

MAKING AI EASY

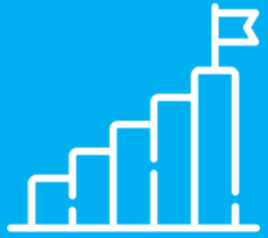
BY MAKING
SOFTWARE INTELLIGENT

Q2 FY2023 Earnings August 2023

Our Mission

Turning AI into ROI by Making Software Intelligent





**FY23 Q2 Review
& Achievements**



**FY23 Q2
Business Metrics**



Business Outlook



Product Updates

Key Remarks for 2023 Q2



Our momentum has further accelerated from last quarter. FY23 Q2 revenue YoY growth rate accelerated to 42% from 32% in Q1. This was boosted by (1) continuous expansion of E-commerce, (2) strong growth in the US & EMEA markets, (3) improved seasonality in Digital Content⁽¹⁾ and (4) deeper reach into the Korean Digital Content⁽¹⁾ market.



The margin has also improved. Gross margin expanded to 51.3% with a 45% YoY gross profit growth rate, driven by positive effects from algorithm experiments starting from FY23 Q1. We expect **further improvements of gross margin to continue in the following quarters.**



Both operating income and net income turned positive, ahead of our schedule. Our operating margin reached 1.3%, net profit achieved 1.9%, and EBITDA margin hit 8.9%, demonstrating strong operating leverage despite continuous investments in S&M for growth acceleration and R&D to drive product innovation.



All of our business metrics have maintained a healthy trend, reaching 1,504 customers with a 22% increase YoY. We have also achieved 16.5% YoY increase in quarterly ARPC. This growth was mainly fueled by the healthy expansion of existing customers with LTM NRR of 135.1%⁽²⁾ due to our continuous ROI-driven approach.



We believe that our data moat, combined with the synergy between the creative power of generative AI and the effective decision-making provided by predictive AI, will further strengthen our competitive advantage. This enables us to generate more opportunities for upselling and cross-selling and establish a solid foundation for future growth.

2023 Q2 Highlights

Revenue

JPY **6.2B**

Revenue YoY Growth⁽¹⁾

+42%

Profitability

Operating
Income JPY **79M**

EBITDA JPY **550M**

Gross Profit YoY Growth⁽²⁾

+45%

ARR⁽³⁾

JPY **22.5B**

LTM NRR

FX Neutral⁽⁴⁾ **135.1%**

USD-based⁽⁵⁾ **118.0%**

(1) Revenue Growth from FY22 Q2 to FY23 Q2.

(2) Gross Profit Growth from FY22 Q2 to FY23 Q2.

(3) ARR is conducted as the sum of the per-solution ARR. (i) For AIQUA, AiDeal, AIXON, BotBonnie and AIRIS, which are offered on a subscription basis, we calculate ARR as of a certain date as the monthly recurring revenue converted in JPY during the one-month period ending on such date, multiplied by 12. (ii) For CrossX, we calculate ARR as of a certain date as the average of monthly recurring revenue converted in JPY during the six-month period ending on such date, multiplied by 12.

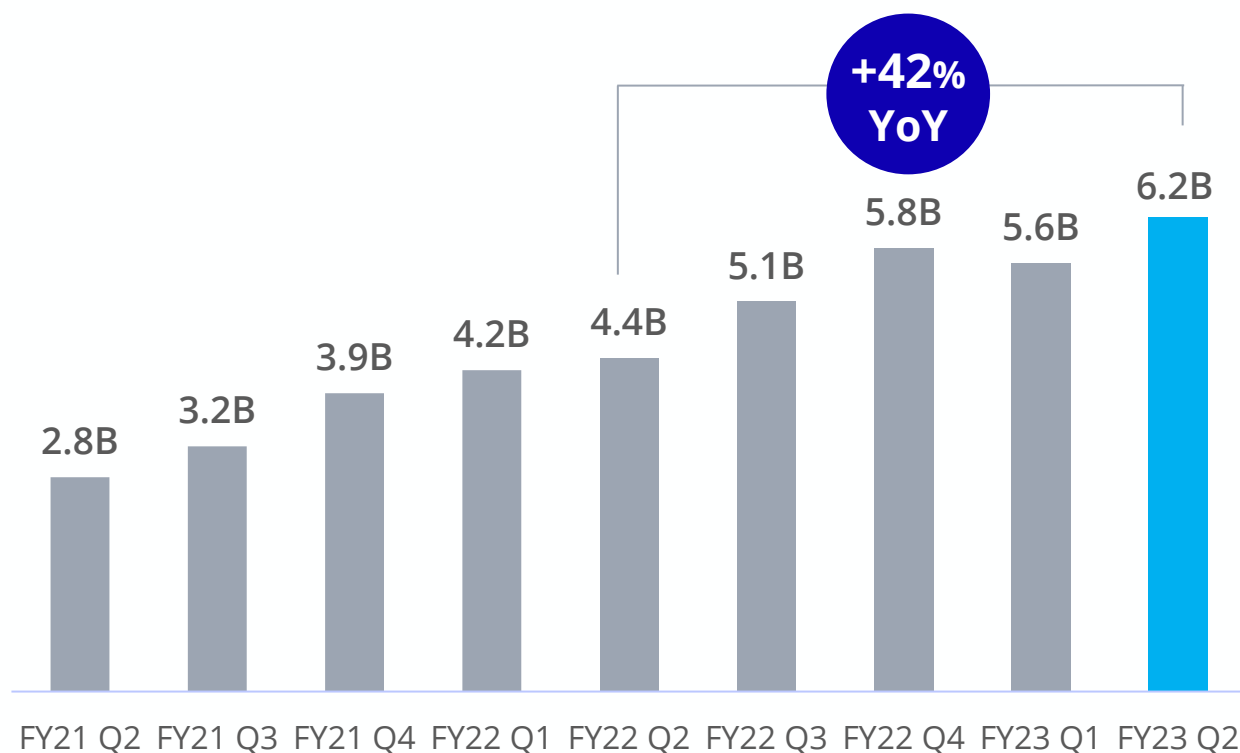
(4) We calculate FX neutral NRR by dividing (i) total revenue calculated in U.S. dollars from the last 12 months from customers that used one of our solutions during the same period in the prior year and converted to JP Yen based on the FX neutral quarterly average exchange rate of FY22 Q3 to FY23 Q2, by (ii) total revenue calculated in U.S. dollars from such customers during the same period of the prior year and converted to JP Yen based on applicable exchange rate of FY21 Q3 to FY22 Q2.

(5) We calculate NRR by dividing (i) total revenue calculated in U.S. dollars from the last 12 months from customers that used one of our solutions during the same period in the prior year, by (ii) total revenue calculated in U.S. dollars from such customers during the same period of the prior year.

Revenue Trends

- FY23 Q2 revenue YoY growth was driven by existing customer expansion, especially in E-commerce and Digital Contents, and new customers from regions and verticals with high growth potential, such as Digital Content in Korea and in US & EMEA.

Revenue (JPY)



Incremental Revenue

46% from Existing Customers⁽¹⁾

- ▶ Strong expansion continues from ROI-driven customers in E-commerce sectors
- ▶ Improved seasonality in Digital Content

54% from New Customers⁽²⁾

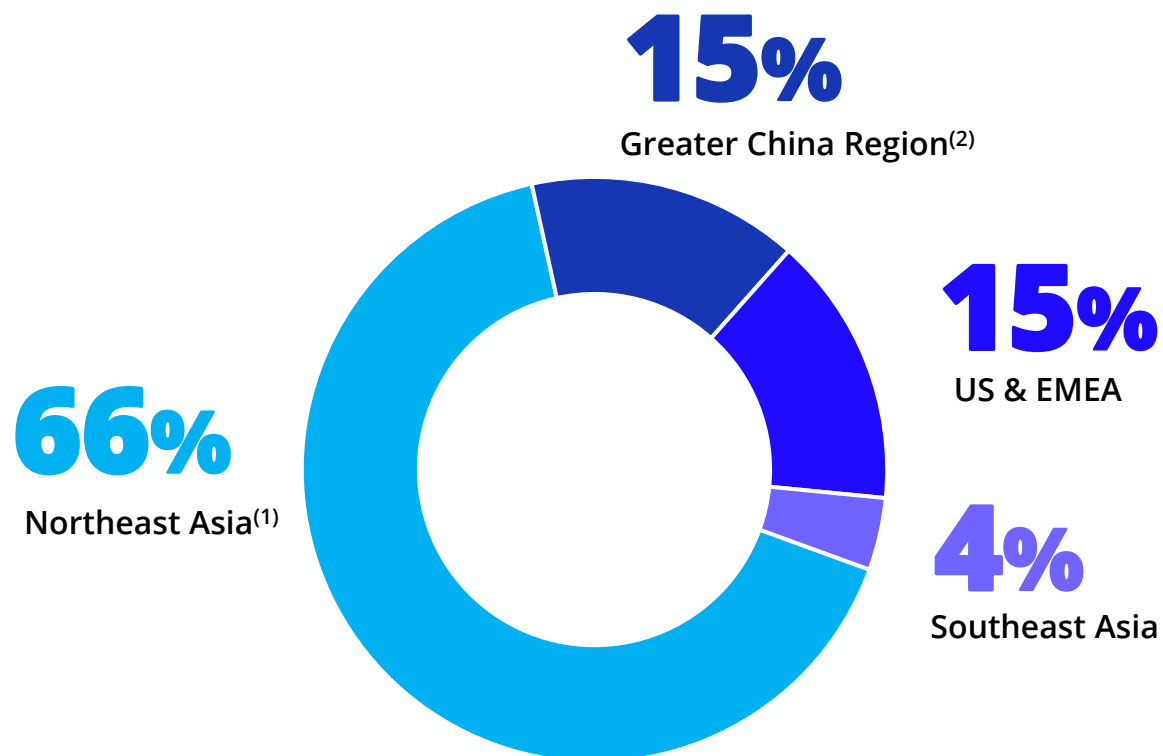
- ▶ Growing customer traction in Korea and US & EMEA, especially Digital Content vertical
- ▶ Continuous strategic focus on larger enterprise customer acquisition

(1)"Existing Customers" refers to customers acquired before FY22 Q3.

(2)"New Customers" refers to customers acquired from FY22 Q3 to FY23 Q2.

Diverse Revenue Base: Multiple regions demonstrate continuous growth momentum

FY23 Q2 Revenue % by Region



(1) Northeast Asia includes Japan & South Korea

(2) Greater China Region includes Taiwan, Hong Kong & China

NEA

Over 50% YoY revenue growth with vertical penetration in Digital Content and existing customer expansion in E-Commerce

GCR

Recovery of business momentum particularly in TW and CN outbound business

US & EMEA

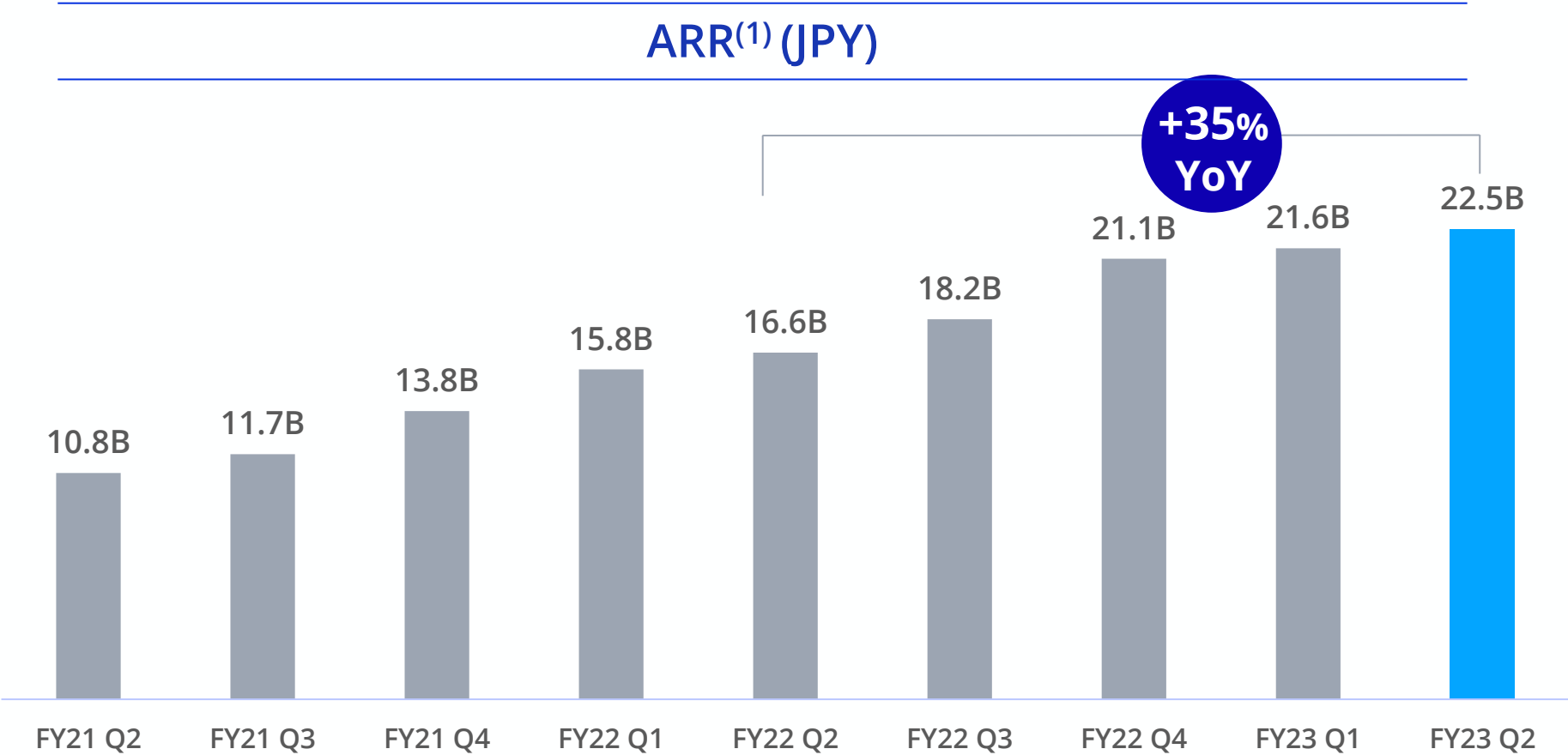
Continuous growth momentum with a 78% YoY revenue growth. Revenue contribution has increased to 15% from 12% a year ago

SEA

Continue to focus on key account strategy until the markets get more mature

Annual Recurring Revenue Quarterly Trends

- Our recurring revenue currently constitutes over 95% of our total revenue.

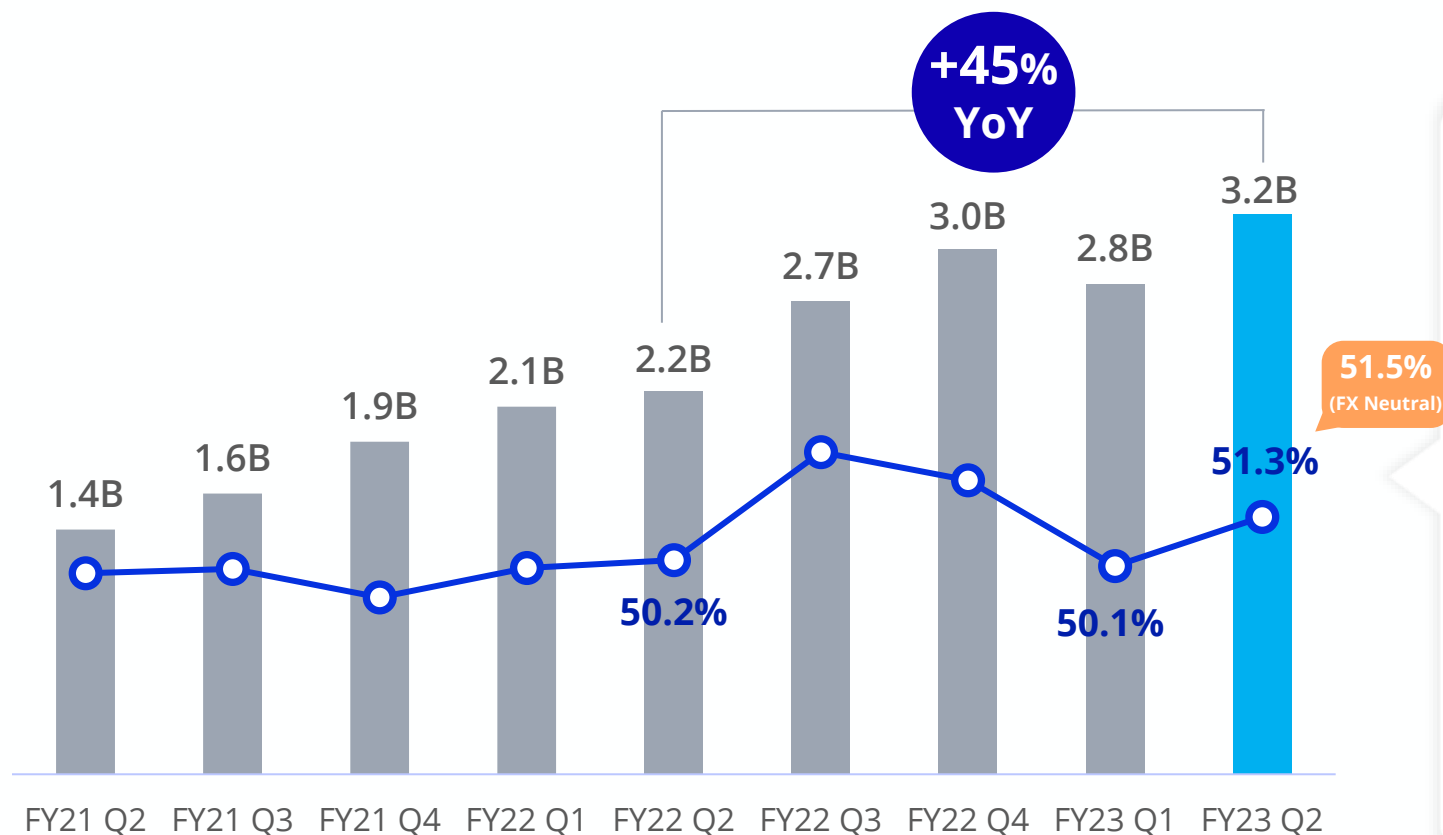


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Gross Profit

- Gross margin improved to 51.3% (FX-neutral 51.5%), increasing by 1.1 p.p. on a YoY basis and 1.2 p.p. on a QoQ basis.
- The gross margin improvement, largely propelled by ongoing algorithm refinement, has brought us closer to our FY23 target, with our gross margin reaching 53% in June.

Gross Profit (JPY) & Margin



Factors of Gross Margin Changes

YoY basis

- ▶ Continuous algorithm improvement increased CrossX's gross margin
- ▶ Continuous margin expansion despite FX headwinds

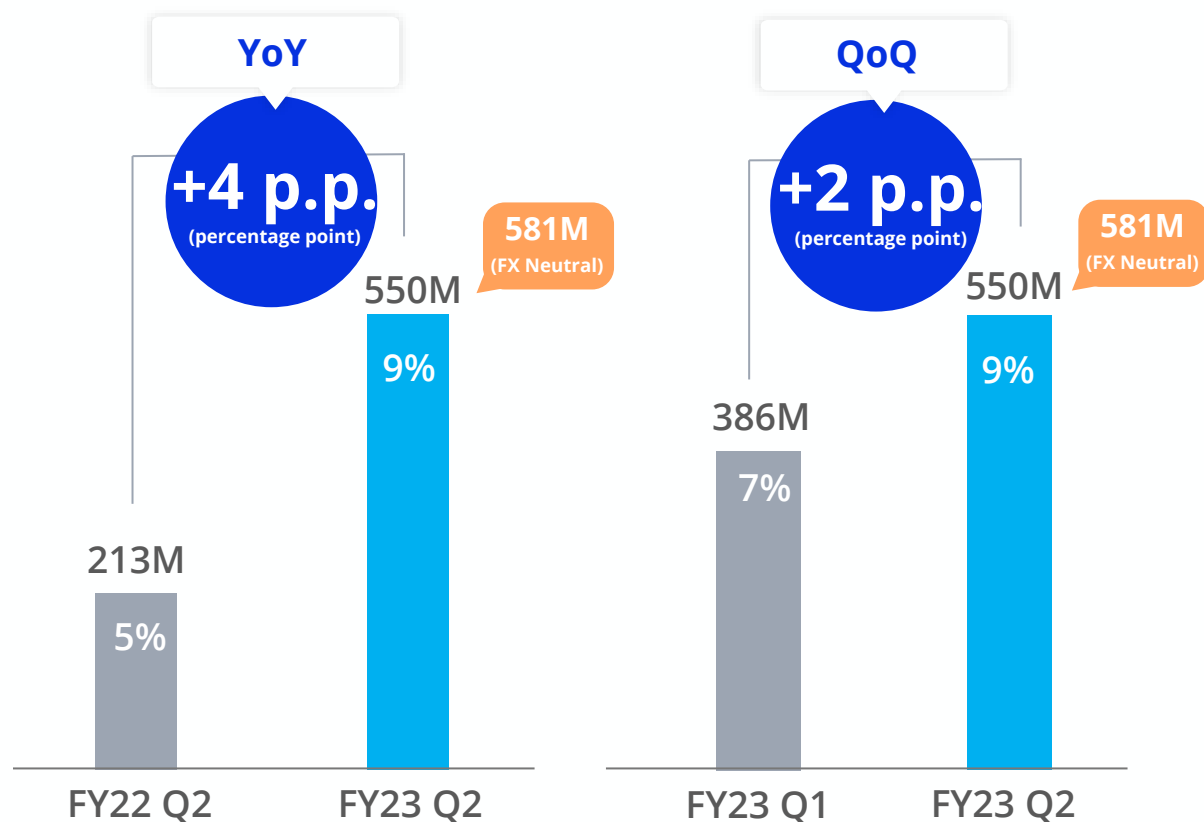
QoQ basis

- ▶ Positive effects of algorithm experiments in FY23 Q1
- ▶ Significant margin improvement since the later half of FY23 Q2

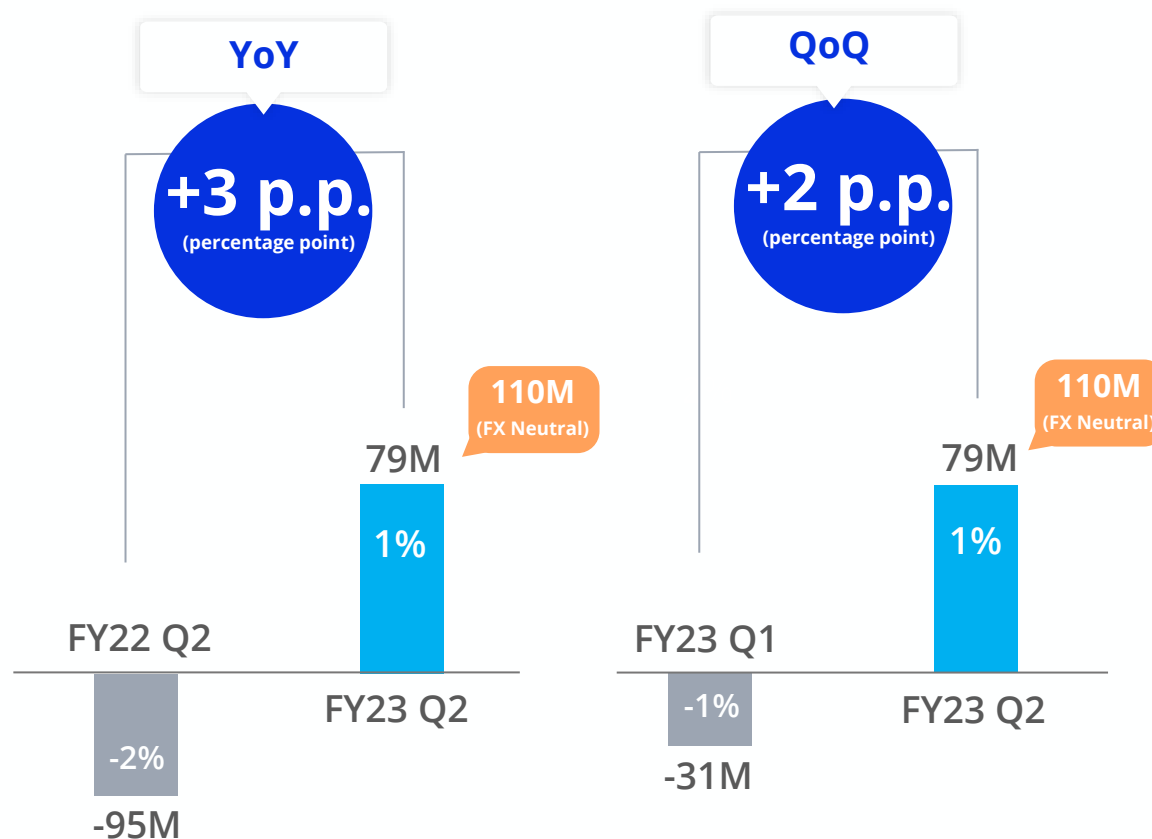
EBITDA & Operating Income

- Despite a lower profitability seasonality in Q2 and FX headwinds, we improved the profitability significantly on both YoY and QoQ bases, due to gross margin expansion and strong operating leverage. We expect the positive trend to continue going forward.

EBITDA⁽¹⁾ & Margin (JPY)



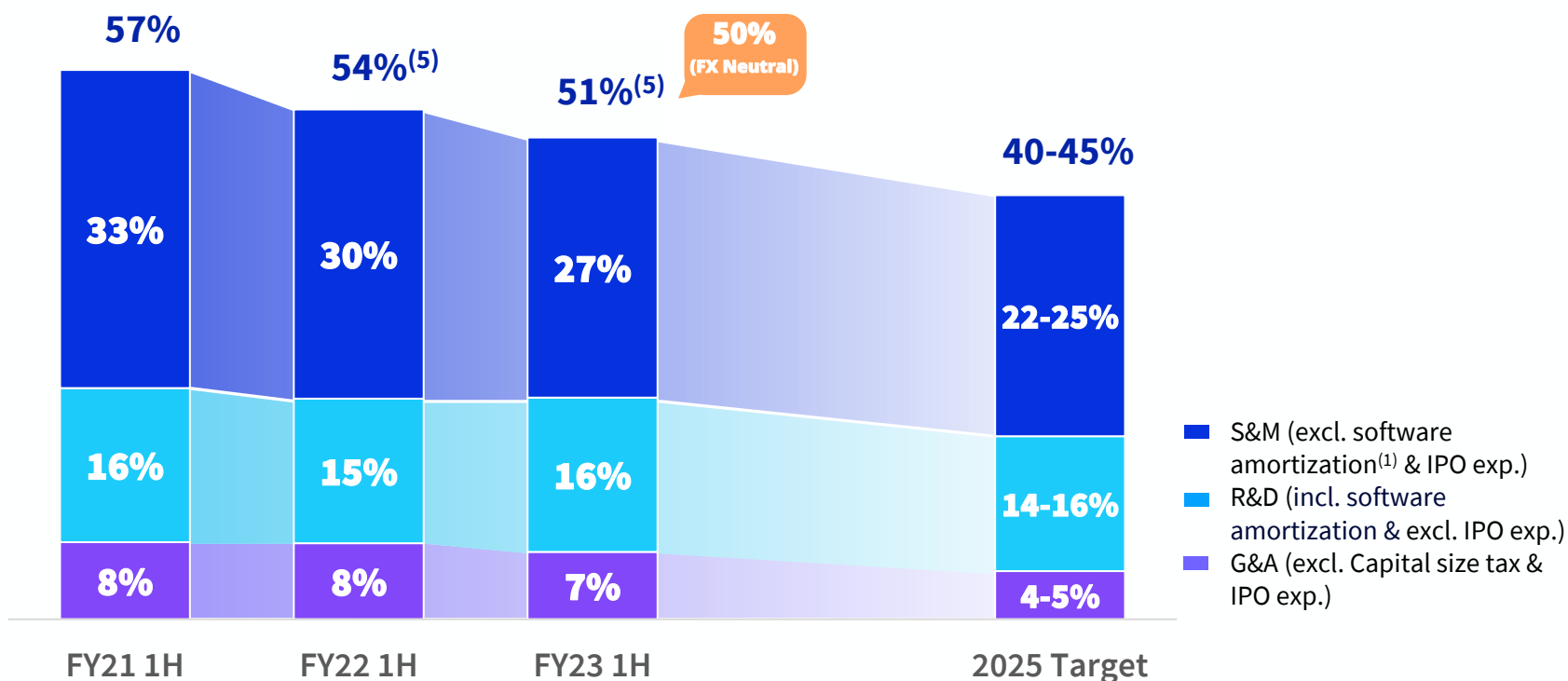
Operating Income & Margin (JPY)



OPEX Structure

- S&M expense has consistently shown robust leverage, driven by productivity improvement and increased scale, and this trend is expected to continue into FY23 2H.
- R&D expenses increased due to the investment in algorithm development and product enhancements, which will contribute to our corporate core value, maintaining a healthy level to the ratio to revenue.
- G&A expense-to-revenue ratio declined as investment in corporate function enhancement gradually normalized.

Historical OPEX Structure & 2025 Margin Target (% Revenue)



2025 Financial Target

Revenue Growth⁽²⁾

30%+

Gross Margin⁽³⁾

55-60%

Operating Margin⁽⁴⁾

15-20%

(1) Our Sales and Marketing Expenses included amortization of software. We started software capitalization in FY2020.

(2) Average Revenue Growth Rate target from 2022 to 2025

(3) Gross Margin Target in 2025

(4) Operating Margin Target in 2025

(5) The whole is not equal to the sum of its parts due to rounding.



**FY23 Q2 Review
& Achievements**



**FY23 Q2
Business Metrics**



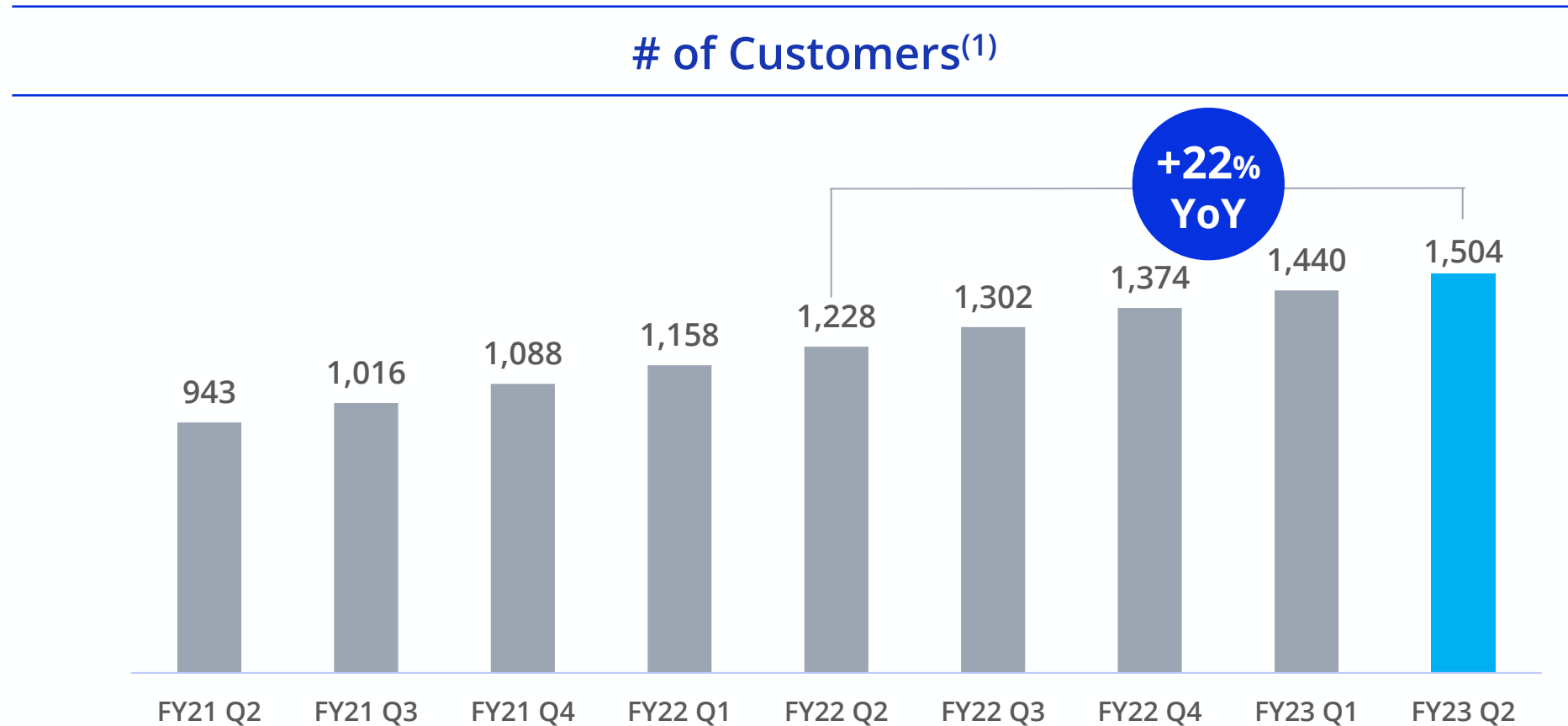
Business Outlook



Product Updates

Quarterly Customer # Trend

- New customers in FY23 Q2 were mainly from the Digital Content, E-Commerce and Consumer Brands & BFSI verticals (39%, 22% and 22% of total new customers respectively).

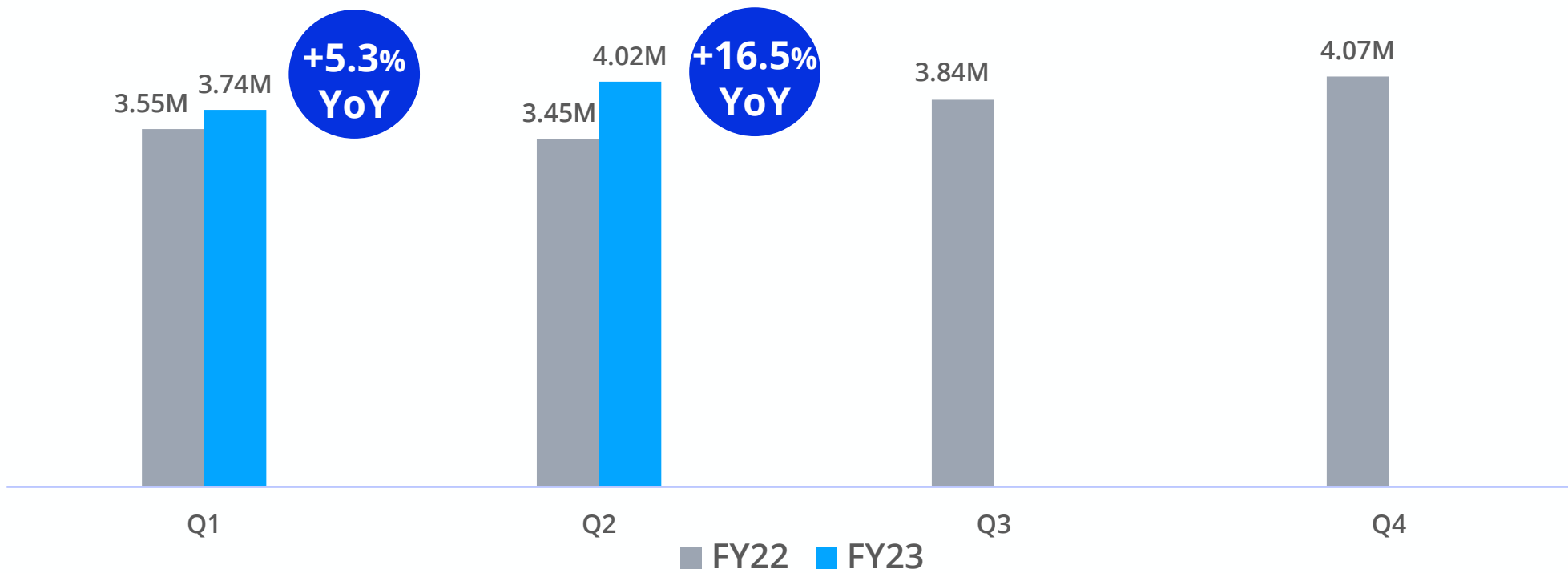


(1) "Customer" refers to a corporate group that has one or more active contracts for our solutions, excluding paid or unpaid trial, demo use and customers acquired through business acquisitions. Such corporate group is counted as a separate "customer" with respect to each solution it uses.

Quarterly Average Revenue per Customer

- The YoY growth rate of ARPC expanded in FY23 Q2, mainly driven by healthy expansion of existing customers with better seasonality of Digital Content and continuous strategic focus on large enterprise customer acquisition.

Quarterly Average Revenue per Customer⁽¹⁾ (JPY)

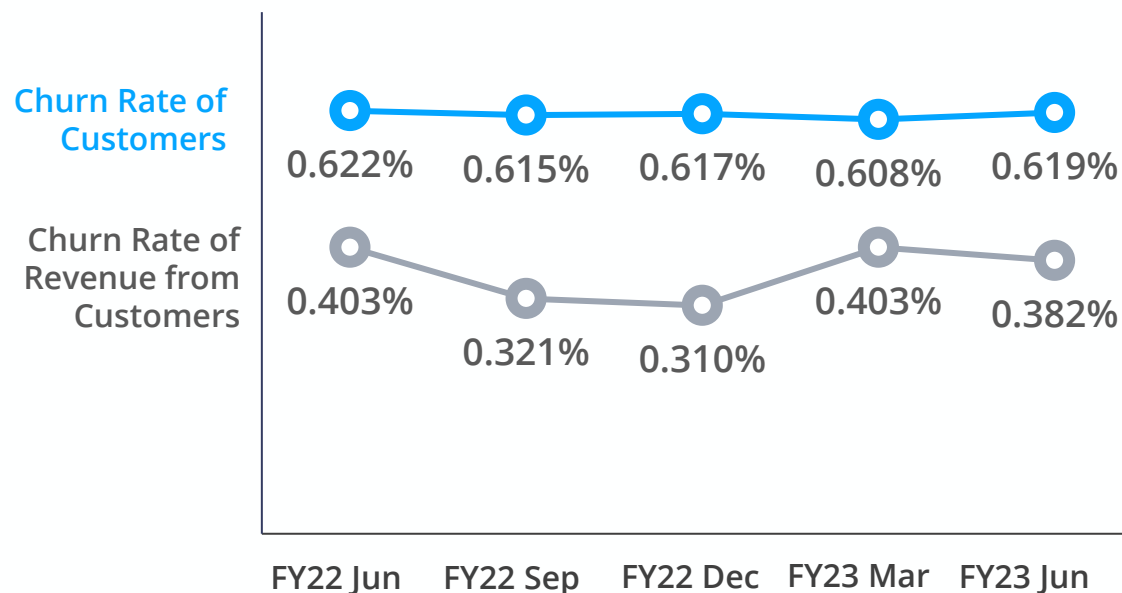


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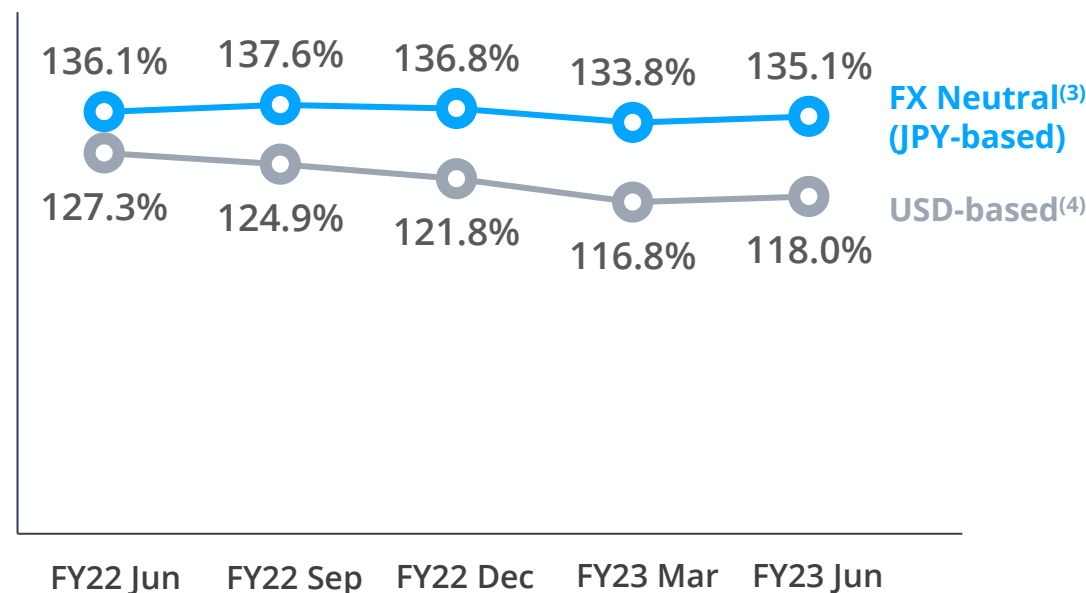
Improving churn rate & solid LTM NRR prove the stickiness of our customers to our solutions

- The strong USD appreciation in the last 5 quarters enlarged the gap of USD-based and JPY-based NRR while the pace of expansion for existing customers remained within a healthy range.

LTM Churn Rate of Customers⁽¹⁾ and
Churn Rate of Revenue from Customers⁽²⁾



LTM Net Revenue Retention



(1) Churn Rate of customers = The number of customers that terminated their relationship with us during the month divided by the number of all customers as of the end of the month.

(2) Churn Rate of Revenue from customers = Revenue calculated in U.S. dollars from customers that terminated their relationship with us during the month, divided by revenue calculated in U.S. dollars from all customers

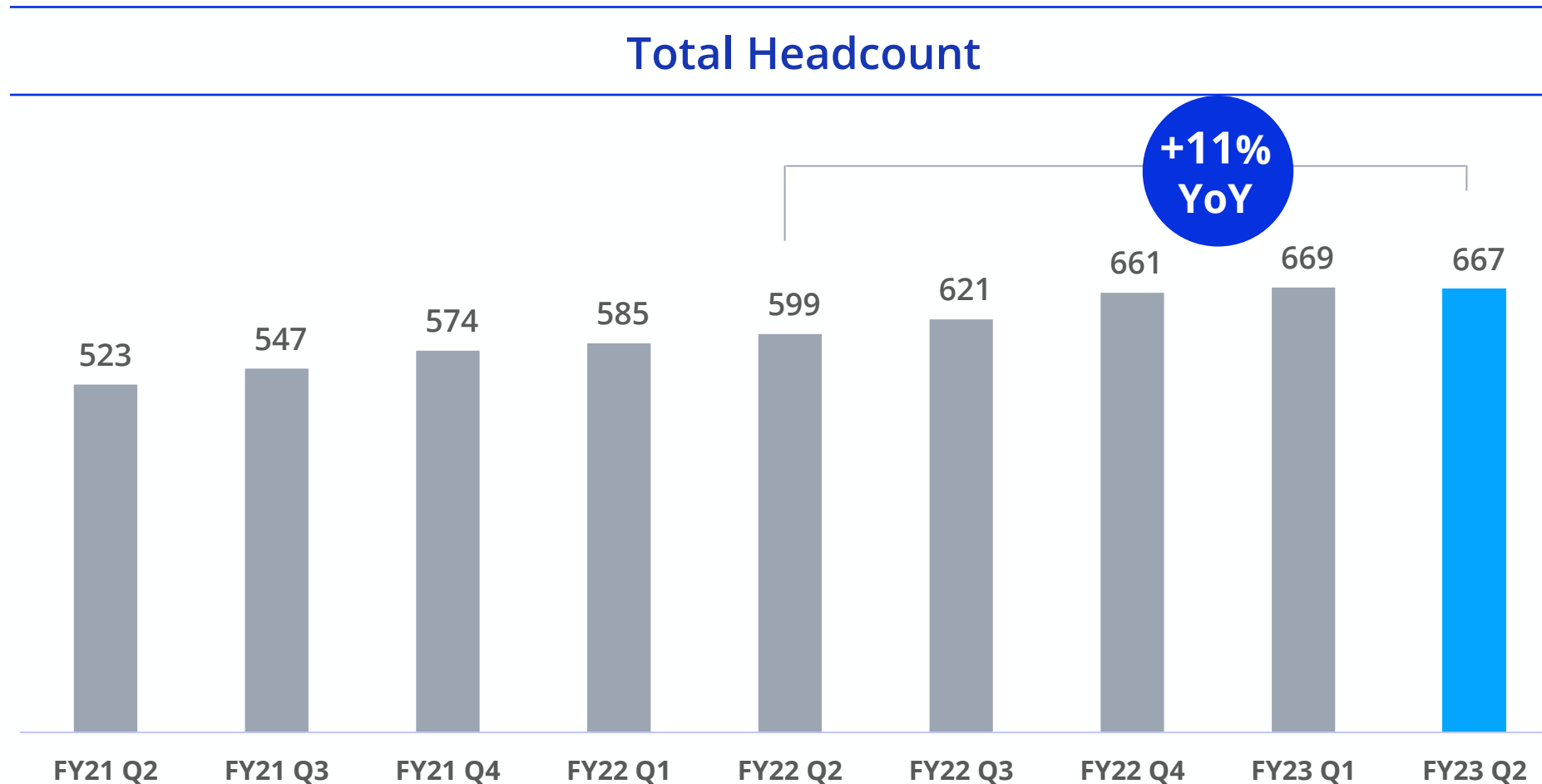
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(5) Above calculation does not include BotBonnie's and Woopra's customers.

Hiring to scale our opportunities & continuous investment in new talents

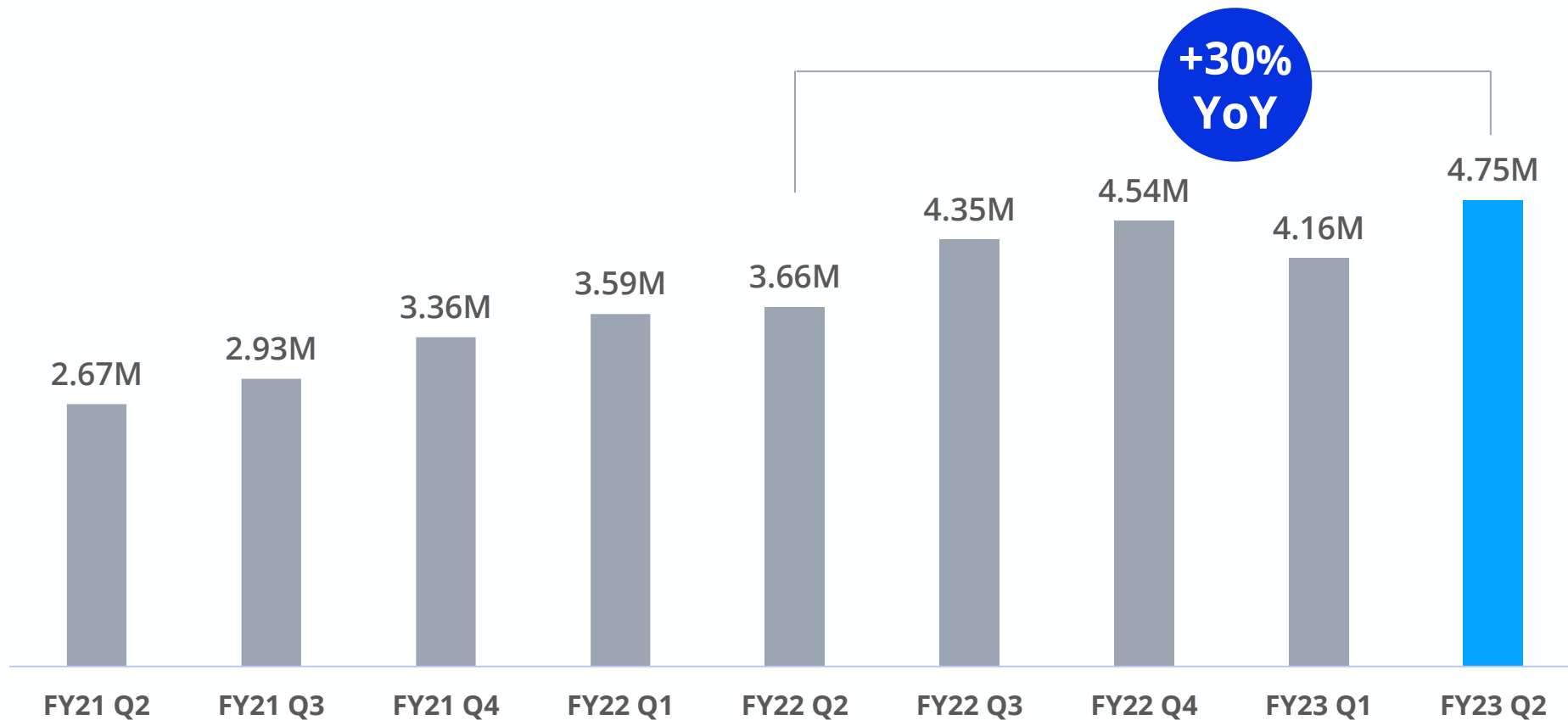
- The hiring pace of key commercial and engineering roles is on track, with the hiring momentum for other teams set to increase in FY23 2H.



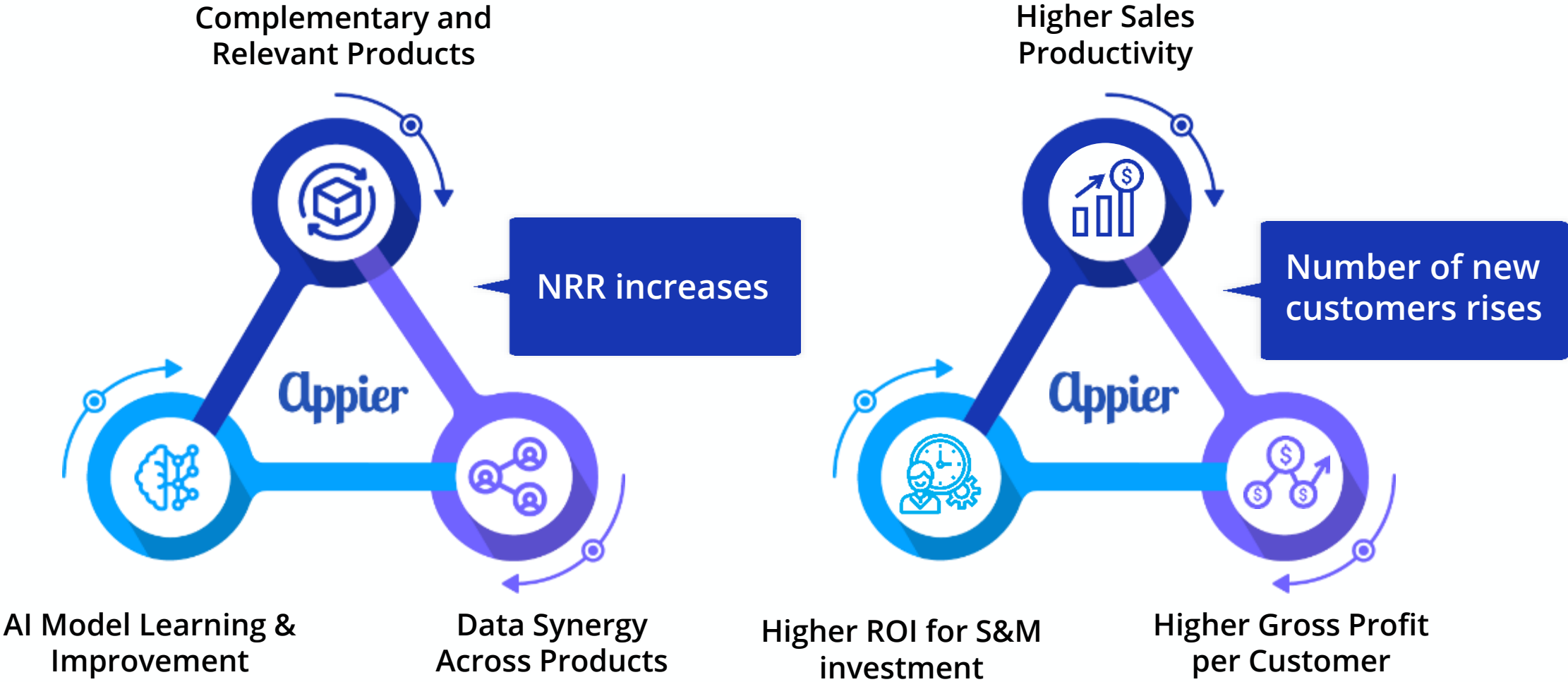
Productivity Improvement

- Our productivity per headcount has reached a historical high.

Quarterly Gross Profit / Headcount (JPY)



Appier's Strong Network Effects Drive Platform Value





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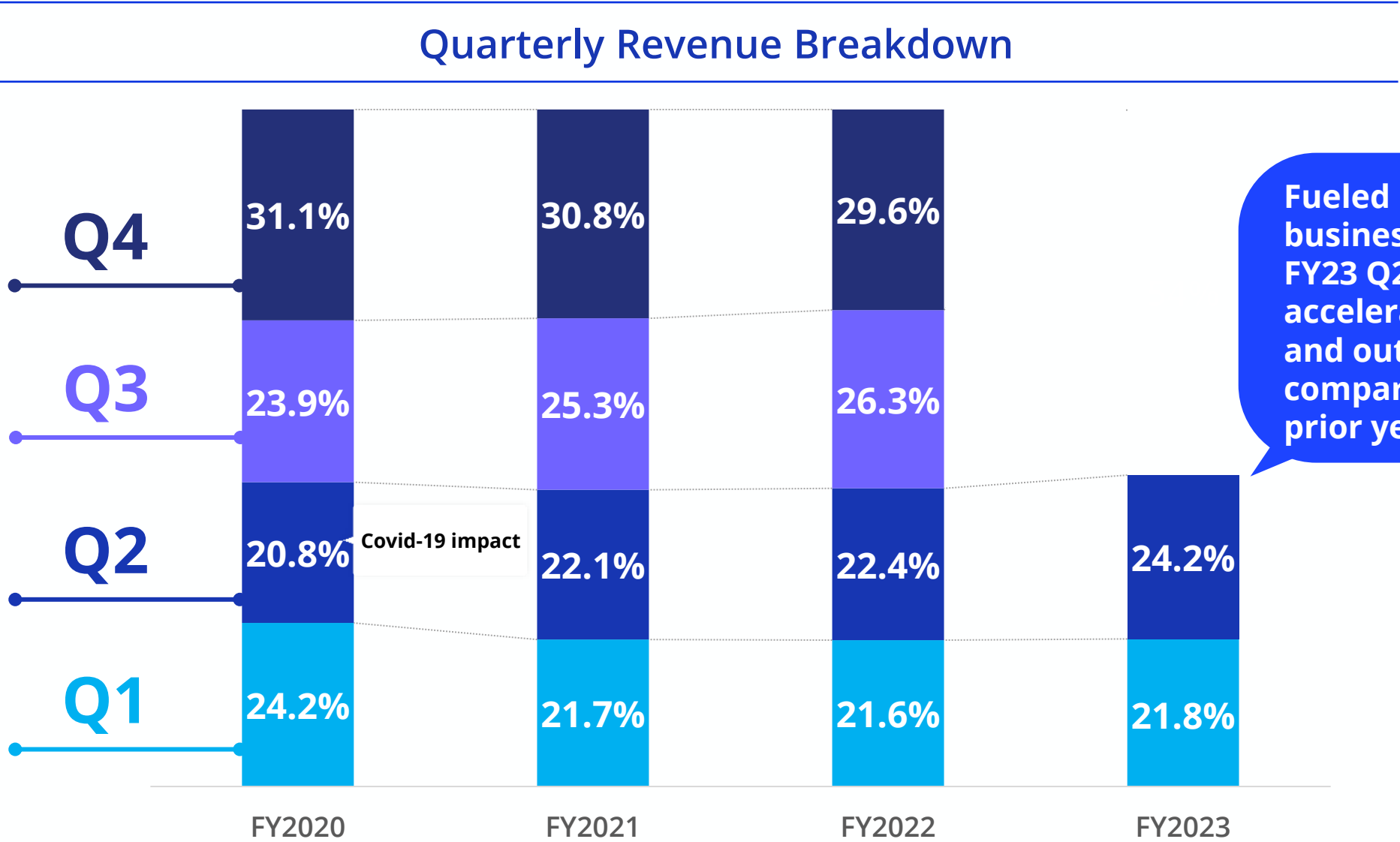


Business Outlook



Product Updates

Quarterly Seasonality



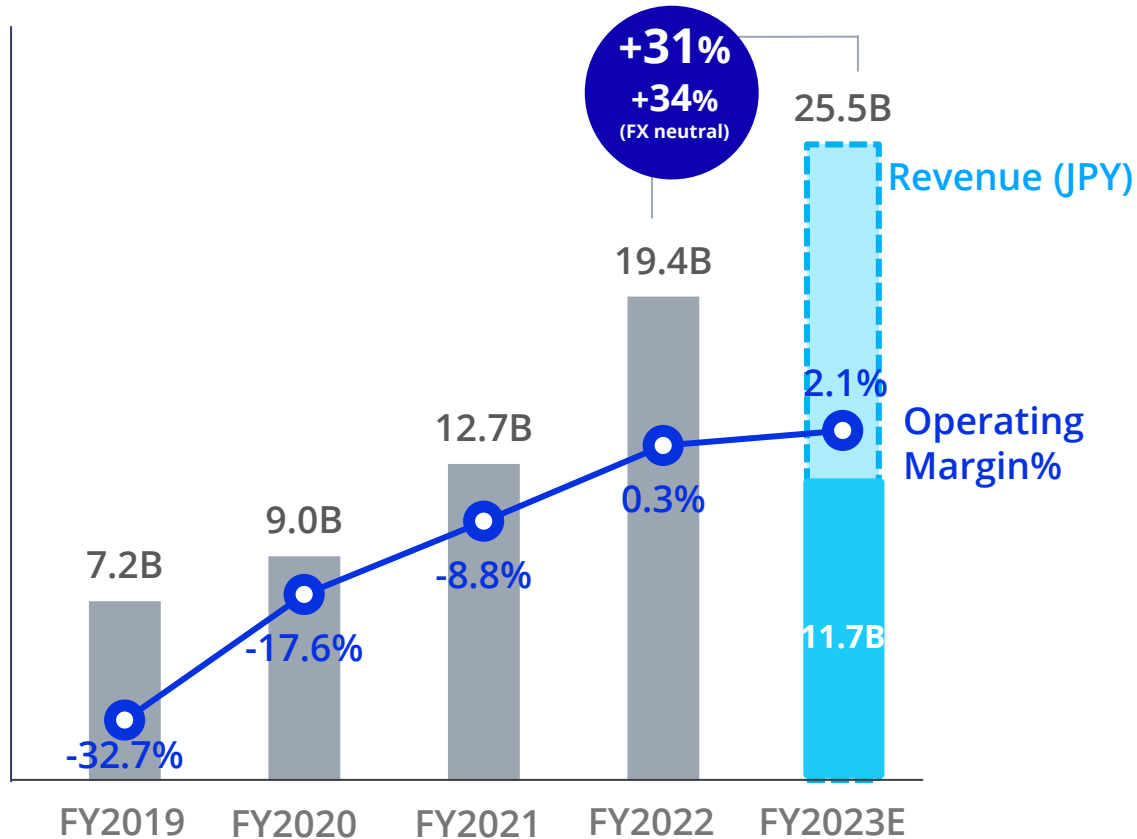
2023 1H Overview & 2023 Guidance

- Our FY23 1H results exceeded FY2023 with our ongoing commitment to achieve sustainable and profitable growth through our core values of turning AI into ROI and seize business opportunities with agility.
- We expect the growth momentum of revenue to persist throughout FY23 2H as our ongoing business development in key verticals, E-commerce and Digital Content, as well as key geos, Korea and US & EMEA, continue to fuel our growth.

	2023 1H	YoY	2023 Guidance	YoY	Highlights
Revenue	11.7 Bn	+37%	25.5 Bn	+31% +34% (on an FX neutral basis)	▶ Continuous geo and vertical expansion such as Digital Content in Korea and the expansion in US & EMEA ▶ Continuously strong NRR due to the demand of ROI-driven solutions from customers ▶ AI trends enhance customer acceptance of our key differentiators
Gross Profit	5.9 Bn 50.7%	+39%	13.5 Bn 53.0%	+35%	▶ Algorithm accuracy improvement compared to the previous year ▶ Significant improvement in later half of Q2, driven by positive effects from algorithm experiments in Q1
Operating Income	0.05 Bn 0.4%	+1.5 p.p.	0.54 Bn 2.1%	+1.8 p.p.	▶ Increasing business efficiency & sales productivity ▶ Strategic R&D spending on new products and features for enhancing corporate core values
EBITDA	0.94 Bn 8.0%	+2.4 p.p.	2.34 Bn 9.2%	+2.2 p.p.	▶ Utilized most budget of JPY 60M forward-looking investment for corporate function enhancement in 1H

2023: A year of balancing **Growth & Profitability** for the financial target in 2025

Revenue (JPY) & Operating Margin%



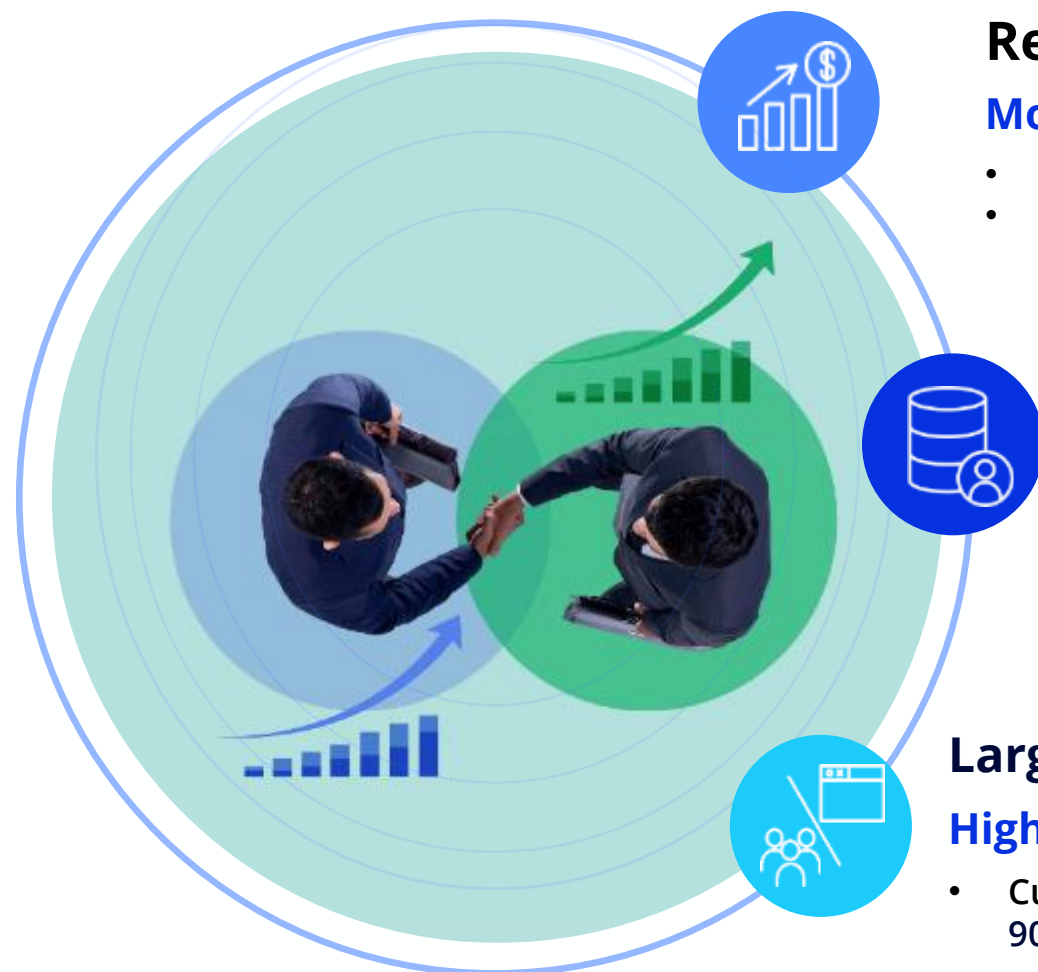
Growth

- ▶ Further Penetration into each region
- ▶ Well Balanced Vertical Expansion
- ▶ Up-sell & cross-sell via product synergy

Profitability

- ▶ High productivity for both Sales and R&D
- ▶ Algorithm enhancement
- ▶ Strong operating leverage with efficiency

Business Growth Outlook: Robust Customer Base



Return-Driven Solution

More recession-proof

- We provide predictable returns on customers' marketing spending.
- Our solutions provide direct revenue or profit impact in over 80% of our customers.

1st Party Data Trend & Higher AI Awareness

Continuous business expansion

- 1st party data is the key to cope with increased privacy restrictions that accelerates our business expansion, especially in US & EMEA
- Increased awareness of AI underscores our product value and drives our business growth

Large Enterprise Customers & Diversified Verticals

Higher business resilience

- Customers with more than ¥10B annual revenue have contributed to over 90% of our revenue.
- Having two strong vertical growth engines in E-commerce and Digital Content, with a large TAM for each, allows us to cope with dynamic and uncertain macro environments



**FY23 Q2 Review
& Achievements**



**FY23 Q2
Business Metrics**

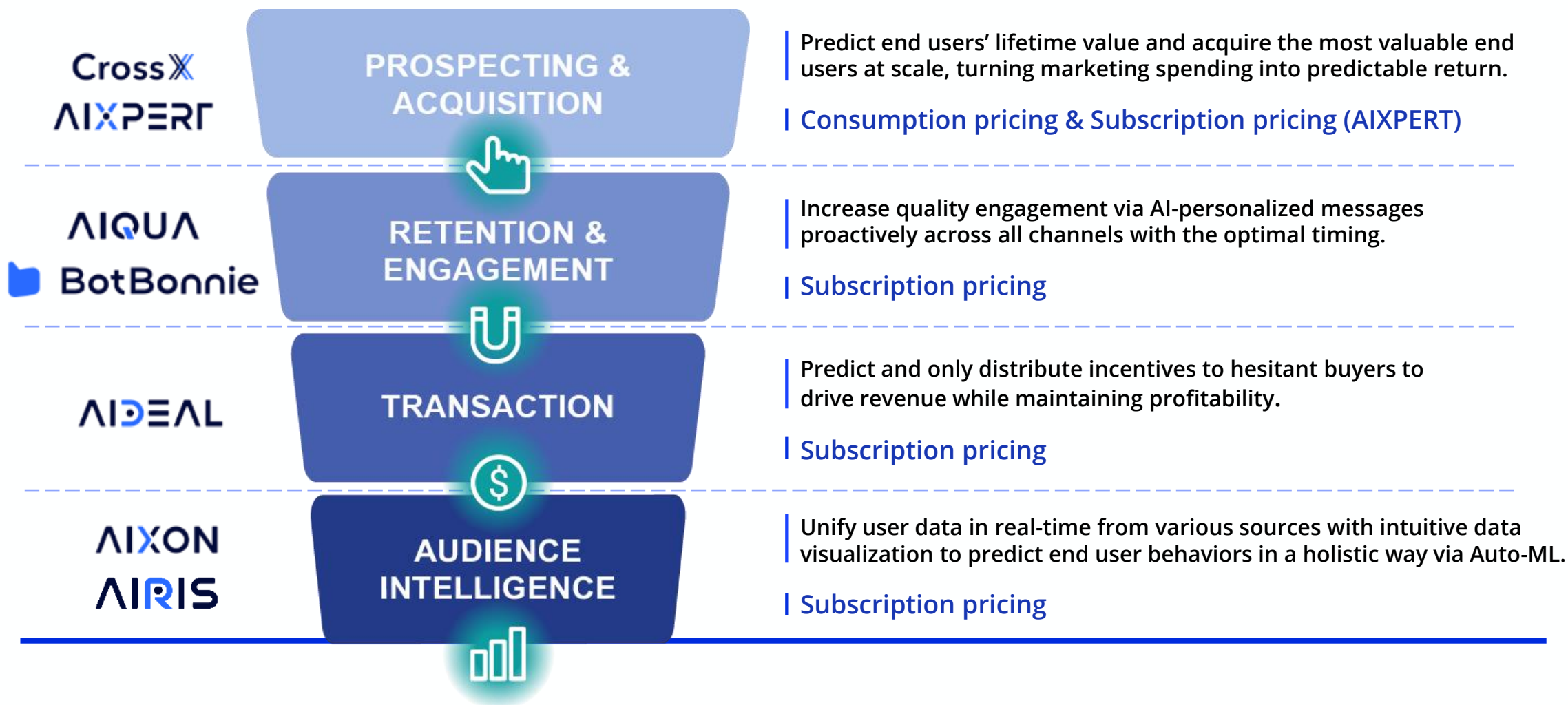


Business Outlook

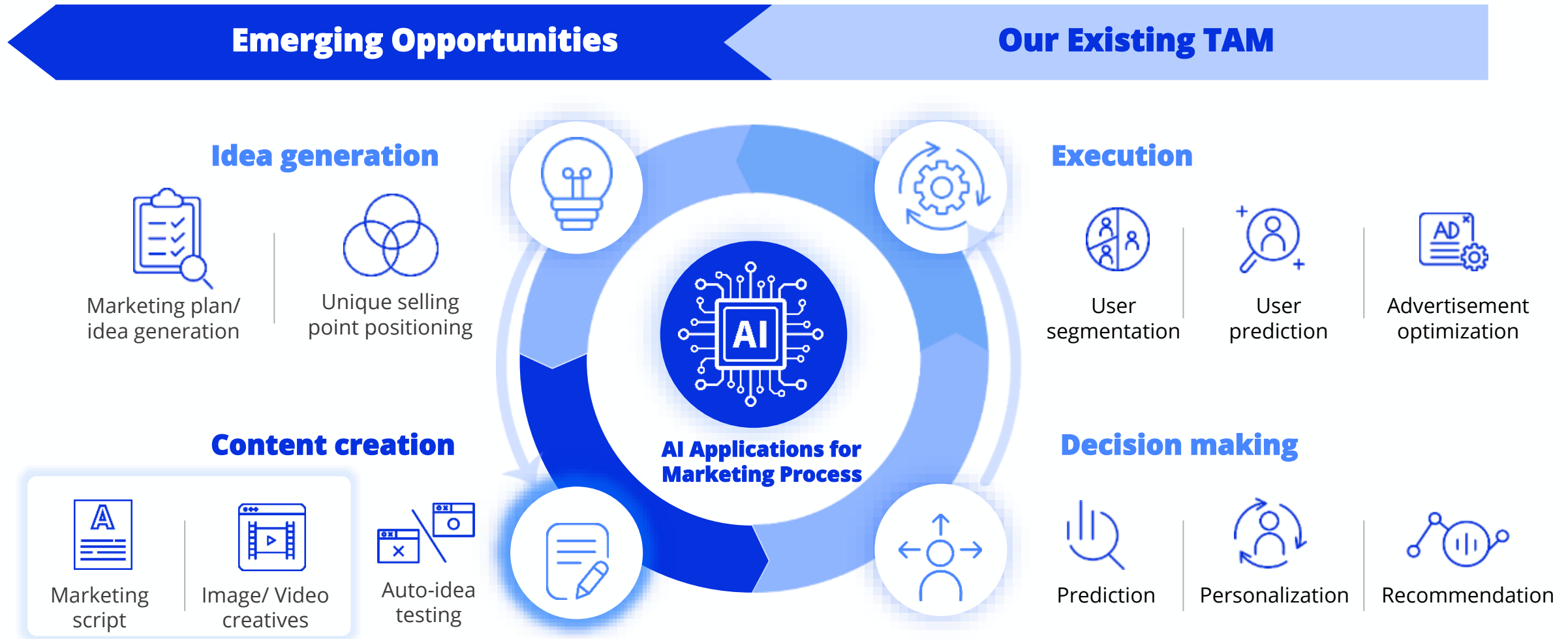


Product Updates

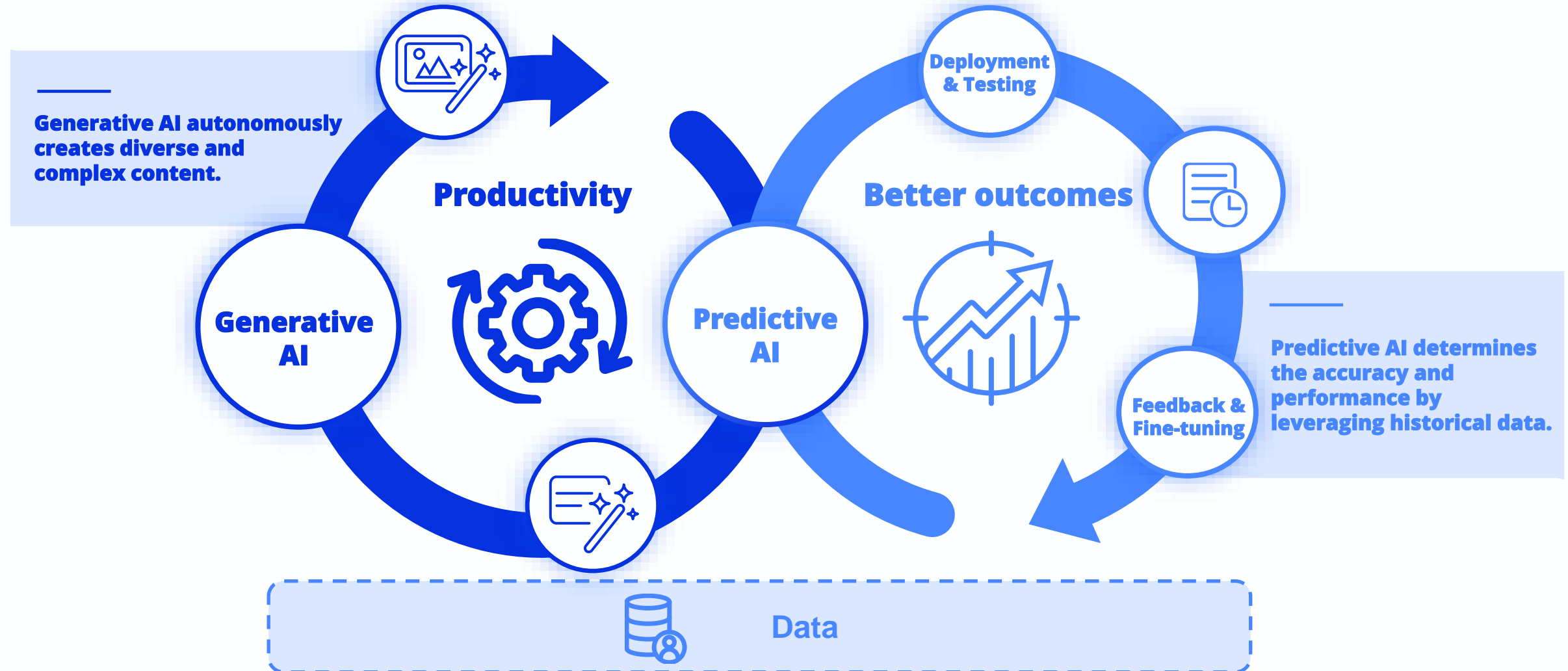
Comprehensive AI-Powered Solutions Across the Funnel



Generative AI: Enlarge our TAM from decision making to content creation



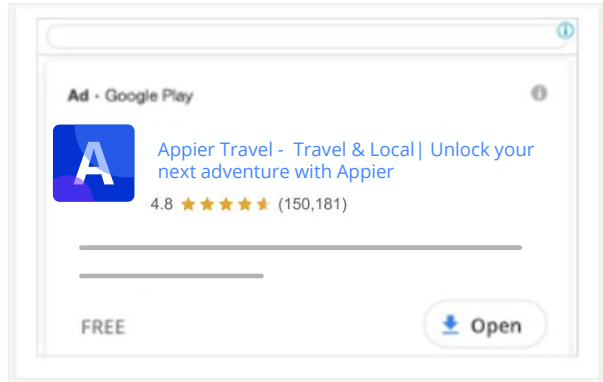
Combine the strength of generative and predictive AI to create the best outcome in marketing scenarios



Content refinement for in-campaign optimization

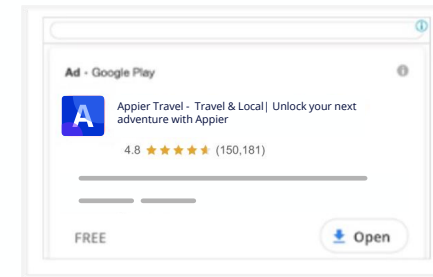
Leverage both Predictive AI and Generative AI to maximize productivity and performance.

Initial content

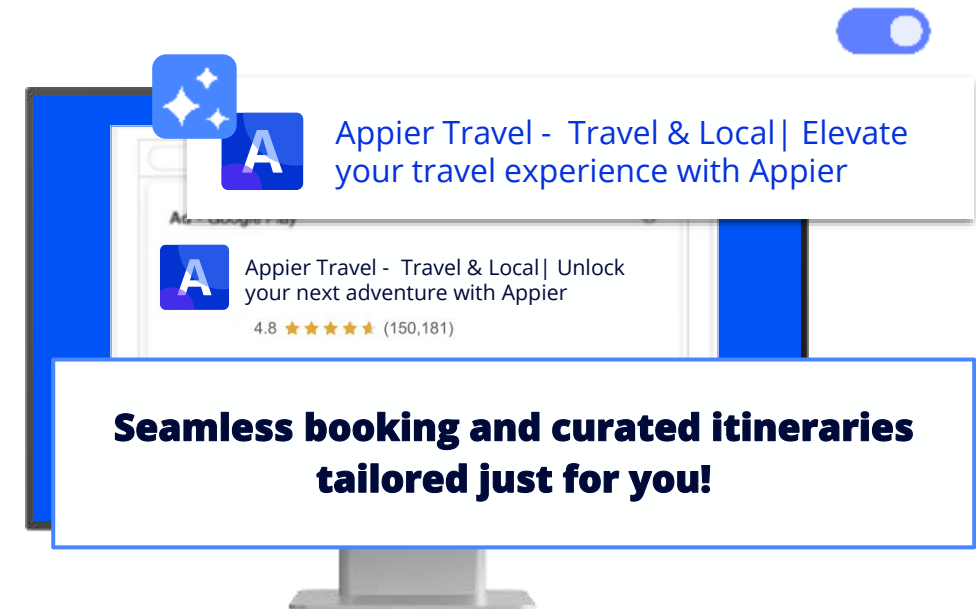


Goal KPI
Performance

Gen-AI
Content
Refining



Auto-turn off
underperforming ads



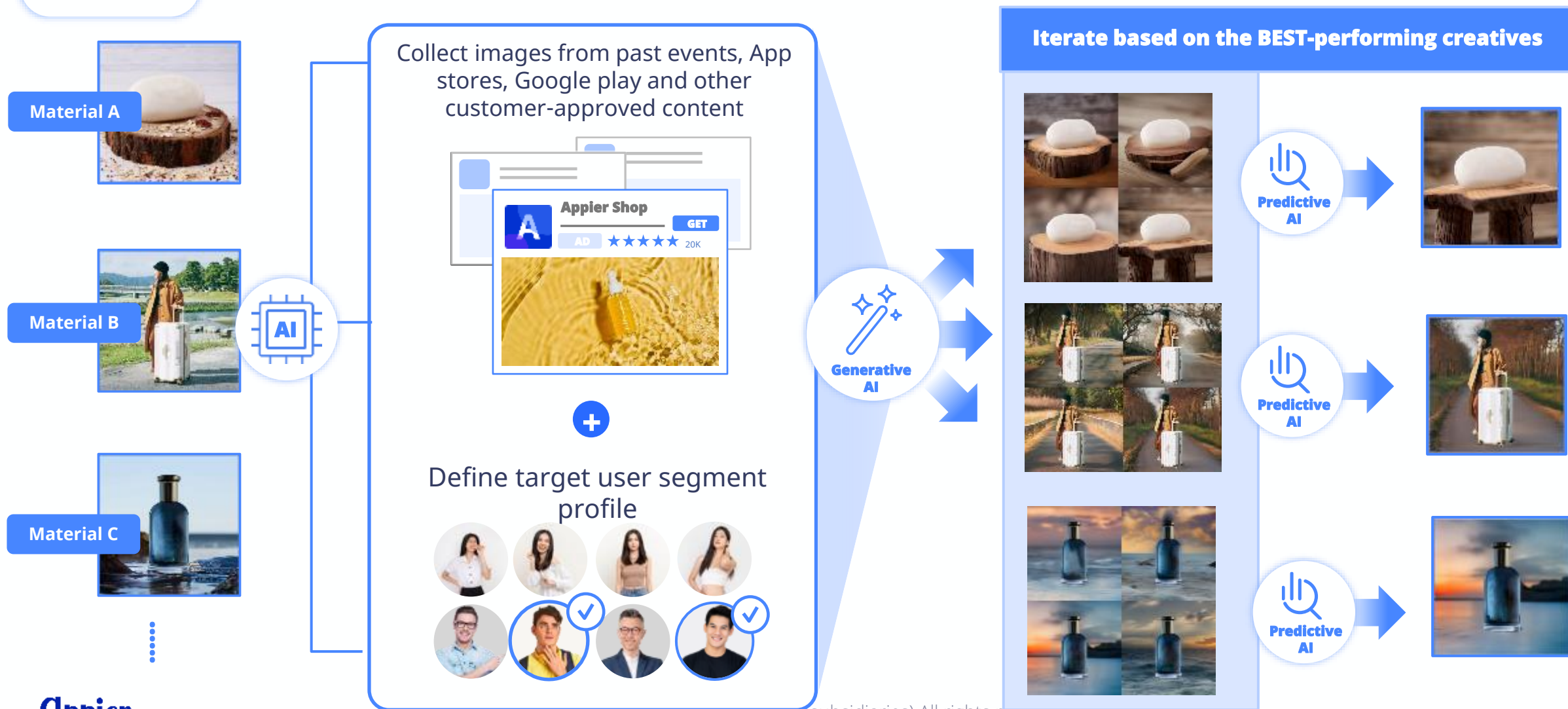
**Seamless booking and curated itineraries
tailored just for you!**

AI-adjust based on in-flight performance
while keeping the core message of the initial content

- KPI-driven content refinement
- In-campaign test and find the best engaging content
- Detect ad fatigue and prolong ad effectiveness

Appier's Generative AI creative services

Use GenAI to generate multiple creative variants that work best to improve the performance.



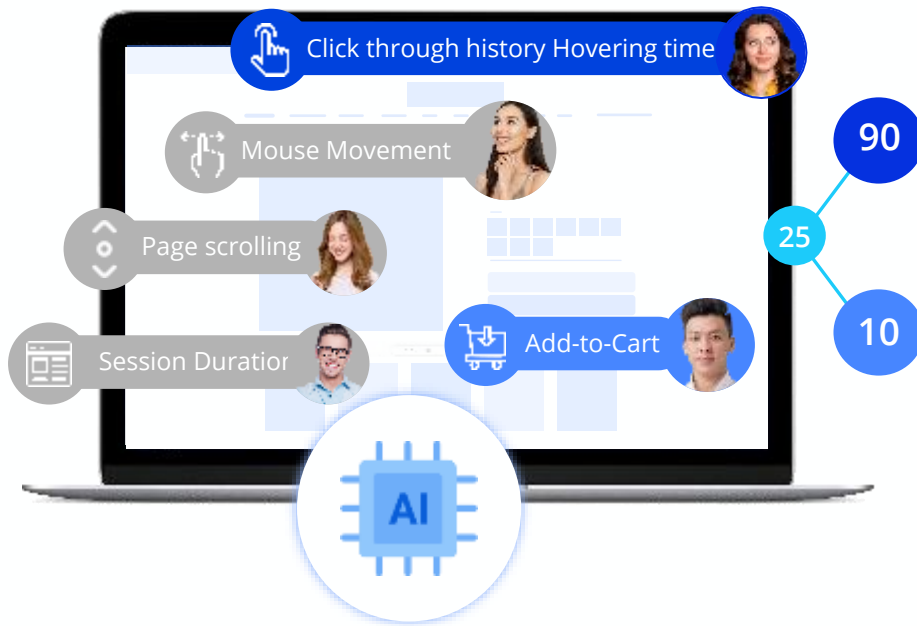
Unlock business upside with the right strategy

Tailored different sales events to different users based on their price sensitivity.

User visits the website

Real-time prediction: Price Sensitivity score

Provide the right strategy to drive higher GMV



Based on price sensitivity

Trigger **WebChat** to upsell and cross-sell

High Price Sensitivity

Bargain Hunter



Low Price Sensitivity

Luxury Shopper

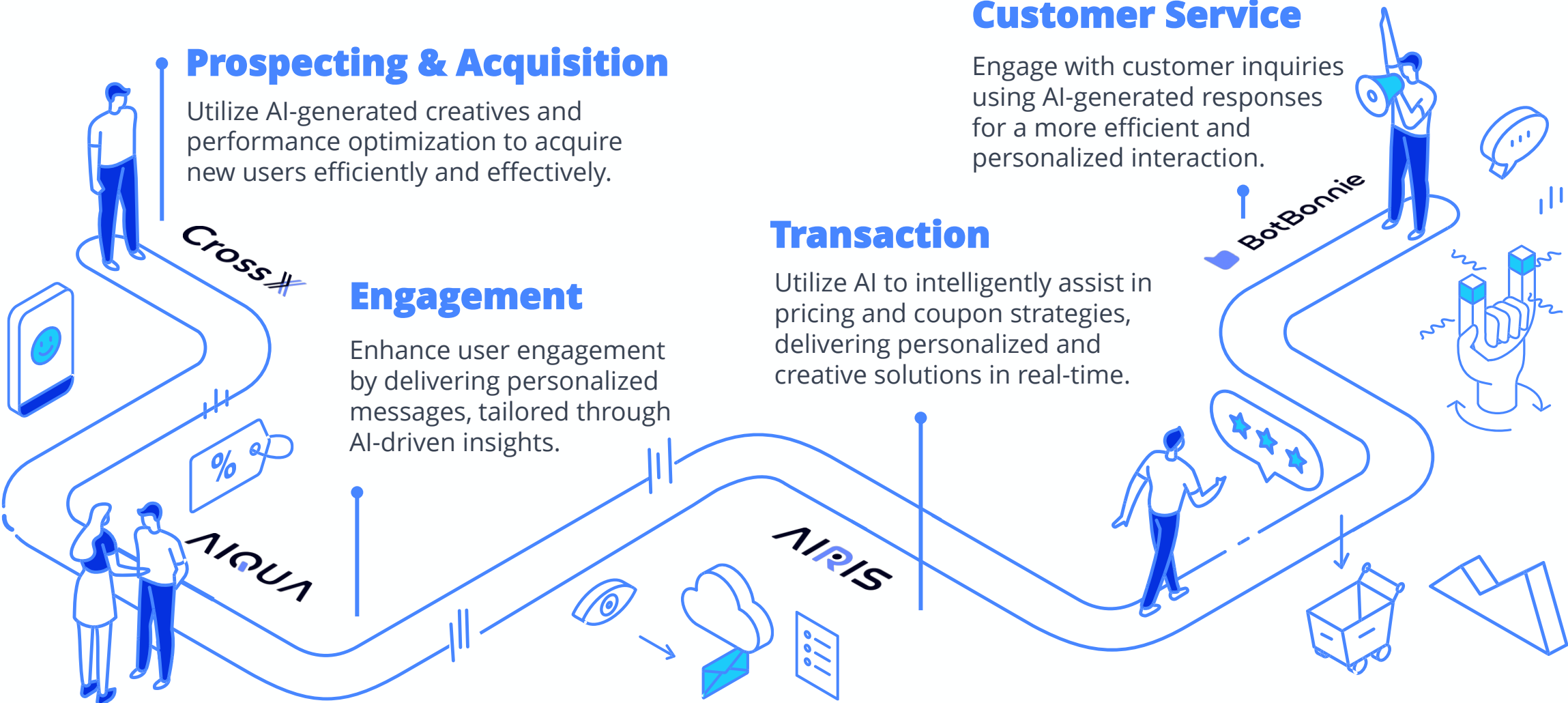


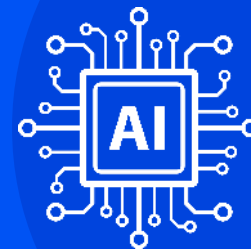
Discount
strategy

Marketing
strategy

Pricing
strategy

Engaging users with Generative & Predictive AI for a personalized end-to-end journey





Turning AI into ROI

Our enhanced product synergies mean data synergies for our customers. Our improved AI brings extra ROI to our customers. With these principles, we continue delivering value to our customers in all kinds of environments.





Thank you!

Appendix

Founder-led Management of AI & Business Leaders

Founders



Dr. Chih-Han Yu

Chief Executive Officer

Stanford University
Harvard University



Joe Su

Chief Technology Officer

Harvard University



Dr. Winnie Lee

Chief Operating Officer

Stanford University
Washington University

Business leadership



Koji Tachibana

Senior Vice President of Finance
Head of Japan

DeNA, NOMURA,
METI



Magic Tu

Senior Vice President,
Sales for APAC

HTC, Synopsys



Dr. Joe Chang

Chief Strategy Officer

McKinsey & Company,
IQVIA

Awards and Recognitions



7 world champions
in data mining contests ⁽¹⁾
(2008 - 2020)



AI100
CB Insights (2017, 2018)



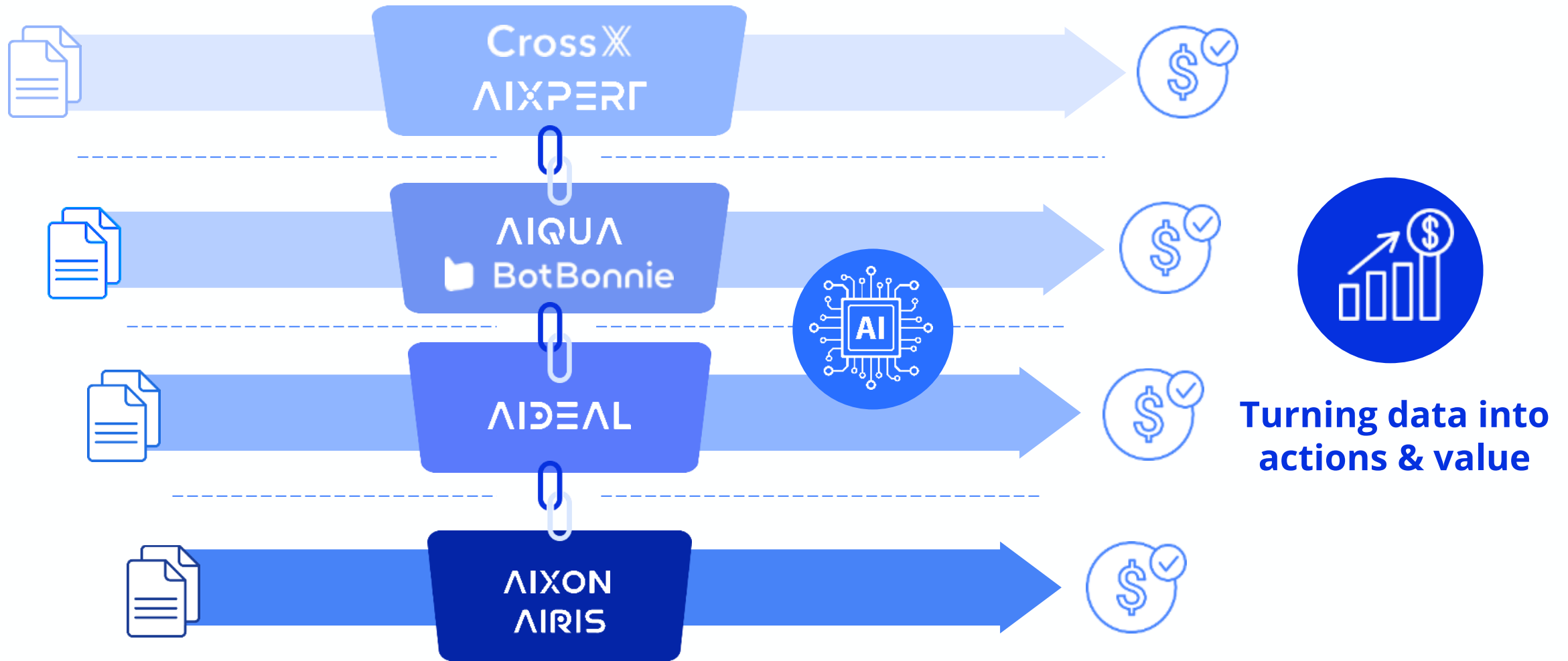
Top 50
AI startups worldwide
(2017)



Cool Vendor in AI
Gartner
(2017)

(1) Championships on which Appier employees were part of the winning team

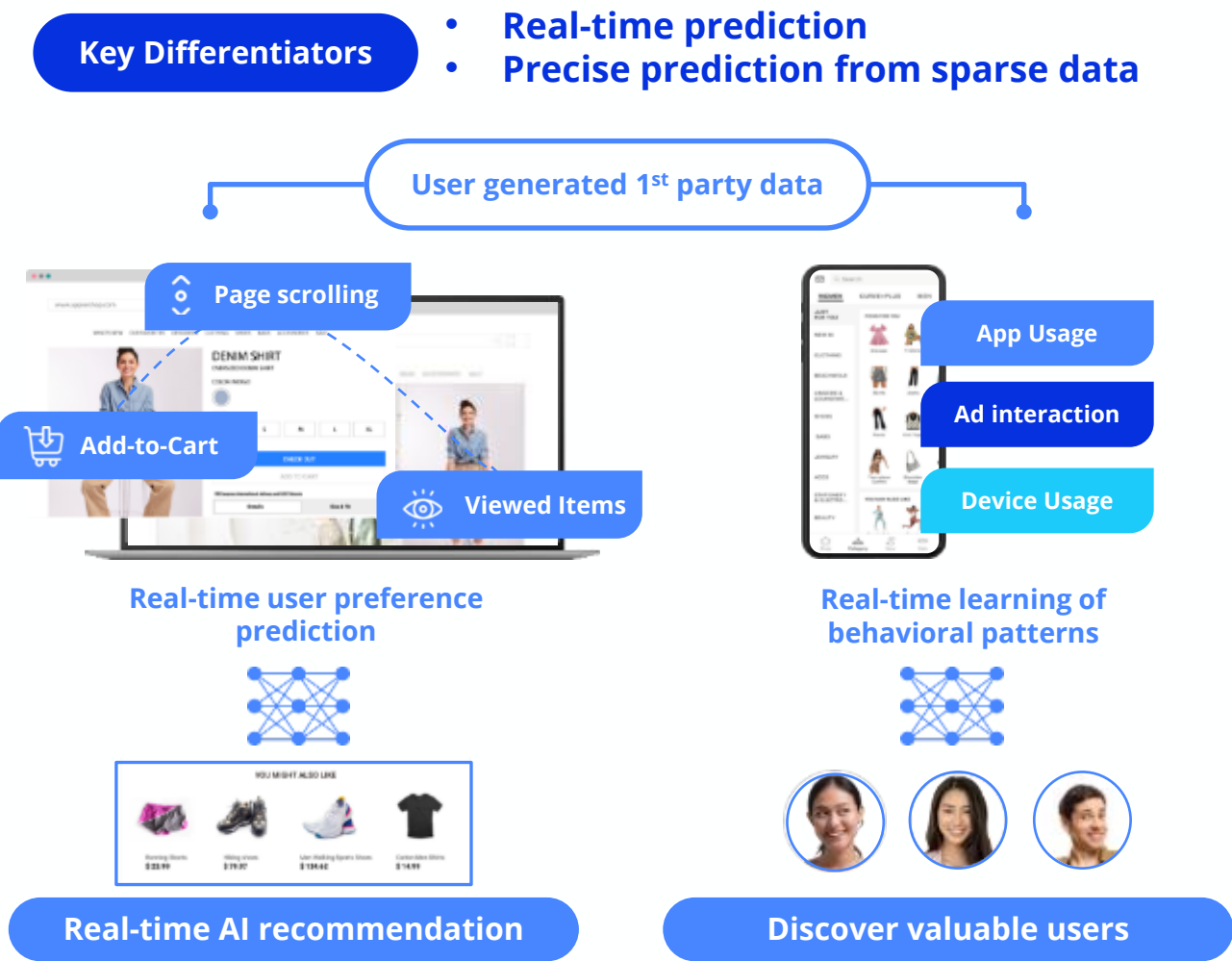
Turning AI into ROI



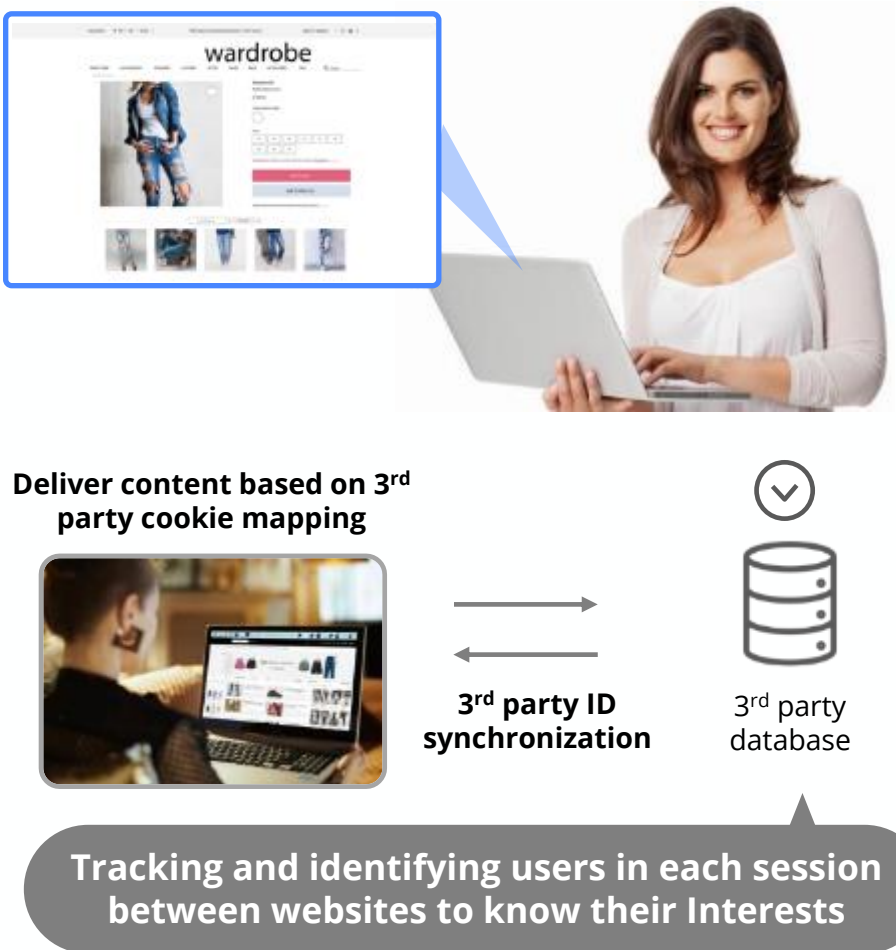
Solving data fragmentation via solution synergies

AI is the key component in the 1st party data world

With Only 1st Party Data



With 3rd Party Data





CrossX

CrossX enables businesses to use Machine Learning and Deep Learning to predict users' lifetime value and acquire the most valuable end users at scale, allowing businesses to turn marketing spending into predictable returns.



Machine Learning and Deep Learning
to Predict High Lifetime Value End
Users

Acquire The Most Valuable
End Users at Scale

Provide Predictable Returns



AIQUA



AIQUA enables businesses to increase quality engagement with end users through AI-personalized messages proactively and effectively across all their own communication channels with the optimal timing.

**Multichannel
Messaging**

**AI-Generated
Messages**

**Send Time
Optimization**

**Proactive Actions with
Predictive Segments**

PROSPECTING &
ACQUISITION



RETENTION &
ENGAGEMENT



TRANSACTION



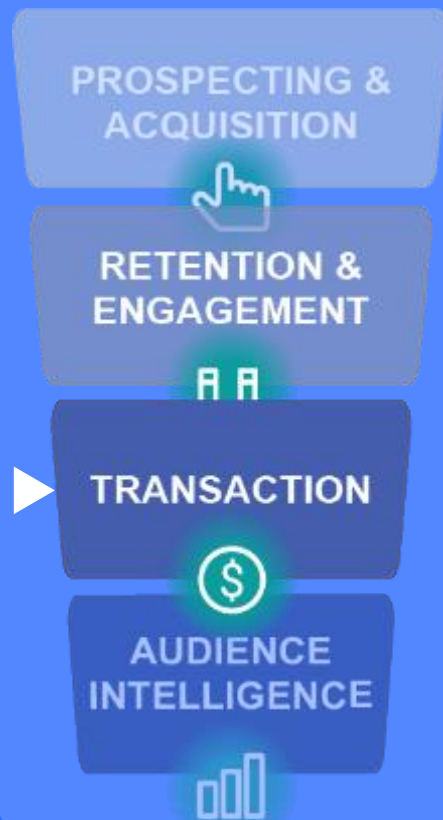
AUDIENCE
INTELLIGENCE



A conversational marketing solution built upon the most popular messenger platforms. Harness the full potential of your followers on LINE, FB Messenger, Instagram, WhatsApp, Website and Google Business Messages, etc.

**Codeless instant messaging
solution for marketers**

**Gamified prebuilt marketing kits to boost
conversion with engaging customer experiences**



AIDEAL

AiDeal enables businesses to use Machine Learning and Deep Learning to predict hesitant buyers through user patterns and only distribute incentives to hesitant users to drive revenue while maintaining profitability.



**Predict Purchase Intent with
Machine Learning and Deep Learning**

**Optimized Incentives with a
Sense of Urgency**

Real-Time Analytics

PROSPECTING &
ACQUISITION



RETENTION &
ENGAGEMENT



TRANSACTION



AUDIENCE
INTELLIGENCE



AIXON

AIXON enables businesses to utilize their own end user data from various sources to predict end user behaviors in a holistic view with Automated ML model building and without the hassle of building an entire AI technology stack in-house.



**Data Unification and
Auto-processing**

**Scenario-based Prediction
with Automated ML models**

Explainable AI

PROSPECTING &
ACQUISITION



RETENTION &
ENGAGEMENT



TRANSACTION



AUDIENCE
INTELLIGENCE



AIRIS

A fast time-to-insight AI CDP with superior analytics and intuitive data visualization. By building a robust 360° view of customers with 1st party data, businesses can easily visualize and measure the impact at every touchpoint, and predict the return before businesses make their investments.



Unify your data seamlessly
with Customer 360°

Fast Data-to-
Visualization

Fast Data-to-
Prediction

Why Appier Wins

Existing Solutions

Manual A/B testing

- Leading to waste of budget and unlikely to outperform machines

Marketing Cloud solutions

- Mostly based on a reactive approach based on past behaviors

Broadcasting or Segmenting users into groups and providing different incentives

- Waste of coupon subsidies, which damages profitability, and is unable to fully drive the top-line growth

AI vendors or building an inhouse data scientist team

- Potentially hard to scale and more costly

Prospecting & Acquisition



Retention & Engagement



Transaction



Audience Intelligence



CrossX
AIXPERT

- ML modules predict high life-time value end users
- Acquire the most valuable users at scale with predictable return on investment

AQUA
BotBonnie

- Predict end users' potential behaviors and proactively engage them effectively
- Fully automated solutions with tightly integrated AI on all messaging channels
- BotBonnie: Interactive conversational marketing chatbot solution

AIDEAL

- AI detects hesitant buyers by identifying end user patterns and distributing incentives only to those hesitant buyers
- Increase sales while reducing coupon subsidies and costs

AIXON
AIRIS

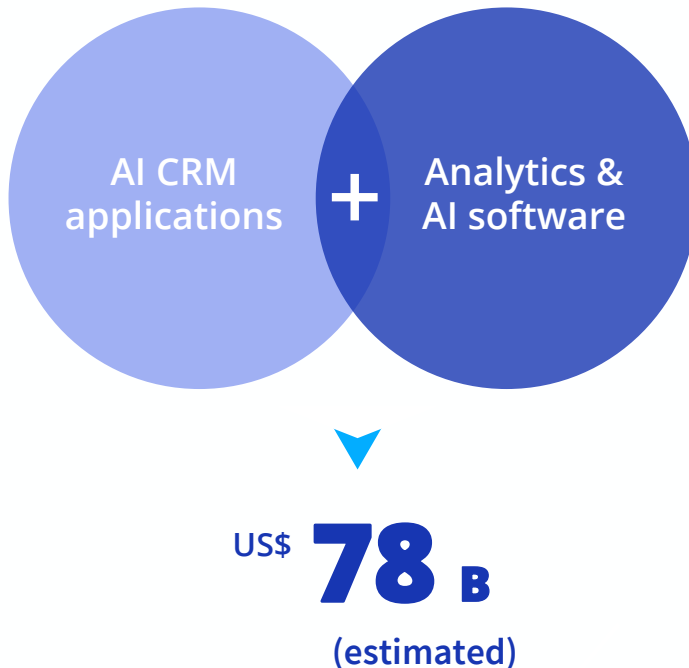
- Automated ML to build differentiated best-in-class AI prediction models through SaaS
- Business users able to leverage AI capabilities without scientists / engineers
- Fast time-to-insight with superior analytics and intuitive data visualization

Why Customers Choose Appier

Massive Market Opportunity

Top-Down View 2023

IDC (1)



Bottom-Up View 2023

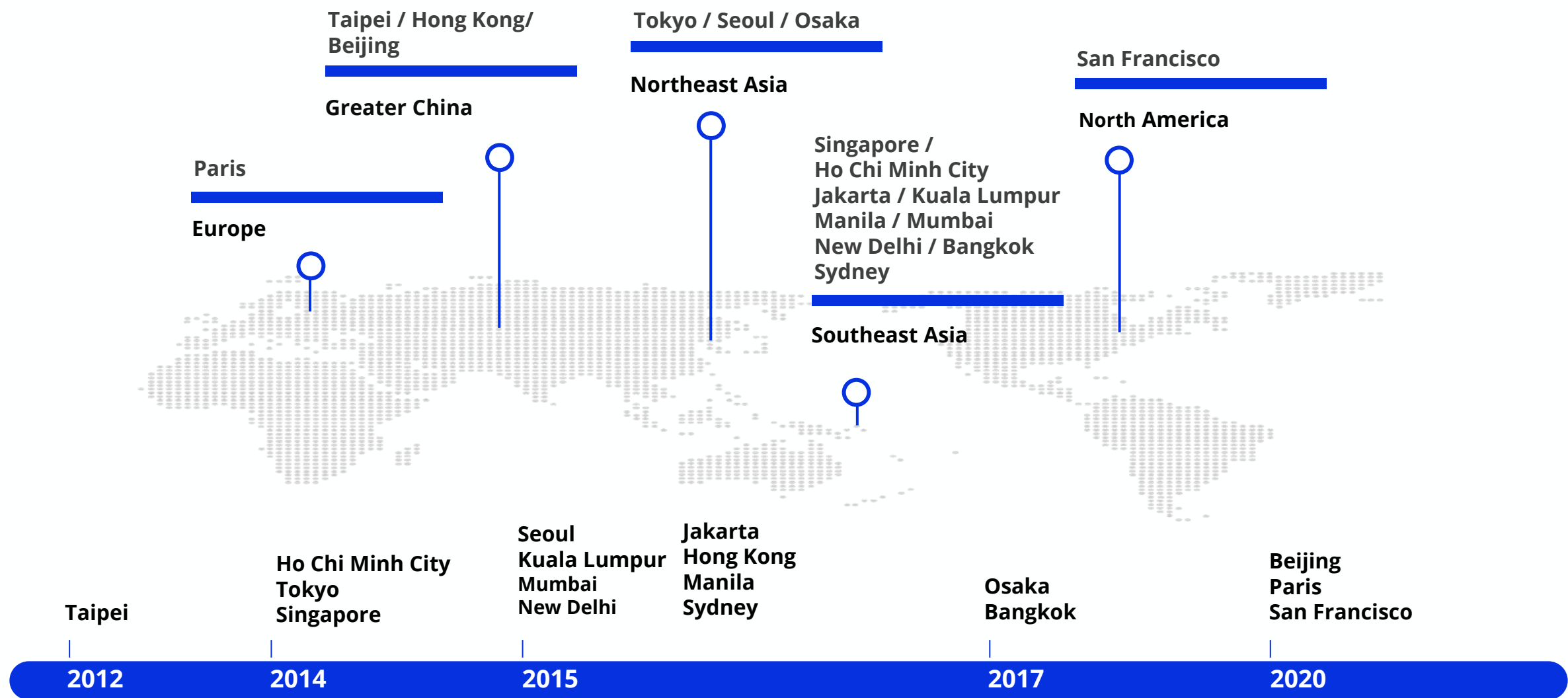


(1) Source: IDC Semiannual Artificial Intelligence Tracker, 2H 2020 (July 2021)

(2) Annualized revenue= FY22 revenue in JPY / exchange rate 131.64

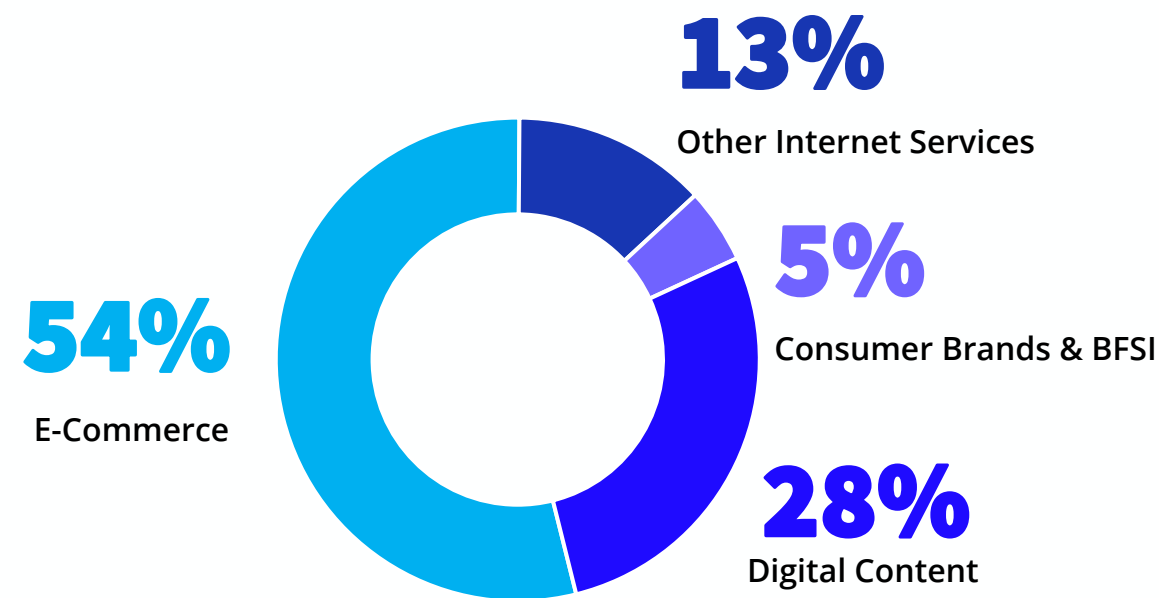
(3) Calculation is based on internal estimation. In terms of APAC marketing investment, we have around 3% market share in EC, 2.5% in digital content and 1% in others. EC accounts for 30% of marketing investment and digital content providers accounts for 20%. Thus, we roughly have 1.9% market share of APAC marketing investment. APAC marketing investment accounts for around one third of global marketing investment.

Appier's global presence: 17 offices worldwide

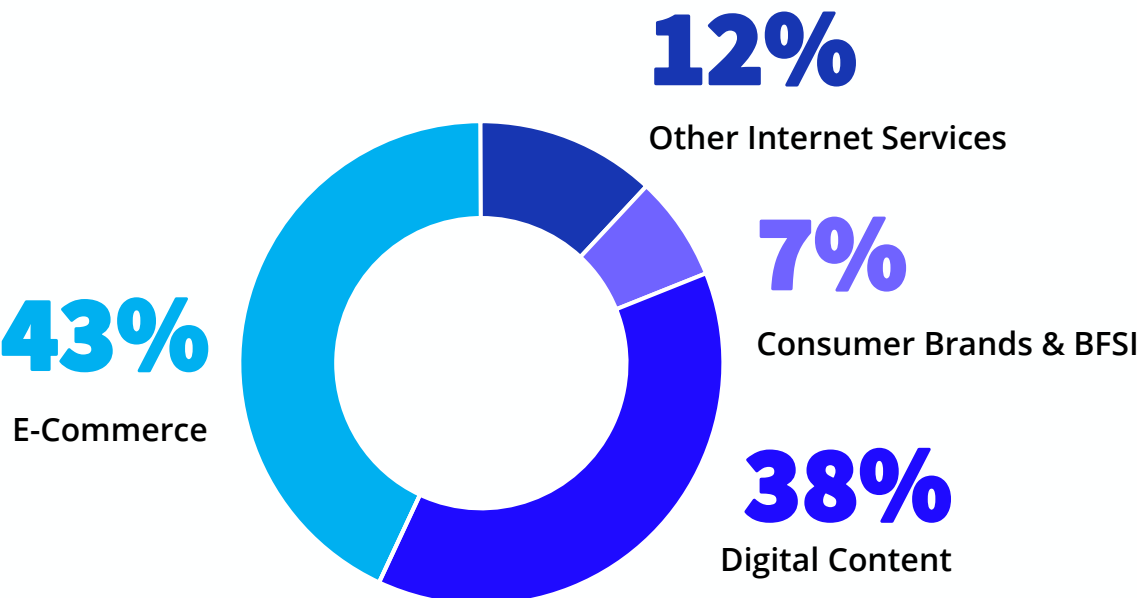


Continuous growth momentum through vertical expansion along with diversified verticals & geo moderate business seasonality

FY2021 Revenue % by Vertical



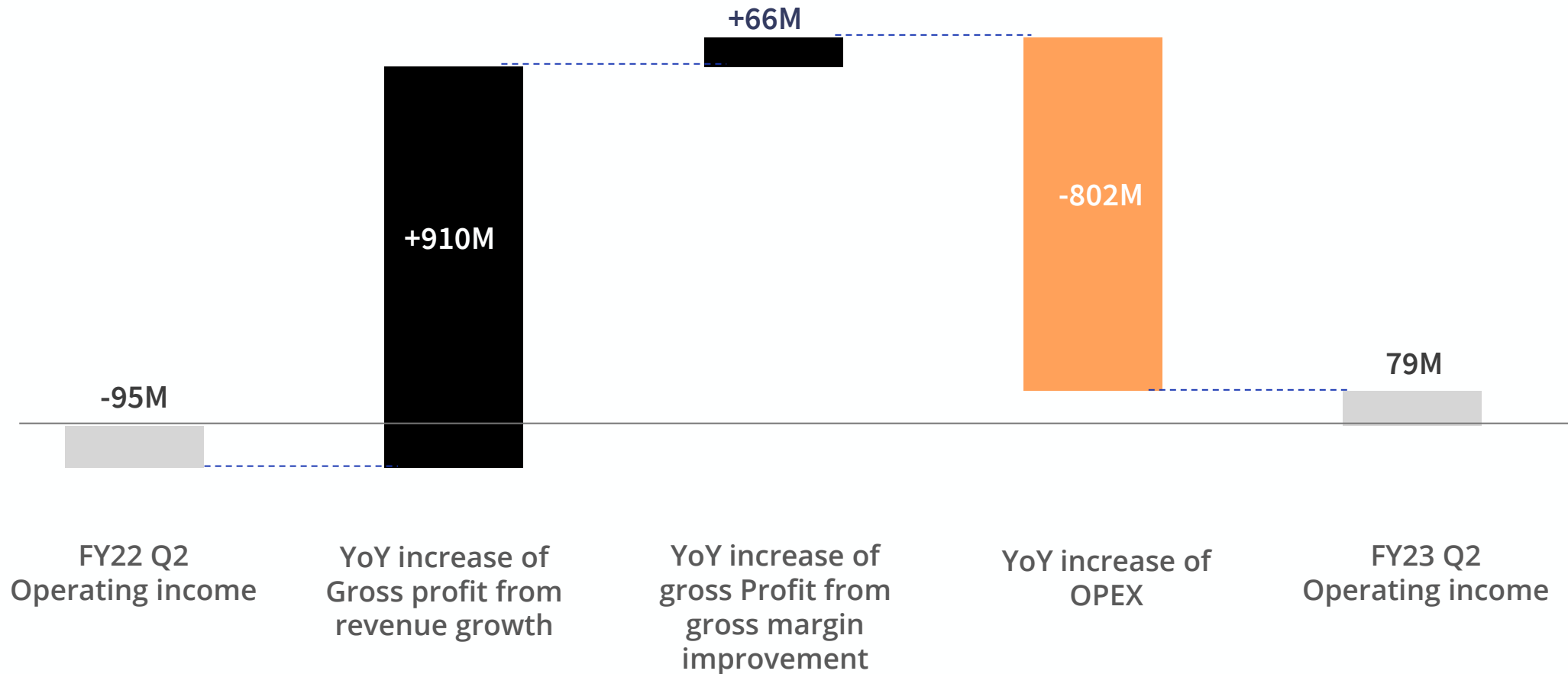
FY2022 Revenue % by Vertical



2023 Q2 Operating Income YoY Change

We drive our bottom-line improvements steadily with higher sales productivity, higher NRR, higher gross margin, R&D excellence and better operation efficiency.

Operating Income Waterfall (JPY)



Capital Efficiency Management



Product Synergies with Efficient Go-to-Market Shorten S&M Payback Cycles

Systematic go-to-market strategy, better cross-sell synergies and bundle sale from product synergies lead to productive sales activities which further shorten the payback cycle of our S&M investment.



High ROI Sales & Marketing Investment Driven by Large TAM

As our AI-driven solutions mainly target digitally-oriented larger enterprises and we have widened our TAM through geo and vertical expansion, we can leverage targeted account-based marketing (instead of mass marketing) to promote our solutions to customers efficiently, enabling us to manage S&M expenses with a high ROI.



Efficient AI Technology Scaling through Cloud-based Platform

We deploy our AI technology across customers effectively via our cloud-based platform. This allows us to achieve a high operating leverage from R&D investment.

ESG Initiatives

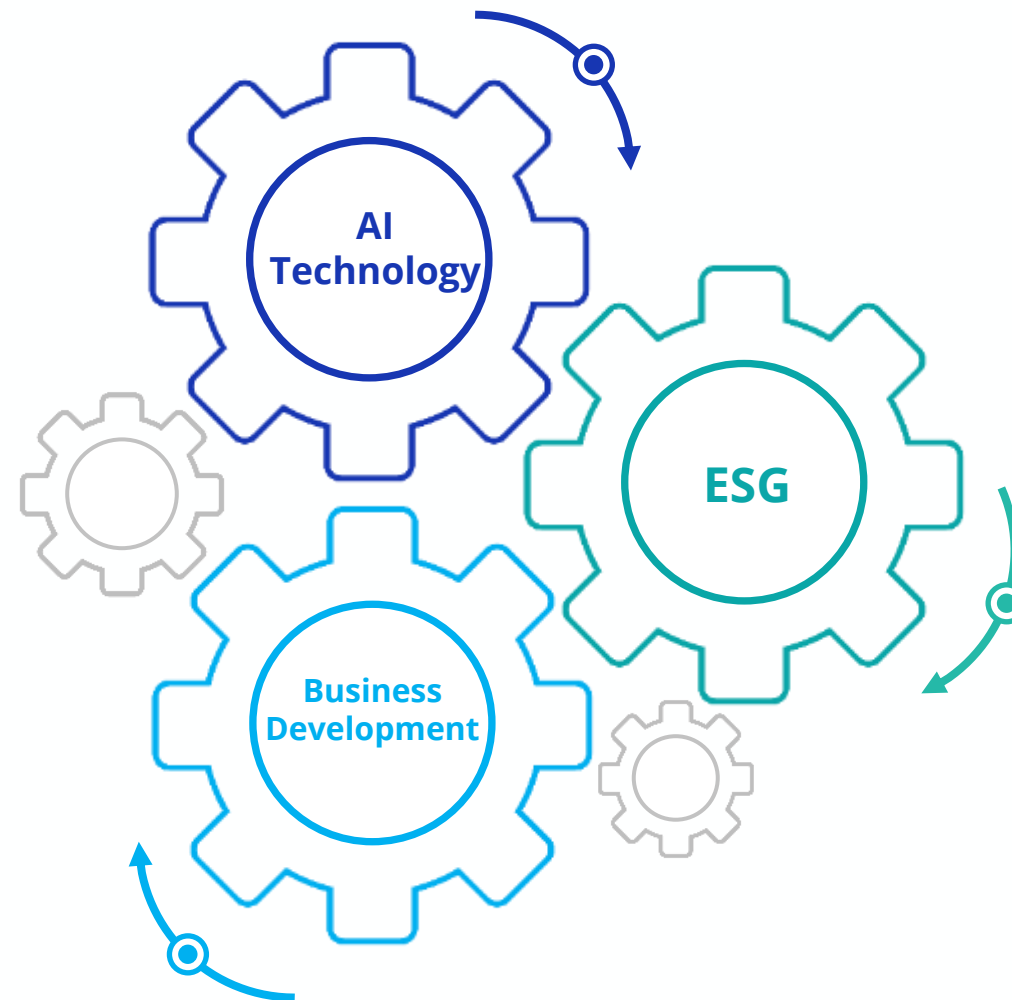
Our Commitment

Embed ESG into Our Business

Appier envisions a future where precise, automated, and proactive decision-making is made possible through enterprise software powered by AI.

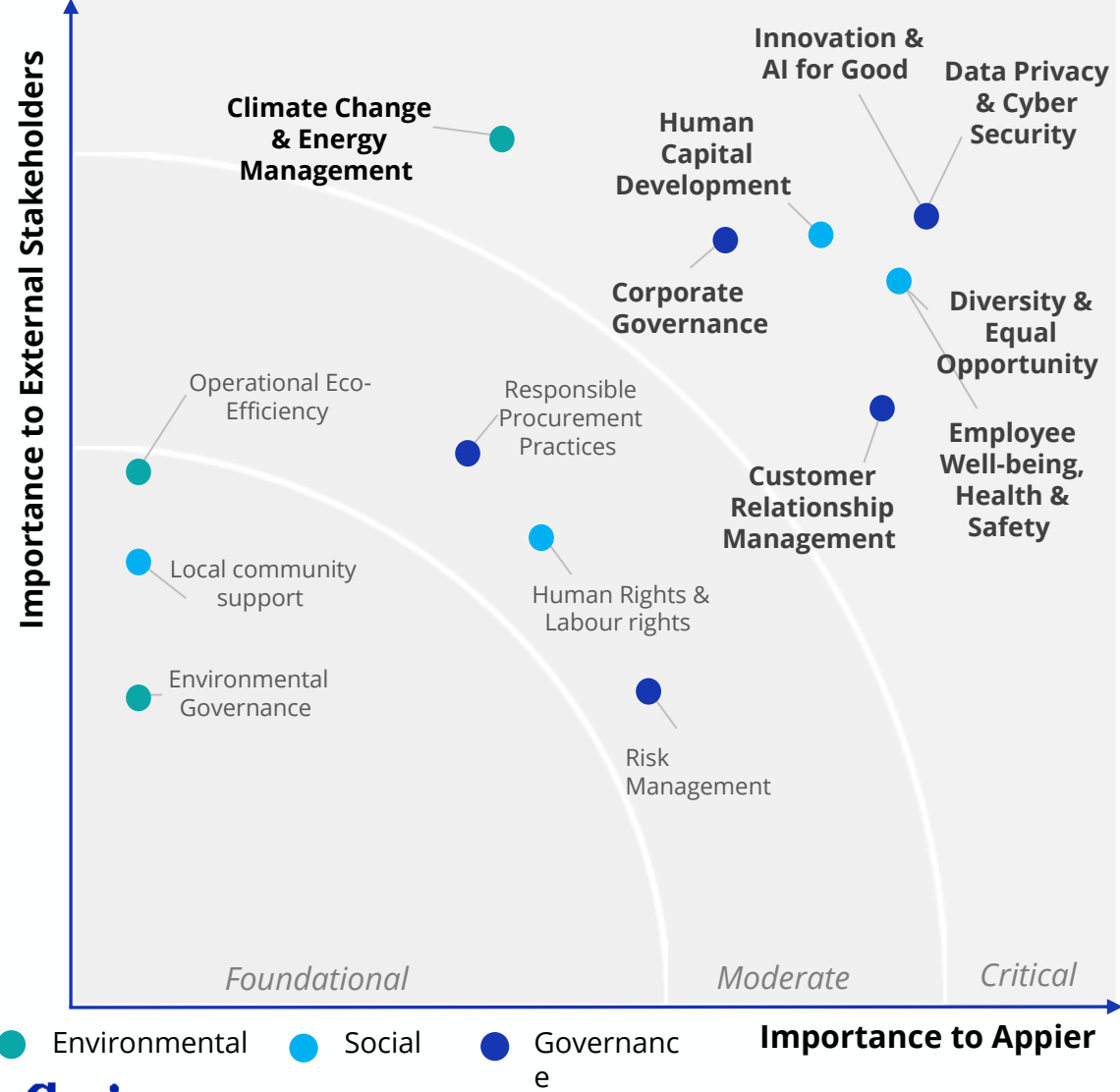
We believe ESG should be placed at the center of our focus on building a sustainable business and are determined to make commitments and to proactively engage our stakeholders in Appier's journey towards ESG excellence, as this is part of our vision for the future of our business.

We were awarded an "A" rating by MSCI ESG Research⁽¹⁾ and we will continue to improve towards ESG excellence.



(1) MSCI ESG Research provides MSCI ESG Ratings on more than 8,500 global public and a few private companies on a scale of AAA (leader) to CCC (laggard), according to exposure to industry-specific ESG risks and the ability to manage those risks relative to peers. MSCI ESG research is today known as one of the leading ESG rating agencies.

Defining ESG Priorities: Materiality Assessment



Our Methodology

We worked with a third party to identify priority sustainability issues based on external trends and stakeholder engagements including interviews with internal and external stakeholders.

Our Environmental, Social & Governance Framework



Environment Greener Operation

- > Minimizing the impact of our operations: Green & sustainable office
- > Our AI solutions support smart working and contribute to our customers GHG reduction.



Social Happier Crew

- > Building a culture within our community that values long-term growth and sustainability
- > Diversity, Equity and Inclusion (DE&I) as a core value
- > Building a skilled labor force to add value to the tech / AI industry



Governance Security & Privacy Protection

- > Policies in place to ensure good governance with involvement from top management.
- > Certified under the ISO/IEC 27001:2013 standard to ensure digital security

TCFD Report Initiation

Embracing Environmental Responsibility

Introducing our TCFD report⁽¹⁾, a testament to our unwavering commitment to environmental responsibility. Aligned with global climate efforts, this comprehensive disclosure transparently addresses both risks and opportunities.

As we move forward, sustainability remains a driving force, propelling innovation towards a greener future.

(1) Report link: <https://www.appier.com/en/greener-operation-appier>



Selected Financial Data

Consolidated Statements of Profit or Loss

(Millions of JPY)	2022 Q2 6 months	2023 Q2 6 months	YoY	2022 Q2 3 months	2023 Q2 3 months	YoY	2021	2022
Revenue	8,557	11,722	37%	4,360	6,170	42%	12,661	19,427
Cost of sales	(4,266)	(5,774)		(2,169)	(3,004)		(6,422)	(9,428)
Gross profit	4,291	5,948	39%	2,190	3,167	45%	6,239	9,998
Gross margin	50%	51%		50%	51%		49%	51%
Sales and marketing expenses	(2,838)	(3,731)		(1,491)	(1,954)		(4,322)	(6,394)
<i>% of Revenue</i>	33%	32%		34%	32%		34%	33%
Research and development expenses	(1,043)	(1,398)		(582)	(747)		(1,711)	(2,284)
<i>% of Revenue</i>	12%	12%		13%	12%		14%	12%
General and administrative expenses	(728)	(880)		(379)	(447)		(1,349)	(1,602)
<i>% of Revenue</i>	9%	8%		9%	7%		11%	8%
Other income	227	110		168	61		28	334
Other expenses	(2)	(1)		(1)	(1)		(2)	(2)
Operating Income	(92)	48		(95)	79		(1,117)	50
Finance income	41	257		25	135		43	213
Finance costs	(145)	(195)		(98)	(92)		(96)	(153)
Profit before tax	(195)	110		(168)	122		(1,170)	111
Income taxes	(38)	(29)		(19)	(7)		(8)	(90)
Profit for the year	(233)	82		(187)	115		(1,179)	21
EBITDA (excl. IPO related)	475	936		213	550		42	1,363
EBITDA margin	6%	8%		5%	9%		0%	7%

Selected Financial Data

Consolidated Statements of Financial Position

(Millions of JPY)	2020	2021	2022	2023 Q2
Cash and cash equivalents	1,635	6,561	3,804	5,150
Time Deposit	6,577	14,939	13,933	11,792
Other financial assets – current assets ⁽¹⁾	-	-	3,577	4,919
Substantial cash	8,212	21,500	21,313	21,860
Other current assets	1,834	2,984	4,050	4,768
Total current assets	10,046	24,484	25,363	26,629
Total non-current assets	2,348	6,722	10,576	12,195
Total assets	12,394	31,206	35,939	38,823
Total liabilities	4,726	8,370	9,737	10,027
Total equity	7,668	22,836	26,201	28,796

(1) Holding low-risk securities for fund management purposes.

Consolidated Statements of Cash Flows

(Millions of JPY)	2021	2022	2023 Q2
Cash flows from operating activities	-747	996	555
Cash flows from investing activities	-9,075	-3,772	552
Cash flows from financing activities	14,396	-520	-286
Ending balance of cash and cash equivalents	6,561	3,804	5,150

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