



Hamee Corp.

FY04/21

Results briefing materials

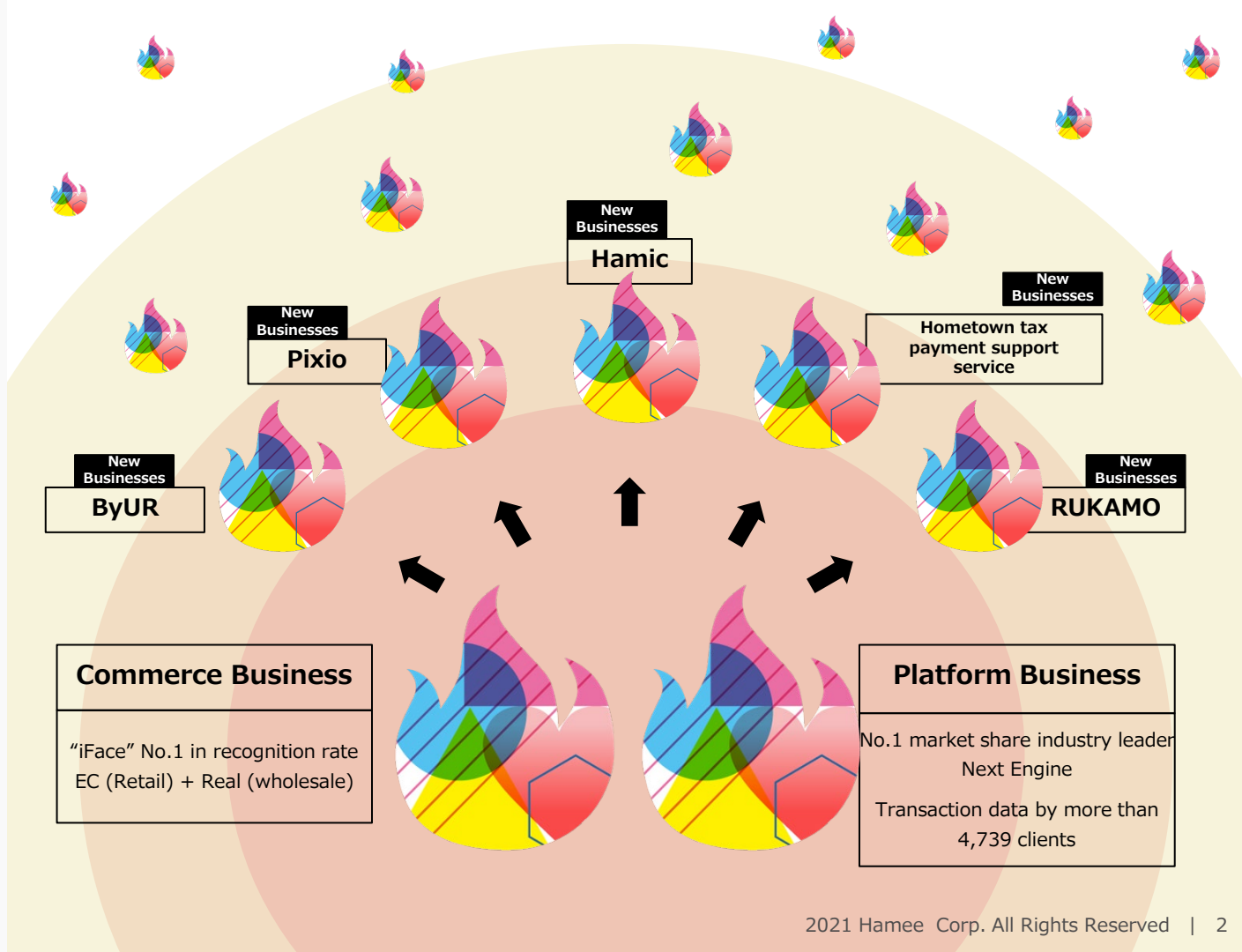
Reference only

In case of any discrepancies between Japanese version and English version,
Japanese Language version shall prevail.



IR Topics

Ignite own creative soul, continue to evolve and grow the 2 main businesses, create innovative new businesses in peripheral areas, and ignite the creative soul of customers.





New management system

Atsushi Higuchi (new) Chairman and Representative Director
Mizushima Ikuhiro (New) President and Representative Director

From the standpoint of Chairman and Major Shareholder, Higuchi will provide support to Mizushima and other board members to maximize our corporate value, while at the same time fostering a culture of taking on new challenges. He will also lead Hamic business, which is the central product of new businesses.

As Chief Operating Officer, Mizushima will work to maximize its business execution, and at the same time promote CX (Corporate Transformation) that emphasizes the independence and autonomy of each business and the individuality of employees based on Mission of "Ignite a Creative Soul."





IR Topics

"Digital Transformation Featured Companies 2021"

We were selected as "Digital Transformation featured Companies 2021" by the Ministry of Economy, Trade and Industry and Tokyo Stock Exchange.

We awarded for the second consecutive year following last year's "DX Companies 2020" and for the sixth consecutive year inclusion of predecessor's "Competitive IT Strategy Company Stock Selection."

Examples of DX Initiatives (Partial)





Highlights

Platform Business

<Next Engine>

- Acquisition of new clients accelerated and the total number of contract was +226 Q on Q. Contributed to sales growth, resulting in higher sales Q on Q.
- The churn rate remained stable at a low level.
- Q4 ARPU is at the same level Y on Y, when the impact of COVID-19 began.
- Slight investments in server and advertising in Q4

<Hamee Consulting>

- Changing internal organization improve, consultants are well established. Steady acquisition of new clients and sales growth.
- Continuing on from Q2, the business recorded a profit even after goodwill amortization.

Commerce Business

<Domestic market>

- Sales of both new iPhone series and SE2 remained steady, Q4 result was higher Y on Y.
- Domestic EC continues to capture and expand changes in consumer purchase channels.

<Overseas markets>

- Significant growth centered on U.S. EC.

New Businesses

<Hamic POCKET>

- Hamic POCKET launched on February 26. Initial speed was generally in line with plan.
- Focus sales on single EC site, aiming for a product market fit during the 22/4, and implemented continuous functional and performance improvement. After that, advertising investments planned.

I. FY4/21 Financial Results

II. Business Overview

III. FY4/22 Year End Estimate

I. FY4/21 Financial Results



FY4/21 Overview

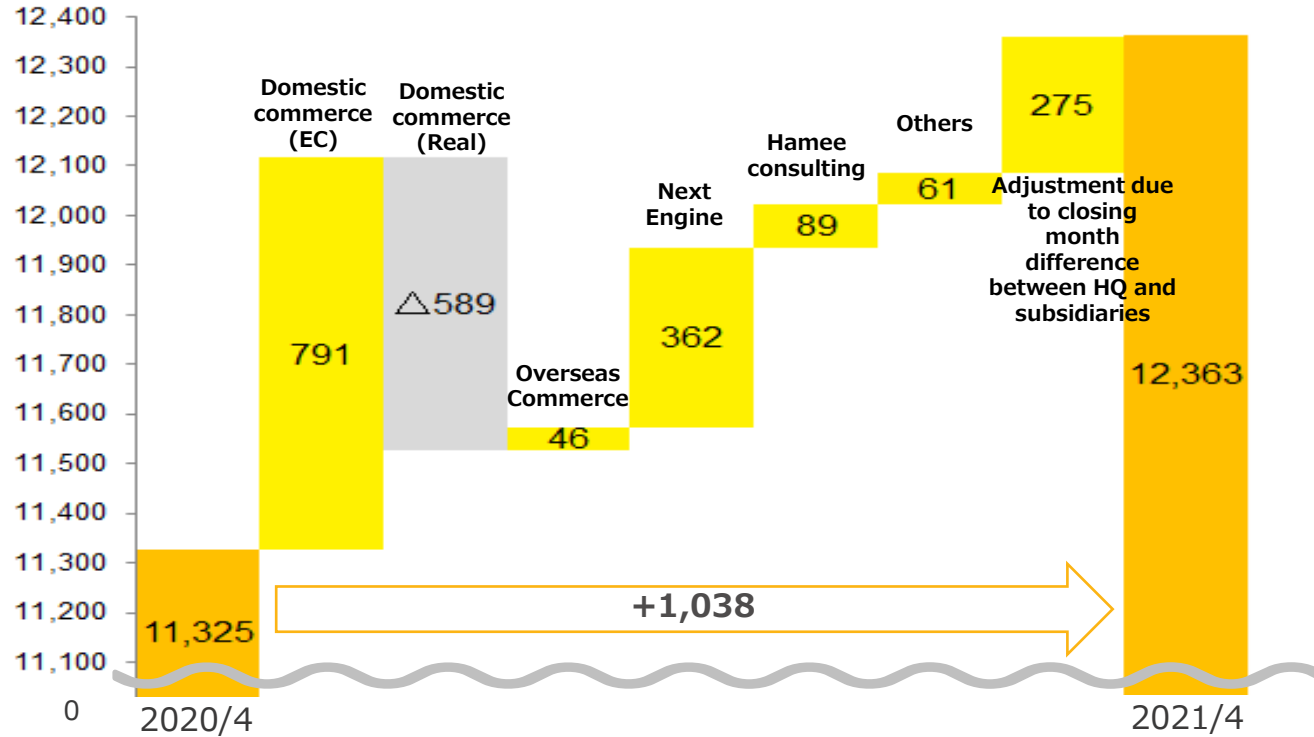
Financial statement	2020/4	2021/4		
	Full-year results	Full-year results	Increase /Decrease	% YoY
Net sales	11,325	12,363	1,038	9.2%
Gross profit	6,430	7,561	1,131	17.6%
Operating income	1,744	2,179	435	24.9%
Net Profit attributable to owners of parent	1,069	1,556	487	45.6%



FY4/21 Sales analysis

Net Sales (Full Year)

(Millions of yen)

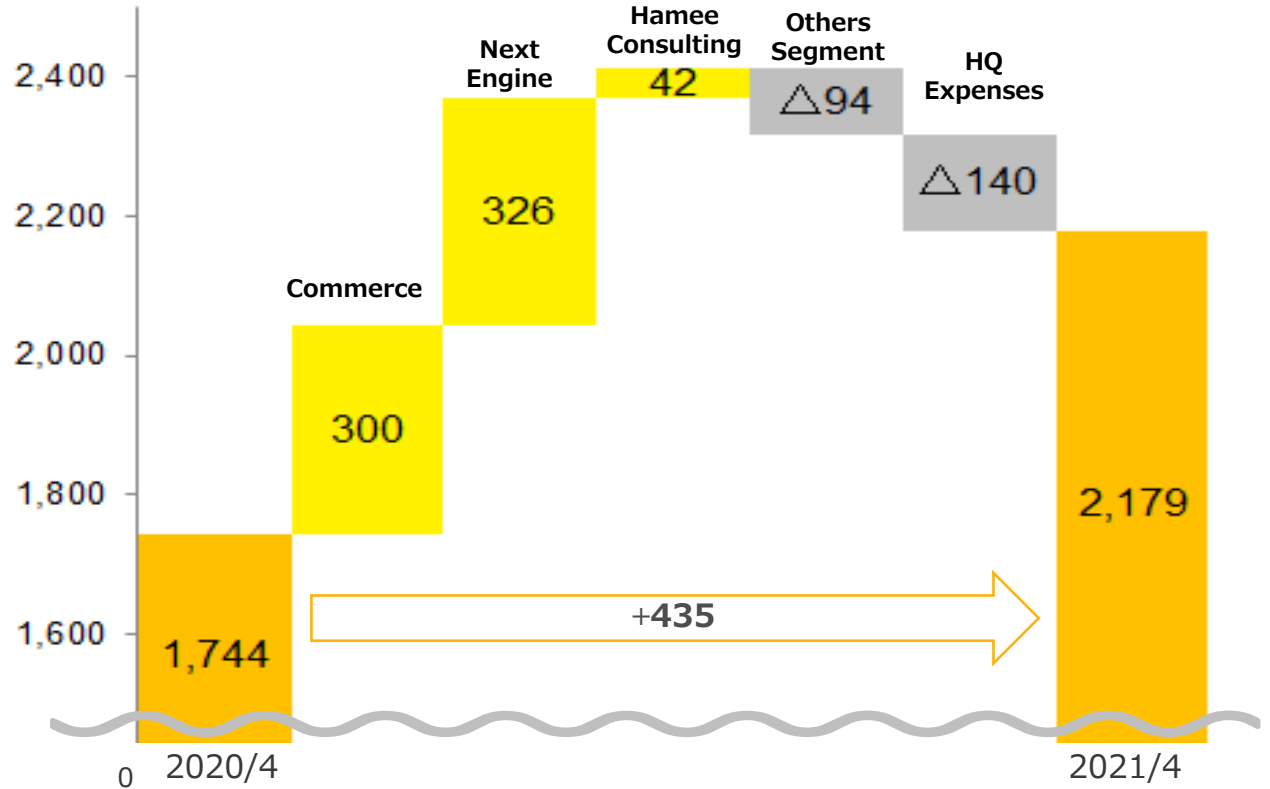




FY4/21 Operating income analysis

Operating Income (Full Year)

(Millions of yen)



Q4 FY04/21 Segment

(Millions of yen)		2020/4	2021/4			[For Reference] 2021/4	
Financial statement		Q4 results (Accounting Period)	Q4 results (Accounting Period)	Increase /Decrease	% YoY	Full-year results	% YoY
Commerce Business	Net sales	2,136	2,631	494	23.2%	9,726	5.6%
	Operating income	532	623	90	16.9%	2,498	13.7%
	Profit ratio	24.9%	23.7%	-1.3%	—	25.7%	—
Platform Business	Net sales	492	618	125	25.5%	2,308	24.4%
	Operating income	171	243	72	42.1%	954	64.0%
	Profit ratio	34.8%	39.4%	4.6%	-	41.4%	
Others*1	Net sales	36	58	21	59.6%	329	22.9%
	Operating income	-89	-98	-9	-	-273	-
	Profit ratio	-	-	-	-	-	-
Total	Net sales	2,665	3,307	642	24.1%	12,363	9.1%
	Segment profit	614	767	152	24.9%	3,180	22.1%
	Adjusted amount ※2	- 230	- 242	- 12	-	-1,000	—
	Operating income	384	524	140	36.6%	2,179	24.9%
	Profit ratio	14.4%	15.9%	1.4%	-	17.6%	-

※1 Others: New services that cannot be clearly classified into either the Commerce Business or the Platform Business are described as "Others."

※2 Adjustments: Back office administrative expenses.

II. Business Overview

Platform Business



NEXT ENGINE

Platform Business

Highlights

Sales(Q4)

JPY618 million

(up 25.5% Y on Y)

Operating income(Q4)

39.4%

(up 4.6% Y on Y)

Number of clients(Q4)

4,739 clients

(up 226 clients Q on Q)

GMV (annual)※1

JPY944.4 billion

(up 30.8% Y on Y)

ARPU(Q4)※2

JPY35,815

(up 0.2% Y on Y)

Monthly churn rate (Q4)※3

0.90%

(improved 0.08% Y on Y)

※1 GMV . . . Gross Merchandise Value = transaction amount processed through Next Engine.

※2 ARPU . . . Average Revenue Per User = the averages of sales per Next Engine clients.

※3 monthly churn rate . . . Figures are calculated by dividing the number of contracted clients end of Q4 from the average number of cancellations during the quarterly period.

Platform Business

Q4 FY04/21 results

Next Engine:

- Accelerated acquisition of new clients, contributing to sales growth
- ARPU at the same level Y on Y
- Small amount of server (cloud compatibility) and advertising expenditure (rebranding) in Q4

Hamee Consulting:

- Changing internal organization improvement, consultants are well established. Steady acquisition of new clients and sales growth
- Continuing on from Q2, the business recorded a profit even after goodwill amortization

(Millions of yen)	2020/4	2021/4			[Reference] 2021/4	
Platform Business	Q4 results (Accounting Period)	Q4 results (Accounting Period)	Increase /Decrease	% YoY	Full-year results	% YoY
Net sales	492	618	125	25.5%	2,308	24.4%
Next Engine	430	517	87	20.2%	1,969	22.6%
Hamee consulting	61	100	38	62.1%	338	36.3%
Operating income	171	243	72	42.1%	954	63.0%
Next Engine	183	242	58	32.0%	960	51.5%
Hamee consulting	-12	0	13	—	-6	—
Operating profit ratio	34.8%	39.4%	4.6%	—	41.4%	—
Next Engine	42.7%	46.9%	4.2%	—	48.8%	—
Hamee consulting	-20.4%	0.6%	21.0%	—	-1.8%	—

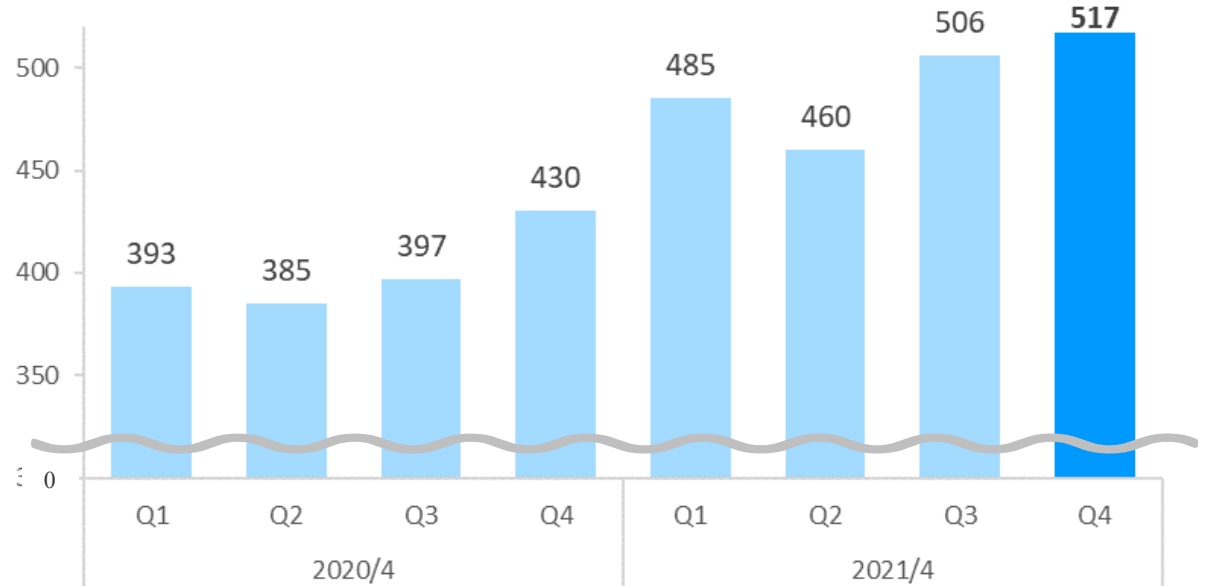
Platform Business

Next Engine Q4 FY04/21 sales

- Q4 contributed to sales by significantly increasing the acquisition of new clients.

Net Sales (Accounting Period)

(Millions of yen)

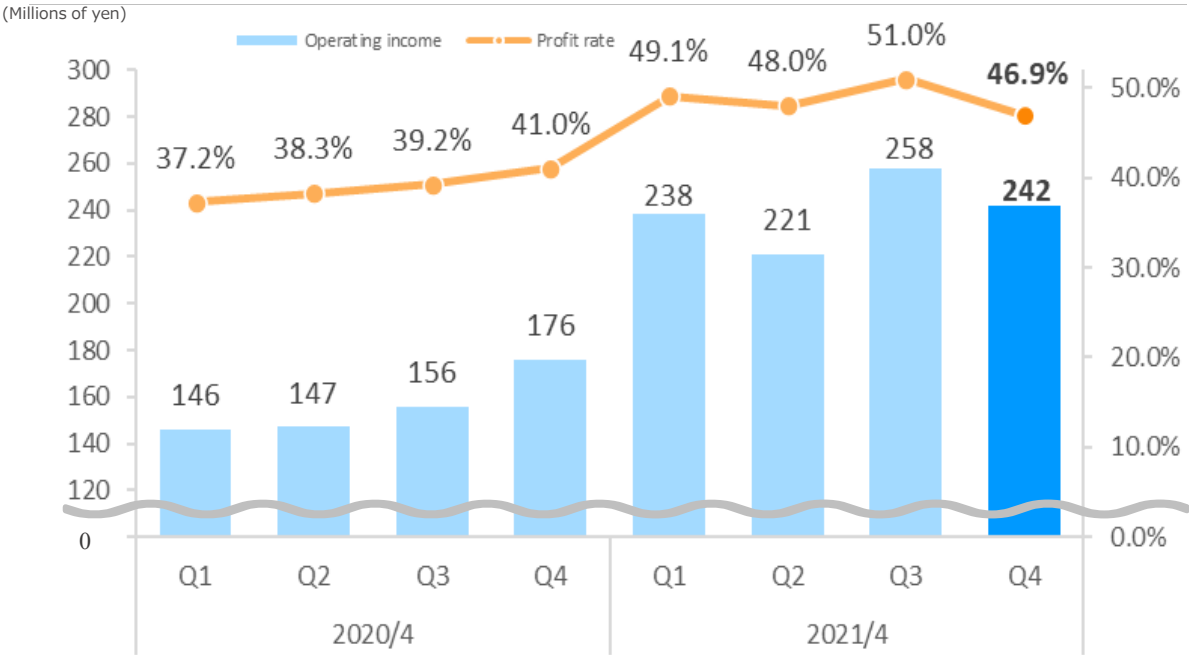


Platform Business

Next Engine Q4 FY04/21 operating income

• Although Q4 booked server investment to support cloud adoption and advertising investment associated with rebranding, incomes grew steadily.

Operating Income (Accounting Period)

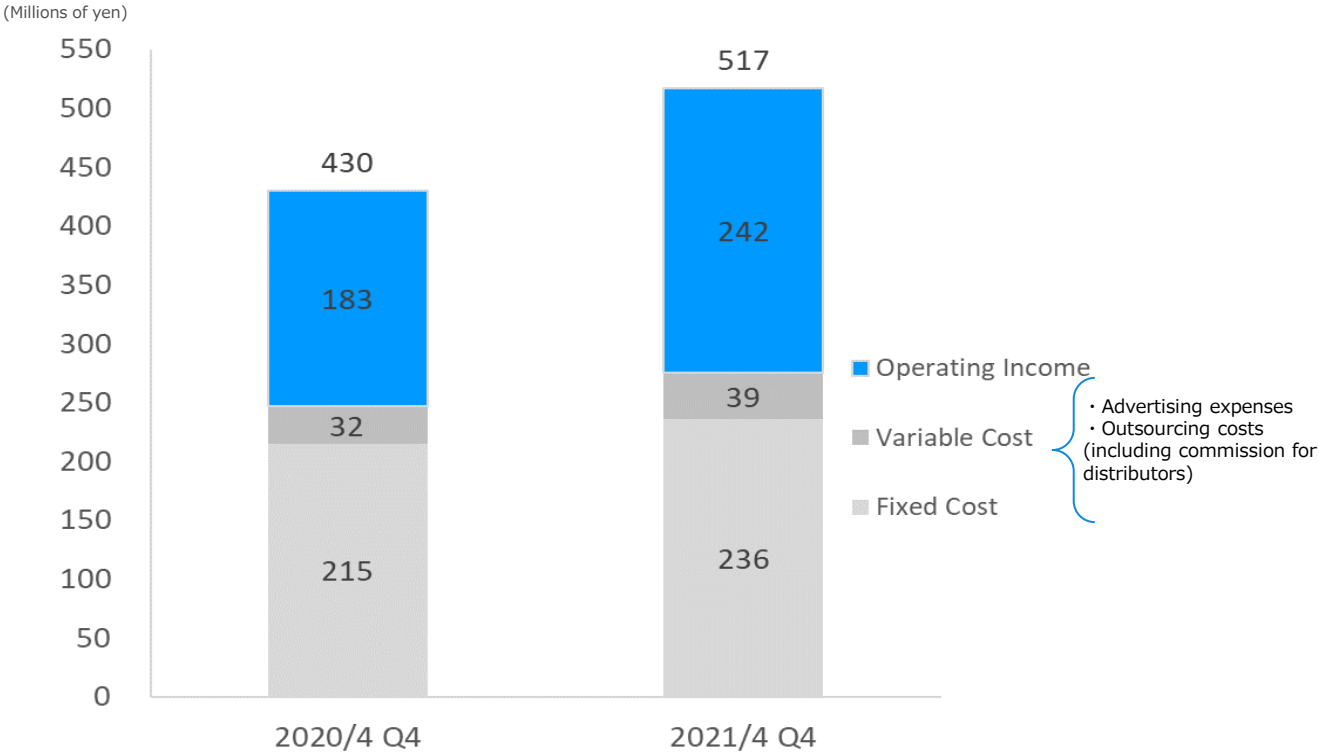


Platform Business

Next Engine -Earnings structure

- Earnings structure with high marginal profit ratio

Earnings Structure



Platform Business

Next Engine -Trends in number of clients

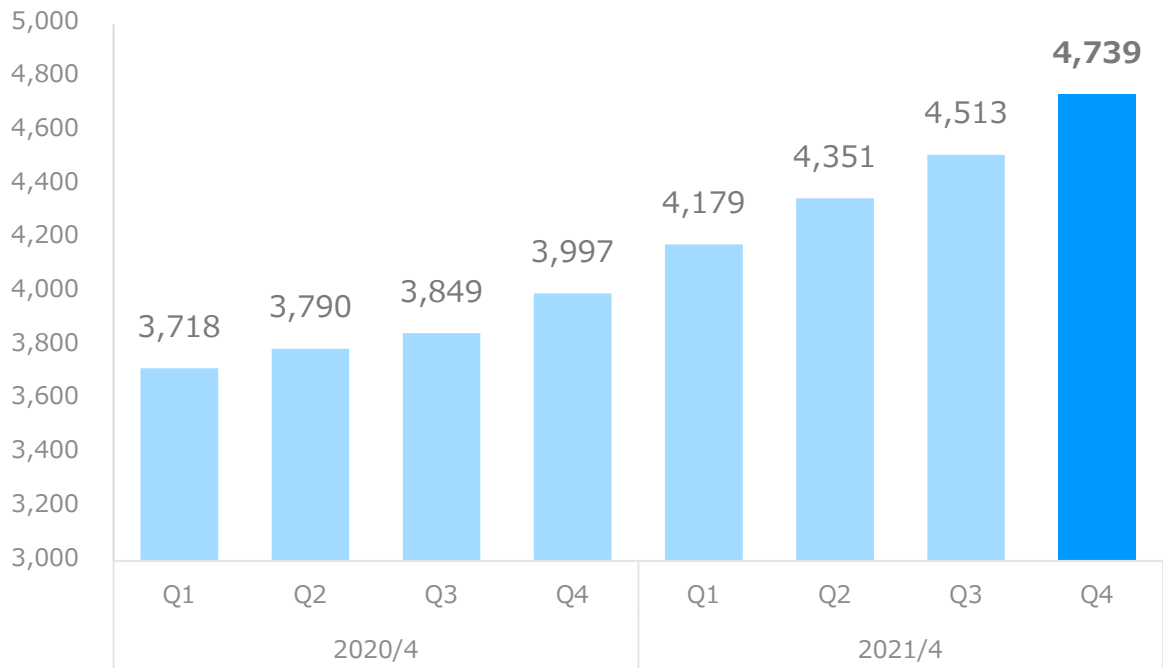
- In Q4, the number of client acquisition rose sharply to 134% Q on Q.

- Accumulation rate accelerated to +226 clients compared to Q3. Target of 5,500 companies in the medium-term management plan is in sight.

- The number of clients at the end of the fiscal year exceeded the initial plan.

Number of clients

(companies)



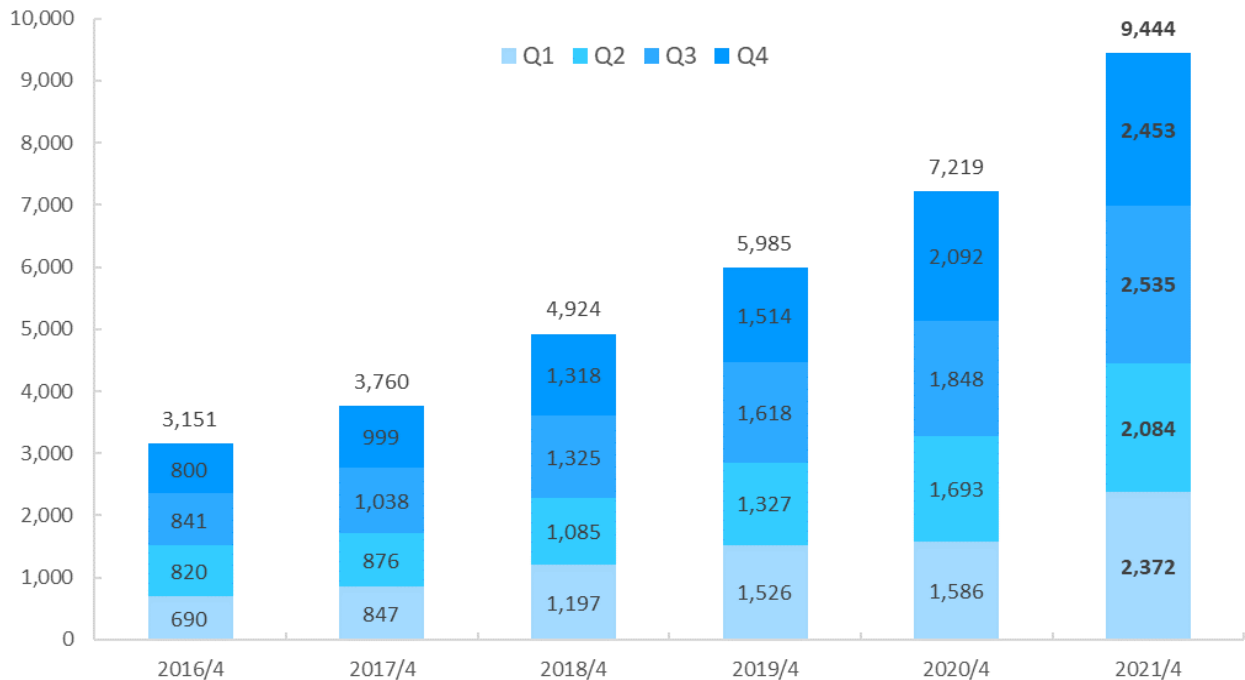
Platform Business

Next Engine -GMV trends

- Annual GMV is reaching to JPY1 trillion
- Q4 grew steadily due to an increase in the number of clients, despite a hurdle for the previous year

GMV

(One hundred million of yen)

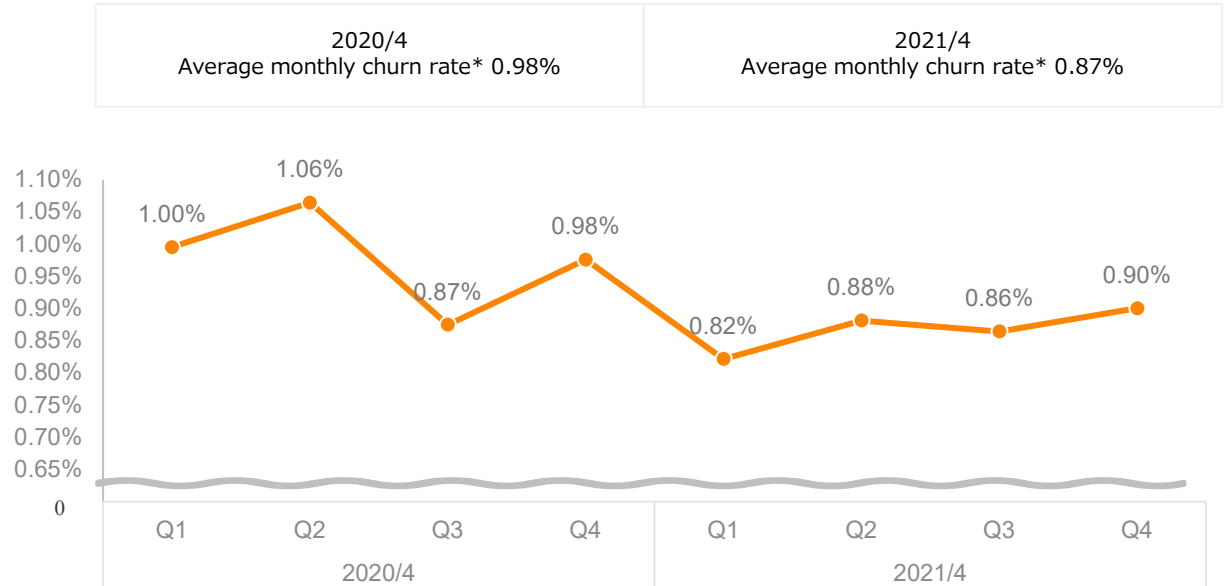


Platform Business

Next Engine -Churn Rate trends

- To remain low and stable
- Q4 is trending lower than the previous year's churn rate
- Aiming for further improvement by strengthening customer success activities

Churn rate



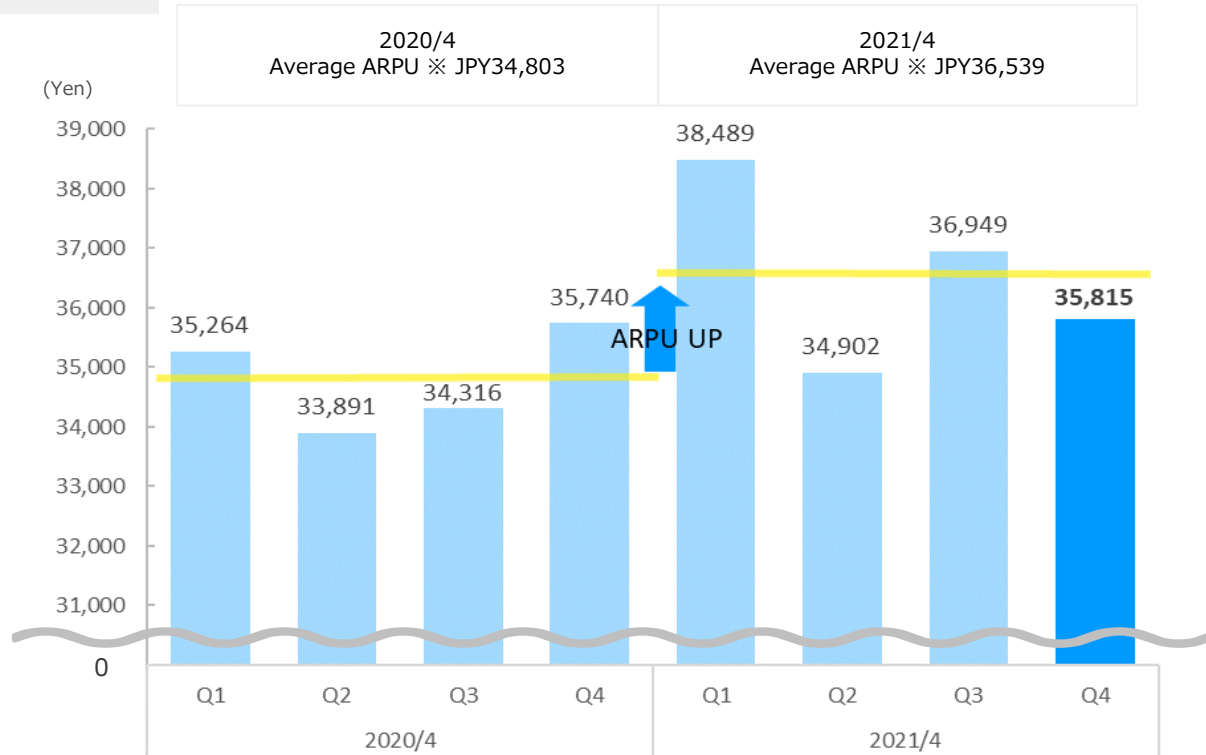
※ Annual average monthly churn rate: Figures are calculated by dividing the number of ontracted clients end of Q4 from the average number of cancellations during the quarterly period.

Platform Business

Next Engine -ARPU trends

- Annual ARPU increased significantly due to the EC shift
- Q4 FY04/21 to maintain the same level, despite higher hurdles from Y on Y

ARPU

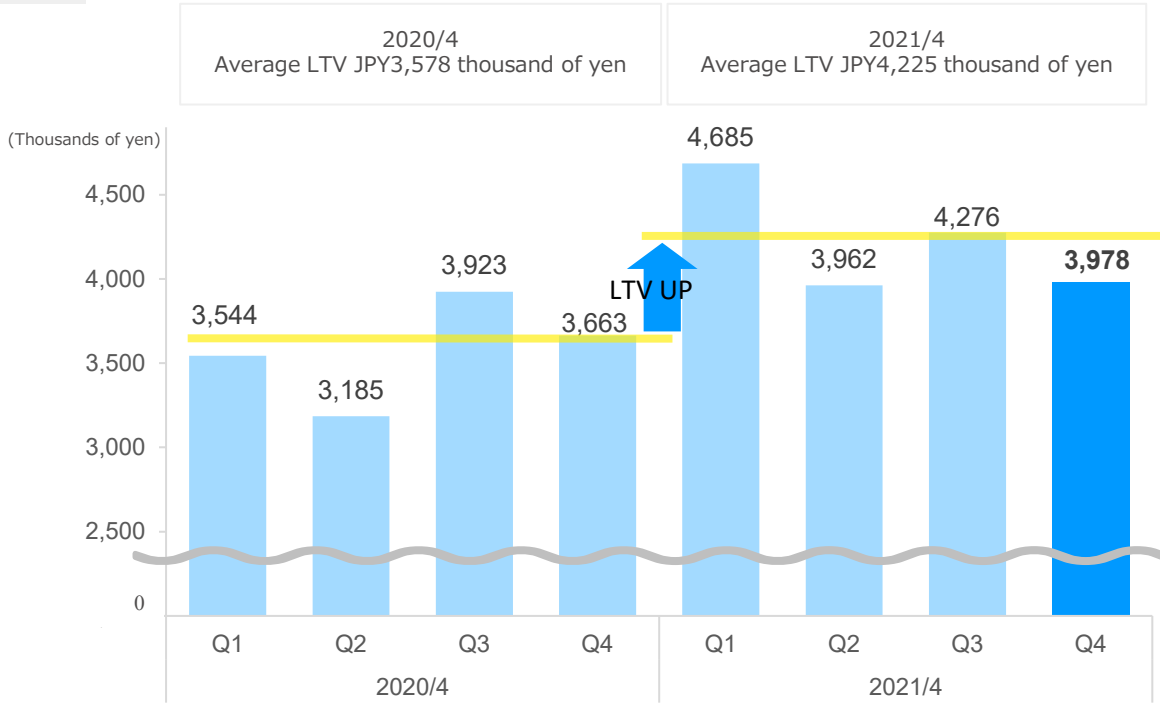


※ Annual average ARPU: Simple average of ARPU calculated for each quarterly period.

Platform Business

Next Engine —LTV trends

LTV



※※LTV・・・Abbreviation for Lifetime Value = ARPU ÷ churn rate.

Platform Business

Next Engine —Main functions

SaaS type EC Attractions
to support the automation
and streamlining of e-
commerce site
management operations

Difficulties by EC merchants in Japan

- Difficult to manage stores operation at multiple EC malls.
- A lot of operational work and hard to focus on front side activity.
- Lack of HR and time for store operation.



Main functions of Next Engine

Integration
stores at multi
EC malls

- Automate inventory data synchronization
- Automate order management
- Automate synchronization of item master
- Data interface with warehouse

SaaS type EC platform to support to integrate operations of multi stores operation and automate operational work

Automation of
EC store
operation

- Automation of delivery instructions and Email to consumer
- Automation of order quantity calculation and creation of purchase order
- Automation to send email for orders received, shipments, etc.
- Automation of payment confirmation by interface outside payment services



Etc.

Etc.

Basic fees (400 transactions included)	+	transaction number	401 ~	1,001 ~	3,001 ~	5,001 ~	7,001 ~
JPY 10 thousand per month		Unit price	JPY25	JPY20	JPY15	JPY10	JPY5

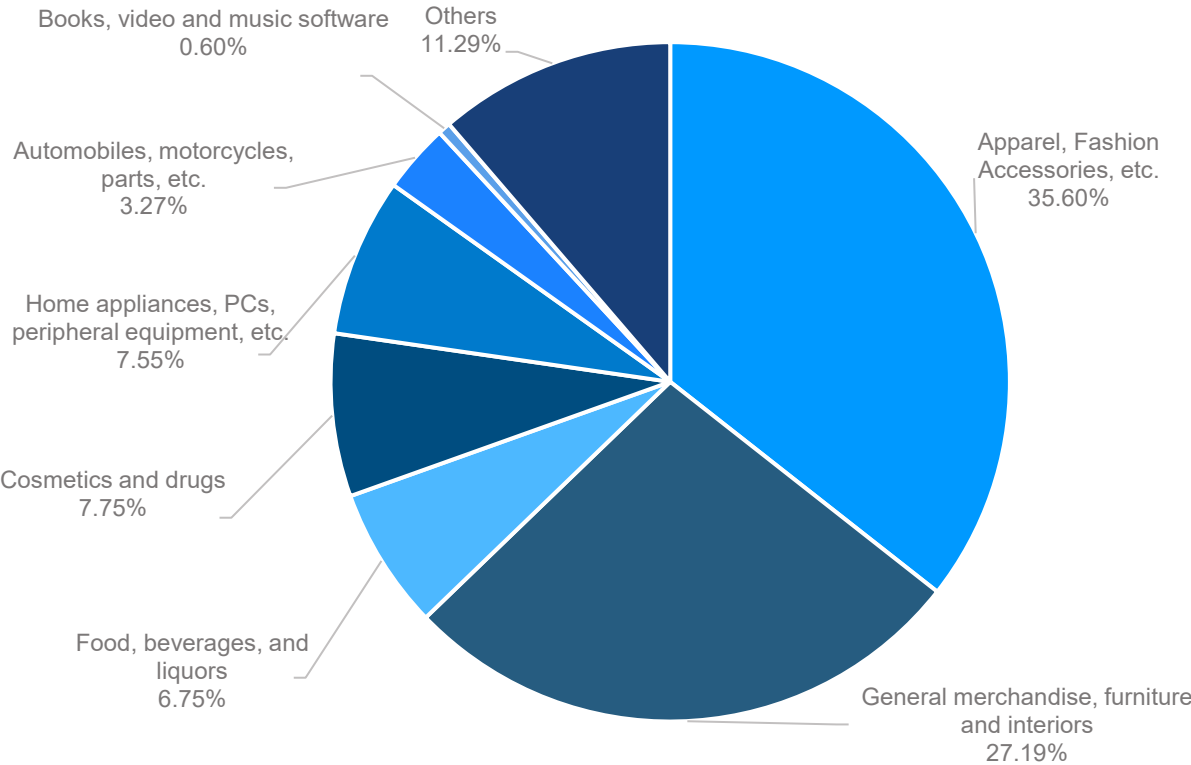


Next Engine help

- By making EC operation efficient, generate time for front activities such as sales and marketing
- Cost reduction
- Reduction of human error

Platform Business

Next Engine clients (in-house research)



※in-house research

Platform Business

Next Engine —Clients



※Partial posting



Neversey Never Inc.

<https://neversaynever.jp/>

Product: Women's Fashion and Apparel



MADE IN EARTH

<https://madeinearth-store.jp/>

Product: Organic cotton products, Soap, furniture



International Swan Group

<https://swan-group.net/>

Product: Clothing, fashion accessories, etc.



THE BODY SHOP JAPAN

<http://www.the-body-shop.co.jp/shop/>

Product: Natural cosmetics



WARAI MIRAI

<http://waraimirai.com/>

Product: Suites, Fruits, Gifts

Platform Business

Next Engine —Strengths



NEXT ENGINE

**Born from
EC
operation**

Services born from opinions of "I want to enjoy work more " of our EC operations

**In No1 market
Number of
contracted
clients ※**

Strong trust backed by industry No.1 by continued support from EC businesses

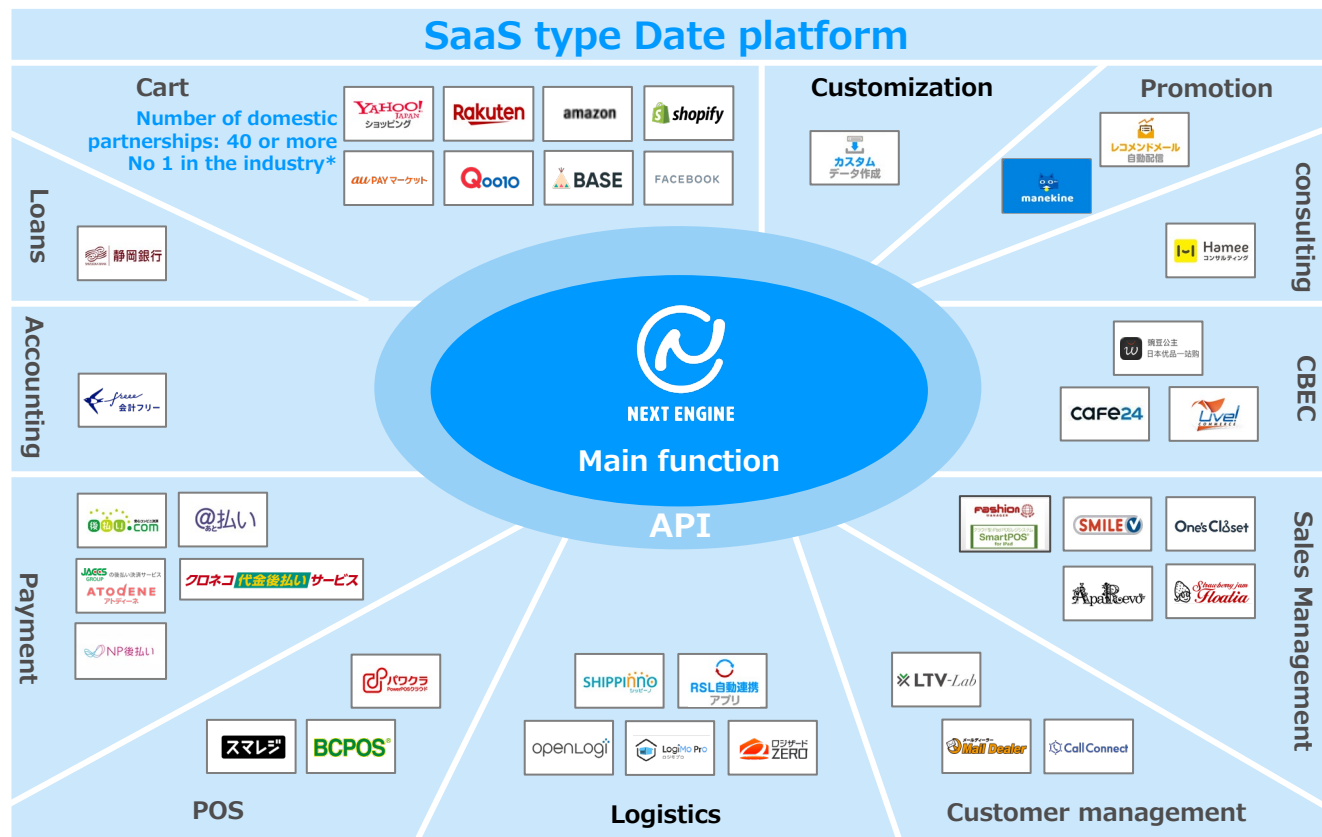
※Base on in-house research

**Resilient
Customization**

You can customize and add features in the Apps. Available consistently to use regardless of changes in size of business or social environment

Platform Business

Next Engine —Strengths



※ In house research, as of the end of April 2021

Platform Business

Next Engine goes beyond efficiency of EC

Next Engine aims to create value such as "freedom" and "enjoyment" that lie ahead of automated and streamlining, thereby realizing "Play on the world stage."



Platform Business

Initiatives in FY04/22

Next Engine

- **Continuously strengthen customer success activities**
Promote digitalization of routine operations and deepen analog communication
Holding webinar to enhance operational proficiency, etc.

- **Utilizing Group Resources**
Initial setting supported by Hamee consulting, etc.

- **Enhancement of upsell measures**
Promotion of "AI Auto Recommendation "app,"manekine", etc.
Reciprocal clients referrals with business partners
Implementation of other new measures



Hamee Consulting

- **Cross-selling from initial setting of Next Engine to consulting and EC operation outsource**
- Accelerate acquisition by strengthening advertising activities
- Consulting upsell plan by strengthening services
- Establishment of new services

Platform Business

Estimate for FY04/22

(Millions of yen)	2021/4	2022/4		
Platform Business	Full-year results	Full-year estimate	Increase /Decrease	% YoY
Net sales	2,308	2,750	442	19.2%
Operating income	954	1,050	96	10.1%
Operating profit ratio	41.4%	38.2%	-3.2%	—

Assumptions for full-year forecasts

<Next Engine>

- Number of clients over 5,500 at the end of the period
- ARPU at the same level as in FY04/21
- Aiming for further improvement in churn rate
- Investment with an eye on future business growth
 - a. Strengthen server investment centered on cloud compatibility +83
 - b. Strengthen recruitments of development staff and fresh graduates +103

<Hamee Consulting>

- Continuous acquisition of new clients
- Steady execution of the upsell plan
- Synergy with Next Engine

Commerce Business



Commerce Business

Q4 FY04/21 results

• Sales of both new iPhone series and SE2 remained steady, resulting in year-on-year growth.

• Overseas e-commerce also grew significantly, mainly in the U.S.

(Millions of yen)	2020/4	2021/4			[Reference] 2021/4	
Commerce Business	Q4 results (Accounting Period)	Q4 results (Accounting Period)	Increase /Decrease	% YoY	Full-year results	% YoY
Net sales	2,136	2,631	494	23.2%	9,726	5.6%
EC (retail)	1,252	1,457	204	16.3%	5,491	20.4%
Real (wholesale)	1,068	1,085	16	1.6%	3,958	-14.7%
Consolidation adjustments*	-184	88	273	—	276	—
Operating income	532	623	90	16.9%	2,498	13.7%
Operating profit ratio	24.9%	23.7%	-1.3%	—	25.7%	—

※ Consolidation adjustments: Arise from differences of closing month between HQ and subsidiaries at the time of consolidation are presented.

Commerce Business

Q4 FY04/21 sales

• Real (wholesale) is at the same level due to the impact of COVID-19 from the Q4 FY4/20.

• Domestic EC grew significantly by capturing changes in consumer purchasing accounting.

Net Sales (Full Year)

EC (retail)

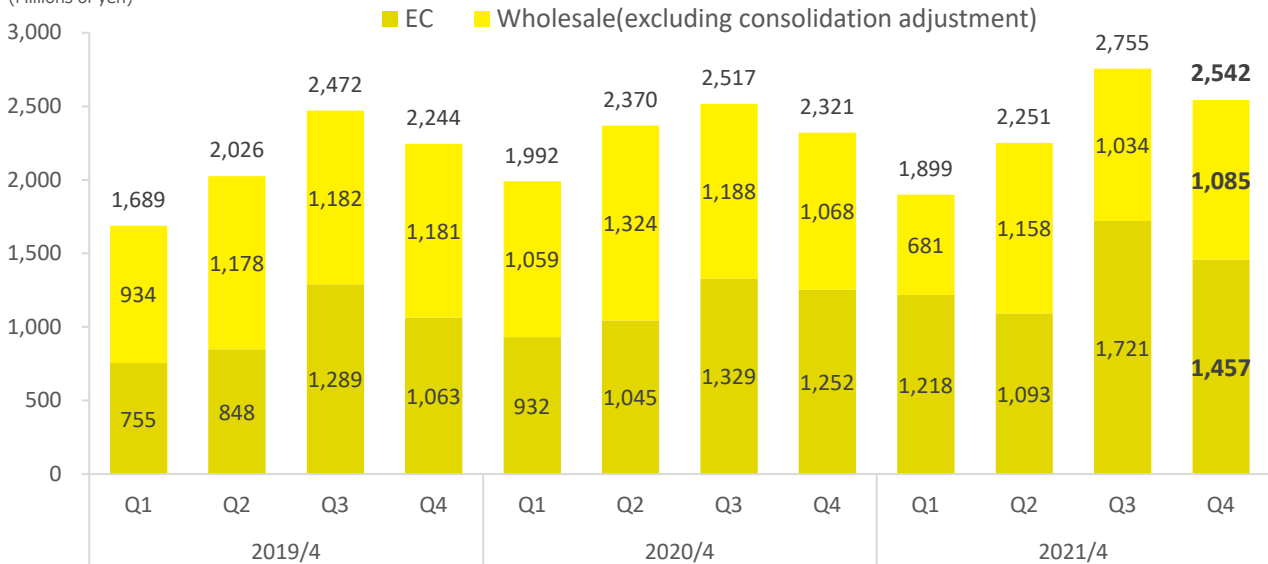
5,491 Y on Y
Up **20.4%**

Real (wholesale)*Before consolidation adjustments

(Millions of yen)
3,958 Y on Y
Down **14.7%**

Net Sales (Accounting Period)

(Millions of yen)

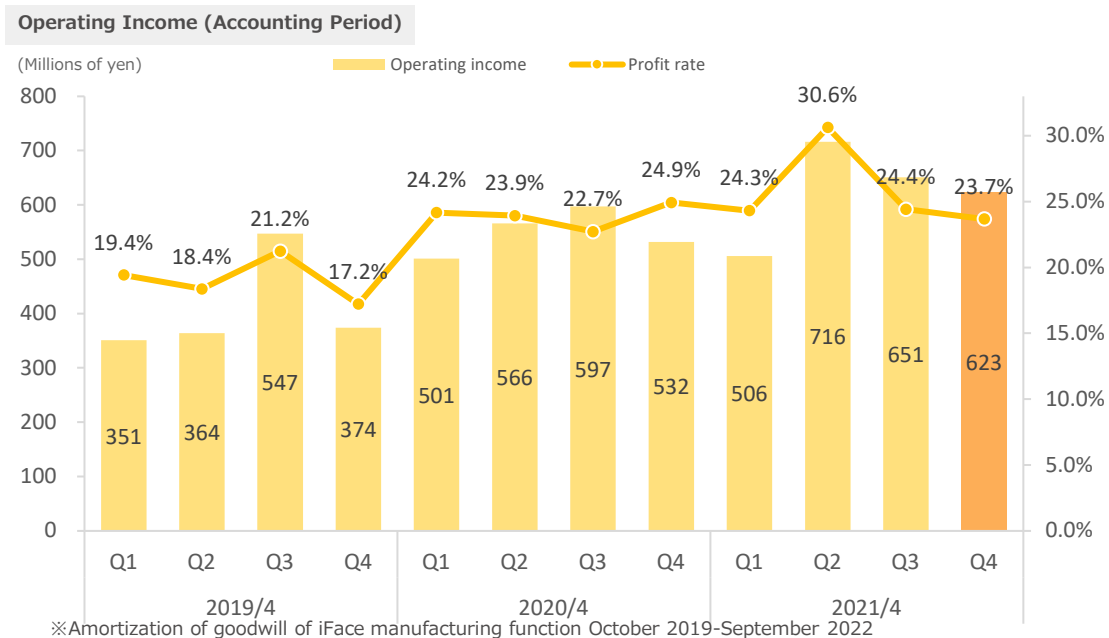
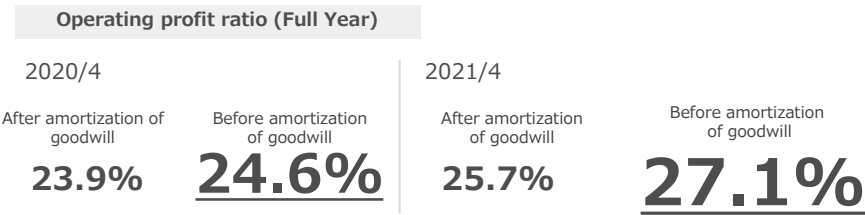


Commerce Business

Q4 FY04/21 operating income

• Operating income is on an uptrend due to an increase in EC sales due to the EC shift and a review of the Group's supply chain.

• The operating profit ratio is expected to rise further after amortization of goodwill* in acquiring iFace manufacturing functions is completed.

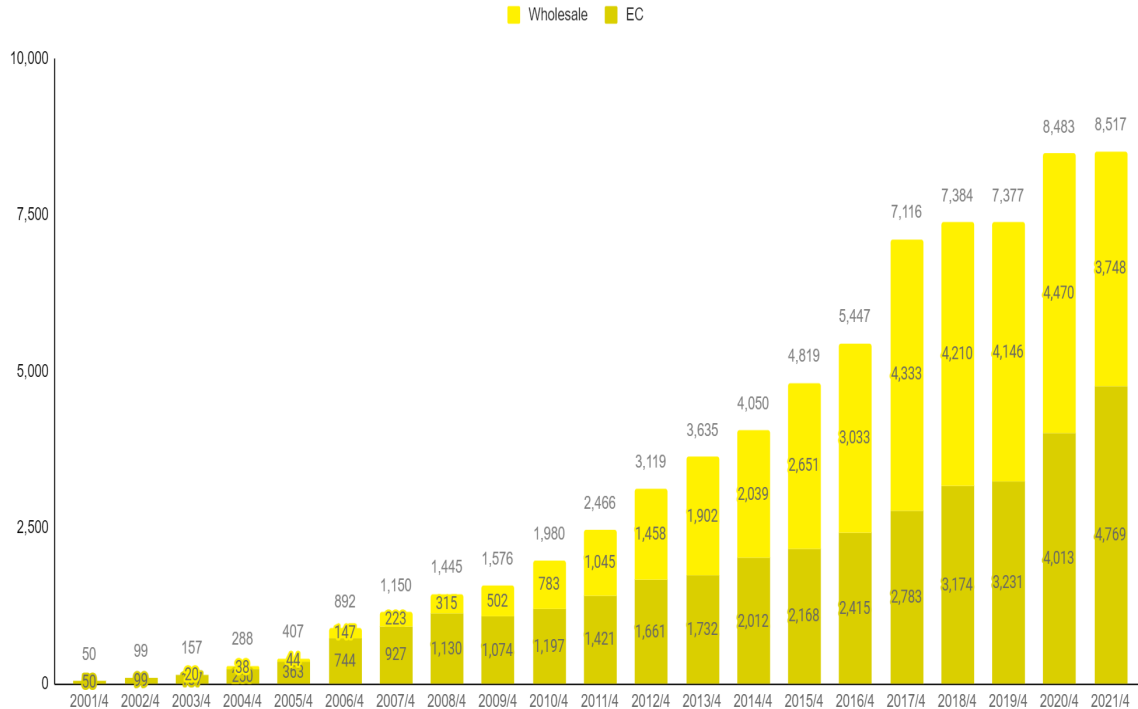


Commerce Business

Domestic Commerce Business Sales Results

Over the past 20 years, sales in the Domestic Commerce Business have been on an uptrend. Due in part to the high ratio of EC sales, the trend toward higher sales was maintained even in COVID-19 crisis.

(Millions of yen)



FY04/21
Real (wholesale) vs
EC (retail)

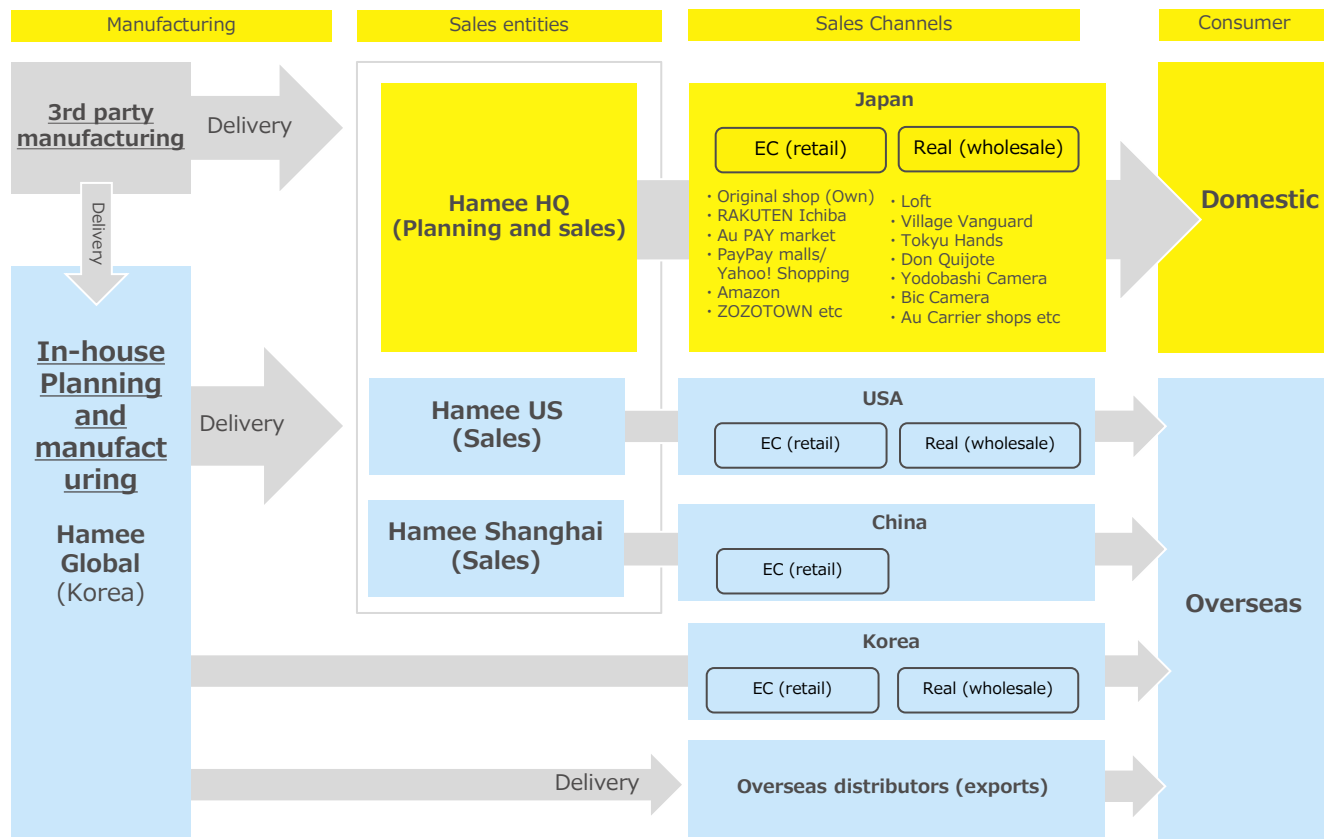
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Commerce Business

Commerce Business Supply Chain

In the mainstay Inventory of iFace, we have established a system that can complete planning, manufacturing, and sales in-house.



Commerce Business

iFace -Strengths



Design

The design takes into account not only functionality such as impact resistance, but also the expressions of personality such as unique curve and abundant color valuations.

Brand

1 in 2 knows the brand* due to the strength and usability, as well as the high visibility.

※Base on in-house Internet research

Young generation

40% of purchasers are young generation*, with a high level of loyalty, so succeed to keep special variety store such as LOFT as distribution channel.

Young generation = women aged 15 to 24. Base on in-house Internet research

Commerce Business

iFace -Series line up

Approach to a wide range of consumers, particularly cases with nice designs



Variety of line up to cross sell



Commerce Business

iFace -Strength as a brand

Rakuten Shop of the Year 2020

Smartphone, tablet, peripherals Genre Award,
Double Year Award



au BEST SHOP AWARD

Smartphone, tablet and mobile
communications Category Award



Commerce Business

Initiatives in FY04/22

Domestic Business

- **Continuous development of new series**
Third pillar on top of First Class and Reflection

- **Challenge to expand Category by iFace Brand**

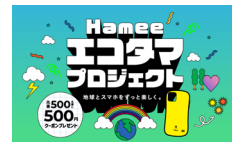
By
UR

- **Expansion of business to further developing gaming monitor market utilizing existing management resources**

Pixio

- **Strengthen initiatives for sustainability**

Promotion of sustainable programs (introduction of recyclable materials, reduction of waste through manufacturing processes, recycling as solid fuel, etc.)



Global Business

- **Expand sales of in-house Products**

Transaction volume of in-house products is expanding in the U.S.



- **iFace Global Site Established**

Receiving orders from around the world and taking on the challenge of new DtoC schemes



Commerce Business

Estimate for FY04/22

(Millions of yen)	2021/4	2022/4		
	Full-year results	Full-year estimate	Increase /Decrease	% YoY
Commerce Business				
Net sales	9,726	10,550	824	8.5%
Operating income	2,498	2,550	52	2.1%
Operating profit ratio	25.7%	24.2%	-1.5%	—

Assumptions for full-year forecasts

<Domestic Business>

- Wholesale at the same level as in FY04/21
- The EC market is expected to continue expanding, and EC sales continue to grow.
- Started cosmetics business. Initial investments mainly in advertising (operating loss JPY224 million)
- Gaming monitors sales forecast is about the same level as immediately before we entered into an agency contract with Pixio USA (Annual sales JPY665 million)

<Global Business>

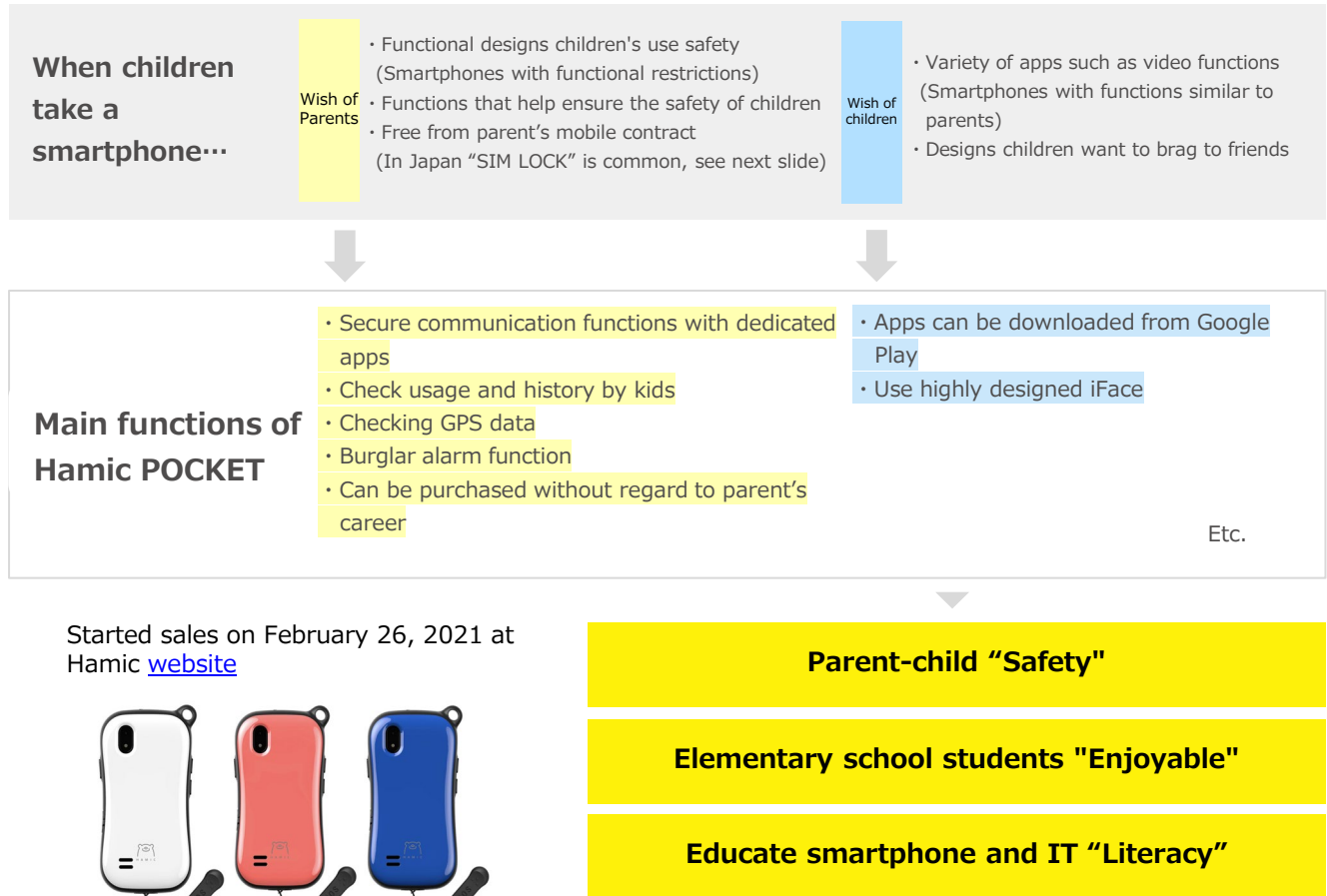
- Expand EC sales centered on in-house products in the U.S.
- Start cosmetics business in Korean market. Initial investments mainly in advertising (operating loss: JPY11 million)
- Launch of iFace DtoC scheme

New Businesses

To utilize the capabilities of the 2 main businesses, create innovative new businesses. Same time, these support the evolution and growth of existing businesses

New Businesses

Hamic POCKET



- Approximately 90% of elementary school low-grade children don't have smartphones.
- ※ Population of elementary school students in Japan is 6.3 million (Source: Statistics Bureau, Ministry of Internal Affairs and communications, April 1, 2019)

New Businesses

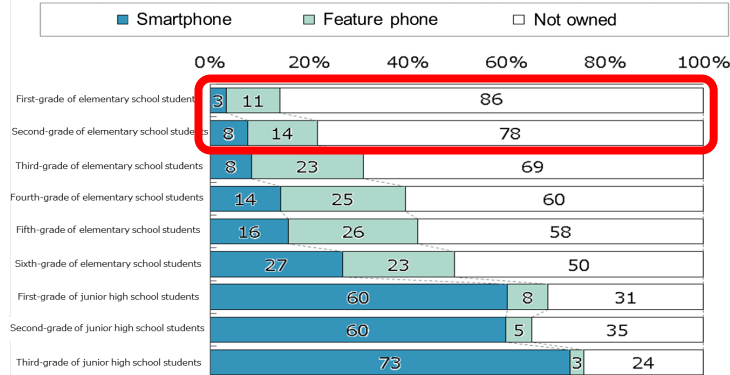
For Hamic POCKET Market and FY04/22 Initiatives

Forecasts for FY4/22
Operating loss JPY382 million

Initiatives in FY04/22

- Aiming to reach PMF (Product Market Fit) during FY04/22, implement continuous functional and performance improvements
- Upon reaching PMF, sales channel expansion and aggressive promotion planned (advertising investment budget: JPY194 million)

Type of mobile phones owned by children as their own terminals [Per academic year]
(Source: NTT DOCOMO Mobile Society Research Institute Website Mobile Society Annual Report Web Version)



Note1): Parents and guardians of elementary and junior high school students nationwide responded.
Note2): "Smartphones" includes "Smartphone for children", "iPhone", Android smartphones.
Note3): "Feature Phone" includes feature phones and children's mobile phones other than smartphones.
Note4): When both smartphones and feature phones are owned, they are totaled in "smartphones."
Source: Survey on the Use of ICT by elementary and junior high school students 2019 (visiting and staying)

- Approximately 30% users make mobile contract with Budget phone carriers that don't handle kid's cell phones.

Ratio of carriers using mobile phones and smartphones



※Survey conducted by us in October 2020

New Businesses

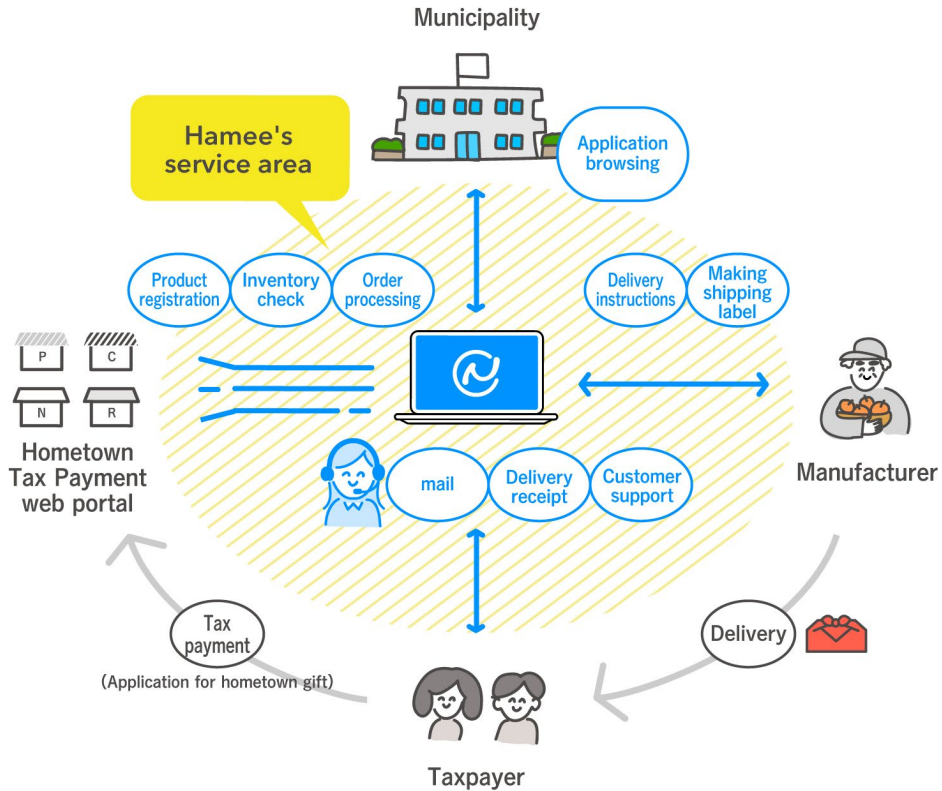
Hometown Tax Payment Support Service



Forecasts for FY4/22
Sales growth rate 152%

Initiatives in FY04/22

- Increase donations by refining portal sites at existing customers (municipality) by increasing the number of web designers
- Promoting the acquisition of new municipalities by increasing the number of sales personnel



New Businesses

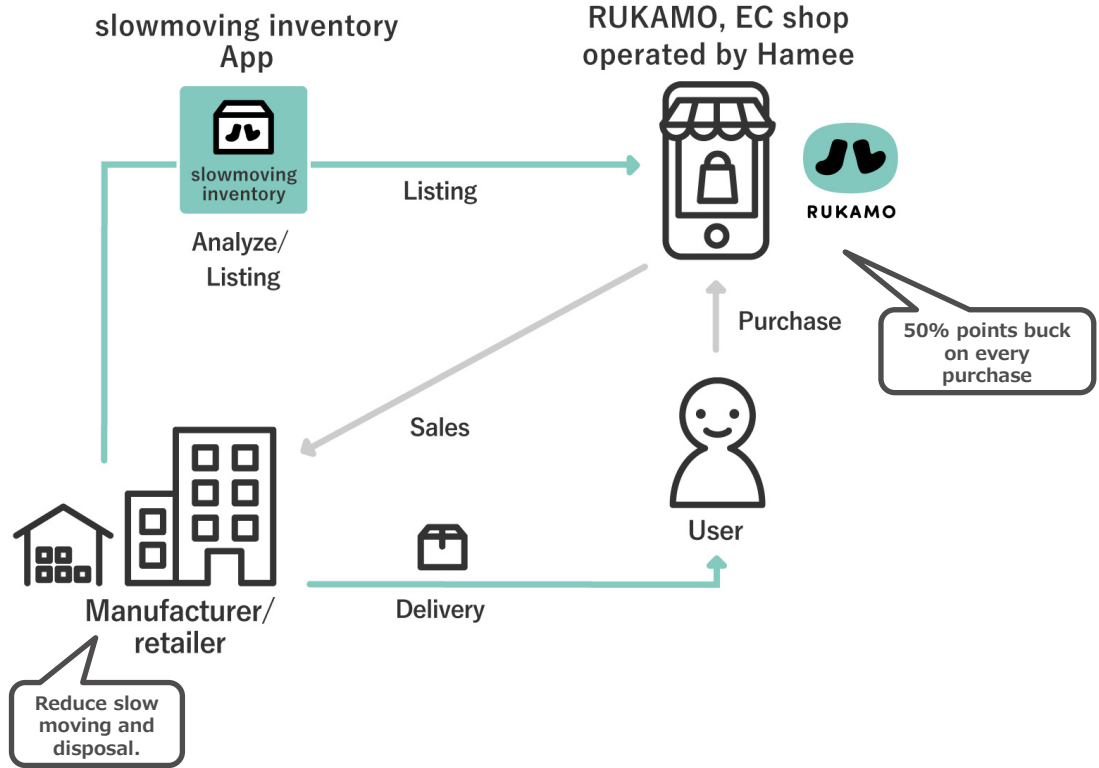
RUKAMO

-For Sustainable Society-

We will deliver sustainable services that fulfill SDGs goal of 12, "Responsibilities to make products and services."

Policy for FY04/22

- Aiming to Increase Distribution channel by Further Strengthening the Up-Cycle
- Development/launch of a mechanism for distributing slow-moving inventory that is not captured by existing mechanisms



New Businesses

Pixio (Note)

- Concluded exclusive (Japan domestic) sales contract with Pixio USA Inc.
- A high-end gaming monitor brand that achieves affordability by cutting brokerage margins and marketing costs, albeit with high quality and performance using the most advanced grade panels
- Cross-selling with existing smartphone cases, collaboration in new product planning and development

NOTE) This is a new business in the “Commerce Segment” and not the Other Segment.



PXC327

WQHD, 165hz curved bezelless monitor with a number of functions

III. FY4/22 Year End Estimate



Estimate for FY4/22 Segment

(Millions of yen)		2021/4	2022/4			
Forecasts (Segments)		Results	Estimate	Increase /Decrease	% YoY	Composition ratio
Commerce Business	Net sales	9,726	10,550	824	8.5%	75.4%
	Operating income	2,498	2,550	52	2.1%	76.1%
	Profit ratio	25.7%	24.2%	-1.5%	—	—
Platform Business	Net sales	2,308	2,750	442	19.2%	19.6%
	Operating income	954	1,050	96	10.1%	31.3%
	Profit ratio	41.4%	38.2%	-3.2%	—	—
Others※1	Net sales	329	700	371	112.8%	5.0%
	Operating income	-273	-250	23	-8.4%	-7.5%
	Profit ratio	-	—	—	—	—
Total	Net sales	12,363	14,000	1,637	13.2%	100.0%
	Segment profit	3,180	3,350	170	5.3%	100.0%
	Adjusted amount ※2	-1,000	-1,100	-100	10.0%	-32.8%
	Operating income	2,179	2,250	71	3.3%	—
	Profit ratio	17.6%	16.1%	-1.5%	—	—

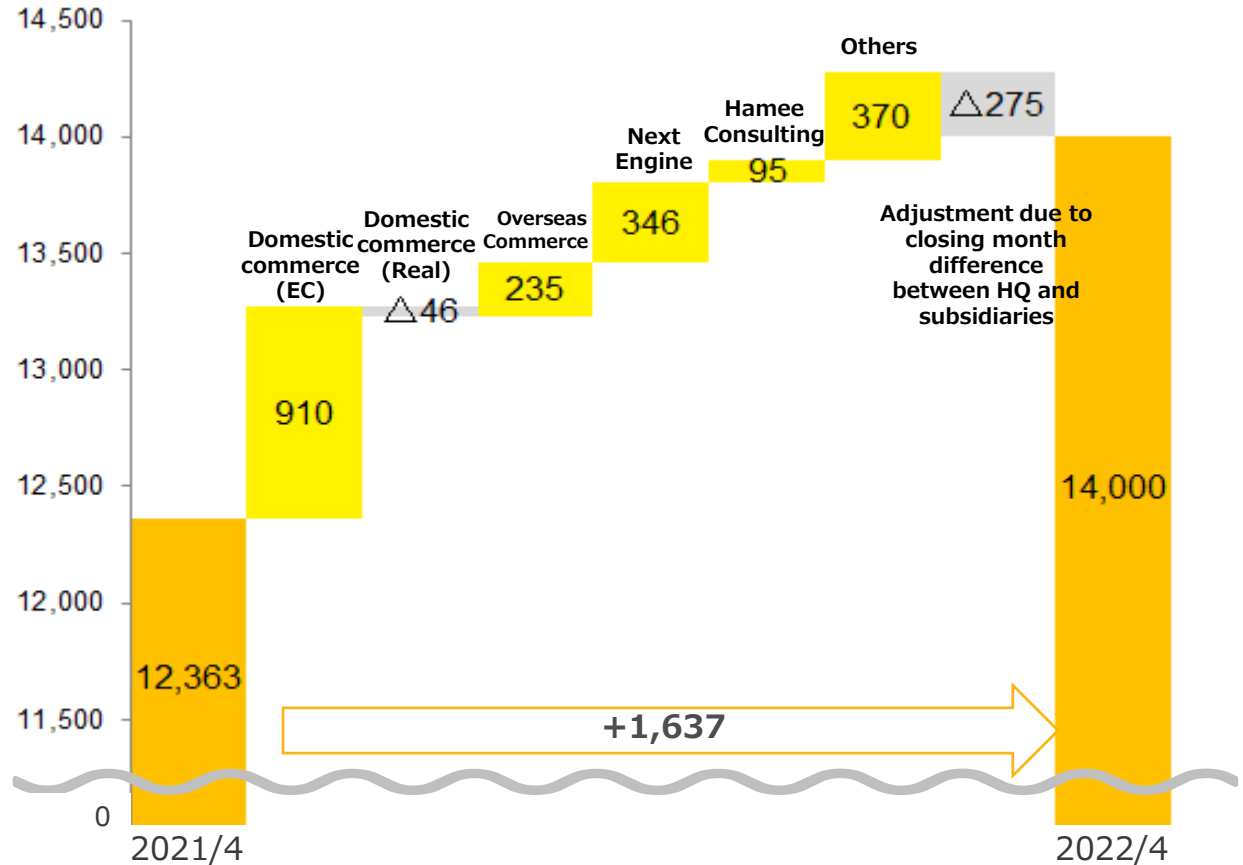
※1 Others: New services that cannot be clearly classified into either the Commerce Business or the Platform Business are described as "Others."

※2 Adjusted amount: Back office administrative expenses.



Estimate for FY4/22 Sales analysis

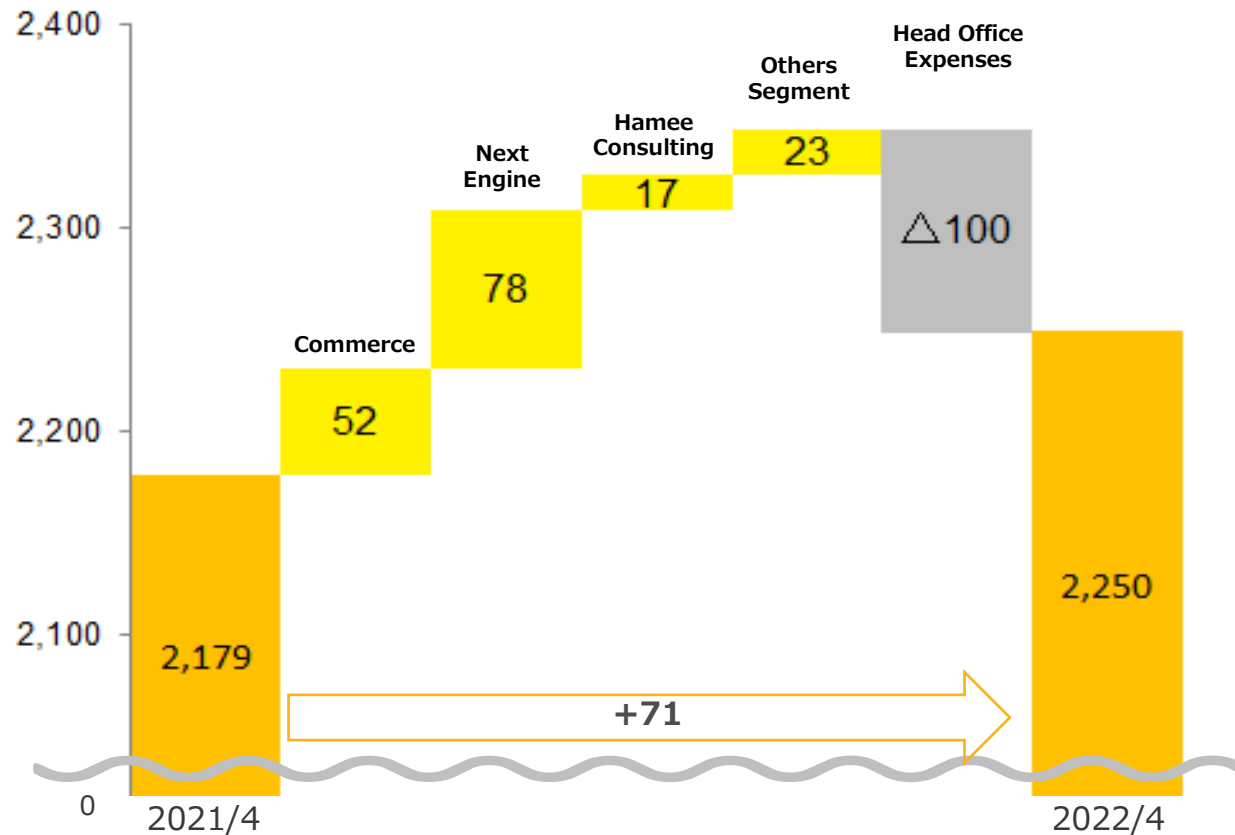
Net Sales (Full Year)



Estimate for FY4/22 Operating income analysis

Operating Income (Full Year)

(Millions of yen)



APPENDIX Reference

Thoughts at the time of the company's establishment

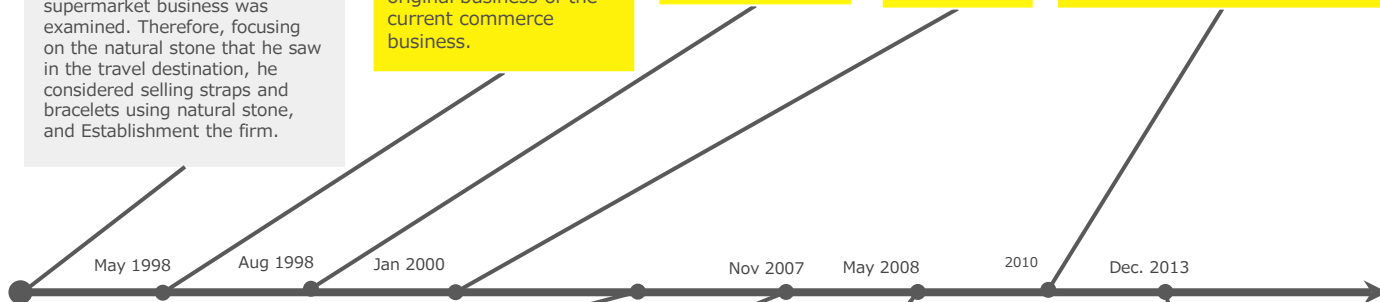
Founder Higuchi was a university student at the time. Windows95 was released and he inferred the Internet will become a social foundation in the future. Conscious of the distribution revolution through the Internet, it was difficult to handle fresh products, though the Internet supermarket business was examined. Therefore, focusing on the natural stone that he saw in the travel destination, he considered selling straps and bracelets using natural stone, and Establishment the firm.

Establishment Macrowil Co., Ltd, sell and e-commerce mobile-related accessories at Odawara City, Kanagawa Prefecture. Sales of straps using natural stones, etc. This is the original business of the current commerce business.

Launched e-commerce for mobile peripheral accessories on its website "Mobile Accessories Market"

Opening Stores in Rakuten Ichiba.

Smooth shift from mobile strap-centric sales to smartphone case-centric sales due to accurate understanding of the shift from traditional feature phones to smartphones.



Background to Next Engine development

The Commerce business was steadily expanding, but as the company expanded in size, the frequency of e-mail contacts and inquiries related to inventory dispatch business, which had been handled by hand increased, and the burden on employees increased. In order to reduce the operational burden, the introduction of an external order management system was not suitable for operation. Therefore, the system is developed in-house.

Started operation of Next Engine

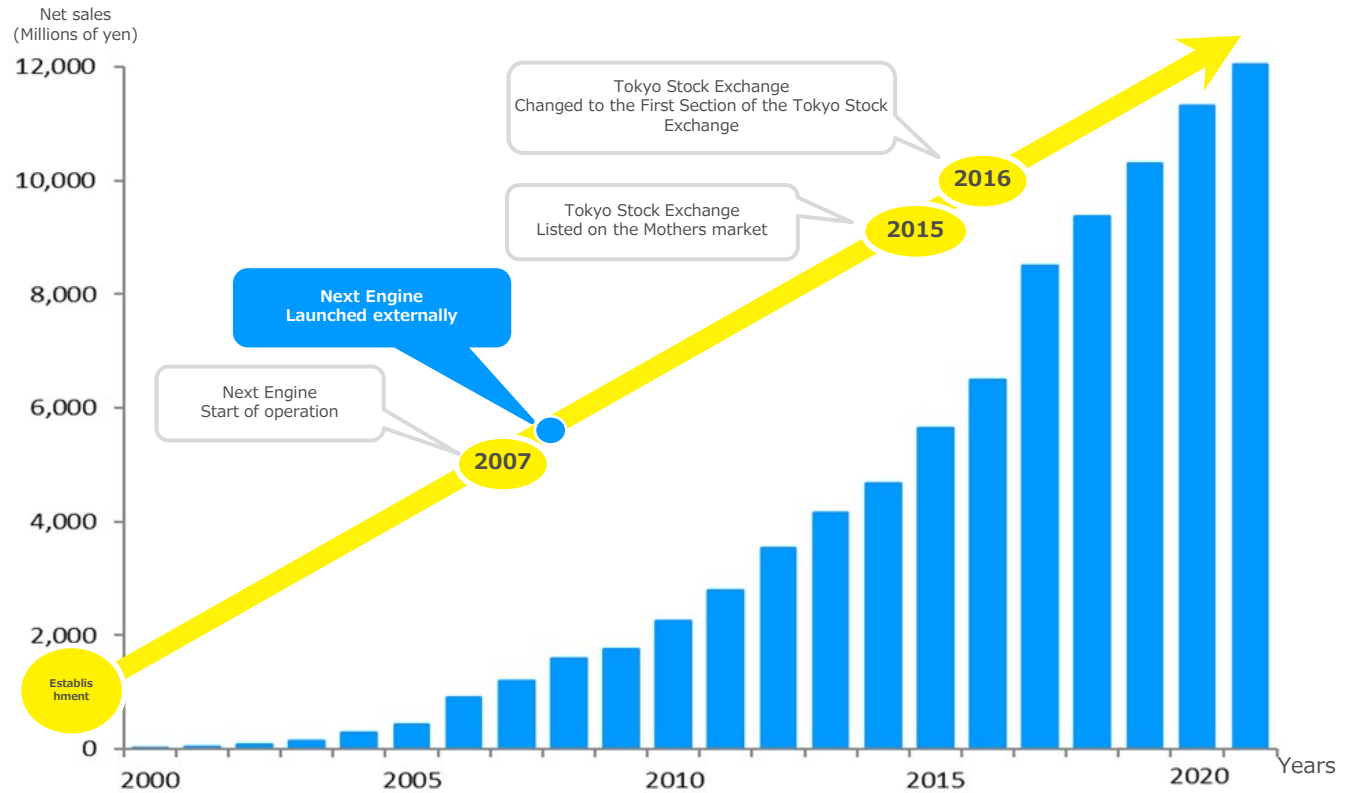
Launched externally provided of Next Engine

Since it was a SaaS type system, it was available without the initial investment and the price setting of JPY10 thousand per month had a big impact on the market. This is the starting point for the current platform business.

Launched Next Engine's API as a platform

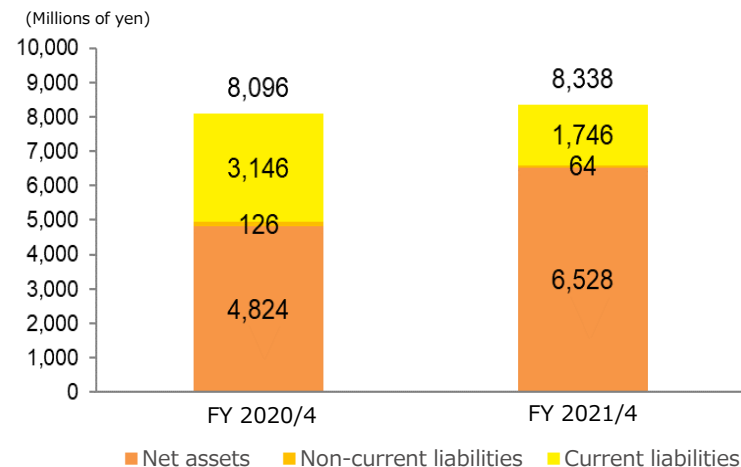
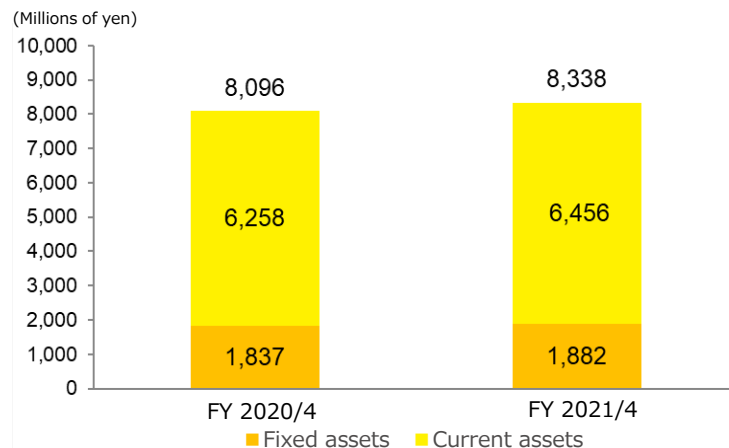


History (Growth Trajectory)



FY04/21 Balance Sheet

As a measure to expand COVID-19, the company had increased its liquidity on hand since the end of FY04/2020, but this was reduced by repaying its borrowings.



Current assets			Millions of yen	
			6,456	(+197)
■ Cash and deposits	3,354	(98)		
■ Notes and accounts receivable	1,590	(+360)		
■ Inventory	962	(92)		
■ Others	571	(+48)		

Fixed assets			Millions of yen	
			1,882	(+44)
■ Property, plant and equipment	619	(+50)		
■ Intangible assets	603	(157)		
■ Investments and other assets	659	(+151)		

Current liabilities			Millions of yen	
			1,746	(1,399)
■ Accounts payable	208	(+42)		
■ Short-term loans	12	(1,587)		
■ Accounts payable-other	729	(+69)		

Non-current liabilities			Millions of yen	
			64	(61)
■ Long-term loan	43	(48)		

Net assets			Millions of yen	
			6,528	(+1,703)
■ Retained earnings	5,612	(+1,445)		

Next Engine indicators

Fiscal Year	2020/4					2021/4				
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Number of clients	3,718	3,790	3,849	3,997	3,997	4,179	4,351	4,513	4,739	4,739
Number of stores	28,814	29,376	30,034	30,835	30,835	31,771	33,114	34,461	36,004	36,004
GMV (Millions of yen)	158,568	169,333	184,819	209,220	721,940	237,157	208,428	253,487	245,304	944,375
ARPU (yen)	35,264	33,891	34,316	35,740	34,803	38,489	34,902	36,949	35,815	36,539
Monthly churn rate	1.00%	1.06%	0.87%	0.98%	0.98%	0.82%	0.88%	0.86%	0.90%	0.87%
Transaction number processed(thousand)	22,481	21,328	23,024	28,643	95,475	33,942	28,764	33,639	33,213	129,559

※GMV and the number of orders processed are the totals at the end of each quarter. Monthly churn rate's figures are calculated by dividing the number of contracted clients end of Q4 from the average number of cancellations during the quarterly period.



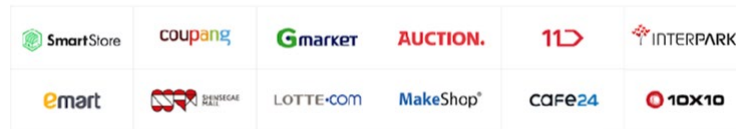
Next Engine Global expansion "Next Engine Korea"

Next Engine Korea
compatible a number of
Korean EC malls

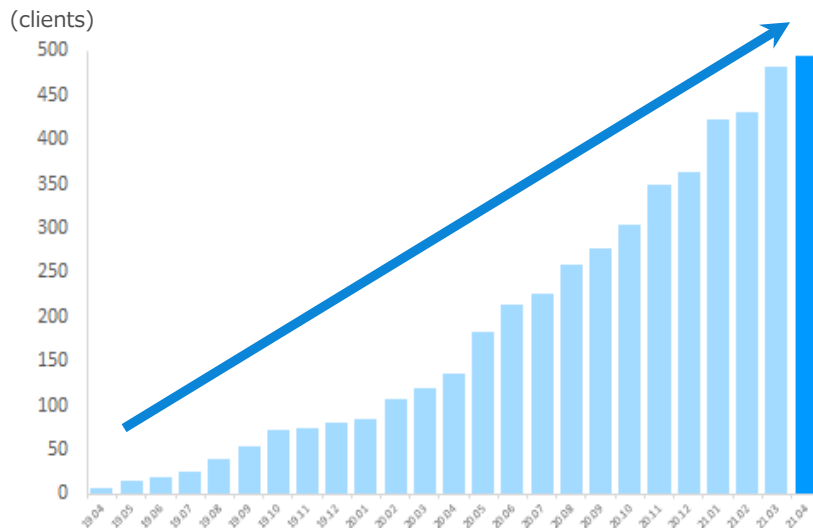
To establish subscription model in oversea market based on mid term strategy



"Next Engine Korea" compatible EC malls



(As of the end of April 2021/Partial excerpt)



Next Engine Korea Number
of clients as of April 2021

494 clients

CORPORATE DX & SDGs

~DX and SDGs that set fire to their own creative spirits~



Fostering a corporate culture

Because of VUCA,
We are fostering on a
flexible organizational
culture that celebrates
innovative challenges,
that is, fostering a
culture the creative
spirit burns.





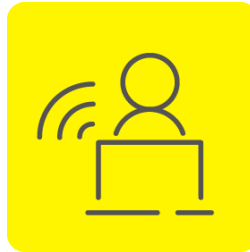
Work style DX

- Full telework has been introduced, and the personnel system also has been refurbished.
- Both in-house meetings and brain storming succeeded in bringing almost all communications online.
- Started the express commuting system "Flexible commuting to HQ" to make it easier for telework employees to come offices.

Renovation of the personnel system



Remote work -
Preparation-
allowances



Remote work
allowances

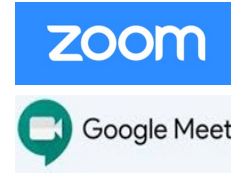


"Allowances for
Odawara living"



"Flexible commuting
to HQ"

Adoption of tools



Online conferencing
tools



Online Whiteboard



Media platform

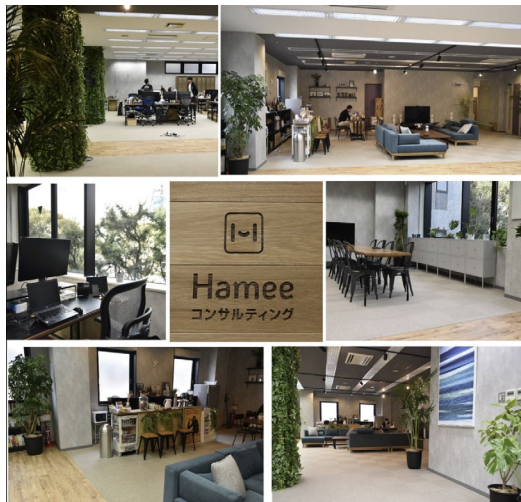


Workplaces DX

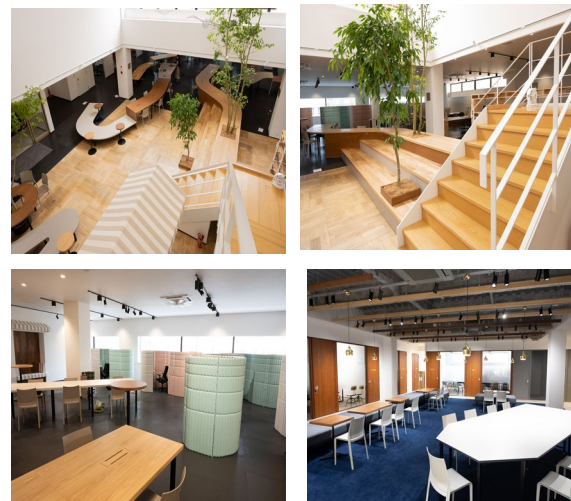
• Since July 2020, we have instituted a new normal work style that allows employees to freely select office work and remote work, and we have been promoting a work style DX.

• On the other hand, we believe that ideas born from real communication are also important, and in June 2021, we renewed the Odawara Head Office with the aim of revitalizing such communication.

Integrated Hamee Consulting & Tokyo Sales Office



Odawara Head Office Renovation





Sustainable management

• Maximizing the benefits of our integrated iFace supply chain from upstream (manufacturing) to downstream (e-commerce sales), we promote SX(Sustainable Transformation.)

Production process

Improvement in disposal rate

19%

Inventory Planning and Development

Product recyclability index

20%

Packaging Recyclable Index

80%

Recycling of final products





Disclaimer

- This document includes the outlook for our company, future plans, and managerial goals. These forward-looking statements are based on current assumptions regarding future events and trends, and there is no guarantee that the assumptions are correct. There is a possibility that actual results will be different from those mentioned in this document for various reasons.
- Unless otherwise specified, the financial data in this document are indicated in accordance with the accounting principles that are generally recognized in Japan.
- Regardless of future events, the company will not necessarily revise our announcements about future outlooks, etc. unless required to do so in accordance with disclosure regulations.
- Information about other companies is based on publicly available data.
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