

Sustainability Report *2023*

UZABASE





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Editorial Policy

As of February 2023, Uzabase has delisted from the Tokyo Stock Exchange's Growth Market. Consequently, our disclosure approach has shifted primarily to the reporting of non-financial information. Our “Sustainability Report 2023” reports to our stakeholders on the non-financial initiatives that Uzabase is promoting for value creation over the medium-to-long term. We hope that this report will facilitate meaningful dialogue with our stakeholders.

Disclaimer Regarding Forward-Looking Statements

This report may contain forward-looking assumptions, forecasts, and projections based on plans. These forward-looking statements are based on information currently available to the Uzabase Group and certain assumptions that the Uzabase Group believes are reasonable, and the Uzabase Group does not promise that they will be achieved. There may be significant differences between such forecasts and actual results due to various factors in the future, including changes in economic conditions, customer needs and user preferences, competition with other companies, or changes in laws and regulations. The Uzabase Group thus assumes no liability for any damages resulting from the use of the information in this document. The Uzabase Group is under no obligation to revise any forward-looking statements contained in this document as a result of new information or future events and announce them publicly.

Report Coverage

January 1, 2022 – December 31, 2022
(However, certain events preceding or following this period are also mentioned.)

Scope of Report

This report covers Uzabase, Inc. and its consolidated subsidiaries, collectively referred to as the “Uzabase Group.”

Reporting Standards

The sustainability information in this report has been prepared with reference to the <IR> Framework of the International Integrated Reporting Council (IIRC), the GRI Sustainability Reporting Standards of the Global Reporting Initiative (GR), ISO 26000, and the SASB Standards of the Sustainability Accounting Standards Board.

| | |
|--------------|----------------|
| Edition 1.0: | 01 August 2023 |
| Edition 1.1: | 08 August 2023 |
| Edition 1.2: | 17 August 2023 |

Creative Concepts Behind the Report

This year marks the 15th anniversary of the founding of Uzabase, as well as our delisting.

Amidst a period of significant change for the company, we decided to issue our Sustainability Report with two key concepts in mind: *trust* and *hope*, aspiring to convey the uniqueness of Uzabase that we could not fully express in our Integrated Report 2022.

We hope that it communicates the strengths and uniqueness of Uzabase: a company that has brought to life numerous businesses, fueled by our core assets of business intelligence and insights.

What makes up Uzabase? Our office, designed to embody our Purpose: "Awaken a world of play in business, with our insights". Our members, who come from all walks of life. Lastly, our values, which have remained constant since our founding. All of these key elements can be found in this report.

Aiming to portray the real Uzabase, we paid particular attention to the art direction of photography in the report. We show members in a range of settings, each providing a window in to how we fulfill our Purpose.

We have also included bold, crisp, magazine-like images to express our desire to continue creating innovations only we can do, and we have sprinkled in some creative touches that will keep you motivated to read to the very end.

We hope you will enjoy the report and feel *trust* and *hope* in the new future of Uzabase.

Our Purpose

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

Our pursuits on the path towards fulfilling our Purpose



Data that supports decisions

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



Content that creates change

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



Knowledge that's circulated

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

Technology that changes the world

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

Business that awakens play

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

The 7 Values

Our team's diversity is a prerequisite to bringing our Purpose to life
— “Awaken a world of play in business, with our insights”.

To this end, we share a common set of values: “The 7 Values”.

The 7 Values have been constantly evolving with Uzabase's growth,
and we will continue to update them in the future.

01 Be free & own it

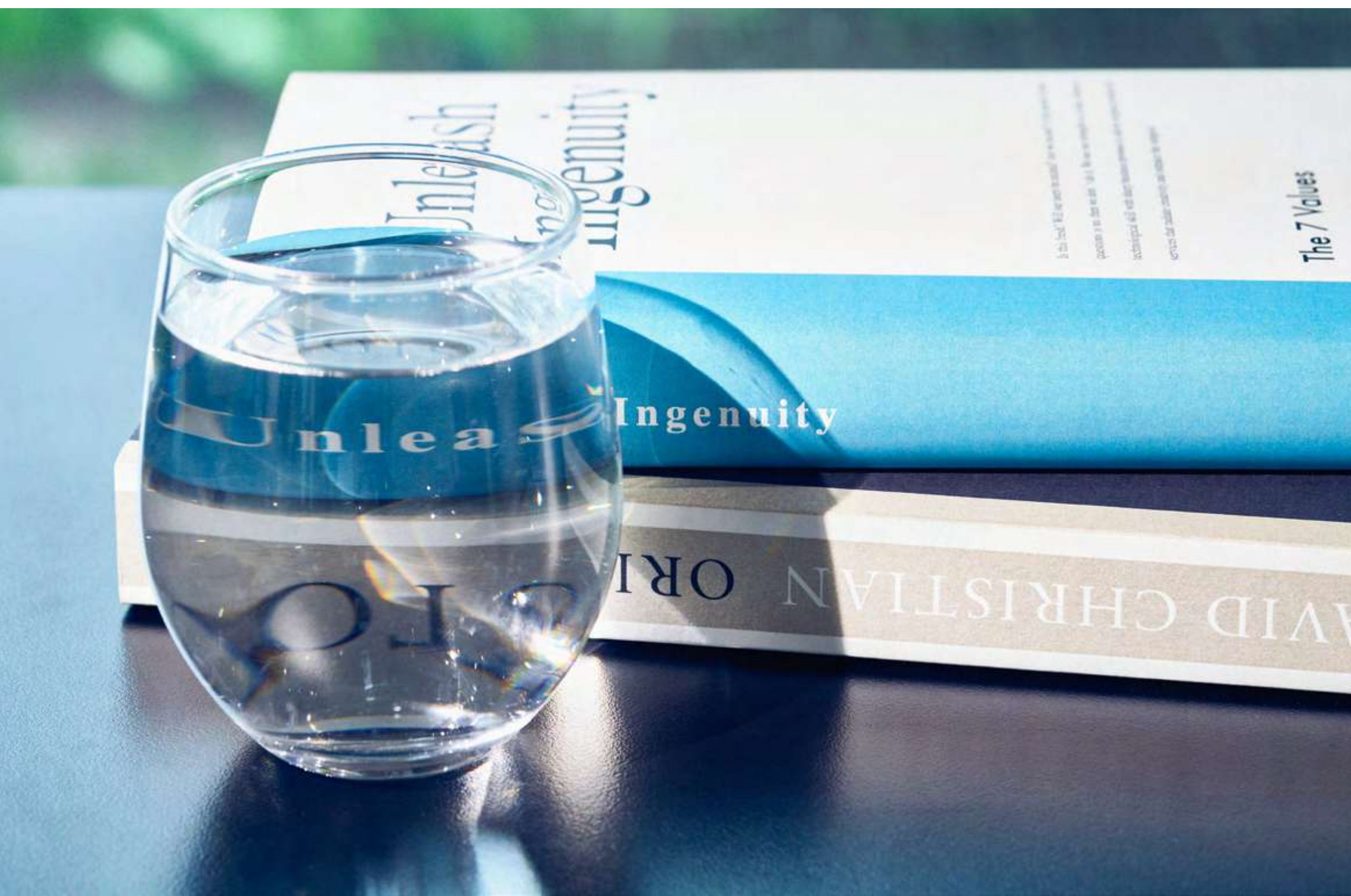
We are a community of self-starters. Each one of us has the freedom to think beyond the norm and make our best decisions. That kind of freedom comes with responsibility. We inspire each other to be bold, and we hold each other to the highest standards.



02

Unleash ingenuity

Is this fresh? Will our users be excited? Are we excited? If the answer to those questions is no, then we don't do it. We use our strengths as a team, fusing our technological skill with sharp business prowess to deliver original products and services that radiate creativity and outpace the zeitgeist.



03

Thrill the user



Approach every situation with the user in mind. Anticipate their needs. We listen - with open ears, hearts, and minds - to understand what they want. And then we give them more. We capture their imagination, and we strip away anything that doesn't make their experience better.



Holdings / Platform Domain / SaaS Design Division / Corporate Design Team



04

How fast? Wow fast

Surprise users (and yourself) with the speed of our results. Think faster. Develop faster. Speed is our culture. From decision making and product evolution to how we respond to our users, we want to be first. Scrap obstacles or inefficiencies that get in the way so we can create amazing things quickly.

05

Don't know? → Choose brave.

If there's a challenge, chase it. Find the point of difficulty and push. If it means making mistakes - that's fine. Failure is a master teacher. We'll learn. We'll get smarter. And we'll do it over and over. In our world, success only comes from trying something new then learning how to do it better than anyone else.



Holdings / Platform Domain / Marketing Division / PR Team



NewsPicks / Product Domain /
Business Growth Division / Topics Team
FORCAS / Sales Division / Field Sales Team

06

← In it together. No matter what

When an elite athlete feels pain, they don't ignore it. They get help. We're the same. We rely on each of you, so if you're feeling down or stuck or exhausted, raise your hand. Say something. Your team will help - always. And you'll be ready when it's someone else's turn to ask for help. Ignoring an issue makes it worse. Get help when the problem is the easiest to fix: now.



07

We need what you bring

We celebrate a diversity of values, race, nationality, ethnicity, religion, sexual orientation, diversability, backgrounds, and more. These differences make us stronger. Our strengths and weaknesses complement each other.

We communicate openly yet with empathy - speak your mind directly and respectfully, share your thoughts and ideas. We will get there, one conversation at a time.

Diverse but united in our purpose, we build a new world together.

Uzabase in Numbers

2008

Established

Software as
a Service (SaaS),
News media, etc

What We Do

1134

Group Employees¹

86%

Employee Engagement Score²

27.1%

Women in Leadership³

73.6%

Renewable Energy Usage⁴

Over
60

Environment-Related Contents⁵

Over
110

Social-Related Contents⁵

Over
20

Governance-Related Contents⁵

1. Group employees as of January 1, 2023 (including part-time workers, etc.)
2. From the organizational survey conducted by Qualtrics in February 2023 targeting all employees of the Uzabase Group.
3. Team leaders and above
4. Only for the Tokyo headquarters (January to June 2022: Roppongi office; July to December 2022: Marunouchi office)
5. Contents (articles, videos, programs, etc.) published on NewsPicks between January 1 and December 31, 2022.

16
Countries/Regions Served

5
Office Locations

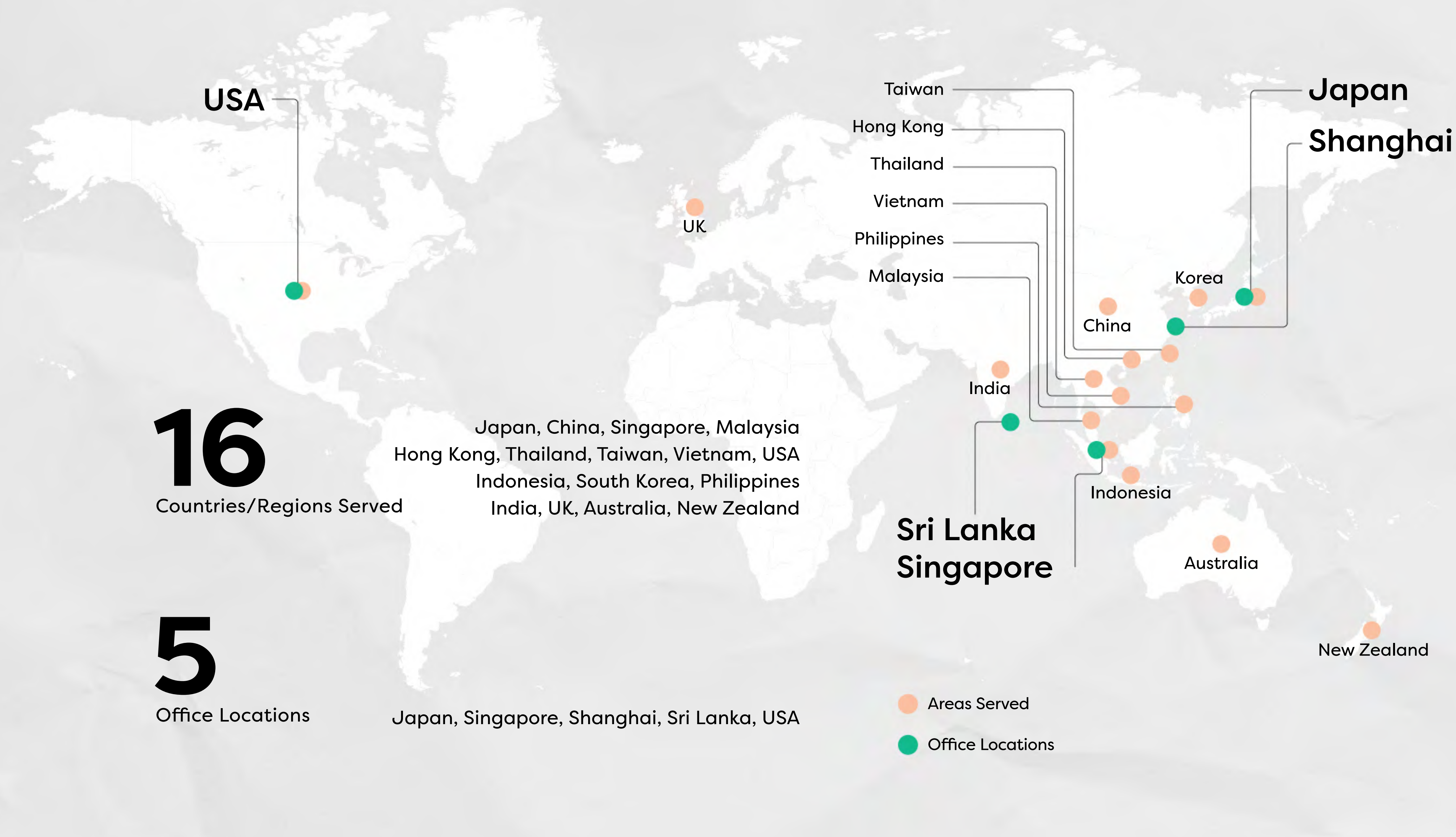
Japan, Singapore, Shanghai, Sri Lanka, USA

Japan, China, Singapore, Malaysia
Hong Kong, Thailand, Taiwan, Vietnam, USA
Indonesia, South Korea, Philippines
India, UK, Australia, New Zealand

● Areas Served
● Office Locations

**Sri Lanka
Singapore**

**Japan
Shanghai**



Uzabase, born in 2008 in a small apartment in Tokyo's Shinagawa ward, celebrated its 15th anniversary in April 2023.

Over the past 15 years, we have grown into a company with over 1000 members across the globe, offices in 5 different countries, and services provided in 16 countries and regions.

This growth was possible only because we continued to provide value to society through our timely business intelligence, constantly improving our business and services while walking hand in hand with our stakeholders who believed in us every step of the way.



2019

Acquired AlphaDrive
Released SPEEDA China

2020

Launched internal
D&I project

Acquired MIMIR
Withdrew from Quartz

2018

Established UB Ventures
Acquired Quartz

2017

Released FORCAS
Acquired INITIAL

2016

Listed on TSE Mothers

SPEEDA opened a research-focused
branch in Sri Lanka

2015

Incorporated NewsPicks, Inc.

Public Listing Phase

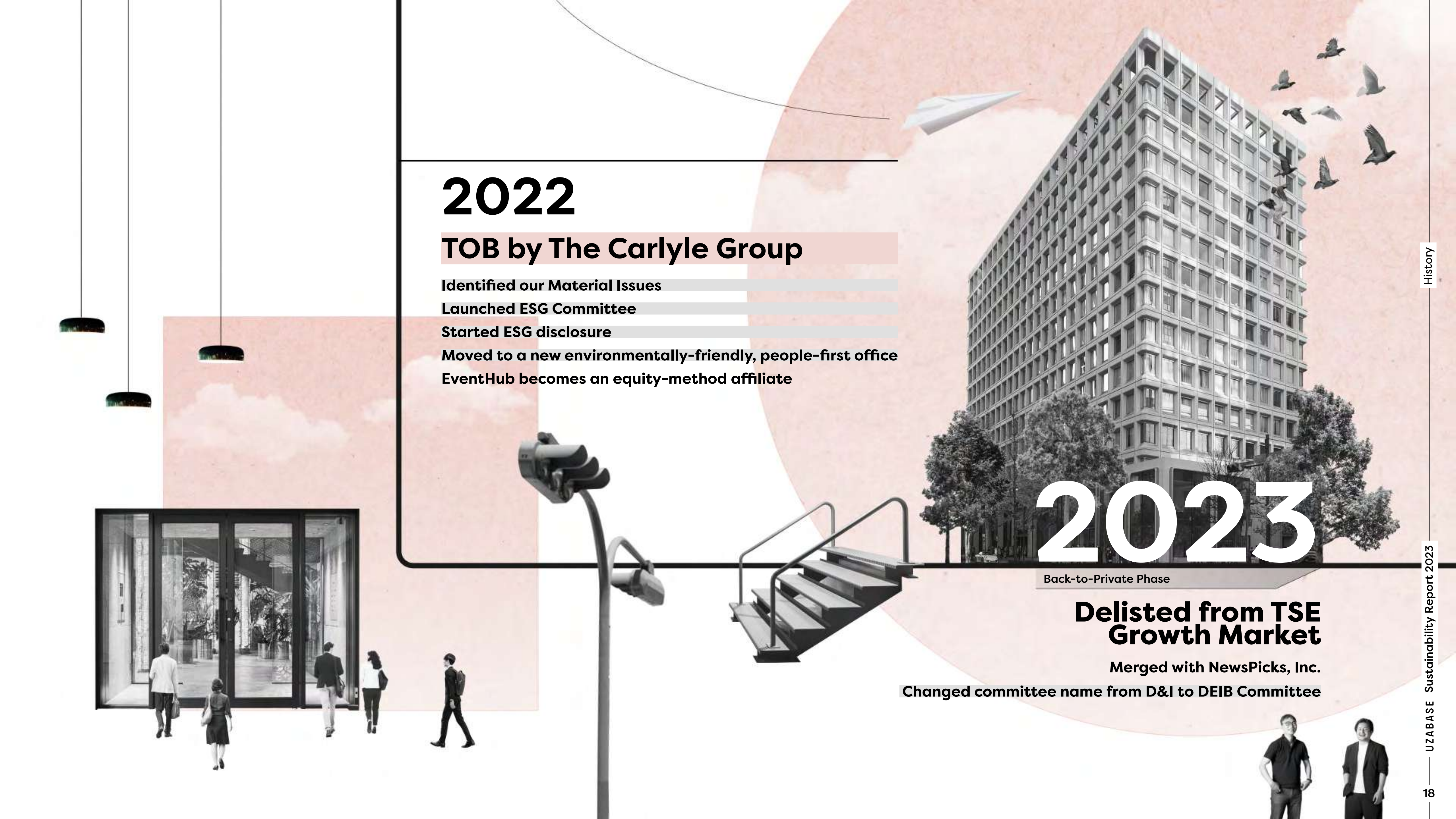


2021

Defined Our Purpose

Expressed full support for TCFD recommendations
Launched D&I Committee
Established UB Datatech
Launched SPEEDA Edge
Launched SPEEDA R&D
Merged with FORCAS and INITIAL





2022

TOB by The Carlyle Group

Identified our Material Issues

Launched ESG Committee

Started ESG disclosure

Moved to a new environmentally-friendly, people-first office

EventHub becomes an equity-method affiliate

2023

Back-to-Private Phase

Delisted from TSE Growth Market

Merged with NewsPicks, Inc.

Changed committee name from D&I to DEIB Committee

Co-CEO Interview

Co-CEO

TAIRA SAKUMA
Material Issue PIC
Co-CEO



YUSUKE INAGAKI
Material Issue PIC
Co-CEO/CTO

Interview

Leveraging Our Delisting to Forge a More Sustainable World





Leveraging Our Delisting to Forge a More Sustainable World

TAIRA SAKUMA



YUSUKE INAGAKI

Since its founding in 2008, Uzabase has strived to create a business intelligence platform combining the power of people and technology. In 2021, we formulated our Purpose, “Awaken a world of play in business, with our insights”, reflecting our commitment to establishing a sustainable world.

In this interview, we spoke with Co-CEO/CTO Yusuke Inagaki, and Co-CEO Taira Sakuma, about sustainability at Uzabase.

Could you briefly introduce yourselves and tell us about your roles at Uzabase?

INAGAKI I founded Uzabase in 2008 with Yusuke Umeda and Ryosuke Niino, both former Co-CEOs of Uzabase. Initially, I acted as CTO, but due to a change in roles between the founders, I also served as COO and CEO of NewsPicks and SPEEDA at various times.

Currently, I act as Co-CEO together with Taira Sakuma. To better leverage our strengths, I have also returned to my role as CTO for the entire company, focusing on the technical side of our operations and enhancing our corporate culture.

SAKUMA After working for a securities company, I joined Uzabase in 2013, where I took charge of SPEEDA’s opera-

tions in Japan for roughly four years. In 2021, I was appointed Co-CEO alongside Inagaki. At first, we divided our roles so that Inagaki took care of the organizational aspect while I covered the business side. However, things didn't work out as planned, and we were forced to revise our targets downward in 2022. We needed a shakeup, so Inagaki took charge of NewsPicks advertising business and AlphaDrive (a consulting and solutions company that promotes corporate transformation), while I took charge of SPEEDA and the rest of the SaaS business, as well as the product side and subscription business of NewsPicks. I expect the division of roles will remain fluid going forward, with the two of us shifting responsibilities to best suit the needs of the company.

INAGAKI Since managing a company entails a lot of uncertainties, dividing roles can prove challenging sometimes. So, I often share any problems with Sakuma, and we come up with solutions together.

Less than two years after you became Co-CEOs, Uzabase was acquired by The Carlyle Group via a TOB. Can you expand on this decision and why you specifically chose Carlyle?

SAKUMA One of our external directors advised that we should consider reorganizing our capital structure given the drop in stock price. Specifically, they suggested that we should seek funding from a private equity firm. Even if we ultimately abandoned the idea, they assured us that the consideration alone would be beneficial to the management of the company long-term. So, in the spring of 2022, we set the wheels in motion.

Of all the options laid before us, Carlyle appeared to be the best fit in terms of business experience and its history



**We need to be sustainable ourselves,
not only in how we work but also in how
we interact with society around us.**

- Yusuke Inagaki



of managing and investing in businesses looking to expand globally. We really felt they checked all the boxes in terms of a partner to help us grow Uzabase on the global stage.

Following the departures of co-founders Umeda and Niino, the company needed to explore other options in terms of management structure. Ultimately, we also felt that partnering with Carlyle and going private would be the quickest way for us to make more dynamic use of stock-based compensation, since we wanted not only executives but everyone in the company who was committed to realizing its Purpose to hold a greater stake in its future.

INAGAKI This was obviously a big decision, not only for us but for all of our stakeholders as well. However, accepting the TOB and going private allows us to focus our attention on realizing our Purpose and building an unshakeable foundation to keep us on course in a sustainable way. Then, when we go public again in the near future, we will be in a much better

position from which we can more capably meet the needs of our stakeholders.

Why did you decide to publish a Sustainability Report given the fact that, as a private company, Uzabase is under virtually no obligation to do so?

SAKUMA The way I see it, sustainability reports are not just for the benefit of shareholders or investors; they also serve to inform our business partners and employees. To achieve our Purpose, we need all of our stakeholders - that includes our users, banks and other creditors, and government agencies - to be informed and on board with where we are headed. To me, a sustainability report is meant to clearly communicate to everyone involved in or related to the company what exactly we are doing to achieve our Purpose and, from that perspective,

we were totally set on releasing one, even after going private.

INAGAKI From the very beginning, our goal has always been to evolve into the sort of service that provides business intelligence to our users at the touch of a button - much like how water is always available from your faucet at home. To achieve this, we need a range of businesses and products, made possible through an organizational culture that respects and leverages a diverse range of skills and talents. And on top of that, we need to be sustainable ourselves, not only in how we work but also in how we interact with society around us. Regardless of whether we are listed or not, we want all of our stakeholders to be informed about our current situation, and by taking this stance, act as an example for the rest of society.

Some people may find it hard to see the connection between business intelligence and sustainability. What does sustainability mean to Uzabase as a company?

INAGAKI People tend to think of environmental protection when they hear the word sustainability. For us at Uzabase, however, it means contributing to the social aspect of ESG. By providing business intelligence through SaaS services and social business media, we contribute to both organizations and individuals in myriad ways, including women's role in society, regional rejuvenation, and education. Also, given the fact that we handle a wide range of data, we also have a strong commitment to governance, especially in terms of compliance.

SAKUMA Sustainability speaks to the very heart of Uzabase. Our Purpose is to “Awaken a world of play in business, with our insights”. This world of play in business can only be achieved through harmony between the paths walked by companies and individuals, and once achieved, it will lead to sustainable social development.


Uzabase is celebrating its 15th anniversary this year. What does the future hold for the company?

INAGAKI We started out with just three people. We now have over 1,100 members across the world, including four offices outside of Japan, with our services spanning 16 countries and regions in total. This is no mean feat, all made possible through our ability to continuously evolve as a business and through our products, providing up-to-date business insights while collaborating with stakeholders who share the same goal. Under the banner of “Play business”, we want to continue to develop our business and products to meet global demand, leveraging technology to fully utilize our core assets in knowledge, data, and content.

SAKUMA Completing this process of business transformation, getting relisted, and proving to everyone that this was the choice that needed to be made to get us where we wanted to be - that is our number one priority. To ensure we have the most options going forward, we need to transform Uzabase into a company capable of continuously generating a large amount of profit. This will give us greater investment capacity and a wider breadth of business intelligence, allowing us to establish more businesses, scale globally, and bring us one step closer to achieving “a world of play in business”.

The world of play in business can only be achieved through harmony between the paths walked by companies and individuals, and once achieved, it will lead to sustainable social development.

- Taira Sakuma



Company overview

Our Double Approach to “Awakening a World of Play in Business”



| TARGET | SERVICE | DETAILS |
|---|----------------------------|---|
| BUSINESSES Competitive Strategy | SPEEDA | A business intelligence platform that provides solutions for business information search and analysis - including global corporate data, industry reports, market data, news, and expert insights. |
| | INITIAL | A startup information platform that provides one-stop source to general data, financing, business partners, and investors of startups, as well as original articles and analytical reports on related topics. |
| | EDGE | An innovation intelligence platform that supports corporate innovation and strategy. Providing a holistic view coupled with granular information on emerging industries and technologies, it offers actionable, data-driven insights that help users innovate faster and gain a competitive edge. |
| BUSINESSES Customer Strategy | FORCAS | A sales-focused digital solution that visualizes potential target customers and allows users to focus on efficient sales and marketing activities, thus boosting their revenues. |
| | NEWS PICKS Brand Design | A service that provides solutions for business growth of all kinds, be it a rapid growth of a startup or a transformation of a large corporation, by reaching out to its business leaders via NewsPicks articles, programs, events and other media advertisements. |
| BUSINESSES Competitive Strategy/Talent Strategy | AlphaDrive | A consulting and solution company that promotes corporate transformation. In addition to supporting new business development, next-generation talent development, and organizational revitalization, we also promote corporate transformation through proprietary products and media. |
| INDIVIDUALS Expert Network | NEWS PICKS EXPERT | An expert platform that connects human knowledge with corporate decision-making. |
| INDIVIDUALS Social Business Media | NEWS PICKS | A social business media that provides users with economic and business news articles, along with comments from business professionals and experts. On top of news articles from over 100 worldwide media, NewsPicks Editorial Team distributes its own original articles and video content. |

Shifting to Customer-Oriented, Highly Adaptable ABM* and Digitizing Corporate Management

In serving businesses, we aim to support super-large enterprises in implementing ABM* spanning corporate to talent strategy, which can be delivered by our entire product suite

CORPORATE STRATEGY

Defining overall corporate direction, particularly resource allocation

Mid-term business plan development

COMPETITIVE STRATEGY

Maximizing competitiveness in a specific market

Business planning, competitive analysis, M&As, investment and partnerships, new business development

CUSTOMER STRATEGY

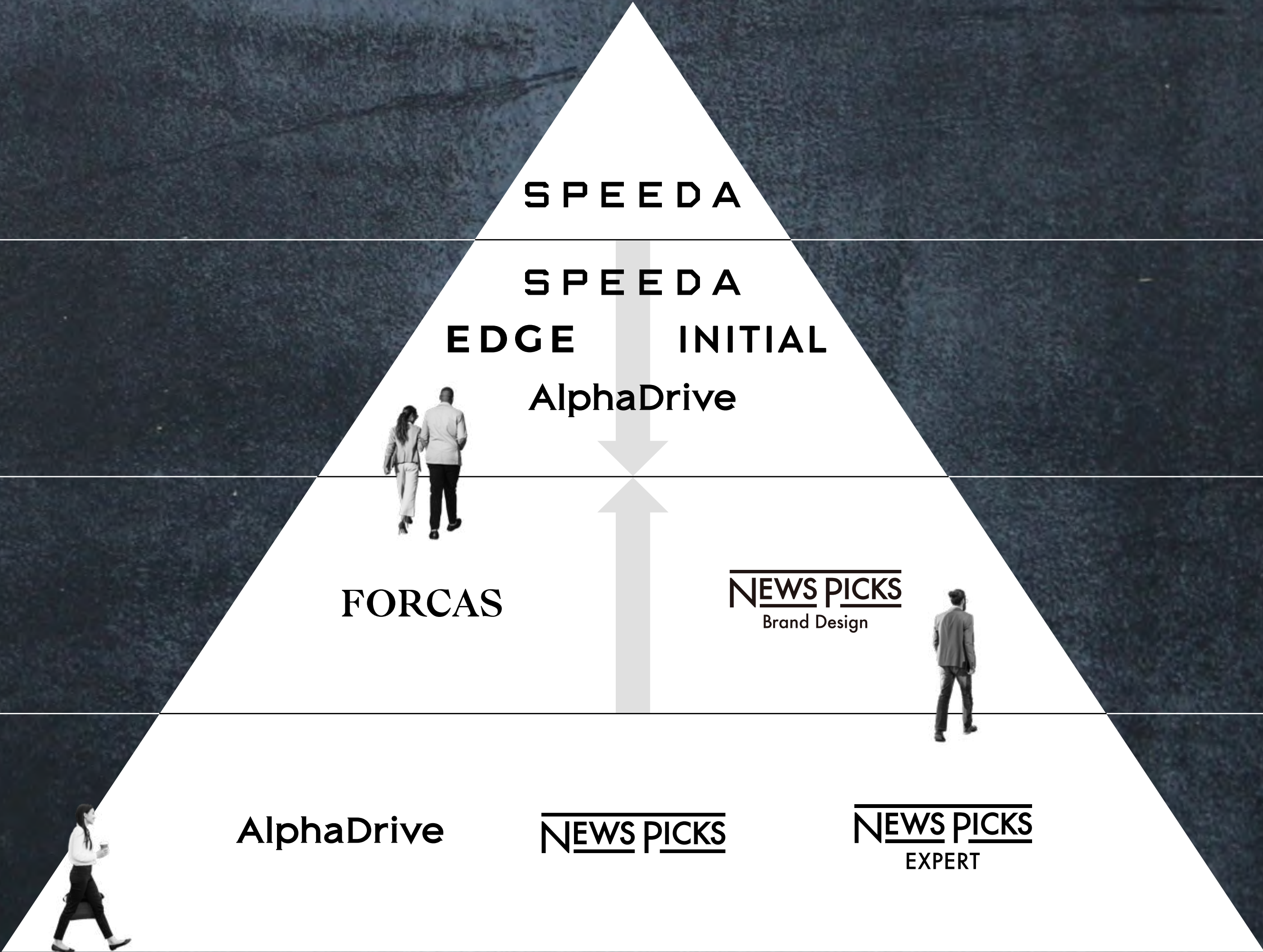
Maximizing customer value

Sales planning, customer targeting, digital sales/marketing, new business development

TALENT STRATEGY

Maximizing employee satisfaction and performance

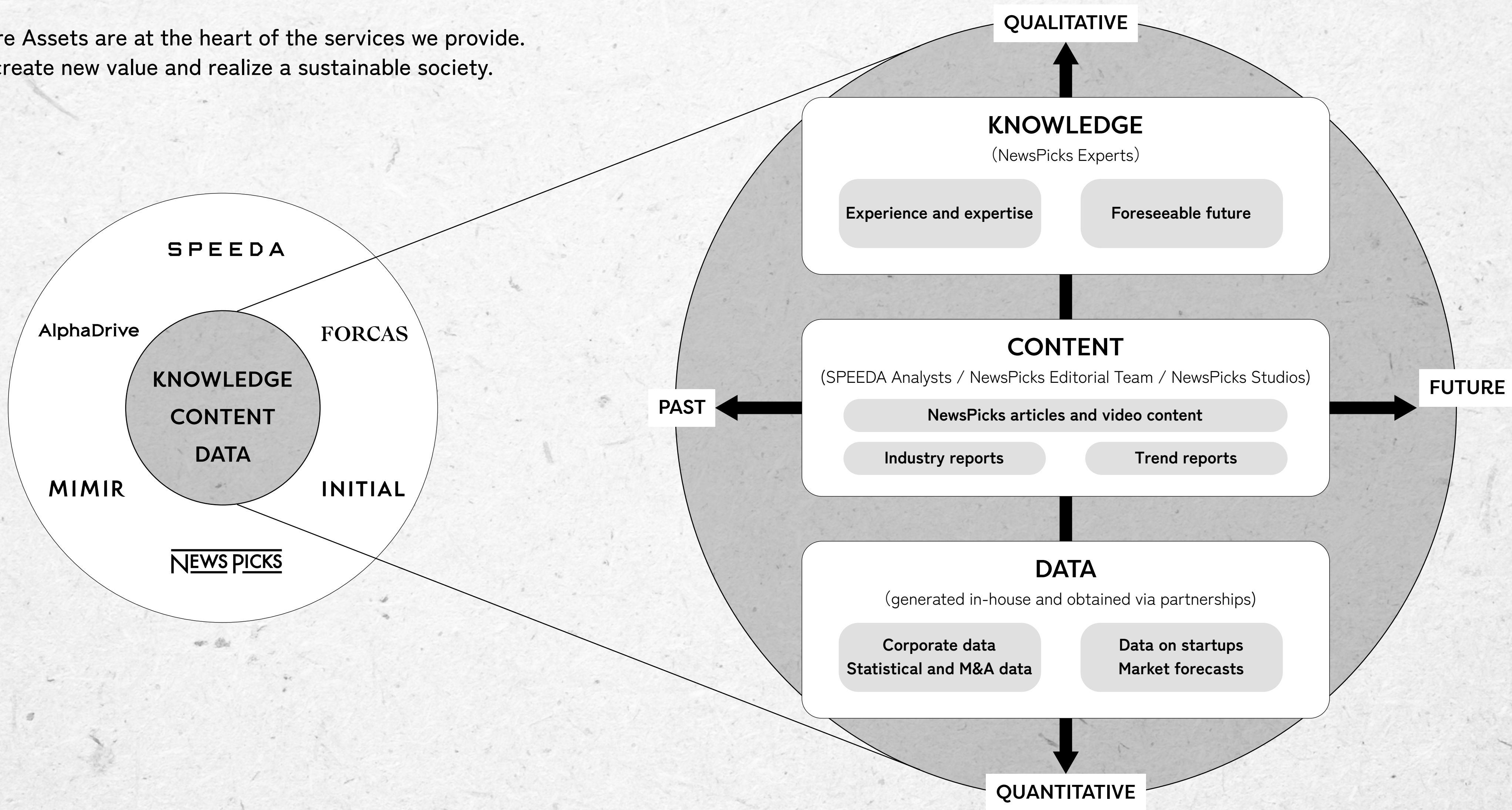
Corporate culture transformation, employee training, talent search, new business development



*Agile Business Management

The Three Core Assets of Uzabase (Knowledge, Content, Data) and How They Link to Intellectual Capital: Qualitative to Quantitative, Past to Future

Our Three Core Assets are at the heart of the services we provide. They help us create new value and realize a sustainable society.

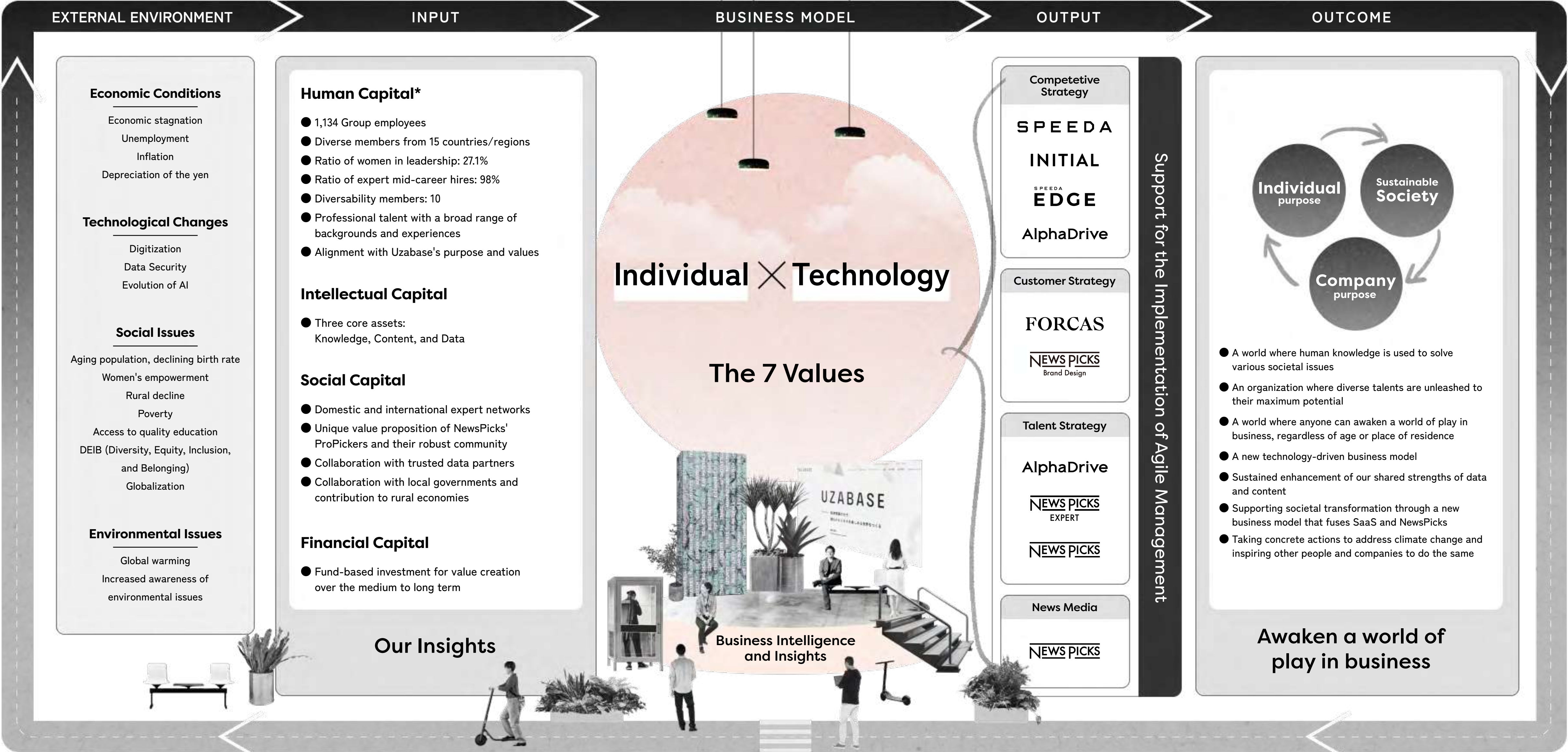


Our Three Core Assets in Numbers

| | KNOWLEDGE (Expertise) | | CONTENT | | DATA | |
|-----------------------|--|----------------------------|--|--------------------|---|-------------------------|
| Business Intelligence | NewsPicks ProPickers | Over 200 people | News Media Sources (Global) | Over 2,400 | Listed/Unlisted Companies (Global) | Over 10 million |
| | | | Industry & Trend Reports | Over 3,000 | Startups (Global) | Over 300,000 |
| | Expert Network in Japan* | Over 30,000 people | Original Articles (Total) | Over 20,000 | Company Features | Over 1,800 types |
| | Expert Network abroad* | Over 130,000 people | Original Video Content (Total) | Over 2,000 | IP & Patent Trends | 601 |
| Competitive Edge | Value provided by numerous Pickers sharing their views via NewsPicks and the community around them Major expansion of the expert network in Japan and abroad via the acquisition of MIMIR in 2020 and partnerships with expert companies abroad | | Top-class journalists, editors, and designers producing high-quality articles on a regular basis With a strong team of 70 analysts in Sri Lanka (since 2016), a large volume of reports are produced on a regular basis | | 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 | |

*All other figures are as of end-July, 2023. Number of experts is a total of the number of experts of Uzabase and those of the partnering companies

Value Creation Process

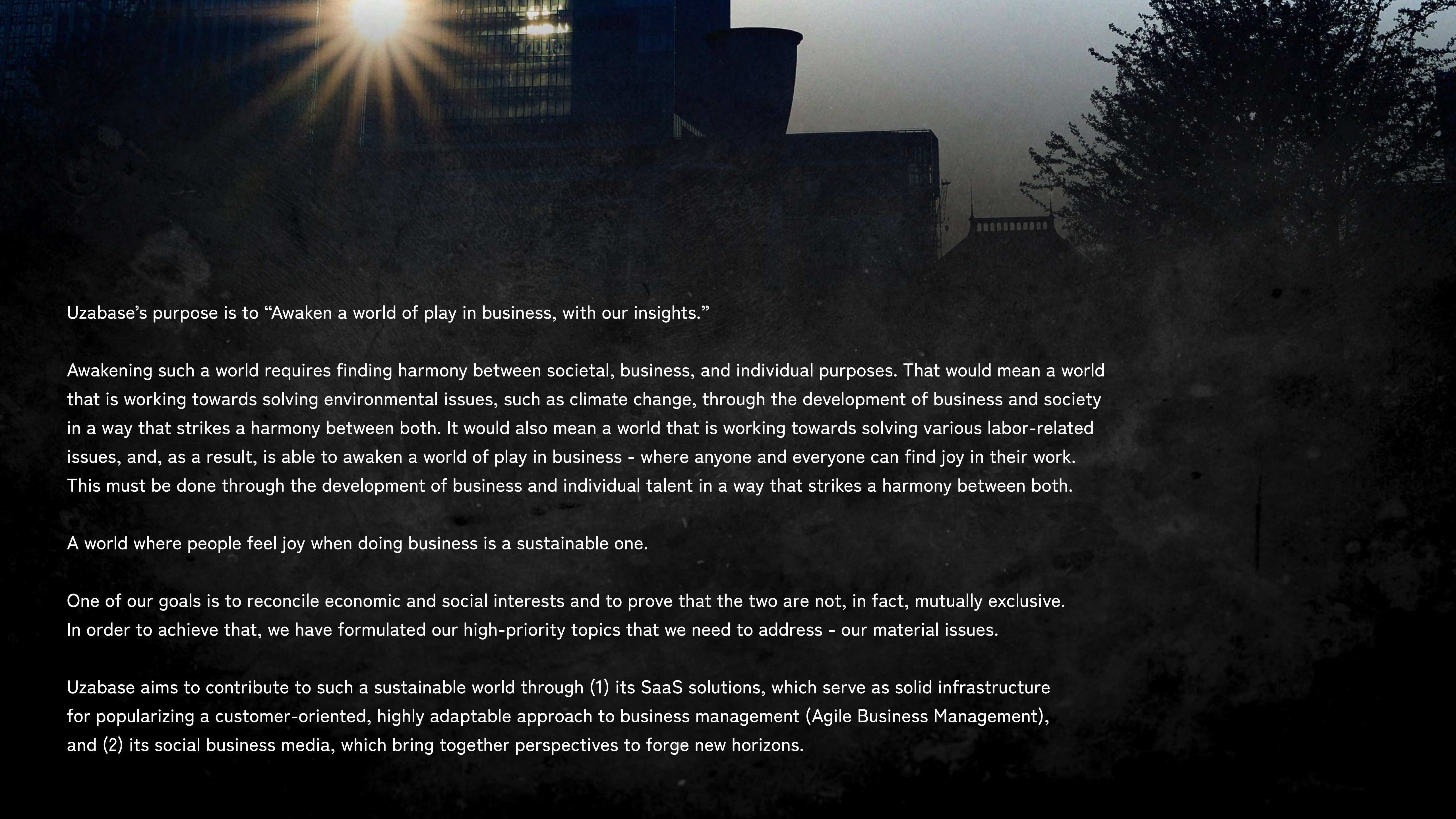


*The number of employees is for the Uzabase Group employees as of January 1, 2023 (including contractors and part-time workers).
**"Leaders" refers to team leaders and above.
*The ratio of mid-career hires is based on the number of new joiners from January 1 to December 31, 2022.

*Diversability, a portmanteau of 'diverse' and 'ability,' borrowed from the NPO Diversability Inc., refers to the effort to reframe perceptions around disability through the power of community.
The count is based on data as of January 1, 2023.

Our Approach to Sustainability





Uzabase’s purpose is to “Awaken a world of play in business, with our insights.”

Awakening such a world requires finding harmony between societal, business, and individual purposes. That would mean a world that is working towards solving environmental issues, such as climate change, through the development of business and society in a way that strikes a harmony between both. It would also mean a world that is working towards solving various labor-related issues, and, as a result, is able to awaken a world of play in business - where anyone and everyone can find joy in their work. This must be done through the development of business and individual talent in a way that strikes a harmony between both.

A world where people feel joy when doing business is a sustainable one.

One of our goals is to reconcile economic and social interests and to prove that the two are not, in fact, mutually exclusive. In order to achieve that, we have formulated our high-priority topics that we need to address - our material issues.

Uzabase aims to contribute to such a sustainable world through (1) its SaaS solutions, which serve as solid infrastructure for popularizing a customer-oriented, highly adaptable approach to business management (Agile Business Management), and (2) its social business media, which bring together perspectives to forge new horizons.

Awakening a world of play in business means...

Finding harmony between sustainable society and business and individual purposes

1

Harmony between Sustainable Society and Business Purpose

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

2

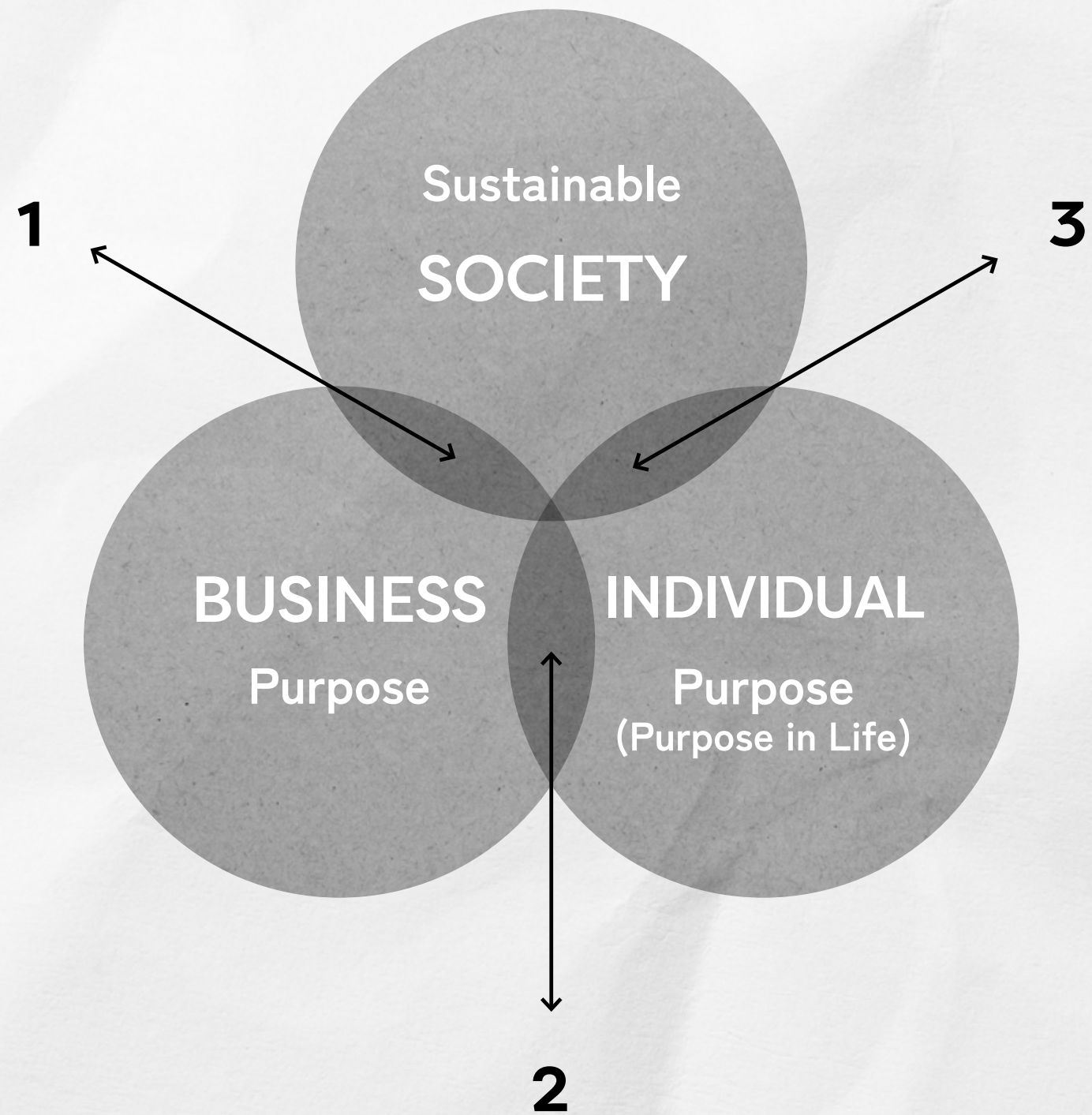
Harmony between Business Purpose and Individual Purpose

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

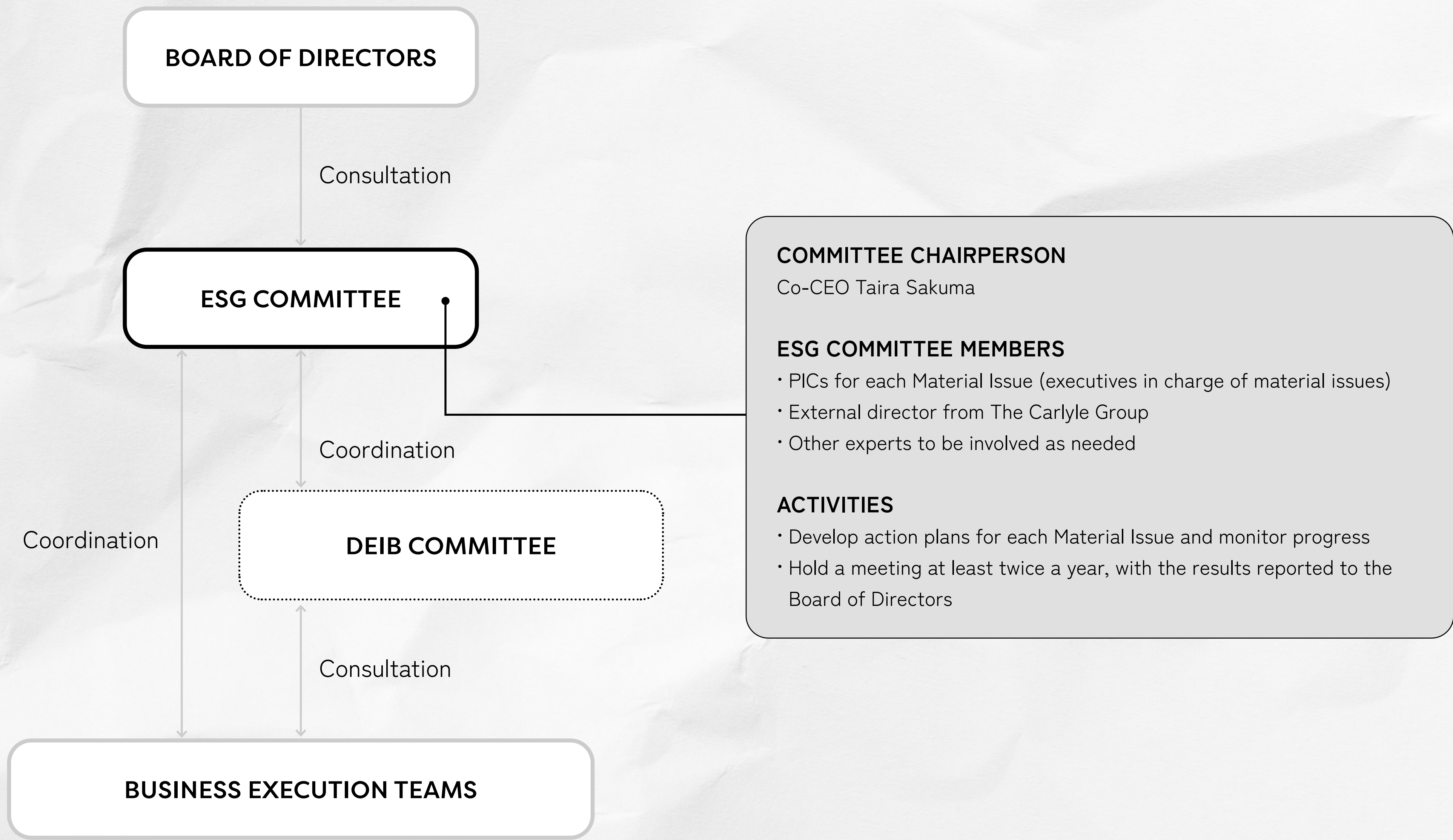
3

Harmony between Individual Purpose and Sustainable Society

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



Promotion of ESG



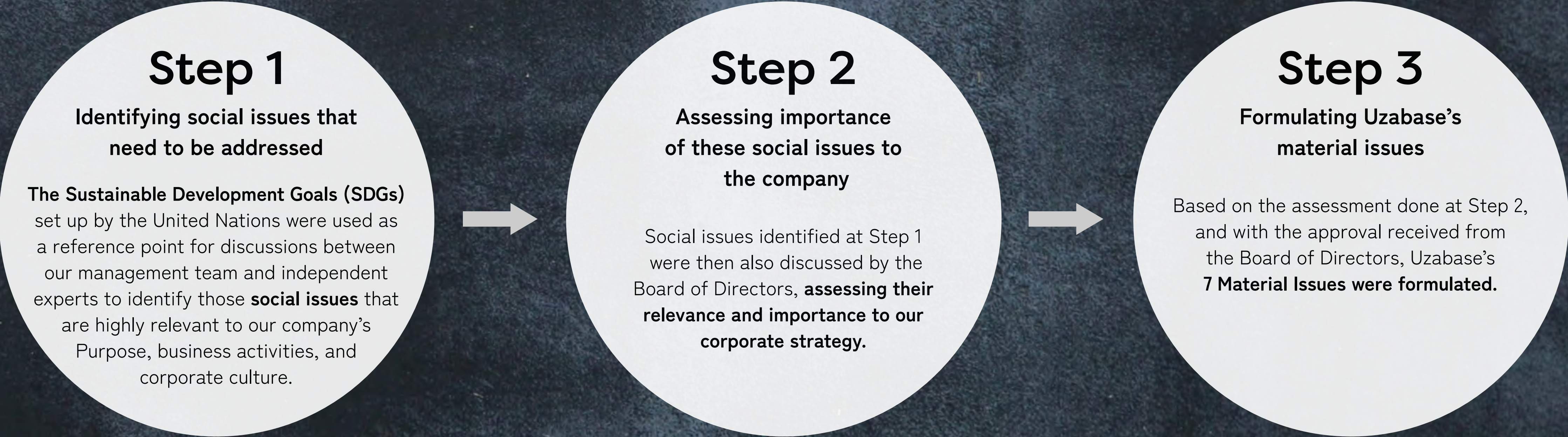
Our Approach to Materiality Assessment

Identifying Our Material Issues

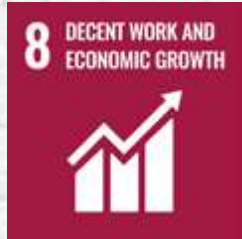
“Awaken a world of play in business, with our insights”.

Towards making our purpose a reality, in 2021, we formulated a set of topics that are material to Uzabase: the issues we need to prioritize in order to create value, both societal and economic. By working to address these material issues, we aim to provide continuous value to society, business, and individuals, while also improving our corporate value.

We are open to re-assessing these material issues in line with changes in the external environment as well as our own business growth in the future.



Uzabase’s 7 Material Issues



| Societal issues we are actively looking to help solve: | | | QUALITY EDUCATION | GENDER EQUALITY | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE | REDUCED INEQUALITIES | CLIMATE ACTION |
|--|---|---|----------------------|--------------------|---------------------------------------|---|-------------------------|-------------------|
| Social | 1 CIRCULATING KNOWLEDGE | Create a world where human knowledge is used to solve various societal issues | ● | | | ● | ● | |
| | 2 WE NEED WHAT YOU BRING | Establish an organization where diverse talents are unleashed to their maximum potential | | ● | ● | | ● | |
| | 3 A WORLD OF PLAY IN BUSINESS, FOR EVERYONE | Create a world where anyone can awaken a world of play in business, regardless of age or place of residence | ● | | ● | | ● | |
| | 4 BECOMING A TECHNOLOGY COMPANY | Establish a new, technology-driven business model for the company | | | ● | ● | | |
| Governance | 5 SUSTAINABLE DATA AND CONTENT MANAGEMENT | Enhance and improve content and data, our shared strength, in a sustainable manner | | | | ● | | |
| Social | 6 NEW BUSINESS MODEL FUSING SAAS AND MEDIA | Create tangible synergy between SaaS and NewsPicks | | | | ● | ● | |
| Environment | 7 ADDRESSING CLIMATE CHANGE | Take concrete actions to address climate change, inspire other people and companies to do the same | | | | | | ● |

MATERIAL ISSUE ①

SOSHI KAWAGUCHI

Material Issue PIC

MIMIR CEO

SPEEDA Co-CEO

Circulating *knowledge*



Target SDGs





Humans are capable of creating new value just by connecting one person's knowledge with another's. But this knowledge often lies dormant within people, and is not available on the internet. Now, imagine a world where this human insight is shared and circulated freely - wouldn't that awaken a world of play in business?

What we want to do is spark that exchange of knowledge, both inside the Uzabase Group and beyond. Our goal is to foster new opportunities for Uzabase members to interact with external experts, while also creating a fitting environment and enough opportunities for members to offer their own expertise to others as a side career parallel to Uzabase.

As a result of all of these initiatives, we believe we can enrich overall knowledge exchange in our society, where more people will be exposed to a diversity of opinions, recognize the value of their own knowledge, and, in turn, give back to the society using that knowledge.

Over 2022-23, we have made notable progress in merging SPEEDA and MIMIR, delivering the value of knowledge through our products to a wider audience of corporate clients. At the same time, we have also been building up a platform for experts to share their insights via NewsPicks. Although both of these initiatives are still only in their earliest stages of development, I'm excited about the potential they hold and committed to their continued growth and evolution in the future.

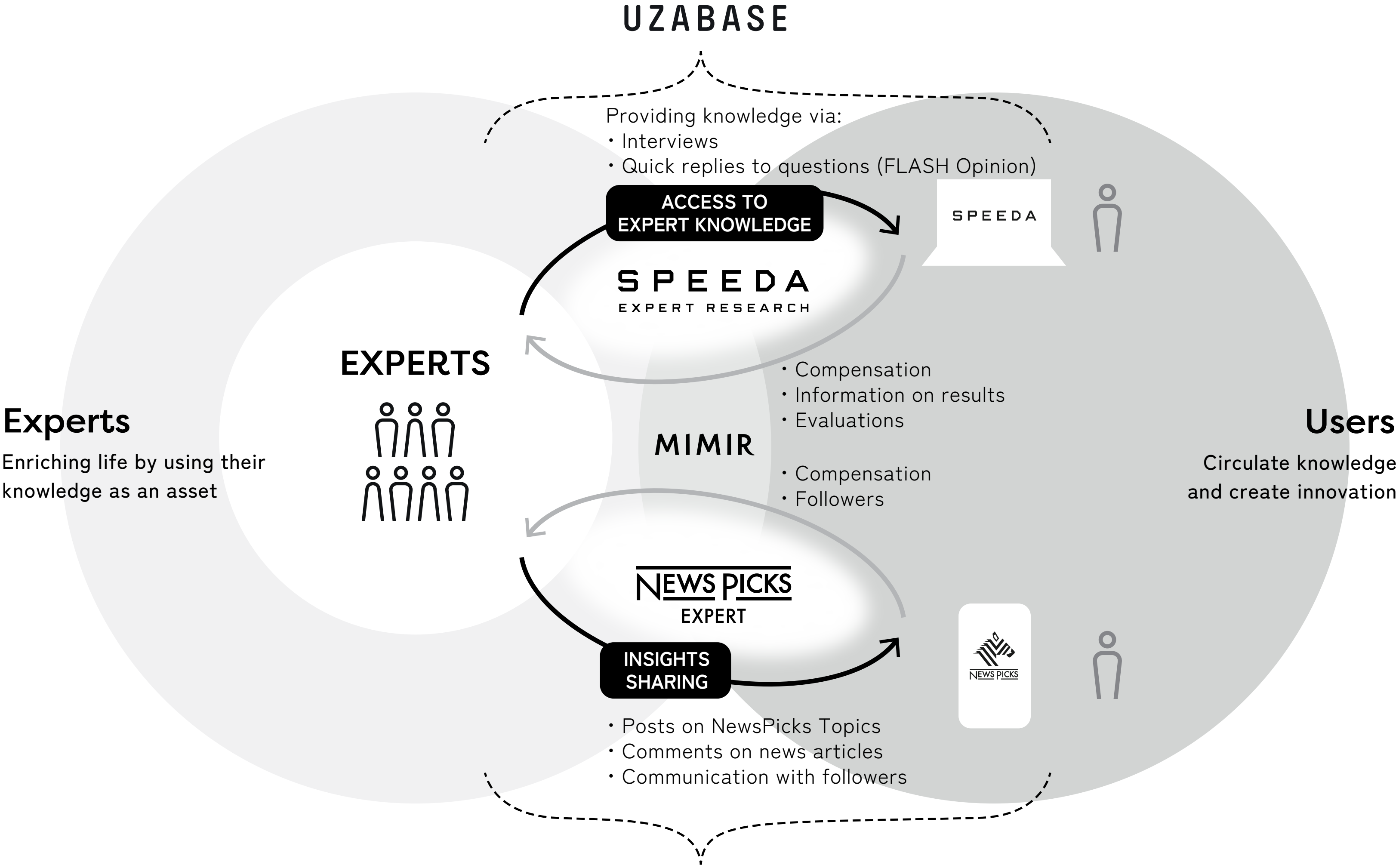
Circulating Knowledge Within Uzabase Group and Our Society

MIMIR aims to create a service that helps experts share their knowledge - with businesses via SPEEDA and with individuals via NewsPicks. Our goal is to expand our expert network with MIMIR at its center and get closer to creating a society where knowledge is properly circulated beyond the rigid boundaries of companies and organizations.

Our goal is to offer side-career opportunities within the company, boost the use of expert knowledge by our clients, and thus promote the circulation of knowledge in our society.

2023 UPDATES

- Expanded access to knowledge through SPEEDA: Expert comments on questions now searchable on SPEEDA, and FLASH Opinion has been made available in English
- First-ever Internal Expert Awards held, celebrating the expert activities of Uzabase employees in 2022 (214 employees registered as experts as of May 2023)
- A number of experts with a solid track record appointed as new ProPickers
- NewsPicks makes an open call for “ProPickers” - official commentators on the service



First-Ever In-Person “Expert Award” Held in 2023:

Celebrating Experts’ Achievements and Providing Networking Opportunities

The first-ever in-person “Expert Award” ceremony was held at Uzabase's Marunouchi office on March 10, attended by around 40 experts.

Expert Award Ceremony

An awards ceremony held by MIMIR to recognize and celebrate the NewsPicks Experts who have made significant achievements in the previous year, and to provide opportunities to exchange ideas and opinions with other experts.





Comments from Participating Experts (Excerpts)

“The event had a great atmosphere as a high-quality, professional awards ceremony, making the winners feel pride in their achievements”

“The compilation video with comments from clients, voicing both their gratitude and future expectations towards experts, was very motivating for me as one of such experts”

“The participants’ deep knowledge and passion for their fields of expertise made for a very meaningful exchange”

“I’d hoped to speak not only with the invited experts but also with MIMIR’s employees, so I was very happy to have them actively participate in the discussions”

Providing Companies with Access to Knowledge via SPEEDA

Expert Comments Made Searchable on SPEEDA (Released on May 18, 2023)

Adding to the business intelligence already available on SPEEDA, this new function will enable users to obtain deeper insights via searchable comments from experts - a type of first-hand information that is valuable but often hard to obtain. Our database contains more than 1,000 questions and 10,000 expert comments accessible to all SPEEDA users, as well as more than 10,000 questions and 100,000 expert comments with limited access.

English Version of FLASH Opinion Service Released on SPEEDA, Providing Quick Access to Expert Knowledge (Released on April 27, 2023)

With the newly-created English version of FLASH Opinion, we are aiming to provide access to expert knowledge to a broader audience, including companies in Southeast Asia and foreign-affiliated companies in Japan, where the demand for expert knowledge is high.



First-Ever Open Call for ProPicker Applications & Growing NewsPicks Expert Service

First-Ever Open Call for “ProPicker” Applications (Official Commentators) on NewsPicks (February 13, 2023)

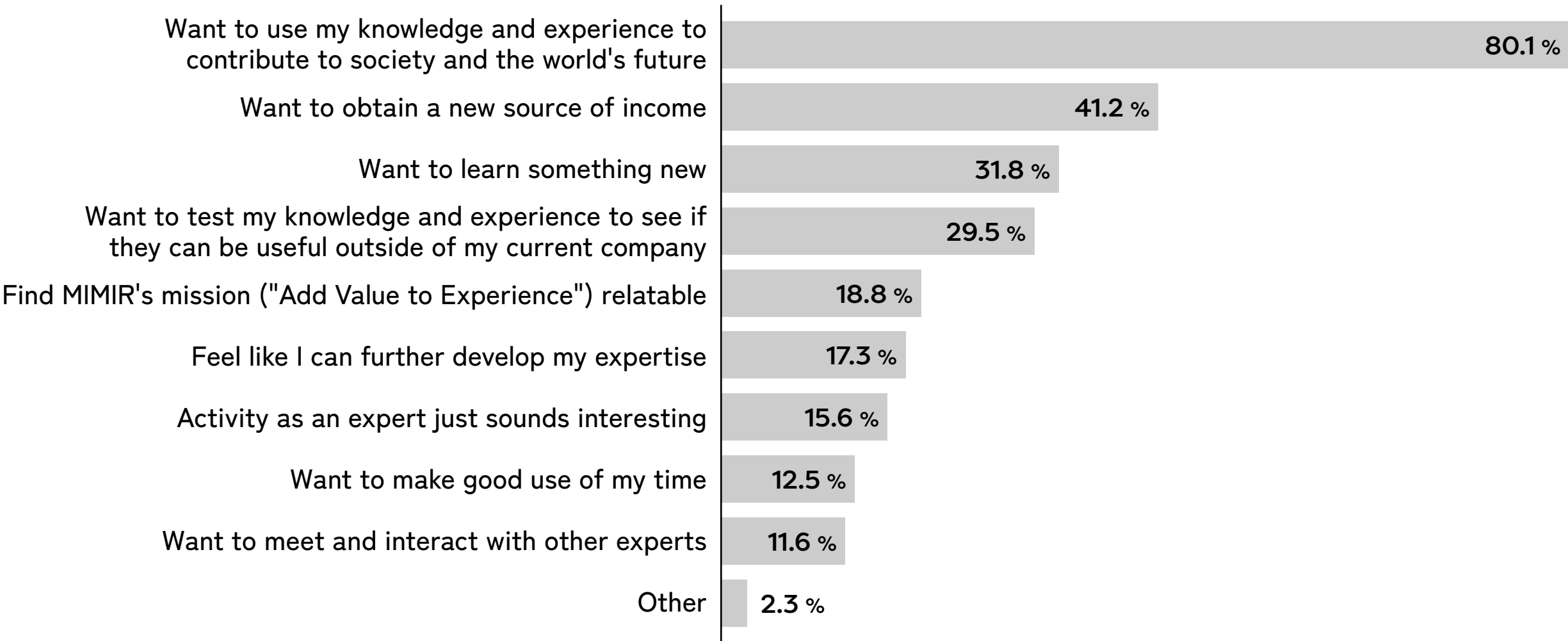
We have redefined “ProPickers” as professionals who share their knowledge and contribute to the next generation, and invited a wide range of candidates to apply. We have also invited existing ProPickers join us in our new project to create a community that offers intellectual support and cooperation.



MIMIR Released “Expert Awareness Survey”; Number of Registered Experts Reached 30,000

In July 2023, the number of registered NewsPicks Expert users (in Japan) surpassed 30,000. When surveyed* on their reasons for registering, the most common response among our registered experts was "I want to use my knowledge and experience to contribute to society and the world’s future" (80% of all respondents). This indicates that many people want to contribute to society as a whole and help build the future, going beyond the company or organization that they belong to.

Reasons for Expert Registration*



*Based on a survey conducted in May 2022 with 2,746 respondents among experts



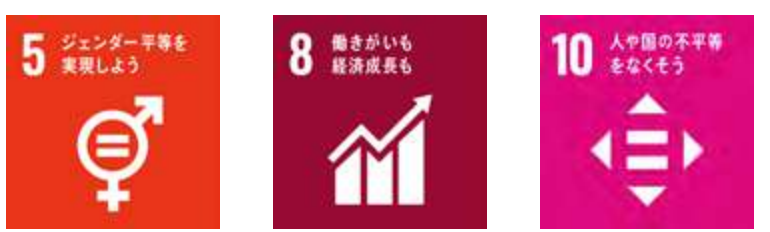
SHINOBU MATSUI
Material Issue PIC
CHRO

We need what

MATERIAL ISSUE ②

you *bring*

Target SDGs



At Uzabase, we formulate our Purpose as such:
“Awaken a world of play in business,
with our insights”.

To make this a reality, Uzabase needs a team of truly diverse individuals who would bring everything that they have to the table. We believe that only a combination of such diverse talents can create services that resolve the actual issues faced by our users and propel their creativity - thus bringing us even closer to fulfilling our Purpose.

This belief is reflected in one of our 7 Values, which we also see as one of the material societal issues we need to solve:

“We need what you bring”.



Why DEIB and Not D&I?

Since 2023, we have shifted our focus from Diversity & Inclusion (D&I) to Diversity, Equity, Inclusion, and Belonging (DEIB) across our entire organization.

Our Purpose is to “Awaken the world of play in business, with our insights”. Since this implies a world of play not for certain people but rather for everyone, the key point for us is to achieve a harmonious integration between the company’s and the individual’s chosen paths, allowing each and every individual to perform at their best.

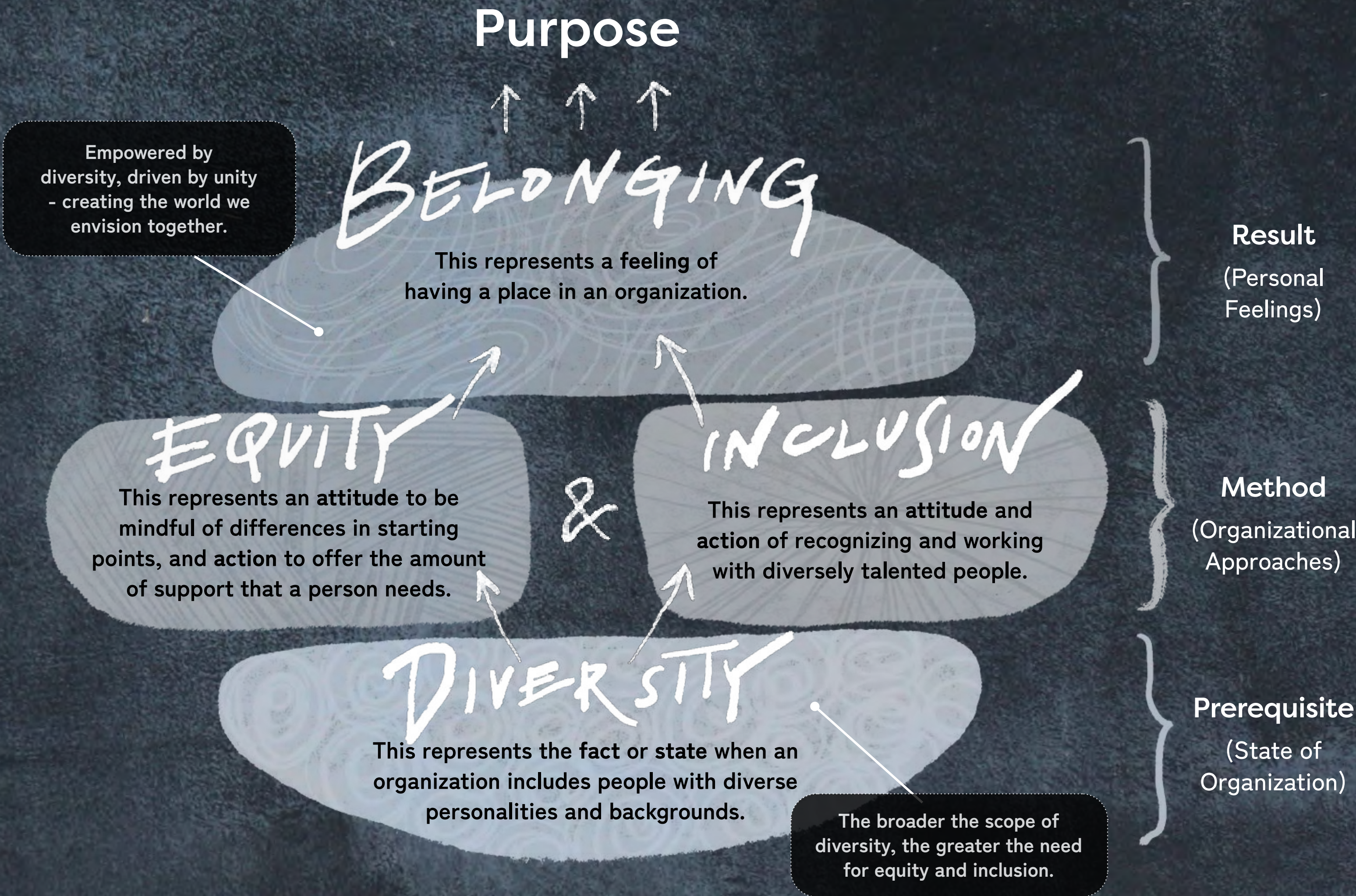
But how can they be integrated in harmony? We believe that the clue lies in “belonging”.

The way we see it, belonging is about the feeling of having a place within a group, community, or organization. First of all, it’s the sense of joy and confidence that your skills and experience are actually needed by the company. But it is also about recognizing and embracing your own perfect imperfections, about building trust with your colleagues and the company itself. All these elements come together to weave the very fabric of belonging - -one thread at a time.

We want to make sure that everyone can feel that there is a place for their perfect imperfect selves at Uzabase. This allows them to show their unique personality and unleash their true talents, boosting performance and ultimately propelling business growth.

Our goal is to create such a positive cycle, to be a company that “Needs what you bring” and leverages this diversity to “Awaken the world of play in business, with our insights”. With these hopes in our hearts, we have decided to focus on fostering DEIB.

To achieve our Purpose, we need to establish a culture that allows all of us to perform at our best. We need to establish the sense of belonging.



Diversity at Uzabase Group: Where We Are

GENDER RATIO: ALL MEMBERS

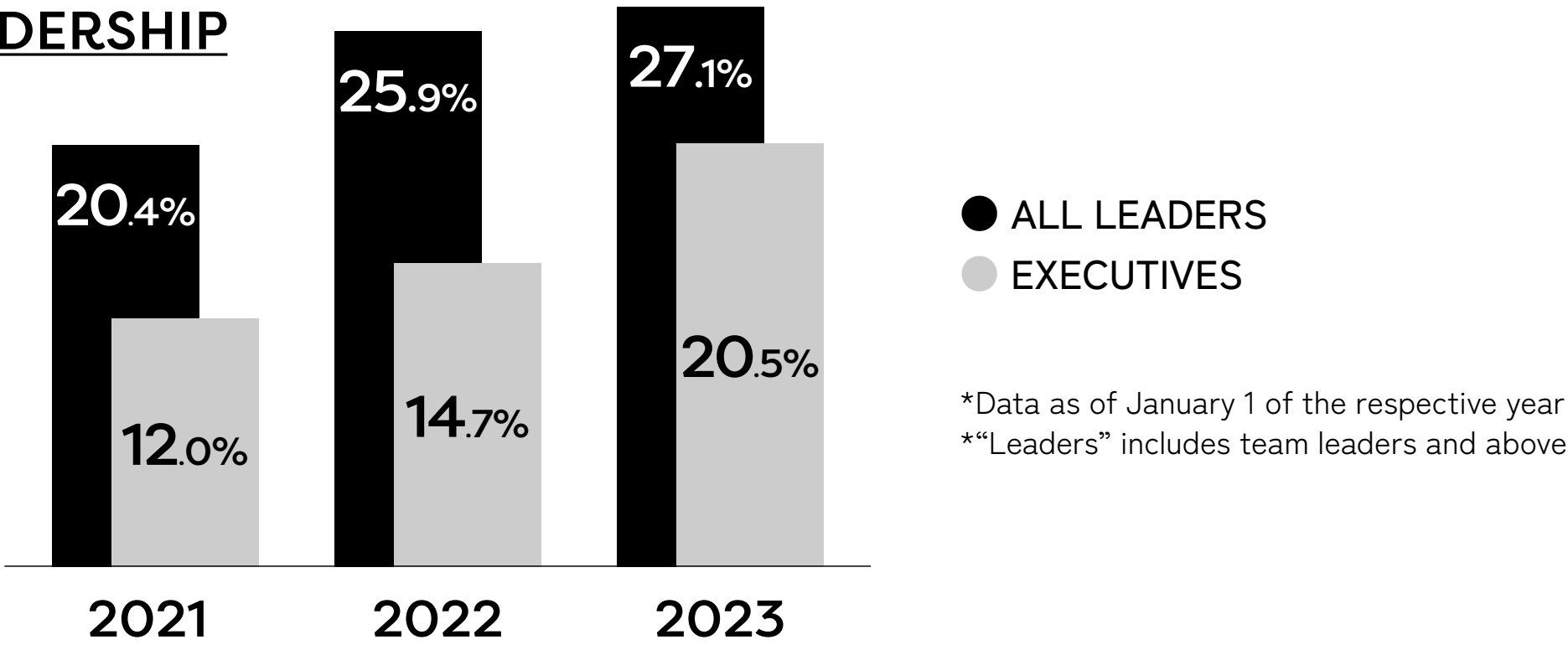


● MALE ○ NO ANSWER ● FEMALE

*Data as of January 1, 2023 for all members, including part-time and outsourced workers, etc.

*Gender as stated by members in the HR management system upon joining the company

RATIO OF WOMEN IN LEADERSHIP



*Data as of January 1 of the respective year
*“Leaders” includes team leaders and above

GENDER PAY GAP (Estimated Annual Income)

AVERAGE PAY **7,997,965 YEN**

GENDER PAY GAP

-1,672,528 YEN



On average, female members at Uzabase earned 1,672,528 yen less in 2022 than males.

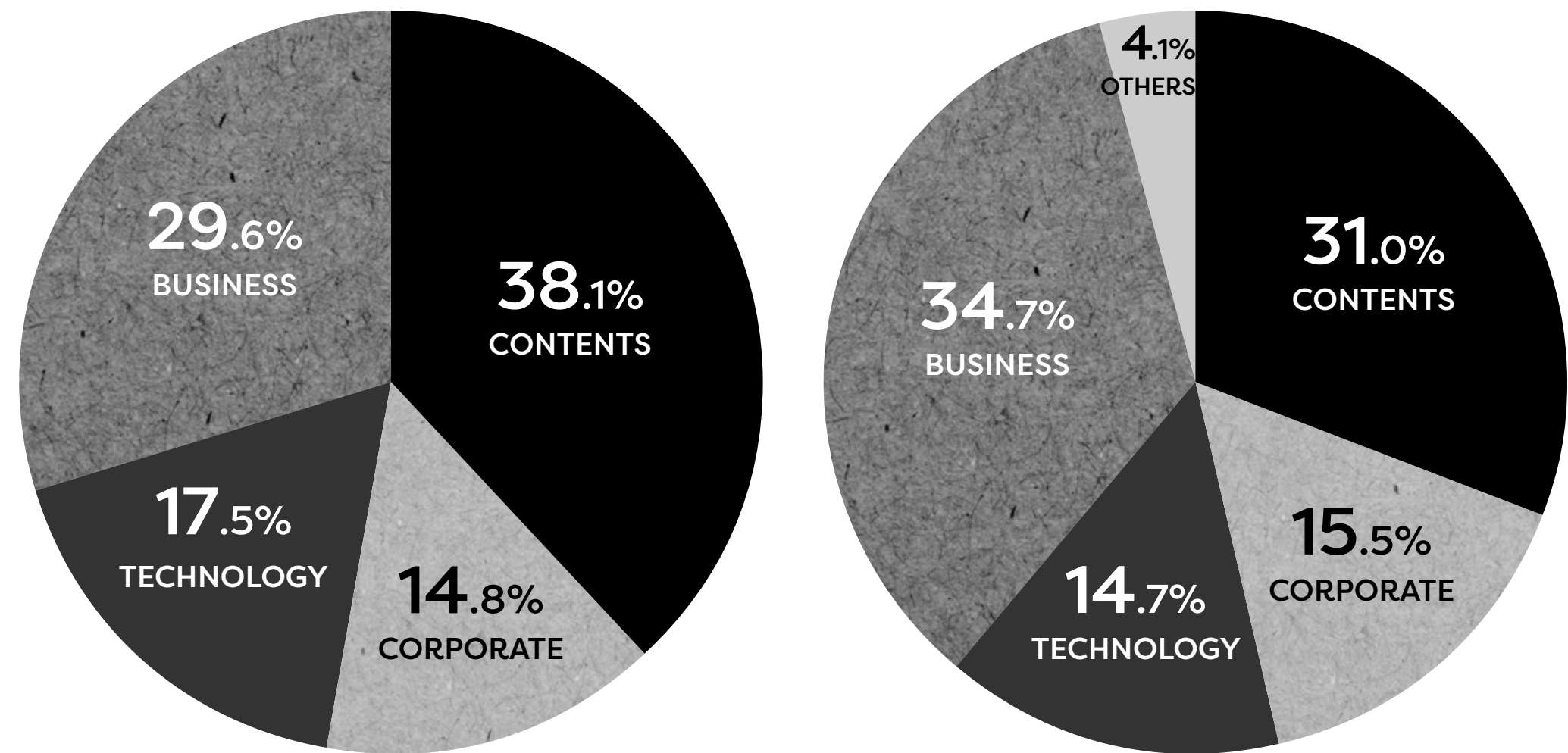
This gap is largely due to the fact that 70-80% of high-title positions, such as executives and leaders, are held by men.

The amounts here are based on estimated annual salary for each grade and may differ from the actual income including overtime pay.

*Estimated annual income for full-time and contract employees in Japan as of end-December 2022

Diversity at Uzabase Group: Where We Are

RATIO BY PROFESSION



2022

2023

- BUSINESS** Sales, new business development, marketing, etc.
- CONTENTS** Designers, analysts, editors, translators, etc.
- CORPORATE** Legal, HR, accounting, financial planning, PR, etc.
- TECHNOLOGY** Engineers, programmers, etc.
- OTHERS** Executives, etc.

*Data as of January 1 of the respective year

NATIONALITIES



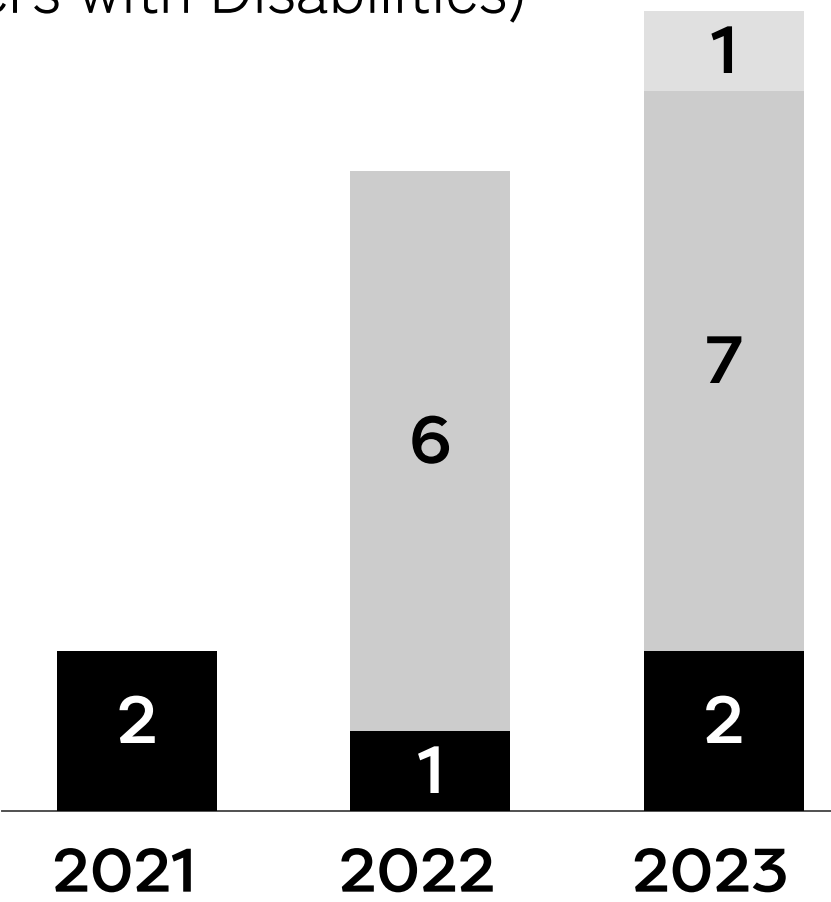
Countries/regions

Japan, Sri Lanka, China, South Korea, USA, Singapore, Thailand, Taiwan, Vietnam, Russia, UK, Nepal, France, Philippines, Malaysia

*Data as of January 1, 2023

PROGRESS IN HIRING OF DIVERSABILITY MEMBERS

(Members with Disabilities)



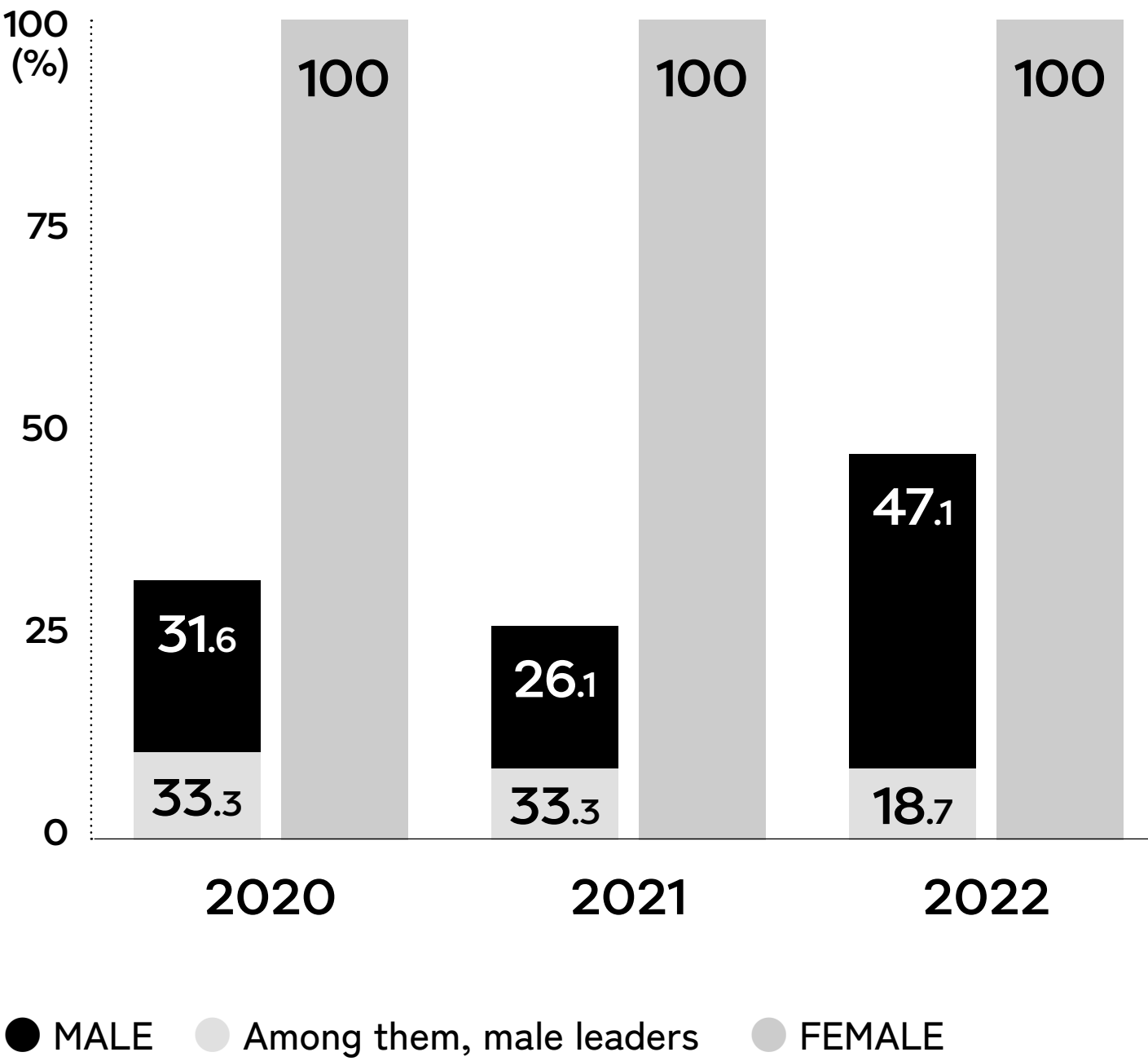
- NewsPicks, Inc.
- Uzabase, Inc.
- MIMIR, Inc.

*Data as of January 1 of the respective year

*“Diversability” is a portmanteau word derived from “diverse” and “ability” and borrowed from the Diversability community which aims to reshape the image of disability and elevate disability pride through the power of community.

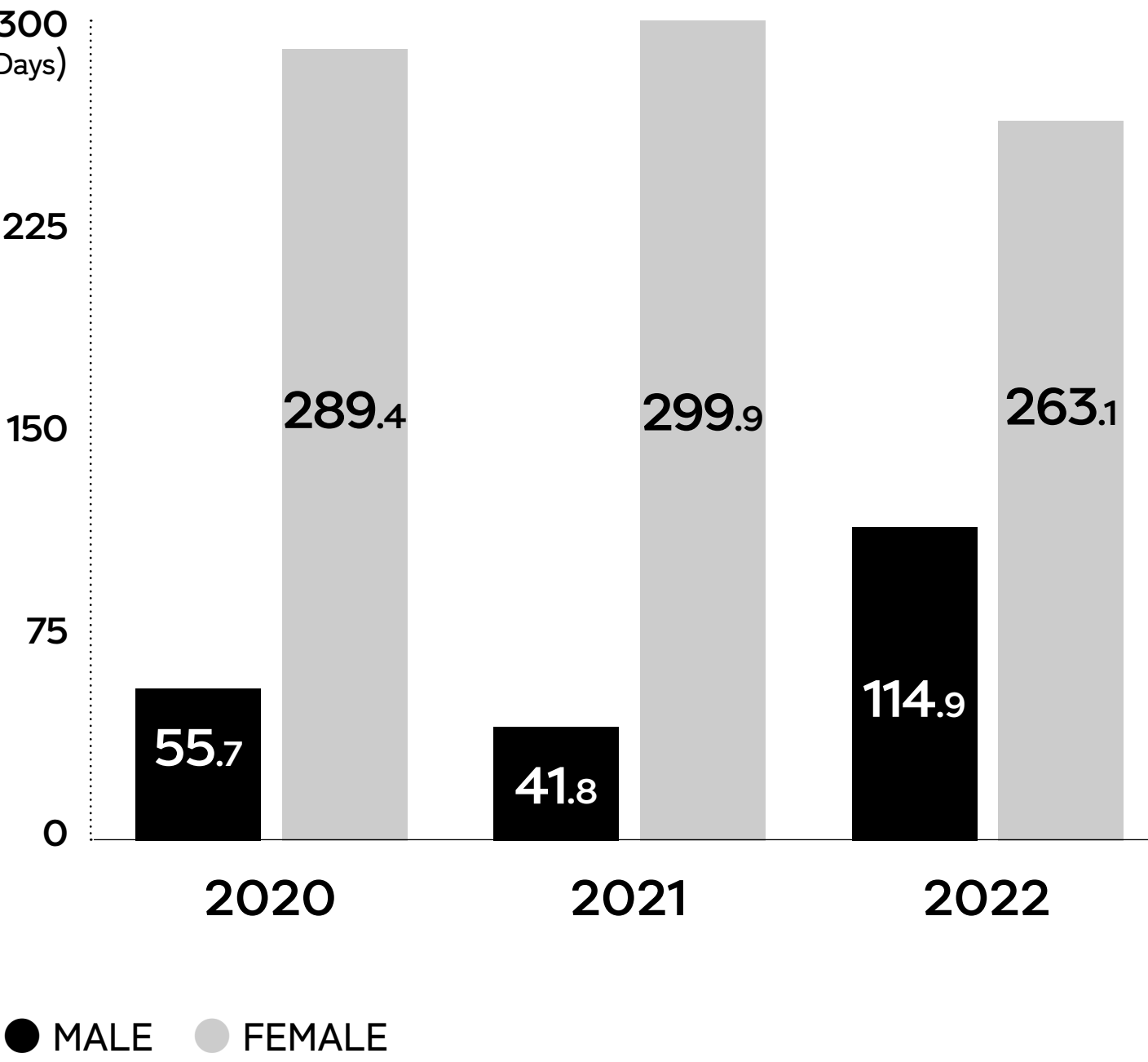
Diversity at Uzabase Group: Where We Are

PARENTAL LEAVE RATIO



*Data for members in Japan who started parental leave in the respective year
**“Leaders” includes team leaders and above (position at the start of parental leave)

AVERAGE DAYS OF PARENTAL LEAVE TAKEN



*Data for members in Japan who started parental leave in the respective year (in case of members still on leave, calculated based on its scheduled termination date)

RETURNED TO WORK AFTER MATERNAL OR PATERNAL LEAVE



*Data as of January 1, 2023 for members in Japan

For more data on diversity at Uzabase, please refer to our DEIB Report 2023. [🔗](#)

Reviewing the Results of 2021-22 D&I Commitments

In June 2021, we designated D&I as one of our company policies and announced our commitment to a number of related initiatives. The following is a review of each of these initiatives and commitments over 2021-22.

1

Ensure information transparency

We have been implementing the following initiatives for internal information sharing before the official announcement of D&I Commitments:

- Sharing the minutes of Board of Directors meetings and other management meetings (excluding anything containing confidential and private information)
- Sharing the information about the executives' remuneration and employee salary tables
- Bolstered interpreting and bilingual support to eliminate language-based information gaps

GOOD ✓
PROGRESS

2

Help people overcome hurdles arising from structural issues in society

Since the official announcement of our D&I Commitments, we have been implementing the following initiatives:

- New office design based around hybrid working styles
- New allowances for taking care of sick children and relatives
- Set up an external infertility treatment consultation service and held a number of seminars
- Workplace vaccination for COVID-19 and special leave for COVID-19 patients (including for taking care of family members)
- Hired 10 Diversability members (people with disabilities) over 2021-22 and developed an internal structure to accommodate them

GOOD ✓
PROGRESS

3

Reduce the gender ratio disparity among regular employees and leaders

We have implemented the following initiatives, which resulted in a steady growth of the ratio of women in leadership roles, however, the gender ratio disparity among employees and leaders is still tangible (see P49).

- Published the Maternity & Paternity Leave Handbook
- Implemented a mentoring system for employees returning after a maternity/paternity leave
- Created a series of content introducing diverse role models, shared it both internally and externally
- Launched the NextWomanship Community within Uzabase
- Installed bathrooms in the office with considerations for DEIB

At the same time, the number of male employees taking a paternity leave has notably increased:

6 in 2020 → 6 in 2021 → 16 in 2022

NEEDS ...
WORK

4

Set up a D&I Committee and disclose D&I-related metrics and policies D&I

We launched a D&I Committee (now DEIB Committee), driving a large number of important, company-wide initiatives. With over 30 members participating on a voluntary basis, the Committee holds regular meetings twice a month and organizes working groups to tackle specific projects. Driven by the passion of its members, the Committee discusses the necessary steps to achieve its newly established mission.

DEIB Committee's Mission:

Create a company where everyone can comfortably remove their own limitations and enjoy exploring the "unknowns" that each of us possesses.

We also published our first D&I Report in 2022 and DEIB Report in June 2023. ☑

GOOD ✓
PROGRESS

Our Initiatives in 2022:

Building a Foundation for DEIB

Updating the 7 Values: “We Need What You Bring”

Uzabase’s approach to DEIB is rooted in one of our 7 Values - “We need what you bring”. We decided to reinterpret the meaning of what this value represents and describe it in our own words. This is needed to create a firm common ground that we can fall back on when needed.

The expanded explanation of this Value provides a much clearer guidance for actions, with a statement of “We celebrate a diversity of values, race, nationality, ethnicity, religion, sexual orientation, diversability, backgrounds, and more”, and framing open communication into more concrete terms with “communicate openly yet with empathy” and “speak your mind directly and respectfully”.



Updated “We Need What You Bring” & New 34 Promises

Our 7 Values are the cornerstone of Uzabase’s culture. But sometimes we need more concrete examples of what constitutes our culture, so we broke the 7 Values down into a set of simple DOs and DON’Ts - the 31 Promises.

And since we have updated one of our values - “We need what you bring” - the 31 Promises also required an update. The new Promises contain more specific examples in line with the update, and are structured in such a way that simply being aware of the Promises can naturally lead our members towards DEIB. As a result of this, 31 Promises have transformed into 34 Promises!

Our Initiatives in 2022:

Eliminating Gender Gaps

NextWomanship Community

We have always wanted to create a supportive space for women motivated to grow but in their own way. This idea has culminated in the creation of a community, which currently includes about 20 female leaders and pre-leaders.

Aiming to encourage more women to walk the leadership path in their own unique way, we hold a number of workshops with non-Uzabase speakers to discuss these topics and self-reflect, while also organizing discussions using video content from NewsPicks and other learning programs.

Maternity & Paternity Handbook

This Handbook describes the application process for maternity/paternity leave within the Uzabase Group, tips on how to communicate that within the company, interviews with employees who have taken such leave, and other useful information to help address any concerns or uncertainties.

- Articles (Japanese only)
- We Want Team Members to Feel Comfortable and Safe About the Future: How We Created the Maternity & Paternity Leave Handbook [🔗](#)
- Considering Each Others’ Viewpoints Fairly: How We Created a Maternity & Paternity Leave Handbook for Our Overseas Offices [🔗](#)

Showcasing Diverse Role Models

We wanted to showcase how diverse leadership can be, and launched a “Diversity and Empowerment” series of articles in 2021. In 2022, we published 8 of such articles in the Uzabase Journal.



Uzabase Journal - Diversity & Inclusion (Japanese only) [🔗](#)

Our Initiatives in 2022:

Social Contribution

NewsPicks for WE

At the end of 2021, NewsPicks launched a community-focused project to assist and empower women in their career development.

- Launched a female leadership course together with IBM Japan
- Organized a DE&I research seminar together with Kyoto University
- Worked to create various opportunities for women to exchange opinions and share knowledge on their work
- Produced various content on female leaders who can serve as role models
- Held seminars on Corporate Governance Code and Act on the Promotion of Women's Active Engagement in Professional Life
- Introduced case studies of companies leading in D&I initiatives

Through these initiatives, we aim to increase the share of women in decision-making positions across various companies and in the business world in general, thus contributing to the achievement of the goal set forth for Japan: achieving at least 30% women in executive positions at TSE Prime market-listed companies by 2030*.

*Statement by Japan's Prime Minister Fumio Kishida at the Conference for Gender Equality held on April 27, 2023



Our Initiatives in 2022:

Creating an Environment for Members to Perform At Their Best

Fertility Treatment Counselling

As part of UB Care benefits, a counselling service for fertility treatment (“Stork Benefit”) was added in 2021. Many of our members have already used this service and shared positive feedback on its benefits from a psychological perspective.

Eliminating Information Gaps Due to Language Barriers

The Uzabase Group has offices in four countries, with over 100 of our employees working outside of Japan. In addition, the entire Group has employees of 15 nationalities. Yet, a large part of communication is still happening only in Japanese, which creates an information gap between members who speak the language and those who do not. To help bridge this gap, we are implementing a number of initiatives listed below.

- Company-wide Town Hall Meeting held in Japanese and English
- Separately organized an English Town Hall Meeting (once a month)
- Bolstered our interpretation and translation teams (simultaneous interpreters can be assigned virtually to any meeting)
- Minutes of the Board of Directors meetings and other internal documents shared in Japanese and English
- All important company-wide announcements made both in Japanese and English
- Implemented machine translation to facilitate communication in both languages on Slack

For details on other DEIB initiatives at Uzabase, please refer to our DEIB Report 2023. [📄](#)

A

MATERIAL ISSUE ③

world *of* play in *business*,

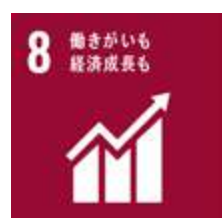
YUSUKE INAGAKI

Material Issue PIC

Co-CEO/CTO

NewsPicks Co-CEO

Target SDGs





for everyone

Towards achieving our Purpose, “awaken a world of business, with our insights”, the Uzabase Group aims to eliminate generational and regional gaps in the provision of information, creating new opportunities for people to experience high quality business content.

By allowing those who achieve Play Business to broadcast their knowledge to others, we create a cycle of knowledge that brings us one step closer to the sustainable sharing of business content across society.

Centred on social economic media platform NewsPicks, our goal is to collaborate with a wide range of communities and age groups to deliver high-quality business content, creating chances to provide insights and new opportunities to those who truly need them.

Over the last year, we launched NewsPicks for Kids, a newspaper aimed at schoolchildren, established Student Picker, a student ambassador system aimed at creating a new generation of businesspeople, and are increasing initiatives targeting specific regional communities.

NewsPicks’ Initiatives

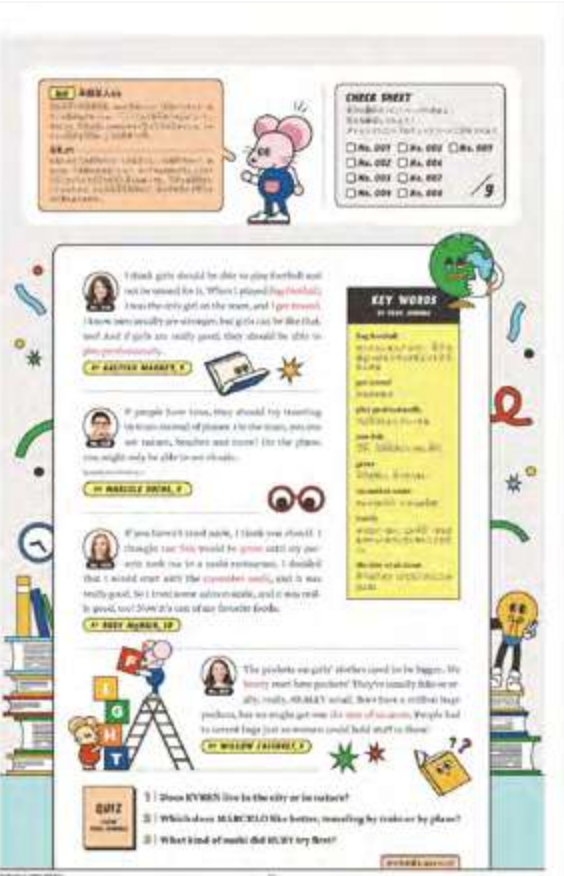
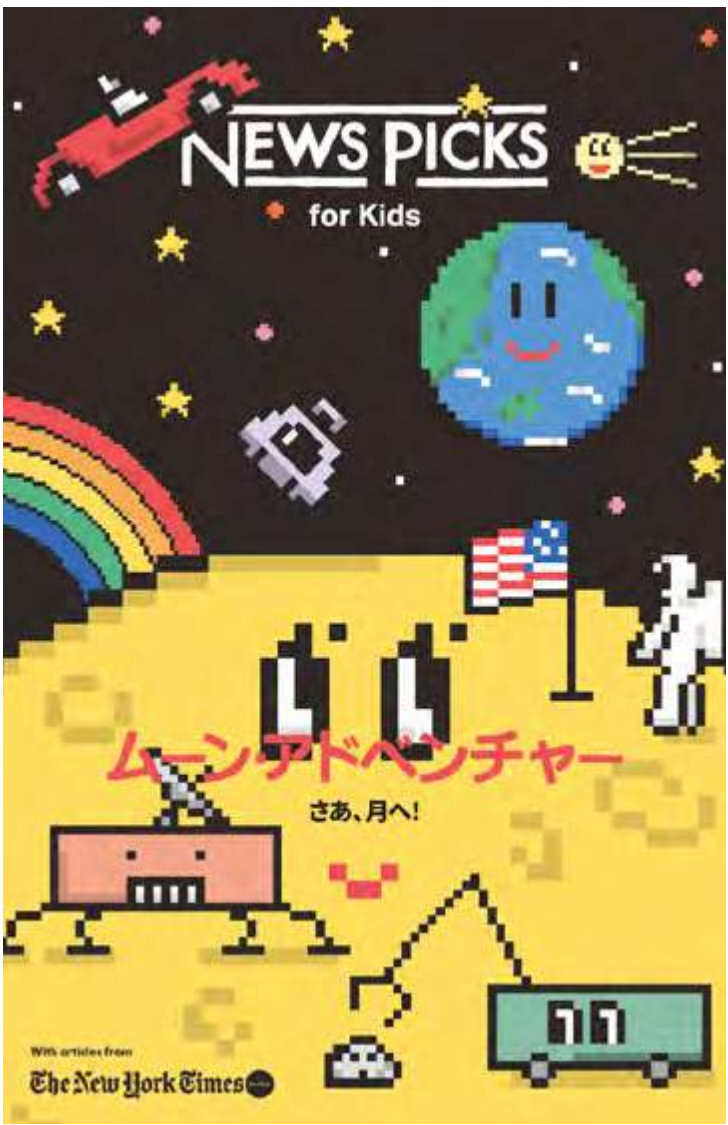
- NewsPicks Education and NewsPicks for Kids

At NewsPicks, we promote learning via the news, creating activities for upcoming generations through our NewsPicks Education service. We are also involved in courses and classes targeting elementary, junior high, and high schools, providing both comprehensive and short-form learning materials, as well as being engaged in teacher training processes. With NewsPicks, children have the opportunity to envision a future and society that meets their needs, all within a learning environment that brings students together.

In August 2022, we launched the children’s newspaper NewsPicks for Kids, featuring articles by our editorial staff alongside translated articles from The New York Times for Kids, in addition to Japanese content with an accompanying English translation. Our goal with this media is to create a world in which parents and children can Play Business together, learning through current events and video content.

NewsPicks also provides targeted content via the “For Students” tab. Content is aimed at helping students make the most of their life as a student and guide them in their career choices. For students enrolled in high school, vocational school, or college/grad school, we also offer a student discount of 70%.

These combined efforts are our contribution to the field of education, aimed at creating a new generation of businesspeople.



NewsPicks' Initiatives - Student Picker

We believe that news shouldn't just target those in the workforce, but also those that will grow to be part of it in the future. To embody this belief, we launched the student ambassador program "Student Picker" in October 2021. We invite students of all different grades, majors, and regions to learn from each other through the news, allowing participants to share their unique perspective by commenting on a range of news topics.

A cumulative total of 86 students from both Japan and overseas have been appointed Student Pickers as of April 2023, enabling connections between students of differing backgrounds and also with members of the workforce, via interviews and other projects.



NewsPicks' Initiatives

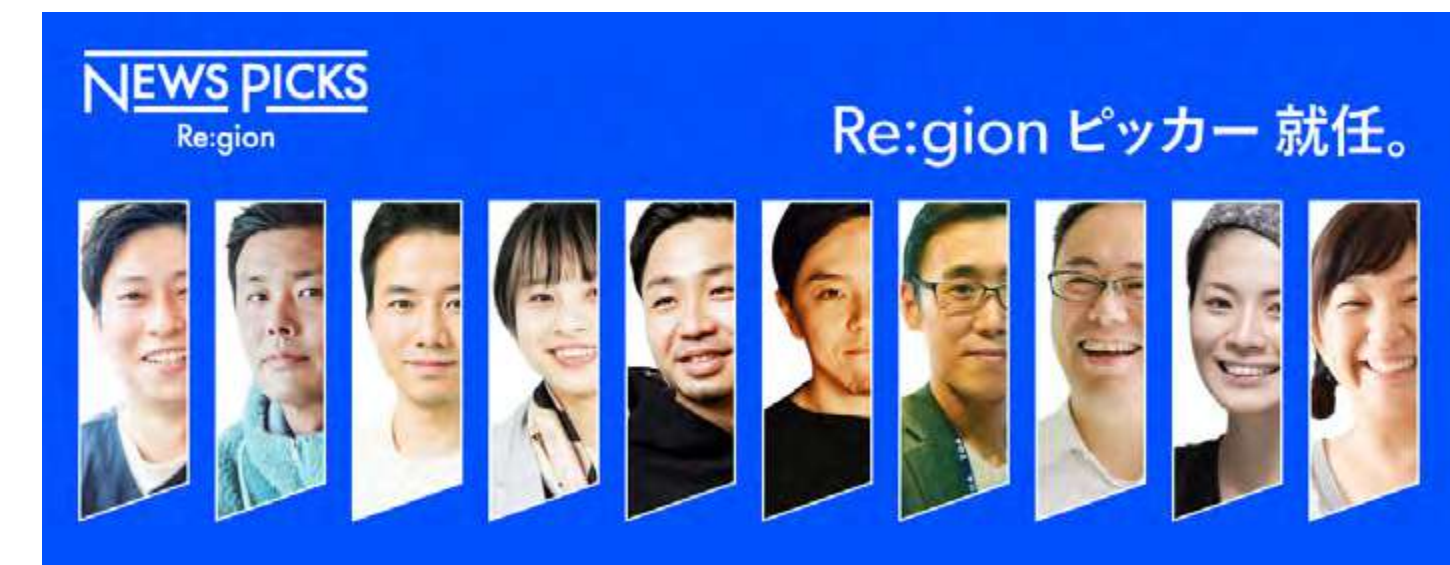
- NewsPicks Re:region

Japan's economy is not just centred on Tokyo. In fact, regions outside of the capital account for 90% of the population and 80% of Japan's GDP. These regions not only face their own individual challenges, but also possess unique strengths, with the potential to generate completely new value that will benefit future generations. Our goal is to enable everyone, no matter where they are, to achieve a state of Play Business and contribute to Japan's development.

NewsPicks Re:region leverages the power of media to highlight innovators (roughly 30 Re:region Pickers) across the various regions of Japan. In turn, this creates opportunities for large corporations, SMEs, and startups across Japan to connect across regional boundaries, developing initiatives to expand regional economic spheres through borderless co-creation.

For example, KAMIKAWA GX (Government Experience) LAB, a co-creation community that supports development activities in the town of Kamikawa in Hokkaido prefecture was established via the NewsPicks app. It aims to identify and provide solutions to a range of local issues, establishing a like-minded community through measures including a project targeting Kamikawa Town.

In September 2022, we established the online community "Sapporo Future Community" in collaboration with the City of Sapporo. More than 100 members have since gathered to comment on articles and also hold online discussions on a range of topics, including urban planning over the next 100 years and the 2030 Winter Olympics and Paralympics.



NewsPicks' Initiatives

- JobPicks

In recent years, “job-focused employment” has gained traction in Japan, referring to hiring for specific roles based on skills and experience, taking precedence in some sectors over more traditional general hiring methods in which people search for work by company or industry. JobPicks is our attempt to ride this wave, launched under the slogan of “a community-led guidebook for work”. The service has accumulated nearly 3,000 real-life stories from those working in the field, revealing both themselves and the actual content of their work for the benefit of users.

We also provide free editorial content featuring role models from the business community. In April 2023, we adopted a new editorial policy, focusing on new work styles, diversity, and globalisation. We provide roughly six to eight pieces of new content per week, aimed at giving the next generation of leaders all the support they need in their journey.



Becoming

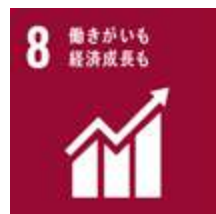
a

MATERIAL ISSUE ④

technology

company

Target SDGs



Considering our origins in engineering, we at Uzabase want to remain a technology-focused company that awakens a world of play in business for all.

Since our founding in 2008, we have combined the power of people and technology, drawing on the strengths of individual members throughout the company to build essential platforms for business insights. It is our aim to free businesspeople from the constraints of labor-intensive tasks and allow them to work in a way that fosters creativity and added value. This goes for not only our users but for ourselves as well.

Over the past year, we have continued to create an environment in which Uzabase members from a diverse range of both engineering and non-engineering backgrounds can make further use of their engineering skills and enjoy challenging themselves in ways that motivate them. With the introduction of new internal systems and the launch of a tech laboratory, we are inching closer to solidifying our place as a technology company.



YUSUKE INAGAKI

Material Issue PIC

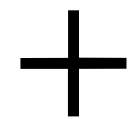
Co-CEO/CTO

NewsPicks Co-CEO

What Is Uzabase Doing to Become a Technology Company?

In addition to enhancing our product teams, we have also implemented several systems and mechanisms for supporting the use of engineering skills by members in non-engineering positions.

ENHANCED PRODUCT TEAMS



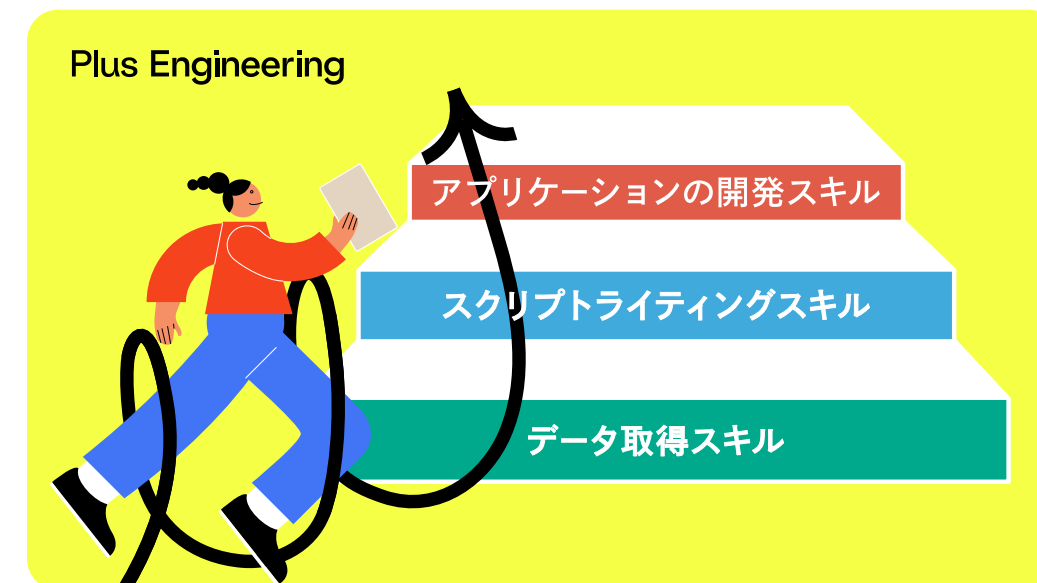
EFFORTS TO ENCOURAGE ALL MEMBERS TO “PLAY” ENGINEERING



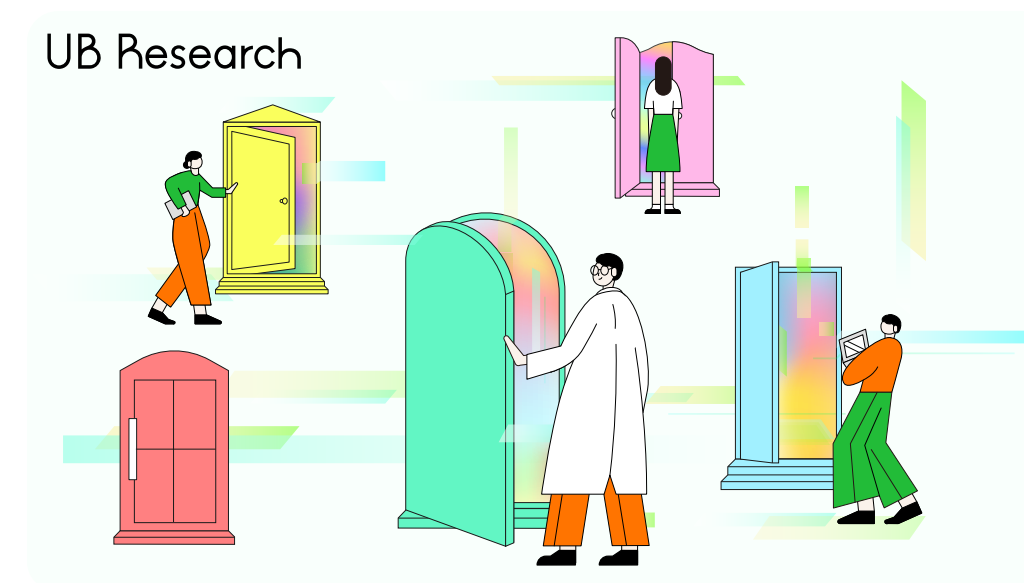
BECOMING A TECHNOLOGY COMPANY

“Play Engineering: Awaken a World of Play with the Power of Engineering”

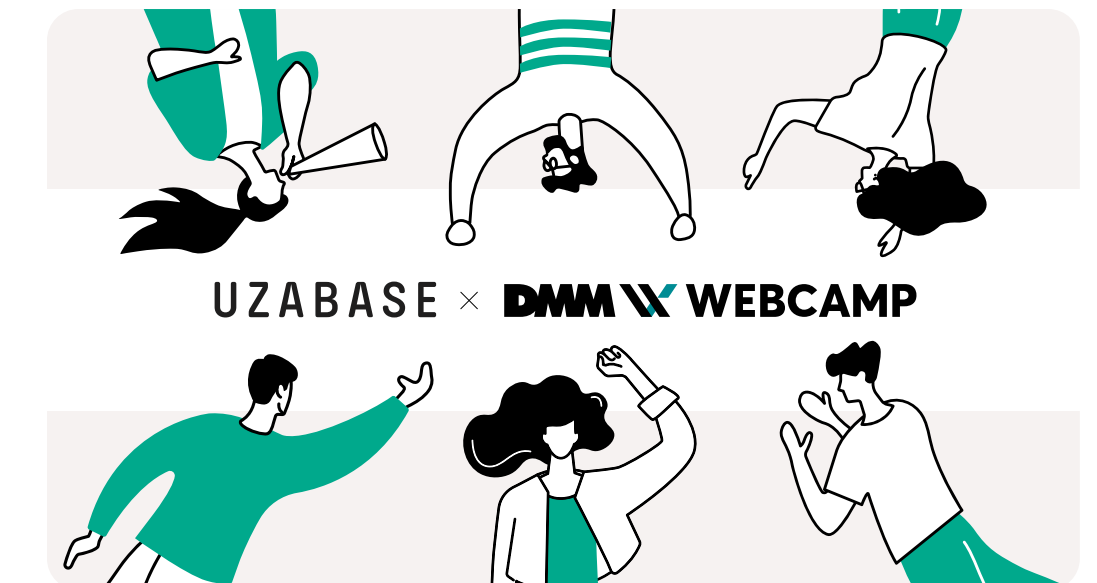
In April 2022, we launched the Play Engineering project with the aim of “awakening a world of play with the power of engineering”. As part of this project, we have embarked on a number of new ventures including introducing new internal systems, launching a tech laboratory, and organizing programming workshops for families. tech.uzabase.com/play-engineering (Japanese only)



Additional Allowance for Engineering Skills



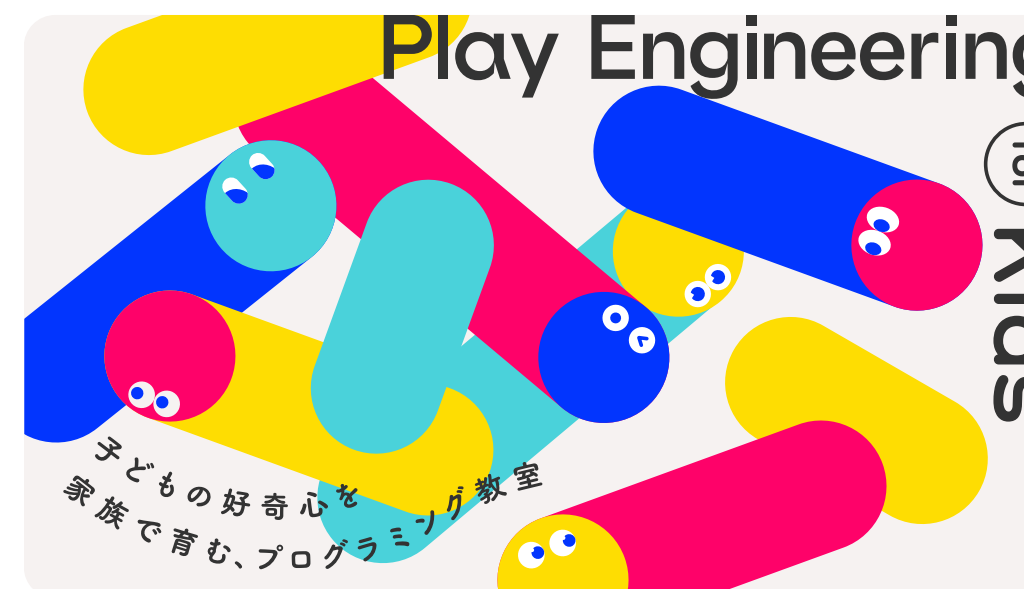
New Lab for R&D and Business Development



School Partnership to Boost Members’ Programming Skills Acquisition



Supporting/Invigorating the Greater Tech Industry

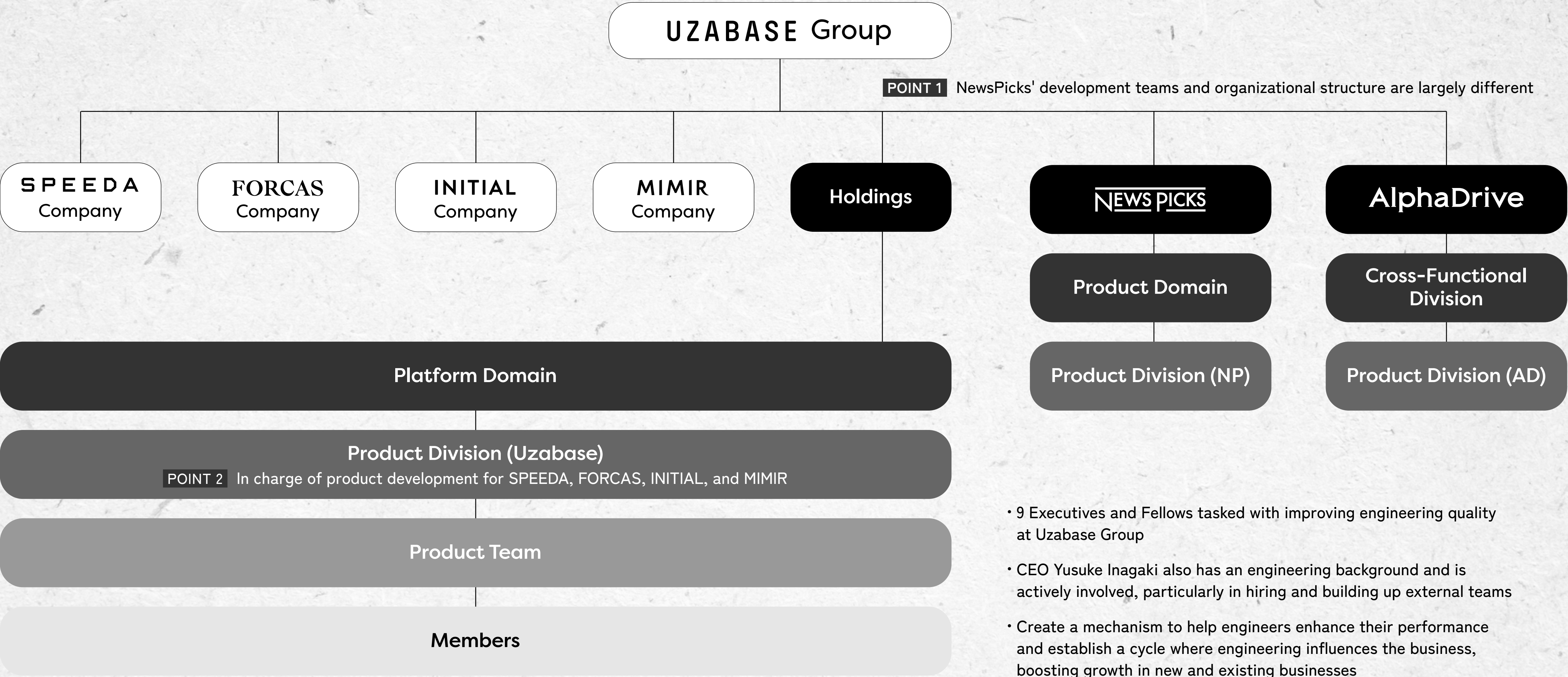


Programming Workshops for Kids



Expanding the Potential of Engineering with AI

Overview of Uzabase Group’s Engineering Teams



- 9 Executives and Fellows tasked with improving engineering quality at Uzabase Group
- CEO Yusuke Inagaki also has an engineering background and is actively involved, particularly in hiring and building up external teams
- Create a mechanism to help engineers enhance their performance and establish a cycle where engineering influences the business, boosting growth in new and existing businesses

Better Developer Experience for Product Teams at NewsPicks & AlphaDrive

Developer experience refers to the overall environment, including tech for boosting engineer productivity, teams, and corporate culture. The NewsPicks and AlphaDrive product organizations aim to instill an organizational culture of improving the developer experience by creating a positive loop in which achievements are communicated internally and externally and members are encouraged to take on new challenges.



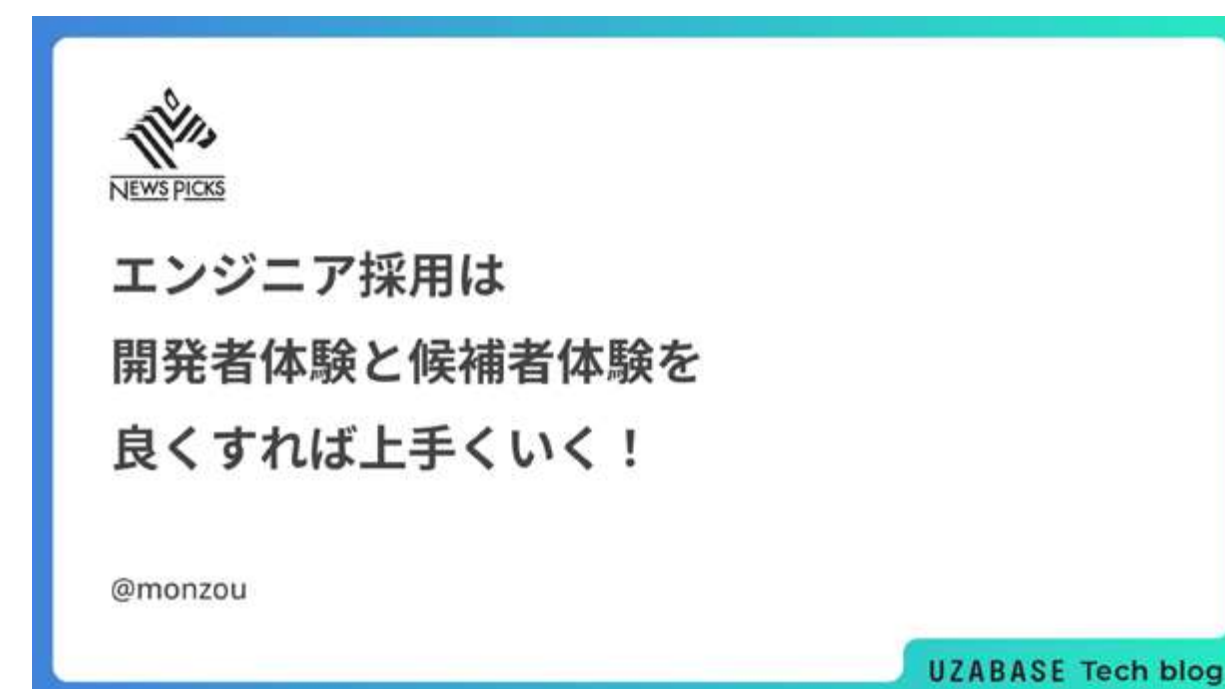
Findy Team+ Award 2022 Recipient

The Findy Team+ Award recognizes organizations with particularly outstanding development productivity scores across their entire development organization.

NewsPicks received the award in the Large Division, which encompasses organizations employing 100+ engineers.

Active Communication via Tech Blog, Podcast, Events, and More

We are continuously communicating via the UB Tech blog, podcast, and other events. By improving communication both internally and externally, we hope to contribute to the engineering community in terms of both technology and the developer experience.



Pursuing Better Developer Experience to Benefit Recruiting

Prioritizing both developer and candidate experience has allowed Uzabase to increase the acceptance rate for engineering recruitment by eightfold in one year.

We will continue to actively promote our mission of “turning candidates into fans” as we look to add more members.

SaaS Product Teams Engaging in Various Endeavors Under Banners of “Agile” and “Technology”



Held Tech BASE Okinawa, One of Okinawa’s Largest Engineering Conferences

Uzabase has been hosting Tech BASE Okinawa annually since 2021 to boost the local engineering community in Okinawa. As one of the largest engineering conferences in the prefecture, it aims to create opportunities for gaining new insights through promoting interaction between local engineers with an emphasis on in-person communication and featuring prominent engineers as guest speakers.



Shintaro Kakutani Appointed as Extreme Programming Advisor and Co-Editor of Agile Journey

Mr. Kakutani has a wealth of practical experience in Agile development and has also worked extensively as a co-translator and supervisor of books on the Agile methodology. As an Extreme Programming advisor and co-editor of Agile Journey at Uzabase, he will look to grow Agile Journey, a media outlet that provides technical information and development tips for improving development organizations in the SaaS business and for implementing Agile methodologies.



Contributed to Engineering Community with Translation of “Agile Leadership”

Our organization believes that it is important to give back to the community, not just benefit from the information it provides. As part of our efforts to embody this belief, we tried our hand at localizing a good book from overseas. Going forward, we plan to continue applying what we learn to similar initiatives.



AYAKA TAKEDA

Material Issue PIC
SaaS CLO
Head of Risk Management

MATERIAL ISSUE ⑤

Sustainable data &

Target SDGs



content management

To achieve Uzabase's Purpose, we need data and content, core assets that shape business insights. They are indispensable to us, and something we must strengthen, guard, and deliver stably. To that end, we have been working to build up our infrastructure together with various partners and stakeholders, both inside and outside of the company.

In recent years, countries have initiated conversations on the balance between data protection and its utilization, and this has given rise to various legal and legislative measures. At the same time, the environment surrounding data and content is evolving at a dizzying pace - now more than ever with the advent of AI capable of processing large amounts of data and creating content, such as ChatGPT.

In the face of major changes in the external environment and the Group's management structure, we have newly established the CCoE* and bolstered our risk management system over the course of 2022 and early 2023. As we move forward, we will pursue an even more robust management structure that will enable us to perceive changes promptly and create new value from data and content.

*Cybersecurity Center of Excellence



Ensuring Stable and Constant Delivery of High-Quality Data and Content

1 CREATION OF ROBUST DATA AND CONTENT

- **Strong Partnerships**

We establish long-term relationships with leading data and content partners - both domestically and globally - to receive a high-quality and diverse supply of data and content.

- **Unique Value Creation Enabled by Corporate Structure**

We have accumulated expertise in data collection and organization since our founding, now leveraging it to create unique data that stands as a shared asset of the Group. We also have dedicated teams of analysts, including one based in Sri Lanka, that produce high-quality global reports.

- **Active Use of New Technologies**

We aim to provide new forms of data and content through the active use of new technologies, including the fast-evolving generative AI.

2 BOLSTERING COMPLIANCE AND DEFENSE

- **Strengthening Compliance**

Uzabase works to strengthen legal and contractual compliance through research and assessment of laws and regulations on data protection and IP rights. We also carry out internal training and awareness-raising activities for employees.

- **Emphasis on Security for Protection**

We focus on preventing unauthorized access to and leakage of data and content, and on building a cyber resilience system that detects and responds to security breaches swiftly.

- **Risk Control**

Data- and content-related risks are identified by the company-wide Risk Management Committee and are monitored by the management team.

Creating and Delivering High-Quality Data and Content



Forging Stronger and Sustainable Relationships with Data and Content Partners

The Group licenses data and content from numerous partners, which we then distribute through our platform and media businesses.

To ensure sustained delivery of value to our users, a dedicated team is tasked with engaging in constant dialogue with our partners. The goal is to foster symbiotic relationships that span the medium to long term, adapting and growing as new services and functions are launched and evolve.

Pursuit of Stronger Systems for In-House Data and Content

To create more flexible products and increase the value we deliver to our users, our Group is also bolstering our structure to enable in-house data and content creation. We are building on our unique skill set to strengthen our competitive edge, backed by our data management experience honed in our platform business: collecting data in a safer and more efficient manner, selecting and extracting accurate data, and processing and storing data for ease of use.

We also invest our efforts in systems that enable us to consistently generate and offer high-quality content. The content creation process involves interpreting, analyzing, and conveying an array of data. We continue to adapt and improve our unique content framework organization-wide to ensure that we deliver content, both in terms of quality and volume, that aligns seamlessly with the overall design of our products - regardless of where the content is produced or the language in which it is crafted.

Value Creation with Generative AI and Other New Technologies

The Group is actively leveraging new technologies such as Large Language Models (LLMs), ChatGPT, and other generative AI systems to find new ways to provide content. As initial steps, we implemented an LLM-powered search suggestion function on SPEEDA on June 12, 2023.

Going forward, we will continue our pursuit of offering new value as Uzabase continues to evolve, ensuring user safety as we address the risks associated with innovative technologies.

Establishing a Stronger Defense System to Enable Active Usage of Data and Content

Initiatives on Information Security

Recent cyber threats have grown increasingly complex and sophisticated. This has prompted us to concentrate efforts on implementing highly effective systems rooted in cutting-edge technologies, adding to traditional measures centered around the establishment of rules and enforcement of compliance. One particular highlight is our endeavor to shift from a defense-oriented approach to one that emphasizes resilience, in line with our adopted policy of responding swiftly to all situations and taking proactive measures to ensure business continuity and unwavering customer trust.

Meanwhile, in 2023, we established the new Cybersecurity Center of Excellence (CCoE) to facilitate more comprehensive management of corporate IT and product security, which is helping to centralize and bolster security measures across the entire Group.

We also strive to exchange the latest information on threats and improve our ability to combat them with our participation in external security organizations, promotion of information collaboration, and commitment to maintaining our ISMS certification.

Last but not least, we have established an information security page on our website to share our security initiatives with external parties, aimed at improving transparency and deepening understanding with shareholders.

www.uzabase.com/en/security-policy/ 

Compliance and Risk Management

Building a solid “defense system” is integral to controlling risks associated with harnessing data and content for constant value.

Through ongoing legal research by our legal team, compliance training, communication to raise internal awareness, and other measures, we are working to strengthen our system to comply with data- and content-related laws and regulations, such as the Act on the Protection of Personal Information and the Copyright Act.

In order to cultivate and maintain the confidence and trust of our data and content partners, we are also dedicating efforts to foster employee awareness and develop systematic procedures to ensure compliance with license agreements.

Furthermore, to address risks associated with the introduction of generative AI and other new technologies, related teams including the product development, security, and legal teams carry out regular discussions to formulate guidelines and raise awareness.

The risks associated with the use of data and content have been identified as a key risk area by the Group’s Risk Management Committee. At the upper level, our executives are tasked with formulating countermeasures, under the vigilance of our top management team, who monitor and supervise these risks.

New business

model

fusing

Saas

&

MATERIAL ISSUE ⑥

TAIRA SAKUMA

Material Issue PIC

Co-CEO

SPEEDA Co-CEO

NewsPicks Co-CEO



Target SDGs





media

NewsPicks provides a gateway to create new SaaS users. Why? NewsPicks can shift the way people think and work, and SaaS provides the ideal platform to make those changes a reality.

It doesn't end there, either. Those who demonstrate their knowledge and expertise on NewsPicks have the opportunity to become Experts, sharing specialist knowledge and their passion with the world to help solve a range of social issues.

This achievement brings us one step closer to “awakening a world of play in our business”, and offers a unique competitive advantage in the form of leveraging the power of human knowledge across all of our products and services.

Over the last year, we have made great strides in integrating NewsPicks with our SaaS businesses including SPEEDA, FORCAS, and INITIAL, with content been linked across a vast range of use cases. The integration of our Expert Network is also going well, with a number of Experts from SPEEDA Expert Research becoming Pro Pickers on NewsPicks.

Fusion Between SaaS and NewsPicks in 2022



Capital and Business Alliance with EventHub Co., Ltd.

Marketing for the SaaS business is primarily focused on events, and for NewsPicks, BtoB events also play a key role in maintaining sustainable growth.

To further enhance our event marketing efforts, Uzabase formed a capital and business alliance with EventHub Co., Ltd., operator of an event marketing platform of the same name. Our goal is to accelerate BtoB event marketing in Japan by leveraging their specialist knowledge together with our own business data and content.

Fusion Through Marketing Events: NewsPicks Stage. Is in Full Swing

“NewsPicks Stage.”, a video distribution service launched at the end of 2021, boasted more than 20 different programs as of the end of 2022, reaching over 50,000 users. In March 2023, we also enabled on-demand access to past content. The service acts as a primary channel for the conversion of NewsPicks users into SaaS users.



FORCAS Provides Access to NewsPicks Articles

From 16 March 2023, we enabled access to original NewsPicks articles via FORCAS.

The addition of the “News” tab on the main page allows access to the latest NewsPicks articles, providing both text and visual insights into current economic trends and other topics of interest. FORCAS users can also view comments from Experts and other users, a unique selling point of the NewsPicks service.

Users now have access to all the information they need on clients and companies of interest, which can be adopted for sales operations, the development of targeting strategies, and to enhance marketing activities.



DAISUKE CHIBA
Material Issue PIC
CFO

MATERIAL ISSUE ⑦

Addressing climate *change*

Target SDGs



A world of play in business awakened through our efforts should be a place of harmony, where the sustainability of society and the fulfillment of individual and business purposes are not mutually exclusive. Protecting the environment, a key issue on a global scale, is of great importance to achieving our Purpose, and we aim to address this issue through our combined efforts across the entire Uzabase Group.

As part of this initiative, we are creating ways to contribute to carbon footprint reduction without interrupting our business activities, be it via our office, IT tools, or work style changes. In July 2022, we moved to a new office in Tokyo's Marunouchi area, which runs entirely on renewable energy.

Furthermore, as a company providing information services and operating social business media, we are intensifying our focus on providing information on global efforts towards environmental protection, including climate change.

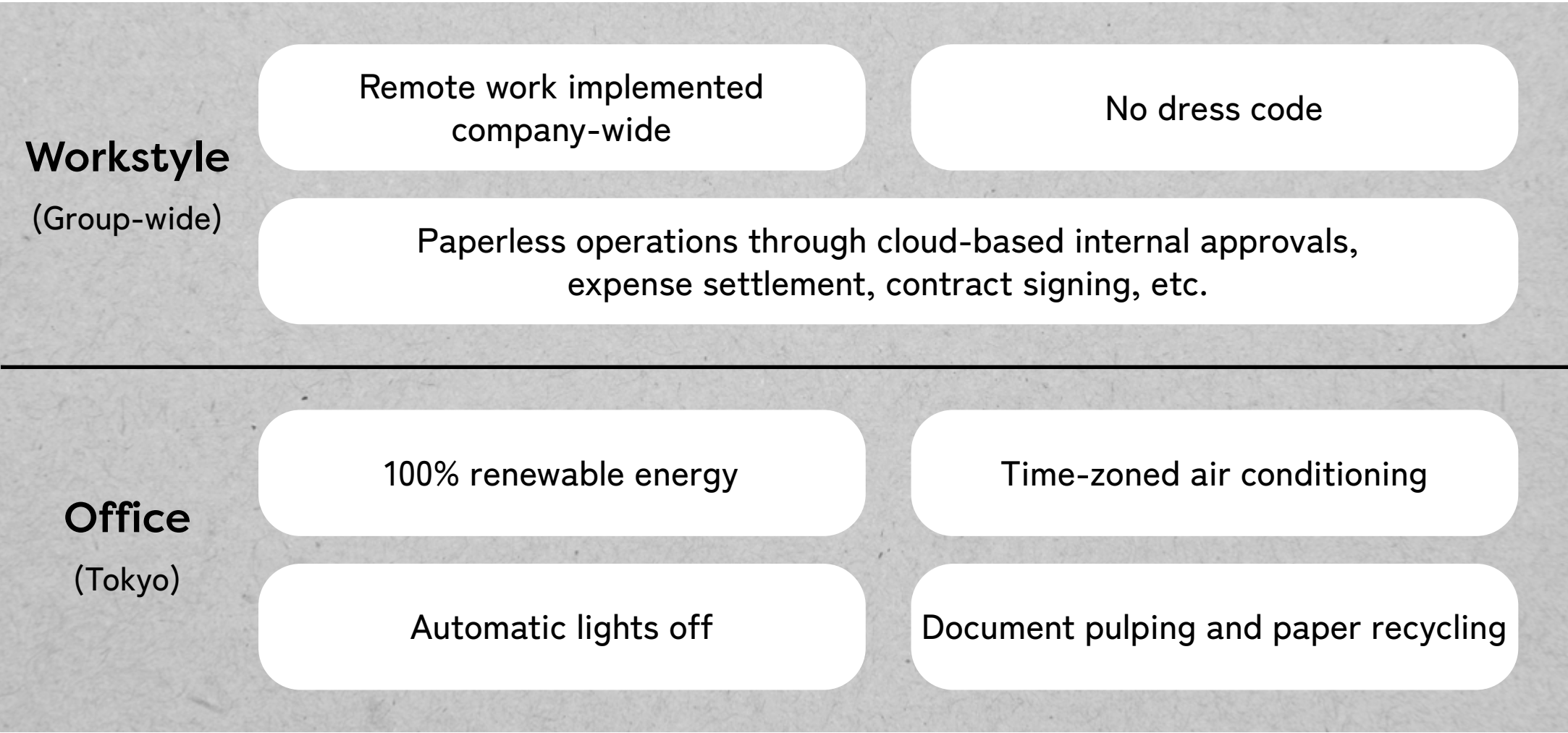
Over the past year, we have actively distributed content related to climate change through our SaaS and NewsPicks platforms and increased regular distribution of information on environmental issues and climate change in NewsPicks Topics. We hope that such information dissemination and knowledge circulation will serve as a starting point for business professionals to start changing the way they approach this topic. Our goal is to work with individuals and companies to create a truly sustainable society.



Addressing Climate Change

Embracing Freedom in Workstyle and Office Initiatives

The first of our “7 Values” is “Be free & own it”. It is rooted in the idea that our creativity is at its highest in an environment that offers true freedom. This is why at Uzabase, as long as they perform their responsibilities, members are free to choose when and where to work, and what dress code to wear. Following on from 2021, we implemented flexitime and remote work throughout the company in 2022, striving to preserve the environment by reducing the movement of people and goods through staggered working hours. Additionally, in July 2022, our Tokyo headquarters relocated to a new office that operates on 100% renewable energy and continued to implement numerous environmentally friendly measures regarding electricity and paper.



Joining TCFD Initiatives

In November 2021, Uzabase announced its endorsement of the recommendations by the Task Force on Climate-related Financial Disclosures (TCFD). In March 2022, we joined the TCFD Consortium, composed of companies and financial institutions that endorse the same recommendations.

At present, in line with the TCFD recommendations, we are in the process of collecting and analyzing the necessary data regarding the impact of climate-related risks and opportunities on our business activities, management strategies, and financial planning. We plan to enrich our reporting content in the future.



***TCFD:** A task force established by the Financial Stability Board (FSB), which includes representatives from central banks and financial regulatory authorities in major countries and regions. It is an international initiative aimed at supporting companies in disclosing information on climate change and stabilising financial markets through a smooth transition to a low-carbon society.

***TCFD Consortium:** An organization established in Japan in 2019, with the aim of discussing effective corporate information disclosure and connecting disclosed information to appropriate investment decisions by financial institutions. The Consortium promotes initiatives of companies and financial institutions that endorse the TCFD recommendations.

Addressing Climate Change

Sharing Information Through Our Products and Services

Through our products and services, we deliver articles, video content, and Trends reports related to environmental issues. On our social business media platform NewsPicks, multiple communities (NewsPicks Topics) have formed in 2022 to discuss issues such as climate change and global warming, reaching a total of more than 1200 followers.

Moreover, on our business intelligence platform SPEEDA, we continue to publish Trends reports that focus on a wide range of sustainability issues, from carbon-neutral materials to animal welfare. We also released a special content feature, the “Sustainability Series”, from March 2022. Furthermore, we released an improved feature making ESG disclosures easily searchable within disclosure materials.

We view our mission as promoting changes in the behavior of many companies and individuals by spotlighting environmental issues, mainly climate change, and will continue to proactively disseminate information on these topics.

Other Content Examples



NewsPicks Earth’s Limits: GREEN Innovation Journey* [🔗](#)

A travelogue following those who dare to tackle global issues such as climate change and energy/food crises due to wars, creating innovations beyond imagination.

NewsPicks: (New) The Secret behind the “Great Leap Forward” in Carbon Neutral Management* [🔗](#)

NewsPicks: Climate Change and Wine* [🔗](#)

NewsPicks: Is Global Warming a Hoax? - A Conversation with Seita Emori and Taishi Sugiyama* [🔗](#)

*Currently only available in Japanese



SPEEDA Asking Professionals: What Comes to the Surface When Undertaking TCFD Disclosure

We introduce various expert opinions and insights on TCFD disclosure in a report format for business owners and those responsible for the disclosure.

SPEEDA: Trends - EV Charging Infrastructure

SPEEDA: Trends - Carbon Neutral Materials

SPEEDA: SPEEDA Insights - Decarbonization’s Main Battlefront. Scope 3: Trends and Countermeasures Through Case Studies*

Sustainable New Office



Supporting a Sustainable Approach to Work

At Uzabase, we strive to create a sustainable work environment where every member can excel and “Play business”.

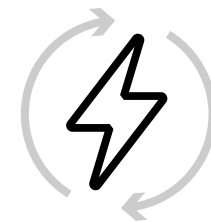
To this end, we have developed an approach that combines remote and offline work. Our systems and offices are designed in an open format, allowing members and teams to choose how and where they operate. We also have an in-house café aimed at facilitating communication between members of different businesses and departments. To help expand this communication outside the company, we also support events that bring together users of our various products and other stakeholders.

Uzabase relocated to the Marunouchi area of Tokyo in July 2022. The new office has been designed with due consideration for people and the environment and with sustainable approaches to work in mind.

1

ENVIRONMENTAL

Use of Renewable Energy



The Mitsubishi Building, where our Tokyo office is located, uses fully renewable electricity. By combining green electricity and FIT non-fossil fuel energy certificates with tracking information, the building complies with RE100.*

*RE100 is a collaborative initiative bringing together businesses committed to 100% renewable power. By joining forces, these businesses send a powerful message to markets and governments to accelerate the transition to renewable electricity. In Japan, the Japan Climate Leaders' Partnership (JCLP) supports the membership and activities of Japanese businesses as an official regional partner for RE100.

2

SOCIAL

Gender-Neutral Restrooms



Everyone

To respect the autonomy of Uzabase members, we have implemented gender-neutral restrooms in our new office, which features two men's, women's, and shared restrooms each, as well as one accessible restroom. Without making transgender members feel singled out for special consideration, everyone is free to use whichever restroom they prefer.

For more information on our DEIB-conscious office design, please refer to our DEIB report published in June 2023. [🔗](#)

3

SOCIAL

Convenient Location in Marunouchi

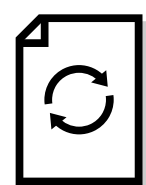


To assemble outstanding talent and promote sustainable ways of work, we chose a location within walking distance of Tokyo Station for an easy commute even for those who live in rural areas.

4

ENVIRONMENTAL

Use of Recycled Paper



We source products made from recycled paper for our paper supplies, such as printer paper, toilet paper, and paper towels.

5

ENVIRONMENTAL

Document Pulping



We handle the disposal of discarded confidential documents using an agitator and water, which emits less CO₂ and other harmful substances compared to incineration. Additionally, the dissolved paper can be transformed into paper fiber, which can then be used in the production of recycled paper, thereby reducing total CO₂ emissions.

6

ENVIRONMENTAL

Elimination of Paper Cups



All paper cups in our office café have been replaced with dishwasher-safe tableware.

7

ENVIRONMENTAL

Complimentary Drink Service at the Office Café

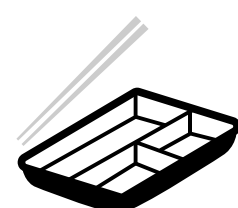


To help members refresh during office hours, we offer free drinks from the kitchen in our office. Beverages can also be served during events, which reduces waste generated from takeout and catering services.

8

ENVIRONMENTAL

Reusable Lunch Containers

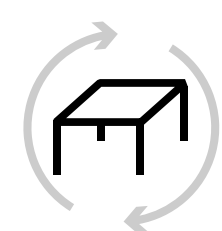


As part of our commitment to reducing waste, as of May 2023, our new office has resumed the “Smart Meal” reusable container lunch service that we had utilized prior to the COVID-19 pandemic.

9

ENVIRONMENTAL

Upcycled Furniture

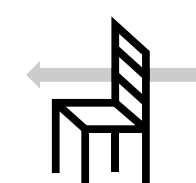


We are committed to repurposing and reusing furniture from our old office in our new one, significantly reducing the amount of waste generated by the move.

10

SOCIAL

Adaptable Office Layout and Furniture Arrangement



With an eye to future business expansion and potential team growth, our office layout features furniture that can be freely rearranged as needed, emphasizing the theme of flexibility.

11

ENVIRONMENTAL

Plants



An assortment of 191 potted plants has been placed throughout the office. Beyond providing a visual respite and mood booster during work, these plants also contribute to CO₂ absorption and temperature regulation within the office.

Corporate Governance



External Directors Interview

REDEFINING UZABASE FROM THE GROUND UP

Background Behind the TOB and Roadmap to Relisting





SHINTARO ASAKO

External Director,
Member of Audit &
Supervisory Committee

JUMPEI OGURA

External Director,
Member of Audit &
Supervisory Committee



Carlyle is involved as a board member, attends management meetings as an observer, and serves as a sounding board and an advisor to the management team.

- Jumpei Ogura

In November 2022, Uzabase announced its approval of a takeover bid ("TOB") by The Carlyle Group, followed by the completion of the TOB in December and its subsequent delisting in February 2023. In February 2023, the Board of Directors transitioned to a new structure. We are promoting business reforms with a view to relist in 2026 in line with our purpose to “awaken a world of play in business, with our insights”. We interviewed external directors and Audit & Supervisory Committee members Shintaro Asako and Jumpei Ogura about the decision process behind the TOB and the road to relisting.

Bouncing Ideas Off Third Parties in an Attempt at Zero-Based Thinking

What was the decision-making process that led to Uzabase's TOB?

MR. SHINTARO ASAKO (HEREAFTER “ASAKO”)

I had one-on-ones with both Mr. Inagaki and Mr. Sakuma around the beginning of 2022 and suggested that we bounce some ideas off people from a private equity fund.

After the departure of Uzabase’s co-founder Yusuke Umeda, there was very little time between the appointment of Mr. Inagaki and Mr. Sakuma as Co-CEOs and their first earnings conference call and long-term strategy briefing. In this short period, we were able to set a course for the future, yet we witnessed a gradual divergence between our stated targets and the actual state of affairs.

As our performance progressively deteriorated, the severity of the situation became apparent to the board of directors. So, I sug-

gested that we talk to people from private equity to shake up our thinking and envisage a new vision for Uzabase.

MR. JUMPEI OGURA (HEREAFTER “OGURA”) After that, I received a call from Tomoyuki Ota, Uzabase’s executive officer and COO of its SaaS business. Having looked at Uzabase's financial summaries, the latest reports, and share prices, I expressed my candid views on the situation and arranged to talk with Mr. Sakuma around March 2022.

Initially, I thought we would just have a brainstorming session, but we also got into stock prices and business strategy. From an organizational standpoint, I also felt it would be difficult to attract top talent with the stock-based incentives Uzabase had in place in a business where people are so important.

That’s when I proposed the TOB as a mechanism for The Carlyle Group to facilitate discussion and implementation of issues concerning management, strategy, stock price, and organization around zero-based princi-



Even with Carlyle on the board as a shareholder, there isn't a shred of expectation that the board's decisions should be aligned with Carlyle's viewpoints.

- Shintaro Asako

ples. Subsequently, we embarked on a serious phase of due diligence and negotiations toward the TOB, which was determined to be carried out on November 9, 2022.

*Please refer to this release for more details. 

Steering the Business Via a Diverse Board of Experts

As a result of the successful TOB and following Uzabase’s delisting in February 2023, four Carlyle members now sit on the Board of Directors (as of July 2023). Could you elaborate on “Board 3.0,” a subject that has been raised by the new board of directors?

OGURA Board 1.0 refers to a scenario in which the scope of stakeholders is relatively limited, as is often the case in family-owned businesses.

Board 2.0 is a state where the number of non-stakeholder parties and external experts increases, necessitating the assurance of objective governance. However, even if someone is an expert in their field, they may lack a thorough understanding of the company's opera-

tions. They may also focus more on risks than opportunities, making it challenging to present proposals and discussions for business growth. That is the weakness of Board 2.0.

Board 3.0 refers to a situation where a diverse range of people participate in debating the purpose of management policies and strategies for business growth. It involves not just major shareholders but individuals with management experience in similar businesses and professionals like CFOs, among others.

I believe that fund governance is a mechanism inherently similar in nature to Board 3.0. Our goal in the companies we manage is to nurture management professionals within the organization or introduce them from outside the company. We are also involved in considering the compensation structure, such as stock options as incentives.

In the case of Uzabase, Carlyle is involved as a board member, attending several board meetings as an observer to catch up with the discussions. It also serves as a sounding board and an advisor to the management team, and we anticipate that this scope of involvement will stay largely the same moving forward.

ASAKO Board 3.0 is quite common in the U.S., where external directors are responsible for

determining, for example, potential factors to make the business successful and the best management team for success. They also ensure alignment among all board members during board meetings.

While few examples exist here in Japan, I personally believe this progressive governance framework is the most robust we have today, which is why we've adopted a similar structure for Uzabase's Board of Directors, where I serve as chair.

Another step we've taken since I became chair is to bolster the effectiveness assessment of the board. We have initiated surveys among directors that encompass evaluations of each other's performance, which is followed by a collective discussion on the findings.

However, being an external director comes with its own risks. When a company makes poor decisions, the reputation of the external director may be negatively affected. Consequently, even if they have the right titles and expertise, without love for the company, these individuals tend to make decisions out of self-preservation.

Uzabase has a host of people who are genuinely devoted to the company, including its former directors. Even now with Carlyle on

the new board as a shareholder, there isn't a shred of expectation that the board's decisions should be aligned with Carlyle's viewpoints. The decisions are based on what is best for the company, which makes being part of the process incredibly satisfying.

Perfecting Our Business Ahead of Relisting

Uzabase aims to relist in 2026. What actions are you taking to get there?

ASAKO As we gear up for our relisting, we've mapped out our medium-term management plan and are poised to start climbing that mountain soon enough. It will be crucial to refine the state of our business with the peak of this mountain in view before we go public again.

OGURA I anticipate a range of scenarios to transpire before we achieve our goal. That said, we should only seek to relist once the mid-term management plan has been successfully executed. If we're lagging by six months, the relisting should also be deferred by an equivalent period. Similarly, if it's feasible to bring it forward, then we should.





The 2026 relisting deadline, incidentally, signifies the strong aspiration of Uzabase's management toward this goal. We initially thought a slower pace would be adequate, but the leadership team was extremely determined. I think it underlines the resolve of the entire company, including Mr. Inagaki and Mr. Sakuma, to press ahead together.

Driving Japan's Globalization Through Uzabase Products

Lastly, what does sustainability mean to Uzabase?

ASAKO I believe that Uzabase, with its me-

dia business NewsPicks, is poised to make a significant impact by communicating the importance of sustainability to the world. In this context, it's not just about spreading the word through media but also about Uzabase stepping up to serve as a role model in and of itself.

OGURA The mission of NewsPicks—and indeed, all of Uzabase's products, including its range of SaaS—is to deliver information that clients need to sustain their businesses over the long term.

I believe that promoting ideas of business management, including the globalization of Japan and its society, with this conviction will, in turn, lead to sustainable growth for Uzabase itself.

SHINTARO ASAKO

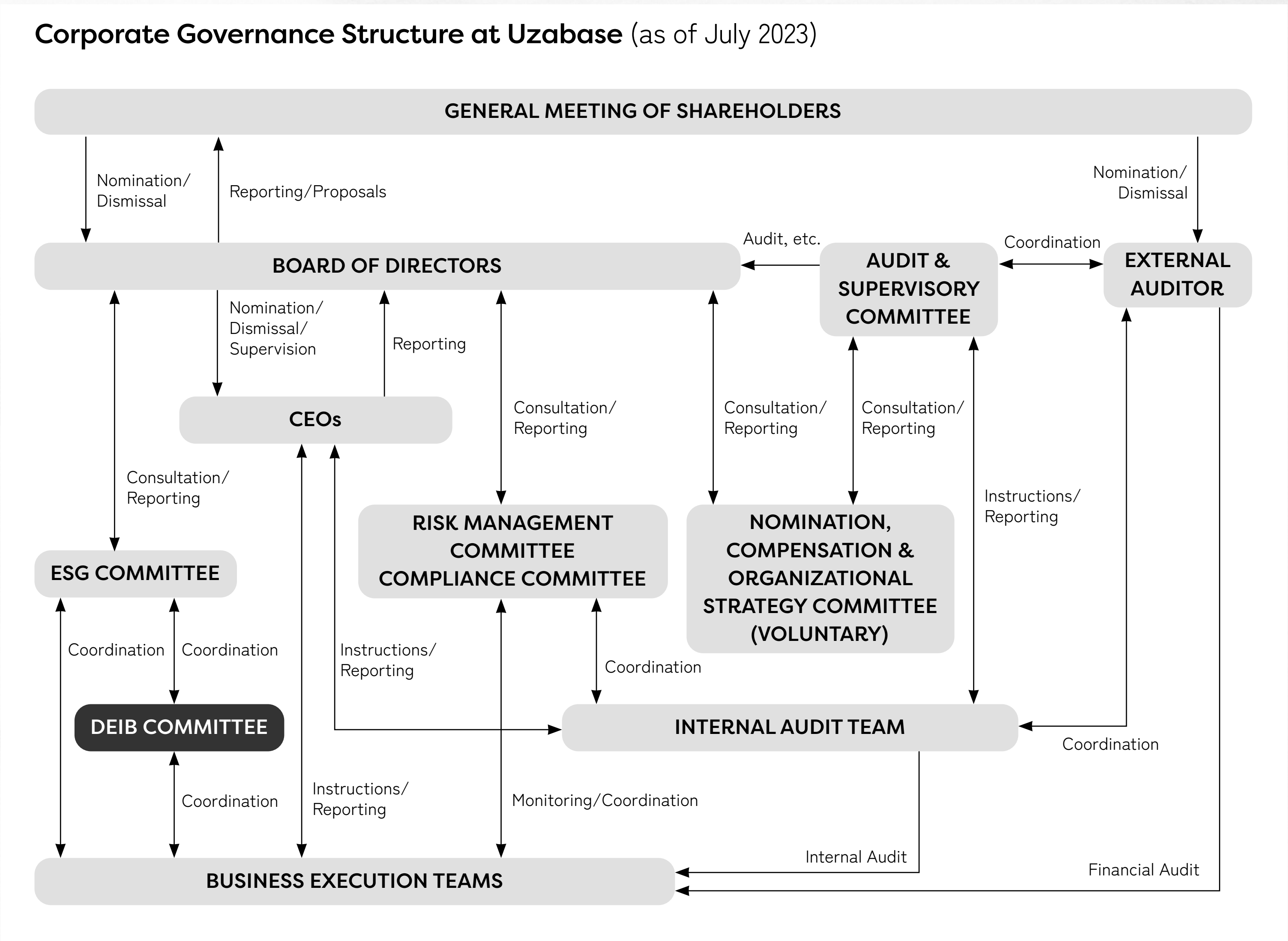
Shintaro Asako joined Arthur Andersen LLP after graduating from the University of Southern California Leventhal School of Accounting. After working in audit and tax advisory services, he was appointed Senior Manager of Audit at KPMG LLP. He served as Vice President and CFO of Medicinova Inc, a biotechnology company based in the United States, before joining DeNA West as CFO in 2011. He was appointed regional CEO in 2013 and subsequently served as CFO at the DeNA headquarters. He is currently an external director of 7-Eleven, Inc. and Kura Sushi USA, Inc. and the managing partner of Delight Ventures. Mr. Asako has been an external director and the chair of the Board of Directors at Uzabase since March 2020 and a member of the Audit & Supervisory Committee since March 2022.

JUMPEI OGURA

Jumpei Ogura was mainly responsible for corporate finance operations for financial institutions at the Financial Institutions Group of UBS Warburg Securities (now UBS Investment Bank Tokyo). During his tenure, he spent two years in the New York office, focusing on advisory work for U.S. banks and asset manager transactions. He joined The Carlyle Group in 2006, where he currently leads support operations related to the TMT (Technology, Media and Telecom) sectors in Japan as a Managing Director. He is also a non-executive director of AOI TYO Holdings, Inc. He previously served as a board member for ARUHI Corporation, Simplex Inc., Walbro Co., Ltd., and Money Square Holdings, Inc., and as a corporate auditor for Chimney Co., Ltd., and Tsubaki Nakashima Co., Ltd. Mr. Ogura has been an external director and a member of the Audit & Supervisory Committee at Uzabase since March 2023.

Corporate Governance Structure and Overview

Corporate Governance Structure at Uzabase (as of July 2023)



Our Approach to Corporate Governance at Uzabase

BUILDING STRUCTURES GEARED TOWARD RELISTING

Uzabase, Inc. went private in February 2023 after agreeing to a TOB from The Carlyle Group. We are diligently working towards building and maintaining an optimal corporate governance system. This includes making certain adjustments during the non-listed period, while also focusing on meeting the standards expected of listed companies to ensure an effective governance structure after relisting.

ENRICHING DISCUSSIONS AT THE BOARD OF DIRECTORS

We view our Board of Directors not only as a decision-making body for important operational matters but also as a forum for in-depth discussions on management and governance. The Board of Directors combines diverse perspectives with a deep understanding of the business. The board comprises two representative directors responsible for business operations, four directors from The Carlyle Group who bring with them know-how and experience in enhancing corporate value along with a wide-ranging network, and two independent external directors who can provide unbiased expertise.

DETAILED DISCOURSE WITHIN EACH COMMITTEE

We have established various committees with the aim of enhancing research and analysis functions based on specialized knowledge for important matters related to nominations, compensation, risk management, compliance, and ESG. Many of these committees include directors with the insights and expertise needed to ensure thorough and detailed discussions. By conducting more in-depth deliberations in each committee and reporting the results to the board, we aim to further enrich the discussions at our Board of Directors.

AUDIT & SUPERVISORY BOARD

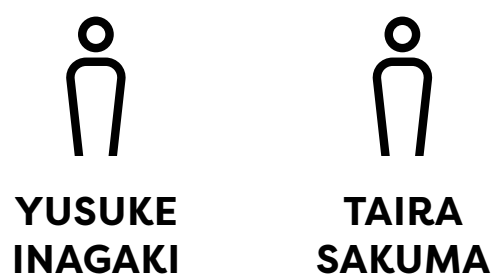
The Audit & Supervisory Committee, established at the time of our listing, will continue to operate during the non-listing period to ensure effective supervision based on discussions and reports from the Risk Management Committee, Compliance Committee, and Internal Audit team.

Key Organizational Structures for Corporate Governance

Board of Directors

The Board of Directors holds regular meetings once a month, in addition to extending deliberations and holding irregular meetings when necessary, to ensure efficient and swift decision-making. The Board of Directors functions as a management decision-making and supervisory body in accordance with the Articles of Association and relevant laws and regulations, deliberating and making necessary decisions on important management matters (including matters relating to the nomination of and compensation for board directors).

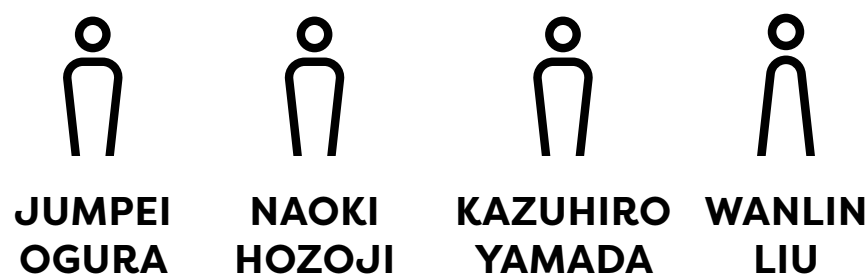
Co-CEOs



The position of Executive Director is held exclusively by the Co-CEOs in order to avoid confusion between management and execution, allowing other executive officers to focus on their respective roles.

As directors, the Co-CEOs establish the direction of the company and lay the foundation for board discussions by contributing ideas about management and business operations.

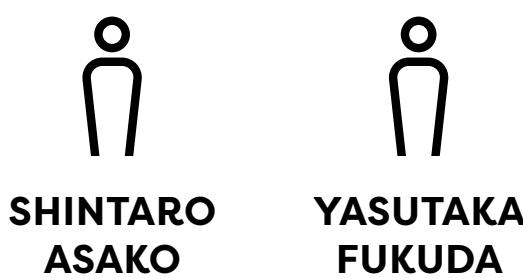
Members of The Carlyle Group



Four directors have been appointed from our major shareholder, The Carlyle Group. Each director from The Carlyle Group brings a wealth of experience in enhancing the value of numerous companies.

By leveraging their expertise, wide-ranging connections, and the unique perspectives they offer as shareholders, these directors actively contribute to the growth of our company as we aim for relisting. Moreover, Mr. Hozoji serves as chair of the Audit & Supervisory Committee, while Mr. Ogura is chair of the Nomination, Compensation & Organizational Strategy Committee.

External Directors



We have appointed two external directors, Mr. Shintaro Asako and Mr. Yasutaka Fukuda. Mr. Asako brings knowledge and experience related to financial and business management through his work at companies in both the United States and Japan. Mr. Fukuda brings insight into decision-making and strategies based on analysis and monitoring of key performance indicators drawn from his experience in the SaaS industry and marketing expertise.

Their unbiased perspectives enrich board discussions and contribute to enhancing Uzabase’s corporate value. Mr. Asako also serves as chair of the Board of Directors.

Audit & Supervisory Committee

The Audit & Supervisory Committee meets at least once a month, receiving regular reports from the Internal Audit team, and also meets regularly with the Compliance and Risk Management committees as well as our external auditor to ensure that the audit functions effectively and appropriately.

Nomination, Compensation & Organizational Strategy Committee (Voluntary)

Uzabase has established a voluntary Nomination, Compensation & Organizational Strategy Committee to enhance the fairness and transparency of procedures related to nominations and compensation, design incentive-based compensation packages, and streamline our thought process behind compensation amounts. The committee also works to address various other organizational issues, such as the selection and development of the next generation of business leaders.

Audit-Related Initiatives

Audit Team

Each Audit & Supervisory Committee member attends meetings of the Board of Directors, audits compliance with laws, regulations, and the Articles of Incorporation, as well as the status of management decision-making processes and internal controls, and expresses their opinions on the above. They also attend important meetings such as the Management Meeting and Risk Management Committee meetings as necessary and conduct hearings with business execution teams. Based on the findings and impressions obtained through these auditing activities, the Audit & Supervisory Committee holds discussions with the Co-CEOs to exchange opinions on the situation and makes recommendations as necessary.

Audit Policy and Key Audit Matters in FY2023

Uzabase, Inc. became a wholly-owned subsidiary through a TOB by the investment firm The Carlyle Group, which resulted in our delisting from the Tokyo Stock Exchange. This transition is rooted in Carlyle's distinct expertise and track record in building management systems that balance entrepreneurial spirit with business expansion. Leveraging Carlyle's global management insights and networks allows us to fast-track investments aimed at strengthening business intelligence from a long-term perspective. Presuming that our plans are executed appropriately, we aim to relist within a few years. Consequently, in this initial fiscal year of 2023, it is essential to rebuild a robust groundwork for sound governance and to re-establish a system capable of stable operation and self-governance.

As such, we plan to monitor and supervise the management's executive decisions, focusing on the following high-priority audit matters. It is also necessary that we continue strengthening and enhancing systems such as internal controls and risk management systems.

- (1) Enhancing the effectiveness of supervisory functions
- (2) Implementing effective reporting lines for addressing various issues
- (3) Improving the effectiveness of monitoring in the Board of Directors and various other management meetings

Status of Internal Audit

The purpose of internal audits, as stipulated by our Internal Audit Regulations, is to ensure our company and its subsidiaries are building and operating appropriate governance systems as we aim for relisting. This includes compliance with various laws, our company articles, and internal regulations. We must also ensure we have effective internal controls in place that adapt to business expansion and change. By doing so, we help prevent errors, omissions, and misconduct, thereby contributing to the rationalization of management and the promotion of efficiency.

In addition, as an organization under the direct jurisdiction of the Co-CEOs and the Audit & Supervisory Committee (a “double reporting line” structure), the Internal Audit team conducts internal audits of all management activities of Uzabase from an independent and objective standpoint, assessing legal compliance, appropriateness of financial reporting, and effectiveness and efficiency of operations, while also strengthening internal controls through proposals for their improvements.

The results of the internal audit activities are reported to the Uzabase management and Audit & Supervisory Committee members, who then exchange opinions on the status of internal audit activities, if required.

Internal audits are conducted using the framework for internal control over financial reporting (J-SOX standards). When auditing company-wide internal controls, in addition to confirming the control environment, the team conducted sample tests on the actual operations related to the joining and leaving the company by employees, as well as other aspects. In addition, when auditing business process controls, the team's key audit matters included confirmations on the status of payment processing related to sales recognition and receivables/purchase management for key business units, as well as each company's approval systems.

The team also participates in and collaborates with the Risk Management Committee in an advisory capacity. In addition to the apparent risks revealed as part of the regular audit activities, the Risk Management Committee also identified potential risks and “added value” matters requiring continuous improvement, compiling them into a risk management chart. This chart was then used by members of each division of the company, including business execution teams, to continuously implement countermeasures throughout the year, and the results of this activity are checked by the Internal Audit team.

Risk Management Initiatives

Risk Management Committee Initiatives

As the Uzabase Group continues to take on high-level challenges while preparing for relisting, we aim to further increase our corporate value. We anticipate facing a wide array of risks throughout this process, and thus, we believe it necessary to establish a more robust risk management system.

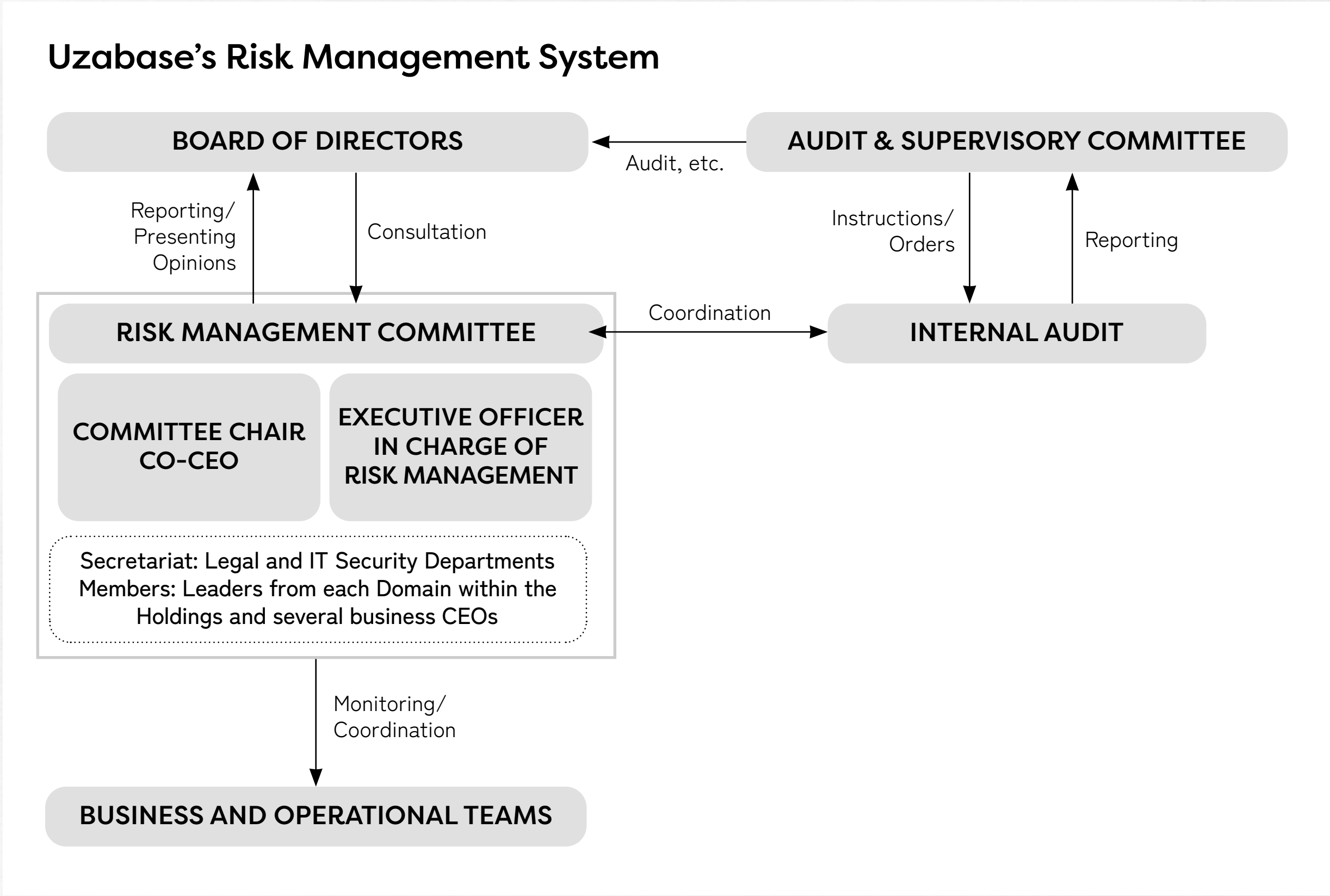
Therefore, starting from the fiscal year 2023, we have revised our risk management system and clarified the following role assignments based on the concept of the Three Lines Model:

- First Line:** Control as the “risk owner” in each business and operational team
- Second Line:** Risk management activities, mainly conducted by legal and IT security departments (via the Risk Management Committee)
- Third Line:** Assurance and advice on risk management functions by an independent internal audit function

We have increased the frequency of Risk Management Committee meetings from quarterly to monthly. This allows for timely information sharing and discussion of important risk areas, including compliance and information security, as well as deliberations on the most pressing issues.

The Risk Management Committee also identifies group-wide risks, assesses the likelihood of occurrence and impact, and compiles a risk management table outlining appropriate response measures and their priority. We visualize and control risks by updating and reviewing progress on this table every quarter.

As long as we continue to take on new challenges, we can never entirely eliminate risk. But we can mitigate it. We will continue enhancing our systems to effectively monitor and control risk so that we can respond swiftly in the event of an emergency.



Compliance Initiatives

Compliance Training

At Uzabase, we not only establish compliance-related regulations but also conduct annual compliance training for all members. Following our delisting, we tightened our focus and further bolstered our compliance framework by conducting real-time, interactive training for members in FY2023.

In addition to annual training, we provide topic-specific training and issue guidelines, such as copyright training and basic contract seminars, in order to equip members with the knowledge and mindset necessary for their respective roles and duties within their businesses.

We are also committed to improving the literacy of our members and fostering a corporate culture that respects compliance. We proactively conduct internal communications to raise awareness, holding explanatory sessions on significant legal amendments and sharing information on close calls and minor incidents.

Internal Whistleblowing System

We have established a framework to ensure that Uzabase members feel safe using our internal reporting system. We have appointed six in-house members (including two women and one foreign national who is an English speaker) in addition to the Audit & Supervisory Committee, as well as both domestic and international external law firms.

A consultation helpline is also available to meet the needs of members who may not have something serious to report but still want someone to talk to about their concerns. This unique system allows employees to easily consult with senior executive members other than their direct supervisors. By addressing minor discomforts through these consultations, we aim not only to prevent misconduct and detect issues early on but also contribute to the cultivation and development of a culture that discourages unethical or illegal behavior from occurring in the first place.

Compliance Committee Meetings

We hold monthly Compliance Committee meetings concurrently with the Risk Management Committee to discuss a range of critical issues. These include updates on significant legal amendments both domestically and internationally, an overview of compliance issues that have arisen internally and how we have responded, as well as other important matters.

Through these discussions, we aim to enhance the management's awareness of compliance and fortify their commitment to the measures being taken.

Responding to Customer Harassment

At Uzabase, we view compliance as a crucial component in realizing our Purpose, not just for our members but for society at large, including for our partners and customers.

It is within this network of trust that we've built with our customers where each of our team members flourishes. As a result, we are able to deliver better services, support the growth of customer businesses, and contribute meaningfully to the advancement of society.

To make this world we envision a reality, we have made the decision to take appropriate measures against customer harassment at a corporate level in a firm and resolute manner and have published the Uzabase Group Policy on Customer Harassment.

www.uzabase.com/en/info/20220909-en/ 

ESG

Data Book

Social

Target: Uzabase Group

| EMPLOYEE METRICS | 2021 | | | 2022 | | | 2023 | | |
|--|-----------|--------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | MALE | FEMALE | NO ANSWER | MALE | FEMALE | NO ANSWER | MALE | FEMALE | NO ANSWER |
| New Graduate Hires by Gender ^{*1} | 80.0% | 20.0% | - | 42.9% | 57.1% | - | 71.4% | 28.6% | - |
| Mid-Career Hires by Gender ^{*1} | 53.5% | 44.4% | 2.1% | 58.6% | 41.4% | - | 59.2% | 40.5% | 0.3% |
| Employees by Gender ^{*1} | 59.2% | 40.8% | - | 56.5% | 43.5% | - | 54.9% | 44.9% | 0.2% |
| Managers by Gender ^{*1,2} | 79.6% | 20.4% | - | 74.1% | 25.9% | - | 72.9% | 27.1% | - |
| Executive Officers by Gender ^{*1} | 88.0% | 12.0% | - | 85.3% | 14.7% | - | 79.5% | 20.5% | - |
| Board Members by Gender ^{*3} | 94.7% | 5.3% | - | 87.5% | 12.5% | - | 87.5% | 12.5% | - |
| Parental Leave Ratio ^{*4} | 31.6% | 100% | - | 26.1% | 100% | - | 47.1% | 100% | - |
| Average Days of Parental Leave Taken ^{*5} | 55.7 | 289.4 | - | 41.8 | 299.9 | - | 114.9 | 263.1 | - |
| Return from Parental Leave | 100% | 100% | - | 100% | 100% | - | 100% | 100% | - |
| Flextime/Remote Work Implementation Ratio | 100% | | | 100% | | | 100% | | |
| Diversability Members ^{*6} | 2 | | | 7 | | | 10 | | |
| Gender Pay Gap ^{*7} (Estimated Annual Income, JPY) | 7,971,000 | | | 8,567,680 | 6,784,024 | - | 8,676,266 | 7,003,697 | - |

| ENGAGEMENT METRICS | 2022 | 2023 |
|--|---------------------------------------|---------------------------------------|
| Evaluation of Company by Employees ^{*8} Score in () is the industry average | 4.47 Top 1% of companies (3.37) | 4.40 Top 1% of companies (3.40) |
| Employee Engagement Score ^{*9} | 84% | 86% |
| Work-Life Balance Metrics | 2022 | 2023 |
| Average Overtime ^{*10} | 13:37 | 18:19 |
| Ratio of Paid Leave Taken ^{*11} | 56.1% | 57.0% |

^{*1} Data as of January 1 of the respective year. Gender as stated by members in the HR management system upon joining the company

^{*2} “Managers” includes team leaders and above

^{*3} Data as of January 1 for 2021 and 2022; as of July 1 for 2023

^{*4} Data for members in Japan who started parental leave in the respective year

^{*5} In case of members still on leave, calculated based on its scheduled termination date

^{*6} Diversability, a portmanteau of ‘diverse’ and ‘ability,’ borrowed from the NPO Diversability Inc., refers to the effort to reframe perceptions around disability through the power of community

^{*7} Estimated annual income for full-time and contract employees in Japan as of end-December of the respective year

^{*8} From Uzabase’s company page on the OpenWork platform [🌐](#) (as of April 2022 and July 2023)

^{*9} Percentage of positive answers from employee engagement portion of the most recent organizational survey in each respective year conducted by Qualtrics

^{*10} Average overtime hours in respective years (overtime hours exceeding scheduled working hours, excluding bank holidays). Data for members in Japan as of year-end

^{*11} Data for all members in Japan employed as of end-year with paid leave granted during that year. Members who were on parental or other leave throughout the year are excluded.

Governance

Target: Uzabase Group

| EMPLOYEE TRAINING | | FY2021 | FY2022 |
|-------------------------------|-----------------|--------|--------|
| Information Security Training | No. of Sessions | 1 | 1 |
| | Participation | 100% | 100% |
| Compliance Training | No. of Sessions | 1 | 1 |
| | Participation | 100% | 100% |

*“No. of Sessions” refers to the number of company-wide sessions. Sessions for new hires are excluded.

Environment

| CARBON FOOTPRINT/ ELECTRICITY & WATER CONSUMPTION | FY2021 | FY2022 |
|--|---------|---------|
| Scope 1 Emissions (kg-CO ₂) | 0 | 0 |
| Scope 2 Emissions (kg-CO ₂) | 65,030 | 87,574 |
| Total Carbon (Scopes 1+2) Emissions (kg-CO ₂) | 65,030 | 87,574 |
| Carbon Emissions to Revenue Intensity (JPY 100 Million) | 405 | - |
| Electricity Consumption (kWh) | 132,986 | 179,087 |
| Renewable Energy Consumption (kWh) | 3,990 | 131,868 |
| Renewable Energy Consumption (kWh) | 3.0 | 73.6 |
| Water Consumption (m ³) | 10 | 135 |

*Figures are for the Tokyo headquarters' office (January-December of 2021 and January-June of 2022: 3rd and 13th floors of the TRI-SEVEN ROPPONGI office; July-December of 2022: 1st and 2nd floors of the Mitsubishi Bldg.)
*Scope 1 emissions are direct carbon emissions related to the use of gas at the office.
*Scope 2 emissions are indirect carbon emissions related to the use of electricity at the office.
*CO₂ emission factor calculated using Tokyo metropolitan emission factor of 0.489 for FY2021 and FY2022.
*Renewable energy consumption and usage is calculated based on the electric utility plan of the building in which the office is located.

A photograph of a modern sidewalk at night. The sidewalk is composed of large, dark grey rectangular tiles arranged in a grid pattern. Interspersed among these are lighter grey tiles, some of which are shaped like triangles or hexagons, creating a geometric pattern. Several small, circular, recessed lights are embedded in the tiles, casting a warm, yellow glow. A tree trunk is visible in the upper center of the frame, with some greenery at its base. Long, dark shadows of trees or buildings are cast across the sidewalk from the left side. The overall atmosphere is modern and sophisticated.

Our Businesses

SPEEDA

SPEEDA [🔗](#)

A business intelligence platform that provides financial institutions and general businesses with the insights they need for business strategy development and market analysis - including global corporate data, industry reports, market data, M&A deals, and expert insights.



Co-CEO

Taira Sakuma

SPEEDA is a service aimed at helping users successfully implement an agile model of business management - one that is customer-oriented and highly adaptable.

An agile model of business management is one in which the company's own growth towards fulfilling its purpose and the job satisfaction of its employees go hand in hand. In order to achieve this, companies must instill a shared purpose and foster an environment conducive to autonomous decision-making in the field.

At SPEEDA, we strive to provide a shared platform of knowledge for executives and employees alike, offering users an overview of all competitive landscapes affecting their business, not only in their current state, but also with an eye on how they might change in the future.

In doing so, we are confident that the potential for solving social issues, achieving company growth, and ensuring the individual happiness of employees can be fully realized.



CEO

Shingo Taguchi

FORCAS makes it easier for everyone in a single organization to identify the customers that they should be targeting and to take customer-driven actions in all business scenarios.

In contrast to one-sided sales and marketing techniques of the past, FORCAS offers a new approach to business growth that is based on “co-creation”, helping people feel like they are creating a business together with their customers.

We believe that this focus on co-creation will help us awaken a world of play in business.

FORCAS

FORCAS [🔗](#)

A sales-focused digital solution that visualizes potential target customers and allows users to focus on efficient sales and marketing activities, thus boosting their revenues.

INITIAL

INITIAL [🔗](#)

A startup information platform that provides one-stop source to general data, financing, investors, and business partners of startups, as well as original articles on related topics.



CEO

Nobuaki Chiba

Even as Japan's workforce declines in the face of falling birthrates and an ageing population, and large-scale natural disasters and pandemics give rise to unprecedented challenges, startups continue to believe in the possibility of greater prosperity and individual happiness.

By defining, structuring, and visualizing data on startups, INITIAL aims to further accelerate this activity and increase the number of people involved in creating new industries.



Co-CEO

Yusuke Inagaki

NewsPicks believes in the power of content to rouse people's hearts and minds, inspiring them to bring about real change.

Users can share their knowledge and expertise by commenting on articles, which is the key feature of the platform. These comments provide diverse perspectives that deepen the readers' understanding of the news, promote new learning, and even encourage people to take action in their own lives.

NewsPicks aims to awaken a world of play in business by getting more people interested in the economy and business topics, helping them share their knowledge with others and make their own mark on the path towards resolving various societal issues.

NEWS PICKS

NewsPicks [🔗](#)

A social business media that provides users with economic and business news articles, along with comments from business professionals and experts. On top of news articles from over 100 worldwide media, NewsPicks' Editorial Team distributes its own original articles and video content.

AlphaDrive

AlphaDrive [🔗](#)

A consulting and solution company that promotes corporate transformation. In addition to supporting new business development, next-generation human resource development, and organizational revitalization based on the potential of people, we also promote corporate transformation through proprietary products and media.



CEO
Yoichi Aso

Even as Japan's workforce declines in the face of falling birthrates and an ageing population, and large-scale natural disasters and pandemics give rise to unprecedented challenges, startups continue to believe in the possibility of greater prosperity and individual happiness.

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CEO

Soshi Kawaguchi

MIMIR integrates knowledge into the corporate decision-making process. With the right infrastructure, knowledge can become democratized, enabling companies to make more agile and proactive decisions based on multiple perspectives.

With human life expectancy rising to 100 years, our society will need to look for new ways of thinking about careers.

With this in mind, MIMIR aims to change working styles and lifestyles via new methods of sharing human knowledge.

MIMIR

MIMIR [🔗](#)

An expert network business that provides two main services: 1) “NewsPicks Expert”, an expert platform for gathering expert knowledge, co-developed with NewsPicks; and 2) “SPEEDA EXPERT RESEARCH”, a service offering access to the opinions of industry experts in cutting-edge fields, co-developed with SPEEDA.

UB VENTURES

SAIL BEYOND

UB Ventures [🔗](#)

A venture capital business that focuses on financing seed to early-stage SaaS and media startups.



CEO and Managing Partner

Osamu Iwasawa

UB Ventures is committed to helping entrepreneurs achieve their aspirations and create new industries via three axes:

- 1) **Experience** - Practical knowledge based on business experience;
- 2) **Content** - Sharing of knowledge-driven content based on our research capabilities;
- 3) **Community** - Community-based growth support for the next generation of entrepreneurs.

Rather than simply providing growth capital, we aim to offer more support for the future generation of entrepreneurs by sharing insights and experience in business management from the venture capitalists on our team, as part of our efforts to contribute to the development of the industry.



CEO

Takuya Hayashi

UB Datatech aims to compile key data that can then be used by businesses within the Uzabase Group.

Our goal is to collect and structure business information from both Japan and overseas through the use of technology and a wide network of people, producing valuable information that is timely and of high quality.

There are many people who live in rural areas who are unable to find a working style that suits them, due to childcare or other commitments. Via remote or crowd work, we aim to provide such people with solutions that allow them to fully utilize their strengths.

UB **Datatech**

UB Datatech [🔗](#)

A joint venture with Okinawa-based PROTO Solution, UB Datatech collects data and structures it to deliver timely, high-quality business intelligence for the Uzabase Group's products and services.

External Evaluations & Awards

Recipient of the D&I Award 2022 in the Large Enterprise Category

Uzabase was chosen as one of 17 companies out of 547 applicants to receive the D&I Award 2022 in the Large Enterprise category. Hosted by JobRainbow, the award recognizes corporations in Japan that are dedicated to promoting diversity and inclusion.



ISO/IEC 27001 Certification

As part of our efforts to maintain and continuously improve the confidentiality, integrity, and availability of information, as well as to appropriately manage risks via organizational management and the operation of necessary systems, we have obtained and maintained ISO/IEC 270001 certification for the Information Security Management System (ISMS).

AlphaDrive Kochi Receives Special Mention at the German Design Award 2023



AlphaDrive Kochi, a consolidated subsidiary of the Uzabase Group, received the Special Mention in the Brand Identity category at the German Design Award 2023, which recognizes services and brands that consistently showcase high social value in their design. The award recognizes our enduring commitment to confronting challenges deeply embedded in local communities and consistently delivering results, all while partnering with local governments and businesses.

Recipient of the Award of Excellence at the Digital Signage Awards 2023

The digital signage at Uzabase’s Tokyo office won the Award of Excellence at the Digital Signage Awards 2023, hosted by the Digital Signage Consortium. The design was submitted under the title “Duct Mimicry Ambient Digital Signage”.

Company Information

Company Name Uzabase, Inc.

Established April 1, 2008

Location Mitsubishi Building, 2-5-2 Marunouchi, Chiyoda-ku Tokyo,
(Headquarters) 100-0005, Japan

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UZABASE