



**Speee, Inc.**  
**Securities Code: 4499**

# **Financial Results Briefing Material**

November 11, 2022

**Fiscal Year Ending  
September 2022**



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Mission

**Unravel everything.  
Bring the future to us.**

Information to information,  
people to people, and  
service to service.

By linking all these together,  
we will become a company that moves the world forward.

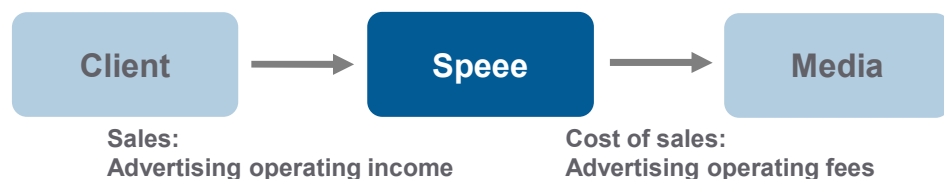
# **1 Operating Results for FY2022 4Q**

# Companywide Adoption of accounting standards for revenue recognition



- Effective from 1Q of FY2022, “Accounting Standard for Revenue Recognition” is applied.
- Recognition of advertisement sales changed to net accounting in Marketing DX.

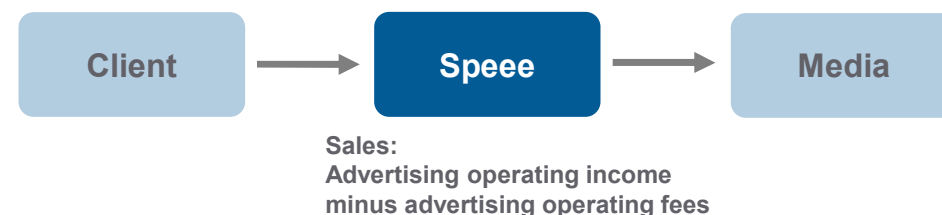
Before



## Gross sales accounting:

Sales and cost of sales were recorded in gross accounting with the advertising operating income from the clients as sales and the advertisement operating fees paid to media as cost of sales.

After



## Net sales accounting:

Sales are recorded at net accounting by subtracting the advertising operating fees paid to media from the advertising operating income from the clients.  
There are no impacts to Gross profit and other profit items.

Effective from 1Q of FY2022, "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) and related standards are applied. For the purpose of comparability, the results of the Marketing DX segment for FY2021 are presented as if the standards had been applied.

# Companywide FY2022 4Q Highlights



- Net sales reached a new record high. Operating profit increased Y/Y despite the increased investments in new services such as welfare area.

Net sales	Gross profit	Operating profit	EBITDA	Net profit
3,011 million yen	2,547 million yen	383 million yen	412 million yen	309 million yen
<u>Y/Y</u> +18.1%	<u>Y/Y</u> +20.7%	<u>Y/Y</u> +34.9%	<u>Y/Y</u> +18.9%	<u>Y/Y</u> -6.8%

# Companywide FY2022 4Q Income Statement Summary



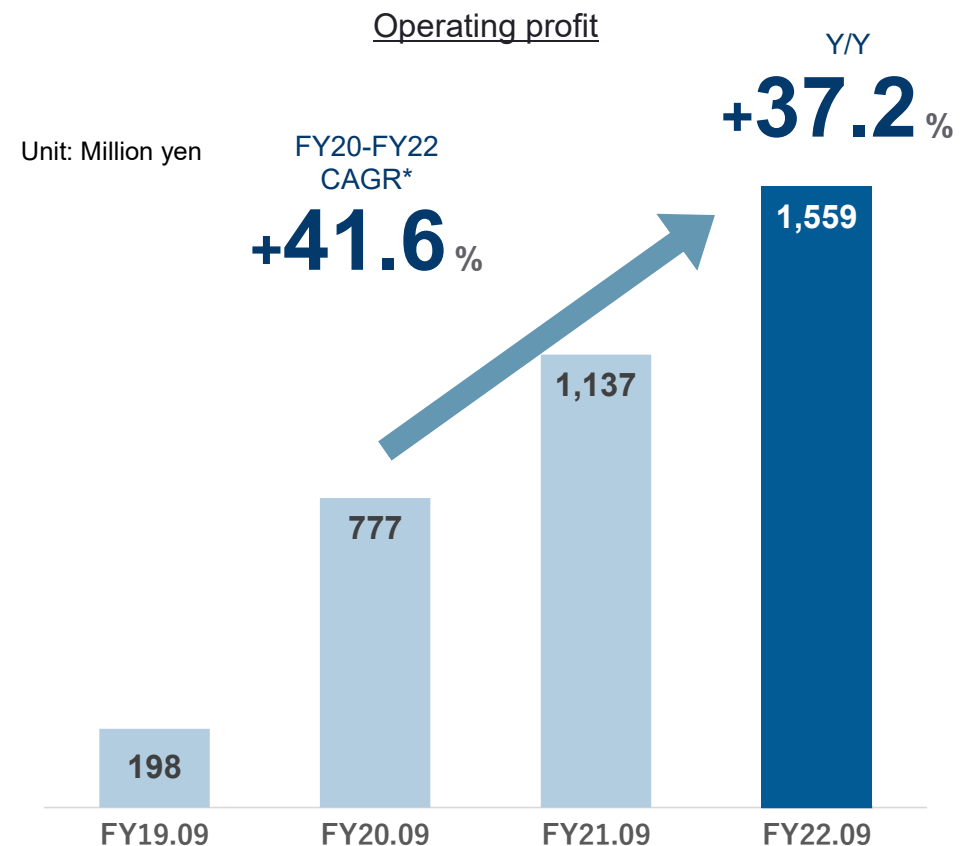
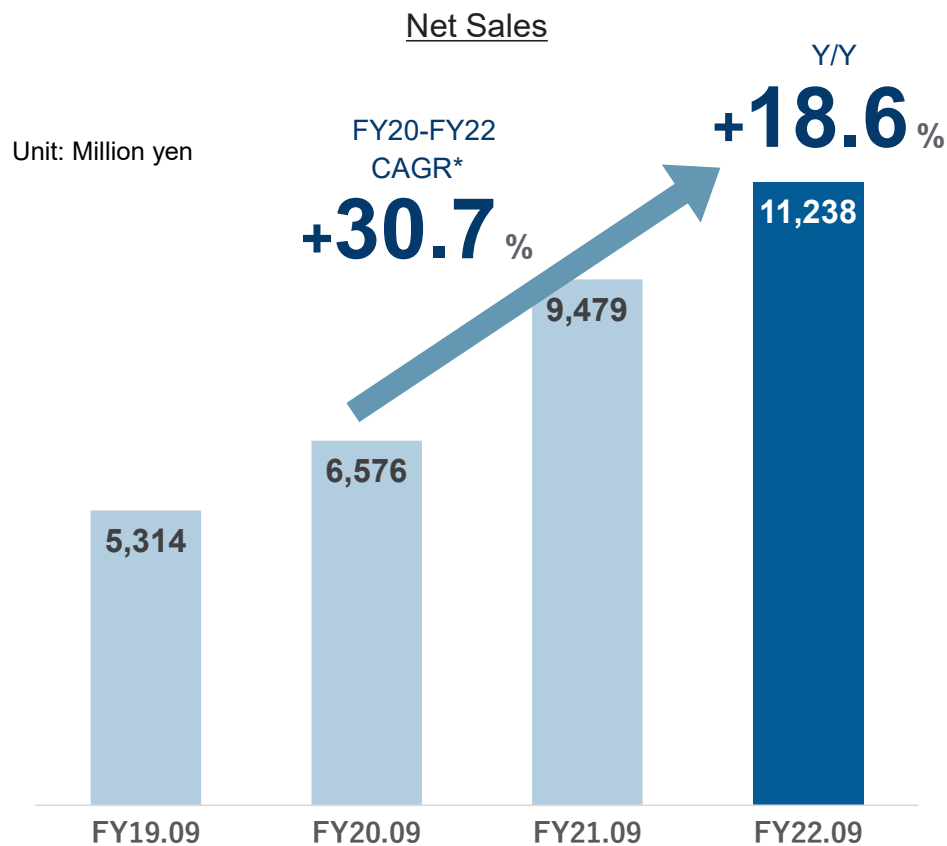
■ Net sales fell short, however, each profit items have exceeded the guidance.

Unit: Million yen	Quarterly results	Comparison				Progress		
		Y/Y		Q/Q		Guidance	Results	Progress
		Results	% change	Results	% change			
Net Sales	3,011	2,550	18.1%	2,858	5.3%	12,485	11,238	90.0%
Operating profit	383	284	34.9%	279	37.3%	1,501	1,559	103.9%
Ordinary profit	391	336	16.6%	286	36.8%	1,499	1,589	106.0%
EBITDA	412	346	18.9%	304	35.3%	1,575	1,663	105.6%
Net profit	309	332	-6.8%	182	69.9%	977	1,082	110.8%

# Companywide Net Sales and Operating Profit



- Both net sales and operating profit achieved high growth and reached a record high.

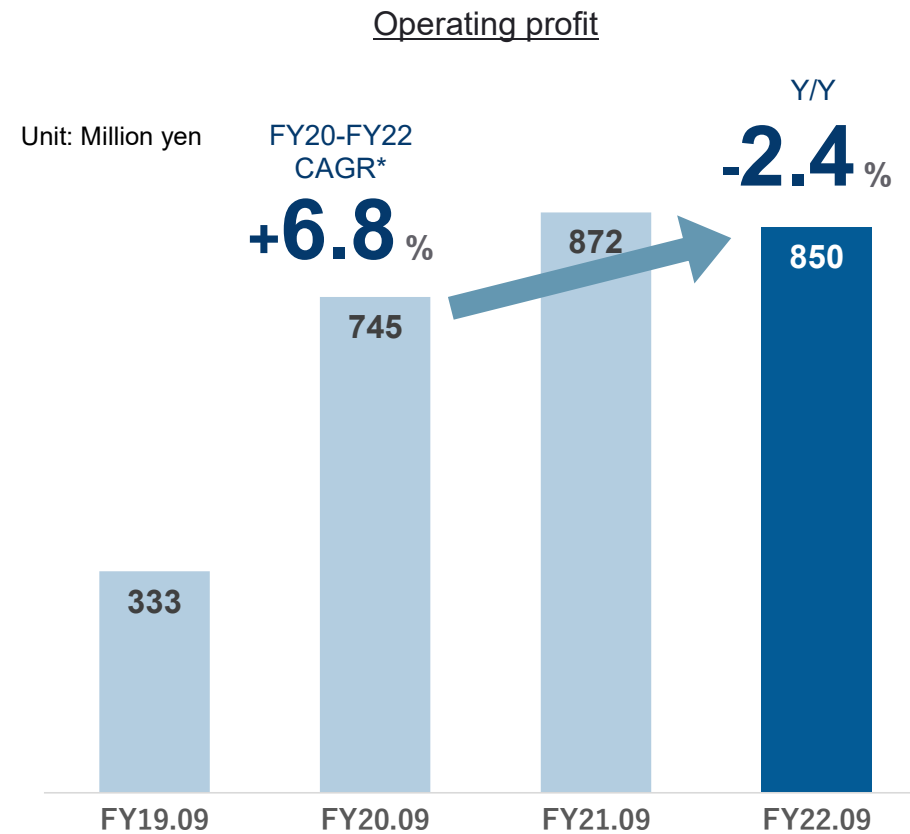
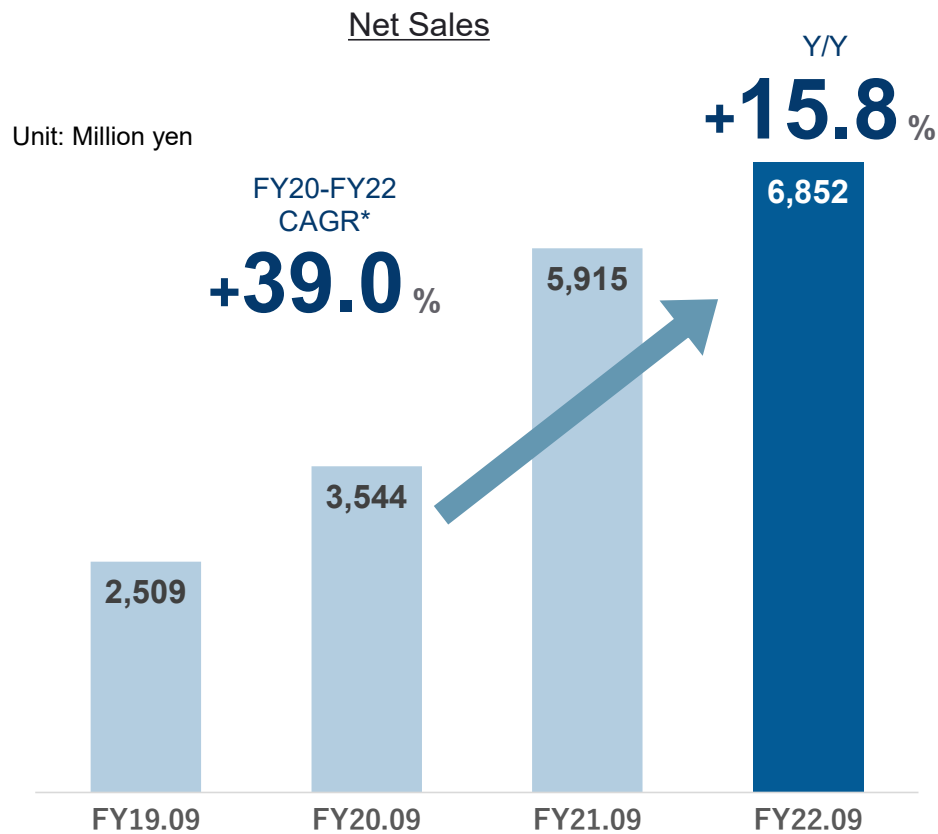




# Real Estate DX Net Sales and Operating Profit



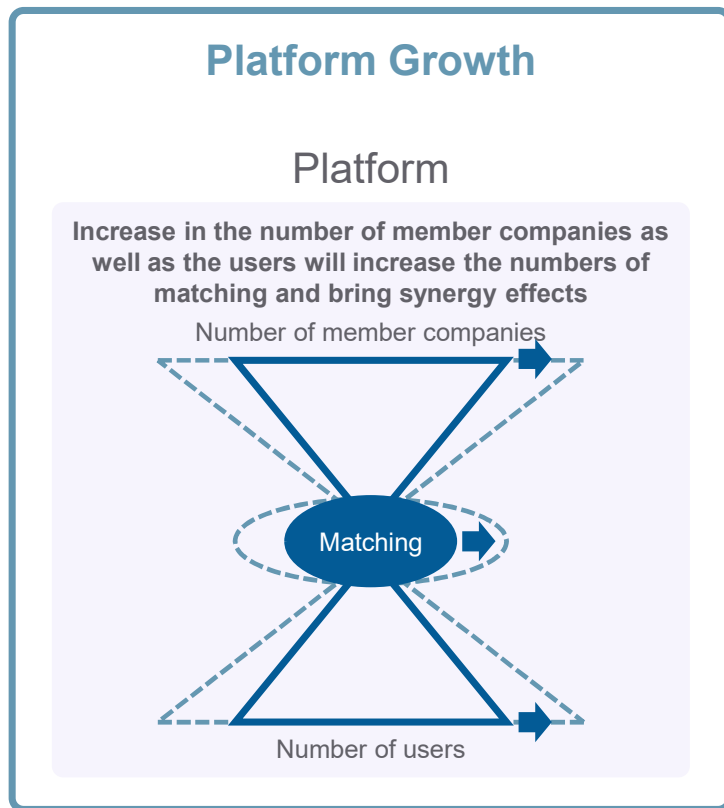
- Net sales achieved high growth. Operating profit remains flat due to investments in TV commercials and welfare sector.



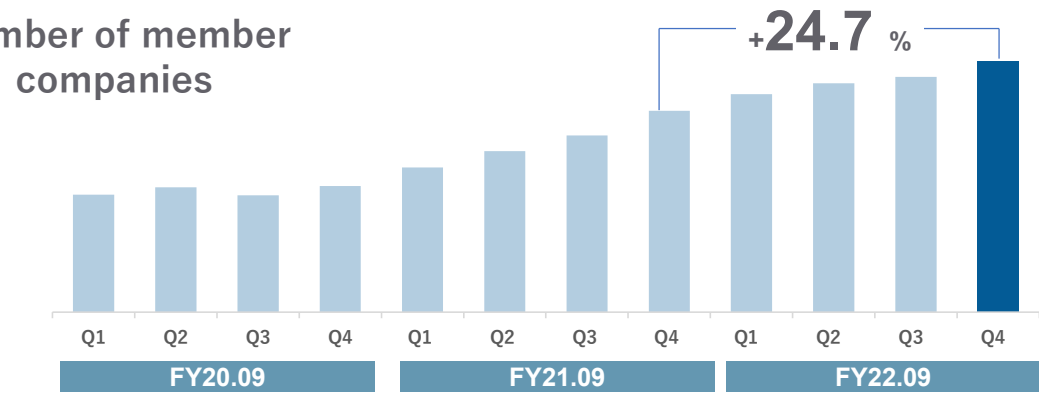
# Real Estate DX Key KPIs



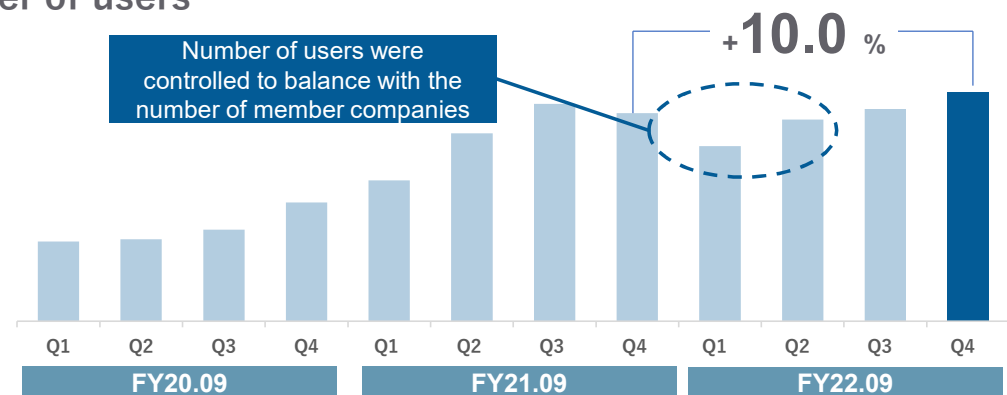
- Number of member companies show steady growth.
- Number of users grew steadily despite the temporary control in the first half.



Number of member companies



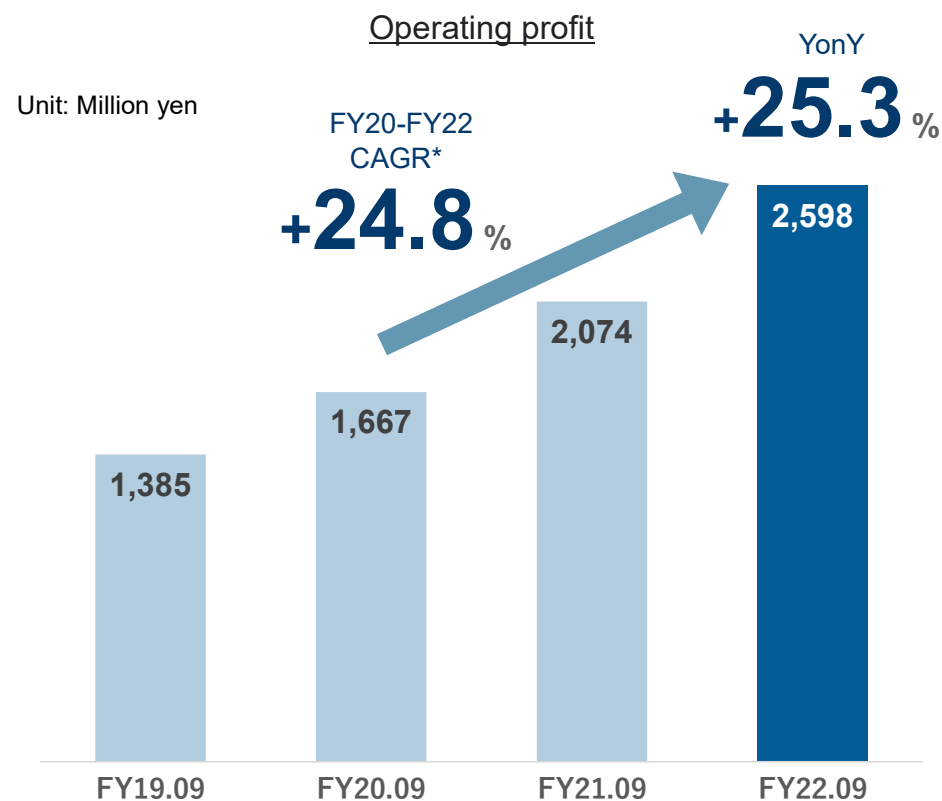
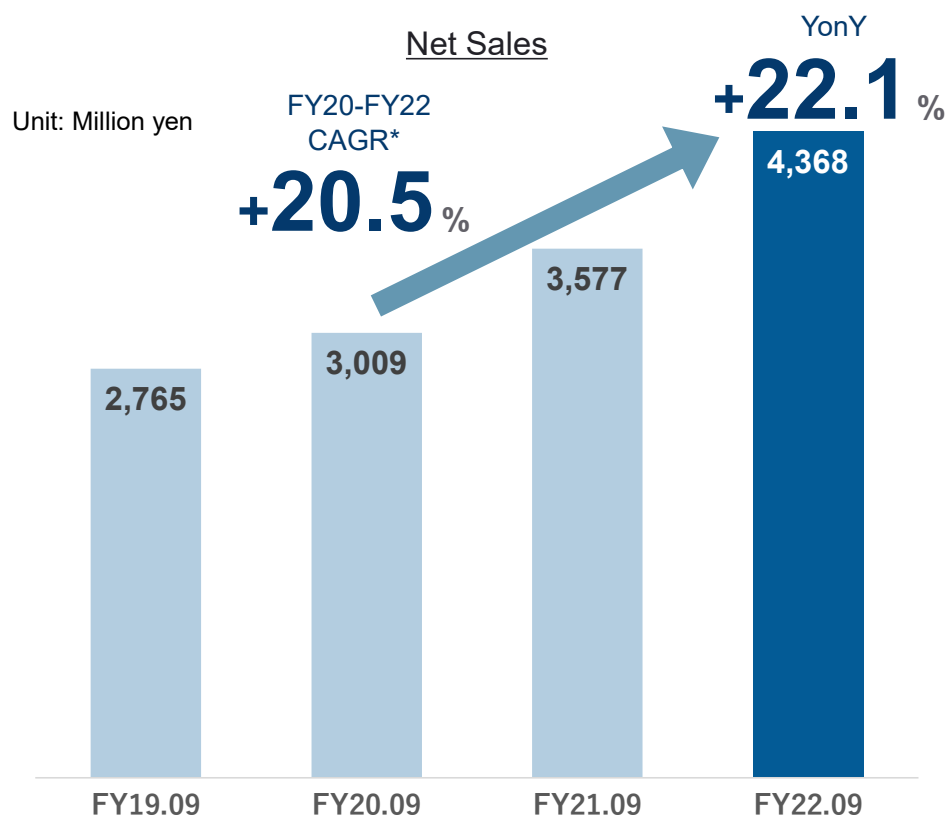
Number of users



# Marketing DX Net Sales and Operating Profit



- Both net sales and operating profit achieved high growth and reached a record high.



# Marketing DX Key KPIs



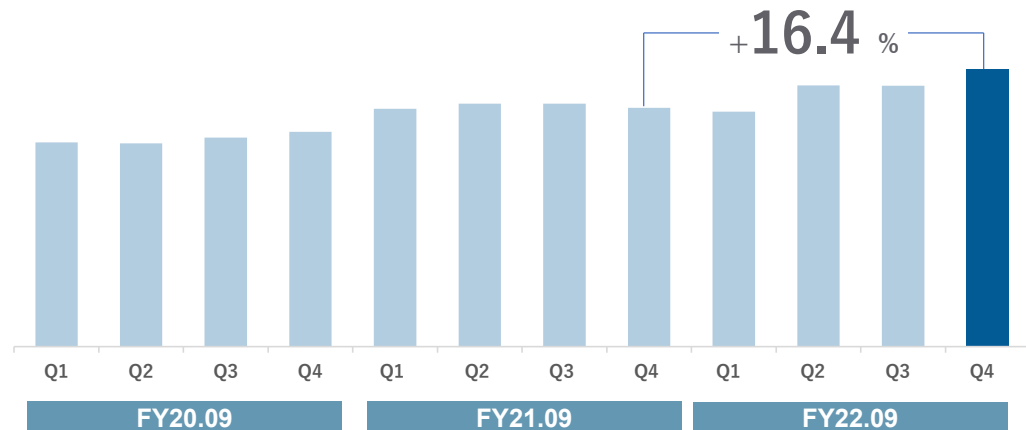
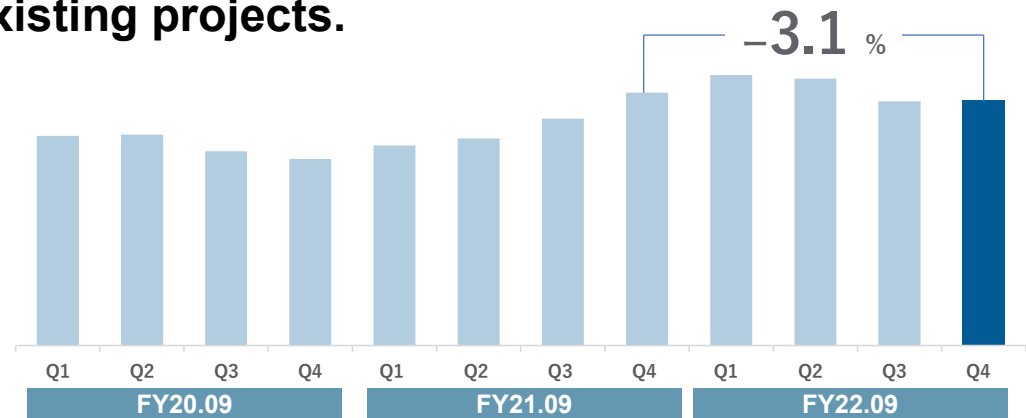
- Movements of shifting to high unit price projects and a temporary control in the number of the orders due to shortage of staff have resulted in decrease of clients, whereas the unit price per client increased by both in new and existing projects.

Stable  
growth  
x  
high  
profitability

Number of clients  
of consulting  
projects



Unit price  
of consulting  
projects

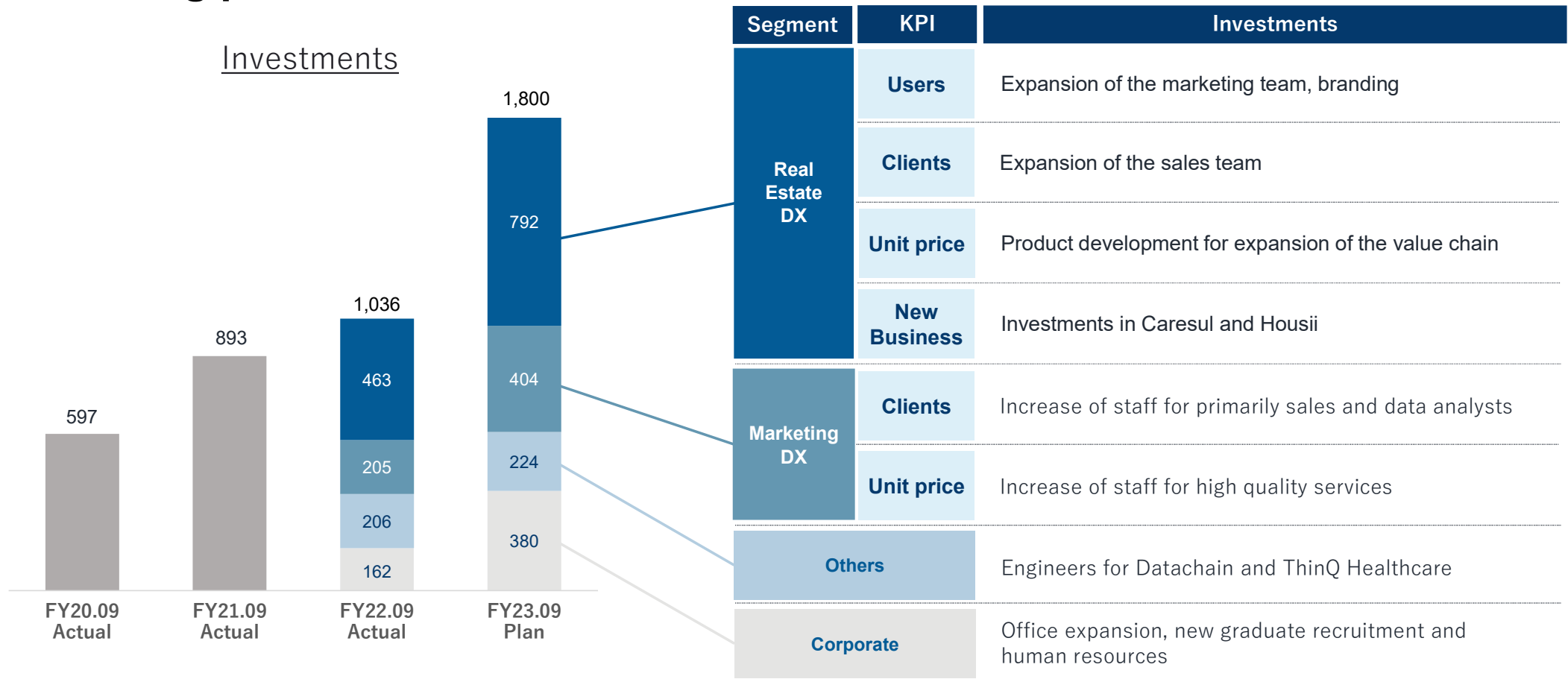


## **2 Investment Plan**

# Companywide Investment plan for FY23



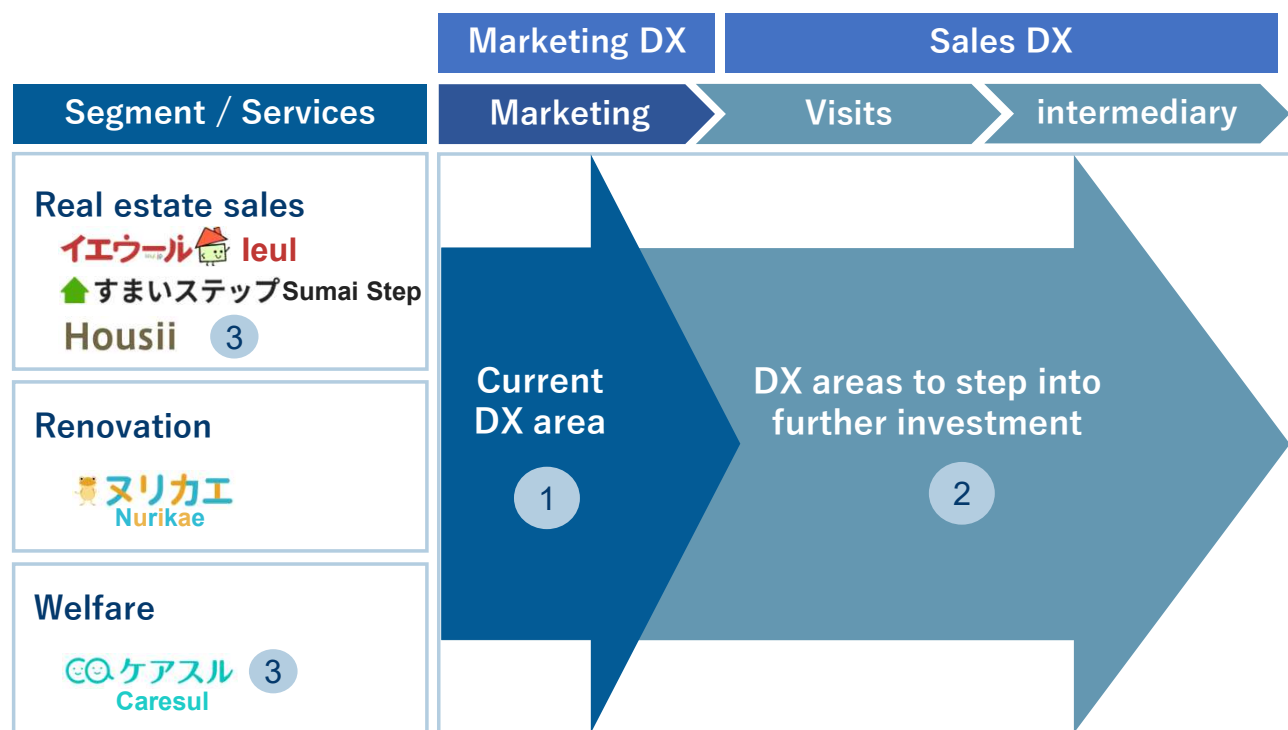
- Stepping into investment in each business sectors by positioning FY23 as an investing period.



# Real Estate DX Investment Plan



- Further investment of 792m in 1) current services, 2) expanding the value chain, and 3) in new services as to solidify the No. 1 market share.



## ① Expansion of staff

- Expansion of marketing and sales team
- Enhancing the portfolio of customer attraction and strengthen corporate and partner's website

**KPIs : Number of users and clients**

## ② Product development for Sales DX area

- Accelerate the product development for Sales DX to expand the value chain
  - AI assessment tools
  - Sales supporting tools
  - CRM tools, etc.

**KPIs : Number of clients, Unit price**

## ③ New service revenue growth

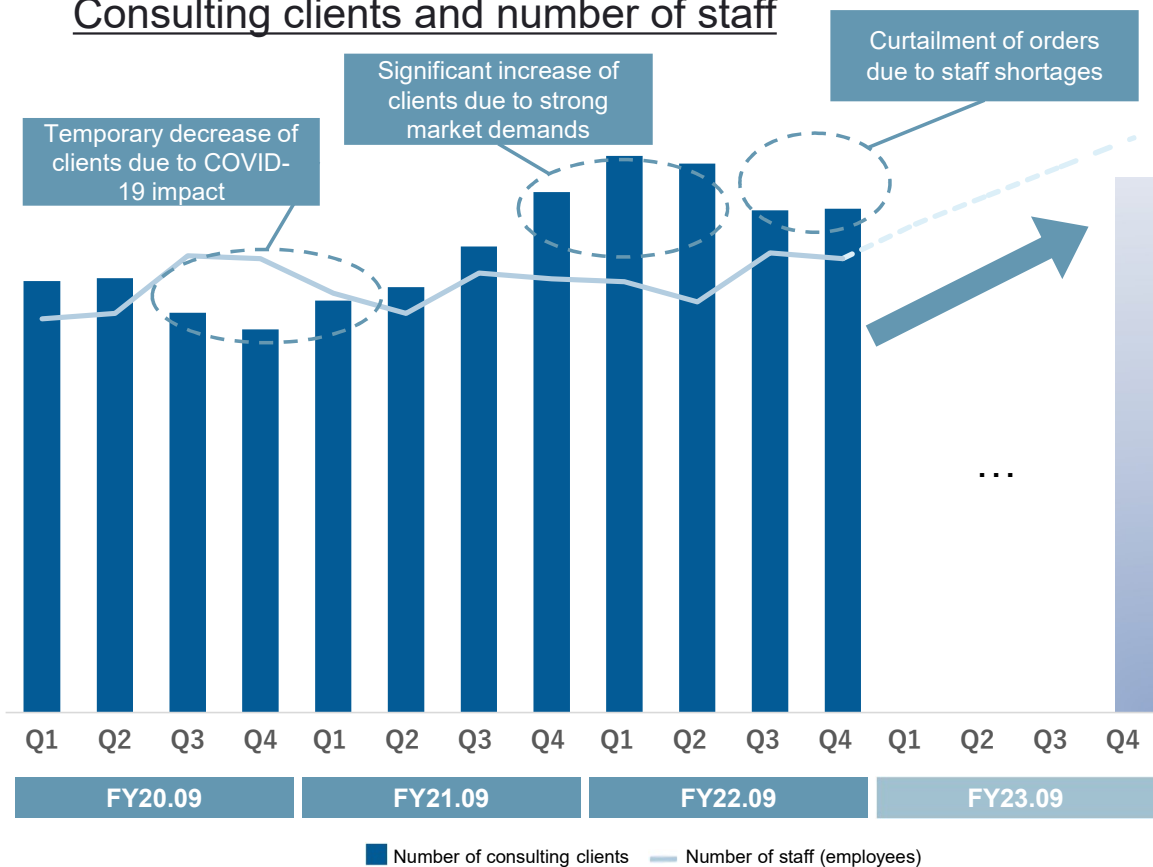
Invest in marketing and development for Caresul and Housii for the revenue growth

# Marketing DX Investment plan



## ■ Planning to increase the number of consulting clients through focused investment in number of professional staff.

Consulting clients and number of staff



### Marketing DX

- As shown in the increase of the clients from the second half of FY21, the consulting needs of Marketing DX are high and cost per client is rising continuously. In FY23, investments in increasing professional staffs are planned to meet this opportunity.
- Despite an increase in the number of new graduates, FY22 resulted in short of staff. As such, investment will be made on hiring for a significant increase in staff in the following measures.
  - Accelerate the hiring activity and increase the employees including 60 new graduates
  - Expansion of the hiring team:
    - FY21: 4, FY22: 7, FY23: 10 (plan)
  - Reforming employee remuneration to more competitive level

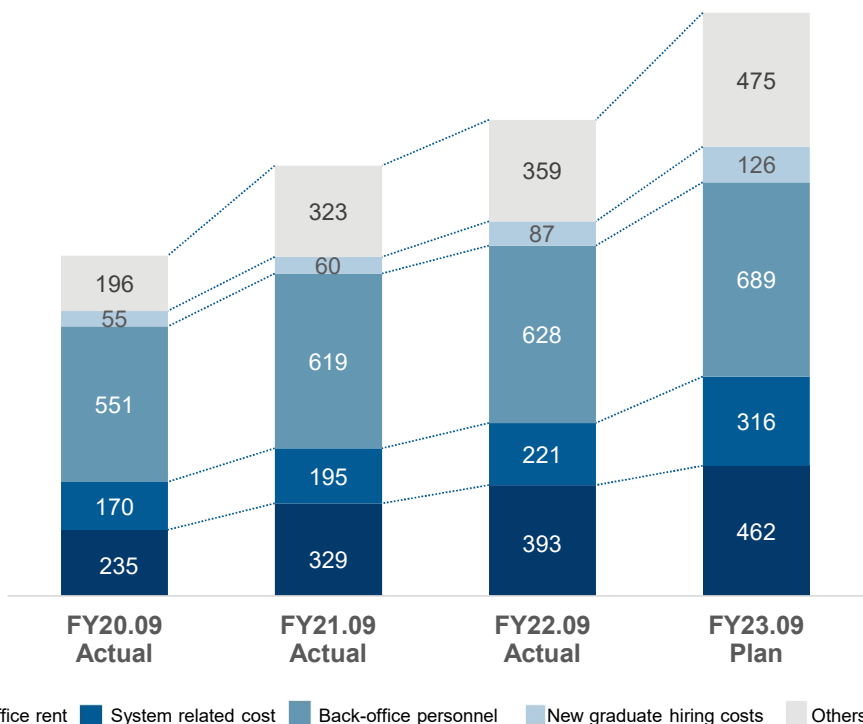


# Corporate/Back-office Investment plan



- Expect to increase in office rent, new graduate hiring and back-office personnel costs. Investment to be completed in FY23 other than hiring costs.

## Corporate / Back-office costs



## Corporate / back office

- **Office rent**  
From January 2023, part of our office will be relocated and consolidated to one location. Both the office space and the rent will be increased by 1.2 times. Working on enhancing efficient working styles by combining with remote working.
- **New graduate recruitment**  
Increase the number of new graduate hiring but maintain the cost of hiring per employee.
- **Personnel increase in the back-office**  
Plan to increase in line with the organization growth.

**Investment for corporate / back office will complete in FY23 except for the new graduate recruitment.**

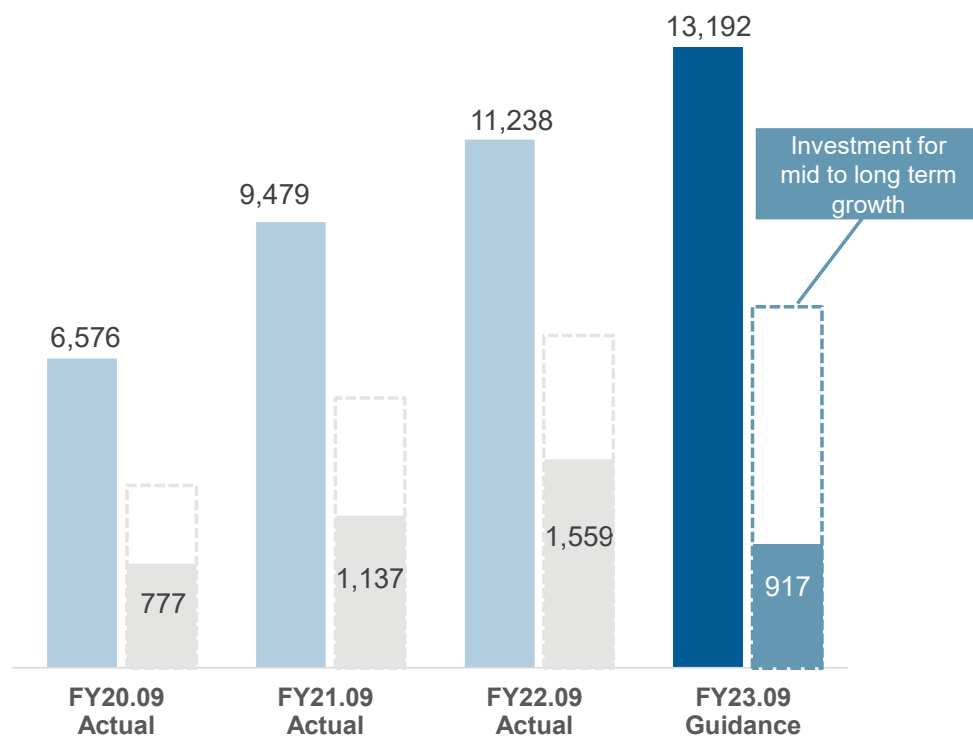
# 3 Guidance

# Companywide Guidance of FY23



- High sales growth expected, especially in Real Estate DX segment.
- Investing upfront for sustainable 120% growth in the medium to long term.

Net sales and operating profit



\*Dotted line shows profit before investment.

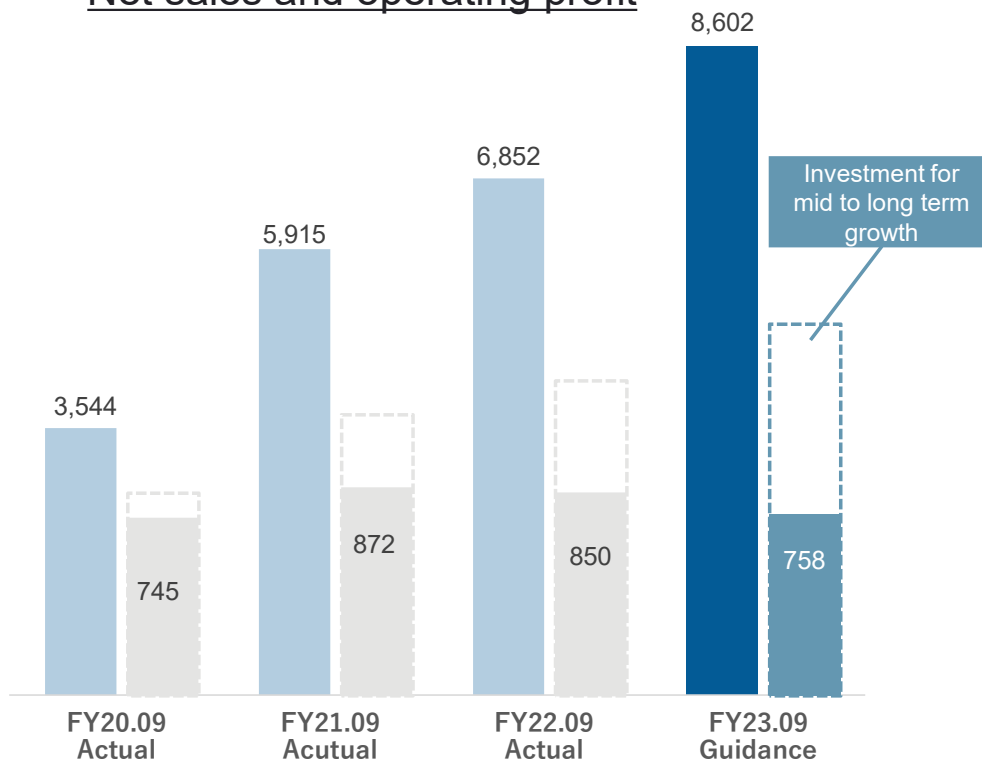
Unit: Million yen	FY22 Actual	FY23 Guidance	%
<b>Net sales</b>	<b>11,238</b>	<b>13,192</b>	<b>+17.4%</b>
Real Estate DX	6,852	8,602	+25.5%
Marketing DX	4,368	4,589	+ 5.1%
<b>Operating profit</b>	<b>1,559</b>	<b>917</b>	<b>-41.2%</b>
Real Estate DX	850	758	-10.9%
Marketing DX	2,598	2,422	- 6.8%
<b>Ordinary profit</b>	<b>1,589</b>	<b>935</b>	<b>-41.2%</b>
<b>EBITDA</b>	<b>1,663</b>	<b>1,013</b>	<b>-39.1%</b>
<b>Net profit</b>	<b>1,082</b>	<b>374</b>	<b>-65.5%</b>

# Real Estate DX Guidance of FY23



- High sales growth expected from existing and new services, while continuous investments are planned for medium to long term growth.

## Net sales and operating profit



\*Dotted line shows profit before investment.

## Real Estate DX Guidance

- **Net Sales**

Revenue of 8,602m (+25.5% Y/Y) is expected in FY23 not only from the growth of the existing services, but also from the growth of the new services such as Caresul and Housii.

- **Operating profit**

Investments will be made to 1) increase the number of users and clients of existing services, 2) develop products for expanding the value chain to increase the unit price per client, and 3) enhance marketing and development for new services.

As a result, operating profit is expected to be 758m (-10/9% Y/Y) in FY23.

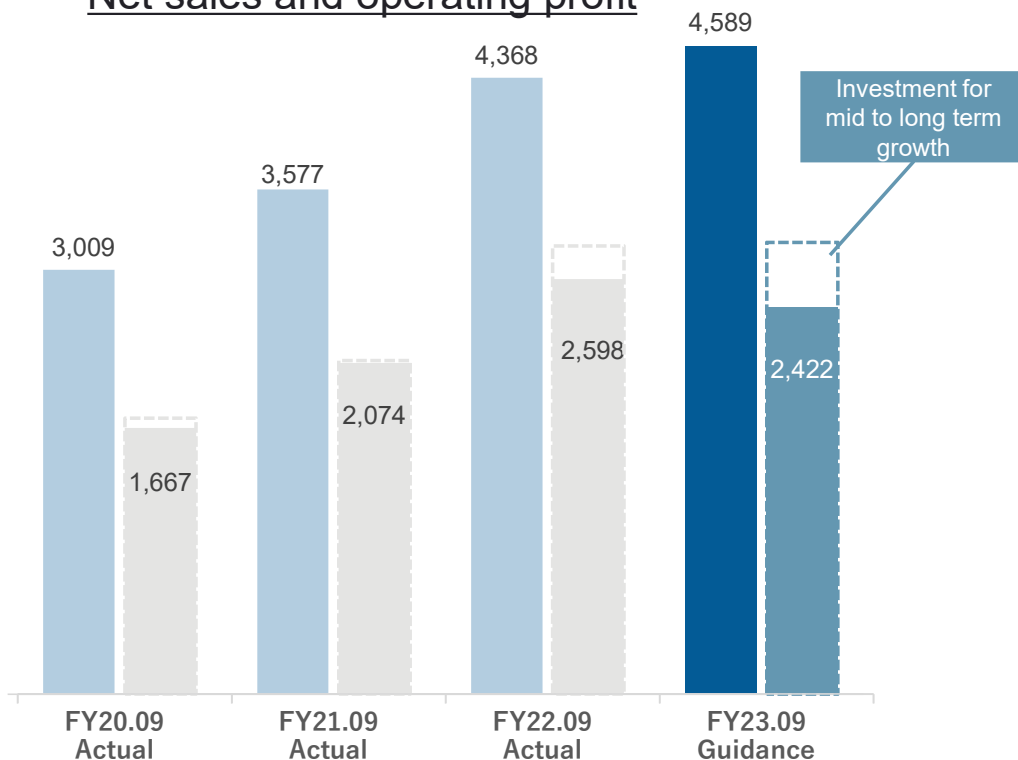
Investment of product development to expand the value chain is aimed to increase the revenue continuously for 125% and operating margin in the 20% range over the medium to long term.

# Marketing DX Guidance of FY23



- Higher sales and lower profit is expected in FY23 from large investments in workforce aimed for 120% growth in the medium to long term.

Net sales and operating profit



\*Dotted line shows profit before investment.

## Marketing DX Guidance

- **Net sales**

Although investments in human resources are planned in FY23, it is expected that a certain amount of time will be necessary for them to become fully operational, and that the number of clients will increase from the second half of the year as a result of the accumulation of new orders. On the other hand, unit prices per client are expected to continue to rise, and sales are expected to reach 4,589m (+5.1% Y/Y).

120% continuous sales growth is aimed from FY24 and onward, driven by a full-scale increase in clients and unit prices per client due to the increased strength of the workforce.

- **Operating profit**

Operating profit is expected to decrease to 2,422m (-6.8% Y/Y) due to increased investment in sales, data analysts and other human resources.

**Aiming for continuous sales growth of 120% in the medium to long term through investment in human resources**

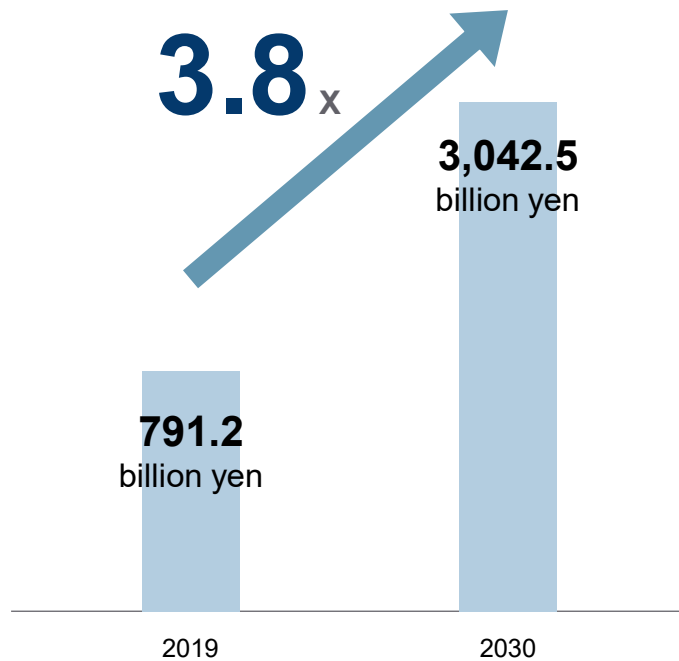
# **4 Growth Strategies**

# Growth Potential of the Overall DX Market



## ■ DX market is a growing market with great potential

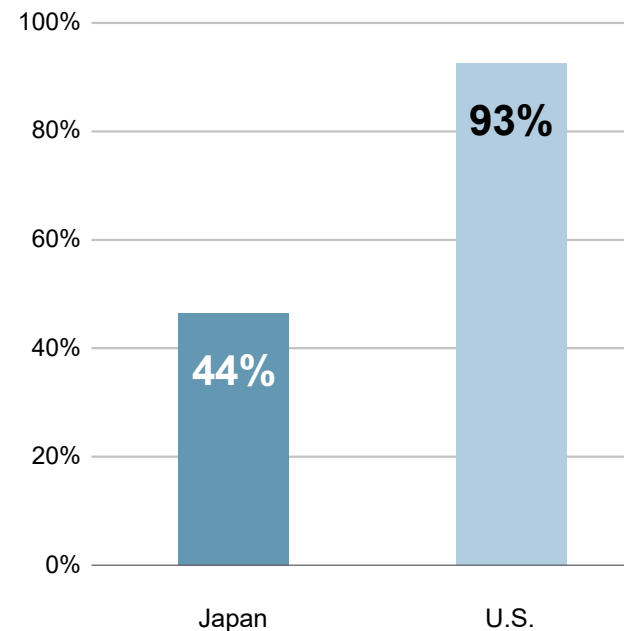
Growth in market size



\*Source:  
2020 Digital Transformation Market Future Outlook, Fuji Chimera Research Institute, Inc.

International comparison of corporate initiatives for DX

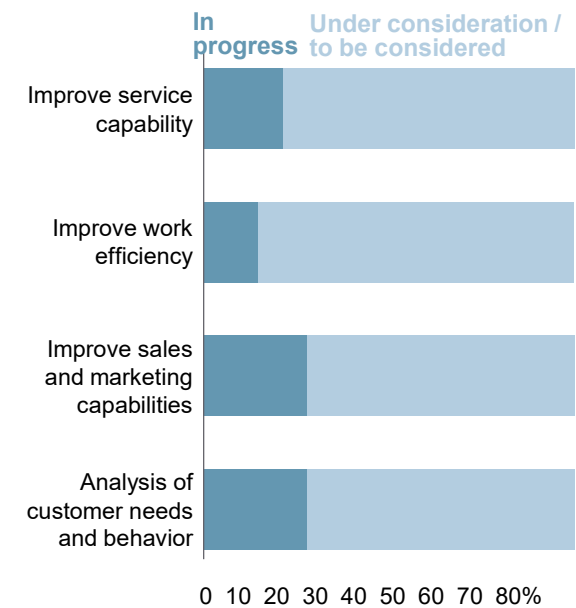
The percentage of Japanese companies conducting DX initiatives is still less than 1/2 of that in the U.S.



\*Source:  
Fact-Finding Survey on Information Security in Companies 2019, Nomura Research Institute, Ltd.

Status of corporate initiatives for DX

Initiatives will increase significantly across a wide range of businesses in the future

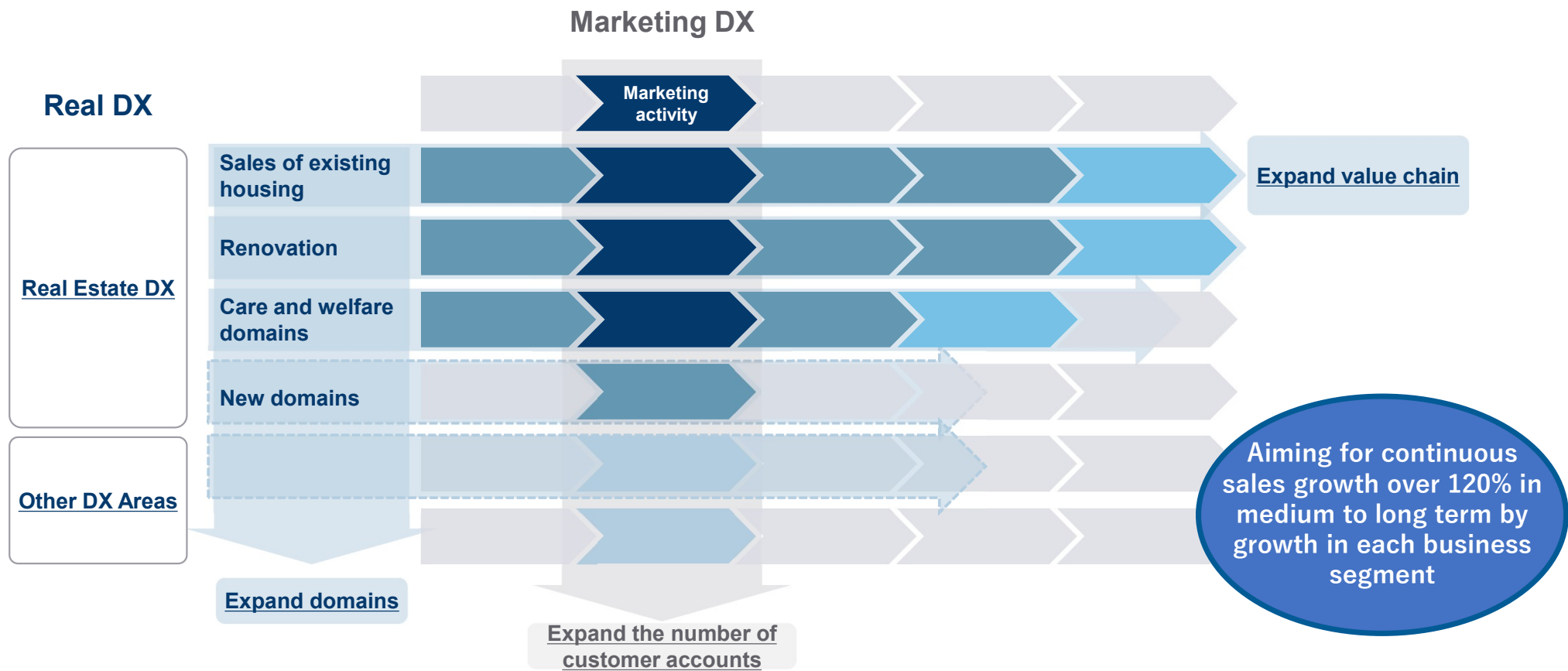


\*Source:  
IT Utilization Survey 2017, Nomura Research Institute, Ltd.

# Business Growth Direction



- Real Estate DX will work to develop new domain while expanding the target value chain
- Marketing DX will work to increase the number of customer accounts





# Main Growth Topic



- Strengthening business alliances in Real Estate DX
- Quickwin CDP service launched in Marketing DX

## Growth topic

## Related Segments

- Business alliance with Mansion Note and Kamakura Shinsho

**Real Estate DX**

- Launch of Quickwin CDP service

**Marketing DX**

- Datachain's interoperability product(\*1) "LCP" and "YUI" deployed in public/enterprise blockchain

**New Business  
(Datachain)**

\* Interoperability is a technology used to make a myriad of different blockchains interoperable

# Real Estate DX Business alliance update



- Business alliances with Kamakura Shinsho and Mansion Note, etc.
- Strengthen referrals of users to Real Estate DX' service.



Alliance includes referrals of prospective users from Kamakura Shinsho's service “いい相続(Good Inheritance)”, who are considering to sell real estates due to inheritance.



Alliance includes referrals of prospective users from “Mansion Note” operated by Renga, who are considering to sell real estate. Mansion Note operates an internet forum/word-of-mouth web page of related to apartment houses

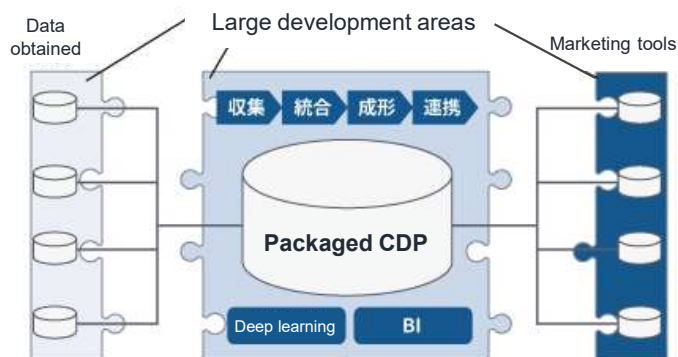
# Marketing DX Launch of Quickwin CDP service



## ■ Accelerating the process from introduction to establishment of CDP utilization while Combining with webinars to acquire clients.

### CDP Construction using packaged CDP

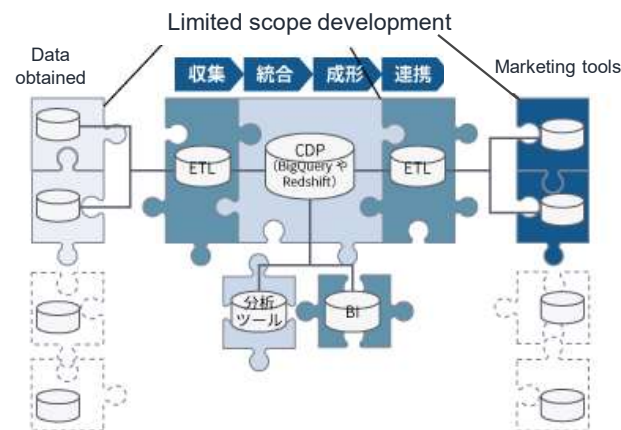
1. New development required in large areas and results in a slow start-up
2. A full redevelopment is required in case of tool changes after construction



DX is required in corporate marketing activities, and an increasing number of companies are considering the implementing of CDPs. However, there are many cases where it takes time to build consensus among organizations or to establish a CDP, making it difficult to implement.

### CDP Construction with Quickwin CDP

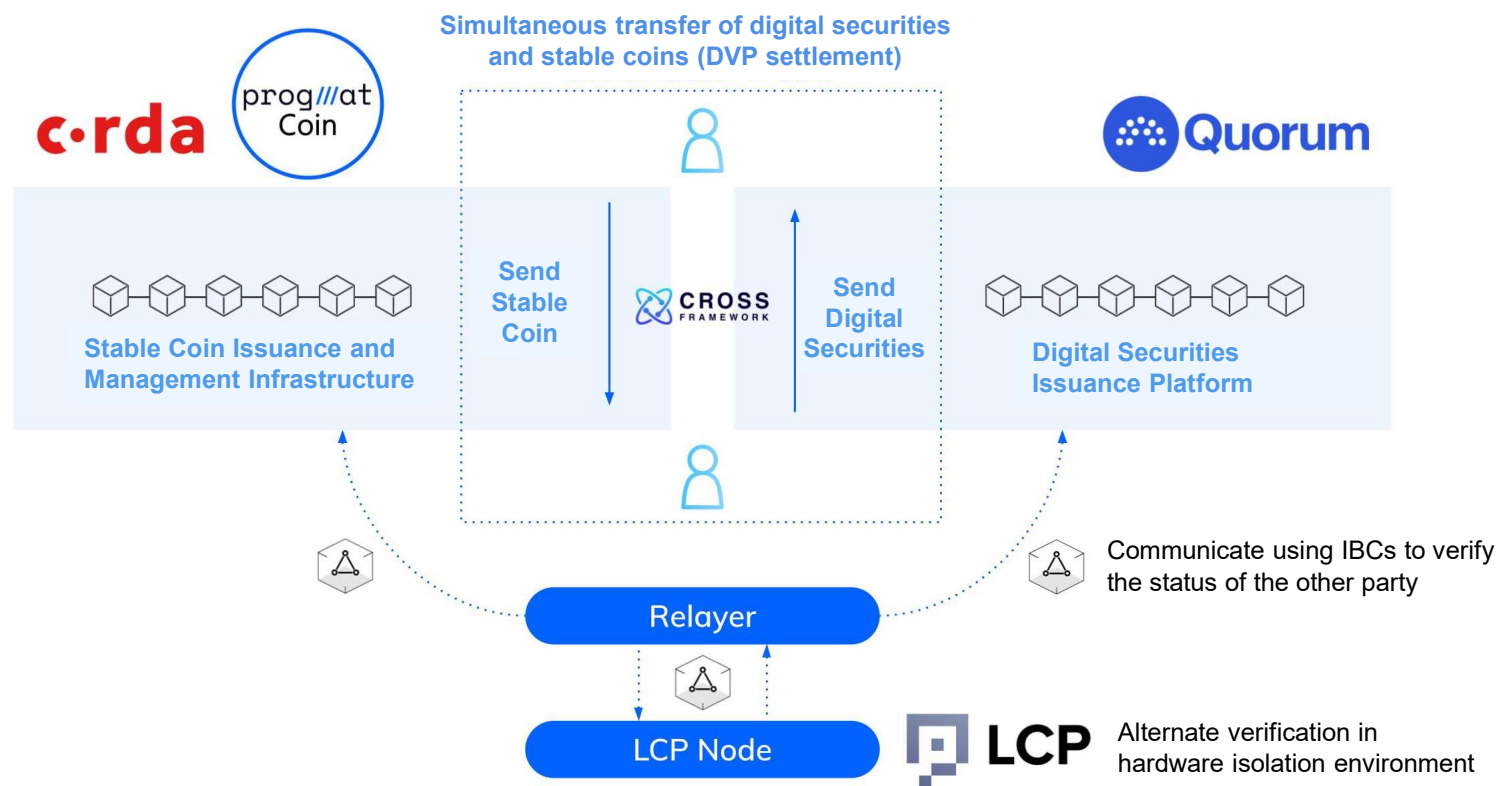
1. Limited scope development available for quick start-up
2. Flexible support for post-construction modifications and tool replacements



CDPs are established with limited scope in order to promote the project by starting small and accumulating results without making a large investment from the beginning. Total support is provided including planning of data utilization, business process development, project management and other related areas that are essential for CDP to generate results.

# Datachain promoting interoperability project

- Launched a technical partnership with MUTB\* to commercialize cross-chain settlement of stable coins and digital security by 2024
- Considering to apply product LCPs support cross-chain bridges\*2



\*1 MUTB: Mitsubishi UFJ Trust and Banking Corporation \*2 Cross-chain bridge: infrastructure to enable transactions, including asset transfers between different blockchains

# **3 Sustainability initiatives**

# Companywide Initiatives for corporate sustainability



- Sustainability initiatives underway with progress up to Step 3
- Details are disclosed on our corporate website

## Step1 Awareness of current situation

- Recognizing our impact on society and the environment
- Identifying where we are today

## Step2 Policy Development

- Developing Sustainability Policy
- Determination of priority issues (Materiality determination)
- Developing our value creation story

## Step3 Promotion of sustainability management

- Planning and implementing initiatives to solve social issues
- Setting KPIs for key issues
- Integration with management strategy

# Companywide Initiatives for corporate sustainability



## ■ Society and sustainability that we aim for:

**A diverse society where everyone can enjoy rich digital experiences and feel fulfilled by focusing to their own work**

1

### **Rich digital experiences**

We aim to create an ecosystem through DX where people can continue to receive the rich consumer experiences without any loss of enjoyment.



2

### **Fulfillment by focusing more into their own work**

Through the ecosystem we create, we want to realize an environment where people can delegate the work to digital and feel fulfilled by focusing more to their own work according to their individual lifestyles.



3

### **Integrated diversity**

We want to encourage the development of a society that recognizes truly integrated diversity, not just diversity based on the accumulation of individualism.

# Companywide Initiatives for corporate sustainability

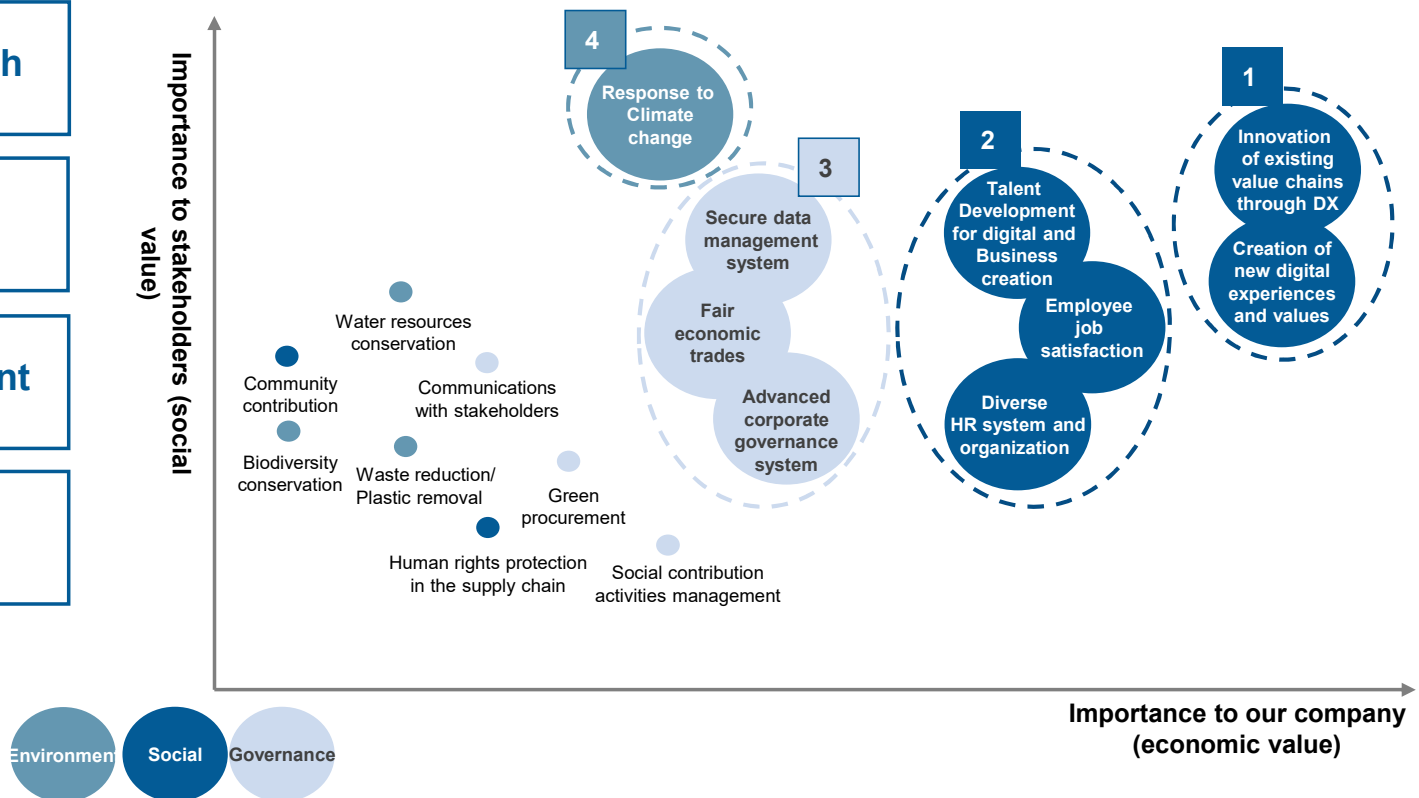


## ■ Identified materiality in our sustainability management

### Materiality

1	Social: Creation of new value chain through Digital Transformation
2	Social: 'Biz Dev' talent development
3	Governance: Strong and sustainable management system
4	Environment: Response to climate change

### Materiality map





# Companywide Initiatives for corporate sustainability



## ■ Part of our initiatives:

### Environment



#### Secondary distribution/increasing the useful life of used household

Stimulating social transaction and contributing to the reduction of waste material by increasing the useful life of household



#### Reduction of energy and CO<sub>2</sub> by online business activities

All business activities including sales can be completed online in daily work



#### Paperless business

Reducing traditional flyer distributions by customer attraction on the web system in real estate industry

### Social



#### Efficiency through matching projects

Contributing to deliver necessary information directly to those who want to know more



#### Enhancing corporate e-commerce

Maximizing the profits of client companies as well as improving the customer and consumer experiences

### Governance



#### Strong and secure governance

Further strengthening governance structure by transition to audit supervisory committee from board of auditors



#### Risk management and compliances

Continuing employee training programs for information security and compliances

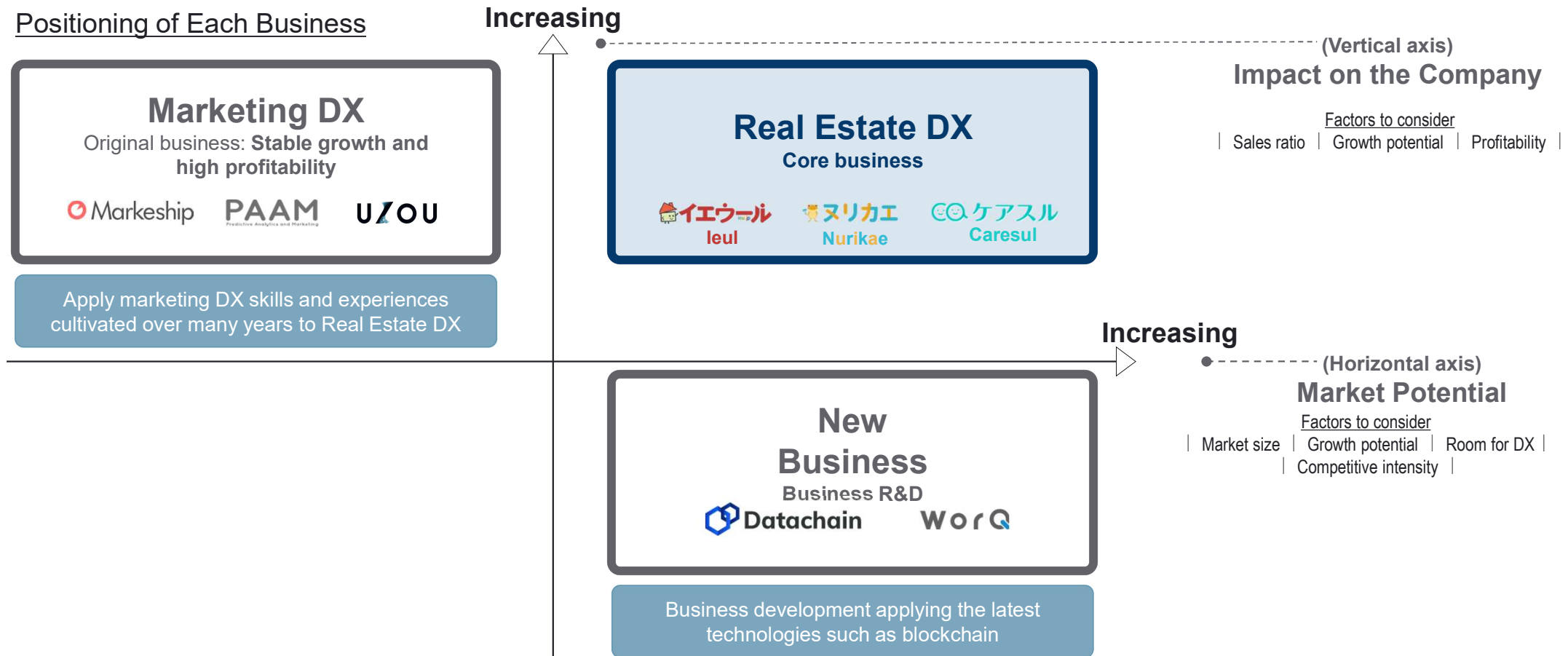
# **4 Overview of Operations**

# Our Business



## ■ Achieving high growth in Real Estate DX business based on the data analysis technology developed in Marketing DX.

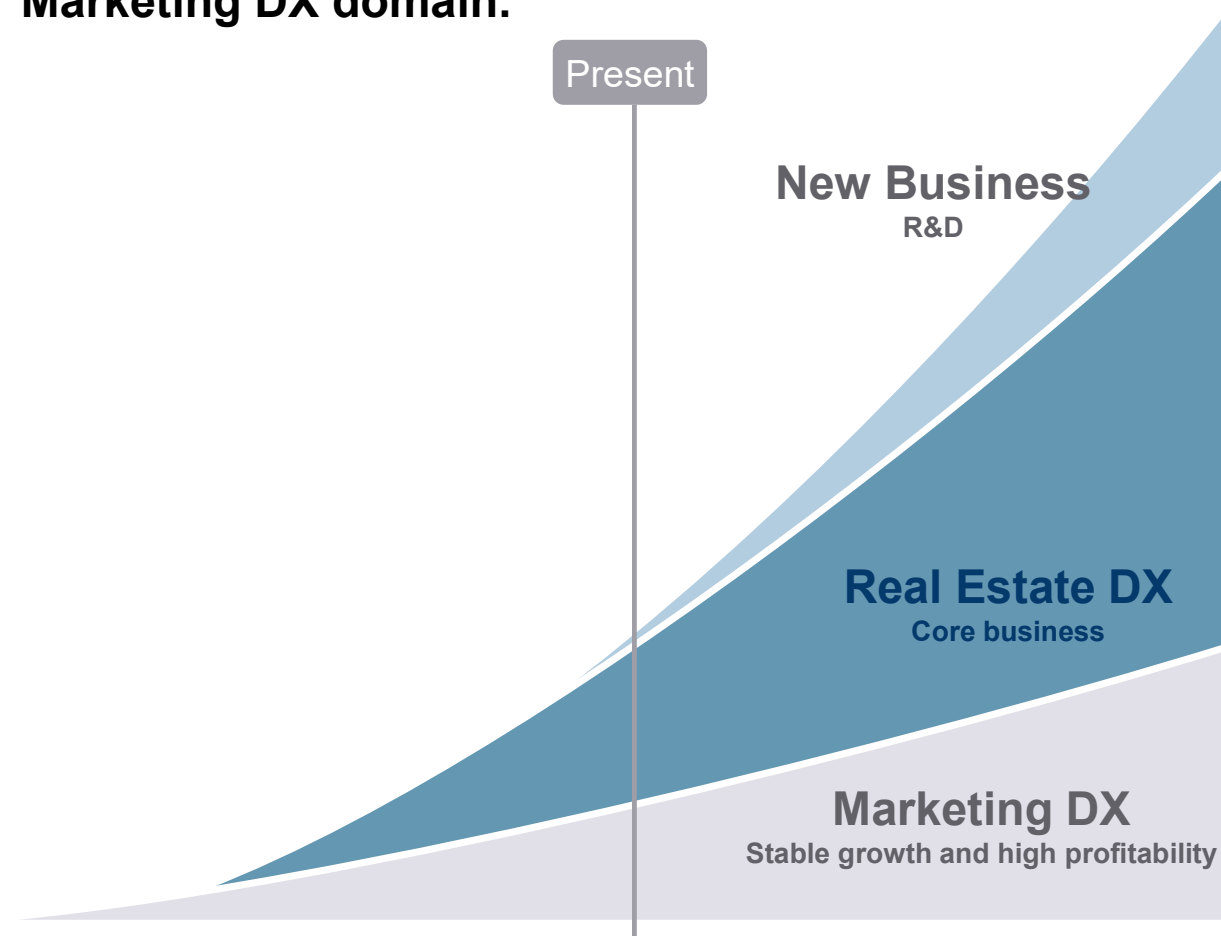
### Positioning of Each Business



# Future Growth Concept



- Aiming for further expansion with Real Estate DX in addition to growth in high profitable Marketing DX domain.



Sales Ratio\*<sup>1</sup>

Growth Rate (Y/Y) \*<sup>2</sup>

61 %

39 % ↗

39 %

20 % ↗

# Speee's Vision of Real Estate DX



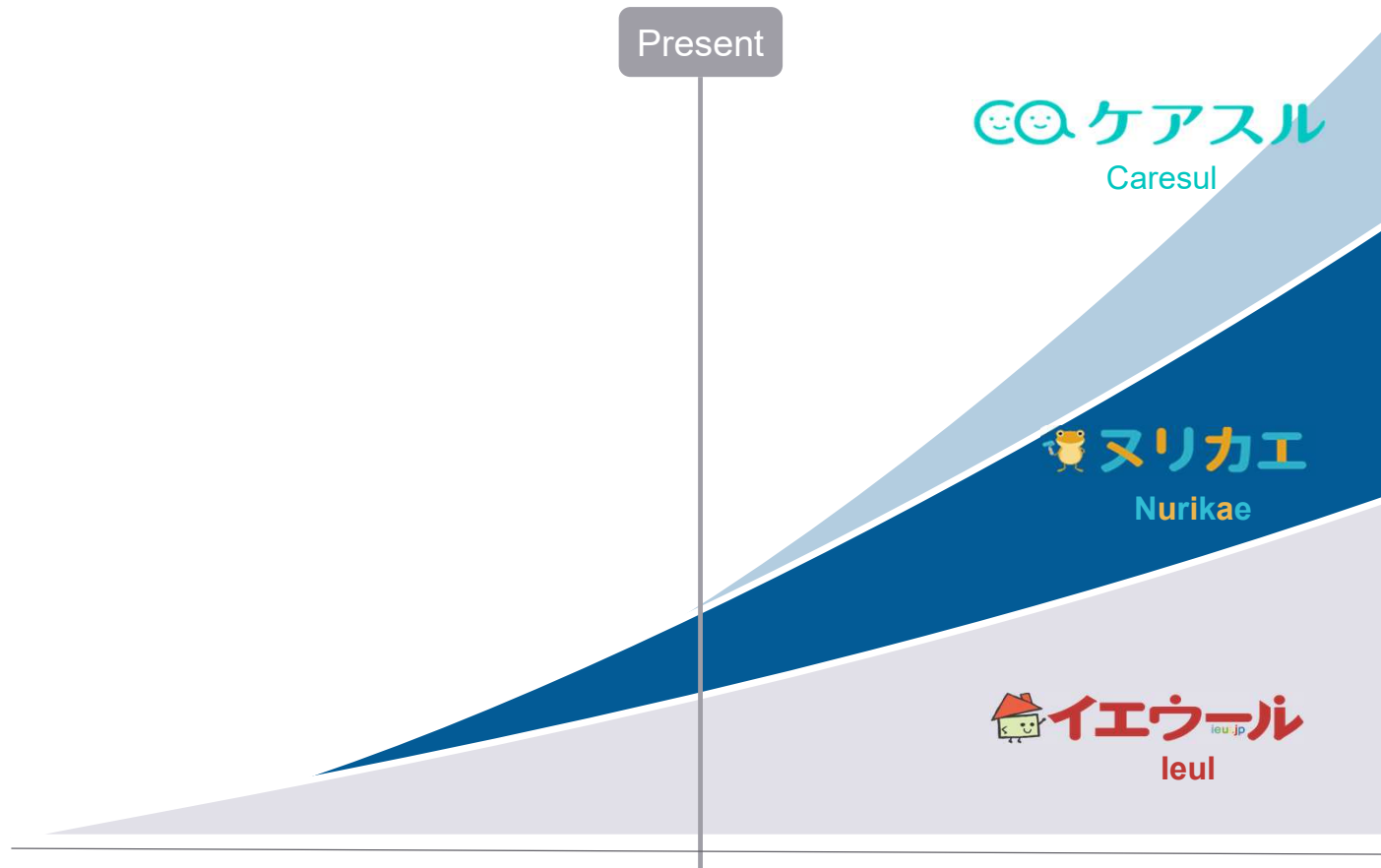
- Focusing on accelerating DX of real estate related markets.
- Expand service coverage to social issues such as “the aging society” and “housing”.



# Real Estate DX Vision for Future Growth



- Same business model is used for each service.
- Model with higher profitability due to business expansion.



Service Start Date

December 2020

December 2015

January 2014

# Real Estate DX Market Potential (1) - Existing Housing Market



- The existing housing market, which is the target of leul, is a huge market of 16.9 trillion yen.

**16.9** trillion yen

**2.0** trillion yen

**120** billion yen

**TAM**

Condominium and detached house  
| **Existing housing** | market

**SAM**

Condominium and detached house  
| **Online exiting housing** | market

**SOM**

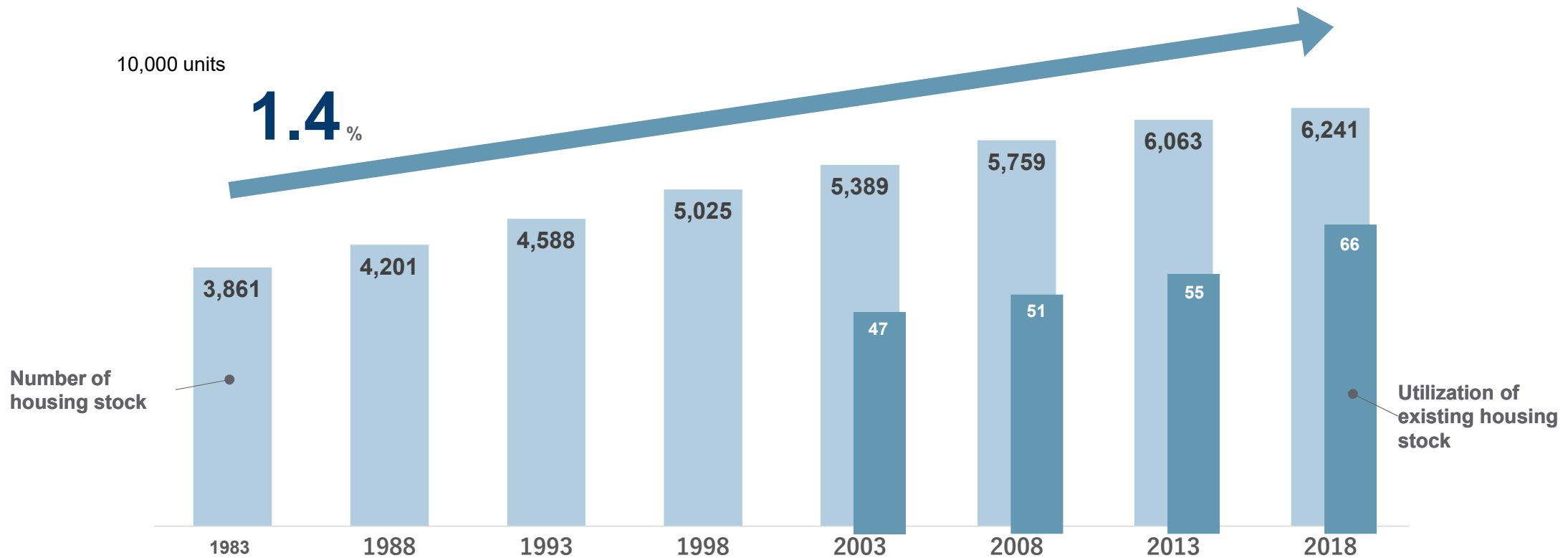
Condominium and detached house  
| **Online exiting housing brokerage** | market

**TAM:** Total Addressable Market  
**SAM:** Serviceable Available Market  
**SOM:** Serviceable Obtainable Market

## Real Estate DX Market Potential (2) - Number of Housing Stock



- The number of housing stock, which is the base of the existing housing market, is increasing every year, and the utilization has been accelerating in recent years.





## Real Estate DX Market Potential (3) - Renovation Market



- The renovation market, which is the target of Nurikae is a huge market of 6.5 trillion yen.

**6.5** trillion yen

**470** billion yen

**47** billion yen

**TAM**

**|Renovation| market**

**SAM**

**|Online renovation| market**

**SOM**

**|Online renovation brokerage| market**

**TAM:** Total Addressable Market  
**SAM:** Serviceable Available Market  
**SOM:** Serviceable Obtainable Market

## Real Estate DX Market Potential (4) - Welfare Market



- The welfare market, which is the target of Caresul is a huge market of 4.7 trillion yen

**4.7** trillion yen

**188** billion yen

**22.6**  
billion yen

**TAM**

|Renovation| market

**SAM**

|Online renovation| market

**SOM**

|Online renovation brokerage| market

**TAM:** Total Addressable Market  
**SAM:** Serviceable Available Market  
**SOM:** Serviceable Obtainable Market

# Real Estate DX Market Potential (5) - Room for DX



- To date, real estate market has lagged other industries in adopting DX.
- With support from the government policy, the trend toward digitalization is expected to accelerate in the future.

## Status of Digitalization in the Real Estate Industry

	Digital maturity level <sup>(1)</sup>	EC ratio <sup>(2)</sup>
		2017 → 2019
Information and Communication	6.06	18.3% → 19.9%
Media and Entertainment	5.49	- % → - %
Transportation	5.18	15.7% → 16.8%
Finance	5.14	20.3% → 22.0%
Retail	5.03	- % → - %
Medical and Pharmaceuticals	5.00	- % → - %
Manufacturing	4.54	31.9% → 35.1%
Construction and Real estate	4.50	10.7% → 12.0%

## Trend of Digitalization in the Real Estate Industry

Revised Building Lots and Buildings Transaction Business Act is in place since May 2022

Digitalization and online promotion are accelerating in areas of contractual procedures for real estate transactions

Seller's sales activities

Attract prospective buyers

Sales for purchasing

Customer service and negotiation

Purchase agreement

Accelerating demand for digitalization and online conversion of front-end process

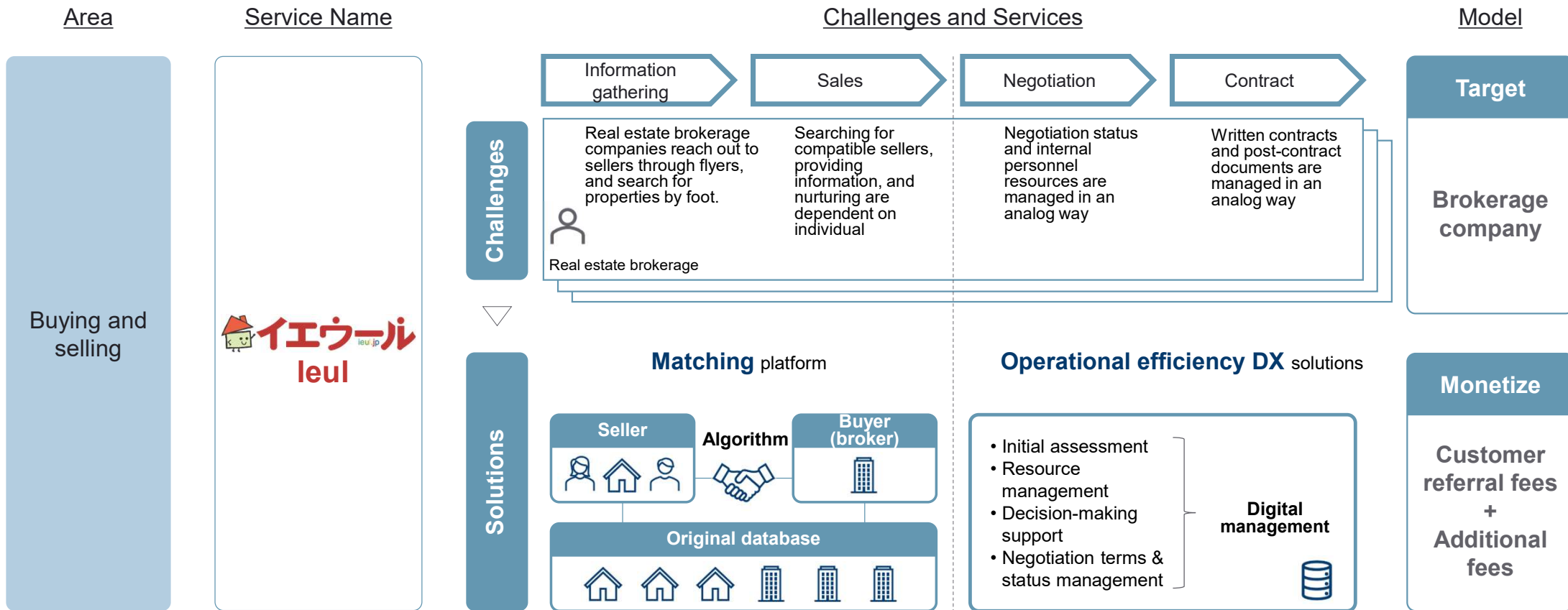


Government's policy will accelerate digitalization and online conversion

# Real Estate DX Business Model: leul



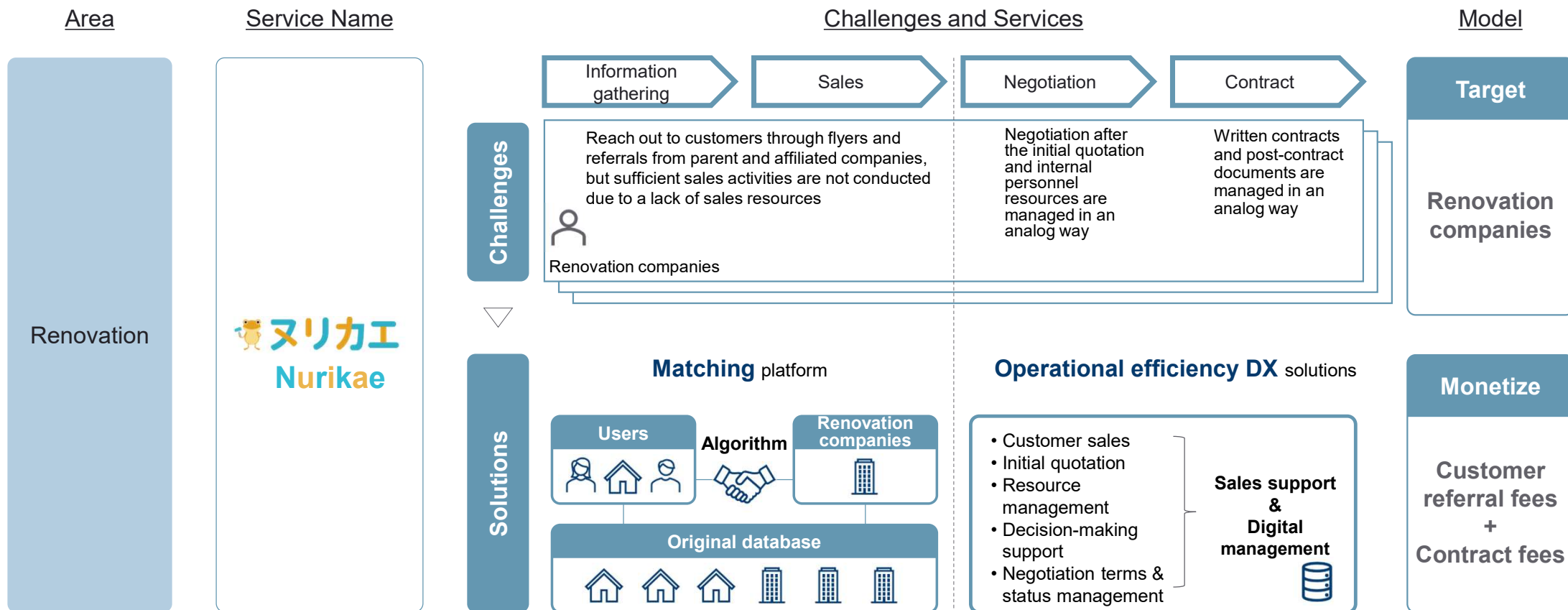
- With a matching platform and operational efficiency DX, leul solves the traditional operations of real estate brokerage companies centered on offline.



# Real Estate DX Business Model: Nurikae



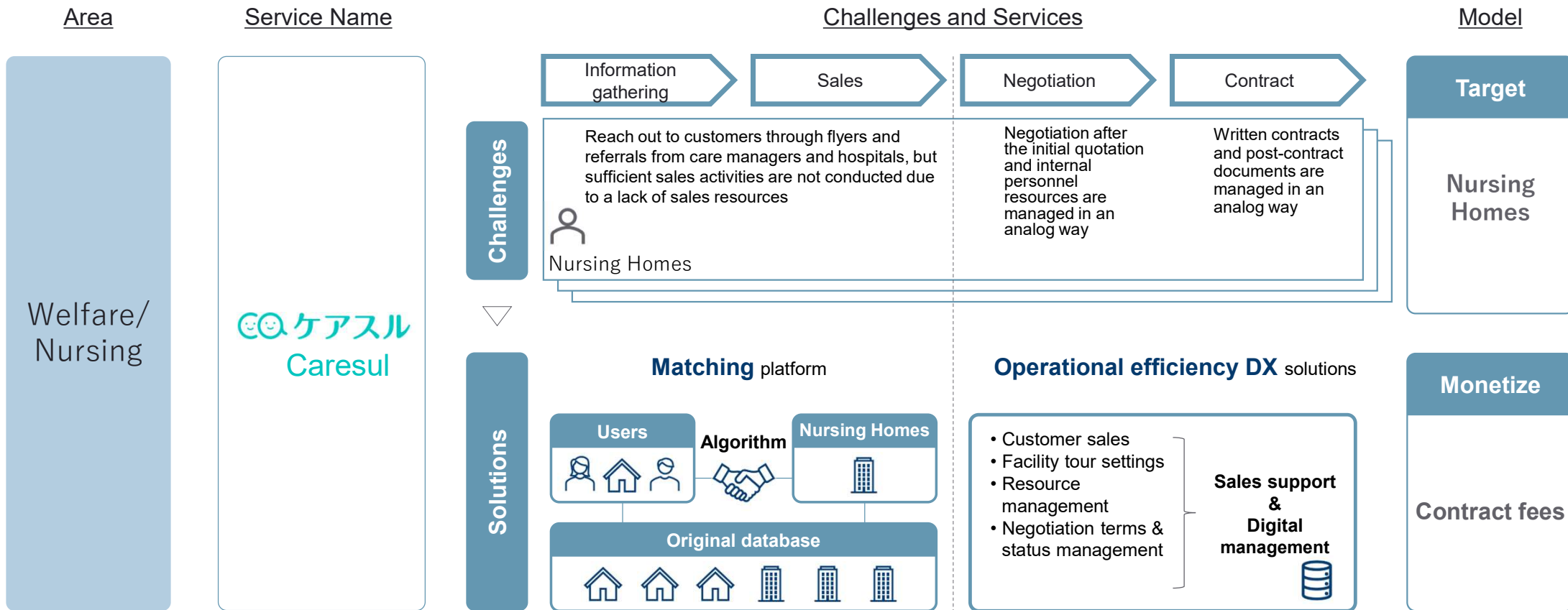
- With a matching platform and operational efficiency DX, Nurikae solves the traditional operations of renovation companies centered on offline.



# Real Estate DX Business Model: Caresul



- Caresul solves conventional offline operations at nursing homes with matching platform and business efficiency DX.

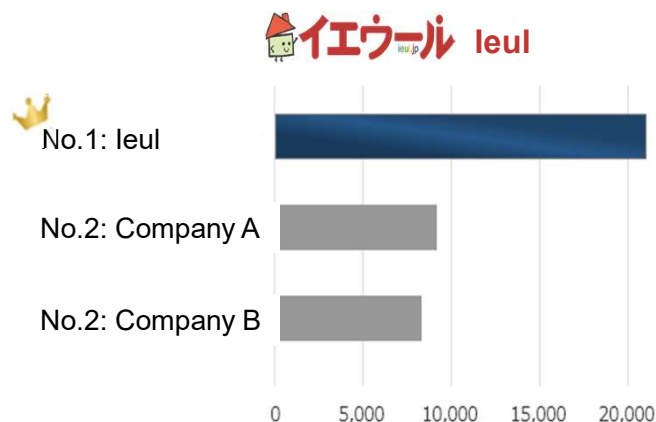


# Real Estate DX Results of Ranking Survey

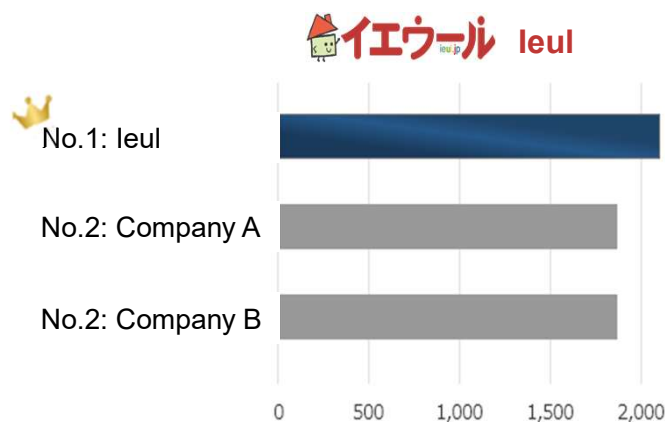


- leul ranked 1<sup>st</sup> in all category, number of users, number of member companies, and area coverage in Real Estate Batch Assessment Site Ranking Survey.

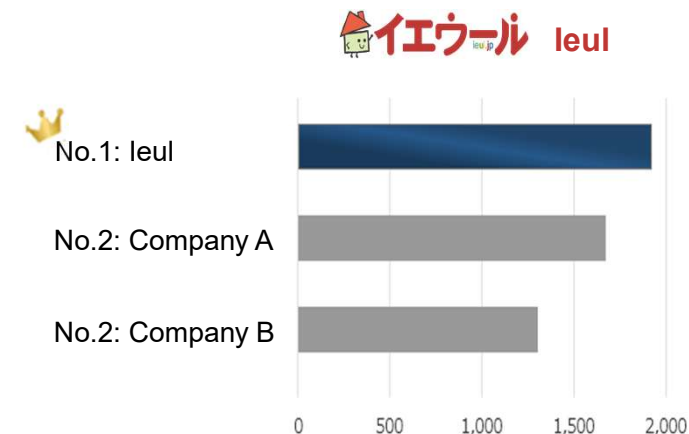
Monthly number of users



Number of member companies



Area coverage



# Real Estate DX Results of Ranking Survey

- Nurikae ranked 1<sup>st</sup> in number of users, number of matching customers, and area coverage in Renovation Matching Site Ranking Survey.



\* No.1 in number of users, number of matching customers, area coverage, number of contracts achieved in both all division and Exterior wall painting division



# Real Estate DX Strengthen Ability to Attract Customers

- Continuously strengthen our ability to attract customers by enhancing our services and partnering with other media.

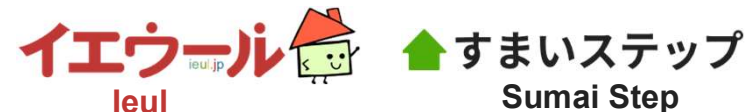
## Our Services



## Increase in the number of partner media



Send



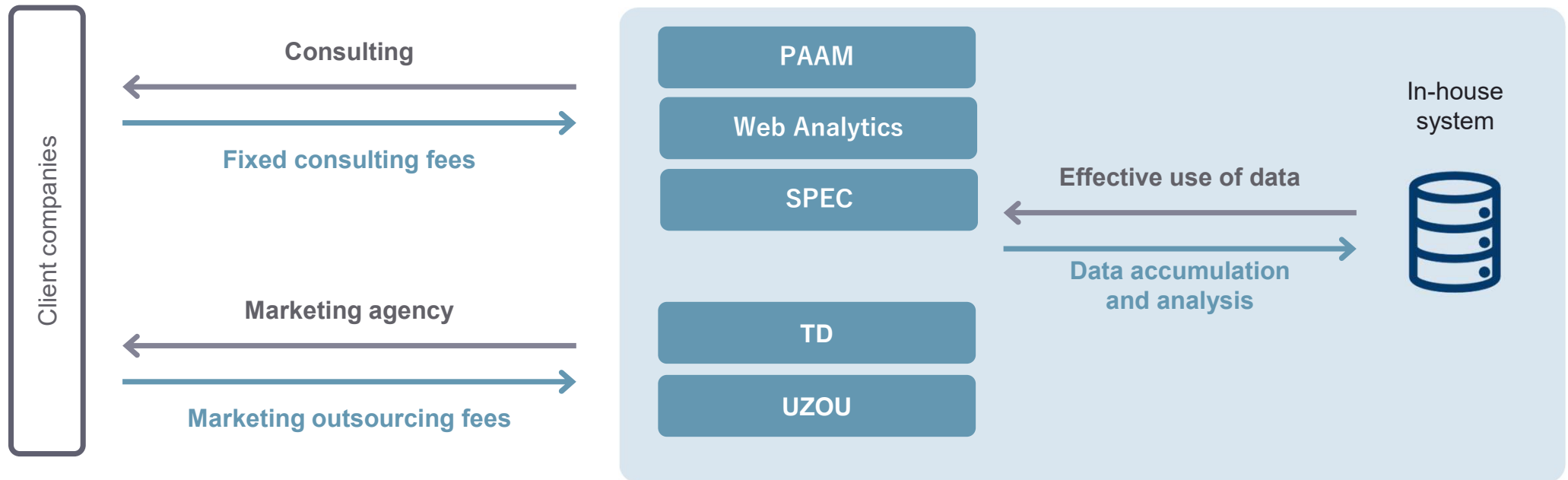
Team up with real estate batch assessment website and send prospect customers to “ieul”, “Nurikae” and “Sumai step”

Strengthen ability to attract customers

# Marketing DX Business Model



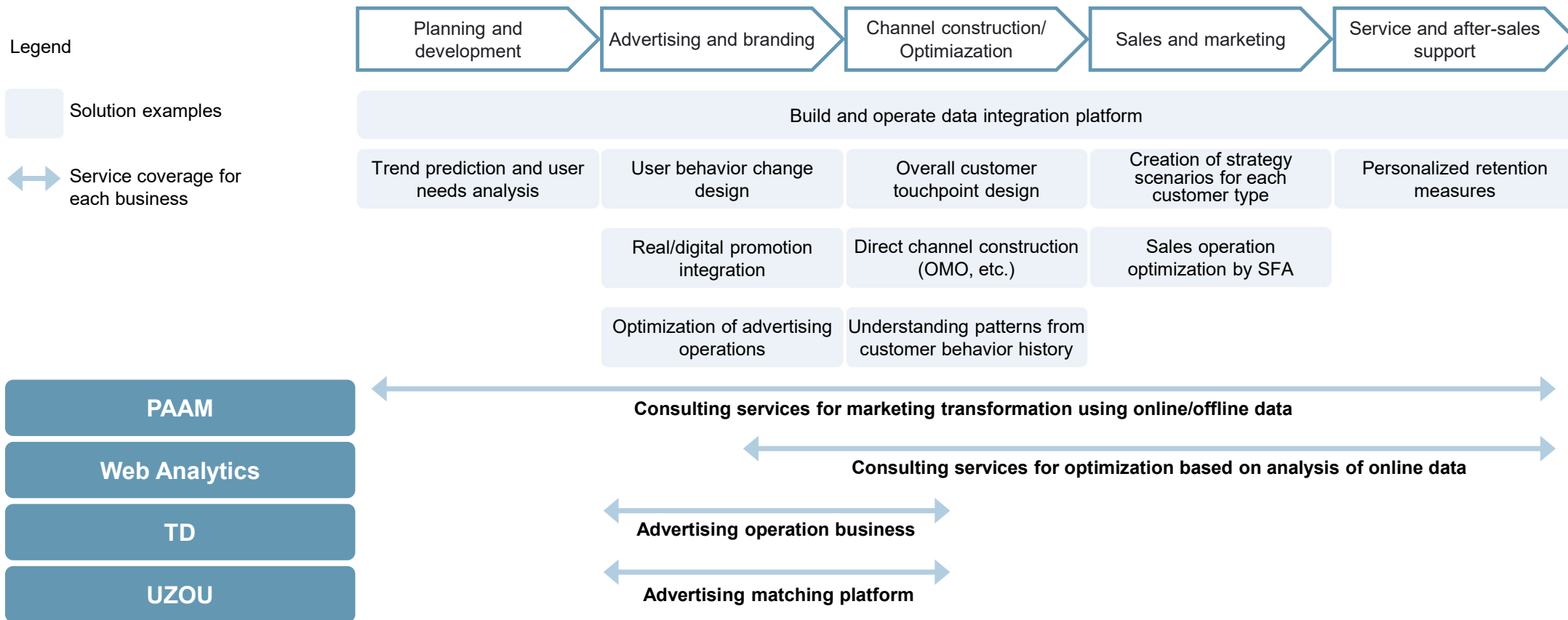
- Provide consulting services that continuously support from marketing planning to execution by analyzing and effectively utilizing data accumulated through the business.



# Marketing DX Solutions



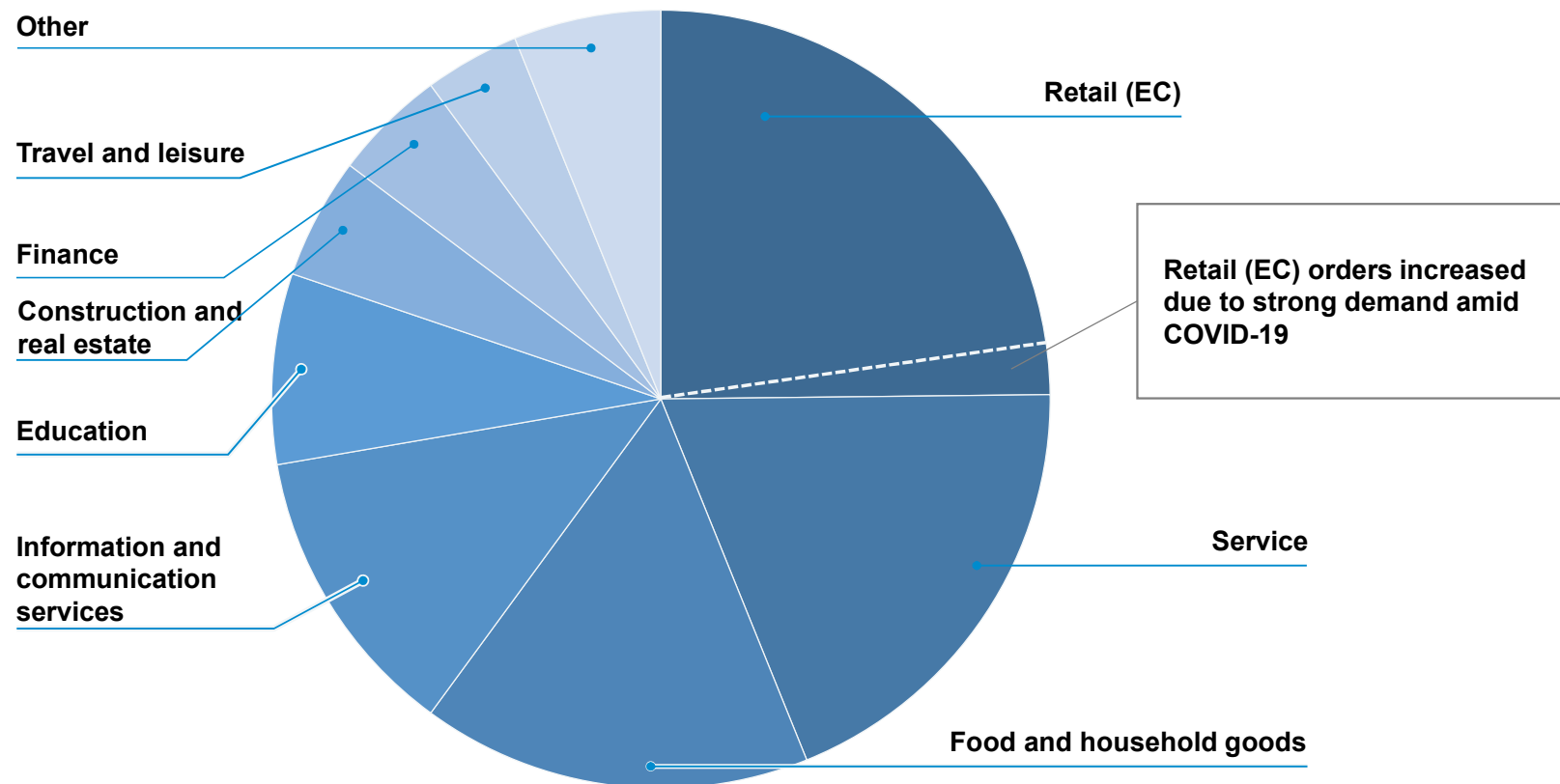
- Provide integrated solutions packages as well as a single solution for various value chain issues.



# Marketing DX Customer Breakdown



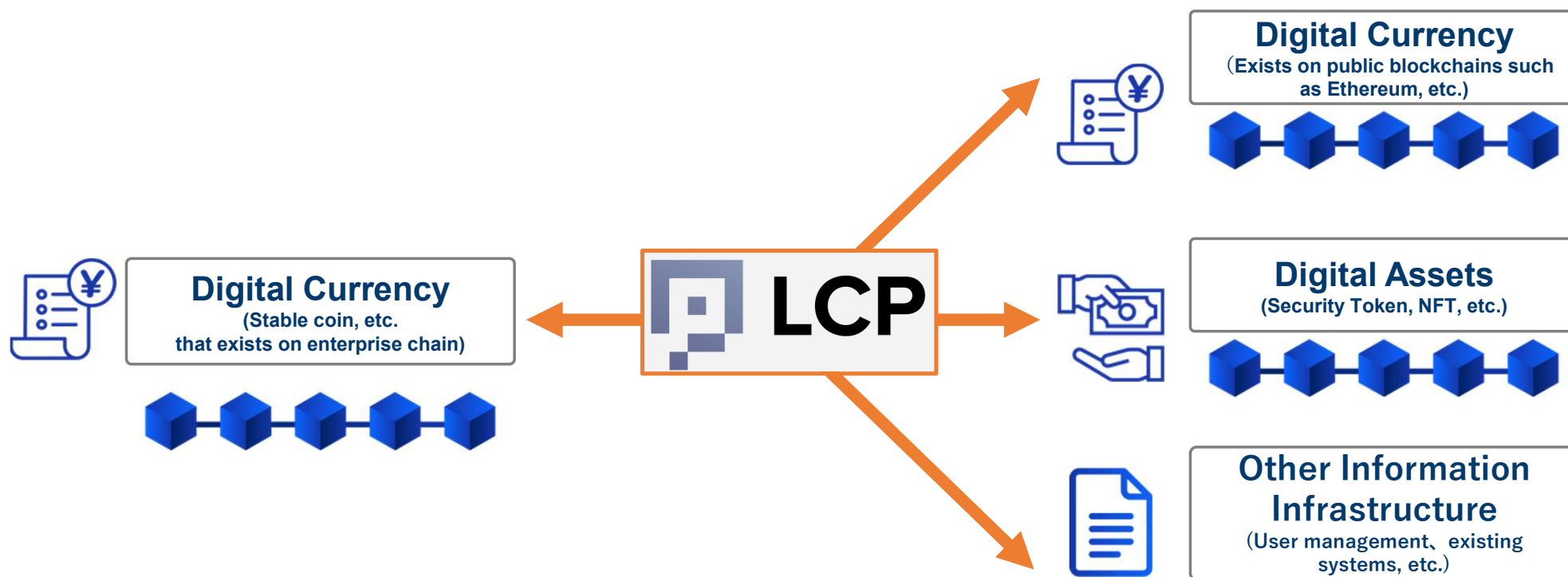
- Stable growth while developing customers in a wide range of industries.
- Ratio of retail (EC) increased during the COVID-19 period.



# New business Datachain Interoperability



- Introducing LCP, a proprietary product that enables interoperability between chains, for public and enterprise blockchains that manage digital assets.



Transactions and information across different blockchains, both public and enterprise, can be smoothly realized through LCP middleware.

# New business Datachain Recent activities



■ Focusing on three activities to set the standard for interoperability.

1

Development of frameworks such as “LCP” and “YUI” for interoperability between multiple blockchains.

2

Apply R&D products as solutions in various domains, both public and enterprise.

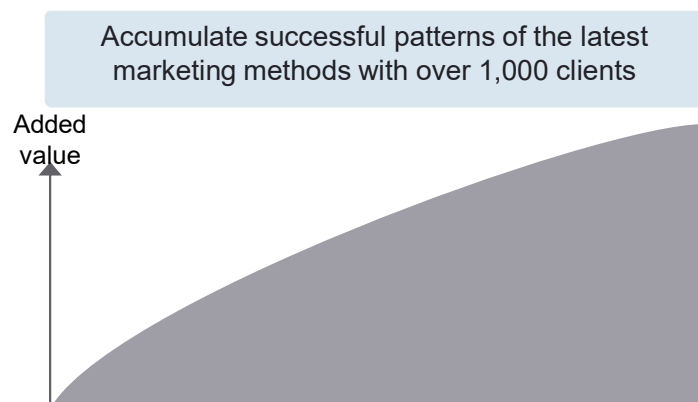
3

Full-scale operation in place of the products and systems using those products (e.g., blockchain bridges, digital currencies, and other financial fields)

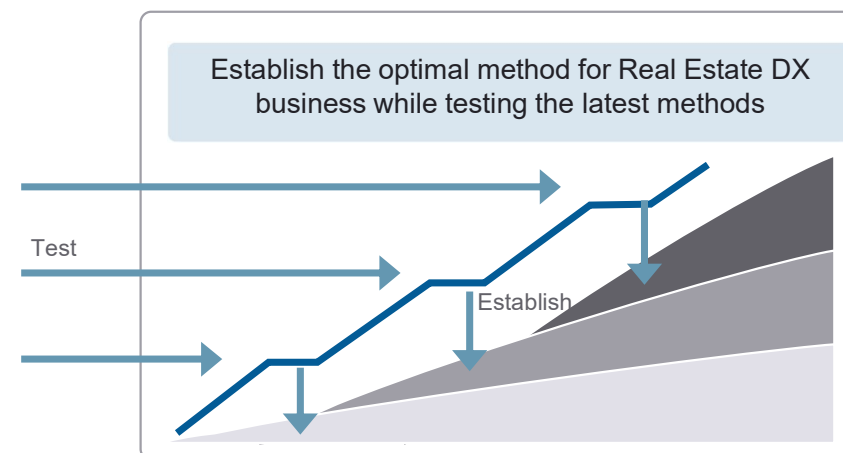
# Our Strengths

- We have the strength to achieve effective and efficient results through the synergies of Marketing DX and Real Estate DX.

## Marketing DX



## Real Estate DX



### Strength (1) Data & algorithm

**Accumulation of various data algorithms** in the value chain **enables high depth analysis**

### Strength (2) Technology and structure

**Standardize business assets across all businesses**, including technology, operations, and customer touchpoints

### Strength (3) Human resources and organization

Well-balanced allocation of positions, **1/3 each to data utilization, product development, and business building**

# 5 Appendix



# Company Overview



Company Name	Speee, Inc.		
Representative	Hideki Otsuka		
Business Activities	<ul style="list-style-type: none"><li>• Real Estate DX business</li><li>• Marketing DX business</li></ul> <ul style="list-style-type: none"><li>• Other businesses</li></ul>		
Date Founded	November 29, 2007		
Capital	1,376,792 thousand yen (as of September 30, 2022)		
Number of employees	402 (as of September 30, 2022) (excluding temporary employees, outsourcing and part-time employees)		
Executive	Representative Director, <b>Hideki Otsuka</b> Director, <b>Tetsushi Hisata</b> Director, <b>Shoji Watanabe</b> Director, <b>Masataka Nishida</b> Director, <b>Masami Taguchi</b> Outside Director, <b>Jun Hasebe</b> Outside Director, <b>Katsuhiro Okawa</b> Outside Director, <b>Kenji Yamanaka</b> Outside Director, <b>Satoru Takamatsu</b>		
Location	4-1-4 Roppongi, Minato-ku, Tokyo, 106-0032 Japan		

# Management



Director, Founder  
CEO  
**Hideki Otsuka**



Director, Founder  
CEO, Datachain, Inc.  
**Tetsushi Hisata**



Director  
ThinQ Healthcare, CEO  
**Shoji Watanabe**



Director, COO  
Responsible for Real  
Estate DX Business  
**Masami Taguchi**



Senior Executive  
Officer  
Responsible for  
Marketing DX  
Business  
**Wataru Honda**



Director, CFO  
Responsible for  
Corporate  
Administration  
Division  
**Masataka Nishida**



Professional  
Executive Officer  
VP of Engineering  
**Koichiro Oba**



Professional  
Executive Officer  
CISO(Chief Information  
Security Officer)  
**Hideyuki Ito**



Professional  
Executive Officer  
Datachain, Inc., CTO  
**Jun Kimura**

Outside Director: Jun Hasebe

Outside Director, Katsuhiro Okawa

Outside Director : Kenji Yamanaka

Outside Director : Satoru Takamatsu

# Our History



- November 2007** ● Established Speee, Inc. Launched **“Web analytics” business**
- October 2013** ● Launched **“Trading Desk” business for digital advertisement focused on DSP**
- January 2014** ● Launched **“leul” business , a matching service** for the sale of existing real estate properties
- December 2015** ● Launched **“Nurikae” business , a matching service** for exterior renovation
- April 2016** ● Launched **“UZOU” business, a native advertisement distribution platform**
- March 2018** ● Established Datachain, Inc. (currently a consolidated subsidiary), a domestic subsidiary engaged in **data platform business based on blockchain technology**
- October 2018** ● Launched **“PAAM” business, a marketing support service that utilizes data integration method and predictive technology.**
- August 2019** ● Established ThinQ Healthcare, Inc (currently a consolidated subsidiary), a domestic subsidiary
- July 2020** ● Listed on the JASDAQ market of the Tokyo Stock Exchange
- December 2020** ● Launched **“Caresul” business, a matching service** in the care and welfare fields
- October 2021** ● Launched **“SPEC” business, a DX consulting service for the corporate strategy.**
- March 2022** ● Launched **“WorQ” business, a back office operational efficiency services** at ThinQ Healthcare

**Marketing DX Business**   **Real Estate DX Business**   **Other New Business**

# Customer Case Study (1)



**Division**

PAAM Division

**Client**

Professional soccer club

**Outline of needs**

Sports Marketing: we want to restructure the marketing of the J1 team using data

## Challenges

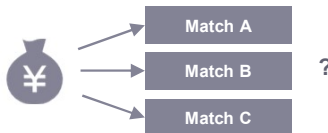
- 1 We don't know the characteristic of the fan base to attract



- 2 We don't know the variables to attract customers



- 3 The promotion budget is allocated based on the feeling and past results, and we don't know if it is optimal.

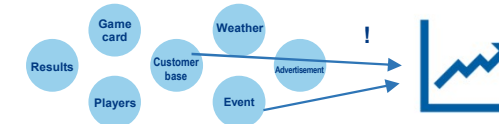


## Solutions

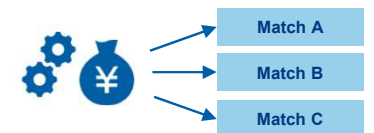
- 1 Analyze the characteristic of the fan base to attract, and design and implement optimal promotion measures.



- 2 Analyze variables of customer traffic to enable precise predictions.



- 3 Optimize promotion budget allocation by building data infrastructure, and developing and operating models.



# Customer Case Study (2)



## Division

Trading Desk, PAAM Business

## Client

Major foreign healthcare / toiletry manufacturer

## Outline of needs

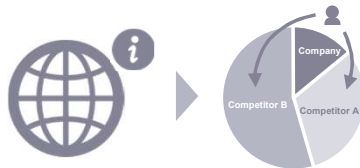
Direct to Consumer(D2C) strategy. We want to optimize the direct sales channel to significantly increase sales volume

### Challenges

- 1 We want to strengthen direct sales by connecting directly with users via the web without going through retailers.

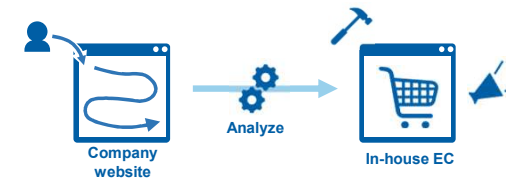


- 2 Product's relative share of distributed information on the Web (Share of Voice) is low, allowing customers to switch to competitors.

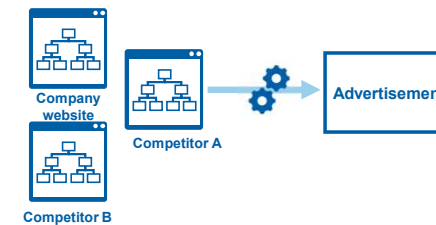


### Solutions

- 1 Build an in-house EC with the ability to disseminate information by accumulating and analyzing user data on the web.



- 2 Research and analyze the brand information structure of the client's and competitor's products on the Web to identify the vectors that need to be reinforced and strengthen the client's advertising



# Customer Case Study (3)



## Division

Web Analytics, UZOU Business

## Client

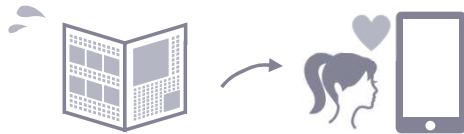
Major publishing company

## Outline of needs

We want to outgrow the old business model. We want to improve profitability by strengthening digital media linked to magazines

### Challenges

- 1 We are struggling to attract new readers, especially among young readers, as digital shift drives them away from magazines.



- 2 It is difficult to balance brand and profitability in digital media.

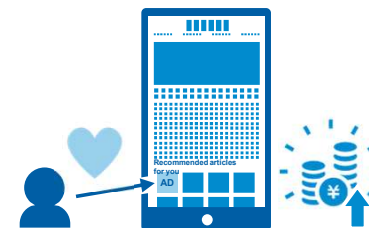


### Solutions

- 1 Capture potential readers in both real and digital media through data-driven content planning and media management.



- 2 Maximize advertising revenue for digital media with matching algorithms that maximize media value and advertising effectiveness.



# Customer Case Study (4)



**Division**

leul Business

**Client**

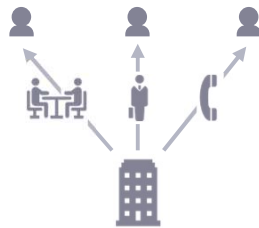
Medium-size real estate company

**Outline of needs**

We want to provide optimal and real-time services to potential customers with a high intention to sell who cannot be reached through the offline service flow we have in place

## Challenges

- 1 Relies on offline methods such as referrals, flyers, and store visits to attract potential customers

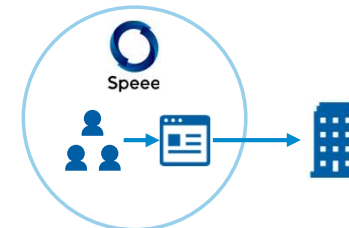


- 2 Inefficient offline customer acquisition and labor-intensive sales process

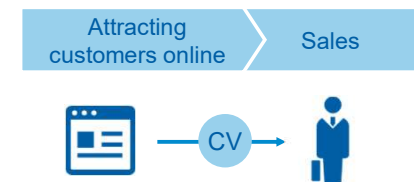


## Solutions

- 1 Completely change to attracting customers online through leul. Increase contract rate by introducing users with high sales needs.



- 2 Adjust referrals of potential customers on a monthly basis, taking into account the client's sales man-hours.



# Customer Case Study (5)



**Division**

Datachain Business

**Client**

Major automobile group

**Outline of needs**

Demonstration experiment on vehicle data linkage using blockchain technology. Exploration of the possibility and future potential of “use of blockchain in the mobility field”

## Challenges

### Challenges in the secondary distribution of automobiles

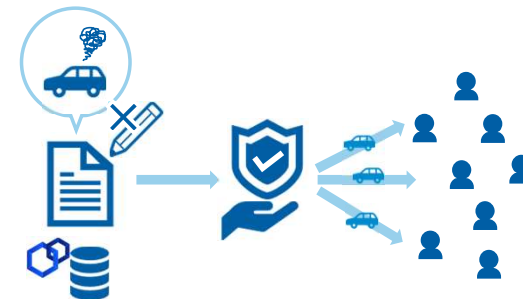
There is a need for means of assessment and secondary distribution based on more reliable vehicle history, such as recording driving data, maintenance data, etc., which are the basis of used vehicle assessment, in linking up with the unique digital vehicle ID.



## Solutions

### Promote distribution with technology that cannot be tampered

By making tampering virtually impossible with blockchain, vehicle history becomes reliable, enabling legitimate assessment of used vehicles and promoting secondary distribution.





# Companywide FY2022 4Q Balance sheet Summary



Million yen	Results	Comparison	
	As of September 30, 2022	As of September 30, 2021	
		Result	Increase / (decrease)
<b>Total assets</b>	<b>8,923</b>	<b>7,604</b>	<b>1,318</b>
<b>Current assets</b>	<b>8,151</b>	<b>6,785</b>	<b>1,365</b>
(Cash and deposits)	<b>5,674</b>	<b>4,762</b>	<b>911</b>
<b>Non-current assets</b>	<b>771</b>	<b>818</b>	<b>-47</b>
<b>Total Liabilities and Net assets</b>	<b>8,923</b>	<b>7,604</b>	<b>1,318</b>
<b>Current liabilities</b>	<b>2,544</b>	<b>2,208</b>	<b>336</b>
<b>Non-current liabilities</b>	<b>438</b>	<b>548</b>	<b>-109</b>
<b>Net assets</b>	<b>5,940</b>	<b>4,847</b>	<b>1,092</b>
<b>Shareholders' equity ratio</b>	<b>66.6%</b>	<b>63.7%</b>	<b>—</b>

# (Reference) Real Estate DX Market - Impact of Macro Factors on the Market



- The real estate trading market is affected by the economy and interest rates, but the market would contract by about 10% in the event of financial instability comparable to the financial crisis in the past



# Handling of This Material



The information provided in this material includes so-called “forward-looking statements.” These statements are based on current expectations, forecasts and assumptions that involve risks and uncertainties that could cause actual results to substantially differ from those in the forward-looking statements.

These risks and uncertainties include general industry and market conditions and domestic and international economic conditions such as interest rates and currency exchange fluctuations.

The Company assumes no obligation to update or revise these “forward-looking information” included in this announcement for any reason, even if there is new information or future events, etc., in the future.

## **Inquiries:**

Corporate Administration Division

Email: [ir@speee.jp](mailto:ir@speee.jp)

IR information: <https://speee.jp/ir/>