



FY 4/2022 (ending April 2022)

Q3 Financial Results

March 4, 2022

FY 4/2022 Q3 Results

- During the third quarter under review, the growth in net sales for both the EC business and the Financial business recovered due to the re-opening of the economy in Japan, resulting in an 8.4% increase in net sales year on year.
- Growth in net sales is steadily continuing. However, there was weakness in the short-term due to the impact from the sixth wave of COVID-19 caused by the spread of the Omicron variant and results were lower than initial estimates.
- For SUPER DELIVERY in the EC business, both the number of buying customers and the value of transactions per customer related to domestic transactions increased amid recovery in the domestic economy owing to its reopening. Convinced of a continuous shift in business practices from temporary expansion of demand for contactless transactions under the pandemic seen in the previous fiscal year to a BtoB-EC digital shift, the Company expects long-term growth after the containment of COVID-19.
- In terms of overseas services for SUPER DELIVERY, demand is rising despite the impact of international logistics disruptions caused by container shortages and surging crude oil prices.
 - North America continued its steady growth.
 - In Greater China, gross merchandise value* declined reflecting a drop in the number of buying customers due to temporary effects such as elections and the Chinese New Year (recovery trend since the Chinese New Year).

* To better reflect the nature of transactions facilitated by the Company, what was referred to as "transaction value" in previous materials is now referred to as "gross merchandise value."

- For Paid in the Financial business, the recovery trend of the domestic economy helped boost the value of transactions of member companies (+18.7% YoY, +10.0% QoQ). Net sales rose 15.0% year on year due to an increase in the value of transactions, recording double-digit growth.
 - Paid was adopted as a payment method by nationwide AUTOBACS group stores (from November 2021)
 - In addition to VIVA HOME, Paid was introduced to the ARCLAND SAKAMOTO e-commerce site (from February 2022)
- The number of defaults in the Financial business was on a slight upward trend but still remained lower than pre-pandemic levels.
- The number of URIHO projects continued to increase steadily. Sales increased 57.3% year on year.
- Operating income decreased 13.0% year on year as a result of higher selling, general and administrative expenses due to the strengthening of promotion and an increase in the number of staff.
- The domestic economy was on a recovery track due to its reopening and steady growth in net sales continued. However, financial results were below initial estimates as a result of the impact of the spread of COVID-19 caused by the Omicron variant and international logistics disruptions. Earnings forecasts were revised as the outlook for containment is uncertain. Although there are negative factors in the short-term, the BtoB-EC digital shift is progressing, and furthermore, demand for the Company's services including the Financial business continues to increase. Therefore, it is the Company's understanding that the potential for medium- to long-term growth after the containment of COVID-19 is rising.

Earnings forecasts were revised as the outlook of the impact of the spread of the Omicron variant and international logistics disruptions is uncertain, despite a recovery trend in the domestic economy

(Unit: Million Yen)	FY 4/2022 Full-year earnings forecasts (before revision)	FY 4/2022 Full-year earnings forecasts (after revision)	FY 4/2021 Full-year actual results	YoY	Achievement rate
Net sales	5,300	4,759	4,364	+9.0%	74.0%
EBITDA	1,580	1,230	1,339	-8.2%	76.4%
	1,680				
Operating income	1,430	1,090	1,196	-8.9%	76.6%
	1,530				
Operating margin	27.0%	22.9%	27.4%	—	—
	28.9%				
Ordinary income	1,430	1,080	1,216	-11.3%	76.3%
	1,530				
Net income attributable to owners of parent	690	440	800	-45.1%	67.4%
	760				



Although growth prospects of both the EC business and the Financial business are improving due to the reopening of the domestic economy, they are falling below assumptions made at the time of the Q2 earnings release and the future impact of the spread of the Omicron variant is unclear.



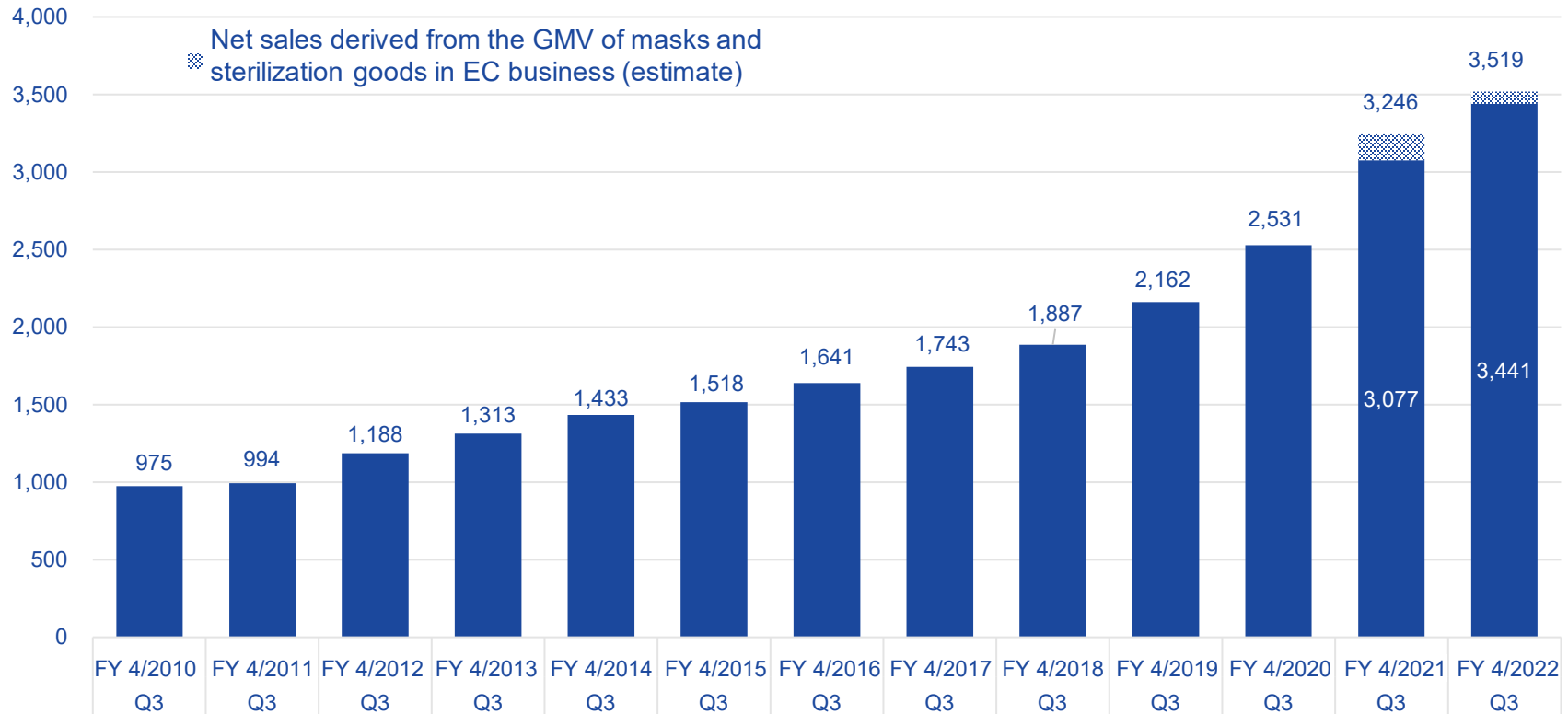
Overseas transactions in the EC business are affected by the international logistics disruptions caused by container shortages and surging crude oil prices. While these are temporary effects, it is not clear when the issues will be resolved.



No revisions were made to the dividend forecasts.

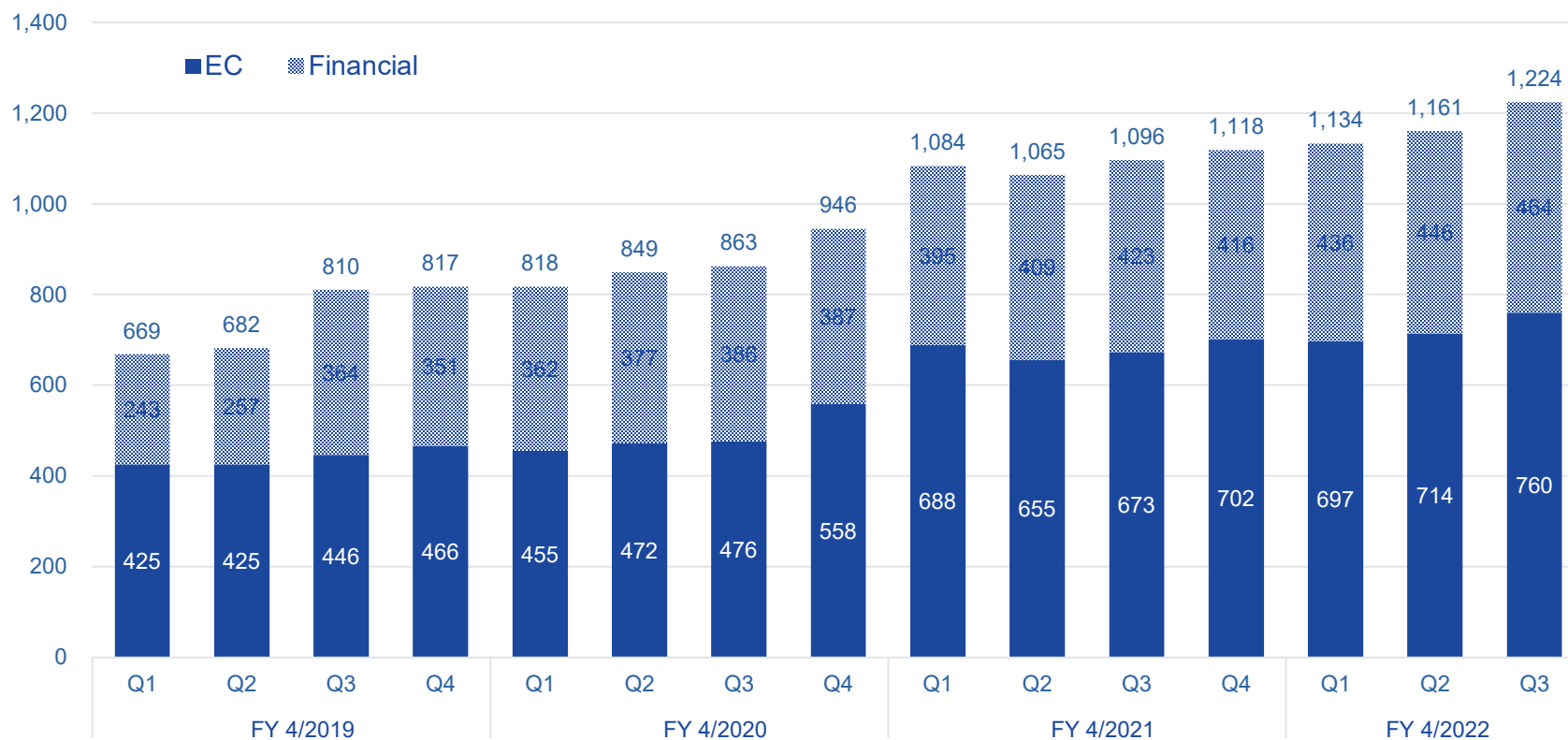
Consolidated net sales excluding net sales derived from the GMV of masks and sterilization goods in the EC business increased 11.8% year on year, recording double-digit growth

(Unit: Million Yen)



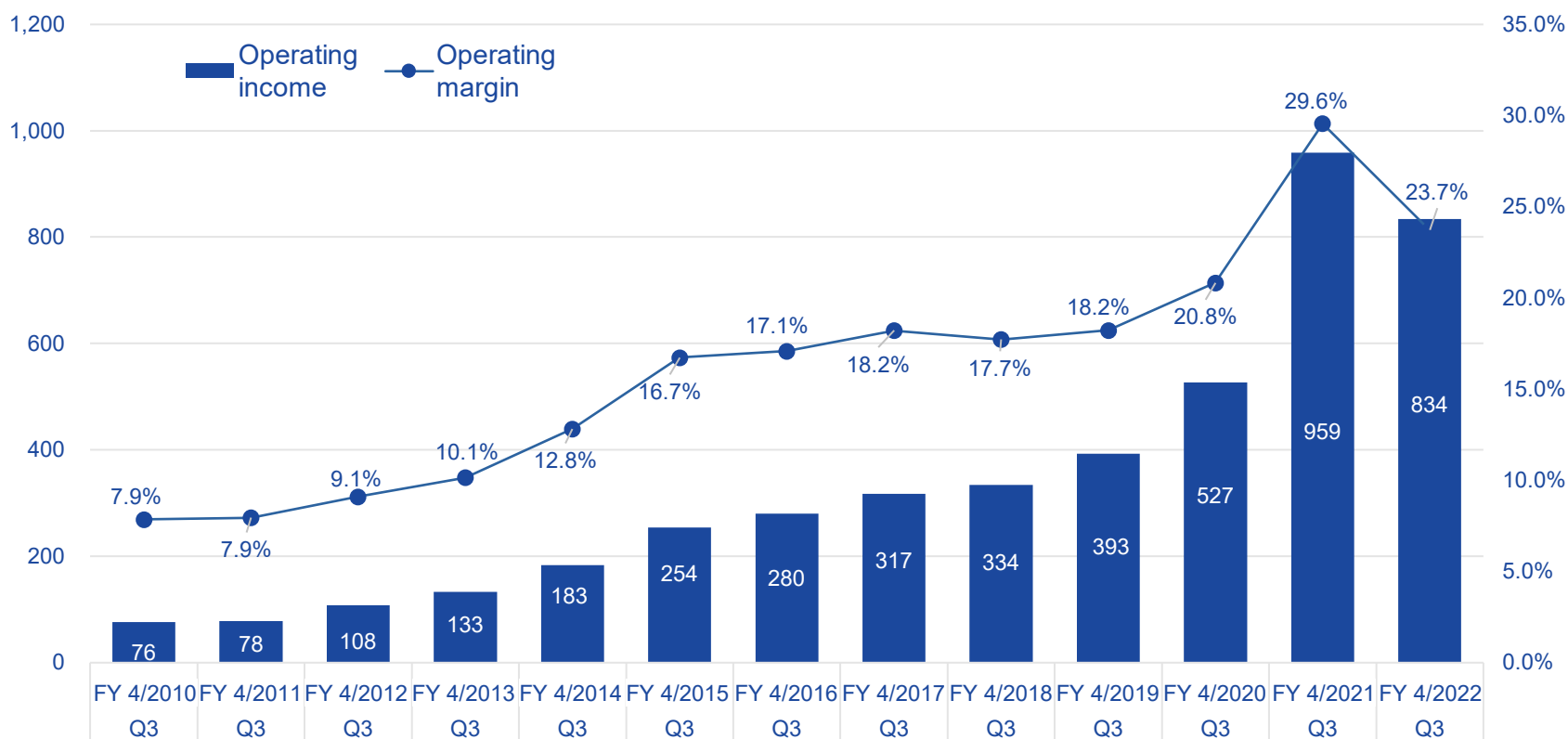
Net sales increased in both the EC business and the Financial business
 Quarterly net sales maintained a record high

(Unit: Million Yen)

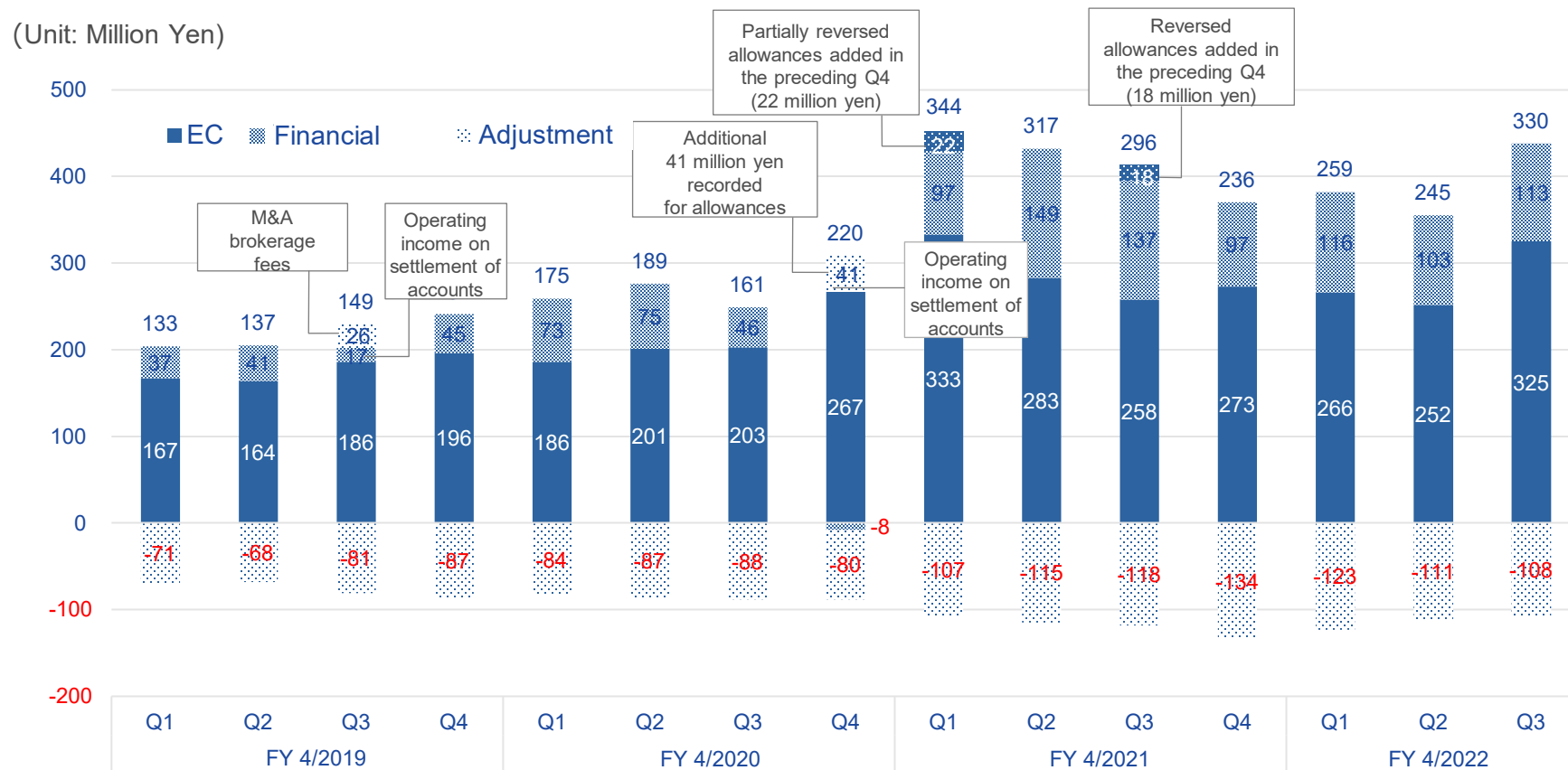


Despite an increase in selling, general and administrative expenses due to aggressive advertising expenses and an increase in the number of staff, operating margin remained at the 20% level

(Unit: Million Yen)



Domestic transactions of SUPER DELIVERY in the EC business significantly increased, driving growth in overall sales. Quarterly consolidated operating income rose 11.3% year on year



Selling, general and administrative expenses increased 15.0% year on year due to higher advertising expenses stemming from the strengthening of promotion and higher personnel expenses associated with the increase in the number of staff

(Unit: Million Yen)

	FY 4/2022 Q3	FY 4/2021 Q3	YoY	Earnings forecasts (after revision)	Achievement rate
Net sales	3,519	3,246	8.4%	4,759	74.0%
Gross profit	2,914	2,768	5.3%	—	—
Selling, general and administrative expenses	2,079	1,808	15.0%	—	—
- Advertising and sales promotion expenses	441	320	37.9%	—	—
EBITDA	939	1,068	-12.1%	1,230	76.4%
Operating income	834	959	-13.0%	1,090	76.6%
Operating margin	23.7%	29.6%	-5.8pt	22.9%	—
Ordinary income	823	956	-13.9%	1,080	76.3%
Net income attributable to owners of parent	296	630	-52.9%	440	67.4%

Gross profit increased 5.1% quarter on quarter due to higher net sales
 Operating margin improved by 5.9 percentage points to 27.0%

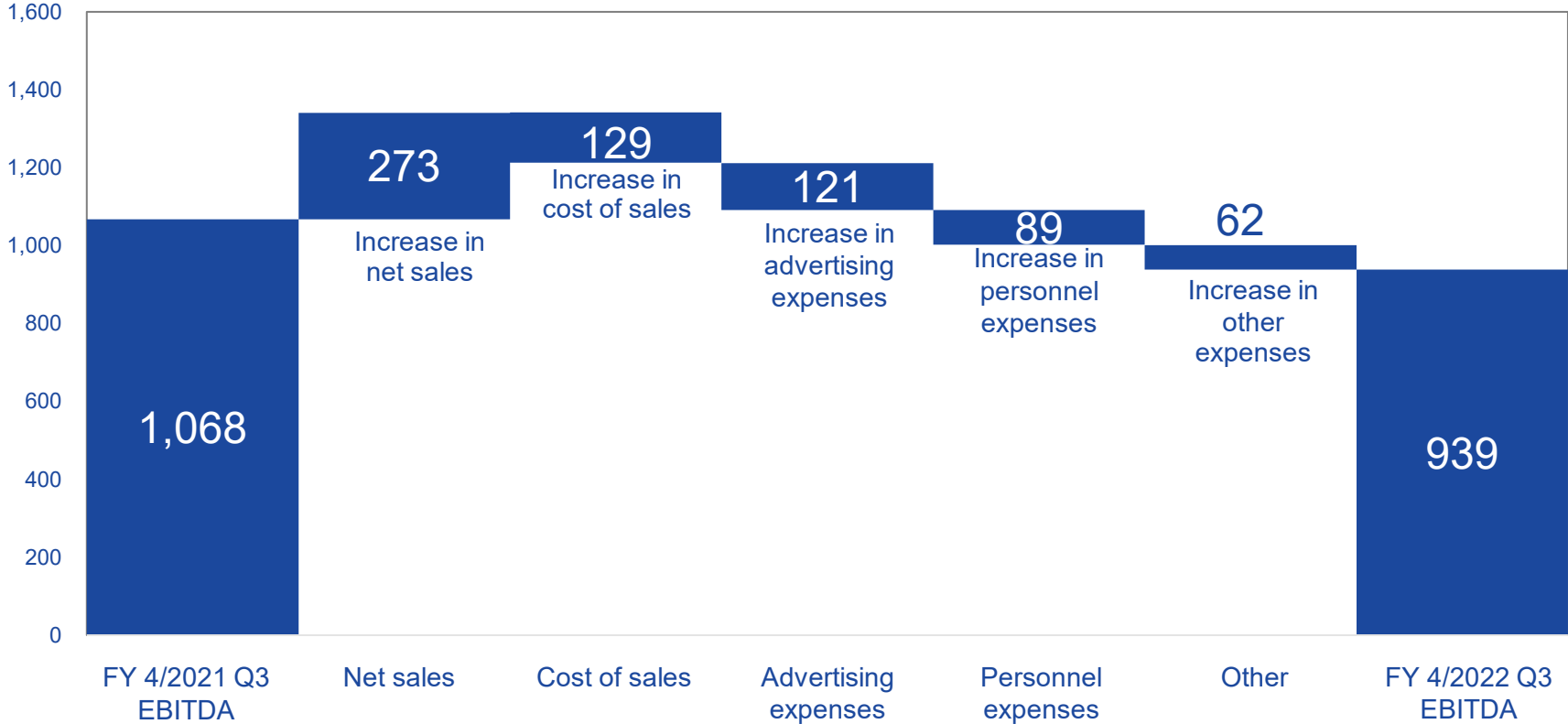
(Unit: Million Yen)

	FY 4/2021		FY 4/2022		
	Q3	Q4	Q1	Q2	Q3
Net sales	1,096	1,118	1,134	1,161	1,224
Gross profit	934	946	948	958	1,007
Selling, general and administrative expenses	637	709	689	713	676
- Advertising and sales promotion expenses	132	188	135	154	151
Operating income	296	236	259	245	330
Operating margin	27.1%	21.1%	22.9%	21.1%	27.0%
Ordinary income	293	260	257	237	328
Net income attributable to owners of parent	201	170	169	-171	299

Factors Behind Change in EBITDA (Year-on-Year Comparison)

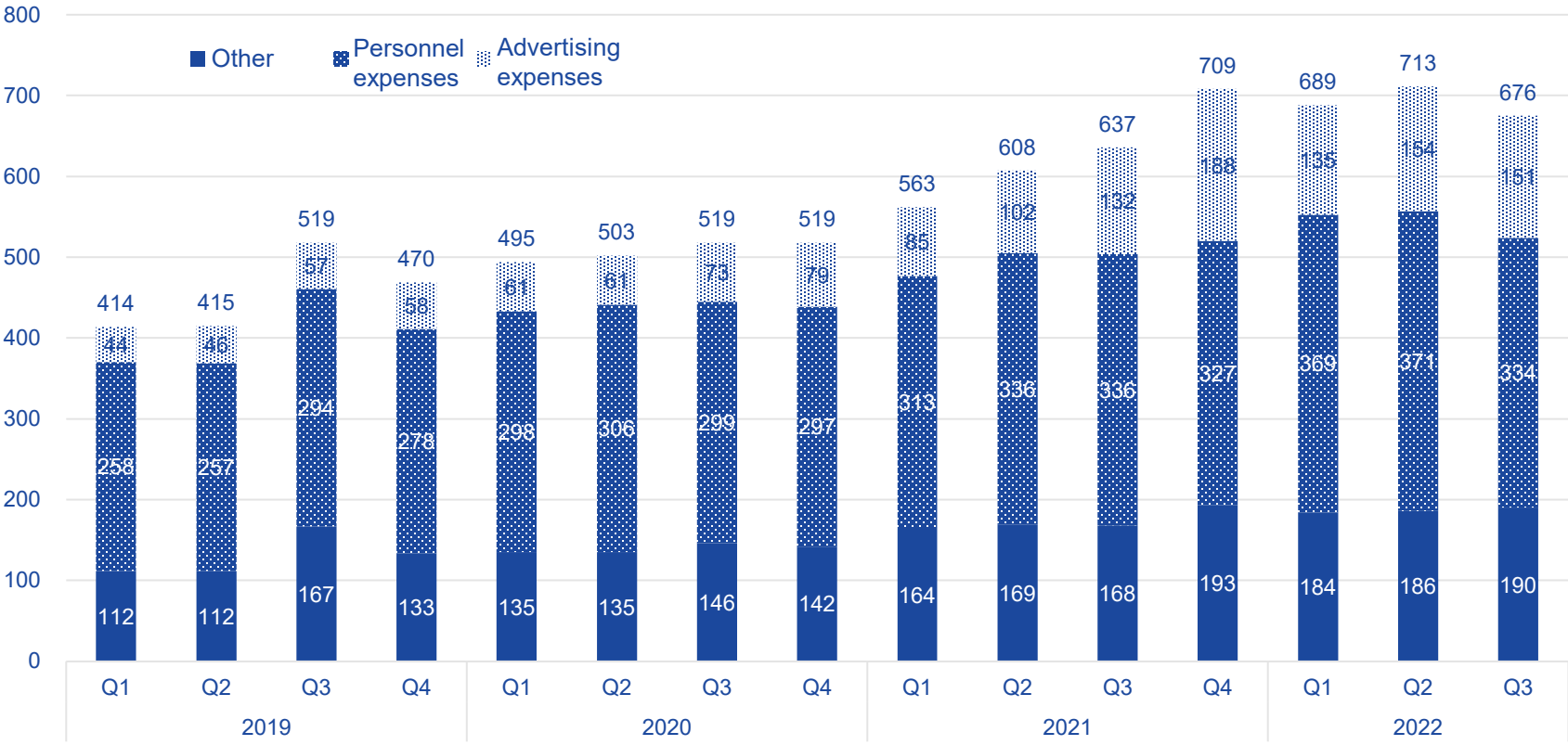
EBITDA was 939 million yen (a decrease of 12.1% year on year) due to an increase in advertising expenses associated with the increase in promotion costs, as well as an increase in personnel expenses associated with the increase in the number of staff

(Unit: Million Yen)



Due to upfront investments in advertising expenses and the increase in the number of staff, selling, general and administrative expenses stayed at a high level

(Unit: Million Yen)



No major changes since Q2

(Unit: Million Yen)

	FY 4/2022 Q3	FY 4/2021	Difference	Compared with the end of the previous fiscal year
Current assets	10,365	9,872	492	105.0%
Non-current assets	2,346	2,579	-232	91.0%
- Property, plant and equipment	1,443	1,460	-17	98.8%
- Intangible assets	472	463	8	101.9%
- Investments and other assets	431	655	-224	65.8%
Current liabilities	6,303	5,859	444	107.6%
Non-current liabilities	1,114	1,250	-136	89.1%
Net assets	5,294	5,342	-47	99.1%
Total assets	12,712	12,452	260	102.1%

Summary by Segment

		YoY
Segment sales	2,171 million yen	+7.6%
Segment profit	844 million yen	-3.5%

	YoY	Year-on-year comparison excluding masks and sterilization goods
Domestic gross merchandise value	-0.9%	+8.3%
Overseas gross merchandise value	+42.9%	+42.6%

Total gross merchandise value: 15,866,705,000 yen

(+7.8% YoY Excluding masks and sterilization goods **+15.7% YoY)**

In terms of sales

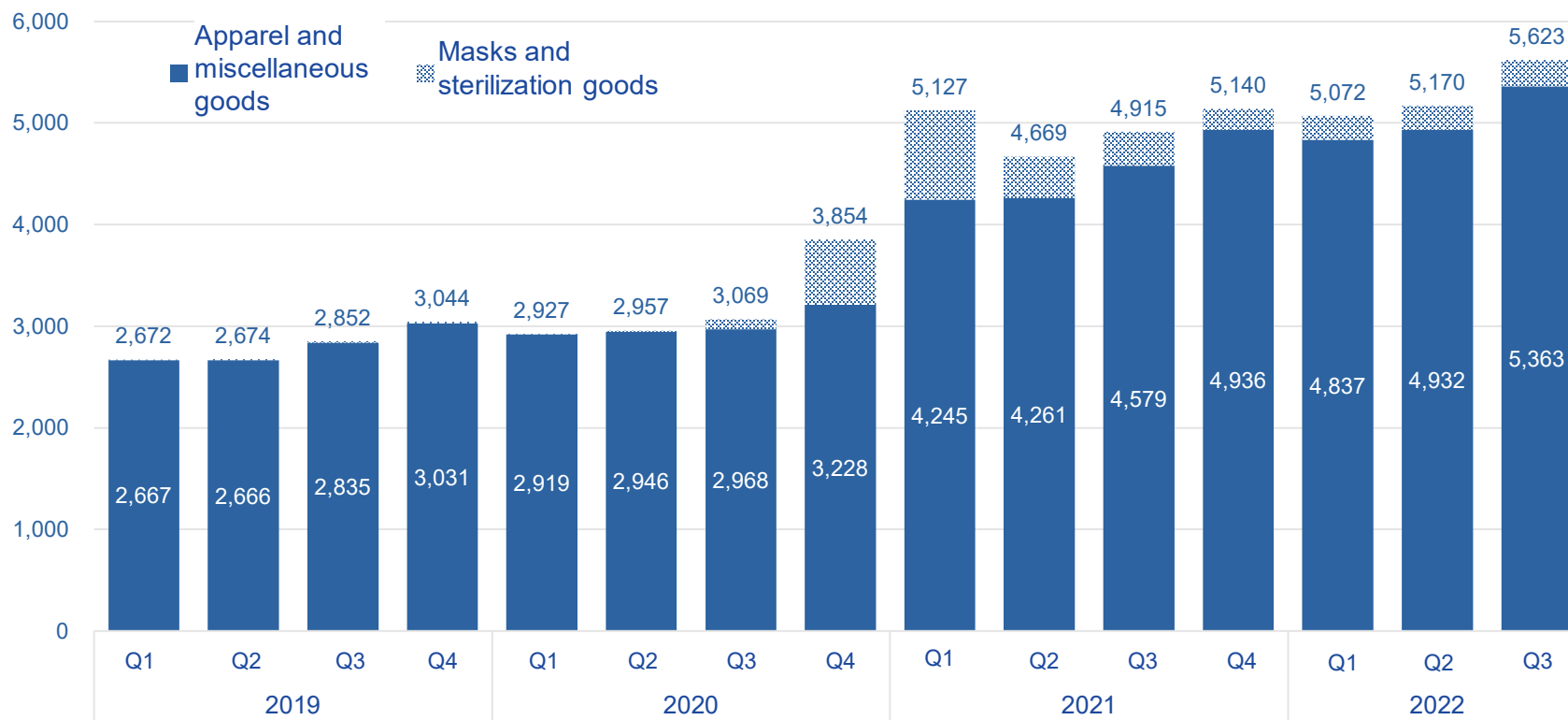
- In Japan, the domestic economy was on a recovery trend, but the Omicron variant began spreading from the beginning of the new year. Amid uncertain circumstances, both the number of buying customers and the value of transactions per customer increased, raising gross merchandise value. Domestic transactions drove growth in total gross merchandise value, confirming an ongoing BtoB-EC digital shift in Japan.
- While overseas transactions were affected by the international logistics disruption caused by container shortages and surging crude oil prices, North America continued its steady growth. On the other hand, in Greater China, the number of buying customers declined due to temporary effects such as elections and the Chinese New Year, resulting in a 4.0% drop quarter on quarter in quarterly gross merchandise value.

In terms of expenses

- Advertising expenses increased by 26.0% year on year due to the ongoing proactive development of promotion. Personnel expenses increased by 10.8% year on year due to the ongoing increase in the number of staff associated with the business expansion.

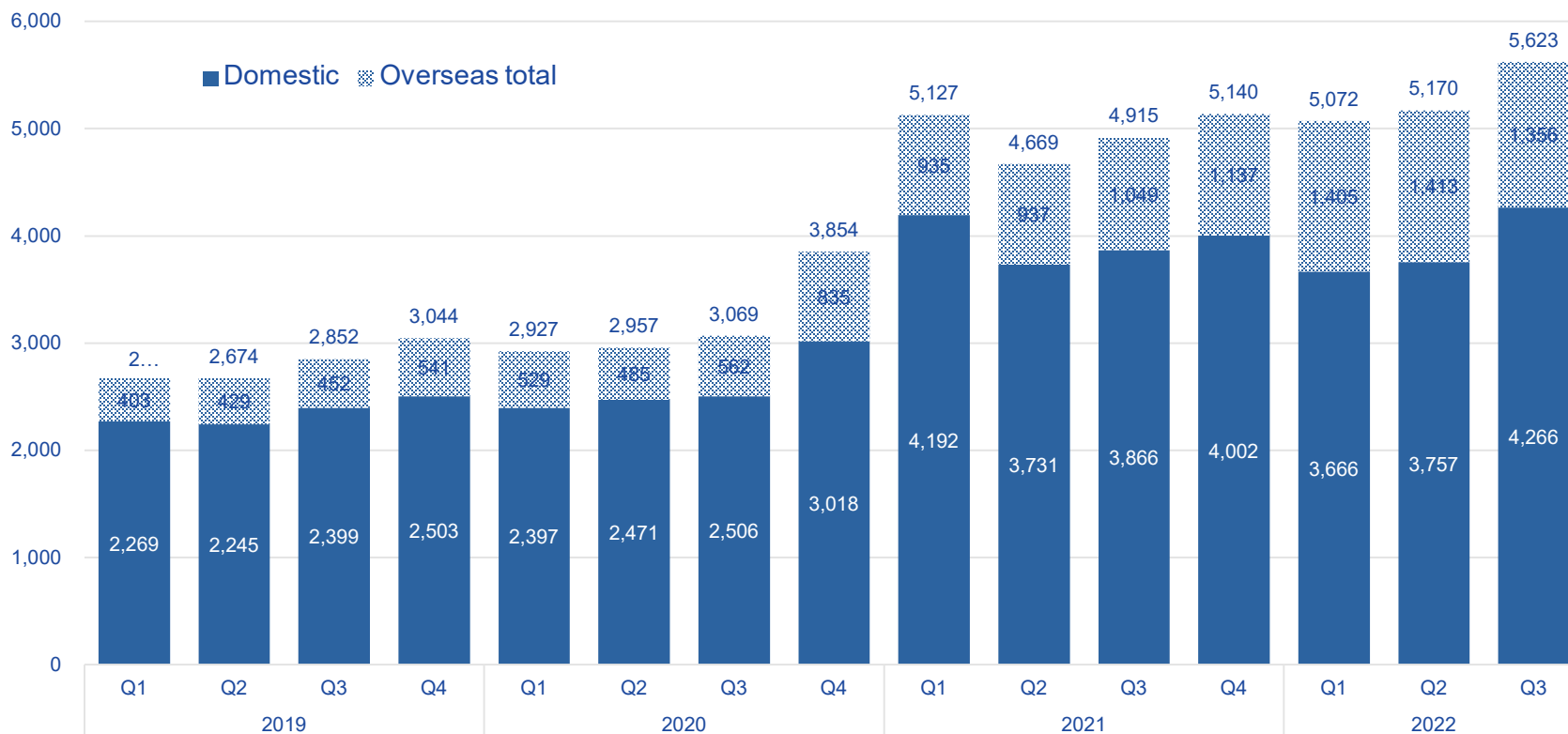
The quarterly gross merchandise value of apparel and miscellaneous goods excluding masks and sterilization goods steadily increased by 8.7% quarter on quarter and 17.1% year on year despite the impact of the spread of the Omicron variant. Total quarterly gross merchandise value maintained a record high

(Unit: Million Yen)



The domestic gross merchandise value significantly increased by 13.6% quarter on quarter and 10.4% year on year due to various effects such as the recovery of the domestic economy and the spread of the Omicron variant, driving overall growth

(Unit: Million Yen)



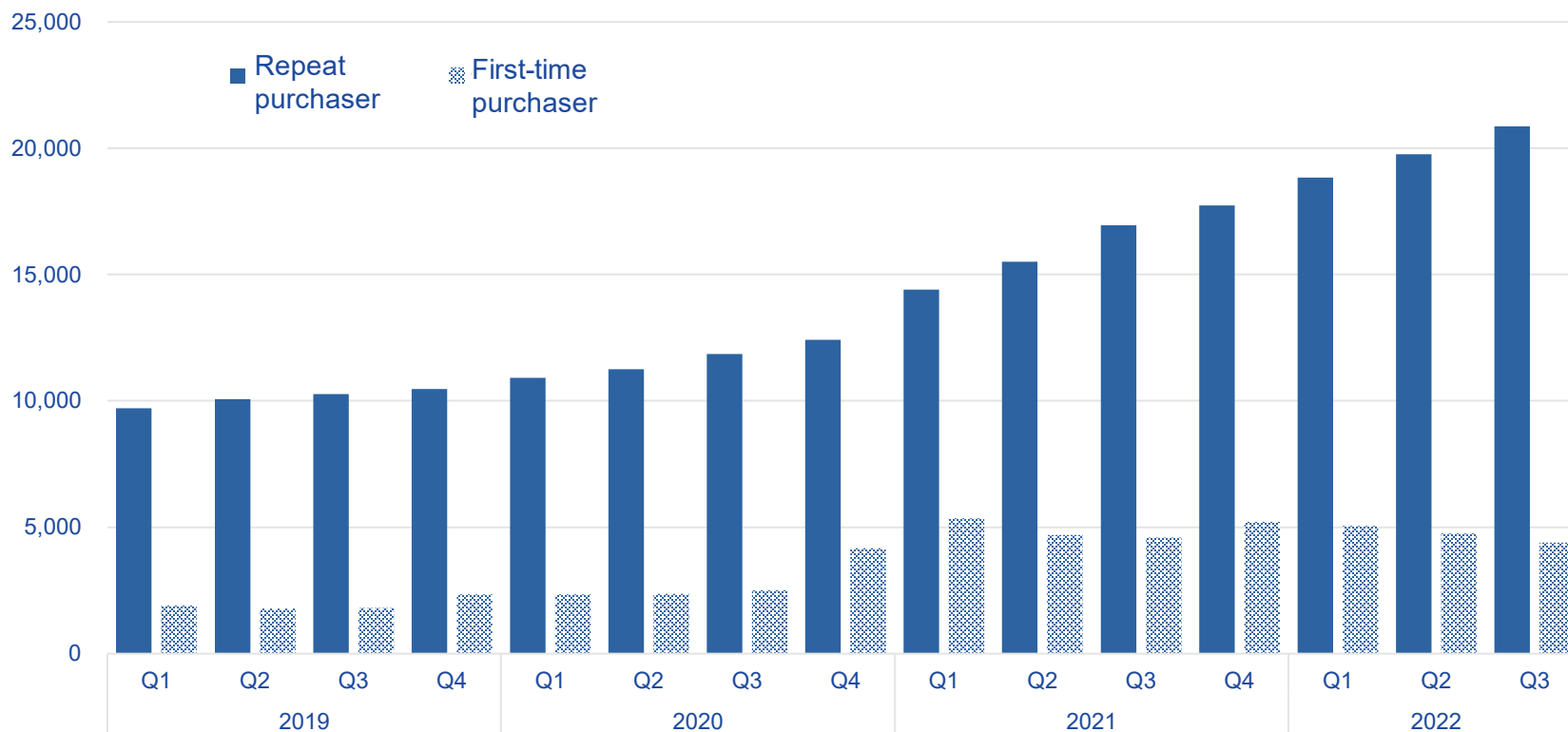
The value of transactions per customer rose both in Japan and overseas. In terms of the number of buying customers, another increase in the total number was recorded, reflecting a higher number of repeat purchasers



(Reference) Breakdown of No. of Buying Customers

The number of repeat purchasers continued to be steadily accumulated
 While the number of first-time purchasers steadily increased in Japan, the number fell in Greater China among overseas markets due to temporary factors such as elections and the Chinese New Year, resulting in a drop in the total number of first-time purchasers

(Unit: Store)

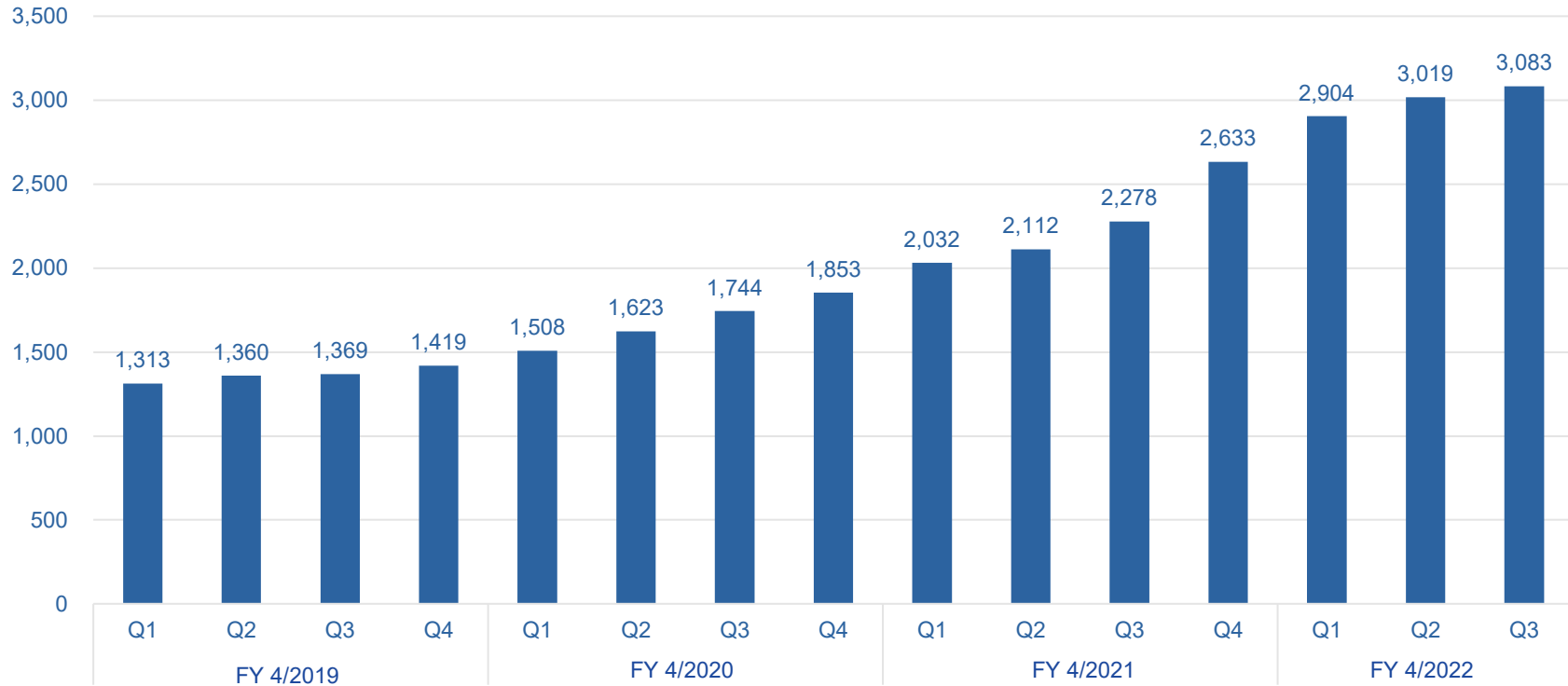


* First-time purchasers are business operators who made purchases for the first time during the quarter. Those who made additional purchases during the same quarter after their initial purchase are counted as first-time purchasers.

(Reference) Change in Number of Participating Companies

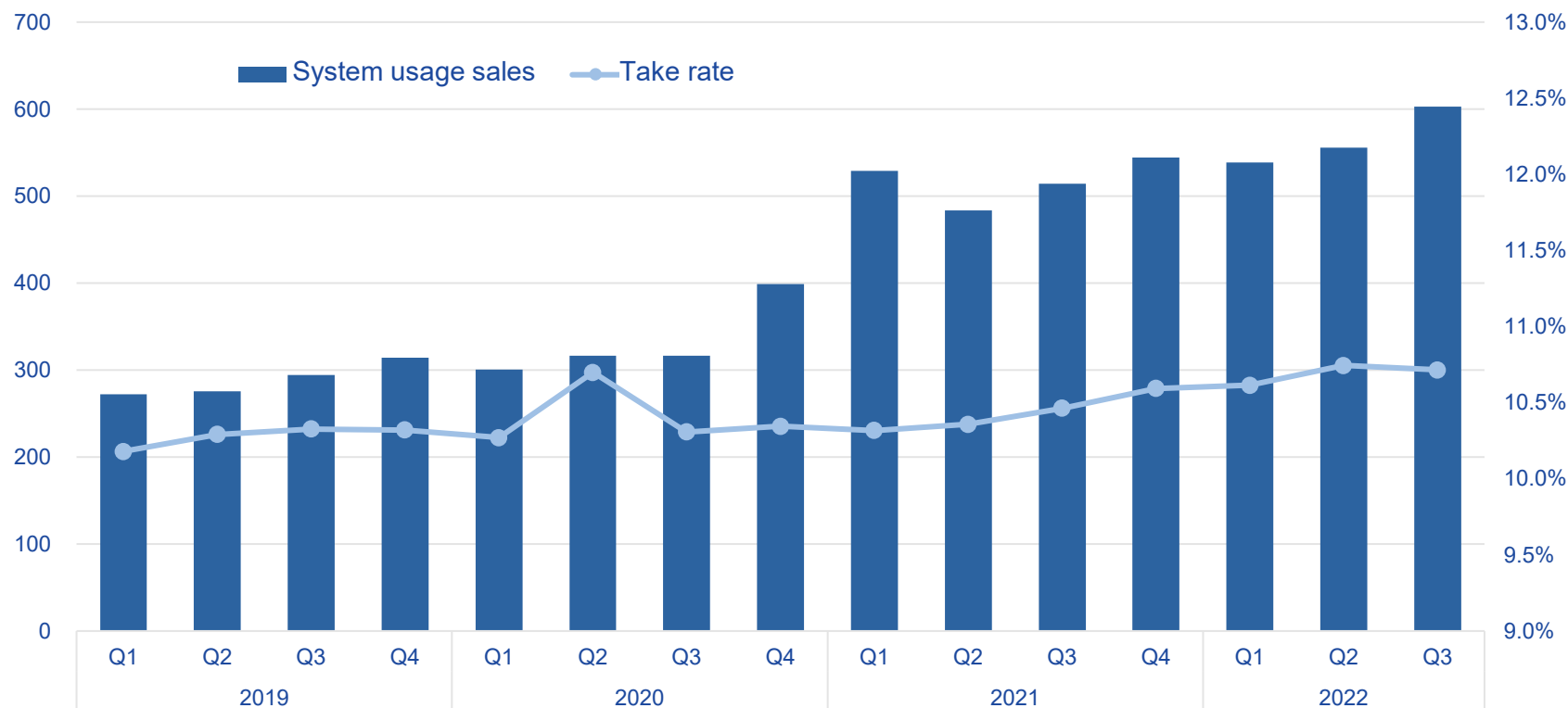
The number of participating companies continued to steadily increase

(Unit: Company)



The take rate fell by 0.03 percentage points quarter on quarter due to a decrease in the gross merchandise value of major partners with particularly high take rates

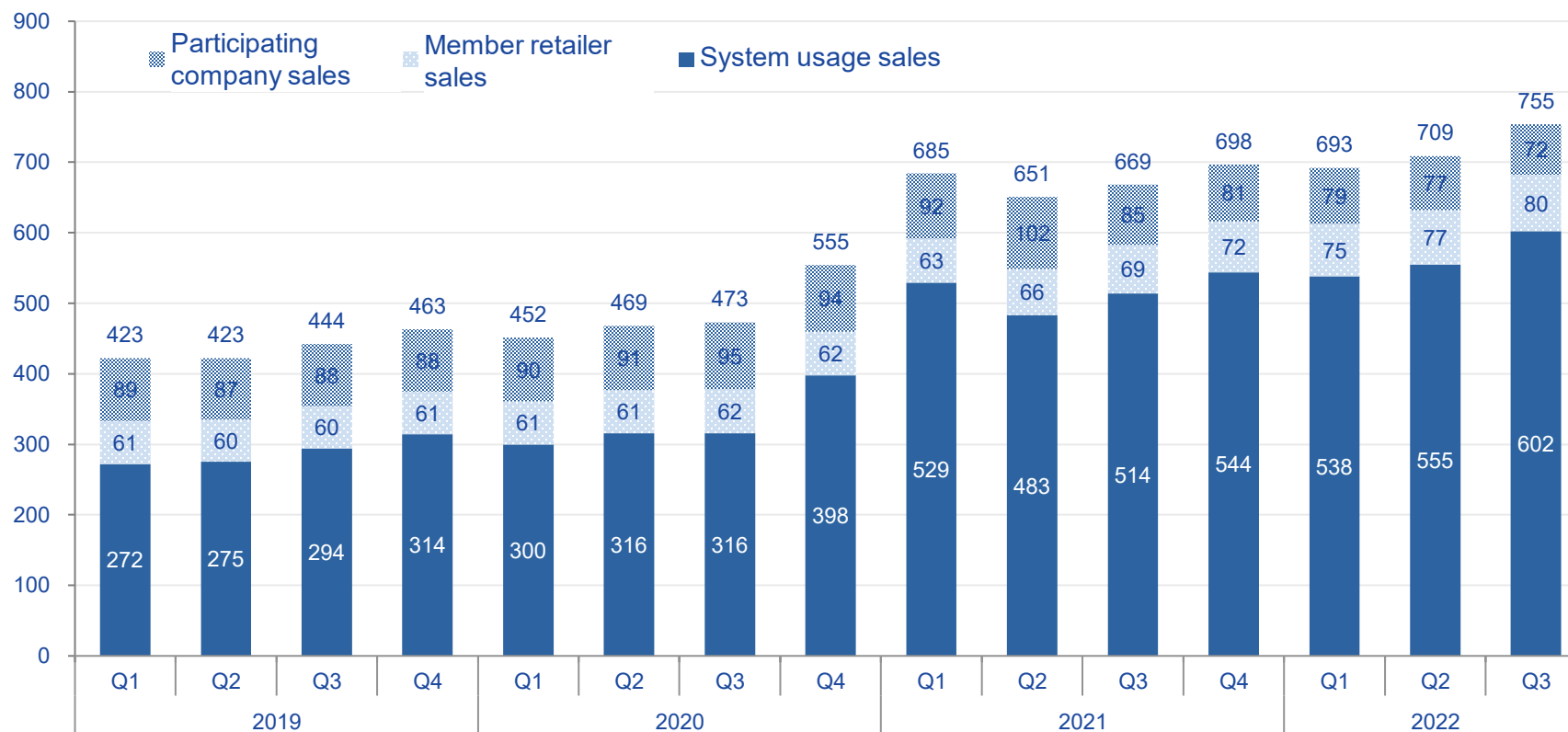
(Unit: Million Yen)



* Take rate = System usage sales/gross merchandise value

As system usage sales increased due to the increase in the gross merchandise value, overall quarterly sales increased by 6.4% quarter on quarter and 12.8% year on year

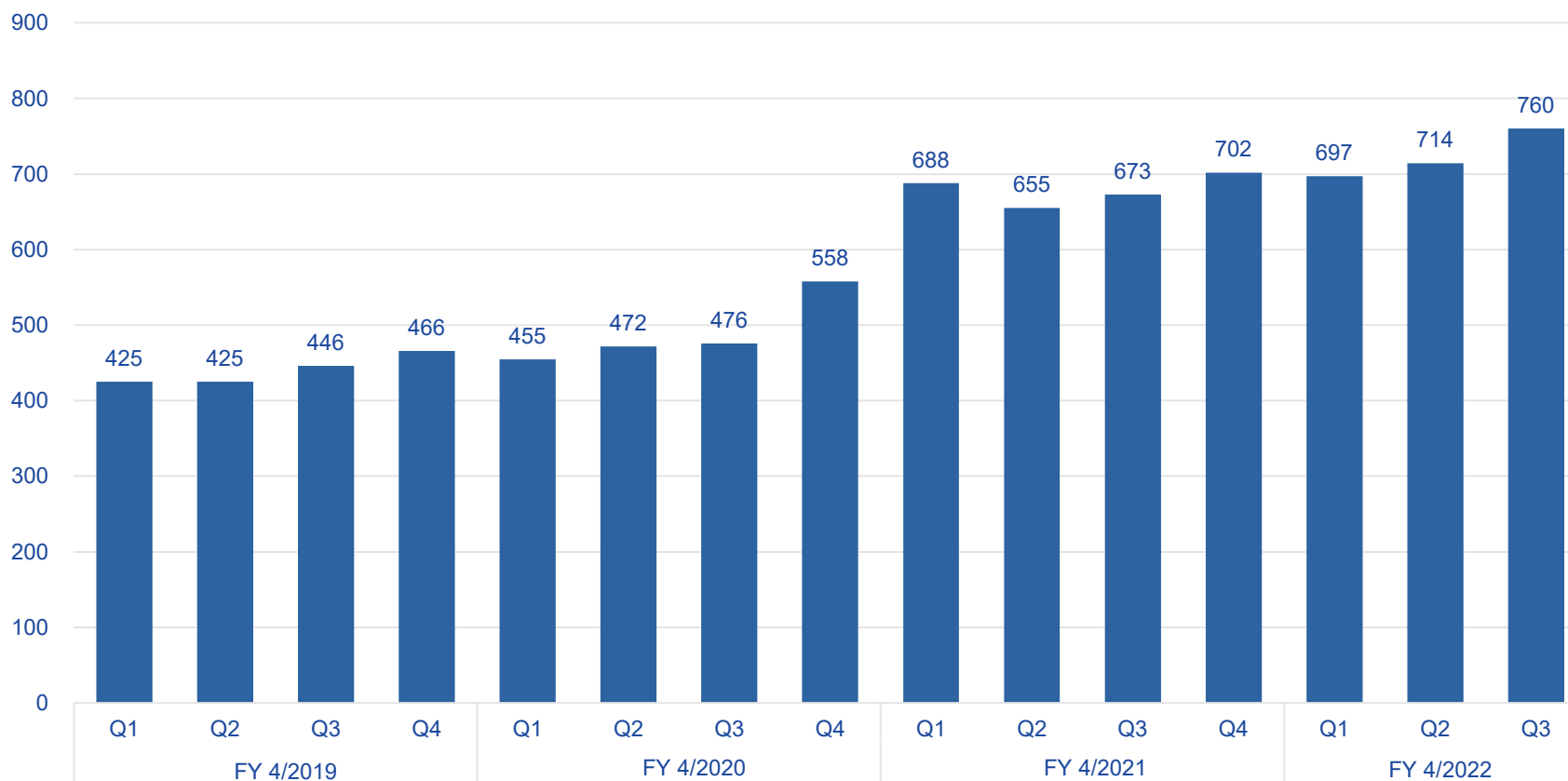
(Unit: Million Yen)



* System usage sales = fees calculated by charging a certain rate to GMV and collected from participating companies
 Participating company sales = basic participation fees
 Member retailer sales = monthly membership fees (collected from domestic retailers only)

Overall quarterly net sales for EC increased by 12.8% year on year and 6.4% quarter on quarter

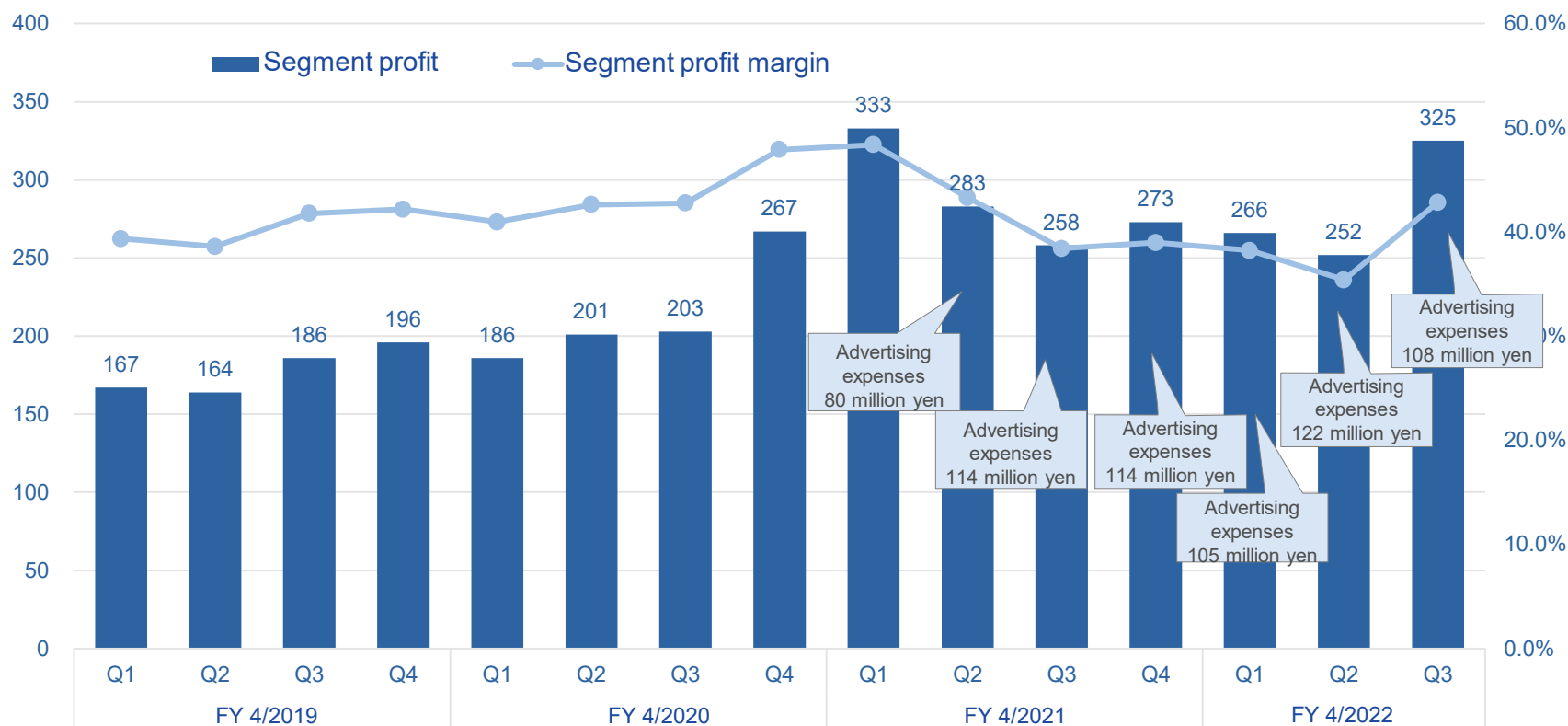
(Unit: Million Yen)







Quarterly segment profit increased by 28.8% quarter on quarter and 25.8% year on year

Segment profit margin improved to 42.8%

(Unit: Million Yen)



		YoY	Substantial year-on-year comparison deducting the reversal of additional allowances from the segment profit for the previous fiscal year
Segment sales	1,519 million yen	+7.9%	-
Segment profit	333 million yen	-21.7%	-13.2%

In terms of sales			YoY
Guarantee	The number of URIHO cases increased steadily. Sales of URIHO increased by 8.6% quarter on quarter		+1.4%
			+57.3%
Payment	External transaction volume increased by 18.7% year on year due to the recovery of the domestic economy	 * Comparison excluding internal sales	+15.0%
Rent guarantee	The guarantee balance continued to steadily accumulate		-3.2%

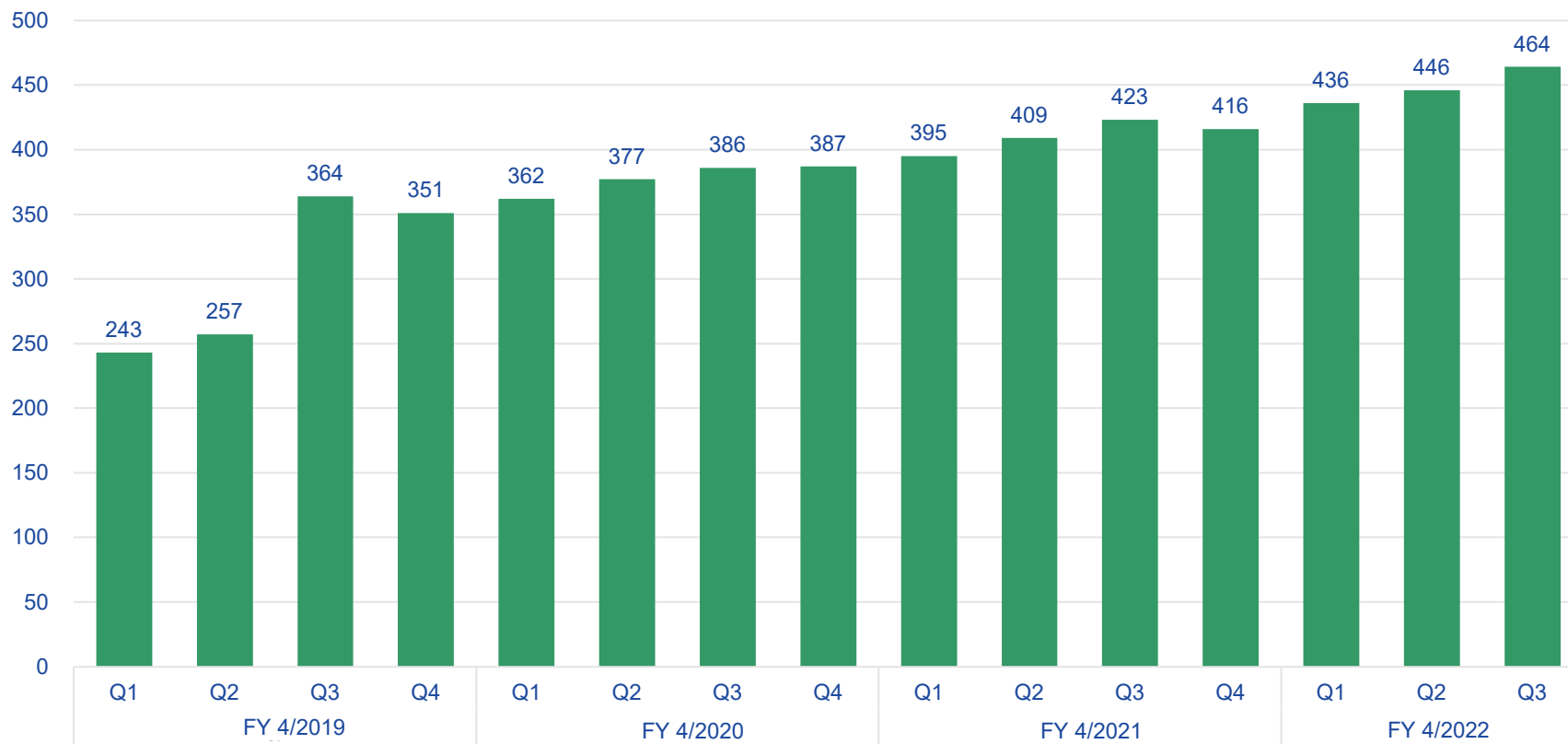
In terms of expenses

- The amount of guarantees provided continued to increase but remained lower than pre-pandemic levels.
- Advertising expenses increased by 45 million yen (86.9%) year on year due to the ongoing strengthening of promotions.
- Personnel expenses increased due to the increase in the number of staff associated with the business expansion (year-on-year increase of 10.1%).

Segment profit decreased by 21.7% year on year (substantial segment profit obtained by deducting the reversal of additional allowances from the segment profit for the previous fiscal year decreased by 13.2% year on year).

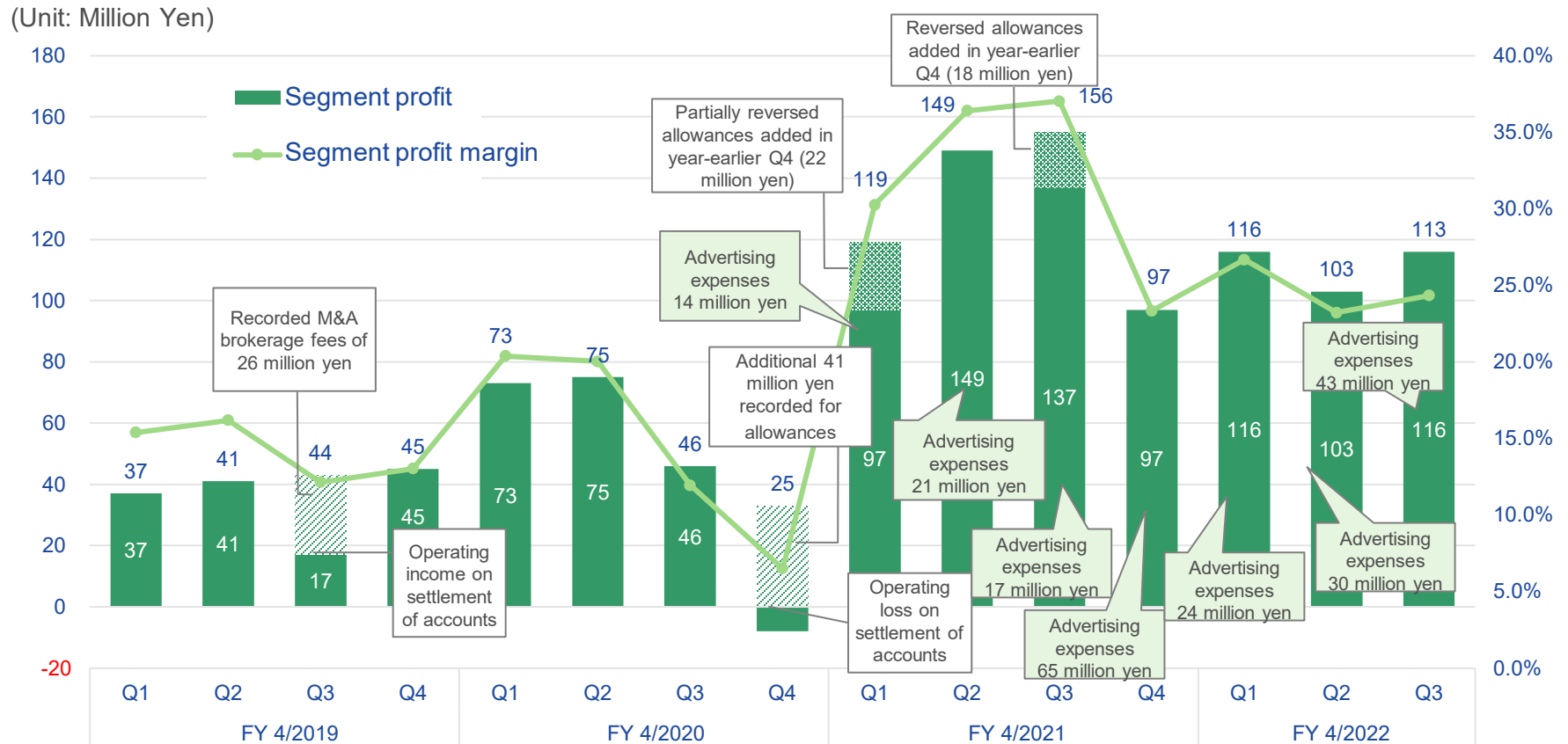
Net sales excluding inter-segment transactions increased by 3.9% quarter on quarter and 9.8% year on year

(Unit: Million Yen)



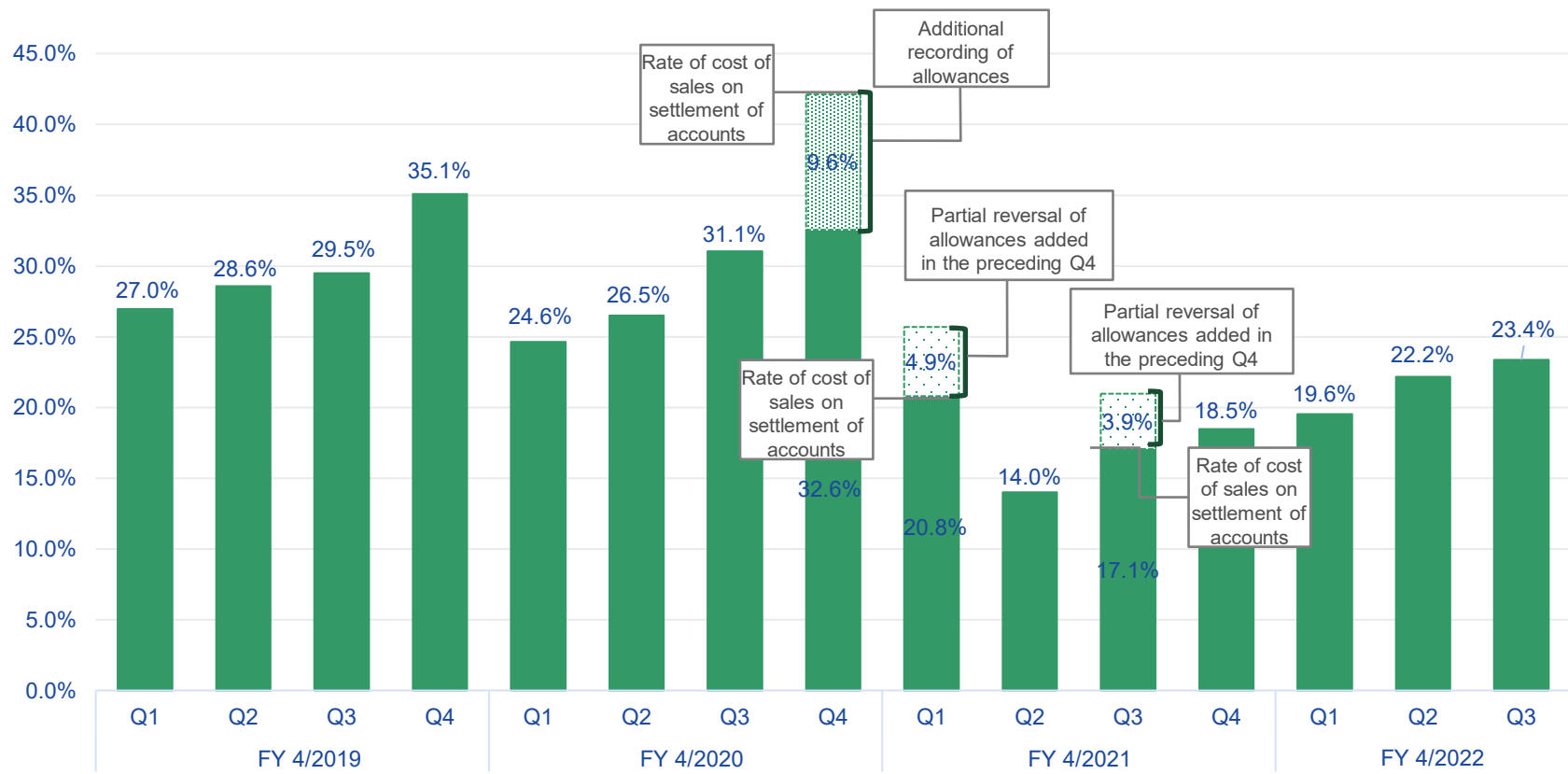
* Inter-segment transactions are excluded.

Although personnel expenses and advertising expenses increased, quarterly segment profit rose by 8.9% quarter on quarter due to higher net sales



* Segment profit margin calculated excluding Inter-segment transactions.

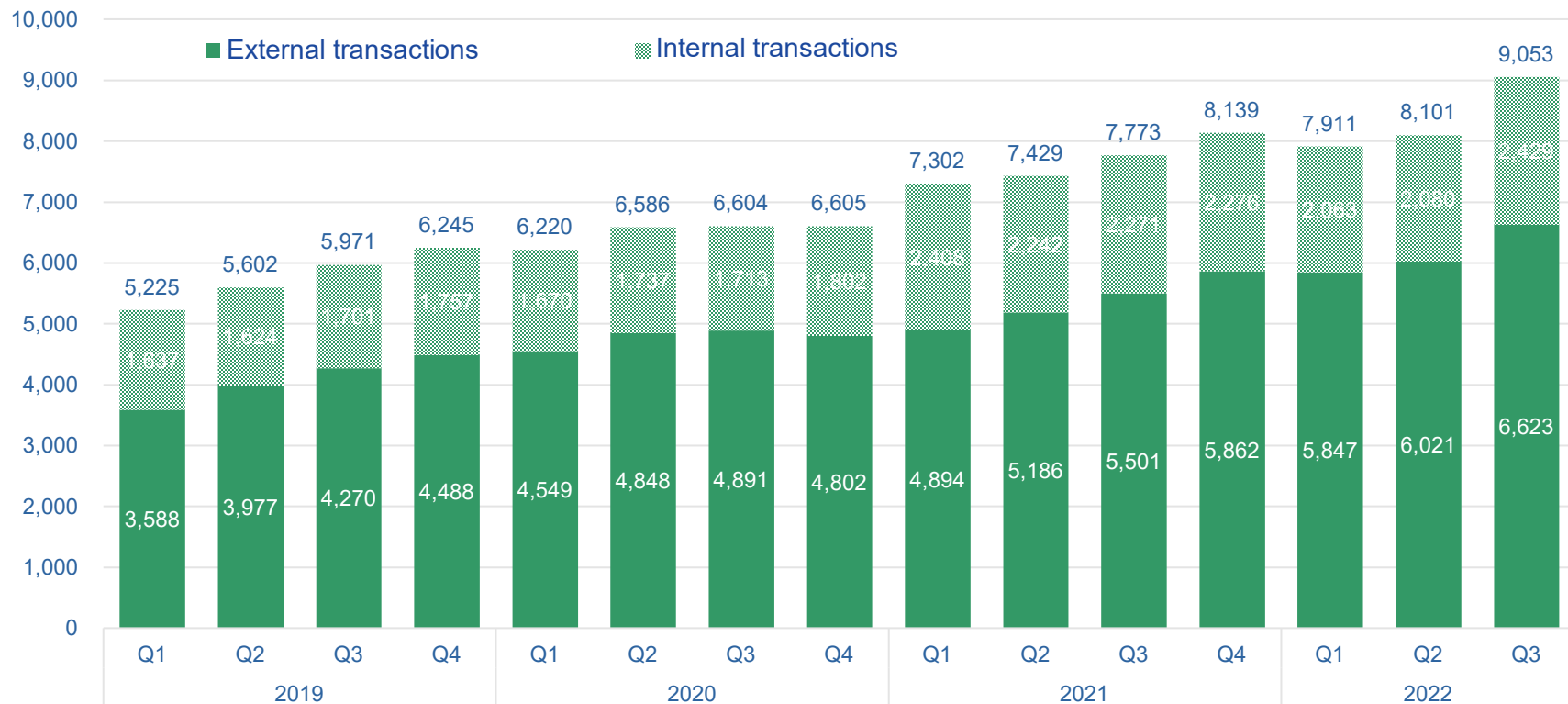
Credit screening criteria have been relaxed, but the rate of cost of sales still remained lower than the pre-pandemic level



Transactions of member companies increased due to the recovery of the domestic economy

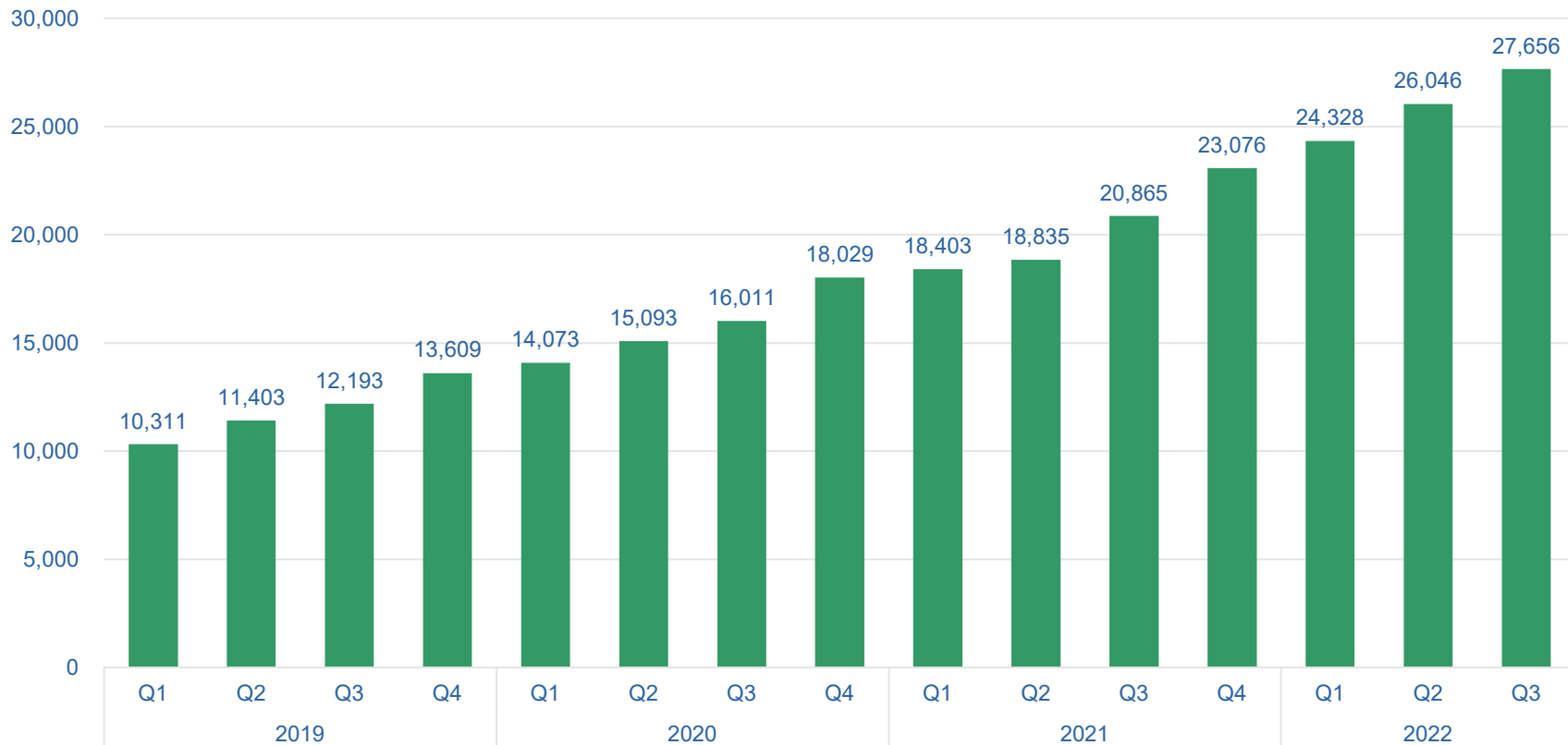
External transactions increased by 10.0% quarter on quarter and 20.4% year on year, recording double-digit growth in both metrics

(Unit: Million Yen)



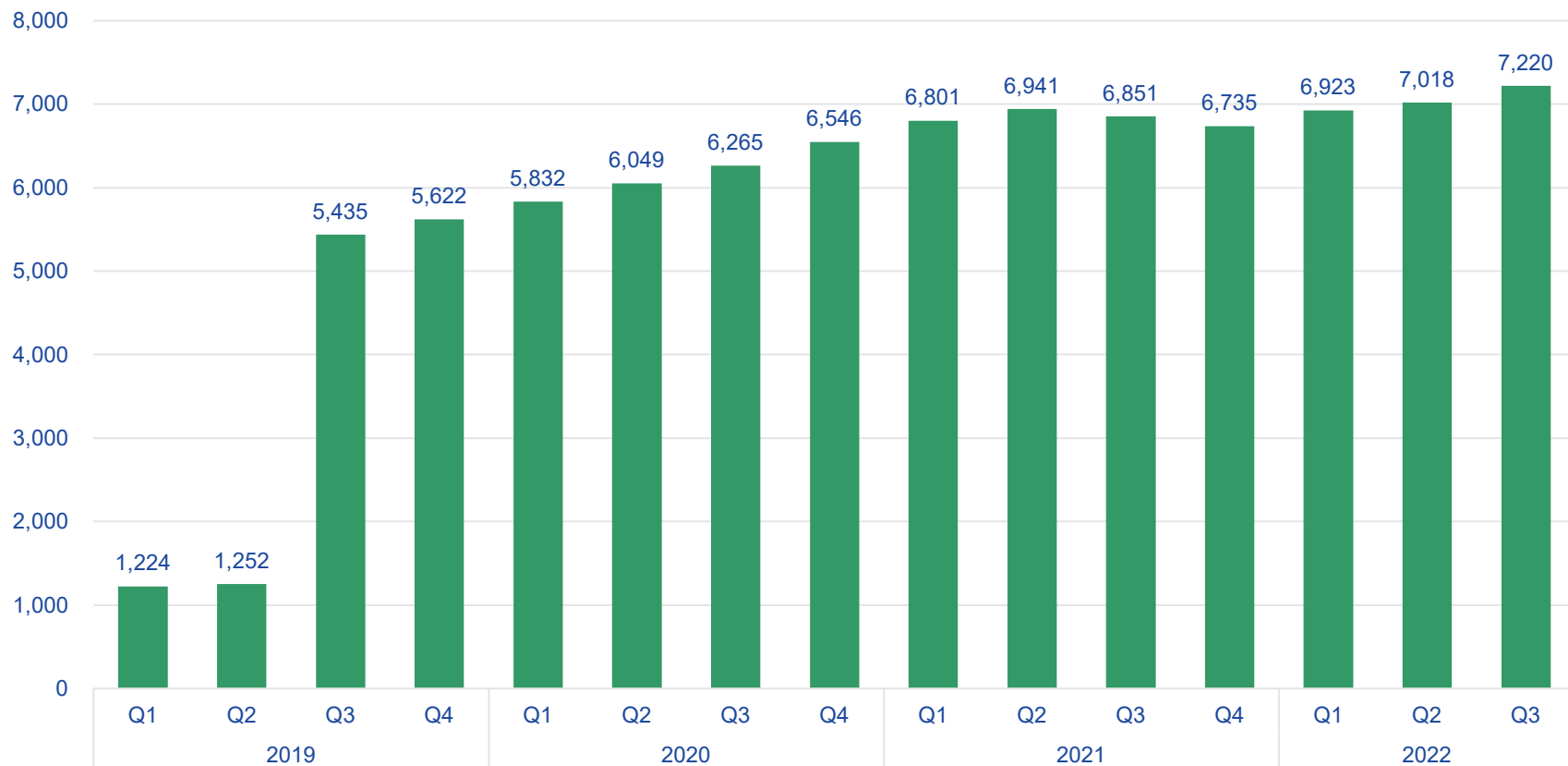
The guarantee balance of URIHO continued to increase steadily, resulting in an increase of 38.0% compared with the end of the previous fiscal year. The overall guarantee balance increased by 19.8% compared with the end of the previous fiscal year

(Unit: Million Yen)



Guarantee balance remained steady for both residential properties and businesses

(Unit: Million Yen)



* The figures indicate the actual guarantee balance calculated by the formula of guarantee balance / guarantee period x average implementation period. Accordingly, the figures differ from the balances indicated in the relevant Summary of Financial Results and Securities Report.

Reference: Appendix

Trends in Consolidated Net Sales by Quarter

(Unit: Thousand Yen)

	2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EC	392,285	393,391	409,310	416,992	411,858	422,816	429,159	431,392
Financial	177,263	182,555	189,081	198,432	200,454	204,346	218,443	227,608
Total	569,548	575,946	598,391	615,424	612,313	627,162	647,603	659,000

	2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EC	425,150	425,472	446,243	466,189	455,214	472,263	476,792	558,665
Financial	243,873	257,229	364,526	351,713	362,899	377,467	386,461	387,906
Total	669,023	682,702	810,769	817,902	818,113	849,730	863,254	946,571

	2021				2022		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
EC	688,464	655,525	673,588	702,650	697,548	714,229	760,062
Financial	395,763	409,649	423,019	416,060	436,585	446,940	464,588
Total	1,084,227	1,065,175	1,096,607	1,118,710	1,134,133	1,161,169	1,224,651

Trends in Consolidated Operating Income by Quarter

(Unit: Thousand Yen)

	2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EC	139,203	140,305	154,643	150,387	150,866	159,467	165,583	169,227
Financial	13,878	13,679	14,979	13,470	26,952	19,235	25,016	5,055
Adjustment	-58,634	-48,480	-51,960	-60,661	-71,758	-72,556	-68,443	-70,957
Total	94,448	105,504	117,662	103,197	106,060	106,146	122,156	103,325

	2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EC	167,308	164,168	186,450	196,600	186,422	201,232	203,865	267,602
Financial	37,533	41,638	17,839	45,823	73,979	75,589	46,154	-8,196
Adjustment	-71,567	-68,219	-81,257	-87,592	-84,626	-87,353	-88,140	-80,443
Total	133,274	137,587	123,032	154,831	175,775	189,468	161,878	178,963

	2021				2022		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
EC	333,001	283,910	258,746	273,772	266,643	252,695	325,573
Financial	119,745	149,092	156,609	97,068	116,433	103,780	113,023
Adjustment	-107,999	-115,067	-118,415	-134,296	-123,752	-111,402	-108,200
Total	344,748	317,936	296,940	236,544	259,324	245,073	330,395

EC: Trends in “SUPER DELIVERY” Sales

(Unit: Thousand Yen)

	2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
System usage sales	236,045	238,416	252,671	260,824	254,911	267,006	275,823	277,465
Member retailer sales	61,362	62,442	61,854	61,986	61,538	61,342	61,050	61,002
Participating company sales	94,181	91,496	93,793	92,986	94,273	93,141	90,785	91,183
Total	391,589	392,354	408,319	415,797	410,722	421,490	427,659	429,651
Gross merchandise value	2,373,604	2,364,000	2,504,825	2,592,073	2,540,172	2,607,775	2,704,572	2,731,729

	2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
System usage sales	272,082	275,301	294,524	314,239	300,684	316,377	316,321	398,846
Member retailer sales	61,170	60,712	60,888	61,070	61,814	61,801	62,315	62,285
Participating company sales	89,903	87,312	88,610	88,415	90,066	91,213	95,092	94,418
Total	423,155	423,326	444,023	463,724	452,564	469,392	473,730	555,550
Gross merchandise value	2,672,949	2,674,929	2,852,157	3,044,716	2,927,620	2,957,307	3,069,019	3,854,776

	2021				2022		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
System usage sales	529,040	483,696	514,329	544,552	538,446	555,520	602,578
Member retailer sales	63,129	66,147	69,678	72,320	75,702	77,266	80,136
Participating company sales	92,962	102,087	85,787	81,772	79,199	77,072	72,793
Total	685,132	651,931	669,794	698,644	693,347	709,859	755,507
Gross merchandise value	5,127,935	4,669,605	4,915,725	5,140,681	5,072,675	5,170,706	5,623,323

EC: No. of Buying Customers That Purchased Via “SUPER DELIVERY” and Value of Transactions Per Customer

	2015				2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
No. of buying customers (stores)	8,759	8,662	8,796	8,937	8,919	8,763	8,875	9,027
Value of transactions per customer (yen)	263,338	275,998	273,161	272,449	254,966	268,478	270,505	283,623

	2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
No. of buying customers (stores)	9,077	9,129	9,318	9,654	9,829	10,210	10,497	11,046
Value of transactions per customer (yen)	261,496	258,955	268,815	268,497	258,436	255,413	257,651	247,304

	2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
No. of buying customers (stores)	11,616	11,846	12,068	12,814	13,249	13,621	14,358	16,586
Value of transactions per customer (yen)	230,109	225,808	236,340	237,608	220,969	217,113	213,749	232,411

	2021				2022		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
No. of buying customers (stores)	19,684	20,163	21,517	22,942	23,902	24,516	25,252
Value of transactions per customer (yen)	260,512	231,592	228,457	224,072	212,228	210,912	222,688

Financial: Trends in “Paid” Transaction Value

(Unit: Thousand Yen)

	2015				2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Internal transactions	1,598,398	1,735,527	1,703,691	1,750,567	1,637,797	1,699,168	1,733,022	1,869,146
External transactions	728,416	839,188	980,724	1,157,949	1,355,857	1,539,287	1,681,144	1,888,849
Total	2,326,815	2,574,716	2,684,416	2,908,517	2,993,654	3,238,455	3,414,167	3,757,996

	2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Internal transactions	1,652,225	1,672,828	1,741,922	1,767,514	1,682,372	1,724,556	1,751,225	1,737,694
External transactions	2,000,291	2,311,575	2,597,637	2,841,259	2,829,913	2,920,373	3,105,237	3,297,511
Total	3,652,516	3,984,403	4,339,560	4,608,774	4,512,285	4,644,930	4,856,462	5,035,205

	2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Internal transactions	1,637,880	1,624,883	1,701,840	1,757,236	1,670,517	1,737,978	1,713,416	1,802,943
External transactions	3,588,014	3,977,456	4,270,115	4,488,159	4,549,949	4,848,632	4,891,303	4,802,197
Total	5,225,894	5,602,340	5,971,955	6,245,395	6,220,467	6,586,611	6,604,719	6,605,141

	2021				2022		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Internal transactions	2,408,086	2,242,342	2,271,979	2,276,493	2,063,159	2,080,501	2,429,434
External transactions	4,894,563	5,186,738	5,501,080	5,862,713	5,847,946	6,021,341	6,623,795
Total	7,302,650	7,429,081	7,773,059	8,139,206	7,911,105	8,101,843	9,053,230

Financial: Trends in the Credit Guarantee Balance

(Unit: Thousand Yen)

2016				2017			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5,241,870	5,447,712	5,629,359	6,267,980	5,803,443	5,895,684	5,689,826	6,158,819

2018				2019			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
6,785,008	7,743,693	8,583,315	9,907,803	10,311,384	11,403,717	12,193,958	13,609,462

2020				2021			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
14,073,465	15,093,308	16,011,597	18,029,768	18,403,599	18,835,716	20,865,449	23,076,794

2022		
Q1	Q2	Q3
24,328,307	26,046,103	27,656,974

(Unit: Thousand Yen)

2016				2017			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
117,323	170,098	221,702	267,139	340,143	402,415	458,777	594,519

2018				2019			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
737,035	857,787	979,309	1,113,485	1,224,871	1,252,870	5,435,686	5,622,052

2020				2021			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5,832,274	6,049,021	6,265,811	6,546,084	6,801,684	6,941,143	6,851,240	6,735,393

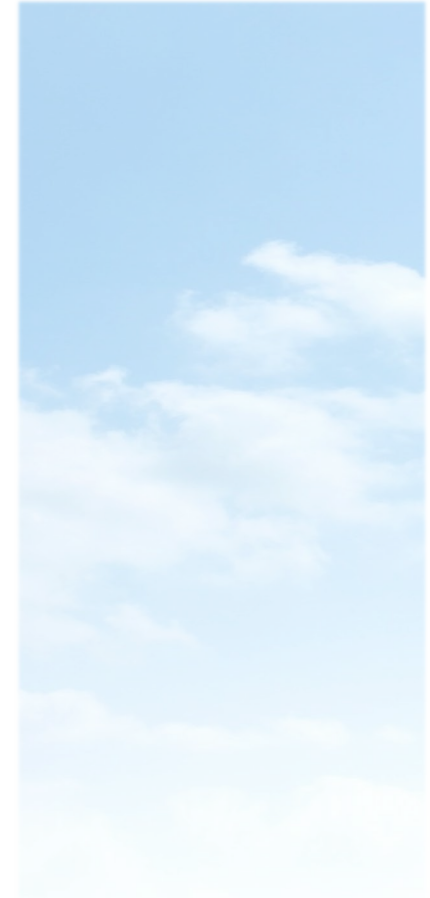
2022		
Q1	Q2	Q3
6,923,983	7,018,401	7,220,875

* The figures indicate the actual guarantee balance calculated by the formula of guarantee balance / guarantee period x average implementation period. Accordingly, the figures differ from the balances indicated in the relevant Summary of Financial Results and Securities Report.

ESG

Basic Sustainability Policy

Based on the corporate philosophy of “making corporate activities more efficient and convenient,” the RACCOON Group provides business infrastructure to support transactions in a wide range of business domains. With the basic policy of “solving social issues through business,” we will strive to improve corporate value by appropriately managing and minimizing risks inherent in our business operations and maximizing business opportunities. Furthermore, we will contribute to the realization of a sustainable global environment and society together with our stakeholders.



Making corporate activities more efficient and convenient

Striving to create new infrastructure to facilitate BtoB transactions, we propose mechanisms that make corporate activities more efficient and convenient by capitalizing on accumulated expertise in information and settlements (payment).



We will create new value and contribute to a sustainable society by providing and spreading the services that are aligned with our corporate philosophy.



Establishment of Pleasant Work Environment



Promotion of Diversity



Contribution to Local Communities and Industry



Responsible Business Operations



Solving Social Issues Through Business

Corporate Governance / Compliance / Risk Management

We carry out our initiatives using three management foundations.

Actions for Climate Change

Facilitate the digitalization of BtoB transactions with the aim to reduce greenhouse gas emissions

Business-to-business transactions normally involve a vast amount of paper exchanges such as written quotations, purchase orders, and invoices. As each business of the RACCOON Group is premised on online operations, document data can be checked online, leading to the facilitation of paperlessness. In that sense, it can be said that the larger our business becomes, the more CO₂ emissions will be reduced compared to conventional transaction methods. Internally, we are also implementing measures to digitalize our operations, such as digitizing document applications, employing online business negotiations, and introducing electronic contracts alongside making efforts to reduce CO₂ emissions, mainly through the promotion of paperlessness. Furthermore, we will consider a wider range of initiatives to address the urgent issue of climate change.



Solving Social Issues Through Business

- **Realization of a fair and equitable trading environment**
Provision of marketplaces that transcend distance, time, and industry
Secure “credit” using a creative credit model and build fair and equitable business relationships
- **Regional revitalization**
Support the sustainable development of local economies with partners
Possibilities of Made in Japan products spreading from rural areas to the world
Support for creating ideal stores in rural areas
- **Sustainable consumption**
Mechanism in which the intermediary distribution sector plays a role and excess inventory is deterred from occurring
Educate small- and medium-sized enterprises about “ethical consumption”
- **Actions for climate change**
Facilitate the digitalization of BtoB transactions to reduce greenhouse gas emissions
- **Stakeholder engagement**

Contribution to Local Communities

- **Volunteering**
Support programs for volunteering
- **Affiliated industry groups**
Membership in Fintech Association of Japan
Participation in Country-wide Guarantee Organization



Establishment of Pleasant Work Environment

- Creation of an environment in response to the diversification of work styles
 - Remote work
 - Flex time system
- Ensuring occupational health and safety
 - Development of a holiday system
 - System that enables long-term leave at any time / refreshing leave
 - Avoid regular meetings on Mondays and Fridays
 - Coverage for long-term leave due to injury or illness
 - Establishment of Hataraku-n working father/mother support program
 - Improvement of health and mental health of employees
- Respect for employees' human rights
 - Installation of compliance desk
 - Implementation of harassment prevention training
 - Consultation with lawyers for personal problems



Ranking in GPTW Japan's Best Workplaces for three consecutive years



ホワイト企業認定

Promotion of Diversity

- Creation of a diverse organization that respects individuals

Gender ratio of employees



Ratio of new graduate and mid-career recruits



Turnover



Ratio of employee nationalities



Rate of maternity leave and childcare leave taken by women



Ratio of women returning from childcare leave



Gender ratio of managers

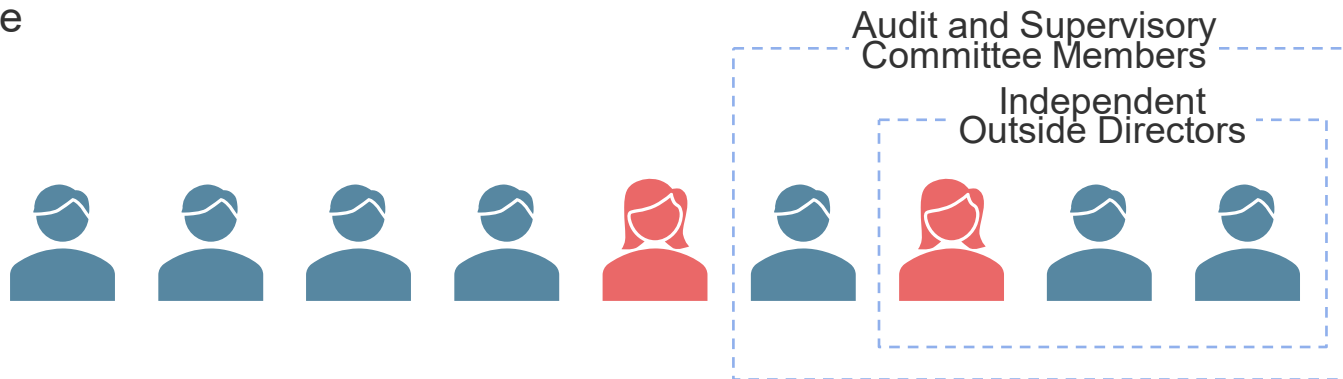


Gender ratio of officers



Governance Structure

- Election of 9 Directors as a company with an audit and supervisory committee (4 Directors Serving as Audit and Supervisory Committee Members)
- Independent Outside Directors account for one-third
- 2 female officers
- The Nomination and Compensation Committee with a majority of Outside Directors is in place



Compliance

- Measures for anti-social forces
- Prohibition of bribery

Securing Reliable Transaction Base

- Inspection of displayed products
- ISMS certification
- Security understanding checks

Risk Management

- Comprehensive risk management system for the entire RACCOON Group
- Development of risk management according to the characteristics of risks
Service operation risk, security risk, compliance risk

Disclaimer

Opinions and estimates contained in this document are based on the judgement of the Company at the time of preparation and may include inaccuracies.

Actual decisions and results may differ due to various changes in the business environment.