



〒105-7529
東京都港区海岸 1-7-1
東京ポートシティ竹芝オフィスタワー

ご担当者 様

別紙のとおり、Lucas Houlmann 氏の 2020 年 4 月～2021 年 3 月までの評価は事実適正である事を
証明します。

以上

2021年10月6日

ソフトバンク株式会社

事業開発統括 ポートフォリマネジメント本部

本部長 宮城 宏次



EMPLOYEE INFORMATION(従業員情報)

Employee Name (名前)	Lucas Houlmann	Current Band (現バンド)	
Employee Code (従業員番号)	10091(OYO) / 4401528 (SoftBank)	Role & Hub (役割 & 拠点)	ライフサイエンス事業統括部 (2020.7.1- 2020.09.30) 事業開発統括 ホールリノベーション本部 PM 推進室
Manager Name (直属上司)	山内 義明 (2020.7.1- 2020.09.30) Matsumura Michael (2020.10.1-)	Date of Joining (入社日)	2020.7.1

Performance Management – Self Evaluation & Performance Appraisal Sheet (April 2020 – March 2021)

考課評価 — 自己評価&実績の評価シート

Key Responsibility Area (Set by your Function Head) 重要な責任エリア	Key Performance Indicator (Set by your Function Head) KPI ファンクショナルヘッドによる設定	Weightage (%) ウェイト	Self-Evaluation comments 自己評価コメント	Manager's Evaluation comments 上司評価
IBM Micromedex project (LifeSciences Team)	Business planning: <ul style="list-style-type: none"> Reflect market survey and market research results from external consultants in the current business plan assumptions (TAM, SAM, pricing, etc..) and help define commercialization strategy by simulating different scenarios Reflect the sales strategy in the current business plan assumptions (user target, final pricing, COGS, etc...) Follow up on other project's milestones (app development, localization, etc...) and update financials and KPI accordingly 	20%	I was initially only assigned to that specific project for the business plan/financials part, but the project was stopped 1.5 month after joining the team and all KPI that was set could therefore only be partially fulfilled.	(※Biofourmis JV Project 含む) 総じて不慣れな環境の中、自分がどうチームに貢献できるかを意識しながら積極的に業務に取り組んでいくことを評価しています。 <ul style="list-style-type: none"> 扱う話題が医療かつ日本語という環境の中、自分の理解を深めるために資料を読み、エクセルで整理し、分からない点やサポーターが必要な時には積極的に質問をするなど、自発的かつ積極的に取り組んでもいました 定量調査の Raw data を加工し、まとめるなど、ご自身のエクセルスキルを活用してチームに貢献してもらいました 競合調査やスライド作成に関しても、主体的に取り組んでももらいました 今後はチームの主力として複数プロジェクトをリードするロールを担ってもらい、さらなる

				る活躍・貢献を期待しています（山内記載）。
Biofourmis project (LifeSciences Team)	Support the project management team in various pre-deal tasks. Example of tasks to be performed may include: <ul style="list-style-type: none"> Competitors Analysis Market opportunity GTM strategy support Product evaluation 	10%	No specific comment	同上
Various Research and Analysis Projects (Business Planning Team)	Utilising various databases and other sources, conduct research and analysis to prepare quality outputs and prepare key take-aways. Example projects may include: <ul style="list-style-type: none"> Japanese EdTech Smart Retail Singtel SNS and Entertainment in Japan Example analysis and outputs may include: <ul style="list-style-type: none"> Company Overview Product Description Competitor analysis Market indicators Analysis of profitability, solvency, valuation, etc. 	55%	No specific comment	<p>Lucas has been a valuable contributor to the investment planning team (formerly business planning team), bringing enthusiasm and working well with other team members, while leveraging his FP&A background.</p> <p>I am generally satisfied with Lucas's outputs. He tends to focus on getting a good macro view (birds eye view) of the situation/market/object before preparing his analysis and materials. This generally leads to better (more insightful) quality materials (excels/PPTX), but can come at the expense of speed (which is at times important).</p> <p>A couple of areas where I would like to see further development focus is:</p> <ul style="list-style-type: none"> Taking on more project responsibilities (ownership) going forward to take project manager roles Being a bit more proactive with some tasks (e.g. IPO market review)
Zoom share performance and financial analysis (Business Planning Team)	<ul style="list-style-type: none"> Understand the key takeaways and drivers of the company Support in building a comprehensive financial model based on key assumptions 	15%	No specific comment	<p>Lucas prepared high quality outputs for the Zoom analysis (model + presentation materials) under time pressure, and contributed to lots of brainstorming. The outputs clearly showed the key drivers of stock and the underlying risks going forward.</p>

	<ul style="list-style-type: none">Give recommendations and comments on the financial performance forecasting			
Attitude & Behaviour 態度 & 行動	Self-Evaluation Comments 自己評価コメント Can be more proactive and have a better leadership		Manager's Comments 上司コメント <ul style="list-style-type: none">Agree with the comments about proactiveness and leadership.Lucas is liked by team members, so has good team working skillsFor certain projects/taks, it would be good to prioritize speed over getting a full picture before starting work.	
Manager Remarks 上司によるリマーク				
Initial Proposed Performance Rating (A, B, C, D) (Based on KPIs) 最初に提案されたパフォーマンス評価 (A, B, C, D)(KPI に基づく)	B			
Behavioural modifier (should their attitude/behaviour modify their rating (+/- 1 rating) 行動に関する修正 (姿勢・行動で評価が変更されます (+/- 1 評価)	0			
Final Proposed Performance Rating (A, B, C, D) (KPIs, modified by behaviour) 最終提案のパフォーマンス評価 (A, B, C, D)(KPI の行動により修正されます)	B			
Promotion Recommendation (if applicable) 昇進の推薦 (該当の場合)				

Final Comments
(最終コメント)

--