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# Jig-Saw (3914): A very “puzzling” stock

May 31, 2016



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## Summary

- Stock is on Fire: up +800% since IPO a year ago despite missing revenue target
- No sign this is a high-tech company: No capex, no R&D, and suspiciously low employee wages
- Company business and strategy make no sense to industry specialists
- Press releases are misleading and massive misrepresentations
- Company “partners” do not acknowledge Jig-Saw
- Accounting practices raise red flags
- The only target co. makes public is its desired market capitalization
- Valuation is absurd on any metric
- Insiders are dumping the stock

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## The Jig-Saw Story: a humble beginning

Most early-stage IT companies start with one product or area of specialization. For example, Google started with a search engine; Facebook with a social media site, and DeNa with mobile phone games. Over time, once this product is successful, the company expands.

Jig-Saw's history is different. According to its own official account, the firm was founded 14.5 years ago in Sapporo City, northern Japan. Its name was "IP Telecom" and it worked on software development. For 7 years, nothing of note happened. In 2008 the company was renamed "Jig-Saw" and merged with 2 others, "Yunikid Holdings Corp." and "Super-Edition Corp," neither of which have an online presence. Soon after, Jig-Saw entered systems and server management. No other business directions are mentioned by the company at this point.

Fast-forward to 2014. Jig-Saw moves HQ to Tokyo and starts preparing for an IPO. **Suddenly, in 2015 a different company emerges ...**

*Source: Information Jig-Saw provided to the Tokyo Stock Exchange when listing in 2015.*

## Jig-Saw Reloaded: by 2015 Co. Claims it Develops:

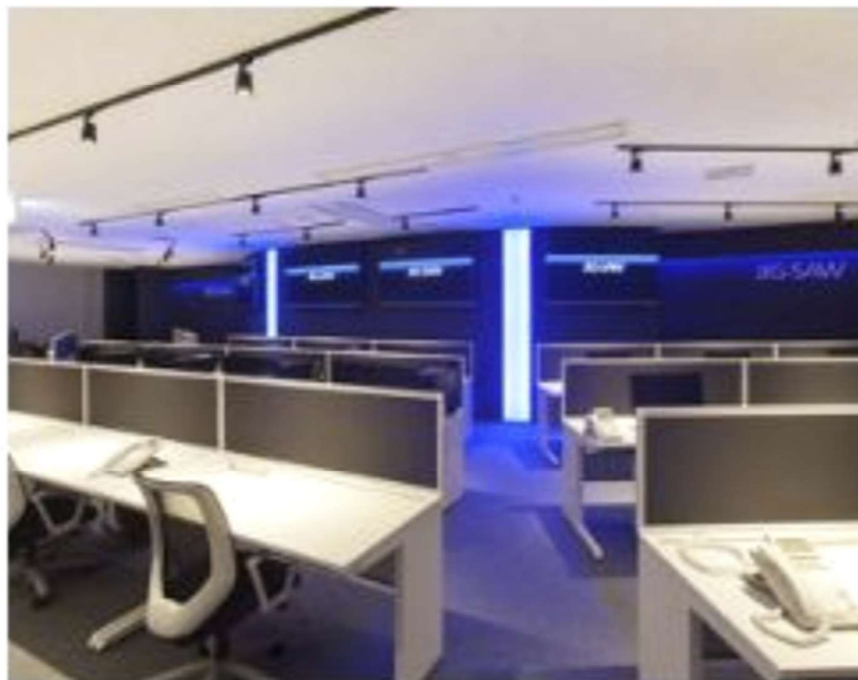
- Auto Sensoring & Auto Direction (A&A)
- Internet of Things (IoT)
- Artificial Intelligence (AI)
- Blockchain
- Autonomous Driving
- Big Data
- Augmented & Virtual Reality (AR & VR)
- MVNO
- Space Exploration
- Smart Transportation
- Cloud and Cloud Security Services



## Jig-Saw Opens "Japan's Largest Control Room"

Six months year before making an initial public offering, the company says that it opened a 24-hour, 365-days a year state-of-the-art control room in Sapporo, taking up 500 m<sup>2</sup> of prime real estate in the center of the city.

Jig-Saw claims that 32 staff work at its Sapporo center.



## Result: IPO Success, Flamed by VIP Names

- Jig-Saw sells its shares amid rumors, later confirmed, that Japan's most famous music producer, Yasushi Akimoto, will buy a stake
- Well-known entrepreneur Hidehito Maeda, the founder of the Hanamaru Udon noodle chain also buys stock
- Stock is mainly pitched to Japanese retail investors with minimal details on the state of Jig-Saw's business



The screenshot shows a news article from the website 'Gen Dai Digital'. The article title is '秋元康氏の名も 注目集める新規上場「ジグソー」の株主たち' (The name of Yasushi Akimoto also attracts attention among the shareholders of the newly listed 'Jig-Saw'). The article is dated 2015年4月16日 (April 16, 2015). The text mentions that the company's IPO (new listing) is attracting attention, and that it is being compared to the recently listed 'Gnosse'. It also notes that the company is an IoT big data-based internet system automatic management service provider.

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## Red Flag #1: Spending More on Offices Than R&D

The first red flags were in Jig-Saw's IPO documentation. The chart on the right shows how Jig-Saw described spending plans post IPO.

Keep in mind that "New Technology" was detailed as the development of:

- *A&A*
- *Robot monitoring*
- *AI*
- *Smart Machines*
- *And other directions*

Spending Plan for 3 Years After IPO



## Red Flag #2: Hiring Budget Insufficient

According to the data of Robert Walters, one of the biggest recruitment firms in Japan, the average salary for a software engineer in Tokyo is between ¥6 million and ¥10 million.

This means, Jig-Saw's budget would allow for the hiring of 10-24 staff.

If you divide that by the number of technology areas that Jig-Saw says it is developing, the result would be an addition of 1 or 2 staff per area *over 3 years!*

## Red Flag #3: No Sense or Synergy

We presented Jig-Saw's own explanation of its operations and business model with the company name blurred out to a number of IT industry experts. This is what they said....

*"It just seems like they're throwing together **buzzwords**. I have no idea what the context is. I mean, I know the individual areas but I can't tell from the [company] description what problem they're solving. Data management can mean a lot of things. I see that they provide some kind of SaaS\* cloud platform. But, what it does exactly and how it's useful is beyond me."*

**Computer Science staff at a Cambridge, Massachusetts-based University, U.S.**

*"It seems a bit weird to put so many **buzzwords** next to each other. It doesn't make anything clear. This is a puzzle... I think they're very early stage and [seem to] avoid saying what they actually do. What they claim to have is a set of algorithms capable of detecting certain patterns and weak signals to help managers manage things better. Lots of people work on this subject. It's not new. The claim of having something that works for everything is a bold one. Nothing is impossible in software and I'm an optimist, but I'd like to see what they do before investing."*

**Founder of a European VR firm, tech investor**

\* SaaS: Software as a service, a software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted. It is sometimes referred to as "on-demand software." (Wikipedia)

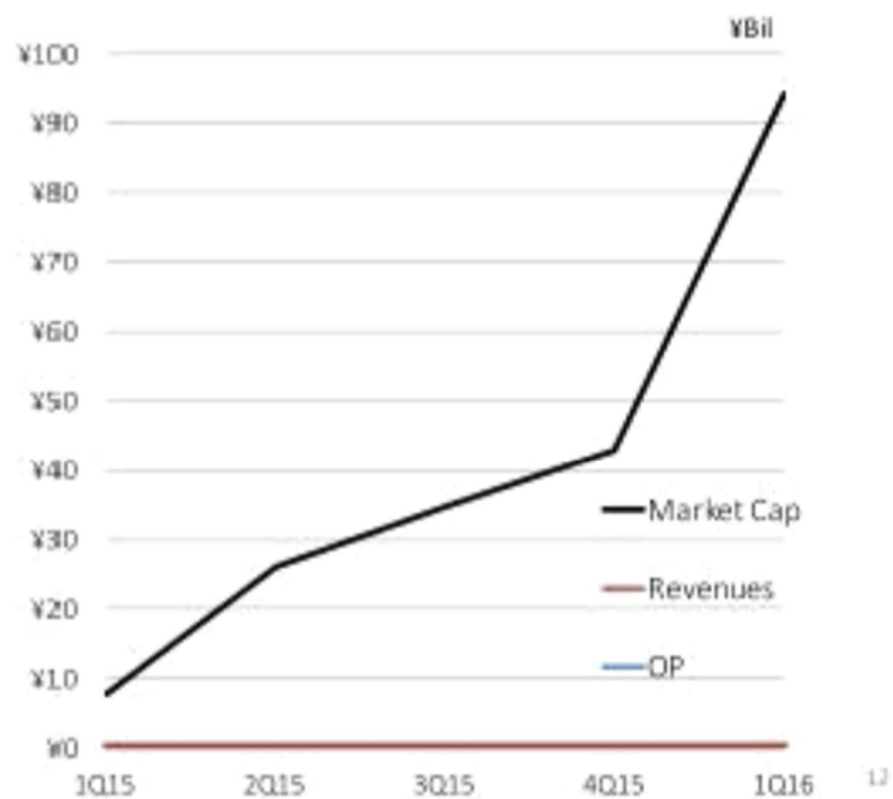


# The Stock Had Extraordinary Run Despite Many Red Flags. Now, Reality's Starting to Set In.



## While the Stock Exploded... Revenues and Operating Profit Have Not

- As a result, absolute level of revenues and OP make no sense relative to market capitalization
- Company missed FY16 revenue guidance
- Quarterly revenue at the level of ¥200m (\$1.8m) -- after 15 years in business!



## Jig-Saw Openly Talks About its Market Cap Goal

"Our first checkpoint is a market value of ¥500 billion..."  
See Below



**当社のスタンス**

まず、時価総額5,000億円を通過点とする  
世界のIoT市場規模は365兆円。  
当社はその1%の獲得に向けてのみ邁進する。  
そのための布石や基盤の確立を前向きに取り組んだ。  
今期は急激な成長を目指す。

JIG-SAW  
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Source: Jig-Saw presentation, <http://bit.ly/1qHtj5t>



CEO Yamakawa

As for the ¥500 billion market cap target, "I'll say one thing, this is the clear intention of the management. It's our waypoint. That's the reason we're expanding the business. There'll be challenges but we have the ability to venture forward.... **And we're not thinking of a long span such as 10 years.** We want to succeed as soon as possible."

"I can't comment on the stock price, but I think that increasing the value of the business and its share price is everything.... I am always watching the stock price."

Source: Q&A with Jig-Saw management after earnings publication on Feb. 16, 2016  
<http://bit.ly/1XvWZwa>

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## But What Actually Drives the Stock? Hype and Fact Distortion

1. Jig-Saw issued more than 60 press releases over the last year building on its buzzwords, but not giving further detail on its business
2. Among these were frequent mentions of tie-ups or partnerships with major companies and even foreign organizations such as NASA
3. Company announcements about the size of a market in which they have no products
4. Announcements of acquisitions that in fact were immaterial to Jig-Saw's financials

### Big Name Partners



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## Red Flag #5: Jig-Saw's Business "Partners"

- None the companies that Jig-Saw announcement partnerships with have reciprocated with a statement on their own website
- Of those that responded when approached on this issue, **none of the companies were able to confirm an official partnership with Jig-Saw**
- Some of the "partners" said that **Jig-Saw was a client** for the services they provided
- A manager at an major international firm said unofficially that when he saw the Jig-Saw press statement he was shocked at the mis-representation. His firm considered taking action and may still do so

## Jig-Saw's Acquisitions: What Value?

- As part of its hype campaign, Jig-Saw has dedicated 10 press releases to acquisitions. All of these were of small companies that were either funded by or introduced to Jig-Saw by its own biggest shareholder: Mr. Jun Emi
- None of them have significantly added to Jig-Saw's cash flow

IIIOBICOMII

項目	2016年	2015年	2014年
売上高	59,000,000	100,000,000	100,000,000
営業利益	(40,000,000)	0	0
経常利益	(40,000,000)	0	0
純利益	(40,000,000)	0	0
営業利益率	-67.8%	0%	0%
経常利益率	-67.8%	0%	0%
純利益率	-67.8%	0%	0%

- Rev of only ¥59m... down 74% YoY!
- OP of ¥(40)m

 kudana

- Jig-Saw's biggest investor Jun Emi led ¥100m angel round for 30% stake in co., suggesting it has total value of only ¥300m
- Kudan does not have any strategic investors
- The co. has just 12 staff!

世界 GLOBAL MARKETING, SEKAI INC

- Jig-Saw acquired a 2-3% stake in Sekai with Emi's involvement
- Despite Jig-Saw claims, Sekai has nothing to do with Blockchain
- Sekai completed one real estate deal using Bitcoin. That's the extent of its foray into Blockchain.

 CHANGE

- Emi's connection from his Accenture days
- Very small consulting firm with capital of only ¥6,850!
- Has nothing to do with "smart transportation" as claimed by Jig-Saw



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## Despite all the M&A and Hype Jig-Saw Failed to Meet Financial Targets or to Give Outlook

- Revenues were light and growth decelerated from 33% in FY15 to 30% in FY16
- No company guidance issued for this financial year 5 months into the year. During May quarterly results, Jig-Saw said that it was “too difficult to give a meaningful forecast” for its financial results this year. It also said it could not issue a forecast for its majority owned Mobicom.

### Reports Full-Year Parent Earnings Results

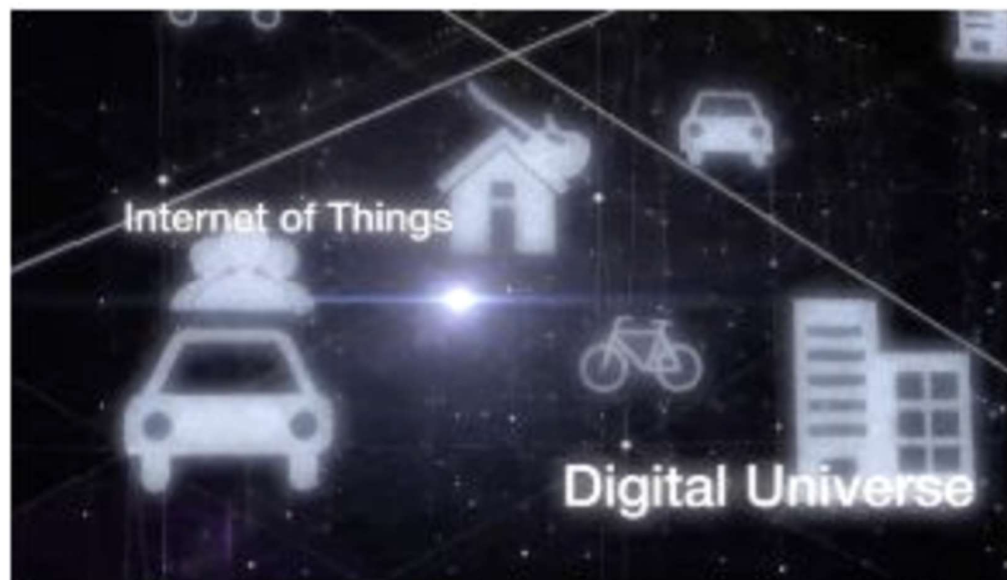
Feb. 12 (Bloomberg) -- Jig-Saw Inc (3914 JP) reported unconsolidated earnings results for the year ended Dec. 31. Figures other than EPS are in millions of yen.

	Revenue	Operating Profit	Current Profit	Net Income	Earnings Per Share
Full-Year Results	657	156	147	95	15.18
Year Earlier Period	505	62	61	79	13.31
Versus Results	30.1%	151.6%	141.0%	20.3%	
Company Forecast	688	153	144	100	16.05
Versus Results	-4.5%	2.0%	2.1%	-5.0%	
Toyo Keizai Est.	690	150	140	100	15.50
Versus Results	-4.8%	4.0%	5.0%	-5.0%	
Previous Half-Year	309	54	45	30	9.96

## Reason for the Revenue Miss: Maybe Jig-Saw Isn't Actually Doing What It Says?

Let's remember again what Jig-Saw says it is developing:

- Auto Sensoring & Auto Direction (A&A)
- Internet of Things (IoT)
- Artificial Intelligence (AI)
- Blockchain
- Autonomous Driving
- Big Data
- Augmented & Virtual Reality (AR & VR)
- MVNO
- Space Exploration
- Smart Transportation
- Cloud and Cloud Security Services



# So, Where's the Investment to Act?

At the time of the IPO, the **promised R&D amount for 2015** was ¥28 million:

- ① 【本会社の使途】  
上記の予定総額¥28,000千円及び「1. 新株発行株式」の（数）2に記載の第三者割当増資の予定総額¥11,800千円については、以下の使途に充てる予定であります。
- ① 開発経費（費1）及び開発ソフト（費2）、人件費（費3）及びマーケティング（費4）の研究開発に係る人件費等として28,000千円（平成27年12月期：28,000千円、平成28年12月期：46,000千円、平成29年12月期：33,000千円）
  - ② 今後の事業拡大のための優秀な人材の確保等を目的とした採用活動費及びその人の賃として18,000千円（平成27年12月期：20,000千円、平成28年12月期：40,000千円、平成29年12月期：25,000千円）
  - ③ 人員拡充に伴う本社設備増設及び東京オフィス稼働費として10,000千円（平成27年12月期：15,000千円、平成28年12月期：120,000千円、平成29年12月期：15,000千円）
- なお、費用は、経費削減及び経営基盤安定化のため、金融機関からの借入金の返済に充てる予定であります。また、長期的な売却価格では、安全性の高い金融商品等に運用していく方針であります。

In fact, 2015 R&D was only ¥11.7m and capex was almost zero:

※2 開発費及び一般管理費に占める研究開発費の経緯は、次のとおりであります。

	前年度比	増減
① 研究開発費	100%	—
② 一般管理費	—	—
③ 合計	100%	—

FY15 Total R&D of ¥11.7m is enough to support 1 or 2 employees max!

14) 連結財務諸表

項目	平成27年12月31日		平成28年12月31日	
	千円	百万円	千円	百万円
現金及び現金同等物	46,427	46,427	46,427	46,427
短期有価証券	1,340	1,340	1,340	1,340
貸付金	—	—	—	—
債権	2,449	2,449	2,449	2,449
固定資産	1,140	1,140	1,140	1,140
有形固定資産	1,140	1,140	1,140	1,140
無形固定資産	—	—	—	—
繰上資産	—	—	—	—
負債	1,140	1,140	1,140	1,140
短期負債	1,140	1,140	1,140	1,140
長期負債	—	—	—	—
純資産	47,567	47,567	47,567	47,567
資本	47,567	47,567	47,567	47,567
剰余金	—	—	—	—
総資産	50,000	50,000	50,000	50,000
総負債	1,140	1,140	1,140	1,140
総純資産	48,860	48,860	48,860	48,860
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総純資産	48,860	48,860	48,860	48,860
総資産	50,000	50,000	50,000	50,000
総負債	1,140	1,140	1,140	1,140
総純資産	48,860	48,860	48,860	48,860
総資産	50,000	50,000	50,000	50,000
総負債	1,140	1,140	1,140	1,140
総純資産	48,860	48,860	48,860	48,860
総資産	50,000	50,000	50,000	50,000
総負債	1,140	1,140	1,140	1,140
総純資産	48,860	48,860	48,860	48,860
総資産	50,000	50,000	50,000	50,000
総負債	1,140	1,140	1,140	1,140
総純資産	48,860	48,860	48,860	48,860
総資産	50,000	50,000	50,000	50,000
総負債	1,140	1,140	1,140	1,140
総純資産	48,860	48,860	48,860	48,860
総資産	50,000	50,000	50,000	50,000
総負債	1,140	1,140	1,140	1,140
総純資産	48,860	48,860	48,860	48,860
総資産	50,000	50,000	50,000	50,000
総負債	1,140	1,140	1,140	1,140
総純資産	48,860	48,860	48,860	48,860
総資産	50,000	50,000	50,000	50,000
総負債	1,140	1,140	1,140	1,140
総純資産	48,860	48,860	48,860	48,860
総資産	50,000	50,000	50,000	50,000
総負債	1,140	1,140	1,140	1,140

# Where Are the High Tech Engineers?

1. Jig-Saw's average employee salary is extremely low. These are not expensive engineers

(注) 株式会社の状況

従業員数(人)		平均年収(万円)	
45	30.3	2.8	4.75

(注) 1. 従業員数は派遣人員であり、臨時雇用者を含みません。  
 2. 平均年収には、賞与及び退職金を含んでおります。  
 3. 当社は、モバイルネットワーク事業の第一ブランドであるため、モバイル網の整備を期しております。  
 4. 業種別による平均年収の低減、従業員数の事業別構成についてはお断りしております。

Average call center wage in Japan is 4.5m!

2. The caliber of staff Jig-Saw is hiring has not increased. Its staff average only 2.5 years at the company and are, on the whole, very young

(注) 株式会社

従業員数(人)		平均年齢(歳)	
45	28.3	2.5	2.5

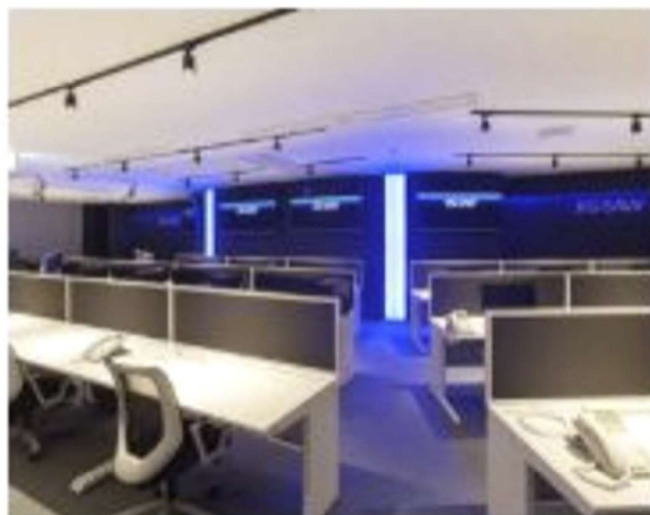
(注) 1. 従業員数は派遣人員を含みません。  
 2. 平均年齢は、賞与及び退職金を含んでおります。  
 3. 当社は、モバイルネットワーク事業の第一ブランドであるため、モバイル網の整備を期しております。  
 4. 業種別による平均年齢の低減、従業員数の事業別構成についてはお断りしております。

(注) 株式会社  
 従業員数は派遣人員を含みません。

## Wait.... Where are *any* Jig-Saw Staff?

We sent an investigator to check on Jig-Saw's state-of-the-art, 500 m<sup>2</sup> control room in Sapporo City. The facility, the company claims, hosts **32 staff**.

Over 1 day of monitoring in April 2016, the investigator counted **3 staff** entering and leaving the office. Subsequent interviews with building management confirmed that very few people stop by the Jig-Saw office.



*Maybe this is why Jig-Saw's Sapporo office looks so empty in the picture....*

*It's clear Jig-Saw doesn't have the investment or the R&D team to develop cutting-edge technology.*

*What about its clients? Do they need the products Jig-Saw claims to be working on?*

## Jig-Saw's Top Clients are Small and Low Tech

This is a list of Jig-Saw's biggest clients in terms of receivables due at the time of IPO in April 2015:

- Nifty: Internet provider and e-commerce
- Data Stadium: Sports data simulation
- Nagase: Education / training
- Forecast Communications: Online media
- IDC Frontier: Cloud storage

貸倒引当金  
繰上計上

会社名	金額(百万円)
ニフティ	4,434
データスタジアム	3,098
ナガセ	4,403
株式会社エフエスエスコミュニケーションズ	4,322
株式会社フロンティア	3,982
その他	47,967
合計	71,907

None of the above are widely known to be involved in AI, IoT, VR, AR, Autonomous Driving, Blockchain, or the other hype initiatives Jig-Saw says it is developing.

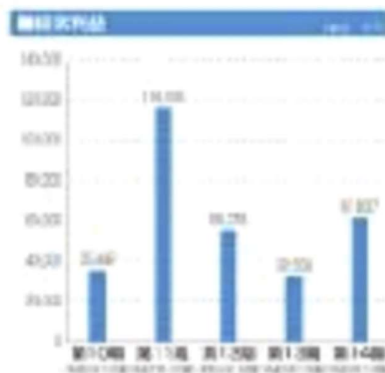
Also, where are the big name partners mentioned in Jig-Saw's many press releases?

## What does Jig-Saw actually do?

After looking through the client list, speaking with some of Jig-Saw's associates, and dissecting the company's veiled and vague statements, our conclusion is that its main (and probably only) real business is.....

### Computer Server Maintenance and Network Monitoring

The problem is, the evolution of cloud computing is putting this low tech server business into decline, as Jig-Saw's operating profit table for 2010 to 2014 shows.....



Unlike Jig-Saw, Real High-Tech Companies are Putting Their Money Where Their Mouth Is....



## Global IoT Peers Investing Much More... Even On a Relative Basis!

Ticker	Company	Absolute (\$ millions)				Relative			
		Revenues	Capex	R&D	Employees	Capex/ Revs	R&D/ Revs	Capex/ Employee	R&D/ Employee
005930.KS	SAMSUNG	18,536,370	2,390,813	1,371,732	310,000	12.9%	7.4%	7.7	4.4
AMZN	AMAZON	11,663,654	500,201	1,366,860	230,800	4.3%	11.7%	2.2	5.9
MSFT	MICROSOFT	10,200,220	647,896	1,313,014	118,000	6.4%	12.9%	5.5	11.1
GOOG	GOOGLE	8,173,801	1,080,735	1,338,738	64,000	13.2%	16.4%	16.9	20.9
INTC	INTEL	6,033,695	798,534	1,321,952	112,400	13.2%	21.9%	7.1	11.8
CSCO	CISCO	5,358,549	133,743	676,563	73,100	2.5%	12.6%	1.8	9.3
ORCL	ORACLE	4,166,634	151,619	602,116	136,400	3.6%	14.5%	1.1	4.4
SAP GR	SAP	2,546,935	77,904	348,484	78,200	3.1%	13.7%	1.0	4.5
FB	FACEBOOK	1,954,152	343,677	524,944	13,600	17.6%	26.9%	25.3	38.6
ARM LN	ARM	153,379	4,831	41,833	4,100	3.1%	27.3%	1.2	10.2
	PEER AVERAGE	4,823,421	404,867	770,956	74,975	8.4%	16.0%	5.4	10.3
3914	JIG-SAW INC	657	0.6	11.7	56	0.1%	1.8%	0.0	0.2
	Delta from Peers					-99%	-99%	-99%	-99%

## Smaller Peers in Japan Growing Faster and Investing More

(¥ million)

Ticker	Company	Revenue				Market Cap
		Revenues	Growth	Employees	Capex	
3777	GEONEXT CORP	797	201.5%	37	88.4	2,939
3928	MYNET INC	2,964	198.4%	143	82.1	10,402
3680	HOTTO LINK INC	2,439	137.2%	67	16.9	6,098
3900	CROWDWORKS INC	812	102.9%	98	36.5	6,052
6031	SCIGINEER INC	963	73.4%	31	29.9	5,481
6185	SO-NET MEDIA NET	3,713	60.4%	68	60.2	7,924
3929	SOCIALWIRE	1,584	56.6%	118	162.4	4,120
2330	FORSIDE CO LTD	757	56.5%	57	3.0	4,677
3674	AUCFAN CO LTD	1,508	49.8%	89	25.5	14,048
6046	LINKBAL INC	1,722	46.5%	95	58.8	2,967
3915	TERRASKY CO LTD	3,603	45.3%	133	37.4	28,383
3135	MARKETENTERPRISE	3,989	35.6%	82	25.8	5,094
3691	REAL WORLD CO LT	3,711	34.2%	132	140.6	7,853
6047	GLINOSY INC	4,210	33.0%	64	46.5	18,260
6177	APPSBANK	3,967	31.7%	161	27.3	6,812
	<b>PEER AVERAGE</b>	<b>2,449</b>	<b>77.5%</b>	<b>92</b>	<b>56.1</b>	<b>8,825</b>
3914	<b>JIG-SAW INC</b>	<b>657</b>	<b>29.9%</b>	<b>56</b>	<b>0.6</b>	<b>59,330</b>
	<i>Delta from Peers</i>	<b>-73%</b>	<b>-61%</b>	<b>-39%</b>	<b>-99%</b>	<b>6.7</b>

Jig-Saw has less revenues, is slower growing, has fewer employees, and less capex.....yet trades at nearly 7x the market cap!

## Forget Global or Local Tech Peers. Jig-Saw Spent Less on Capex Than 99% of the Mothers Index!

- Of the 222 companies in Japan's Mothers Index, 216 spent more than the ¥588,000 that Jig-Saw allocated for capex in 2015
- These companies include hair salons, jewelry retailers, schools, toy stores, and funeral service firms among many other "low tech" businesses
- None of these companies are looking to monitor robots on the moon, to pursue A.I., big data, IoT, smart transport and the many other Jig-Saw "cutting edge" projects
- Average market cap of Mothers Index: ¥16,870mm
- Jig-Saw market cap: ¥59,330mm

## Which Means: Jig-Saw is Massively Overvalued on any Metric

(/millions)

Ticker	Company	Revenue Multiple	OP Multiple	Market Cap / Employee
3777	GEONEXT CORP	3.7	N/A	0.7
3928	MYNET INC	3.5	72.0	0.7
3680	HOTTO LINK INC	2.7	53.1	0.9
3900	CROWDWORKS INC	8.2	N/A	0.6
6031	SCIGINEER INC	5.7	111.4	1.6
6185	SO-NET MEDIA NET	1.4	26.9	1.1
3929	SOCIALWIRE	2.1	18.2	0.3
2330	FORSIDE CO LTD	6.2	N/A	0.7
3674	AUCFAN CO LTD	9.3	82.1	1.4
6046	LINKBAL INC	1.7	11.2	0.3
3915	TERRASKY CO LTD	7.9	109.0	1.9
3135	MARKETENTERPRISE	1.3	21.4	0.6
3691	REAL WORLD CO LT	2.1	53.9	0.5
6047	GUMOSY INC	4.3	96.1	2.6
6177	APFBANK	1.7	7.5	0.4
	<b>PEER AVERAGE</b>	<b>4.1</b>	<b>55.2</b>	<b>1.0</b>
<b>3914</b>	<b>JIG-SAW INC</b>	<b>91.8</b>	<b>381.0</b>	<b>10.6</b>
	<b>Premium to Peers</b>	<b>2124%</b>	<b>590%</b>	<b>8002%</b>

Jig-Saw Current stock price:	9,170
Implied stock price at peer multiple:	412

Blended Target Price:	858
Implied Downside:	-92%

Faster growing peer group comps suggest Jig-Saw's fair value should be **91% below** the current stock price of 9,170

# Red Flag #6: Jig-Saw's Insiders are Selling Stock

Most insiders have dumped the stock:

- Biggest shareholder Jun Emi – *personal investment is no longer listed in shareholder roster*
- Net Capital Partners (a fund owned by Mr. Emi) – *stake 74% of original*
- Jig-Saw CFO Hiromichi Suzuki – *sold all stock at IPO*
- Jig-Saw Director Taisei Shiga – *sold all stock at IPO*
- TransCosmos, a company with ties to the CEO and Jun Emi – *sold out a few weeks after the IPO*
- Suneight, a VC fund (サンエイト) – *sold down, owns 88% of original stake*
- Mother of Jig-Saw founder, Michiko Sekizaki – *owns 55% of original stake*
- External auditors – *sold all stock at IPO*

表A 【株式名簿】

氏名	住所	取得日	取得数	取得価額
Jun Emi	東京都港区	2014.03.27	1,000,000	100,000,000
Net Capital Partners	東京都港区	2014.03.27	740,000	74,000,000
Hiromichi Suzuki	東京都港区	2014.03.27	100,000	10,000,000
Taisei Shiga	東京都港区	2014.03.27	100,000	10,000,000
TransCosmos	東京都港区	2014.03.27	100,000	10,000,000
Suneight	東京都港区	2014.03.27	880,000	88,000,000
Michiko Sekizaki	東京都港区	2014.03.27	550,000	55,000,000
External auditors	東京都港区	2014.03.27	100,000	10,000,000

## Conclusion

- If Jig-Saw cannot articulate its strategy, business model, or product set;
- If Jig-Saw promises to make investments and does not follow through on this spending and fails to attract top talent;
- If Jig-Saw makes frequent but vague announcements on new acquisitions and tie-ups that are immaterial to its financials;
- If Jig-Saw's supposed "partners" do not acknowledge the relationship;
- If Jig-Saw becomes massively overvalued versus faster growing peers;
- If the company misses their first and only financial guidance then refuses to give an outlook;
- And If Jig-Saw's managers and top investors are selling its stock....

What should ordinary shareholders do?