



FY2024 3Q Financial Results Briefing

01

BEENOS Group Mission

Creating the “Next Standard” that will increase the potential throughout the **world** through ambition and technology

**Global
Commerce**

Making products throughout the **world** available to everyone

Entertainment

Helping Japanese artists with their **global** penetration and maximize profits

**Other
Businesses**

Creating **standard raising** services

Incubation

Assist the growth of promising startups around the **world**

**Value
Cycle**

Sold segment in FY2024/Q2

Consolidated

Midterm Goal:

Consolidated OP: **5** Bil JPY

FY2024 (Forecast): **2.1** Bil JPY
 ※Excluding Value Cycle



- Reached midterm goal set in FY2021 of 100 Bil JPY in GMV in FY2023. New operating income goal set in its place.

E-Commerce

GMV

- FY2023(Results) : **99.9** Bil JPY

- FY2024(Forecast) : **107.0** Bil JPY

Operating Income

- FY2023(Results) : **3.5** Bil JPY

- FY2024 (Forecast) : **4.10** Bil JPY



- Buyee maintains its pole position among domestic businesses with the 5,000 partnered sites
- GMV for Global Commerce expected to increase 18% YoY to 83 Bil in FY2024
- Transferred shares of Value Cycle Segment. Deconsolidated in 2H FY2024.

Incubation

Book Value: **4.0** Bil JPY
 As of June 2024

Market Value: **9.1** Bil JPY
 As of June 2024



Investments: **15** Domestic, **43** Int'l

- Book value and market value increased due to depreciation of yen
- Expected to sell investments to offset appraised losses



02

3Q Financial Results

APR 2024~JUN 2024

Consolidated

11.4% GMV growth due to strong performance in Global Commerce

Sales and OP decrease due to deconsolidation of Value Cycle and no sales of investments

	Results	YoY
GMV	26.8 Bil JPY	+11.4%
Net Sales	4.2 Bil JPY	▲42.4%
Operating Income	0.75 Bil JPY	▲19.2%

E-Commerce Business

Global Commerce contributed in GMV and OP growth

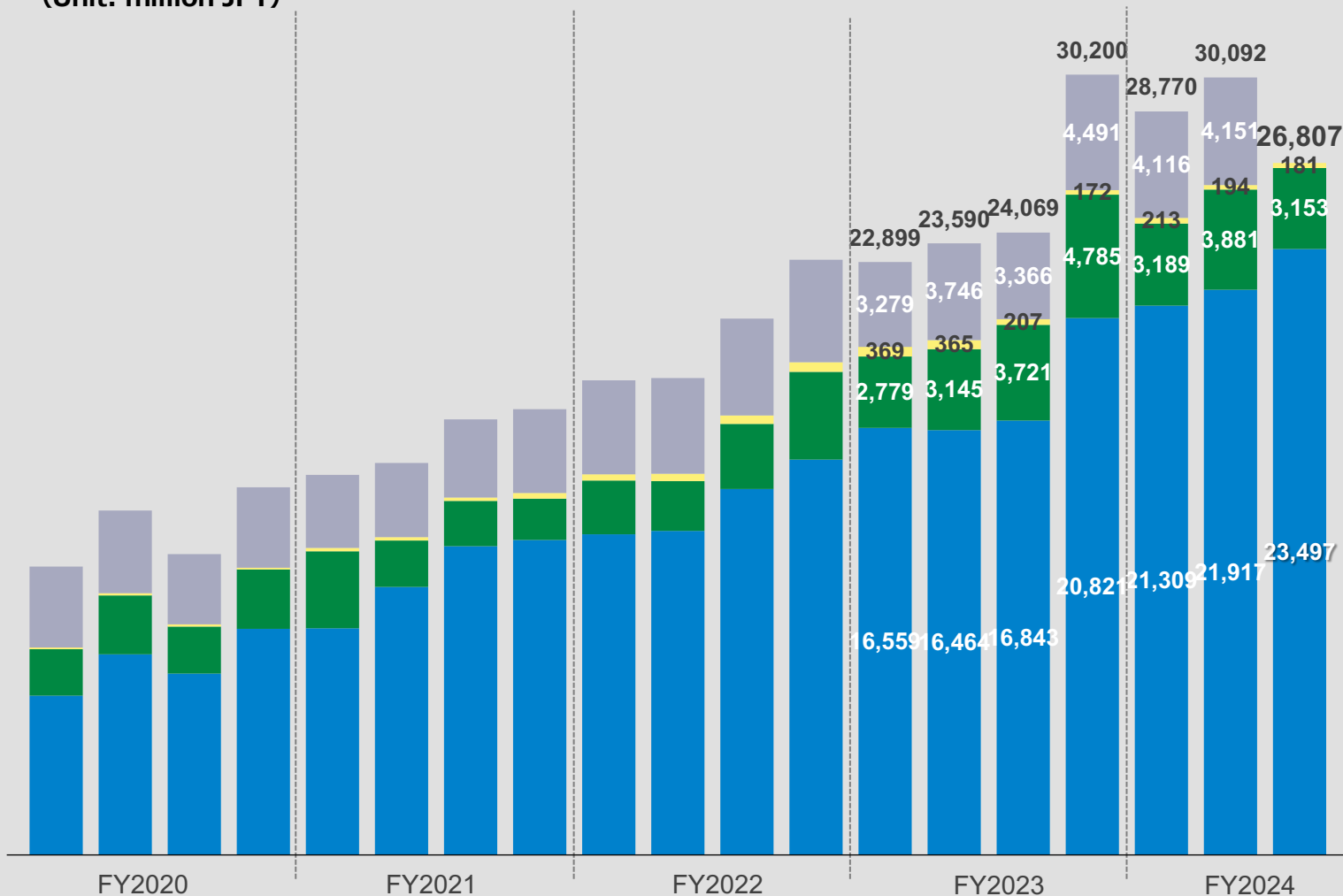
Sales decreased due to deconsolidation of Value Cycle

	Results	YoY
GMV	26.6 Bil JPY	+11.2%
Net Sales	4.1 Bil JPY	▲37.9%
Operating Income	1.12 Bil JPY	+54.6%

Global Commerce at the forefront of 11.4% YoY growth

29.5% YoY growth if Value Cycle is excluded

(Unit: million JPY)



Consolidated

YoY +11.4%

Other Businesses

YoY ▲12.6%

Decrease due to withdrawal from a service in the Travel Business

Entertainment

YoY ▲15.3%

Decrease due to lack of notable events

Global Commerce

YoY +39.5%

Strong growth in GMV due to continued aggressive campaigns

Value Cycle

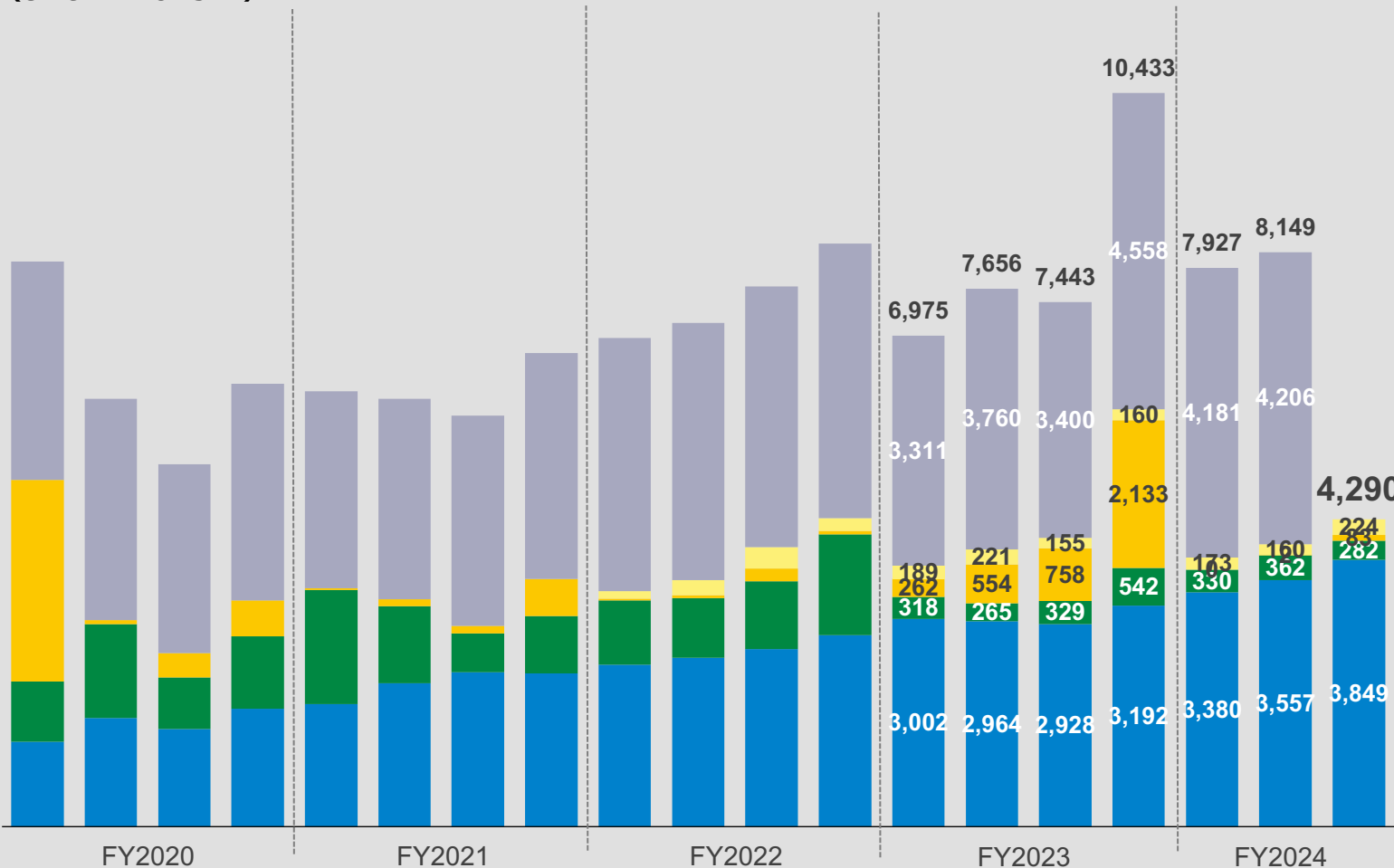
*The amounts represent the total of the merchandise of the Group companies. For businesses recording merchandise prices as sales, the GMV is the total amount of sales. For businesses recording only commissions as sales, the sum of merchandise and shipping charge are recorded as GMV.

*FY2022 results have been reclassified into the new segments due to the restructuring of segments in FY2023

Global Commerce sales up 31.5% YoY

Decreased on a consolidated basis but up 6.1% YoY if Value Cycle is excluded

(Unit: million JPY)



Consolidated

YoY ▲42.4%

Other Businesses

YoY +44.0%

Incubation

YoY ▲89.0%

No sales of investments.
Dividends received.

Entertainment

YoY ▲14.4%

Decrease due to lack of notable events

Global Commerce

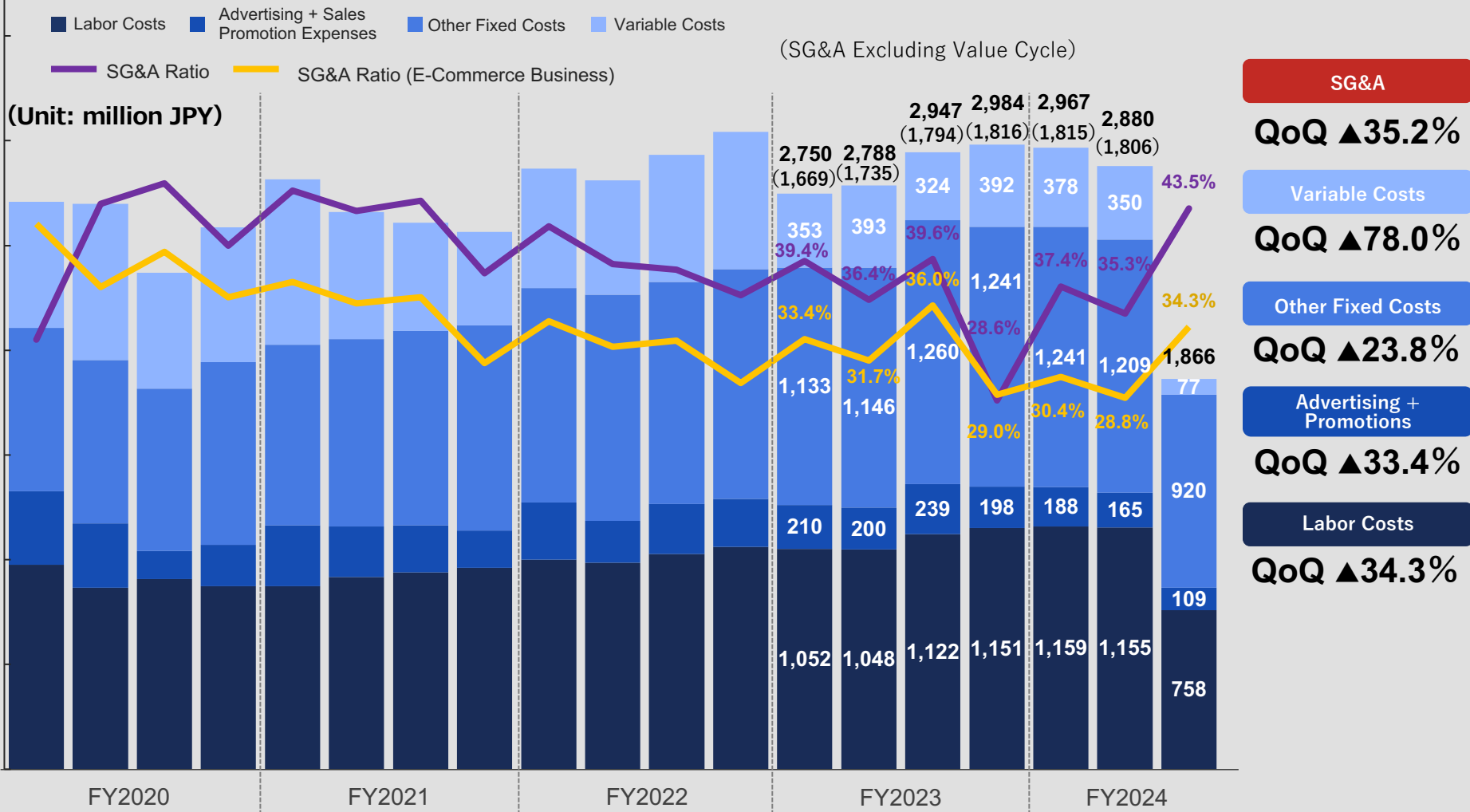
YoY +31.5%

Strong growth in sales due to continued aggressive campaigns

Value Cycle

*FY2022 results have been reclassified into the new segments due to the restructuring of segments in FY2023

SG&A decreased due to deconsolidation of Value Cycle but SG&A ratio increased due to Value Cycle's contribution to sales

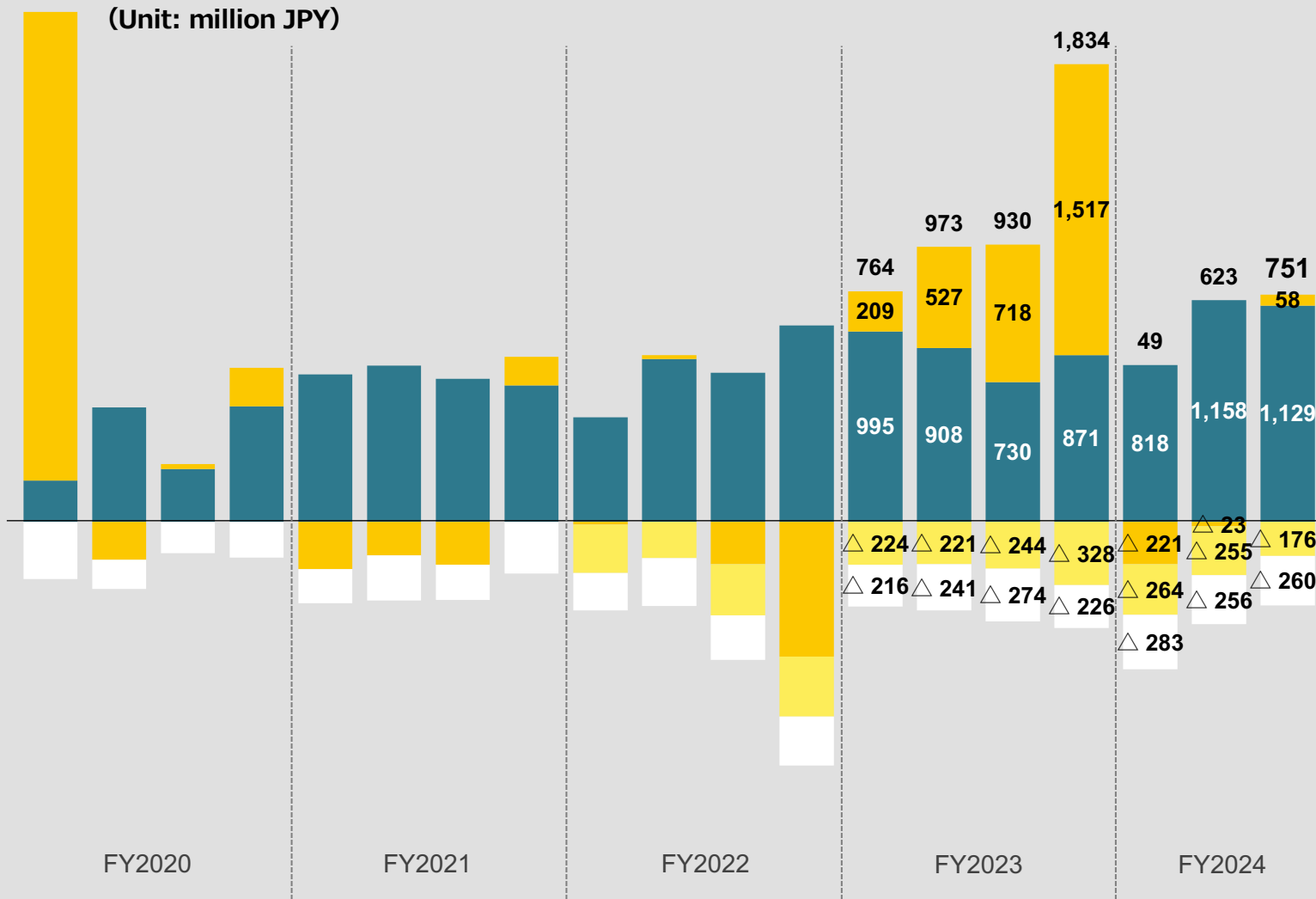


※ Bonuses and Provision for Bonuses are included in other fixed costs instead of labor costs on a quarterly basis to avoid sudden fluctuation in labor costs
 ※ Reclassification of the E-Commerce Business in FY2023 have been applied to FY2022 which subsequently affects the E-Commerce SG&A Ratio

E-commerce business increased YoY

Sale of investments recorded in Incubation last year

(Unit: million JPY)



Consolidated

YoY ▲19.2%

E-Commerce

YoY +54.6%

Global Commerce was main contributor

Incubation

No sales of investments.
Dividends received.

Other Businesses

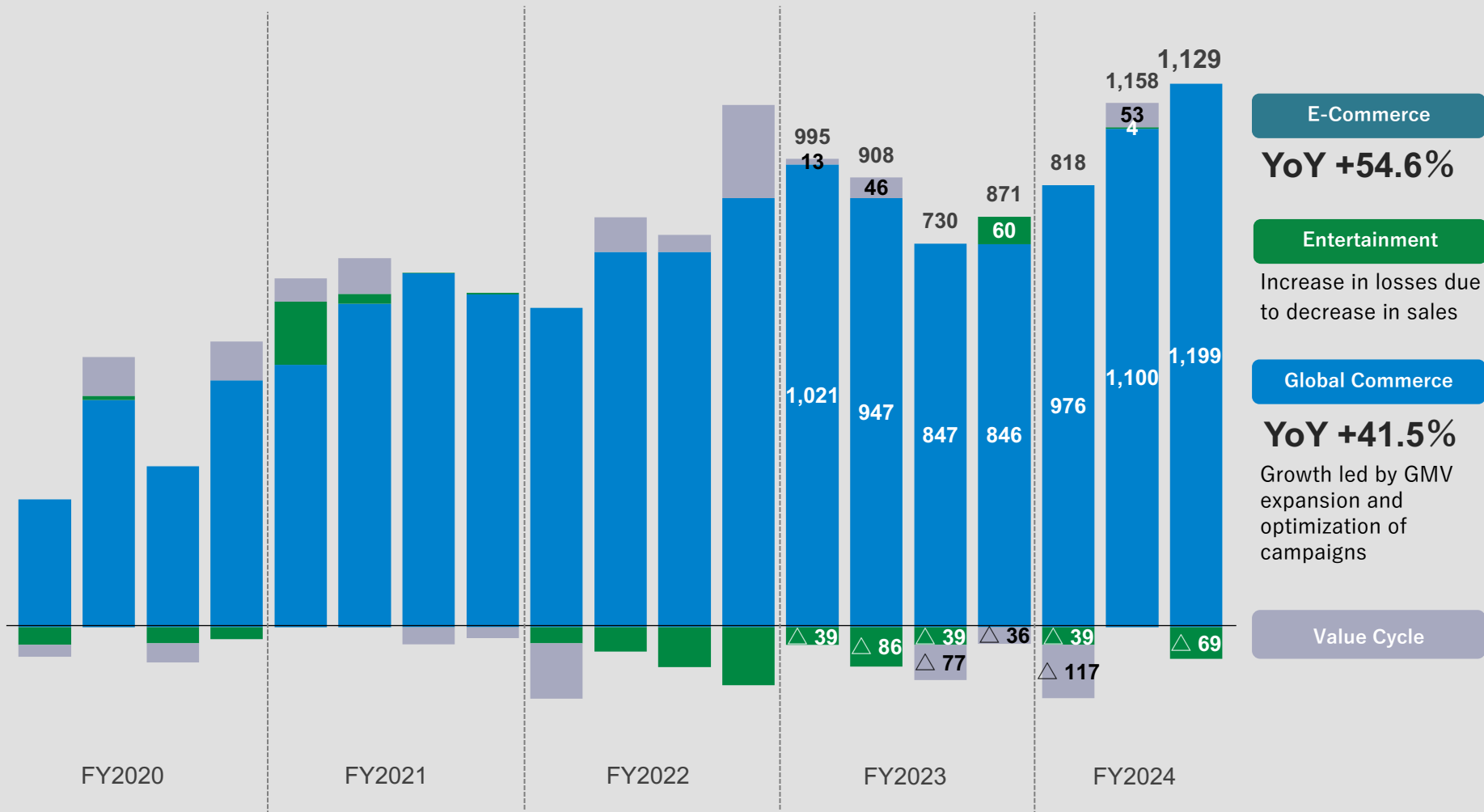
Revisions in costs led to decrease in losses

Adjustments (Corporate Costs)

*FY2022 results have been reclassified into the new segments due to the restructuring of segments in FY2023

Increased profitability in Global Commerce led to 54.6% YoY growth 39.8% YoY growth if Value Cycle is excluded

(Unit: million JPY)



*FY2022 results have been reclassified into the new segments due to the restructuring of segments in FY2023

Share Transfer of Defactostandard and JOYLAB

Share Transfer Price and Booking

- ▶ Transfer price 2.9 billion yen. 800 million yen in extraordinary income to be booked*
- ▶ Profits expected to go to M&A that will help reach our midterm goal
 - ※ Final transfer price will be adjusted according to the share purchase agreement

Timeline

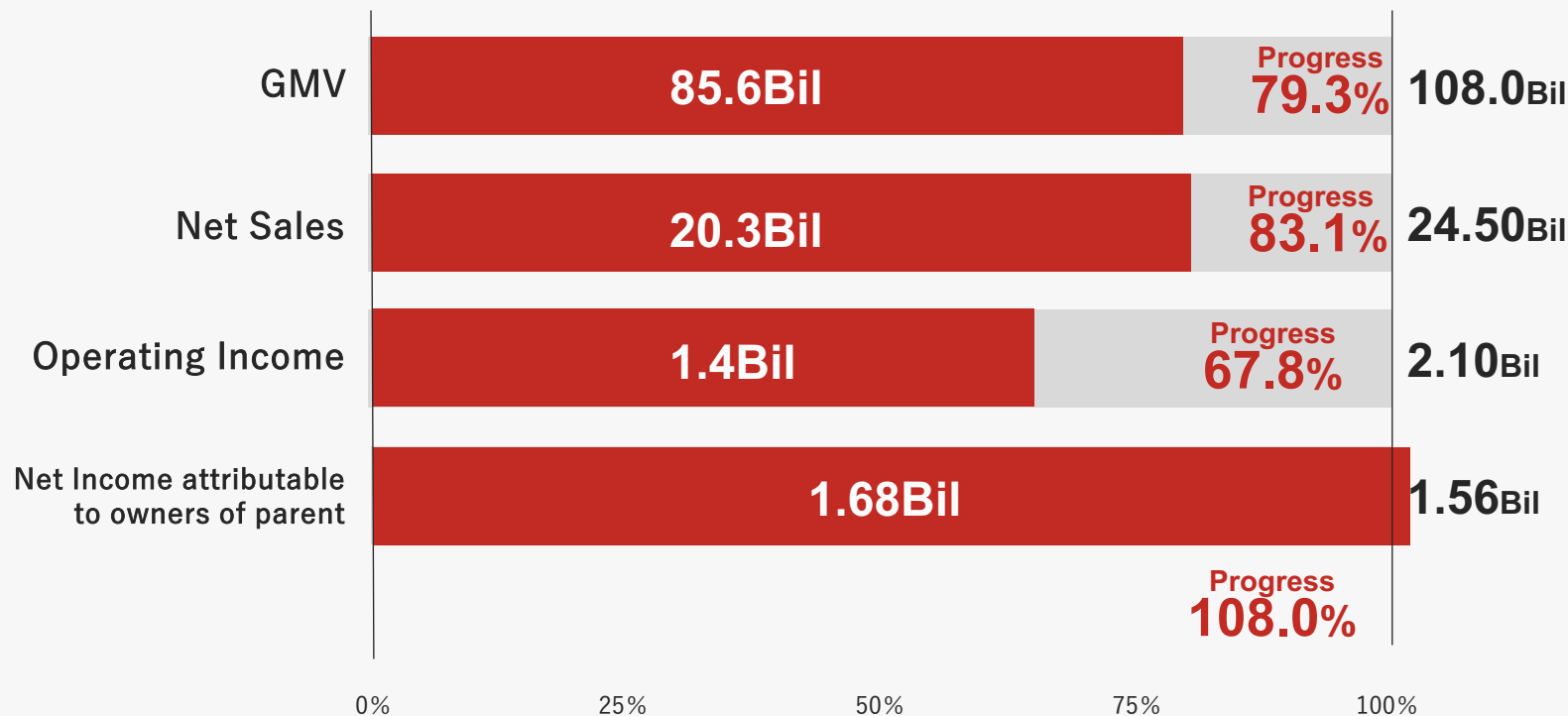
- ▶ Signed share transfer agreement with AUCNET on 14 February
- ▶ Value Cycle businesses are part of the Group until the end of March (not included from 3Q results)
- ▶ Transfer completed at the end of April
- ▶ Currently in discussion regarding price adjustments stipulated in the contract

Future of Reuse Business

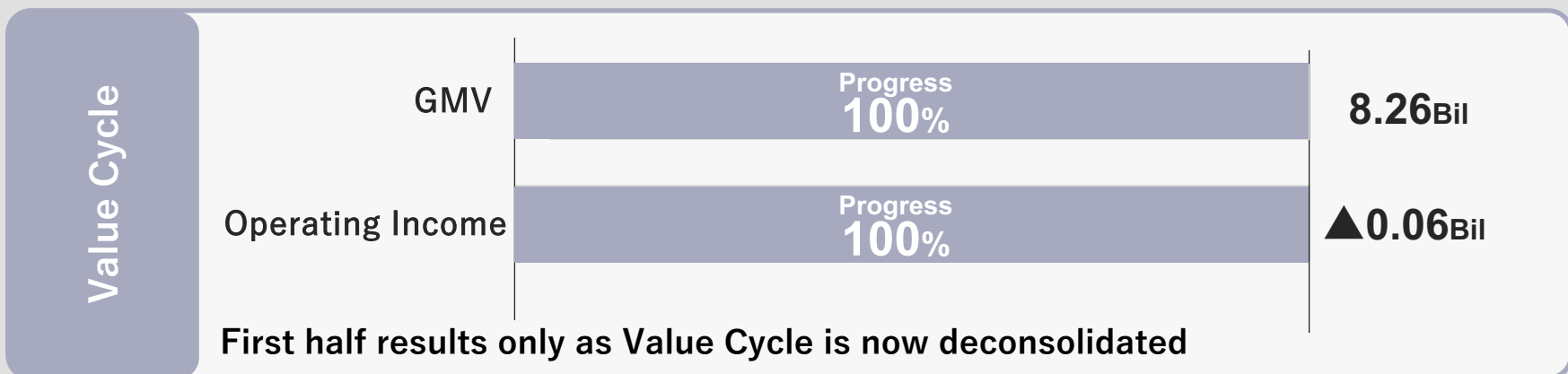
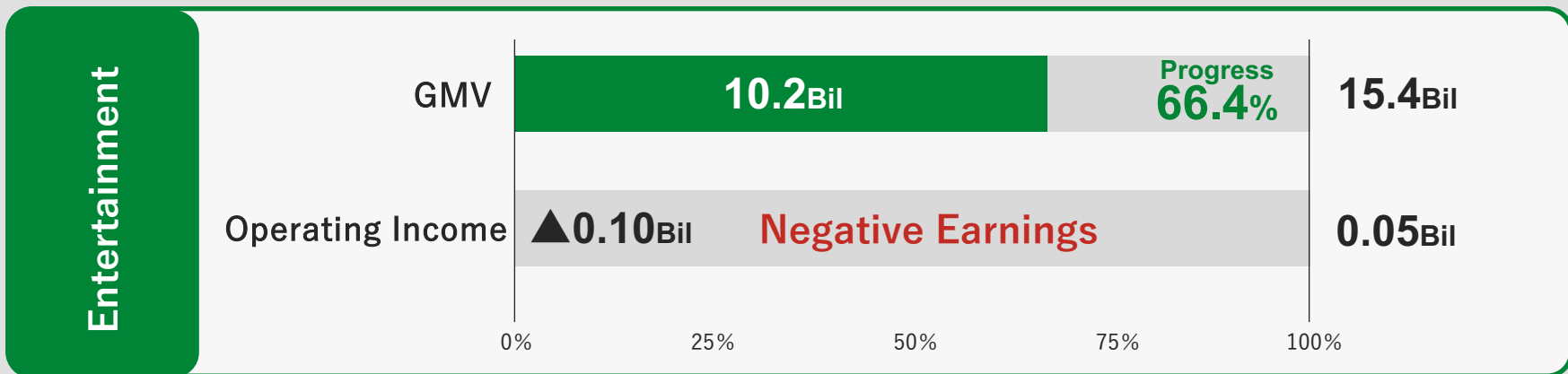
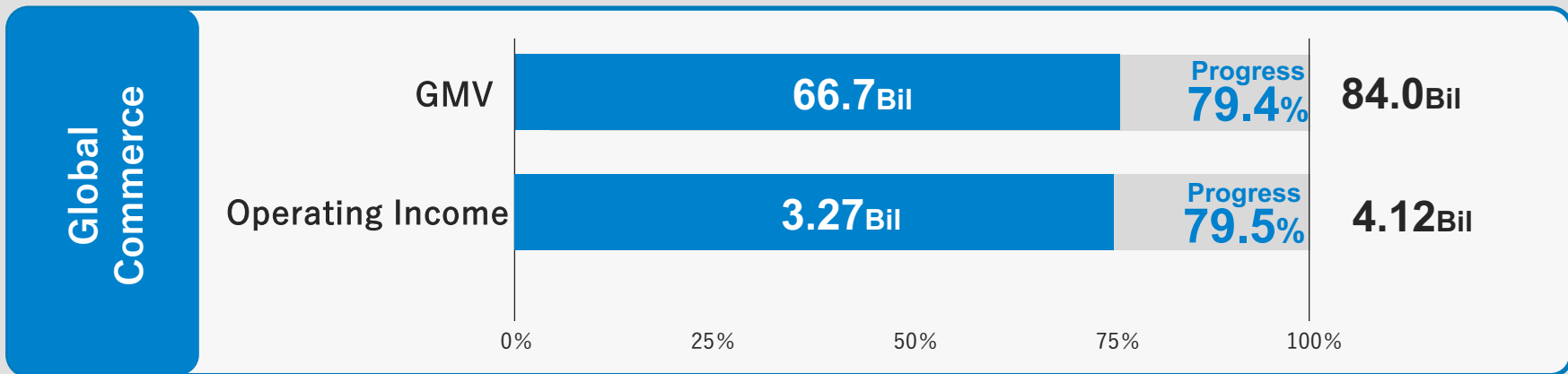
- ▶ We continue to handle reused items in Global Commerce and will cooperate with a wide range of partners in the industry through our platform

Consolidated

GMV and sales progressing well. OP is expected to reach forecast with sales of investment securities. Net income is left as is due to the recording adjustment of taxes from last year’s sale of investment securities.



Forecast reflects the adjustments made in Q2



Unit: million JPY	2Q/FY2024 (Mar 2023)	3Q/FY2024 (Jun 2023)	QoQ
Current Assets	24,139	25,839	1,700
Cash and Deposit	12,073	16,172	4,099
Account Receivable-trade	848	442	Δ406
Operational Investment Securities	3,854	4,014	159
Products	2,128	347	Δ1,781
Fixed Assets	5,361	4,565	Δ795
Tangible Assets	455	90	Δ364
Intangible Assets	339	240	Δ98
Investment etc.	3,109	3,043	Δ66
Current Liabilities	15,691	14,840	Δ850
Account Payables	27	76	48
Short-term Loans	4,250	3,050	Δ1,200
Current portion of long-term loans payable	400	540	140
Fixed Liabilities	623	697	74
Long-term Loans	200	585	385
Total Assets	13,186	14,867	1,680
Treasury Stock	Δ1,509	Δ1,478	31
Current Assets	29,500	30,405	904

Increase due to sale of Value Cycle

Increase due to FX Fluctuation

Decrease due to sale of Value Cycle

03

Business Highlights by Segment

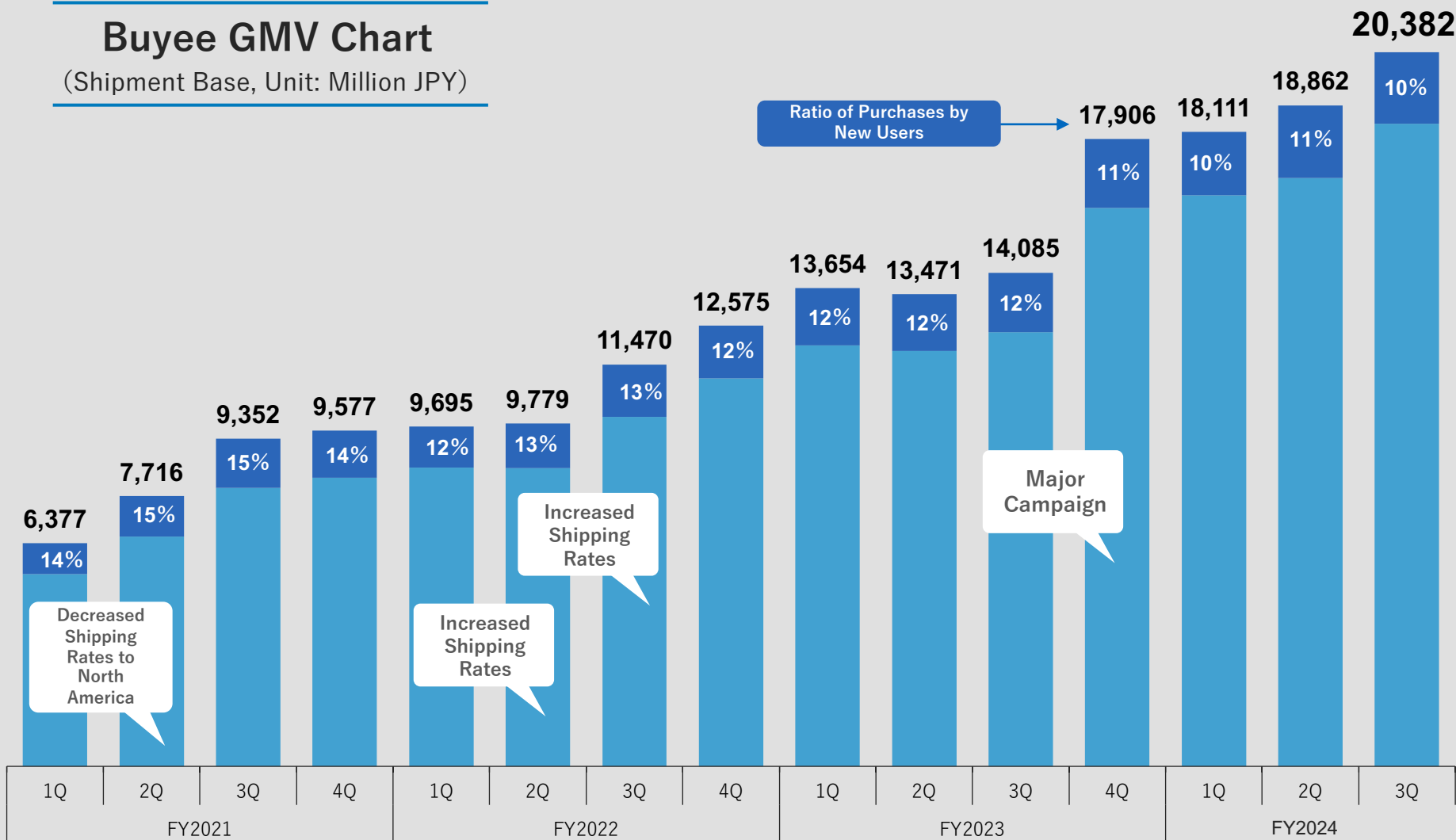
Global Commerce



Buyee achieves record high with **44.7%** YoY growth

Buyee GMV Chart

(Shipment Base, Unit: Million JPY)



Increase in both GMV and profit QoQ due to the optimization of campaign efforts

3Q Highlights

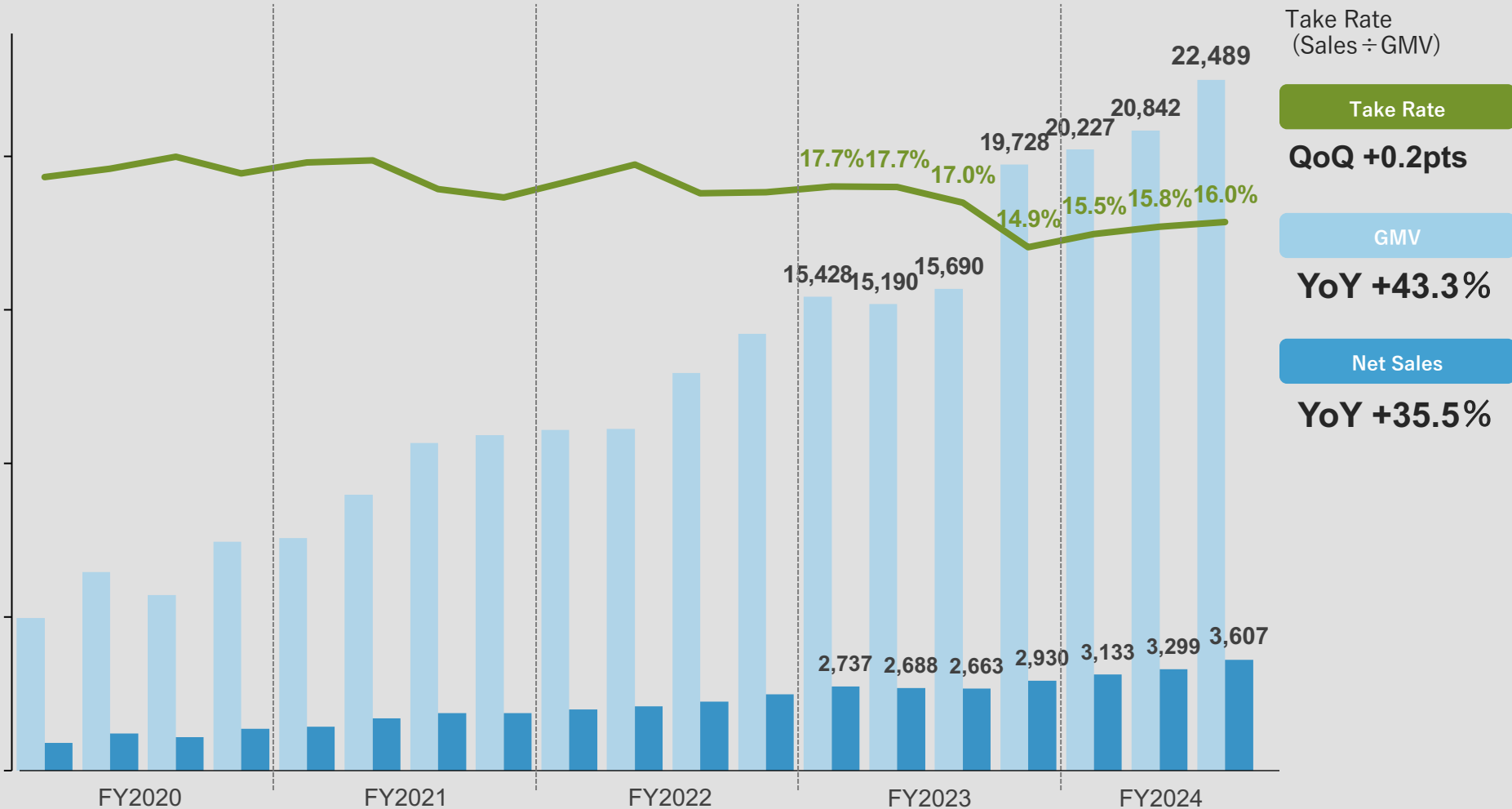
- **GMV continues strong YoY and QoQ growth**
 - ▶ Continue to aggressively carry out campaigns leading to strong YoY growth in GMV
 - ▶ US sees over 50% YoY growth and Hong Kong had over 40% YoY growth
 - ▶ Yen continues to depreciate making it easier for users to buy from Japan
 - ▶ Service continues to expand through increase in shipping methods and opening of new warehouses
- **Significant increase in Operating Income**
 - ▶ Increase in GMV led to increase in profits
 - ▶ OP improved due to the optimization of campaign efforts, including the distribution of coupons according to user attributes

Notable Announcements

- Commenced service of golfware EC site **Golfdo Online Shop** (25APR)
- Delivery service **ECMS Express** increases service area to **Malaysia and Australia** (15MAY)

Improved QoQ Take Rate through controlled campaign content

(Unit: million JPY)



Entertainment

 **BEENOS Entertainment**

 **Groobee**

Lovisia
selection

GMV decreased due to lack of notable events

3Q Highlights

Current Business
(Artist Merchandise
Sales)

- GMV and sales decreased as few live events take place seasonally

Entertainment
EC Platform
Groobee

- Pre-sales of merch for large events to take place in Q4 begins (will be recorded in Q4)
- Groobee usage steadily increasing
 - ▶ Groobee users exceed 750k
 - ▶ Improve efficiency by systemizing operations

Notable Announcements

- Commenced support of MASEKI GEINOSHA's "MASEKI OFFICIAL GOODS SHOP" (12APR)
- Commenced support of singer "Arai Maju Official Store" (12APR)
- Favorite designs newly available for "Music Keyholders"
- A new "Music Keyholder" that allows you to carry your favorite music with you now features designs for fan activities, and sales have begun through online lottery (1MAY)

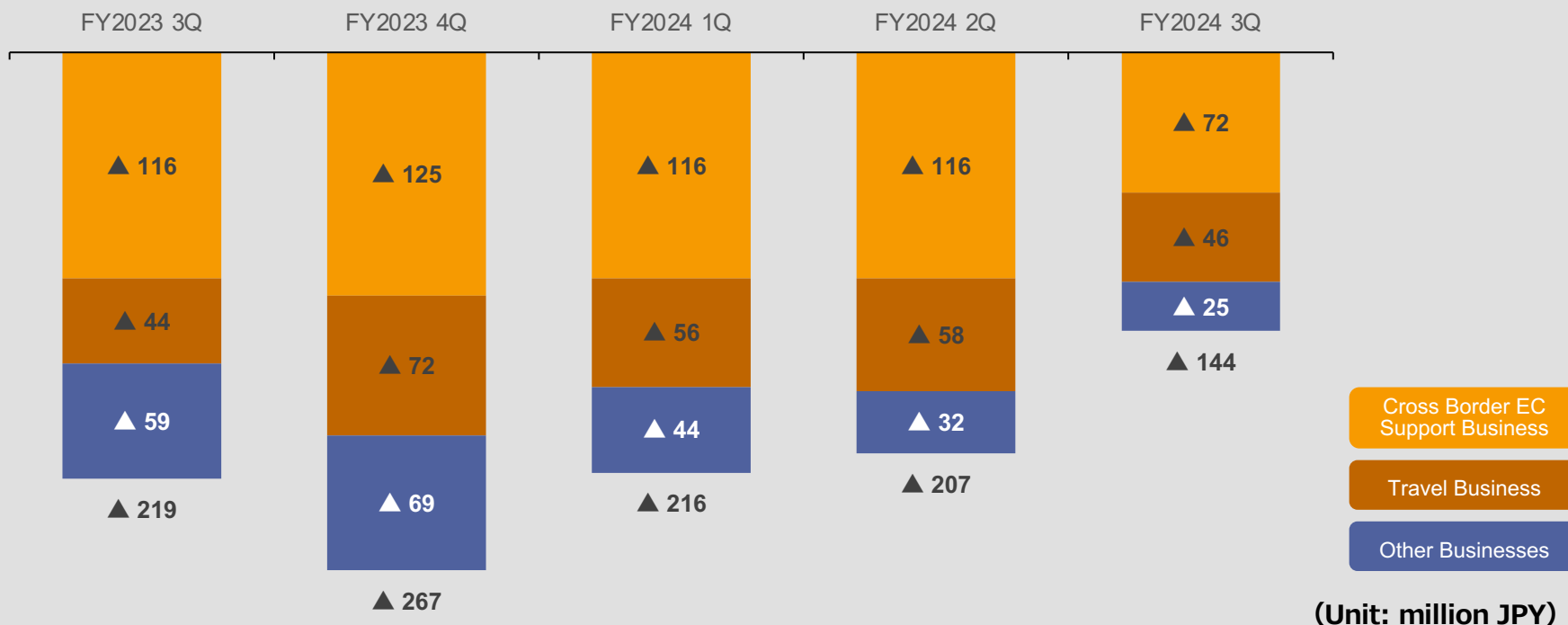


Other Businesses (New Businesses)

New Businesses : Development status

Losses decreased YoY and QoQ

- ▶ Cross Border EC Support Business: Losses decreased due to increase in sales
- ▶ Travel Business: Withdrew from one of its services
- ▶ Other Businesses: Cross Border HR Business recorded profits which contributed to the reduction of losses



※The Other Business segment excludes costs from the Development sector



04

Supplemental Materials

1. Midterm Goal

▶ **5 Bil JPY in Operating Income by FY2028**

Will achieve through combination of growth of existing businesses, new endeavors and M&A

2. Capital Policy

a. Investment Policy

- ▶ Maintain **ROE of 10%** or more over the medium term
(Mid-term goals TBA)

b. Return Policy

- ▶ Progressive dividends
(increase or maintain dividends without reducing them)
- ▶ Will conduct buybacks if stock price is drastically undervalued



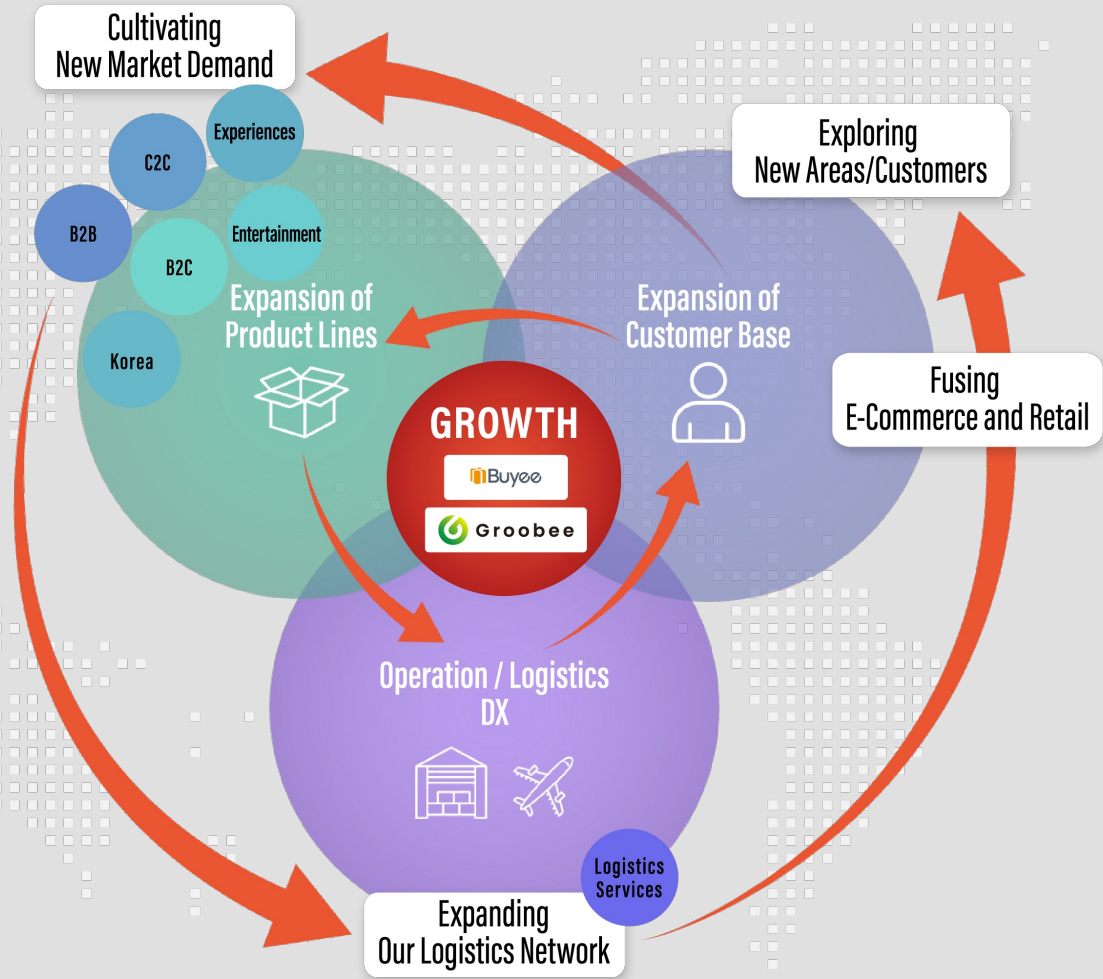
Grow E-Commerce Business to
5 Bil JPY
in Consolidated Operating Income
by FY2028

※Excluding Incubation Business

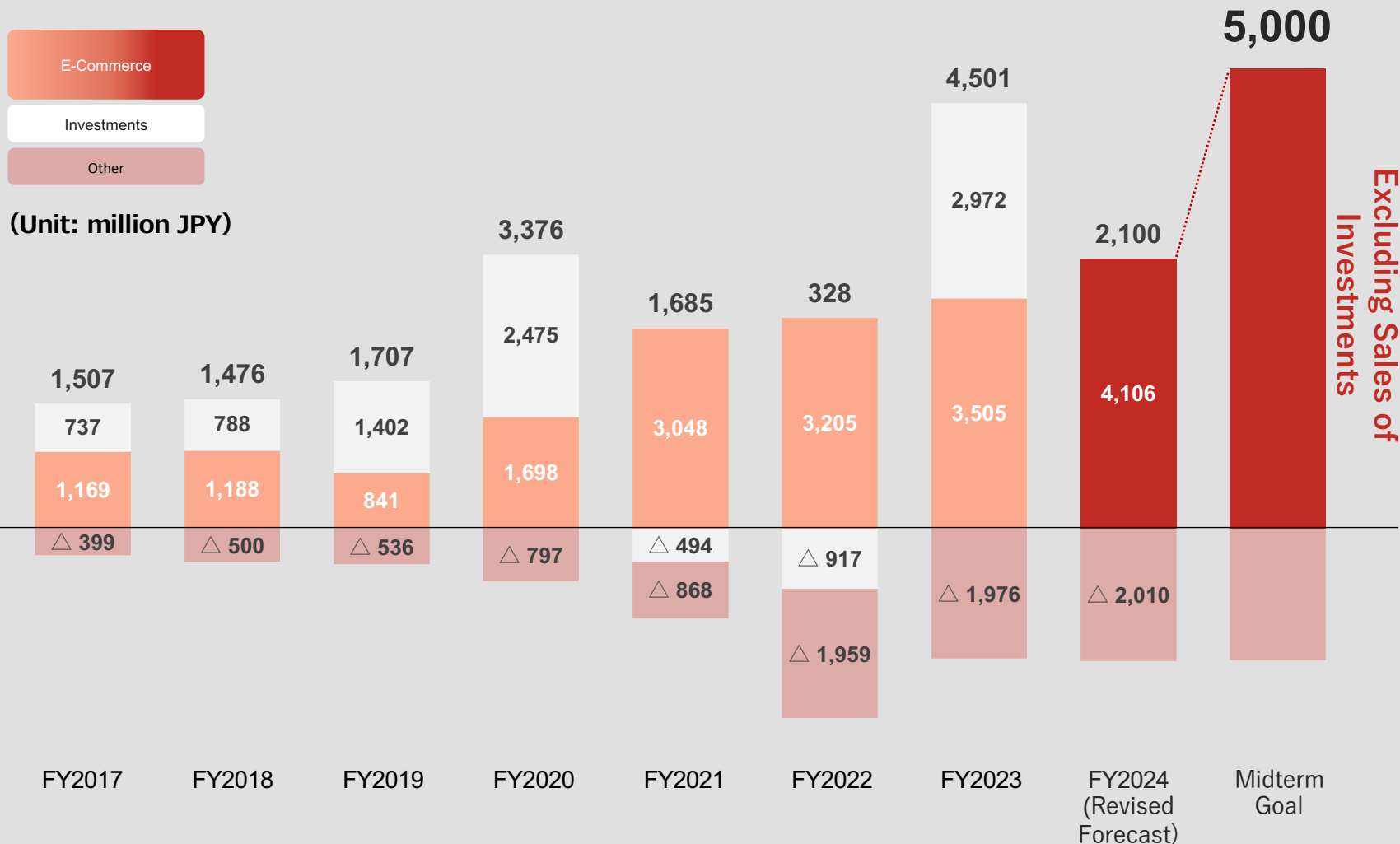
BEENOS Group

Growth Outlook

Setting the Next Standard in Cross-Border E-Commerce by Shifting from C2C to B2B Markets



Midterm Focus : 5 bil in Consolidated Operating Income



Dividends will be distributed through proceeds on a consolidated basis

We view the distribution of profits to shareholders through dividends as a paramount managerial commitment. Our policy is to continue to incrementally increase dividends on a long-term basis without being overly influenced by financial results.

■ Dividend

	Dividend per Share (JPY)			Total Dividend	Payout Ratio
	End of 2Q	Year-end	Total		
FY2020	00.00	20.00	20.00	252 M	13.2%
FY2021	00.00	25.00	25.00	321 M	46.5%
FY2022	00.00	25.00	25.00	309 M	-
FY2023	00.00	27.00	27.00	325 M	14.9%
FY2024 (Forecast)	00.00	27.00	27.00	325 M	21.1%

Status of Treasury Shares

as of FY2024 Q3

Issuable Shares (Stock Optino) : 1,157,220 shares

Treasury Shares : 775,062 shares

Buybacks	Total number of shares repurchased	Percentage of issued shares (excluding treasury stock)	Total repurchased cost	Total return ratio
FY2020	373,800	2.9%	286 M	28.5%
FY2021	224,200	1.8%	799 M	162.3%
FY2022	499,700	4.1%	969 M	-
FY2023	459,000	3.8%	793 M	50.9%

※Percentage of issued shares for FY2023 is calculated after disposal of treasury shares

Midterm

- Make Buyee a regularly used service for users abroad

**FY2024**

- Improve operations and services through AI
 - ▶ Recruited personnel and created a team dedicated to AI in FY2023
 - ▶ Improved search function, UX and product recommendation feature
 - ▶ Create a powerful automated operation scheme that will be able to handle increase in volume
- Expand business in Korea
 - ▶ Further approach the Korean market through our partnership with Delivered Korea

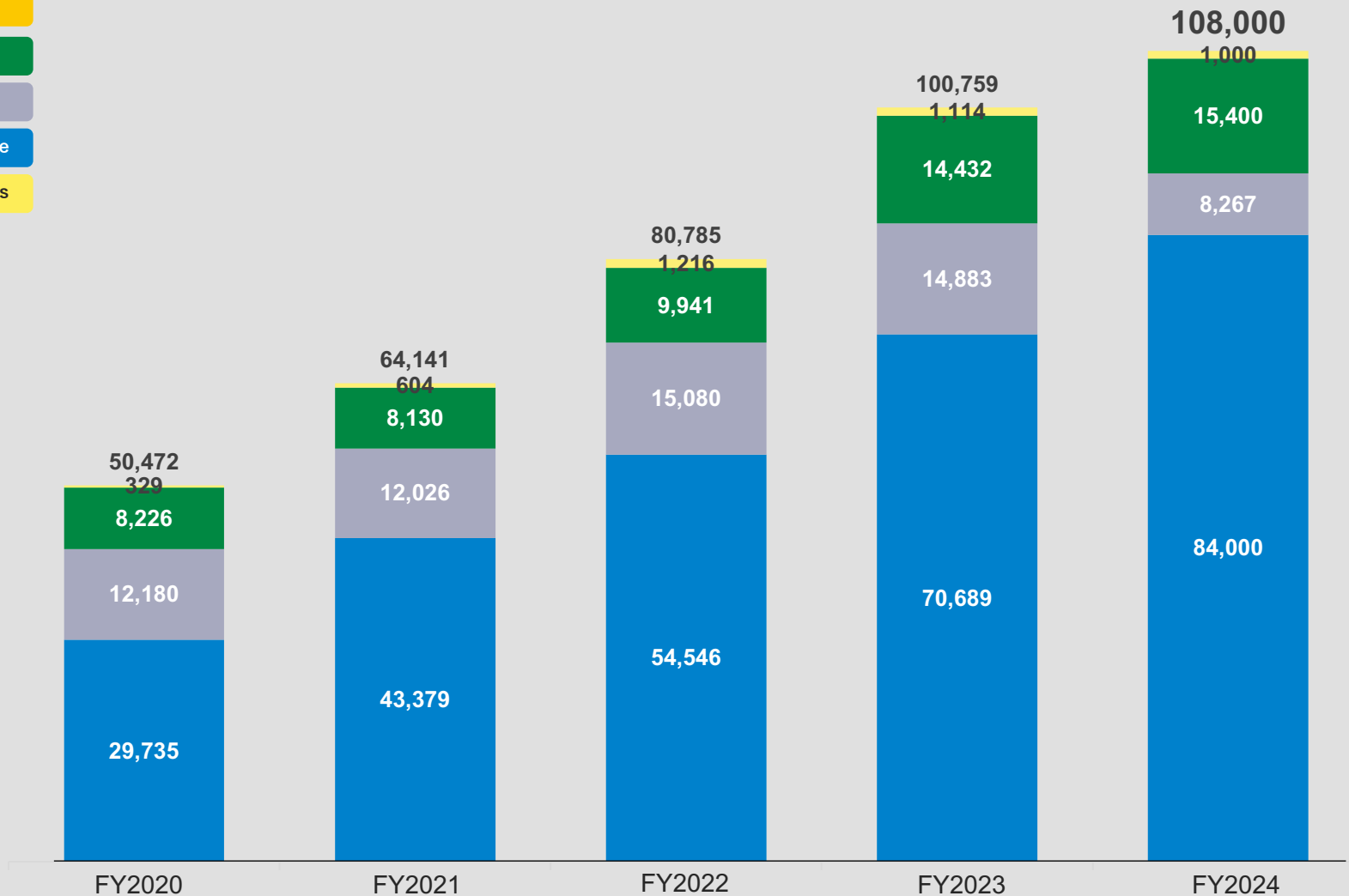
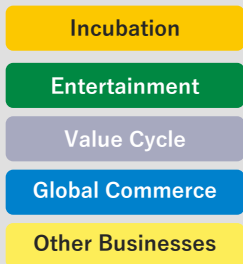
Midterm

- Create a comprehensive infrastructure for entertainment that will support all entertainment related functions such as merchandise sales (online and offline) and improve UX to the highest level in the industry

FY2024

- **Further expand Groobee**
 - ▶ Increase service value, monetization points and improve Take Rate
 - ▶ Improve efficiency by systemizing major parts of EC operations

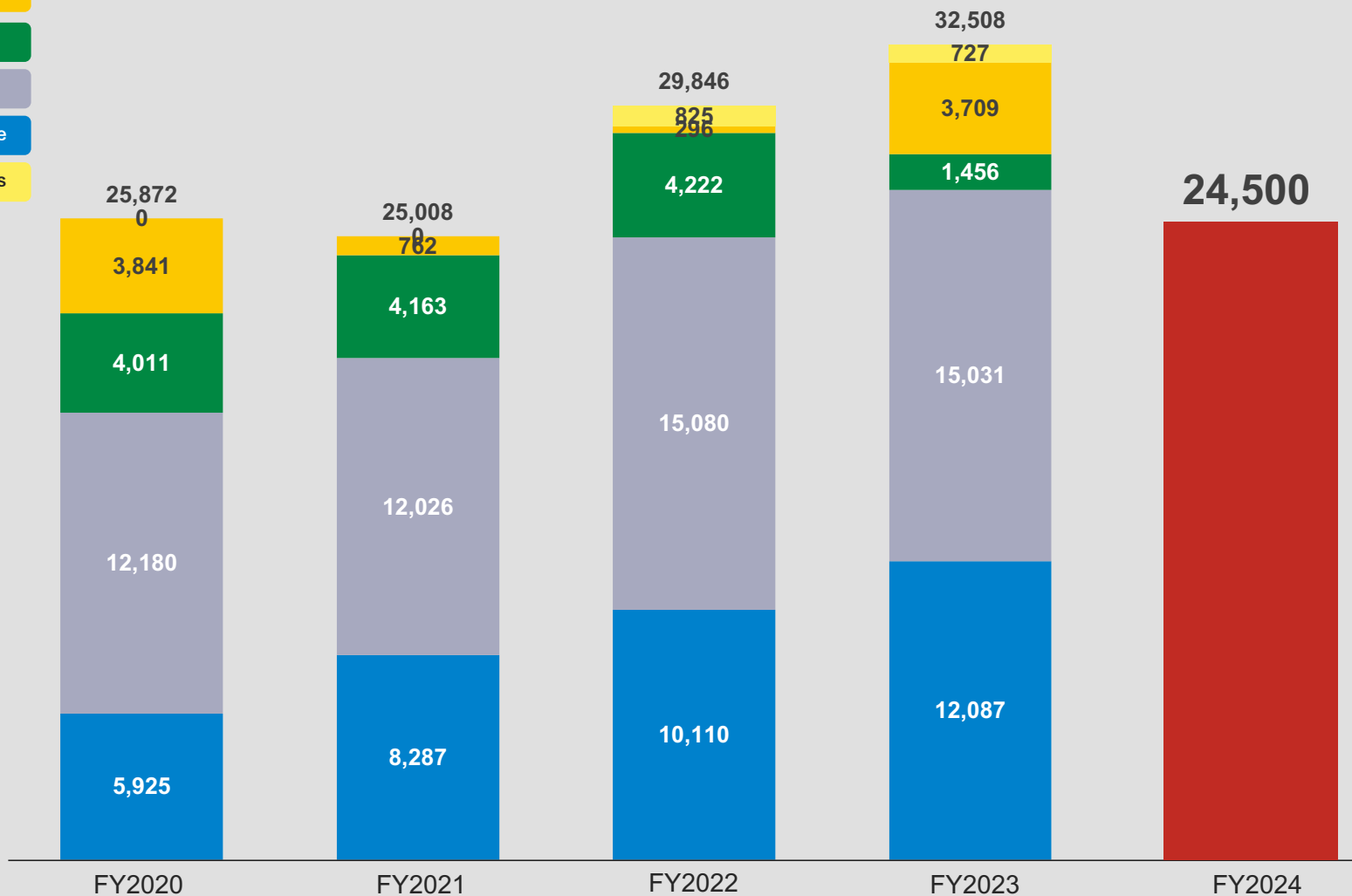
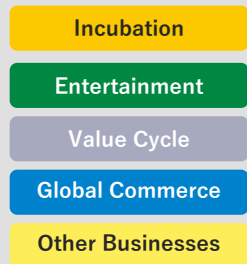
(Unit: million JPY)



*FY2022 results have been reclassified into the new segments due to the restructuring of segments in FY2023

(Revised Forecast)

(Unit: million JPY)

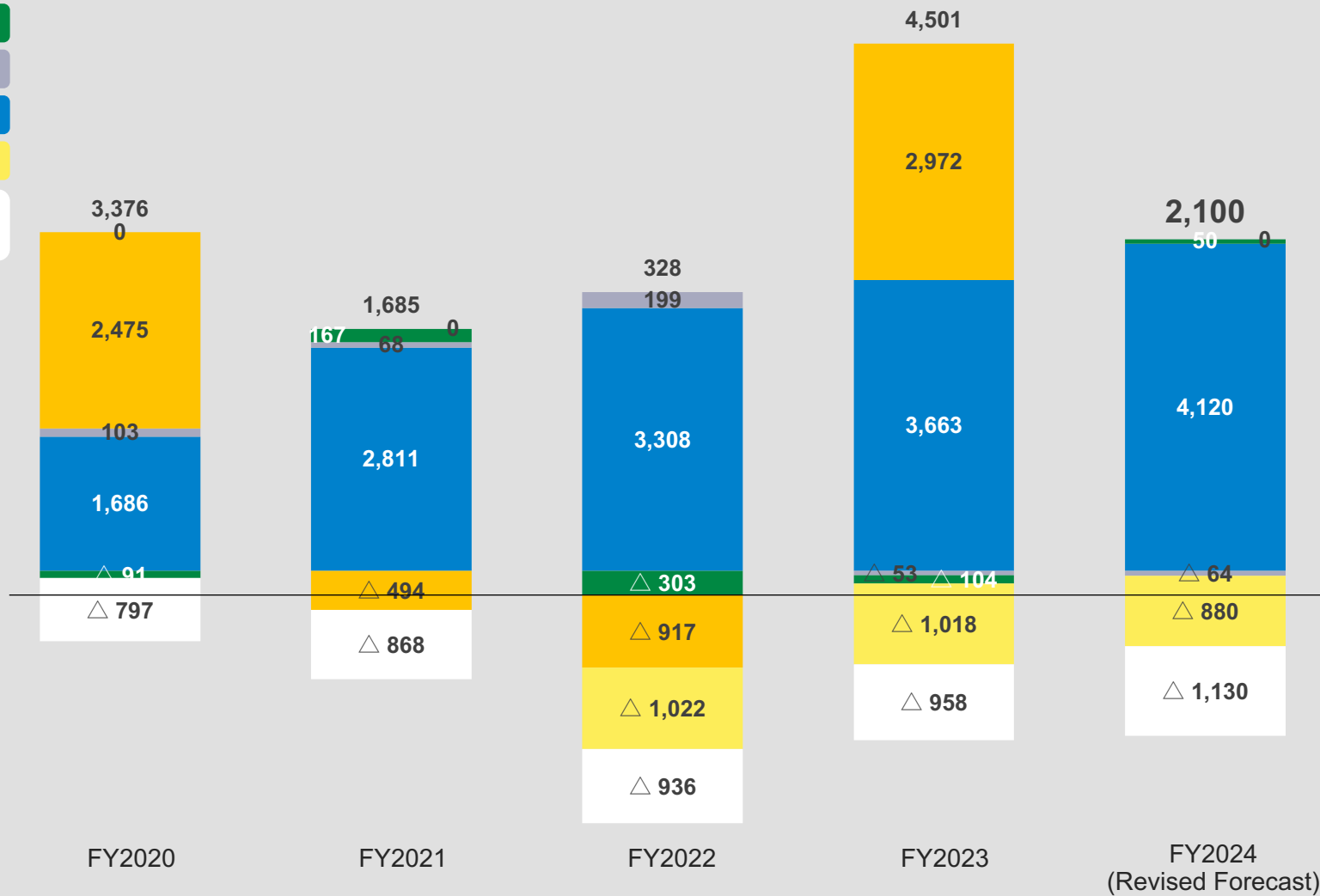


*FY2022 results have been reclassified into the new segments due to the restructuring of segments in FY2023

(Revised Forecast)

(Unit: million JPY)

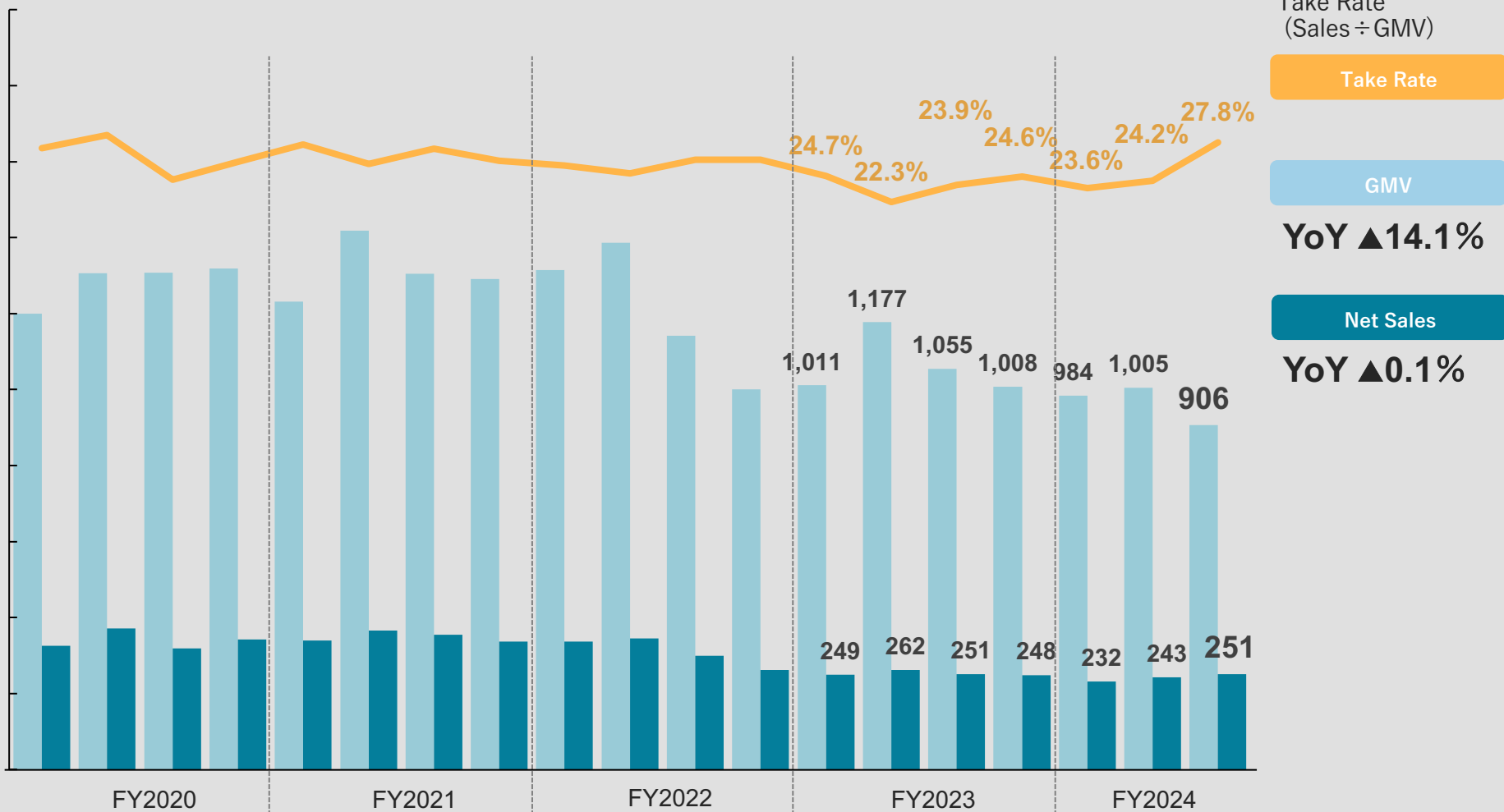
- Incubation
- Entertainment
- Value Cycle
- Global Commerce
- Other Businesses
- Adjustments
(Corporate Costs)



*FY2022 results have been reclassified into the new segments due to the restructuring of segments in FY2023

GMV decrease due to depreciation of the yen

(Unit: million JPY)

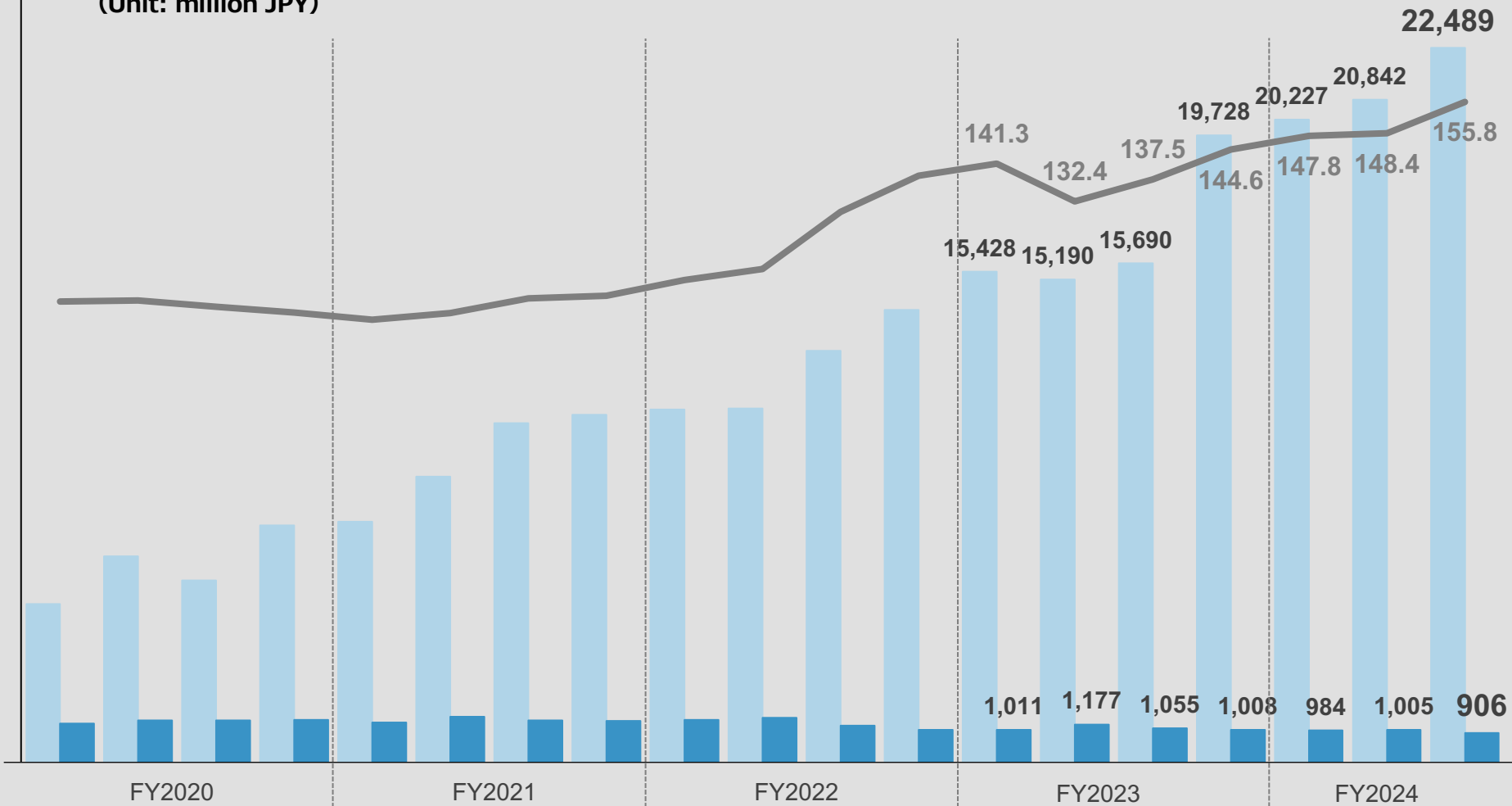


※Charge back from credit card sales were recorded as SG&A costs but now are being deducted from sales

From Japan **To Japan**

— FX Rate (USD/JPY)
Quarterly Average Rate

(Unit: million JPY)



as of June 2024

Investment Region Investment Ratio	Emerging Countries		Other	
	India	Southeast Asia, etc.	Japan	
+10%		Turkey <small>almadamlar.com.tr</small> Hong Kong KOLEKTION (※)	The Philippines <small>Technologies Inc.</small> Korea Delivered (※) <small>KOREA</small>	
5~10%	 	Vietnam 		
0.5~5%	 <small>BUY FASTER BETTER CHEAPER</small> 	Indonesia Bangladesh <small>(formerly Sure Cash)</small>	 <small>レジデンストーキョー</small>	

※Booked under investment securities

E-Commerce Business



tenso

Operates a package forwarding business (tenso.com) and a proxy purchasing business (Buyee) to purchase and forward products from Japan to foreign countries



Shop Airlines

Operates "Sekaimon" a global shopping service that is linked with the world's largest online marketplace "eBay".



FASBEE

Operates global fashion EC site "FASBEE." Sells Japanese apparel products to foreign clients.

BEENOS Entertainment



Assists in the digital transformation and global penetration in the entertainment industry through "Groobee".

Incubation Business



BEENOS Asia

Investment in emerging countries. A Singapore based subsidiary.



BEENOS Partners

Investment in startup companies in USA

Other Business (New Businesses)



BEENOS Travel

Operates "Travel Bar," a travel media site for travelers to Japan



BeeCruise

BeeCruise uses BEENOS's experience, network and data to create catalysts for existing businesses and new business opportunities



BEENOS Marketing Asia

Operates "Bakumo," a marketing platform that conducts marketing research and sampling research in Asia.



BEENOS HR Link

Operates SaaS type HR Platform "Linkus" to support foreigners working in Japan

05

Reference Materials

FY2023 Highlights

Continued to comprehend the Group's situation on climate change and human rights

Nov 2022 : Purchased tracked non-fossil certificate. Shifted to renewable energy.

Nov 2022 : Calculated GHG emissions for FY2022

Nov 2022 : Endorsed TCFD

Dec 2022 : Calculated GHG reduction impact of reused items within the Group

Mar 2023 : Conducted internal Human Rights DD for the Group

Identifying Material Sustainability Issues

We surveyed stakeholders to identify the following 8 topics as the high-priority issues for BEENOS

E Environment	12 つくる責任 つかう責任 	15 陸の豊かさも 守ろう 	The efficient use of resources
	13 気候変動に 具体的な対策を 		Countermeasures to climate change
S Social	9 産業と技術革新の 基盤をつくらう 		Resolving consumer issues and innovation
	10 人や国の不平等 をなくそう 		Development of the Asian region
	8 働きがいも 経済成長も 	9 産業と技術革新の 基盤をつくらう 	Creating an organization worth working for
	5 ジェンダー平等を 実現しよう 		Securing a diverse organization
G Governance			Data protection and cybersecurity
			Legal Compliance (Global)

Data on Environment

	FY2020	FY2021	FY2022	FY2023
GHG Emissions (tCO ₂ e)	-	35,855	59,362	66,276
SCOPE 1 Direct Emissions	-	0	0	0
SCOPE 2 Indirect Emissions	-	442	549	480
SCOPE 3	-	35,414	58,813	65,796
Reuse Reduction(Apparel only/tCO ₂ e)		7,560	9,592	12,365

※Calculations for SCOPE1 and 2 include the entire BEENOS Group

※SCOPE2 includes the carbon dioxide emissions from the electricity used in offices, brick and mortar stores and warehouses

※Calculations for SCOPE3 in FY2021 are from BEENOS Inc., tenso, inc. and Defactostandard, Ltd.

Calculation coverage for SCOPE3 expanded to the entire BEENOS Group beginning FY2022

※Category 15 in SCOPE3 calculation excludes "investments"

Data on Social

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of Employees	322	364	504	848 ^(※1)	943
Regular Employee (RE) Ratio (%)	51.9%	54.1%	60.1%	38.7%	38.3%
Non-RE Ratio (%)	48.1%	45.9%	39.9%	61.3%	61.7%
RE Turnover Ratio	15.7%	8.8%	6.5%	8.4%	9.8%
Disabled Employee Ratio	0.9%	1.1%	1.2%	1.6%	1.4%
Foreign Employees	45	62	69	86	115
Employees at foreign branches	80	86	117	110	89
New Graduate Hires	7	11	8	10	17
PTO Usage Ratio	67.6%	54.7%	53.9%	68.7%	54.9%
Paternity Leave Usage Ratio	25%	14%	0%	20%	13%
Employee Survey Response Rate (Annual Avg.) ^{※2}	93%	97%	97%	96%	98%
Engagement Score ^{※2}	69	70	72	72	72
Health Score ^{※2}	60	62	64	65	66

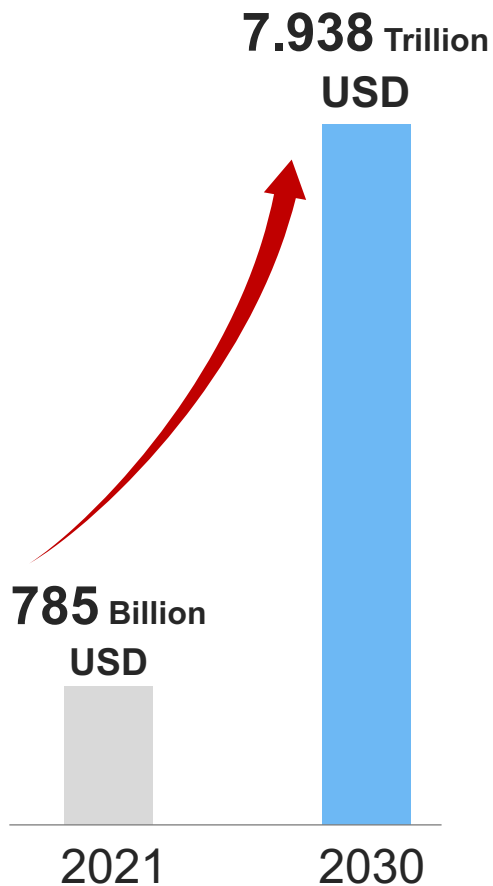
※1 Increase due to Defactostandard employees being directly hired by BEENOS as of FY2022

※2 BEENOS conducts a monthly engagement survey that is regulated by a third party

Data on Social

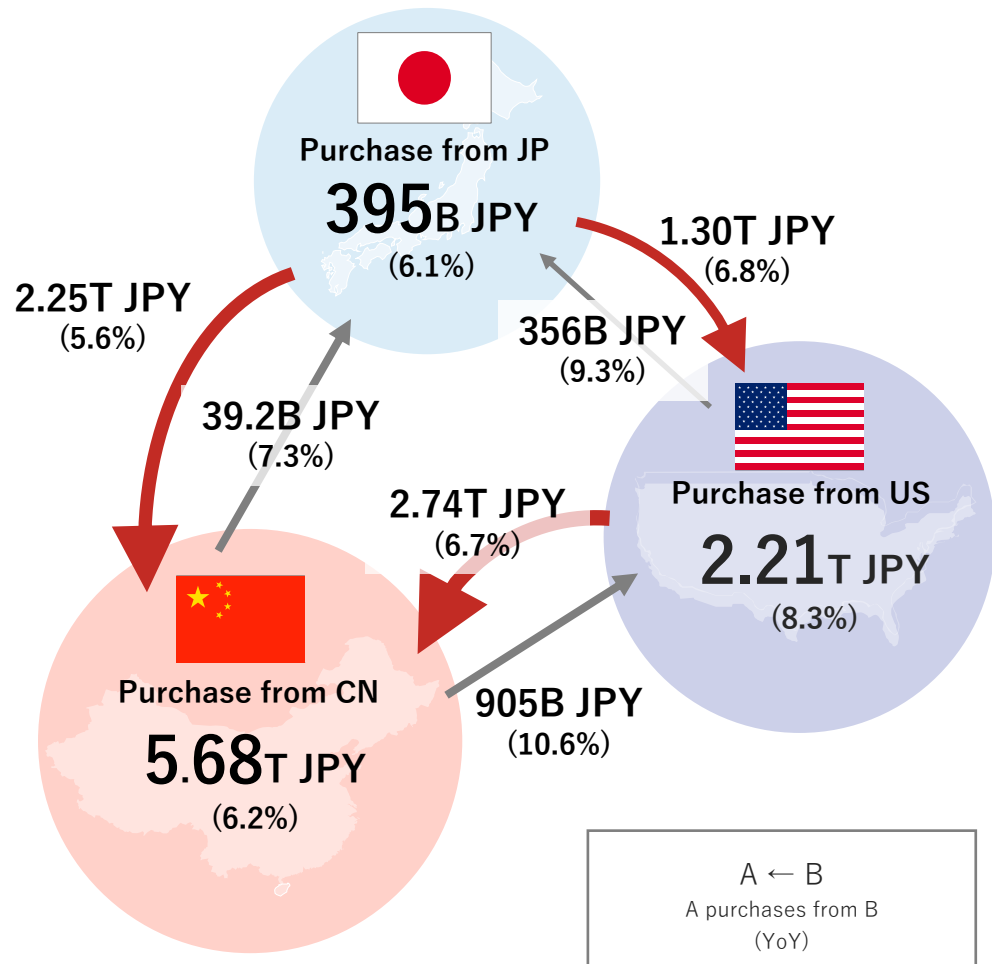
	FY2019	FY2020	FY2021	FY2022	FY2023
Female Ratio among RE	34.9%	35.9%	39.9%	40.6%	40.6%
Female Ratio among Management	13.3%	11.4%	16.0%	15.8%	15.8%
Average Male Monthly Salary (JPY)	451,483	474,201	473,494	502,992	516,802
Average Female Monthly Salary (JPY)	346,070	365,980	365,910	408,500	421,497
Female/Male Salary Ratio	76.7%	77.2%	77.3%	81.2%	81.6%
RE Average Service Time	3 yrs 6 mos	3 yrs 10 mos	3 yrs 4 mos	3 yrs 7 mos	4 yrs 2 mos
Male	3 yrs 4 mos	3 yrs 8 mos	3 yrs 3 mos	3 yrs 7 mos	4 yrs 2 mos
Female	3 yrs 10 mos	4 yrs 4 mos	3 yrs 5 mos	3 yrs 7 mos	4 yrs 2 mos
RE Average Age	34	34	34	34	35
Male	34	34	35	35	35
Female	34	34	34	34	35

Cross Border EC Market Trend



Reference: Facts & Factors

Cross Border EC between Japan, China and the US

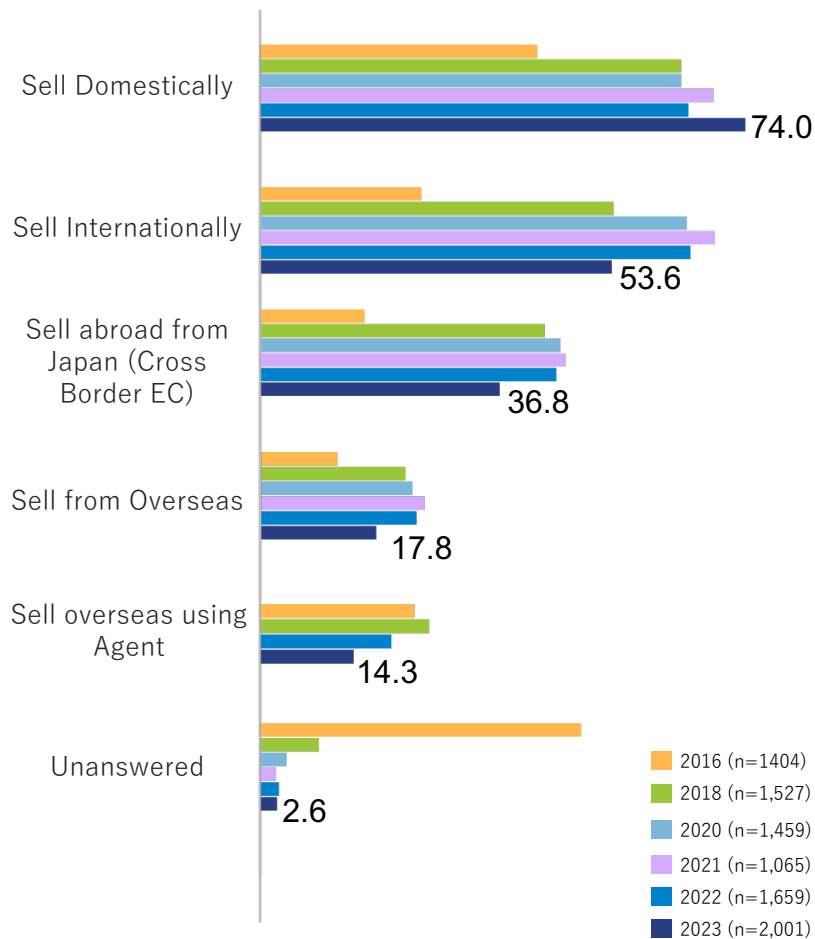


Reference: Ministry of Economy, Trade and Industry Data (August 2023)

Of the Japanese companies using EC, 36.8% are using Cross Border EC.

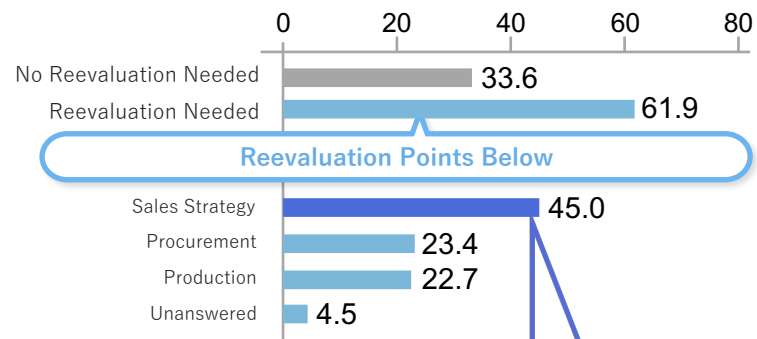
60% of Japanese businesses are reevaluating their foreign business strategy of which 45% want to reevaluate their sales strategy and 28% have Cross Border EC as a priority.

Use of EC (Multiple choice, %)

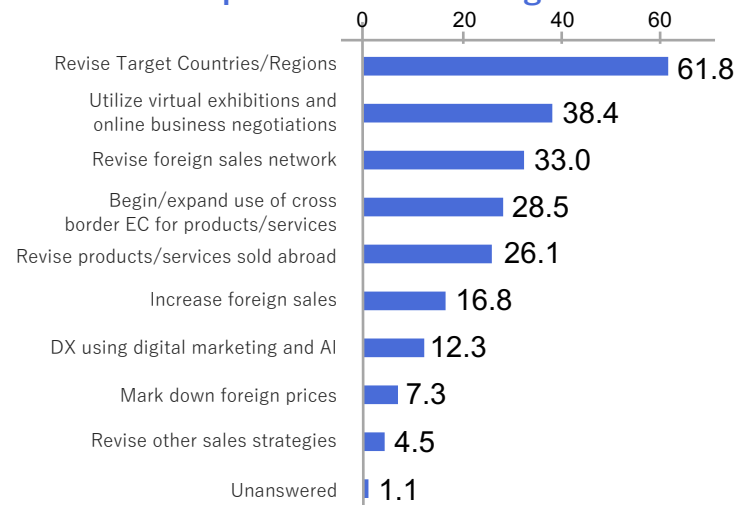


Reference: JETRO Report (March 2024)

Foreign Business Reevaluation Policy and Points of Reevaluation

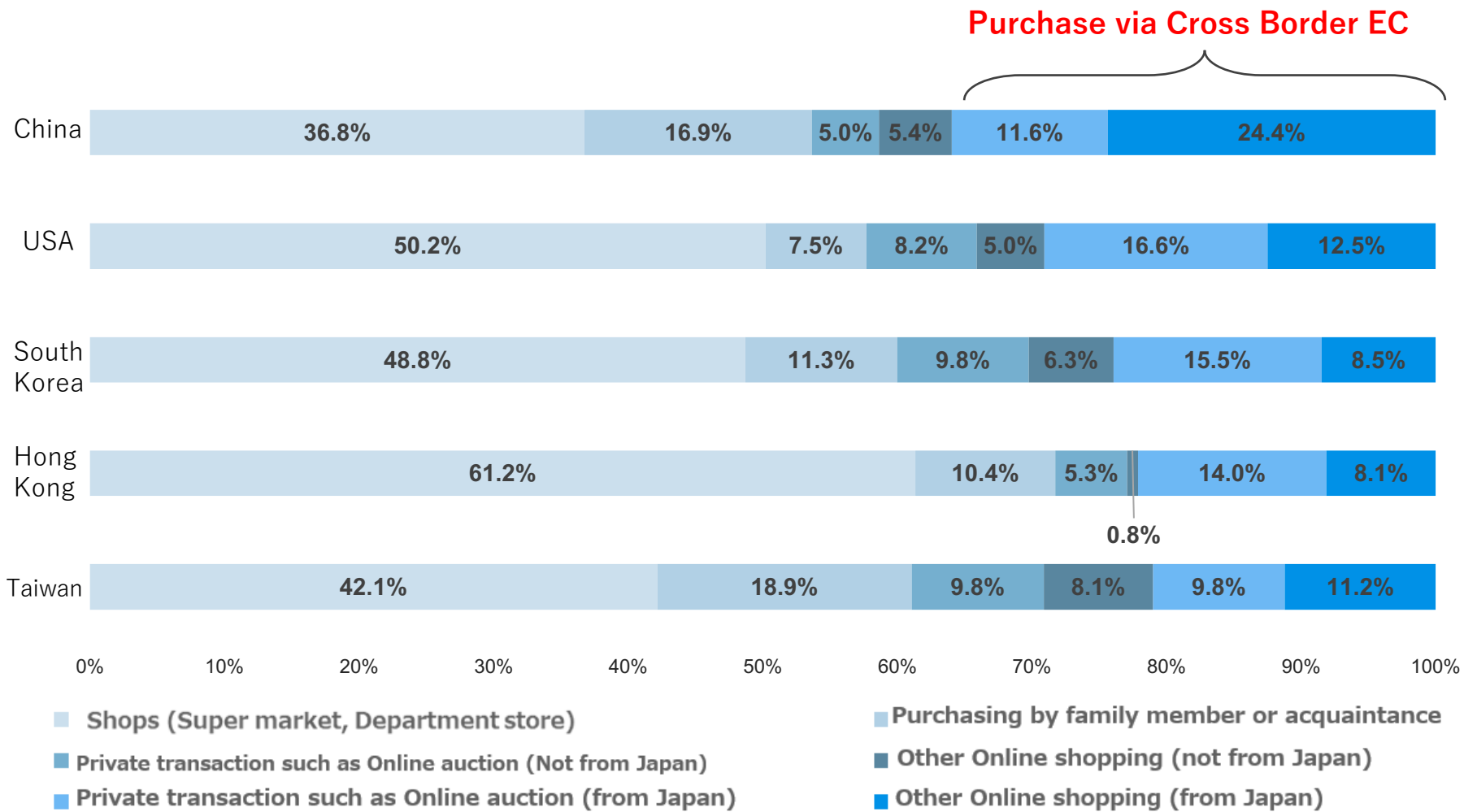


Specific Sales Strategies



Reference: JETRO Report (February 2023)

How to Purchase Japanese Products



Reference : Survey of Japan Tourism Agency (2017)