



Cybozu, Inc.
Business Overview and Financial Results Briefing
for the Fiscal Year Ended December 2023

Tuesday, Feb. 27, 2024

Company Overview

Cybozu, Inc.

Business Description	Develop, sell, and operate groupware platforms/Methods Consulting Business
Representative Director and President	Yoshihisa Aono
Established	August 1997
Head Office	Tokyo Nihombashi Tower, 2-7-1 Nihombashi, Chuo-ku, Tokyo
Office locations	Japan: Tokyo, Osaka, Matsuyama, Nagoya, Fukuoka, Sendai, Sapporo, Hiroshima, Yokohama, Omiya, Shanghai, Shenzhen, Taipei, Ho Chi Minh, San Francisco, Sydney, Bangkok, Kuala Lumpur, etc.
Capital Stock	JPY 613 million
Listed Exchange	Tokyo Stock Exchange, Prime Section (Securities Code 4776)
Employee Headcount	Consolidated: 1,276 employees; Non-consolidated: 1,003 employees <small>* As at end of December 2023 * Open-ended contract (permanent) employees only (executives not included)</small>

Company Vision

* Will be submitted to the 27th Annual Shareholders Meeting on March 30, 2024

Our Reason for
Existing
Purpose

Build a society brimming with teamwork

Culture
Culture

1. Share a common vision

Create a common vision that resonates with all members and guides their actions

2. Embrace individuality

Embrace individual differences and tap into each other's strengths

3. Be transparent

Build a foundation for open trust



4. Be self-driven & autonomous (provisional translation)

Each person should take the initiative as an individual and be involved in building a better team

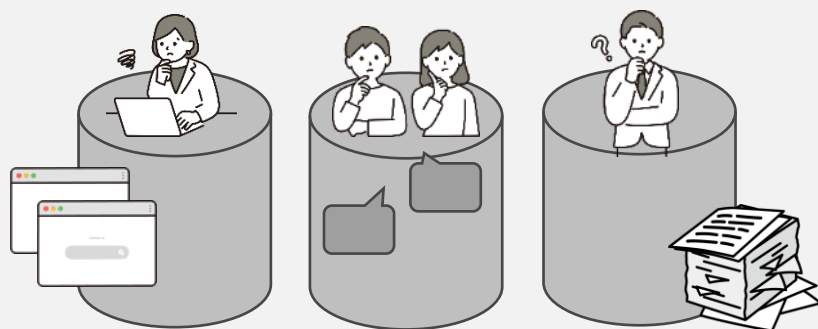
5. Engage in dialog and discussion (provisional translation)

Strive to understand the basis for each other's thinking, discuss, and reach a decision

Information Sharing and Teamwork

Organization where information is **siloed**

Data, information, and communication is **separated by team**, making it impossible to share information across the organization.



Information becomes more siloed, **capabilities of the people on the frontline** can't be leveraged to innovate

Organization where information is shared openly on one platform

Information is shared openly on one platform. The people on the frontline are taking the initiative and driving business improvements.



Information sharing boosts teamwork and helps **the entire organization to evolve**

Cybozu's Cloud Services

As at end of December 2023

Groupware

サイボウズ Office

Groupware for SMEs

Installed customer base:
78,600 companies

Cloud service customers /
24,700 companies

YoY
+ 6.9%



G Garoon

Groupware for Eps
(mid-sized and large enterprises)

Installed customer base:
7,400 companies

Cloud service customers
2,600 companies

YoY
+ 13.0%



Business app development platform

キントーン kintone

Platform for implementing no-code/low-code business solutions

Cloud service customers
32,800 companies

YoY
+ 19.3%



Mail-sharing software

メールワイズ Mailwise

Centralized management of team email correspondence

Installed customer base:
14,400 companies

Cloud service customers /
8,300 companies

YoY
+ 10.7%

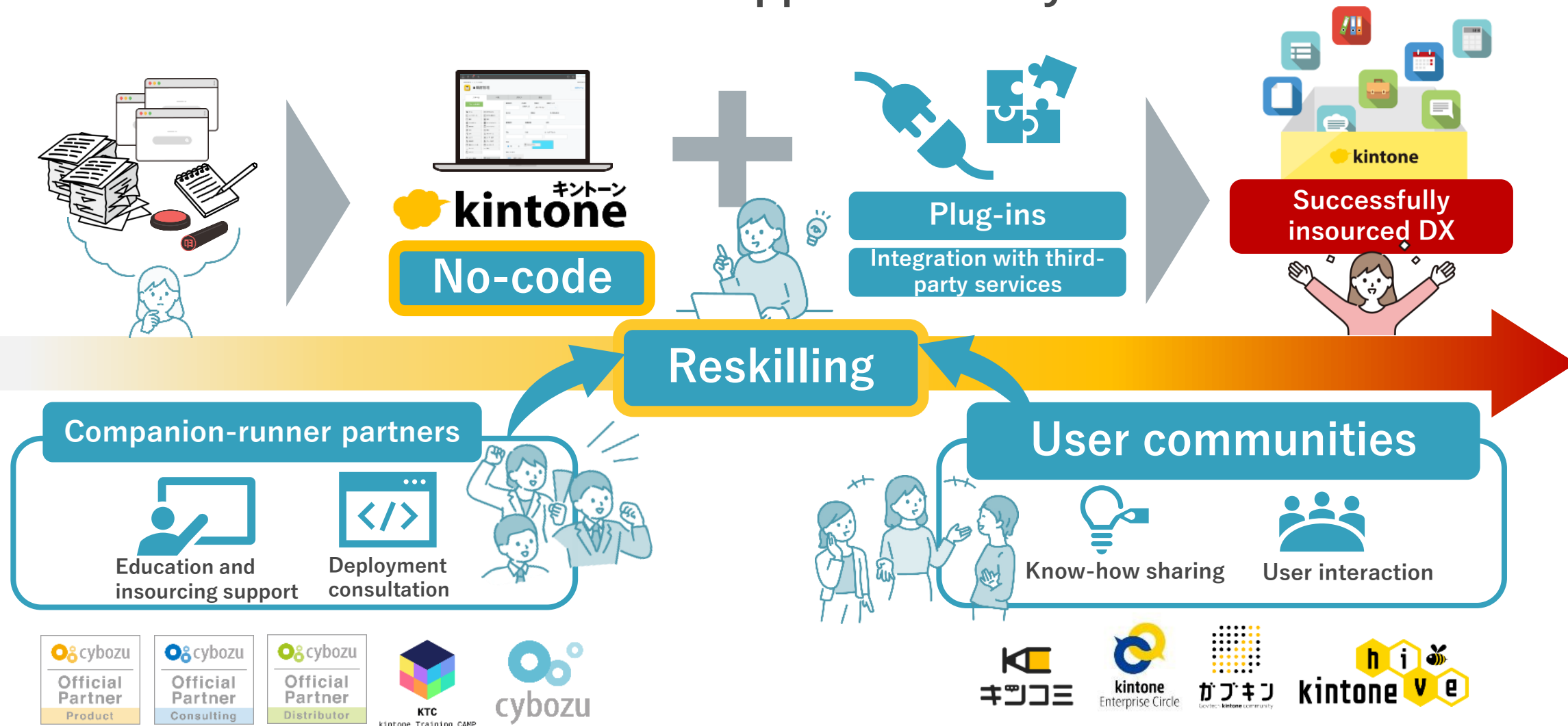


* The above are the numbers of customer companies in Japan.

* Kintone is exclusively sold as a Cloud service.

* Installed customer base for Cybozu Office, Garoon, and Mailwise: The total number of domestic companies who have deployed product on-premises or in the cloud.

Achieving an Insourced Digital Transformation (DX) with No-code and the Power of a Supportive Ecosystem



Company-wide Slogan for 2023-2025

25BT

“2025 and go Beyond with Trust”

We will focus on reaching our next big milestone in 2025, and work on long-term initiatives that look to the future beyond 2025 while placing great value on trust.

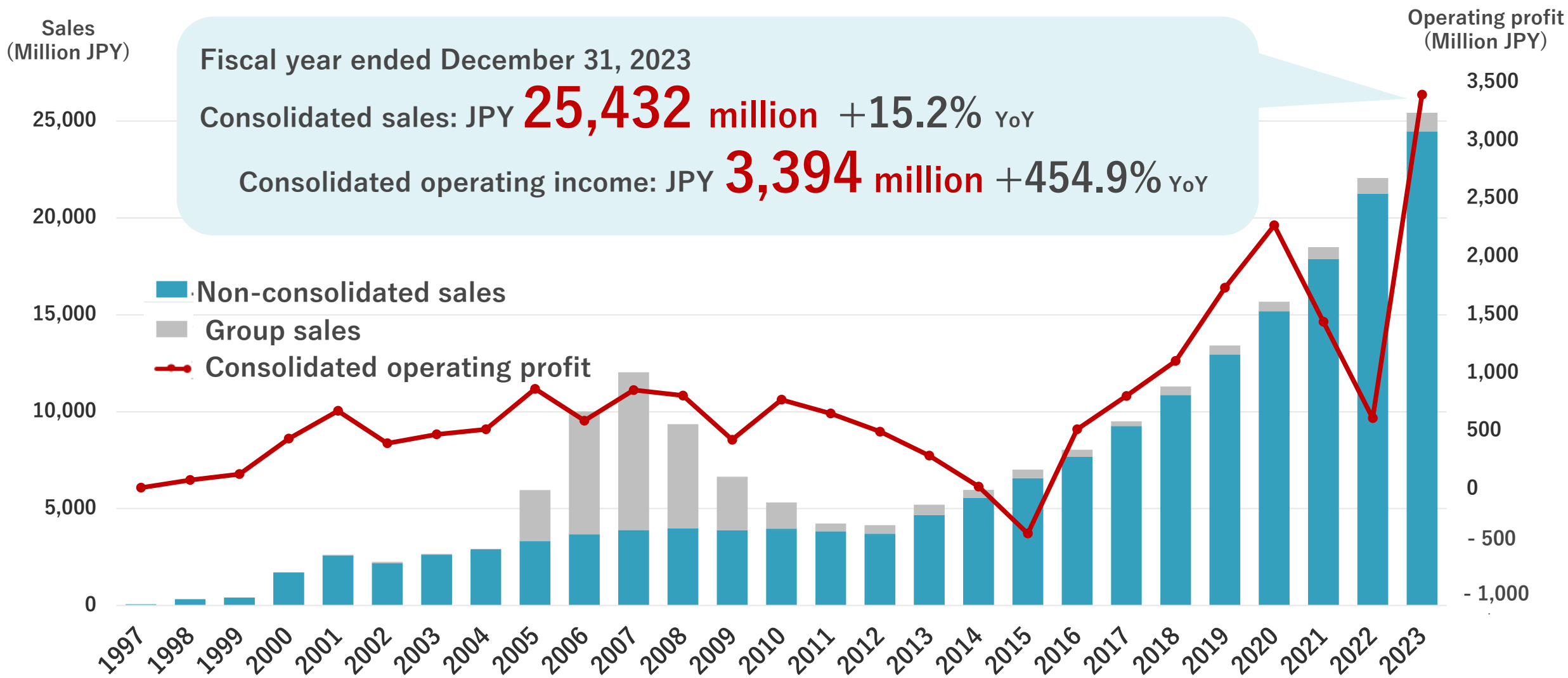
FY2023 Financial Results

Consolidated Sales and Operating Profit

Fiscal year ended December 31, 2023

Consolidated sales: JPY **25,432 million** +15.2% YoY

Consolidated operating income: JPY **3,394 million** +454.9% YoY



Consolidated Financial Results

Consolidated Financials (Unit: Million JPY)	FY2022 (Actuals)	FY2023 (Actuals)	FY2024 (Projection)
Sales	22,067	25,432	28,730
Operating profit	611	3,394	3,097
Ordinary profit	987	3,579	3,142
Current net profit	66	2,488	2,028
Net profit per share	JPY 1.45	JPY 52.29	JPY 42.57
Dividend per share	JPY 13.00	JPY 14.00	JPY 15.00

Detailed Consolidated Financial Results

Consolidated PL (Unit: Million JPY)	FY2022 (Actuals)	FY2023 (Actuals)	
Sales	22,067	25,432	Consolidated sales + JPY 3,364 million YoY +15.2% YoY
Cost of sales	1,951	2,364	
Labor costs	7,854	8,828	
Advertising expenses	6,452	4,313	
R&D expenses	270	889	Stimulating long-term R&D activities to create new businesses in global fields +228.4% YoY
Other	4,927	5,643	
Operating profit	611	3,394	Consolidated operating profit + JPY 2,782 million YoY +454.9% YoY

Results of Advertising Investment

Shift from the **Increasing Product Awareness** phase to the **Deepening Product Understanding** phase

Trends in Advertising Expenses, Kintone Awareness, and Percentage of Sales that Advertising Expenses Account for

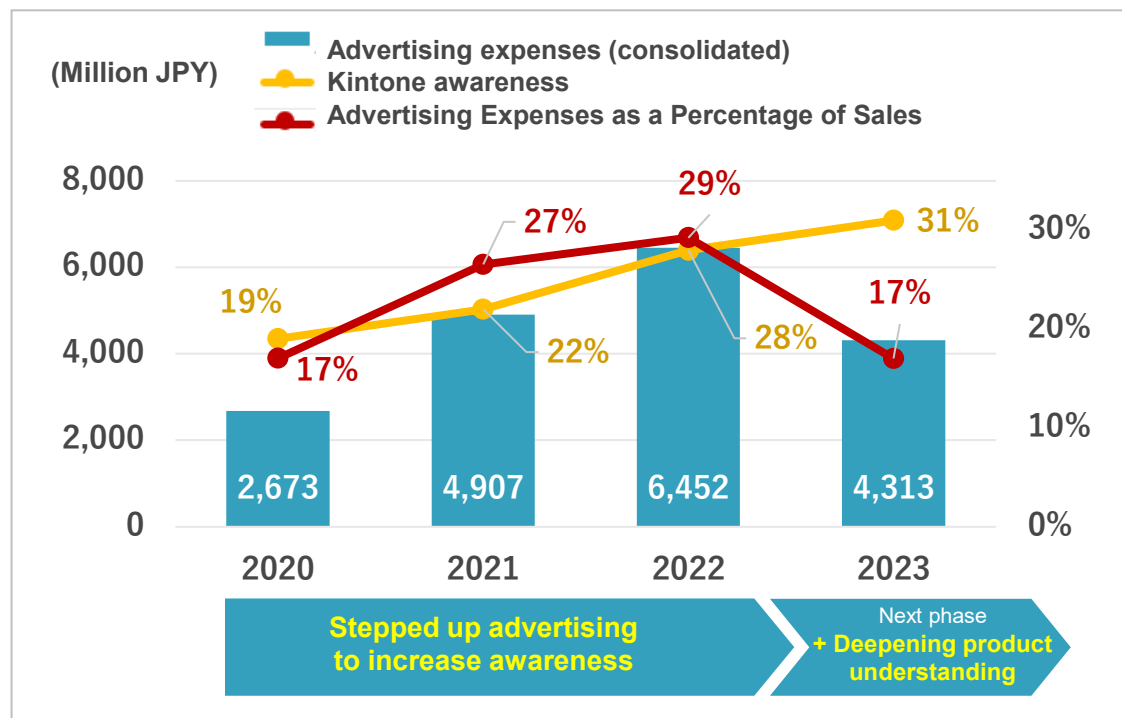
▶ Thanks to the stepped up advertising to increase awareness focusing on Kintone in the past three years, Kintone awareness* has **increased by 12 pts** since 2020.

▶ Since 2023, we have stepped up our focus on **deepening product understanding** in parallel with our continued efforts to increase Kintone awareness.

The tagline for the Kintone commercial is now **Build business apps without coding.**

▶ We plan to invest in advertising to instill widespread understanding of product value and increase sales in 2024.

* Kintone awareness: Based on the awareness survey conducted by Cybozu



Financials

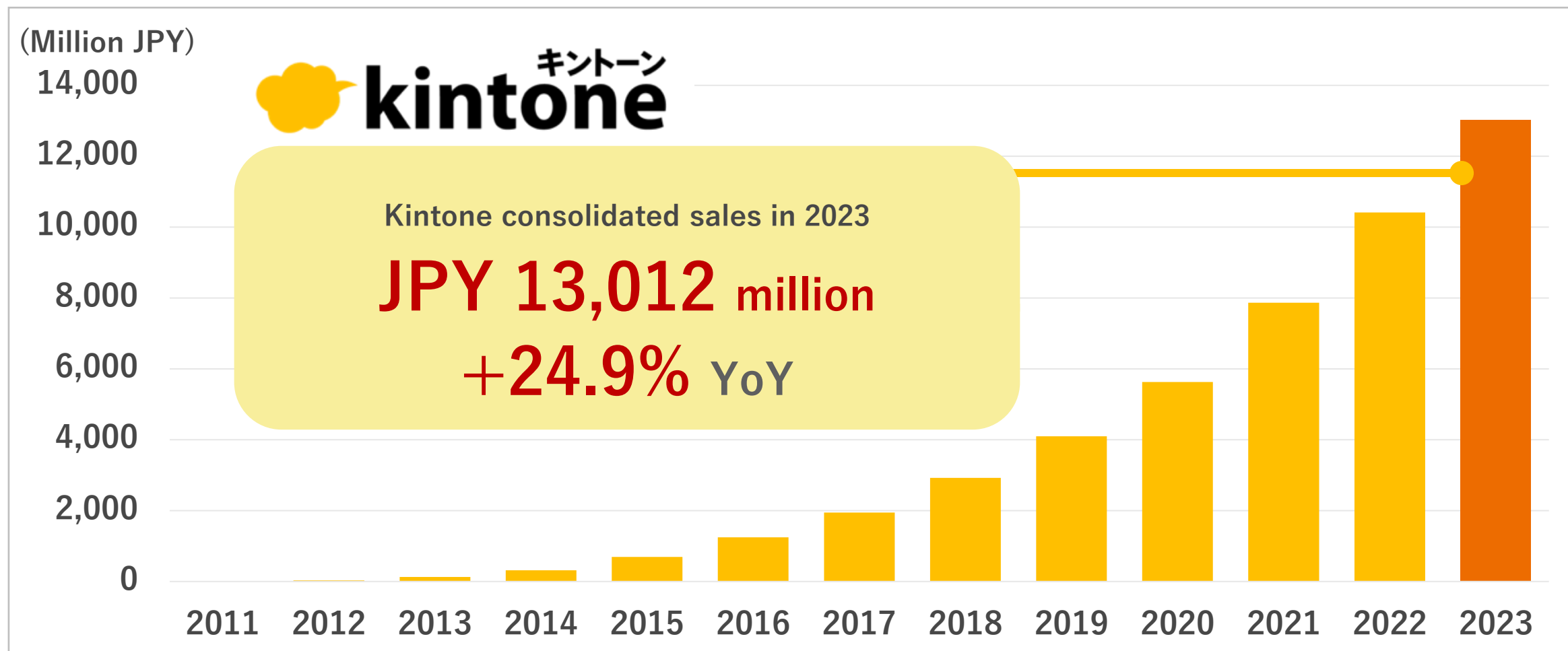
Consolidated BS (Unit: Million JPY)	FY2022 (Actuals)	FY202 (Actuals)	YoY
Assets	15,907	19,248	3,340
- Cash & deposits	5,124	6,492	1,367
Liabilities	11,277	7,995	-3,282
- Borrowings	4,680	—	-4,680
Net assets	4,630	11,253	6,623
- Treasury stock	-1,800	-1,346	454
Shareholder equity ratio	29.1%	58.5%	29.4%
Net assets per share	100.93	236.33	135.40

Borrowings repaid in full from proceeds of disposal of treasury stock in January 2023

Business Details and Future Challenges

Consolidated Sales by Product

Kintone Sales Break the JPY 13 Billion Mark



* Kintone is exclusively sold as a Cloud service.

Our Users



As at end of December 2023

User companies

32,800
companies

Annual average no. of companies deploying Kintone

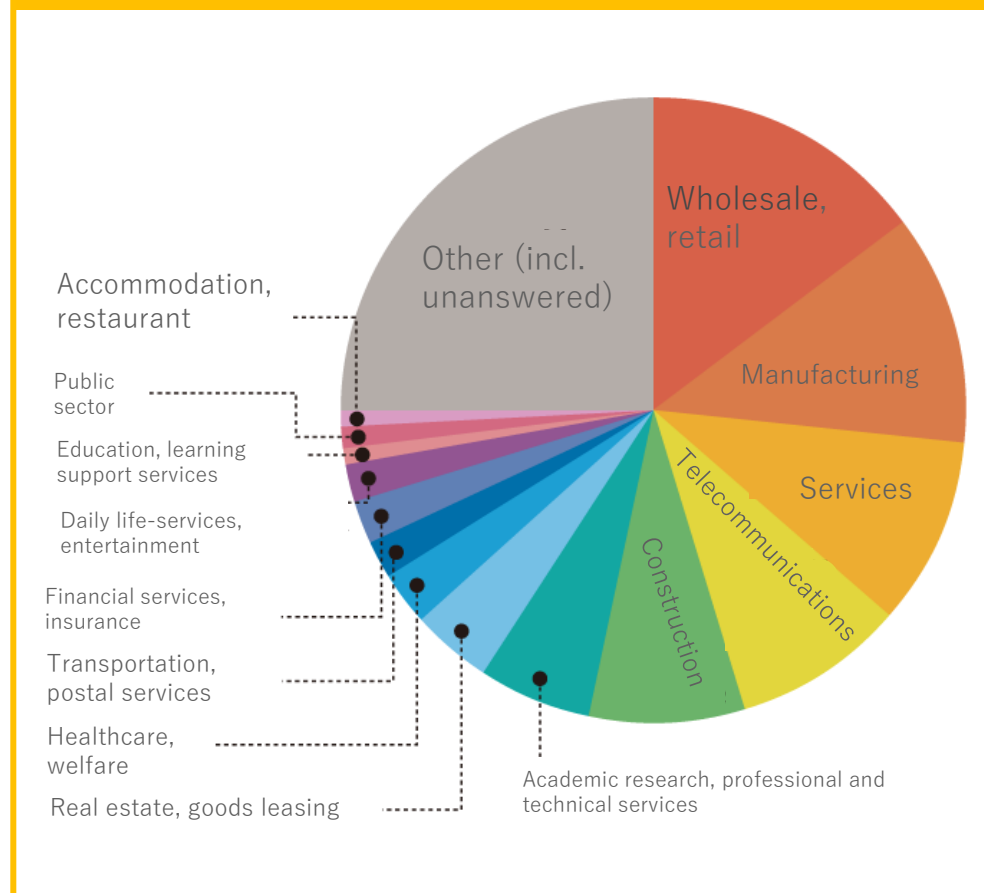
650
companies/month

Kintone deployment by companies listed in TSE Prime section

Installed at 1
in every 3 companies



Customer breakdown by sector



Departments stakeholders driving Kintone deployment belong to

93% of users in charge of deploying Kintone are **NOT** from the **IT department**



93%

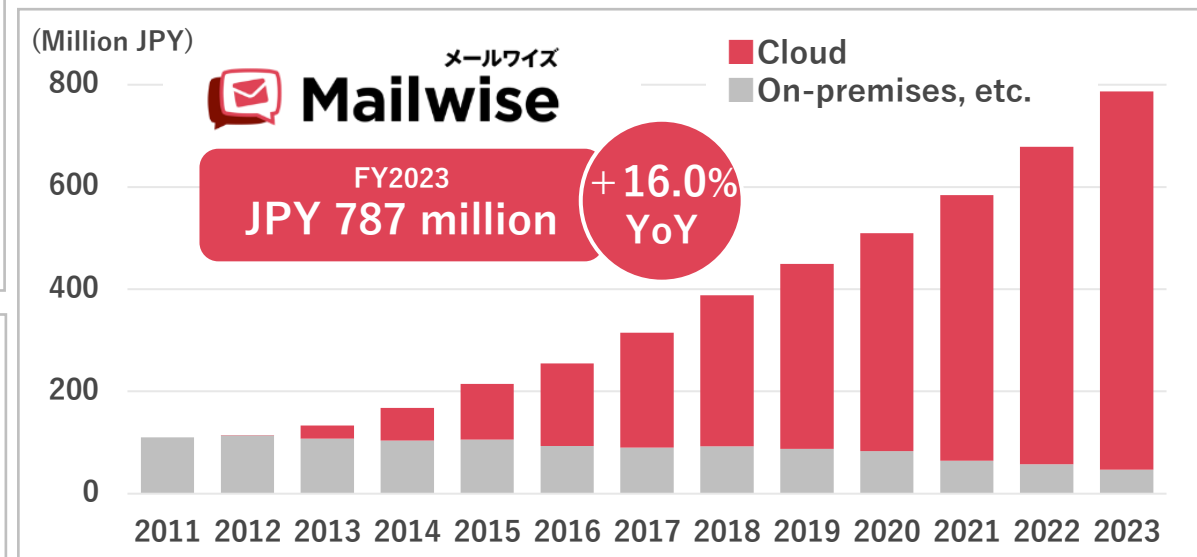
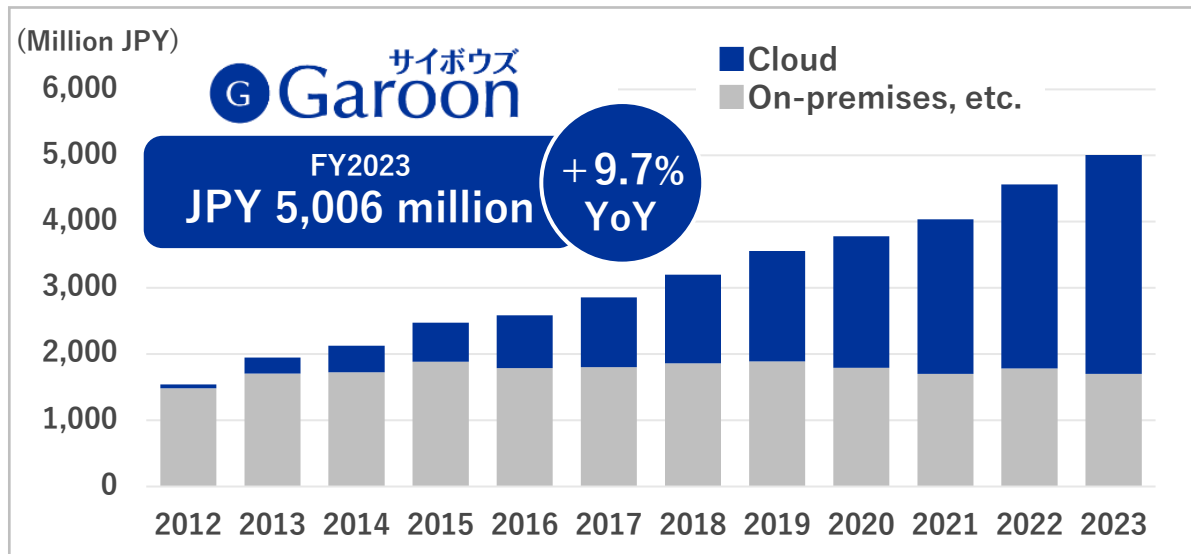
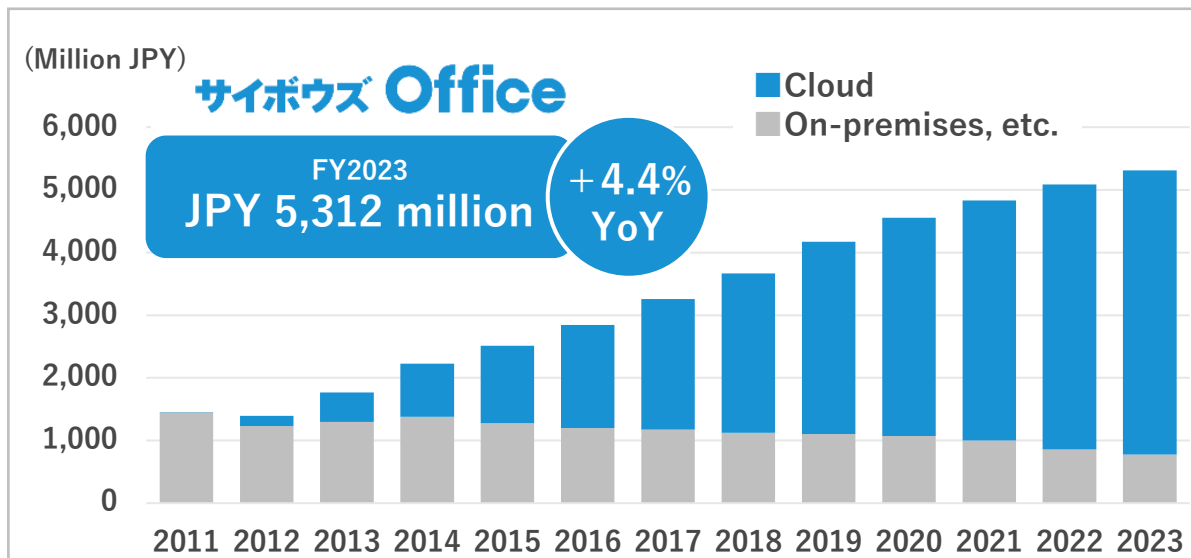
Non-IT Dept.

7%

IT Dept.

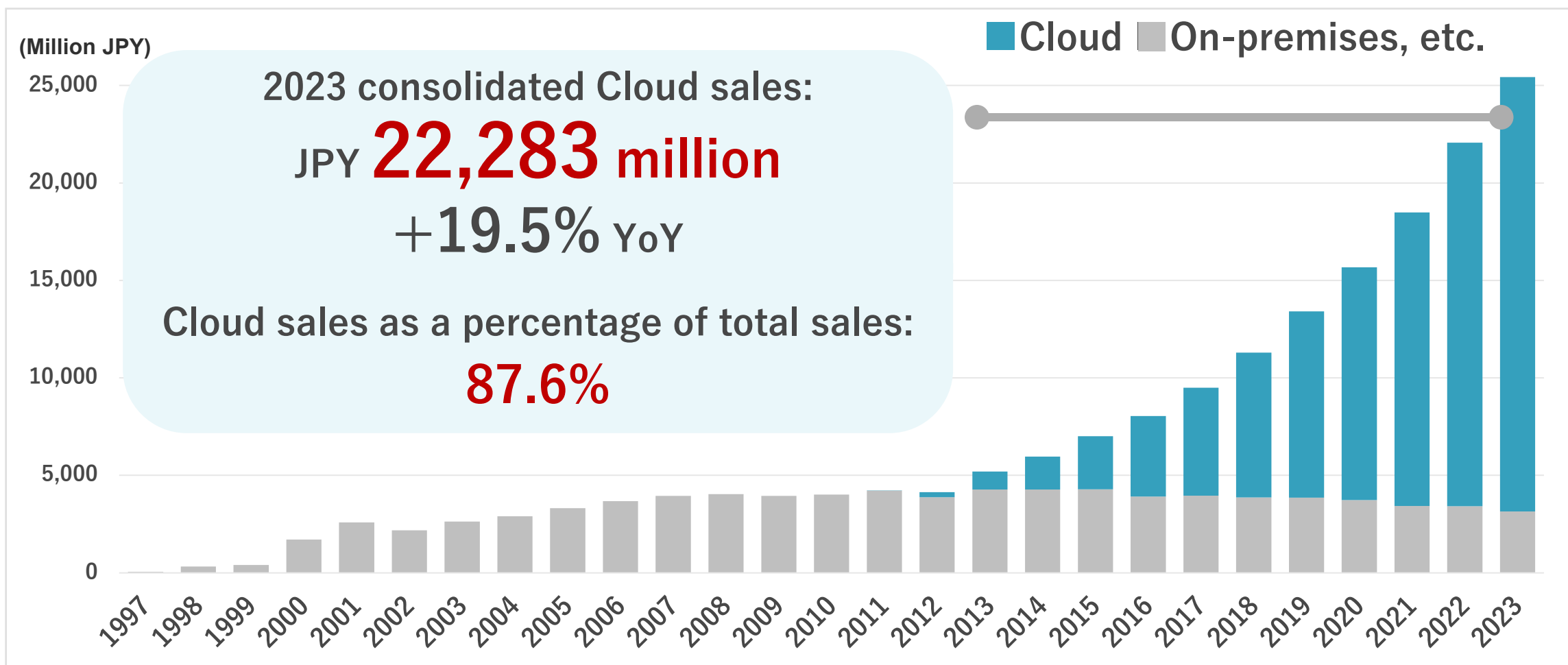
*The above figures are for Cloud service users only.

Consolidated Sales by Product



Consolidated Sales (Cloud/On-premises)

Solid Growth in Cloud Sales



* Figures are non-consolidated until 2010 and consolidated from 2011. * Six month-fiscal period in 1999, 11-month fiscal period in 2012.

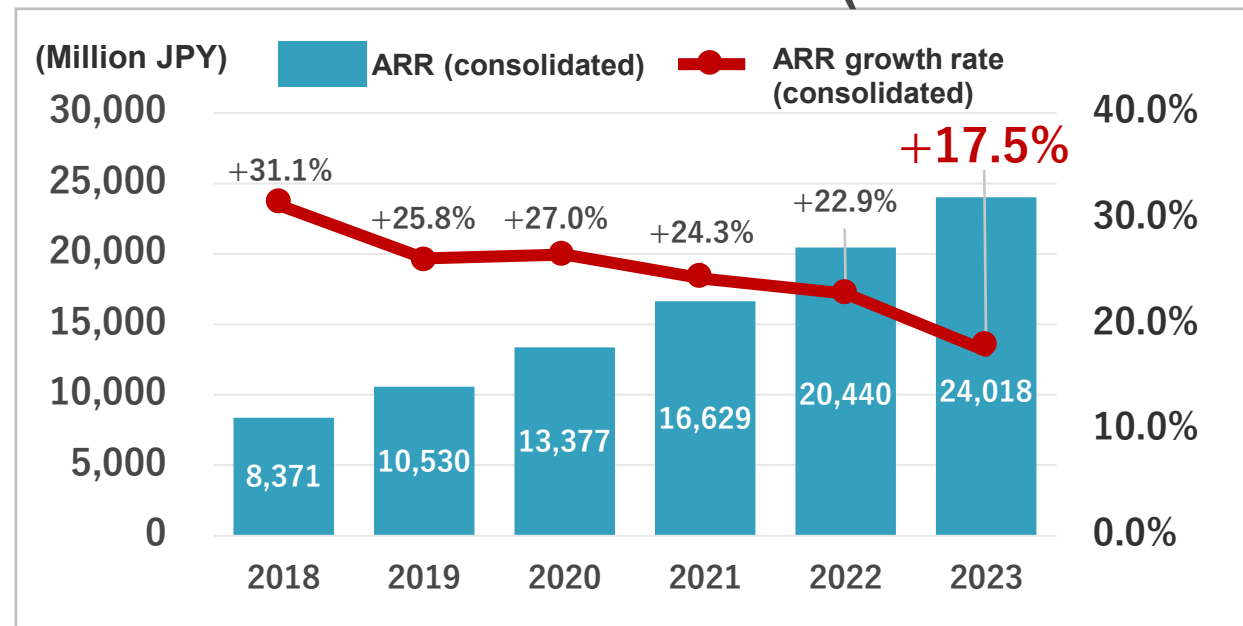
1st Ever Disclosure of SaaS Stats

SaaS Management Indicators

As at end of December 2023

	ARR ⁽¹⁾ (Million JPY)	ARR ⁽²⁾ Growth Rate(YoY)	MRR ⁽³⁾ (Million JPY)	Subscription sales percentage ⁽⁴⁾
Consolidated sales	24,018	+17.5%	2,001	88.3%
Non-consolidated sales	22,882	+17.4%	1,906	88.7%

ARR and ARR Growth Rate (Consolidated)



▶ While Cloud consolidated sales hit a record high, **ARR growth rate is trending downward**

*This data is for Cloud services only

- (1) ARR: 12 months of MRR (Annual Recurring Revenue)
- (2) ARR Growth Rate: YoY growth rate of ARR
- (3) MRR: Monthly Recurring Revenue
- (4) Subscription sales percentage: Percentage of MRR divided by monthly sales for all 12 months including package sales

1st Ever Disclosure of SaaS Stats

SaaS Management Indicators | Non-Consolidated Sales by Product

As at end of December 2023

	ARR ⁽¹⁾ (Million JPY)	ARR ⁽²⁾ Growth Rate (YoY)	MRR ⁽³⁾ (Million JPY)	Subscription sales percentage ⁽⁴⁾	Gross Revenue Churn Rate ⁽⁵⁾ Cancellation rate	Net Revenue Retention ⁽⁶⁾	ARPA ⁽⁷⁾ (JPY) Average sales per subdomain
Kintone	13,310	+21.6%	1,109	100.0%	1.28%	107.0%	34,100
Cybozu Office	4,742	+7.4%	395	86.8%	0.91%	96.2%	16,600
Garoon	3,471	+16.6%	289	68.2%	0.39%	103.1%	116,700
Mailwise	786	+15.8%	65	95.0%	1.17%	102.1%	7,200

▶ While the unit price of Garoon, which is designed to be an enterprise-wide platform, is high, the **unit price of Kintone**, which drives our product sales, is the challenge.

* This data is for Cloud services only

(1) ARR: 12 months of MRR (Annual Recurring Revenue)

(2) ARR Growth Rate: YoY growth rate of ARR

(3) MRR: Monthly Recurring Revenue

(4) Subscription sales percentage: Percentage of MRR divided by monthly sales for all 12 months including package sales

(5) Gross Revenue Churn Rate: Churn rate calculated by dividing the current month's loss in subdomain units due to churn and subscriber attrition by the previous month's revenue (12-month moving average).

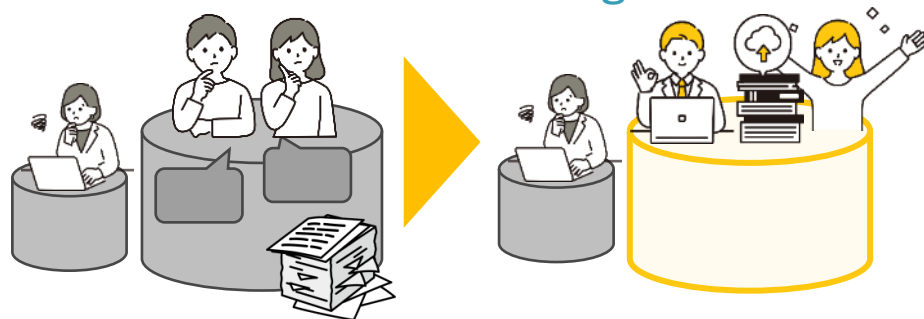
(6) Net Revenue Retention: Annual net revenue retention rate calculated by dividing the current month's revenue of the subdomains subscribed to as of one year ago by the monthly revenue of one year ago (12-month moving average).

(7) ARPA: Average Revenue per Account (ARPA) per subdomain. * Excluding team support licenses, school & parents' licenses, and Kintone guest users. A single company may subscribe to multiple subdomains.

Striving to create a Platform that Allows More Diverse Customers to Handle Diverse Information

Digitization of specific departments

Data is fragmented by department, limiting the effectiveness of information sharing



Information sharing throughout the organization

Enabling swifter decision making and efficient business processes



▶ Easy-to-use **low-code/no-code tools** for everyone
Frontline-driven improvements without requiring IT expertise

Private Company

User DX Case Study | TAIYO NIPPON SANSO Corporation

The company started deploying Kintone in 2017. Now their Kintone platform has grown to span **53 group companies with approx. 8,000 employees who are working with around 600 Kintone apps.**

Unable to work outside the office

✓ Before introducing Kintone, faced challenges in working in a mobile environment and working from home

Diversification of workplaces

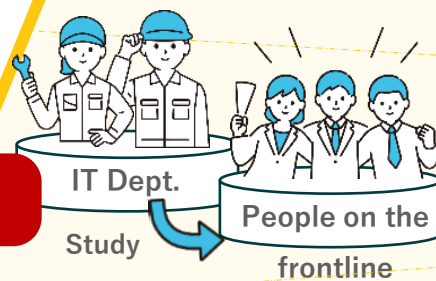
✓ **Able to work in external environments**, e.g. on the road, at home, or on a smartphone

Development dependent on key persons

✓ Tools that require expertise made development dependent on some personnel, raising costs

Avoid key-person dependency and achieve cost reduction

✓ Departments **other than the dedicated IT Department can develop** apps
 ✓ Achieved **cost reduction** using contract management app



Kintone dojos (training camps) to accelerate internal deployment
 Members who pass the course are granted app development authority. Non-IT people on the frontline develop apps suitable for use in the field.

Up to approx. 4 million yen/year of cost reduction achieved by Contract Management App
 Calculated by multiplying the labor and mailing costs per case of approx.1,000 yen by an assumed 4,000 cases per year.



Focus on achieving insourced DX across the entire group, aiming for a **strong organization** responsive to change.

Private Company

User DX Case Study | Marubeni-Itochu Steel Inc.

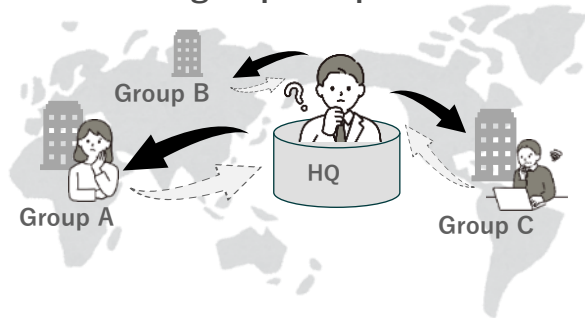
Using Kintone as its **organization-wide information sharing platform** for more than 1,500 people, across 100 group companies in Japan and overseas

Digitization lagged

☑ Inefficient operations due to non-automated handling of data aggregation and analysis

Challenges in information sharing

☑ Communication tended to be mostly one-way from the head office to the group companies



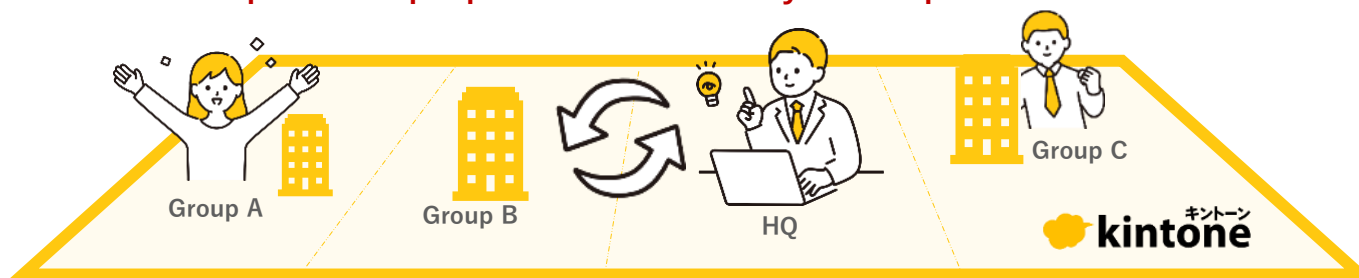
Improved operational efficiency using digital technologies

- ☑ Achieved **annual reductions of approx. 800 work hours** thanks to customer management and sales negotiations **management apps**
- ☑ Able to **survey approx. 100 domestic and overseas companies in multiple languages**
- ☑ Improved operational efficiency thanks to automated data aggregation and analysis



Information can be shared across the entire group

- ☑ Achieved all round communication between the head office and group companies. Reflect **opinions of people in the field into system improvements**



User DX Case Study

Kitakyushu City, Fukuoka Prefecture

All 8,000 staff members use Kintone and are working to digitalize the entire city office

Further accelerate improvement of citizens' services targeting the reduction of 100,000 work hours/year by 2025

Short staffed due to hugely paper-based operations

- ✓ Required a huge number of staff and amount of time to open and process mailings, and manage paper documents

Costs reduced through digitization

- ✓ Reduced system costs equivalent to **2.2 billion yen** in 1.5 years after deployment
- ✓ Reduced **approx. 36,000 hours/year** of staff work hours

Measures to install Kintone throughout the entire organization

- ▶ All Staff Kintone Deployment Introductory Price Campaign
- ▶ Complete local government DX all-in-one box

etc.

Mishima City Board of Education, Shizuoka Prefecture

Provided Kintone accounts to all teachers at 21 public elementary and junior high schools in the city

Promoted digitization of school administration and reduced paperwork by 10,000 sheets per year

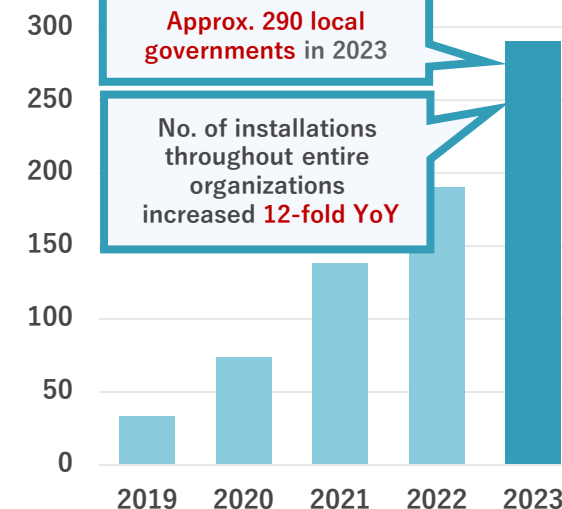
Administered questionnaire documents in hardcopy

- ✓ Had to enter data written on paper into the system and store the hardcopies

Reduced paperwork and work hours

- ✓ Eliminated **approximately 10,000 pieces of paper per year**
- ✓ Reduced a total of approx. **450 hours** of staff work time across schools in the city

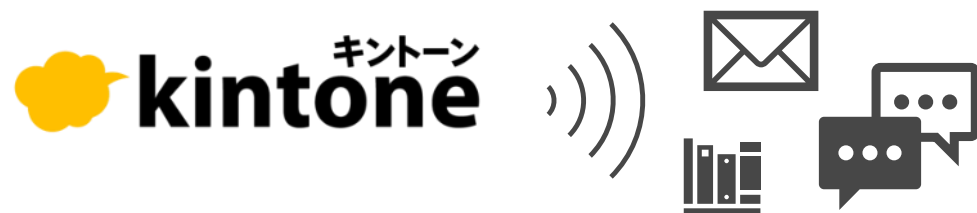
Number of municipalities using Kintone



* Definition of installation throughout the entire organization: Deployment for the number of users for the same as or more users as the total number of general administrative staff (general administration and social services) disclosed in the Survey Results of the Capacity Management of Local Governments published by the Ministry of Internal Affairs and Communications.

Striving to create a Platform that Allows More Diverse Customers to Handle Diverse Information

Expand the range of operations and information that can be handled



Eliminate barriers between departments and organizations



✓ Product development

Cybozu NEXT

✓ Pricing/Services

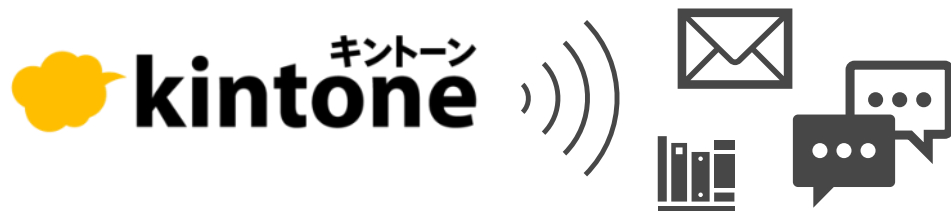
Kintone Company-wide Deployment License

Striving to Create a Platform that Allows More Diverse Customers to Handle Diverse Information

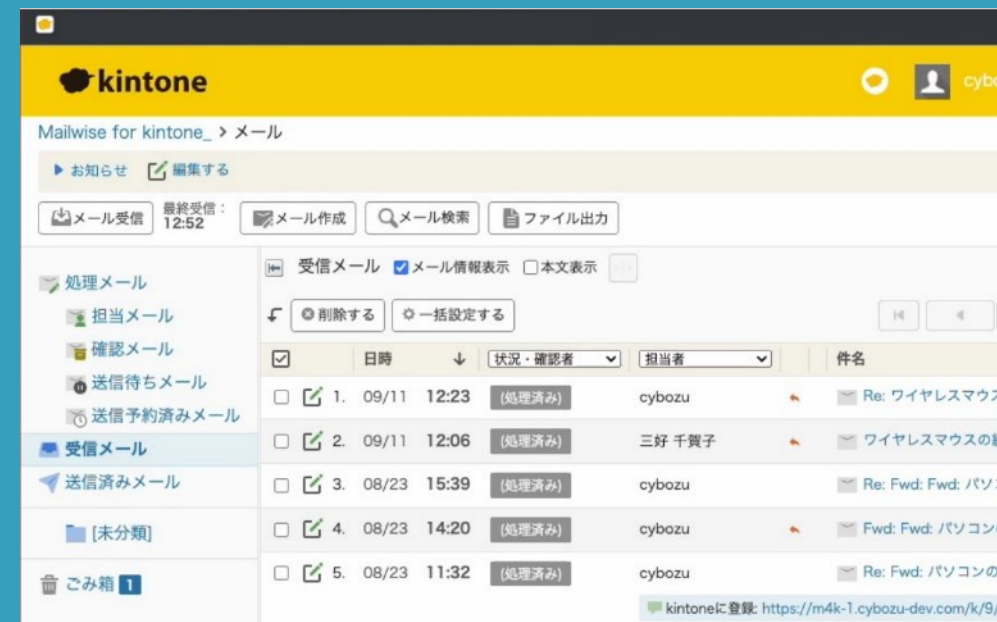
✓ Product development

Cybozu NEXT

Expand the range of operations and information that can be handled



Kintone Mail Sharing Option
First release is scheduled in 2024



Striving to create a Platform that Allows More Diverse Customers to Handle Diverse Information

✓ Pricing/Services

Kintone Company-wide Deployment License

Eliminate barriers between departments and organizations



Scheduled to go on sale in summer 2024
Kintone Company-wide Deployment License

License dedicated for **company-wide** rollout

Raise the upper limit of the number of apps



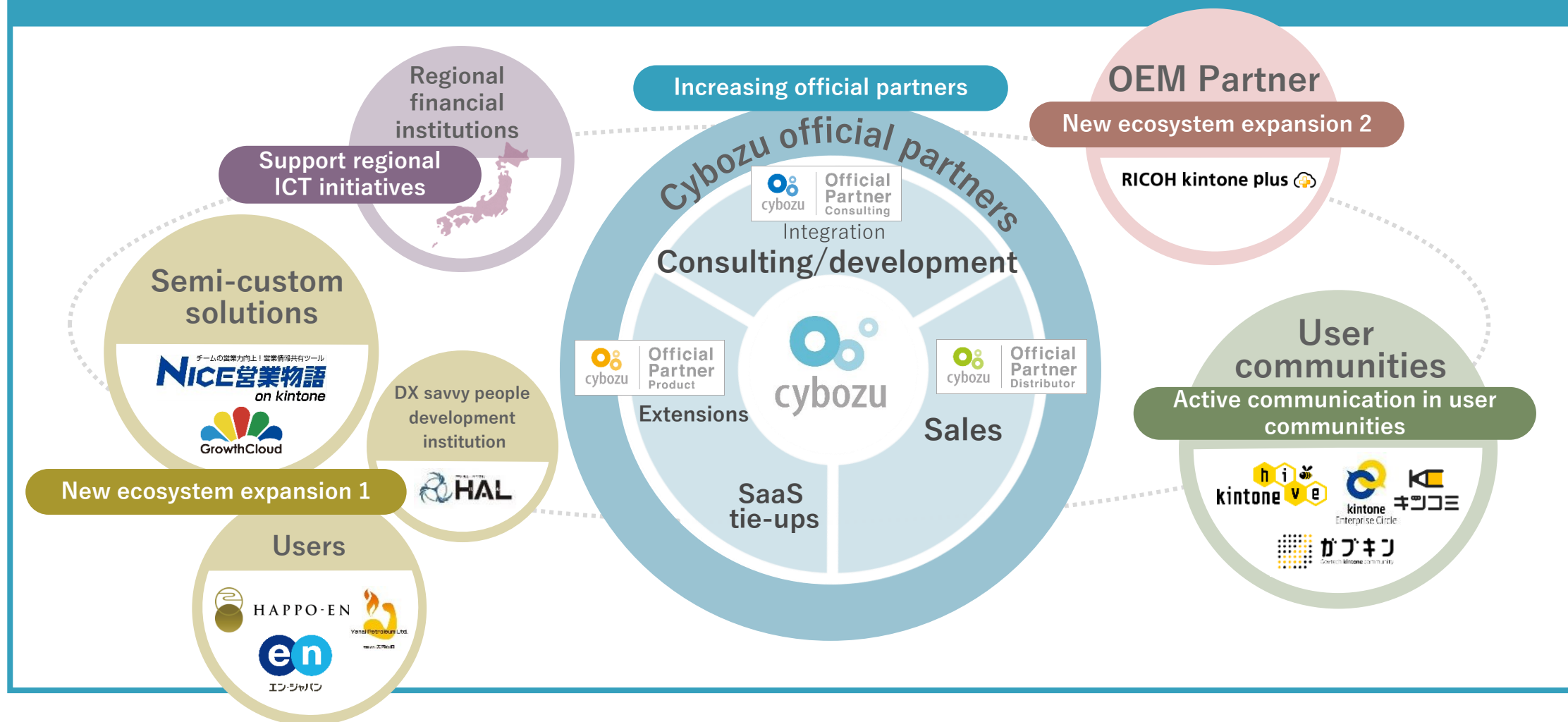
Dedicated plug-in



Ecosystem Expansion

Expansive Cybozu Ecosystem

Cybozu has expansive ecosystems centered around official partners



Increasing official partners

Expanding the Partner Business

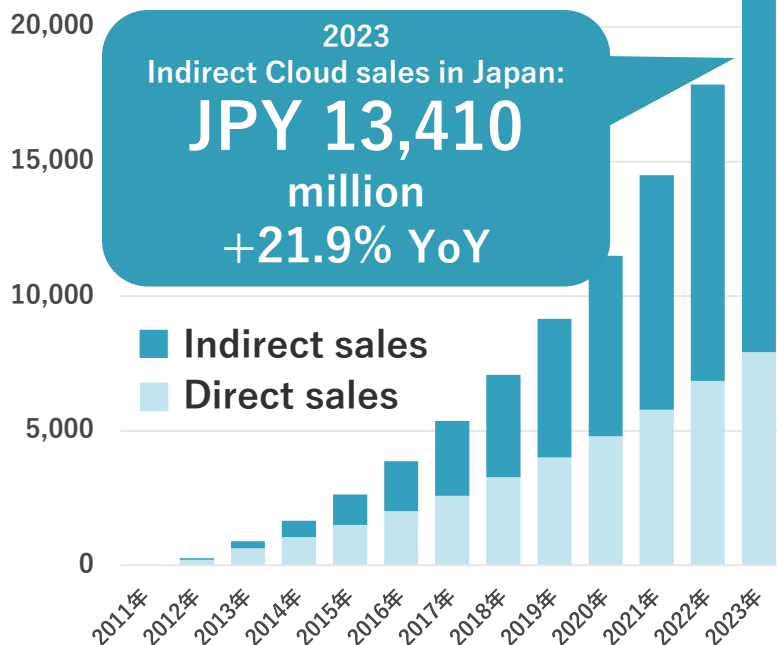
As at end of December 2023

Partner sales

Partner sales account for 62.9% of Cloud sales in 2023

Direct/indirect Cloud sales in Japan

(Million JPY)



No. of partners

About **450** companies



Registered companies: more than **650**

No. of companies preparing to register as official partners

Increasing number of AI-integrated services

Various AI-integrated services with Kintone were released in 2023. Cybozu is thoroughly bolstering the platform.

No. of integrated services

Over **350** services



kintone Teamwork Fund was established

A corporate venture capital fund was established in July 2023 to invest in companies taking up the challenge in new technology fields such as generative AI and companies offering semi-custom solutions, etc.

Initiatives to strengthen partner business

Held two events in Sendai, Miyagi Prefecture

The same events are scheduled to be held in Osaka in 2024

▶ **Real Cy-Musubi in Sendai in September 2023**

Exchange event between local consulting partners and SaaS product partners

▶ **Cybozu Cloud Garden in Sendai in December 2023**

An event utilizing our regional partner network, featuring exhibits and presentations on Cloud services including Kintone



First Real Cy-Musubi in Sendai in September 2023

Stream of AI-integrations

A series of AI-integrated services available with Kintone have been released since 2023

Kore.ai

Works ID Co.,Ltd.

Alntone+

Systems Nakashima Co.,Ltd

Front Agent

Umee Technologies Inc.

mojula for kintone

BIRDS Systems Research
Institute, Inc.

Kinchabo

NDI Solutions, Ltd.

Associate AIHub for kintone

(provisional name) Showcase Inc.

AI utilization support feature (β) for RICOH kintone plus

Ricoh Company, Ltd.

Smart at AI

M-SOLUTIONS and more

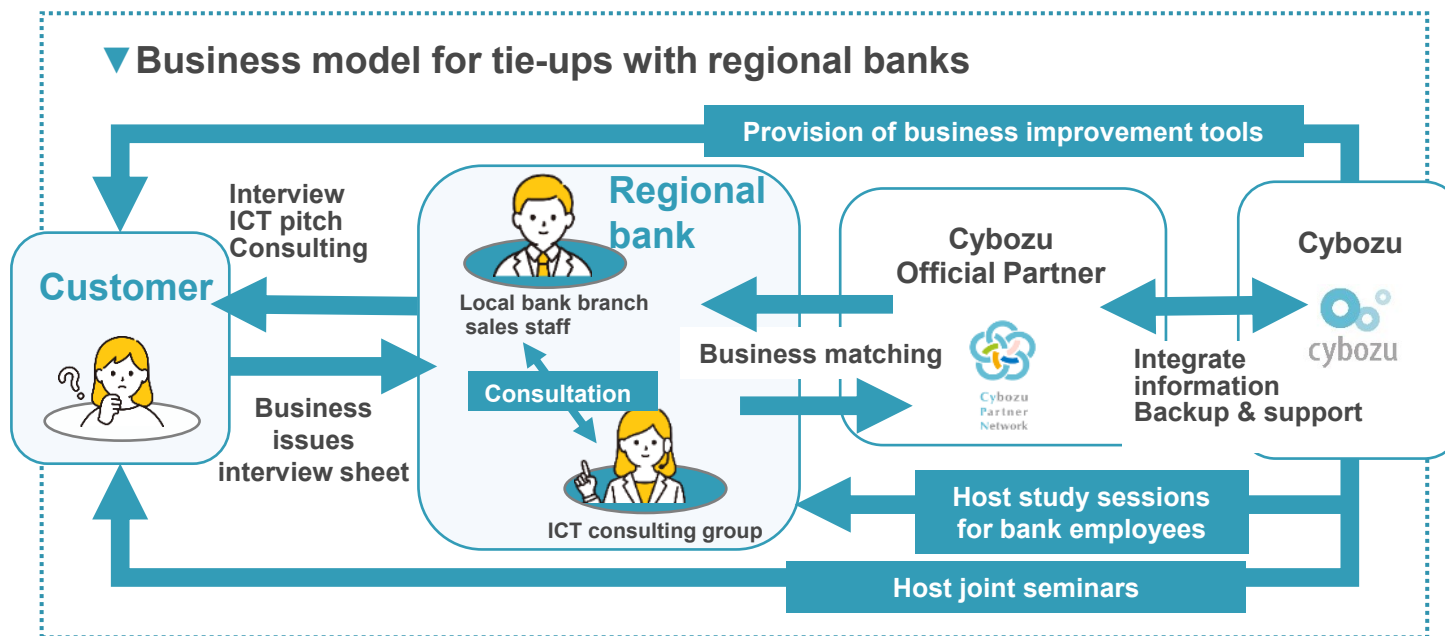
Support regional ICT initiatives

No. of Partnerships/Results Achieved Rose in 6th Year Since Partnerships with Regional Banks Started

As at end of December 2023

Helping regional SMEs achieve DX by combining regional banks' management know-how and Cybozu's ICT support

The abundant business management support know-how and relationships of trust with customers that regional banks have cultivated, and Cybozu's Cloud services and strong partner network combine to assist **regional SMEs to achieve DX.**



No. of regional bank partnerships

20 banks
throughout Japan

Regional banks' consulting results

About **600** companies
deployed Cybozu
products

Kintone Training Camp



KTC
kintone Training CAMP

Cybozu runs a user community for banks to share and improve Kintone consulting and pitching skills

New ecosystem expansion 1

Users Have Become Partners through Joint Development, DX Savvy People Development

Semi-custom solutions

A wide variety of industries and business types, not just Sler companies and IT consulting firms, provide customers with unique services built on Kintone by combining Kintone utilization know-how and their exclusive business knowledge.

▶ Japanese Customer Stories: NICE Sales Story on Kintone by Systems Nakashima Co.,Ltd, Growth Cloud by Funai Consulting Incorporated, and others

Joint Development Case Study

Jointly developed Cloud-based, HR-related apps with Pasona Inc.

Kintone HR Powered by PASONA

DX personnel development institutions

Kintone courses **are offered at 23 technical schools** and universities across Japan. Approximately **900 students** took Kintone courses in FY2023. Continue working to make **Kintone a fundamental business skill**.

Technical schools and universities providing Kintone courses

Hokkaido Computer School, Nihon Kogakuin College, and ECC College of Computer and Multimedia, Professional training college HAL, Kawaijuku Gakuen Trident Computer College, Aso Business Computer Collage, Musashino University, Tokyo Online University, Osaka Sangyo University, etc.



As at end of December 2023.

A new trend: users becoming official partners

Examples of user companies who **have created a DX business** by combining **their Kintone utilization know-how** accumulated internally **and the knowledge of their main business** to generate new value. Because Kintone is a no-code/low-code tool, **non-IT companies can roll out their DX knowledge horizontally across their industry**.

▶ Japanese Customer Stories: HAPPO-EN inc., en Japan Inc., Yanai Petroleum Ltd., and others

OEM Partnership with Ricoh Co., Ltd.

Accelerating Kintone deployment through new methods of service provision and sales

RICOH kintone plus

Installed customer base hit **1,000** companies mark in approx. 1 year from the October 2022 launch

▼Advertising in TV commercials, etc.

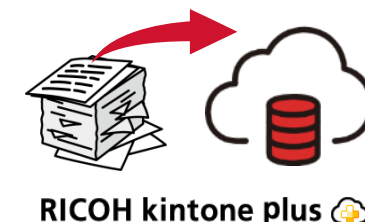


* This information is based on Ricoh Co., Ltd.'s FY2023 ads. This information was only valid only while the ads were on air (FY2023).

Features of RICOH Kintone Plus

- Standard integration with Ricoh's multifunction devices
- Exclusive plug-ins
- Ricoh original App store, etc.

Received faxes, scanned documents, and scattered files are stored directly in RICOH kintone plus for centralized management.



Active communication in user communities

Enhancing DX Quality Thru User Communities

Kintone user community for enterprises Kintone Enterprise Circle (Kintone EPC)

Promoting the use of Kintone within the participating companies

- ▶ Mutual exchange of feedback, useful information and know-how, based on output-focused interactions between users about their company's issues and initiatives
- ▶ Foster user-level teamwork across organizational and corporate boundaries



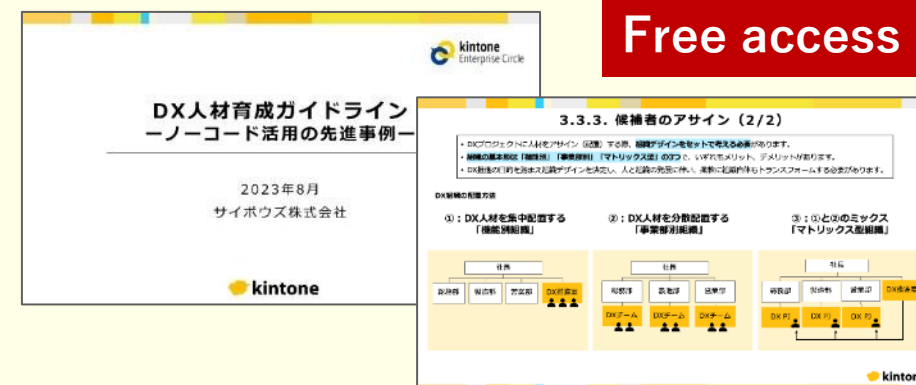
* No. of participating companies: about 25 companies
(JATCO Ltd., Rohto Pharmaceutical Co., Ltd., and others)

As at end of December 2023

How to develop DX savvy people using no-code tools
Presented along with case studies from large companies

Released in August 2023

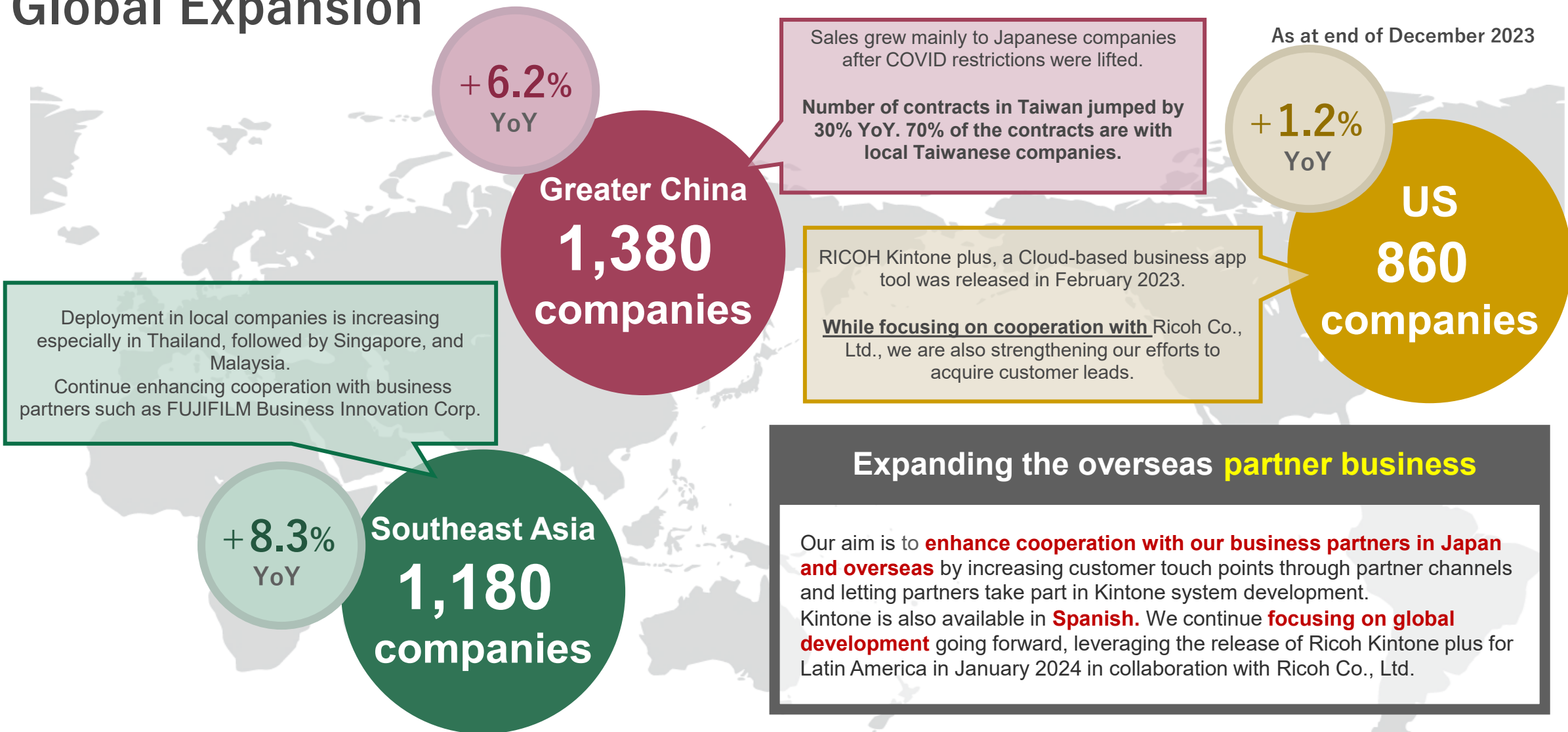
Released the DX Savvy People Development Guidelines



<https://topics.cybozu.co.jp/news/2023/08/28-18547.html>

**Possible to achieve DX
without requiring IT expertise**

Global Expansion



* Total number of companies in Greater China and SEA; number of subdomains signed up in the U.S.

Other Activities

Efforts to Improve the Quality of Cloud Infrastructure

Granular account management functionality

- ✓ Account integration
- ✓ Unauthorized access prevention feature
- ✓ Activity log checking
- ✓ Access permissions control



✓ Highly reliable in-house development

✓ Infrastructure operations

- ✓ Robust infrastructure
- ✓ Failure response
- ✓ Service Level Objectives (SLO)
- ✓ Uptime percentages

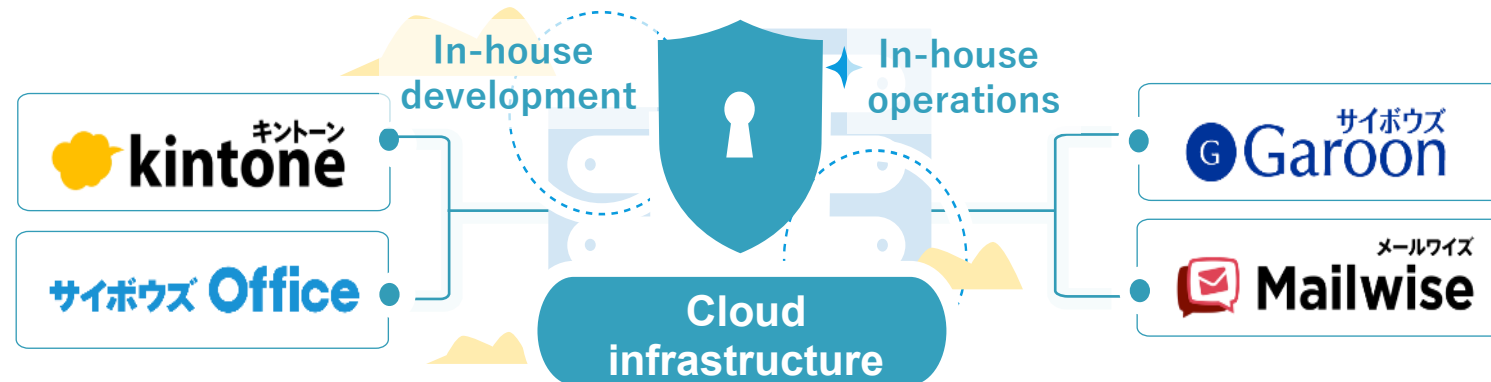


Security protection initiatives

- ✓ Established the **Cy-SIRT*** team dedicated to security incident response
- ✓ Security audits by third-party organizations
- ✓ Cooperation with external parties



***Cy-SIRT:**
Cybozu – Computer **S**ecurity **I**ncident **R**esponse **T**eam



Since the start of our Cloud business in 2011, we have continued to develop and operate our own cloud infrastructure.

The transition to **NECO, an in-house developed, next-gen Cloud infrastructure with reliability enhanced by state-of-the-art technologies,** by around 2025 is underway.

Security Assessments by Third-party Organizations

NEW Received SOC2 Type1 Security Report

We received a SOC2 Type1 Report in December 2023 for Kintone as Cloud service provided to overseas customers. External auditors evaluated our internal controls related to security and other aspects of the Trust Services Criteria established by the American Institute of Certified Public Accountants (AICPA).

Registered as compliant with security evaluation standard for government information systems (ISMAP)

The **Cloud service infrastructure cybozu.com as well as Garoon and Kintone (both hosted on cybozu.com)** have been registered and renewed in the ISMAP-certified Cloud service directory since September 2021.

Acquired Certifications for Information Security Management Systems (ISMS)

- **ISO/IEC 27001:2013** ***Scheduled to be compliant with ISO/IEC 27001:2022 in 2024**
Certification scope: Design, configuration, and maintenance of infrastructure for our in-house developed Cloud services/Design, configuration, operation, and maintenance of our internal IT systems/Development of our Cloud-based services, on-premises products, and our in-house systems
Certification number: IS 577142
- **ISO/IEC 27017**
Certification scope: ISMS Cloud security management system for system operation and maintenance as a Cloud services provider of cybozu.com, Garoon, Kintone, Cybozu Office, and Mailwise
Certification number: CLOUD 715091

Third-party Commendations (Customer Support/User Experience)

Nikkei Computer, March 7, 2024 edition
Partner Satisfaction Survey 2024
Cloud Information System Services
category
1st place



HDI Rating Benchmarks
Per response record/monitoring evaluation
(telephone)
Received the highest rating of **3 stars**
for the 2nd straight years



Nikkei Computer, March 7, 2024 edition
Partner Satisfaction Survey 2024
Software/Services that Improve Business
Efficiency and Support Insourcing category
1st place



Nikkei BP Government Technology, Autumn 2023
edition
Municipal Government IT System Satisfaction
Survey 2023-2024
Groupware/Business Chat category
1st place

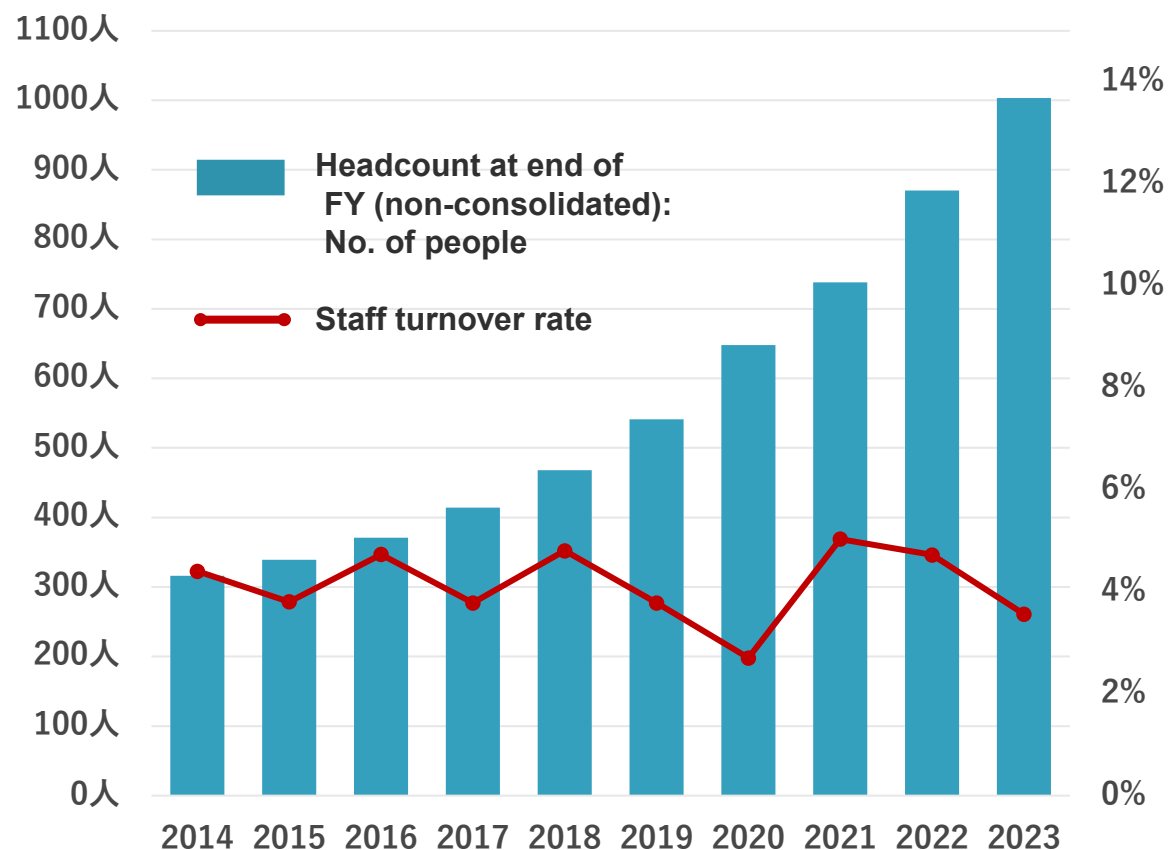


cybozu connect.C

Cybozu Connect.C was founded in June 2023
to enhance customer support for Cybozu products

Human Resources and Organization Updates

Headcount and turnover rate



As at end of December 2023

A **NEW** website opened in late February 2024 **Human Capital Management of Cybozu**

Our owned media that delivers information such as Cybozu's current situation and outcomes of our HR policies through human resource data.

▶ **Data disclosed for the first time** <https://cybozu.co.jp/human-capital/>
Percentage of women in management positions, the percentage of annual leave taken, the attendance rate at office locations, the gender pay gap, the number of people participating in communication initiatives, and the number of employees by office.

Cybozu Behind-the-Scenes, owned media that delivers information on how Cybozu is tracking as an organization

Our owned media that discloses "behind-the-scenes" information that is not usually seen, such as the birth story of the HR system that supports "100 Workstyles for 100 People" and its use cases.



▶ **Went live in June 2022** <https://cybozu.backstage.cybozu.co.jp/>

Corporate Governance Update

Maintaining proper governance by selecting candidates for the Board of Directors from inside and outside of the company

Board Composition (Candidates for FY2024)

Outside Directors

Ms. Watanabe **will be** reappointed for FY2024. Ms. Kumahira will be appointed as a new Outside Director. She is active in a wide range of areas, including promoting educational reform, nurturing of social entrepreneurs, and reducing educational inequality.



Mika Kumahira

Dean, Showa Women's University Career College
Representative Director, 21st Century Learning
Institute, Inc.

New appointment



Yuko Watanabe

HSW Japan, Partner and Co-founder 888
NY Consulting, LLC, Founder and Owner

Reappointment

Other Directors

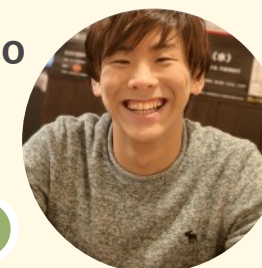
Current Representative Director and the top three nominees selected in an internal ballot were selected as candidates, **in accordance with statutory and administrative considerations.**



Yoshihisa Aono

Representative
Director and
President

Reappointment



Riku Okada

Human Resources
(HR) Division

New appointment



**Takakazu
Morioka**

Organization
Strategy Office

Reappointment



Tomoya Taoka

Corporate Affairs
Division

New appointment

Locations in 10 Cities in Japan and 9 Cities Overseas

Offices that opened, relocated, or where the floor space was expanded in 2023 or later As at end of December 2023

Offices in Japan

Hiroshima
(integrated and established in July 2023)

Sapporo
(opened in April 2021)

Sendai
(relocated in January 2020)

Omiya (opened in March 2022)

Tokyo (partially renovated in August 2022)

Yokohama

Fukuoka
(relocated and expanded in May 2021)

Matsuyama
(founded in Matsuyama City, Ehime Prefecture in August 1997)

Osaka

Nagoya
(relocated in February 2024)

Overseas offices

Chengdu

Shenzhen

Shanghai

San Francisco

Taipei

Sydney

Bangkok
(opened in October 2020)

Ho Chi Minh City

Kuala Lumpur
(opened in March 2022)

Our IT Support for Disasters in Japan and Overseas

Provide free licenses and IT support for disaster recovery

Support disaster affected areas and on-site support teams using Cybozu's IT services that can improve business operations from the perspective of people in the field.

Licenses for disaster support

Offer all Cybozu Cloud services free-of-charge for 6 months

Disaster Support Team

In 2020, the Disaster IT Support Team was formed by voluntary applicants.

Disaster Support Partners

Strengthened collaboration with local governments, social welfare councils, and our partners

Use cases

- ✓ Consolidating, organizing, and disseminating information in the event of a disaster
- ✓ Connecting disaster-affected areas with the support needed
- ✓ Improving efficiency of support activities, etc.

Published training textbook for disaster volunteer centers



The book covers deployment thru to usage tips

Future Plans

Company-wide Slogan for 2023-2025

25BT

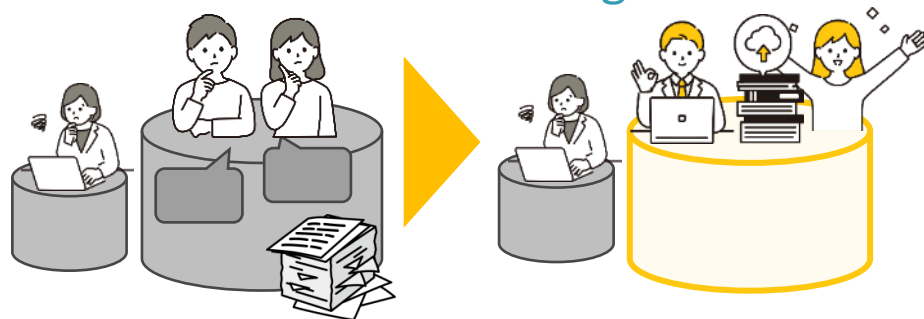
“2025 and go **Beyond** with **Trust**”

We will focus on reaching our next big milestone in 2025, and work on long-term initiatives that look to the future **beyond** 2025 while placing great value on **trust**.

Striving to create a Platform that Allows More Diverse Customers to Handle Diverse Information

Digitization of specific departments

Data is fragmented by department, limiting the effectiveness of information sharing



Information sharing throughout the organization

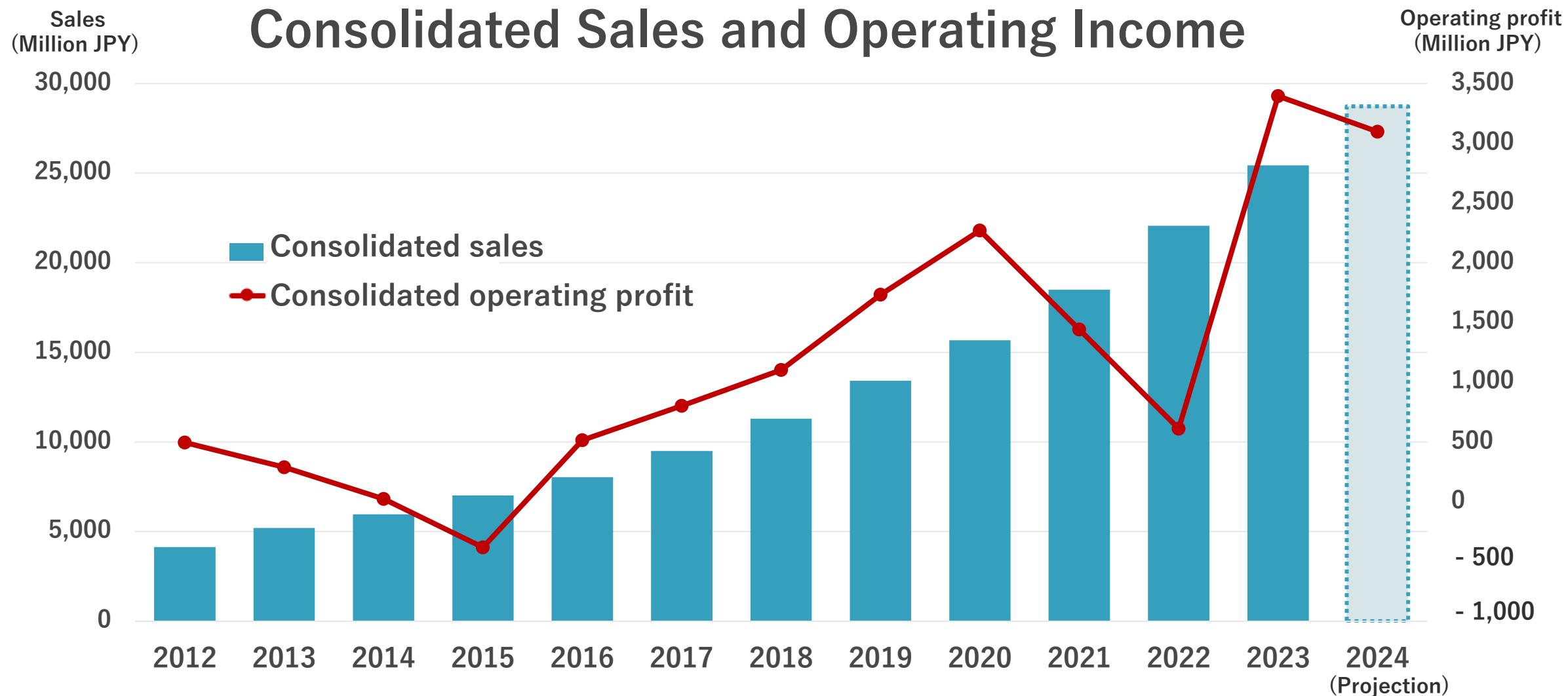
Enabling swifter decision making and efficient business processes



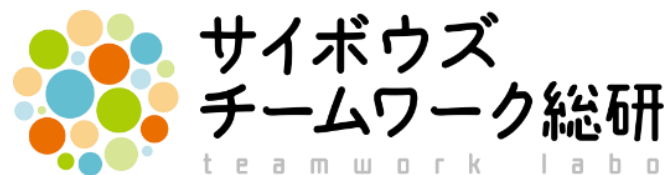
▶ Easy-to-use **low-code/no-code tools** for everyone
Frontline-driven improvements without requiring IT expertise



Aggressive Investment to Further Expand Cloud Business



Build a society brimming with teamwork



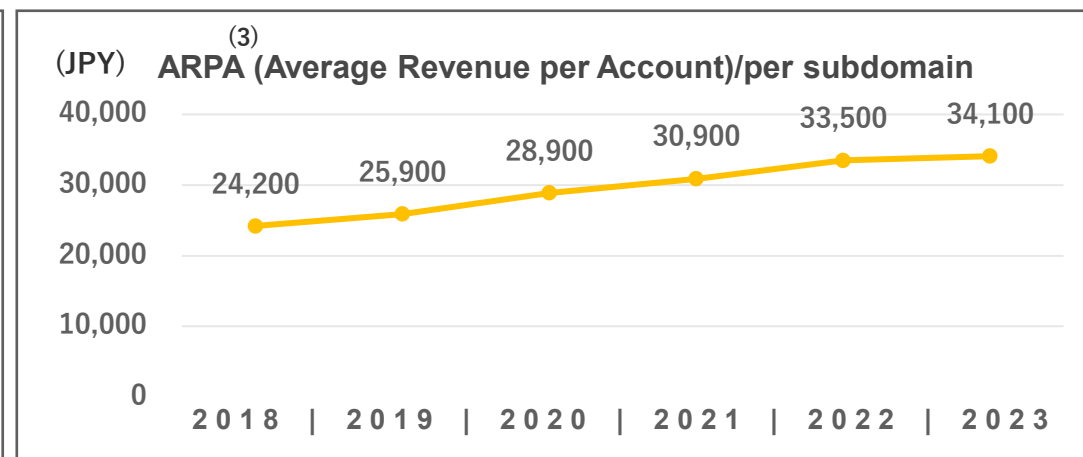
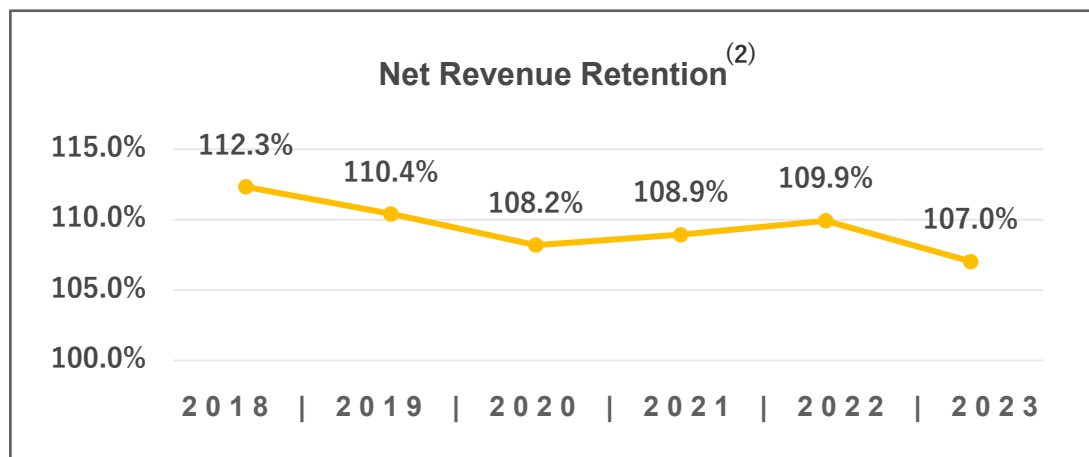
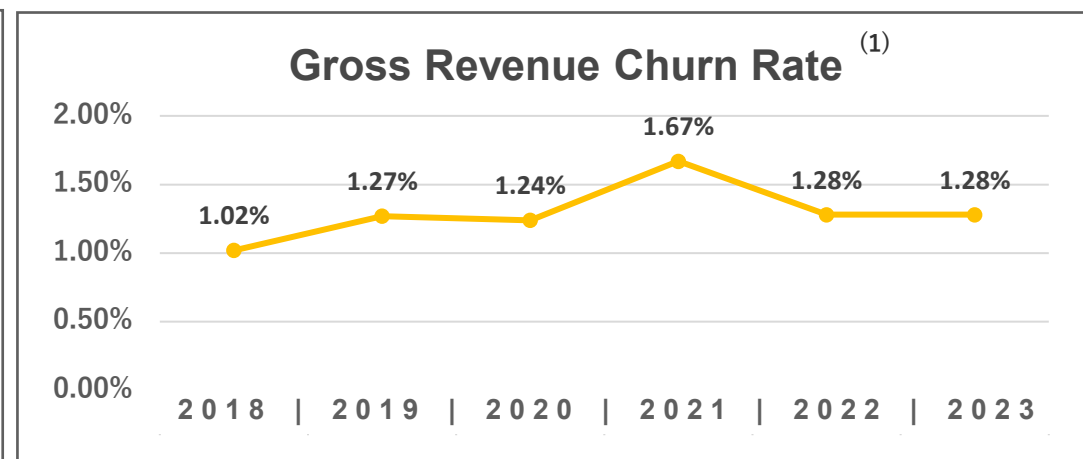
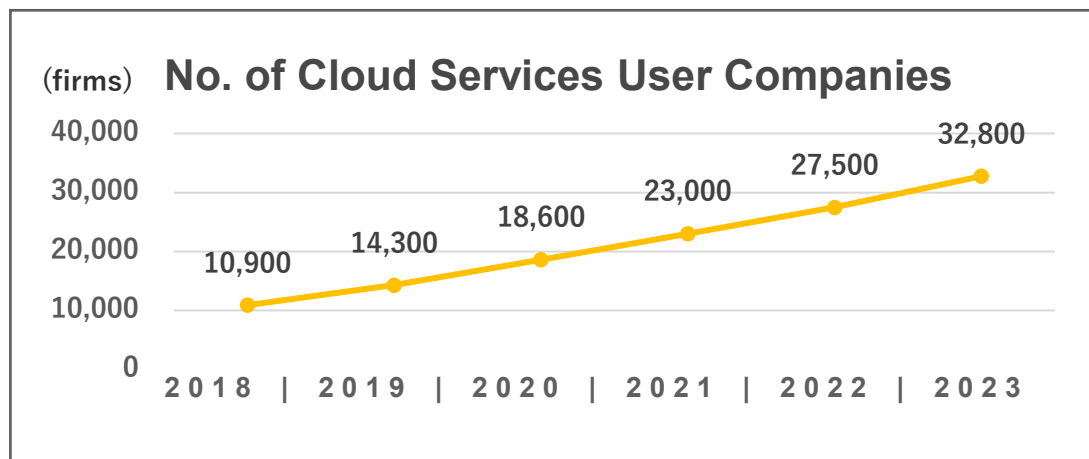
Appendix

By Product (non-consolidated)

- **Cloud services user companies**
- **Gross Revenue Churn Rate**
- **Net Revenue Retention Rate**
- **ARPA: (Average Revenue per Account)/per subdomain**

SaaS Management Indicators : **キントーン kintone**

* As of the end of December of each year



*The above data is for Kintone (non-consolidated)

(1) **Gross Revenue Churn Rate**: Churn rate calculated by dividing the current month's loss in subdomain units due to churn and subscriber attrition by the previous month's revenue (12-month moving average).

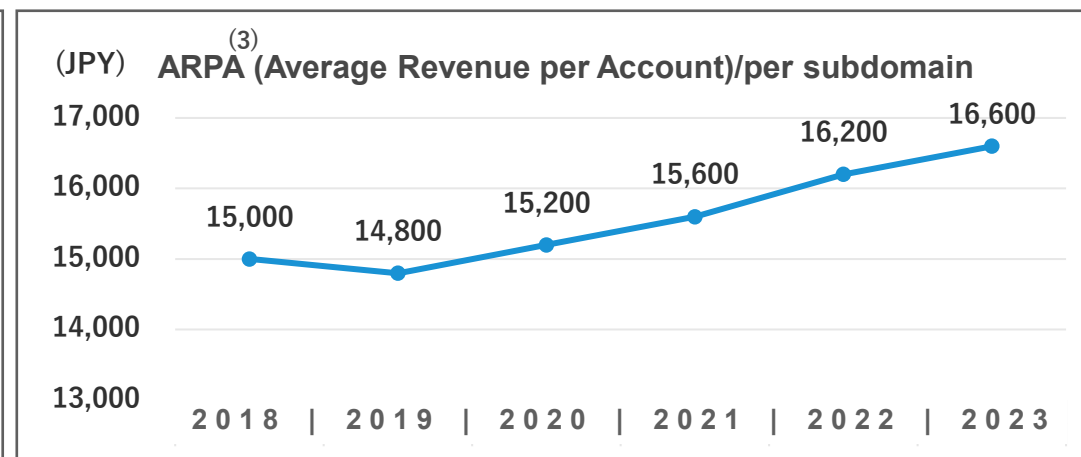
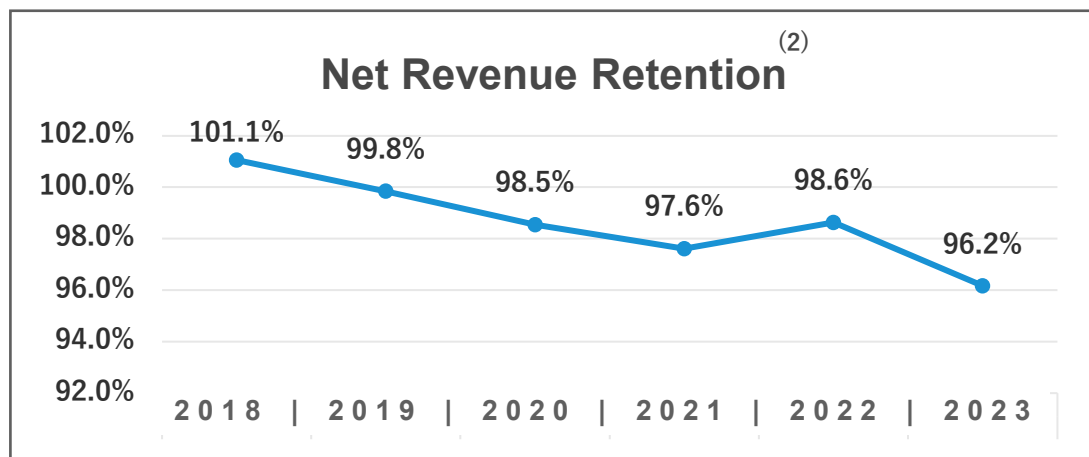
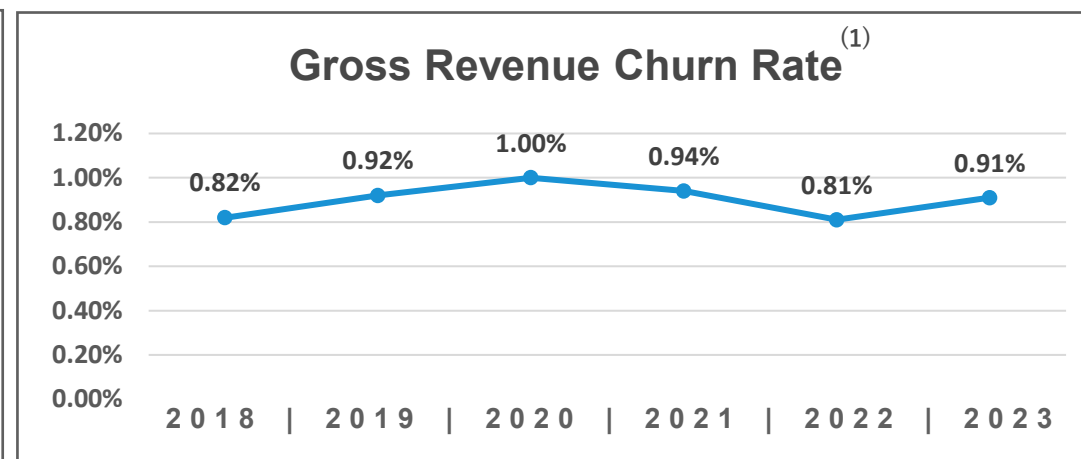
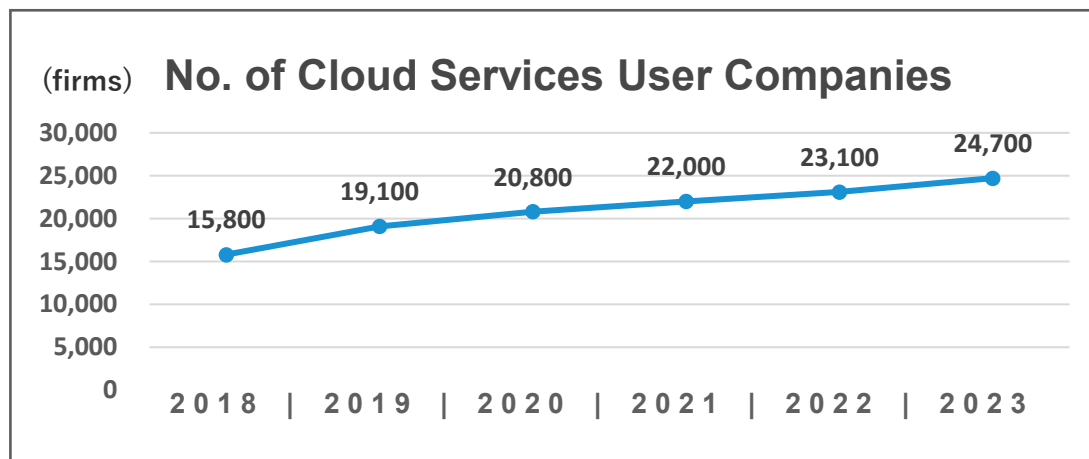
(2) **Net Revenue Retention**: Annual net revenue retention rate calculated by dividing the current month's revenue of the subdomains subscribed to as of one year ago by the monthly revenue of one year ago (12-month moving average).

(3) **ARPA**: Average Revenue per Account (ARPA) per subdomain. * Excluding team support licenses, school & parents' licenses, and Kintone guest users.
A single company may subscribe to multiple subdomains.



SaaS Management Indicators : サイボуз Office

* As of the end of December of each year



*The above data is for the Cybozu Office Cloud business (non-consolidated).

(1) **Gross Revenue Churn Rate**: Churn rate calculated by dividing the current month's loss in subdomain units due to churn and subscriber attrition by the previous month's revenue (12-month moving average).

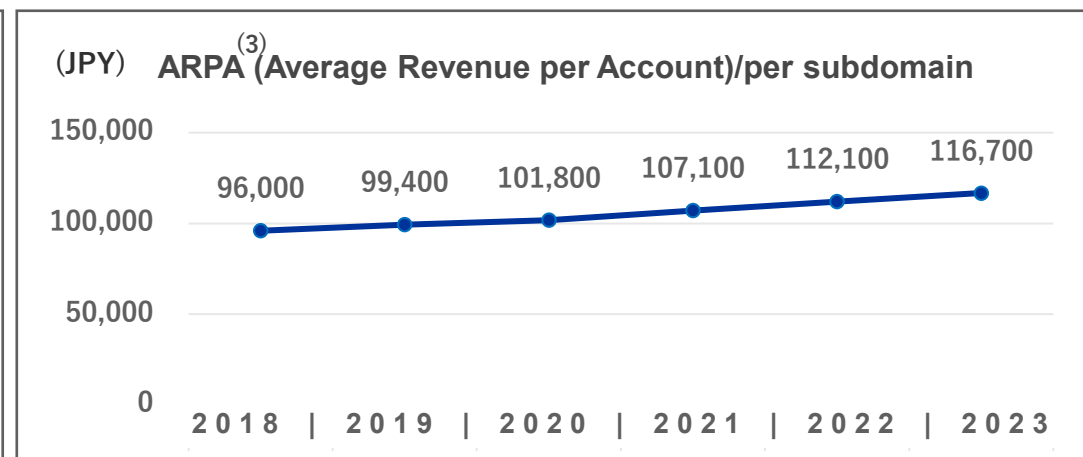
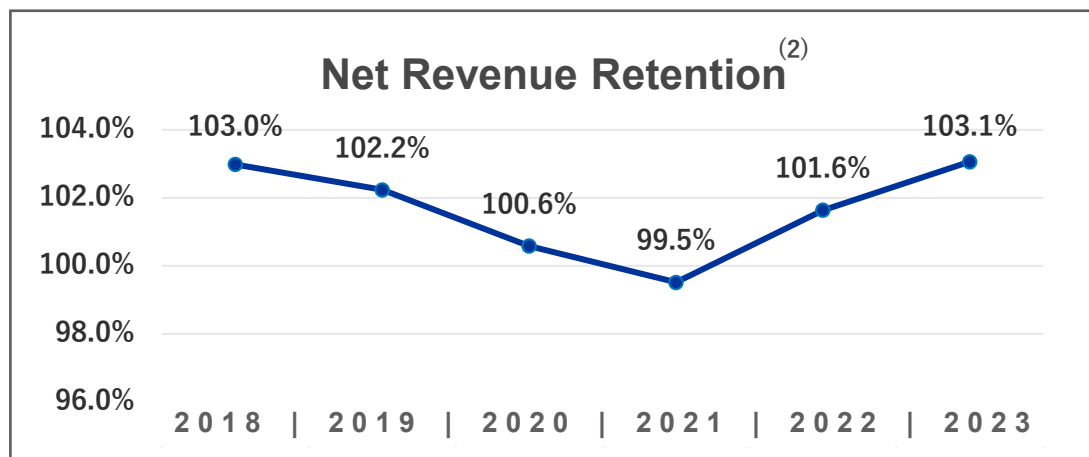
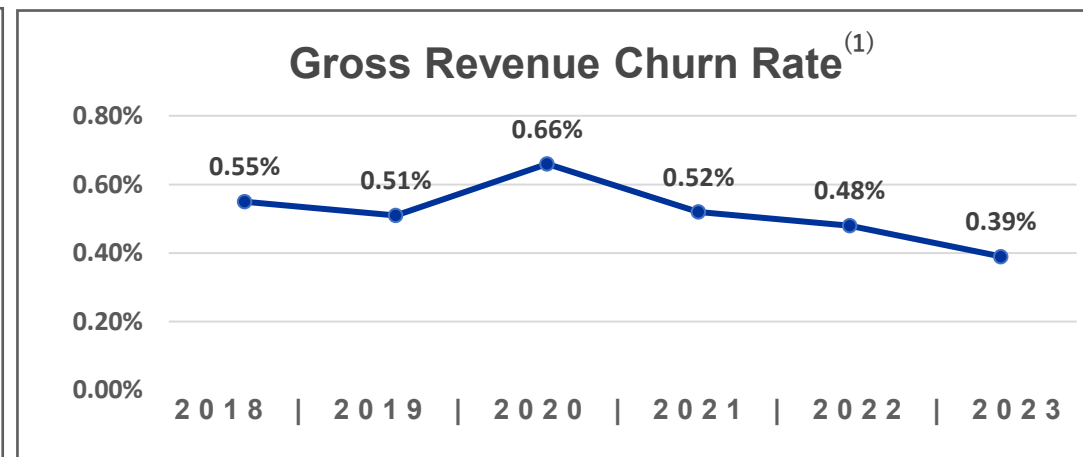
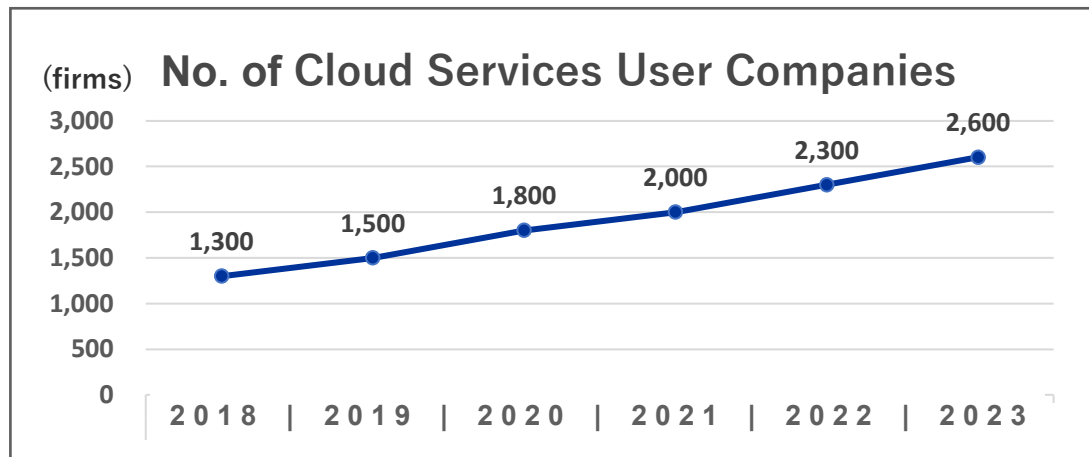
(2) **Net Revenue Retention**: Annual net revenue retention rate calculated by dividing the current month's revenue of the subdomains subscribed to as of one year ago by the monthly revenue of one year ago (12-month moving average).

(3) **ARPA**: Average Revenue per Account (ARPA) per subdomain. * Excluding team support licenses, school & parents' licenses, and Kintone guest users.

A single company may subscribe to multiple subdomains.

SaaS Management Indicators : サイボウズ Garoon

* As of the end of December of each year



*The above data is for the Cloud business of "Garoon" (non-consolidated).

(1) **Gross Revenue Churn Rate**: Churn rate calculated by dividing the current month's loss in subdomain units due to churn and subscriber attrition by the previous month's revenue (12-month moving average).

(2) **Net Revenue Retention**: Annual net revenue retention rate calculated by dividing the current month's revenue of the subdomains subscribed to as of one year ago by the monthly revenue of one year ago (12-month moving average).

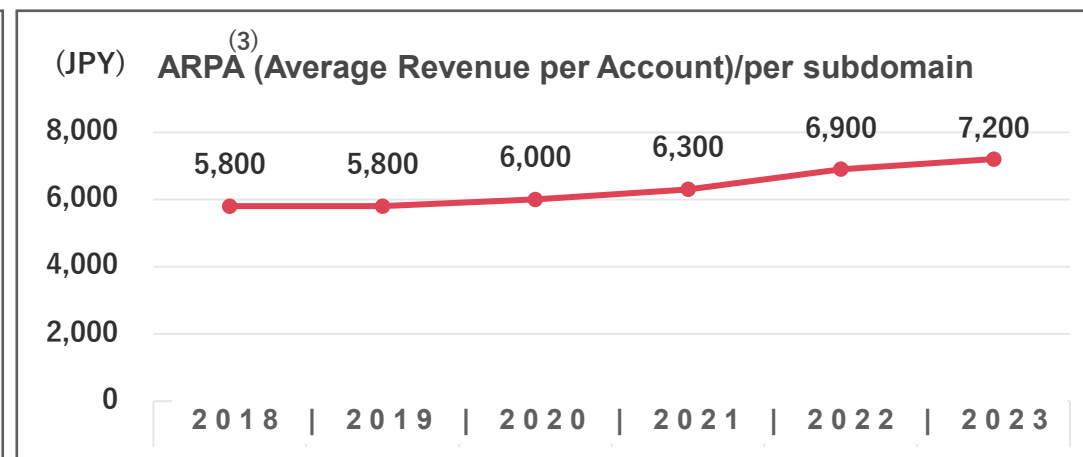
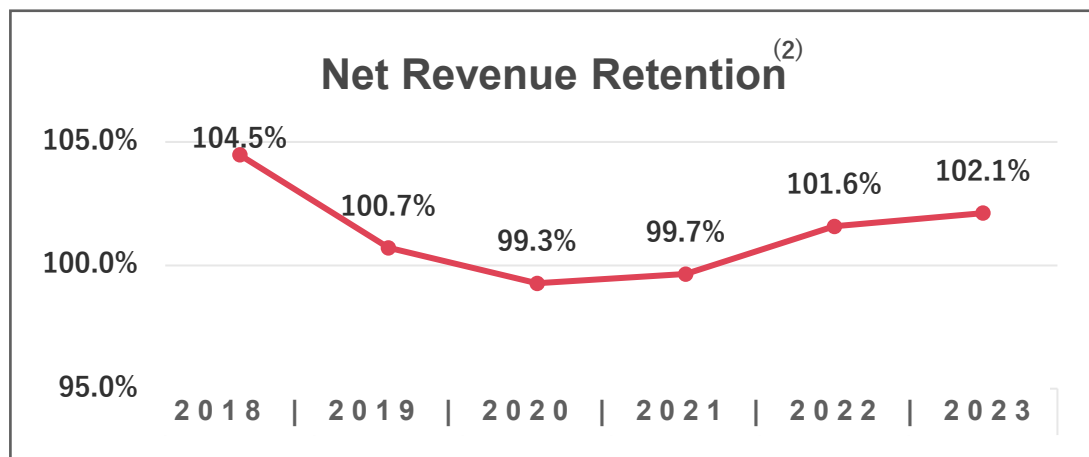
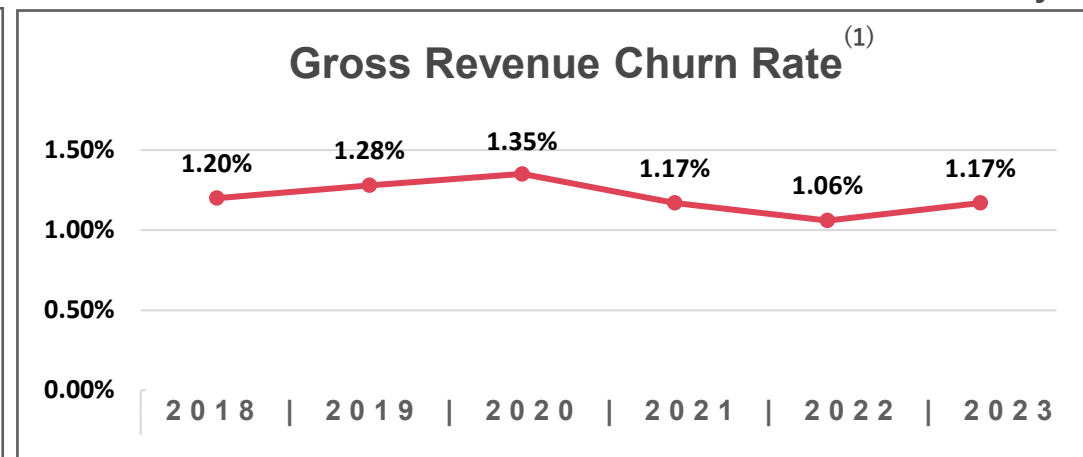
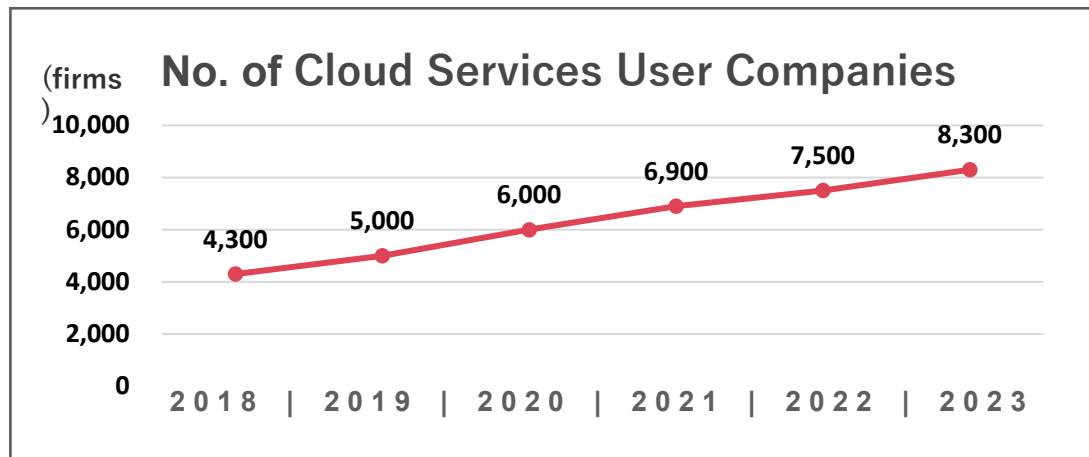
(3) **ARPA**: Average Revenue per Account (ARPA) per subdomain. * Excluding team support licenses, school & parents' licenses, and Kintone guest users.

A single company may subscribe to multiple subdomains.

メールワイズ

SaaS Management Indicators : Mailwise

* As of the end of December of each year



*The above data is for the "Mailwise" Cloud business (non-consolidated).

(1) **Gross Revenue Churn Rate**: Churn rate calculated by dividing the current month's loss in subdomain units due to churn and subscriber attrition by the previous month's revenue (12-month moving average).

(2) **Net Revenue Retention**: Annual net revenue retention rate calculated by dividing the current month's revenue of the subdomains subscribed to as of one year ago by the monthly revenue of one year ago (12-month moving average).

(3) **ARPA**: Average Revenue per Account (ARPA) per subdomain. * Excluding team support licenses, school & parents' licenses, and Kintone guest users.

A single company may subscribe to multiple subdomains.

