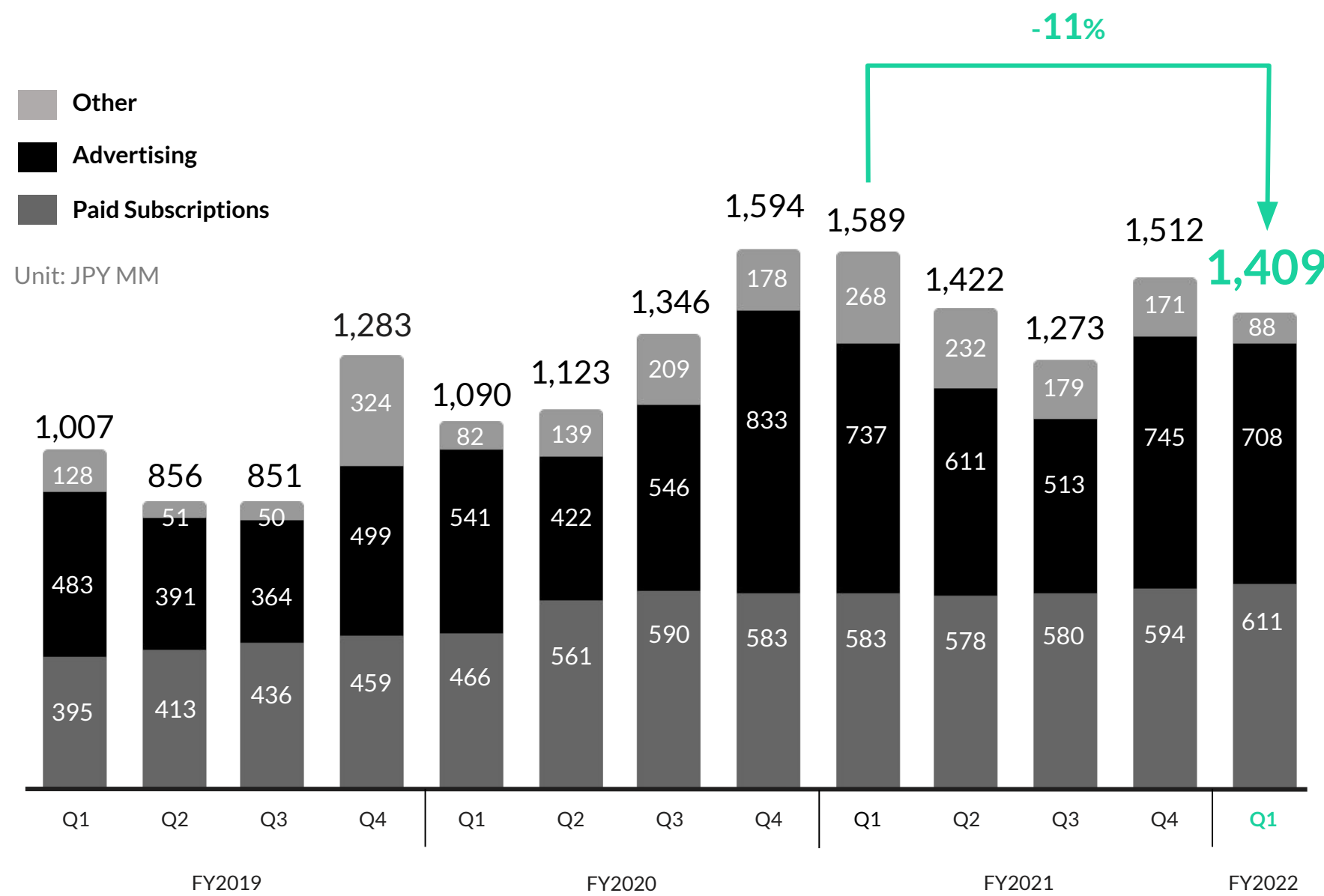
1. ARR (Annual Recurring Revenue) refers to the total amount of recurring revenue generated over a year, calculated as MRR (Monthly Recurring Revenue) multiplied by 12.



# Net Sales

Although the Paid Subscriptions business grew, the significant drop in sales in the “Other” category resulted in an overall decrease of 11% YoY across the entire NewsPicks segment.

Additionally, the closure of NewsPicks GINZA resulted in a JPY 80 MM impact on net sales.



1. Intersegment transactions with the SaaS Business are included.  
2. The Paid Subscription business excludes the net sales of NewsPicks Enterprise and NewsPicks Learning (Enterprise).  
3. Other businesses include publishing and content sales, but exclude the net sales of AlphaDrive and AlphaDrive Kochi.

# Sales Promotion Strategy for the Advertising Business

Launched “NewsPicks Stage.”, a video content service facilitating lead acquisition for sponsors.

Will be focusing more on video advertisements in a higher price range, boosting customer spending.

New

## NewsPicks Stage.

Original programming streamed online via NewsPicks, facilitating lead acquisition for content sponsors

## Video Advertisements

Tie-ups for original programming, production of commercials, etc.

Video advertisements are in a higher price range, will focus on further promoting sales for this category going forward.

## Advertorials

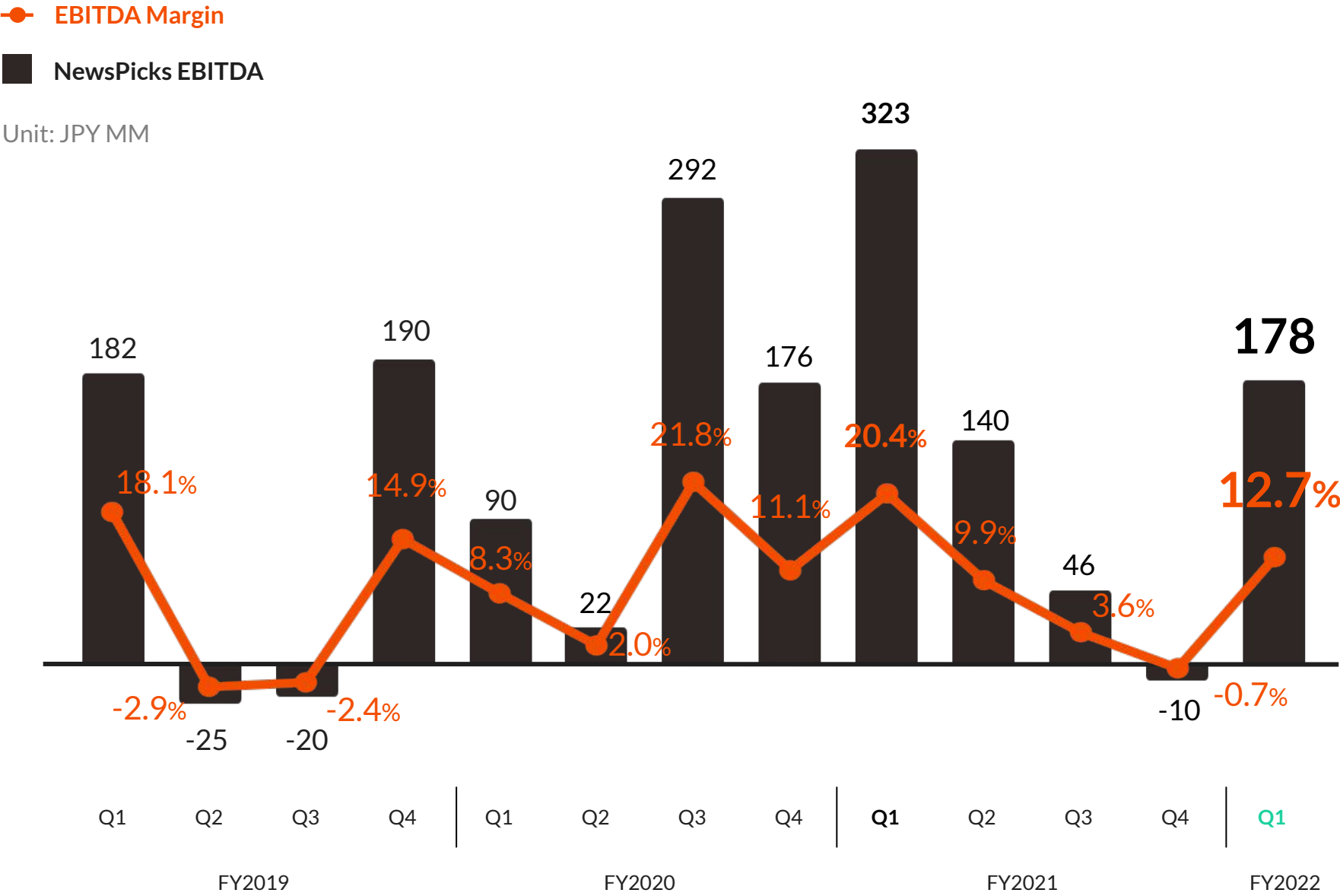
Support for service and recruitment branding of advertising sponsors

Customer interest remains high, will aim to meet the demand by boosting production team resources.



# EBITDA

Although Net Sales decreased, profits recovered QoQ, rebounding into positive territory.



# Investments in Marketing for NewsPicks

Leveraging the solid foundation in terms of improved churn rate, NewsPicks launched an experimental TV commercial starting in April, looking to raise brand awareness and accelerate user acquisition.

The goal is to make investments in multiple stages, looking for an effective and efficient winning pattern.

Investment into TV commercials will only be continued if and when such a winning pattern is found.

**Churn rate drastically improved due to the initiatives undertaken in the past three years**

LTV increased.

NewsPicks has arrived at a stage where higher user acquisition costs can be justified.

**Low brand recognition is a major challenge for NewsPicks**

Top 3 Newspapers Average Brand Awareness  
(including digital versions)

**91%**

**NEWS PICKS**  
Brand Awareness  
**39%**

**Launched a TV commercial to raise NewsPicks brand awareness among consumers and accelerate user acquisition**



# / Financial Results *Q1* 2022

## 03 Outlook for Q2 and Q&A for Q1

Segment	Outlook for Q2
Consolidated	<ul style="list-style-type: none"><li>• Growth rate for consolidate net sales expected to increase compared to Q1.</li><li>• A planned decrease in EBITDA is expected due to the launch of a TV commercial for NewsPicks, but anticipated to bottom out in Q2.</li></ul>
SaaS	<ul style="list-style-type: none"><li>• Net sales growth rate expected to increase compared to Q1.</li><li>• Lead acquisition costs via online sources to worsen for time being due to overall shift back to offline channels. We will be taking focused measures to bolster online marketing.</li></ul>
NewsPicks	<ul style="list-style-type: none"><li>• Net sales in the Advertising business expected to be flat compared to Q1.</li><li>• Net sales from Paid Subscriptions have recently somewhat slowed.</li></ul>



**Q. The top-line growth rate of the SaaS segment is not reaching 30%. What are the prospects of achieving top-line growth of 30% on a consolidated basis?**

The top-line growth rate of the SaaS segment is already close to 30%, and we aim to achieve this target by increasing the proportion of new businesses with high growth rates. As for the NewsPicks business, we recognize that acceleration of growth is needed, which we aim to achieve by implementing multiple measures, such as expanding the value of video content and launching a TV commercial campaign in Q2.

**Q. Given the consolidated profit in Q1, is there a possibility that the full-year profit will go beyond the upper bound of your current forecast? If not, does that mean that the profitability of the business in the remaining quarters will be low, or even see losses in some quarters?**

Since our plan is to invest into marketing for the NewsPicks business starting from Q2, we expect to land within our outlook on a full-year basis. As these marketing investments will take place from Q2 onwards, we expect to report lower profits in the following quarters compared to Q1. At this time, we cannot comment on whether there will be quarterly losses, as it depends on the progress of marketing investments for NewsPicks.

**Q. Will the depreciation of the Japanese yen and other economic trends impact business going forward?**

Since our overseas business accounts for a share of about 5% of the total (both in terms of net sales and expenses), yen depreciation is not expected to have any major impact. However, measures on the customer side, such as reducing investments, may have a negative impact on the advertising revenue of NewsPicks and/or increase the churn rate of the SaaS businesses. As such, we will be monitoring the activity of our customers, while focusing on delivering value to our customers as a must-have service.

**Q. SPEEDA's churn rate has improved even further—can we assume that this trend will continue?**

The churn rate can change according to our target customer segment at the time. When we attempt to deliver new value to new customer segments, we tend to see higher growth rates as well as churn rates. In any situation, however, we believe that having a churn rate of less than 1.0% is a condition for having sustainable, continuous growth, so our policy is to keep it below 1.0%.

**Q. What are the factors behind the decline in NewsPicks' Advertising sales, and what is the outlook going forward?**

While customer inquiries are strong, our capacity for production is falling short. We are also undergoing a transition to position video advertisements as our main offering, and we were not able to generate sufficient revenue in Q1. By boosting production capacity and building a team fully capable of selling video advertisements, we believe we can turn more inquiries into actual revenue and put the advertising business on a growth track.

**Q. What are the factors behind such a significant decline in NewsPicks' Publishing sales?**

This is due to the smaller number of books published this year, as well as the fact that *The Future Is Faster Than You Think*, published at the end of 2020, was a major hit contributing to high sales in Q1 2021 and ranking first in Toyo Keizai's Best Books of 2021.

**Q. NewsPicks TV commercials have been running since April. How has the response been so far?**

We have been monitoring the outcome and making several adjustments in terms of advertising time slots and creative content in April. We are searching for a winning pattern and will share details at the next financial results briefing for Q2.

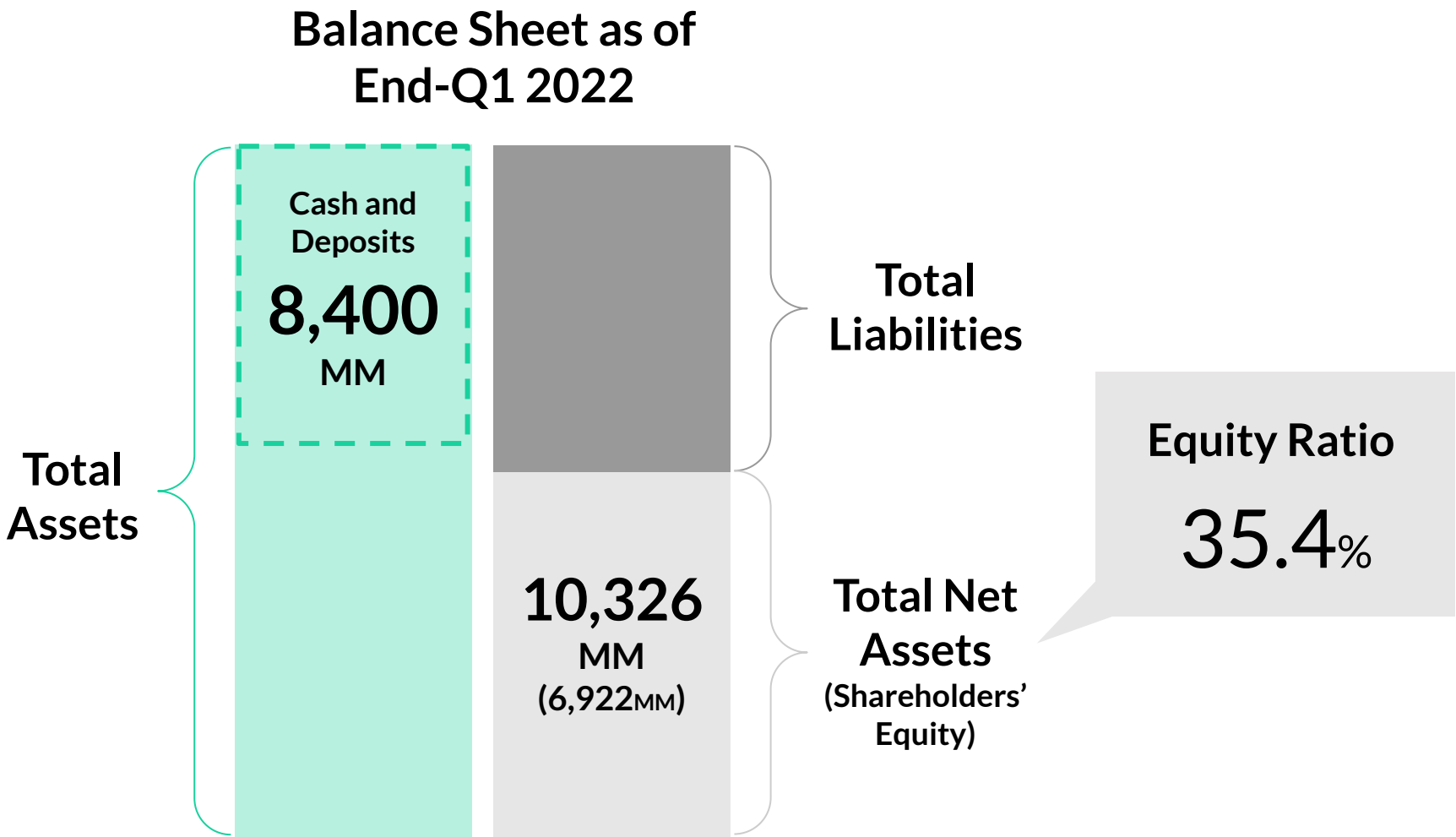
**Q. Uzabase's stock price is falling. Does this have any impact on your financial position?**

Please refer to the slides that follow for a detailed answer.



# Clarification on Financial Safety of Uzabase

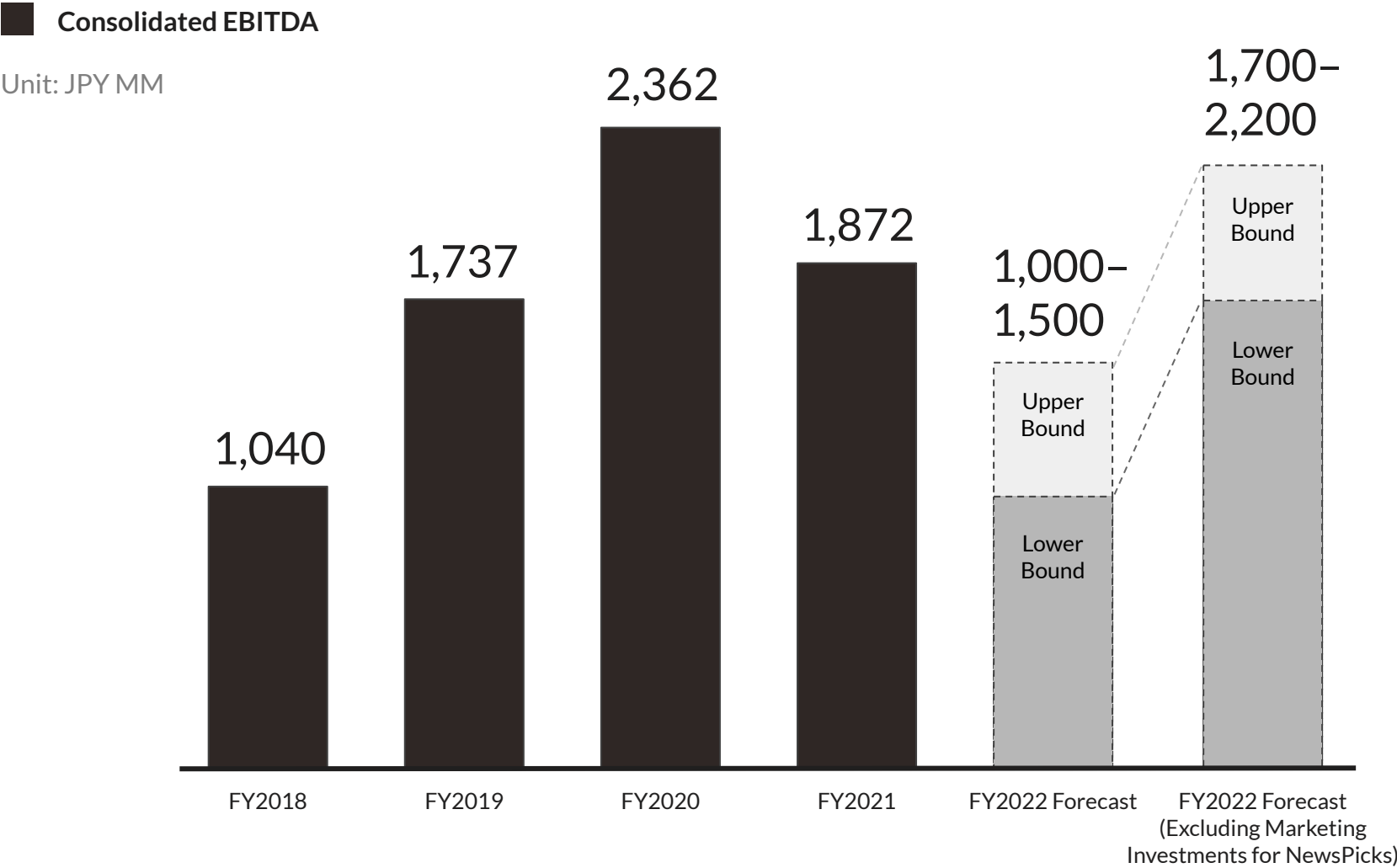
As of Q1 2022, Uzabase has a strong cash position, and a healthy overall financial position, as demonstrated by the equity ratio and other metrics.



# Consolidated EBITDA

EBITDA in FY2021 and FY2022 will temporarily decrease amid active investments into business growth, but it is expected to rebound to an uptrend in 2023 onwards.

With marketing investments for NewsPicks excluded, EBITDA is approaching record-high levels.



1. Consolidated EBITDA up to Q4 FY2020 excludes Quartz and is calculated as Consolidated EBITDA minus EBITDA for Quartz.  
2. FY2018 figures are based on the previous accounting standards, while the newly changed standards are applied retroactively to consolidated EBITDA for FY2019–2021.



# / Financial Results *Q1* 2022

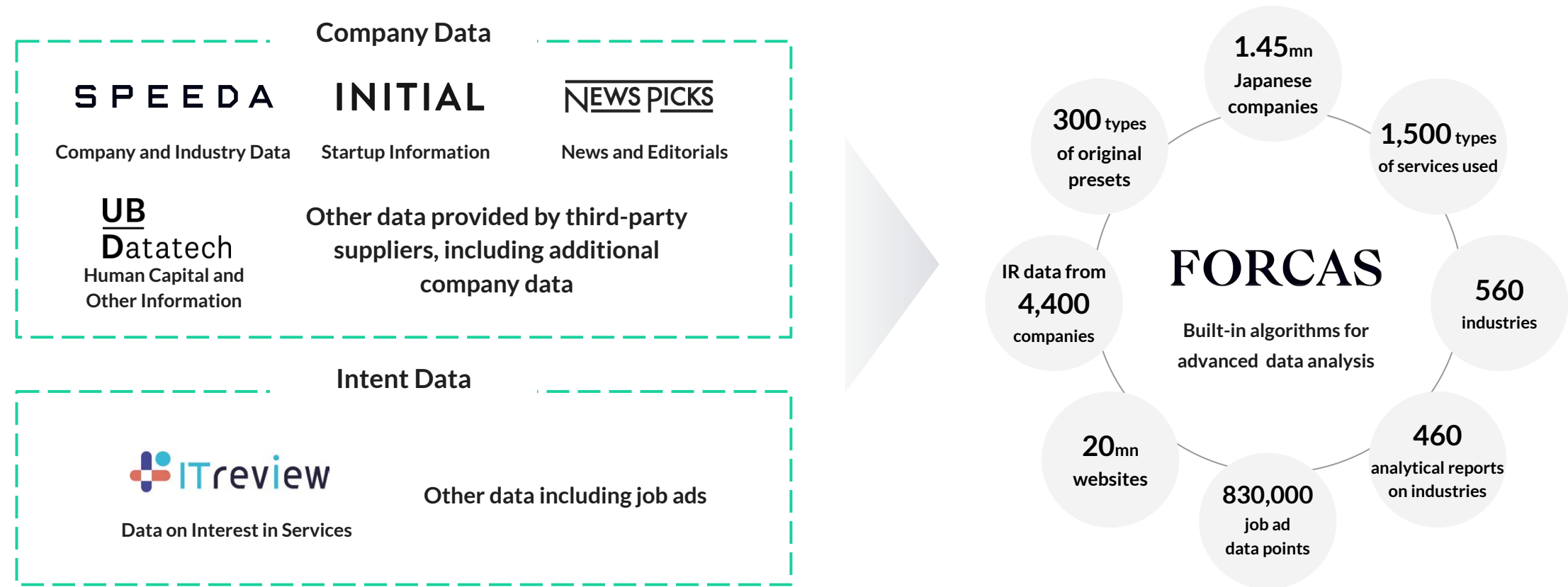
04

**Business-Specific Topics:  
Introduction to FORCAS**

# B2B Customer Strategy Platform “FORCAS”

Attribute and intent data on around 1.5 million companies optimized for use in sales and marketing, coupled with advanced analytical algorithms needed for strategy formulation.

Leveraging shared data across the entire Uzabase Group, including SPEEDA and NewsPics



1. Intent data refers to a type of business intelligence that helps with understanding customers' behavior and interests/intentions.

# B2B Customer Strategy Platform “FORCAS”

Empowering all users by providing access to a vast array of company data for the planning, execution, and effectiveness analysis of customer targeting strategies



A cloud-based, data- and technology-driven solution that helps automate various steps of customer analysis and quickly connect these insights to field sales and marketing teams, empowering users to implement customer-centric Agile business management



# FORCAS User Profile: Fujitsu Japan

## From a Volume-Chasing Approach To Data-Driven Business Development



富士通Japan株式会社

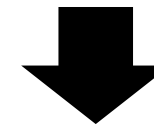
Used by the strategic planning department in charge of overall sales strategy as a means of connecting the management with field sales teams



### Why FORCAS?

Wanted to fundamentally transform the traditional sales processes and broaden the customer base

- Traditional digital marketing focuses on **casting the net as widely as possible** and then passing the results off to sales teams.
- For a more efficient marketing approach, however, it is **important to establish a targeting strategy**.
- Implemented FORCAS to serve as a platform for formulating, executing, and assessing new market development strategies that **fully leverage available data and technology**.
- As a result, managed to **clearly identify promising business opportunities** that were previously unnoticed, and **connected the sales teams with marketing to collaborate** on efforts to tap into new markets.



**FORCAS contributed to the Digital Transformation of both the sales and marketing teams**

# / Financial Results *Q1* 2022

## 05 Appendix

## SaaS Products Offering Support for the Implementation of Agile Management

Business Area	Business Strategy	Customer Strategy	Organizational Strategy
	Business planning, competitive analysis, M&A, investment strategy, new business development	Customer targeting, digital sales/marketing, new business development	Corporate culture transformation, employee training, talent search, new business development
Product	<div>SPEEDA SPEEDA EDGE INITIAL</div>	<div>FORCAS FORCAS Sales</div>	<div>AlphaDrive/ NewsPicks</div>





## A Leading Business News Media in Japan

### 3 Main Features

#### Platform

Curated news on business and the economy from over 100 media sources in Japan and abroad

#### Media

Original articles and video content created by NewsPicks' own editorial team and distributed via the platform

#### Community

Comments and more detailed explanation on articles and videos provided by experts from various fields

UZABASE

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

Business Intelligence

Competitive Edge

1

Data

Listed/Unlisted Companies (Global)	Startups (Global)
10.0+ million	1.34+ million
Company Features	IP/Patent Treds
1,800+ types	496 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
2,500+	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**
- Our strong team of 70 analysts in Sri Lanka (since 2016) **produce a large volume of reports on a regular basis at a relatively low cost**

3

Knowledge

NewsPicks ProPicker	Expert Network
200+	100,000
	Experts in Japan: 17,000 Experts Abroad: 83,000

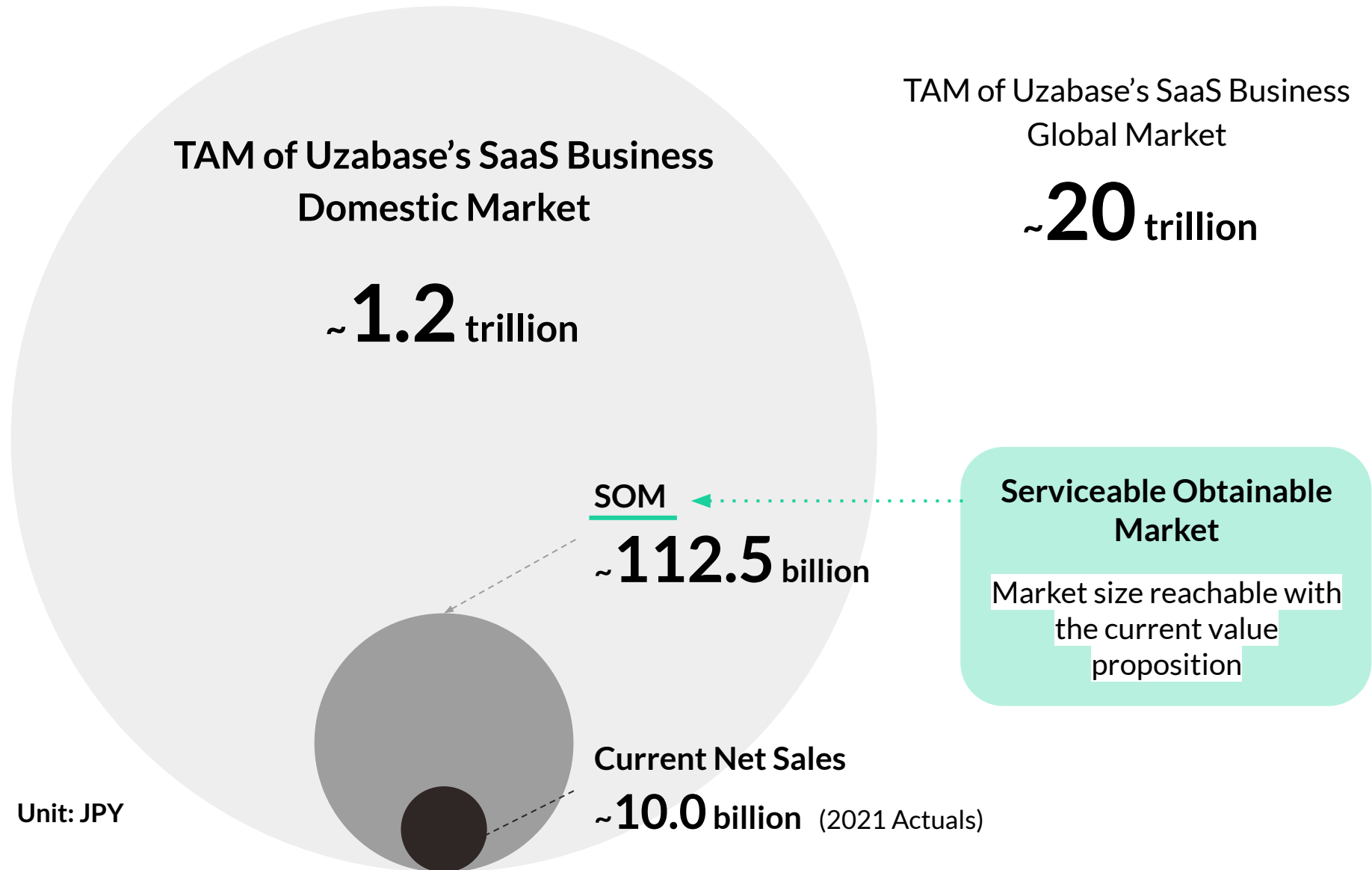
- Value provided by **numerous ProPickers sharing their views via NewsPicks, and the community around them**
- **Major expansion of expert network in Japan and abroad** via the acquisition of MIMIR in 2020 and partnerships with expert network providers abroad

1. All figures presented are as of end-March 2022.

# Transforming Management Consulting Market: Cloud Shift and Democratization<sup>UZABASE</sup>

The TAM of Uzabase's SaaS business 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.

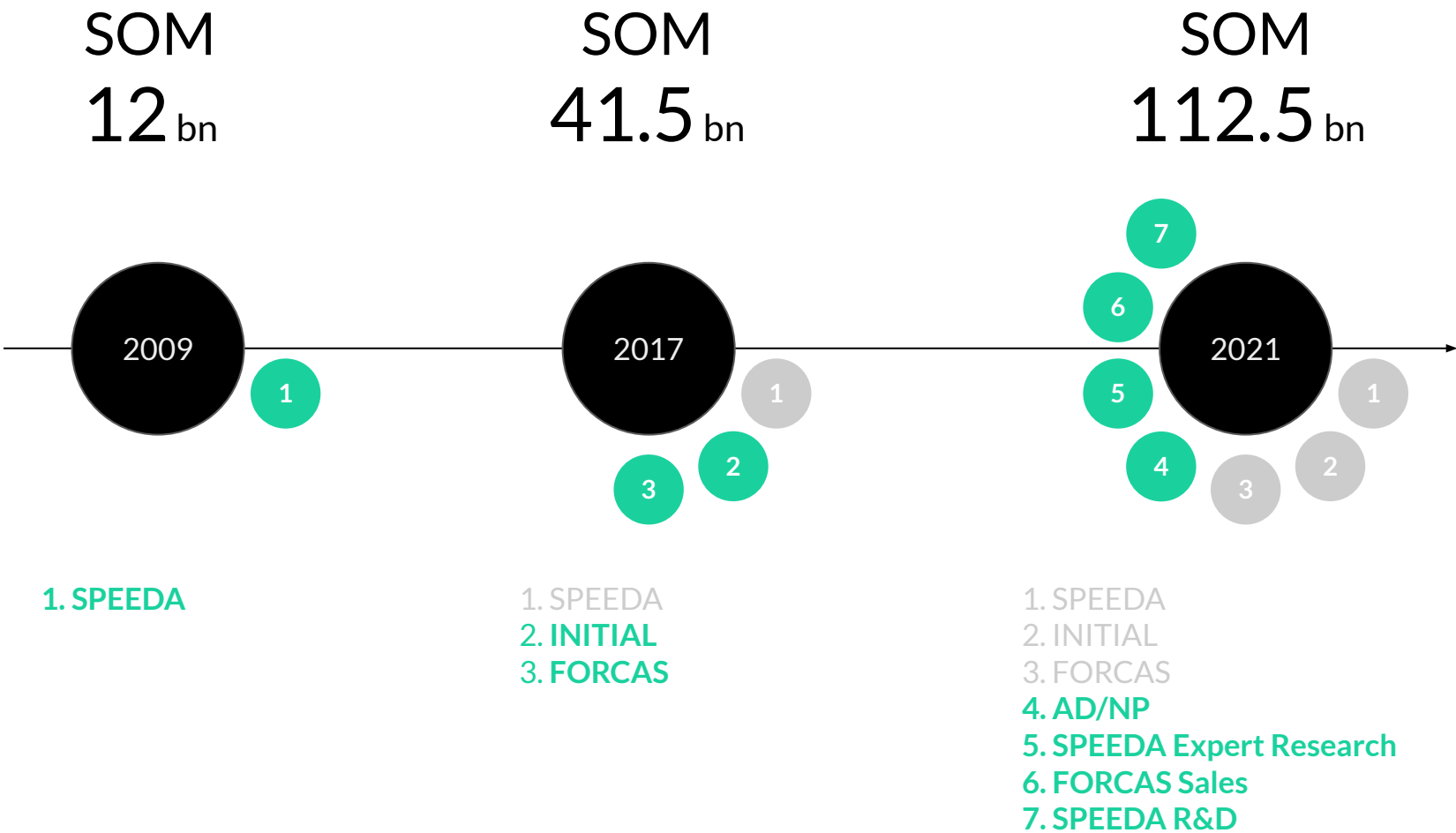


1. TAM (Total Addressable Market) is the total potential market size for Uzabase's SaaS business. The domestic market is estimated with reference to the domestic consulting services market forecast described in "[Announcing the Domestic Consulting Services Market Forecast](#)" (Japanese only) published 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 that leverage business intelligence and insights.

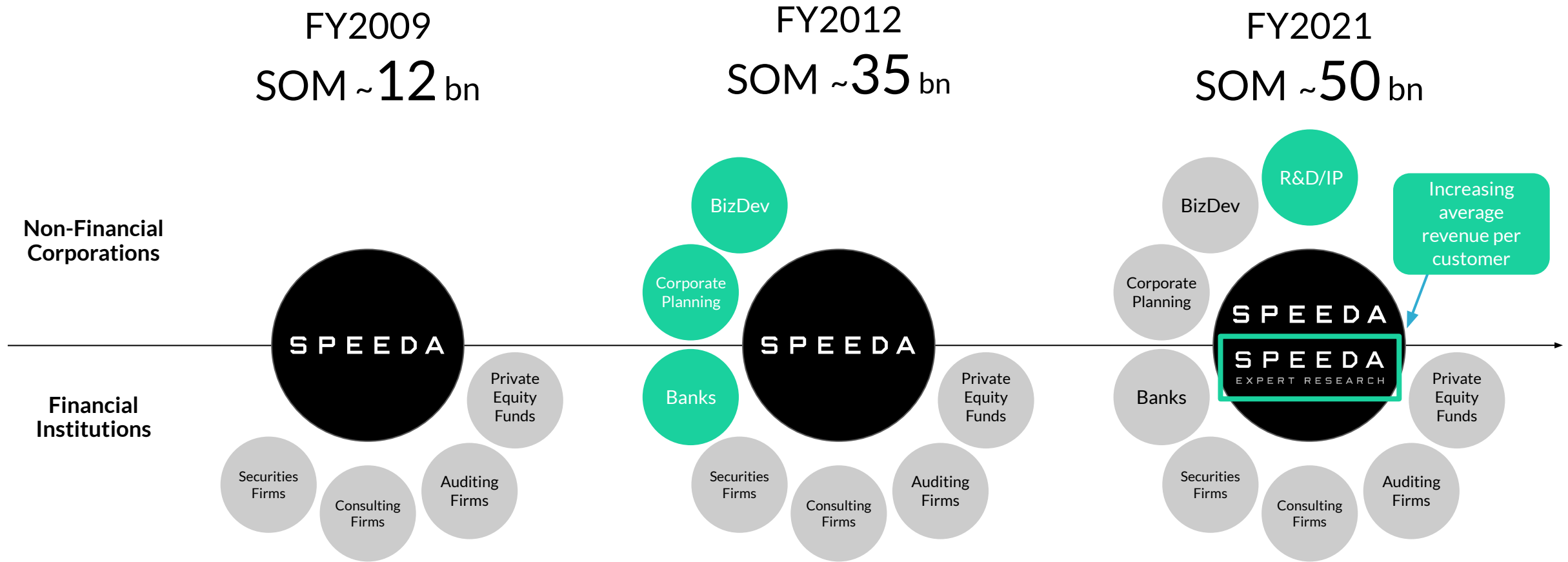


Unit: JPY

1. For details on each product's SOM, refer to pages 50-51 of the Appendix.

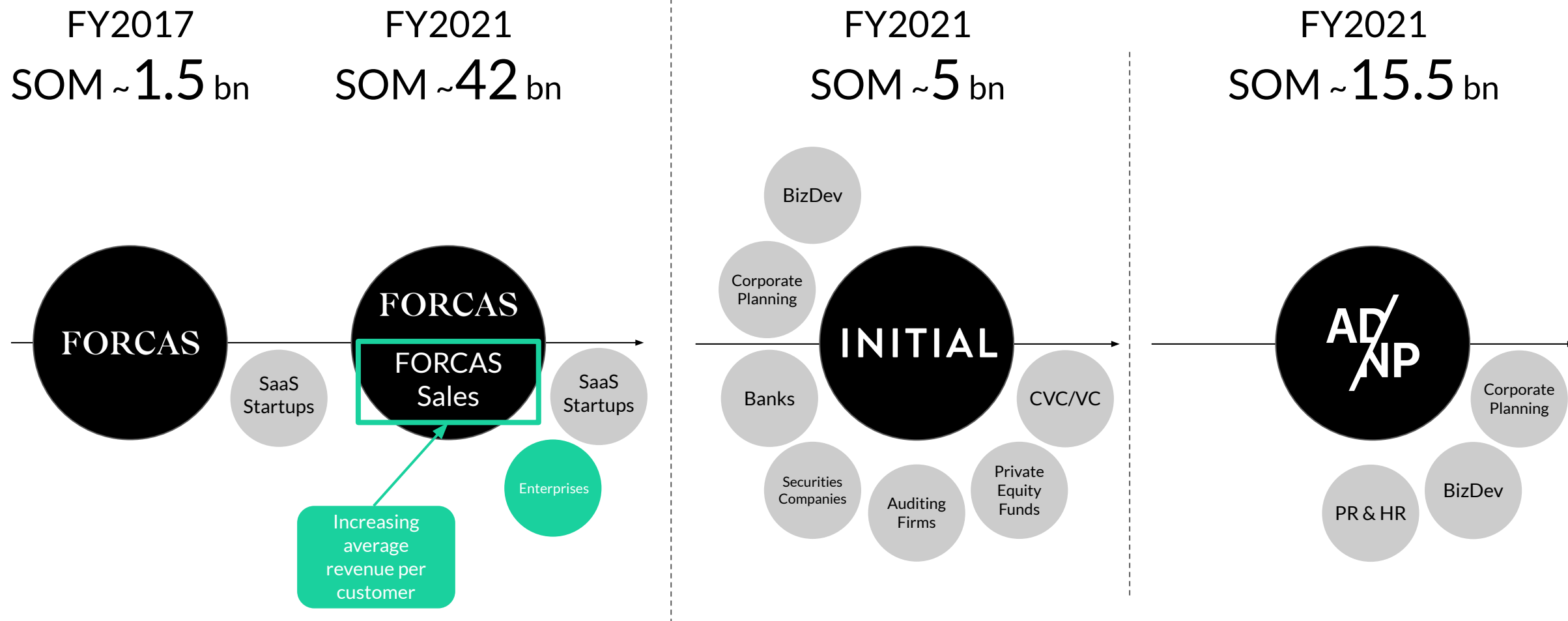
# Expansion of SOM for SPEEDA

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



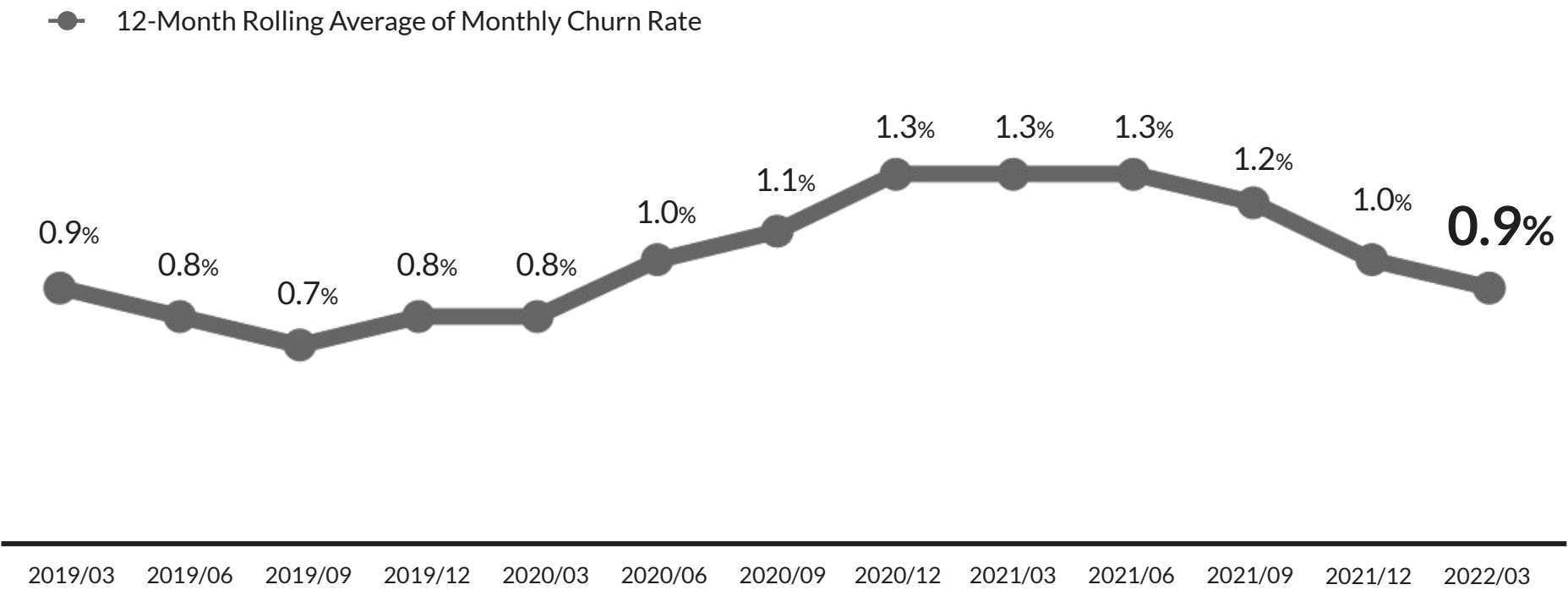
1. SOM (Serviceable Obtainable Market) refers to the obtainable revenue at the value proposition of SPEEDA offered in the fiscal year shown, calculated as the number of potential target companies multiplied by the expected average revenue per customer in each given year.

# Expansion of SOM for Other SaaS Products



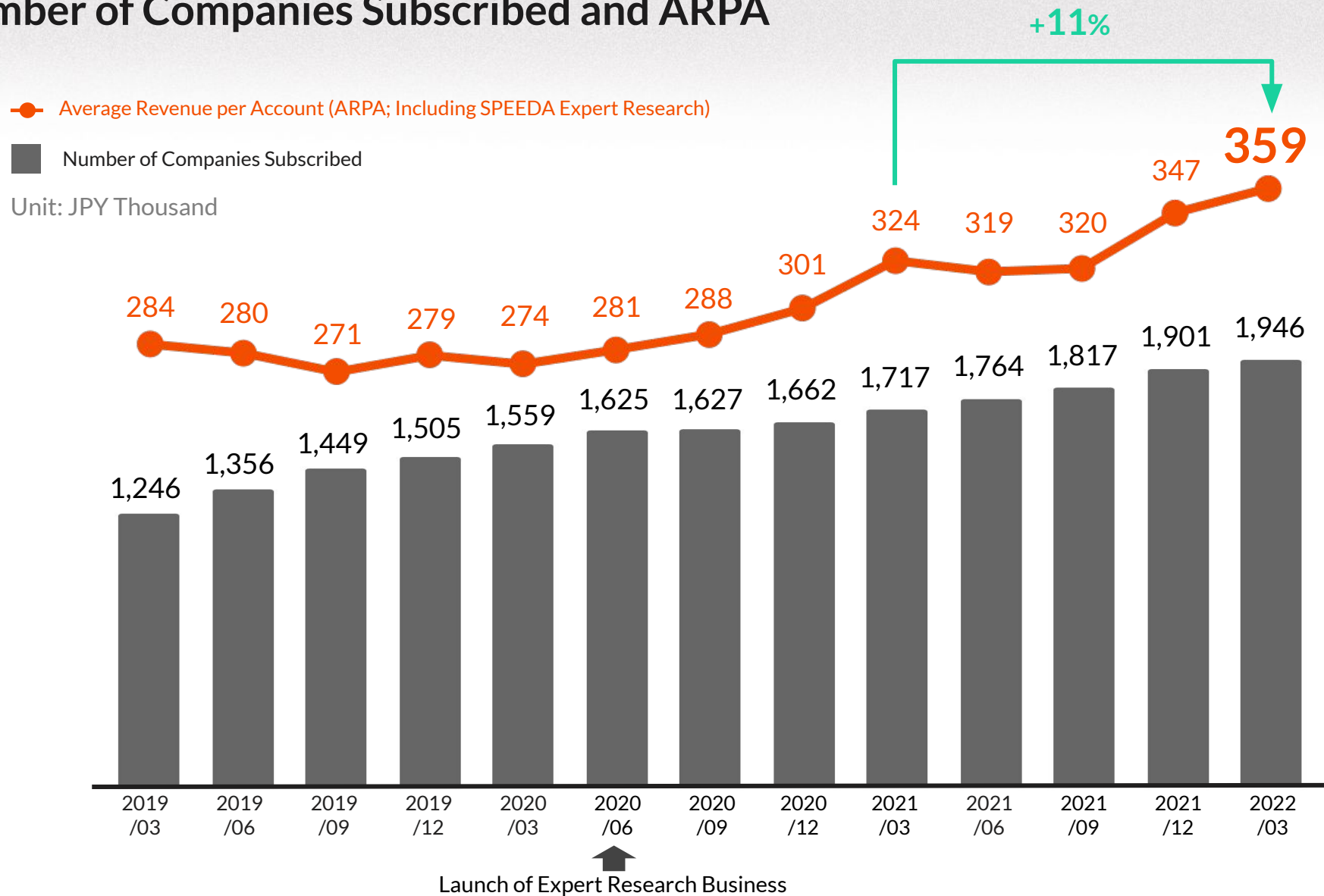


# SPEEDA Churn Rate



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

# SPEEDA: Number of Companies Subscribed and ARPA



1. Number of Companies Subscribed and Net Sales also include those of MIMIR starting from June 2020.

2. Number of Companies Subscribed for MIMIR includes all companies that had a confirmed transaction with MIMIR within the past one year (starting from the month when the data was aggregated) and excludes any companies that are also SPEEDA customers.

3. SPEEDA's Number of Companies Subscribed includes customers both in Japan and overseas. A corporate entity that has a subscription both in Japan and abroad is counted only once.

4. ARPA is calculated by dividing monthly net sales by the number of companies subscribed as of the end of each month.

5. The newly changed accounting method for revenue recognition are applied retroactively to monthly net sales, resulting in partial discrepancies with previously disclosed ARPA figures.

# Future Strategy for the SaaS Business

We are going to seek out cross-selling opportunities across SPEEDA's domestic client base.

There is sufficient cross-selling potential for all products to be offered to non-financial corporations that are SPEEDA clients.

As for financial institutions and consulting firms, there is cross-selling potential for SPEEDA Expert Research and INITIAL.

	SPEEDA Potential No. of Clients in Japan	SPEEDA No. of Existing Clients in Japan	Share of Clients Also Using Other SaaS Products
Non-Financial Companies			
1,000+ Employees	1,093	489(45%)	22.5%
101 - 999	2,334	419(18%)	10.3%
Under 100	694	133(19%)	9.8%
Financial Institutions			
Megabanks, securities firms	10	10 (100%)	80%
Major consulting firms, custodian banks, accounting firms, etc.	62	44 (71%)	38.6%
Other professional service providers	1,209	330 (27%)	22.4%

1. Number of client companies calculated using FORCAS.  
2. SPEEDA's total number of domestic clients excludes those where the number of employees is unknown and those who are using Expert Research only, thus it may not match the figure of 1,946 on P54.



UZABASE

Consolidated Profit and Loss Sheet (Quarterly Figures)

(Unit: JPY MM)	FY2020				FY2021				FY2022
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Net Sales	3,147	3,118	3,560	3,825	3,877	3,771	3,781	4,295	4,305
Net Sales Growth Rate	+11%	+11%	+27%	-5%	+23%	+21%	+6%	+12%	+11%
Cost of Sales	1,541	1,528	1,471	1,541	1,398	1,388	1,501	1,688	1,400
Gross Profit	1,606	1,590	2,088	2,283	2,479	2,382	2,279	2,607	2,904
Gross Profit Margin	51.0%	51.0%	58.7%	59.7%	63.9%	63.2%	60.3%	60.7%	67.5%
Selling, General, and Administrative Expenses	1,885	1,893	1,839	1,870	1,752	1,915	2,059	2,592	2,386
Operating Profit	-278	-302	248	413	726	467	220	15	517
Operating Profit Margin	-8.9%	-9.7%	7.0%	10.8%	18.7%	12.4%	5.8%	0.4%	12.0%
EBITDA	-56	-75	506	520	825	571	336	138	658
EBITDA Margin	-1.8%	-2.4%	14.2%	13.6%	21.3%	15.2%	8.9%	3.2%	15.3%
Ordinary Profit	-332	-362	183	207	665	439	183	256	700
Ordinary Profit Margin	-10.6%	-11.6%	5.2%	5.4%	17.2%	11.6%	4.9%	6.0%	16.3%
Net Profit Attributable to Parent Company Shareholders	-484	-647	-4,949	-411	472	248	-245	95	418

1.

Figures for FY2019 and FY2020 include figures for the Quartz business.

2.

The newly changed accounting method for revenue recognition applied retroactively to FY2020 and FY2021 figures.

# Consolidated Expenses (Quarterly figures)

(Unit: JPY MM)									
	FY2020				FY2021				FY2022
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Purchases	168	165	185	190	196	190	179	222	224
Labor and Outsourcing Expenses	1,367	1,366	1,300	1,314	1,066	1,068	1,230	1,380	1,250
Advertising Expenses	184	220	131	323	280	260	281	495	362
Personnel Expenses	845	797	771	740	743	799	880	992	1,044
Commissions	228	230	237	250	230	248	187	264	271
Depreciation and Amortization of Goodwill	221	226	256	108	98	105	116	123	140
Other Expenses	410	414	428	482	535	631	685	800	492

1. Figures for FY2020 include figures for the Quartz business.
2. The newly changed accounting method for revenue recognition applied retroactively to FY2020 and FY2021 figures.
3. "Labor and Outsourcing Expenses" include engineering team costs, as well as content production costs, including reporter labor costs and advertising/video program production costs (COGS).
4. "Commissions" include various commission fees such as those paid to Apple, as well as system usage fees.
5. "Depreciation and Amortization of Goodwill" includes software amortization.
6. "Other Expenses" include service commission expenses, recruiting and training expenses, communications expenses, compensations, and rent.

# Consolidated Balance Sheet

UZABASE

(Unit: JPY MM)	FY2021	End-Q1 FY2022	Change
Current Assets	12,337	10,364	-1,973
(Cash and Deposits)	10,613	8,400	-2,212
Non-Current assets	7,921	9,149	1,228
Deferred Assets	52	43	-8
<b>Total Assets</b>	<b>20,312</b>	<b>19,557</b>	<b>-754</b>
Current Liabilities	7,548	6,782	-765
Non-Current Liabilities	2,852	2,449	-402
<b>Total Liabilities</b>	<b>10,400</b>	<b>9,231</b>	<b>-1,168</b>
(Interest-Bearing Liabilities)	4,015	3,622	-393
<b>Total Net Assets</b>	<b>9,911</b>	<b>10,326</b>	<b>414</b>



# Consolidated Cash Flow Statement

(Unit: JPY MM)	FY2021	End-Q1 FY2022
Cash Flow from Operating Activities	2,696	-390
Cash Flow from Investing Activities	-1,066	-1,231
Free Cash Flow	1,630	-1,621
Cash Flow from Financing Activities	1,404	-632
Change in Cash and Cash Equivalents	3,100	-2,212
Cash and Cash Equivalents at the Beginning of Period	7,513	10,613
Cash and Cash Equivalents at the End of Period	10,613	8,400

# Profit and Loss Sheet by Segment (Quarterly Figures)

(Unit: JPY MM)		FY2020				FY2021				FY2022
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
SaaS	Net Sales	1,768	1,746	1,929	2,117	2,296	2,360	2,513	2,813	2,905
	Net Sales Growth Rate	+46%	+32%	+36%	+27%	+30%	+35%	+30%	+33%	+26%
	EBITDA	525	447	509	357	509	443	354	228	499
	EBITDA Margin	29.7%	25.6%	26.4%	16.9%	22.2%	18.8%	14.1%	8.1%	17.2%
	ARR	6,480	6,724	7,119	7,591	8,063	8,647	9,133	9,828	10,324
	ARR Growth Rate	+34%	+27%	+26%	+22%	+24%	+29%	+28%	+29%	+28%
NewsPicks	Net Sales	1,090	1,123	1,346	1,594	1,589	1,422	1,273	1,512	1,409
	Net Sales Growth Rate	+8%	+31%	+58%	+24%	+46%	+27%	-5%	-5%	-11%
	EBITDA	90	22	292	176	323	140	46	-10	178
	EBITDA Margin	8.3%	2.0%	21.8%	11.1%	20.4%	9.9%	3.6%	-0.7%	12.7%
	ARR	2,079	2,609	2,534	2,518	2,564	2,483	2,568	2,583	2,668
	ARR Growth Rate	+16%	+45%	+32%	+26%	+23%	-5%	+1%	+3%	+4%

1.

Internal transactions between segments are included.

2.

The newly changed accounting method for revenue recognition applied retroactively to FY2020 and FY2021 figures.

3.

Net Sales Growth Rates are year-over-year figures (compared to the same period of the previous year).

UZABASE

Comparison of Financials Before and After the Accounting Standard Change

(Unit: JPY MM)

	FY2020												FY2021											
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		
	Before	After	Diff.	Before	After	Diff.	Before	After	Diff.	Before	After	Diff.	Before	After	Diff.	Before	After	Diff.	Before	After	Diff.	Before	After	Diff.
Consolidated																								
Net Sales	3,171	3,147	-24	3,182	3,118	-64	3,583	3,560	-23	3,871	3,825	-45	3,965	3,877	-87	3,898	3,771	-127	3,875	3,781	-94	4,324	4,295	-28
Cost of Sales	1,549	1,541	-8	1,578	1,528	-50	1,501	1,471	-29	1,587	1,541	-45	1,473	1,398	-74	1,490	1,388	-102	1,599	1,501	-97	1,719	1,688	-30
Selling, General, and Administrative Expenses	1,885	1,885	0	1,893	1,893	0	1,839	1,839	0	1,870	1,870	0	1,752	1,752	0	1,915	1,915	0	2,059	2,059	0	2,592	2,592	0
Operating Profit	-263	-278	-15	-288	-302	-14	242	248	6	414	413	-0	739	726	-12	492	467	-24	216	220	3	12	15	2
EBITDA	-42	-56	-14	-61	-75	-13	499	506	7	522	520	-1	837	825	-12	597	571	-25	332	336	3	136	138	2
Consolidated (excl. Quartz)																								
Net Sales	2,882	2,858	-24	2,927	2,863	-64	3,287	3,263	-24	3,739	3,694	-45	3,965	3,877	-87	3,898	3,771	-127	3,875	3,781	-94	4,324	4,295	-28
EBITDA	624	609	-14	457	444	-13	772	779	7	530	528	-1	837	825	-12	597	571	-25	332	336	3	136	138	2
SaaS																								
Net Sales	1,784	1,768	-15	1,760	1,746	-14	1,923	1,929	6	2,117	2,117	-0	2,309	2,296	-12	2,384	2,360	-24	2,507	2,513	5	2,810	2,813	2
EBITDA	539	525	-14	462	447	-14	503	509	5	360	357	-2	524	509	-14	471	443	-28	354	354	0	230	228	-1
NewsPicks																								
Net Sales	1,099	1,090	-8	1,173	1,123	-50	1,376	1,346	-29	1,639	1,594	-45	1,664	1,589	-74	1,525	1,422	-102	1,372	1,273	-99	1,543	1,512	-31
EBITDA	90	90	0	21	22	1	291	292	1	175	176	1	321	323	2	138	140	2	42	46	3	-14	-10	3



# Difference Between EBITDA and Operating Profit

(Unit: JPY MM)

	FY2020				FY2021				FY2022
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
EBITDA	609	444	779	528	825	571	336	138	658
Goodwill Amortization	13	20	23	23	23	23	23	23	23
Depreciation Costs	40	41	70	86	74	81	93	100	116
Stock-Based Compensation	0	0	0	-1	0	-1	-	-	-
Operating Profit	554	382	684	420	726	467	220	15	517

1. Figures for FY2019 and FY2020 include figures for the Quartz business.
2. The newly changed accounting method for revenue recognition applied retroactively to FY2020 and FY2021 figures.
3. Depreciation Costs also include software amortization.

# Existing Stock Incentives

Category	Tied to Performance or Stock Price Conditions?	Status	End-Dec 2021	End-Mar 2022
			Number	Number
Stock Options	No	Opening Balance	891,552	761,928
		Granted	0	0
		Exercised	-129,624	-1,440
		Cancelled	0	0
		Closing Balance	761,928	760,488
	Yes	Opening Balance	3,333,700	2,957,800
		Granted	0	0
		Exercised	-5,400	-3,000
		Cancelled	-370,500	0
		Closing Balance	2,957,800	2,954,800
Restricted Stock Units	No	Opening Balance	0	0
		Granted	0	0
		Exercised	0	0
		Cancelled	0	0
		Closing Balance	0	0
Total Potentially Dilutive Shares			3,719,728	3,715,288
Shares Outstanding			36,750,126	36,868,766
Percentage of Stock Incentives			10.12%	10.08%

# 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.

**UZABASE**

May 13, 2022



For any questions that were not answered today, or any other inquiries, please contact Uzabase's IR Team:

E-mail: [ir@uzabase.com](mailto:ir@uzabase.com)

Phone: +81-3-4533-1999

The announcement of the financial results for Q2 FY2022 and the briefing session are scheduled for the following dates:

Announcement of financial results: August 4 (Thursday), 3:00 PM JST onwards

Financial results briefing session: August 4 (Thursday), 6:00 PM JST

**UZABASE**

*Thank you very much for your time.*