

カオナビ

FY2021 4Q Financial Results

May 12, 2022

Our Purpose

**Implement technology to “WORK”
and modify the specifications of society
leveraging individual power**

World That kaonavi Shapes

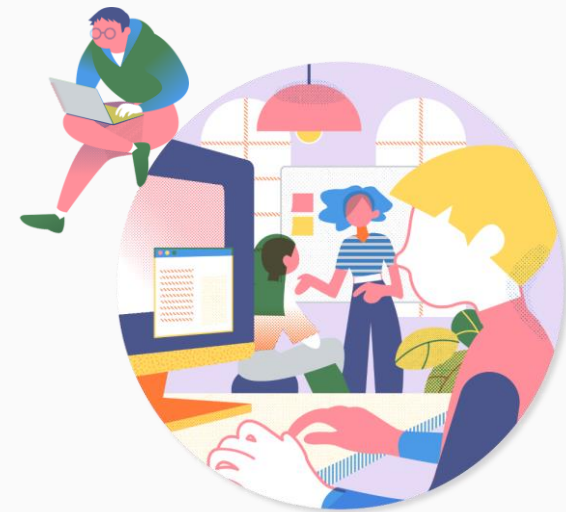
Aspire to deliver products that empower individuals to take ownership of their careers and ways of working instead of supporting operations or procedures

Empowering Individuals



Shaping the world where people can unlock their potential

Streamlining Operations



Shaping the world that liberates people from troublesome tasks or procedures

Our Thoughts on Revising Our Company Logo

New logo embodies the world that kaonavi shapes



Exhibiting the importance of mutual understanding by the shape of two people staring at each other

“○” represents people, and “△” represents their span of vision/view. It builds on our belief that the new space in the center, which emerges only when people try to get to know each other (= by overlapping their vision span), is **the world where people can unlock their potential**. And kaonavi’s goal is bringing it to life.



(Starting June 2022)

Launching a New Feature

Released “Creative Map”, an image-sharing tool for optimized team building

Generates **creative** communication by arranging HR information accumulated in KAONAVI on a campus drawn with various objects

Realizes **team building with increased resolution** by visualizing humane information such as personality, trait and relationship, in addition to conventional business-related information

The screenshots illustrate the following features of Creative Map:

- 店舗ヘルプイメージ (関東地区):** A map of the Kanto region showing store locations and help availability. Annotations highlight areas like '埼玉県' (Saitama) and '茨城' (Ibaraki), noting '関係性が非常に良好' (very good relationships) and 'ヘルプの負荷が他地域より大きい' (higher help load than other regions).
- 優秀人材の検討:** A pyramid chart showing employee grades (GRADE 1-5) and their corresponding roles and salaries. It includes a network diagram of relationships between employees.
- 社員:** A grid showing employee status across years (2013-2018) and roles (ServerSide, FrontEnd).
- 新チームのメンバー候補の検討:** A diagram for selecting new team members, showing 'オンボード中' (onboarding), 'マネージメント' (management), and 'スペシャリスト' (specialists) with various annotations.
- グループと関係性:** A network diagram showing relationships between three groups (A, B, C) and their members, with notes on productivity and communication.
- サーバー:** A diagram showing server-related roles and skills, categorized into 'S特化型' (S-specialized) and '汎用型' (generalist).

Strengthening Corporate Governance System *1

With Hiroyuki Sato taking over the presidency, we plan to adopt a Co-CEO model and at the same time transition to a company with an Audit and Supervisory Committee in order to reinforce the auditing and supervising functions of the Board of Directors



Hiroyuki Sato

Representative Director, President & Co-CEO

He engaged in sales at a consulting division of Link and Motivation, and focused on organizational reform for enterprises. He then led talent development operations, including recruitment, training, and assessment, as the head of talent development at Simplex. He was appointed as a director at kaonavi in 2011 and co-founded the current business.



Hiroki Yanagihashi

Representative Director & Co-CEO

He was responsible for establishing operational infrastructure and developing large-scale database for restructuring projects targeting educational institutions and government agencies at Accenture. He then led HR operations as the head of HR Division at istyle. He founded kaonavi in 2008 and has served as Representative Director ever since.



Kimitaka Hashimoto

Director & CFO

He was responsible for fund procurement and relations with financial institutions as a corporate treasurer at SANYO Electric. He then served as an investment banker at Mitsubishi UFJ Morgan Stanley Securities where his duties included advising on M&As and fund procurement. He joined kaonavi in 2018 and was appointed as a director in 2019.



Suguru Kobayashi

Outside Director

After working at JTB, he provided organizational and HR consulting services to enterprises at Link and Motivation. He then founded Field Management Human Resource, where he serves as Representative Director. He has been an outside director at kaonavi since 2018.



Masumi Sai

Outside Director (Audit and Supervisory Committee Member)

After working as a financial analyst at Daiwa Securities, she was appointed as an economic commentator at Nikkei CNBC. She then founded Good News and Companies where she serves as Representative Director. She was appointed as an outside director at kaonavi in 2021.



Hiroyuki Yamada

Outside Director (Audit and Supervisory Committee Member)

After founding AZX Professionals Group, he has supported startups as a tax accountant and held outside board positions, and founded Axella Accounting Firm. He was appointed as an outside auditor at kaonavi in 2015.



Miyako Ikuta

Outside Director (Audit and Supervisory Committee Member)

As an attorney licensed by Japan, France and New York State, she is specialized in corporate transactions including M&A or IP related contracts, international arbitrations and data protection in compliance with the GDPR. Partner at Kitahama Partners.

*1 : Upon approval at the Annual General Shareholders Meeting on June 22, 2022, and the Board of Directors scheduled after the meeting

1. FY2021 4Q Financial Highlights

2. FY2022 Financial Forecast

3. Appendix

3-1. Company Overview

3-2. Our Services

3-3. Growth Strategies and Potential Market

3-4. The Future of “WORK” and kaonavi

Highlights

Business Overview (Fourth Quarter)

- Orders in both subscription services and support services were strong

Subscription services : Active users and ARPU both increased steadily, newly acquired MRR hit **a record-high**
Churn rate remained at a low level

Support services : Recorded **the highest order amount** following the third quarter

- Maintained new lead acquisition and business contacting in **high level**
- Released several product updates to enhance the value of the customer experience, including extensive templates for performance reviews

Accounting Matters

- Posted an extraordinary loss of 43 million yen in relation to revalued amount of investment securities due to an impairment loss, as some of the investment securities declined in market value compared to its acquisition cost
- Having carefully assessed the realizability of deferred tax assets based on the performance trends in FY2021 and onward, recorded deferred tax assets and posted deferred income taxes of 145 million yen as profit

Financial Results (FY2021 4Q)

Net sales increased by 34.1% YoY, and gross profit also increased steadily

	FY2020 4Q	FY2021 3Q	FY2021 4Q	YoY	QoQ
JPY MM	Same period last year	Previous quarter			
Net Sales	944	1,161	1,266	<u>+34.1%</u>	+9.1%
Gross Profit	644	872	937	+45.4%	+7.4%
Margin	68.2%	75.2%	74.0%	+5.7pt	-1.2pt
Operating Profit	-114	133	-57	-	-
Margin	-	11.4%	-	-	-
Ordinary Profit	-116	131	-62	-	-
Net Profit	-123	89	58	-	-35.1%

Financial Results (FY2021 Full-year)

Although the financial results were generally in line with the forecast, net profit increased significantly due to the recognition of deferred tax assets and other factors

JPY MM	FY2020 Actual	FY2021 Actual	FY2021 Forecast	YoY	vs. Forecst
Net Sales	3,402	4,496	4,490	+32.2%	+0.1%
Subscription	2,991	3,931	3,930	+31.4%	+0.0%
Support	411	565	560	+37.6%	+1.0%
Gross Profit	2,461	3,295	3,287	+33.9%	+0.2%
Margin	72.3%	73.3%	73.2%	+0.9pt	+0.1pt
Operating Profit	-11	174	147	-	+18.4%
Margin	-	3.9%	3.3%	-	+0.6pt
Ordinary Profit	-16	164	136	-	+20.2%
Net Profit	-131	210	69	-	+204.4%

*1 : Without applying the new revenue recognition standard, net sales were JPY 4,522MM (JPY 3,973MM for subscription services and JPY 550MM for support services)

Business Results

ARR *1

4,912 JPY MM
(+36.0% YoY)

Active Users *2

2,497 Companies
(+21.2% YoY)

ARPU *3

164 JPY Thou.
(+12.2% YoY)

Churn Rate *4

0.56 %

LTV/CAC *5

8.6 x

*1 : MRR(Monthly Recurring Revenue) at the end of the quarter multiplied by 12

MRR is monthly subscription fee based on the contract value that does not reflect the new revenue recognition standard or prorated free-month (one of managerial accounting figures)

*2 : Number of companies and organizations that are using KAONAVI as of the end of the quarter

*3 : Average monthly subscription fee per user is calculated by dividing MRR by active users as of the end of the quarter

*4 : Last 12-month average churn rate based on MRR

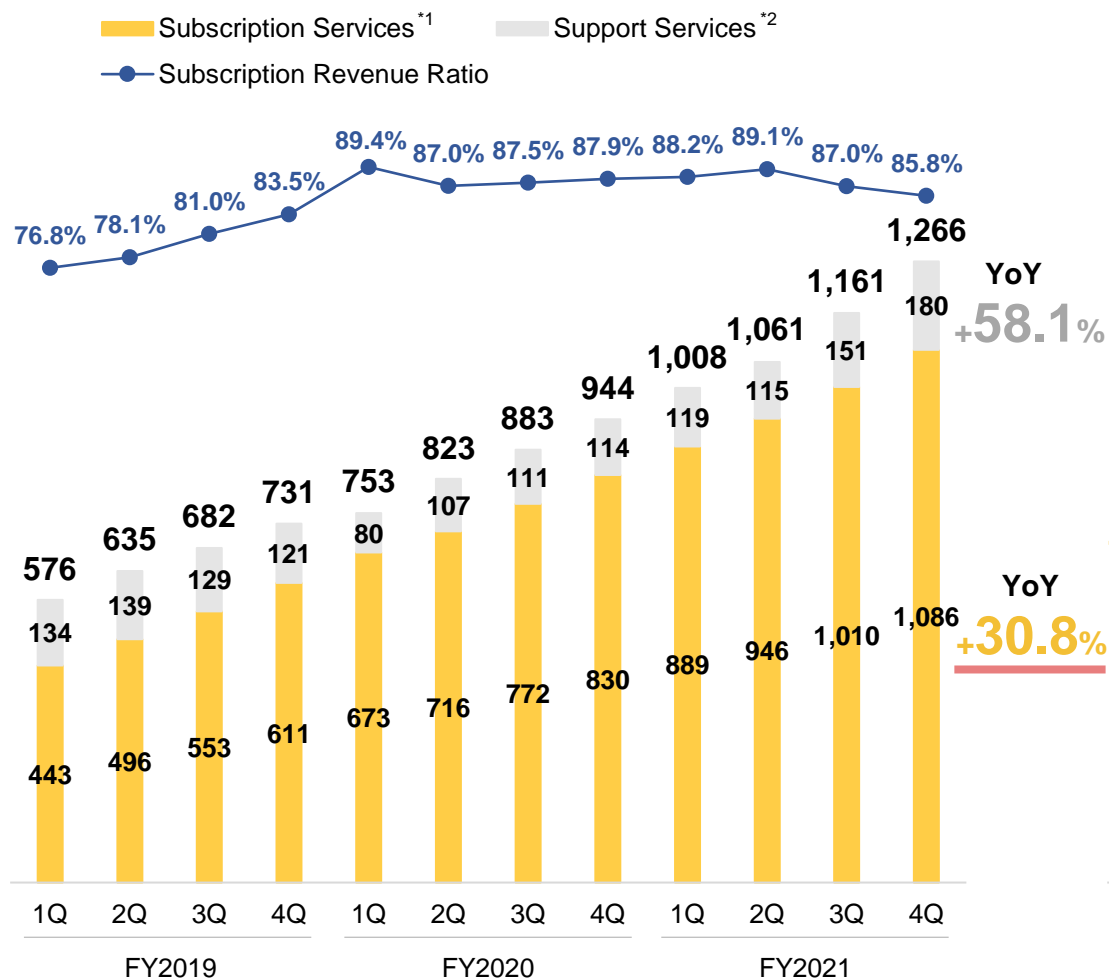
*5 : Last 12-month average of the ratio calculated by dividing LTV (Lifetime Value) by CAC (Customer Acquisition Cost)

Net Sales and ARR

Subscription revenue increased by 30.8% YoY. ARR also continued to grow firmly

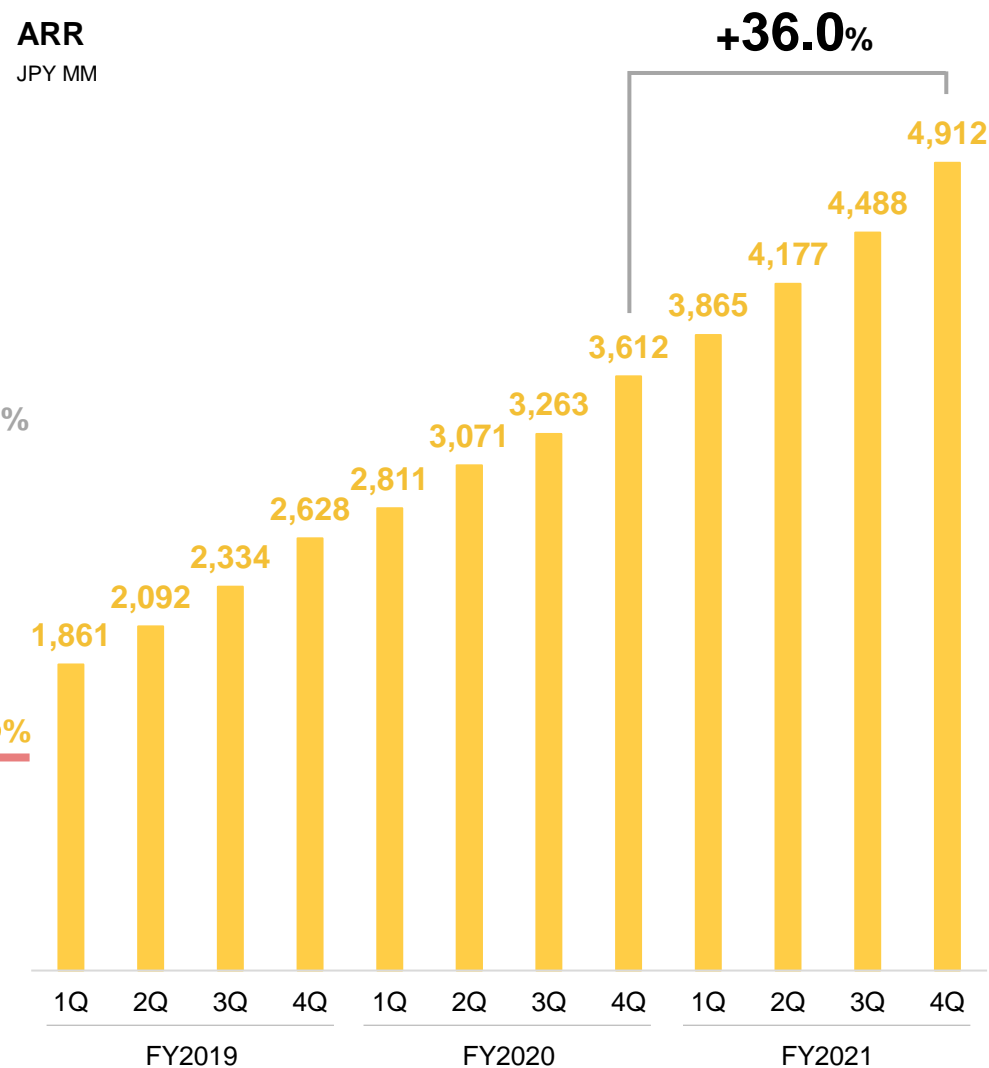
Net Sales

JPY MM



ARR

JPY MM



*1 : Net sales from monthly subscription fee

*2 : Net sales from initial setting support and paid support, etc.

Active Users and ARPU

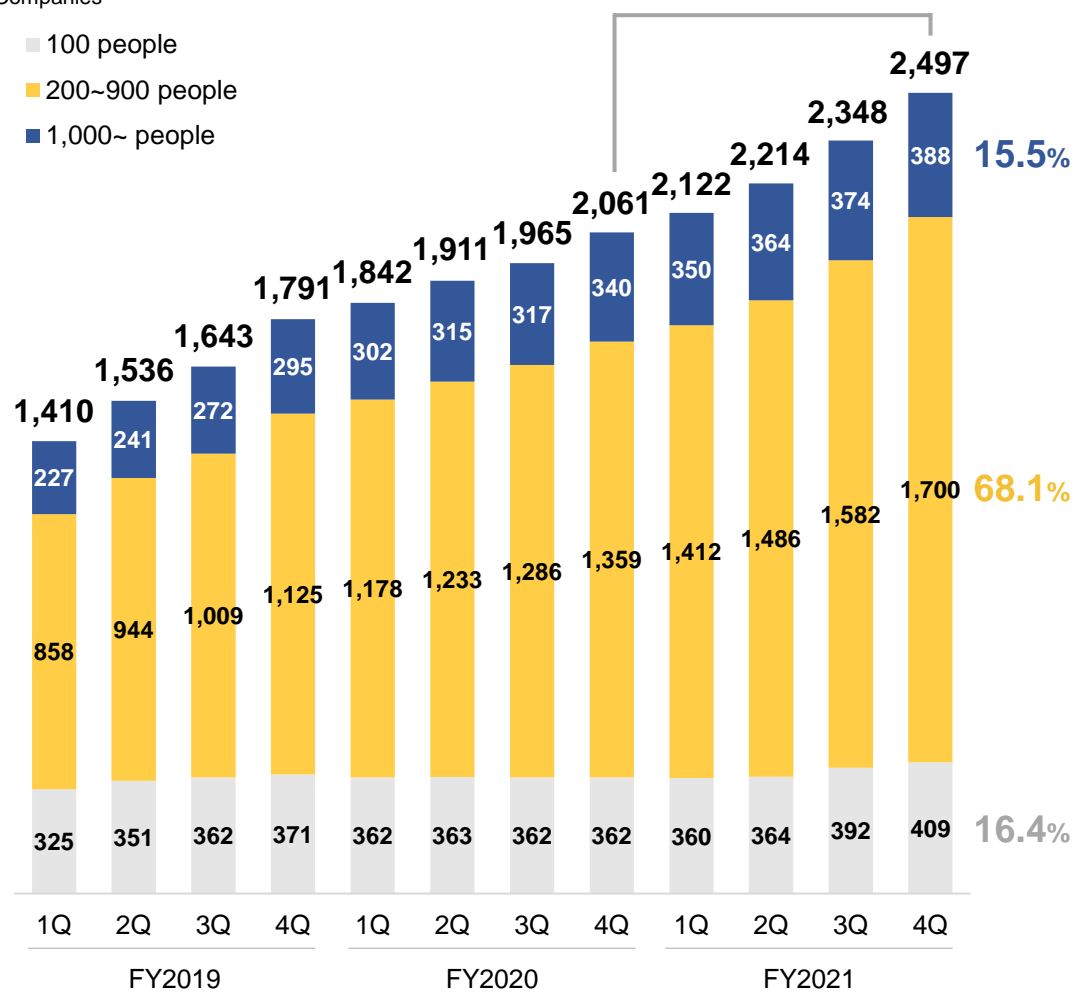
The number of active users and ARPU increased steadily, by +21.2% and +12.2% YoY, respectively

Active Users by the Size of Registered Employees

Companies

- 100 people
- 200~900 people
- 1,000~ people

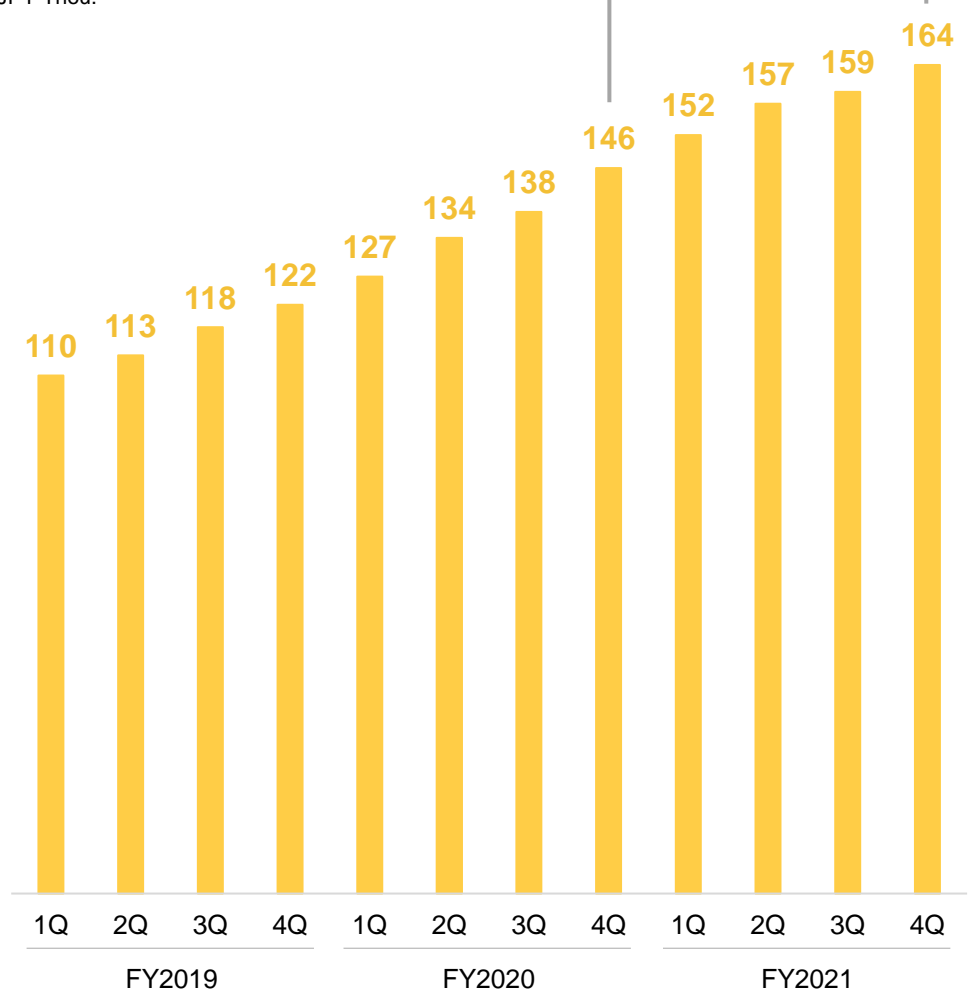
+21.2%



ARPU

JPY Thou.

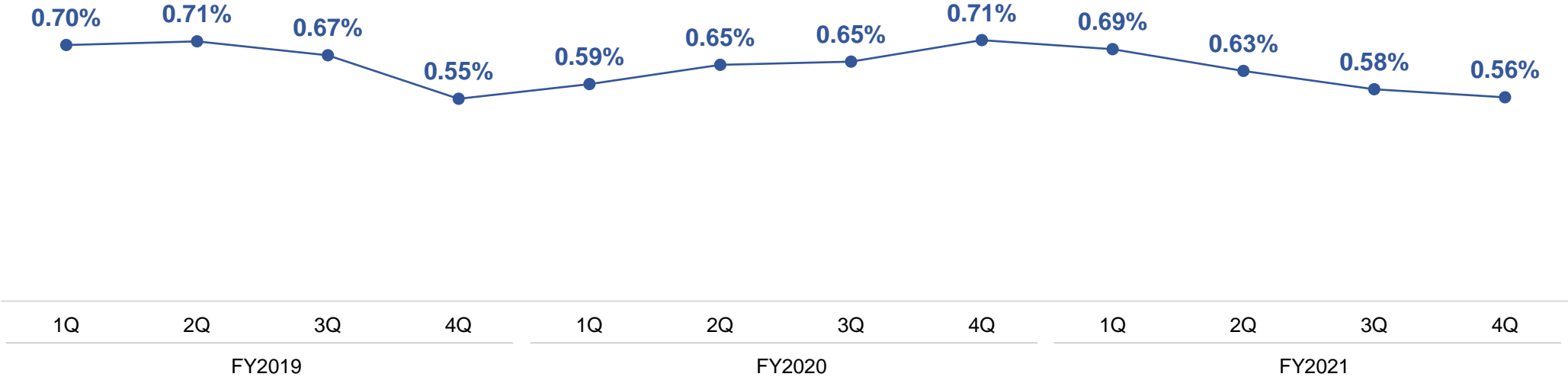
+12.2%



Churn Rate

Maintaining a low churn rate, improved by 0.02 points from the previous quarter

Last 12-Month Average of MRR Churn Rate ^{*1}



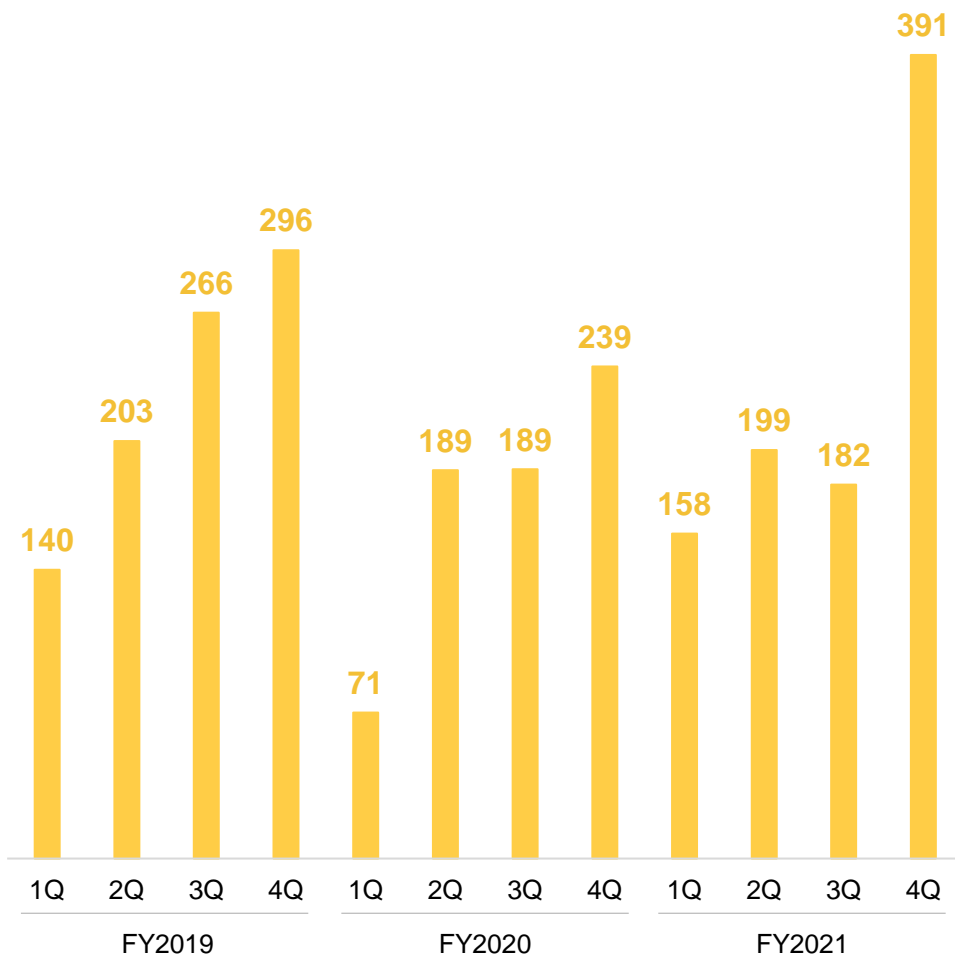
^{*1} : MRR churn rate = MRR lost in the month / MRR as of the end of previous month

Unit Economics

Maintaining healthy unit economics

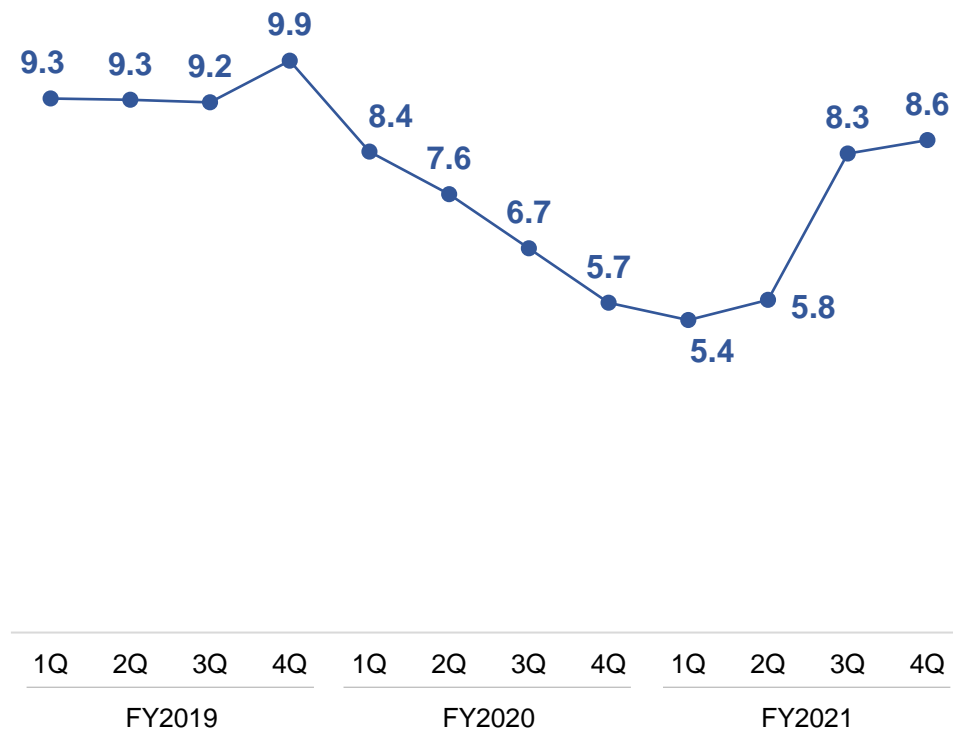
Marketing-related Expenses *1

JPY MM



Last 12-Month Average of LTV/CAC *2

X



*1 : Expenses related to marketing activities such as advertising and sales promotion

*2 : LTV= (ARPU of the end of the month / MRR churn rate of the month) x Gross profit margin of the month

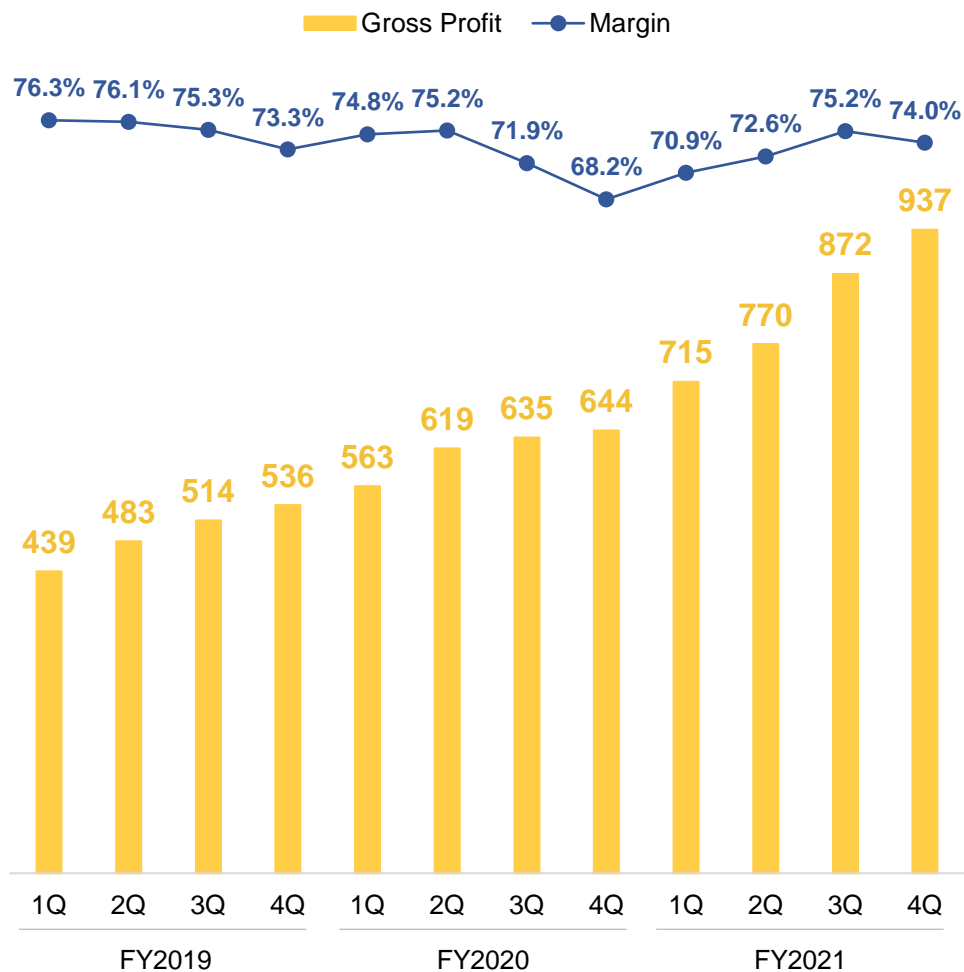
CAC= Sales & Marketing cost of the month (personnel costs for sales & marketing, customer success and PR, marketing-related expenses, rents, system usage fee, etc.) / # of new customers acquired in the month

Gross Profit and Cost of Sales

Gross profit, a source of profitability, has increased steadily in line with the net sales growth

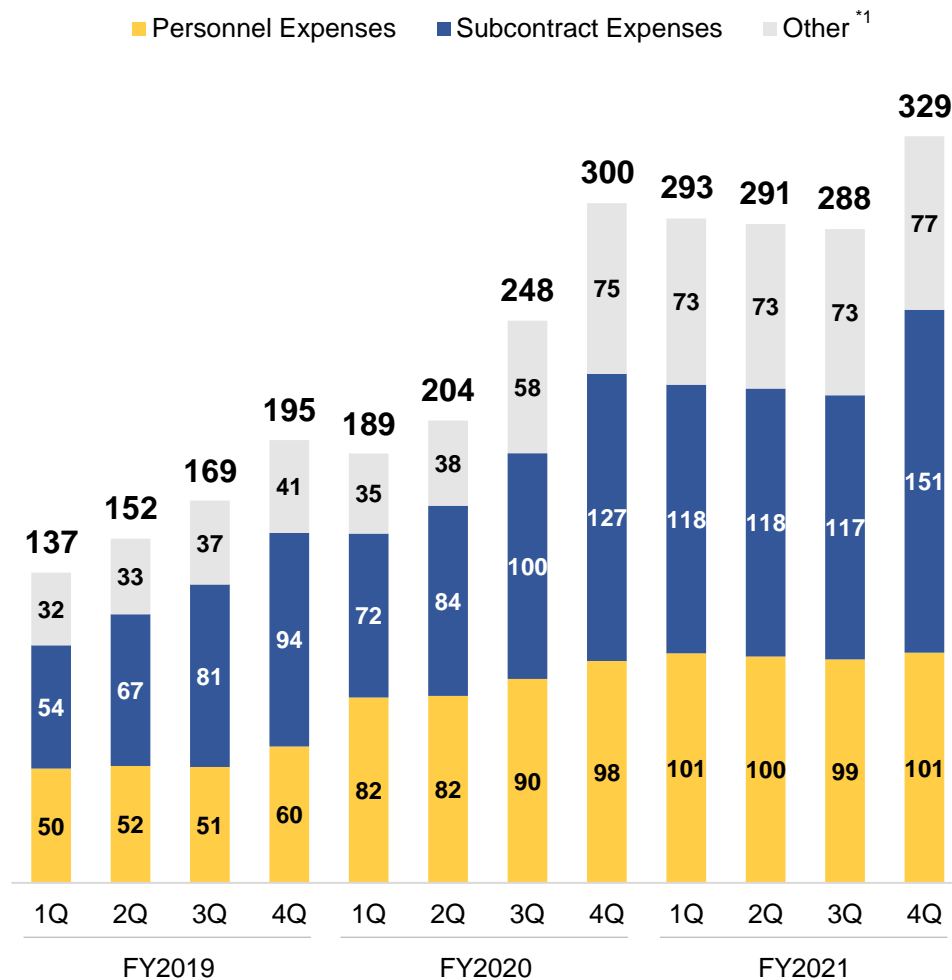
Gross Profit

JPY MM



Cost of Sales

JPY MM



*1 : "Other" in this quarter mainly includes Rents of JPY 35MM and Server costs of JPY 29MM

Operating Profit and SG&A

Accelerated marketing investment considering current business environment and KPIs

Operating Profit

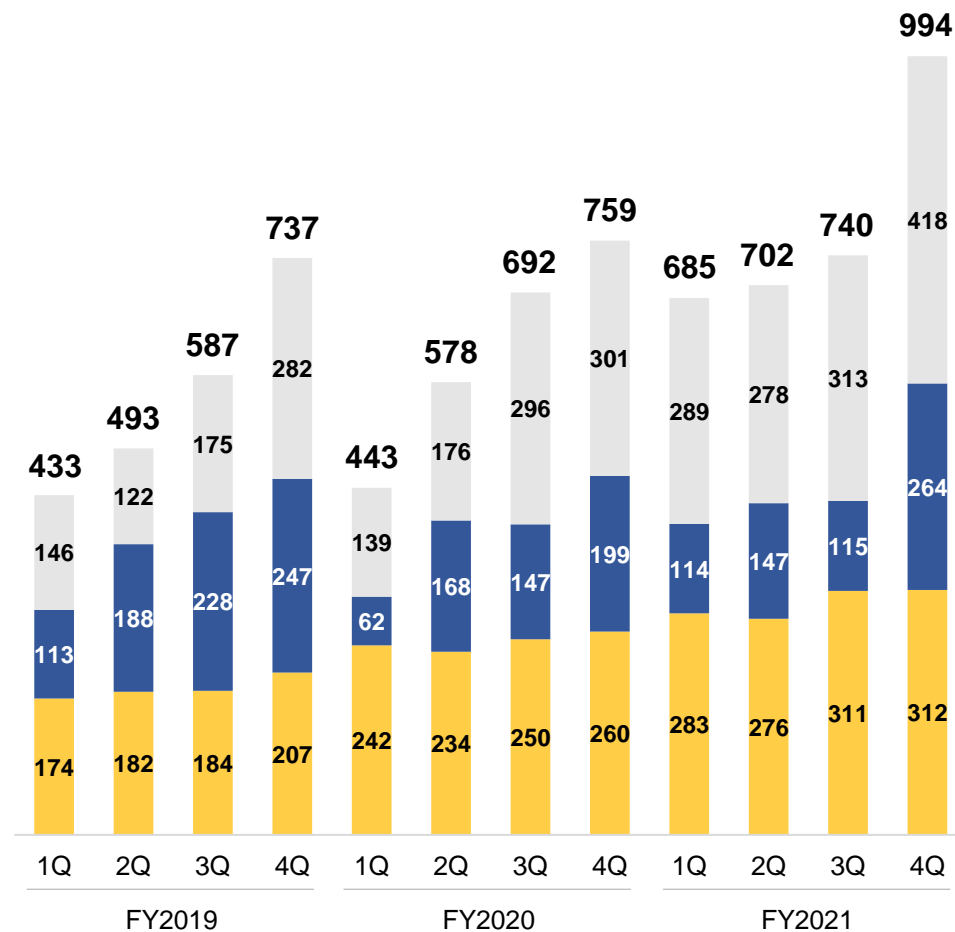
JPY MM



SG&A

JPY MM

■ Personnel Expenses ■ Advertising Expenses ■ Other *1



*1 : "Other" in this quarter mainly includes Rents of JPY 58MM, Outsourcing expenses of JPY 104MM, Sales promotion expenses of JPY 96MM and Recruiting expenses of JPY 50MM

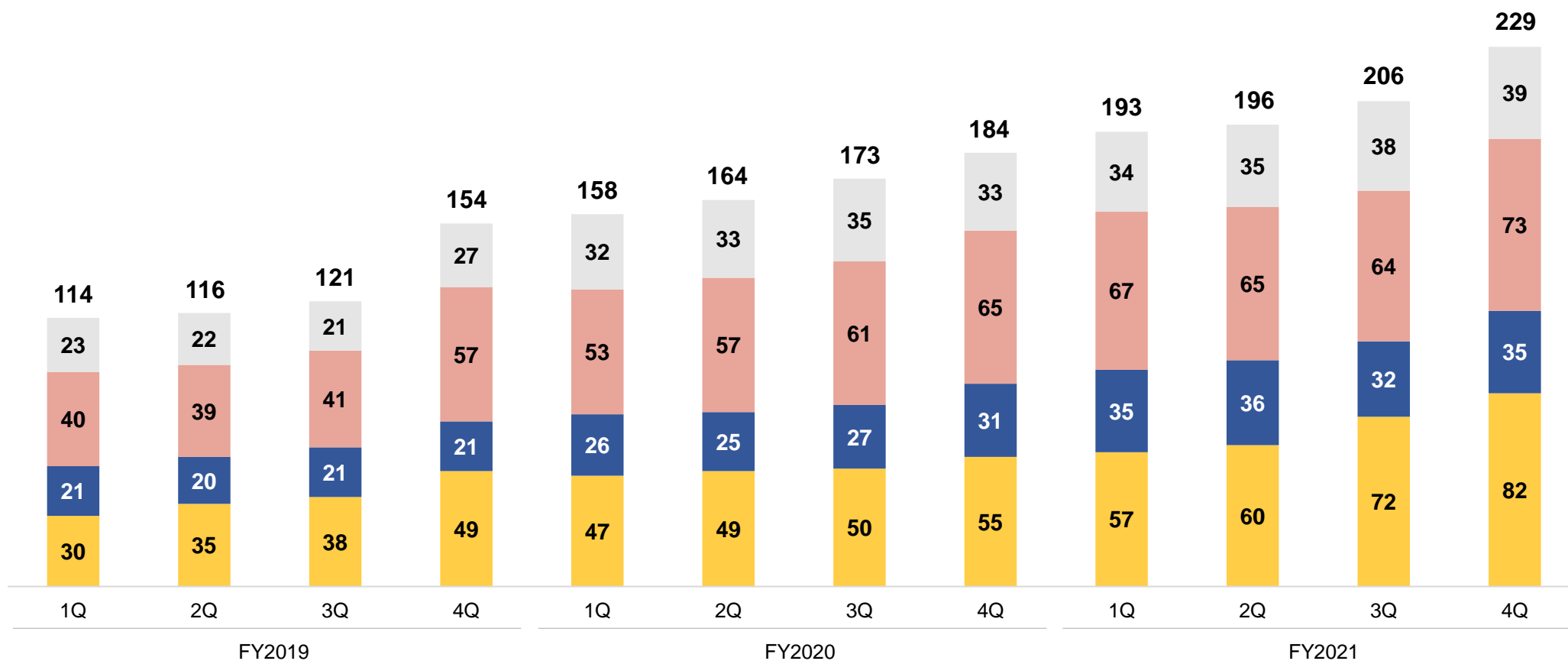
Number of Employees

Continuing to increase the number of employees to strengthen the organizational structure, and hiring for FY2021 was in line with our plan

Number of Employees *1

People

■ Sales & Marketing
 ■ Customer Success / Support
 ■ Engineer
 ■ Corporate



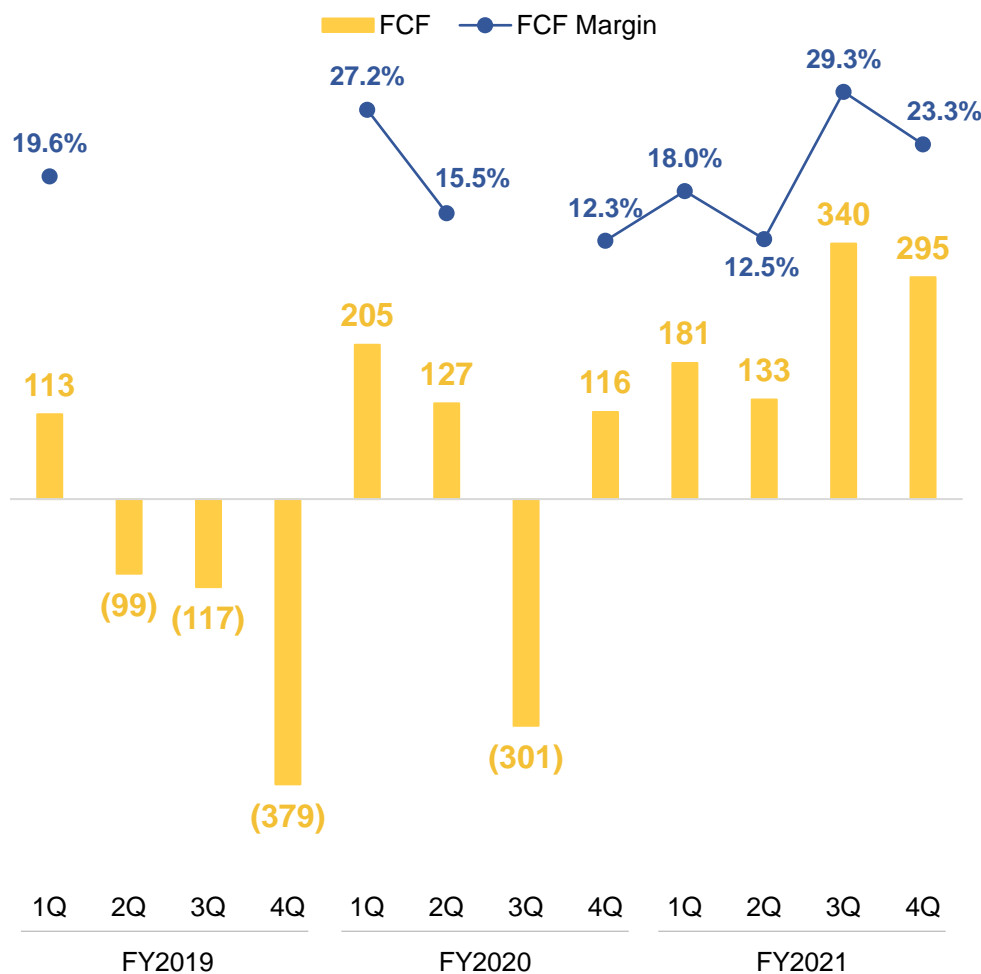
*1 : The number of full-time employees at the end of the quarter

Free Cash Flow and Deferred Revenue

Steadily improving cash-generation capacity due to a growth of subscription revenue

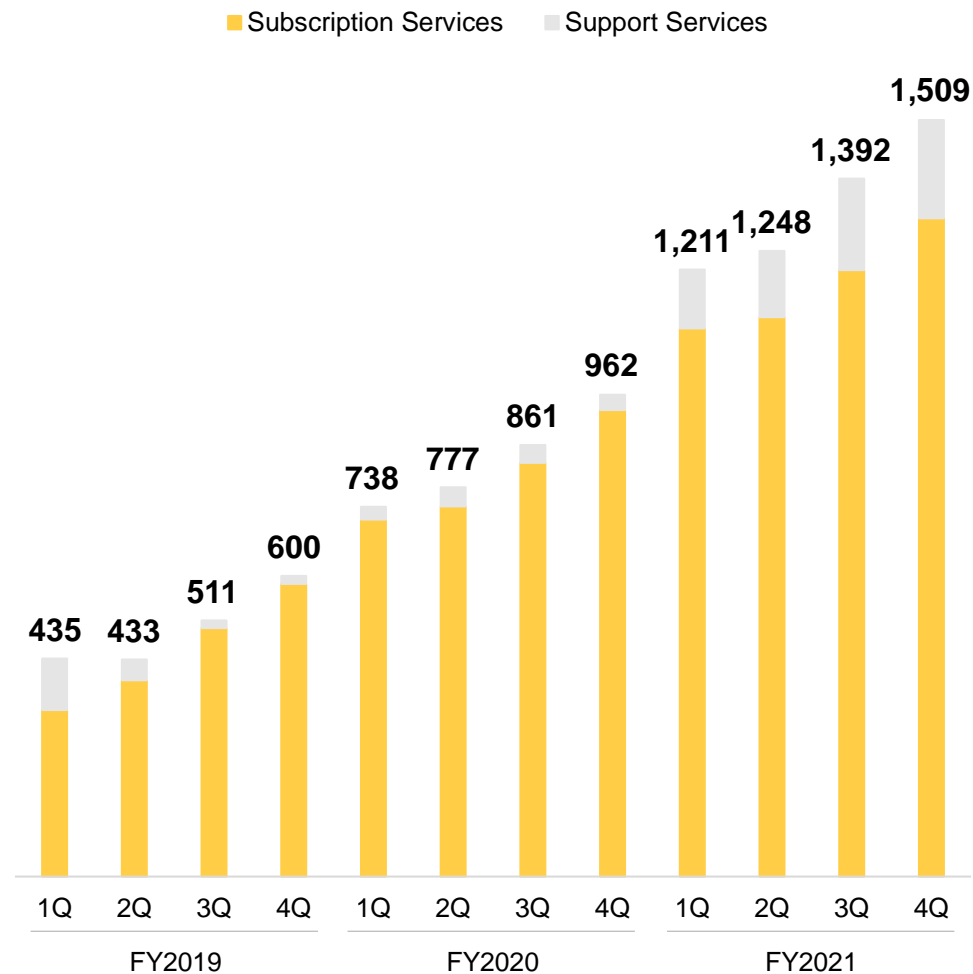
FCF

JPY MM



Deferred Revenue

JPY MM



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FY2022 Financial Forecast

Net sales are expected to grow by 27.7~31.0% YoY

Gross profit margin is expected to be at the same level of 72.8~73.7% in FY2021 aligning with our policy to continuously focus on product development with an aim of sustainable growth. In addition, we plan to make aggressive investment in recruiting and marketing activities, and expect operating profit to be 120~300 million yen

JPY MM	FY2021 Actual	FY2022 Forecast	Change Amount	YoY
Net Sales	4,496	5,740 ~ 5,890	+1,244 ~ +1,394	<u>+27.7% ~ +31.0%</u>
Subscription	3,931	4,970 ~ 5,060	+1,039 ~ +1,129	+26.4% ~ +28.7%
Support	565	770 ~ 830	+205 ~ +265	+36.2% ~ +46.8%
Gross Profit	3,295	4,180 ~ 4,340	+885 ~ +1,045	+26.9% ~ +31.7%
Margin	73.3%	<u>72.8% ~ 73.7%</u>	-	-0.5pt ~ +0.4pt
Operating Profit	174	120 ~ 300	-54 ~ +126	-31.1% ~ +72.3%
Margin	3.9%	2.1% ~ 5.1%	-	-1.8pt ~ +1.2pt

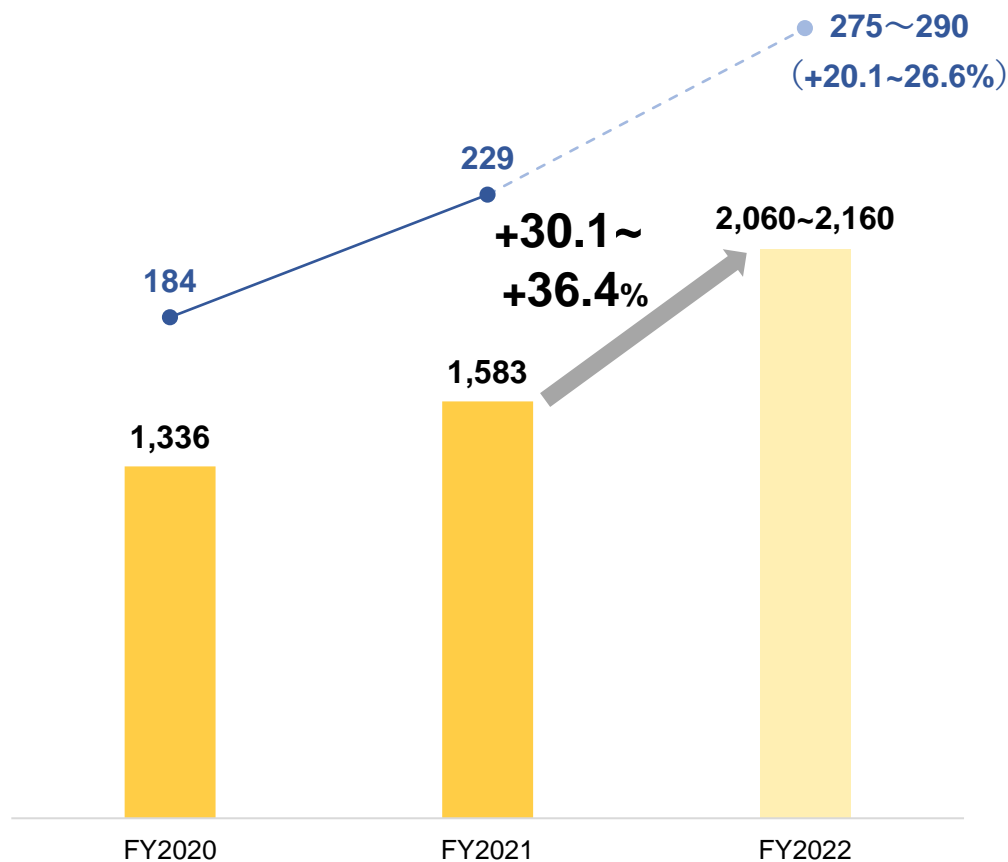
Major Cost Assumptions

Due to the concentration of hiring in the second half of FY2021, personnel expenses for FY2022 are expected to increase at a higher rate than that of employee headcount, by 30.1~36.4% YoY. Marketing-related expenses are expected to increase by 18.3~29.1% YoY

Staffing Plan and Personnel Expenses(CoS+SG&A) Forecast

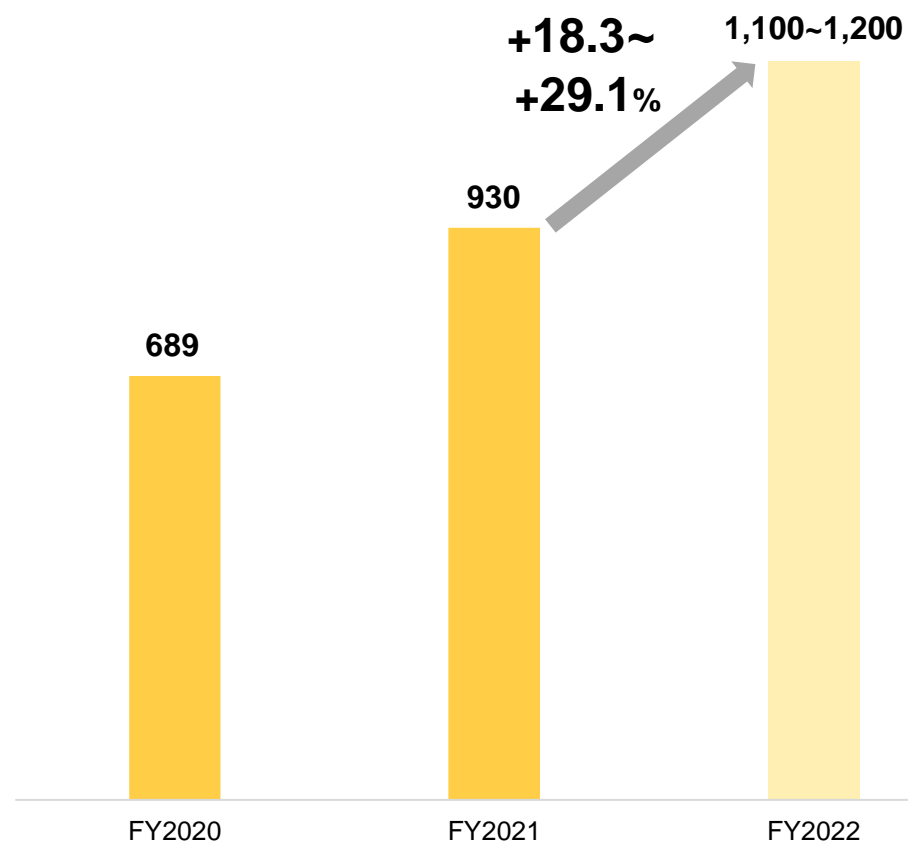
Personnel Expenses: JPY MM, Number of Employees: People

■ Personnel Expenses ● Number of Employees



Marketing-related Expenses Forecast

JPY MM



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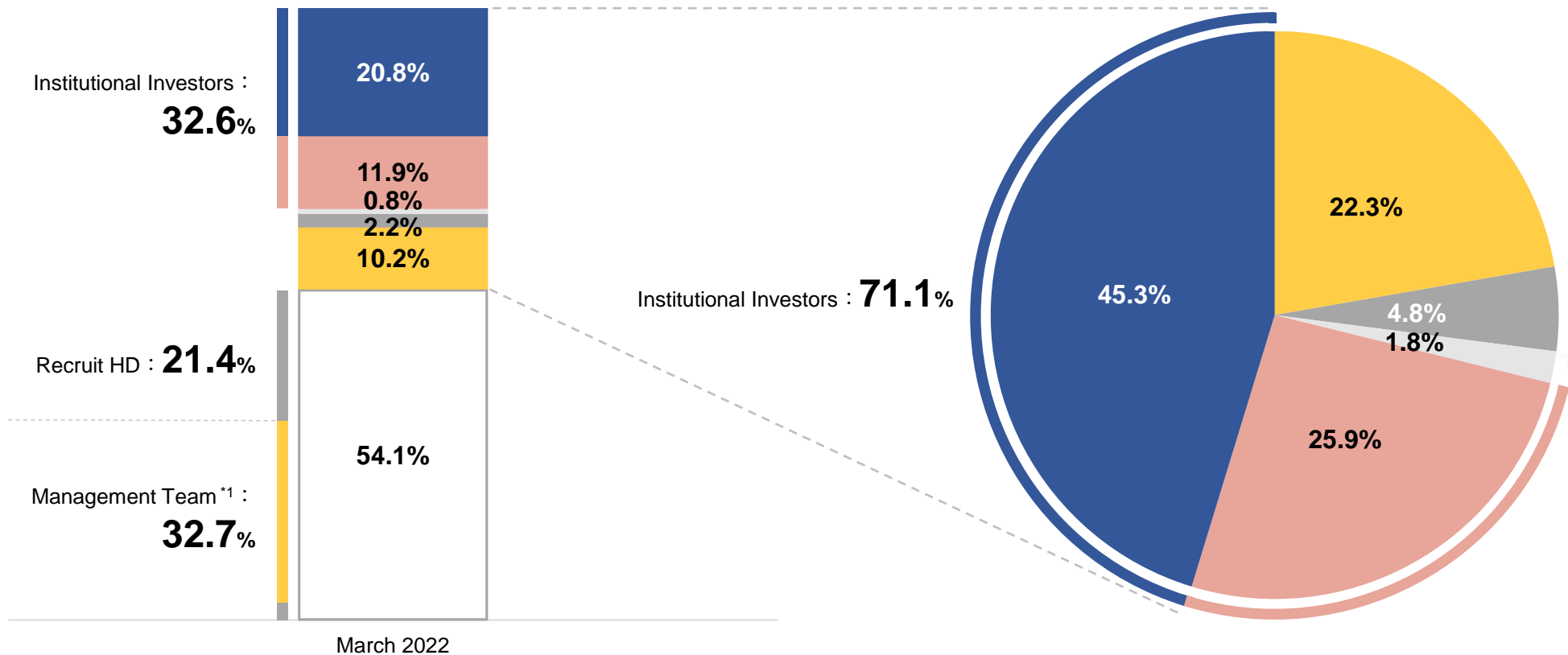
Company Overview

Name	: kaonavi, inc.
Offices	: Tokyo, Osaka, Nagoya, Fukuoka
Established	: May 2008 (Commencement of business : April 2012)
# of Employees	: 229 (March 2022)
Business	: Providing a cloud-based talent management system “KAONAVI”
Board of Directors	: Hiroki Yanagihashi, Representative Director, President & CEO Hiroyuki Sato, Director, Executive Vice President & COO Kimitaka Hashimoto, Director & CFO Suguru Kobayashi, Outside Director, Representative Director of Field Management Human Resource Inc Masumi Sai, Outside Director, Representative Director of Good News and Companies Jiro Ito, Auditor Hiroyuki Yamada, Auditor Masaharu Adachi, Auditor Akemi Higuchi, Auditor

Ownership Structure (March 2022)

Ownership and Distribution of Shares

- Major Shareholders ■ Individuals and Others ■ Corporations
- Securities Firms ■ Financial Institutions ■ Foreign Institutions



*1 : Includes ownership of the three directors, as well as the asset management company

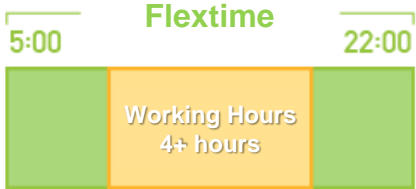
Empowering Employees

With an aim of productivity boost, every single employee can choose his/her optimal work style

M Y W O R K S T Y L E

Super Flextime

Allows employees to vary the time to work free from the core time set within the flextime. Achieving a unique and personalized work style while balancing self development and care giving among other things



Switch-work

A system to arrange working hours on and off instead of working many hours straight at a time. It accommodates household chores, child-care and more during the day



Work From Anywhere

Employees can choose to work where they work best – home, office or hybrid wherever suitable for employees’ lifestyle, mood, and schedule for the day



Second Job Encouragement

Supporting employees who have passion for something apart from full-time job. Experiences in different fields also contribute career development at kaonavi



Ratio of Employees Who Have Second Job
(As of March 2022)

19.7%

Empowering Employees

Diverse and flexible work style also enables us to achieve successful women's empowerment

女性活躍・両立支援に
積極的に取り組む企業の

事例集



[女性の活躍推進・両立支援総合サイトトップ](#) > [女性活躍・両立支援事例集トップ \(事例検索\)](#) > 企業事例

株式会社カオナビ (情報通信業)

2020年度

男女問わず最高のパフォーマンスを発揮できる革新的な働き方を実践



企業プロフィール

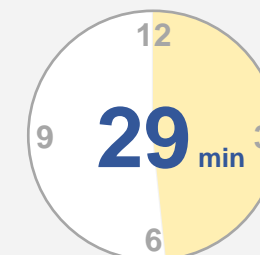
設立	2008年
所在地	東京都港区
事業内容	タレントマネジメントシステム「カオナビ」の製造・販売・サポート
従業員数	164人 (うち女性約60人)
企業認定・表彰等	

取組内容

- 仕事と育児の両立支援
- 仕事と介護の両立支援
- テレワーク
- フレックスタイム制
- 短時間正社員制度

Employee Data at kaonavi

Average Daily Overtime
(FY2021)



Ratio of Women in
Managerial Positions
(As of March 2022)

27.8%

Source : Ministry of Health, Labor and Welfare

Focusing on “Individuality”

Exploring and communicating ideas and concepts of individuality through our owned media



Information Security, Protection of Personal Data and Privacy

Committed to protecting, managing and handling information assets properly and responsibly

Information Security



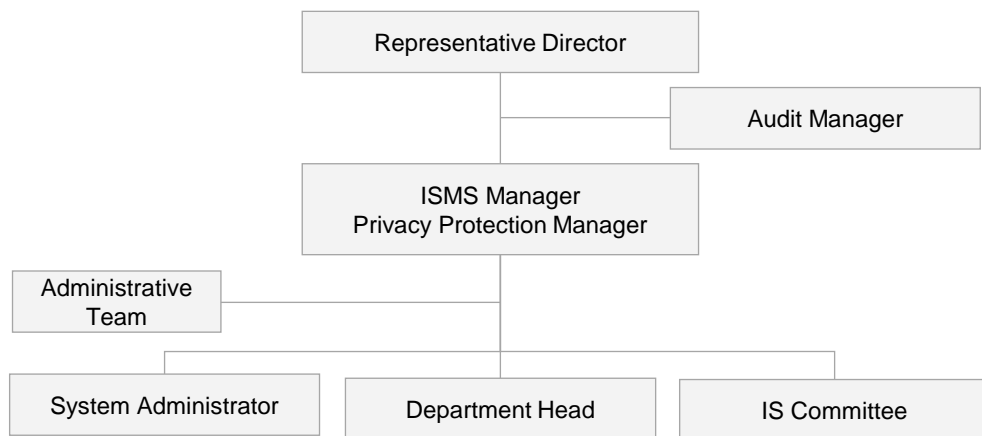
Information Security Policy

Defined safe and appropriate information security measures in accordance with “Information Security Policy” to be entrusted by our customers and other stakeholders

Implementation of Information Security Measures

Obtained ISO27001 (ISMS certification) and ISO27017 (ISMS cloud security certification) to maintain a continuous security management system. In addition, KAONAVI was certified as satisfying the security requirements of the government and registered on the “Information System Security Management and Assessment Program (ISMAP)” cloud services list

Information Security Management Structure



Protection of Personal Data and Privacy



Certification

Obtained the Privacy Mark

Acquisition of Permissions

When collecting personal information, users' permissions are acquired and other measures are taken

Safety Management Measures

Secure management measures are thoroughly implemented to safeguard personal data

Information Security Training

Conduct annual security training and targeted attack email training for all employees to improve their experience and ability to respond quickly in the event of a problem

Philanthropic Initiatives

Contributing to the sustainable development of society by supporting talent management for academic institutions and public sector organizations



Applicable

Academic institutions such as school corporation



Applicable

Government offices, municipal governments, independent administrative agencies

Academy Cloud

Price

Special price

Government Cloud

Price

Special price

Image of career development program status optimized for academic institutions

法人人事部

顔那美 メンバー1
カオナビ メンバー1

Q キーワード検索

PROFILE BOOK

- 検討中
- 業務経歴
- マネジメント研修
- キャリア形成研修
- 基礎情報
- 業務情報
- 所属履歴
- 等級履歴

キャリア形成研修

- 大学経営研修(主に部長・課長向け)

環境分析と経営計画策定	<input type="radio"/> 受講 <input checked="" type="radio"/> 未受講	民間企業の経営手法理解	<input type="radio"/> 受講 <input checked="" type="radio"/> 未受講	自己点検・評価・内部質保証	<input type="radio"/> 受講 <input checked="" type="radio"/> 未受講
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- キャリア形成(主に部長・課長向け)

ヒューマン・リソース・マネジメント	<input type="radio"/> 受講 <input checked="" type="radio"/> 未受講	アドミニストレーター	<input checked="" type="radio"/> 受講 <input type="radio"/> 未受講
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- キャリア形成(主に係長まで)

PDCAサイクル習得	<input checked="" type="radio"/> 受講 <input type="radio"/> 未受講	創発思考	<input checked="" type="radio"/> 受講 <input type="radio"/> 未受講	業務創造	<input type="radio"/> 受講 <input checked="" type="radio"/> 未受講	キャリア・プランニング	<input checked="" type="radio"/> 受講 <input type="radio"/> 未受講
フォローアップ	<input checked="" type="radio"/> 受講 <input type="radio"/> 未受講	キャリア・ディベロップメント	<input checked="" type="radio"/> 受講 <input type="radio"/> 未受講				

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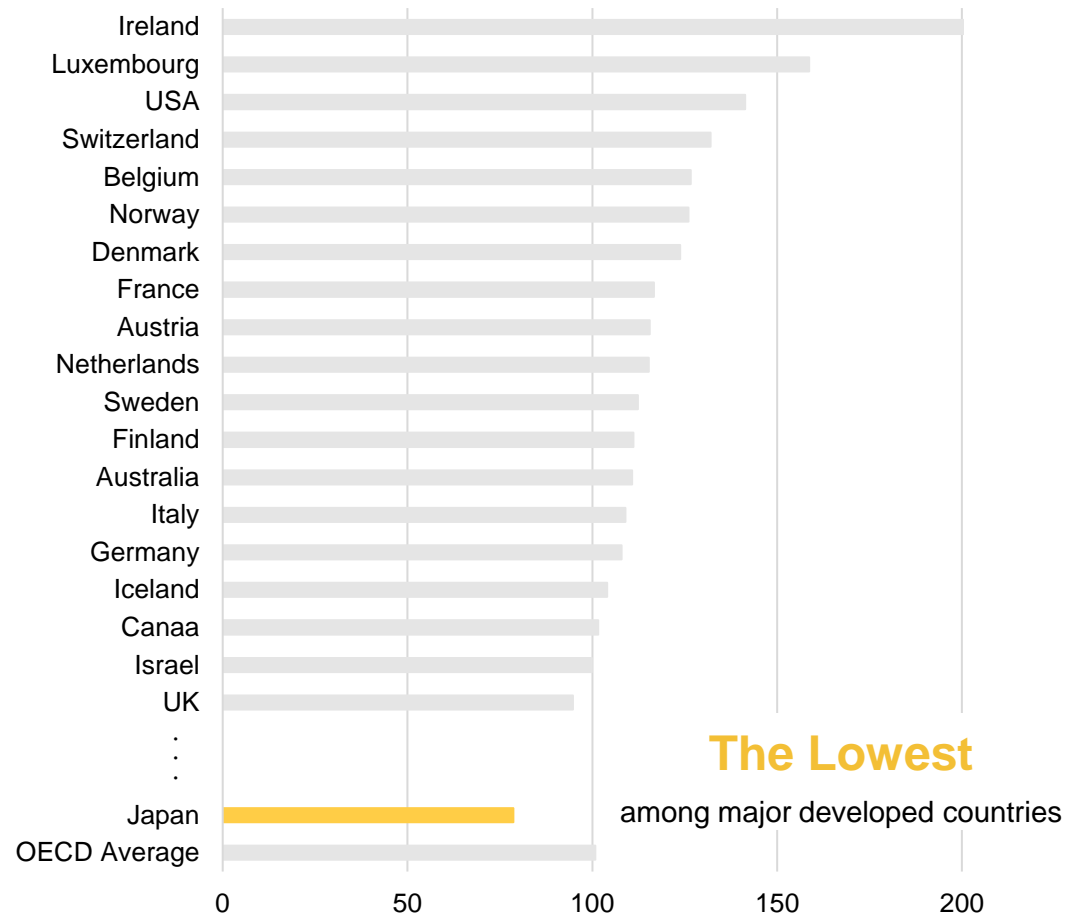
3-4. The Future of “WORK” and kaonavi

Japan's Labor Market Challenges

Raising labor productivity and promoting diverse working styles are some of the urgent issues facing the decline in the working-age population

OECD Countries' Labor Productivity (2020, per workers)

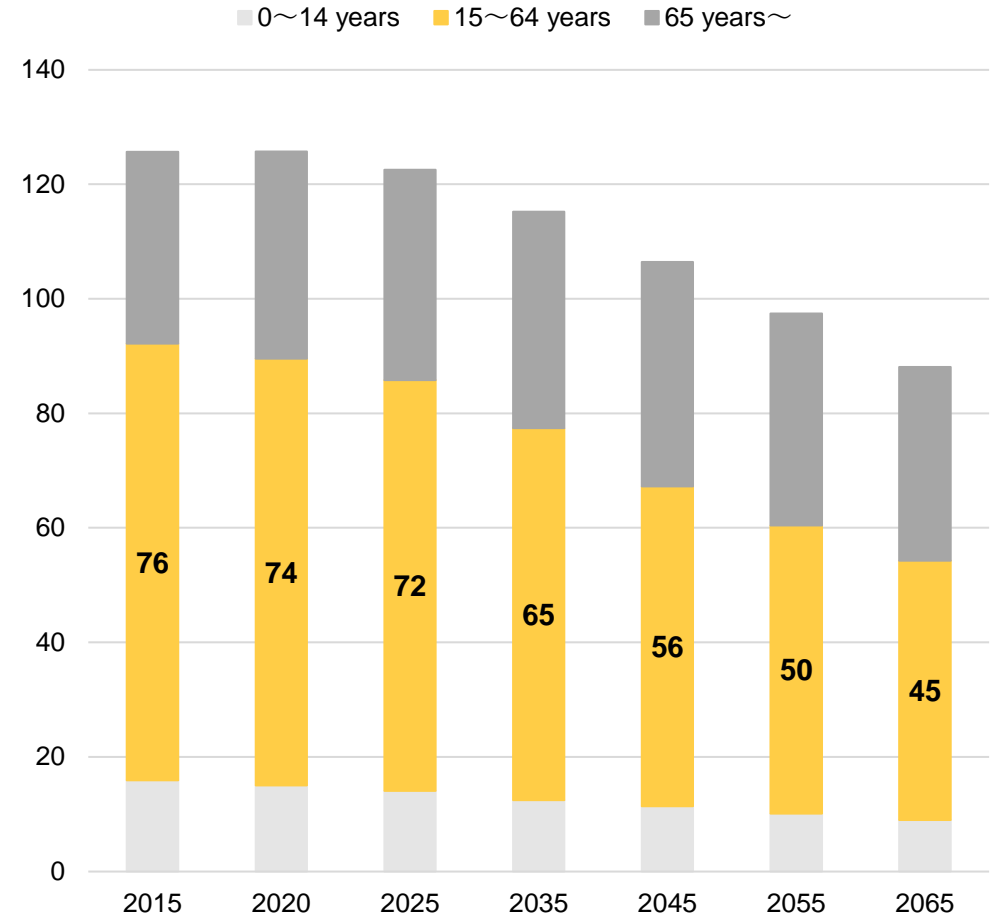
PPP Conversion : US\$ 1,000



Source : Japan Productivity Center "International Comparison of Labor Productivity 2021"

Japan's Population Projections by Age

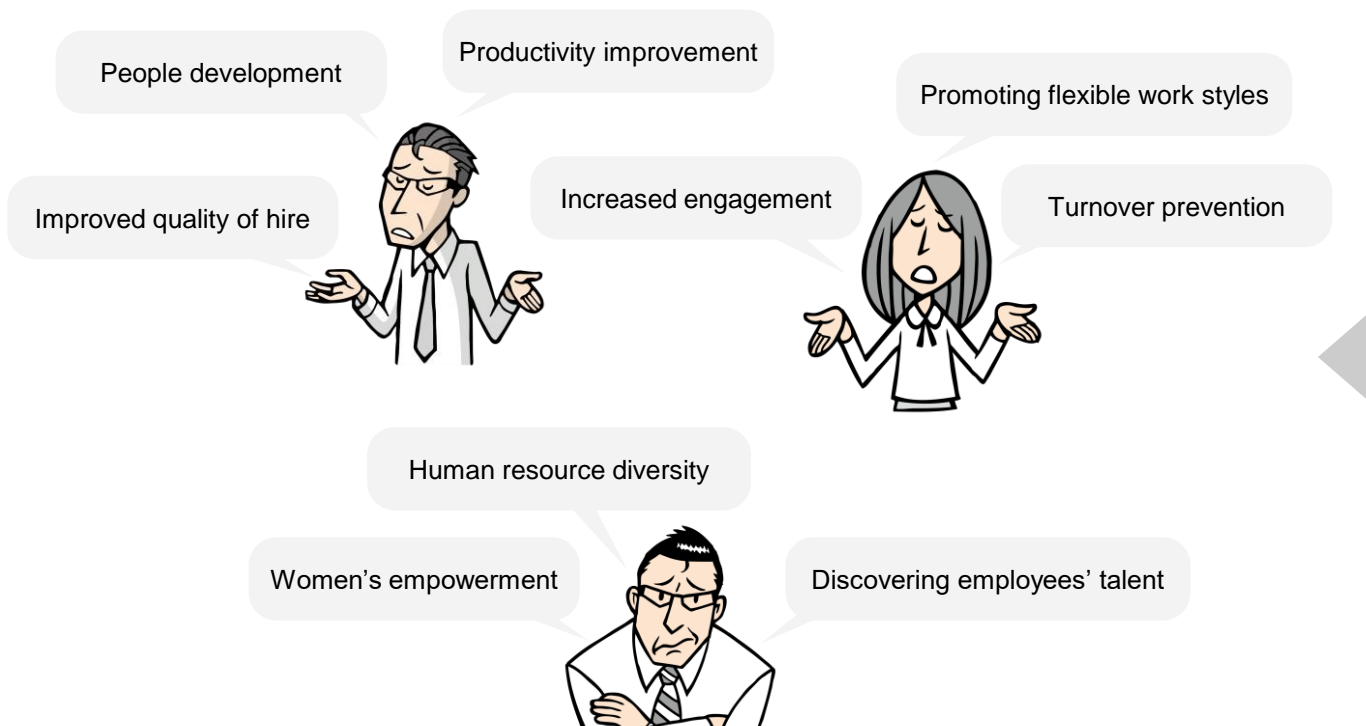
Million people



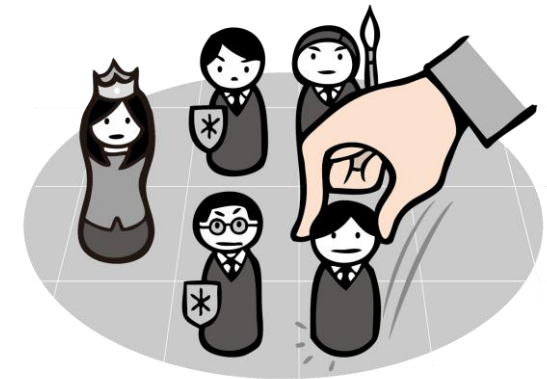
Source : Cabinet Office "White Paper on Aging Society 2021"

Rising Demand for Talent Management

Talent management is gaining traction for solving various HR issues that companies confront



Talent Management



Maximizing the performance of employees and organizations by using information on employees' skills and abilities for recruitment, placement and development

What Is Talent Management System?

A solution providing system for managerial and HR challenges based on centralized HR data

Centralized and visualized HR data



Streamlined HR operations



Empowering the MGMT to make better decisions



Streamlined performance review



Analysis of mismatch in hiring, High performing analytics



Staff deployment simulation



Skills management, People development



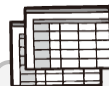
Motivation analysis, Employee turnover analysis



Various surveys, Increased engagement



Information on paper



Data on spreadsheet



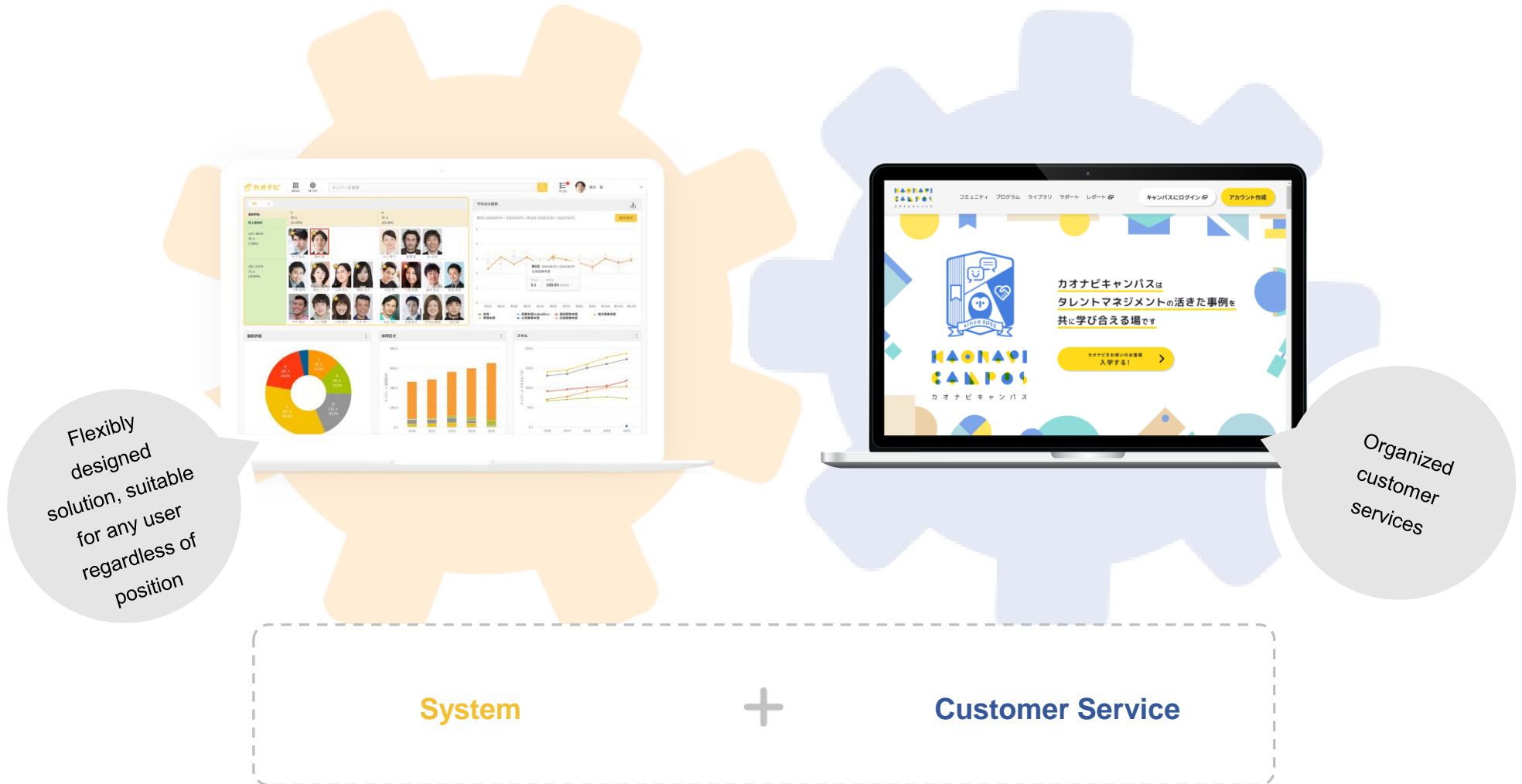
Data depending on specific personnel



Data residing in other systems

Our Strengths

Ensuring both the system and customer service working side by side for our users to thrive in talent management initiatives without any silver bullet



Our Strengths

System

System design in pursuit of flexibility and usability

Customizable HR Database



Self-explanatory User Interface



Secure Access Management



Customer Service

Making success of users' talent management efforts more plausible

Community



Networking with other users to exchange day-to-day use cases

Learning Programs



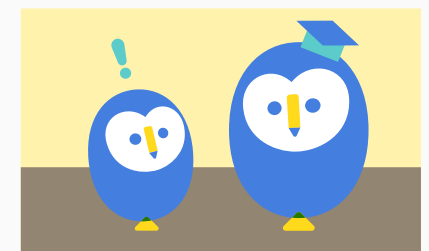
Able to choose a program tailored to each users' unique challenges

Library



Overwhelming amount of contents across industries, business types and scale

Support



Accompanied by our designated support staff with a wealth of experience and expertise

Fee Structure

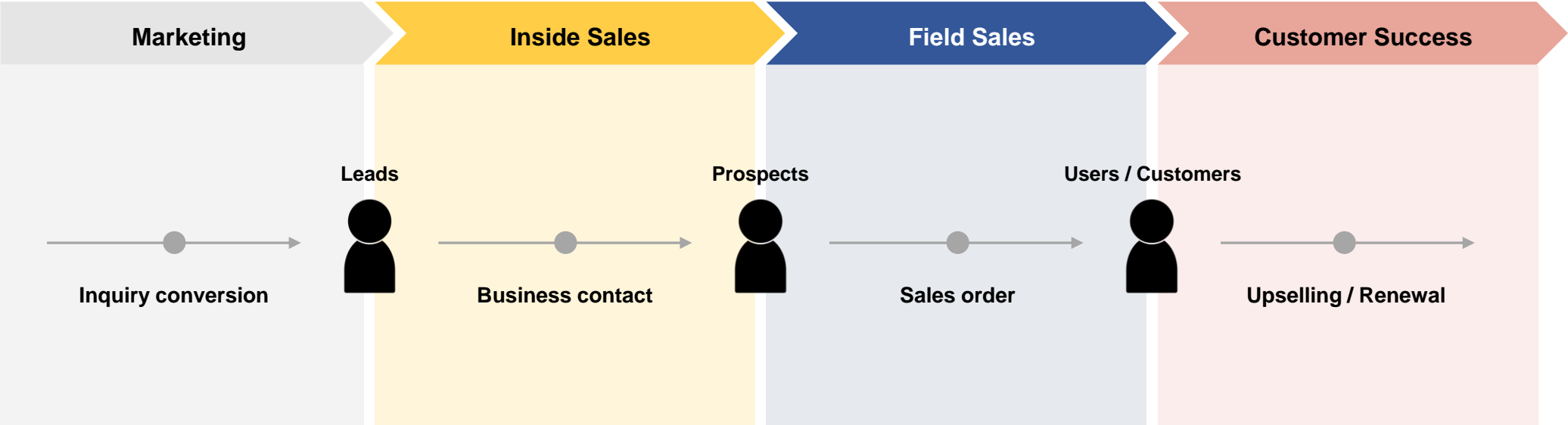
Offer three subscription plans with different sets of functions and charge based on the number of registered employees

	DATABASE PLAN	PERFORMANCE PLAN	STRATEGY PLAN
	Consolidate all personnel data	Efficient review operation	Strategic HR management
HR Database	✓	✓	✓
Pickup List	✓	✓	✓
Organization Chart	✓	✓	✓
Performance Review		✓	✓
Employee Survey		✓	✓
Matrix Chart			✓
Employee Data Graph			✓
Dash Board			✓
Option Services *1	✓	✓	✓

*1 : In addition to our services such as Pulse Survey and Approval Workflow, we also offer third-party services such as the Aptitude Test (SPI3) provided by Recruit Management Solutions Co., Ltd.

Business Process

Aiming to streamline sales & marketing activities and maximize LTV by structuring processes



Customer Base

The market leader in talent management system supporting more than 2,400 customers

Used by many companies and organizations, regardless of industry or business size



* : As of March 31, 2022

1. FY2021 4Q Financial Highlights

2. FY2022 Financial Forecast

3. Appendix

3-1. Company Overview

3-2. Our Services

3-3. Growth Strategies and Potential Market

3-4. The Future of “WORK” and kaonavi

Strategies for Mid-term Growth

Expand Customer Base

Strengthening the organizational structure

Raising visibility

Leveraging partners

Reducing churn



Increase ARPU

Upsell promotion

New feature development

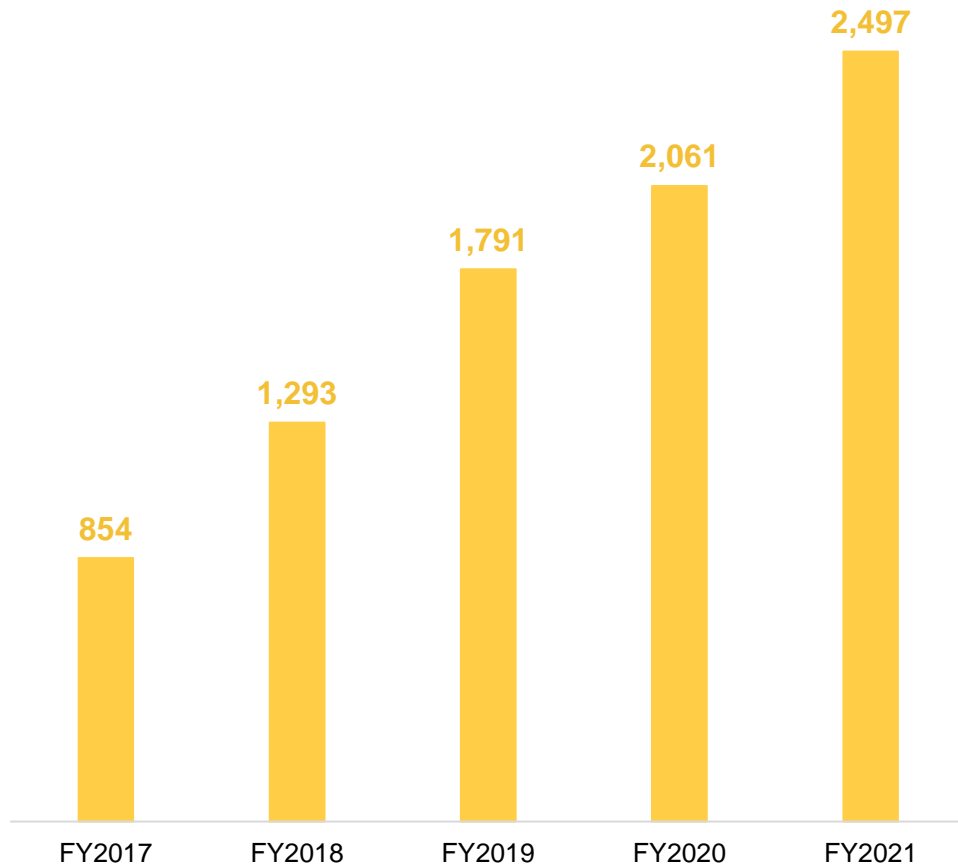
Additional enterprise users

Building a HR data platform

Expand Customer Base

Active Users

Companies



Strengthening the organizational structure

- Increase and develop sales personnel
- Strengthen monitoring capabilities for business progress

Raising visibility

- Mass advertisement to gain recognition
- Area expansion to regional cities

Leveraging partners

- Expansion of referral partners
- Increase sales via sales partners

Reducing churn

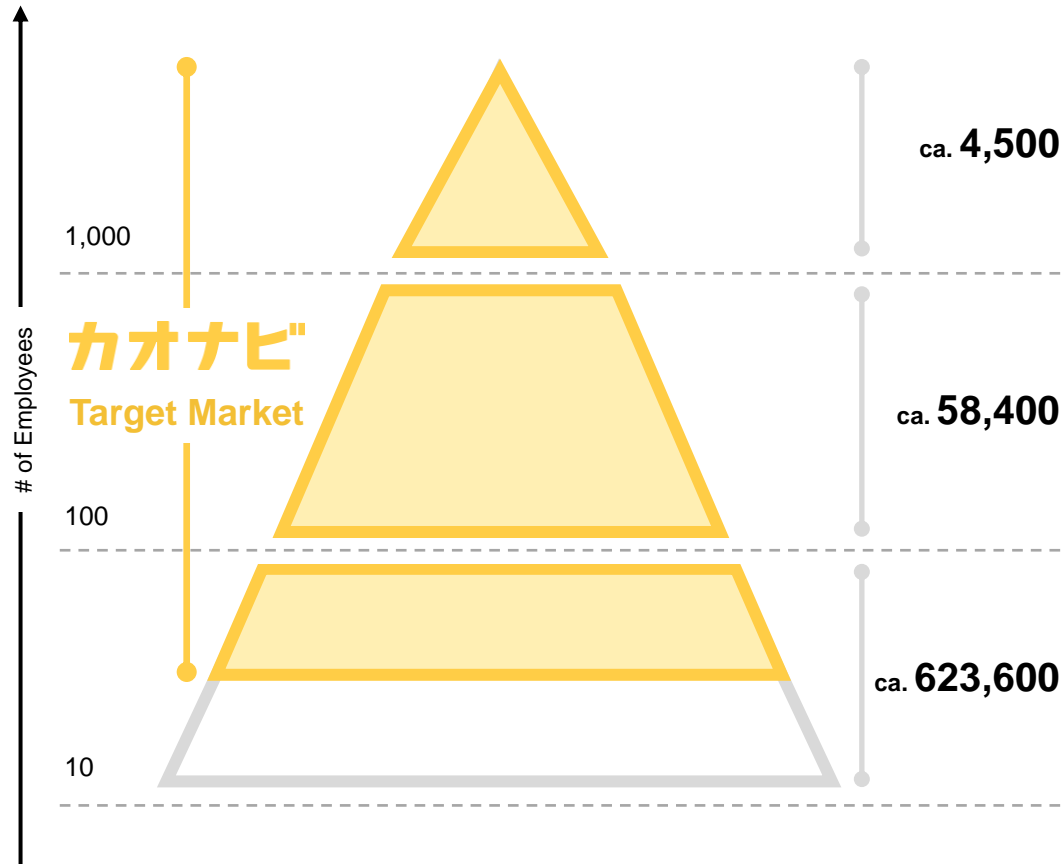
- Strengthening customer success
- Continuous product improvement to enhance UX

Growth Potential

KAONAVI's target market is still uncultivated, and it has high growth potential

of Companies in Japan

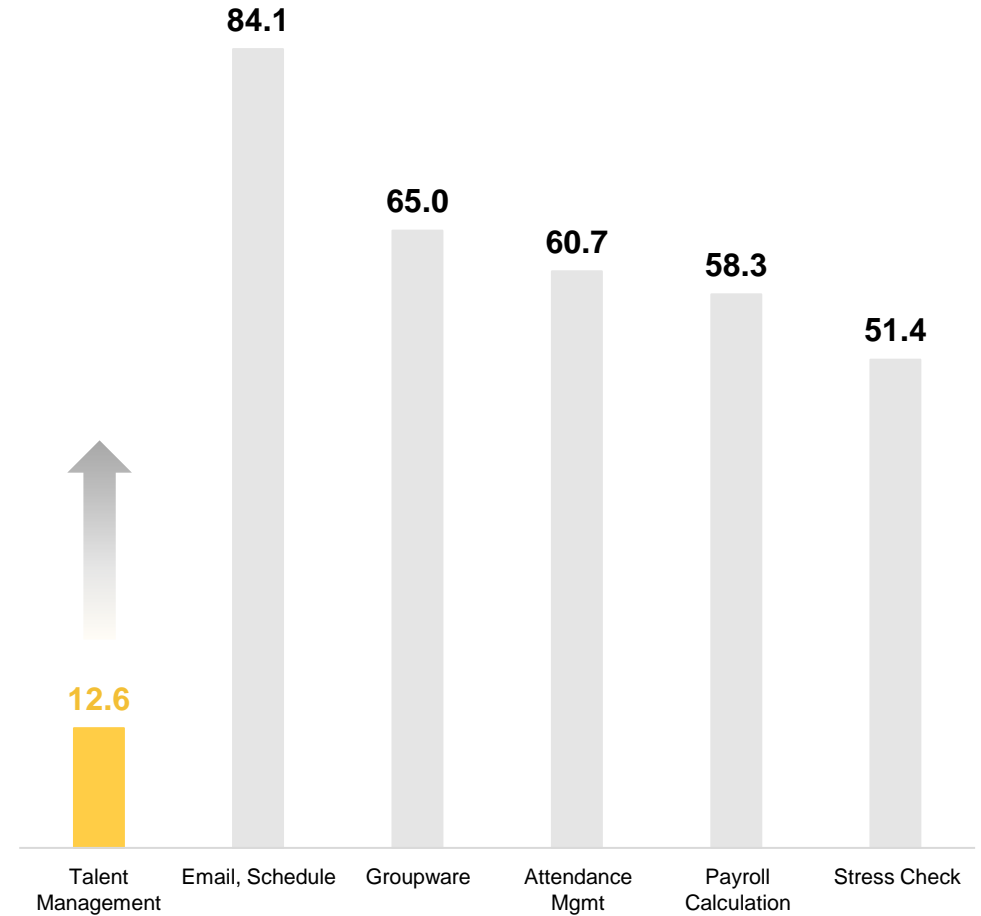
Companies



Source : kaonavi, based on MIC and METI "2016 Economic Census for Business Activity"

Adoption of HR-related IT Systems in Japan

Implementation Rate : %

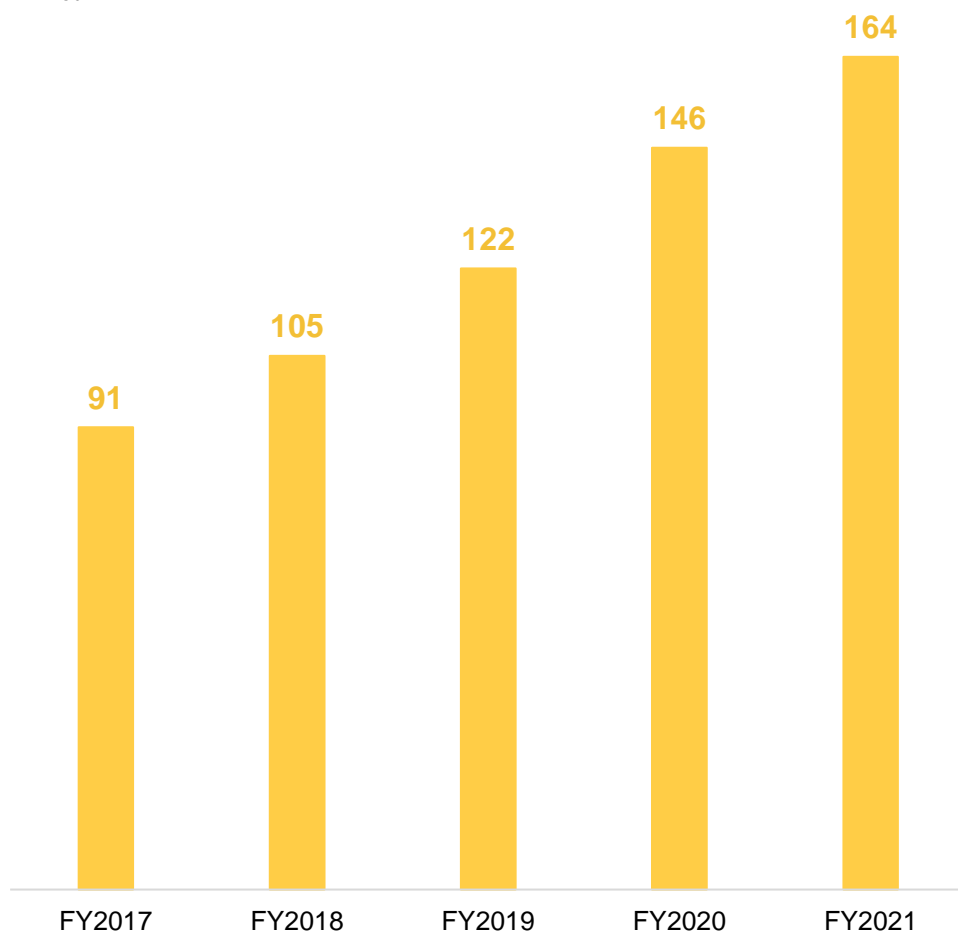


Source : IDC Japan, July 2017

Increase ARPU

ARPU

JPY Thou.



Upsell promotion

- Increasing registered members by extending user departments
- Introducing optional functions such as approval workflow

New feature development

- Developing new optional features

Additional enterprise users

- Applying outbound sales measures

Building a HR data platform

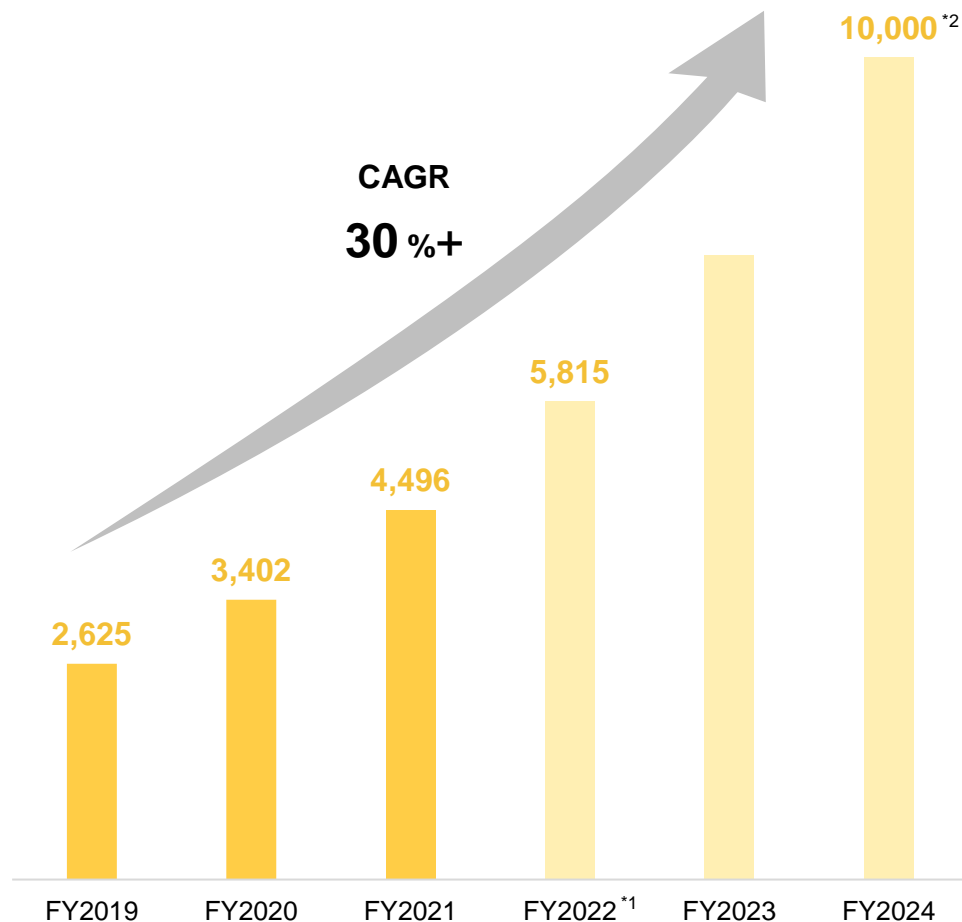
- Expanding services into new business areas leveraging the HR database

Grand Design of Mid-term Growth

Net sales, GP margin and OP margin to grow up to JPY 10bn, 80% and 30% respectively in the mid-term

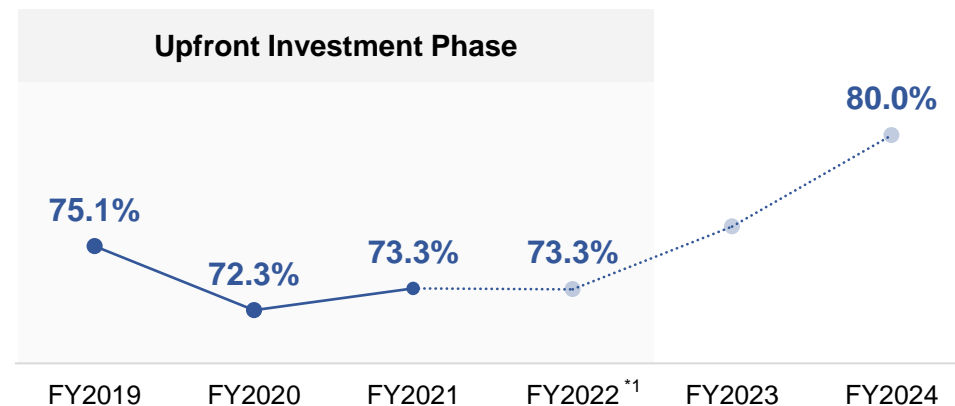
Prediction of Net Sales Growth

JPY MM



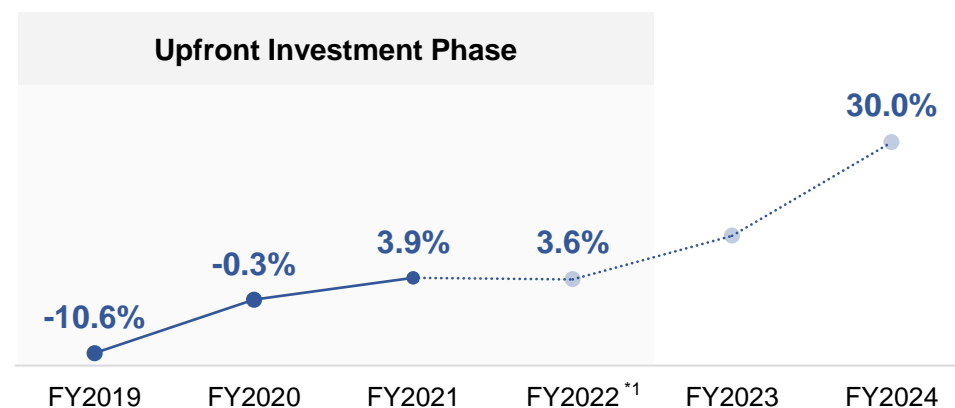
Prediction of Gross Profit Margin Growth

%



Prediction of Operating Profit Margin Growth

%



*1 : Figures for FY2022 are the average of the high and low end of the range of the earnings forecast as of May 2022

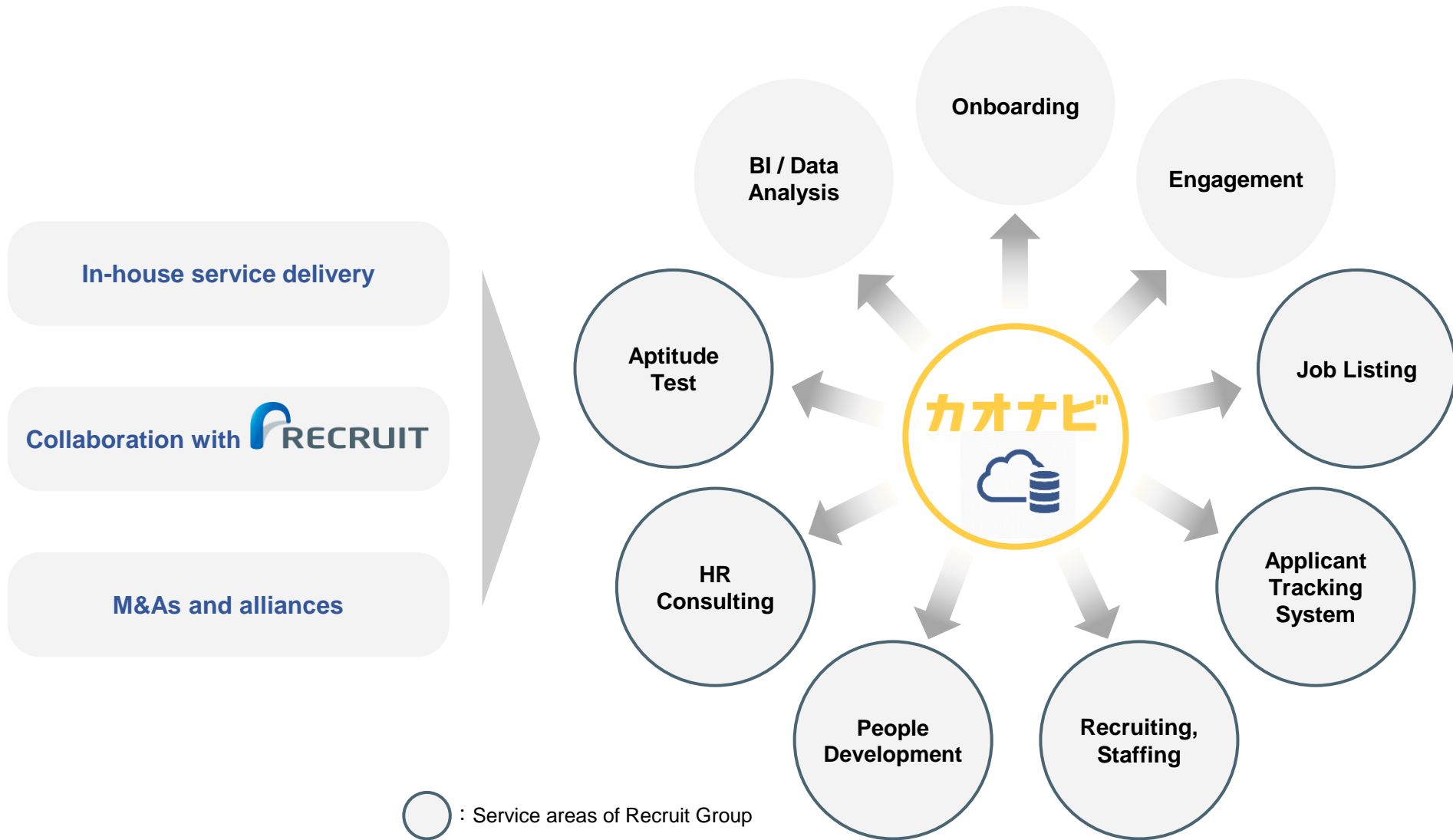
*2 : Assuming 4,000~5,000 active users and ARPU of 170~220 thousand yen to reach net sales of JPY 10Bn

Create a HR data-centric platform

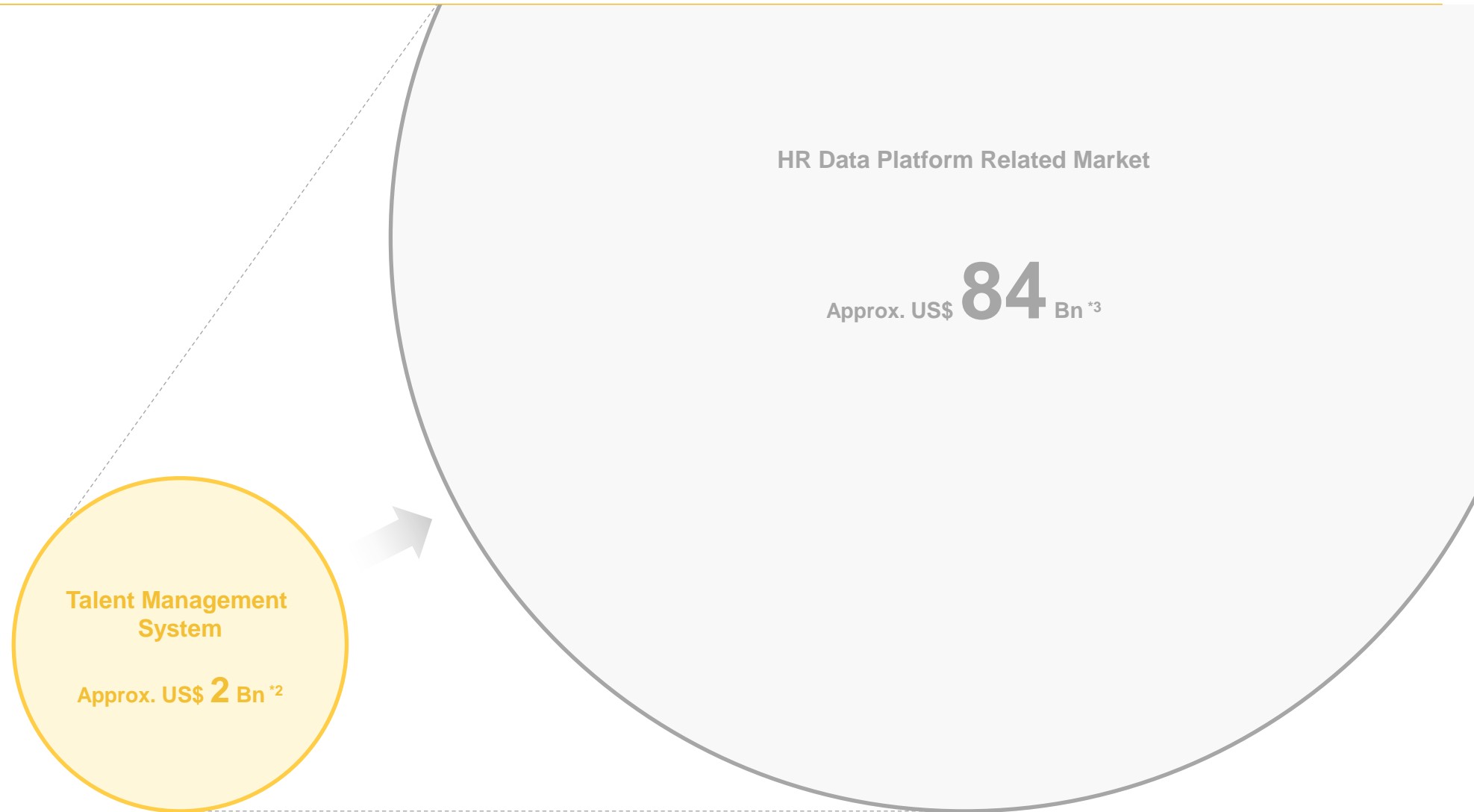


The HR Data Platform Initiative (Mid-to-long Term Strategy)

Paving the way forward for a HR data platform to create monetization opportunities in new business areas



TAM Expansion Opportunities with HR Data Platform ^{*1}



*1 : USDJPY=100. Potential TAM has been calculated by kaonavi, under certain assumptions, using data referenced from the below publicly disclosed statistical reports

*2 : Calculated by multiplying the number of companies with 50 or more employees by KAONAVI's fee structured for corresponding employee size, based on MIC and METI "2016 Economic Census for Business Activity"

*3 : Calculated as the sum of the below markets

Market size of job listing, job recruiting and job staffing by Japan Association of Human Resource Services Industry "The Labor Market in 2030 and The Role of The HR Services Industry"

Market size of training services for companies (2019) by Yano Research Institute "Research on Corporate Training Services Market (2020)"

Market size of reemployment support (2019) by Yano Research Institute "Research on The Human Resources Business Market (2020)"

Market size of employee assistance program (2015 forecast) by Yano Research Institute "Research on EAP Market (2016)"

Market size of ATS cloud and employee development cloud (2021 forecast) by Deloitte Tohmatsu MIC Research Institute "HR Tech Cloud Market 2020"

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Changes in HR Information Management and Work Styles – Past

1980

1990

2000

2010

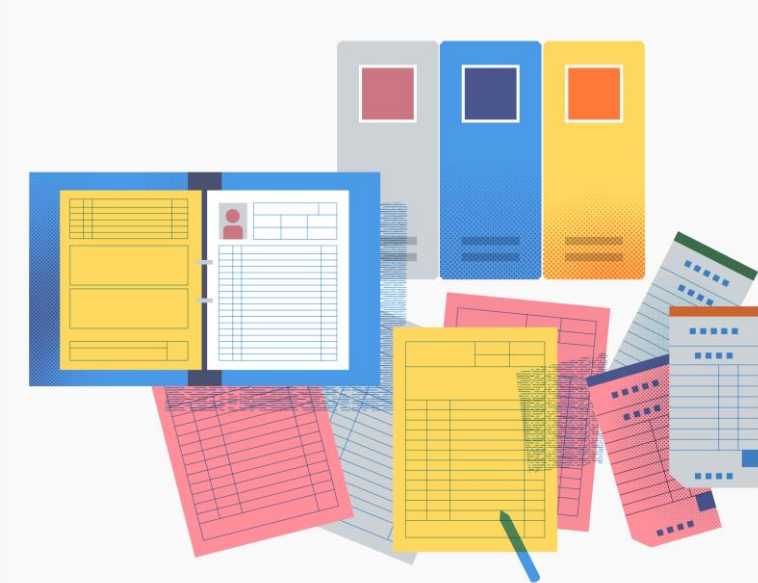
2020

2030

Employers manage employee information

Workers own their information

Paper



Employers manage HR information in documented form



Division of simple tasks

Changes in HR Information Management and Work Styles – Past

1980

1990

2000

2010

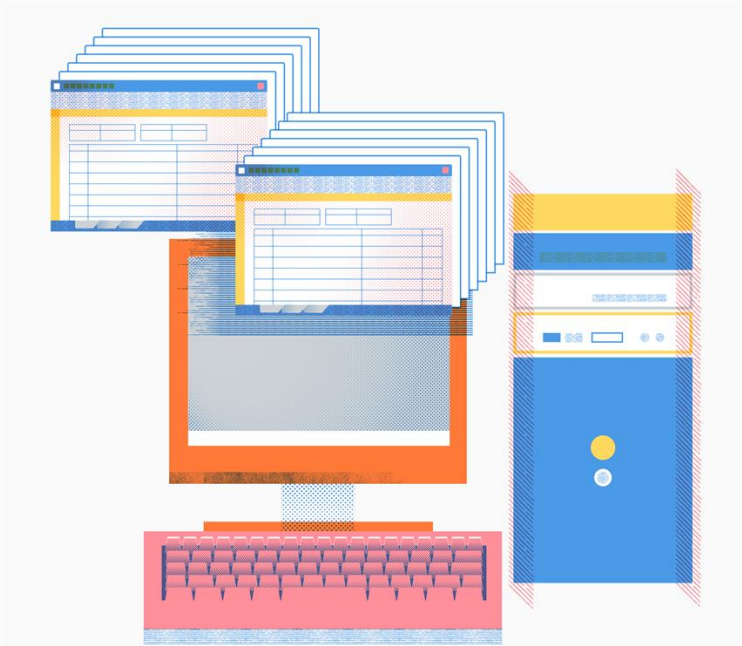
2020

2030

Employers manage employee information

Workers own their information

Data



Employers manage HR information digitally



Each employee gets one's job done all alone using a computer

Changes in HR Information Management and Work Styles – Present

1980

1990

2000

2010

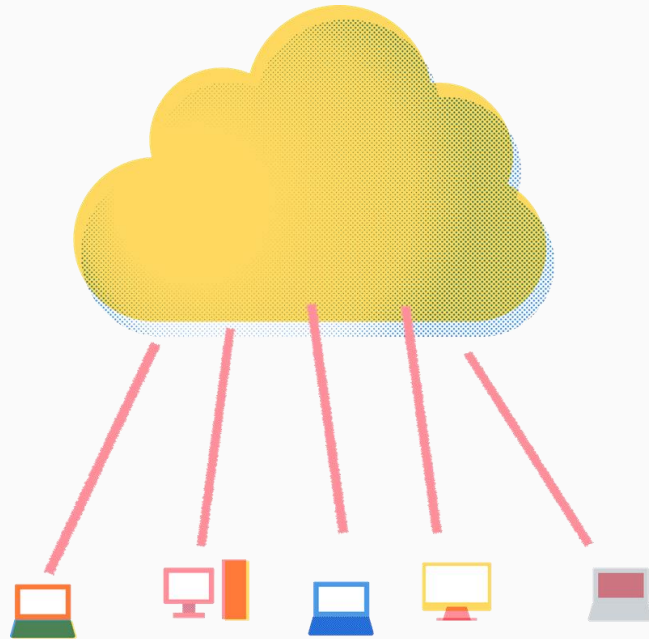
2020

2030

Employers manage employee information

Workers own their information

Cloud



Employers manage HR data in the cloud



Making better use of HR data

→ Team based work taking advantage of individual strength

Changes in HR Information Management and Work Styles – Future

1980

1990

2000

2010

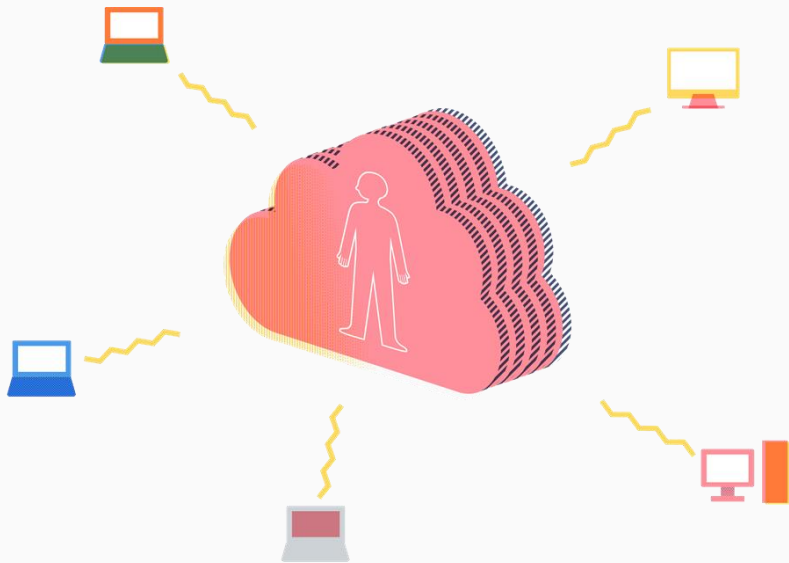
2020

2030

Employers manage employee information

Workers own their information

Portable



Organizations access career data owned by individuals



Work with various organizations leveraging one's skills and abilities

Product for a New Era

A portable passport to “WORK”
that contains one’s traits
and endowment among others



Characteristics of the Product



Gamification Mind

KAONAVI was born out of an audacious idea, “what if talent management could be gamified like Saga of Three Kingdoms”.

The notion to bring gaming elements into our thinking foundation is our **central tenet** that makes us stand where we are.

所屬 Hornburg castle

城主 Rohan Erkenbrand LV 48
HP 520/765
MP 39/39

兵数 2180 / 2300

資産 580 / 580

騎士	28 / 32	防衛力	A	兵糧収入	2340	製造	42
楯兵	73 / 75	兵装・兵器	B	農地	9000	治療	61
弓兵	72 / 80	馬 40	生産性	35	修繕	34
歩兵	181 / 196	大砲 1	肥沃度	59		
衛生兵	24 / 24	投石器 5	治水	32		

人口 15130

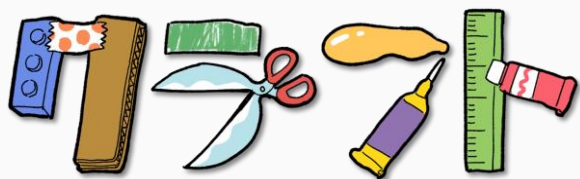
農民	6700	職人	1200
商人	3200	傭兵	4030

加入者

Jeanne D	Napoleon B	Johan G
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Ethos of Product Development

Craft



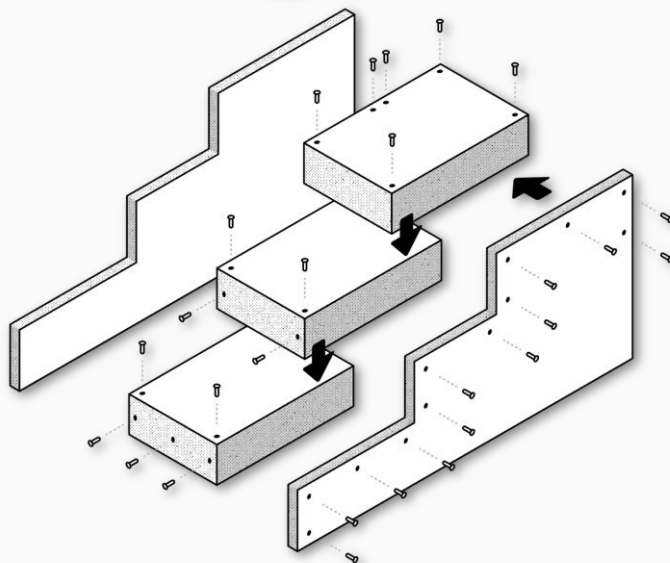
Flexibility-rich System

Adaptability to meet various needs of users instead of predefining use cases.

Inventing a flexible service that can induce and accommodate creativities and inspirations of our users.

Universal Design

ユニバーサル デザイン

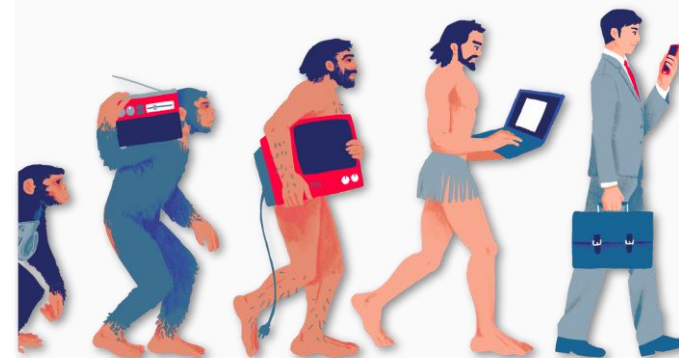


Stress-free Usability

Touching the product tells users about itself intuitively without turning to user's guide.

Trying to realize that simple design which is extremely easy for any users to understand

TECH TREND



Keep Pace with Trends

Technology evolves with users' changing lives of the time.

In order to create forward-looking products, we will comprehend technology trends and leverage it.

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