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IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

Proceeding	92069076
Party	Defendant Thomas Brooke
Correspondence Address	JEFFREY H GREGER HAUPTMAN HAM LLP 2318 MILL ROAD SUITE 1400 ALEXANDRIA, VA 22314 UNITED STATES jhggroup@ipfirm.com, jhgreger@ipfirm.com 703-684-1111
Submission	Testimony For Defendant
Filer's Name	Jeffrey H. Greger
Filer's email	jhggroup@ipfirm.com, jhgreger@ipfirm.com
Signature	/jhg/
Date	12/13/2019
Attachments	Declaration - Thomas Brooke.pdf(496729 bytes) EXHIBIT 1.pdf(1152684 bytes) EXHIBIT 2.pdf(611363 bytes) EXHIBIT 3.pdf(1188199 bytes) EXHIBIT 4.pdf(1866925 bytes) EXHIBIT 5.pdf(849947 bytes) EXHIBIT 6.pdf(1157255 bytes) EXHIBIT 7.pdf(1371872 bytes) EXHIBIT 8.pdf(2542763 bytes) EXHIBIT 9.pdf(1203125 bytes) EXHIBIT 10.pdf(1151979 bytes) EXHIBIT 11.pdf(1217415 bytes) EXHIBIT 12.pdf(2796737 bytes) EXHIBIT 13.pdf(276856 bytes) EXHIBIT 14 - Pt. 1.pdf(2748430 bytes) EXHIBIT 14 - Pt. 2.pdf(4512258 bytes) EXHIBIT 15.pdf(937847 bytes) EXHIBIT 16.pdf(1143144 bytes) EXHIBIT 17.pdf(554309 bytes) EXHIBIT 18.pdf(1251449 bytes) EXHIBIT 19.pdf(2106991 bytes) EXHIBIT 20.pdf(1103556 bytes) EXHIBIT 21.pdf(567601 bytes) EXHIBIT 22.pdf(4892636 bytes) EXHIBIT 23.pdf(3158074 bytes) EXHIBIT 24.pdf(5632719 bytes) EXHIBIT 25.pdf(571714 bytes) EXHIBIT 26.pdf(770909 bytes) EXHIBIT 27.pdf(1002065 bytes) EXHIBIT 28.pdf(970685 bytes) EXHIBIT 29.pdf(1538791 bytes) EXHIBIT 30.pdf(918728 bytes) EXHIBIT 31.pdf(1576667 bytes) EXHIBIT 32.pdf(1347487 bytes)

	EXHIBIT 33.pdf(1497903 bytes) Certificate of Service.pdf(103438 bytes)

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

Qurate Retail, Inc., Petitioner, Thomas Brooke Respondent.	Cancellation No. 92069076

TESTIMONIAL DECLARATION OF THOMAS BROOKE IN SUPPORT OF REGISTRANT

I, THOMAS BROOKE, hereby declare under penalty of perjury as follows:

1. My name is Tom Brooke. I am the CEO and Founder of Qurate Inc.

2. I am a UK citizen and live in Japan.

3. My formal training and area of expertise is internet system architecture, multimedia software design and multimedia software development. I have worked in the field of computer software system architecture, design and development for 20 years. I have formal education and training from Westwood School of Creative Arts (now Yorkshire Coast College - Westwood Campus) obtaining a Higher National Diploma in Graphic Design specializing in multimedia software design and development in 1999.

4. My expertise and background for my work experience is in the field digital content management used in connection with communications and marketing needs of businesses. My work experience includes being employed by Rolls-Royce PLCC for three years as Head of Multimedia.

Background

5. I conceived using the mark QURATE in 2005 and obtained the domain name www.qurate.com which was registered on 21 December 2005. ***See Exhibit 1***.

6. I also own other domains including qurate.net, qurate.org, qurate.uk, qurate.jp, and numerous social media accounts under the username @qurate for use in connection with my company brand QURATE. ***See Exhibit 2***.

7. My plans for the QURATE brand have been to commercialize the mark for a digital marketing platform including content a discovery platform and for content management systems.

8. In January 23, 2013, after consulting with my UK attorney and explaining the scope of my intended commercialization of the brand, my UK attorney prepared a trademark application to obtain trademark protection for the QURATE brand and a trademark application was filed in the EU in my own name. My trademark registrations are in my own name. I am the controlling shareholder of Qurate Inc., a Japanese legal entity I formed in 2014. I use the QURATE brand both as a trade name and product brand for offerings by Qurate Inc.

9. I informed my UK attorney about my future plans for QURATE including commercialization internationally, in particular intended uses in Japan, Europe and the United States. I explained the uses of the QURATE brand were intended to cover a very new and different computer systems architecture which will change the way information is transmitted over the internet.

10. The concept included the need to put together a team of professionals in the field of computer software architecture design as well as individuals with expertise in the field of information technology and marketing.

11. There are many components used in connection with computer systems architecture and user functionality thereof including computer hardware and software. My UK attorney filed for international protection accordingly for the three regions, including the United States, using descriptions of goods and services, which were consistent with my understanding of the intended uses.

12. In November of 2016, I formed Qurate Ltd., UK British legal entity with the continued intention of commercialization of Qurate brand. Qurate Ltd. is a subsidiary of Qurate Inc., and was formed to facilitate transactions in British Pound Sterling. I am the controlling shareholder of Qurate Ltd. ***See Exhibit 3***.

13. I am a British citizen and I live in Japan and have resided in Japan since 2004.

14. QURATE is the name I adopted for an information technology system that I initially began developing in in earnest in 2008. The mark has always been planned for use in connection with an information technology platform for use in an online communication and publishing platform. The platform has evolved to become a unique internet platform for searching, sharing, creating and publishing content via the internet to enable the consumption, organization, marketing, advertising, promotion, and communication of content, audio, visual, and video data. These uses have materialized and have been implemented internationally.

15. In 2017, Qurate Inc. employed about 15 persons including myself and at that time and we had working relationships with three advisors/consultants. We now employ a full-time staff of 13

and an outsourced staff of over 8 with a combined payroll and outsource expense of over US$500,000 in the last 12 months.

16. On or about September 26, 2017, I prepared a document for marketing purposes which included information listing the Qurate staff. The document was titled "Qurate Team". ***See Exhibit 4***.

17. The team included staff included individuals in Tokyo, London, and Fukuoka, Japan. The latter the situs of our company hub. We now also have a subsidiary company and office in Taipei, Taiwan since November 2018.

18. Our staff include employees with knowledge and expertise in the fields of computer software architecture, computer system design and development, application and website design and development, sales and marketing, strategy, specialty software design, content creation and content management, and business development.

19. Qurate also uses the assistance of industry advisors for business planning, sales strategy, and investment strategy consultation.

20. One adviser, Joshua Tessier worked previously as the head product engineer for Shopify. Shopify is a well-known entity providing ecommerce services used in connection with on-line consumer retail goods and computer systems platforms used to power or in essence operate consumer facing on-line retail web stores. ***See Exhibit 5***. Mr. Tessier continues to consult for Qurate.

21. The Qurate platform has always been intended for use in connection with ecommerce online consumer retail shopping. Qurate hired ecommerce experts including Martin Whittaker, an accomplished software designer with numerous awards for creating ecommerce web sites. See

Exhibit 4. Qurate has worked to develop its platform for use in connection with the Shopify platform and the Qurate platform became fully integrated with the Shopify platform this year.

22. The QURATE brand is used in relation to computer systems in two ways, Systems and Platforms.

23. The first is the QURATE System, sometimes referred to as QURATE IO, where IO describes a software program, operation or device that transfers data to or from a computer and to or from a peripheral device which allows informational content to flow easily across digital channels. The content can be any type of content one may view on the internet, data, streaming video, audio, images and generally transmitted data for internet use referred to the industry as "content", but the Qurate System is designed to work with any type of data.

24. The QURATE System is an internet service that provides users with secure telecommunication connectivity to multiple computer application interfaces (API). API's refer to computer software architecture with multiple functions including setting routes, protocols and component interaction and graphical user interfaces (GUI) as used by the end user, whether another system, a professional or a general consumer. The API's which Qurate System connects to can be private IT systems such as a customer database or product database, or public systems such as Social Networks, Payment Systems, and Shopping Systems. The Qurate System is integrated with Stripe for payments, Shopify for ecommerce, Twitter, Facebook, Google and Instagram for social media, Mailchimp for email marketing and customer subscriptions among others.

25. The second use of the QURATE brand in computer systems is the QURATE Platform, sometimes referred to as Qurate Content Hub, Qurate Cloud, Qurate CMS (content management system). The QURATE Platform is a digital CMS allowing for online searching of content, selection and storing (curation) of content, creation and uploading of content, sharing and

publishing of content, and monitoring and gathering and reporting of content analytics. In other words, the QURATE Platform allows for the end-to-end management of online content for the purposes of consumption and publishing on the Internet.

26. The Qurate Systems and Qurate Platforms can be used to power websites. The Qurate Content Managing System includes providing support, training, and infrastructure including hardware services and storage. ***See Exhibit 6***.

27. The QURATE mark has been used in the UK. On August 25, 2015, Qurate, entered into an agreement to license its software and related services for use by Bacardi-Martini B.V., the owner of world famous Bacardi brand. Email correspondence regarding the services for the Bacardi agreement are attached at ***Exhibit 7***.

28. A representative sample of invoices for services provided to other UK companies is attached at ***Exhibit 8***. These invoices include work contracted for Gravity Road, Sync, and Bloomsbury Economics Ltd.

Promotional efforts

29. As part of the many promotional efforts made on behalf of QURATE, I made sales presentations to executives and communicated by email to coordinate sales presentation internationally.

30. A representative sample of promotional efforts include email chains of plans to meet with the Global Head of Marketing and Content for a Paris, France based entity appears at ***Exhibit 9*** and the UK company Gravity Road London. ***See Exhibit 10***.

31. The Qurate System and Platforms have not been built overnight, the software development has taken years and our company has required significant investor funding used for employee

salaries and operational costs. We have raised over 1.8M USD so far from Venture Capital and Angel Investors.

32. Fundraising efforts are demonstrated by correspondence in December of 2016 wherein I discussed the investment funding 55 million yen (about U.S. $500K) received from Venture Capital investor and an Angel investor. These investment provided Qurate a post-money valuation of 496 million yen or about U.S. $4.9M. ***See Exhibit 11***.

33. We actively sought investments including applying with business incubators including with an entity in France name Havas, documentation of which is attached at ***Exhibit 12***. We received an office in Paris at the Havas facility inside Station F during 2017/2018.

34. During the course of Qurate's growth, Qurate has been recognized internationally and awarded prizes for innovative concepts and product and services. A promotional presentation slide as showing start-up entity awards won by Qurate appears at ***Exhibit 13***.

35. The international scope of Qurate's promotional reach can be gleaned from the extensive business plans and marketing material presented to investors and potential customers as appears in ***Exhibit 14***.

36. Early plans from 2014 are attached at ***Exhibit 15***.

37. In December of 2016, I corresponded with French company with a specific interest in the United States market. The company was recommended as an entity that might benefit from the Qurate system. ***See Exhibit 16***.

38. In an April 24, 2017 Qurate had plans for a US Sales Office, and U.S. team, although the plan has yet to come to fruition. The images below are screen grabs from the Road Map document I created in 2017 for planning and marketing purposes, the full version attached at ***Exhibit 17***.

2 YEAR ROADMAP

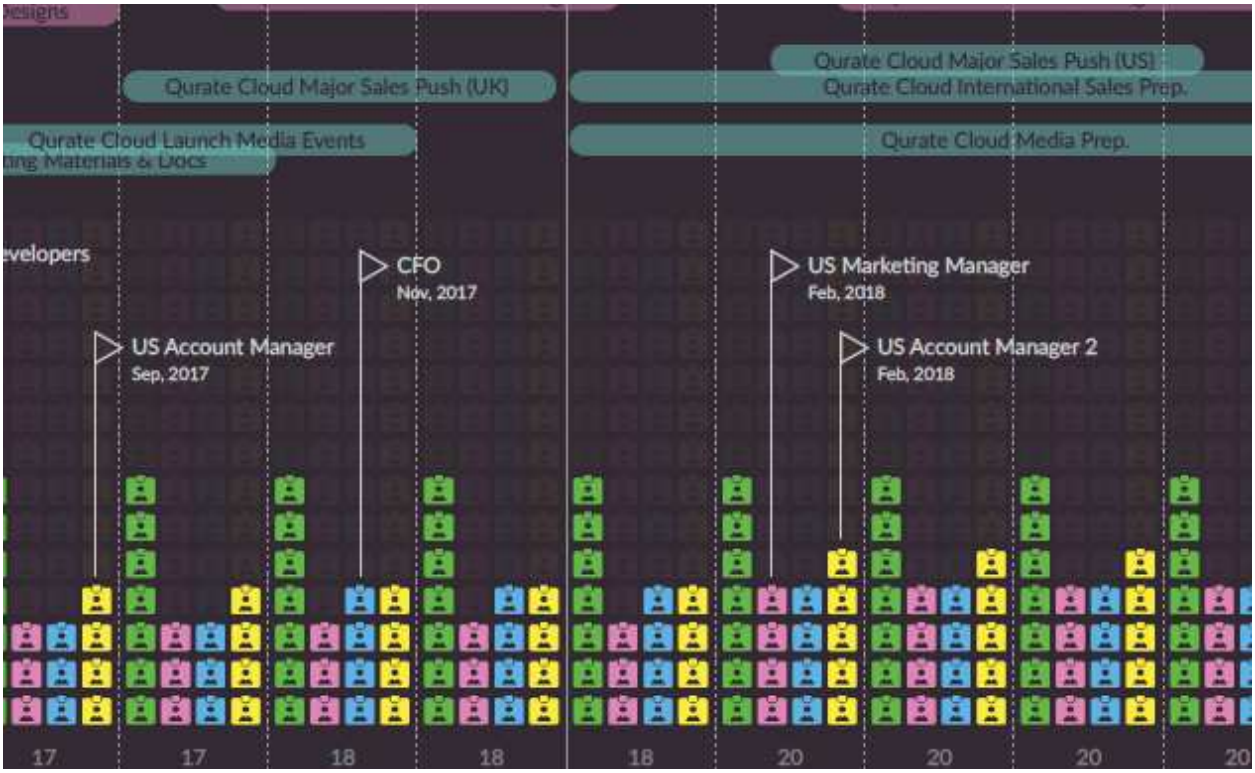
Qurate has developed a system which allows organizations, brands and agencies to create complex applications and custom platforms with same level of ease-of-use as a Content Management System. The system, called Qurate (pron. "Curate"), is the first system of this kind to hit the market, and could be referred to as a Platform Management System. We believe Qurate can do for bespoke platform management what the CMS did for bespoke website management.

In addition, the Qurate system has several unique architectural features designed for modern online publishing. Such as multi-format publishing, where a single piece of content can be published to websites, apps and social formats simoulataniously, and content curation, which allows applications made with Qurate to pull, push and personalise their content with trending social and other online contents.

During the next stage we plan to raise 100M JPY in Pre-Series A investment to grow our core team to 20 people. We will establish a US sales office, build out our executive team, and increase our sales and marketing capacity.

We will primarily focus on the sales of the Qurate Cloud platform to enterprise and creative agencies, and bring those finished features into Qurate, a consumer-facing SaaS platform, which will have sales channels through partners.

Qurate will enter the third year, 2019, with the world's most powerful platform development system and potentially the most disruptive platform to hit online-publishing for almost 15 years.



39. I understand the Petitioner is alleging that I have abandoned my plans to use the QURATE brand in the United States. I have never abandoned plans to commercialize the Qurate brand in the United States. In fact, I have made actual uses in the United States in connection with promotional effort, test marketing, and plans. I have always viewed the scope of the commercialization of the Qurate system as applicable world-wide and have marketed to companies with a worldwide presence. I have always maintained an intent to commercialize the QURATE brand in the United States, certainly at least as early as January of 2013 when I filed for trademark protection.

U.S. uses

40. As part of the initial commercialization efforts we started test marketing for the United States. Qurate Inc., created an app made available on the Apple iTunes App Store.

41. An iTunes description page for the Que App showing use of the QURATE mark as the software developer as it appeared at least as early as May 2, displaying the QURATE mark at the very top indicating the develop as By Qurate Inc. ***See Exhibit 18***.

42. Since the beginning of the Que app launch, Que app users are required to open a Qurate account by clicking on a "Login here" link. ***See Exhibit 19***.

43. The Qurate Que app was not only available on iTunes but also made available for use directly from the Qurate website.

44. As is common and ubiquitous for new commercialization of downloadable apps we offered the Qurate Que app for free to increase usage. We also offered a paid version with enhanced features.

45. The App was made available for free download and with purchase options at $9.99 for one month and $79.99 for one year. We tracked the number of Apple Store download apps both the free version and paid versions, including keeping records of activity in the United States. ***See Exhibit 19***.

46. Between February 12, 2016, and October 23, 2018 there were exactly 16,840 confirmed downloads of the Qurate Que app in the United States, and an estimated 14,962 websites created by users in the United States, for a total estimate of 31,761 websites being created by users in the United States. **Id.** ***Exhibit 20***.

47. Paid subscription sales in the United States over that time period was $3,689, the majority of users enjoyed the free version of Qurate's application. ***See Exhibit 20***.

48. A summary showing the Qurate Que app downloads appears at ***Exhibit 20***.

49. The data supporting the summary as contained in my computer files appears at ***Exhibit 20***.

50. The initial use of the Qurate Que app was part of a test campaign over the course of 2016-2017 to determine usage and U.S. consumer interest. The costs associated with paying Apple iTunes for the campaign was $2,000. ***See Exhibit 21***.

51. The first sale in the U.S. as tracked by credit card purchase was on or about June 14, 2016 with the payment by credit card. ***See Exhibit 23***.

52. In a continuing effort to promote the company, in January of 2017, specifically between Jan 22 2017-Jan 30 2017, I traveled to San Francisco California to conduct meetings with United States companies with interest in the fields digital content marketing, data transmission, marketing, and social and web content, and at the same time meet with investing entities

53. As part of my trip to San Francisco I made a presentation to potential investors and companies in the digital communications and content management industry and investors interested in these fields. A copy of the power point presentation I made in San Francisco in January of 2017 is attached at ***Exhibit 24***.

54. The power point presentation references work we did for Bacardi in the UK **Id.** ***at Exhibit 24***.

55. Reference is also made to several awards received for the Qurate system. **Id.** ***at Exhibit 24***.

56. An image of myself presenting the power point promotion during the San Francisco trip appears at ***Exhibit 25***.

57. Uber receipts from my U.S. marketing trip appear at ***Exhibit 26***.

58. Air travel receipts for the U.S. trip are attached at ***Exhibit 27***.

59. Meeting were scheduled with San Francisco based entities including Slack, Btrax, and Draper Nexus. See **Exhibit 28**

60. Email correspondence pertaining to meetings with Btrax are attached at ***Exhibit 29***.

61. In advance of a meeting in the United States that I had with a Slack, a technology company in the field of providing instant messaging services, I signed a non-disclosure agreement. ***See Exhibit 30***.

62. As part of plans for uses in the U.S. I had correspondence regarding the need for functionality to use U.S. dollars for sales to U.S. customers. ***See Exhibit 31***.

63. One of Qurate's customers is Toppan, a Global company with offices in Japan. Toppan specializes in publishing.

64. Toppan is referenced in the industry news in connection with its printing products and services for the global market. Toppan is referenced in current news and press promulgated by the Associate Press.

65. Qurate has touted its business relationship with Toppan in Qurate press releases. A copy of a press release promulgated by Qurate appears attached. ***See Exhibit 32***.

66. Qurate initially commenced a relationship with Toppan's Japanese offices at least as early as November 2017. The business relationship continues to the current day. Plans for the launch of the Qurate platform in connection with Toppan's digital content publications business spanned years.

67. Qurate conducted extensive time and effort over years to build the customer relationship and develop the Qurate system further to meet the working requirement of Toppan. Attached at are numerous meeting notes, which spanned the course of a 2018 and 2019 indicating the nature of the time it takes to customize and integrate computer systems, particularly one such as QURATE ***See Exhibit 33***.

68. The evolution of the Qurate computer systems architecture and implementation for use in connection with businesses with a worldwide presence requires a long time to come to fruition including extensive beta testing before launching.

69. As evidenced by my declaration and the Exhibits attached herewith one can see the global nature and applicability of the Qurate systems for companies with an international presence and need for digital content management.

70. Qurate's investors have spent significant sums of money to fund Qurate as a startup venture and see it come to fruition with intent the United States was a target market once the product was viable internationally.

71. Qurate has always been designed to solve a Global Problem. Logic dictates that my efforts and the efforts of my company employees would not have been made if we did not have an intention to commercialize the Qurate systems for use in the United States after visiting with potential clients and establishing clients in Japan and internationally.

72. As evidenced by this declaration, and exhibits attached, one can see the efforts made to commence use of the QURATE brand in the United States as supported by promotions and uses and recent launches internationally, the nature of the unique informational technology product and service at issue and global application of same, the time it takes to bring the product and service to market, the test marketing, presentations, and efforts already made in the United States as well as early documented plans to commence use in the United States in marketing materials. There is no intent to abandon plans to commercialize the Qurate products and services under the QURATE brand in the United States. I expect sales to U.S. customers, particularly to U.S. subsidiaries of Toppen, will occur in the near and foreseeable future.

73. I have reviewed Exhibit F of the Petitioner's Notice of Reliance. The Exhibit is the responsive filing made on my behalf by my EU counsel in defense of the Revocation proceedings in the EU filed by the Petitioner. The information contained in the document is accurate to the best of my knowledge and belief. The information contained in paragraph 13 of the document with respect to the description of uses and applications of Qurate's products and services is based on my understanding of the terminology, which was used in the description of the formal registration coverage for the U.S. registration as challenged in this case.

I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct.

Signature: _____ **Executed on:** 13 December, 2019

Name: Thomas Brooke

Location: Fukuoka, Japan

EXHIBIT 1

ANNEX TB1 Page 2

Tech Contact

Name: REDACTED FOR PRIVACY
Organization: Qurate Inc.
Mailing Address: Obfuscated whois Gandi-63-65 boulevard Massena, Obfuscated whois Gandi-Paris Paris 75013 FR
Phone: +33.170377666
Ext:
Fax: +33.143730576
Fax Ext:
Email:00ace2ba7e3146824c78a260c6e05b85-4936024@contact.gandi.net

Registrar

WHOIS Server: whois.gandi.net
URL: http://www.gandi.net
Registrar: GANDI SAS
IANA ID: 81
Abuse Contact Email:abuse@support.gandi.net
Abuse Contact Phone: +33.170377661

Status

Domain Status:clientTransferProhibited http://www.icann.org/epp#clientTransferProhibited

Important Dates

Updated Date: 2018-11-20
Created Date: 2005-12-21
Registrar Expiration Date: 2019-12-21

Name Servers

NS1.LINODE.COM
NS2.LINODE.COM
NS3.LINODE.COM
NS4.LINODE.COM

EXHIBIT 2

non-downloadable software in the fields of entertainment, social networking, advertising, marketing and promotion; providing non-downloadable software enabling users to search, locate and communicate with others via electronic communications networks for entertainment, social networking, advertising, marketing and promotion; hosting online computer databases and online searchable databases in the fields of entertainment, social networking, advertising, marketing and promotion; design and development of computer software; development of computer based networks; computer programming; providing technical information in the field of computer software development; hosting an online website community for registered users to share information and engage in communication and collaboration between and among themselves, to form groups and to engage in professional networking; digital compression of computer data; design and development of software for compression and decompression of multimedia contents; services for the supply of electronic information relating to video hosting in the form of text, audio and/or video; information, advisory and consultancy services and the preparation of reports, all relating to the aforesaid services.

3. The applicant for revocation is claiming cancellation on the basis that the mark has not been used in the EU on the goods or services for which it is registered in the five years since the trade mark was registered, i.e. the non-use revocation period runs between 27 July 2013 and 26 July 2018. The earliest date of revocation under this ground would be 27 July 2018.

4. This evidence refers to 9 Annexes. Each of these Annexes is described in more detail in an Index to the Annexes which is submitted with the Annexes. Reference is made to this Index which forms part of this Evidence.

5. The mark has been used continuously during the period set out in paragraph 3 above in relation to the goods and services covered by the registration. The mark has been used in the UK, France, Germany, Finland, Netherlands since 2005. The registered proprietor will produce evidence in response to the non-use revocation action filed by the applicant, to substantiate that the mark has been put to genuine use within the European Union in relation to the goods and services applied to be revoked and during the period specified. In the alternative, the registered proprietor will show that its activities were intended to create or preserve an outlet for the goods or services that bear the mark, as distinct from the goods or services of other undertakings. Use of the mark therefore relates to goods or services already marketed or about to be marketed and for which preparations by the undertaking to secure customers are under way.

6. The QURATE mark was conceived by the registered proprietor in 2005 and the domain name www.qurate.com was registered on 21 December 2005. Multiple other domains and social handles are also operated by the registered proprietor (including: qurate.net, qurate.org, qurate.uk, qurate.site, qurate.live, qurate.io, qurate.jp,

EXHIBIT 3

CERTIFICATE OF INCORPORATION OF A PRIVATE LIMITED COMPANY

Company Number **10485064**

The Registrar of Companies for England and Wales, hereby certifies that

QURATE LIMITED

is this day incorporated under the Companies Act 2006 as a private company, that the company is limited by shares, and the situation of its registered office is in England and Wales.

Given at Companies House, Cardiff, on **17th November 2016**.

The above information was communicated by electronic means and authenticated by the Registrar of Companies under section 1115 of the Companies Act 2006

Companies House

THE OFFICIAL SEAL OF THE REGISTRAR OF COMPANIES

EXHIBIT 4

Qurate Team

September 26, 2017

Who We Are

Tom Brooke
CEO

While backpacking through Asia in 2002, Tom began to crystallize the idea for a more curated internet. Over the next few years, his experiences working closely with creative agencies and big brands gave Tom insight into how impactful this concept could be in the evolution of digital content. As a result, he founded Qurate in 2014, and began building an enthusiastic team to help him translate his idea into a useful solution. As Qurate's CEO and Founder, Tom ensures that everything Qurate produces is innovative, creative, and meaningful.

Alex Bleasdale
Head of Software

Alex is a developer with a passion for graphics and game development. His eight years of professional coding experience enable him to find creative ways to tackle development challenges. Through his role working on Stealth Inc. and other projects, he became versed in native development for a wide variety of platforms. As Qurate's Head of Software, Alex is in charge of front-end development for web, iOS and Android apps.

Alexa Huth
Head of Content

Alexa works to find the intersection between engaging content and technical insight. She began her career at Pittsburgh's federally funded research and development center, the Software Engineering Institute. By working as the personal writer for the Institute's C-Suite as the Senior Technical Writer for the Director's Office, she gained experience writing complex content that appeals to a wide audience. As Qurate's Head of Content, Alexa helps to communicate the company's creative vision to the world.

Kazuhiro Koga
Business Development Manager

Kazuhiro's interest in international business started while he worked for btrax, a creative agency that promotes business ties between Japan and San Francisco. After seeing success as the lead coordinator of Japan Night, Kazuhiro began dedicating his efforts to helping Japanese companies expand into tech hubs like Silicon Valley. As Qurate's Business Development Manager, Kazuhiro helps our company to navigate Japanese markets and creates opportunities for us to grow.

Daniel Yoder
Head of Media

Daniel is a multimedia expert who began specializing in design over a decade ago. His international freelance experience has lead him to find his passion for creating motion graphics and 3D content. Loving all things media, Daniel also spent two years as the host of a wildly popular podcast on life in Japan. As Qurate's Head of Media, Dan crafts new ways to visualize everything we develop, from graphics to video, animation and photography.

Srotoswini Roy
Head of Marketing
Srotoswini sought to combine her MBA degree in marketing with her acumen for numbers by specializing in the field of Brand Management & Marketing Analytics. In her position as Marketing Manager for India's e-commerce giant, Flipkart, Srotoswini developed a nuanced understanding of campaign management. She is particularly skilled at developing comprehensive marketing strategies that incorporate all aspects of a business to achieve the best possible result. As Qurate's Head of Marketing, Srotoswini streamlines our go-to-market and brand positioning strategies across all communication channels to achieve maximum relevant reach.

Digby Lewis
Non-Executive Director
Digby is a leading expert on content creation and distribution as well as a sought-after public speaker who knows how to craft a compelling story. His roles working for industry giants like MTV and Buzzfeed give him the background needed to not just understand how content impacts the world, but how it can shape it as well. In 2016, he began working with iris Worldwide, which was voted one of the top five most courageous creative agencies in the world, to set up a new specialist content division. As Qurate's Non-Executive Director, Digby brings his vast experience and strategic thinking to deliver rapid business growth to our company.

Nobu Tanaka
Head of Sales
Nobu is an international sales expert with over a decade of experience working with high-caliber companies like General Asahi, Zazzle, and Yahoo Japan. His combination of sales expertise and customer service skills allows him to provide the best customer experience possible. Nobu also uses his professional photography background to assist in Qurate's multimedia and marketing efforts. Nobu identifies potential new markets and manages the sales lifecycle for all of our European customers.

Sadi Qevani
Platform Architect
Sadi's goal is to make the world a better place, one line of code at a time. His studied Computer Science and Information Systems from American University and used this education as a springboard into roles as a front-end developer for companies like Ekseriya Software and Blue Stout. This experience allowed him to become skilled in frontend and backend development. As Qurate's Platform Architect, Sadi is working on the core architecture and development strategy for our platform.

Kathy Spencer-Lewis
UK Managing Director
Kathy is a graduate of both Liverpool University and Staffordshire University. In her role within Rolls-Royce Holdings plc, she worked to help audit and streamline various supply chains within the company. This experience lead her to work for leading global automotive supplier, Visteon UK, managing their supply chain throughout the entire product development process and into the eventual product launch. As Qurate's UK Managing Director, Kathy ensures that the UK branch of Qurate runs smoothly and stays connected to our other global teams.

Robert Crain
Head of Operations

Robert has been a creative director since 2000, and finds himself most drawn to the roles that allowed him to use designs to solve users' problems. He has an extensive history of work with leading companies including Nokia, Havas, BMW, and Vodafone just to name a few. In addition, he spent nearly a decade as a lecturer as part of the Faculty of Digital Media and Creative Industries from the Amsterdam University of Applied Sciences. As Qurate's Operations Officer, Robert ensures that Qurate's internal and external operations processes flow seamlessly.

Martin Whittaker
Lead UX Designer

Martin is an award winning graphic designer who has worked for exceptional companies including JTB, Sport England, and Moda Furnishings. Recognized for his exceptional designs, Martin is a two-time winner of the Northern Digital Awards UK for best ecommerce website, as well as the 2016 winner of the Sports, Leisure & Toys E-commerce website of the Year at the Northern E-commerce Awards. As Qurate's Lead UX Designer, Martin adeptly creates stunning and intuitive digital solutions for our online content.

Philipp Tautz
Head of Web

Philipp ensures that Qurate's projects are Philipp's combination of experience as a front-end developer and an operations manager allows him to understand all sides of a problem. His contributions to Rakuten, an industry giant with over one billion members, proved his ability to turn technical challenges into revenue-making solutions. As Qurate's Head of Web, Philipp ensures that Qurate's projects are created using innovative digital solutions and sound methods.created using innovative digital solutions and sound methods.

Stefan Buhrmester
Systems Intergration Architect

Stefan studied Computer Science in Germany where he received his Bachelor degree after completing a thesis on ubiquitous computing. He since has discovered his passion for open source web technologies and started on a career path that led him all the way into the heart of Japan. As Qurate's Systems Integration Architect, Stefan finds elegant ways to make the components of our system work in harmony.

Ozgun Koyun
API Architect

Ozgun is a dedicated Ruby on Rails developer with a long history working with HTML and CSS, JavaScript, SQL/NoSQL. Utilizing his master's degree in Designing and Managing Information Systems, Ozgun's forte is developing comprehensive content management systems for small companies. As Qurate's Platform Architect, Ozgun develops our micro-service architecture.

Our Advisors

Francis Perrin
Francis is the Tokyo-based CEO behind M Dot Partners consulting boutique. Prior to his role with M Dot Partners, Francis managed the Business Intelligence & Partnerships activities at Orange Labs Tokyo. His impressive history collaborating with industry leaders like Sony and Microsoft makes him an excellent resource to help give the Qurate team guidance and perspective on all thing tech.

Shin Iwata
Shin is currently a Partner at Atomico, an investment firm that backs disruptive tech companies from Series A and beyond. In this role, he heads the firm's efforts to assist portfolio companies that aim to scale and expand into the Japanese market. Before becoming a Partner at Atomico, Shin was the President of Skype Japan K.K., aiding the company in its goal of expanding within Japan. His passion for advising up-and-coming entrepreneurs and his stellar track record helping new and established companies to flourish makes him a valuable mentor for Qurate.

Joshua Tessier
Joshua is a Partner and Co-Founder of Ramen Ventures. Prior to this role, he acted as Shopify's Head of Core Product Engineering. His relationship with Shopify began when he co-founded Select Start Studios, which was acquired by the ecommerce giant. His background as a software developer gives him the technical experience required to truly understand Qurate's platform, and help the company to refine its technical approach.

Our Offices

Qurate Fukuoka HQ

Address: Qurate Inc.
304 Fukuoka Growth Next
2-6-11 Daimyo, Chuo-ku
Fukuoka 810-0041 JAPAN
Telephone: 81-92-981-6379

Qurate Tokyo

Address: Qurate Inc.
Fujisoft Akihabara 12F
Kanda Neribeicho 3, Chiyoda
Tokyo 101-0022

Qurate London

Address: Qurate Ltd.
6-8 Bonhill Street London
EC2A 4BX
Telephone: +44 20 3865 3581

Qurate Paris (coming soon)

Qurate Ltd.
Havas Incubator, Station F, Paris

Want to know more?

Give us a call at 81-92-981-6379 or send us an email to get in touch.

For media enquiries, email us at media@qurate.com.
For sales questions, email us at sales@qurate.com.
For enterprise and investment questions, email our CEO, Tom Brooke, at tom@qurate.com.

EXHIBIT 5

Our Advisors

Francis Perrin
Francis is the Tokyo-based CEO behind M Dot Partners consulting boutique. Prior to his role with M Dot Partners, Francis managed the Business Intelligence & Partnerships activities at Orange Labs Tokyo. His impressive history collaborating with industry leaders like Sony and Microsoft makes him an excellent resource to help give the Qurate team guidance and perspective on all thing tech.

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Shin is currently a Partner at Atomico, an investment firm that backs disruptive tech companies from Series A and beyond. In this role, he heads the firm's efforts to assist portfolio companies that aim to scale and expand into the Japanese market. Before becoming a Partner at Atomico, Shin was the President of Skype Japan K.K., aiding the company in its goal of expanding within Japan. His passion for advising up-and-coming entrepreneurs and his stellar track record helping new and established companies to flourish makes him a valuable mentor for Qurate.

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EXHIBIT 6

From: **Daniel Yoder** daniel@qurate.com
Subject: Re: Skype meeting
Date: August 9, 2018 16:16
To: Maxwell Ward wardmaxwell@googlemail.com
Cc: Nobu Tanaka nobu@qurate.com, Alan Bradburne alan@qurate.com, Tom Brooke tom@qurate.com, jonathan freeman jonnyfreeman.mail@gmail.com

Hi Max,

Thanks for getting back.

The £5,000 figure is basically a fixed cost for the system and server powering the website (£500/m with 20% yearly discount). This gives you a license to use our Qurate CMS, support, manuals and training, as well as all infrastructure costs, such as DNS, Servers, Storage, Error reporting etc., and 24/7 monitoring, application of security updates. We will also provide you with the design and website tweaks throughout the year.

With regards to the app cost, the current billing represents the cost for the design to release process that would include all the content and functionality included on the website. If the app were to have less functionality than the complete website, the billing will be changed to reflect this after a detailed consultation with Zingfit.

I hope that answered your questions, if not or if you have any more please let me know.

Regards,

Dan

On Mon, Aug 6, 2018 at 8:56 PM, Maxwell Ward <wardmaxwell@googlemail.com> wrote:

> Hi guys,
>
> Sorry for the delays in getting back to you. We had some property stuff we were working through.
>
> I have a few questions for you;
>
> - The 'Members App'
> - When it comes to porting this into a native app for iOS and Android what will this look like? Is it the full version of the website? Or is it just the booking functionality to get classes? If it is the latter is there that much work for you guys? Isn't it just a few designs to skin the ZingFit kit?
> - We are not using the full Qurate platform really for this are we? In which case os there a discount on the £5k recurring retainer?
>
> Thanks,
>
> Max
>
> On Tue, Jul 24, 2018 at 8:52 AM, Daniel Yoder <daniel@qurate.com> wrote:
>
>> Hi Max,
>>
>> Sorry for the delay getting back to you. We've updated the SoW(please see attached). Included in the updated scope are the iOS and Android native apps. The original comprehensive estimate sent over about a year ago was £75,300 so we've been able to bring that down quite a bit. If you have any questions or thoughts please let us know!
>>
>> Warm Regards,
>>
>> Dan
>>
>> On Mon, Jul 23, 2018 at 5:23 PM, Maxwell Ward <wardmaxwell@googlemail.com> wrote:
>>
>>> Hi guys,
>>>
>>> Hope all well.
>>>
>>> How are you doing on revised scope?
>>>
>>> Thanks,
>>>
>>> Max
>>>
>>> On Mon, Jul 16, 2018 at 10:50 AM, Nobu Tanaka <nobu@qurate.com> wrote:
>>>
>>>> Hi Max,
>>>>
>>>> Thanks for let us know.
>>>> Dan who is the head of Media of Qurate will join the meeting tomorrow as well.
>>>>
>>>> Thanks,
>>>>
>>>> Nobu
>>>>
>>>> On 16 Jul 2018, at 09:44, Maxwell Ward <wardmaxwell@googlemail.com> wrote:
>>>>
>>>> Hi all,

EXHIBIT 7

From: **Digby Lewis** digby@poplab.tv
Subject: Fw: Re: SoW
Date: August 12, 2015 18:45
To: Tom Brooke tom@qurate.com

Hi Tom,

Did you see this doc fro Samirah? Not sure if I forwarded it on.

--
Digby Lewis
Founder I popLAB
skype: digbysl
twitter: @dtuned
m: +44 (0)7711 889 440

041B7450-99C
D-45C...5C2B9

On 11 August 2015 at 16:46:49, Samirah Ravin (samirahravin@gravityroad.com) wrote:

> Hi Digby,
>
> Good to see you earlier :)
>
> I have updated he SOW (using a template that Bacardi is familiar with) and have made some adjustments incorporating the notes I have made below.
> Please have a read. I think it covers Tom as we want to.
>
> Let me know re other responses from Tom.
>
> Then I'll line Bacardi IT to help with the transfer of the CMS to Bacardi system and then we can move on.
> Tom has given me a quote for the transfer and hosting to date so I have this cost. My objective is to minimise Sapient's involvement so we can get it over & done with.
>
> Looking forward to hearing back from you. I will then send a signed copy to your attention.
>
> Thanks,
> Samirah
>
> On 11 August 2015 at 12:59, Digby Lewis <digby@poplab.tv> wrote:
>
> > Here it is as a word doc…
> >
> > In light of your top comment we perhaps need to include Qurate as the technology provider. I've forwarded your note on to Tom for him to respond to the other questions.
> >
> > --
> > **Digby Lewis**
> > Founder I popLAB
> > skype: digbysl
> > twitter: @dtuned
> > m: +44 (0)7711 889 440

From: **Tom Brooke** tom@themuse.jp
Subject: Re: Bacardi update
Date: August 25, 2015 15:56
To: Samirah Ravin samirahravin@gravityroad.com
Cc: Digby Spencer-Lewis digby@poplab.tv

Hi Samirah,
Please find the Qr8 Licence PDF attached.

Best regards,

Tom

Qr8 Gem Licence.pdf
44 KB

On 2015/08/25, at 0:06, Samirah Ravin <samirahravin@gravityroad.com> wrote:

> Hi Tom,
>
> Thank you for this. Would you also please send me your invoice this week so we can have it on the system
>
> Digby, the next payment run will be on Friday 11 August 2015
>
> Regards,
> Samirah
>
> On 24 August 2015 at 15:47, Tom Brooke <tom@themuse.jp> wrote:
>
> > Hi Samirah
> >
> > Yes, we've just pushed the latest system updates to the Bacardi Mixed Cocktails repository.
> > As in all major system updates, I would recommend they do a fresh install if they update the staging server.
> >
> > I will email the pdf license to you tomorrow.
> >
> > Best regards,
> >
> > Tom
> >
> > On 2015/08/24, at 19:52, Samirah Ravin <samirahravin@gravityroad.com> wrote:
> >
> > > Hi Tom,
> > >
> > > Thank you for sending over. I have downloaded the assets.
> > >
> > > Can you confirm that you have also deployed the latest code on the staging server as far as was possible up to deployment..
> > >
> > > I had the response about address in my draft box. I sent it to your earlier on. Can I please have a PDF of the license summary so that I can also give this to Bacardi.
> > >
> > > Regards,
> > > Samirah
> > >
> > > On 24 August 2015 at 11:03, Tom Brooke <tom@themuse.jp> wrote:
> > >
> > > > Hi Samirah
> > > >
> > > > I have sent the Mixed Cocktails project files (packaged as a single zip file) via WeTransfer now.
> > > >
> > > > The setup instructions are included in a file called "README.md", inside the "Mixed-Cocktails-Rails-App" directory.
> > > > This is a standard protocol, and can be easily found and understood by anyone capable of installing a rails application on a server.
> > > >
> > > > We've automated the installation procedure as much as we can, and the design code will be auto-installed with the application when installed on the server.
> > > >
> > > > Also included in the zip file are "Additional images" and a "Functional specifications" document, which are part of the documentation/asset transfer.
> > > > I will destroy my local copies once you have confirmed receipt of the files.

Please let me know about the Licensee Name and Address as requested in my previous email.
The Qr8 Licence will be a separate document.

Best regards,

Tom
- - - - -
Tom Brooke
Director, The Muse

Tel : 090-1929-6873
Email : tom@themuse.jp
iMessage: tombrooke@mac.com
Skype: tombrooke

http://themuse.jp

On 2015/08/21, at 21:18, Brooke Tom <tombrooke@mac.com> wrote:

Hi Samirah,

When the system code is installed on the server (and booted), it becomes the cms backend admin panel which Bacardi can use to make edits.
Therefore, Bacardi will not be able to use the cms unless it is installed on a running server. This is the case for every cms.

For Monday, I will include in the zip file a comprehensive set of files including:
• System Code (with installation documentation)
• Design-Related Code
• Assets (such as the background images, logos etc. used on the site)
It will therefore be possible to install the system and fully prepare the Mixed Cocktails website at any time by only using the files contained in the zip file.

In addition to the zip file, we will also commit the latest code to the Bacardi repository so that Sapient can easily deploy the system on the staging server.
The current installation of the system on the Staging server is outdated, but we will make sure everything else is fully up-to-date (assets and design-related code), leaving Sapient the single task of installing the system.

I have one question too.

Regarding the license agreement for the Mixed Cocktails system to use the Qurate gems, can you please confirm that I can name the Licensee as follows...

Licensed to:
Bacardi Global Brand Limited
28 Dorset Square, London, NW1 6QG, United Kingdom

Is this company name and address correct?

Regards,

Tom

On 2015/08/21, at 20:08, Samirah Ravin <samirahravin@gravityroad.com> wrote:

Hi Tom,

Thank you for confirming the above. It all makes sense.

One last question. What about the CMS i.e. the backend part that Bacardi use to make changes to the site? Will it be deployed on the staging server? If not that's fine. We just need to give Bacardi a ZIP file.

For my own reference I thought this was the system code. Is this a different element?

Regards,
Samirah

On 21 August 2015 at 10:00, Brooke Tom <tombrooke@mac.com> wrote:
Hi Samirah,
Okay, understood.

Please see my comments below:
1) Access to the staging server to see what is on there. They do not have username of password so Ata does not know what is on the server. Can you send those to me as soon as possible please

> does not know what is on the server. Can you send these to me as soon as possible please.

Username: admin@mixedcocktails.com
Password: qwer1234

> 2) Ensuring that the staging server has the latest version of the system. According to Ata once we have updated the system Saient's input should be limited to (and I quote here) "push a button to deploy it". As long as we do what is required up to the Sapient stage Ata is happy with it.

Sure, we'll prepare the system code and deploy the Mixed Cocktails repository on the Bacardi GitHub account. There will be comprehensive documentation in the readme file, with instructions on how to deploy. We will do all we can to make it as fool proof and simple as possible.

> Regarding the 2nd phase:
> - The design related code should be copied onto a ZIP that we can pass to Bacardi so they can deploy it for MC whenever they see fit.

The design code will be copied to the mixed project, but I will also send a zip of the code for you to pass over

> - We should not worry about content and/or cocktails data being deployed in full on the stagging server. As this does not impact the current www.mixedcocktails.com they are fine with that.

Okay, got it.

> We also need to provide them with:
> - Any documentation regarding the system that should be provided in the normal course of such hand over.

I will send to you by Monday EOP

> - Any Bacardi assets that you are currently holding. Under the agreement with the client once the relations is terminated all assets in our possession must be returned to them.

I will include all assets in the zip file, then destroy my local copies.

> One final note. The staging server is on Amazon which is Bacrdi supplier. Are they currently paying for the service or are you paying for it?

They are paying for the staging server - nothing to do with me, poplab or GR.

> Can you give me an estimate for the work above. We need to complete the above by EOP (UK time) Monday 24 August 2015.

This work falls in line with my previous estimate.

I'll attach an invoice on Monday.

Best regards,

Tom

> Regards,
> Samirah
>
> ----
> **Samirah Ravin**
> Commercial Director | Gravity Road
> 31 Great Marlborough Street, London, W1F 7JA
> +44 20 7437 1304 | +44 7921 877 136
>
> LATEST NEWS
> International Small Agency of the Year
>
> <sig2.jpg>

EXHIBIT 8

Invoice

2016.2.15

Gravity Road Ltd.

Qurate Inc.
402 Daiichi Matsumura Bldg.
1-14-28 Daimyo
Chuo-ku, Fukuoka
810-0041 JAPAN
Tel : +81-92-981-6379
Email : contact@qurate.com

www.qurate.com

Payment Terms: 30 days
Invoice #: Q151202-01

Bank: THE BANK OF FUKUOKA, LTD
Account: [redacted]
SWIFT Code: FKBKJPJT
Name: Qurate Inc.

Amount due **£6,160 GBP**

item	#	unit	total	comment
Oreo: UX & Design				
UX	5	560	2,800	
Design	5	560	2,800	
Style Guide	1	560	560	
		Sub-Total	6,160	
		Tax (8%)	0	
		Total	**6,160**	

Notes:

Invoice

2016.6.23

Gravity Road Ltd.

Qurate Inc.
402 Daiichi Matsumura Bldg.
1-14-28 Daimyo
Chuo-ku, Fukuoka
810-0041 JAPAN
Tel : +81-92-981-6379
Email : contact@qurate.com

www.qurate.com

Payment Terms: 30 days
Invoice #: Q151202-02

Bank: THE BANK OF FUKUOKA, LTD
Account: [redacted]
SWIFT Code: FKBKJPJT
Name: Qurate Inc.

Amount due **£200 GBP**

item	#	unit	total	comment
Oreo: UX & Design				
Testing/Feedback	1	200	200	
		Sub-Total	200	
		Tax (8%)	0	
		Total	**200**	

Notes:

Invoice

2016.7.25

Gravity Road Ltd.

Qurate Inc.
402 Daiichi Matsumura Bldg.
1-14-28 Daimyo
Chuo-ku, Fukuoka
810-0041 JAPAN
Tel : +81-92-981-6379
Email : contact@qurate.com

www.qurate.com

Payment Terms: 30 days
Invoice #: QS160606-01

Bank: THE BANK OF FUKUOKA, LTD
Account: [redacted]
SWIFT Code: FKBKJPJT
Name: Qurate Inc.

Amount due **£2,070 GBP**

item	#	unit	total	comment
Botanics: SOW				
SOW/Research/Meetings with CoreMedia etc.	4.5	560	2,070	
		Sub-Total	2,070	
		Tax (8%)	0	
		Total	**2,070**	

Notes:

Invoice

17 May 2017

Sync

QSUK-SY-0001-1 Sync SOW

Qurate Ltd.
6-8 Bonhill Street
London EC2A 4BX

Tel : +44 203 865 3580
Email : contact@qurate.com

www.qurate.com

Payment Terms:	30 days
Account Number:	[redacted]
Sort Code:	09-02-22
Account Name:	QURATE LIMITED

Amount Due £4,680

ITEM	DAYS	UNIT	SUB-TOTAL
Technical Scope of Work and Deliverables	6.5	£600.00	**£3,900.00**

合計金額	**£3,900.00**
VAT (20%)	**£780.00**
税込金額合計	**£4,680.00**

Qurate Limited. Registered company number: 10485064

Invoice

22 Feb 2017

Bloomsbury Economics Ltd.

QUK-BE-002 Bloomsbury Economics Holding Page

Qurate Ltd.
6-8 Bonhill Street
London EC2A 4BX

Tel : +44 203 865 3580
Email : contact@qurate.com

www.qurate.com

Payment Terms:	30 days
Account Number:	[redacted]
Sort Code:	09-02-22
Account Name:	QURATE LIMITED

Amount Due £768.00

ITEM	DAYS	UNIT	SUB-TOTAL
Design	1	£256.00	**£256.00**
Build	1	£256.00	**£256.00**
Revisions	0.5	£256.00	**£128.00**

合計金額	**£640.00**
VAT (20%)	**£128.00**
税込金額合計	**£768.00**

Qurate Limited. Registered company number: 10485064

Invoice

6 July 2017

Bloomsbury Economics Ltd.

QUK-BE-003 Bloomsbury Economics Price Index
Period: 1 April ~ 30 Jun

Qurate Ltd.
6-8 Bonhill Street
London EC2A 4BX

Tel : +44 203 865 3580
Email : contact@qurate.com

www.qurate.com

Payment Terms: 28 days

Account Number: [redacted]

Sort Code: 09-02-22

Account Name: QURATE LIMITED

Amount Due **£6,000.00**

ITEM	DAYS	UNIT	SUB-TOTAL
UX Design	32	£256.00	**£8,192.00**
UI Design	4	£256.00	**£1,024.00**
Backend Development	12	£256.00	**£3,072.00**
Frontend Development	9	£256.00	**£2,304.00**
Discount	1	-£9,592.00	**-£9,592.00**

合計金額	**£5,000.00**
VAT (20%)	**£1,000.00**
税込金額合計	**£6,000.00**

Qurate Limited.
Registered company number: 10485064
VAT number: 269 3744 61

Invoice

6 October 2017

Richard Davies

QUK-BE-003 Bloomsbury Economics Price Index
Period: 1 July ~ 30 September

Payment Terms: 28 days

Account Number: [redacted]

Sort Code: 09-02-22

Account Name: QURATE LIMITED

Qurate Ltd.
6-8 Bonhill Street
London EC2A 4BX

Tel : +44 203 865 3580
Email : contact@qurate.com

www.qurate.com

Amount Due **£3,000.00**

ITEM	DAYS	UNIT	SUB-TOTAL
UX Design	8	£256.00	**£2,048.00**
UI Design	12	£256.00	**£3,072.00**
Backend Development	14	£256.00	**£3,584.00**
Frontend Development	22	£256.00	**£5,632.00**
Discount	1	-£11,836.00	**-£11,836.00**

合計金額	**£2,500.00**
VAT (20%)	**£500.00**
税込金額合計	**£3,000.00**

Qurate Limited.
Registered company number: 10485064
VAT number: 269 3744 61

Invoice

4 December 2017

Richard Davies

QUK-BE-003 Bloomsbury Economics Price Index
Period: 1 October ~ 30 November

Qurate Ltd.
6-8 Bonhill Street
London EC2A 4BX

Tel : +44 203 865 3580
Email : contact@qurate.com

www.qurate.com

Payment Terms:	28 days
Account Number:	[redacted]
Sort Code:	09-02-22
Account Name:	QURATE LIMITED

Amount Due **£3,000.00**

ITEM	DAYS	UNIT	SUB-TOTAL
UX Design	0	£256.00	**£0.00**
UI Design	4	£256.00	**£1,024.00**
Backend Development	6	£256.00	**£1,536.00**
Frontend Development	6	£256.00	**£1,536.00**
Discount	1	-£1,596.00	**-£1,596.00**

合計金額	**£2,500.00**
VAT (20%)	**£500.00**
税込金額合計	**£3,000.00**

Qurate Limited.
Registered company number: 10485064
VAT number: 269 3744 61

Invoice

22 Feb 2017

Richard Davies

QUK-BE-001 Richard Davies Website

Qurate Ltd.
6-8 Bonhill Street
London EC2A 4BX

Tel : +44 203 865 3580
Email : contact@qurate.com

www.qurate.com

Payment Terms:	30 days
Account Number:	[redacted]
Sort Code:	09-02-22
Account Name:	QURATE LIMITED

Amount Due £1,843.20

ITEM	DAYS	UNIT	SUB-TOTAL
Design	1	£256.00	**£256.00**
Build	4	£256.00	**£1,024.00**
Revisions	1	£256.00	**£256.00**

合計金額	**£1,536.00**
VAT (20%)	**£307.20**
税込金額合計	**£1,843.20**

Qurate Limited. Registered company number: 10485064

Invoice

Jan 10, 2018

Richard Davies

QUK-BE-001 Richard Davies Website Server

Qurate Ltd.
6-8 Bonhill Street
London EC2A 4BX

Tel : +44 203 865 3580
Email : contact@qurate.com

www.qurate.com

Payment Terms:	30 days
Account Number:	[redacted]
Sort Code:	09-02-22
Account Name:	QURATE LIMITED

Amount Due **£432.00**

ITEM	MONTHS	UNIT	SUB-TOTAL
System, Server and Maintenance	12	£45.00	**£540.00**
Discount	12	-£15.00	**-£180.00**

Dates of service: 1 Feb 2018 ~ 31 Jan 2019

合計金額	**£360.00**
VAT (20%)	**£72.00**
税込金額合計	**£432.00**

Qurate Limited. Registered company number: 10485064

EXHIBIT 9

From: **Tom Brooke** tom@qurate.com
Subject: Re: Meeting with Havas & BNP Paribas / QURATE
Date: May 10, 2017 18:49
To: Guillaume DEGROISSE - L'Atelier BNP Paribas guillaume.degroisse@mail.atelier.net
Cc: Robert Crain robert@qurate.com

Hi Guillaume
Sounds good, thanks.
See you in the lobby at 2:30pm tomorrow.

My number is +819019296873 just in case.

Best,

Tom

On May 10, 2017, at 10:04, Guillaume DEGROISSE - L'Atelier BNP Paribas <guillaume.degroisse@mail.atelier.net> wrote:

> Hi guys,
> I booked the meeting room from 2.30 pm if you need some time to check any technical point or just make sure we can start at 3pm sharp.
> I can meet you in the lobby around 2.30pm, let me know
> see you tomorrow
> G.
>
> **Guillaume DEGROISSE | Marketing & Content**
> L'Atelier BNP Paribas | 16 rue de Hanovre 75002 Paris
> Cell: +33(0)6 59 53 24 23
> guillaume.degroisse@mail.atelier.net | @gdegroisse
> www.atelier.bnpparibas | Twitter | Linked in | Facebook
>
> 2017-05-08 17:00 GMT+02:00 Tom Brooke <tom@qurate.com>:
>> Hi Guillaume
>> That sounds perfect, many thanks.
>> Looking forward to seeing you on Thursday at 15:00.
>>
>> Best regards,
>>
>> Tom
>>
>> On May 8, 2017, at 21:11, Guillaume DEGROISSE <guillaume.degroisse@mail.atelier.net> wrote:
>>> Dear Tom,
>>> I guess a small demo (30 minutes) followed by Q&A will be a perfect format
>>> You will have in the room most of the people responsible for content management and social network at corporate level
>>> See you Thursday
>>>
>>> Guillaume DEGROISSE
>>> Global Head of Marketing & Content
>>> L'Atelier BNP Paribas
>>> 16 rue de Hanovre / Paris
>>> 0659532423 / @gdegroisse
>>> guillaume@mail.atelier.net
>>> - www.atelier.net -
>>>
>>> Le 4 mai 2017 à 12:43, Tom Brooke <tom@qurate.com> a écrit :
>>>> Hi Guillaume
>>>>
>>>> Thanks for the invite. Perfect!
>>>>
>>>> I was planning to do a brief presentation and demo in the meeting, but if you have something specific you want me to discuss please let me know.
>>>> Any background info you can share would be useful, such as who I'm meeting and what they're expecting from the exchange.
>>>>
>>>> Best regards,
>>>>
>>>> Tom

Tom

On May 2, 2017, at 19:34, Tom Brooke <tom@qurate.com> wrote:

Hi Guillaume
Excellent, then we'll travel over to Paris by train on Thu morning and be in Paris by late morning.

Please let us know the place and time once confirmed.

Best regards,

Tom
- - - - -
Tom Brooke
CEO, Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

On May 2, 2017, at 16:59, Guillaume DEGROISSE - L'Atelier BNP Paribas <guillaume.degroisse@mail.atelier.net> wrote:

Hi Tom,
I'm currently working on it, i'm almost there for a meeting on Thursday afternoon
regards
G.

Guillaume DEGROISSE | Marketing & Content
L'Atelier BNP Paribas | 16 rue de Hanovre 75002 Paris
Cell: +33(0)6 59 53 24 23
guillaume.degroisse@mail.atelier.net | @gdegroisse
www.atelier.bnpparibas | Twitter | Linked in | Facebook

2017-04-26 7:55 GMT+02:00 Tom Brooke <tom@qurate.com>:
Dear Guillaume,

Hope you are well.
Would there still be an opportunity to meet your social media teams in BNP Paribas in Paris on May 10~12?

We didn't book the trip yet, so aside from May 12 at Havas our schedule is still flexible.
May 11 would work well if you can coordinate something.

Look forward to hearing from you.

Best,

Tom
- - - - -
Tom Brooke
CEO, Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

On Mar 30, 2017, at 1:17, Tom Brooke <tom@qurate.com> wrote:

Dear Guillaume, Claire, Frederic, Francis,

Many thanks for the follow-up emails.
Really appreciate your positive feedback, and look forward to continuing the exchange with you all.

Guillaume,
Hope we can meet up in Paris in May, I'm making it happen as we speak.
A meeting with the SNS teams would be a great start, and be happy to prepare a little presentation and demo to see how Qurate can help your team to spend less time managing and more time engaging.
Will we be meeting at the May 12 workshop which Frederic mentioned or should I schedule extra time to

meet separately on May 11th?

Frederic,
Truly appreciate your positive feedback and hope to join you on May 12.
I will plan a trip to Europe specifically for this meeting so any detail on the schedule, venue and meeting opportunities earlier that week would be appreciated. Maybe I will plan to arrive Paris on May 10 evening, then on to London May 13.
Do you have any advice for dates/schedule?

Francis,
Always a pleasure - many thanks for co-ordinating the meeting and see you again tomorrow at Slush.

All,
Attached are a few files and presentations, including the presentation I showed in the meeting, and the older deck which Frederic requested:
https://www.dropbox.com/s/stnxcuktv3dd8r0/HavasBNP.zip?dl=0

Best regards,

Tom
- - - - -
Tom Brooke
Founder/CEO
Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

On Mar 29, 2017, at 16:31, Guillaume DEGROISSE - L'Atelier BNP Paribas <guillaume.degroisse@mail.atelier.net> wrote:

Dear Tom,
As Fred already said, thank you for your time, again very impressive presentation
I would be happy to see you again in Paris in May and arrange a meeting with the social media teams within BNP Paribas.
Regards
Guillaume

Guillaume DEGROISSE | Global Head of Marketing & Content
L'Atelier BNP Paribas | 16 rue de Hanovre 75002 Paris
Cell: +33(0)6 59 53 24 23
guillaume.degroisse@mail.atelier.net | @gdegroisse
www.atelier.bnpparibas | Twitter | Linked in | Facebook

2017-03-25 5:08 GMT+01:00 Francis Perrin <francis.perrin@mdotpartners.com>:
Dear Tom

Thank you again for sharing your time with BNP Paribas and Havas last Friday.
It has been very profitable for all of us to learn more about QURATE technology and benefits.

We have been very impressed and would be interested by a follow-on workshop in France !

I would be delighted to continue the discussion later in Tokyo @Slush, and I invite you to liaise directly with Havas and BNP Paribas for further collaborations.

Best regards,
Francis

EXHIBIT 10

--
Tim Ranger
Senior Account Executive

+44 (0) 207 437 1304
+44 (0) 7702 102 118

<gravity_road_logo.png>

Latest News

International Small Agency of the Year
<sig2.jpg>

On 1 Dec 2015, at 09:22, Scott Broekhuyse <scottbroekhuyse@gravityroad.com> wrote:

> Hi Tom,
>
> Thanks again for jumping on the call yesterday. I have pulled together the docs that client has sent over thus far to share with you to help shed a bit more light on what is required. We are still developing this but to give you an idea i have attached:
>
> - Topline walkthrough of what the website should encompass - still needs refining
>
> - Process doc from Proximity - what we need to deliver to them and how
>
> Additional information we are waiting on to help scope the build are:
>
> - What are the T&Cs
>
> - What and how many products are we featuring
>
> - Plans for additional products we might need to incorporate
>
> - What contact info
>
> - What social platforms we'll want to plug in
>
> - What assets are available: pack shots, text, colour palettes, logos etc
>
> In addition we will develop a design brief and send over the brand guidelines as well. It would be great if you could start thinking roughly in terms of time you would expect to spend on this so we can start mapping out an approach / costs if possible?
>
> Reach out if any questions.
>
> Cheers,
>
> <Oreo Website Presentation 1 to Gravity Road.pptx>
> <MDLZ_PBIO_2015_v3.pptx>
>
> --
> **Scott Broekhuyse**
> **Content Manager**
> Gravity Road
> 31 Great Marlborough Street, London, W1F 7JA
> 07932 928036
> 020 7437 1304
>
> <gravity_road_logo.png>
> <sig2.jpg>

<sig2.jpg><gravity_road_logo.png>

EXHIBIT 11

Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

On Dec 17, 2016, at 20:05, Karl Eddy <karl.eddy@uk.gt.com> wrote:

Tom

Thanks very much. Let me look at the decks and then lets reconnect.

Regards

Karl

Karl J Eddy | Head of Enterprise | Strategic Leadership Team
For Grant Thornton UK LLP
30 Finsbury Square | London | EC2P 2YU (sat nav : EC2A 1AG)
T (direct) +44 (0)20 7728 2892 | **T (internal)** 82892 | **T (office)** +44 (0)20 7383 5100
F +44 (0)20 7383 4715 | **M** +44 (0)7768 603 194
E karl.eddy@uk.gt.com | **W** www.grant-thornton.co.uk
PA | Nicola A Harper
T (direct) +44 (0)20 7728 3017 | **T (internal)** 83017 | **E** nicola.a.harper@uk.gt.com
<image001.jpg>

From: Tom Brooke [mailto:tom@qurate.com]
Sent: 15 December 2016 18:57
To: Karl Eddy
Cc: Katherine Spencer-Lewis
Subject: Re: Qurate

Hi Karl

Many thanks for the email and LinkedIn connection.
Likewise, it was great to meet you and the others last week at the get-together event.

Very happy to hear your interest on both points you mentioned:

1 ❖ I may be interested in investing

Great! Would this be investment from Grant Thornton or as a personal Angel investment?

Quick refresher on our recent fundraising:
We扼e recently raised 55M JPY (380k GBP) in two closely-connected rounds, Angel (15M JPY) and Seed/VC (40M JPY). Our post-money valuation is 496M JPY (3.4M (

We抮e are currently still considering investors for additional closes on the current terms/valuation of between 50k GBP ~ 500k GBP ticket size (max 500k GBP total).

Happy to discuss more and share more detail as required.

2 ❖ if not interested from our clients perspective and how it might fit with other offerings we are looking at. Is it possible for me to talk to you or one of your team here (was it Cathy?) to

Kathy has been cc抎 on this email.

For now, let me share a couple of files:
1. Company overview
https://www.dropbox.com/s/vu76eariwnh7ras/Qurate%20Overview.pdf?dl=0

2. Deck
https://www.dropbox.com/s/x67d3997nf6hbzg/QurateDeck.pdf?dl=0

I抦 extremely happy for you to introduce our company/services to potential customers and investors but **would like to ask you not to share the attached files** without first

When you feel the time is right, we could do a Skype call one morning and include/introduce Kathy.
Also FYI, I plan to be back in London first week of Feb, 2017.

Best regards,

Tom

Tom Brooke
Founder/CEO
Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

The contents of this email (and any linked files or attachments) are confidential and may be legally privileged. If you are not the intended recipient please notify the sender i

On 2016 Dec 14, at 21:21, Karl Eddy <karl.eddy@uk.gt.com> wrote:

Tom

I hope you had a good journey back. I抦 interested in Qurate and loved your passion for what you do. Two things:

1 ❖ I may be interested in investing

2 ❖ if not interested from our clients perspective and how it might fit with other offerings we are looking at. Is it possible for me to talk to you or one of your team here (was it Cathy?) to

Look forward to catching up.

Regards

Karl

Karl J Eddy | Head of Enterprise | Strategic Leadership Team
For Grant Thornton UK LLP
30 Finsbury Square | London | EC2P 2YU (sat nav : EC2A 1AG)
T (direct) +44 (0)20 7728 2892 | **T (internal)** 82892 | **T (office)** +44 (0)20 7383 5100
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E karl.eddy@uk.gt.com | **W** www.grant-thornton.co.uk
PA | Nicola A Harper
T (direct) +44 (0)20 7728 3017 | **T (internal)** 83017 | **E** nicola.a.harper@uk.gt.com

EXHIBIT 12

THE HAVAS INCUBATOR @STATION F CANDIDATE APPLICATION

BASIC INFORMATION

Startup Name: **Qurate Inc. (Japan) / Qurate Ltd. (UK Subsidery)**
Creation Date: **2 Feb 2014 (Japan) / 17 Nov 2016 (UK)**
Number of People & Organization: **13 full-time, 3 part-time**

Name	Title	Email Address
Tom Brooke	**Founder / CEO**	**tom@qurate.com**
Robert Crain	**Operations Officer**	**robert@qurate.com**
Sadi Qevani	**Technical Officer**	**sadi@qurate.com**
Srotoswini Roy	**Marketing Officer**	**srotoswini@qurate.com**

ACTIVITY & FINANCE

At what stage of development is your startup? (please precise Idea, Prototype, Product / Service Finalized, Activity with Clients, etc.):

Product is finalized AND activity with clients. Still finalizing sales strategy.

Please attach the following supportive documents:

- Global Presentation of the Startup
- Product / Service Description
- Business Plan (including business model)
- Financial Statements: Balance Sheet and Income Statement

MOTIVATION

1. Why integrate the Havas incubator?

Qurate has a bold mission to become a leading global platform for the next era of online publishing. Havas is a global leader in creative, media and advertising, and having access to the Havas Group ecosystem would be extremely valuable to Qurate as we define our sales strategy and begin to scale our business globally.

2. What are your needs and expectations from the Havas incubator?

We think the Havas incubator would be good for Qurate in at least three ways:
1. Advice and mentoring on our product, pricing model and sales strategy
2. Feeback and validation from creative and marketing teams within the Havas Group
3. Introductions to Havas clients / Havas Group creative studios to grow our customer base

3. How many places would you like at the Havas incubator?

We'd like space for three people full-time, with the option for other team members to join us for short spells within the incubation period.

EMAIL YOUR SUBMISSION AND SUPPORTING DOCUMENTS TO STATIONF@HAVAS.COM

HAVAS STARTUP INCUBATOR

Join the world's biggest startup campus @ STATION F

LOCATED IN: PARIS, FRANCE / DOORS OPEN APRIL 2017

HAVAS GROUP

STATION F

A SHARED MISSION ACROSS HAVAS GROUP

To be the world's best company at creating meaningful connections between people and brands through creativity, media and innovation

HAVAS GROUP

A HOME FOR INNOVATION

HAVAS GROUP IS ONE OF THE WORLD'S LARGEST GLOBAL COMMUNICATIONS GROUPS

+100 COUNTRIES

+20 000 PEOPLE

+700 AGENCIES

The Group offers a broad range of communications services, including digital, advertising, direct marketing, media planning and buying, corporate communications, sales promotion, design, human resources, sports marketing, multimedia interactive communications and public relations.

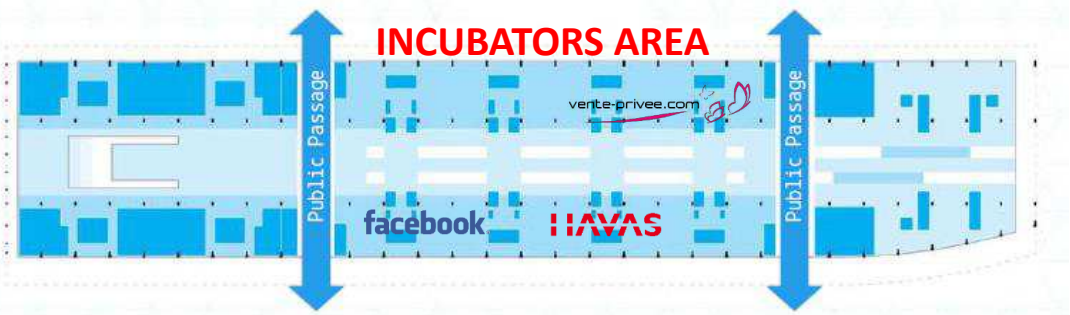
THE HAVAS INCUBATOR @ STATION F

HAVAS GROUP CREATES ITS 1ST ADTECH INCUBATOR TO ENCOURAGE BOLD NEW IDEAS

The Havas incubator is a unique initiative for startups to grow their business, develop and benefit from the strong assets of the Havas Group worldwide.

- **1000 startup applicants will integrate the Station F** program and ecosytem to develop their own projects. Station F is also built with 10 specialized incubators managed by private companies.
- **Each private company is in charge of a business vertical** and can incubate it's own startups. **Each specialized incubator will benefit from all the services at Station F** (business desks, meeting rooms, business center, restaurants, etc) but also from a dedicated and customizable work space.

THE STATION F CAMPUS IS DIVIDED INTO 3 COMPLEMENTARY ZONES



SHARE

The SHARE zone is dedicated to the partners of our community. It hosts **events, meeting rooms, private offices** & startups oriented **services.**

CREATE

The CREATE zone is 100% dedicated to startups. It hosts a **coworking space** and **8 international incubation & acceleration programs** to help 1,000 different startups spread across over 3,000 work stations.

CHILL

The CHILL zone is completely open to the public. It hosts **4 different restaurants** and a **bar** with seating for **1000+ people** and receives on a regular basis **cultural and community events.**

34.000M² OF ENTREPRENEURSHIP

Along with major brands like Facebook and alongside investors like Ventech, Daphni and Kima Ventures, Havas will have it's own Start-up space to develop the adtech solutions of tomorrow.

34,000
Square meters

310
Meters long

58
Meters wide

9,000
People maximum capacity

3,000+
Startups work stations

1,000
Startups

600
Beds in our nearby co-living space

10+
Private offices

6
Restaurants & cafe

13+
International startup programs

8
Event spaces

2
On site train wagons

A UNIQUE OPPORTUNITY

WORKSPACE

Havas sponsors a collaborative work environment in a dedicated Havas area.

THE CAMPUS

- **A startup zone**, with over 3000+ desks and 10+ international startup programs (business dev, legal advise, communication and media …)
- A **coffee shop** and massive **1000-person restaurant**
- An on-site **fablab** for prototyping
- A variety of **events spaces**, including a 360-person auditorium
- **Meeting rooms and private offices**
- **A co-living space** that will house 600 entrepreneurs, opening in 2018.

1 DEDICATED INCUBATOR MANAGER

The Havas incubator will be overseen by a full-time project manager. He will guide the startups at Station F, follow up on startup product and service development, and organize dedicated sharing and education programs with Havas Group entities worldwide.

OPEN DOORS WITH HAVAS GROUP

Based in Paris, the incubator is next door to the headquarters of Havas Group. Chosen startups will benefit from a privileged relationship with Havas Group. With entities across more than 100 countries, the Havas Group ecosystem will allow startups to develop their business.

HOW TO JOIN THE HAVAS INCUBATOR?

1

THINK BIG

By end of 2017, 10 startups dedicated to adtech solutions will join the Havas incubator.

Havas incubator @Station F has a global perspective. Startups can come from all over the world. They need one simple ambition: to change the advertising industry.

2

BE REAL

- Startups should have a concrete product or service, focusing on advertising and valuable for Havas Group.
- No minimum stage development.

3

START NOW

- Submissions can be sent now and during the whole year.
- The 1st start up will be admitted around mid-March.
- The incubator opens officially mid-April.

CONTACT FOR SUBMISSION: STATIONF@HAVAS.COM

THE HAVAS INCUBATOR @STATION F CANDIDATE APPLICATION

BASIC INFORMATION

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Creation Date: **2 Feb 2014 (Japan) / 17 Nov 2016 (UK)**
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Name	Title	Email Address
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Robert Crain	**Operations Officer**	**robert@qurate.com**
Sadi Qevani	**Technical Officer**	**sadi@qurate.com**
Srotoswini Roy	**Marketing Officer**	**srotoswini@qurate.com**

ACTIVITY & FINANCE

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3. Introductions to Havas clients / Havas Group creative studios to grow our customer base

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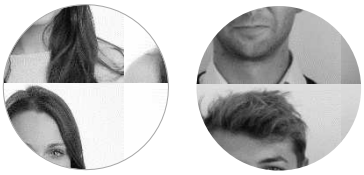
We'd like space for three people full-time, with the option for other team members to join us for short spells within the incubation period.

EMAIL YOUR SUBMISSION AND SUPPORTING DOCUMENTS TO STATIONF@HAVAS.COM

TEAM AND SPONSORS

STEERING COMMITTEE



Core team and incubator management
Lolita Collet & Romain Reveillere

Top Management sponsor
Stéphane Guerry

Communication
Robert Fridovich

EXECUTIVE COMMITTEE

Core team and incubator management
Lolita Collet & Romain Reveillere

Communication
Robert Fridovich

Communication
Lorella Gessa

Top Management Sponsors
Stéphane Guerry / Stéphanie Marie / Agathe Bousquet / Arnaud Schmite / Fréderic Josué

EXECUTIVE ADVISORS

Dominique Delport

Yannick Bollore

KEY DATES

03.01
APPLICATION OPENING
Havas & Station F

March
APPLICATION REVIEW BY INCUBATOR COMMITTEE
Session 1

04.15
STATION F OPENING
Exact Date TBC

April
APPLICATION REVIEW BY INCUBATOR COMMITTEE
Session 2

MAY
APPLICATION REVIEW BY INCUBATOR COMMITTEE
Session 3

GET IN TOUCH WITH US TO BE PART OF THE HAVAS INCUBATOR

From: **Tom Brooke** tom@qurate.com
Subject: Re: Tom, Qurate
Date: February 21, 2018 2:56
To: Frederic Josue frederic.josue@fr.havasmedia.com
Cc: Nobu Tanaka nobu@qurate.com
Bcc: francis.perrin@mdotpartners.com

Hi Frederic

Wonderful!
I just booked my flight ticket 10 mins before I sent you the email.
I must have heard you telepathically calling me to Paris today 😉

Hope we can meet up while I'm over. Will you join Romain on Feb 28, 4pm?

Best,

Tom

iPhone...

On Feb 21, 2018, at 2:30, Frederic Josue <frederic.josue@fr.havasmedia.com> wrote:

> It's absolutely crazy. I talked about you to BNPParibas today...
>
> - - -
> FREDERIC JOSUE
> Executive Advisor to Havas MD
> Director of 18havas.io
> +33 (0) 6 78 47 67 73
>
> Le 20 févr. 2018 à 17:01, Tom Brooke <tom@qurate.com> a écrit :
>
>> Dear Frederic
>>
>> This is Tom from Qurate, Japan.
>> It has been a while since we last had direct contact.
>> I hope you are doing well!
>>
>> Qurate and I are doing very well, but we have been extremely busy the last few months.
>> I feel it is a good time for us to re-introduce Qurate to Havas, so have decided to visit Paris for a few days next week.
>> I currently have availability on Feb 28~Mar 3 and hope we can schedule a meeting together during those three days.
>>
>> I would like to give you an update, both on the product and our recent traction. With the hope of finding the best way forward to gets Qurate in the hands of Havas Media and your clients.
>>
>> My current availability is:
>> • Feb 28: afternoon to evening
>> • Mar 1: All day
>> • Mar 2 All day
>>
>> I plan to bring my colleague Nobu, who is based in Qurate London with me to Paris.
>>
>> Also, I will separately reach out to Romain regarding the Havas, Station F.
>>
>> I hope to hear from you.
>>
>> Best regards,
>>
>> Tom
>> - - - - -
>> Tom Brooke
>> Founder/CEO
>> Qurate Inc.
>>
>> Tel : 090-1929-6873
>> Email : tom@qurate.com
>> Skype: tombrooke
>>
>> http://qurate.com

From: **Tom Brooke** tom@qurate.com
Subject: Re: Re : Re: Intro 18 / Qurate
Date: February 21, 2018 22:28
To: Eleonore Pascassio eleonore.pascassio@havas.com
Cc: francis.perrin@mdotpartners.com, Nobu Tanaka nobu@qurate.com

Hi Eléonore,
Thanks for the quick response.
Thursday, Mar 1 at 10am is perfect.

My London based colleague, Nobu will join the meeting with me.

Francis, can you make it too?

Looking forward to meeting you!

Best,

Tom

On Feb 21, 2018, at 22:04, Eleonore Pascassio <eleonore.pascassio@havas.com> wrote:

> Dear Tom
>
> Thursday 1st suits best. Morning would be perfect. Is 10 am ok for you?
>
> Regards
>
> Eleonore Pascassio
> Research - Insight Director
>
> Havas Media
>
> t +33 (1)46933420
> i 622 - 3420
> m +33 (6)08944083
> w havas.com
> a 2 Bis Rue Godefroy, 92800, Puteaux, France
>
> This message and any attachment are confidential and transmitted for the exclusive use of the intended recipient. It is prohibited for anyone other than the recipient to read, copy, duplicate and/or disclose the content to any third-person. Should you receive this message by mistake, please delete it and contact the sender by return e-mail.
>
> > ----- Message d'origine -----
> > De : Tom Brooke <tom@qurate.com>
> > A : Eleonore Pascassio <eleonore.pascassio@havasmedia.com>
> > Cc : Francis Perrin <francis.perrin@mdotpartners.com>
> > Objet : Re: Intro 18 / Qurate
> > Date : mer. 21 fév. 2018 13:14
> >
> > Dear Eléonore
> >
> > Nice to be connected again. Thanks Francis.
> >
> > It would be great to meet up in person so I can explain how the platform has evolved into what we believe is a game changer for bespoke digital marketing platform. We call it Qurate CX Hub, a Platform as a Service designed for the era of Digital Content Transformation.
> >
> > Current Availability in Paris next week is:
> > • Feb 28: Evening
> > • Mar 1: All Day/Evening

• Mar 2: All Day/Evening

Hope to hear from you.

Best,

Tom

- - - - -

Tom Brooke
CEO, Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

On Feb 21, 2018, at 18:19, Francis Perrin <francis.perrin@mdotpartners.com> wrote:

Hello Eleonore,

Long time no see !

I am recontacting you regarding Qurate, a Japanese Startup (British CEO) I had introduced you last year.

Company has continued to grow since our last exchange and I still believe It could be a valuable offer of Havas clients.

CEO of Qurate will be in France from Feb. 28th to Mar 2nd

Would you have time to meet him, exchange about his platform, and investigate best scenario to promote Qurate platform within Havas?

Best
Francis

PS: please find attached latest presentation deck attached

<Content_Hub.pdf>

<Qurate CX EN slim.pdf>

On Feb 1, 2017, at 9:51, Eleonore Pascassio <eleonore.pascassio@havasmedia.com> wrote:

Merci Francis :)
Bonne journée!

Eleonore Pascassio
Research - Insight Director

Havas Media

t +33 (1)46933333
m +33 (6)08944083
w www.havasmedia.com
a 2 Bis Rue Godefroy, 92800 Puteaux, France

----- Message d'origine -----
De : Francis Perrin <francis.perrin@mdotpartners.com>
A : Eleonore Pascassio/HVM/HVM@GS, Tom Brooke <tom@qurate.com>
Cc : Lea Furio/HVM/HVM@GS
Objet : Re: Pitch Capgemini > Hub 18 help!
Date : mer. 1 fév. 2017 02:15

Dear Tom,

As briefly exchanged before your trip in the US, I would like to introduce you to Elenore Pascassio from Havas Media.
Eleonore is currently preparing to pitch a long time client of Havas, and is interested by innovative curation & publication marketing tools.
I have explained about Qurate (well I've done my best) and Eleonore would be interested to have more information about your on-going platform and roadmap.
I let you follow-on and organize a phone call with her. Eleonore is based in Paris.

Dear Eleonore,
Sorry for the delay. I let you liaise with Tom Brooke, CEO of Qurate. Tom is just back from SF, very interested to exchange with Havas for mid/long term opportunities.
I invite you to directly liaise with him and schedule a phone call. Tom is based in Japan.

Regards,
Francis

On Feb 1, 2017, at 6:16, Eleonore Pascassio <eleonore.pascassio@havasmedia.com> wrote:

Bonsoir Francis,

J'espère que tu vas bien.

Suite à notre call, je me permets de revenir vers toi concernant Qurate.
Aurais-tu la gentillesse de nous introduire, Léa et moi, auprès de ton contact Qurate, afin que nous puissions discuter avec lui et mieux comprendre leur solution?

Merci beaucoup d'avance
Bien cdt

Eleonore Pascassio
Research - Insight Director

Havas Media

t +33 (1)46933333

m +33 (6)08944083
w www.havasmedia.com
a 2 Bis Rue Godefroy, 92800 Puteaux, France

----- Message d'origine -----
De : Francis Perrin <francis.perrin@mdotpartners.com>
A : Eleonore Pascassio/HVM/HVM@HVM
Cc :
Objet : Re: Pitch Capgemini > Hub 18 help!
Date : mar. 17 janv. 2017 02:01

Bonjour Eleonore,

Je me permet de revenir (un peu vite) sur Cap Gemini.
Est-ce que tu as pu regarder les elements sur QURATE?

Le document attaché est très marketing et aborde de manière indirecte le potentiel de Qurate.
Si la direction suivie par la société t'intéresse, le plus simple serait de prévoir un échange tel. avec le CEO.
Il connait bien le monde des agences. Je pense que cela serait profitable pour tout le monde.

Bien cordialement,
Francis

> On Jan 12, 2017, at 20:34, Francis Perrin <francis.perrin@mdotpartners.com> wrote:
>
> Dear Eleonore,
>
> Sorry for my late feedback.
>
> I have looked at Content-Loop during Xmas and reached the conclusion is it would be of interest for you to exchange with a Japanese company (startup) called QURATE. Company present itself as "what comes after the CMS".
>
> My feeling is QURATE could strengthen what has been done so far in term of content creation and website visibility, but will bring.
> Main idea would be to move from "Content Loop" within a website, to "Content Loop" as a (knowledge) platform, which is what Qurate is natively addressing :
> - Same content in multiple place (API in/API out),
> - Integrated with social flow,
> - Contextually aware of the user & platform.
>
> I am not fully familiar with all the platform benefits and I would recommend you to exchange with Qurate CEO.
> It would help you to evaluate if Qurate approach & technology match with the current context and requirements, or if it should be buffered for an other client ?
>
> What do you think ?

Regards,
Francis

PS: I share this 6 months old presentation.

<QurateDeck_short_112016.pdf>

> On Dec 15, 2016, at 1:23, Eleonore Pascassio <eleonore.pascassio@havasmedia.com> wrote:
>
> Dear 18 Hubs,
>
> I work at HM International in Paris and I contact you as we are looking for innovation to retain our Capgemini client that is pitching in January.
>
> A little background regarding Capgemini and its challenges first :))
>
> Capgemini is targeting a B2B audience made of IT decision makers and also Business Decision Makers more globally.
> CG's business is growing. Its main challenge though: position its offer as premium vs market leaders (IBM & Accenture). Value is key to them and they are not perceived as such...
>
> Capgemini has built its communication on content during the past years to fight against industry giants (IBM, Accenture), to differentiate with limited media budgets (7-10M€ yearly) and build brand image.
> Content Loop (http://www.content-loop.com) is their content platform developped in partnership with Brandsonic for technical platform, Newcreds for content curation & LInkedIn for traffic generation. Other content partnerships have been developped with media owners (Les Echos, FT) but they will come to an end this year.
> Thier main media KPI: traffic generation + time spent on Content Loop
>
> Historical market is FR but now the US has become 1st priority market since it acquired IGate. Other markets like Brazil, India, UK, Germany, NL... are also part of our scope of work.
>
> Innovation has always been Capgemini's moto, they have Labs in several cities (SF, Munich, Paris, London, Mumbai). They want to illustrate their positionning through advertising and are always willing to test new formats (first to use Teads In Read native formats, Flyte format, Flipboard application, etc...). We now invest most of our budget on mobile.
>
> A repositionning is planned in 2017 (creative pitch in process, so no visibility yet on new communication platform).
>
> We have identified Customer experience (through customer segmentation and cross device content journey) as the main point to drive our strategy for 2017 and beyond.
>
> **We need your help to spot the killer innovation that will make a difference ;-)**, the same way we pioneered with Newscreds content curation strategy a few years ago.
> Not to restrain you, but client is not looking for top entertaining features (like VR for instance), they are very down to earth and business driven. And on

top of that, they are adressing a B2B audience quite difficult to reach...

I know brief is quite broad so idea would be to chat over the phone to answer your questions and exchange on this subject.

Thanks a lot in advance for your input and feedback.
Best regards

Eleonore Pascassio
Research - Insight Director

Havas Media

t +33 (1)46933333
m +33 (6)08944083
w www.havasmedia.com
a 2 Bis Rue Godefroy, 92800 Puteaux, France

----- Message d'origine -----
De : Frederic Josue/HVM/HVM
A : Eleonore Pascassio/HVM/HVM@HVM
Cc : Jorge Irizar/HVM/HVM@HVM, Estelle Rousseau/HVM/HVM@HVM, Lea Furio/HVM/HVM@HVM, Antoine Panicucci/HVM/HVM@HVM, Manuella Guyon/HVM/HVM@HVM, Thomas Jorion/HVM/HVM@HVM, "Francis Perrin" <francis.perrin@gmail.com>, doron@dorontal.co.il
Objet : Re: Pitch Capgemini > Hub 18 help!
Date : mar. 6 déc. 2016 16:05

Dear
let's switch to english
Doron from 18Israel can Help thanks to companies like Blink, Articoolo and others
Francis from Tokyo/Seoul
Thomas from LA
Best

Frederic Josue
Global Executive Advisor - Director of 18Havas.io

Havas Media

t +33 146933333
m +33 678476773
w www.havasmediagroup.com
a 29-30 Quai de Dion Bouton, 92800 Puteaux, France

-----Eleonore Pascassio/HVM/HVM a écrit : -----
A : Frederic Josue/HVM/HVM@HVM
De : Eleonore Pascassio/HVM/HVM
Date : 05/12/2016 15:33
Cc: Jorge Irizar/HVM/HVM@HVM, Estelle Rousseau/HVM/HVM@HVM, Lea Furio/HVM/HVM@HVM, Antoine Panicucci/HVM/HVM@HVM, Manuella Guyon/HVM/HVM@HVM
Objet : Pitch Capgemini > Hub 18 help!

Bonjour Frédéric,

Comment vas-tu?

Notre client Capgemini remet en compétition son budget début 2017 et nous commençons d'ores et déjà à plancher sur le sujet.

C'est un client très friand d'innovation: il a d'ailleurs été un des tout premier à utiliser Newscreds et à adopter une stratégie de contenu B2B.

L'enjeu pour ce pitch est de trouver l'innovation qui leur permettra de se continuer à se différencier tout en renouvelant leur stratégie de contenu qui tend à s'essouffler avec les partenaires historiques.
Leur présence est internationale avec 5 marchés prioritaires: US, FR, UK, Brésil, Inde.

Nous pensions demander de l'aide à Thomas (très orienté contenu et qui a déjà rencontré le client) ou bien au responsable du Hub de Séoul (marché très dynamique en termes d'innovation digitale...).
Qui d'après toi devrait-on solliciter dans tes équipes pour ce beau sujet?

Merci d'avance pour ton aide.
Bonne journée

Eleonore Pascassio
Research - Insight Director

Havas Media

t +33 (1)46933333
m +33 (6)08944083
w www.havasmedia.com
a 2 Bis Rue Godefroy, 92800 Puteaux, France

From: **Francis Perrin** francis.perrin@mdotpartners.com
Subject: Re: Qurate x Havas Accellerator
Date: February 27, 2018 20:40
To: Romain Reveillere romain.reveillere@havas.com
Cc: Frederic Josue frederic.josue@fr.havasmedia.com, nobu@qurate.com, tom@qurate.com

Hi Romain,

Thank you for your feedback.
I will join Tom BROOKE and Nobu TANAKA from Qurate.

best,
Francis

> On Feb 27, 2018, at 11:34, Romain Reveillere <romain.reveillere@havas.com> wrote:
>
> Hi Francis,
>
> Sure, please send me the email adresses of the people coming tomorrow at Station F. You need an official invite to get in.
>
> See you tomorrow
>
> Best
>
> Romain Reveillere
> Havas incubator manager @Station F
> Startups partnerships
> Havas Group
>
> m +33676738484
> w havas.com
>
>> ----- Message d'origine -----
>> De : Francis Perrin <francis.perrin@mdotpartners.com>
>> A : Tom Brooke <tom@qurate.com>, Romain Reveillere <romain.reveillere@havas.com>
>> Cc : Frederic Josue <frederic.josue@fr.havasmedia.com>, nobu@qurate.com
>> Objet : Re: Qurate x Havas Accellerator
>> Date : lun. 26 fév. 2018 18:04
>>
>> Hi Romain,
>> Would it be possible to join the meeting ?
>>
>> Best,
>> Francis
>>
>>> On Feb 20, 2018, at 18:52, Tom Brooke <tom@qurate.com> wrote:
>>>
>>> Hi Romain
>>> It's perfect!
>>> Thanks for the quick response.
>>>
>>> See you next Wed, Feb 28 at 4pm Station F.
>>> We are:
>>> Tom Brooke, CEO
>>> Nobu Tanaka, Account Manager
>>>
>>> Please let me know if you need any more info for security entrance.
>>>
>>> Best,

Tom

iPhone...

On Feb 21, 2018, at 2:20, Romain Reveillere <romain.reveillere@havas.com> wrote:

Hi Tom,

Sure, it works on feb 28, 4pm paris time.

Let's meet at Station F ?

Have a good day

Romain Reveillere
Havas incubator manager @Station F
Startups partnerships
Havas Group

m +33676738484
w havas.com

----- Message d'origine -----
De : Tom Brooke <tom@qurate.com>
A : Romain Reveillere <romain.reveillere@havas.com>
Cc : frederic.josue@havas.com, Nobu Tanaka <nobu@qurate.com>
Objet : Qurate x Havas Accellerator
Date : mar. 20 fév. 2018 17:01

Dear Romain

My sincere apologies for the lack of communication recently.
I hope all is going well with Havas in Station F.

I will be in Paris next week Feb 28~Mar 2 and would like to finally meet up in person if you have availability.

My current availability is:
• Feb 28: afternoon to evening
• Mar 1: All day
• Mar 2: All day

I would like to introduce you to Qurate in person, and discuss a plan for Qurate's presence in Paris.
My colleague Nobu, who is currently based in London will join me.

I hope to hear from you.

Best regards,

Tom
- - - - -
Tom Brooke
Founder/CEO
Qurate Inc.

EXHIBIT 13

Advisors Shin Iwata (left)
Francis Perrin (right)

Fukuoka Government
Approved System

2015 & 2016 Ruby Award
for Qurate & Que

2016 IDEAS Show
Gandi Special Award

2016 Nishitetsu Open
Innovation Contest - 2nd!

Get in the Ring 2016
Japan Final

Tech in Asia 2015
2016 Bootstrap Alley

Apps World 2015
London Booth

SLUSH 2016
Helsinki & Tokyo

1st TAIWAN x JAPAN
2016 Pitch Battle

B-Dash Fukuoka
2016 Startup Booth

BROOKE PRODUCTION 0200

EXHIBIT 14

Qurate Competitor Analysis

September 27th, 2017

Qurate Content Hub Is a Complete Content Management Solution

A quick look at the marketplace shows that content teams are inundated with partial solutions. Most programs tend to only tackle one or two roadblocks to managing content, leaving content creators with the burden of signing up for multiple "time saving solutions." Why can't everything just happen in one space?

Now, it can. Qurate Content Hub gives you access to the best solutions for all of your major content problems, not just some or most of them. By getting rid of all the annoying aspects of publishing content

We have features you won't find anywhere else.

Use a tailor-made system that scales to meet your content team's needs.
Our platform is fully customizable and flexible. You can access global media assets and share them across accounts, and have several accounts within a single organization. This sets Qurate Content Hub apart from other more fixed platforms – we make your unique needs our priority. From integrating with your custom system to allowing your entire team access to global assets, we can make it happen.

Be In-the-know and discover what's being said about you and topics you care about online.

The system gives you an easy way to subscribe to channels you care about through keywords and @mentions. You can even use our system to help you find influencers, and create channels to discover things you never knew you needed to know! While many existing platforms only allow you to track mentions from a specific area like social or web, Qurate Content Hub gives you visibility into all mentions no matter the source.

Don’t limit yourself to publishing only on the most common platforms.

Qurate Content Hub integrates with a wide variety of platforms and we are adding to the list all the time. Post wherever you want – to social networks like Facebook and Twitter, to content networks like Medium and WordPress, and even to your own website. Be creative with multi-format publishing so your content always looks perfect no matter where you post. Qurate IO already integrates with 150+ different web services and APIs, giving you access to options far beyond the basic set you typically find on publishing platforms.

Get the facts with clear and helpful metrics.

Get an overview of how your content is performing with easy to interpret analytics. You can even create customized reports and evaluate channel metrics across platforms to ensure your social and content strategies stay well informed. We have specifically designed Qurate Content Hub to give you and your team at-a-glance reports on the metrics you care about most. Traditionally, the focus of analytics reports has only been on metrics and numbers. Qurate Content Hub takes this traditional approach several steps further by giving you actionable insights about your content and channel performance that can empower you to confidently choose future directions for your content.

Competitor Overview

Here’s a quick overview of our top 3 market competitors.

	Hootsuite	Sprout Social	Zoho Social	Falcon.io
Market Valuation	$750M USD	$525M USD	na	$87.5M USD
Year Founded	2008	2010	na	2010
Number of Customers	10M+ Users	15,000+ Users	na	10,000+ Users
Revenue (estimated)	$40M USD	$19M USD	na	na

Competitor Analysis

This table is a visual breakdown of our major field competitors and the features they offer.

	Qurate	Hootsuite	Sprout Social	Zoho Social	Falcon.io
Shared Server	✓	✓	✓	✓	✓
Managed License	✓	×	×	×	×
Self-deploy License	✓	×	×	×	×
Customizable Platform	✓	×	×	×	×
Global Media Assets	✓	×	×	×	×
Multiple Accounts per organization	✓	✓	✓	✓	✓
Role-based Permissions	✓	×	?	?	?
Region-based Permissions	✓	×	?	?	?
Account Based Permissions	✓	×	?	?	?
Intergrations					
Twitter	✓	✓	✓	✓	✓
Facebook	✓	✓	✓	✓	✓
Instagram	✓	✓	✓	✓	✓
LinkedIn	✓	✓	✓	✓	✓
Google+	✓	✓	✓	✓	✓
WeChat	✓	×	×	×	×
Line	✓	×	×	×	×
Pinterest	✓	×	×	×	×
Tumblr	✓	×	×	×	✓
Medium	✓	×	×	×	×
WordPress	✓	×	×	×	×
Drupal	✓	×	×	×	×
Facebook Instant Articles	✓	×	×	×	×
Google AMP	✓	×	×	×	×
Twitter AMP	✓	×	×	×	×
Developer Platform to build custom intergrations	✓	×	×	×	×
Listening					
Own Mentions	✓	✓	✓	✓	✓
Subscribed Channels	✓	×	✓	×	✓
Discovery Channels	✓	×	✓	×	✓
Influencer Finder	✓	×	✓	×	×

	Qurate	Hootsuite	Sprout Social	Zoho Social	Falcon.io
Publishing					
Social Posting	✓	✓	✓	✓	✓
Scheduled Posts	✓	✓	✓	✓	✓
Content Publishing	✓		✓	×	✓
Content API	✓	✓	×	×	×
Media API	✓	×	×	×	×
Collections API	✓	×	×	×	×
Custom Endpoints API	✓	×	×	×	×
Analytics					
Social Analytics	✓	✓	✓	✓	✓
Web Analytics	✓	×	✓	×	×
Cross-Channel Analytics	✓	Limited	Limited	×	✓
Customizable Reports	✓	✓	✓	×	✓
Pinterest	✓	×	×	×	×
Tumblr	✓	×	×	×	✓
Medium	✓	×	×	×	×
WordPress	✓	×	×	×	×
Drupal	✓	×	×	×	×
Facebook Instant Articles	✓	×	×	×	×
Google AMP	✓	×	×	×	×
Twitter AMP	✓	×	×	×	×
Developer Platform to build custom intergrations	✓	×	×	×	×
Pricing					
Team	$60 USD	$99 USD	$99 USD	$10 USD	Non-Standardized Pricing
Business	$500 USD	$499 USD	$149 USD	$50 USD	
Enterprise	$1000~ USD	Ask	$249 USD		
Cost for 5 users	Same	5x	5x	$50 per month	
Cost for 10 Users	Same	10x	10x		
Cost for 50 Users	Same	50x	50x		

Sakura Internet to offer one-click Qurate installs.

Osamu Ogasahara, Co-founder of Sakura Internet, on why he sees Qurate is a great fit for Sakura Internet customers - 26 July 2017.

SAKURA internet

I met Qurate Founder Tom Brooke in 2013 while we were both in London. During that first meeting, he explained the concept behind Qurate, and I immediately became an active supporter of his vision. Even back then, I knew there was a lot of potential for Sakura Internet to benefit from partnering with this kind of digital platform. Once Qurate was founded in 2014, I was dedicated to maintaining a connection with the company as it evolved.

Now that Qurate is an established platform, I'm happy to be able to share it with Sakura Internet's over 400,000 customers. I am confident that they will see big benefits from using Qurate as their content publishing hub, and with a one-click setup the effort needed on their part really is minimal.

Our goal is to finalize the official partner agreement between Qurate and Sakura Internet by the close of 2017. That would put us on track to begin offering a Japanese language version of Qurate to our Sakura Internet customers between late 2017 and early 2018. As our partnership grows, I am certain that Sakura Internet will find more ways to use the system throughout our organization. It's really exciting for me to be able to work with Qurate in this capacity. Seeing our customers get the chance to experience Qurate for themselves, and realize the potential I've known about for so long is a great feeling.

> "
>
> **Now that Qurate is an established platform, I'm happy to be able to share it with Sakura Internet's over 400,000 customers.**

–

OSAMU OGASAHARA
CO-FOUNDER, SAKURA INTERNET

ABOUT SAKURA INTERNET

–

Sakura Internet is an Osaka-based company that was officially founded in 1999 although it began providing internet services in the winter of 1996. With branch offices in Fukuoka and Tokyo, the company's capital is listed at 2.2 Billion yen. Their over 400,000 customers benefit from Sakura Internet's comprehensive internet services. In addition to providing connection services, Sakura Internet also manages server installation, as well as a wide variety of other internet and telecommunication related services.

–

ESTIMATED DATE OF COMMENCEMENT:
Q1 2018

¥ ESTIMATED REVENUE FOR FY 2018:
28M JPY

ESTIMATED RECURRING REVENUE FOR CONTRACTS SECURED IN 2018:
20M JPY

Qurate & Gandi.net ties continue to strengthen.

Head of Gandi.net Asia, Thomas Kuiper, shares his thoughts on why partnering with Qurate is a logical choice for his company - 25 July 2017.

gandi.net

When I was introduced to Qurate at the 2016 Taipei IDEAS show, I could tell there was a lot of potential for Gandi.net to benefit from working with them. We presented Qurate with the Gandi.net award for their pitch at the show, which meant they were given the only cash prize granted at the pitch contest.

At Gandi.net, we manage over 2 million domain registrations, and have 100,000's of business customers. With a reach that large, we are extremely diligent in only partnering with companies we believe will be of real value to our customers. We are currently finalizing our new market-place, which will be an opportunity for us to give our customers access to Qurate's system. The Gandi.net marketplace will allow both new and current customers to set up Qurate with just one click. Our teams began discussing this potential partnership in Q1 2017, and we are hoping to finalize and roll Qurate out to our customers on the marketplace by 3/2017.

> **"With a reach that large, we are extremely diligent in only partnering with companies we believe will be of real value to our customers.**

We feel that Gandi.net's business customers need a more efficient way to manage their website content and social media assets. The Qurate system lets them do that and more. It's also an excellent complement to the domain and hosting packages we currently offer. We are also exploring the option of replacing our website builder (Gandi Site) with Qurate sometime in the future. As our ties to Qurate continue to strengthen, we will be looking for even more ways to give our customers access to their innovative system.

THOMAS KUIPER
HEAD OF ASIA, GANDI.NET

ABOUT GANDI.NET

Gandi.net was founded in 1999 and acted as an early pioneer in the field of domain registrars. Currently, Gandi.net offers over 600 domain extensions and manages more than 2,000,000 domain names spanning 192 countries and counting. The company prides itself on focusing on the rights and privacy of its customers as well as maintaining high ethical standards for the individuals and companies they serve. The Gandi.net goal of providing customers with a decent and honest service has led them to become the top domain name registrar in France, as well as ranking as one of the top 15 domain registrars in the world.

ESTIMATED DATE OF COMMENCEMENT:
Q2 2018

¥ ESTIMATED REVENUE FOR FY 2018:
28M JPY

ESTIMATED RECURRING REVENUE FOR CONTRACTS SECURED IN 2018:
20M JPY

Customer Pipeline

DIRECT SALES

Startup Fukuoka
Client: Fukuoka City
This is the second year of our contract developing and managing the Startup Fukuoka City content hub.
• Status: Deployed
• 2017 Estimated Revenue: ¥6,000,000
• 2018 Estimated Revenue: ¥10,000,000

Mirai Scape
Client: Skype Japan's former CEO Iwata-san
The client's new project, Mirai Scape, currently uses Qurate as the CMS to power its website.
• Status: Deployed
• 2017 Estimated Revenue: ¥675,000
• 2018 Estimated Revenue: ¥1,000,000

Bloomsbury Economics
Client: Former Chief Economic Advisor to the UK Prime Minister, currently working as economist and writer at The Economist
The Bloomsbury Economics platform is powered by Qurate.
• Status: In Progress
• 2017 Estimated Revenue: ¥2,200,000
• 2018 Estimated Revenue: ¥6,000,000

SYNC Studio
Client: A new boutique gym created by Conran & Partners and Olympic athlete Jesse Ennis-Hill.
Qurate will not only be the content hub, but will also power the member platform that will allow members to reserve and pay for gym classes via a web-app, iOS, and Android apps.
• Status: In Progress
• 2017 Estimated Revenue: ¥7,500,000
• 2018 Estimated Revenue: ¥42,500,000

DMM.com
Client: DMM.com Strategy Division
The client is interested in having a Qurate powered content hub for the Strategy Division of DMM.com. The Strategy Division is responsible for helping to improve the image of the DMM.com brand.
• Status: In Progress
• 2017 Estimated Revenue: ¥1,500,000
• 2018 Estimated Revenue: ¥1,375,000 + growth potential

JTB JAPANiCAN.com
Client: i.JTB
This client wants to have a Qurate powered content hub to manage multiple regions for their web and social content.
• Status: POC in development
• When it will happen: Jan 2018
• 2018 Estimated Revenue: ¥75,000,000~¥95,000,000

BNP Paribas
Client: BNP Paribas
Europe's leading retail bank is planning to use Qurate as their content hub allowing them to consolidate content management across their social, web, and intranet efforts.
• Status: Discussion / Strong Verbal Commitment
• What needs to happen: New BNP Content Team complete end of 2017
• When it will happen: Jan~Mar 2018
• 2018 Estimated Revenue: ¥24,000,000~¥48,000,000

CREATIVE PARTNERSHIPS

Gravity Road
AdAge's "International Agency of 2015, Gold" and ContentPool's "Independent Agency of 2017" wants to use Qurate as the content hub for their client projects.
• Status: Discussing various projects
• 2018 Estimated Revenue: ¥20,000,000~¥50,000,000 in client work

Havas Media
We have been scouted by 18 Havas, a division of Havas Media which was, "Created for Havas people to support our clients with talent, trends and innovation." So far, Havas has introduced Qurate to BNP Paribas, and invited us to join the Havas accelerator program at Station F. We believe this relationship will evolve into a strong partnership.
• Status: Havas Accelerator to begin Q4 2017
• 2018 Estimated Revenue (direct or through referrals): ¥20,000,000~¥100,000,000

Iris Worldwide
Qurate has a strong relationship with Iris, and have engaged with them on a few projects at the concept level. Their strategy is very much in line with Qurate's roadmap, and our team believes that Iris will become a strong partner. The head of platforms and development at Iris is also a non-executive Director of Qurate London.
• Status: Discussing various projects
• 2018 Estimated Revenue (direct or through referrals): ¥20,000,000~¥50,000,000

DISTRIBUTION PARTNERSHIPS

Sakura Internet
The largest B2B rental server company in Japan will begin offering an SMB version of Qurate to their over 400,000 customers in early 2018.
• Status: Written Commitment
• What needs to happen: Finalize Details
• When will it happen: Q1 2018
• 2018 Estimated Revenue: ¥28,000,000

Gandi.net
The French register of over 2,000,000 domain names will begin offering an SMB version of Qurate in early 2018.
• Status: Written Commitment
• What needs to happen: Finalize Details
• When will it happen: Q1 2018
• 2018 Estimated Revenue: ¥28,000,000

Qurate Sales Strategy

Business Objective

As an early stage startup Qurate evaluates prospective client accounts on the basis of driving two key business parameters:

1. **Revenue Generation** - The immediate revenue generated from each account is the backbone of success for all organisations

2. **Growth Potential** - Apart from the revenue that each account generates, they have the potential to deliver other long-term growth opportunities for the company, which might in the future manifest in the form of revenue.

   The factors considered under this parameter are:
   a. *Lead Generation* - Will this account help Qurate get access to a larger number of future clients?

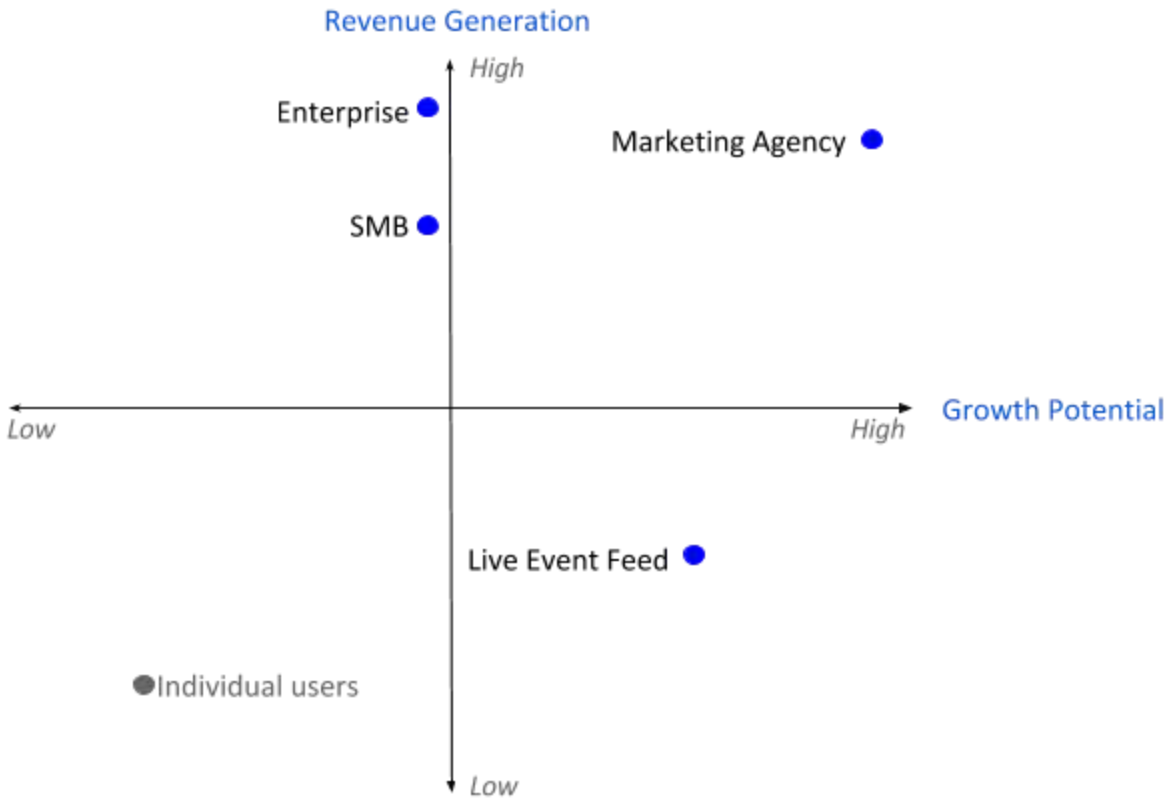
   b. *Visibility* - Does associating with this account or brand help Qurate gain stronger credibility in relevant industries?

   c. *Recommendation* - Is the present account in a position to make actionable recommendations for Qurate?

   d. *Product development* - Does working on this account inform the Qurate product development team about the evolving needs of the market and hence impact future product versions?

Target Market

The combination of the above two parameters has been used to evaluate and prioritize optimal target markets for Qurate Content Hub



1. Marketing Agency

Revenue generation - High; Growth Potential - High

Marketing Agencies are top priority target for Qurate because they provide the ideal combination of Revenue Generation and Growth Potential for the company

Marketing Agency includes the following:

- Advertising Agency
- Digital Advertising Agency
- Creative Agency
- Content Marketing Agency
- Media Agency
- Social Media Agency

Why Marketing Agencies?

- *Potential size of the market:*
  90% of organizations in the world work through a few thousand creative agencies
  100% of enterprise organizations go through agencies for at least some strategy, creative and campaign management

- *Lead Generation*
  Working with enterprise brand teams through marketing agencies gives us opportunities to sell directly to the client in the future.

- *Visibility and Recommendation*
  Marketing agencies are at the forefront of experimenting with new innovations and are considered experts in their field. Enterprises rely on their expertise and recommendations to try out new tools. Qurate will gain credibility by associating with agencies

- *Scalable*
  Marketing agencies are industry and region agnostic. Qurate will be selling directly to our target business function i.e. Marketing, without getting involved in specific challenges of each industry or geography. Our sales pitch, sales cycle, marketing and product solution remains the same for everyone.

- *Short Sales Cycles*
  Marketing Agencies are always looking for solutions to projects they are working on "right now", meaning there will always be a potential customer 1-3 months away.

Sales Plan:

1. Introduce Qurate Content hub to Agencies with an option of customization to address their client management needs
2. Offer free trials to get them using the platform with minimum fuss
3. Integrate feedback with consultancy services - Work with them to let them know we listen and can evolve platform based on their suggestions in non-exclusive way

Pricing

- Revenue share (we reimburse Agencies with 20% lifetime revenue when they introduce their clients to us directly)
- Consolidated billing (projects get cheaper the more Agencies buy (as low as 500USD/m, but Agencies still charge standard 1000USD/m fee to their clients)

Roadmap:

- **Gravity Road -** Gravity Road will be utilizing Qurate to focus their content and ensure they communicate the exact message their customers want. They are going to customize the Qurate Content Hub to give their editorial team a comprehensive overview of the content they produce and the path they need to take.
- **SGAG, Singapore** - At Slush Singapore, the Qurate team spoke with representatives of SGAG who requested an onsite meeting. The meeting resulted in a positive potential client relationship, and the communication defining the terms is continuing steadily.
- **iris** - The head of Platforms and Distribution is interested in working with Qurate to customize a digital content hub for the iris team.

2. Enterprise

Revenue generation - High; Growth Potential - Medium

Enterprise is a key market for Revenue Generation and long-term growth. While it does not provide as much growth potential by way of recommendations and visibility, making inroads into this market will benefit Qurate in the following ways:

- Create a steady stream of high revenue
- Build credibility in the industry
- Inform the product development process in future versions of the product

Market opportunity:

The market survey analysis of Social Media Management Suites by G2 Crowd indicates that there are limited products servicing the Enterprise market and the market has not reached saturation

Qurate aims to create niche offerings for this market with differentiated services, flexible plans, customization and dedicated account management.

Sales Roadmap

It is critical to start slow and solid and plan to invest in customer success for our first customers, and learn how to effectively sell into enterprise.

We plan to invest in a Sales team with Enterprise sales experience.

Following are initiatives in this direction:

- Starting with JTB (Japan) and BNP Paribas (France) Qurate will begin selling direct to Enterprise customers.
- DMM.strategy is a new division of the DMM family. They have allocated the resources to manage an online presence using Qurate. Early next year, they will increase their

engagement with Qurate using the success of the initial interaction as a springboard. Additionally, the DMM.strategy team is requesting that Qurate makes sites for their customers.

3. SMB

Revenue generation - Medium; Growth Potential - Low

The large quantity of customers and relatively low Life Time Value of the SMB market means we need to either invest heavily in marketing or establish channel partners/resellers.

Qurate has secured Sakura Internet (Japan) and Gandi.net (France) as the first reselling distributors of the Qurate SaaS Content Hub.

Sales Roadmap

Following are initiatives in this direction:

- **Startup City Fukuoka -** Startup City Fukuoka currently relies on Qurate for their website, content, and many of their social media needs. The Qurate team designed and built startup.fukuoka.jp and continue to maintain the site. In addition, Startup CIty Fukuoka looks to Qurate to develop original and engaging content to help attract new startups to the city. This partnership has helped Qurate to become a go-to resource for the city, and given our team the opportunity to showcase our skills across a wide range of projects.
- **Sakura Internet** - Sakura Internet will be sharing the Qurate Content Hub directly with its 400,000 customers.They will give users access to a one-click setup package to make the effort required minimal and the returns significant.
- **Gandi.net -** Gandi.net's business customers will be given direct access to the Qurate Content Hub as a way to help them efficiently manage their website content and social media assets. Qurate is an excellent complement to the domain and hosting packages that Gandi.net currently offers. They are also exploring the option of replacing their website builder (Gandi Site) with Qurate sometime in the future.

4. Live Event Feed

Revenue generation - Low; Growth Potential - Medium

Qurate has had two successful partnerships with Slush for their flagship events in Tokyo and Singapore where we powered their live feed on Twitter for the duration of the event.

Qurate's curation capability allowed Slush to aggregate all mentions, UGC and updates tagged with their official hashtag in one centrali hub thereby enabling them to monitor and measure their social media buzz.

Market opportunity

- Onsite and online activation for global Events
- Marketing War Rooms in large enterprises to track competitors, monitor new launches, track conversations on sale days

Why Live Event Feed?

- The market is underexposed as awareness about such services is low
- Associating with global events like Slush provides unparalleled visibility to brand Qurate and becomes an endorsement of our capabilities
- It can be a good opportunity to showcase our capability to Enterprises and SMBs opening up opportunities to upsell the core Qurate Content Hub platform

Roadmap

- Create a standardized package with gamification, polling and data visualization options for Event Management companies
- We are in discussions with Slush's Helsinki chapter to partner and deliver this new feature by end of Nov 2017

Marketing & Sales Plan

Social Media & Content Marketing Industry Overview

Industry Size

Double-digit growth rates forecasted through 2022 by leading market analysts.

- **$412bn** Global content marketing industry valuation forecast by 2021[1]
- **16%** - Forecasted CAGR for industry valuation 2017 - 2021[1]

Technavio predicts this progress will be spurred by three key growth drivers:

1. Building Brand Awareness
2. Lower costs than traditional advertising
3. Increased conversion rate

As the valuation of the market is predicted to increase, revenues are also on the upswing.

- **14.2%** - Revenue growth in the Content Marketing domain between 2016 and 2017.[2]
- **2X** - Revenue growth in only 6 years, from 2011 to 2017.

According to a study by PQ Media, global content marketing revenues grew by 14.2% from **$28bn** in **2016** to **$32bn** in **2017** and are expected to continue at a similar rate till 2021.
It is important to note that these numbers only include revenue generated by companies specializing in content marketing that brands outsource to them. The revenue totals would likely be several times larger with internal brand spending factored into the equation.

- **$9.54bn** - Anticipated global social media analytics market size growth by 2022.[3]
- **28.6%** - Forecasted CAGR for the social media analytics market from 2017 to 2022.[3]

A Markets and Markets report indicates that Sales and Marketing Management applications are expected to record the largest market size in this domain. Social Media Analytics is a key capability to help marketers meet and define their KPIs such as measuring ROI, increasing user engagement, and improving customer experience.

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[1] Technavio 2017 (http://www.thedrum.com/news/2017/11/06/content-marketing-industry-be-worth-412bn-2021-following-four-year-growth-spurt)

[2] PQ Media (https://www.marketingcharts.com/cross-media-and-traditional/content-marketing-79734)

[3] Markets and Markets (https://www.researchandmarkets.com/research/7lz5jd/social_media)

Industry Trends

Digital Transformation Technology - it's the next big thing.

IDC forecasts global spending on Digital Transformation Technologies to reach $1.2tn in 2017, a 17.8% increase from 2016. This growth pace is expected to be maintained at 17.9% CAGR over 2015-2020 reaching $2tn in 2020.

Customer demand for seamless omni-channel experiences and greater personalization is growing. To meet this demand, businesses are being forced to take a close look at third-platform spending, cloud analytics, mobile and social technologies as well as innovation accelerators like Internet of Things, cognitive software, and 3D printing.

The technologies being developed in this space are focused toward integrating external market connections with internal digital processes and projects to make business operations more responsive and effective.

Marketing and Sales are at the forefront of this digital transformation as they require maximum customer interaction. It isn't surprising therefore that **marketing investments in 2017 are being driven into Digital Transformation Technologies.**

Traditional marketing isn't as effective as it once was, most communication strategies now require a heavy emphasis on the digital fields of Social Media and Content Marketing.
There is greater emphasis on Marketing Technology creating a space rich with opportunities and marked by steady growth.

Expanding marketing budgets is a clear indicator of a booming market opportunity

- According to a study by Content Marketing Institute, **B2B marketers typically allocate 28% of their total marketing budget, on average, to content marketing;** the most effective allocate 42%, and the most sophisticated/mature allocate 46%.

- Curata reports that **56% of marketers use content marketing-specific software** to manage their content workflow and distribution while **70% of content marketing leaders are increasing investment in marketing technology.**

- According to Gartner, **social marketing and digital commerce are among the top areas of technology investment** by marketers. **33% percent of that goes to technology,** with 28% spent on infrastructure.

SMMS and CMP Industry Overview

What is a Social Media Management Solution (SMMS)

The 2017 Forrester Wave SMMS vendor evaluation defines SMMS as: Solutions that help marketers publish, monitor, and respond to customer posts on social networks.

What is a Content Marketing Platform (CMP)

Curata defines CMP as: A Content Marketing Platform is a software solution that helps marketers enable a data-driven, scalable, and multi-channel approach across four process areas: strategy, production, distribution and analytics.

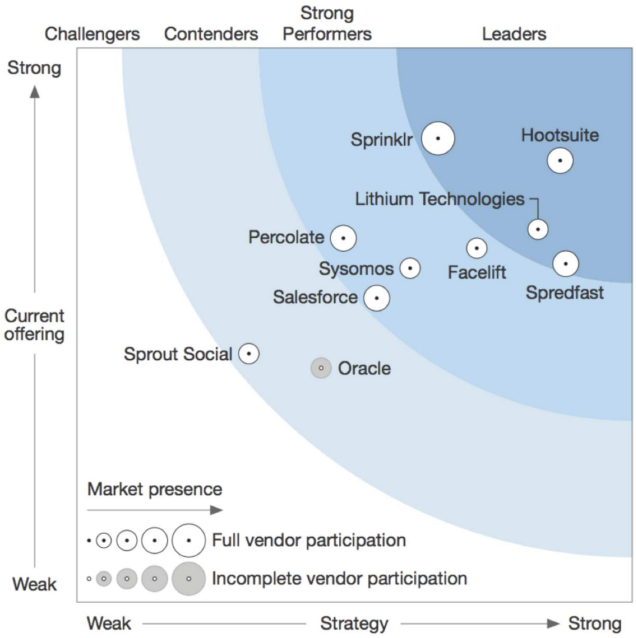
Competitor Landscape

A fragmented industry with low entry barriers is perfect for a strategic disruptor like Qurate

Analyzing the 2017 Forrester Wave SMMS vendor evaluation shows that SMMS is a fragmented industry because:

- **No clear market leader** in the combined CMS and SMMS industry.
  Hootsuite and Sprinklr have comprehensive SMMS offerings but lack content management functionalities. Lithium has comprehensive response management systems but lacks core SMMS capabilities such as collaboration and regional social networks.

  Qurate's strength lies in straddling the world of CMS and SMMS with equal ease.



- **Unmet consumer demand**
  Vendors lack comprehensive offerings, focusing instead on niche solutions. The only exceptions are Hootsuite and Sprinklr. Consumer needs are constantly evolving to keep pace with market trends and hence their technologies must also evolve with them.

  Qurate's Integration Architecture places it in the unique position to take advantage of this market gap by breaking down technology silos and providing a comprehensive platform.

- **Shifting customer loyalty**
  Customers are open to experimentation and on the lookout for the next best thing. As part of a growing market, customers are still in the process of trying different solutions and are yet to lock-in on the perfect solution.

Consolidating a fragmented industry can result in high payoff for Qurate because:

- **Entry costs are low reducing the barriers to market entry**
- **There is no single company which dominates the industry making it easier for new entrants to find a market**
- **Customer loyalty is underdeveloped which means Qurate can gain significant market share**

Qurate's USP

Qurate's Architecture is unique because we utilize seamless platform integration and break down content distribution silos.

According to a 2017 Forrester Wave report, buyers want an SMMS that complements their existing technology stack and proactively supports an expanding ecosystem. They want to reduce the risks of paying for duplication that fragments data, complicates integration, and hampers collaboration.

Convergence is a fundamental prerequisite of the marketing technology stack, and is even more prominent in the SMMS industry because of multiple technology solutions seeking to address varied challenges in the marketing strategy roadmap. Our goals is to facilitate this convergence and close this existing market gap

The Qurate Advantage:

We are looking to provide a transparent, easy and (relatively) low cost way for teams to spin up new omni-channel projects without having to invest in infrastructure, extensively train and make new contracts each time.

- **Qurate Allows for Seamless Platform integration**
  While there are a number of social media management solutions (SMMS) available, they lack the comprehensive features that Qurate provides. Regional channel support, integration with a company's existing system, web content publishing capabilities, and integration with custom APIs just aren't possible with most SMM options.

- **Qurate Helps Make Content Discoverable by Breaking Down Distribution Silost**
  Current Content Management System (CMS) offerings leave huge gaps in the key functionalities that marketers need. Support for features like social content management, multi-platform support (such as managing content on iOS and Android apps), integration with AI, and customization with a company's unique APIs just do not exist on most systems. Qurate gives you the opportunity to take your content anywhere your strategy dictates without any hassle.

SWOT Analysis

Strengths	Weaknesses
• Experienced management team with specialized knowledge in in Design, UI, Brand Management, Social Media Marketing and Digital Content Creation • Qurate team has the capability to consult clients on their content creation and social media marketing strategies • Hassle-free setup for clients as Qurate intergrates with existing technology stack without causing disruption • Relatively low cost compared to competitors • Qurate IO enables seamless API integration across SNS, blogs and websites • Qurate Content Hub is a unique platform that combines the features of SMMS and CMP allowing teams to manage Content and Social Marketing processes on a single platform	• Scalability of consulting services can be difficult as number of clients increase • Specialized Enterprise Sales executives need to be hired to drive future sales • Initial costs of setting up tend to be high • Official partnerships with Facebook, Twitter, Instagram for API integrations will require an initial investment
Opportunities	**Threats**
• Fragmented market with no clear market leader • Target market is open to innovation and experimentation • Low entry barrier for new entrants in the SMMS and CMP industry • Social Media & Content Marketing industry is predicted to be on a steady growth path for the next 5 years • Marketing Technology is predicted to be the focus area for marketing budgets	• Existing competitors are constantly innovating and strengthening their product portfolio • Social networks such as Facebook, Twitter, Instagram frequently introduce new features and update their API policies • Social Media is a dynamic industry with evolving trends that we must stay updated with to remain relevan

Target Market Overview

Market Segmentation

Who will use Social Media Management Solutions and Content Marketing Platforms?
Digital marketers, social media marketers and content marketers looking to drive efficiencies in their ever-expanding social media infrastructure

Qurate segments the market into four broad categories based on their unique business challenges and needs in the domain of Social and Content Marketing

	Business Challenge	Business Needs
Marketing Agency	• Small team managing multiple client accounts simultaneously • Track content and campaigns across multiple SNS channels for different clients • Stay updated with social and content trends in various different industries • Report ROI for client budgets	• Save time • Minimize manual intervention • Eliminate multiple logins • Content asset management for different clients
Enterprise Marketing Teams	• Maintain uniformity in brand communication across multiple SNS channels • Ensure remote collaboration between international marketing teams and external marketing agencies • Measure impact and ROI • Ensure integration of new tools with existing technology stack	• Save Time • Eliminate process redundancies • Eliminate multiple logins • Seamless team collaboration across geographies • Efficient creative approval process among teams and agencies • Security while sharing brand assets and logins among teams and externally • Single platform to manage all aspects of a Digital Marketing Strategy • Repurpose content efficiently
SMB Marketing Teams	• Plan and execute digital marketing strategy • Strengthen presence on SNS networks • Build an effective content marketing strategy • Usually no dedicated digital marketing team • Budget restraint	• Create relevant content and repurpose them • Develop a unified Digital Strategy • Reduce resource cost • Point solutions to address specific business needs
Influencers/ Individual	• Maintain healthy content pipeline • Stay updated with industry trends • Budget restraint	• Develop sales leads • Create relevant content and repurpose them

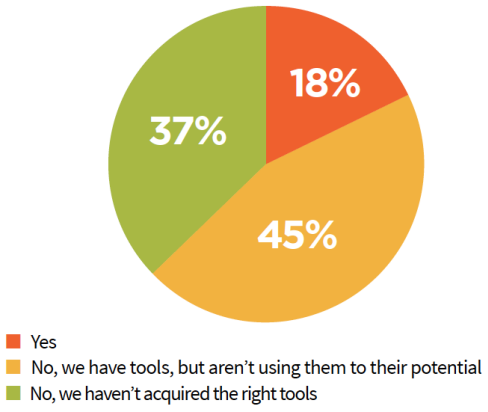
Market Needs

Customer needs are constantly growing and evolving - the perfect stage for innovators

1. Untapped Marketing Technology Market

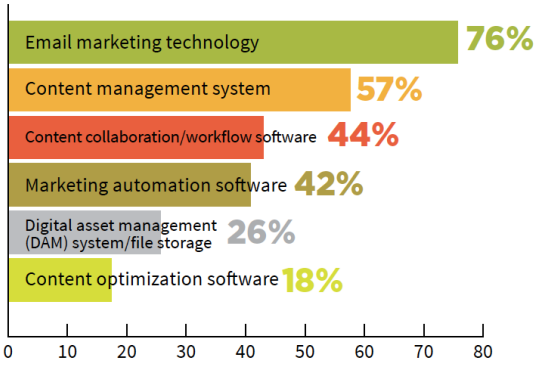
There is currently a lack of awareness among customers about available technologies, leaving the market largely untapped. Content producers are either using management solutions that aren't optimal for their needs or not using existing solutions to the best of their ability - leaving space for vendors to build better solutions.

The Right Technology in Place to Manage Content Marketing Efforts



Base = Content marketers in for-profit and nonprofit organizations; aided list.
Content Marketing Institute 2017 Content Management & Strategy Survey

Digital Content Marketing Technologies Used to Manage Content Marketing Efforts



Base = Content marketers in for-profit and nonprofit organizations.
Aided list; multiple responses permitted.
Content Marketing Institute 2017 Content Management & Strategy Survey

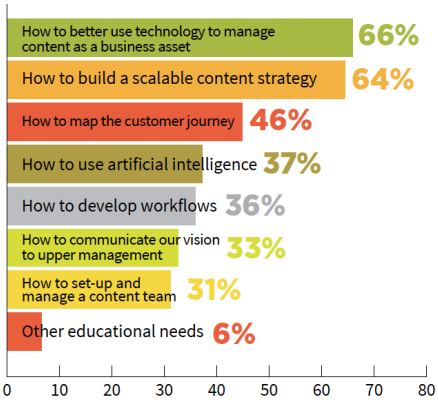
2. Lack of knowledge in the technology domain

Organizations are starting to recognize that they have knowledge gaps in:

- Technology adoption
- Driving scalability
- Developing workflows

There is a latent need to develop solutions that can address the educational needs of content managers in a cost and time effective manner.

Greatest Educational Needs Regarding Content Management



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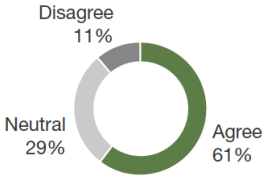
4. Customers are seeking Comprehensive Suite Solutions

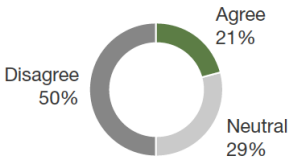
The Social Media Management Solutions (SMMS) market comprises mostly of vendors offering best-of-breed point solutions for the end-user's specific needs. However, as enterprises have matured in their use of social media, their needs have also evolved. Customer references from 2017 Forrester Wave perceive more buying efficiencies with suite solutions than point solutions and do not agree that simply cobbling together different social point solutions guarantees best-of-breed quality.

"Please indicate how strongly you agree or disagree with each of the following statements."

It's more effective to buy all our social tools from the same vendor.



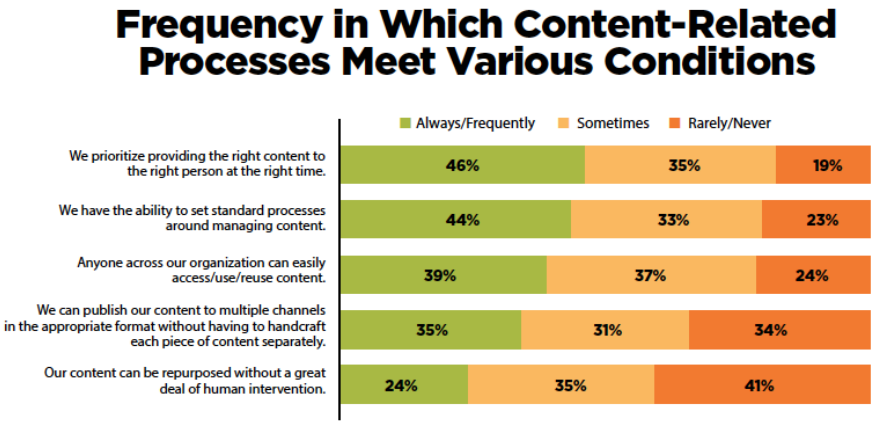
Buying different social tools from different vendors is the best way to ensure you get best-of-breed solutions.



Base: 38 social media management solution users
Note: Percentages may not total 100 because of rounding.
Source: Forrester's Q2 2017 Global Social Media Management Solutions Forrester Wave™ Customer Reference Phone/Online Survey

4. Need for automation and simplification

There is a huge potential of marketing automation for vital content processes like repurposing content, multi-channel publishing, and distribution. These are time and effort intensive, yet are also crucial for a successful content marketing strategy.



Qurate's Target Market

Qurate evaluates prospective client accounts on the basis of driving two key business goals:

1. **Revenue Generation** - The immediate revenue generated from each account is the backbone of success for all organisations.

2. **Growth Potential** - Apart from the revenue that each account generates, they have the potential to deliver other long-term growth opportunities for the company, which might in the future manifest in the form of revenue. The factors considered under this parameter are:

    a. **Lead Generation** - Will this account help Qurate get access to a larger number of future clients?

    b. **Visibility** - Does associating with this account or brand help Qurate gain stronger credibility in relevant industries?

    c. **Recommendation** - Is the present account in a position to make actionable recommendations for Qurate?

    d. **Product development** - Does working on this account inform the Qurate product development team about the evolving needs of the market and hence impact future product versions?

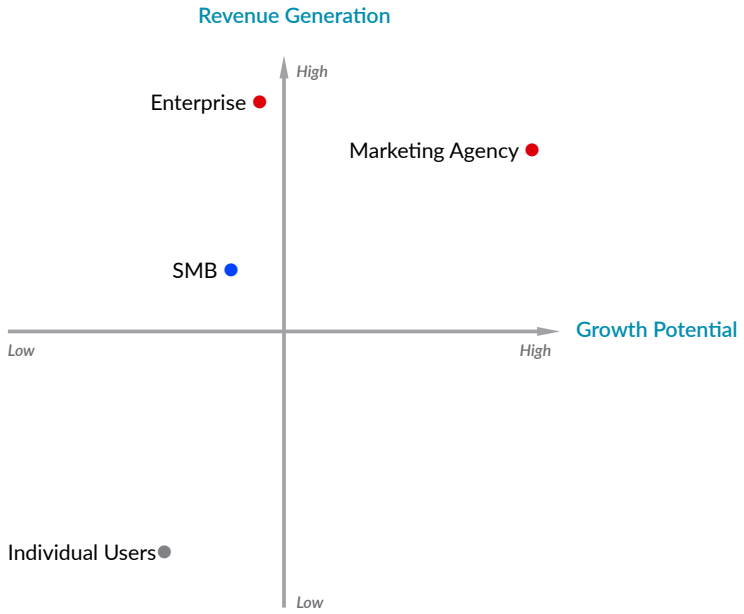
Cross referencing Market Segments with Qurate's Sales Evaluation criteria gives the ideal target market for Qurate.

Primary Target Market

- Marketing Agencies
- Enterprise Marketing Team

Secondary Target Market

- SMB Marketing Teams



Go-to-Market Strategy

1. Marketing Agency

Revenue generation - High; Growth Potential - High

Marketing Agencies are top priority target for Qurate because they provide the ideal combination of Revenue Generation and Growth Potential for the company.

The business needs of Marketing Agencies are ideally suited to the Qurate Architecture of omni-channel SMMS and CMP

Marketing Agency includes the following:

- Advertising Agency
- Digital Advertising Agency
- Creative Agency
- Content Marketing Agency
- Media Agency
- Social Media Agency

Why Marketing Agencies?

- *Potential size of the market:*
  Marketing agencies help us grow through economies of scale. One agency supports multiple clients and Qurate will gain indirect exposure to these enterprise clients through a single sell.

- *Lead Generation*
  Working with enterprise brand teams through marketing agencies gives us opportunities to sell directly to the client in the future.

- *Visibility and Recommendation*
  Marketing agencies are at the forefront of experimenting with new innovations and are considered experts in their field. Enterprises rely on their expertise and recommendations to try out new tools. Qurate will gain credibility by associating with agencies

- *Scalable*
  Marketing agencies are industry and region agnostic. Qurate will be selling directly to our target business function i.e. Marketing, without getting involved in specific challenges of each industry or geography. Our sales pitch, sales cycle, marketing and product solution remains the same for everyone.
- *Short Sales Cycles*
  Marketing Agencies are always looking for solutions to projects they are working on “right now”, meaning there will always be a potential customer 1-3 months away.

Sales Plan:

1. Introduce Qurate Content hub to Agencies with an option of customization to address their client management needs.

2. Offer free trials to get them using the platform with minimum fuss.

3. Integrate feedback with consultancy services - Work with them to let them know we listen and can evolve platform based on their suggestions in non-exclusive way.

Stats:

Incentive: 20% lifetime revenue share for referrals Estimated LTV: 30,000USD per project

2. Enterprise

Revenue generation - High; Growth Potential - Medium

Enterprise is a key market for Revenue Generation and long-term growth. While it does not provide as much growth potential by way of recommendations and visibility, making inroads into this market will benefit Qurate in the following ways:

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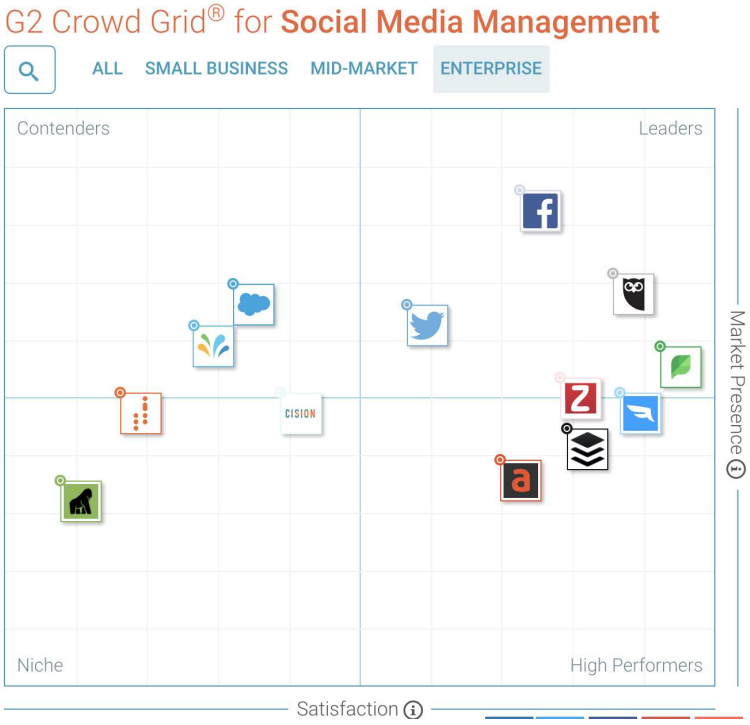

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3. SMB

Revenue generation - Medium; Growth Potential - Low

The large quantity of customers and relatively low Life Time Value of the SMB market means we need to either invest heavily in marketing or establish channel partners/resellers.

Although SMB is a secondary target market for Qurate, it is part of the initial business strategy to break into the market and understand market challenges better through SMB projects. This will be stepping stone for Qurate to start approaching Enterprises.

Qurate has secured Sakura Internet (Japan) and Gandi.net (France) as the first reselling distributors of the Qurate SaaS Content Hub

Sales Plan

Following are initiatives in this direction:

- **Startup City Fukuoka** - Startup City Fukuoka currently relies on Qurate for their website, content, and many of their social media needs. The Qurate team designed and built startup.fukuoka.jp and continue to maintain the site.
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Business Plan

Executive Summary

November, 2017

The Problem

Content creators and creative agencies are struggling to effectively cope with omni-channel content publishing. With all of the pathways for businesses to communicate with their audience, many organizations patch together their tech stack with fragmented point solutions (such as SMM, CMS, analytics, etc.) which are inefficient and tough to use. Instead of spending time managing these channels, businesses and agencies need to be free to concentrate on developing meaningful interactions with their followers. you'll be free to focus on what really matters – creating amazing content.

The Market

Digital and Social Media marketers are investing in the Marketing Technology Space, and Digital Transformation Technology spending is forecasted to grow substantially over the next 5 years.

The industry is growing, but the solutions offered are very fragmented. In addition, customers do not feel a strong sense of loyalty to any single solution provider. The market is rife with opportunities for a strategic disruptor like Qurate. While the market has many big players, no clear leader has emerged. Companies like Hootsuite and Sprinklr are powerful, yet they lack many of the functionalities that their customers will need to surmount future market challenges.

The Solution

Qurate sees the future of multi-platform management as one system that gives users the freedom to focus on what matters most - the message and the audience. We are targeting creative agencies, in-house marketing teams, and enterprise customers who are currently seeking a better way to publish their content in a seamless and engaging way.

We offer a comprehensive suite solution aimed at providing Brand Teams with all of the essential tools in a single dashboard. These tools include:

- SMM functionalities
- Regional channel support
- The ability to integrate with a company's existing infrastructure
- The ability to publish web content
- The ability to integrate with a company's custom APIs

While we are passionate about creating new and innovative technology, we feel it is also important to integrate with other services to develop the strongest possible solution. These integrations are not just with SNS and Services, but also with other Social tools as well.

Our main objective is to give Brand Teams the ability to manage and monitor their content on the channels and touchpoints that their strategy requires. Qurate gives these teams the ability to take content anywhere their strategy dictates.

The Strategy

As an early stage startup Qurate's sales objectives are Revenue Generation and Growth Potential. Qurate envisions what the long term benefits will be for each client that we work with such as the effects on product development, future recommendations, industry visibility, and subsequent lead generation.

We adopt a hands-on consultancy approach to sales discussions. Our team evaluates the business challenges our clients face and seek the best solutions to meet their existing and future needs.

For more details, please refer to our Sales Strategy included in the document folder.

About Qurate

Our company is comprised of creative experts from a wide variety of backgrounds who work together to solve new and emerging digital content challenges. Qurate's goal is to establish a strong legacy by creating products that help to usher in the new era of the curated internet. Currently, we are working with several clients on bespoke digital solutions, while also developing our unique product, Qurate Content Hub.

Company Name: Qurate Inc.

Founding Date: 4 Feb 2014

Incorporation Date: 4 Feb 2014

Founder: Thomas John Brooke (AKA Tom Brooke)

Headquarter Location:
Qurate Inc.
304 Fukuoka Growth Next
2-6-11 Daimyo, Chuo-ku
Fukuoka 810-0041
JAPAN

Telephone: +81-92-981-6379

Fully Owned Subsidiaries:
London:
Qurate Ltd.
6-8 Bonhill Street
London EC2A 4BX
UNITED KINGDOM

Telephone: +44 20 3865 3581

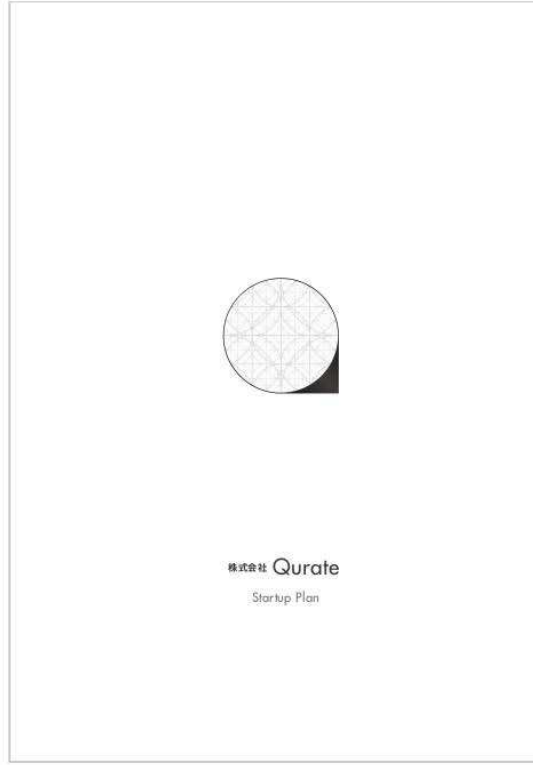
Branch Offices:
Tokyo:
Qurate Inc.
Fujisoft Akihabara 12F
Kanda Neribeicho 3, Chiyoda
Tokyo 101-0022
JAPAN

Number of Employees: 13 employees

Invested Capital: 34,850,000 JPY

Number of Shareholders: 10 (3 VCs, 6 Angel Investors, 1 Founder)

EXHIBIT 15



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Created Tuesday, December 31, 2013 17:28
Modified Tuesday, December 31, 2013 17:28

株式会社 Qurate

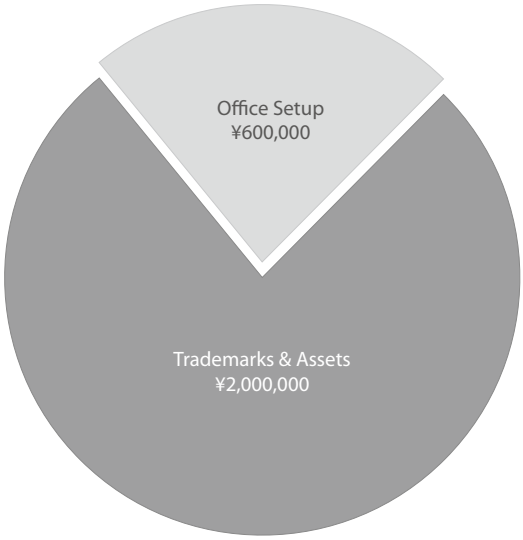
Startup Plan

Qurate Roadmap

BROOKE PRODUCTION 0698

Qurate Startup Expenses

Jan 2014



¥2,600,000

Qurate Office Setup

Office Deposit	¥450,000
Office Equipment	¥150,000
TOTAL	**¥600,000**

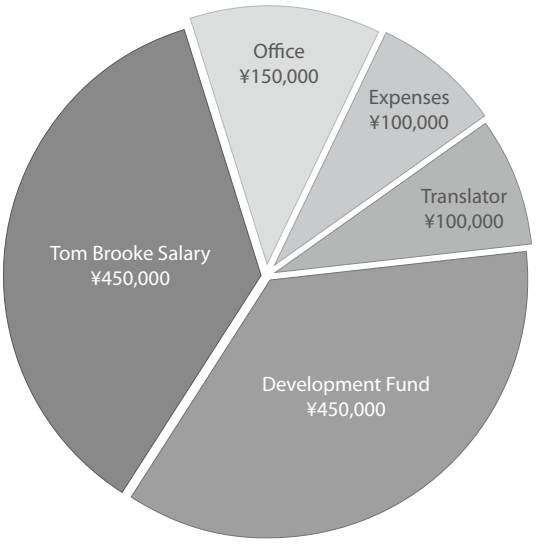
Qurate Trademarks & Assets

Qurate Trademark UK, EU, US & Japan	¥850,000
Domain Names & Server Contracts	¥150,000
Computers, Devices & Displays (iMac 27", iMac 21.5", 23" HD Cinema Display x2, 55" 4K TV etc.)	¥1,000,000
TOTAL	**¥2,000,000**

GRAND TOTAL	**¥2,600,000**

App. Launch Expenses

Jan 2014 ~ Jun 2014



¥1,250,000/m

¥7,500,000

Qurate Office

Office Rent	¥130,000
Office Utilities (Electricity / Internet)	¥20,000
TOTAL	**¥150,000**

Qurate Expenses

Transport, Meetings, Office Supplies etc.	¥100,000
TOTAL	**¥100,000**

Translator

Part-time Assistant & Translator (Meetings, Emails & General Assistance)	¥100,000
TOTAL	**¥100,000**

Development Fund

Freelance Ruby on Rails Specialist (Modernise Qr8 Core System)	¥150,000
Freelance JavaScript Specialist (Build Solid App UI)	¥150,000
Freelance UI Design Specialist (Design Assistance for Promotion, Signup & Admin UI)	¥150,000
TOTAL	**¥450,000**

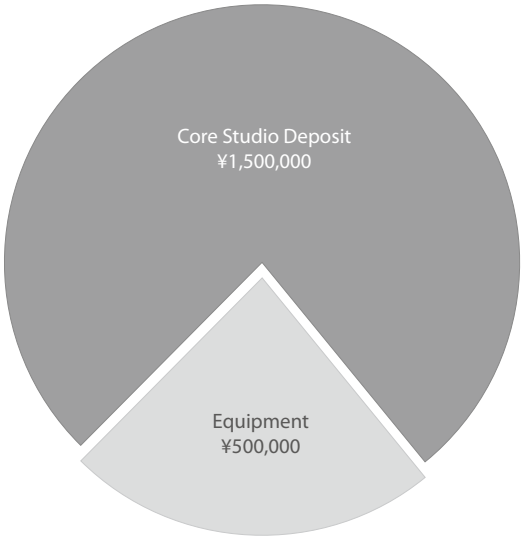
Tom Brooke Salary

Basic Rent, Utilities & Transportation	¥300,000
Living Expenses (Family of 3)	¥150,000
TOTAL	**¥450,000**

GRAND TOTAL	**¥1,250,000**
GRAND TOTAL x 6	**¥7,500,000**

Qurate Core Setup Expenses

Jul 2014



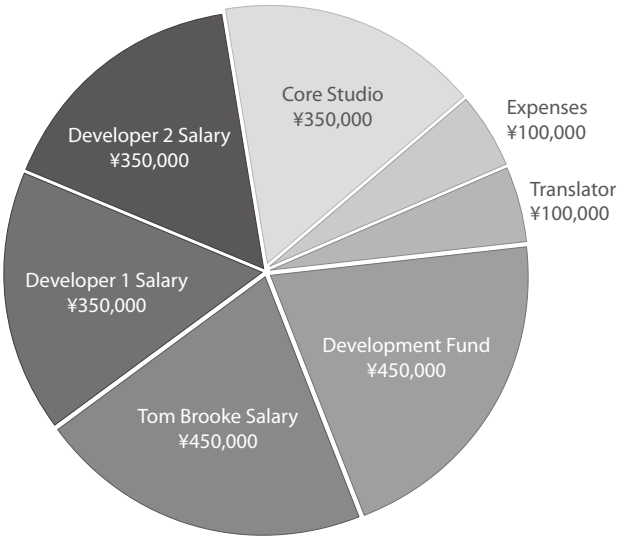
¥2,000,000

Qurate Core Studio Setup

Core Studio Deposit	¥1,500,000
Core Studio Equipment (27" iMac x2)	¥500,000
TOTAL	**¥2,000,000**

Qurate Launch Expenses

Jul 2014 ~ Dec 2014



¥2,150,000/m

¥12,900,000

Qurate Core Studio

Core Studio Rent	¥300,000
Core Studio Utilities	¥50,000
TOTAL	**¥350,000**

Qurate Expenses

Transport, Meetings, Office Supplies etc.	¥100,000
TOTAL	**¥100,000**

Translator

Part-time Assistant & Translator (Meetings, Emails & General Assistance)	¥100,000
TOTAL	**¥100,000**

Development Fund

Objective-C Specialist (Qurate Native App Development)	¥225,000
Linux & Chromium Specialist (Qurate OS Development)	¥225,000
TOTAL	**¥450,000**

Tom Brooke Salary

Basic Rent, Utilities & Transportation	¥300,000
Living Expenses (Family of 3)	¥150,000
TOTAL	**¥450,000**

Developer Salary

Qr8 System Developer	¥350,000
App.™ Cheif Developer	¥350,000
TOTAL	**¥700,000**

GRAND TOTAL	**¥2,150,000**
GRAND TOTAL x 6	**¥12,900,000**

EXHIBIT 16

t +33 (1)46933333
m +33 (6)08944083
w www.havasmedia.com
a 2 Bis Rue Godefroy, 92800 Puteaux, France

----- Message d'origine -----
De : Francis Perrin <francis.perrin@mdotpartners.com>
A : Eleonore Pascassio/HVM/HVM@GS, Tom Brooke <tom@qurate.com>
Cc : Lea Furio/HVM/HVM@GS
Objet : Re: Pitch Capgemini > Hub 18 help!
Date : mer. 1 fév. 2017 02:15

Dear Tom,

As briefly exchanged before your trip in the US, I would like to introduce you to Elenore Pascassio from Havas Media.
Eleonore is currently preparing to pitch a long time client of Havas, and is interested by innovative curation & publication marketing tools.
I have explained about Qurate (well I've done my best) and Eleonore would be interested to have more information about your on-going platform and roadmap.
I let you follow-on and organize a phone call with her. Eleonore is based in Paris.

Dear Eleonore,
Sorry for the delay. I let you liaise with Tom Brooke, CEO of Qurate. Tom is just back from SF, very interested to exchange with Havas for mid/long term opportunities.
I invite you to directly liaise with him and schedule a phone call. Tom is based in Japan.

Regards,
Francis

On Feb 1, 2017, at 6:16, Eleonore Pascassio <eleonore.pascassio@havasmedia.com> wrote:

Bonsoir Francis,

J'espère que tu vas bien.

Suite à notre call, je me permets de revenir vers toi concernant Qurate.
Aurais-tu la gentillesse de nous introduire, Léa et moi, auprès de ton contact Qurate, afin que nous puissions discuter avec lui et mieux comprendre leur solution?

Merci beaucoup d'avance
Bien cdt

Eleonore Pascassio
Research - Insight Director

Havas Media

t +33 (1)46933333

m +33 (6)08944083
w www.havasmedia.com
a 2 Bis Rue Godefroy, 92800 Puteaux, France

----- Message d'origine -----
De : Francis Perrin <francis.perrin@mdotpartners.com>
A : Eleonore Pascassio/HVM/HVM@HVM
Cc :
Objet : Re: Pitch Capgemini > Hub 18 help!
Date : mar. 17 janv. 2017 02:01

Bonjour Eleonore,

Je me permet de revenir (un peu vite) sur Cap Gemini.
Est-ce que tu as pu regarder les elements sur QURATE?

Le document attaché est très marketing et aborde de manière indirecte le potentiel de Qurate.
Si la direction suivie par la société t'intéresse, le plus simple serait de prévoir un échange tel. avec le CEO.
Il connait bien le monde des agences. Je pense que cela serait profitable pour tout le monde.

Bien cordialement,
Francis

> On Jan 12, 2017, at 20:34, Francis Perrin <francis.perrin@mdotpartners.com> wrote:
>
> Dear Eleonore,
>
> Sorry for my late feedback.
>
> I have looked at Content-Loop during Xmas and reached the conclusion is it would be of interest for you to exchange with a Japanese company (startup) called QURATE. Company present itself as "what comes after the CMS".
>
> My feeling is QURATE could strengthen what has been done so far in term of content creation and website visibility, but will bring.
> Main idea would be to move from "Content Loop" within a website, to "Content Loop" as a (knowledge) platform, which is what Qurate is natively addressing :
> - Same content in multiple place (API in/API out),
> - Integrated with social flow,
> - Contextually aware of the user & platform.
>
> I am not fully familiar with all the platform benefits and I would recommend you to exchange with Qurate CEO.
> It would help you to evaluate if Qurate approach & technology match with the current context and requirements, or if it should be buffered for an other client ?
>
> What do you think ?

Regards,
Francis

PS: I share this 6 months old presentation.

<QurateDeck_short_112016.pdf>

> On Dec 15, 2016, at 1:23, Eleonore Pascassio <eleonore.pascassio@havasmedia.com> wrote:
>
> Dear 18 Hubs,
>
> I work at HM International in Paris and I contact you as we are looking for innovation to retain our Capgemini client that is pitching in January.
>
> A little background regarding Capgemini and its challenges first :))
>
> Capgemini is targeting a B2B audience made of IT decision makers and also Business Decision Makers more globally.
> CG's business is growing. Its main challenge though: position its offer as premium vs market leaders (IBM & Accenture). Value is key to them and they are not perceived as such...
>
> Capgemini has built its communication on content during the past years to fight against industry giants (IBM, Accenture), to differentiate with limited media budgets (7-10M€ yearly) and build brand image.
> Content Loop (http://www.content-loop.com) is their content platform developped in partnership with Brandsonic for technical platform, Newcreds for content curation & LInkedIn for traffic generation. Other content partnerships have been developped with media owners (Les Echos, FT) but they will come to an end this year.
> Thier main media KPI: traffic generation + time spent on Content Loop
>
> Historical market is FR but now the US has become 1st priority market since it acquired IGate. Other markets like Brazil, India, UK, Germany, NL... are also part of our scope of work.
>
> Innovation has always been Capgemini's moto, they have Labs in several cities (SF, Munich, Paris, London, Mumbai). They want to illustrate their positionning through advertising and are always willing to test new formats (first to use Teads In Read native formats, Flyte format, Flipboard application, etc...). We now invest most of our budget on mobile.
>
> A repositionning is planned in 2017 (creative pitch in process, so no visibility yet on new communication platform).
>
> We have identified Customer experience (through customer segmentation and cross device content journey) as the main point to drive our strategy for 2017 and beyond.
>
> **We need your help to spot the killer innovation that will make a difference ;-)**, the same way we pioneered with Newscreds content curation strategy a few years ago.
> Not to restrain you, but client is not looking for top entertaining features (like VR for instance), they are very down to earth and business driven. And on

EXHIBIT 17

2 YEAR ROADMAP

Qurate has developed a system which allows organizations, brands and agencies to create complex applications and custom platforms with same level of ease-of-use as a Content Management System. The system, called Qurate (pron. "Curate"), is the first system of this kind to hit the market, and could be referred to as a Platform Management System. We believe Qurate can do for bespoke platform management what the CMS did for bespoke website management.

In addition, the Qurate system has several unique architectural features designed for modern online publishing. Such as multi-format publishing, where a single piece of content can be published to websites, apps and social formats simoulataniously, and content curation, which allows applications made with Qurate to pull, push and personalise their content with trending social and other online contents.

During the next stage we plan to raise 100M JPY in Pre-Series A investment to grow our core team to 20 people. We will establish a US sales office, build out our executive team, and increase our sales and marketing capacity.

We will primarily focus on the sales of the Qurate Cloud platform to enterprise and creative agencies, and bring those finished features into Qurate, a consumer-facing SaaS platform, which will have sales channels through partners.

Qurate will enter the third year, 2019, with the world's most powerful platform development system and potentially the most disruptive platform to hit online-publishing for almost 15 years.

Operating Expenses
¥227,000,000

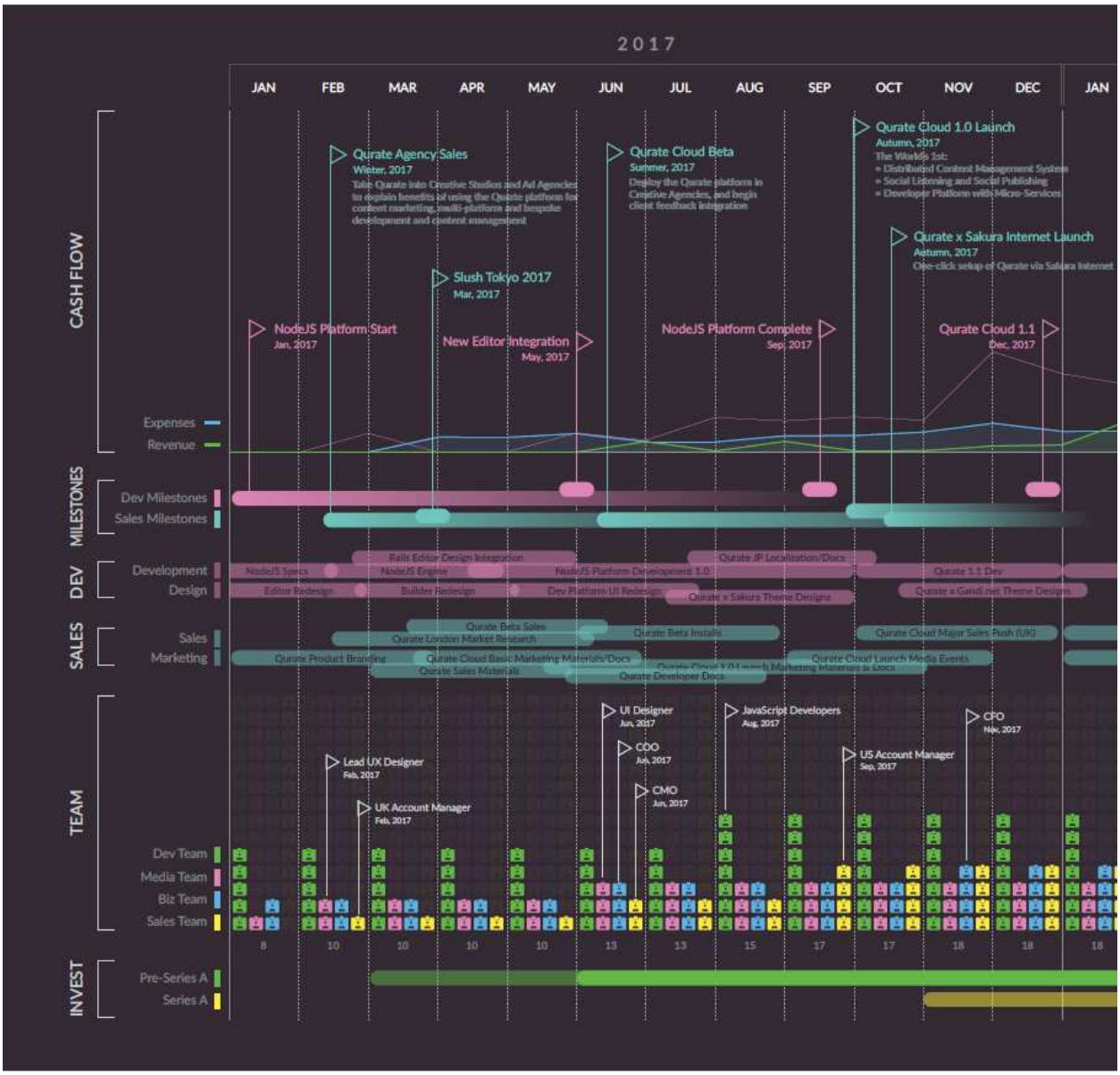
Gross Profit
¥222,000,000

PRE-SEED INVEST TERM
JUN 2017 – MAY 2018

Operating Expenses
¥4,500,000,000

Gross Profit
¥11,000,000,000

5th YEAR
JAN 2020 – DEC 2020


2017
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
JAN
CASH FLOW
Qurate Agency Sales
Winter, 2017
Qurate Cloud Beta
Summer, 2017
Qurate Cloud 1.0 Launch
Autumn, 2017
Qurate x Sakura Internet Launch
Autumn, 2017
Slush Tokyo 2017
Mar, 2017
NodeJS Platform Start
Jan, 2017
New Editor Integration
May, 2017
NodeJS Platform Complete
Sep, 2017
Qurate Cloud 1.1
Dec, 2017
Expenses
Revenue
MILESTONES
Dev Milestones
Sales Milestones
DEV
Development
Design
SALES
Sales
Marketing
TEAM
Lead UX Designer
Feb, 2017
UK Account Manager
Feb, 2017
UI Designer
Jun, 2017
COO
Jul, 2017
CMO
Jun, 2017
JavaScript Developers
Aug, 2017
US Account Manager
Sep, 2017
CFO
Nov, 2017
Dev Team
Media Team
Biz Team
Sales Team
8
10
10
10
10
13
13
15
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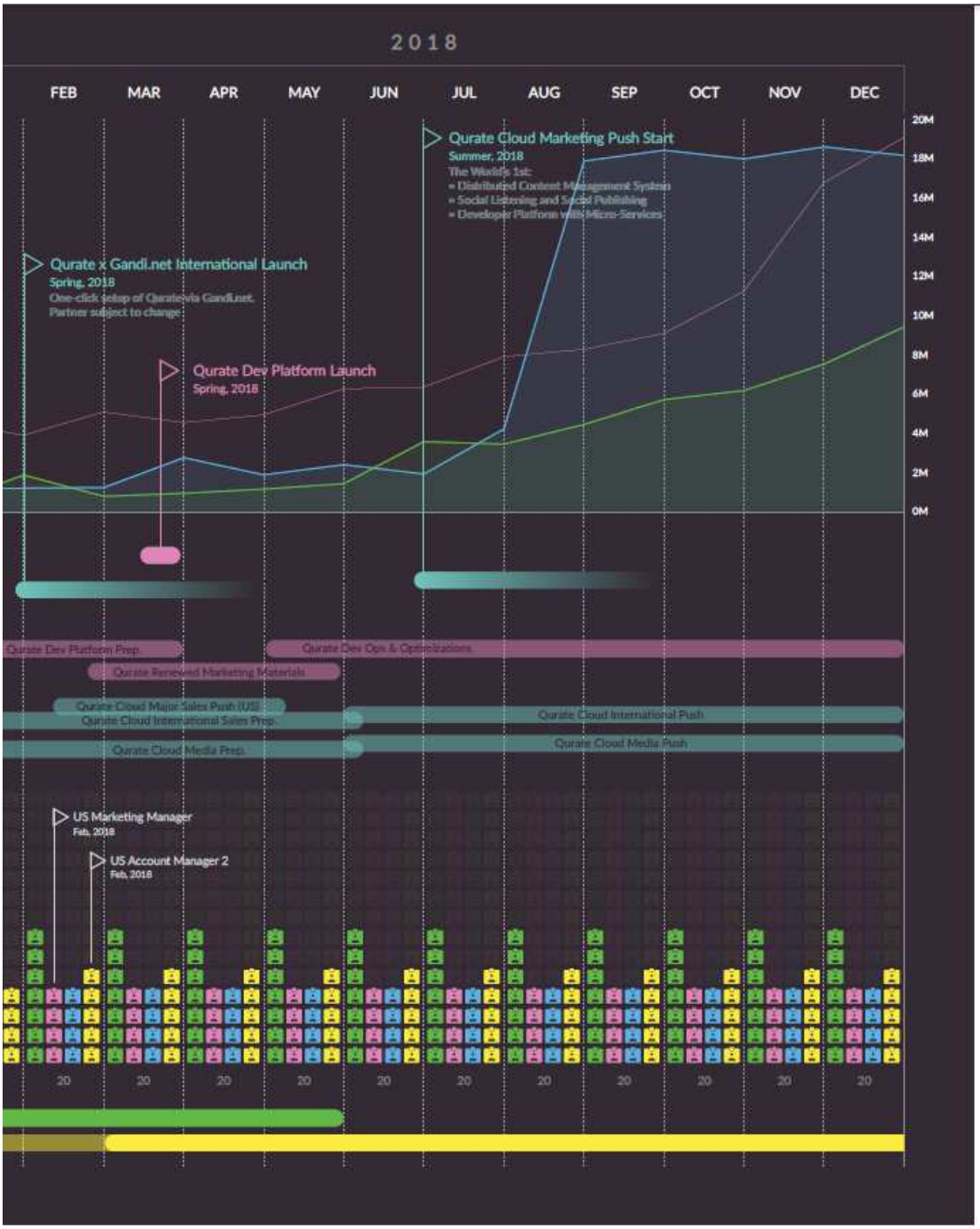
17
18
18
18
INVEST
Pre-Series A
Series A


2018
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
20M
18M
16M
14M
12M
10M
8M
6M
4M
2M
0M
Qurate Cloud Marketing Push Start
Summer, 2018
The World's 1st:
= Distributed Content Management System
= Social Listening and Social Publishing
= Developer Platform with Micro-Services
Qurate x Gandi.net International Launch
Spring, 2018
One-click setup of Qurate via Gandi.net.
Partner subject to change
Qurate Dev Platform Launch
Spring, 2018
Qurate Dev Platform Prep.
Qurate Dev Ops & Optimizations
Qurate Renewed Marketing Materials
Qurate Cloud Major Sales Push (US)
Qurate Cloud International Sales Prep.
Qurate Cloud International Push
Qurate Cloud Media Prep.
Qurate Cloud Media Push
US Marketing Manager
Feb, 2018
US Account Manager 2
Feb, 2018
20
20
20
20
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20

EXHIBIT 18

Que: Make your website

By Qurate Inc.

Open iTunes to buy and download apps.

View More by This Developer

View in iTunes

This app is designed for both iPhone and iPad

Free

Category: Productivity
Updated: May 02, 2016
Version: 1.5
Size: 7.0 MB
Language: English
Seller: Qurate Inc.
© 2016 Qurate Inc.
Rated 4+

Compatibility: Requires iOS 8.0 or later. Compatible with iPhone, iPad, and iPod touch.

Customer Ratings

Current Version:
★★★ 8 Ratings

All Versions:
★★★ 9 Ratings

Top In-App Purchases

1. 1 Month $9.99
2. 1 Year $79.99

Description

Que is the simplest, fastest app for creating beautiful websites which look great on all devices. If you can use a smartphone, you can now make your own website using your iPhone, iPad, or iPod touch. Build your website and preview it for free. When you want to make your site public, both free and paid plans are available.

Qurate Inc. Web Site ▸ Que: Make your website Support ▸ ...More

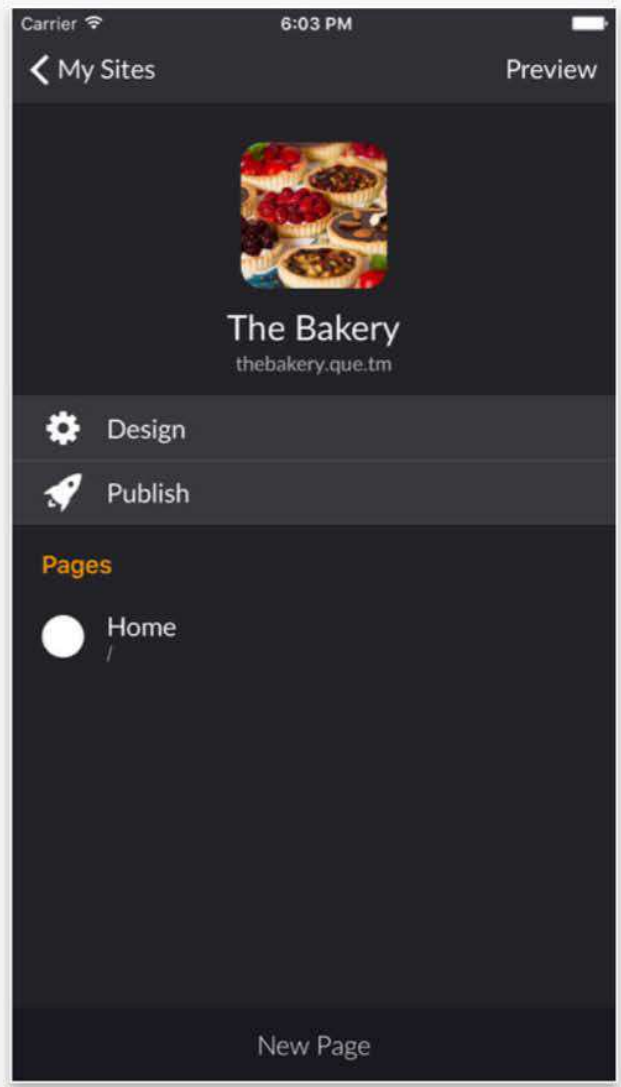
What's New in Version 1.5

- Pages are now re-orderable by dragging
- Swipe-right on a Page to edit SEO, rename and delete
- Internet connectivity loss will now prevent the user from navigating to another screen in the app

...More

Screenshots

iPhone | iPad



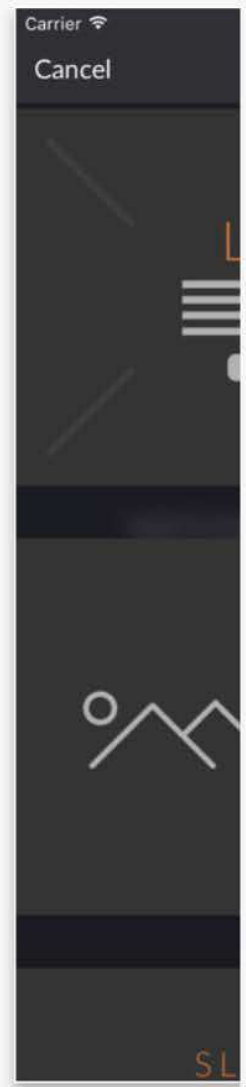


EXHIBIT 19

ANNE-TEU Page 1

Make your website

The fastest, simplest app for creating responsive websites.

Get Started

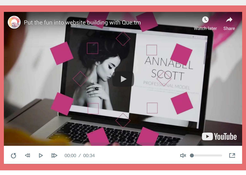
Download from the App Store

Already have a Qurate® account? Login here

"Que is hands down the simplest and fastest app on the market for creating fantastic websites!"

NewsWatch TV

Discovery Channel

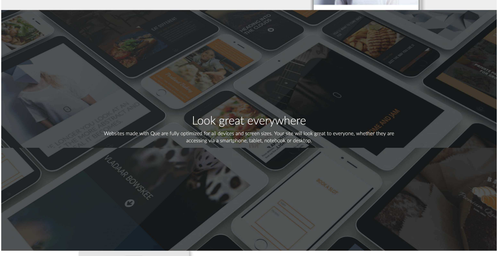


Even on your phone

Que revolutionizes website creation with its groundbreaking user interface and powerful card-based layout engine. Make your website on your computer, tablet, or even on your phone.

Go with the flow

Que lets you focus on your site's message. Now, even absolute beginners can create stunning web sites without having to learn new techniques.



Look great everywhere

Websites made with Que are fully optimized for all devices and screen sizes. Your site will look great to everyone, whether they are accessing via a smartphone, tablet, notebook or desktop.

Create and update anywhere

Create and edit your website anywhere with your browser or the free iOS app on your iPhone or iPad.

Voila! It's a web app!

Save your site to the home screen on smartphones and tablets to launch as a web app.

ADVANCED SEO

Be Found

Websites made with Que are fully optimized for search engines.

SOCIAL INTEGRATION

Be Social

Que sites look great when posted on social networks.

CUSTOM DOMAIN NAMES

Be Unique

All Que websites come with a customizable domain name, or you can use your existing one.

Make your website for free with Que

Create and preview your website for free. You can even share your preview. Then when you're ready to go live, we offer simple pricing with no hidden costs for secure, high-speed hosting. Pay monthly or yearly and cancel anytime.

LITE PLAN	YEARLY PLAN	MONTHLY PLAN
$0	$6.67 /MO	$9.99 /MO
FREE FOREVER	BILLED AT $79.99/YR	PAY MONTH-TO-MONTH
1 Page	1 – 20 Pages	1 – 20 Pages
Up to 3 Content Cards	1 – 20 Cards Per Page	1 – 20 Cards Per Page
Que Banner	No Banner	No Banner
SIGN UP	SIGN UP	SIGN UP

All plans include hosting, storage, unlimited bandwidth and 24/7 support.

Follow us

Stay up-to-date by following us on your favourite social network

Powered by Qurate®

Que is brought to you by Qurate®, see what else we make at Qurate.com

© 2018 Qurate® Site lite. All rights reserved.

Made with Que

EXHIBIT 20

iOS 12 Feb 2016 ~ 23 Oct 2018										
Name	**Type**	**Platforms**	**US Units**	**US Sales**	**EU Units**	**EU Sales**	**Japan Units**	**Japan Sales**	**Total Units**	**Total Sales**
Que: Make your website	App	iOS	16840	$0	3460	$0	249	$0	25800	$0
1 Month Plan	In App	iOS	100	$1,370	17	$234	2	$21	133	$1,695
1 Year Plan	In App	iOS	13	$670	3	$271	0	$0	19	$1,255
iOS TOTAL			**16953**	**$2,040**	**3480**	**$505**	**251**	**$21**	**25952**	**$2,950**

Web 12 Feb 2016 ~ 23 Oct 2018										
Name	**Type**	**Platforms**	**US Units**	**US Sales**	**EU Units**	**EU Sales**	**Japan Units**	**Japan Sales**	**Total Units**	**Total Sales**
Que: Make your website	Web	Browser	14692		3018		218		22509	$0
1 Month Plan	Credit Card	Browser	109	$1,089	30	$300	3	$30	150	$1,499
1 Year Plan	Credit Card	Browser	7	$560	2	$160	2	$160	12	$960
Web TOTAL			**14808**	**$1,649**	**3050**	**$460**	**223**	**$190**	**22671**	**$2,458**

TOTAL 12 Feb 2016 ~ 23 Oct 2018										
Name	**Type**	**Platforms**	**US Units**	**US Sales**	**EU Units**	**EU Sales**	**Japan Units**	**Japan Sales**	**Total Units**	**Total Sales**
Que: Make your website	ALL	ALL	31532	$0	6478	$0	467	$0	48309	$0
1 Month Plan	ALL	ALL	209	$2,459	47	$533	5	$51	283	$3,194
1 Year Plan	ALL	ALL	20	$1,230	5	$431	2	$160	31	$2,215
GRAND TOTAL			**31761**	**$3,689**	**6530**	**$964**	**474**	**$211**	**48623**	**$5,408**

*Web Regional totals for web browser signups are estimates based on the ratio of Total to Regional numbers for the iOS downloads. Total Units and Total Sales are actual numbers.

EXHIBIT 21

Campaign: Que Test Campaign (ID: 8644295)
Start Date: Sep 30, 2016
End Date: Sep 14, 2017
Currency: USD
Target Location: United States

Period Start	Period End	Spend	Average CPT	Average CPA	Impressions	Taps	Conversions	TTR	CR	LAT On Conver	LAT Off Conver	New Downloa	Redownloads
1-Sep-16	30-Sep-16	$0	0	0	0	0	0	0.00%	0.00%	0	0	-	-
1-Oct-16	31-Oct-16	$148	0.11	0.23	5,557	1,385	640	24.92%	46.21%	0	0	-	-
1-Nov-16	30-Nov-16	$299	0.11	0.25	19,263	2,757	1,201	14.31%	43.56%	0	0	-	-
1-Dec-16	31-Dec-16	$222	0.1	0.24	19,781	2,130	925	10.77%	43.43%	0	0	-	-
1-Jan-17	31-Jan-17	$506	0.09	0.23	57,450	5,400	2,206	9.40%	40.85%	0	0	-	-
1-Feb-17	28-Feb-17	$281	0.12	0.29	29,540	2,400	984	8.12%	41.00%	0	0	-	-
1-Mar-17	31-Mar-17	$544	0.2	0.51	42,554	2,732	1,062	6.42%	38.87%	0	0	-	-
1-Apr-17	30-Apr-17	$0	0	0	0	0	0	0.00%	0.00%	0	0	-	-
1-May-17	31-May-17	$0	0	0	0	0	0	0.00%	0.00%	0	0	-	-
1-Jun-17	30-Jun-17	$0	0	0	0	0	0	0.00%	0.00%	0	0	-	-
1-Jul-17	31-Jul-17	$0	0	0	0	0	0	0.00%	0.00%	0	0	-	-
1-Aug-17	31-Aug-17	$0	0	0	0	0	0	0.00%	0.00%	0	0	-	-
1-Sep-17	30-Sep-17	$0	0	0	0	0	0	0.00%	0.00%	0	0	-	-
TOTAL		**$2,000**			**174,145**	**16,804**	**7,018**						

EXHIBIT 22

Date Interval	Days
Territory	United States

Territory	Measure	Feb 1, 2016	Feb 2, 2016	Feb 3, 2016	Feb 4, 2016	Feb 5, 2016	Feb 6, 2016	Feb 7, 2016	Feb 8, 2016
United States	Units	0	0	0	0	0	0	0	0

Oct 12, 2016	Oct 13, 2016	Oct 14, 2016	Oct 15, 2016	Oct 16, 2016	Oct 17, 2016	Oct 18, 2016	Oct 19, 2016	Oct 20, 2016
49	59	46	45	38	44	50	55	27

Jun 24, 2017	Jun 25, 2017	Jun 26, 2017	Jun 27, 2017	Jun 28, 2017	Jun 29, 2017	Jun 30, 2017	Jul 1, 2017	Jul 2, 2017
8	7	4	3	10	6	6	9	3

Mar 6, 2018	Mar 7, 2018	Mar 8, 2018	Mar 9, 2018	Mar 10, 2018	Mar 11, 2018	Mar 12, 2018	Mar 13, 2018	Mar 14, 2018
3	9	12	2	4	5	5	4	8

Nov 16, 2018	Nov 17, 2018	Nov 18, 2018	Nov 19, 2018	Nov 20, 2018	Nov 21, 2018	Nov 22, 2018	Nov 23, 2018	Nov 24, 2018
2	1	3	4	5	0	1	2	2

Feb 9, 2016	Feb 10, 2016	Feb 11, 2016	Feb 12, 2016	Feb 13, 2016	Feb 14, 2016	Feb 15, 2016	Feb 16, 2016	Feb 17, 2016	Feb 18, 2016	Feb 19, 2016
0	5	11	27	11	11	16	14	18	15	11
Oct 21, 2016	Oct 22, 2016	Oct 23, 2016	Oct 24, 2016	Oct 25, 2016	Oct 26, 2016	Oct 27, 2016	Oct 28, 2016	Oct 29, 2016	Oct 30, 2016	Oct 31, 2016
18	25	47	43	50	51	38	35	9	13	29
Jul 3, 2017	Jul 4, 2017	Jul 5, 2017	Jul 6, 2017	Jul 7, 2017	Jul 8, 2017	Jul 9, 2017	Jul 10, 2017	Jul 11, 2017	Jul 12, 2017	Jul 13, 2017
9	10	4	14	13	8	10	9	7	20	28
Mar 15, 2018	Mar 16, 2018	Mar 17, 2018	Mar 18, 2018	Mar 19, 2018	Mar 20, 2018	Mar 21, 2018	Mar 22, 2018	Mar 23, 2018	Mar 24, 2018	Mar 25, 2018
7	7	7	12	4	9	10	10	6	4	7
Nov 25, 2018	Nov 26, 2018	Nov 27, 2018	Nov 28, 2018	Nov 29, 2018	Nov 30, 2018	Dec 1, 2018	Dec 2, 2018	Dec 3, 2018	Dec 4, 2018	Dec 5, 2018
2	2	2	3	3	2	3	2	3	1	6

Feb 20, 2016	Feb 21, 2016	Feb 22, 2016	Feb 23, 2016	Feb 24, 2016	Feb 25, 2016	Feb 26, 2016	Feb 27, 2016	Feb 28, 2016	Feb 29, 2016	Mar 1, 2016
12	16	8	17	12	11	9	8	14	10	11
Nov 1, 2016	Nov 2, 2016	Nov 3, 2016	Nov 4, 2016	Nov 5, 2016	Nov 6, 2016	Nov 7, 2016	Nov 8, 2016	Nov 9, 2016	Nov 10, 2016	Nov 11, 2016
33	41	55	49	44	43	64	56	47	53	53
Jul 14, 2017	Jul 15, 2017	Jul 16, 2017	Jul 17, 2017	Jul 18, 2017	Jul 19, 2017	Jul 20, 2017	Jul 21, 2017	Jul 22, 2017	Jul 23, 2017	Jul 24, 2017
33	23	20	9	17	6	6	22	9	9	7
Mar 26, 2018	Mar 27, 2018	Mar 28, 2018	Mar 29, 2018	Mar 30, 2018	Mar 31, 2018	Apr 1, 2018	Apr 2, 2018	Apr 3, 2018	Apr 4, 2018	Apr 5, 2018
6	5	7	6	7	3	5	3	4	4	10
Dec 6, 2018	Dec 7, 2018	Dec 8, 2018	Dec 9, 2018	Dec 10, 2018	Dec 11, 2018	Dec 12, 2018	Dec 13, 2018	Dec 14, 2018	Dec 15, 2018	Dec 16, 2018
3	5	0	3	3	0	3	5	1	6	0

Mar 2, 2016	Mar 3, 2016	Mar 4, 2016	Mar 5, 2016	Mar 6, 2016	Mar 7, 2016	Mar 8, 2016	Mar 9, 2016	Mar 10, 2016	Mar 11, 2016	Mar 12, 2016
19	16	11	24	16	18	14	16	12	21	8
Nov 12, 2016	Nov 13, 2016	Nov 14, 2016	Nov 15, 2016	Nov 16, 2016	Nov 17, 2016	Nov 18, 2016	Nov 19, 2016	Nov 20, 2016	Nov 21, 2016	Nov 22, 2016
44	70	53	46	71	66	70	77	76	64	73
Jul 25, 2017	Jul 26, 2017	Jul 27, 2017	Jul 28, 2017	Jul 29, 2017	Jul 30, 2017	Jul 31, 2017	Aug 1, 2017	Aug 2, 2017	Aug 3, 2017	Aug 4, 2017
8	10	11	17	15	10	16	8	7	9	12
Apr 6, 2018	Apr 7, 2018	Apr 8, 2018	Apr 9, 2018	Apr 10, 2018	Apr 11, 2018	Apr 12, 2018	Apr 13, 2018	Apr 14, 2018	Apr 15, 2018	Apr 16, 2018
6	7	8	9	5	8	2	5	9	4	3
Dec 17, 2018	Dec 18, 2018	Dec 19, 2018	Dec 20, 2018	Dec 21, 2018	Total					
0	3	2	1	0	17097					

Mar 13, 2016	Mar 14, 2016	Mar 15, 2016	Mar 16, 2016	Mar 17, 2016	Mar 18, 2016	Mar 19, 2016	Mar 20, 2016	Mar 21, 2016	Mar 22, 2016	Mar 23, 2016
11	9	6	6	6	3	7	3	8	12	1
Nov 23, 2016	Nov 24, 2016	Nov 25, 2016	Nov 26, 2016	Nov 27, 2016	Nov 28, 2016	Nov 29, 2016	Nov 30, 2016	Dec 1, 2016	Dec 2, 2016	Dec 3, 2016
63	58	69	73	75	59	74	75	73	62	15
Aug 5, 2017	Aug 6, 2017	Aug 7, 2017	Aug 8, 2017	Aug 9, 2017	Aug 10, 2017	Aug 11, 2017	Aug 12, 2017	Aug 13, 2017	Aug 14, 2017	Aug 15, 2017
8	9	13	7	12	9	7	13	7	12	9
Apr 17, 2018	Apr 18, 2018	Apr 19, 2018	Apr 20, 2018	Apr 21, 2018	Apr 22, 2018	Apr 23, 2018	Apr 24, 2018	Apr 25, 2018	Apr 26, 2018	Apr 27, 2018
6	6	3	3	5	1	3	7	9	7	3

Mar 24, 2016	Mar 25, 2016	Mar 26, 2016	Mar 27, 2016	Mar 28, 2016	Mar 29, 2016	Mar 30, 2016	Mar 31, 2016	Apr 1, 2016	Apr 2, 2016	Apr 3, 2016
8	10	8	8	5	6	14	5	5	7	8
Dec 4, 2016	Dec 5, 2016	Dec 6, 2016	Dec 7, 2016	Dec 8, 2016	Dec 9, 2016	Dec 10, 2016	Dec 11, 2016	Dec 12, 2016	Dec 13, 2016	Dec 14, 2016
21	12	18	6	8	7	5	7	3	5	48
Aug 16, 2017	Aug 17, 2017	Aug 18, 2017	Aug 19, 2017	Aug 20, 2017	Aug 21, 2017	Aug 22, 2017	Aug 23, 2017	Aug 24, 2017	Aug 25, 2017	Aug 26, 2017
5	17	15	8	11	5	13	13	13	13	6
Apr 28, 2018	Apr 29, 2018	Apr 30, 2018	May 1, 2018	May 2, 2018	May 3, 2018	May 4, 2018	May 5, 2018	May 6, 2018	May 7, 2018	May 8, 2018
3	9	5	3	2	5	2	4	1	2	5

Apr 4, 2016	Apr 5, 2016	Apr 6, 2016	Apr 7, 2016	Apr 8, 2016	Apr 9, 2016	Apr 10, 2016	Apr 11, 2016	Apr 12, 2016	Apr 13, 2016	Apr 14, 2016
6	6	12	6	6	8	14	2	9	11	8
Dec 15, 2016	Dec 16, 2016	Dec 17, 2016	Dec 18, 2016	Dec 19, 2016	Dec 20, 2016	Dec 21, 2016	Dec 22, 2016	Dec 23, 2016	Dec 24, 2016	Dec 25, 2016
54	40	55	68	40	59	56	57	51	42	54
Aug 27, 2017	Aug 28, 2017	Aug 29, 2017	Aug 30, 2017	Aug 31, 2017	Sep 1, 2017	Sep 2, 2017	Sep 3, 2017	Sep 4, 2017	Sep 5, 2017	Sep 6, 2017
15	12	14	11	14	13	14	9	6	13	6
May 9, 2018	May 10, 2018	May 11, 2018	May 12, 2018	May 13, 2018	May 14, 2018	May 15, 2018	May 16, 2018	May 17, 2018	May 18, 2018	May 19, 2018
5	2	1	1	0	2	8	1	5	4	4

Apr 15, 2016	Apr 16, 2016	Apr 17, 2016	Apr 18, 2016	Apr 19, 2016	Apr 20, 2016	Apr 21, 2016	Apr 22, 2016	Apr 23, 2016	Apr 24, 2016	Apr 25, 2016
5	12	3	7	7	6	2	5	9	6	7
Dec 26, 2016	Dec 27, 2016	Dec 28, 2016	Dec 29, 2016	Dec 30, 2016	Dec 31, 2016	Jan 1, 2017	Jan 2, 2017	Jan 3, 2017	Jan 4, 2017	Jan 5, 2017
57	86	71	59	73	79	67	88	95	90	107
Sep 7, 2017	Sep 8, 2017	Sep 9, 2017	Sep 10, 2017	Sep 11, 2017	Sep 12, 2017	Sep 13, 2017	Sep 14, 2017	Sep 15, 2017	Sep 16, 2017	Sep 17, 2017
9	10	6	10	8	8	9	9	5	5	6
May 20, 2018	May 21, 2018	May 22, 2018	May 23, 2018	May 24, 2018	May 25, 2018	May 26, 2018	May 27, 2018	May 28, 2018	May 29, 2018	May 30, 2018
5	3	4	4	3	6	0	4	4	3	2

Apr 26, 2016	Apr 27, 2016	Apr 28, 2016	Apr 29, 2016	Apr 30, 2016	May 1, 2016	May 2, 2016	May 3, 2016	May 4, 2016	May 5, 2016	May 6, 2016
7	6	6	1	4	9	6	4	9	7	12
Jan 6, 2017	Jan 7, 2017	Jan 8, 2017	Jan 9, 2017	Jan 10, 2017	Jan 11, 2017	Jan 12, 2017	Jan 13, 2017	Jan 14, 2017	Jan 15, 2017	Jan 16, 2017
116	101	96	96	118	114	103	119	129	134	118
Sep 18, 2017	Sep 19, 2017	Sep 20, 2017	Sep 21, 2017	Sep 22, 2017	Sep 23, 2017	Sep 24, 2017	Sep 25, 2017	Sep 26, 2017	Sep 27, 2017	Sep 28, 2017
9	8	13	6	5	8	8	9	15	6	9
May 31, 2018	Jun 1, 2018	Jun 2, 2018	Jun 3, 2018	Jun 4, 2018	Jun 5, 2018	Jun 6, 2018	Jun 7, 2018	Jun 8, 2018	Jun 9, 2018	Jun 10, 2018
2	2	4	8	7	7	4	3	3	4	4

May 7, 2016	May 8, 2016	May 9, 2016	May 10, 2016	May 11, 2016	May 12, 2016	May 13, 2016	May 14, 2016	May 15, 2016	May 16, 2016	May 17, 2016
3	10	12	7	7	11	9	12	9	7	3
Jan 17, 2017	Jan 18, 2017	Jan 19, 2017	Jan 20, 2017	Jan 21, 2017	Jan 22, 2017	Jan 23, 2017	Jan 24, 2017	Jan 25, 2017	Jan 26, 2017	Jan 27, 2017
30	24	20	10	92	97	118	101	94	120	12
Sep 29, 2017	Sep 30, 2017	Oct 1, 2017	Oct 2, 2017	Oct 3, 2017	Oct 4, 2017	Oct 5, 2017	Oct 6, 2017	Oct 7, 2017	Oct 8, 2017	Oct 9, 2017
8	8	13	19	17	17	9	7	1	5	5
Jun 11, 2018	Jun 12, 2018	Jun 13, 2018	Jun 14, 2018	Jun 15, 2018	Jun 16, 2018	Jun 17, 2018	Jun 18, 2018	Jun 19, 2018	Jun 20, 2018	Jun 21, 2018
0	1	0	3	1	3	7	2	9	3	4

May 18, 2016	May 19, 2016	May 20, 2016	May 21, 2016	May 22, 2016	May 23, 2016	May 24, 2016	May 25, 2016	May 26, 2016	May 27, 2016	May 28, 2016
8	4	7	6	4	9	6	6	4	7	4
Jan 28, 2017	Jan 29, 2017	Jan 30, 2017	Jan 31, 2017	Feb 1, 2017	Feb 2, 2017	Feb 3, 2017	Feb 4, 2017	Feb 5, 2017	Feb 6, 2017	Feb 7, 2017
90	103	118	99	119	113	119	128	102	102	25
Oct 10, 2017	Oct 11, 2017	Oct 12, 2017	Oct 13, 2017	Oct 14, 2017	Oct 15, 2017	Oct 16, 2017	Oct 17, 2017	Oct 18, 2017	Oct 19, 2017	Oct 20, 2017
10	10	6	10	2	8	7	7	3	6	9
Jun 22, 2018	Jun 23, 2018	Jun 24, 2018	Jun 25, 2018	Jun 26, 2018	Jun 27, 2018	Jun 28, 2018	Jun 29, 2018	Jun 30, 2018	Jul 1, 2018	Jul 2, 2018
4	4	7	2	1	1	3	0	1	5	3

May 29, 2016	May 30, 2016	May 31, 2016	Jun 1, 2016	Jun 2, 2016	Jun 3, 2016	Jun 4, 2016	Jun 5, 2016	Jun 6, 2016	Jun 7, 2016	Jun 8, 2016
6	7	6	7	6	5	7	7	4	2	3
Feb 8, 2017	Feb 9, 2017	Feb 10, 2017	Feb 11, 2017	Feb 12, 2017	Feb 13, 2017	Feb 14, 2017	Feb 15, 2017	Feb 16, 2017	Feb 17, 2017	Feb 18, 2017
7	7	8	11	5	7	11	7	8	6	10
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6	13	10	4	6	7	6	8	9	5	6
Jul 3, 2018	Jul 4, 2018	Jul 5, 2018	Jul 6, 2018	Jul 7, 2018	Jul 8, 2018	Jul 9, 2018	Jul 10, 2018	Jul 11, 2018	Jul 12, 2018	Jul 13, 2018
3	3	3	2	2	4	2	6	6	4	4

Jun 9, 2016	Jun 10, 2016	Jun 11, 2016	Jun 12, 2016	Jun 13, 2016	Jun 14, 2016	Jun 15, 2016	Jun 16, 2016	Jun 17, 2016	Jun 18, 2016	Jun 19, 2016
8	7	5	5	9	4	9	5	5	4	4
Feb 19, 2017	Feb 20, 2017	Feb 21, 2017	Feb 22, 2017	Feb 23, 2017	Feb 24, 2017	Feb 25, 2017	Feb 26, 2017	Feb 27, 2017	Feb 28, 2017	Mar 1, 2017
8	13	11	78	63	63	72	92	62	74	57
Nov 1, 2017	Nov 2, 2017	Nov 3, 2017	Nov 4, 2017	Nov 5, 2017	Nov 6, 2017	Nov 7, 2017	Nov 8, 2017	Nov 9, 2017	Nov 10, 2017	Nov 11, 2017
3	4	3	3	6	8	8	8	7	6	8
Jul 14, 2018	Jul 15, 2018	Jul 16, 2018	Jul 17, 2018	Jul 18, 2018	Jul 19, 2018	Jul 20, 2018	Jul 21, 2018	Jul 22, 2018	Jul 23, 2018	Jul 24, 2018
7	3	3	7	4	3	3	4	1	6	4

Jun 20, 2016	Jun 21, 2016	Jun 22, 2016	Jun 23, 2016	Jun 24, 2016	Jun 25, 2016	Jun 26, 2016	Jun 27, 2016	Jun 28, 2016	Jun 29, 2016	Jun 30, 2016
9	8	6	4	6	5	7	15	9	7	4
Mar 2, 2017	Mar 3, 2017	Mar 4, 2017	Mar 5, 2017	Mar 6, 2017	Mar 7, 2017	Mar 8, 2017	Mar 9, 2017	Mar 10, 2017	Mar 11, 2017	Mar 12, 2017
74	81	71	99	92	180	127	168	124	132	136
Nov 12, 2017	Nov 13, 2017	Nov 14, 2017	Nov 15, 2017	Nov 16, 2017	Nov 17, 2017	Nov 18, 2017	Nov 19, 2017	Nov 20, 2017	Nov 21, 2017	Nov 22, 2017
7	7	6	7	3	3	7	10	5	7	4
Jul 25, 2018	Jul 26, 2018	Jul 27, 2018	Jul 28, 2018	Jul 29, 2018	Jul 30, 2018	Jul 31, 2018	Aug 1, 2018	Aug 2, 2018	Aug 3, 2018	Aug 4, 2018
1	0	4	2	1	3	4	3	1	3	3

Jul 1, 2016	Jul 2, 2016	Jul 3, 2016	Jul 4, 2016	Jul 5, 2016	Jul 6, 2016	Jul 7, 2016	Jul 8, 2016	Jul 9, 2016	Jul 10, 2016	Jul 11, 2016
11	8	9	5	6	4	6	7	9	6	8
Mar 13, 2017	Mar 14, 2017	Mar 15, 2017	Mar 16, 2017	Mar 17, 2017	Mar 18, 2017	Mar 19, 2017	Mar 20, 2017	Mar 21, 2017	Mar 22, 2017	Mar 23, 2017
185	143	95	58	110	107	53	120	186	107	133
Nov 23, 2017	Nov 24, 2017	Nov 25, 2017	Nov 26, 2017	Nov 27, 2017	Nov 28, 2017	Nov 29, 2017	Nov 30, 2017	Dec 1, 2017	Dec 2, 2017	Dec 3, 2017
3	9	11	10	6	8	6	6	7	5	10
Aug 5, 2018	Aug 6, 2018	Aug 7, 2018	Aug 8, 2018	Aug 9, 2018	Aug 10, 2018	Aug 11, 2018	Aug 12, 2018	Aug 13, 2018	Aug 14, 2018	Aug 15, 2018
3	3	5	1	4	3	0	2	9	6	5

Jul 12, 2016	Jul 13, 2016	Jul 14, 2016	Jul 15, 2016	Jul 16, 2016	Jul 17, 2016	Jul 18, 2016	Jul 19, 2016	Jul 20, 2016	Jul 21, 2016	Jul 22, 2016
6	8	2	3	7	6	4	4	6	4	12
Mar 24, 2017	Mar 25, 2017	Mar 26, 2017	Mar 27, 2017	Mar 28, 2017	Mar 29, 2017	Mar 30, 2017	Mar 31, 2017	Apr 1, 2017	Apr 2, 2017	Apr 3, 2017
82	47	100	54	5	12	14	92	145	57	13
Dec 4, 2017	Dec 5, 2017	Dec 6, 2017	Dec 7, 2017	Dec 8, 2017	Dec 9, 2017	Dec 10, 2017	Dec 11, 2017	Dec 12, 2017	Dec 13, 2017	Dec 14, 2017
6	6	9	7	9	9	9	10	4	3	11
Aug 16, 2018	Aug 17, 2018	Aug 18, 2018	Aug 19, 2018	Aug 20, 2018	Aug 21, 2018	Aug 22, 2018	Aug 23, 2018	Aug 24, 2018	Aug 25, 2018	Aug 26, 2018
2	1	3	2	3	4	2	4	2	2	2

Jul 23, 2016	Jul 24, 2016	Jul 25, 2016	Jul 26, 2016	Jul 27, 2016	Jul 28, 2016	Jul 29, 2016	Jul 30, 2016	Jul 31, 2016	Aug 1, 2016	Aug 2, 2016
10	1	2	8	5	3	7	5	5	5	14
Apr 4, 2017	Apr 5, 2017	Apr 6, 2017	Apr 7, 2017	Apr 8, 2017	Apr 9, 2017	Apr 10, 2017	Apr 11, 2017	Apr 12, 2017	Apr 13, 2017	Apr 14, 2017
12	6	9	8	4	4	8	12	4	7	12
Dec 15, 2017	Dec 16, 2017	Dec 17, 2017	Dec 18, 2017	Dec 19, 2017	Dec 20, 2017	Dec 21, 2017	Dec 22, 2017	Dec 23, 2017	Dec 24, 2017	Dec 25, 2017
7	3	8	5	4	3	6	2	7	6	3
Aug 27, 2018	Aug 28, 2018	Aug 29, 2018	Aug 30, 2018	Aug 31, 2018	Sep 1, 2018	Sep 2, 2018	Sep 3, 2018	Sep 4, 2018	Sep 5, 2018	Sep 6, 2018
5	3	4	3	5	2	2	4	2	6	2

Aug 3, 2016	Aug 4, 2016	Aug 5, 2016	Aug 6, 2016	Aug 7, 2016	Aug 8, 2016	Aug 9, 2016	Aug 10, 2016	Aug 11, 2016	Aug 12, 2016	Aug 13, 2016
4	6	4	9	5	8	7	4	5	3	6
Apr 15, 2017	Apr 16, 2017	Apr 17, 2017	Apr 18, 2017	Apr 19, 2017	Apr 20, 2017	Apr 21, 2017	Apr 22, 2017	Apr 23, 2017	Apr 24, 2017	Apr 25, 2017
7	15	6	18	13	12	14	18	15	16	14
Dec 26, 2017	Dec 27, 2017	Dec 28, 2017	Dec 29, 2017	Dec 30, 2017	Dec 31, 2017	Jan 1, 2018	Jan 2, 2018	Jan 3, 2018	Jan 4, 2018	Jan 5, 2018
1	6	4	7	8	9	12	11	10	11	3
Sep 7, 2018	Sep 8, 2018	Sep 9, 2018	Sep 10, 2018	Sep 11, 2018	Sep 12, 2018	Sep 13, 2018	Sep 14, 2018	Sep 15, 2018	Sep 16, 2018	Sep 17, 2018
0	4	4	0	2	1	1	3	3	4	2

Aug 14, 2016	Aug 15, 2016	Aug 16, 2016	Aug 17, 2016	Aug 18, 2016	Aug 19, 2016	Aug 20, 2016	Aug 21, 2016	Aug 22, 2016	Aug 23, 2016	Aug 24, 2016
4	3	5	8	6	5	6	4	5	7	2
Apr 26, 2017	Apr 27, 2017	Apr 28, 2017	Apr 29, 2017	Apr 30, 2017	May 1, 2017	May 2, 2017	May 3, 2017	May 4, 2017	May 5, 2017	May 6, 2017
9	10	5	7	7	10	2	11	5	16	8
Jan 6, 2018	Jan 7, 2018	Jan 8, 2018	Jan 9, 2018	Jan 10, 2018	Jan 11, 2018	Jan 12, 2018	Jan 13, 2018	Jan 14, 2018	Jan 15, 2018	Jan 16, 2018
7	7	4	10	8	10	9	10	8	4	8
Sep 18, 2018	Sep 19, 2018	Sep 20, 2018	Sep 21, 2018	Sep 22, 2018	Sep 23, 2018	Sep 24, 2018	Sep 25, 2018	Sep 26, 2018	Sep 27, 2018	Sep 28, 2018
2	2	1	1	1	2	1	3	2	3	2

Aug 25, 2016	Aug 26, 2016	Aug 27, 2016	Aug 28, 2016	Aug 29, 2016	Aug 30, 2016	Aug 31, 2016	Sep 1, 2016	Sep 2, 2016	Sep 3, 2016	Sep 4, 2016
3	4	11	5	6	3	4	10	2	5	3
May 7, 2017	May 8, 2017	May 9, 2017	May 10, 2017	May 11, 2017	May 12, 2017	May 13, 2017	May 14, 2017	May 15, 2017	May 16, 2017	May 17, 2017
15	17	11	12	11	8	12	7	5	5	9
Jan 17, 2018	Jan 18, 2018	Jan 19, 2018	Jan 20, 2018	Jan 21, 2018	Jan 22, 2018	Jan 23, 2018	Jan 24, 2018	Jan 25, 2018	Jan 26, 2018	Jan 27, 2018
10	9	7	7	8	4	3	5	7	7	10
Sep 29, 2018	Sep 30, 2018	Oct 1, 2018	Oct 2, 2018	Oct 3, 2018	Oct 4, 2018	Oct 5, 2018	Oct 6, 2018	Oct 7, 2018	Oct 8, 2018	Oct 9, 2018
3	1	4	0	1	5	3	4	3	1	0

Sep 5, 2016	Sep 6, 2016	Sep 7, 2016	Sep 8, 2016	Sep 9, 2016	Sep 10, 2016	Sep 11, 2016	Sep 12, 2016	Sep 13, 2016	Sep 14, 2016	Sep 15, 2016
8	4	8	4	6	8	8	3	3	4	3
May 18, 2017	May 19, 2017	May 20, 2017	May 21, 2017	May 22, 2017	May 23, 2017	May 24, 2017	May 25, 2017	May 26, 2017	May 27, 2017	May 28, 2017
13	8	11	13	7	3	3	7	8	5	10
Jan 28, 2018	Jan 29, 2018	Jan 30, 2018	Jan 31, 2018	Feb 1, 2018	Feb 2, 2018	Feb 3, 2018	Feb 4, 2018	Feb 5, 2018	Feb 6, 2018	Feb 7, 2018
13	10	11	3	10	6	14	8	20	14	14
Oct 10, 2018	Oct 11, 2018	Oct 12, 2018	Oct 13, 2018	Oct 14, 2018	Oct 15, 2018	Oct 16, 2018	Oct 17, 2018	Oct 18, 2018	Oct 19, 2018	Oct 20, 2018
1	2	1	2	4	0	0	5	1	3	2

Sep 16, 2016	Sep 17, 2016	Sep 18, 2016	Sep 19, 2016	Sep 20, 2016	Sep 21, 2016	Sep 22, 2016	Sep 23, 2016	Sep 24, 2016	Sep 25, 2016	Sep 26, 2016
3	1	7	11	5	4	11	4	5	8	4
May 29, 2017	May 30, 2017	May 31, 2017	Jun 1, 2017	Jun 2, 2017	Jun 3, 2017	Jun 4, 2017	Jun 5, 2017	Jun 6, 2017	Jun 7, 2017	Jun 8, 2017
4	9	6	9	10	11	12	9	6	6	7
Feb 8, 2018	Feb 9, 2018	Feb 10, 2018	Feb 11, 2018	Feb 12, 2018	Feb 13, 2018	Feb 14, 2018	Feb 15, 2018	Feb 16, 2018	Feb 17, 2018	Feb 18, 2018
7	5	6	10	3	5	12	7	4	5	8
Oct 21, 2018	Oct 22, 2018	Oct 23, 2018	Oct 24, 2018	Oct 25, 2018	Oct 26, 2018	Oct 27, 2018	Oct 28, 2018	Oct 29, 2018	Oct 30, 2018	Oct 31, 2018
2	1	0	0	4	1	3	2	3	2	3

Sep 27, 2016	Sep 28, 2016	Sep 29, 2016	Sep 30, 2016	Oct 1, 2016	Oct 2, 2016	Oct 3, 2016	Oct 4, 2016	Oct 5, 2016	Oct 6, 2016	Oct 7, 2016
6	5	3	7	10	6	7	5	5	13	34
Jun 9, 2017	Jun 10, 2017	Jun 11, 2017	Jun 12, 2017	Jun 13, 2017	Jun 14, 2017	Jun 15, 2017	Jun 16, 2017	Jun 17, 2017	Jun 18, 2017	Jun 19, 2017
6	9	15	9	8	5	10	2	4	6	9
Feb 19, 2018	Feb 20, 2018	Feb 21, 2018	Feb 22, 2018	Feb 23, 2018	Feb 24, 2018	Feb 25, 2018	Feb 26, 2018	Feb 27, 2018	Feb 28, 2018	Mar 1, 2018
10	3	8	5	5	7	7	6	8	8	6
Nov 1, 2018	Nov 2, 2018	Nov 3, 2018	Nov 4, 2018	Nov 5, 2018	Nov 6, 2018	Nov 7, 2018	Nov 8, 2018	Nov 9, 2018	Nov 10, 2018	Nov 11, 2018
4	3	6	6	2	4	3	0	2	2	4

Oct 8, 2016	Oct 9, 2016	Oct 10, 2016	Oct 11, 2016
38	41	45	52
Jun 20, 2017	Jun 21, 2017	Jun 22, 2017	Jun 23, 2017
9	6	7	2
Mar 2, 2018	Mar 3, 2018	Mar 4, 2018	Mar 5, 2018
12	3	7	5
Nov 12, 2018	Nov 13, 2018	Nov 14, 2018	Nov 15, 2018
1	1	2	2

Date Interval	Days
Territory	United States

Territory	Measure	Feb 1, 2016	Feb 2, 2016	Feb 3, 2016	Feb 4, 2016	Feb 5, 2016	Feb 6, 2016	Feb 7, 2016	Feb 8, 2016
United States	Sales	0	0	0	0	0	0	0	0

Oct 12, 2016	Oct 13, 2016	Oct 14, 2016	Oct 15, 2016	Oct 16, 2016	Oct 17, 2016	Oct 18, 2016	Oct 19, 2016	Oct 20, 2016
0	0	0	9.99	0	0	0	0	0

Jun 24, 2017	Jun 25, 2017	Jun 26, 2017	Jun 27, 2017	Jun 28, 2017	Jun 29, 2017	Jun 30, 2017	Jul 1, 2017	Jul 2, 2017
0	0	0	0	0	0	0	0	0

Mar 6, 2018	Mar 7, 2018	Mar 8, 2018	Mar 9, 2018	Mar 10, 2018	Mar 11, 2018	Mar 12, 2018	Mar 13, 2018	Mar 14, 2018
0	0	0	0	0	0	0	9.99	19.98

Nov 16, 2018	Nov 17, 2018	Nov 18, 2018	Nov 19, 2018	Nov 20, 2018	Nov 21, 2018	Nov 22, 2018	Nov 23, 2018	Nov 24, 2018
0	0	0	0	0	0	0	0	0

Feb 9, 2016	Feb 10, 2016	Feb 11, 2016	Feb 12, 2016	Feb 13, 2016	Feb 14, 2016	Feb 15, 2016	Feb 16, 2016	Feb 17, 2016	Feb 18, 2016	Feb 19, 2016
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9.99	0	0	9.99	0	0	9.99	0	0	0	0
Jul 3, 2017	Jul 4, 2017	Jul 5, 2017	Jul 6, 2017	Jul 7, 2017	Jul 8, 2017	Jul 9, 2017	Jul 10, 2017	Jul 11, 2017	Jul 12, 2017	Jul 13, 2017
0	0	0	0	9.99	0	0	0	0	0	0
Mar 15, 2018	Mar 16, 2018	Mar 17, 2018	Mar 18, 2018	Mar 19, 2018	Mar 20, 2018	Mar 21, 2018	Mar 22, 2018	Mar 23, 2018	Mar 24, 2018	Mar 25, 2018
9.99	9.99	19.98	9.99	0	0	0	0	0	0	0
Nov 25, 2018	Nov 26, 2018	Nov 27, 2018	Nov 28, 2018	Nov 29, 2018	Nov 30, 2018	Dec 1, 2018	Dec 2, 2018	Dec 3, 2018	Dec 4, 2018	Dec 5, 2018
0	0	0	0	0	0	0	0	0	0	0

Feb 20, 2016	Feb 21, 2016	Feb 22, 2016	Feb 23, 2016	Feb 24, 2016	Feb 25, 2016	Feb 26, 2016	Feb 27, 2016	Feb 28, 2016	Feb 29, 2016	Mar 1, 2016
0	0	0	0	0	0	0	0	0	0	0
Nov 1, 2016	Nov 2, 2016	Nov 3, 2016	Nov 4, 2016	Nov 5, 2016	Nov 6, 2016	Nov 7, 2016	Nov 8, 2016	Nov 9, 2016	Nov 10, 2016	Nov 11, 2016
0	0	0	0	0	0	9.99	0	0	199.94	0
Jul 14, 2017	Jul 15, 2017	Jul 16, 2017	Jul 17, 2017	Jul 18, 2017	Jul 19, 2017	Jul 20, 2017	Jul 21, 2017	Jul 22, 2017	Jul 23, 2017	Jul 24, 2017
0	0	0	9.99	0	0	0	0	0	0	0
Mar 26, 2018	Mar 27, 2018	Mar 28, 2018	Mar 29, 2018	Mar 30, 2018	Mar 31, 2018	Apr 1, 2018	Apr 2, 2018	Apr 3, 2018	Apr 4, 2018	Apr 5, 2018
0	0	0	0	0	0	0	0	0	0	0
Dec 6, 2018	Dec 7, 2018	Dec 8, 2018	Dec 9, 2018	Dec 10, 2018	Dec 11, 2018	Dec 12, 2018	Dec 13, 2018	Dec 14, 2018	Dec 15, 2018	Dec 16, 2018
0	0	0	0	0	0	0	0	0	0	0

Mar 2, 2016	Mar 3, 2016	Mar 4, 2016	Mar 5, 2016	Mar 6, 2016	Mar 7, 2016	Mar 8, 2016	Mar 9, 2016	Mar 10, 2016	Mar 11, 2016	
0	0	0	0	0	0	0	0	0	0	
Nov 12, 2016	Nov 13, 2016	Nov 14, 2016	Nov 15, 2016	Nov 16, 2016	Nov 17, 2016	Nov 18, 2016	Nov 19, 2016	Nov 20, 2016	Nov 21, 2016	
0	0	0	9.99	0	0	9.99	99.97	0	9.99	
Jul 25, 2017	Jul 26, 2017	Jul 27, 2017	Jul 28, 2017	Jul 29, 2017	Jul 30, 2017	Jul 31, 2017	Aug 1, 2017	Aug 2, 2017	Aug 3, 2017	
0	0	0	0	0	9.99	0	0	0	0	
Apr 6, 2018	Apr 7, 2018	Apr 8, 2018	Apr 9, 2018	Apr 10, 2018	Apr 11, 2018	Apr 12, 2018	Apr 13, 2018	Apr 14, 2018	Apr 15, 2018	
0	0	9.99	0	0	0	0	0	0	0	
Dec 17, 2018	Dec 18, 2018	Dec 19, 2018	Dec 20, 2018	Dec 21, 2018	Total					
0	0	0	0	0	2038.87					

Mar 12, 2016	Mar 13, 2016	Mar 14, 2016	Mar 15, 2016	Mar 16, 2016	Mar 17, 2016	Mar 18, 2016	Mar 19, 2016	Mar 20, 2016	Mar 21, 2016	Mar 22, 2016
0	0	0	0	0	0	0	0	0	0	0
Nov 22, 2016	Nov 23, 2016	Nov 24, 2016	Nov 25, 2016	Nov 26, 2016	Nov 27, 2016	Nov 28, 2016	Nov 29, 2016	Nov 30, 2016	Dec 1, 2016	Dec 2, 2016
0	0	0	0	0	9.99	0	9.99	0	0	0
Aug 4, 2017	Aug 5, 2017	Aug 6, 2017	Aug 7, 2017	Aug 8, 2017	Aug 9, 2017	Aug 10, 2017	Aug 11, 2017	Aug 12, 2017	Aug 13, 2017	Aug 14, 2017
0	0	0	0	0	0	0	0	79.99	0	0
Apr 16, 2018	Apr 17, 2018	Apr 18, 2018	Apr 19, 2018	Apr 20, 2018	Apr 21, 2018	Apr 22, 2018	Apr 23, 2018	Apr 24, 2018	Apr 25, 2018	Apr 26, 2018
0	0	0	0	0	0	0	0	0	0	0

Mar 23, 2016	Mar 24, 2016	Mar 25, 2016	Mar 26, 2016	Mar 27, 2016	Mar 28, 2016	Mar 29, 2016	Mar 30, 2016	Mar 31, 2016	Apr 1, 2016	Apr 2, 2016
0	0	0	0	0	0	0	0	0	0	0

Dec 3, 2016	Dec 4, 2016	Dec 5, 2016	Dec 6, 2016	Dec 7, 2016	Dec 8, 2016	Dec 9, 2016	Dec 10, 2016	Dec 11, 2016	Dec 12, 2016	Dec 13, 2016
0	19.98	0	0	0	0	0	0	79.99	9.99	0

Aug 15, 2017	Aug 16, 2017	Aug 17, 2017	Aug 18, 2017	Aug 19, 2017	Aug 20, 2017	Aug 21, 2017	Aug 22, 2017	Aug 23, 2017	Aug 24, 2017	Aug 25, 2017
0	0	0	0	0	0	0	0	0	9.99	0

Apr 27, 2018	Apr 28, 2018	Apr 29, 2018	Apr 30, 2018	May 1, 2018	May 2, 2018	May 3, 2018	May 4, 2018	May 5, 2018	May 6, 2018	May 7, 2018
0	0	0	0	0	0	0	0	0	0	0

Apr 3, 2016	Apr 4, 2016	Apr 5, 2016	Apr 6, 2016	Apr 7, 2016	Apr 8, 2016	Apr 9, 2016	Apr 10, 2016	Apr 11, 2016	Apr 12, 2016	Apr 13, 2016
0	0	0	0	0	0	0	0	0	0	0
Dec 14, 2016	Dec 15, 2016	Dec 16, 2016	Dec 17, 2016	Dec 18, 2016	Dec 19, 2016	Dec 20, 2016	Dec 21, 2016	Dec 22, 2016	Dec 23, 2016	Dec 24, 2016
0	0	0	0	0	89.98	0	0	0	0	0
Aug 26, 2017	Aug 27, 2017	Aug 28, 2017	Aug 29, 2017	Aug 30, 2017	Aug 31, 2017	Sep 1, 2017	Sep 2, 2017	Sep 3, 2017	Sep 4, 2017	Sep 5, 2017
0	0	0	0	0	0	0	0	0	0	0
May 8, 2018	May 9, 2018	May 10, 2018	May 11, 2018	May 12, 2018	May 13, 2018	May 14, 2018	May 15, 2018	May 16, 2018	May 17, 2018	May 18, 2018
0	0	0	0	0	0	0	9.99	0	0	0

Apr 14, 2016	Apr 15, 2016	Apr 16, 2016	Apr 17, 2016	Apr 18, 2016	Apr 19, 2016	Apr 20, 2016	Apr 21, 2016	Apr 22, 2016	Apr 23, 2016	Apr 24, 2016
0	0	0	0	0	0	0	0	0	0	0
Dec 25, 2016	Dec 26, 2016	Dec 27, 2016	Dec 28, 2016	Dec 29, 2016	Dec 30, 2016	Dec 31, 2016	Jan 1, 2017	Jan 2, 2017	Jan 3, 2017	Jan 4, 2017
9.99	0	0	0	9.99	0	0	0	9.99	9.99	9.99
Sep 6, 2017	Sep 7, 2017	Sep 8, 2017	Sep 9, 2017	Sep 10, 2017	Sep 11, 2017	Sep 12, 2017	Sep 13, 2017	Sep 14, 2017	Sep 15, 2017	Sep 16, 2017
0	9.99	0	0	0	0	0	0	0	0	0
May 19, 2018	May 20, 2018	May 21, 2018	May 22, 2018	May 23, 2018	May 24, 2018	May 25, 2018	May 26, 2018	May 27, 2018	May 28, 2018	May 29, 2018
0	0	0	0	0	0	0	0	0	0	0

Apr 25, 2016	Apr 26, 2016	Apr 27, 2016	Apr 28, 2016	Apr 29, 2016	Apr 30, 2016	May 1, 2016	May 2, 2016	May 3, 2016	May 4, 2016	May 5, 2016
0	0	0	0	0	0	0	0	0	0	0
Jan 5, 2017	Jan 6, 2017	Jan 7, 2017	Jan 8, 2017	Jan 9, 2017	Jan 10, 2017	Jan 11, 2017	Jan 12, 2017	Jan 13, 2017	Jan 14, 2017	Jan 15, 2017
0	9.99	0	9.99	0	9.99	-9.99	0	0	0	0
Sep 17, 2017	Sep 18, 2017	Sep 19, 2017	Sep 20, 2017	Sep 21, 2017	Sep 22, 2017	Sep 23, 2017	Sep 24, 2017	Sep 25, 2017	Sep 26, 2017	Sep 27, 2017
0	0	0	0	0	0	0	0	0	0	0
May 30, 2018	May 31, 2018	Jun 1, 2018	Jun 2, 2018	Jun 3, 2018	Jun 4, 2018	Jun 5, 2018	Jun 6, 2018	Jun 7, 2018	Jun 8, 2018	Jun 9, 2018
0	0	0	0	29.97	0	0	0	0	0	0

May 6, 2016	May 7, 2016	May 8, 2016	May 9, 2016	May 10, 2016	May 11, 2016	May 12, 2016	May 13, 2016	May 14, 2016	May 15, 2016	May 16, 2016
0	0	0	9.99	0	0	0	0	0	0	0
Jan 16, 2017	Jan 17, 2017	Jan 18, 2017	Jan 19, 2017	Jan 20, 2017	Jan 21, 2017	Jan 22, 2017	Jan 23, 2017	Jan 24, 2017	Jan 25, 2017	Jan 26, 2017
0	9.99	0	0	0	0	19.98	0	19.98	0	9.99
Sep 28, 2017	Sep 29, 2017	Sep 30, 2017	Oct 1, 2017	Oct 2, 2017	Oct 3, 2017	Oct 4, 2017	Oct 5, 2017	Oct 6, 2017	Oct 7, 2017	Oct 8, 2017
0	0	0	0	0	0	0	0	0	0	0
Jun 10, 2018	Jun 11, 2018	Jun 12, 2018	Jun 13, 2018	Jun 14, 2018	Jun 15, 2018	Jun 16, 2018	Jun 17, 2018	Jun 18, 2018	Jun 19, 2018	Jun 20, 2018
0	0	0	0	0	0	0	0	9.99	0	0

May 17, 2016	May 18, 2016	May 19, 2016	May 20, 2016	May 21, 2016	May 22, 2016	May 23, 2016	May 24, 2016	May 25, 2016	May 26, 2016	May 27, 2016
0	0	0	0	0	0	0	0	0	0	0
Jan 27, 2017	Jan 28, 2017	Jan 29, 2017	Jan 30, 2017	Jan 31, 2017	Feb 1, 2017	Feb 2, 2017	Feb 3, 2017	Feb 4, 2017	Feb 5, 2017	Feb 6, 2017
0	9.99	0	0	0	0	0	19.98	9.99	0	0
Oct 9, 2017	Oct 10, 2017	Oct 11, 2017	Oct 12, 2017	Oct 13, 2017	Oct 14, 2017	Oct 15, 2017	Oct 16, 2017	Oct 17, 2017	Oct 18, 2017	Oct 19, 2017
0	0	0	0	0	0	0	0	0	0	0
Jun 21, 2018	Jun 22, 2018	Jun 23, 2018	Jun 24, 2018	Jun 25, 2018	Jun 26, 2018	Jun 27, 2018	Jun 28, 2018	Jun 29, 2018	Jun 30, 2018	Jul 1, 2018
0	0	0	0	0	0	0	0	-9.99	0	0

May 28, 2016	May 29, 2016	May 30, 2016	May 31, 2016	Jun 1, 2016	Jun 2, 2016	Jun 3, 2016	Jun 4, 2016	Jun 5, 2016	Jun 6, 2016	Jun 7, 2016
0	0	0	0	0	0	0	0	0	0	0
Feb 7, 2017	Feb 8, 2017	Feb 9, 2017	Feb 10, 2017	Feb 11, 2017	Feb 12, 2017	Feb 13, 2017	Feb 14, 2017	Feb 15, 2017	Feb 16, 2017	Feb 17, 2017
0	0	0	0	9.99	0	0	0	0	0	0
Oct 20, 2017	Oct 21, 2017	Oct 22, 2017	Oct 23, 2017	Oct 24, 2017	Oct 25, 2017	Oct 26, 2017	Oct 27, 2017	Oct 28, 2017	Oct 29, 2017	Oct 30, 2017
79.99	-79.99	0	0	0	0	0	0	9.99	0	0
Jul 2, 2018	Jul 3, 2018	Jul 4, 2018	Jul 5, 2018	Jul 6, 2018	Jul 7, 2018	Jul 8, 2018	Jul 9, 2018	Jul 10, 2018	Jul 11, 2018	Jul 12, 2018
0	0	0	0	0	0	0	0	0	0	0

Jun 8, 2016	Jun 9, 2016	Jun 10, 2016	Jun 11, 2016	Jun 12, 2016	Jun 13, 2016	Jun 14, 2016	Jun 15, 2016	Jun 16, 2016	Jun 17, 2016	Jun 18, 2016
0	0	0	0	0	0	9.99	0	0	0	0
Feb 18, 2017	Feb 19, 2017	Feb 20, 2017	Feb 21, 2017	Feb 22, 2017	Feb 23, 2017	Feb 24, 2017	Feb 25, 2017	Feb 26, 2017	Feb 27, 2017	Feb 28, 2017
0	0	0	0	0	0	0	0	29.97	0	0
Oct 31, 2017	Nov 1, 2017	Nov 2, 2017	Nov 3, 2017	Nov 4, 2017	Nov 5, 2017	Nov 6, 2017	Nov 7, 2017	Nov 8, 2017	Nov 9, 2017	Nov 10, 2017
0	0	0	0	0	0	0	0	0	0	0
Jul 13, 2018	Jul 14, 2018	Jul 15, 2018	Jul 16, 2018	Jul 17, 2018	Jul 18, 2018	Jul 19, 2018	Jul 20, 2018	Jul 21, 2018	Jul 22, 2018	Jul 23, 2018
0	0	0	0	0	0	0	0	0	0	0

Jun 19, 2016	Jun 20, 2016	Jun 21, 2016	Jun 22, 2016	Jun 23, 2016	Jun 24, 2016	Jun 25, 2016	Jun 26, 2016	Jun 27, 2016	Jun 28, 2016	Jun 29, 2016
0	0	0	0	0	0	0	0	0	0	0
Mar 1, 2017	Mar 2, 2017	Mar 3, 2017	Mar 4, 2017	Mar 5, 2017	Mar 6, 2017	Mar 7, 2017	Mar 8, 2017	Mar 9, 2017	Mar 10, 2017	Mar 11, 2017
0	9.99	0	0	0	0	0	9.99	39.96	19.98	0
Nov 11, 2017	Nov 12, 2017	Nov 13, 2017	Nov 14, 2017	Nov 15, 2017	Nov 16, 2017	Nov 17, 2017	Nov 18, 2017	Nov 19, 2017	Nov 20, 2017	Nov 21, 2017
0	0	0	0	0	0	0	0	0	0	0
Jul 24, 2018	Jul 25, 2018	Jul 26, 2018	Jul 27, 2018	Jul 28, 2018	Jul 29, 2018	Jul 30, 2018	Jul 31, 2018	Aug 1, 2018	Aug 2, 2018	Aug 3, 2018
0	0	0	0	0	0	0	0	0	0	0

Jun 30, 2016	Jul 1, 2016	Jul 2, 2016	Jul 3, 2016	Jul 4, 2016	Jul 5, 2016	Jul 6, 2016	Jul 7, 2016	Jul 8, 2016	Jul 9, 2016	Jul 10, 2016
0	0	0	0	0	0	0	0	0	0	0
Mar 12, 2017	Mar 13, 2017	Mar 14, 2017	Mar 15, 2017	Mar 16, 2017	Mar 17, 2017	Mar 18, 2017	Mar 19, 2017	Mar 20, 2017	Mar 21, 2017	Mar 22, 2017
0	29.97	9.99	159.98	9.99	0	0	0	9.99	0	0
Nov 22, 2017	Nov 23, 2017	Nov 24, 2017	Nov 25, 2017	Nov 26, 2017	Nov 27, 2017	Nov 28, 2017	Nov 29, 2017	Nov 30, 2017	Dec 1, 2017	Dec 2, 2017
0	0	0	0	0	0	0	0	0	0	0
Aug 4, 2018	Aug 5, 2018	Aug 6, 2018	Aug 7, 2018	Aug 8, 2018	Aug 9, 2018	Aug 10, 2018	Aug 11, 2018	Aug 12, 2018	Aug 13, 2018	Aug 14, 2018
0	0	0	0	0	0	0	0	0	0	0

Jul 11, 2016	Jul 12, 2016	Jul 13, 2016	Jul 14, 2016	Jul 15, 2016	Jul 16, 2016	Jul 17, 2016	Jul 18, 2016	Jul 19, 2016	Jul 20, 2016	Jul 21, 2016
0	9.99	0	0	0	0	79.99	0	0	0	0

Mar 23, 2017	Mar 24, 2017	Mar 25, 2017	Mar 26, 2017	Mar 27, 2017	Mar 28, 2017	Mar 29, 2017	Mar 30, 2017	Mar 31, 2017	Apr 1, 2017	Apr 2, 2017
0	0	0	0	0	0	0	9.99	0	0	0

Dec 3, 2017	Dec 4, 2017	Dec 5, 2017	Dec 6, 2017	Dec 7, 2017	Dec 8, 2017	Dec 9, 2017	Dec 10, 2017	Dec 11, 2017	Dec 12, 2017	Dec 13, 2017
0	0	0	0	0	0	0	0	0	0	0

Aug 15, 2018	Aug 16, 2018	Aug 17, 2018	Aug 18, 2018	Aug 19, 2018	Aug 20, 2018	Aug 21, 2018	Aug 22, 2018	Aug 23, 2018	Aug 24, 2018	Aug 25, 2018
19.98	0	0	0	0	0	0	0	0	0	0

Jul 22, 2016	Jul 23, 2016	Jul 24, 2016	Jul 25, 2016	Jul 26, 2016	Jul 27, 2016	Jul 28, 2016	Jul 29, 2016	Jul 30, 2016	Jul 31, 2016	Aug 1, 2016
0	0	0	0	0	0	0	0	0	0	0
Apr 3, 2017	Apr 4, 2017	Apr 5, 2017	Apr 6, 2017	Apr 7, 2017	Apr 8, 2017	Apr 9, 2017	Apr 10, 2017	Apr 11, 2017	Apr 12, 2017	Apr 13, 2017
0	0	0	0	0	79.99	0	0	0	0	0
Dec 14, 2017	Dec 15, 2017	Dec 16, 2017	Dec 17, 2017	Dec 18, 2017	Dec 19, 2017	Dec 20, 2017	Dec 21, 2017	Dec 22, 2017	Dec 23, 2017	Dec 24, 2017
79.99	0	0	0	0	0	0	9.99	0	0	9.99
Aug 26, 2018	Aug 27, 2018	Aug 28, 2018	Aug 29, 2018	Aug 30, 2018	Aug 31, 2018	Sep 1, 2018	Sep 2, 2018	Sep 3, 2018	Sep 4, 2018	Sep 5, 2018
0	0	0	0	0	0	0	0	0	0	0

Aug 2, 2016	Aug 3, 2016	Aug 4, 2016	Aug 5, 2016	Aug 6, 2016	Aug 7, 2016	Aug 8, 2016	Aug 9, 2016	Aug 10, 2016	Aug 11, 2016	Aug 12, 2016
0	0	0	0	0	0	0	0	0	0	0
Apr 14, 2017	Apr 15, 2017	Apr 16, 2017	Apr 17, 2017	Apr 18, 2017	Apr 19, 2017	Apr 20, 2017	Apr 21, 2017	Apr 22, 2017	Apr 23, 2017	Apr 24, 2017
0	0	0	0	0	0	0	9.99	0	0	0
Dec 25, 2017	Dec 26, 2017	Dec 27, 2017	Dec 28, 2017	Dec 29, 2017	Dec 30, 2017	Dec 31, 2017	Jan 1, 2018	Jan 2, 2018	Jan 3, 2018	Jan 4, 2018
0	0	0	0	0	0	0	0	9.99	0	0
Sep 6, 2018	Sep 7, 2018	Sep 8, 2018	Sep 9, 2018	Sep 10, 2018	Sep 11, 2018	Sep 12, 2018	Sep 13, 2018	Sep 14, 2018	Sep 15, 2018	Sep 16, 2018
0	0	0	0	0	0	0	0	0	0	0

Aug 13, 2016	Aug 14, 2016	Aug 15, 2016	Aug 16, 2016	Aug 17, 2016	Aug 18, 2016	Aug 19, 2016	Aug 20, 2016	Aug 21, 2016	Aug 22, 2016	Aug 23, 2016
0	0	0	0	0	0	0	0	0	0	0
Apr 25, 2017	Apr 26, 2017	Apr 27, 2017	Apr 28, 2017	Apr 29, 2017	Apr 30, 2017	May 1, 2017	May 2, 2017	May 3, 2017	May 4, 2017	May 5, 2017
0	0	0	0	0	9.99	0	0	0	0	0
Jan 5, 2018	Jan 6, 2018	Jan 7, 2018	Jan 8, 2018	Jan 9, 2018	Jan 10, 2018	Jan 11, 2018	Jan 12, 2018	Jan 13, 2018	Jan 14, 2018	Jan 15, 2018
0	0	0	0	0	0	0	0	0	0	0
Sep 17, 2018	Sep 18, 2018	Sep 19, 2018	Sep 20, 2018	Sep 21, 2018	Sep 22, 2018	Sep 23, 2018	Sep 24, 2018	Sep 25, 2018	Sep 26, 2018	Sep 27, 2018
0	0	0	0	0	0	0	0	0	0	0

Aug 24, 2016	Aug 25, 2016	Aug 26, 2016	Aug 27, 2016	Aug 28, 2016	Aug 29, 2016	Aug 30, 2016	Aug 31, 2016	Sep 1, 2016	Sep 2, 2016	Sep 3, 2016
0	0	0	0	0	0	79.99	0	0	0	0
May 6, 2017	May 7, 2017	May 8, 2017	May 9, 2017	May 10, 2017	May 11, 2017	May 12, 2017	May 13, 2017	May 14, 2017	May 15, 2017	May 16, 2017
0	9.99	0	0	0	0	9.99	0	0	0	0
Jan 16, 2018	Jan 17, 2018	Jan 18, 2018	Jan 19, 2018	Jan 20, 2018	Jan 21, 2018	Jan 22, 2018	Jan 23, 2018	Jan 24, 2018	Jan 25, 2018	Jan 26, 2018
0	0	0	9.99	0	0	0	0	0	9.99	0
Sep 28, 2018	Sep 29, 2018	Sep 30, 2018	Oct 1, 2018	Oct 2, 2018	Oct 3, 2018	Oct 4, 2018	Oct 5, 2018	Oct 6, 2018	Oct 7, 2018	Oct 8, 2018
0	0	0	0	0	0	0	0	0	0	0

Sep 4, 2016	Sep 5, 2016	Sep 6, 2016	Sep 7, 2016	Sep 8, 2016	Sep 9, 2016	Sep 10, 2016	Sep 11, 2016	Sep 12, 2016	Sep 13, 2016	Sep 14, 2016
0	0	0	0	0	0	0	0	0	0	0
May 17, 2017	May 18, 2017	May 19, 2017	May 20, 2017	May 21, 2017	May 22, 2017	May 23, 2017	May 24, 2017	May 25, 2017	May 26, 2017	May 27, 2017
0	0	0	0	0	9.99	0	0	0	0	0
Jan 27, 2018	Jan 28, 2018	Jan 29, 2018	Jan 30, 2018	Jan 31, 2018	Feb 1, 2018	Feb 2, 2018	Feb 3, 2018	Feb 4, 2018	Feb 5, 2018	Feb 6, 2018
0	19.98	9.99	0	0	0	0	0	0	9.99	0
Oct 9, 2018	Oct 10, 2018	Oct 11, 2018	Oct 12, 2018	Oct 13, 2018	Oct 14, 2018	Oct 15, 2018	Oct 16, 2018	Oct 17, 2018	Oct 18, 2018	Oct 19, 2018
0	0	0	0	0	0	0	0	0	0	0

Sep 15, 2016	Sep 16, 2016	Sep 17, 2016	Sep 18, 2016	Sep 19, 2016	Sep 20, 2016	Sep 21, 2016	Sep 22, 2016	Sep 23, 2016	Sep 24, 2016	Sep 25, 2016
0	0	0	0	0	0	0	0	0	19.98	0
May 28, 2017	May 29, 2017	May 30, 2017	May 31, 2017	Jun 1, 2017	Jun 2, 2017	Jun 3, 2017	Jun 4, 2017	Jun 5, 2017	Jun 6, 2017	Jun 7, 2017
0	0	0	9.99	0	0	0	0	0	0	0
Feb 7, 2018	Feb 8, 2018	Feb 9, 2018	Feb 10, 2018	Feb 11, 2018	Feb 12, 2018	Feb 13, 2018	Feb 14, 2018	Feb 15, 2018	Feb 16, 2018	Feb 17, 2018
0	0	0	0	0	9.99	0	0	0	0	0
Oct 20, 2018	Oct 21, 2018	Oct 22, 2018	Oct 23, 2018	Oct 24, 2018	Oct 25, 2018	Oct 26, 2018	Oct 27, 2018	Oct 28, 2018	Oct 29, 2018	Oct 30, 2018
0	0	0	0	0	0	0	0	0	0	0

Sep 26, 2016	Sep 27, 2016	Sep 28, 2016	Sep 29, 2016	Sep 30, 2016	Oct 1, 2016	Oct 2, 2016	Oct 3, 2016	Oct 4, 2016	Oct 5, 2016	Oct 6, 2016
0	0	0	0	0	0	0	0	0	0	0
Jun 8, 2017	Jun 9, 2017	Jun 10, 2017	Jun 11, 2017	Jun 12, 2017	Jun 13, 2017	Jun 14, 2017	Jun 15, 2017	Jun 16, 2017	Jun 17, 2017	Jun 18, 2017
0	0	0	0	0	0	0	0	0	0	0
Feb 18, 2018	Feb 19, 2018	Feb 20, 2018	Feb 21, 2018	Feb 22, 2018	Feb 23, 2018	Feb 24, 2018	Feb 25, 2018	Feb 26, 2018	Feb 27, 2018	Feb 28, 2018
0	0	0	0	0	0	0	0	0	0	0
Oct 31, 2018	Nov 1, 2018	Nov 2, 2018	Nov 3, 2018	Nov 4, 2018	Nov 5, 2018	Nov 6, 2018	Nov 7, 2018	Nov 8, 2018	Nov 9, 2018	Nov 10, 2018
0	0	0	0	0	0	0	0	0	0	0

Oct 7, 2016	Oct 8, 2016	Oct 9, 2016	Oct 10, 2016	Oct 11, 2016
0	0	79.99	0	0
Jun 19, 2017	Jun 20, 2017	Jun 21, 2017	Jun 22, 2017	Jun 23, 2017
0	0	0	0	0
Mar 1, 2018	Mar 2, 2018	Mar 3, 2018	Mar 4, 2018	Mar 5, 2018
0	19.98	0	0	0
Nov 11, 2018	Nov 12, 2018	Nov 13, 2018	Nov 14, 2018	Nov 15, 2018
0	0	0	0	0

EXHIBIT 23

dashboard.stripe.com/customers/cus_8o7R7B3rDh3qNU

Que.

Search...

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- Home
- Payments
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- Billing
- Connect
- Orders
- Developers
- View test data
- Business settings

Details

Update details

ACCOUNT INFORMATION

ID	cus_8o7R7B3rDh3qNU
Created	2016/07/13 03:01
Email	[redacted]@gmail.com
Description	*No description*
VAT number	*No VAT number*

BILLING INFORMATION

Send emails to	[redacted]@gmail.com
Address	None
Phone number	No phone number
Invoice prefix	2A3459B

Metadata

Edit

user_id	1268

Cards

+ Add card

VISA •••• 9587 10 / 2017 Default Delete Edit ···

Name	*No name provided*
Number	•••• 9587
Fingerprint	pi9j57L4dsU2ads0
Expires	10 / 2017
Type	Visa debit card
ID	card_18WVDzCKx9P6hNK5ox5QwVgh
Billing address	*Not provided*
Origin	United States
CVC check	Passed

Bank accounts

+ Add bank account

No bank accounts

Sources

No sources

Payments

+ Create payment

AMOUNT			DESCRIPTION	CUSTOMER	DATE
$9.99	USD	Succeeded	ch_18iqNeCKx9P6hNK5ONtH1PBw	[redacted]@gmail.com	Aug 16, 2016, 4:04 AM
$9.99	USD	Failed	ch_18hkwvCKx9P6hNK5F4dxayvx	[redacted]@gmail.com	Aug 13, 2016, 4:04 AM
$9.99	USD	Succeeded	ch_18WVE1CKx9P6hNK5DghWL08S	[redacted]@gmail.com	Jul 13, 2016, 3:03 AM

Active subscriptions

+ Add subscription

No subscriptions found

Invoices

+ Create invoice

AMOUNT			INVOICE NUMBER	CUSTOMER	PAYMENT DUE	CREATED
$9.99	USD	Paid	in_18hk0hCKx9P6hNK5ALCPQbFs	[redacted]@gmail.com	—	2016/08/13
$9.99	USD	Paid	in_18WVE1CKx9P6hNK5uEMnISjD	[redacted]@gmail.com	—	2016/07/13

Pending invoice items

+ Add invoice item

No pending invoice items

Upcoming invoice

No upcoming invoice

admin.que.tm/admin/users/1268/credit_cards

iTunes Connect | Credit_cards | Qr8 Admin

Qr8 System Admin Panel | App | Atom | Content | Payments | Global Config | Background Jobs | Bits | Users | Sidekiq | Sign Out

Credit Cards

[redacted]@gmail.com

Card Details	Card Status
VISA •••• •••• •••• 9587 Exp: 10/2017	Default card

admin.que.tm/admin/receipts/60

iTunes Connect | Receipts | Qr8 Admin

Qr8 System Admin Panel App Atom Content Payments Global Config Background Jobs Bits Users Sidekiq Sign Out

Receipt Date	2016-06-14 19:30:04 UTC
Transaction Number	320000191796913
User Email	[redacted]gmail.com
User Title	Camera Head
App Name	Camera Head
App Expire Date	2016-07-15
Period Start	2016-06-15
Period End	2016-07-15
Payment Method	iTunes In-App-Purchase
Product Name	1 Month
Subscription	Subscription

admin.que.tm/admin/users/1268/receipts

iTunes Connect | Receipts | Qr8 Admin

Qr8 System Admin Panel App Atom Content Payments Global Config Background Jobs Bits Users Sidekiq Sign Out

User Receipts

[redacted]@gmail.com

Receipt Date	App Name	Product Name	Payment Method	Product Price	Actions
2016-08-15	Camera Head	web	$9.99	Details	
2016-07-12	Camera Head	web	$9.99	Details	
2016-06-14	Camera Head	ios		Details	

EXHIBIT 24

Qurate®

make sense™

Tom Brooke
CEO, Qurate Inc.
tom@qurate.com

“

To build the most inspirational content discovery platform on the Internet.

Our long term goal

WEBSITES *ARE* **DEAD**

“Hyperlinked Internet” becoming “Curated Internet”.
No longer central to a brand’s marketing strategy.

“

Actually, it’s not the website that’s broken, it’s the infrastructure behind websites that needs to change.

Reimagine the CMS, and it all makes sense again.

OUT WITH THE OLD
CONTENT MANAGEMENT SYSTEM

- One site per CMS
- Website only
- Disconnected from Social
- Server updates
- Bloated with plugins
- Original Content

IN WITH THE NEW
CURATED CLOUD PLATFORM

- Multiple Projects per Cloud
- Multiple Outputs (formats and channels)
- Integrated with social and APIs
- Cloud development
- Extendable codebase
- Content Marketing

Bacardi

Passed strict security tests with IT Partner

No previous relationship with Bacardi Limited

Qurate beat Adobe & WordPress for Global Cocktail Recipe Platform

Multi-platform
Web, iOS, Android

Social
Curated Social Content

Integrated
Bacardi Custom APIs

HELLO *THE* CURATED HUB

Curated timelines of original, social and web content.
Integrate seamlessly with social networks.
Anyone can make them.

“

Blogs allowed anyone to be a journalist. Qurate let’s us all become editors.

3 Devs
Idea to Launch
in 1 Year

20% of
Top-grossing
Productivity Apps
can be made on
Qurate Cloud

Que

"Que is hands down the simplest and fastest app on the market for creating fantastic websites!"

NewsWatch TV, Discovery Channel

Built on Qurate
iOS App using Qurate API

SaaS
Full Platform Creation

Eco-System
Huge Business Potential

April 1st

Qurate® Cloud launch

Content Marketing like it's 2020.
CMS's are so 2016.

Experienced Team

Tom Brooke
CEO / Founder

System Architect
Designer & Programmer

Head of Multimedia, Rolls-Royce Plc

Founder/Art Director, The Muse

Publisher, Oreal Magazine

Digby Lewis
CMO

Brand Strategist
Multiplatform Consultant

Director of Brand Strategy, Buzzfeed

Founder/CEO, popLAB Ltd.

Producer & Director, MTV & VH1

UK Manager & Creative Director, DailyMotion

Shin Iwata
Advisor & Angel

Partner, Atomico

Ex-CEO, Skype Japan

Joshua Tessier
Advisor & Angel

Ex-Head of Engineering, Shopify

Co-founder, Ramen Ventures

Francis Perrin
Advisor & Angel

Partner, Iris Capital

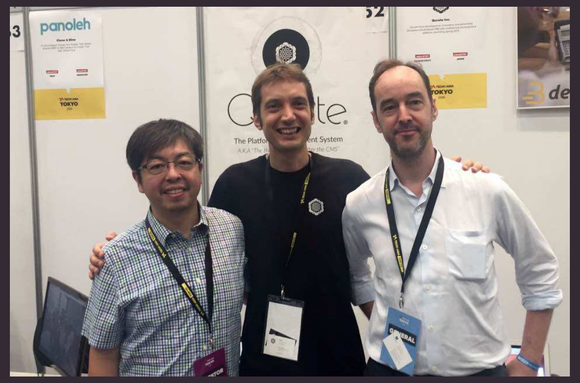
Tech Consultant, Havas

Quick Stats

12	9	6	3	3	2	1
People	Nationalities	Angels	Offices	VCs	Countries	Vision

Recently raised $450k at $5M post-valuation

Looking for a second close



Advisors Shin Iwata (left)
Francis Perrin (right)

Fukuoka Government
Approved System

2015 & 2016 Ruby Award for Qurate & Que

Get in the Ring 2016
Japan Final

Tech in Asia 2015
2016 Bootstrap Alley

2016 IDEAS Show Gandi Special Award

Apps World 2015
London Booth

SLUSH 2016
Helsinki & Tokyo

2016 Nishitetsu Open Innovation Contest - 2nd!

1st TAIWAN x JAPAN
2016 Pitch Battle

B-Dash Fukuoka
2016 Startup Booth

Back Slides

3 MAIN SYSTEM CONCEPTS

Central to the Qurate Cloud Architecture

Holographic

Same content in multiple places

"Take your content to your users"

Facebook, Google, Apple, Twitter & Pinterest all moving to curated content model for their platforms.
Multi-platform, multi-format, multi-channel publishing is a must.

Connected

Integrate with the social flow of content

"You're not an island"

Research shows that User Generated Content is King among trusted content.
Aggregate, Mash-up & Interact with Social and Online Content.

Awake

Deep user targeting and personalisation

"Not all users are the same"

Multiple platforms means your content can be consumed in multiple contexts. Proactively embrace user targeting through deep personalisation algorithms.

CMS is too limited for them

Target

Top 2% of CMS Market

Enterprise is too expensive

Medium Business

Creative Agencies

Brands & Enterprise

Qurate®

Fully Cloud-based Platform as a Service

Managed
or Licensed

Social & IoT
API Integration

Scalable &
Customizable

Top 20 Needs

Medium Businesses, Brands and Agencies want from a modern CMS

	Market Leading CMS: WordPress	Market Leading Social Media Management Tool: Buffer	Market Leading ECM: Adobe Experience Manager	Market Leading Social Curation Tool: LiveFyre	Qurate Cloud
01 Curate Social Media			✓	✓	
02 Publish to Social Media		✓		✓	
03 Publish to multiple formats				✓	
04 User targeting personalization		✓	✓	✓	
05 Fully cloud based edits		✓	✓	✓	
06 Desktop quality code editors				✓	
07 Multiple sites with unique designs and structure		✓	✓	✓	
08 SEO and social sharing markup built in				✓	
09 Integration with a host of popular APIs		✓	✓	✓	
10 Intuitive in-place editing of content				✓	
11 Member system (signup, notifications, likes etc.)			✓	✓	
12 Domain name setup/registration with 301 redirects			✓	✓	
13 Read and write API with authentication		✓	✓	✓	
14 Media server (image, audio, video transcoding etc.)				✓	
15 Global Asset Distribution Network		✓	✓	✓	
16 Credit card payment gateway integration		✓	✓	✓	
17 Stable and secure		✓	✓	✓	
18 Be able to customize the backend	✓	✓	✓	✓	
19 Open standard code / No proprietory code	✓			✓	
20 Scalable infrastructure via admin panel	✓			✓	

Businesses

1 CASE

"We can manage all of our branch sites on a single dashboard panel"

SMALL CHAIN

2 CASE

"We can efficiently publish to multiple channels and our websites/apps"

MEDIA PUBLISHER

3 CASE

"We can easily customize our content to different target audiences"

SERVICE PROVIDER

Creative Agencies

4
CASE

"We can run all of our small business client sites on a single cloud server"

DESIGN STUDIO

5
CASE

"We can develop working demos to pitch to our clients quickly and cheaply"

AD AGENCY

6
CASE

"We use the same backend for apps, websites or both"

APP DEVELOPER

Brands & Enterprise

7 CASE

"We can quickly develop campaign sites without spinning up new servers"

BRAND

8 CASE

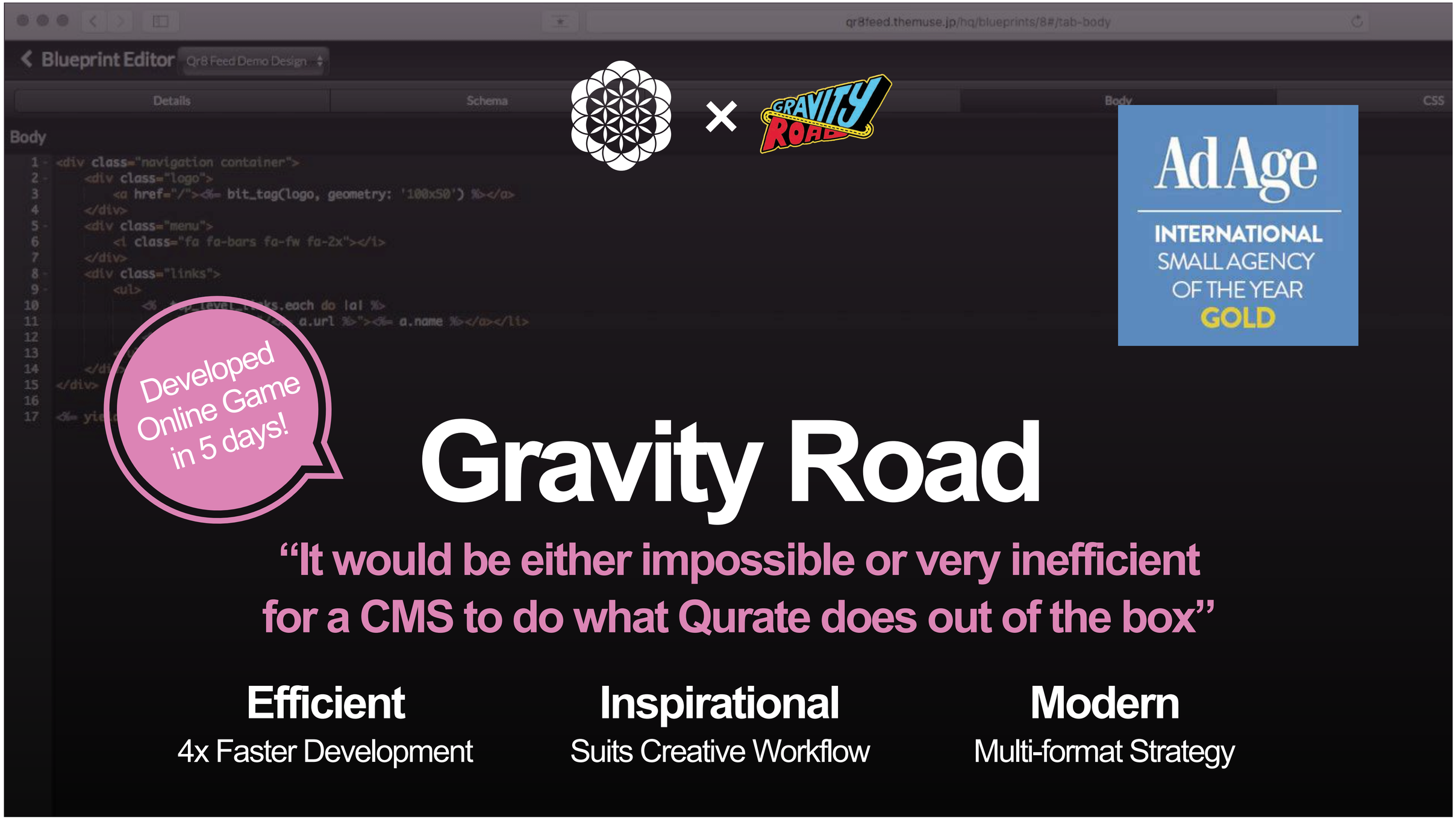
"We can publish content to our web, app, FB Instant Articles & Apple News"

PUBLISHER

9 CASE

"We can execute our brilliant idea without wasting 1 year on system dev"

ENTERPRISE


qr8feed.themuse.jp/hq/blueprints/8#/tab-body
Blueprint Editor
Qr8 Feed Demo Design
Details
Schema
Body
CSS
Body

<%= bit_tag(logo, geometry: '100x50') %>

GRAVITY ROAD
Ad Age
INTERNATIONAL
SMALL AGENCY
OF THE YEAR
GOLD
Developed Online Game in 5 days!
Gravity Road
"It would be either impossible or very inefficient for a CMS to do what Qurate does out of the box"
Efficient
4x Faster Development
Inspirational
Suits Creative Workflow
Modern
Multi-format Strategy

Run a Design Studio for 12 Years

Know-How

Working with Ad Agencies for 15 Years

15 Years Industry Experience

Sainsbury's

Rolls-Royce

OREO

YAMAHA

KDDI CORPORATION

BRIDGESTONE PASSION for EXCELLENCE

BAUER

Mondelēz International

KYOCERA

DE BRIEF

+100's of SMBs

EXHIBIT 25

blog.qurate.com/_events/qurate-san-francisco-jan-2017
Qurate Blog
Sign in
Contact us
Qurate.
Qurate.
To build the most inspirational content discovery platform on the internet.

EXHIBIT 26

Rate Your Driver

UberEATS delivers the best meals from favorite local restaurants in as little as 10 minutes. Try it today using SFEATSRECEIPT for $5 off your first meal!

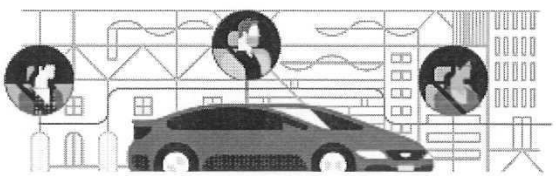
You saved $14.58 by riding uberPOOL

share your savings

Your Fare

Trip fare	15.13
Subtotal	$15.13
CHARGED Personal •••• 8448	$15.13

Transportation Network Company: Rasier-CA, LLC.



Invite your friends and family. Get a free ride worth up to NT$100 when you refer a friend to try Uber.

Share code:

tomb18582ue

UBER

Need help?

Tap Help in your app to **contact us** with questions about your trip.

Leave something behind? **Track it down.**

Read about our **zero tolerance policy.** Report a zero tolerance complaint by visiting help.uber.com.

EXHIBIT 27

From: **Expedia.co.jp** Expedia@jp.expediamail.com
Subject: Expedia travel confirmation - Jan 22 - Itin#7237345521859
Date: January 16, 2017 19:27
To: tombrooke@mac.com

Expedia.co.jp
エクスペディア

Thank you for booking with Expedia!

All of your trip information is in your online itinerary: :

- Get live status information
- Easy access to your latest trip information
- Upgrade, change or cancel your booking

Go To My Itinerary

Live updates on departure and checkout times. **GET THE FREE APP**

San Francisco

Jan 22, 2017 - Jan 30, 2017 | Itinerary # 7237345521859

[AIR+] Because you booked a flight,
you qualify for up to 68% off San Francisco hote
Expires Thu, January 26

See hotels

Important Information

- All passengers traveling to the US must provide valid travel documents and details of their full US destination address for US Immigration.
- Proof of citizenship is required for international travel. Be sure to bring all necessary documentation (e.g. passport, visa, transit permit). To learn more, visit our Visa and Passport page .

This email can be used as an E-Ticket. itinerary **#72373455218**

To get the most up-to-date version of your trip, go to your online itinerary and print a copy to take with you.

Fukuoka (FUK) → San Francisco (SFO)
Jan 22, 2017 - Jan 30, 2017 , 1 round trip ticket

CONFIRMED

All Nippon Airways	Z8KJJW
United	GDX6FL
Expedia.co.jp Booking ID	Z8KJJW

Your reservation is booked and confirmed. There is no need to call us to reconfirm this reservation.

Traveler Information

Mr. Tom Brooke	No frequent flyer details	Ticket # 0161170706313

Price Summary

Traveler 1: Adult	**¥146,3**
Flight	¥136,0
Taxes & Fees	¥10,3

Adult	provided

* Seat assignments, special meals, frequent flyer point awards and special assistance requests should be confirmed directly with the airline.

Jan 22, 2017 - Departure 1 stop — Total travel time: 13 h 5 m

Fukuoka	Tokyo	1 h 35 m
FUK 12:40pm	HND 2:15pm	
Terminal D	Terminal D2	

United 7970 Operated by ALL NIPPON AIRWAYS
Economy / Coach (S) | Confirm seats with the airline *

Layover: 2 h 10 m

Tokyo	San Francisco	9 h 20 m
HND 4:25pm	**SFO 8:45am**	
Terminal I	Terminal I	

United 876
Economy / Coach (S) | Confirm seats with the airline *

Jan 29, 2017 - Return 1 stop — Total travel time: 15 h 30 m

San Francisco	Tokyo	11 h 15 m
SFO 10:30am	HND 2:45pm +1 day	
Terminal I	Terminal I	

United 875
Economy / Coach (S) | Seat **42A** | Confirm or change seats with the airline*

Layover: 2 h 15 m

Tokyo	Fukuoka	2 h 0 m
HND 5:00pm	**FUK 7:00pm**	
Terminal D2	Terminal D	
	(Arrives on Jan 30, 2017)	

All Nippon Airways 265
Economy / Coach (B) | Seat **14A** | Confirm or change seats with the airline*

Airline Rules & Regulations

- We understand that sometimes plans change. We do not charge a cancel or change fee. When the airline charges such fees in accordance with its own policies, the cost will be passed on to you.
- **Tickets are nonrefundable, nontransferable and name changes are not allowed.**
- Please read the complete penalty rules for changes and cancellations applicable to this fare.
- Please read important information regarding airline liability limitations.

Total: **¥146,3(**

All prices quoted in Japanese y

Additional Flight Services

- The airline may charge additional fees checked baggage or other optional services.

Need help with your reservation?

- Visit our Customer Support page.
- Call us at 03-6743-6572
- For faster service, mention **itinerary #7237345521859**

Expedia+

195 points

For this trip

Check your balance

Complete Your Trip

Get rested
Add a Hotel

Get out and explore
Add an activity

Find deals on rides to your Hotel
Get a Ride

FOR SINGAPORE OFFICIAL PURPOSES

AAE Travel Pte. Ltd.

8 Marina Boulevard

#05-02 Marina Bay Financial Centre

Singapore (018981)

Singapore Company Registration Number: 201113337M

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EXHIBIT 28

From: **Kazuhiro Koga** koga@qurate.com
Subject: SF Schedule Day1-5
Date: January 23, 2017 14:27
To: Tom Brooke tom@qurate.com

Global Challenge! STARTUP TEAM FUKUOKA(C)

- Bring $60(for lunch 4days) and passport for Slack visiting

Day1 "San Francisco Tour DAY"

11:30 Lunch at btrax office: 665 Third Street, Suite 536, San Francisco https://goo.gl/maps/vdALbFYVUrx
12:00 orientation *Make sure to talk to Yuji-san or other that you want to pitch at Draper Nexus after the orientation. This guy should be there at Draper Nexus, http://www.drapernexus.com/mitch-kitamura
12:30 bus
13:00 [Off The Grid] https://offthegrid.com
14:00 bus
14:30 [Slack]
14:30 - 15:20
Group 1 -Slack, Executive Briefing Center
Group 2 - focus group with Slack Marketing Team
[10minute break]
15:30-16:20
Group 1 - focus group with Slack Marketing Team
Group 2 - Slack, Executive Briefing Center
16:20 bus
16:50 [Salesforce]
17:50 bus
18:30 Welcome party@btrax office
20:00 Go home

Day2 "Silicon Valley Tour DAY"

9:00 btrax office (Leaving 9:30)
11:00 [Google]
Google Visitor Center
12:00 bus to Palo Alto
12:30 Lunch
13:00 IoT Startup(b8ta: https://b8ta.com)
Suitable Technologies(https://suitabletech.com), Beam store(https://shop.suitabletech.com),
Shared office: Hana Haus(http://www.hanahaus.com/#home)
14:00 bus
14:30 Pitch at [Draper Nexus Ventures] 5 person 5 min each. http://www.drapernexus.com/
16:30 bus to SF
18:00 btrax office - Go home

Day3 "IDEATION DAY"

9:15 btrax office Innovation Workshop
9:30 Workshop(Learnings from Day1&2)
10:00 Panel Discussion & QA with Japanese entrepreneurs, "How to global expansion"
<Moderator>
- Brandon, btrax, CEO
<Panelists>
- Aki Koto, Wil, Partner
http://wilab.com/
- Zak Murase, Global Brain,Venture Partner / Silicon Valley Office Representative
http://globalbrains.com/
- Ken Miura, DouZen, CEO
http://www.douzen.com/

- Mai Chloe Takahashi, Space Lab, CEO
12:00 Lunch
13:00 Innovation Workshop 1
(Empathy Map / Value Proposition)
15:00 Innovation Workshop 2
17:00 Go home (Applicants are attending local event)

Day4 "PITCH BATTLE DAY"

8:45 btrax office
9:00 Pitch Workshop
The pitch finalist will be selected from each group.
12:00 Lunch
Pitch practice, Field research
15:00 Pitch Contest
17:30 [10minute break]
17:40 Orientation for Day5
18:00 Go home (Applicants are attending local event)

Day5 " OPTIONAL DAY"

9:00 FREE (visit the office of your own)
14:45 btrax office
15:00 Workshop at btrax office - summaries of the tour, group discussion
17:15 [15minute break]
17:30 Closing Party
19:00 Go home

btrax Info.
665 Third Street, Suite 536, San Francisco, CA 94117
(Map : https://goo.gl/maps/vdALbFYVUrx)
email: contact@fukuokastartup.com
Tel: 319.400.8158
FB: https://www.facebook.com/groups/631792836989168/

Events for Day2 (1/24)
"Pitch Globally Sharktank Style @SF-WeWork Transbay"
(Pitch/Networking)
Tue, January 24, 6:00 PM - 9:00 PM PST
@WeWork Transbay
535 Mission Street, San Francisco, CA 94105
Ticket $15
Speaker: Vish Mishra, Clearstone VC(former President TIE), Roger Royse, Owner large Tech Law firm(Royse Law), Robert Winter (40 exits), Jim Simmons(Simmons Goodspeed Ventures) Bill Sautter, Galaxy Ventures, Deepak Gupta, Bessemer VC &Mentor to 5 Accelerators like 500 Startups and Alchemist,Roger King, Bay Angels, John Ricci of US Angels/Harvard B School Angels, Kayvan Baramoud, Global Tech Venture,President Emeritus of Sand Hill Angels,Representatives from DNA Partners, Combustion Ventures,USC Incubator, Draper etc
URL https://www.eventbrite.com/e/pitch-globally-sharktank-style-sf-wework-transbay-tickets-30230275568?aff=es2

"Thanks for the Feedback: Skills for Receiving Feedback Well"
(Workshop)
Tuesday, January 24, 2017 - 6:30 PM to 8:30 PM (PST)
@General Assembly
225 Bush St, 5th Fl, San Francisco, CA 94104
Ticket $3
Speaker: Elaine Lin Hering, Culture Changemaker, Triad Consulting
URL https://www.eventbrite.com/e/thanks-for-the-feedback-skills-for-receiving-feedback-well-tickets-29018631508?aff=es2

EXHIBIT 29

From: Jeffrey H. Greger
To: Carli L. Molano
Subject: FW: Nice to meet you at btrax
Date: Wednesday, March 20, 2019 11:52:31 AM

From: Tom Brooke
Sent: Wednesday, March 20, 2019 11:52:14 AM (UTC-05:00) Eastern Time (US & Canada)
To: Jeffrey H. Greger
Subject: Fwd: Nice to meet you at btrax

[redacted]

Begin forwarded message:

From: "Masahiko Nakanishi" <Masahiko.Nakanishi@jcbusa.com>
Subject: RE: Nice to meet you at btrax
Date: April 18, 2017 2:05:56 JST
To: "'Tom Brooke'" <tom@qurate.com>
Cc: "Kazuhiro Koga" <koga@qurate.com>

Hi, Tom,

Thank you for following up! JCB had a large reorganization in April, so some managers have changed.
I'll restart to talk with new managers.

Best,
Masahiko

From: Tom Brooke [mailto:tom@qurate.com]
Sent: Thursday, April 13, 2017 7:34 PM
To: Masahiko Nakanishi
Cc: Kazuhiro Koga
Subject: Re: Nice to meet you at btrax

— Sorry, forgot the attachments —

Hi Masahiko-san

Hope all is well and you are beginning to get some warm weather :)
Has there been any progress on the intro to the SNS teams?

I'd love to progress this, and present Qurate to your SNS and Marketing teams if possible.

Attached is an updated presentation and some promotional material.
To make it easier to understand, here is a video of me explaining the presentation at the semi-finals of Slush Tokyo:
https://www.dropbox.com/s/53xshnh5nkr4fnt/QurateSemiFinalPitch.mp4?dl=0

Hope to hear from you.

Best,

Tom

- - - - -
Tom Brooke
CEO, Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

On Feb 18, 2017, at 11:20, Tom Brooke <tom@qurate.com> wrote:

Hi Masahiko san

Thanks for the info.
Yes, I'd love the opportunity to meet your SNS Team and explain how Qurate could help you post to multiple social channels, such as all of the channels at http://www.jcb.jp/sns/account.html and more.

You could introduce us with a little explanation such as:

"
On a single JCB server, Qurate could run a platform which can create multiple projects for different regions, such as USA, Hong Kong, Europe etc.

Within each project, team members could be selected as content managers and the social accounts (Facebook, Twitter, YouTube, Instagram etc.) can be added as authenticated Channels.
It's then possible to post, organize media assets, listen for mentions, hashtags, comments and more.

In addition to social, Qurate is a powerful CMS. So it's also possible to create and manage websites within a project. So for example the USA project could manage the website, Instagram, Facebook Page and Twitter from a single Admin panel.
"

It would be great to be connected with the SNS Management team.

Best regards,

Tom

On Feb 16, 2017, at 7:24, Masahiko Nakanishi <Masahiko.Nakanishi@jcbusa.com> wrote:

Hi, Tom,
Thanks for the details.

I thought every JCB SNS account need to check comments. It's a human base operation.
http://www.jcb.jp/sns/account.html

So, I think it's the best way to introduce you to our SNS management department.

Q1: Will this be for just Instagram or for Facebook and Twitter too?
JCBUSA has no SNS accounts, then start in Instagram, and next is Facebook or Twitter.

Q2: Do you currently have a workflow/tools for social posting to other platforms, or will Instagram be your first?
No. Our work flow is e-mail based workflow.
Editor send an e-mail to supervisor and get approval.

It would be helpful to hear which channels you a) Are already publishing to, b) Want to publish to in short term, c) Plan to publish to one day in future.
It's right in USA.
a) Web and Mobile web
b) Instagram, Facebook, Twitter
c) Chat bot (Messenger Bot)

Best,
Masahiko

From: Tom Brooke [mailto:tom@qurate.com]
Sent: Wednesday, February 15, 2017 10:55 AM
To: Masahiko Nakanishi
Cc: Kazuhiro Koga
Subject: Re: Nice to meet you at btrax

Hi Masahiko-san

I forgot to send our presentation.

Here is a link to our deck:
https://www.dropbox.com/s/4bx6vnyqzhm6x9x/QurateDeck.pdf?dl=0
(this a little vague but hopefully it is of some use)

Please do not re-distribute as our full service is not officially announced yet.

Best regards,

Tom

Tom Brooke
Founder/CEO
Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

> On Feb 15, 2017, at 15:43, Tom Brooke <tom@qurate.com> wrote:
>
> Hi Masahiko-san
>
> Moving Hirayama-san to bcc to save your

inbox. Thank you :)

I'm interested in pursuing both the Japan CMS and the US Social Management platform.
In fact our system excels in both areas: Qurate is a very powerful CMS with social curation and social publishing features.

I appreciate JCB Japan might take time, but I would like to at least meet with the Japan side and introduce our platform.
I'm cc'ing Koga, Qurate Biz Dev Manager, who can liaise in Japanese with JCB together with myself.

I have a couple of questions regarding the JCBUSA social management platform.

Firstly, these are the specs I see you need:

1. Social Listening
You need a social listening feature so you can listen for comments, keywords, hashtags, mentions on social content (especially to neutralize negative content).
Q1: Will this be for just Instagram or for Facebook and Twitter too?

2. Asset Management
You need a central asset management and publishing/approval workflow for social posts
Q2: Do you currently have a workflow/tools for social posting to other platforms, or will Instagram be your first? I couldn't see any links to SNS atwww.jcbusa.com

3. Multi-Channel Content Marketing
It would be helpful to hear which channels you a) Are already publishing to, b) Want to publish to in short term, c) Plan to publish to one day in future.
I guess maybe it is:
a) Web and Mobile web
b) Instagram, Facebook, Twitter
c) Chat bot (Messenger Bot?)
[please correct the above to fit with your plans/ideas]

Q3: Do you currently use a digital agency to design and build your website?
Q4: Do you or an agency manage the website content currently?
Q5: Will you or an agency manage website and social media in future?
Q6: Would you have time to do a quick Skype meeting one day next week?

Best regards,

Tom

- - - - -

Tom Brooke
CEO, Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

On Feb 15, 2017, at 6:18, Masahiko Nakanishi <Masahiko.Nakanishi@jcbusa.com> wrote:

Hi, Tom,

It was a pleasant meeting with you at Btrax.
Our brand marketing department (in Tokyo) is researching CMS service to manage our promotion contents.
However it usually takes a long time and sometimes make frustration to Startups.
In US, we are considering to open a Instagram business account in a few month.
If you have a good management system for that, I can also introduce you to JCBUSA HQ in LA.

JCBUSA require these things
· supervisor can check the contents before upload
· check the user comments daily to detect negative comments – this is significant to keep our brand image
· if Instagram promotion works well, we hope to deploy the contents to other marketing channels, mobile. Web, Chatbot etc.

Best,
Masahiko

****
****

Masahiko Nakanishi
Vice President, Silicon Valley Office
JCB International Credit Card Co.,Ltd.
640 West California Ave., #213

Sunnyvale CA 94086
Tel: 408-769-6110
E-mail: masahiko.nakanishi@jcbusa.com
****

From: Tom Brooke [mailto:tom@qurate.com]
Sent: Monday, February 13, 2017 5:57 PM
To: Masahiko Nakanishi
Cc: hirayama@fukuoka-dc.jpn.com
Subject: Nice to meet you at btrax

Hi Nakanishi-san

This is Tom from Qurate Inc. It was great to meet you a few weeks ago at the Startup Fukuoka event at btrax office. If you remember we make a CMS with content curation and social publishing features.

We discussed the opportunity to more tightly integrate the JCB US website and social media channels, giving more control and efficiency to your editorial team.
I'd be happy to advance the conversation and provide you with more information if you feel there is an opportunity.

I look forward to hearing from you.

Best regards,

Tom

- - - - -

Tom Brooke
CEO, Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

mailgate.jcbusa.com made the following annotations

NOTICE: This email message is for the sole use of the intended recipient(s) and may contain confidential and

privileged information. Any
unauthorized
review, use, disclosure or distribution
is prohibited. If you are not the
intended recipient, please contact
the sender by reply email and destroy
all
copies of the original message. Thank
you. -- JCB

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mailgate.jcbusa.com made the following annotations

NOTICE: This email message is for the sole use of the intended
recipient(s)
and may contain confidential and privileged information. Any
unauthorized
review, use, disclosure or distribution is prohibited. If you are not
the
intended recipient, please contact the sender by reply email and
destroy all
copies of the original message. Thank you. -- JCB
---

mailgate.jcbusa.com made the following annotations

NOTICE: This email message is for the sole use of the intended recipient(s)
and may contain confidential and privileged information. Any unauthorized
review, use, disclosure or distribution is prohibited. If you are not the
intended recipient, please contact the sender by reply email and destroy all
copies of the original message. Thank you. -- JCB

EXHIBIT 30

NONDISCLOSURE AGREEMENT

In connection with a proposed or actual business relationship, **Slack Technologies, Inc.** ("Company") has allowed you access, or may allow you access, to business, technical or other information, materials and/or ideas ("Proprietary Information," which term shall include, without limitation, anything you learn or discover as a result of exposure to or analysis of any Proprietary Information). You agree as follows:

1. You will hold in confidence and will not possess or use (except as required to evaluate the proposed business relationship or, if applicable, to perform your obligations to Company in connection with an actual business relationship) or disclose any Proprietary Information except information you can document (a) is in the public domain through no fault of yours, (b) was properly known to you, without restriction, prior to disclosure by Company, or (c) was properly disclosed to you by another person without restriction. You will not reverse engineer or attempt to derive the composition or underlying information, structure or ideas of any Proprietary Information. The foregoing does not grant you a license in or to any of the Proprietary Information.

2. If asked by Company, you will promptly return all Proprietary Information and all copies, extracts and other objects or items in which Proprietary Information may be contained or embodied.

3. You will promptly notify Company of any unauthorized release, disclosure or use of Proprietary Information.

4. You understand that this Agreement does not obligate Company to disclose any information or negotiate or enter into any agreement or relationship. You will strictly abide by any and all instructions and restrictions provided by Company from time to time with respect to Proprietary Information or Company systems. You will ensure the security of any facilities, machines, accounts, passwords and methods you use to store any Proprietary Information or to access Company systems and ensure that no other person has or obtains access thereto.

5. The terms of this Agreement will remain in effect with respect to any particular Proprietary Information until you can document that such Proprietary Information falls into one of the exceptions stated in Paragraph 1 above.

6. You acknowledge and agree that due to the unique nature of the Proprietary Information, any breach of this agreement would cause irreparable harm to Company for which damages are not an adequate remedy, and that Company shall therefore be entitled to equitable relief in addition to all other remedies available at law.

7. This Agreement is personal to you, is nonassignable by you, is governed by the internal laws of the State of California and may be modified or waived only in writing signed by both parties. If any provision of this Agreement is found to be unenforceable, such provision will be limited or deleted to the minimum extent necessary so that the remaining terms

Doc ID: 705c6f175dfb1a0ab2044d585b62e7cf3d39c7fa

remain in full force and effect. The prevailing party in any dispute or legal action regarding the subject matter of this Agreement shall be entitled to recover attorneys' fees and costs.

Acknowledged and agreed on Jan 20, 2017:

Name: Tom Brooke
(Print)

By: Tom Brooke
(Signature)

Doc ID: 705c6f175dfb1a0ab2044d585b62e7cf3d39c7fa

EXHIBIT 31

Jeffrey H. Greger

From: Tom Brooke <tom@qurate.com>
Sent: Thursday, March 14, 2019 6:13 PM
To: Jeffrey H. Greger
Subject: Fwd: Join the Stripe Japan beta

Begin forwarded message:

> **From:** Tom Brooke <tom@qurate.com>
> **Date:** September 8, 2016 11:23:41 EDT
> **To:** Makiko Ito <makiko@stripe.com>
> **Subject: Re: Join the Stripe Japan beta**
>
> Hi Makiko
> Many thanks!!
>
> Tom
>
> iPhone...
>
> On 2016/09/08, at 22:24, Makiko Ito <makiko@stripe.com> wrote:
>
> > Hi Tom,
> >
> > Thanks for your info, the multi-currency is now enabled on your account!
> >
> > Enjoy the feature and please let me know if you encounter any problems.
> >
> > Best,
> > Makiko
> >
> > On Thu, Sep 8, 2016 at 10:13 PM, Tom Brooke <tom@qurate.com> wrote:
> > > Hi Makiko
> > > Thanks for the email.
> > > The email address for the account is contact@qurate.com.
> > >
> > > Let me know if you need more info.
> > >
> > > Best,
> > >
> > > Tom
> > > - - - - -
> > > Tom Brooke
> > > Founder/CEO
> > > Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

On Sep 8, 2016, at 9:44 PM, Makiko Ito <makiko@stripe.com> wrote:

Hi Tom,

Hope all is well by you.

We're about to start our private beta for the multi-currency and I'm wondering if you'd like to participate as one of our very first beta users!

I wasn't able to locate your Stripe account, but once you create it and let me know the registered email address, I can enable the feature for you right away.

Looking forward to hearing from you!

Best,
Makiko

On Mon, Aug 29, 2016 at 2:06 PM, Makiko Ito <makiko@stripe.com> wrote:

> Thanks, Tom!
>
> I've added you in the list so that we'll get in touch when it's ready.
>
> Best,
> Makiko
>
> On Mon, Aug 29, 2016 at 1:13 PM, Tom Brooke <tom@qurate.com> wrote:
>
> > Thanks Makiko!
> > Looking forward! I'm happy to beta test if you'd like :)
> >
> > Btw, congratulations if you got married!
> > Noticed your name changed.
> >
> > Best regards,
> >
> > Tom
> > - - - - -
> > Tom Brooke
> > CEO, Qurate Inc.
> >
> > Tel : 090-1929-6873

Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

On 2016/08/29, at 9:24, Makiko Ito <makiko@stripe.com> wrote:

Hi Tom,

Thanks for checking in!

The multi-currency will definitely be happening in Japan, hopefully we'll be able start our private beta soon!

Best,
Makiko

2016年8月28日(日) 17:45 Tom Brooke <tom@qurate.com>:

Hi Makiko,

Is there any progress on bringing multi-currency support to Japan?

Ideally, I'd like to know:
a) How likely it will happen
b) Likely timeframe

Best regards,

Tom

- - - - -

Tom Brooke
CEO, Qurate Inc.

Tel : 090-1929-6873
Email : tom@qurate.com
Skype: tombrooke

http://qurate.com

On 2015/08/07, at 19:07, Makiko Sashiki <makiko@stripe.com> wrote:

Hi Tom,

No problem at all, thanks for asking the question.

BROOKE PRODUCTION 0393

We don't have a definite estimate yet, as it is quite a large project with many moving parts, but I expect it to be ready by spring next year.

Thank you for your patience.

Makiko

On Fri, Aug 7, 2015 at 4:58 PM, Tom Brooke <tom@qurate.com> wrote:

Hi Makiko,
Many thanks for the reply - appreciated.

Just one more question to help me plan my business.
How soon is "soon" likely to be? less than 1 month, 3 months, 6 months, over six months?

I won't hold you to any answer but it would be good to know roughly the timeframe you are shooting for.

Best regards,

Tom

- - - - -

Tom Brooke
株式会社Qurate

Tel : 090-1929-6873
Email : tom@qurate.com
iMessage: tombrooke@mac.com
Skype: tombrooke

http://qurate.com

On 2015/08/07, at 16:52, Makiko Sashiki <makiko@stripe.com> wrote:

Hi Tom,

Thanks for reaching out to

us and using Stripe!

We're working very hard to bring multi-currency support to Japan as soon as possible but all payments must be in JPY for now. I understand how frustrating this is, but we are doing our best to deliver this soon.

To give you some context, multi-currency for small businesses is not yet available from any payments company in Japan, with the single exception of PayPal, so there is a lot of work involved in enabling this for our users.

Please let me know if you have any more questions and I'd be happy to answer.

Best,
Makiko

On Fri, Aug 7, 2015 at 4:13 PM, Tom Brooke <tom@qurate.com> wrote:

Dear Sashiki-san,

Thank you for the email.
I run a Japanese company which allow people to create websites online.
We have integrated the Stripe API and we were planning to launch on Stripe next month.

Problem!
Japanese Stripe account only accept payments in JPY! This is terrible.
A person in the US or UK is not going pay for something which costs ¥9,800.
We need to charge them $99.

I have looked at the documentation several times and see now very clearly that Japanese Stripe accounts can only accept JPY payments.
Therefore until you allow Japanese accounts I will not be able to use Stripe.

I've been waiting for several months for acceptance to the Japanese Stripe beta program and feel very disappointed. In this generation, businesses have to global and global businesses need to be able to accept payment in multiple currencies.

If there is a way around this, or if you have a schedule for when Japanese Stripe can begin to accept USD payments please let me know.

Waiting for your response,

Tom

- - - - -

Tom Brooke
株式会社Qurate CEO

Tel : 090-1929-6873
Email : tom@qurate.com
iMessage:
tombrooke@mac.com
Skype: tombrooke

http://qurate.com

On 2015/08/07, at 14:10, Makiko Sashiki | Stripe

BROOKE PRODUCTION 0397

EXHIBIT 32

Toppan Printing & Qurate to launch Social Marketing Platform

Develop management and operation services that can optimize the company's digital marketing by centrally managing and analyzing transmissions and postings on various Social channel within a company

Toppan Printing Co., Ltd. (Head office: Chiyoda-ku, Tokyo; President: Kaneko, hereinafter Toppan Printing) is a company that develops content management systems (CMS) Qurate Inc. (Head office: Fukuoka City, Fukuoka Prefecture; Working with CEO, Tom Brooke and Qurate, we have developed a management and operations service that optimizes corporate social networking services (SNS) marketing. The trial version will be available from December 2018, and will be officially released in February 2019.

In addition to centrally managing information dissemination and posting content on various SNSs operated by a company, this service enables integrated analysis of responses to posts and realizes efficient digital marketing. Specifically, it is possible to centrally manage outgoing information in multiple projects, analyze the same screen of multiple social channels, and manage postings by the right holder. By using these functions, it is possible to realize complicated management and analysis efficiency and marketing support using complex data.

In addition, this cooperation is a public offering type open innovation program "co-necto (connect) (* 1)" co-created by Toppan Printing Co., Ltd. in 2017 that co-creates new businesses that contribute to regional revitalization and attraction of Kyushu. The Qurate received the highest award in 2017.

■ Background of this service development

Everything is connected digitally, and digital transformation that brings about sustainable growth and a sustainable society is attracting attention, and the use of big data in the field of digital marketing is becoming even more promising. Under such circumstances, it is important not only to collect big data obtained in business activities but also how to analyze the data and use it in the next business activities, in order to differentiate itself from other companies. You are

This time, we developed this service by combining the know-how in B2B marketing that Toppan Printing has with the know-how in developing a content management system that Qurate has. We will contribute to the maximization of SNS marketing capabilities of companies.

■ Features of this service

・ Manage post to various SNS collectively

The scheduled posting function allows you to post SNS on a fixed date and time. In addition, by giving authority to members using the post approval function, you can centrally manage contributors and approvers.

・ Check the status of various SNSs collectively with the analysis function

Through trend analysis, the latest status in a specific period and responses to each post can be graphed in a time series and displayed visually in an easy-to-understand manner, enabling you to collectively check the status of various SNSs that have posted.

・ Multiple content management is possible with media management function

The image management function allows images to be posted to various SNSs to be collected in one place, enabling batch management and use of disparate image data by multiple people's operation, improving work efficiency.

-2-

■ Estimated price

Initial cost 100,000 yen, monthly usage fee 50,000 yen / month (※ price varies according to the specifications.)

■ Future goals

Toppan Printing and Qurate will expand sales of this service to manufacturers and distribution companies, and aim for sales of approximately ¥ 1 billion in fiscal 2020, including related orders.

■ About Qurate

It is an IT company that develops the next generation platform in the digital marketing field. We have developed a content management system platform that can link corporate content to a wide variety of platforms such as websites, apps, and social media, and can also curate (collect) content. doing. In addition, Qurate has been adopted by the Fukuoka City Trial Excellent Product Qualification Project (* 2), and is also the first contract of a prefectural government or government ordinance city utilizing the "relaxation of the requirement for voluntary support for startup support" (* 3) We have concluded with Fukuoka City.
URL: https://www.qurate.com/

※ 1 co-necto

Toppan Printing Co., Ltd. jointly launched with StartupGoGo (Location: Fukuoka City, Fukuoka Prefecture, Representative Director: Atsushi Kishihara), which develops start-up enterprise development support projects, contributes to regional revitalization and expansion of attraction that was launched in 2017 This is a public offering open innovation program that co-creates new businesses.

※ 2 Fukuoka City Trial Excellent Product Certification Business Small and medium-sized business people in the city that produce and offer excellent new products etc. (goods and services) are "Fukuoka City Trial Excellent Product Creators" and new products etc. Fukuoka City is certified as "Fukuoka City Trial Outstanding Product" and actively promotes public relations, etc., to support the market development of SMEs.

* 3 Alleviation of the requirements for voluntary contracts to support startups With regard to voluntary contracts limited to articles with novelty, etc., it also enables voluntary contracts for services with novelty etc., and accumulates contract results with the administration. It is intended to raise the creditworthiness of companies in the founding period and to promote growth, and has been proposed as a national strategic special zone, and implemented as a national measure.

* The product and service names mentioned in this news release are trademarks or registered trademarks of their respective owners.
* The content of this news release is as of the date of the announcement. It is subject to change without notice.

EXHIBIT 33

TOPPAN Meeting Notes

2019年3月18日(月) @TOPPAN

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Attendees

TOPPAN	Mr. Ishibashi, Mr.Akiyama, Mr.Kusano, Ms.Matsuki
Qurate	Takeshi, Kentaro, Shiori

Agenda

Sales Progress (JR Hakata City Features' request)

Qurate's Mid/Long Term Sales Plan

Patent Infringement Checklist

Schedule after beta trial.

Feedback of competitors' features From Toppan

Security Vulnerability Test

Domain

Next Meeting

Notes

Sales Progress (JR Hakata City Features' request) is the year

Regarding the features which JR Hakata City requires an by h, Ken answered to Ishibashi san below;

・Multiple posting to Twitter and Facebook.

→This feature will be developed by the end of this month. In using this feature, clients should write a post of Facebook first, and then their post will be transformed to Twitter.

・Automatically fixing the size of images and movie' files along to the type of each social medias' formats.

→This a could be developed later since it takes a time longer.

・Receiving a notification by email when the tenant stuffs save drafts.

→The approval request notification by email is already set up at present, It could be developed for the time when people save their drafts. (※Ishibashi san concerns the risk of leaking the clients' personal

information, and their person-hours to change old email address to new one when clients' personnel change season.)

In addition to the feature above, Ishibashi san also would like to have comment feature as well as Google spreadsheet has.(for instance, when your subordinates submitted daily reports to you, and then you might be going to write some comments on their reports. Then your subordinates would receive a notification by email.)

【The features which Ishibashi san would like to have, in addition】

①Comment feature on drafts which shows that which sentences you should erase or edit.

②Notification by email when someone leaves a comment on your draft.

→Ishibashi san would like to know how much person-hours to develop these features, Qurate takes.

・Automatically updating feature of Twitter's cover photo (background photo)

→At present Qurate doesn't have a concrete plan to develop this feature though, regarding API, it could be possible to book this background post. Toppan will have it under review and will answer later.

Qurate's Mid/Long Term Sales Plan

Qurate told to Toppan the items below ;

①Qurate will not price cheaper than TSH in Japan, excepting the case of selling outside of Japan, due to the difference of prices between Japan and other countries. (Qurate requests that the clients in other countries should be Qurate's clients not Toppan's clients).

②Qurate has a idea to sell each features on TSH separately in the future.

→Ishibashi san concerns that in this case if Qurate starts to sell each features separately, both of Toppan and Qurate find the same potential customers at some points, then how could Toppan and Qurate decide the line between two? (Ex; if some clients would like to have two separated features from Qurate, but Toppan also could sell TSH with whole features, then which Toppan or Qurate will have these clients?) Ishibashi san requests like below

【Clients division request from Toppan】

・Toppan should have their existing clients

・Regarding other new clients, both of Toppan and Qurate should have a conference and will decide.

③The misunderstanding between Toppan and Qurate that Qurate will start to sell by itself or not, Takeshi told that in the case that if TSH could not be sold as well as the KPI's goal unexpectedly, Qurate must to start to sell by itself. Qurate concerns that if this case will happen.

Also, in the case that If Qurate have self-service sign up and payment, it's difficult for Qurate to control who our customers are or who Toppan's customers are.

Patent Infringement Checklist

Qurate will submit the answers of Toppan's patent infringement checklists, on a spreadsheet formed as Q and A style.

Schedule after beta trial.

On April, Qurate will be focus on fixing and developing the features by the time of releasing.

Toppan and Qurate will go to gather user feedbacks on April since the end of march and early of April must be a very busy season for Japanese companies.

Feedback of competitors' features From Toppan

Ishibashi san told that if there is any feature that competitors have but TSH doesn't have, TSH also should have the feature, and then clients would feel easier to try TSH.

Security Vulnerability Test

Ken told that if we can remove IP remittance after a security vulnerability test, TSH could gather mentions and other informations immediately, and sales people from Toppan would not need to use VPN when they propose to client, showing the beta trial. Also TSH can gather anonymous records that how users use TSH. Toppan will answer later.

Domain

Toppan will buy a new domain.

Next Meeting

28th on March, 9:30~

【Items Qurate needs to submit】

1.The answer how much person-hours Qurate needs to develop below;

①Comment feature on drafts which shows that which sentences you should erase or edit.

②Notification by email when someone leaves a comment on your draft.

③incl the notification email when someone save a draft

2. Answer of Toppan's patent infringement checklists, on a spreadsheet, formed as Q and A style.

TOPPAN Meeting Notes

2019年3月11日(月) @TOPPAN

—

Attendees

TOPPAN	Mr. Ishibashi,
Qurate	Takeshi, Kentaro, Shiori

Agenda

Sales progress

Domain

Loadmap

Contracts' details

Mid / Long term sales plan

(Incl setting up the lines to divide from Qurate's clients and Toppan clients)

Making a schedule of gathering user feedbacks of Beta trial.

Notes

Sales Progress

Toppan is going to propose Beta trial to JR West (http://www.westjr.co.jp/global/en/) and Biz Creation (https://biz-creation.co.jp/) . In Toppan co-necto 2018 meeting on 8th March, Qurate had a demo space for Beta trial and JR West and Biz creation had an interest in Beta trial, Shiori introduced them to Nagano san and she and Ishibashi san's team are having a contact with JR west and Biz Creation at present. Toppan's proposal for these new 2 companies is same as other users. JR West and Biz Creation could use Beta trial by the end of March if they would like to try.

<Updated information of JR west and Biz Creation on 13th March>

Ishibashi san informed to Ken on emails that Toppan will propose to JR west on April or later due to JR west's personnel reshuffle season. While, Biz Creation has potential to use beta trial more, Toppan is going to have a contact with Biz Creation at first.

<Updated information of JR Hakata City (not west above) and Biz Creation on 14th March>

Nagano san sent an email to Ken and she shared the sales progress to JR Hakata City and Biz Creation.

・JR Hakata City (https://www.jrhakatacity.com/corp/index.html)

Current social media operating situation,

⇒JR Hakata City has Twitter, Facebook, Instagram and LiNE accounts.

At present, there is one person who is in charge of sns operation and because the tasks of social media operation are unfair distributed to the one person. Thus JR Hakata City's social media operation is unorganized but relies on the one person.

In addition, regarding the way of posting articles, JR Hakata City is outsourcing to several services and it's a pain that JR Hakata City can't gather and organize informations how their posting is going on their multiple social medias.

In JR Hakata City's ideal workflow, JR Hakata City would like the stuffs of each tenant shops prepare for their articles, and then the JR hakata City's person in charge of, will approve to post.

There are 400 tenant shops in AMU of JR Hakata City (http://www.jrhakatacity.com.e.bv.hp.transer.com/), and it's difficult and pain for JR Hakata City to manage their social media operation.

【What JR Hakata City would like to request】

・Features

⇒Multiple posting to Twitter and Facebook.

This feature has a automatically fixing the different limits (like character number's limiting) between Twitter and Facebook and post both of these 2 social medias at once.

⇒Feature of automatically fixing the size of images and movie' files along to the type of each post.

Ex; JR Hakata City would like to have an feature of automatically compressing media files. And they also would like to have the feature to fix present media size to square size automatically.

⇒Receiving a notification by email when the tenant stuffs save drafts.

When drafts are saved by tenant stuffs, JR Hakata City would like to receive a notification of each draft by email.

・Automatically updating feature of Twitter's cover photo (background photo)

⇒At present, JR Hakata City updating their twitter background photo by manpower, they would like to have the feature of automatically updating it efficiency.

https://twitter.com/JR_HAKATA_CITY

Toppan already handed application form of Beta trial to JR Hakata City and JR Hakata City is under review.

【What Biz Creation would like to have】

・Biz Creation is under review to try to use our Beta trial.

・Integrating Kengaku.Cloud (https://kengakucloud.jp/#main__service) which is their main platform service for small building constructors to gather people who are looking for new houses. Through their Kengaku.Cloud, people can find events where they can find many housing exhibition not only hold by big companies. Biz Creation would like to have an integration Toppan Social Hub with Kengaku Cloud to PR.

Biz Creation received an application form of Beta trial from Toppan.

Toppan is waiting for Biz Creation.

【What Toppan would like to know】

On 18th March, Toppan would like to have Qurate's answer of system and features items which Qurate can fix or not. In addition, Toppan would like to know the Qurate's answer of Hakata city's request.

(Mid / Long term sales plan

Answer of patent infringement)

Domain

Toppan will inform us after they buy a new domain.

Loadmap

Ishibashi san agreed with the updated roadmap which ken submitted to Toppan last week.

Contracts' Details

Ishibashi san told us that now they are making the 4 kinds of contracts hereunder in the legal department.

・Initial development contract

・Maintenance contract

・Term of service between clients and Toppan

・Agency agreement (just in the case that if Toppan will have the agency agreement with other companies in the future)

Toppan would like Qurate to confirm the details of patents that if Toppan Social Hub has any potential to get sued due to patent infringement. Tanaka san sent the documents written about the patents closed to TSH's product system and development. Qurate has to answer of it and has to have a TSH's specification document . Ken will ask and confirm to our lawyer.

Mid / Long Term Sales Plan

Toppan thought that Qurate would like Toppan to sell Qurate's product to expanding sales channels, instead of Qurate.

Since now Toppan heard that Qurate would like to start getting their own clients of QCH, Toppan wonders what is Qurate's purpose, and what Qurate would like Toppan to do with Qurate.

However now Qurate would like to get clients by themselves, while Toppan's roadmap was delayed, and haven't been done yet. Toppan had the understanding that this project is co-development between Qurate and Toppan, and Toppan will pay 8 million jpy to Qurate as a initial development fee, then Toppan will sale instead of Qurate.

Toppan would like to understand Qurate's Mid / Long term sales plan and what Qurate would like to do in the future.

Thus Toppan would like Qurate to submit Qurate's mid / long term plan as soon as possible (if it's possible to have, Ishibashi san would like to have it before the next meeting).

And then Toppan would like to make the "clear rules" that which customers are supposed to be Toppan's clients or Qurate's clients between Toppan and Qurate, before making a contracts.

Incl the differences below;

- the features between Toppan Social Hub and Qurate Contents Hub.

  e.g. Qurate Content Hub will be updated by add on however, how about the updating and maintenance of Toppan Social Hub?
- What's the sales vision and strategy including positioning, prices of Toppan Social Hub if Qurate starts to sell QCH?
- Ishibashi san would like to have such a customer division as like a MECE map,

  (ex) which industry would be Toppan's clients or Qurate's one?

  MECE https://bit.ly/2XTFQL6
- Toppan would like to have a contract with big corporations at first, to gather market Information.

Make a schedule of gathering user voices

In next meeting, Toppan and Qurate are going to decide the date to have appointments with users.

Next meeting

March 18th, at 18:00~

【Items Qurate needs to submit】

Mid / Long term sales plan

Answer of patent infringement

TOPPAN Meeting Notes

2019年3月4日(月) @TOPPAN

—

Attendees

TOPPAN	Mr. Ishibashi, Mr.Akiyama, Ms. Nagano, Ms.Matsuki
Qurate	Tom, Takeshi, Kentaro, Shiori

Agenda

Beta trial's progress

Features and Roadmap

Feedback from Toppan

Contract

Finding new clients by Qurate

Tom's question to keep KPIs instead of fixing the goal.

Next meeting

Multi-format publishing feature

Notes

Beta trial's progress

AIP ・・・ Since AIP's staff decreased, the each of staff have to handle multiple tasks, and then they couldn't use Toppan Social Hub so much. Thus Toppan contacted and asked to AIP to try Toppan Social Hub Beta often more.

Saibu Gas ・・・ Also, Toppan contacted and asked to AIP to try Toppan Social Hub Beta often more.

RKB ・・・ Since it's a relocating season in companies on March, the RKB's staff in charge of using Toppan social Hub doesn't have enough time to use beta, the person would like to use beta on April instead of March.

Ken will inform the details how much they use beta through their usage dates to Toppan.

Features and Roadmap

Ishibashi san would like to make sure that which features, on our roadmap, are going to be developed or not in actual. Since Fukumoto san couldn't attend to this meeting, due to another emergency handling, Fukumoto san and Ken will have another meeting for features and roadmap.

Feedback from Toppan

Ishibashi san would like to have the strong merits which could be the reason why clients need to use Toppan Social Hub.

Ishibashi san would like to have the multiple posting feature so that we can post on both Twitter and Facebook at same time to a certain extent, to decrease client's person-hours of sns operation, with using Toppan Social Hub.

Even Ishibashi san knows there are difference formats and rules between Twitter and Facebook's post, however, for Toppan's clients, Ishibashi san would like to have the strong merits which could be the reason why clients need to use Toppan Social Hub. For instance, Twitter has the 140 character limit to post, if someone wrote his/her post on FB with over 140 characters, Ishibashi san hopes that it would be automatically copied and shown up in 140 for Twitter draft and then the person in charge of can edit the draft details by him/herself but they don't need to rewrite from start. (incl they don't need to copy first FB article nor choose Twitter, to set up for twitter article from fist.) And also regarding the feature to post multiple photos, Ishibashi san would like to have the feature that automatically copies for multiple channels too.

Contract

The basic contract was agreed with each other, Ishibashi san told.

The contract, which is been talked about at present, is for product and development.

It's under the legal check in Toppan

Ishibashi san will inform to Ken.

Finding new clients by Qurate

Toppan and Qurate need to make some standards and rules to find new clients, since Toppan has strict rules to choose their clients by their credit scores. In addition, there are some rules that Toppan can't have a contract with any companies which possibly contrary to public orders and morals; for exemples, Toppan can't have any contract with a shop for adult-entertainment but this kind of shop normally hides their actual business but show their different name and business in official like a real estatement, thus Toppan wouldn't like Qurate to find and contract with such a company. It's difficult to figure out whether if new client has such a hidden service or not, and then Toppan would like to know which company Qurate is going to contact with.

Tom's question

Tom asked Ishibashi san that we would like to keep the KPI that we will have 1000 clients which Toppan and Qurate talked about at first time before beta trial, and also about until when Toppan will achieve to get the 1000 clients and whether there is any way how we can achieve.

Ishibashi san answered that Toppan has present goal through the present result of Beta trial. Toppan have the goal to get 300 clients in 2 years. Toppan would like to gather clients with improving their new services (incl way of new web sales team, new payment options' rules, and developing from user feedbacks) and then Toppan would like to build stable and popular new service with Qurate, Since Toppan wouldn't like to push up their sale and support clients due to purchase only the number of clients which Toppan and Qurate talked before the beta trial. Toppan concerns that purchasing the high goal which we decided before the result of beta trial, is a realistic way or not?

Next meeting

March 11th, at 13:00~

Multi-format publishing feature

Ishibashi san told us that he remembers that Qurate told Toppan that Qurate can develop and integrate with other features like Product Information Management (PIM), not only for SNS management tool, at first time when Toppan and Qurate started together.

Now, Toppan and Qurate are focusing on the features of SNS operating however, Ishibashi san thought Qurate can develop the feature such as PIM above soon based on what Qurate told to Toppan before. Thus Ishibashi san is wondering if Qurate can technically and realistically develop the PIM feature or not?

Since Toppan's main business was paper printing and publishing, so Ishibashi san expected to have the PIM feature which Toppan can publish existing contents and dates on paper to the internet, not only creating new contents on new platform for SNS operating. Toppan would like to have this PIM feature to republish existing content (currently on paper) onto a website or internet.

https://www.g2crowd.com/categories/product-information-management-pim

https://www.akeneo.com/what-is-a-pim/

https://en.wikipedia.org/wiki/Product_information_management

TOPPAN Meeting Notes

2019年2月25日(月) @TOPPAN

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Attendees

TOPPAN	Mr. Ishibashi, Mr.Akiyama, Mr.Kusano, Mr, Fukumoto, Ms.Matsuki
Qurate	Takeshi, Kentaro, Shiori

Agenda

- **Review of NCB appointment (incl, IP Firewall)**
- **How our Beta is going (from Toppan)**
- **Extension of Beta trial**
- **How to gather customer feedback after using Beta.**
- **Product roadmap (excepting LINE)**
- **Meeting Date with Fukunaka san from Toppan Kansai**
- **Domain**
- **Martin Taylor's documents**
- **Next meeting plan**

We couldn't talk about the agenda below since we didn't have much time.

(Contract, The schedule after Beta, How to improve On-boarding process, integration with LINE, and documents by Martin Taylor)

Notes

Review of NCB Appointment

Yamada san from Toppan and Ken visited to NCB last week. According from Ken, There were 2 PCs, prepared for our Beta.

The one is connected to the main system in NCB, and it has IE with an old version and fixed IP, thus IE with an old version can't show Toppan Social Hub.

Another is to use for PR in NCB, so it's possible to connect to TSH however,

This PC has a dynamic IP, so Ken will need to add to the white list of Firewall again in trial of our Beta.

Ken asked to Fukumoto san that we should do a security vulnerability test soon to remove a firewall, (which we are planning to do after our Beta trial), for NCB's using.

How our Beta is going.

AIP, RKB, ———> from their usage data, they seem they may not use it often. RKB looks that they don't use it for posting.

Toppan is concerned why clients don't use it often, because clients seem they don't have much intention to use social media frequently now. Toppan shared with Qurate about what they heard from clients as below.

(Example)

① Saibu Gas has only one social media account

In Saibu Gas company, there is the only one person is charged in PR with a social media account.

Also Saibu Gas is using only FaceBook. Thus, at present, Saibu Gas seems they don't have a very high motivation to use Toppan Social Hub with many features.

②Softbank Hawks, Abisupa Fukuoka' accounts

Softbank Hawks is the baseball home team of Fukuoka city and its Twitter account (https://twitter.com/hawks_official?lang=en) has over 889,000 followers.

Also Fukuoka city has the home soccer team called Abisupa Fukuoka, which has over 90,000 followers on its Twitter account (https://twitter.com/AvispaF?lang=en).

Softbank and Abisupa have only one person in charge of operating social media accounts as same as Saibu Gas but also, however the Saibu Gas employee has other responsibilities in addition to operating social media.

These people don't have as high of a goal as KPI, using their social media, because Matsuki san, from Toppan, heard that they are fine if their posts are seen by followers, not for analyzing.

Toppan is concerned whether clients will pay for Toppan Social Hub after releasing or not,

since clients seem they don't use a lot in the Beta trial.

Through these user situations at present, Toppan would like to set up our target clearly.

(Besides our present users in trial)

Ishibashi san received an inquiry from a department company in Tokyo, however this company is willing to see our product after fixing bugs on Toppan Social Hub and they hope there is no risk, using Toppan Social Hub.

Extension of Beta trial.

It's set to the end of March.

How to gather customer feedback after using β ver.

Toppan and Ken will go to each client and ask face to face. (based on the list which Ken sent on slack.)

Product roadmap.

Regarding the features which are delayed from our roadmap, and fixing.

We didn't talk about LINE due to lack of time.

Toppan would like to know user feedback in Qurate, which features Qurate will make, and a list of user feedback which we wrote on trello.

And Qurate will submit to Toppan. (Shiori and Akko will make a list)

Toppan would like to know the differences between Toppan Social Hub's features and competitors' features.

Meeting date fix w/ Mr.Fukunaka from Toppan Kansai

Ishibashi san will try to set up the date and let us know later.

Domain

Fukumoto san is in reviewing either toppansocialhub.net or .com

Martin Taylor 's documents

There was no time to show the documents

Next meeting

March 4th at 11:00~

2019年2月18日(月) @TOPPAN

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Attendees

TOPPAN	Mr. Ishibashi, Mr.Akiyama, Mr.Kusano, Ms, Nagano, Ms.Matsuki
Qurate	Tom, Takeshi, Kentaro, Shiori

Agenda

Sales' Progress

Toppan Kansai Branch and other ideas

Feedback from Toppan (includes competitors' information)

Toppan Social Hub's Logo

Revenue Share Price

Setting up the schedule after ver.β

Toppan's requests

Next meeting plan

Notes

Sales' progress

- Nishitetsu (http://www.nishitetsu.jp/)

  Waiting for Nishitesu's answer. Nishitetsu has a variety of departments so it's not sure that which department would lead a trial of TSH at present. That means the department which uses TSH may be different from the department which makes a decision to use and pay for TSH's fee. In the case that there are different departments making the decision and actually using it, it is a concern that the people making the decision have a lot of motivation to use TSH, but the people in charge of actually using it may not use if as much as is hoped after 2 or 3 months..

- Suke san Inc, (http://www.sukesanudon.com/)

  Nagano san from Toppan sent documents about TSH to Suke san Inc, and Toppan is trying to make an appointment with Suke san Inc, to propose TSH.

- Nishiki Inc, (https://www.nishiki-ch.co.jp/)

  Toppan has a business relationship with Nishiki before, so Nagano san will ask the person, in charged of sale position to Nishiki, and try to make an appointment with Nishiki Inc.

- NCB (https://www.ncbank.co.jp/)

  Yamada san from Toppan and Ken will have an appointment with NCB on Feb 19, Tue.

Toppan Kansai Branch and other ideas and voice in Toppan.

- Kansai branch

  Toppan's Kansai branch has a department which has experiences of content writing and also has the Client "Mister Donuts".

  The person in charge of Mister Donuts wants to use TSH. Ken will send him an account for trial.

- Cooperation with Nishinippon Newspaper co,

  Toppan is preparing for having a new department to create contents instead of customers in the future however, at present Toppan would like to have another route to create content until they make their own department for content. Since Toppan predicts that substantive customers will ask Toppan to create content instead of themselves because customers don't have much experiences and knowledge to operate their sns accounts. Thus, Ishibashi san from Toppan, Takeshi and Ken will go to see Nishinippon News Paper co, if Toppan can ask Nishinippon News Paper co, to create content for Toppan's clients on Feb 20, Wed.

- After issuing accounts.

  Ishibashi san has concerns about how usage of TSH is going in the companies after Qurate has issued their accounts. Ishibashi san predicts the case that some of companies still don't know how to use TSH and leave their accounts without trying. Ken will confirm how often companies are using and answer to Ishibashi san.

Feedback from Toppan.

Ishibashi san said that many clients don't know these below;

- What kind of content, about what should I write and create for social media?
- How should we operate our sns accounts?
- With low budget, how can we set a KPI to make a better result?

Ex) Ishibashi san heard from the person from IMS (http://ims-tenjin.jp/) , they can't have enough budget for social media which make their post reach less than 20,000 followers.

Ishibashi san said that companies can have higher budgets if social media establishes its own position among PR media. And since the people who actually operate sns accounts in each company only have little knowledge and experience, the products for operating sns accounts, should be easy to use.

Competitors of Toppan Social Hub that Toppan informed Qurate.

- Engage-maneger (https://engagemanager.tribalmedia.co.jp/) LAWSON is in using.

・Social Insights (https://social.userlocal.jp/analytics/fbpage/)

・Echos (https://service.aainc.co.jp/product/echoes/)

Toppan would like to have a time to share recognition of competitors together.

Toppan Social Hub's Logo.

Toppan decided the logo as Martin drew, for Toppan Social Hub.

Revenue Share Price.

Toppan decided the price below for the first term until Toppan gets contracts with around 30 companies after releasing.

1. An account costs 50000 jpy every month　月額５万円
2. The all of initial cost is recorded to Toppan's sales イニシャルコストは全額凸版の売上
3. The rate of assigning of sales between Toppan and Qurate, will be changed based on the numbers of accounts アカウント数に応じてQurateへの配分割合を変動（導入初期のみ固定費あり）

- STEP１　0-15 acounts　fixed 150,000 jpy
- STEP２　16-50　fixed 150,000 jpy, and 25,000 * per account from 16-50.　15万円+15を超えるアカウント数×25,000円

Setting up the schedule after ver, β .

Toppan would like to decide the end of the date of customers' using ver.β either the end of February or the middle of March.

Also Toppan would like to set up the schedule after ver.β, clearly like that the term of fixing, and updating and making a website for sales promotion, and around on May Toppan predicts to release Toppan Social Hub. By the end of September, Toppan would like to have contracts with around 30 companies.

Toppan's requests.

- Toppan would like Qurate to make a website for supporting customers to use TSH and prevent from their leaving from TSH.
- Toppan would like Qurate to make a paper manuals which sales people have and show to customers.
- Toppan is looking for a good way to hear customer voice not only with a paper short questionnaire.

Next meeting's plan.

NEXT MEETING: On February, 25th, Moday. 4:30PM~6:00PM

What Toppan would like to decide to in next meeting.

- The end of trial of ver.β. (the end of February or the middle of march).
- The schedule after ver.β
- The way of hearing customer voice after using ver.β
- Integration into LINE and other features which are not done.

TOPPAN Meeting Notes

2019年2月8日(金) @TOPPAN

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Attendees

TOPPAN	Mr. Ishibashi, Mr.Akiyama, Mr.Kusano, Mr.Tanaka, Ms, Nagano, Ms.Matsuki
Qurate	Tom, Takeshi, Kentaro, Akiko

Agenda

Contract and Payment

Sales' Progress

Requests from Toppan

Next meeting's plan

Notes

Contract and Payment

Toppan might not be able to pay 8 million jpy (excluding tax) at once, in that case they will pay twice, some amount in this FY; at the end of March, and the rest in the next FY.

Qurate shared a tentative quotation and explained we separated the development cost from the sales promotion cost. Toppan requested Qurate to include the cost of man-day. The rough standard for the external engineer they mentioned was 50 thousands a day.

Toppan wants Qurate to prepare the promotional website.

The service name was fixed as Toppan Social Hub.

Regarding the Logo design, Toppan wants to adopt the previous version.

Sales' progress

- AIP --------> Ken shared the feedback of AIP sales meeting and said he felt a slight gap regarding how much they were interested in Toppan Social Hub depending on staff, as the person who got interested in Toppan Social Hub and the person/people who were in charge of the actual work were different. They have currently two websites; one is AIP corporate page and the other is for Sales Promotion of City Contact. They don't do SNS operation internally, SNS accounts are owned and operated by each store and their usage status and activeness depend on the shop managers' motivation.

- RKB (https://rkb.jp/) --------> Ken shared the feedback of RKB sales meeting.

They say they want to use Toppan Social Hub actively in their company.

Their account has already been issued but they have not registered yet, and they have not installed β version either. It turned out in the Friday evening that Mr.Yasumasu had not received the registration email due to some reason; probably Firewall, so Ken sent the registration email to him again .

Qurate feel we need to support setting up together at the sales meetings.

- Saibu Gas (http://www.saibugas.co.jp/e/) -------->
  Ken talked to the person in charge of its website and he showed interests in Data collection and Discover feature.Currently, they have 9 Facebook accounts by region and most of them started internally when Kumamoto earthquake happened. The accounts are all operated independently, which means they are not managed at one place.

Overall view

Since the person who decides to implement the system and the person/people who do the actual job are different, there are many companies who have accounts but are not registered or are not using at all. We assume that their priority is not high enough because it's still free β version. If they don't use the system, they don't renew the contract. Therefore, we need to offer setting up support and tutorials at the initial phase and encourage them to use the system.

Feedback from Toppan

As the number of contracts has been increasing, questions on how to setup and how to use the Toppan Social Hub started to rise from the customers. Toppan wants to categorize customers by their use case. And, they want to clearly tell them this type of setting is required to a customer by its usage. Toppan wants to broaden their targets to the customers who purchase the system on the website and pay by credit cards online. In that way, they can also respond to the customers who are distant from Fukuoka. Qurate will prepare the movie to support the customers to set up Toppan Social Hub, until the point of connecting channels by the next meeting. Customers are usually reluctant to implement a new system, as they fear it might increase their workloads. Therefore, Toppan wants to hear their current workflow and show the Social Hub could help them make the current work easier and more efficient.

Status of acquiring new clients

Sukesan (http://www.sukesanudon.com/)

Nishiki (https://www.nishiki-ch.co.jp/)

Mister Donuts (https://www.misterdonut.jp/) : Toppan is going to talk with Mister Donuts in the week of Feb.10th and Qurate will join the meeting in some way.

Requests from Toppan

Toppan wants to enlarge the Toppan Social Hub business to the areas such as SNS consultation and wider digital marketing business utilising external resources in the next FY. Currently, Toppan doesn't have know-how to offer consultation in the area within its company. Toppan wants to improve its inhouse SNS operation framework and at the same time build a network of outsourced companies specialised in contents creation and digital marketing consultation, since many of Toppan's clients have needs to outsource their contents creation work. Takeshi suggested Media Lab of Nishinippon Newspaper (https://www.medialab.co.jp) as an example of outsourcing company for contents creation. Takeshi will set up a meeting with them.

For Toppan, implementing Toppan Social Hub is now the goal and how much the customers use the service is also important. Therefore, Toppan would like Qurate to offer the educational service by itself or along with other consulting company. And, if it is offered as a service, Toppan will pay for the service.

Next meeting

Toppan; 2019/18th/Feb 11:00~

Toppan will share the current sales status, and they want Qurate staff to accompany to their sales meetings, so they want to coordinate the schedule.

TOPPAN Meeting Notes

2019年2月1日(金) @TOPPAN

Attendees

TOPPAN	Mr. Ishibashi, Mr. Fukuomoto, Mr.Akiyama, Mr.Kusano, Ms, Nagano, Ms.Matsuki
Qurate	Tom, Takeshi, Kentaro, Shiori

Agenda

Sales' Progress (including X-tech report)

Contract and Payment

Why Toppan needs long time to make a contract and payment clearly?

Why are clients interested in Toppan Social Hub?

Next meeting's plan

Notes

Sales' progress

1. AIP --------> Ken will visit AIP office on Feb, 5th to demonstrate to AIP how to use Toppan Social Hub.

2. Companies, Toppan received an application for beta version

RKB (https://rkb.jp/)

NCB (https://www.ncbank.co.jp/kabunushi_toshika/#english)

Saibu Gas (http://www.saibugas.co.jp/e/)

3. In process for applications

Moonstar -------> pending https://www.moonstar.co.jp/

Kyuden -------> pending http://www.kyuden.co.jp/en_index.html

Yo-meishu -------> pending https://www.yomeishu.co.jp/english/index.html

Kubarahonke (Kayanoya) ---------> Kubarahonke is handling their other system projects inside company, Toppan still needs to wait for their application, and Kubarahonke has questions about Toppan Social Hub security , mainly about how their information would be output through Toppan Social Hub. Kubarahonke worries about information leaks. They also have general questions about our system and security.

Toppan wasn't able to answer enough of Kubarahonke's questions, Toppan would like to have our support to answer their clients.

NISHITETSU --------> Ishibashi san and Ken visited on 31th January - Currently waiting for the answer from NISHITETU. Ken met people in charged of PR team and another department of new business development.

In the case of NISHITETSU, NISHITETSU has several social media accounts and NISHITETSU can't manage the whole process of PR posting on social media, since each departments have different guidelines and the management layer let each departments do PR posting in their own way. That means if there are any unsuitable posts for NISHITETSU brand, it's difficult for management to catch.

4.Kansai area branch of Toppan

Qurate may have a chance to Skype someone from Toppan's Kansai branch in charge of the Kansai area Mister Donuts.

Toppan's Kansai branch has experience running sns campaigns to support clients' sales promotion.

Kansai branch people has a concern that if Qurate can integrate Toppan Social Hub with LINE.

5.X-tech's results.

At x-tech 2019, TOPPAN met the 2 companies below, and presented Toppan Social Hub.

Nishiki Inc. https://www.nishiki-ch.co.jp/ ----------> waiting for client's answer.

Sukesan Inc. http://www.sukesanudon.com/company.html ----------> waiting for client's answer.

Features of integration (In meeting with NISHITETSU, Ishibashi san and Ken heard some requests.)

1. In meeting with NISHITETSU, Ishibashi san and Ken hear that there are some parts of analytics which NISHITETSU would like to see, while it takes time still more to develop these items at present.

2.Discovery

NISHITETSU would like to be able to find information related to NISHITETSU, and monitor trends that may be related to their business

NISHITETSU also would like to find information even it has not a word of NISHITETSU but a photo, indicating to NISHITETSU. (This request is from the person in charge of PR using FB and Twitter operation.

----------> From NISHITETSU: They're fine with it, basically as it is, for posting and managing social content. But they'd like to know more about where we're going in regards to the Discovery and Analytics areas.

3. Requests from Fukushima san, Toppan.

Fukushima san would like to have a feature that clients could see the latest updates to Toppan Social Hub. Basically patch notes.

Limited condition of IP address, Qurate will check after ver.β.

Contract and Payment

Toppan will probably pay 8 million jpy (excluding tax) at the end of March or April.

To pay for Qurate, Toppan would like to receive a quotation that includes work in progress and schedule.

Regarding revenue share price,

The price will be changed depends on the number of clients.

STEP 1 0-15 acounts fixed 150,000 jpy

Why Toppan needs long time to make a contract and payment clearly?

Toppan also has to build new rules and organize inside company, since they don't have a precedent of a digital project like Toppan Social Hub before. This is a part of the reason why Toppan needs a long time to make a contract and payment for Qurate.

Also, there is the potential that the some of people like Ishibashi san and Kusano san who are in the team working with Qurate, may move to other departments by next personnel change in April. Since Toppan has a personnel change, Toppan would like to have another person from Qurate who support Toppan's sales people and can visit clients with them.

Why are clients interested in Toppan Social Hub?

1. Clients want to know the ways of operating their sns posting and level up their skills.

(Many of their clients have a lot of sns accounts but they're very unorganized. Clients would like to know the howtos of operating social media.)

2. Clients don't have enough experience to make content.

3. Clients don't have the budget for sns operations and they can't build their KPIs, since they don't have enough experience and knowledge.
They don't know how to choose which media they should use for paid ads to get the best result.

Toppan's purpose

Through the project of Toppan Social Hub, Toppan would like to get new clients in digital industries which Toppan didn't have many clients before (since Toppan started as a printing company for packages and stock securities.)

Toppan's request for future sales. (ideas from Toppan)

1.Toppan would like to have howto manuals for clients' sns operation and how-to-use Toppan Social Hub. This howto book should be a free gift to clients who have installed Toppan Social Hub.

2. In Toppan, there would be not enough people who can create contents for all of Toppan's clients if they get a flood of orders for Toppan Social Hub. Toppan needs to have a new specialised department to create content for social media. (since it takes time and needs people to create content).

3. Toppan will sell Toppan Social Hub not only by face-to-face sales, but also on a website called https://solution.toppan.co.jp/cm/socialmedia/ too. And if there is any chance to have events, Toppan would like to have workshops.

(Toppan's sales people can't sell to all kinds of companies, they have to choose the companies which pass credit checks and are scored highly by Teikoku Date Bank (https://www.tdb.co.jp/english/index.html) , the biggest company for company credit checks in Japan. So if there are some companies which don't get high scores by Teikoku Date bank, Toppan can't sell to these companies using cash. (Note: This is a little unintuitive but it seems like Toppan has some internal process for selecting potential clients - will fill this out with more details once we have the information. - Dan)

Now Toppan is trying to find a way for Toppan's clients to use credit cards to pay for Toppan Social Hub's fee.

4. Toppan would like to have videos which Toppan can show to clients in sales.

Next meeting

Toppan; 2019/8th/Feb 15:00~

TOPPAN Meeting Notes

2019年1月15日(火) @TOPPAN

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Attendees

TOPPAN	Mr. Ishibashi, Mr. Fukuomoto, Mr.Akiyama, Mr.Kusano, Ms, Nagano, Ms.Matsuki
Qurate	Takeshi, Kentaro, Shiori

Agenda

Ishibashi san

about sales' progress, Features of integrations,

New name "Social Hub", Price and payment, X-tech, Martin's questions, Next meeting's plan

Notes

Sales' progress

1.AIP ———> Around on next week, Ken will go to AIP with the people who are in charged of AIP in Toppan. Ken will go to show how to use Content Hub.

2. Other

NCB --------> Toppan received NCB's application form and NCB need to prepare IP address firstly.

Moonstar --------->Since Mr.Yamada has been caught a flu, in waiting for his recovering

Kubarahonke (Kayanoya) --------->Since Mr.Yamada has been caught a flu, in waiting for his recovering

NISHITETSU --------> In trying to make an appointment.

IWATAYA -------> In trying to make an appointment.

Kyuden -------> Toppan has an appointment in this week.

Saibu Gas -------> Toppan has an appointment in this week.

Features of integration

Ishibashi san got some inquiries about the features of content hub to integrate with other Saas or some tools which clients are using at present. He got a question from a staff in Toppan, that whether content hub will have any integration features as like "Adobe Experience Manager" (which can be integrated with other services), or not. Ishibashi san was wondering if we can

make a difference from Adobe Experience Manager, competitor but we can have integration features like Adobe Experience Manager.

Other questions,

1. For foreign firms, can they use Content Hub with IP address in Japan? Also content hub will be able to use as global? ("In Global", He means we can use this system in other countries and promote to people in other countries, same as using in Japan).

   Ken answered the 2-step authentication will be replaced of IP address,

   when it is released. The physical barriers could be the way of displaying the languages,

   time and date in each countries.

Service price

Ishibashi san would like to arrange a part of Takeshi's proposal (Please confirm the file of "20181226凸版印刷ミーティング資料.key" on dropbox). I will translate it and inform you.

Ishibashi san would like to have a meeting once in a half of year or a year, to arrange our reveneu share base on the result, how much we could sell.

Payment

In reviewing.

New name "Social Hub"

Toppan need to set up DMS, also Toppan is still considering of adding "Toppan" in front of "Social Hub" .

-------->In reviewing.

X-tech

Toppan will attend on X-tech too, so in the case if we get a client who really has big motivation to try content hub, we will introduce Toppan. While, in other cases we are going to propose our product or only exchange business cards each other.

Martin's questions

Ishibashi san told us about how he thinks base on his experiences.

Toppan's clients have high interests of content hub because it is a one of solution system for SNS.

The requests through using are getting new potential customers.

The value which Toppan's clients see = it is easy to use and it make possible to contact/communicate with customers.

Also for people who manage companies, to avoid and decrease their risk of publishments.

Ishibashi san would like to do consulting service in the future, however at present contents hub might need to be added features.

Next meeting

Toppan; 2019/21st/Jan 18:00~

TOPPAN Meeting Notes

2019年1月8日(火) @TOPPAN

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Attendees

TOPPAN	Mr. Ishibashi, Mr. Fukuomoto,
	Mr.Kusano, Mr.Akiyama, Mr.Yamada, Ms, Nagano, Ms.Matsuki
Qurate	Takeshi, Kentaro, Shiori

Agenda

Ishibashi san

about sales' progress, TBM's replaced name, Product's development schedule

next meeting's plan

Notes

Sales' progress

Toppan received a contract document from AIP.
In January, Toppan will receive Moonstar and other companies too.
--------> Ken will prepare for the trial account of AIP.

＊Going to AIP with Ishibashi san・・・to support AIP to learn how to use Social Hub.

The appointment date will be decided later and announced.

Trial in TOPPAN

Mr. Fukunaka, who is the person in charge of Mister Donuts in Toppan, would like to use ver.β.

Ken will contact with Mr, Fukunaka.

Service price

Under reviewing, and Ishibashi san will ask their boss in next week again.

Payment

Under reviewing, Ishibashi san would like to make it decided in January, with the service price above too.

Toppan Brand Manager's replaced name

"Social Hub" is the replaced new name.

Toppan needs to get a new domain and logo.

------>Ken is going to ask Alan and Martin to help to prepare for.

Product's development schedule

Toppan would like to know when the features, which are behind schedule, will be set up.
* Ken will fill up on the shared google sheet with TOPPAN.

Next meeting

Toppan;

Toppan will answer the service price and initial of Social Hub in their plan.

Toppan will receive contract documents from NCB, Moonstar

2019/15th/Jan 17:00~

2018年12月26日(火) @TOPPAN

—

Attendees

TOPPAN	Mr.Kusano, Mr.Akiyama, Mr.Yamada, Ms, Nagano, Ms.Matsuki
Qurate	Kentaro, Shiori

Agenda

Akiyama san

about sales' progress, service price, payment, TBM's replaced name,

next meeting's plan

Notes

Sales' progress

Toppan will receive contract documents in January, since most Japanese companies have already been in peak season now (from the end of the year to start of new year).

In this year, Toppan will receive Nishinippon City Bank, AIP in their plan. And Moonstar in January too.

Others・・・

In their proposing

Kyuden(九州電力) Saibu-Gas(西部ガス) Pietro(ピエトロ)

Iwataya (Toppan will meet in next year)

Japanet is difficult to make contract so Toppan will go to cancel

Shu-ei-sha(集英社)

→They asked an inquiry to Toppan through the press release article on Nikkei.

Toppan is ahandling Shu-ei-sha's inquiry.

Using contents hub in TOPPAN ・・・Under reviewing

Service price

Under reviewing based on Takeshi's price proposal.

Payment

Under reviewing (Akiyama san is trying make their payment for Qurate possible in March, it might be other payment form instead of bill payment.

Toppan Brand Manager's replaced name

"Social Hub" would be the prime candidate of new name.

Toppan will need a new domain.

Next meeting

Toppan;

Toppan will answer the service price of TBM in their plan.

Toppan will receive contract documents from AIP, NCB, Moonstar

2019/8th/Jan 17:00~

2018年12月17日(月) @TOPPAN

Attendees

TOPPAN	Mr. Ishibashi, Mr. Fukumoto, Mr.Kusano, Mr.Akiyama
Qurate	Kentaro, Takeshi, Shiori

Agenda

Ishibashiさん　毎週定例会の実施、β版提案の進捗報告、TOPPAN BRAND MANAGERの名前変更、今後Qurateに準備してほしいもの、QCHへの要望、契約について、次回定例会までにすること

Notes

- 定例会の実施
  毎週月曜日5時～6時に凸版様とQurateで定例会をする
  ※12月最終週のみ水曜日に実施

- β版提案の進捗：
  - 1社決定(契約書締結中);AIP （アイシティ等を手がけるコンタクトレンズの会社）
  - 2社内定(最終確認中) ; NCB, MoonStar
    ※イズミヤは年末年始繁忙期のため、今から提案してもβ版の試用期間に間に合わないので今回凸版よりお断り
- TOPPAN　BRAND　MANAGER
  - 名前を変更予定　社内決議待ち
  - 名前変更に伴い、凸版側ではドメインの再購入が必要

- Qurate Contents Hubへの要望
  - 各クライアントによって数字の見方、目標の立て方が違うので、分析画面の見方が難しい
  - 各記事のアクセス数に応じてTOP3は同じページで一度に見れるようにしたほうがいい
  - UIについては田中さんから要望が来る

- 契約について
  - 石橋さん、上層部へ確認中

- Qurateが準備するもの
  - 運用Use caseとワークフローを一社で複数のブランドアカウントをもつ会社向けに作成する(権限の分譲を示した内容を含む)
  - 課金型従量制の具体的金額の提示
  - 各顧客に聞きたいことをまとめる

2018年9月18日(火) @TOPPAN

—

Attendees

TOPPAN	Mr. Taka, Mr. Ishibashi, Mr. Yamada, Mr. Akiyama, Mr. Tanaka, Mr.Kusano
Qurate	Tom, Kentaro, Alan, Takeshi, Tenai

Agenda

高さん	スケジュール確認ほか
田中さん、秋山さん	セキュリティに関するステップの確認、契約書関係
秋山さん	分析について

Notes

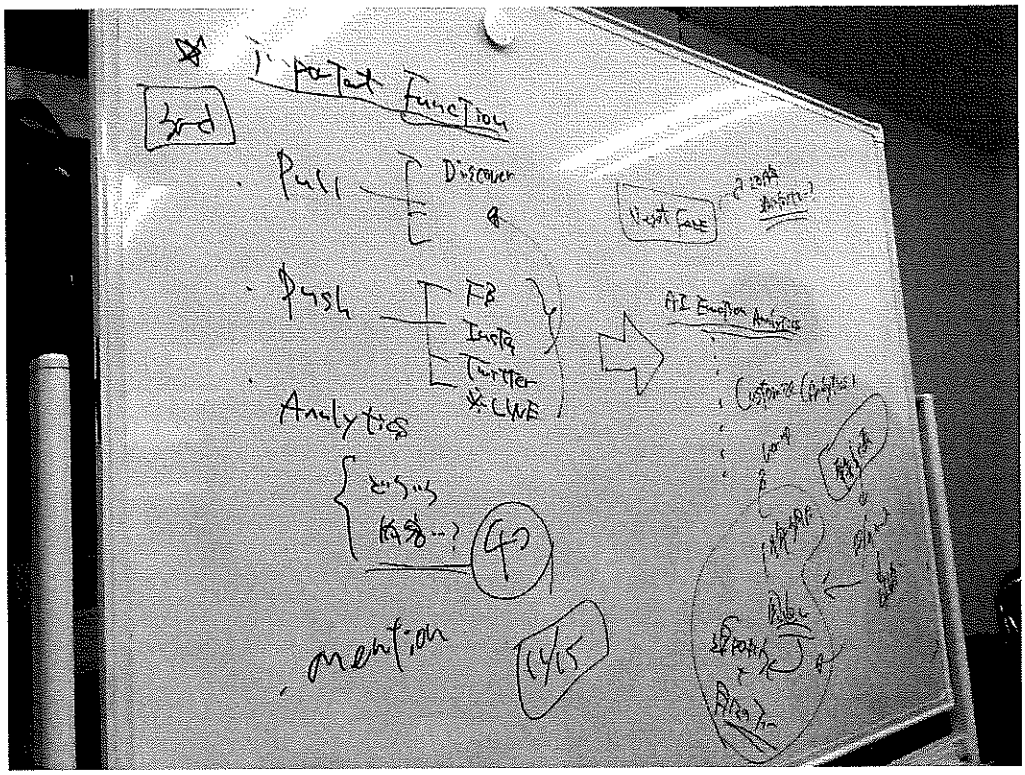
- 凸版様ご要望スケジュール

  09/25 1st Launch Version 1
  10/07 2nd Launch Version 2
  （クライアントよりフィードバック）
  10/15 3rd Launch Version 3
  脆弱性診断（２週間）
  10/末～11/10 プロダクト完成

  ・遅くても11/10には完成させたい。
  ・リリースの区切りをつけ、進めたい。間に合わせるために何を外すか。
  ・レクチャー日程を決める。デモアカウントも準備。(後日)
  ・まずはQurateでVersion 1～3を整理して情報共有。
  ・本リリースまでにハイセキュリティ＆網羅的SNSの分析機能の提供(下記写真を参照)
  ・将来的にはPhase 2（2019年3月）

- 凸版様側で要決定：
  - 名前：Toppan Brand Manager (で良さそう)
  - ロゴ：Toppanにて制作予定
- キュレイトで要提出：
  - 機能リストとスケジュール(今週中)
  - 仕様書レベルまで細かく落とし込む(後日)

- 共有情報


Important Function
3rd
Pull
Discover
Push
FB
Insta
Twitter
※LINE
Analytics
mention
AI Emotion Analytics

2018年7月23日(月)　@Qurate

—

Attendees

TOPPAN	Mr. Taka
Qurate	Tom, Kentaro

Agenda

Main Topics

1. 予算感について
2. 機能の要望

Notes

1. 予算感について
   - **イニシャル700-800万、ランニング90万(10月～3月)くらい**
   - 10月ローンチ後に支払い予定
   - 4月のタイミングで契約更新
   - 4月時、100社～500社導入
   - 初期費用10万、月額5万で計算
   - 4月以降は売り上げの15～20%でどうだろうか->トムは安いという所感を伝えた
     100社15%で75万/月、20%で100万/月。**90万/月は切らないようにしてもらう**

2. 機能の要望
   LINE投稿はなんでもいいので10月時点で欲しい->LINE@を組み込む方針
   Youtubeとか動画系は？->比較となる数値が他のSNS等と違うので一旦後で
   メールマガジン機能に興味あり

トムの所感はこちらから↓

https://3.basecamp.com/3947667/buckets/6528736/questions/902837184#__recording_1197666897

2018年7月12日(木)　@TOPPAN

—

Attendees

TOPPAN	Mr. Yamada, Mr. Ishibashi
Qurate	Tom, Takeshi, Kentaro, Tenai

Agenda

Main Topics

3. TOPPAN：コスト見直しの続き
4. スケジュールの確認

Notes

3. コスト:
   - まずはシェアを取ることを目的に
   - イニシャル 掛かる分は支払うも、見直せないか。
   - ランニング (100万円/月)は折半し、Revenue Shareとしたい。
   - 社内で、Qurate の価値を話せる方は不在←Qurate側が提供できてない

2018年6月25日(月)　@lunch meeting

—

2018年6月25日(月)　@TOPPAN

—

Attendees

TOPPAN	Mr. Yamada, Mr. Ishibashi
Qurate	Tom, Kentaro, Tenai

Agenda

Main Topics

5. TOPPANより：コスト見直しのご相談
6. TOPPAN：Qurateのメリットについて
7. スケジュールの確認

Notes

4. TOPPANより：コスト見直しのご相談

- コスト見直しの背景：TOPPAN社内でシミュレーションをした結果、販売予測を出し、その数字よりイニシャルとランニングコストを落とせないかという議論あり。
    - イニシャル200万円、ランニング50万円など→1,000万円/年以内
    - Tom → イニシャル半額、ランニングは現行でどうか？
- ビジネスモデルについて：下記を検討
    1. ASPモデル(Saas)
    2. 個別モデル（大型案件）：イニシャル無し、ランニングも発生ベース
    3. 両方
- ランニングが発生しないプランは可能か？

  Qurate → ランニングは必要。イニシャルを減らすことを検討
- ビジネスモデルを実現するためのイニシャル+ランニング
    - PUSH: SOCIAL Management
    - PULL: SOCIAL LISTENING
    - ENGAGE: 分析

      ⇒ ３つはどの程度開発が進んでいるのか。いつから使えるレベルになるのか。

      「使えるレベル」の定義が必要
- ASPモデルで展開するためには、投資に見合うエビデンスが必要。ASPモデルは関東、関西にも広げやすい。
- 販促方法、販促先業界の検討
- 上記全て、Qurateがイニシアティブを持って提案することが期待されている。
- 売上を見込むプランを一緒に作る
- QCHの優位性、独自性を社内に示す必要がある。
- 社内でQCHの反応は良いが、確度が読めない。

    - どのように品質を保つか

- 年内に２０社にテストランを実施するのはどうか。QCHを提供。
    - TOPPAN: 20社リストアップ+各社が納得する価値の検討
    - Qurate: 提供先の業界、仮説、価値を検討
    - ２０社にQurateも同行して課題のヒアリング → ソリューションを提案
    - テストランして　==> ASP化できるかどうか判断したい
    - スケジュール：

        7月～開発状況のシェア、販促資料、販促先の業界や仮説検討

        9月～12月で２０社獲得

- Qurateにとっての価値：TOPPANのもつ販路、社数

Yamada-Tsutsumi Face to Face:

- 社内の調整は頑張って何とかできるけど、その後本当に売れるのかは、プロダクトと資料にかかってるので頑張ってもらいたい
- 20件やるときの前提が欲しい、実験としてのテストなのか有効性を試す為のテストなのか
- 凸版ブランドマネージャーとは別に、個別に案件化を進めることは可能なので積極的にやりたい。ただ提案するときの機能、価値などの売り文句が作ってる側から欲しい

2018年5月28日(月)　@TOPPAN

—

Attendees

TOPPAN	Mr. Yamada, Mr. Ishibashi, Ms. Sakaki
Qurate	Tom, Nakahara, Kentaro, Tenai

Agenda

Main Topics

8. セキュリティチェックリスト進捗
9. ソーシャルリスニング機能について共有
10. アナリティクス項目について共有（石橋さんより）

Notes

5. **Schedule/スケジュール・確認事項**

個人情報取り扱いと脆弱性

それができてから、セキュリティと決済チームに回し、請求。

- システム構成図
- 機能一覧
- セキュリティリスト

メルトウォーター

分析できる項目を

石橋さん

- 社内で売り方を検討中。その中で出てきたのが、フォロワー数、閲覧時間など、個別でも。
- Analytics Data資料より、確認できるものともの

ウェブサービスを超えてのトラッキングはできない。

ユーザーとしては、年代、性別、地域など

山田さん；UI: ビジュアル化、管理者として一貫性を持たせる。

石橋さん：初めて自社サイトに接した新規ユーザーなのか、

■競合資料

早めにあった方がベター、社内で上申するときに使える。

ベースとなる安価な金額で使ってもらうときに、投資対象としてペイできるか。他のツールと比べて、この部分だけ良いという案内ができる。

Prospective clients from TOPPNA Salesperson

- Questions: Any clients in Kyushu?
- Tourism, local governments - which uses SNS
- companies which have a lot of contents but not publish yet
- companies which focus on contents marketing

2018年5月10日(木)

—

Attendees

TOPPAN	Mr. Taka, Mr. Yamada
Qurate	Tom, Nakahara, Kentaro, Tenai, Alan

Agenda

Main Topics

11.	**Schedule**	**現状のスケジュール・確認事項**
12.	**New Projects/Hisamitsu**	**新規案件、久光製薬様案件**
13.	**Qurate Event**	**Hacker News Fukuoka について**

Notes

6. Schedule/スケジュール・確認事項

- 現在、諸々の背景から、ユーザーテスト含め、先のスケジュール決定が難しい。
  Under the existing circumstances at Toppan, it's not easy to plan further.
- ASPテストがクリアになればスムーズに進む可能性あり。
  If we could pass the ASP test well, the project will make progress.

7. New Projects/Hisamitsu 新規案件、久光製薬様案件

7.1. 久光製薬様案件は、プロダクトが「医薬薬品」という背景より、制限あるため、いったん保留。
Since the product for Hisamitsu project is medicinal, there are many limits. Therefore, we put it into on hold

7.2. 新規案件「LuLuLun」のほうが可能性あり。 More possibility for Lululun project

7.2.1. プロジェクト概要：フェイシャルパックを販売する会社が、７月に新商品販売予定。美容家やライターなどのインフルエンサーに商品を送り、インスタで拡散してもらう企画を予定。インスタ映えするパッケージの引き合いなど。このプロジェクトで面白い提案ができないか。

7.2.2. Project outline: LuLuLun, a brand of facial mask products, will release a new product in July, and Toppan considers to propose a promotional plan.

7.2.3. 山田さんが企画案をまとめ、Quate に提案予定。5/17顧客にヒアリング。インフルエンサーに投稿してもらい、Qurateのシステムで分析するなど。
Yamada san will present a proposal for us after May 17th hearing with the Client. We could use Qurate content hub to analyze the contents from influencers.

8. **Qurate Event** **Hacker News Fukuoka について**

We explain the event details

Next Meetings 次回ミーティング

We haven't decided yet.

Next Meeting Agenda 次回アジェンダ

- **スケジュールの引き直し** Reschedule
- **アナリティクスチームとのミーティングの設定** Set the meeting w/ Analist

ToDo タスク

TOPPAN	**・Lululun企画案**	Lululun Proposal
Qurate	**・競合への優位性のマトリクス完成**	Finishing up Competitor Analysis

2018年4月27日(金)

—

Attendees

TOPPAN	Mr. Taka, Mr. Yamada, Mr. Kusano
Qurate	Tom, Nakahara, Kentaro, Tenai

Agenda

Main Topics

14.	**Schedule**	**今後のスケジュール・確認事項**
15.	**Security**	**セキュリティ関連**
16.	**Hisamitsu Project**	**久光製薬様プロジェクトについて**
17.	**Qurate Event**	**5/17予定のHacker News Eventについて**

Notes

9. **Schedule/スケジュール・確認事項**
    - 9.1. ユーザーテスト: 機能要件の資料をQurateから受け取った後、TOPPAN実施予定。Will do usertesting after checking the Qurate HUb function list.
        - 9.1.1. TOPPAN：競合情報のリサーチ分をシェア　Will share the competitors research results
        - 9.1.2. Qurate：それらに対する優位性をマトリックス作成して共有(中原/南)

          Will create matrix to show our superiorities
    - 9.2. 次回ミーティングでTOPPANアナリティクスチームとのミーティングを設定

      Will set the date for meeting with TOPPAN analytics team

10. **SLA:** TOPPANの九州担当との打合せ必要
    - 10.1. **ASP【Application Service Provider】**
        - 10.1.1. Qurateが開発(developing)、TOPPANが取り扱い(selling)の役割を再確認。

          ASPとしてではなく、Toppan Project Managerとして進める。

11. **Hisamitsu Project/久光製薬様プロジェクト**

11.1. デジマ初トライの久光様。のびのびサロンシップ商材で「デジタルマーケティングへのトライを戦略的に検討」されている。Qurateがなくてもできる提案ではなく、Qurateだからこそ、Qurateを使うからこそ出せる強みのあるサービスを！

11.2. Brainstorming

- O2O2O (Offline to Online to Offline) - 山田さん Qurateと組む強みを出せるもの。webで拡散。
- 高さん：デジマ初トライの顧客なので、まずは直球勝負！体験させ→デジタルの共感コンテンツ→店頭へ
- ５月下旬：顧客にご提案予定
- Tom: Red Bull sample (Solution)

  I.e.) Let's play in mud! Have fun!→ (**As a solution**) Here is the detergent!

  泥まみれで楽しく遊ぼう！→ほら、この洗剤があるから大丈夫！

- ドラマ仕立ての動画/ライブ　→ ライブは避けたほうが無難か
  - ５都市対抗（バイク、マラソン、水泳・・・）SNS告知→ Messeages: "Try Hard" →Solution! : サロンシップ　　30-50代が元気
- 予算：1,500万～3,000万円

12. Qurate Hacker Eventについて　（5/17予定）

Qurate主催でYコンビネーターのイベント予定：企画書をTOPPANへ提出、後援のご依頼

Next Meetings　　次回ミーティング

2018年5月10日(木) 3PM @Qurate 定例会議

Agenda　　次回打ち合わせ内容

・今後のスケジュール引き直し	Reschedule
・ユーザーテスト日程調整	Schedule for usertesting
・アナリティクスチームとのミーティング日程調整	Set the meeting w/ Analist
・セキュリティチェックリストの戻し、担当者様ご紹介	Feedback for Security checklist
・久光様提案書	Proposal for Hisamitsu
・ハッカーニュース福岡についてのご説明	Introduction for HN Fukuoka

ToDo　　タスク

TOPPAN	・競合調査	The Competitors
Qurate	・競合への優位性のマトリクス作成	Our Superiorities
Qurate	・イベントの企画書	Proposal for HN Fukuoka

ToDo　　タスク（前回からのタスク）

TOPPAN/Qurate	・オプションの連携先リストアップ	Integration Listing
Qurate	・競合への優位性のマトリクス作成	Our Superiorities
	・アカウントにダミーデータ流し込み	Input Dummy Data
	・機能一覧(デフォルト機能リスト)	Default Function List
	・SLA作成	Service License Agreement
	・ロードマップ、マイルストーン	Roadmap&Milestone Overview

以上

2018年4月16日(月)

—

Attendees

TOPPAN	Mr. Taka, Mr. Yamada, Mr. Kusano
Qurate	Tom, Alan, Alex, Martin, Kentaro, Tenai

Agenda

Main Topics

1.	**Feedback/Questions for Demo**	**デモ版のフィードバックや質問**
2.	**Brainstorming of Values**	**QurateコンテンツハブのValueについて**
3.	**Presentation at TOPPAN**	**4/23のプレゼンについて**

Notes

1. **デモ版のフィードバックや質問**
    - 1.1. 予約投稿が実行されなかった。実行されなかった時の処理やサポートについて。
        - 1.1.1. Solutions : 1.アナウンスのレベルUp、2. Repost? Delete?などの選択肢、3. Customer Chatbot?
        - 1.1.2. 何か問題が発生した場合にはQ側で対応→顧客とのやりとりログをシェア等。全ての問い合わせをQで対応するのもコスト→将来的に役割明確化
    - 1.2. 分析ページ
        - 1.2.1. 最も重要な機能：「デジマのプル化」と考えるか
        - 1.2.2. ハブそのものの分析機能については、別部署の分析チームにヒアリング必要
        - 1.2.3. 対TOPPAN: マクロデータのニーズ、対クライアント：結果
        - 1.2.4. ユーザー情報（Who? How many Likes?）、定量化など基本となる分析システムを作り、業界ごとの効果測定へカスタマイズ
2. **QurateシステムのValueについて**
    - 2.1. ３ Sales Points (by 山田さん)
        - 2.1.1. 省作業化：１回の投稿で複数のチャネルに投稿可
        - 2.1.2. 予約投稿：時間別、チャネル別
        - 2.1.3. 横断的なデジマ把握：複数のデジマ結果が横断的に分かる
    - 2.2. Qurate の３つの機能（by 高さん）：Pull, Push, Engageをベースに
    - 2.3. Qurate から見たセールスポイント：５つのシナリオ

2.4. 商品として営業する際には：ユーザーとマーケティングサイドではニーズが異なる

3. **4/23のプレゼンについて**

3.1. 参加者(企画・制作・マーケ・デジマチーム)に、まずはコンテンツハブを正確に把握してもらい、足元を固めたい。

3.2. コンテンツハブの活用で可能になることを絞って明確に。価値を伝える。

3.3. 最終的には「クライアントにとって、凸版がデジマのパートナーになる」ことを目指し、まずは凸版がデジマ市場でアクティブになるように。

Next Meetings　次回ミーティング

2018年4月23日(月) 4PM @TOPPAN　**Qurateによるプレゼン（企画・制作・マーケチーム）**

Next Meeting Agenda Items　次回までに準備

・NDA修正後、捺印、ご提出

ToDo　タスク

TOPPAN	**・コンテンツハブの価値について**	The Values
	・4/23 会議アジェンダ	Agenda for 4/23
TOPPAN/QURATE	**・オプションの連携先リストアップ**	Integration Listing
Qurate	**・アカウントにダミーデータ流し込み**	Input Dummy Data
	・仕様書(デフォルト機能の細かいリスト)	Default Function List
	・SLA作成	Service License Agreement
	・ロードマップ、マイルストーン	Roadmap&Milestone Overview

以上

2018年4月13日(金)

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Attendees

TOPPAN	Mr. Taka, Mr. Yamada, Mr. Kusano
Qurate	Tom, Takeshi, Kentaro, Tenai

Agenda

Last Meeting Follow-up　　前回の振り返り

NDA prepared by TOPPAN　Q: NDA受領 → 4/16(月) 代表名修正・お渡し予定

*Notes: 知財(IP)

Main Topics

1. **Cost Estimate**　　**概算見積金額について**
2. **Feedback for Demo Version**　　**デモ版のフィードバック**
3. **Brainstorming for Business Model**　　**ビジネスモデルのアイデア出し**

Notes

1. **概算見積金額について**
    - 1.1. Requests: Add running costs such as license fee, server and maintenance as well as more details for each operation. ランニング費のほか、細かい費用も含める。
2. **デモ版のフィードバック**
    - 2.1. Facebookと連携できない (ここ数日、Q社内でもFacebookに連携できるスタッフとできないスタッフが混在。) Can't connect Facebook.
    - 2.2. 例えば、１回の投稿で複数のチャネルに投稿→未実装。今後の修正と追加を切り分けて判断するため、Qにて機能一覧的なものを準備。 Will create function list.
3. **ビジネスモデルのアイデア出し**
    - 3.1. リリース時には、オペレーションコストを下げることができる、という切り口メインでいくのか、マーケティング的な視点でいくのか。 Consider the main featured function on release.
    - 3.2. 対TOPPAN、対オペレーター、対クライアント向けの資料

      Creating documents for each TOPPAN, operator, and clients
    - 3.3. ★7/1ローンチまでの３ヶ月の落とし所：クライアントに提供すべき価値・機能は何か、絞り込むこと→ビジネスモデルの策定。この価値があるから→この価格で。

      Important: Key

3.4. 将来的には業界ごとのパッケージを。 Creating package in future for each industry

3.5. 3つの観点での開発 ①Security, ②Development, ③Compliance

3.6. コンテンツマーケティングによりHPのアクセス数(PVやフォロワー数)が増えなくても、実際の来場者が増えたケース→このような場合の効果測定指標が必要（本質的な目標が達成されても、アクセス数が増えないとクライアント含め、評価されないのでは。）まずは、日常的ないいね、などが分かる機能を。いいね、が多いユーザーの分析など。follower, likesが多いユーザーの分析／クロス分析など。

Setting up "Effect Measurement Index" to measure the real results besides PV.

3.7. WeChatとの連携：実装目指す(ローンチまでに実装できれば尚ベター)。日本は無理だが、TOPPAN Taiwanのアカウントで可能になるかも→TOPPAN Brand ManagerでWeChat連携が可能になれば、インバウンド需要も取り込める。

3.8. 低価格帯から高価格帯まで分けて商品化。まずは低価格帯から。

Various price range packages starting from the low price.

3.9. TOM: エンドユーザーの悩み、困り事を知りたい。(Content Hub, Digital Transformationに関する全般)

3.10. 参考例：長府製作所、茅乃舎、福岡タワー

Examples: CHOFU, KAYANOYA, FUKUOKA Tower

Next Meetings　次回ミーティング

2018年4月16日(金) 4PM @Qurate	**ディベロッパーやデザイナーとの合同ミーティング → デモ版のフィードバックや質問**
2018年4月23日(金) 4PM @TOPPAN	**企画本部長 村田様へのデモンストレーション**

Next Meeting Agenda Items　次回までに準備

- **NDA修正後、捺印**

ToDo　タスク

TOPPAN/QURATE	**・オプションの連携先リストアップ**	Integration Listing
Qurate	**・アカウントにダミーデータ流し込み**	Input Dummy Data
	・仕様書(デフォルト機能の細かいリスト)	Default Function List
	・SLA作成	Service License Agreement
	・全体のマイルストーン	Milestone Overview

以上

2018年4月5日(木)

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Attendees

TOPPAN	Mr. Taka, Mr. Yamada
Qurate	Tom, Tak-san, Tenai

Agenda

Last Meeting Follow-up　前回の振り返り

Filling in the schedule sheet　制作スケジュールの更新

Main Topics

1. **Released Demo and specification　デモ版と仕様書公開**
2. **Requests/discussion for spec for Basic Versionベーシック版の仕様に対するご要望**
3. **Important Deadlines　提出日などの確認**

Notes

1. Released Demo and specification　本日お渡し - Got a request of Content Hub with dummy data　ダミーデータ入りのコンテンツハブ要望
2. Requests/discussion for spec for Basic Version
   - 2.1. **Creating Rules for Log Data**　ログデータのルール化 (保存期間など)
   - 2.2. **Keywords** - Protecting unauthorized access, 2-Step Verification, Multiple Verification (admin, client, operator) 不正アクセス防止、2段階認証、多重認証
   - 2.3. **Notification for Posts** - Request for sending a notification when done posting 予約投稿をした後に、投稿完了の通知。あれば、予約完了の通知も。
   - 2.4. **Three Features: System, Plan, Contents** - Contents Holder matchmaking　将来的には、コンテンツメーカーをクライアントに紹介 (コンテンツ作るランサーズ)。TOPPANがコンテンツホルダーと繋がることの有意性
   - 2.5. **Others:** Preparing documents for each industry 最終的には業界ごとの資料準備、Considering Patent of business model for TOPPAN*Qurate 二社のビジネス/ビジネスモデルで特許取れないか
3. Important Deadlines
   - **4/13(金)** : System Specification システム仕様書準備、NDA、ビジネスモデル検討

- **4/16(月)：ダミー入りデモ版お渡し**

Next Meeting Agenda Items　　次回までに準備

2018年4月13日(金)

Request for an estimation including all the costs needed until launch on July 1, 2018

7/1(日)のローンチまでに発生するコストの見積項目提出 (詳細)

以上

CERTIFICATE OF SERVICE

I hereby certify that on December 13, 2019, the foregoing Testimonial Declaration of Thomas Brooke in Support of Registrant is being filed with the Board and a copy is being forwarded concurrently to counsel of record.

LYNN E RZONCA
BALLARD SPAHR LLP
1735 MARKET STREET 51ST FLOOR
PHILADELPHIA, PA 19103-7599
Phone: 215-864-8109
Email: rzoncal@ballardspahr.com, loadmanj@ballardspahr.com, phila_tmdocketing@ballardspahr.com
Attorney for Petitioner

/Jeffrey H. Greger/
Jeffrey H. Greger
Attorney for Respondent