A prosperous society full of creativity where everyone enjoys their work



Japan's declining workforce and sluggish labor productivity

Environment

- Lag in response to DX trends at Japanese SMEs
- Shortage of IT personnel
- Spread of largescale infectious diseases
- Increase of cyber risks and tighter data protection
- Change in worker values (job satisfaction and ease of work)

regulations

 Increase in expectations for solving social issues (SDGs, ESG investment)

Management Capital

Financial Capital

• Financial base and growth investments to accelerate discontinuous growth

Intellectual Capital

- Strong IT security infrastructure
- Quality activities for excellent usability
- Unique PLG*1 model
- Increase in industry understanding, primarily at SMEs

Human Capital

- 98*2 new hires
- Highly specialized product organization
- Both products and business
- Organizational development that leads to personal growth through taking on challenges and learning

Social Relationship Capital

- Relationships with DX solution partners, CVC investment targets, user communities, etc.
- External networks related to SaaS product development and operation

Natural Capital

• CO₂ emissions from electricity consumption by cloud servers (Scope 3)

Key Issues

Social value creation through business

- Improving labor productivity at SMEs through DX
- Creating human resources who can work in a fun and creative way

Issues related to enhancement of value creation infrastructure

- Ensuring reliable quality as business infrastructure
- Advanced information security and privacy protection
- Achieving corporate governance that drives corporate value enhancement
- Conducting business activities with integrity for all stakeholders
- Conducting sustainability management to achieve corporate philosophy
- Becoming a trustworthy brand and enhancing engagement
- Diversity management to achieve new value

Contribution to solving global social issues

- Internationally recognized human rights standards
- Managing energy and addressing climate change

Growth Strategies

- Further increase Chatwork usage, primarily at **SMEs**
- Support DX through the DX advancement platform
- Enhancement of value creation infrastructure



Communication Platform Strategy

Aim to establish an unparalleled high-value platform for SMEs by maximizing user numbers and improving the ratio of active users through a PLG model

Incubation Strategy

Achieve substantive DX in a wide range of management areas by establishing highly productive operations based on BPaaS that hybridize technology and people

Chatwork's Seven Strengths

Streamlines business by replacing phone calls and e-mail Open platform*3 Freemium model Platform excellence High retention rate Strong information security Simple functions

- Mission-driven organization
- Structured strategy and operations
- Workplace with opportunity for growth

Created Value (FY2022)

Value provided to customers and society

- Provided efficient and secure business communication tools
- Improved business efficiency
- Revitalized business communication
- Achieved diverse work styles

Value created for company

- Net sales: 4.59 billion yen*2
- ARR: 4.76 billion yen*4
- Created a fulfilling organization
- Improved brand value



Expansion of Chatwork business

- Number of registered IDs: **5.741** million*² (17.4% increase YoY)
- Number of payment IDs: 668,000*2 (22.1% increase YoY)
- ARPU: 547.4 yen*5 (3.4% increase YoY)
- DAU: 1.053 million*6 (10.4% increase YoY)

Goals (2030)

Create super apps for business

Contribute to sustainable growth by supporting DX advancemen primarily at SMEs

Value provided to society

- More than 1 million SMEs in Japan using DX advancement platform
- Net zero CO₂ emissions (Scopes 1+2)
- 100% use of renewable energy for electricity consumption (Scope 2)

Value created for company

- Become an organization in which diverse human resources can continue to create value by leveraging strengths and individuality
- Build co-creation relationships with stakeholders through brand communication

- *1 Product-Led Growth, a model where sales and marketing activities are incorporated into products, and customer acquisition is conducted through products
- *2 As of December 31, 2022
- *3 A platform that discloses technical specifications of hardware and software without hiding it
- *4 Annual Recurring Revenue of Chatwork's account business and cloud storage business; 12 months of MRR as of December 31, 2022
- *5 Average Revenue Per User (paid ID) of Chatwork's account business as of December 31, 2022 *6 Daily Active Users for weekdays (excluding Saturdays/Sundays/holidays) as of December 31, 2022