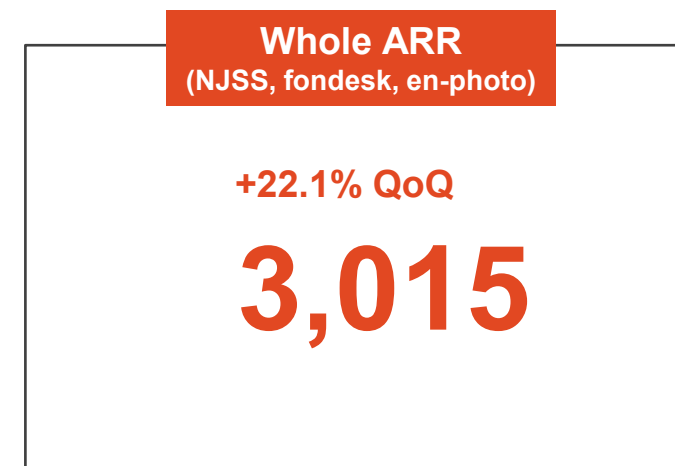
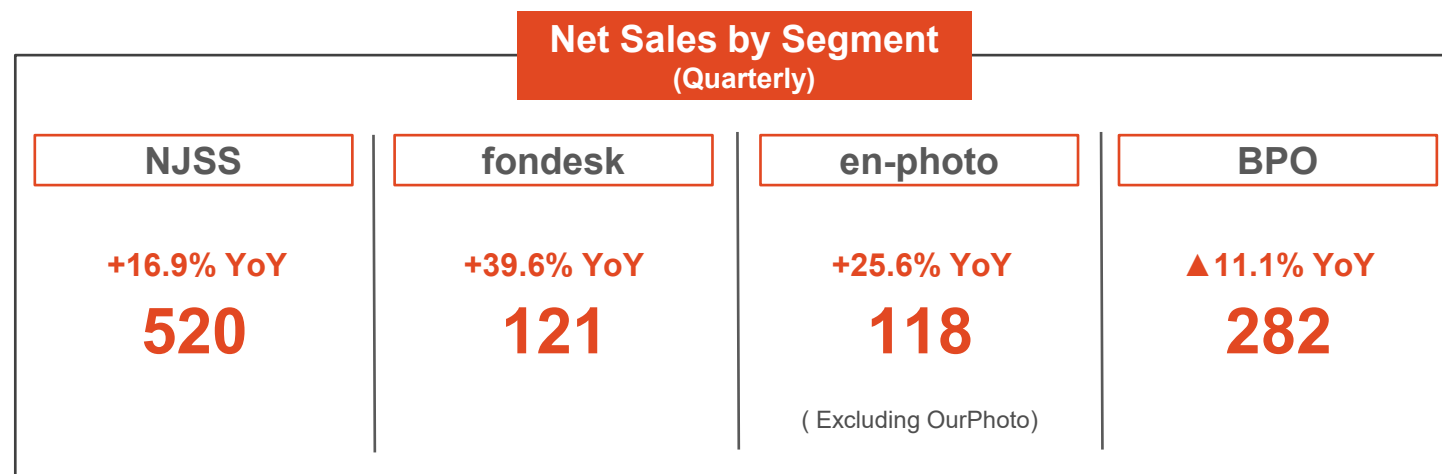
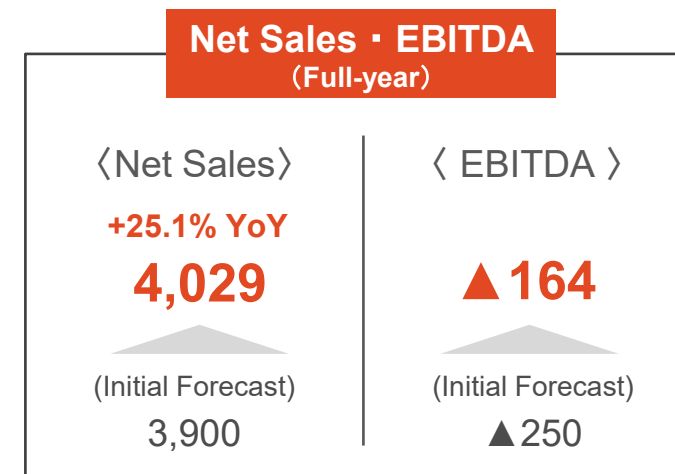
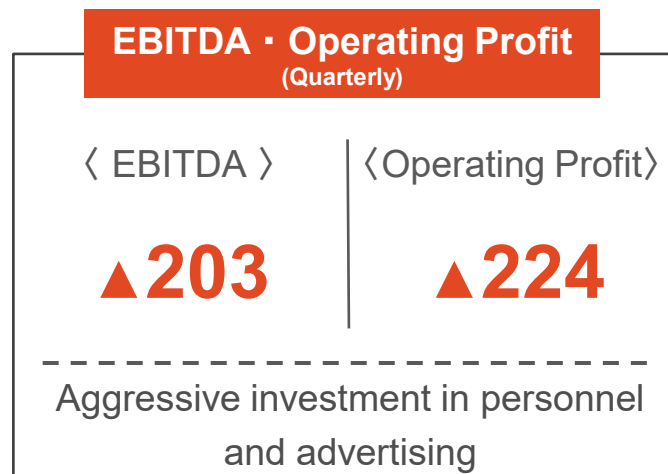


# ULURU

## **Financial Results** **For the Fourth Quarter and Full** **Fiscal Year Ended March 31, 2022**

Uluru Co., Ltd.  
Securities Code: 3979  
May 13, 2022

(JPY mm)



※ EBITDA = operating profit + depreciation + amortization of goodwill

- 1** Corporate Vision Renewal / Future Direction
- 2** Full-year Consolidated Financial Highlights
- 3** Quarterly Consolidated Financial Highlights
- 4** Business Segment Highlights
- 5** Forecast for the Fiscal Year Ending March 31, 2023
- 6** Appendix

# 1 Corporate Vision Renewal / Future Direction

- We have renewed the corporate vision to "Solve the Labor Shortage and Enrich People and Companies."
- We aim to realize our vision from two angles: creation and utilization of a new labor force, and productivity improvement through AI and IT.

## Corporate Vision

〈Previous Vision〉

**Make the World More Convenient with  
the Power of People**

〈New Vision〉

**Solve the Labor Shortage  
and Enrich People and  
Companies**  
**ULURU**  
労働力不足解決カンパニー

## Statement

Japan is now facing the major social problem of a labor shortage.

The problem is worsening every day, with a loss of approximately 16 million workers and 69 trillion yen in the labor force by 2040.

In the growth of Japan, we cannot ignore this problem. We, at ULURU, are working to solve it.

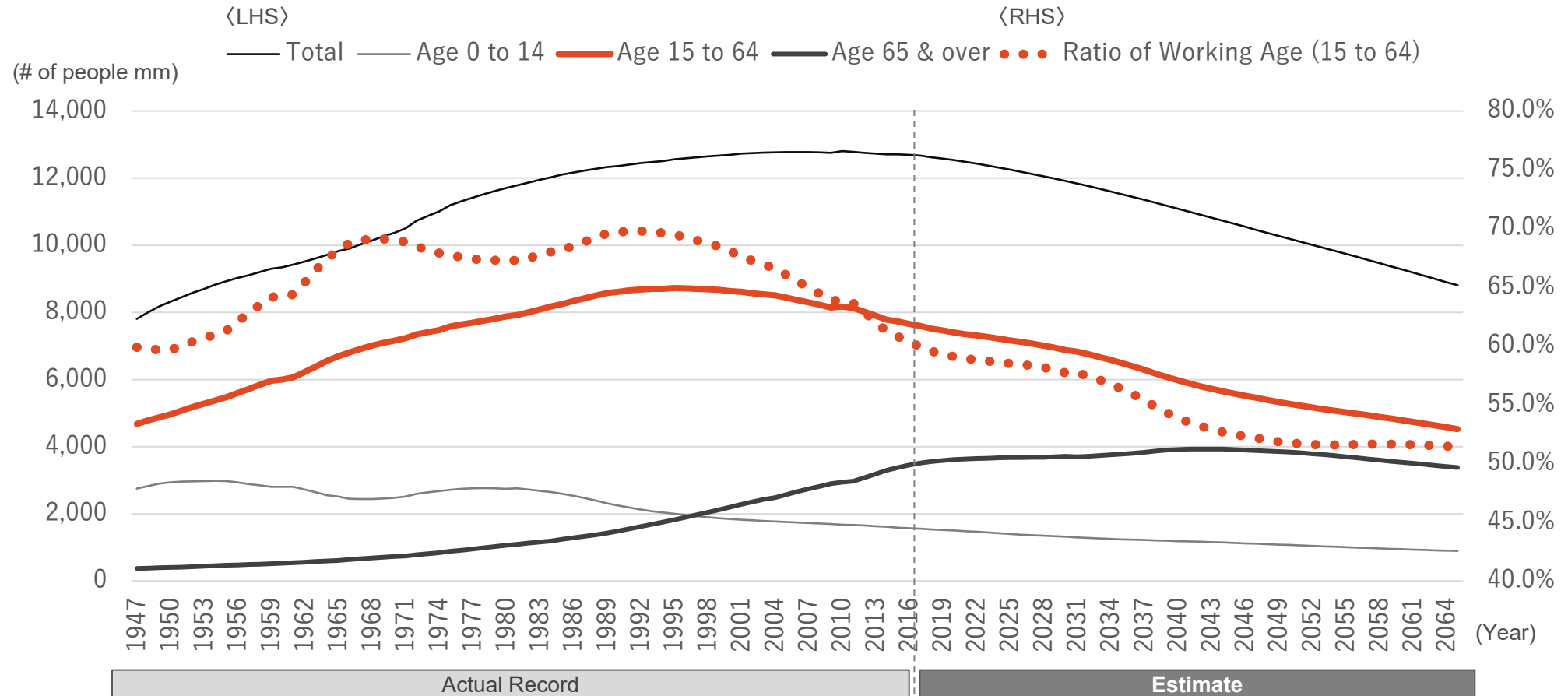
We must create and enable the use of a new labor force. We must improve productivity by utilizing IT and AI and promoting DX.

We must also think outside the box and create new solutions with unique ideas.

We, at ULURU, are committed to solving the serious social problems that Japan is facing. Furthermore, we will tackle the social problems of the world.

# Decrease in Working-age Population

- Due to the declining birthrate and aging population, the working-age population in Japan is expected to decline by 16 million by 2040, resulting in a loss of 69 trillion-yen worth of the labor force.



Source : Ministry of Internal Affairs and Communications, WHITE PAPER Information and Communications in Japan (Year 2018)

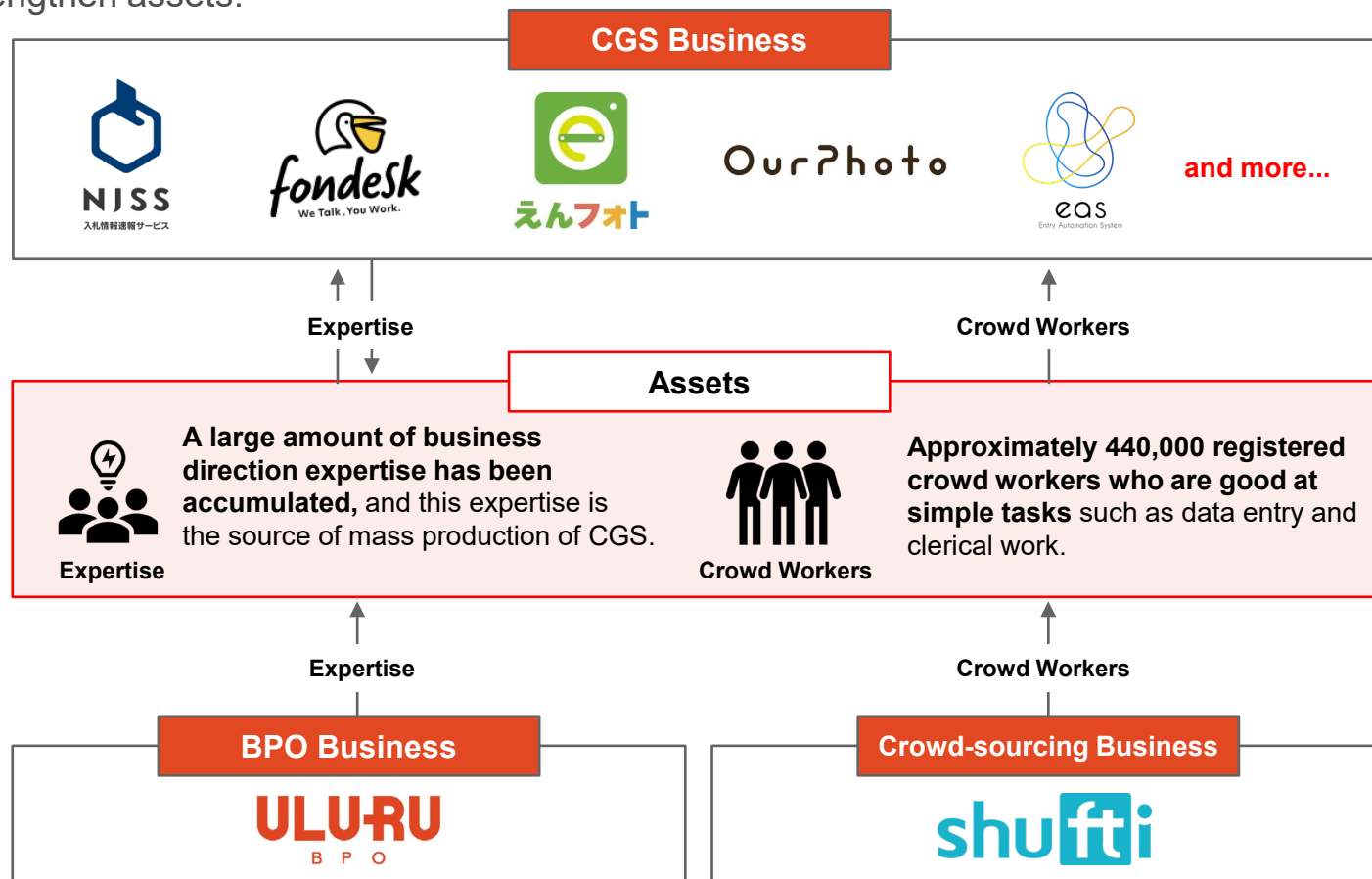
# Alternative Candidates for Scarce Labor Force

- 69 trillion-yen labor force that will have disappeared by 2040 is expected to be replaced by labor productivity improvement, crowd workers, elderly workers, and other labor force members.
- We are currently working to create a new workforce of crowd workers through our CGS, BPO, and crowd-sourcing businesses.

Alternative Candidate	Complementary Labor Force (mm)		Amt. of Compensation/worker (JPY mm)		Potential Value of Candidate (JPY tn)
<b>Crowd Workers</b>	<b>10</b>	×	<b>0.3</b>	=	<b>3</b>
Elderly Workers (65 & over)	12	×	2.16	=	26
Homemakers	2.4	×	2.87	=	7
Foreign Workers	2	×	4.32	=	9
Productivity Improvement/DX	6	×	4.32	=	26

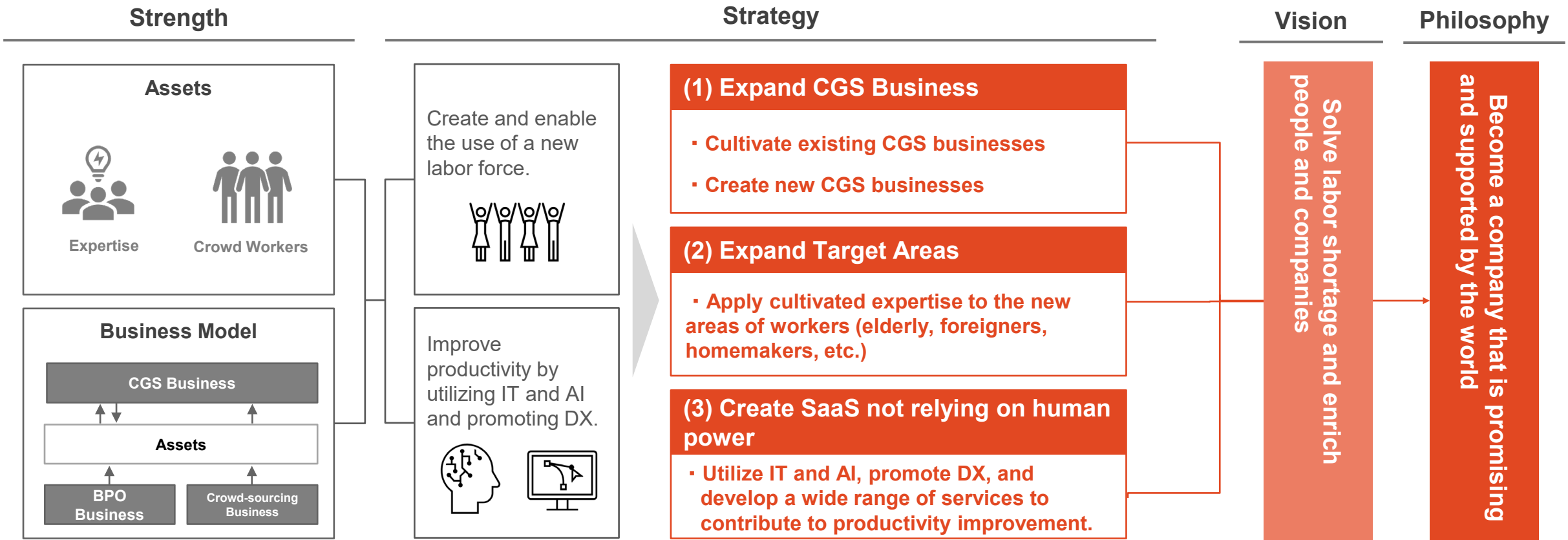
Source : Our estimations (detailed in Appendix)

- We possess a large amount of business direction expertise and approximately 440,000 crowd workers through our BPO and crowd-sourcing businesses.
- We have built a business model that leverages cultivated assets to nurture and mass-produce CGS business, which will also accumulate expertise and further strengthen assets.





- Leverage strengths to (1) expand CGS business, (2) expand target areas, and (3) create SaaS not relying on human power.
- Through the three strategies, we will realize our vision by solving the labor shortage, which is a major social issue. And that will lead us to realize our philosophy to become "a company that is promising and supported by the world."



## **2 Full-year Consolidated Financial Highlights**

# Mid-Term Management Plan (FY2020~FY2024) Progress

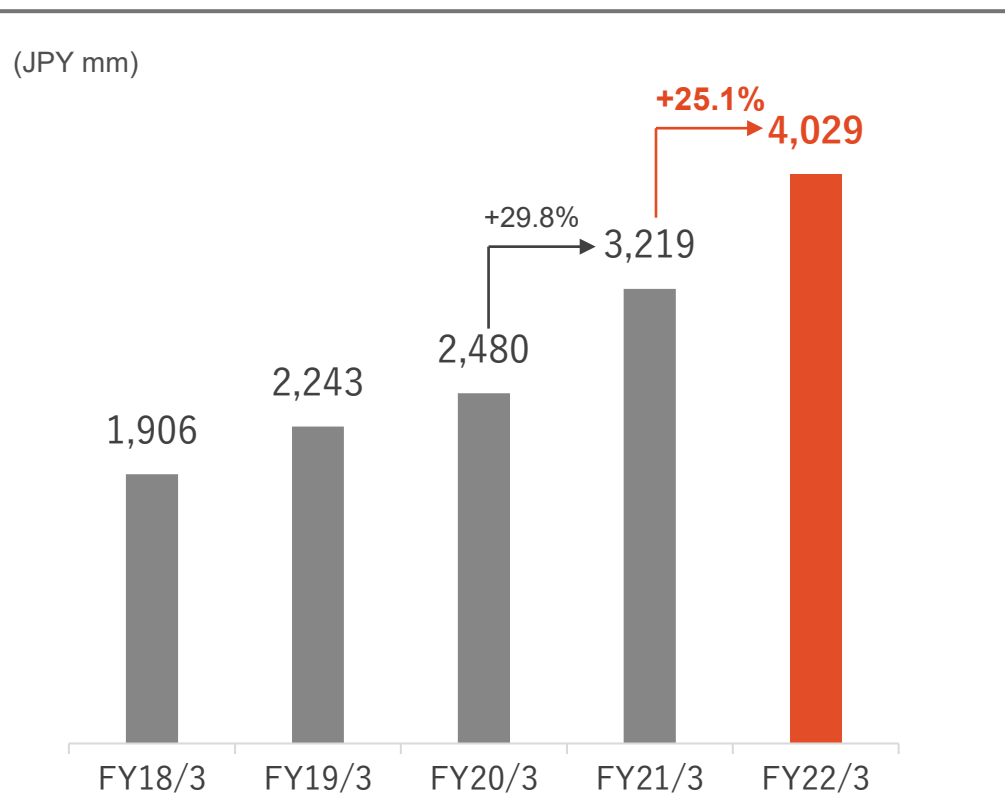
- Steady progress in almost all businesses, exceeding the plan.

Business	Rating	3rd Year (FY22/3) (JPY mm)				Details
			Results	Revised Plan (05/14/21)	Initial Plan (05/14/19)	
Whole Company	◎	Sales	<b>4,020</b>	3,900	3,300	Accelerated investment led to sales growth that far exceeded the original plan. Both sales and EBITDA were higher than even the revised plan.
		EBITDA	<b>▲160</b>	▲250	400	
NJSS	◎	Sales	<b>1,990</b>	1,900	1,700	Product renewal and sales process optimization led to a significant improvement in fee-paying contracts, ARPU, and churn rate. It has grown into a profitable product that will serve as a source of investment for growth.
		EBITDA	<b>700</b>	550	900	
fondesk en-photo OurPhoto	◎	Sales	<b>910</b>	800	600	fondesk expanded rapidly with the fast spread of telework. Profitability improved significantly due to higher operational efficiency. en-photo also continued to steadily increase its contracts with preschools.
		EBITDA	<b>▲290</b>	▲350	±0	
BPO	○	Sales	<b>1,080</b>	1,100	900	The BPO business, our original operation, also achieved continuous sales growth. EBITDA fell short of the revised plan by 60 million yen due to increased investment in connection with the launch of the new "eas" service.
		EBITDA	<b>40</b>	100	150	
shufti	○	Sales	<b>30</b>	-	-	Positioned as a platform for CGS business, not aiming for growth of shufti on its own. Maintaining sales while optimizing personnel.
		EBITDA	<b>▲30</b>	-	-	

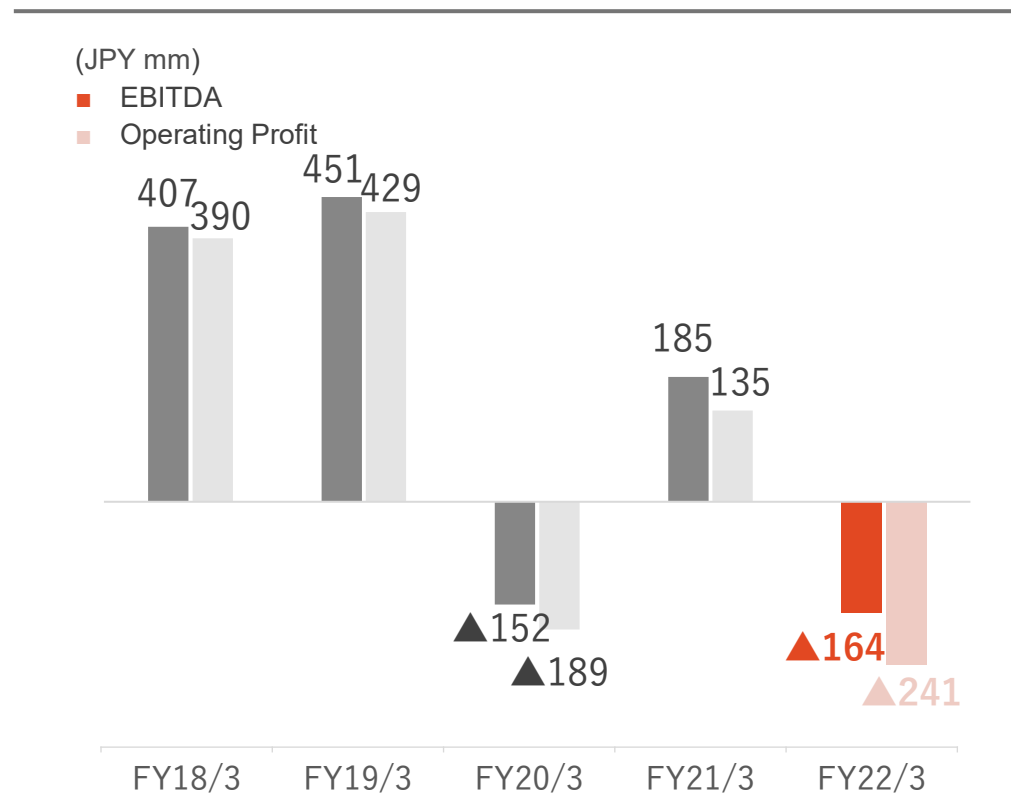
# Business Result Trends

- Sales reached a record high for the 6th consecutive fiscal year since listing and **continued to grow by more than 25%**.
- EBITDA and operating profit were in the red as planned, due to more aggressive investments than in the previous fiscal year.

### Net sales

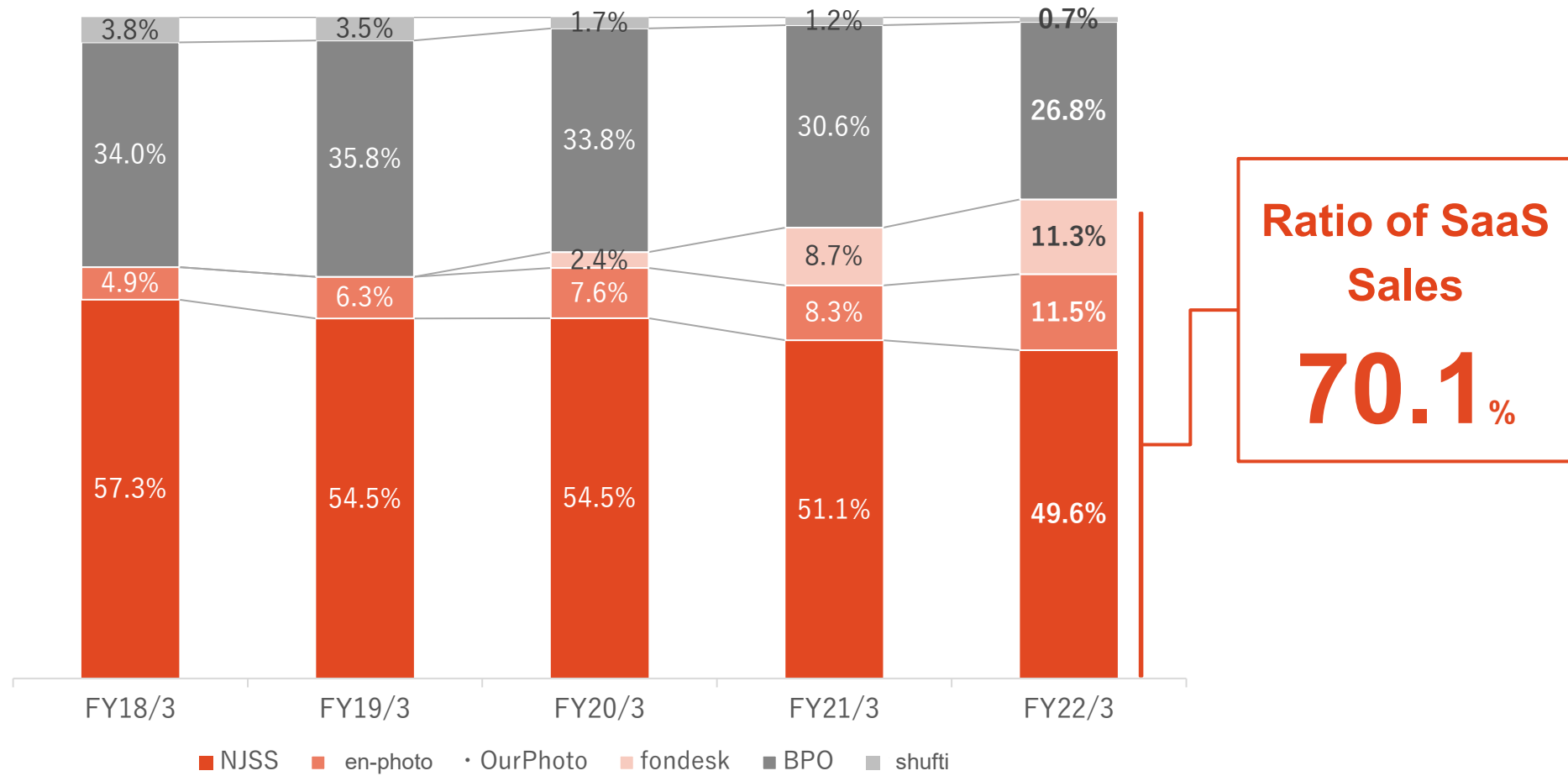


### EBITDA · Operating Profit



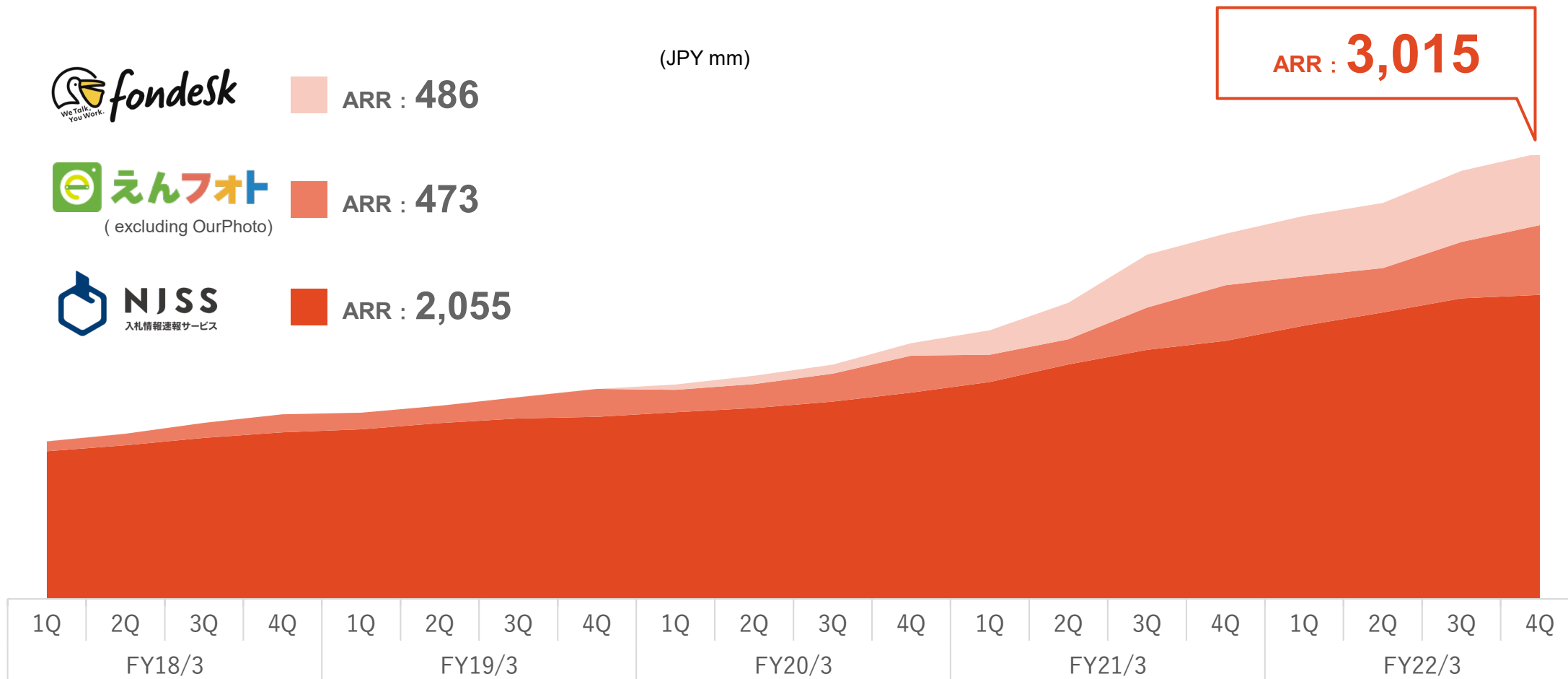
# Sales Composition

- SaaS services such as "NJSS", "fondesk", and "en-photo" are the foundation of growth.



※ SaaS Sales: NJSS, fondesk, and en-photo (OurPhoto isn't included.)

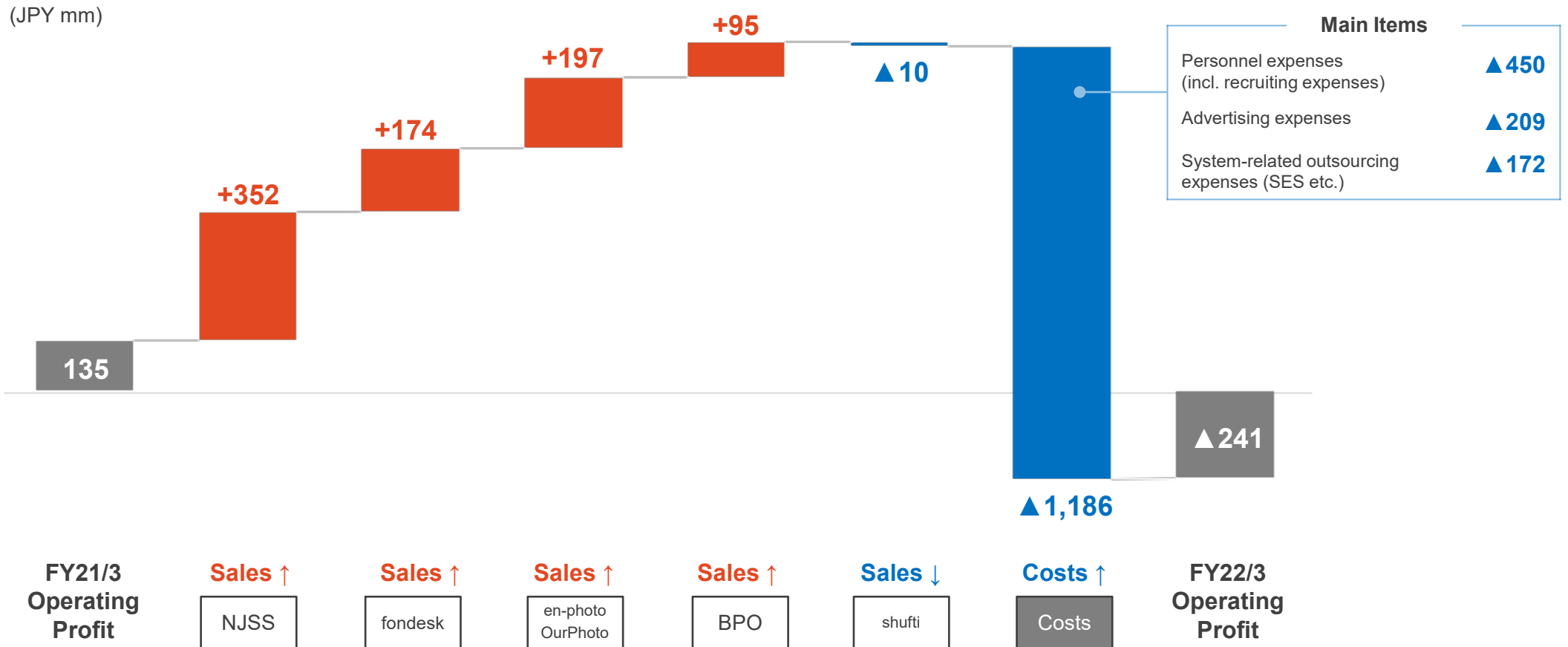
- Company-wide ARR, which is the sum of ARR of SaaS such as "NJSS," "en-photo," and "fondesk," exceeded **3 billion yen**.



※ ARR (Annual Recurring Revenue) : ARR of "NJSS" is each quarter's subscription sales multiplied by 4, ARR of "en-photo" is each quarter's recurring sales multiplied by 4, and ARR of "fondesk" is each quarter's subscription sales plus each quarter's recurring sales multiplied by 4.

# Operating Profit Analysis

- Steady growth in core businesses such as SaaS services (NJSS, fondesk, and en-photo) and BPO
- Operating profit fell 376 million yen YoY, a loss due to large-scale investments that exceeded the previous year's level in preparation for medium- to long-term growth.



- Profit attributable to owners of parent exceeded the initial forecast by 316 million yen due to the recognition of 253 million yen in deferred tax assets in Q4.

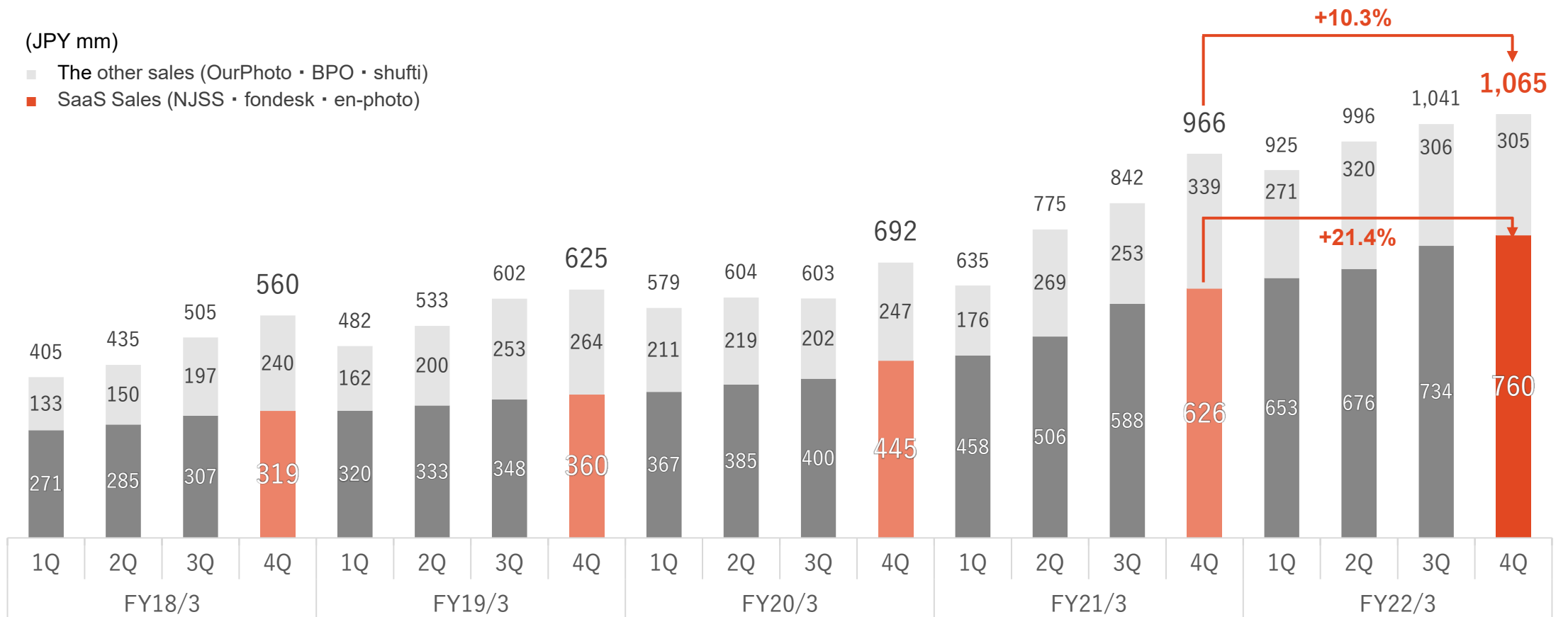
(JPY mm)	FY22/3	FY21/3	YoY	FY22/3 Revised Forecast (03/15/22)	FY22/3 Initial Forecast (05/14/21)
Net Sales	<b>4,029</b>	3,219	+25.1%	4,000	3,900
Gross profit	<b>2,839</b>	2,243	+26.6%	-	-
SG&A	<b>3,080</b>	2,108	+46.1%	-	-
SG&A margin	<b>76.5%</b>	65.5%	-	-	-
EBITDA	<b>▲164</b>	185	-	<b>▲200</b>	<b>▲250</b>
EBITDA margin	-	5.8%	-	-	-
Operating Profit	<b>▲241</b>	135	-	<b>▲280</b>	<b>▲340</b>
Operating Profit margin	-	4.2%	-	-	-
Ordinary Profit	<b>▲251</b>	148	-	<b>▲290</b>	<b>▲340</b>
Income taxes – current	<b>49</b>	116	<b>▲57.7%</b>	-	-
Income taxes – diferred	<b>▲236</b>	<b>▲10</b>	-	-	-
Profit attributable to owners of parent	<b>▲64</b>	42	-	<b>▲70</b>	<b>▲380</b>



## **3** Quarterly Consolidated Financial Highlights

# Net Sales Trends

- Posted record quarterly sales, **up 10.3% YoY**
- SaaS sales increased **21.4% YoY** due to growth in SaaS such as "NJSS," "fondesk," and "en-photo."

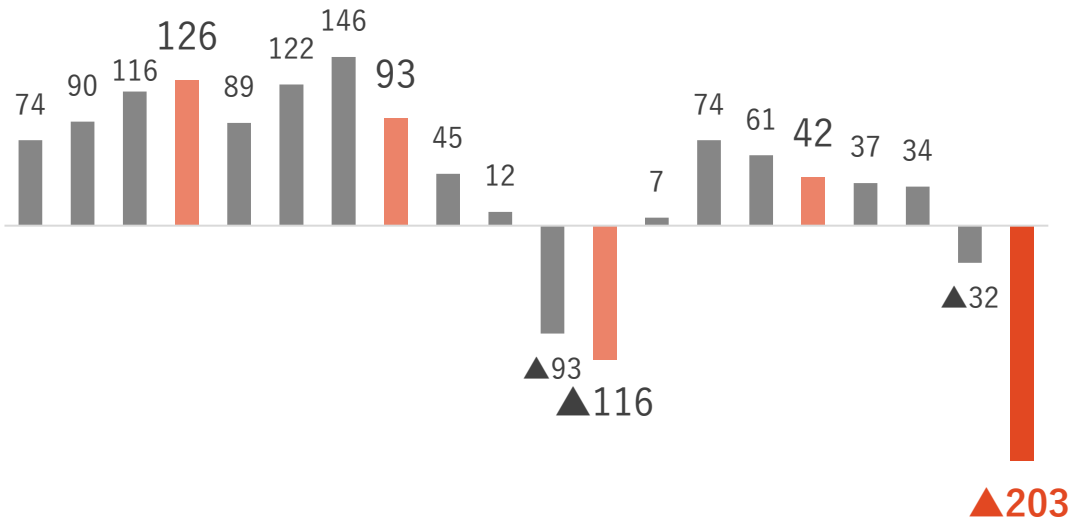


# EBITDA ・ Operating Profit Trends

- EBITDA and operating profit ended in the red due to aggressive investments in accordance with the plan.

## EBITDA

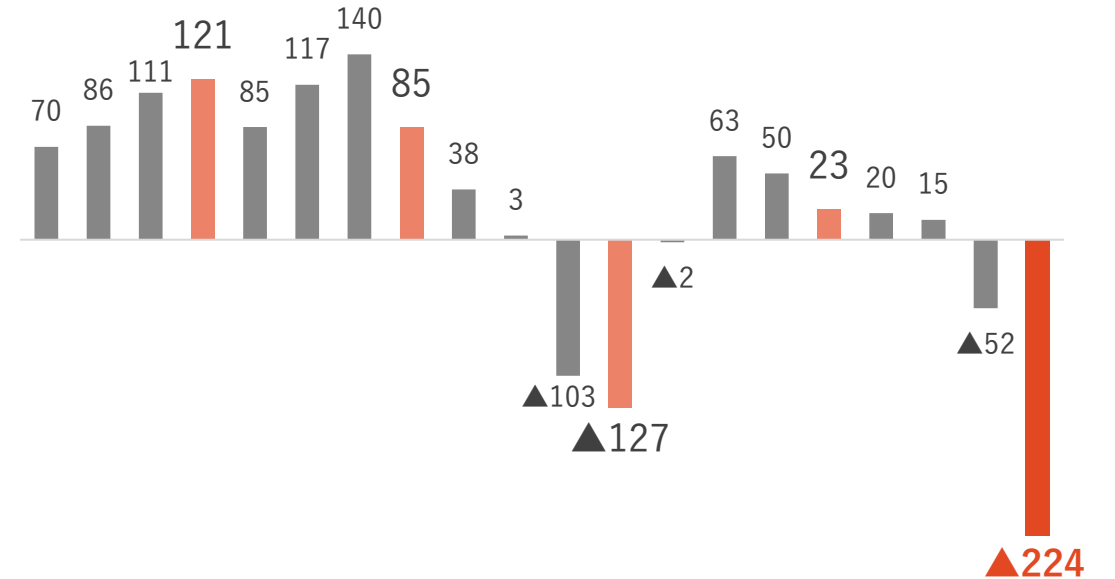
(JPY mm)



1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q				
FY18/3				FY19/3				FY20/3				FY21/3				FY22/3			

## Operating Profit

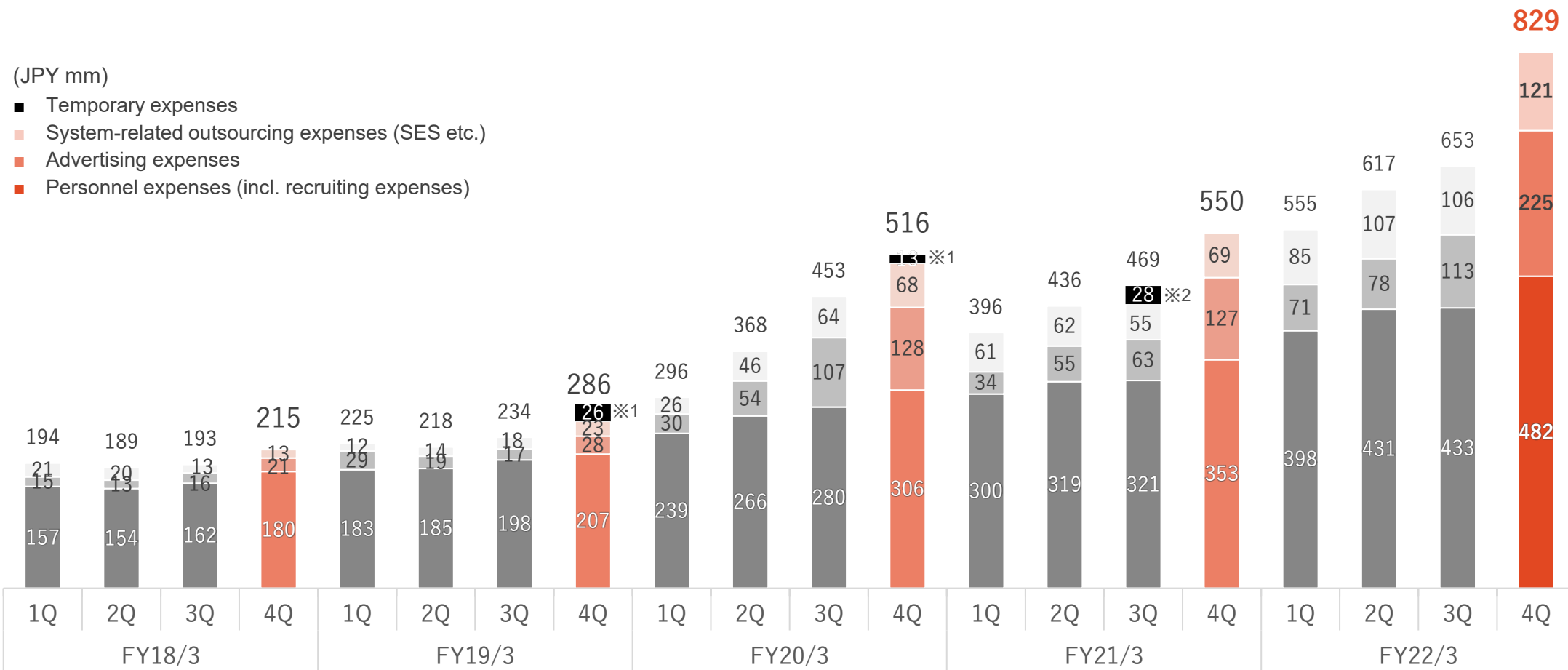
(JPY mm)



1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q				
FY18/3				FY19/3				FY20/3				FY21/3				FY22/3			

# Major Expense Trends

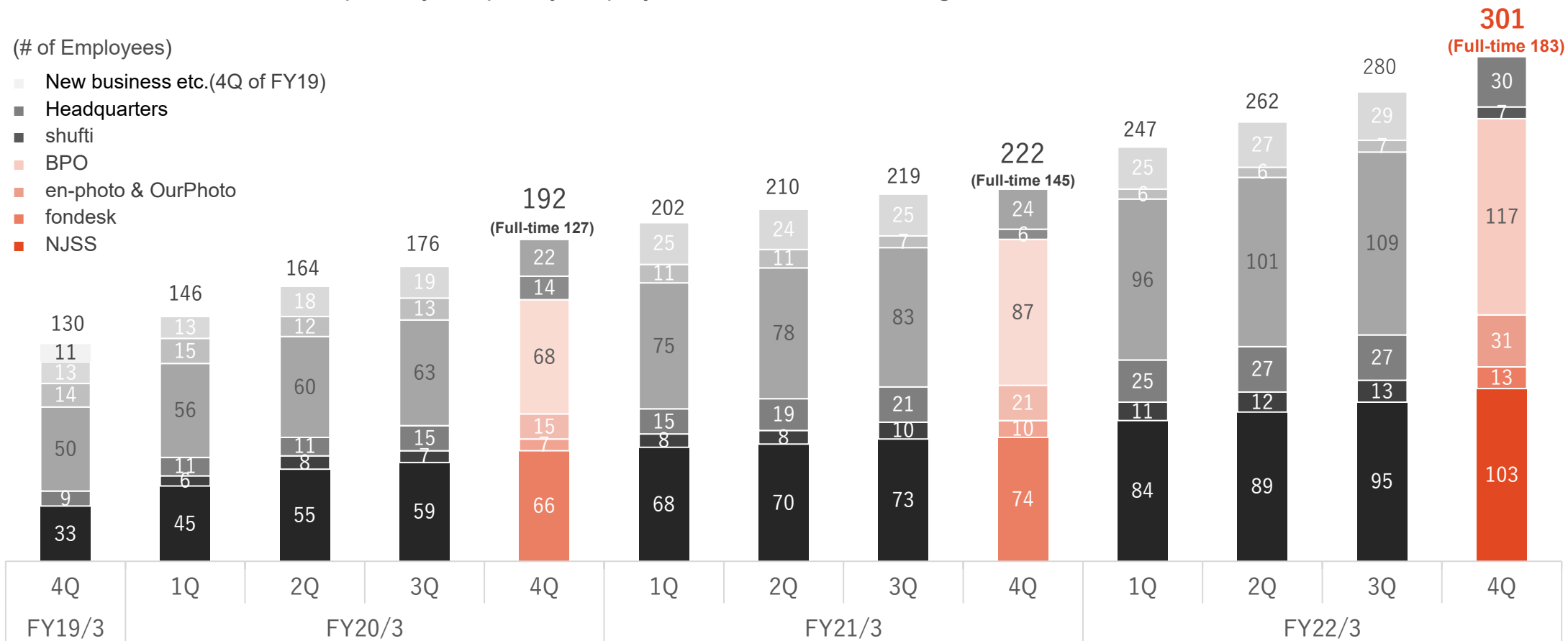
- Personnel, advertising, and system-related outsourcing expenses increased significantly QoQ due to an increase in personnel in the NJSS and BPO divisions, advertising to raise awareness of fondesk, and the addition of functions to NJSS and en-photo.



※1 Cost of establishing Tokushima Daiichi and Daini Centers, etc. ※2 Expenses related to M&A(OurPhoto), etc.

# Employee Status

- Company-wide increase in employees with an eye on medium- to long-term growth: **+79 employees YoY, +21 employees QoQ.**
- NJSS increased its workforce, mainly full-time employees, due to business expansion.
- BPO increased its workforce, especially temporary employees, due to recent strong orders.



※ Temporary employees include part-timers and temp workers. The number of temporary employees is the average number of employees for the year.

## 4 Business Segment Highlights

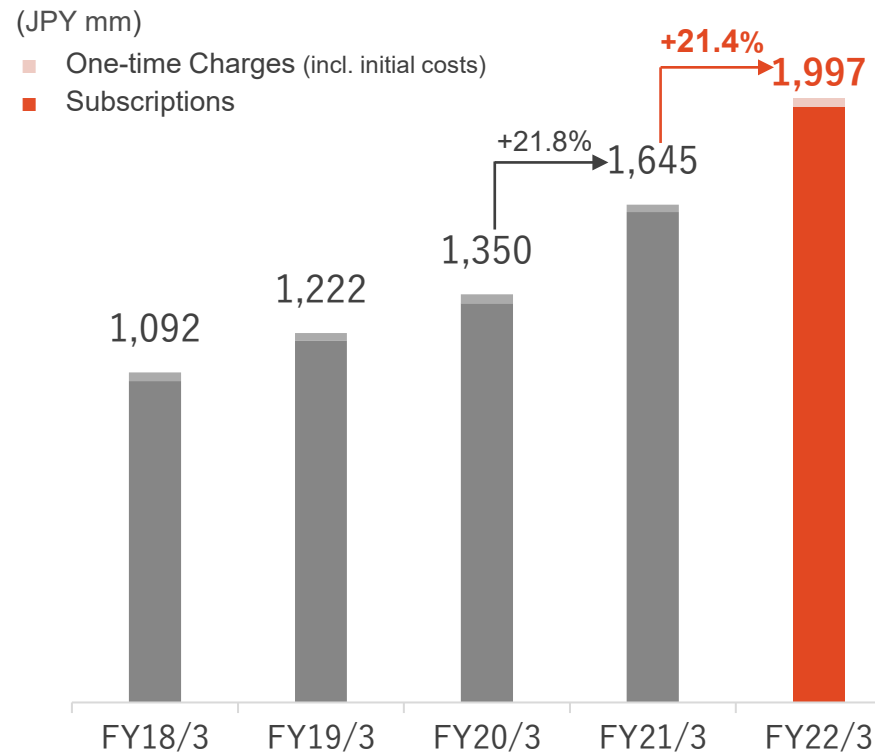


**NJSS**  
入札情報速報サービス

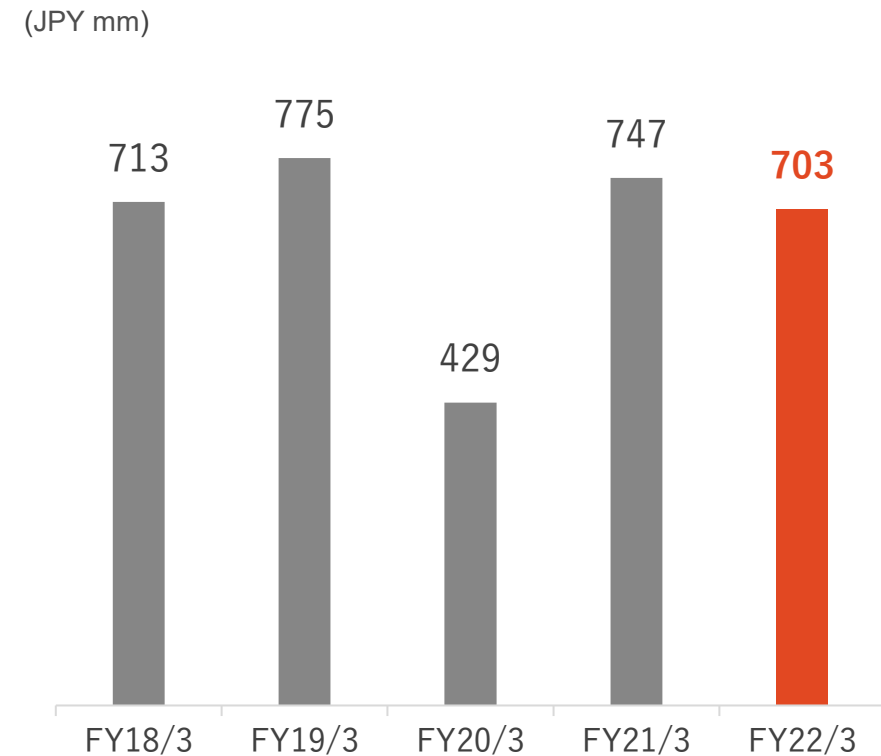
# NJSS | Sales & EBITDA Trends (Full Year)

- Net sales increased **21.4% YoY** due to steady growth in subscription sales, which are the foundation of the business.
- Achieved positive EBITDA continuously since listing despite aggressive investment.

## Sales



## EBITDA

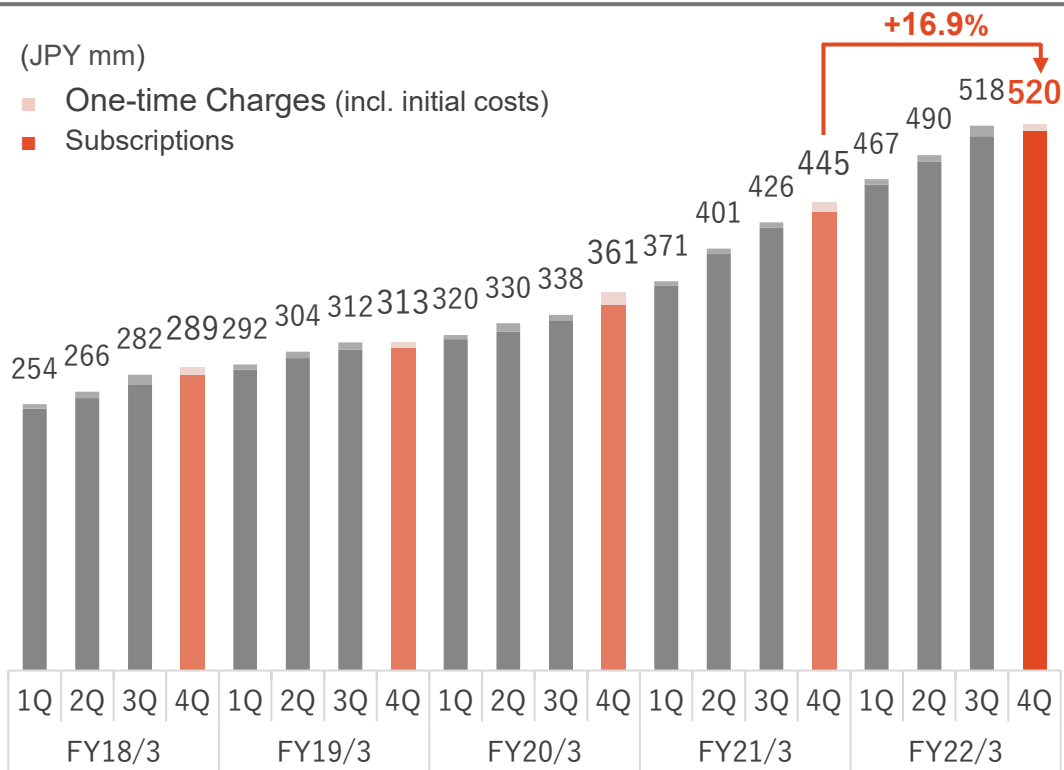




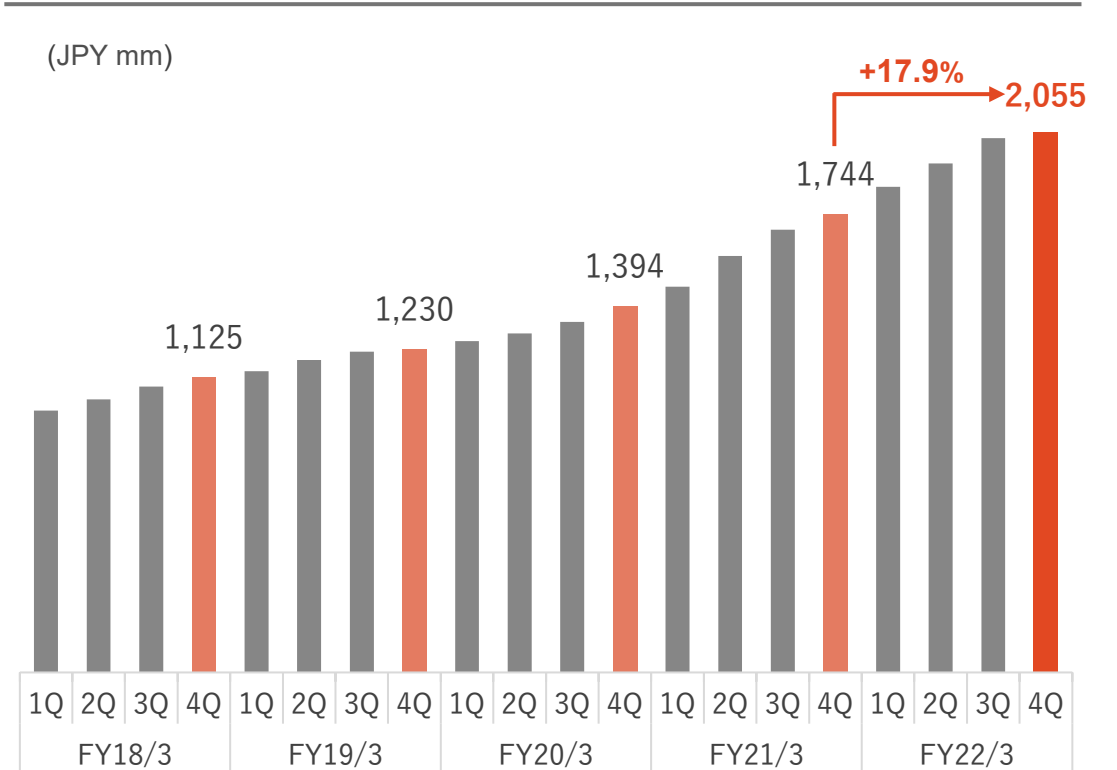
# NJSS | Sales & ARR Trends (Quarterly)

- Net sales increased **16.9% YoY** due to steady growth in subscription sales, which are the foundation of the business.
- ARR also continued its growth trend and increased **17.9% YoY**.

## Sales



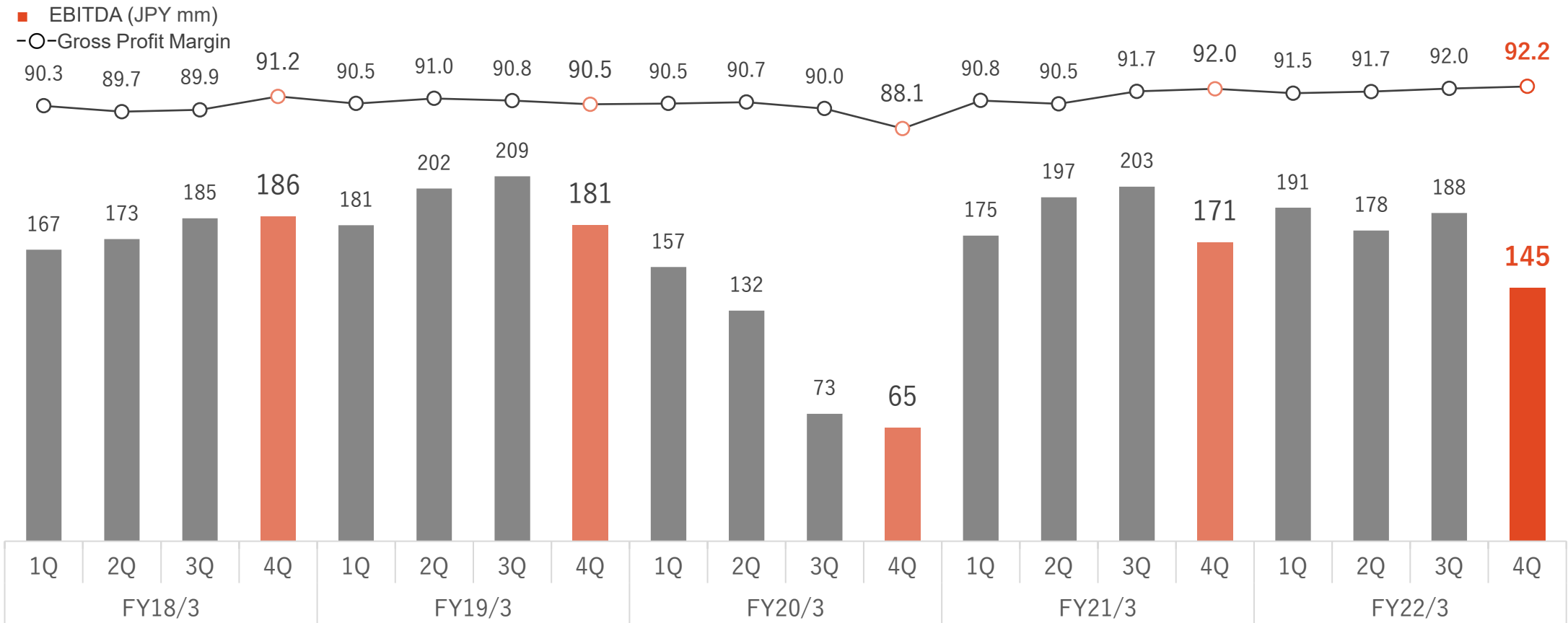
## ARR



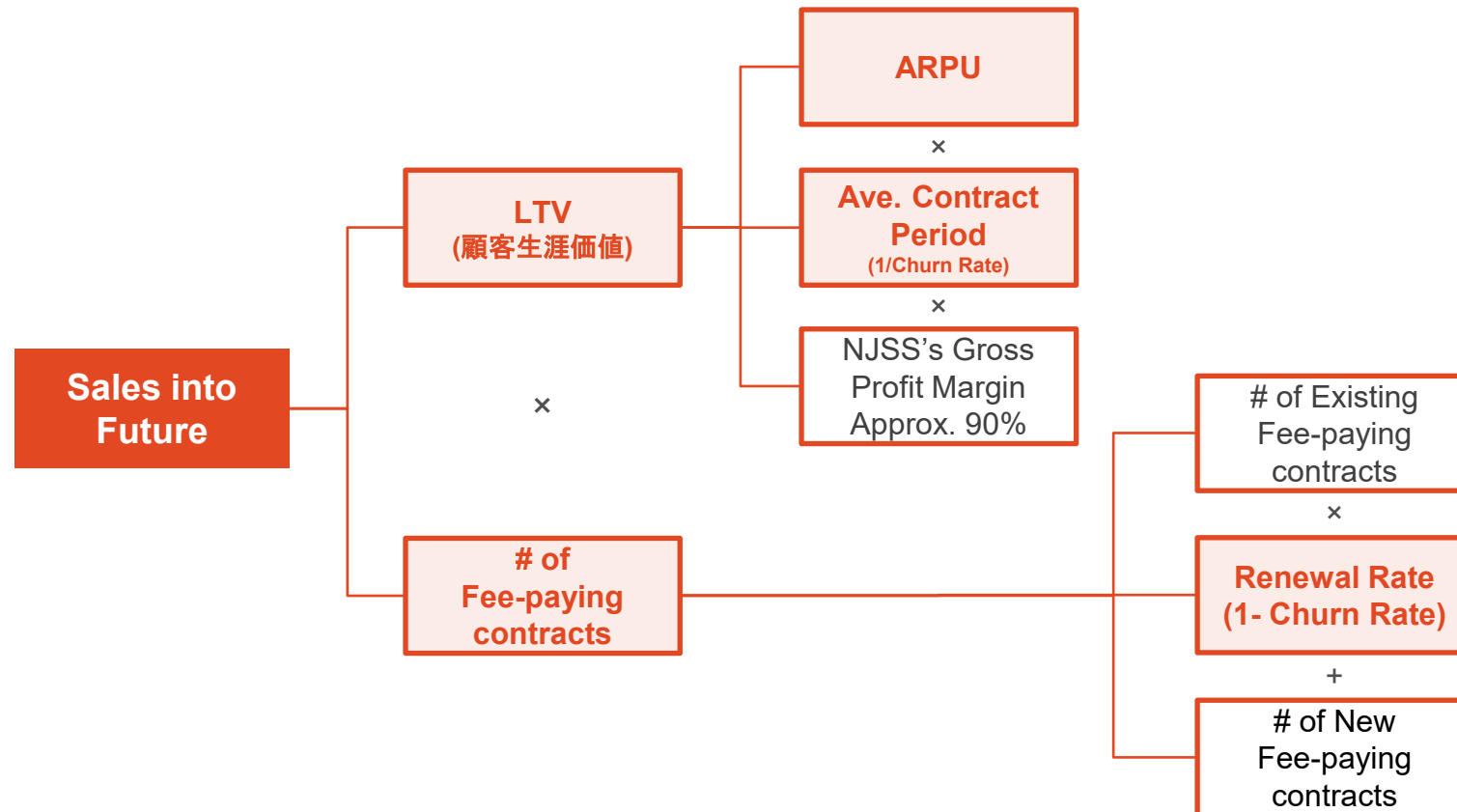
※ARR is calculated by multiplying each quarter's subscription sales by 4.

# NJSS | Gross Profit Margin & EBITDA Trends (Quarterly)

- Gross profit margin is high at 92.2%.
- Although EBITDA is affected by advertising and other investments, NJSS's strength is its stable and high gross profit margin.

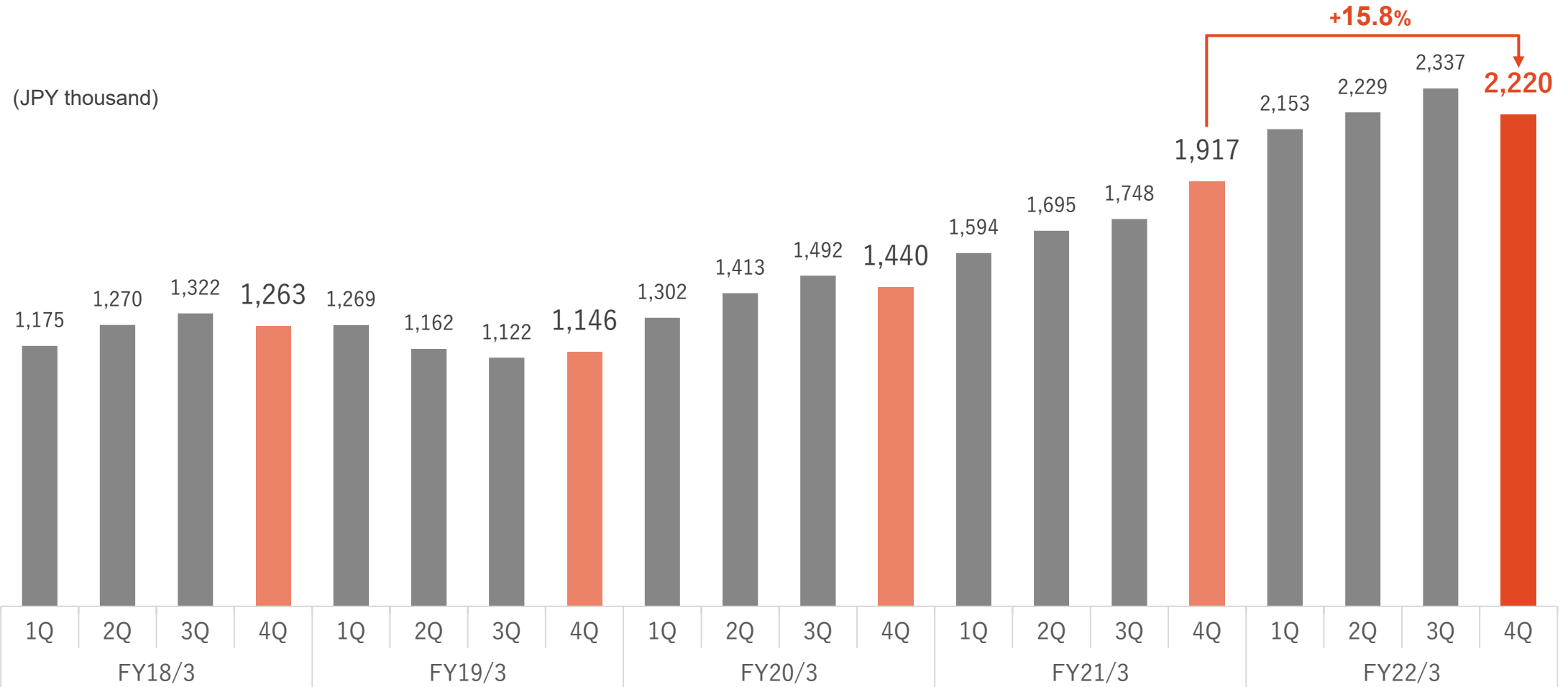


- Achieve further growth by investing aggressively in system development, human resources, advertising and so on, without chasing short-term profits. Expand future sales by optimizing ARPU and the number of Fee-paying contracts while maintaining and improving the churn rate.
- Aim for further growth in sales in the future by improving customer satisfaction through the release of new functions in the next fiscal year and beyond.



# NJSS | LTV Trends (Quarterly)

- LTV continued to grow, **up 15.8% YoY** due to optimal control of ARPU and churn rate.



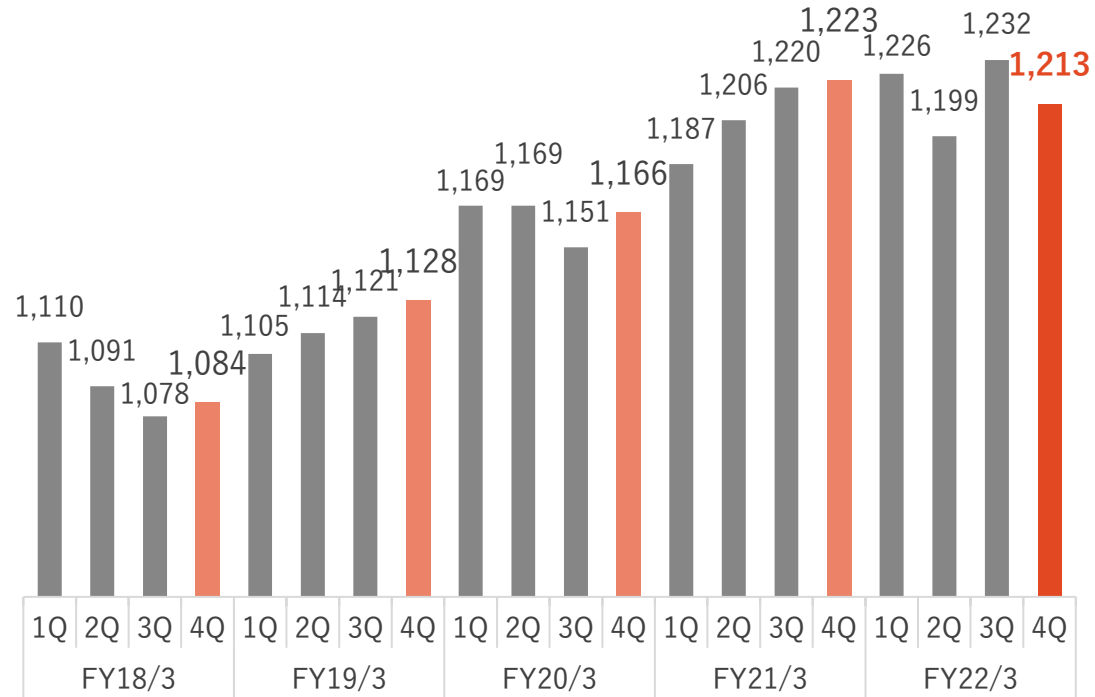
※ LTV is  $ARPU \times 1/Churn \text{ rate} \times \text{Gross margin}$ , which is fixed at 0.9.

# NJSS | ARPU & Churn Rate Trends (Quarterly)

- ARPU has reached a plateau as price reviews at contractors have settled down. Aiming to maintain and increase over the medium to long term through new features, development, etc.
- Churn rate has been improving with the strengthening of the Customer Success Department, maintaining **the 1.4% level**.

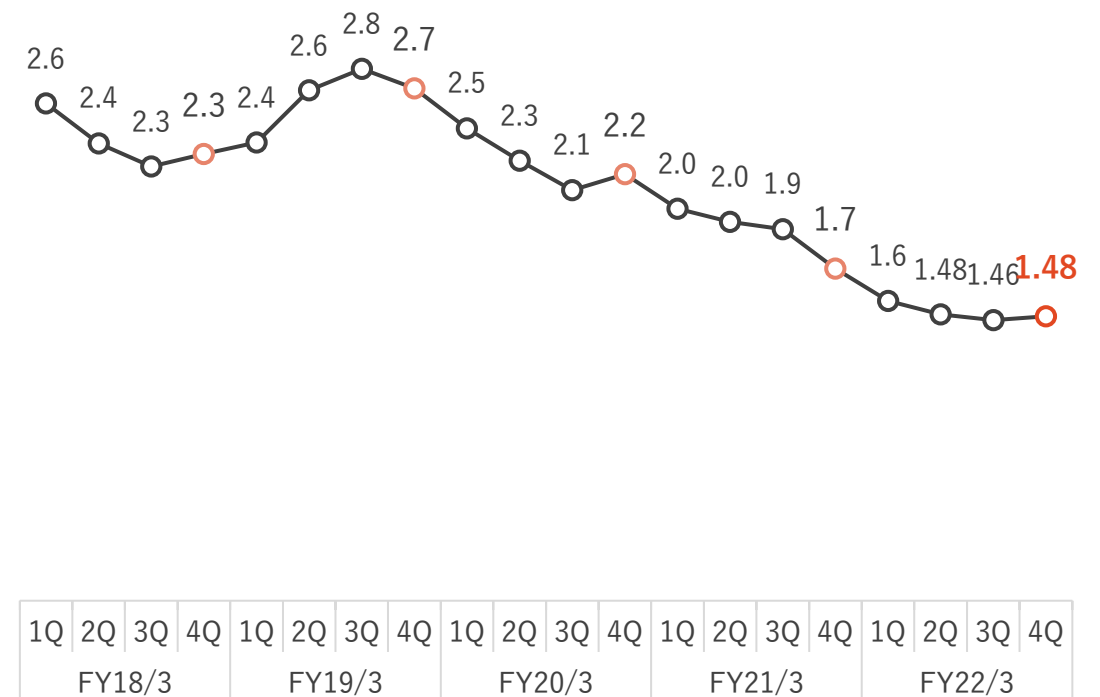
### ARPU

(JPY)



### Churn Rate

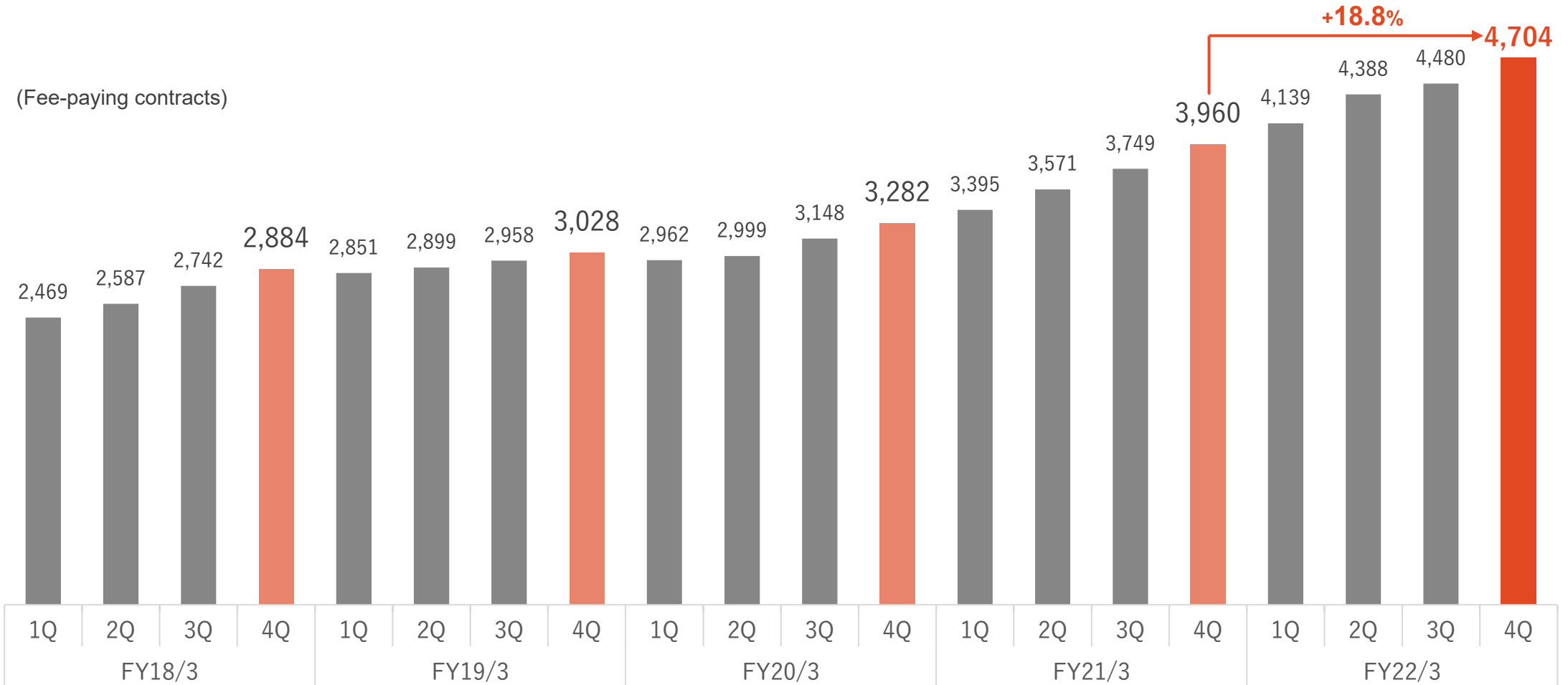
(%)



※ARPU is daily sales per case. Churn rate is the average monthly churn rate for the last 12 months based on the number of Fee-paying contracts.

# NJSS | Fee-paying Contracts Trends (Quarterly)

- Steadily increased the number of Fee-paying contracts by optimizing the sales process, resulting in **an increase of 18.8% YoY.**

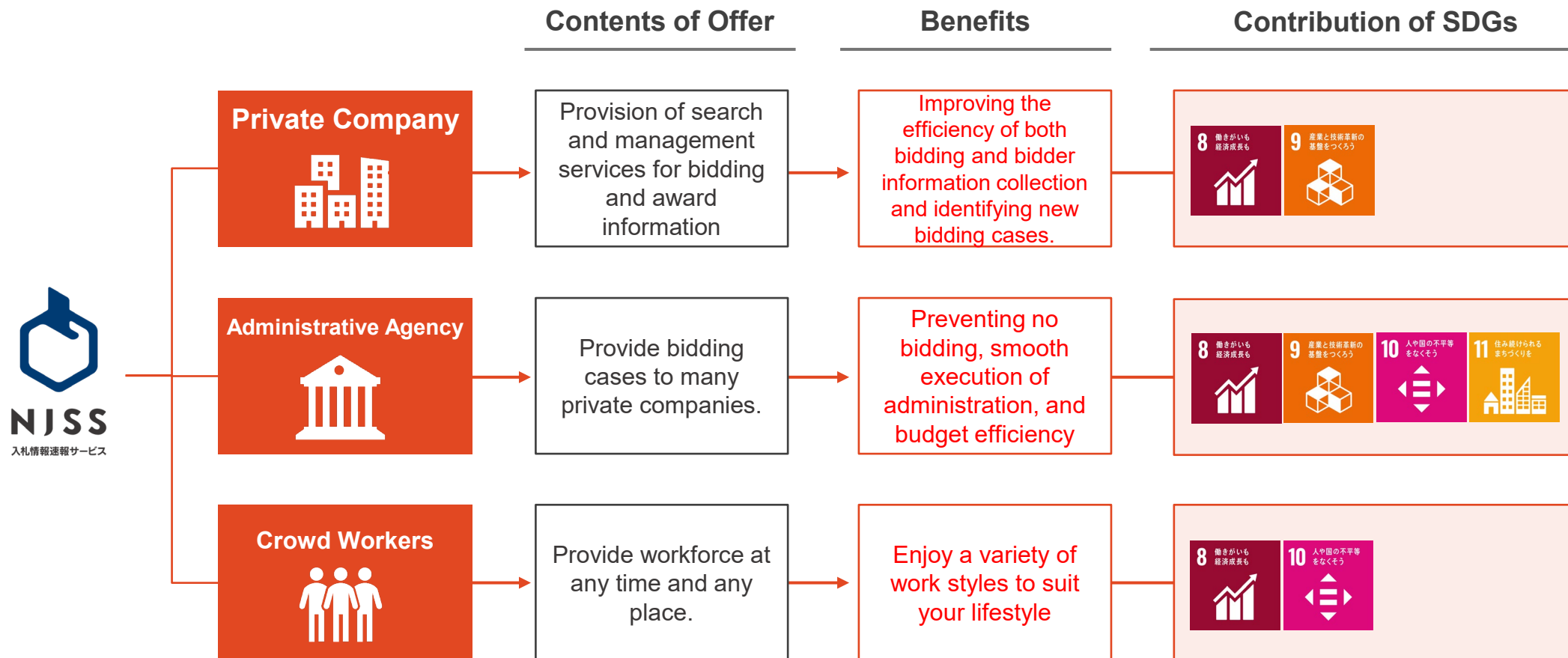


# NJSS's Potential (How to think of TAM)

- The number of NJSS Fee-paying contracts is approx. 1% of approx. 400,000 companies that have won bids, and approx. 6% of approx. 70,000 companies that have unified qualifications from all ministries and agencies. This shows plenty of potential.
- We had targeted companies that had won bids but have already begun approaching companies that have not yet qualified to participate in bidding by holding seminars. We are expecting TAM to expand. **There is room to expand the number of paid contracts by dozens of times.**



- “NJSS” provides social value to a variety of stakeholders.





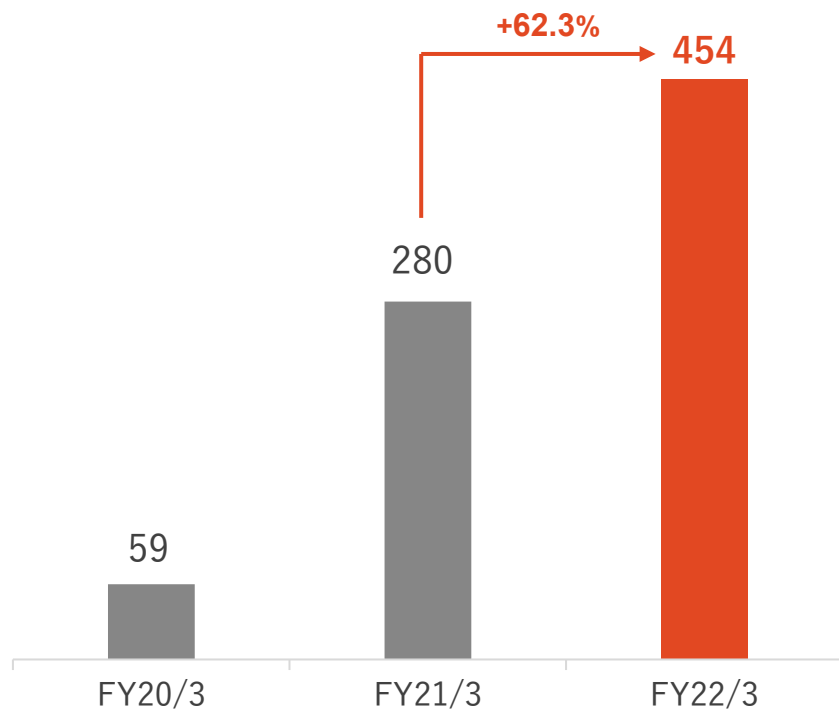


# fondesk | Sales & EBITDA Trends (Full Year)

- Net sales increased **62.3% YoY** due to increased demand for telephone reception services as a result of widespread adoption of telework.
- EBITDA deficit widened slightly YoY due to aggressive investments.

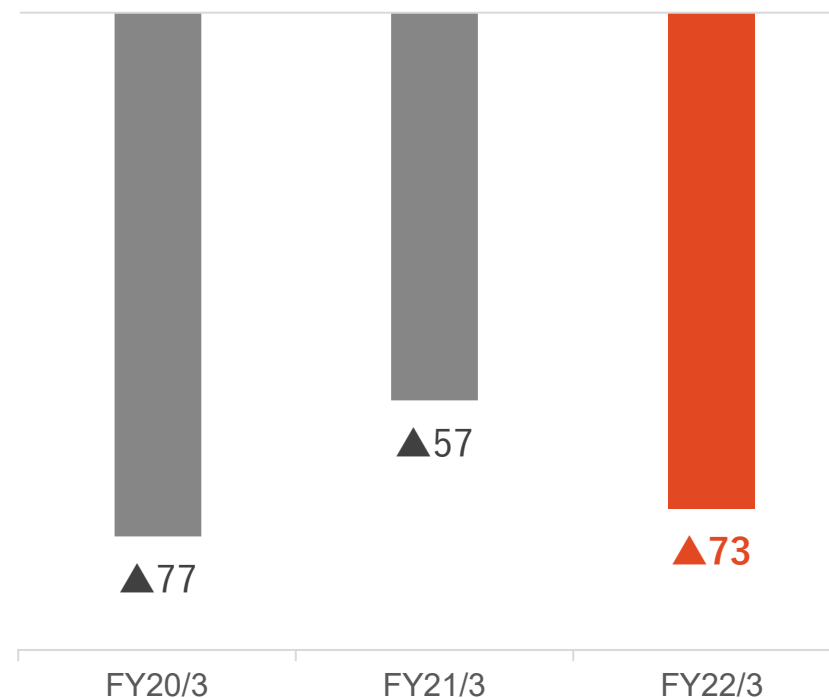
## Sales

(JPY mm)



## EBITDA

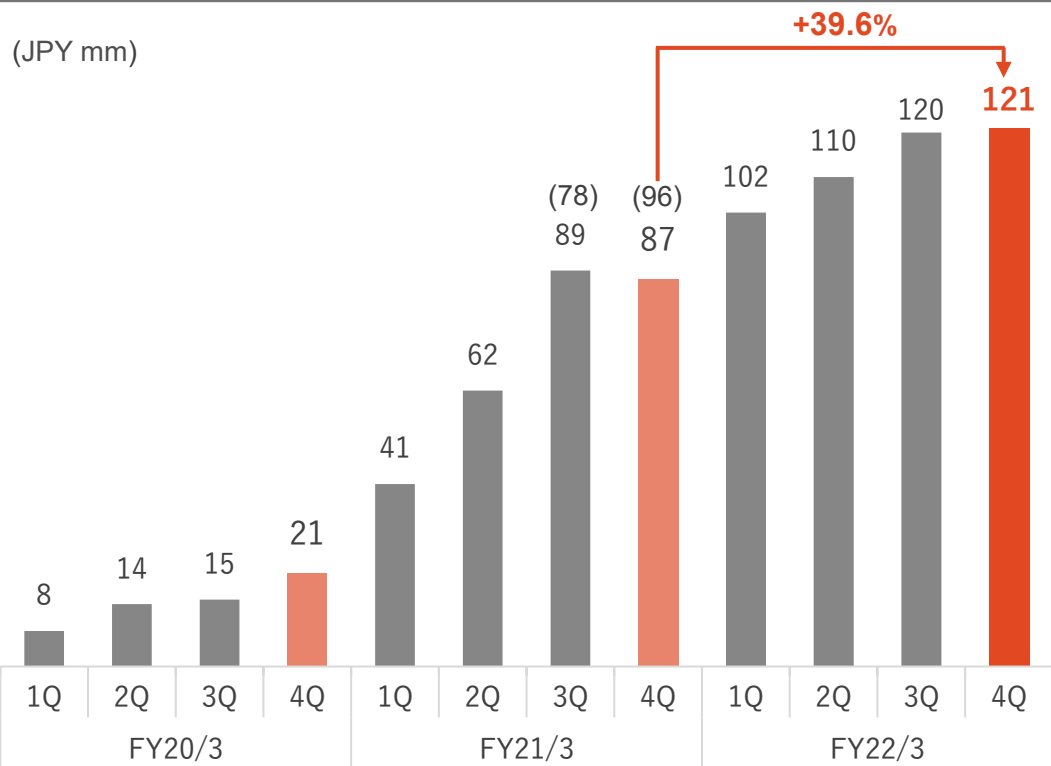
(JPY mm)



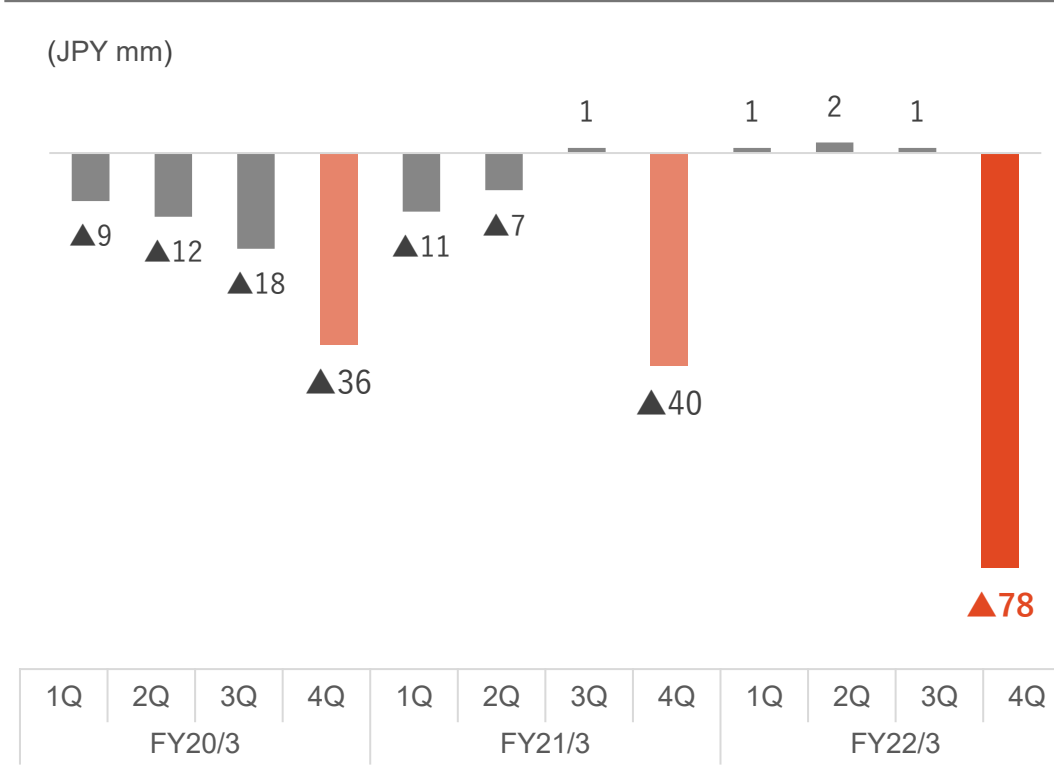
# fondesk | Sales & EBITDA Trends (Quarterly)

- Net sales increased **36.9% YoY** due to increased demand for telephone reception services as a result of the widespread adoption of telework and the shift to DX.
- We spent 105 million yen on advertising, including display ads in train stations and full-page ads in the Asahi Shimbun newspaper, and EBITDA was a negative 78 million yen.

## Sales

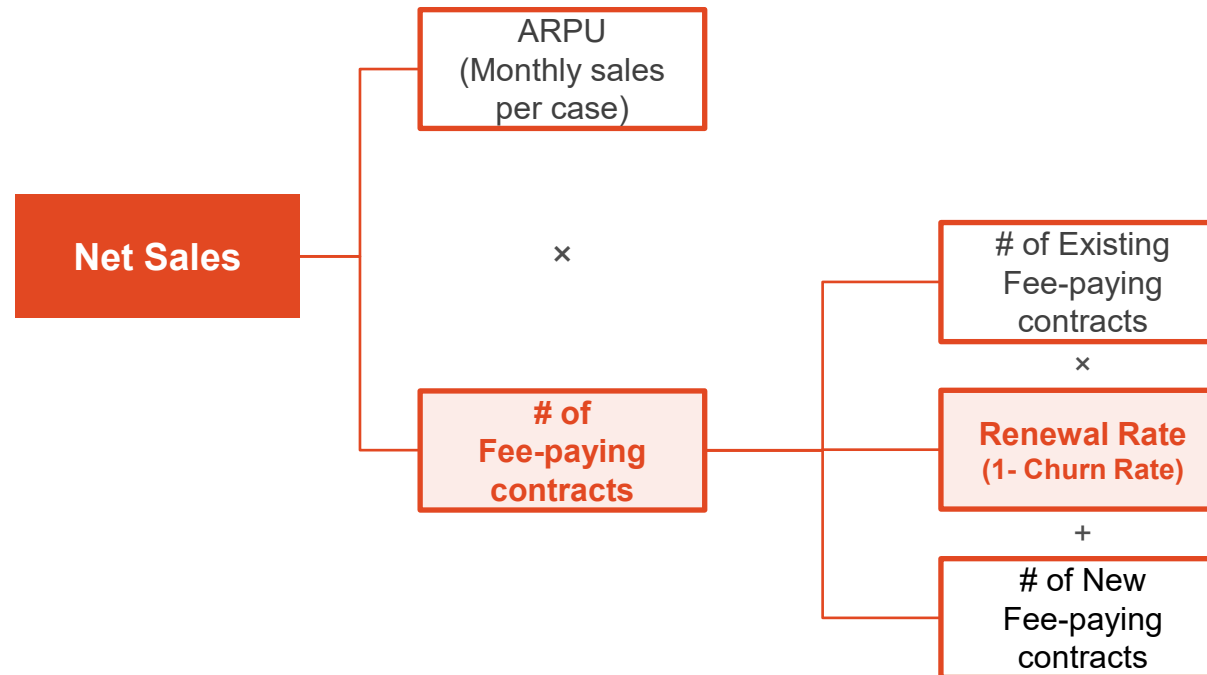


## EBITDA



※Changed revenue recognition standard from 3Q FY2021 (Figures in parentheses are before the change)

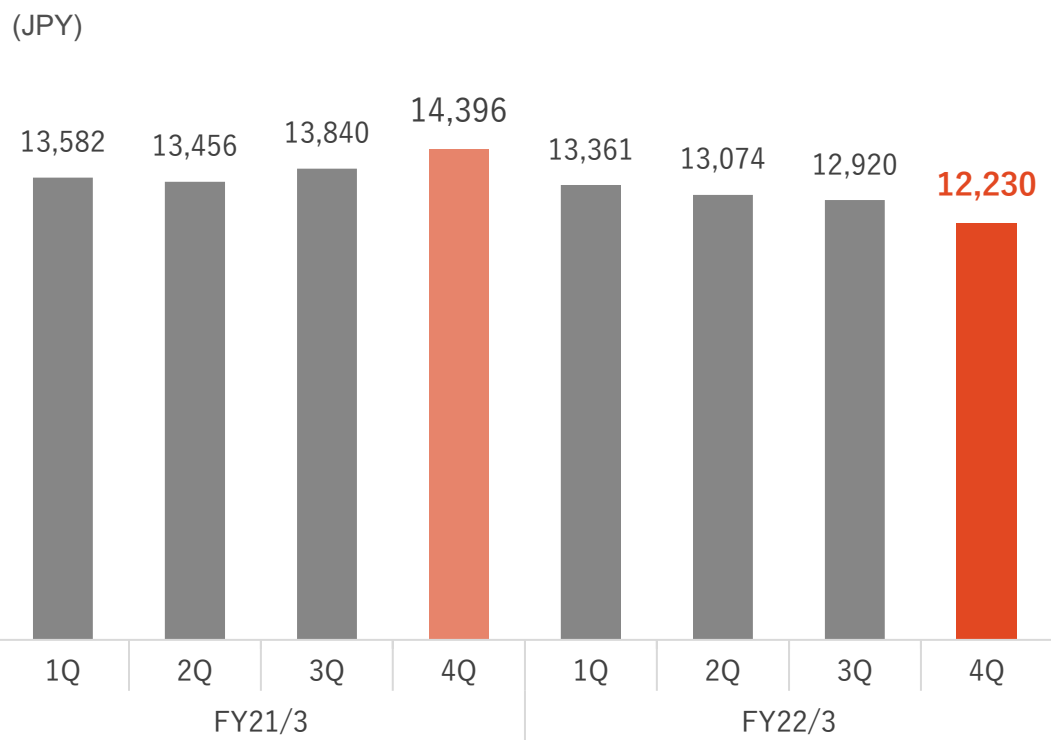
- While expanding and improving functions, for the time being, priority will be placed on increasing the number of contracts through aggressive marketing investments such as advertising.



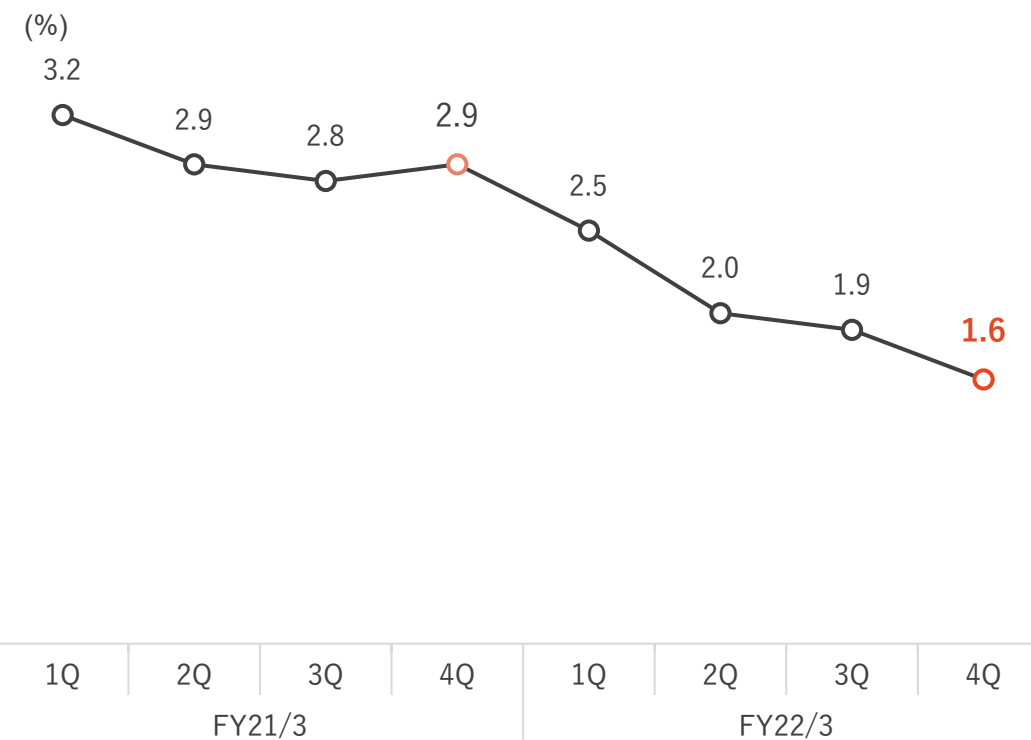
# fondesk | ARPU & Churn Rate Trends (Quarterly)

- Business model consisting of monthly basic fee (up to 100 calls) of 10,000 yen + 200 yen per call after 101 calls.
- Record low churn rate of **1.6%** thanks to continuous enhancement and improvement of functions.

## ARPU



## Churn Rate

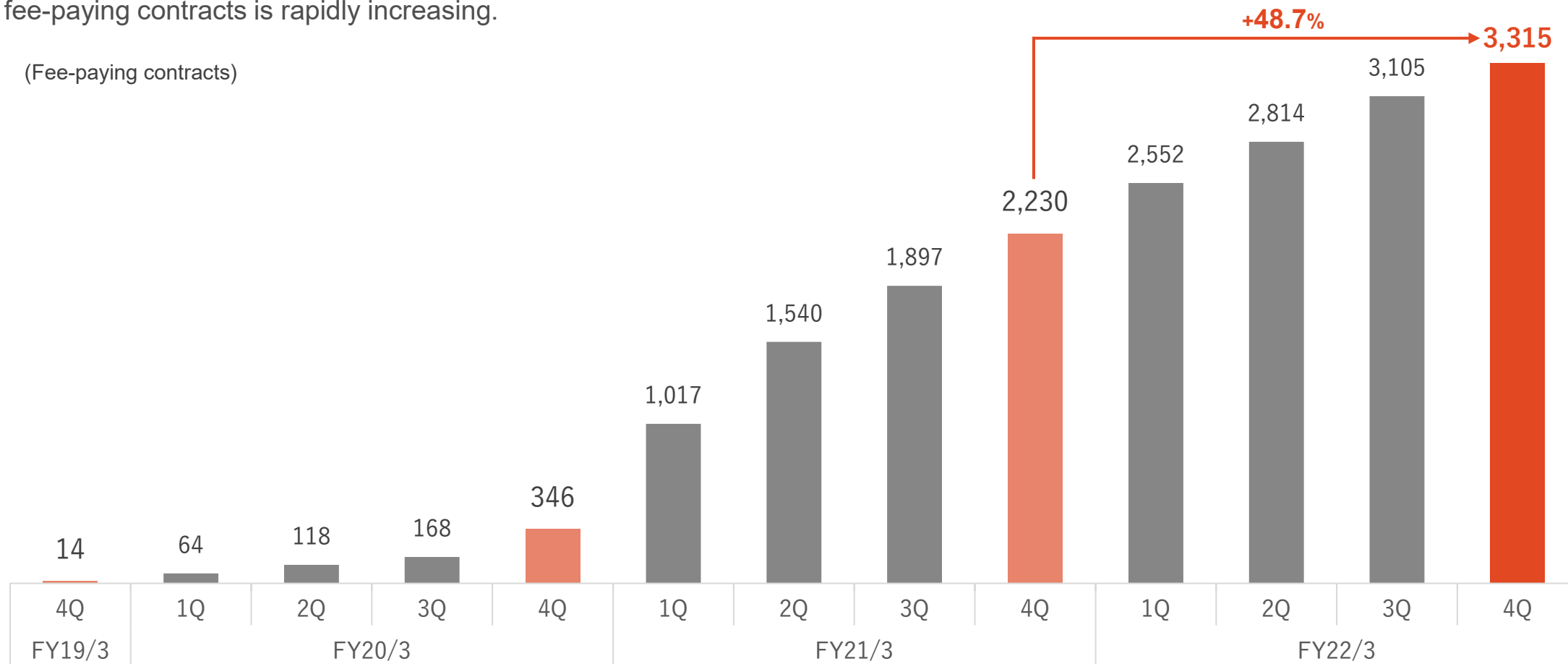


※ ARPU is calculated based on monthly sales per subscriber, and figures for FY21/3\_3Q and FY21/3\_4Q are before the change in revenue recognition standards.  
Churn rate is the average monthly churn rate for the most recent 12 months based on the number of Fee-paying contracts.

# fondesk | Fee-paying Contracts Trends (Quarterly)

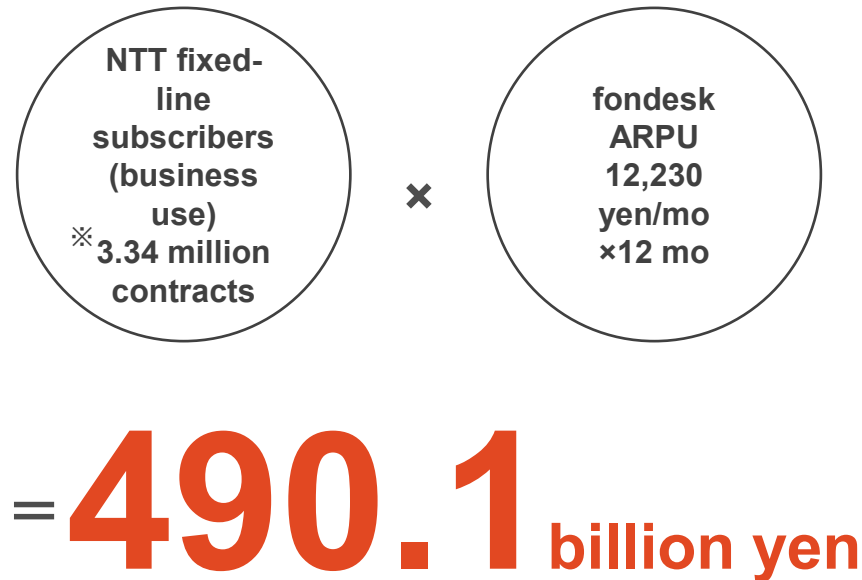
- Steady growth in fee-paying contracts, **up 48.7% YoY**
- With the rapid spread of telework and DX of companies' business operations due to the impact of the COVID-19 pandemic, the number of fee-paying contracts is rapidly increasing.

(Fee-paying contracts)



- The COVID-19 pandemic has led to a significant increase in telework and DX demand, and a move toward zero office call handling.

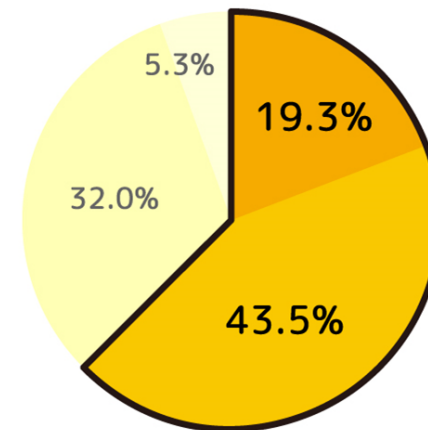
## Total Addressable Market (TAM)



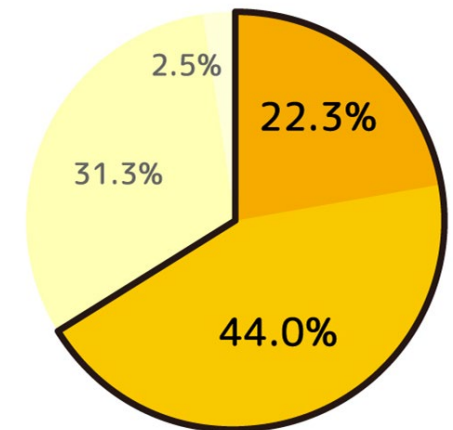
## Survey on the realities of handling phone calls in the workplace

More than 60% of workers say that phone calls to the office are “unnecessary/stressful.”

Q. I often feel it is “an unnecessary call” when I receive a call to my office.



Q. I feel stress when I receive a call which I think is unnecessary.



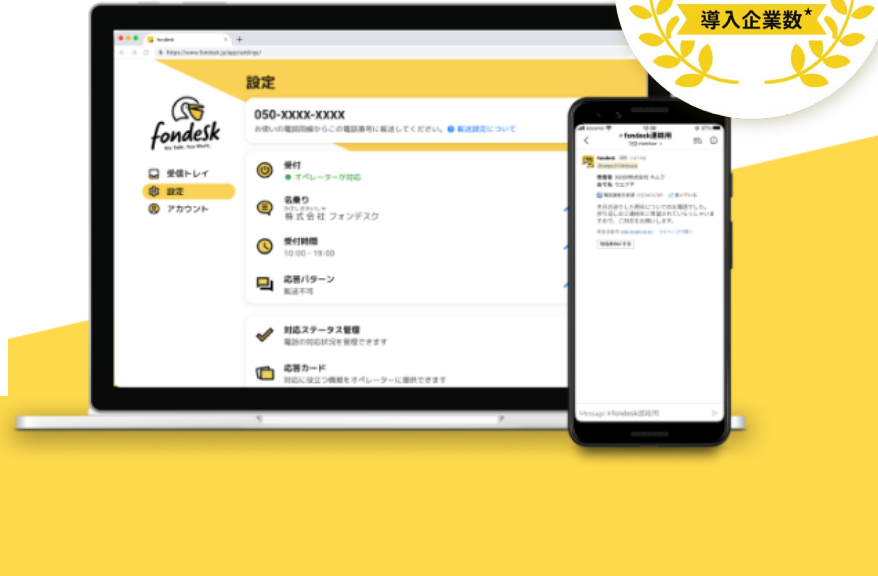
※ Source : Ministry of Internal Affairs and Communications, WHITE PAPER Information and Communications in Japan (Year 2020) As of the end of FY2019

※Source: Company data

- Placed No. 1 in the number of fee-paying companies in a survey conducted by Japan Marketing Research Organization in March 2022 regarding telephone intermediary and agent services.



**Zero office call handling**



<b>Survey Method</b>	Via the Internet
<b>Period</b>	Market research in designated areas for the fiscal year ending March 31, 2022
<b>Subjects</b>	9 companies (including ULURU) that provide telephone intermediation and agent services
<b>Acquisition Keyword</b>	No. 1 in number of companies using the system *Number of active companies as of January 31, 2022
<b>Survey Firm</b>	Japan Market Research Organization



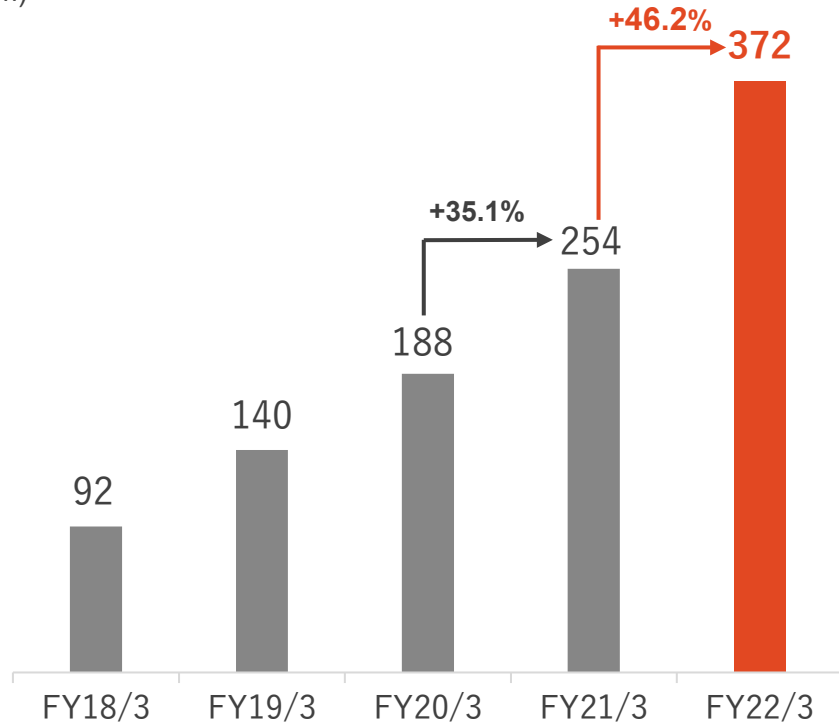


# en-photo | Sales & EBITDA Trends (Full Year)

- Sales increased **46.2% YoY** due to firm sales of daily photos in kindergartens/nursing schools, despite a decline in events because of the COVID-19 pandemic.
- EBITDA deficit narrowed slightly YoY.

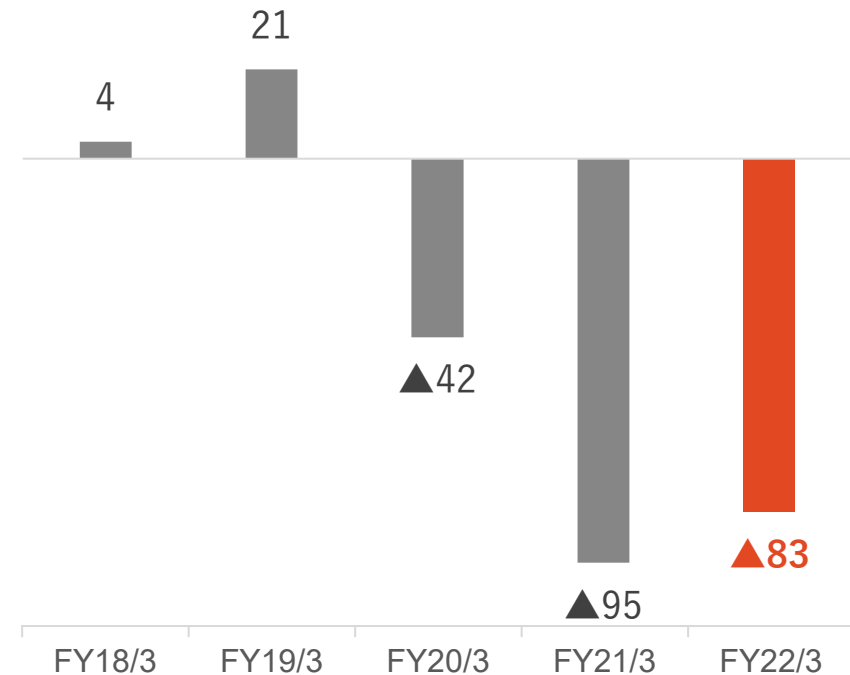
## Sales

(JPY mm)



## EBITDA

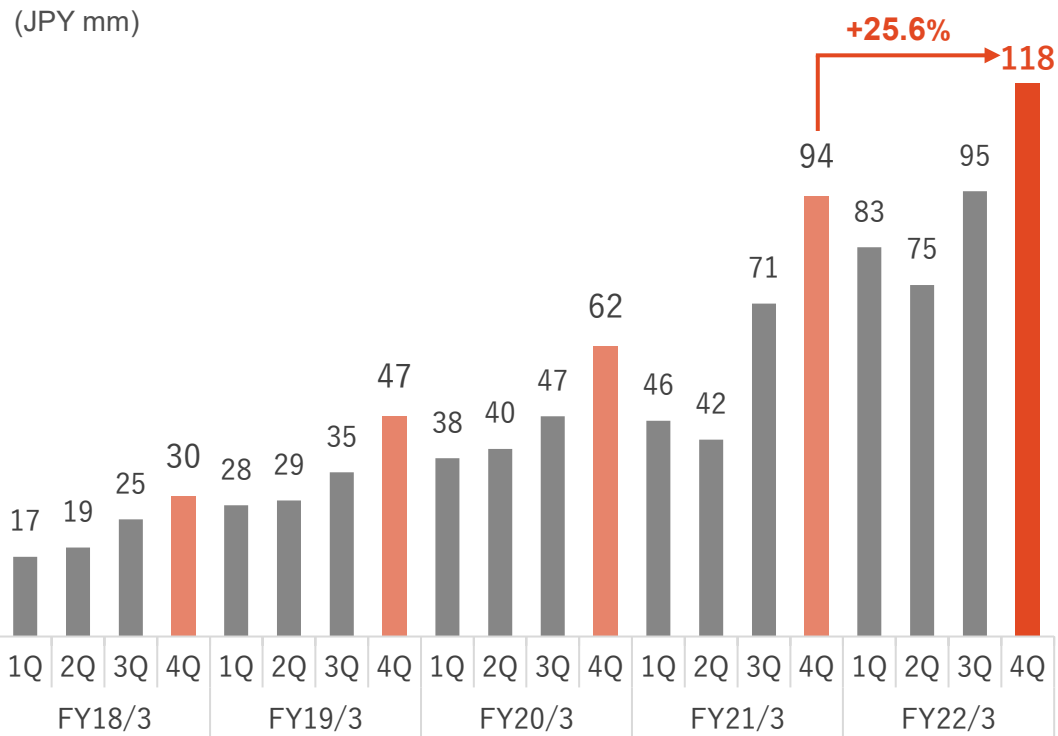
(JPY mm)



# en-photo | Sales & EBITDA Trends (Quarterly)

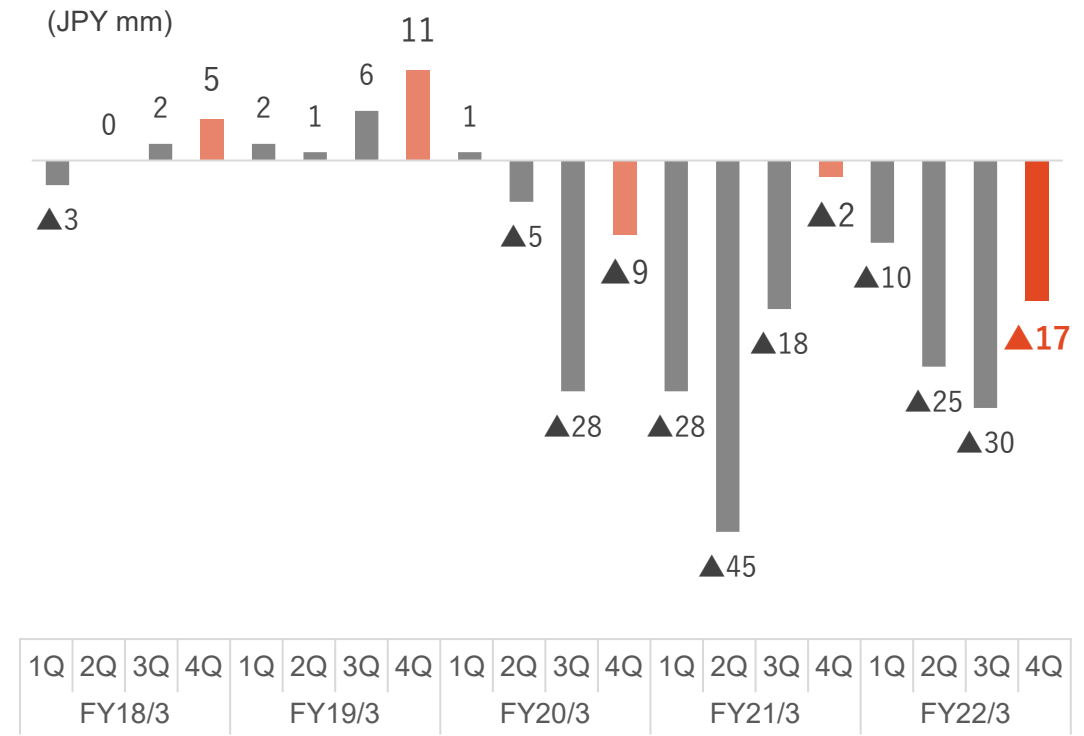
- Net sales increased **25.6% YoY** due to steady growth in contracted kindergartens/nursery schools and increased frequency of use by them.
- Deficit increased YoY due to higher personnel expenses and system-related outsourcing costs, etc.

## Net Sales

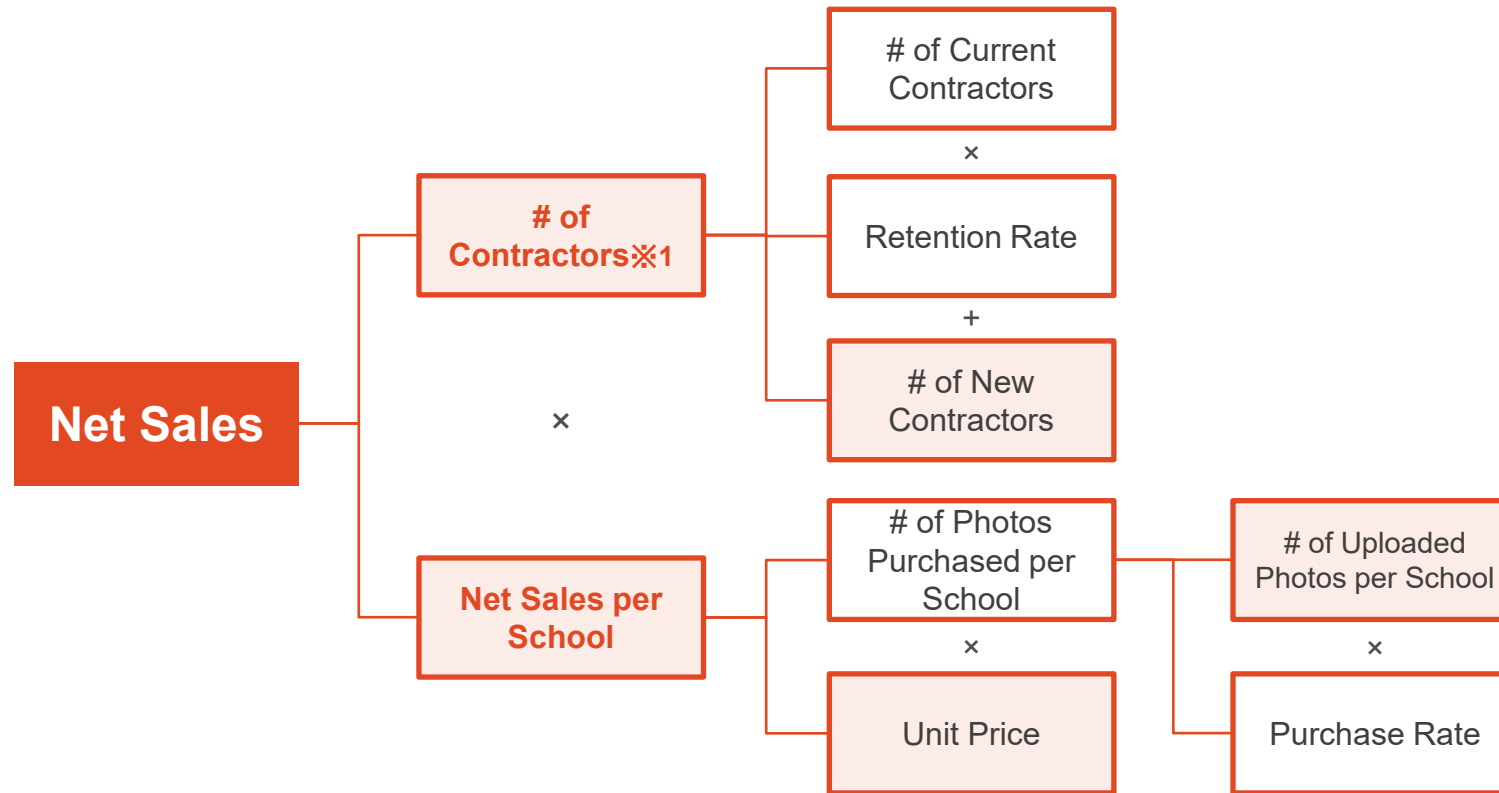


※ Increase in Q4 due to purchase of photos for events such as Sports Days and Christmas.

## EBITDA



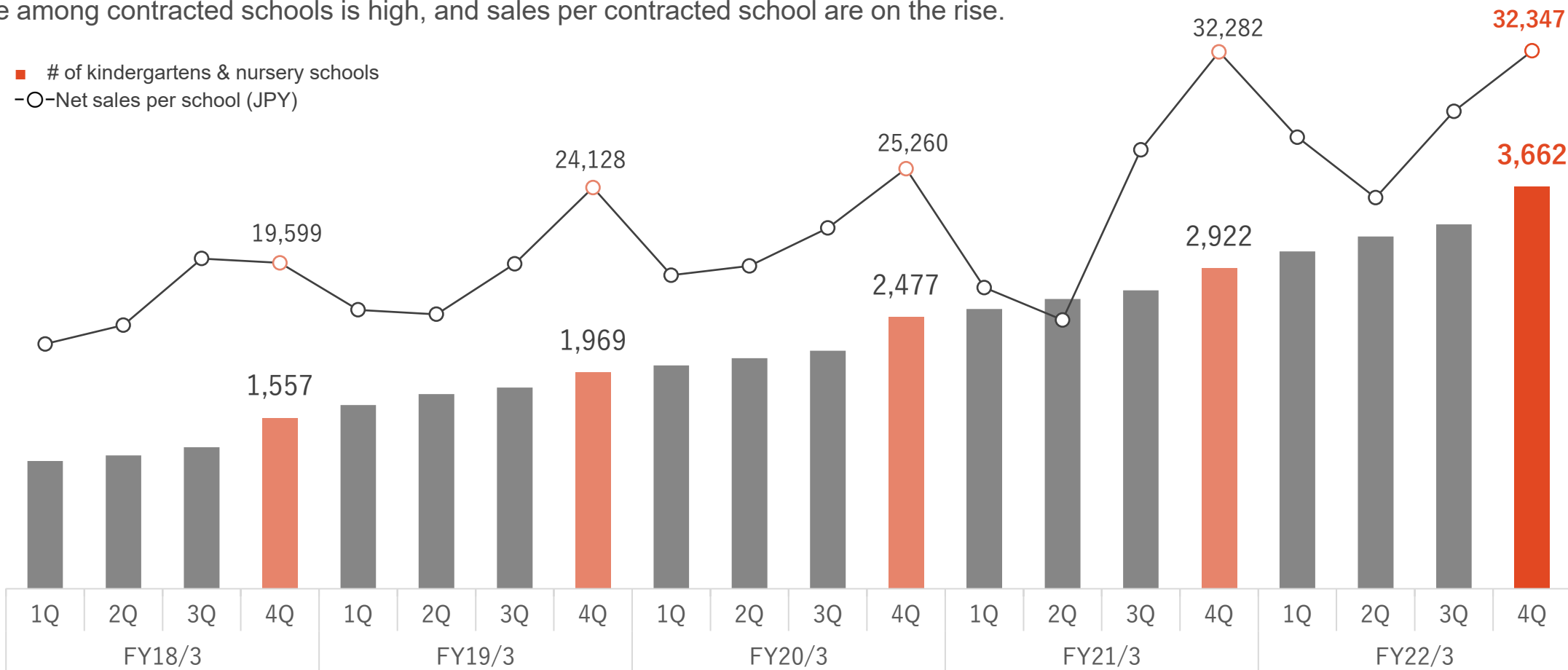
- Maximize sales by increasing the number of new contracted kindergartens/nursing schools through referrals and by increasing sales per school. To achieve this, the number of photos uploaded per school will be increased, and the unit price per photo will be raised by increasing the number of products.
- Since the fee for those schools is zero yen, the retention rate is extremely high, and the more schools that sign up, the greater the contribution to sales growth.



※ The number of contracted preschools include users of the “Kurapuri” photo sales service for clubs and events and the preschools contracted with our partner companies.

# en-photo | Contracted Facilities Trends (Quarterly)

- Steady increase in the number of contracted kindergartens/nursery schools despite the impact of the COVID-19 pandemic.
- Because of the nature of the products we handle, which are children's photographs, there is steady demand from parents, so the usage rate among contracted schools is high, and sales per contracted school are on the rise.



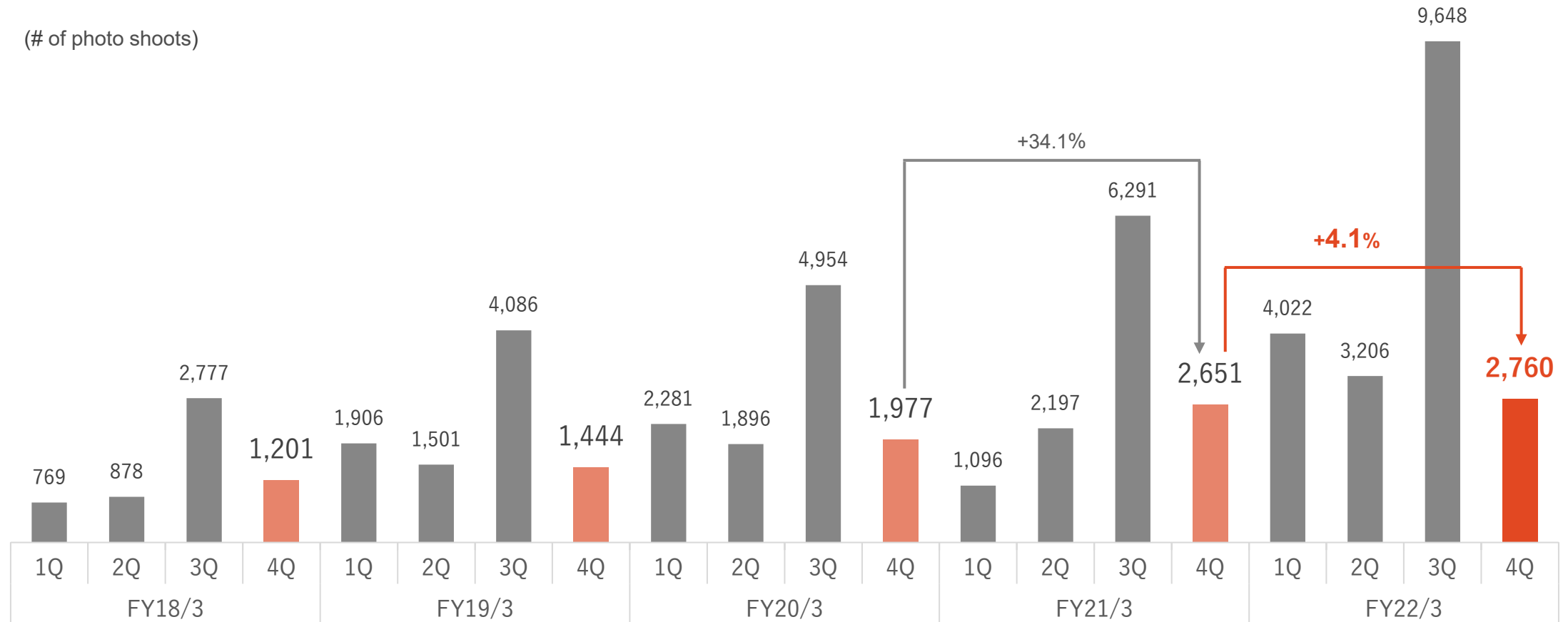
※ The number of contracted preschools include users of the "Kurapuri" photo sales service for clubs and events and the preschools contracted with our partner companies

OurPhoto

# OurPhoto | Photo Shoot Number Trends (Quarterly)

- Despite the application of priority measures to prevent the spread of the pandemic and an increase in the minimum usage fee from February 2022, growth was **up 4.1% YoY**.
- The increase in the minimum usage fee will ensure a growth rate of more than 4.1% YoY in net sales.

(# of photo shoots)



※Increase in 3Q due to demand for Shichi-Go-San commemorative photos.

**ULURU**  
B P O

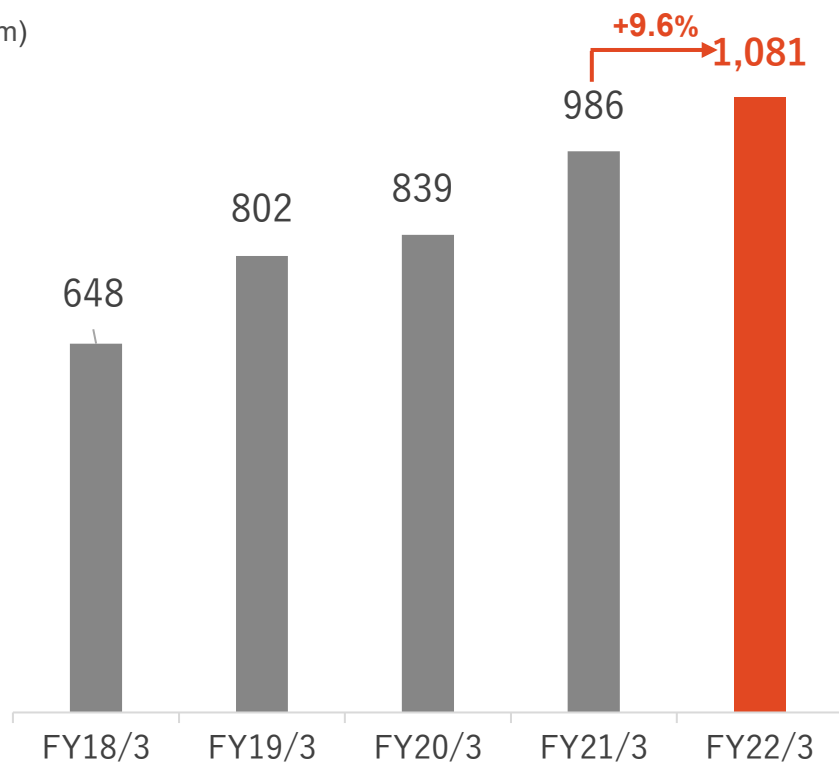


# BPO | Sales & EBITDA Trends (Full Year)

- Increased number of scanning businesses due to rising DX demand led to record sales, **up 9.6% YoY**.
- Aggressive investment in new service "eas" resulted in EBITDA down 65.3% YoY.

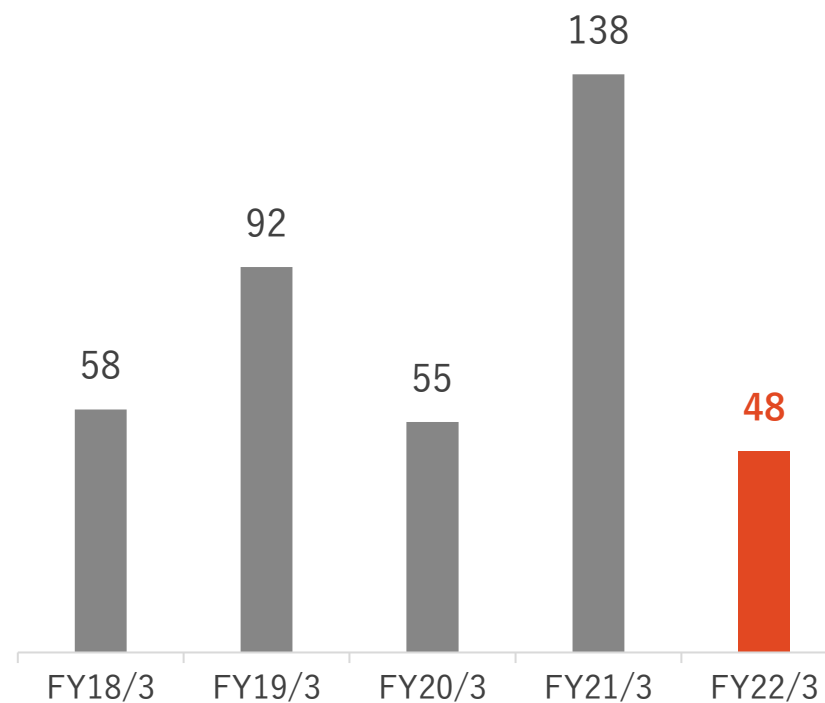
## Sales

(JPY mm)



## EBITDA

(JPY mm)

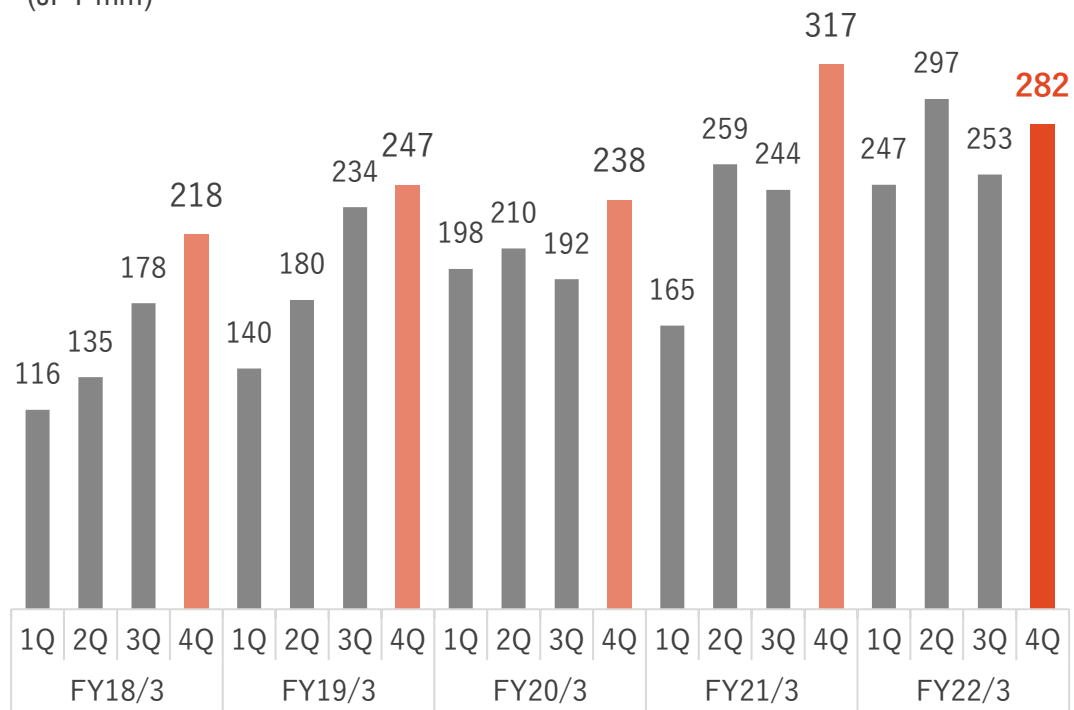


# BPO | Sales & EBITDA Trends (Quarterly)

- Sales declined compared to a year ago, when telework demand was strong, but still maintain a growth trend.
- EBITDA was negative due to advertising expenses of 25 million yen for the new "eas" and other services.

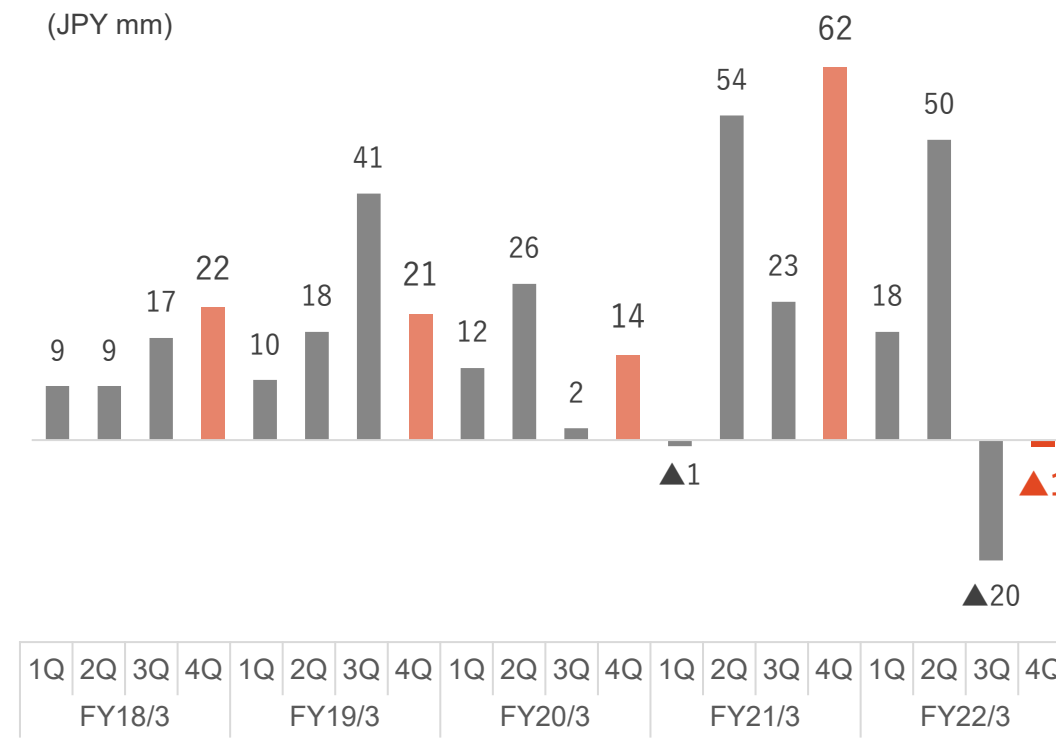
## Sales

(JPY mm)



## EBITDA

(JPY mm)



**ULURU**  
労働力不足解決カンパニー

- 100-million-yen investment in Lightblue Technology Corporation, a University of Tokyo-based start-up company that aims to bring cutting-edge technology to the masses at the fastest possible pace.
- The investment will be used to support the growth of Lightblue Technology, and the two companies plan to hold discussions on technology exchange and other matters.

## Outline of the Investee



<https://www.lightblue-tech.com/>

<b>Name</b>	Lightblue Technology Inc.	
<b>Address</b>	P203 axle Ochanomizu, 3-28-5 Kanda Ogawamachi, Chiyoda-ku, Tokyo	
<b>Name &amp; Title of Representative</b>	Atomu Sonoda, President	
<b>Business Details</b>	Development and sales of "HumanSensing," a human-focused image analysis tool, and "TEXTA," a tool to support the creation of meeting minutes Development of artificial intelligence, AI cameras, and platforms	
<b>Share Capital</b>	4.25 million yen (As of Mar. 31, 2022)	
<b>Foundation Date</b>	January 5, 2018	
<b>Our Investment</b>	100 million yen	
<b>Our Voting Rights Holding Ratio</b>	Below the threshold to become an equity-method affiliate (At the request of the investee, the Company's ownership percentage will not be disclosed).	
<b>Our Relationship</b>	Capital Ties	N/A
	Personnel Ties	N/A
	Business Ties	N/A

- Implementing a number of initiatives to solve social issues, such as improving administrative efficiency, providing work opportunities, and promoting the advancement of women.
- Received multiple awards for services that contribute to society.

## Examples

- The “NJSS” database is provided free of charge to government and municipal employees. **Helping to improve administrative efficiency.**
- To support NPOs to focus on social contribution projects, we offer the **“NPO Support Plan,”** with three months of free basic monthly fees for “fondesk.”
- Donation to Mirai Kodomo Foundation, a general incorporated foundation that supports children, **in proportion to the number of photos published on the “en-photo” service.** Donations will be made semiannually to “organizations that are involved in activities that bring smiles to the faces of children and their families”.
- Providing “eas next,” a total support service for employment of people with disabilities that **provides integrated support for hiring and training.**
- We run an in-company project called “Joshi Juku” aiming to promote women’s careers. As a result, **the ratio of female managers was 21.1%** as of March 31, 2022.

## Awards Received for Social Contribution



Data Application ASP/SaaS Division  
**Best Social Contribution Award**  
Data Application ASP/SaaS Division  
**ASPIC Chairman's Award**  
<https://www.aspicjapan.org/event/award/15/index.html>



NPO Management Support Division  
**Special Award**  
<https://npo-ict-award.jp/>

## **5 Forecast for the Fiscal Year Ending March 31, 2023**

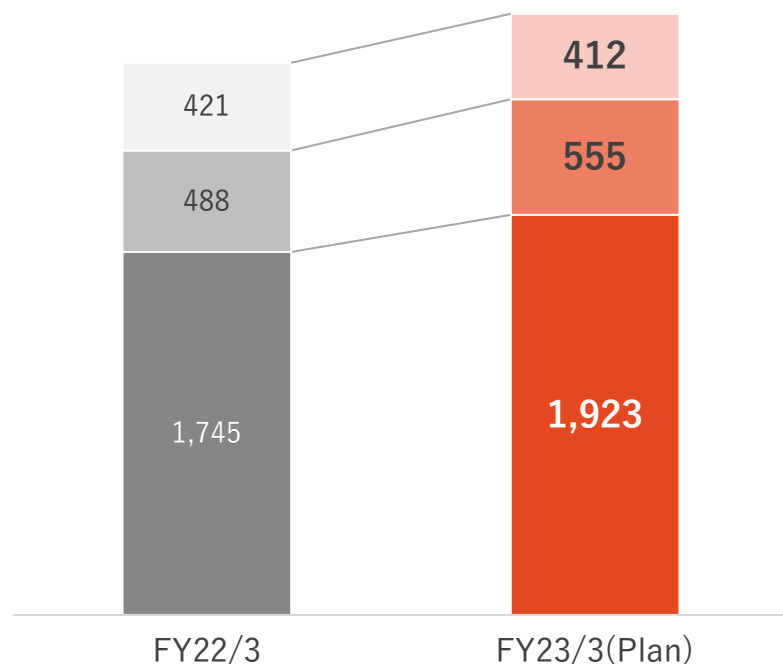
# Forecast of Consolidated Financial Results for the Fiscal Year Ending March 31, 2023

- Investments beyond FY2022 are expected to continue to grow revenue by over 20% and move EBITDA into the black.

## Future Plans for Major Expenses

(JPY mm)

- System-related outsourcing expenses (SES etc.)
- Advertising expenses
- Personnel expenses (incl. recruiting expenses)



## Annual Profit Forecast of FY23/3

(JPY mm)	FY23/3 Forecast	FY22/3	YoY
Net Sales	4,850	4,029	+20.4%
EBITDA	50	▲164	-
Operating Profit	▲50	▲241	-
Ordinary Profit	▲60	▲251	-
Income taxes	30	▲187	-
Profit attributable to owners of parent	▲90	▲64	-

# Revision of Mid-Term Management Plan | The Whole Company

- Net sales were revised upward by 50 million yen in line with the earnings forecast for the fourth-year plan, and the number of employees was newly disclosed.
- Only the number of employees is revised in the fifth year to reflect current progress. EBITDA unchanged due to reduction of other costs.
- Accelerate sales growth by investing aggressively in the fourth year, aiming to achieve the sales of 5.8 billion yen and EBITDA of 1.5 billion yen planned in the fifth year.

Initial Plan(05/14/19)/ Revised Plan(05/14/21) (JPY mm)	(Initial Plan) FY20/3	(Initial Plan) FY21/3	(Revised Plan) FY22/3	(Revised Plan) FY23/3	(Revised Plan) FY24/3
Net Sales	2,300	-	3,900	4,800	5,800
EBITDA	▲ 300	±0	▲ 250	50	1,500
EBITDA margin	-	-	-	1%	25%
Number of employees (As of the end of FY)	177	-	-	-	265
Record/Revised Plan(05/13/22)	FY20/3	FY21/3	FY22/3	(Forecast) FY23/3	(Revised Plan) FY24/3
Net Sales	2,400	3,200	4,000	<b>4,850</b>	5,800
EBITDA	▲ 100	180	▲ 160	50	1,500
EBITDA margin	-	6%	-	<b>1%</b>	25%
Number of employees (As of the end of FY)	192	222	301	<b>331</b>	<b>341</b>

※ Revision plans per category are included in the Appendix.

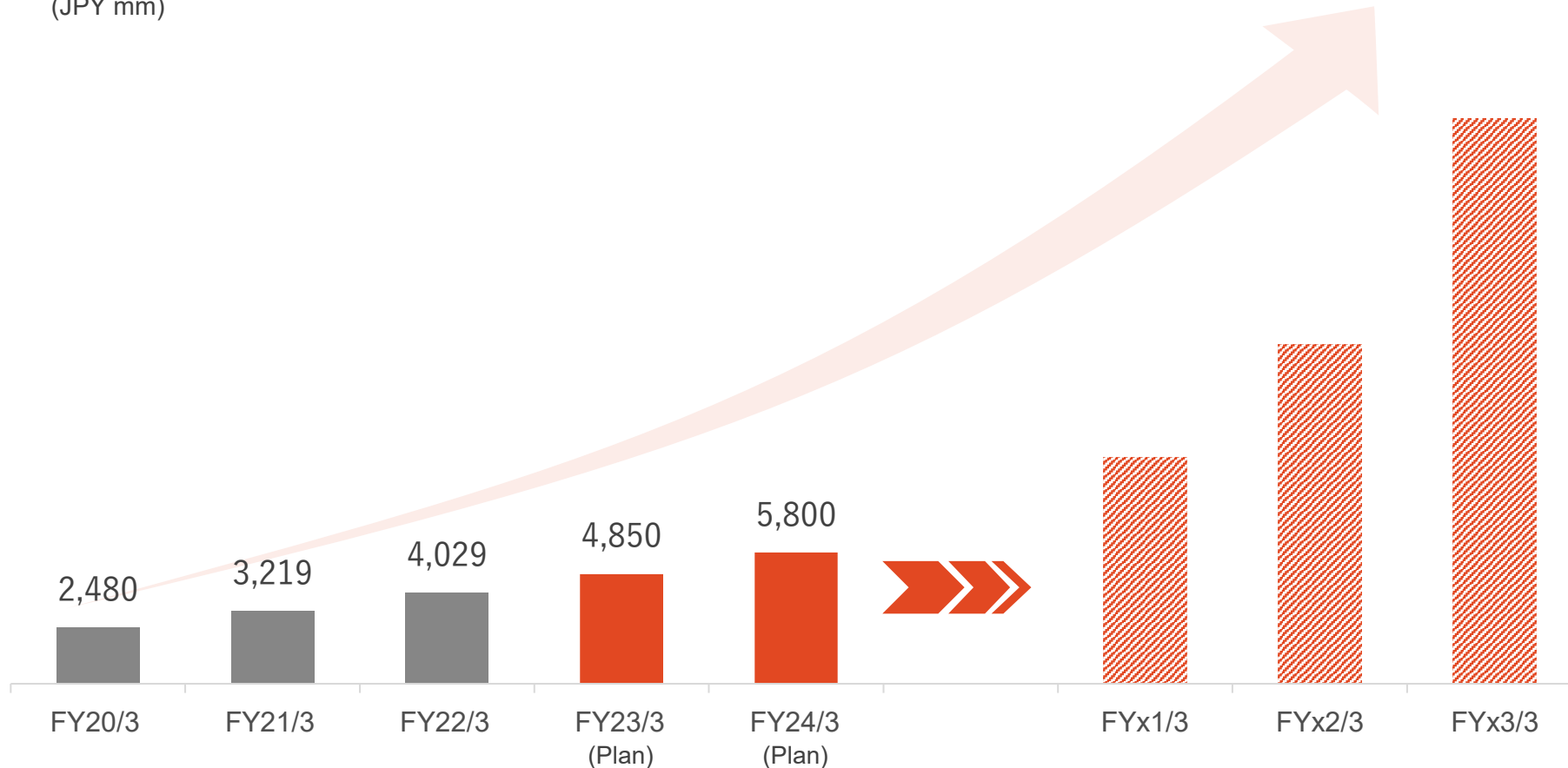


# Mid- to long-term Sales Growth Image | The Whole Company

- Aiming to accelerate sales growth and achieve medium- to long-term growth by continuing to focus on investments in the fiscal year ending March 31, 2023.

## Sales Growth Image

(JPY mm)



# “ Solve the Labor Shortage and Enrich People and Companies ”

Japan is now facing the major social problem of a labor shortage.

The problem is worsening every day, with a loss of approximately 16 million workers and 69 trillion yen in the labor force by 2040.

In the growth of Japan, we cannot ignore this problem. We, at ULURU, are working to solve it.

We must create and enable the use of a new labor force.

We must improve productivity by utilizing IT and AI and promoting DX.

We must also think outside the box and create new solutions with unique ideas.

We, at ULURU, are committed to solving the serious social problems that Japan is facing. Furthermore, we will tackle the social problems of the world.

## 6 Appendix

<b>CGS</b>	Acronym of Crowd Generated Service which was coined internally. It refers to a service/services created by utilizing crowd workers. In addition to our signature CGS, NJSS, a bidding information flash service, we have "fondesk", "en-photo" and "OurPhoto."	<b>LTV</b>	Abbreviation of Lifetime Value. It is a calculation of how much one person, or one customer of a company brings from the beginning to the end of the relationship.
<b>Crowd-Sourcing</b>	A term coined from the combination of crowd and outsourcing. It refers to ordering and receiving of work from and to an unspecified number of workers via the Internet. We are operating a crowd-sourcing site, "shufti."	<b>ARPU</b>	Abbreviation of Average Revenue Per User. In this document, "daily sales per case" refers to "daily sales per case" in NJSS and "monthly sales per case" in fondesk.
<b>Crowd Workers</b>	It refers to workers who receive orders through crowd-sourcing. Our "shufti" registrants are mainly homemakers.	<b>ARR</b>	Abbreviation of Annual Recurring Revenue. It refers to a year's worth of earnings and sales that are fixed each year. It does not include initial costs, additional purchase costs, or consulting fees. In this report, it refers to "the number obtained by multiplying each quarterly fixed revenue by 4."
<b>BPO</b>	Abbreviation of Business Process Outsourcing. It refers to the outsourcing of part of a company's business (mainly non-core operations) to external specialists. We provide comprehensive outsourcing services including digitization business such as data entry and scanning.	<b>EBITDA</b>	Abbreviation of Earnings Before Interest, Taxes, Depreciation and Amortization. It refers to the total amount of operating income, depreciation and amortization, and amortization of goodwill. We set EBITDA as a key indicator in order to actively consider M&A and other activities which will contribute to the achievement of our mid-term management plan.
<b>SaaS</b>	Abbreviation of Software as a Service. It refers to software provided in the cloud.	<b>YoY / QoQ</b>	Abbreviations of year over year and quarter over quarter, respectively.
<b>Subscription</b>	It refers to a method of paying for a product or service based on the length of time used. In recent years, it has often been adopted as a form of software usage.	<b>PSR</b>	Abbreviation of Price to Sales Ratio. It is defined as market capitalization divided by annual sales. It is used as an index to measure the stock price level of emerging growth companies.
<b>Recurring</b>	It refers to a business model that aims to generate recurring revenue. In this document, fees are a component of recurring revenue on a pay-as-you-go basis.		

# Origin of Our Company Name



The world's largest monolith called "Uluru (Ayers Rock)" is located in the center of Australia. It is considered a sacred place by the Aborigines, the indigenous people of Australia.

When Tomoya Hoshi, the CEO of our company, traveled to Australia at the age of 20, he was strongly impressed by Uluru, saying, “ never knew there was such a magnificent and mysterious landscape in this world.”

“I felt the majesty of the earth in its tremendous presence. Although there are many more magnificent and mysterious places in the world, I want to remember the emotion I felt at that time. I really want you to taste it, too. I want to be like this place, the center of the world, called the "Earth's belly button.”

This is one of the reasons why Hoshi started the company, and we named our company "Uluru" to express our desire to share the excitement he felt with many people involved in our business.

# Management Team

## Director



**President**  
**Tomoya Hoshi**



**Vice President**  
**Yuhei Okeyama**  
President ULURU BPO.CO.,LTD.



**Director**  
**CISO**  
**Yosuke Nagaya**



**Director**  
**Chief Culture Officer**  
**Shinsuke Kobayashi**



**Director**  
**Co-CFO**  
**Hirokazu Kondo**



**Director**  
**(Govtech Business※1)**  
**Takahiko Watanabe**

## Outside Directors · Auditors · Outside Auditors

**Outside Director Takahiro Ichikawa**  
**Auditor Hidekazu Suzuki**

**Outside Director Takeshi Matsuoka**  
**Outside Auditor Norio Suzuki**

**Outside Auditor Mika Yanagisawa**

## Executive Officers



**Executive Officer**  
**CHRO**  
**Yuki Akimoto**



**Executive Officer**  
**(Omoide Business※2)**  
**Taketsugu Tanaka**



**Executive Officer**  
**(shufti · eas)**  
**Emi Nosaka**



**Executive Officer**  
**(fondesk)**  
**Shunta Wakimura**



**Executive Officer**  
**Co-CFO**  
**Yasuaki Uchimaru**



**Executive Officer**  
**(NJSS)**  
**Junichi Sugiyama**

※1 Govtech Business: Developing services such as "NJSS" to increase convenience and efficiency of government and local governments through the power of technology. ※2 Omoide Business: en-photo & OurPhoto

# Skills Matrix for Directors and Auditors

- A team of executives with optimal and well-balanced skill sets to achieve our mission of "Solve the Labor Shortage and Enrich People and Companies."

Name	Title	Independent Director	General Management	Business Strategy, Marketing, and New Business Development	Finance and Accounting	M&A	IT・DX	Organization, HR, Human Resource Development	PR・IR	Legal and Compliance
T. Hoshi	President		○	○		○		○		
Y. Okeyama	Vice President		○	○						
Y. Nagaya	Director CISO						○			○
S. Kobayashi	Director Chief Culture Officer							○	○	
H. Kondo	Director Co-CFO				○	○			○	○
T. Watanabe	Director (Govtech Business)			○						
T. Ichikawa	Outside Director	○	○		○					
T. Matsuoka	Outside Director	○	○	○			○			
H. Suzuki	Auditor		○		○					○
N. Suzuki	Outside Auditor	○			○	○				○
M. Yanagisawa	Outside Auditor	○								○

# Alternative Candidates for Scarce Labor Force

- 69 trillion-yen labor force that will have disappeared by 2040 is expected to be replaced by labor productivity improvement, crowd workers, elderly workers, and other labor force members.
- We are currently working to create a new workforce of crowdsourced workers through our CGS, BPO, and crowdsourcing businesses.

Alternative Candidate	Complementary Labor Force (mm)		Amt. of Compensation/worker (JPY mm)		Potential Value of Candidate (JPY tn)	Remarks
<b>Crowd Workers</b>	<b>10</b>	×	<b>0.3</b> (Assumes approximately 300 hours of work annually)	=	<b>3</b>	Our company conducts projects that enable people to work in the workforce by taking advantage of their spare time.
Elderly Workers (65 & over)	12	×	2.16 (Assumes 1/2 working hours of working age)	=	26	About 30% of the 39.21 million people in 2040 will be active
Homemakers	2.4	×	2.87 (Statistical Survey of Actual Status for Salary in the Private Sector in 2017)	=	7	40% of the 6 million full-time homemakers were active as of 2018 (number of full-time homemakers is from a survey by the Japan Institute for Labor Policy and Training)
Foreign Workers	2	×	4.32 (Assumed to be about average annual income)	=	9	Increased by about 40% out of 1.46 million as of October 2018 (number of foreign employees is from a survey by the Ministry of Health, Labor, and Welfare).
Productivity Improvement/DX	6	×	4.32 (Statistical Survey of Actual Status for Salary in the Private Sector in 2017)	=	26	Productivity increase of about 10% out of 59.78 million people as of 2040 (the number as of 2016 is from the WHITE PAPER on Information and Communications, 2018).

Source : Our Estimations



# CGS Business-bidding information flash service, “NJSS”

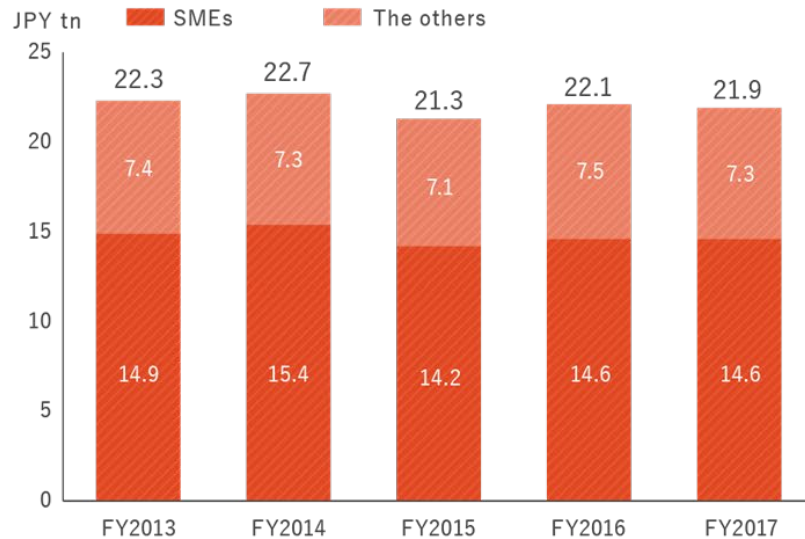
- A service that provide a database of bidding information ordered by public offices and other agencies.
- Hundreds of crowd workers collect information from approx. 7,700 bidding agencies, and we build a database of information on bids and winning projects.



- 1** Providing Service with **SaaS Model**  
Providing a bid/offer database created by utilizing **Crowd-Sourcing** via **the Cloud**.  
It maintains a **high marginal profit margin**. (Profitability of Sales: 91.3% in FY2021 & 91.9% in FY2022)
- 2** Sales are by **Subscription**  
Sales are **stock-based**, consisting of **subscriptions**.
- 3** **Original Business Model & Barrier to Entry**  
**a bid/offer database** by combining a **large amount of crowd workers' workforce** and **Web crawlers**.  
As an additional benefit, the difficulty in collecting bid data creates a barrier to entry for competitors.
- 4** **FCF (Free Cash Flow) – A System with a High Level of Contribution**  
In principle, receiving the usage fee in advance at the time of contract.  
**The more sales increase, the more FCF increases.** No normal working capital occurs.

## Bidding Market Trends

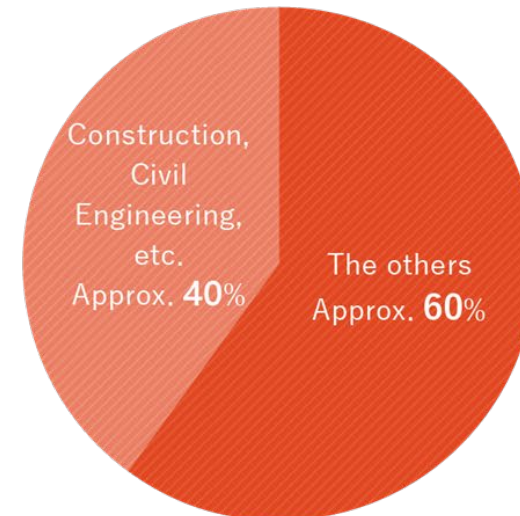
- Huge Market with steady orders of **Over JPY 20 tn/yr.**
- **Over 60%** won by **small and mid-sized enterprises (SMEs)**



Source : Small and Medium Enterprise Agency "Guide to Contracts in the Public Sector"

## Ratio of Industries

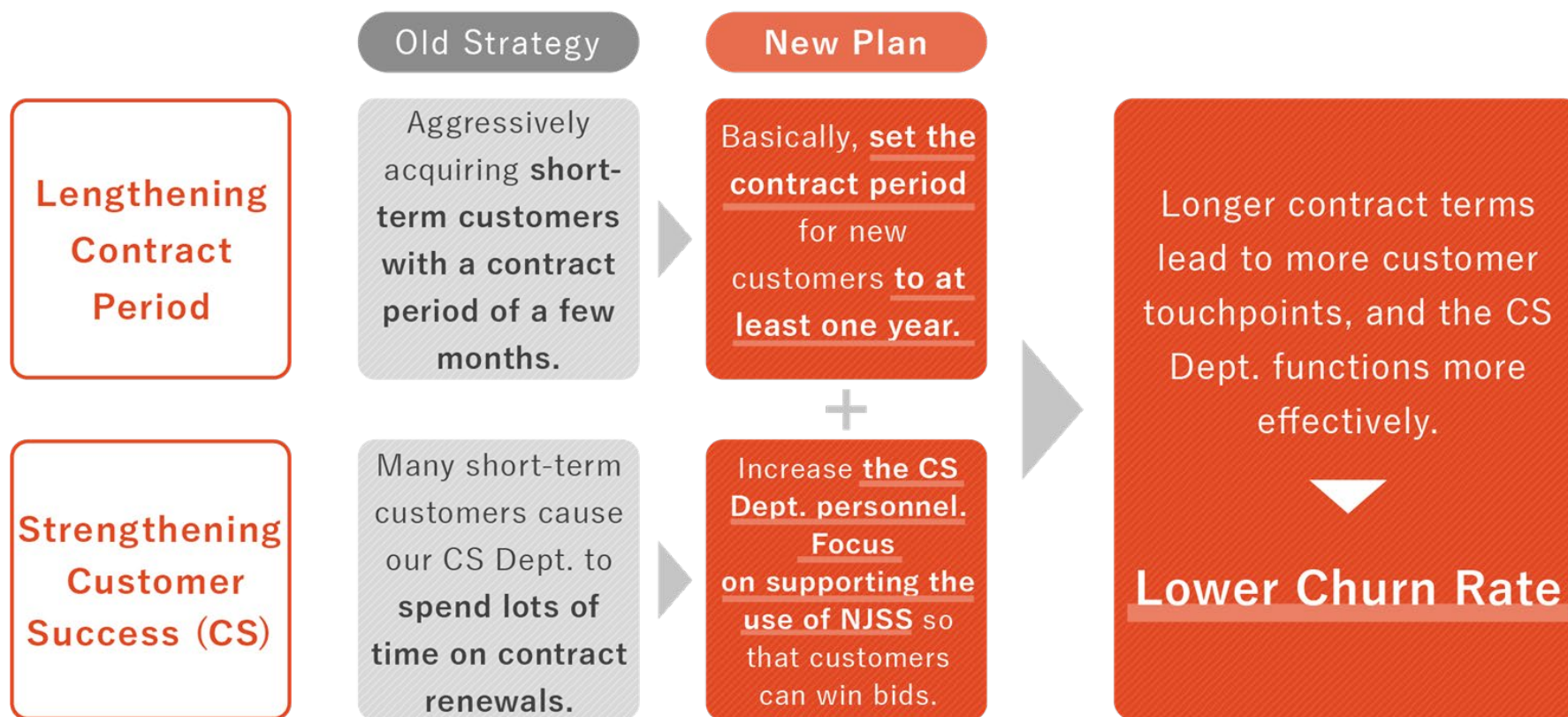
- Construction, civil engineering, and other construction projects accounted for about 40% in terms of value.
- **Orders other than construction**, such as goods and services, account for **about 60%**.



Source : Small and Medium Enterprise Agency "Guide to Contracts in the Public Sector"

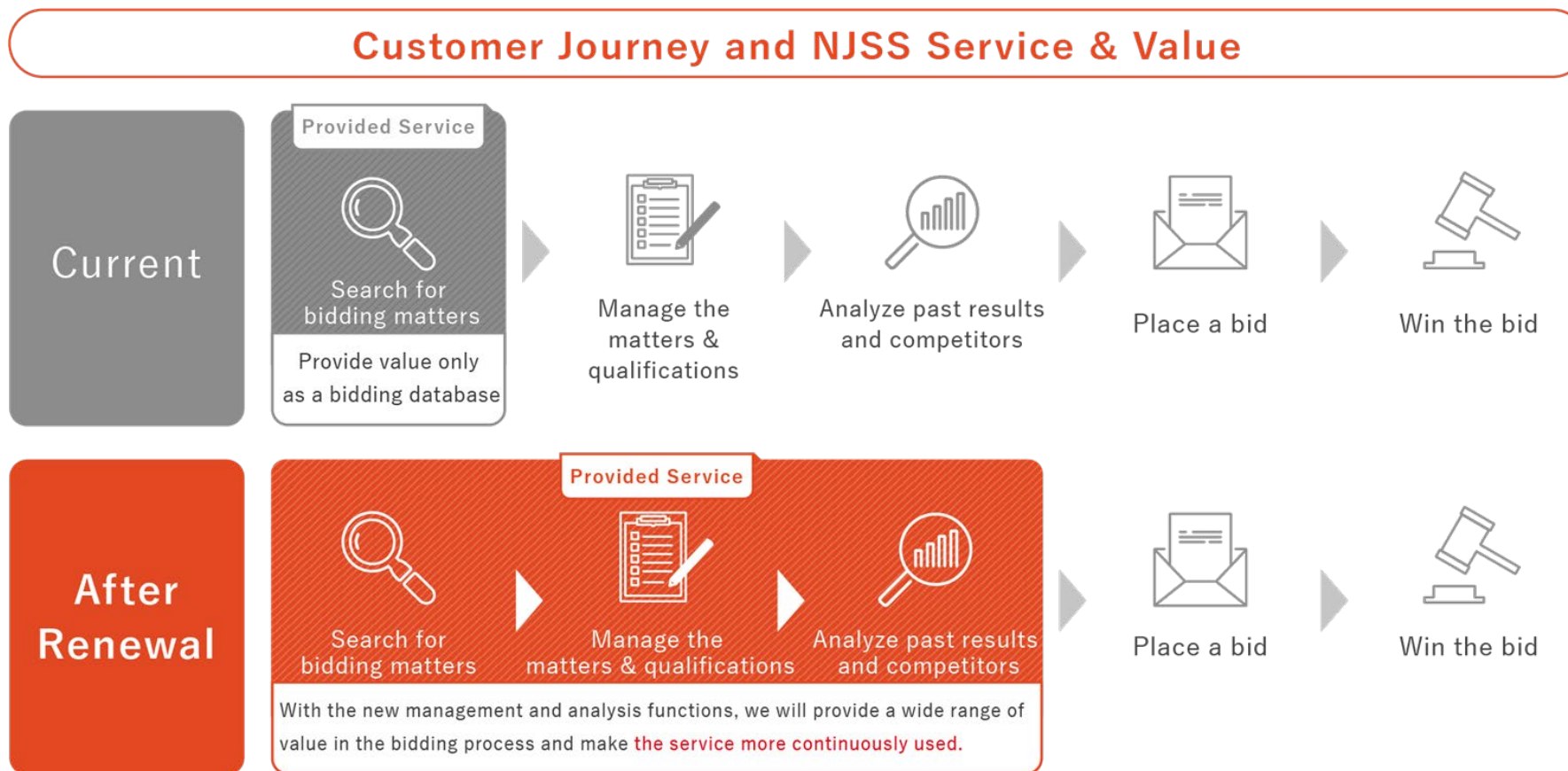
# NJSS-Improvement Measures Based on the Mid-Term Management Plan (Sales Structure)

- Significantly updated its sales structure based on the mid-term management plan.
- Succeeded in lowering churn rate by extending contract period and strengthening customer success (CS).



# NJSS-Improvement Measures Based on the Mid-Term Management Plan (Package Renewals)

- Full renewal of NJSS product on July 26, 2021 in accordance with the medium-term management plan

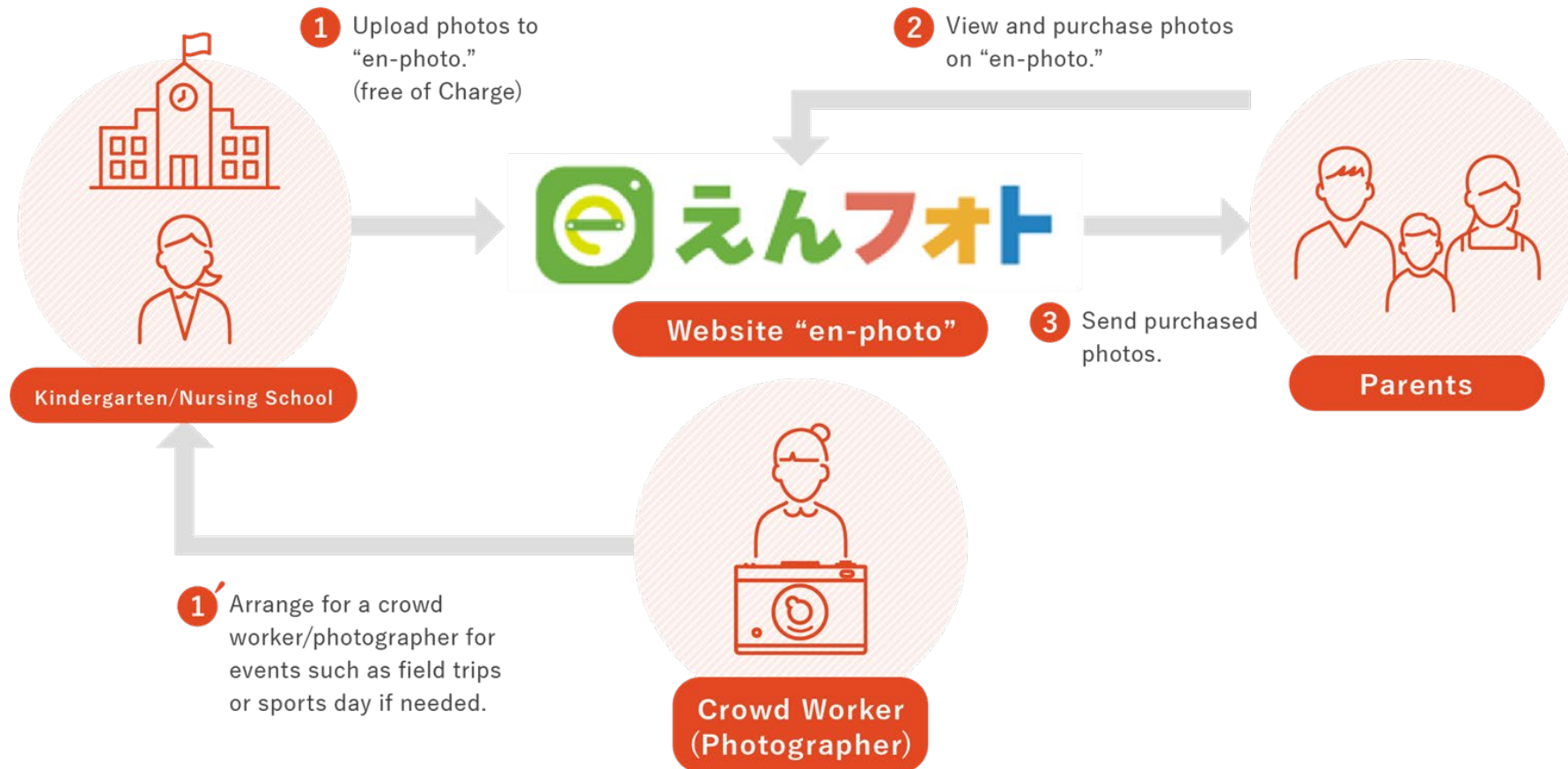


- “A smart phone answering service starting at 10,000 yen per month.”
- Crowd workers receive incoming calls on behalf of the company and relay the messages via chat tools such as Slack, Chatwork, and Microsoft Teams.

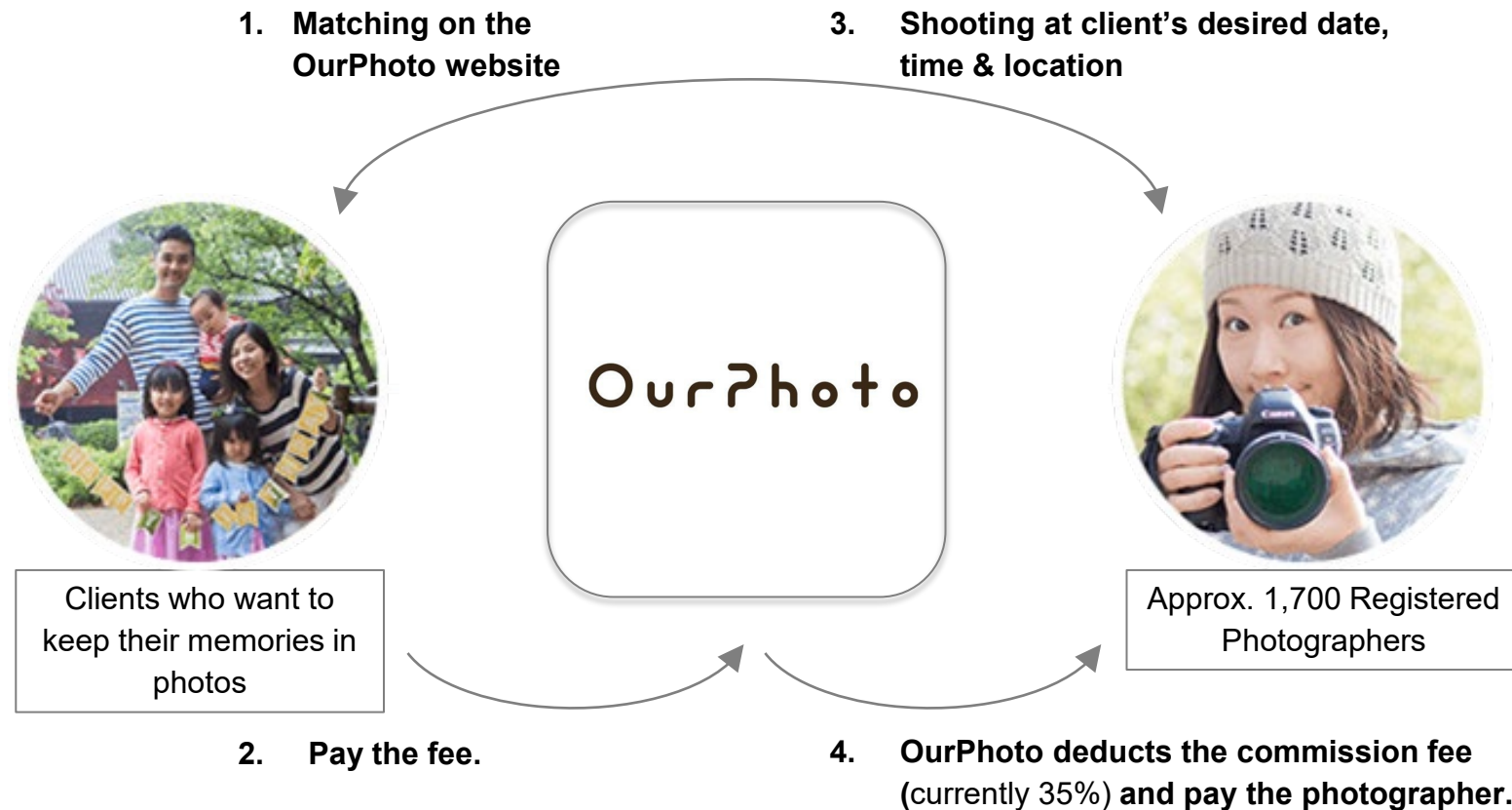


# CGS Business-“en-photo”

- A photo sales system that drastically reduces time and effort of kindergartens, nursing schools, and parents.
- Providing added value by arranging for a crowd worker/photographer at kindergarten events.

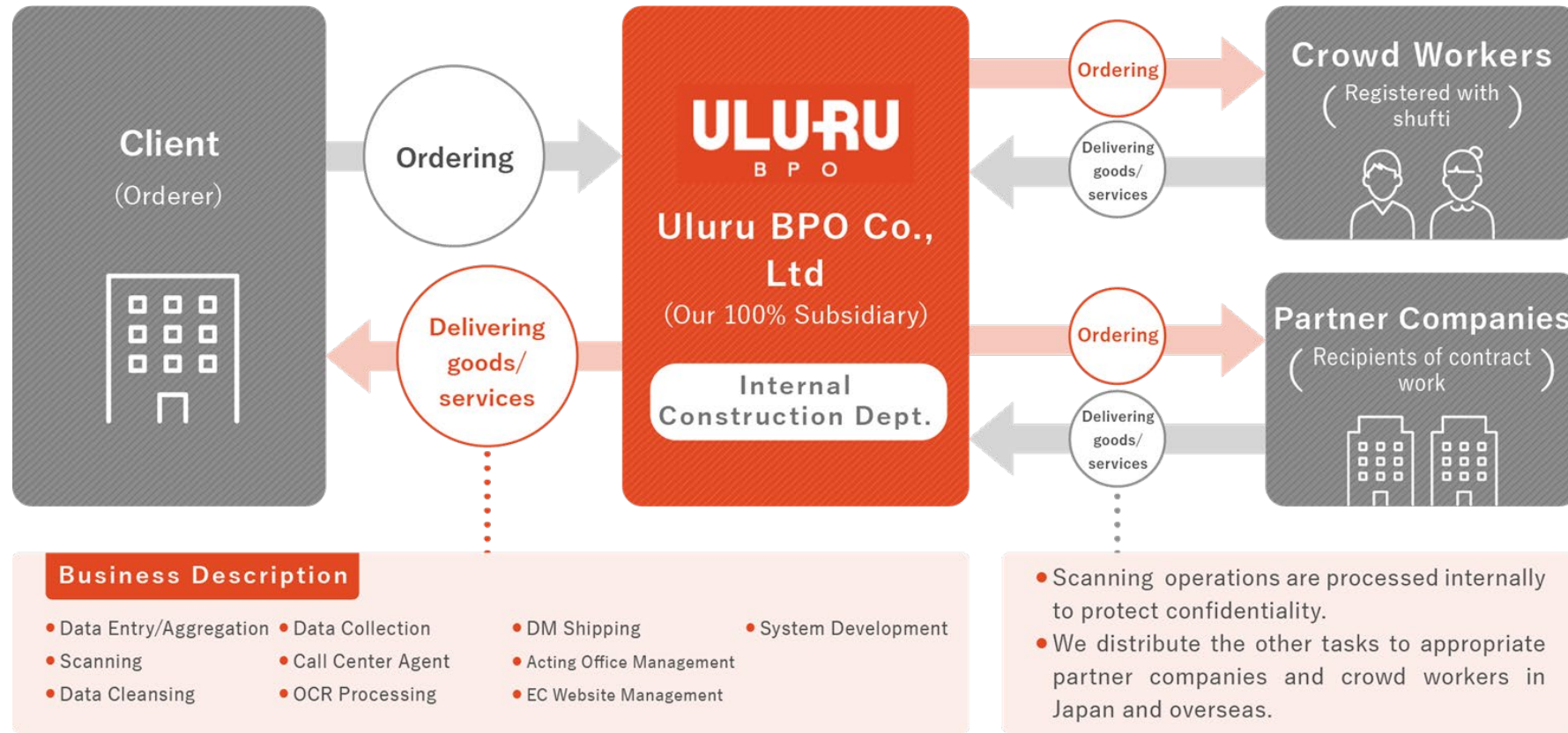


- The on-site photography matching service “OurPhoto.”
- About 1,700 registered photographers and clients who want to preserve their memories in photographs are matched on the OurPhoto website. OurPhoto deducts the commission from the shooting fee and pays the photographer.

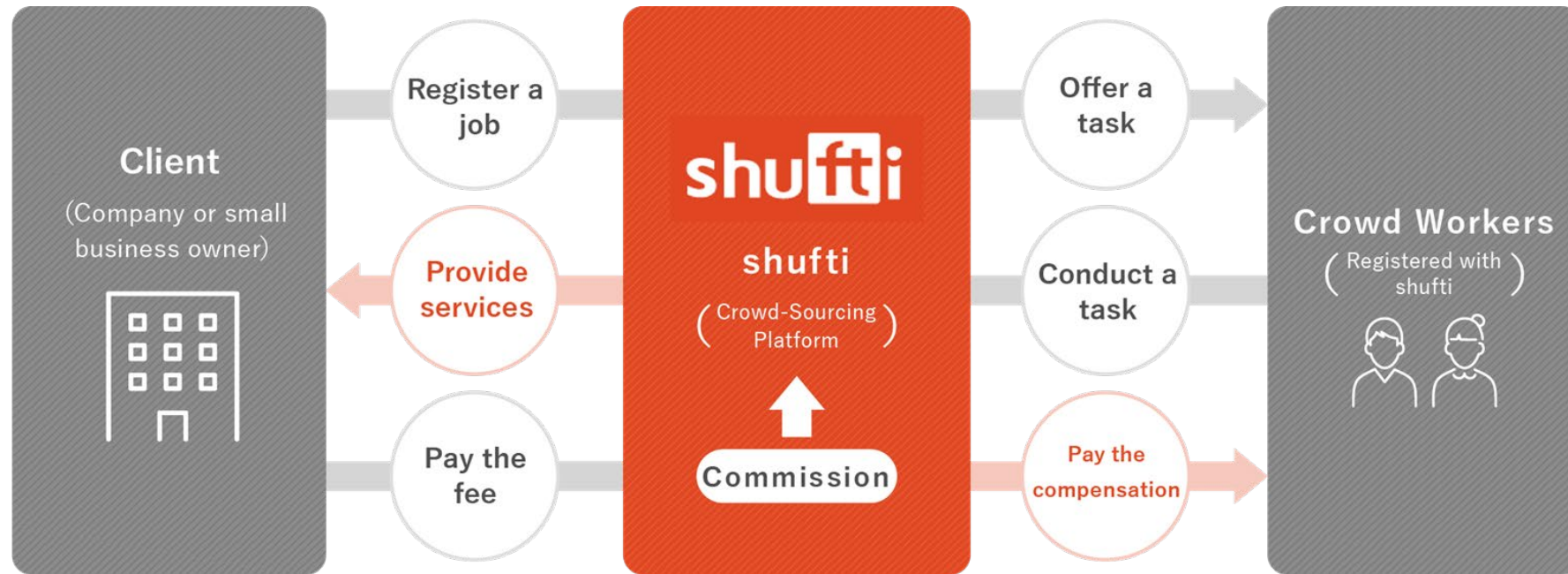




- We are entrusted with non-core operations of our client companies and provide solutions by utilizing domestic and overseas partner companies and crowd workers.
- We have particular strengths in scanning and data entry to digitize paper-based information.



- “shufti,” a crowd-sourcing platform matches client companies which want to request work with crowd workers who want to work without restrictions on time and location.
- It has over 440,000 registered crowd workers (as of March 31, 2022).



# PL (Quarterly/Consolidated)

(JPY mm)	FY22/3_4Q	FY21/3_4Q	YoY	FY22/3_3Q	QoQ
Net Sales	<b>1,065</b>	966	+10.3%	1,041	+2.3%
Cost of sales	<b>311</b>	301	+3.2%	318	▲2.3%
Gross profit	<b>754</b>	664	+13.5%	722	+4.4%
SG&A	<b>978</b>	640	+52.7%	775	+26.2%
SG&A margin	<b>91.8%</b>	66.3%	-	74.5%	-
EBITDA	<b>▲203</b>	42	-	▲32	-
EBITDA margin	-	4.4%	-	-	-
Operating Profit	<b>▲224</b>	23	-	▲52	-
Operating Profit margin	-	2.5%	-	-	-
Ordinary Profit	<b>▲232</b>	23	-	▲62	-
Profit attributable to owners of parent	<b>44</b>	▲7	-	▲55	-
Number of employees	<b>301</b>	222	+35.6%	280	+7.5%

# PL (Full-year / Consolidated )

(JPY mm)	FY22/3	FY21/3	YoY	FY22/3 Forecast	Progress Rate
Net Sales	<b>4,029</b>	3,219	+25.1%	3,900	103.3%
Cost of sales	<b>1,189</b>	976	+21.9%	-	-
Gross profit	<b>2,839</b>	2,243	+26.6%	-	-
SG&A	<b>3,080</b>	2,108	+46.1%	-	-
SG&A margin	<b>76.5%</b>	65.5%	-	-	-
EBITDA	<b>▲ 164</b>	185	-	<b>▲ 250</b>	-
EBITDA margin	-	5.8%	-	-	-
Operating Profit	<b>▲ 241</b>	135	-	<b>▲ 340</b>	-
Operating Profit margin	-	4.2%	-	-	-
Ordinary Profit	<b>▲ 251</b>	148	-	<b>▲ 340</b>	-
Profit attributable to owners of parent	<b>▲ 64</b>	42	-	<b>▲ 380</b>	-
Number of employees	<b>301</b>	222	+35.6%	-	-

# Segment Information (Full-year / Consolidated)

	JPY mm	NJSS	fondesk	photo	Other CGS	BPO	Crowd-sourcing	The Whole Company (Headquarters)
Sales		1,997	454	465	0	1,081	30	-
EBITDA		703	▲73	▲219	▲27	48	▲30	▲562
EBITDA margin		35.2%	-	-	-	4.4%	-	-
Segment Profit		696	▲74	▲250	▲27	17	▲30	▲569
Segment Profit margin		34.8%	-	-	-	1.7%	-	-
Number of employees		103	13	31	-	117	7	30
<b>&lt;FY22/3 Forecast&gt;</b>								
	JPY mm	NJSS	fondesk	photo	Other CGS	BPO	Crowd-sourcing	The Whole Company (Headquarters)
Sales		1,900		800	-	1,100	-	-
EBITDA		550		▲350	-	100	-	-

※ photo: en-photo + OurPhoto

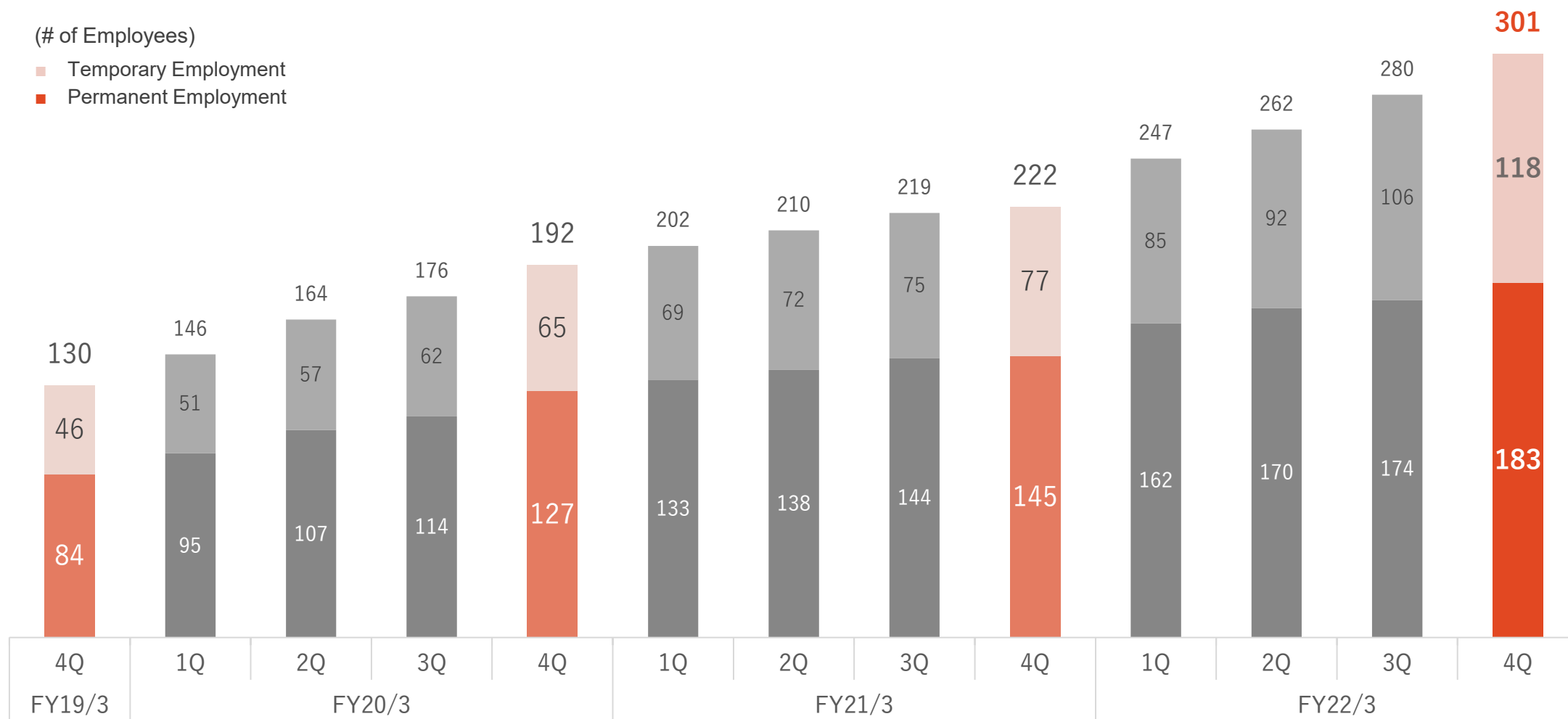
# BS (Full-year / Consolidated)

(JPY mm)	FY22/3	FY21/3	YoY
Current assets	<b>3,297</b>	3,686	▲ 10.6%
Cash and deposits	<b>2,805</b>	3,291	▲ 14.8%
Non-current assets	<b>1,041</b>	512	+103.4%
Property, plant and equipment	<b>140</b>	152	▲ 7.8%
Intangible assets	<b>243</b>	248	▲ 1.9%
Investments and other assets	<b>657</b>	111	+491.2%
Total assets	<b>4,338</b>	4,198	+3.3%
Current liabilities	<b>2,157</b>	1,893	+13.9%
Contract liabilities (formerly advances received)	<b>1,193</b>	977	+22.2%
Borrowings	<b>41</b>	42	▲ 1.2%
Non-current liabilities	<b>52</b>	96	▲ 45.1%
Borrowings	<b>38</b>	80	▲ 51.8%
Total liabilities	<b>2,210</b>	1,990	+11.1%
Total net assets	<b>2,128</b>	2,208	▲ 3.6%
Total liabilities and net assets	<b>4,338</b>	4,198	3.3%
Capital adequacy ratio	<b>49.1%</b>	52.6%	-
Net cash	<b>2,724</b>	3,168	▲ 14.0%

# CF (Full-year / Consolidated)

(JPY mm)	FY22/3	FY21/3
CF from operating activities	▲ 30	701
Loss (Profit) before income taxes	▲ 251	148
Depreciation	48	43
Amortization of goodwill	28	7
CF from investing activities	▲ 416	▲ 196
CF from financial activities	▲ 39	▲ 78
Net increase (decrease) in cash and cash equivalents	▲ 486	426
Cash and cash equivalents at beginning of period	3,291	2,865
Cash and cash equivalents at end of period	2,805	3,291

# Changes in Number of Employees by Employment Type



※ The number of temporary employees is the average number of employees for the year



# Revision of Mid-Term Management Plan | NJSS

(Announced in May 2021)

Initial Plan(05/14/19)/ Revised Plan(05/14/21) (JPY mm)	(Initial Plan) FY20/3	(Initial Plan) FY21/3	(Revised Plan) FY22/3	(Revised Plan) FY23/3	(Revised Plan) FY24/3
Net Sales	1,200	1,400	1,900	2,300	2,700
EBITDA	300	650	550	700	1,350
EBITDA margin	25%	46%	-	-	50%
Number of employees	61	-	-	-	106
		▼			
Record/Revised Plan(05/13/22) (JPY mm)	FY20/3	FY21/3	FY22/3	(Forecast) FY23/3	(Revised Plan) FY24/3
Net Sales	1,300	1,600	1,990	<b>2,400</b>	2,700
EBITDA	420	740	700	<b>850</b>	1,350
EBITDA margin	32%	45%	35%	<b>35%</b>	50%
Number of employees	66	74	103	<b>110</b>	<b>107</b>

# Revision of Mid-Term Management Plan | fondesk - en-photo - OurPhoto (Announced in May 2021)

Initial Plan(05/14/19)/ Revised Plan(05/14/21) (JPY mm)	(Initial Plan) FY20/3	(Initial Plan) FY21/3	(Revised Plan) FY22/3	(Revised Plan) FY23/3	(Revised Plan) FY24/3
Net Sales	200	-	800	-	1,800
EBITDA	▲ 100	-	▲ 350	-	500
EBITDA margin	-	-	-	-	27%
Number of employees	21	-	-	-	40

▼

Record/Revised Plan(05/13/22) (JPY mm)	FY20/3	FY21/3	FY22/3	(Forecast) FY23/3	(Revised Plan) FY24/3
Net Sales	230	540	910	<b>1,200</b>	1,800
EBITDA	▲ 160	▲ 160	▲ 290	<b>▲ 250</b>	500
EBITDA margin	-	-	-	-	27%
Number of employees	22	31	39	<b>55</b>	<b>51</b>

# Revision of Mid-Term Management Plan | BPO

(Announced in May 2021)

Initial Plan(05/14/19)/ Revised Plan(05/14/21) (JPY mm)	(Initial Plan) FY20/3	(Initial Plan) FY21/3	(Revised Plan) FY22/3	(Revised Plan) FY23/3	(Revised Plan) FY24/3
Net Sales	800	-	1,100	-	1,300
EBITDA	100	-	100	-	300
EBITDA margin	10%	-	9%	-	23%
Number of employees	54	-	-	-	79

▼

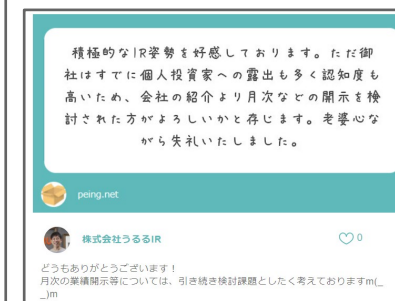
Record/Revised Plan(05/13/22) (JPY mm)	FY20/3	FY21/3	FY22/3	(Forecast) FY23/3	(Revised Plan) FY24/3
Net Sales	830	980	1,080	<b>1,200</b>	1,300
EBITDA	50	130	40	<b>100</b>	300
EBITDA margin	7%	14%	4%	<b>8.3%</b>	23%
Number of employees	68	87	117	<b>121</b>	<b>129</b>

- To increase the number of “fan” investors, we hold frequent briefings for individual investors, mainly in collaboration with the highly passionate investor community.
- Continuously disseminate useful information on IR using IT services such as “Twitter” and “Peing - Question Box.”

## Results and schedule of recent briefings for individual investors

Date	Place	Organizers/Seminar Title
2/20/2021	Online	IR Seminar for Facebook Group
3/28/2021	Kanagawa	Shonan Investment Workshop
9/11/2021	Tokyo	Investment Bridge Premium Bridge Salon
9/18/2021	Hyogo	Kobe Investment Workshop
11/27/2021	Aichi	<u>Kabu Berry IR Seminar</u>
12/18/2021	Tokyo	<u>IR Seminar for Facebook Group</u>
3/19/2022	Kanagawa	Shonan Investment Workshop
3/26/2022	Online	Logmi Finance
(Scheduled) 5/21/2022	Tokyo	Kobe Investment Workshop in Tokyo

## Information Dissemination through “Twitter” and “Peing-Question Box.”



[https://twitter.com/uluru\\_ir](https://twitter.com/uluru_ir)

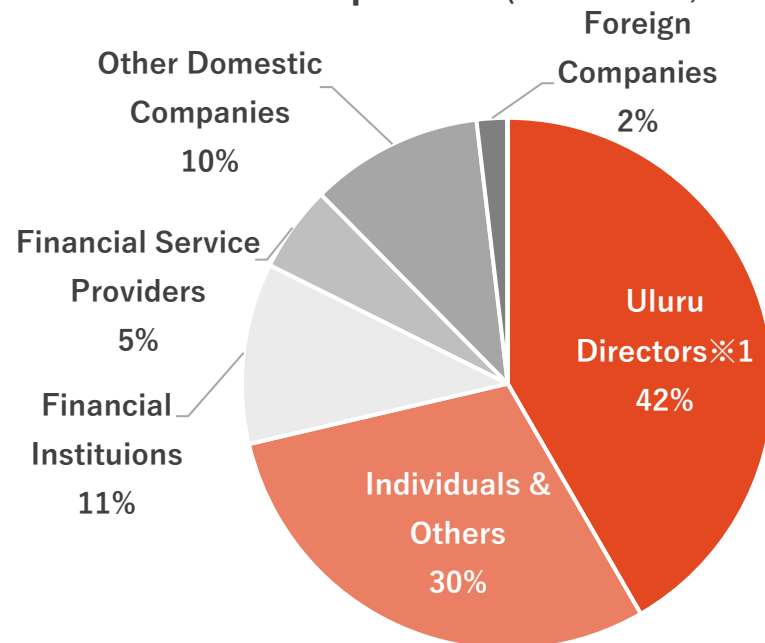
<https://ssl4.eir-parts.net/doc/3979/tdnet/2019479/00.pdf>

# Shareholder Composition

## ■No. of Shares & Shareholders (As of Mar. 31, 2022)

Total Number of Authorized Shares	11,199,200
Total Number of Issued Shares	6,908,000
Total Number of Shareholders	1,063

## ■Shareholder Composition (As of Mar. 31, 2022)



※Incl. Tomoya Hoshi's asset management company.

## ■Major Shareholders (Based on the list of shareholders (As of Mar. 31, 2023))

Rank	Name	# of Shares	Ratio (%)
1	Tomoya Hoshi	1,309,400	18.95
2	Ayers Rock Co., Ltd (CEO: Tomoya Hoshi)	660,000	9.55
3	HIKARI TUSHIN, Inc.	512,900	7.42
4	Yuhei Okeyama	429,100	6.21
5	Keisuke Hikiji	380,800	5.51
6	Custody Bank of Japan Ltd. (Trust Account)	341,100	4.93
	Simplex Asset Management Co., Ltd.	(275,700)	(3.99)
7	Daisuke Gomi	321,000	4.64
8	Yosuke Nagaya	208,000	3.01
9	Nippon Life Insurance Company	190,000	2.75
10	Shinsuke Kobayashi	184,200	2.66

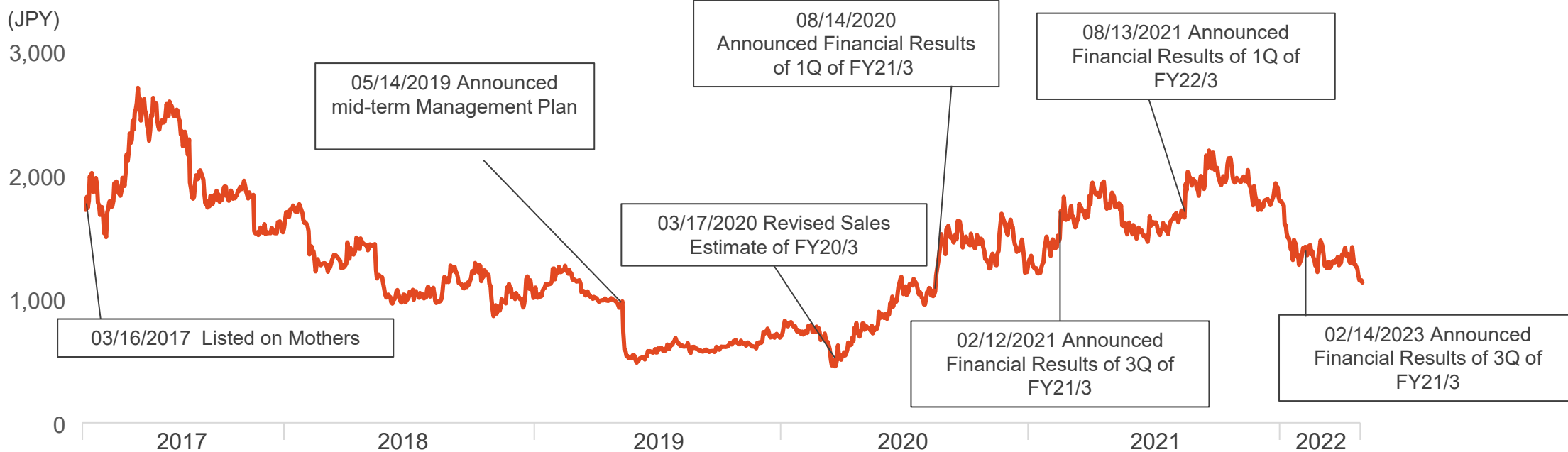
# Share Price Trends

Public Offering Price	1,500yen
First Quotation	1,665yen(03/16/2017)
All-time High	2,800yen(06/01/2017)
All-time Low	458.5yen(03/23/2020)

	FY18/3	FY19/3	FY20/3	FY21/3	FY22/3
PSR	4.4	2.9	1.5	4.1	2.3
PER	29.4	26.0	-	317.8	-

※Calculated using the stock price on the closing date

## ■Share Price(03/16/2017~04/30/2022)



※The Company conducted a 2-for-1 share split effective October 1, 2021. The above share prices have been adjusted retroactively to take into account the impact of this share split.

Fractions in this report are rounded down (or rounded off in the case of %) in principle.

The materials and information provided in this announcement include so-called "forward-looking statements".

These are based on current expectations, forecasts and assumptions that are subject to risks and uncertainties that could cause actual results to differ materially from those in the forward-looking statements.

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

The purpose of this report is to provide information about the Company and not to solicit the purchase and sale of its shares. Investment decisions should be made at your own discretion.

**| Uluru Co., Ltd.**      **<https://www.uluru.biz/>**

**| For Inquiries**      **[ir@uluru.jp](mailto:ir@uluru.jp)**

**| Official IR Twitter**      **[https://twitter.com/uluru\\_ir](https://twitter.com/uluru_ir)**