

Hamee group

# Mid-Term Management Plan

May 2022 to April 2025

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- 2.Mid-Term Management Plan(May 2022 to April 2025)
  - a.Commerce
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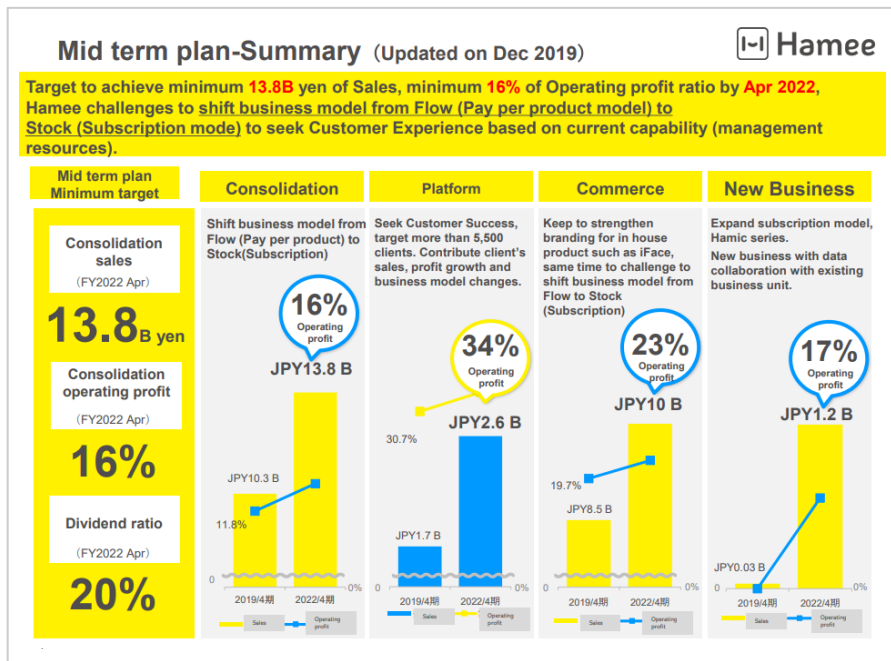
# 1. Review of Previous Medium-Term Management Plan

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# May 2019 to April 2022 Hamee Medium-Term Management Plan

## 1. Review of Previous Medium-Term Management Plan



From the 2019 financial results briefing materials

### All group companies

Net Sales **JPY13.8 billion**  
Operating income margin **16 %**

### Platform Business

Net Sales **JPY2.6 billion**  
Operating income margin **34 %**

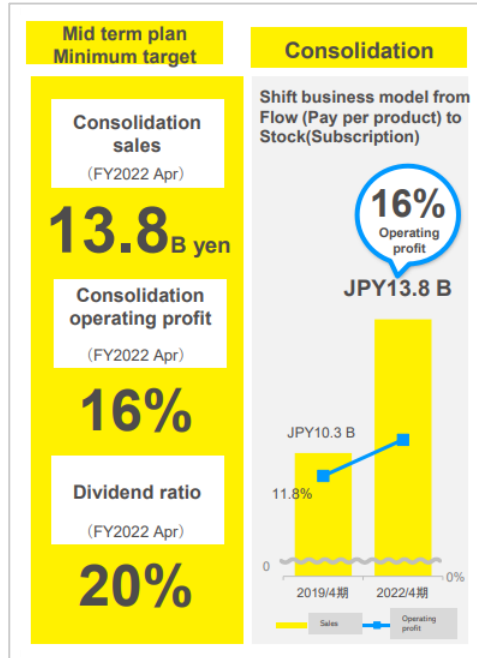
### Commerce Business

Sales **JPY10 billion**  
Operating income margin **23 %**

### New Businesses

Net Sales **JPY1.2 billion**  
Operating income margin **17 %**

# All group companies

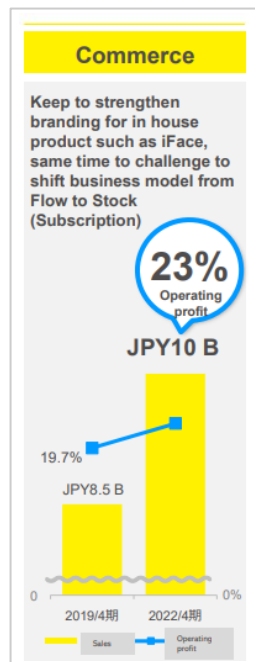


From the 2019 financial results briefing materials

Sales **JPY13.4 billion** (achievement rate: 97%)  
Operating margin **16.4%** (achievement rate 103%)

## Summary

Growth in the Platform segment led overall consolidation, including the degree of achievement by segment and progress on issues. The Commerce segment also achieved its sales targets, while the existing businesses (smartphone accessories) significantly improved their profit margins. Growth in the two main businesses covers progress in new businesses. Comprehensively judged to be achieved.

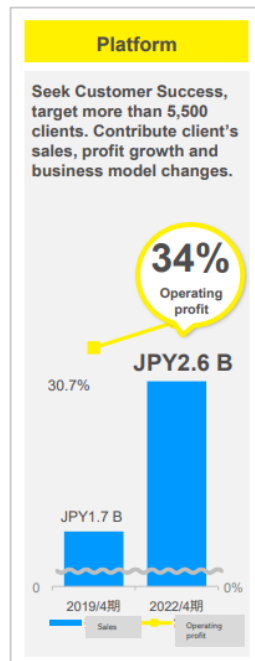


From the 2019 financial results briefing materials

Sales **JPY10.1 billion** (achievement rate: 102%)  
 Operating margin **21.5%** (achievement rate 93%)

### Summary

Although the shift to stock-type businesses remained problematic, we achieved its target for sales and also its operating margin. In fiscal April 2022, the operating margin fell below the target due to new investment in the cosmetics business. However, the Mobile Life business, which was an existing business, improved its profitability by acquiring iFace manufacturing functions and other means, to reach 23.7% in April 2021, which was higher than the target, making it an even more profitable business. In addition to First class, iFace has established Reflection as its core, and has begun to expand into cosmetics. Overall, we strengthened its business foundation by expanding to gaming accessories.



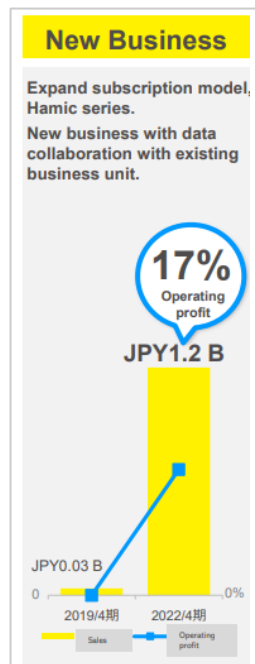
From the 2019 financial results briefing materials

Net sales **JPY2.7 billion** (achievement rate: 107%)  
Operating margin **41.3%** (achievement rate 122%)

### Summary

Focus on refining customer success flows for further business growth and stable operation of call center BPO, and the number of contracted clients reached almost the target level. Net sales achieved due in part to changes in the external environment. The operating income margin was 41%, significantly higher than the target, due to the implementation of fixed cost controls while strengthening server investment.

Hamee Consulting also succeeded in significantly growing sales by promoting the acquisition of contracts, mainly with major customers. Significantly leads the entire consolidation.



From the 2019 financial results briefing materials

Sales: **JPY400 million** (achievement rate: 38%)  
Operating margin **-0.2 billion** (Operating loss)

### Summary

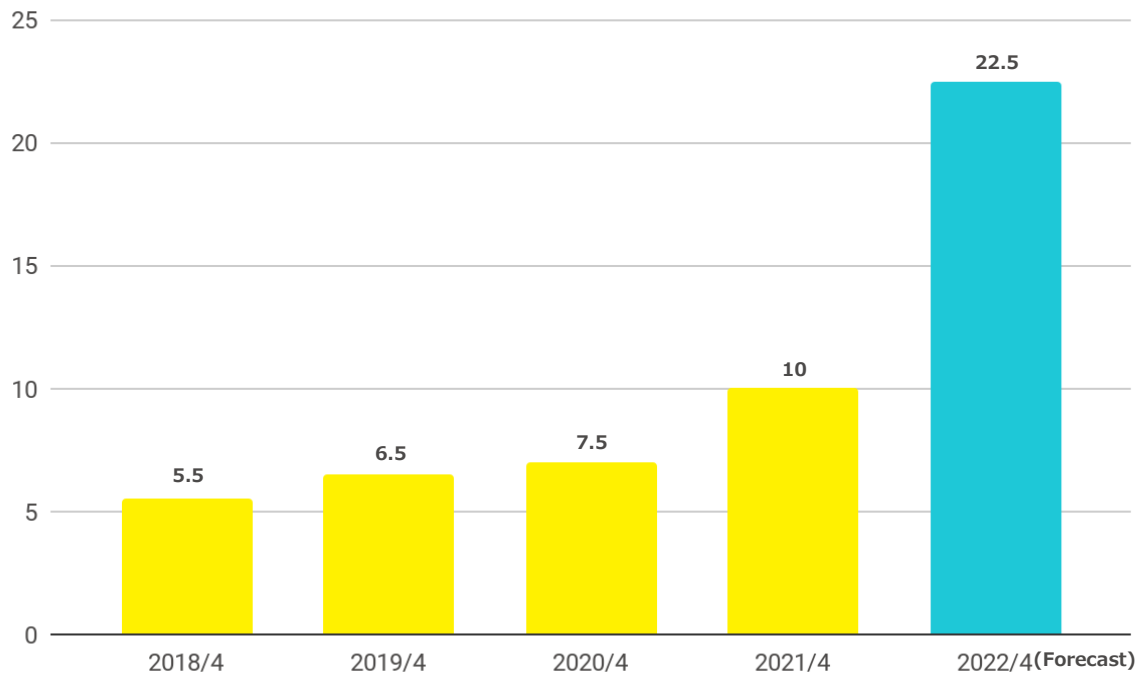
The launch of inexperienced smartphones (Hamic) was more difficult than expected. Going forward, we will focus on developing next-generation products within the investment ceiling.

Amid the expanding market in the Hometown Tax Payment business, we strengthened operations automation by taking full advantage of new municipal contracts, various initiatives to increase donations (sales activities centered on the development of new businesses for returns and returns, conversion and renovation of local government portal sites), and its expertise in Next Engines. As a result, we grew into a business that greatly exceeded its targets.



# Dividend payout ratio

Dividend amount (yen)



## Dividend payout ratio 10%



As a result of comprehensively considering the degree of achievement of the group as a whole, it is judged that the medium-term management plan will be achieved.

The dividend payout ratio for the fiscal year ending April 2022 is 20%, and the dividend amount is JPY22.5 (subject to a resolution of the general meeting).

# 2. Mid-Term Management Plan (May 2022 to April 2025)

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# Ignite your creativity

I want to be surprised, pleased, and happy ...

Inflate your imagination and immerse yourself in it.

Maximize your talents, challenge and achieve them.

The creative soul burns at that very moment.

First of all, each Hamee burns a creative soul.

Bringing together technology and wisdom in the ideas generated from that,

Ignite your creativity customers you experience.

Believe that a burning creative soul will make the world a better place.

## Changes in the business environment of each business and the background of CX

Until now

Current  
Situation

To the CX

The Commerce Business, which was launched as an EC specializing in the strap of mobile phones, is the foundation of the Group's business. The Next Engine of the Platform Business is the services created to resolve various issues that arise in operating EC stores in this business. The fact that the Next Engine was born from the field of EC management, the Commerce Business, is the biggest differentiator from the services of other companies. On the other hand, based on the trust of clients, the Next Engine can be used by many users, enabling it to incorporate EC management know-how other than in-house, and has achieved growth for the Group as a whole while leveraging the mutual synergy between the Commerce Business and the Platform Business.

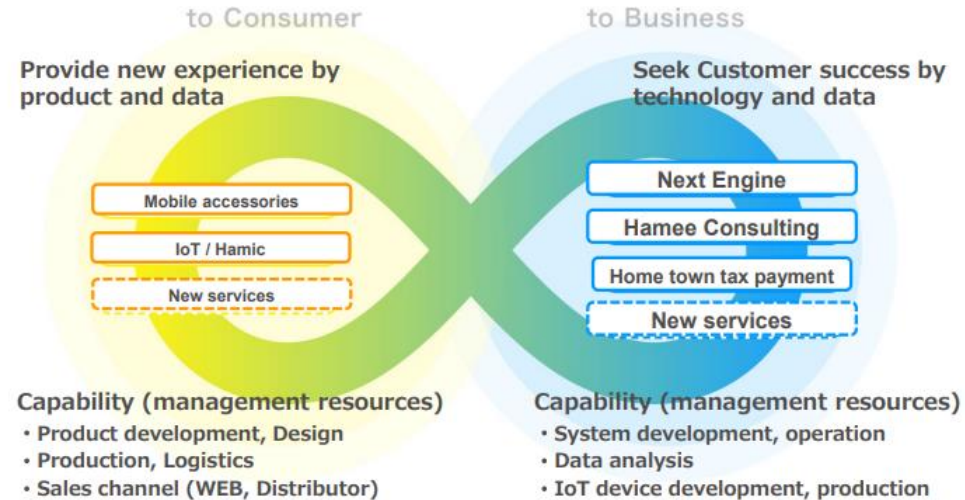


Image of Pursuing of Synergies

## Changes in the business environment of each business and the background of CX



Looking at the current situation,

The number Next Engine users in the Platform Business exceeds 5,400 clients, and it has grown into an infrastructure that supports the distribution of a wide variety of products and the businesses of EC operators of various sizes. Although the Commerce Business continues to be a single user, the perspective of improving the functions of services themselves by solving problems at a single company is fading. More than 5,400 clients, and beyond that, there is a need to develop services to solve problems at all EC operators in Japan.

On the other hand, in the Commerce Business, whereas initially the purchase and sale of products from other companies was the primary focus, at present approximately 90% of total sales are from our own products, and we have evolved into a business model in which we have the functions of planning, developing and manufacturing products within the group, and can complete all aspects of the supply chain from upstream to downstream on our own.

## Changes in the business environment of each business and the background of CX

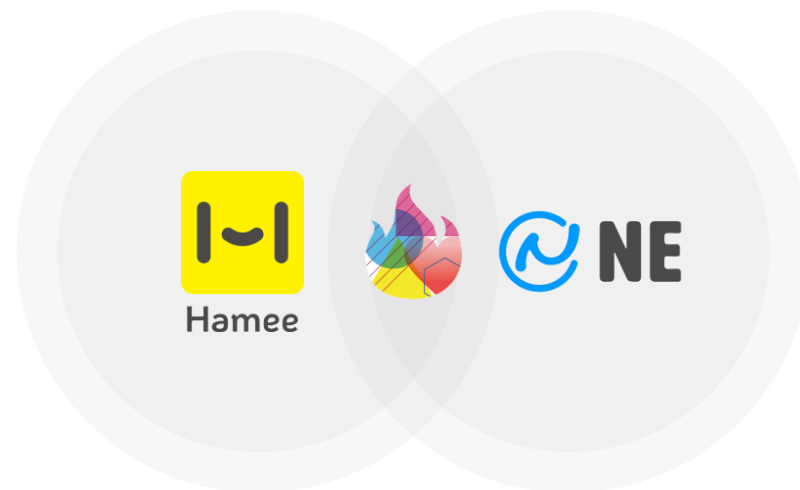
Until now

Current  
Situation

To the CX

Based on these facts, both the Platform Business and the Commerce Business have come to the recognition that each of the growth phases has changed significantly. When based on this assumption, we believe that in the process of the two businesses growing as a single organization, a variety of issues will arise, including the complexity and inefficiency of management operations and the difficulty of maintaining and improving employee motivation through a single personnel system.

Hamee's mission is to "Ignite your creativity." We believe that this will be achieved by creating an environment in which each member of Hamee can continue to maintain high calorific value. We have concluded that the means to maintain and realize our mission over the super-long term is the spin-off of the platform business.



## Revisions to reportable segments

Based on this spin-off, we revised the reporting segments starting in April 2023 in accordance with a new management system. The main changes are as follows.

|                        | Commerce   | Platform  | Others  |
|------------------------|--|---|---|
| Existing Segment       | Smartphone accessories (iFace, Salisty, etc.)<br>Pixio<br>ByUR<br>Global Business  | Next Engine<br>Hamee consulting<br>NE Korea   | Hamic<br>Localco (formerly<br>Hometown Tax Payment)<br>RUKAMO |
| ↓                      |  |   |   |
| After revision Segment | Smartphone accessories (iFace, Salisty, etc.)<br>Pixio<br>ByUR<br>Global Business<br>change <b>Hamic</b><br>change <b>NE Korea</b> ※ | Next Engine<br>Hamee consulting<br>change <b>Localco</b><br>(formerly Hometown Tax Payment)<br>change <b>RUKAMO</b> | -   |

※In the future, NE Kores will independently develop and develop services suitable for the Korean EC market under Hamee Global, while seeking new forms of services. To this end, it will compile and disclose data in the Commerce segment.

# Transition to a Company with an Audit and Supervisory Committee

Transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee

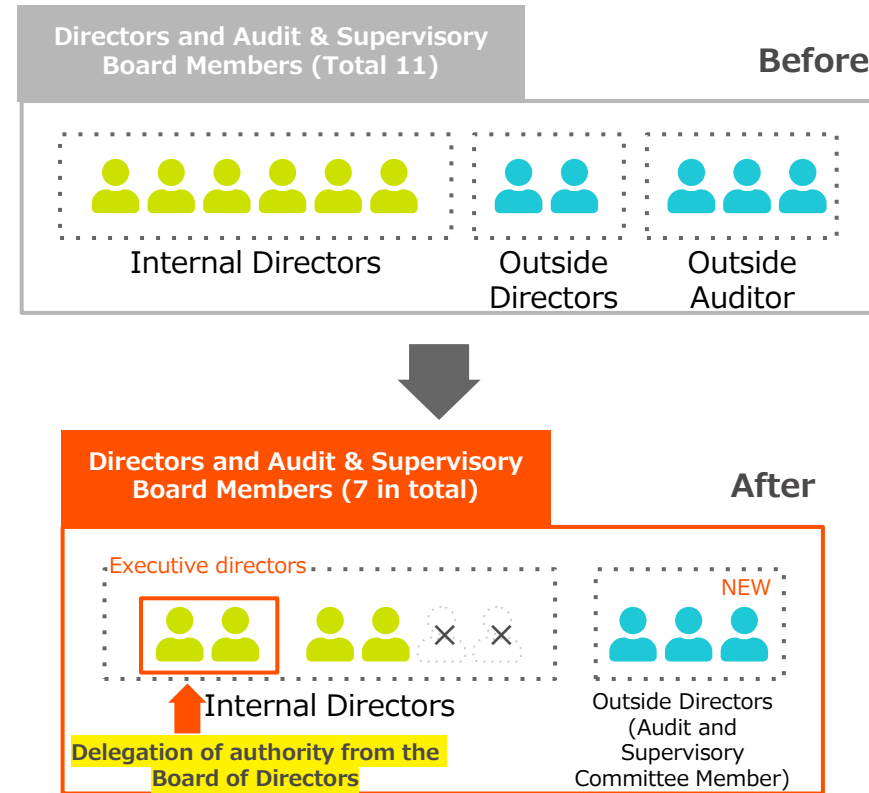
## Purpose of the transition

### 1.Establishment of a system suitable for the Corporate Governance Code

Establish a governance system suited to the stricter standards of outside directors required by the Corporate Governance Code.

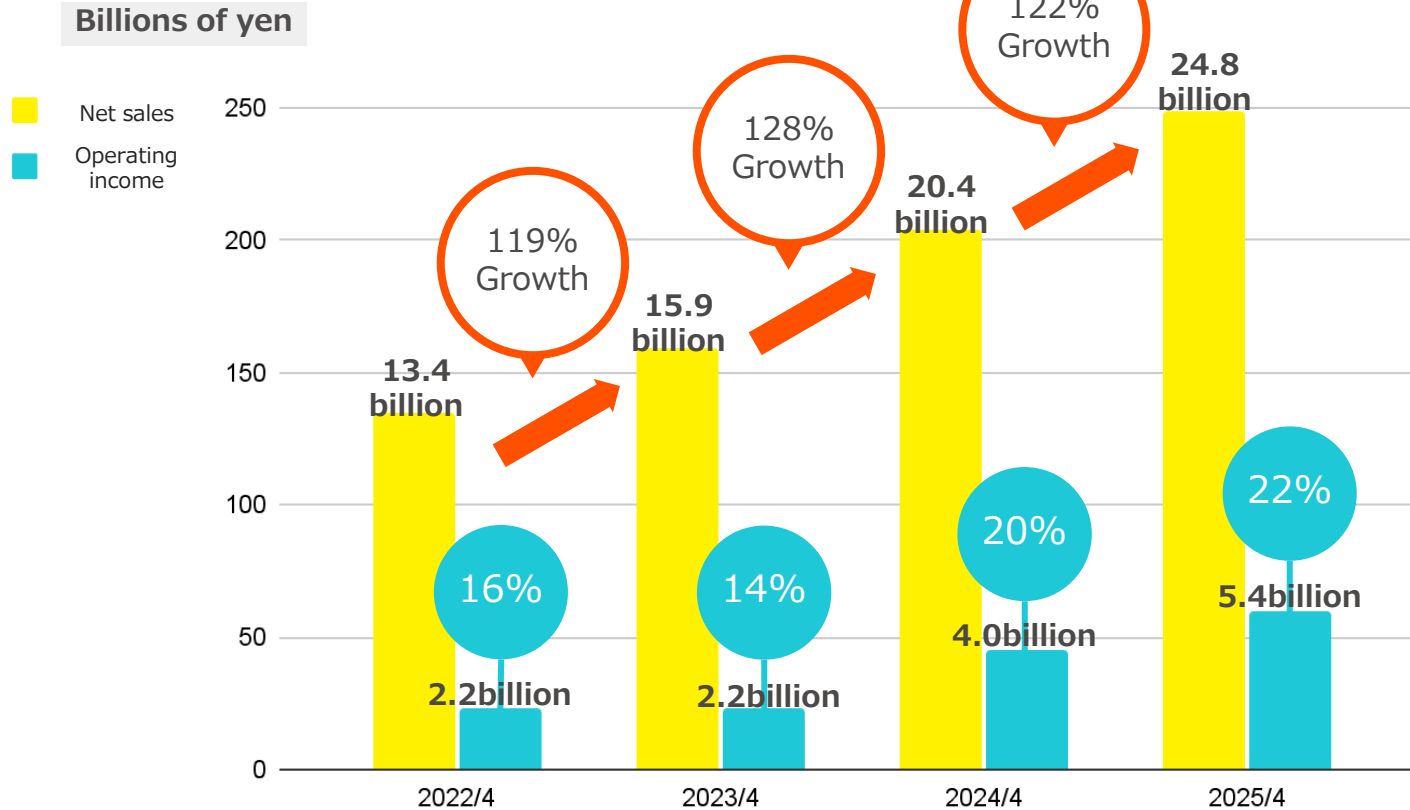
### 2.Execution of operation

At the same time as transferring authority from the Board of Directors to executive directors, the authority of executive officers is reviewed to enable flexible decision-making.





## Consolidated Financial Highlights



## 2.Mid-Term Management Plan

# a.Commerce

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# Business Overview

Mainstay business in the Commerce segment

**Mobile  
Life  
Business**  
(iFace/Salisty)

**Gaming  
Accessories  
Business**  
(Pixio)

**Cosmetic  
Business**  
(ByUR)

**Global  
Business**  
(U.S./Korea/China)

**Create a world that makes  
you feel like yourself**

## Medium-term Business Strategy

The Commerce Segment will grow its business based on the following three strategies.

### 1 New Business Strategy

Acquire new points of contact with customers by expanding categories and creating new businesses

### 2 DX · SX Strategy

Collaboration and strengthen of points of contact with customers, improvement of success reproduction, and realization of sustainable growth

### 3 Global Strategy

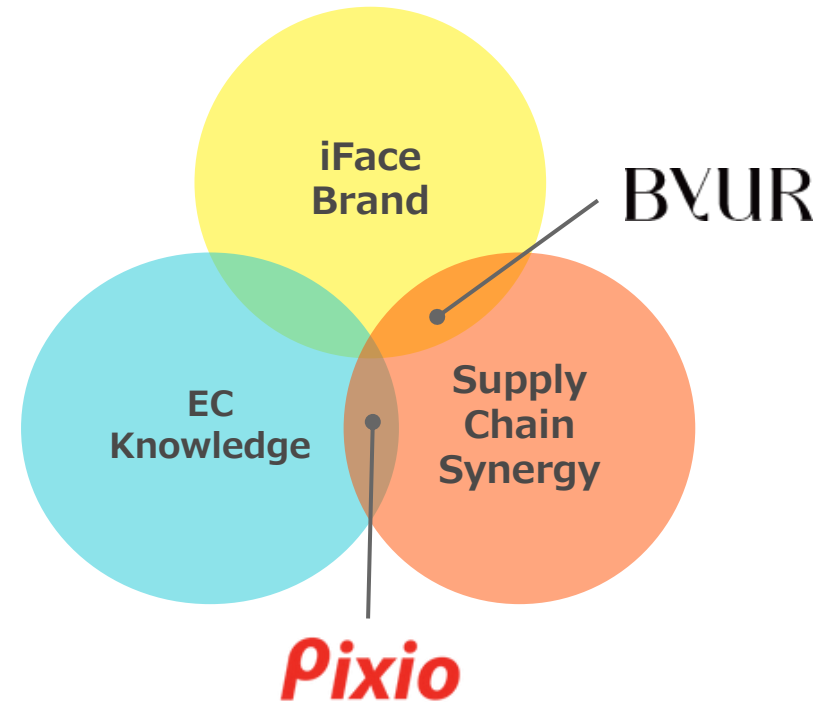
Breaking out of dependence on the domestic market due to an increase in overseas sales

# Medium-term Business Strategy

1

## New Business

In New Business, strategies will leverage three of our commerce strengths: IFace branding, EC knowledge, and supply chain synergies to create new businesses through M&A and other means.



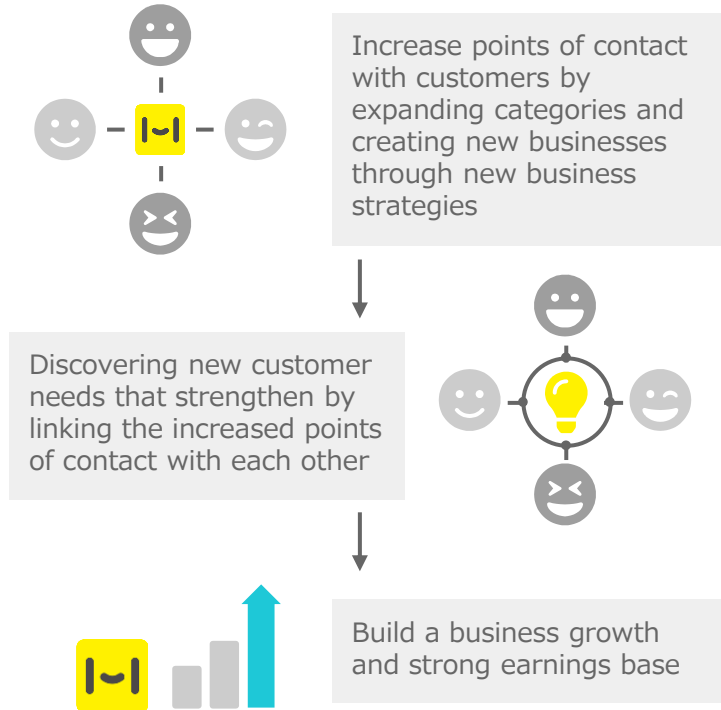
# Medium-term Business Strategy

2

## DX · SX Strategy

As part of our DX strategy, we aim to grow our business and strengthen our earnings base by increasing points of contact with customers through our New Business strategy, using data strongly and lengthy connections, and linking these with each other.

In parallel, we will strengthen the various functions of the supply chain (logistics, R&D, planning and development, and manufacturing) so that we can respond to various customer needs.



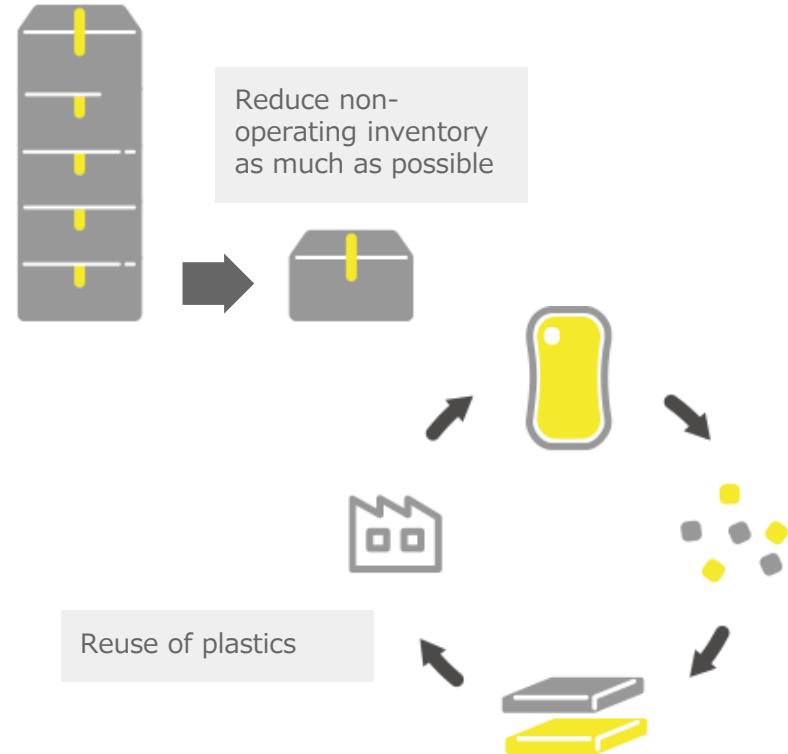
# Medium-term Business Strategy

2

## DX · SX Strategy

As an SX strategy

We will strive to build a supply chain that reduces unused inventory, which always occurs in manufacturing, and build a system for reuse of our own plastic products, thereby enhancing incomes stability, success reproduction, and sustainability of growth.





## Medium-term Business Strategy

3

### Global strategy

Strengthen develop into overseas markets in order to acquire new customers as the Japanese market enters a mature period.

In FY24, we plan to add new licensing contracts in FY25, mainly for licensed products in Japan and South Korea in the squeeze category (including capsules) and service products born from Asian culture (Korean culture × Japanese culture).

In addition, we will expand sales of iFace in collaboration with these licenses, mainly through BtoB sales channels.

### Focus Markets

**United States**

### Focused Products

iFace

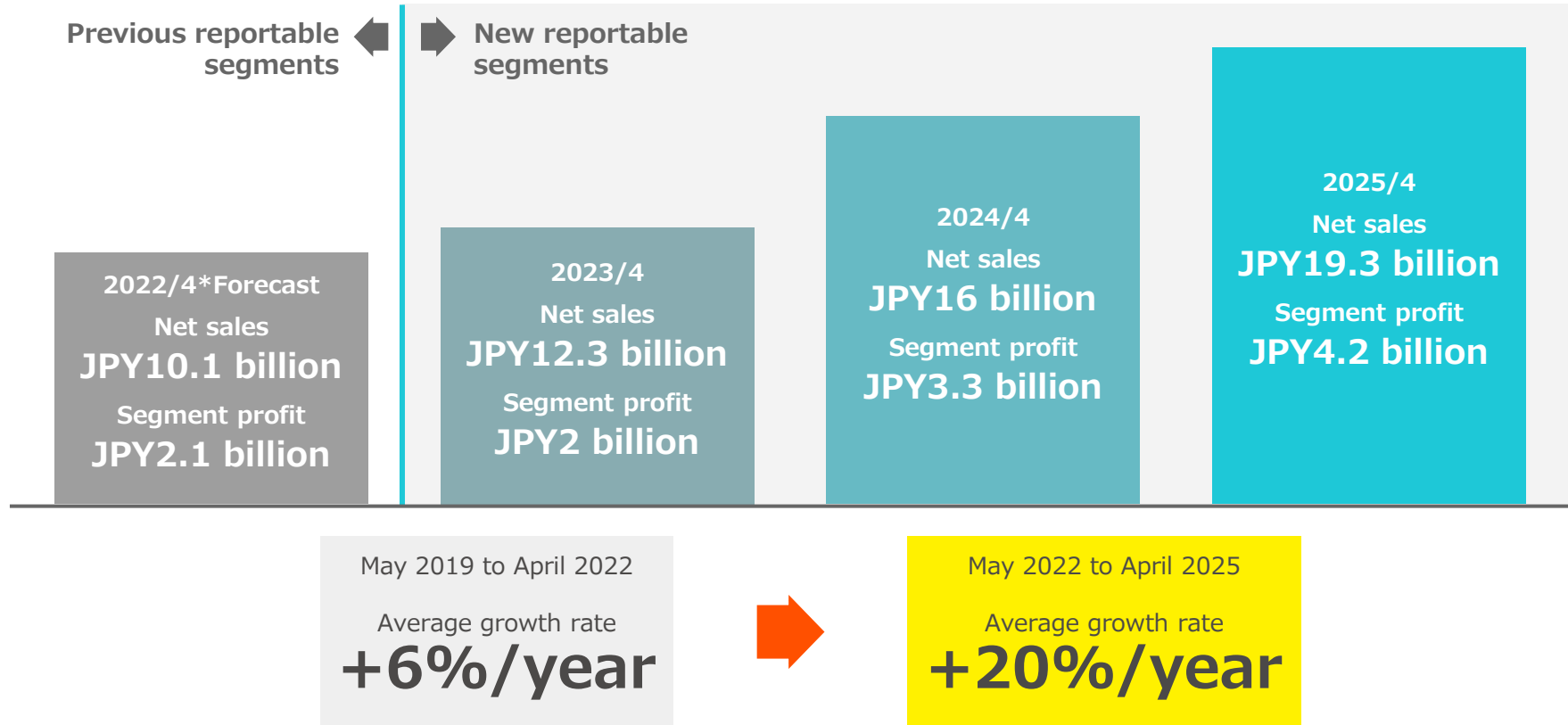
Squeeze

Tatama  
Tone

### 3rd Year (27th Period) Target Overseas Sales Share

**20% or more**

## Three-year numerical plan



# Details of the Three-Year Numerical Plan

| Millions of yen |  |  | 2023/4 | 2024/4 | 2025/4 |
|-----------------|--|--|--------|--------|--------|
| Sales           |  | Mobile Life                            | 8,580  | 9,399  | 9,872  |
|                 |  | Gaming monitor                         | 720    | 900    | 1,125  |
|                 |  | Cosmetics                              | 700    | 2,491  | 4,541  |
|                 |  | Total domestic commerce                | 10,000 | 12,790 | 15,538 |
|                 |  | All overseas consolidated subsidiaries | 2,311  | 3,282  | 3,845  |
|                 |  | Total sales                            | 12,311 | 16,072 | 19,383 |
| Segment Profit  |  | Mobile Life                            | 1,723  | 2,051  | 2,171  |
|                 |  | Gaming monitor                         | 8      | 108    | 202    |
|                 |  | Cosmetics                              | -134   | -116   | 46     |
|                 |  | New business investment                | -312   | -156   | -108   |
|                 |  | Functional expenses                    | -175   | -156   | -156   |
|                 |  | Total domestic commerce                | 1,110  | 1,730  | 2,155  |
|                 |  | All overseas consolidated subsidiaries | 916    | 1,609  | 2,133  |
|                 |  | Total Segment Profit                   | 2,026  | 3,339  | 4,288  |

# Mobile Life Business

# Mobile Life Business Medium-Term Management Strategy

The Mobile Life Business will continue to grow its business based on the following two strategies.

1

## Sales strategy

With the aim of increasing contact with new users,  
(EC) Opening of new stores in Mercari shops, which are malls that have not yet opened, etc.  
(Wholesaler) Strengthen inside sales, etc. to take on the challenge of untapped categories

2

## Product Strategy

Accelerate product development centered on iFace for blank categories that are not commercialized, such as tablet cases, mobile batteries, PC cases and AirPods cases

# Mobile Life Business Medium-Term Management Strategy

1

## Sales strategy

Amid the expansion of the EC market, smartphone accessories suppliers have also changed over time. Growth in EC operated by retailers is remarkable, and not only do we look for cheap sites, but the use value (points, etc.) and purpose (delivery time) of malls themselves have become criteria for selecting suppliers.

By opening new stores in Mercari Shops, we aim to expand contact points with users that we have not previously grasped and to grow sales.



### Reasons for selection of Mercari shops



# Mobile Life Business Medium-Term Management Strategy

1

## Sales strategy

### Strengthen inside sales

In order to expand untapped sales channels, it is also necessary to develop enterprises that do not currently handle smartphone cases.

In order to create sales channels for companies considering expanding the range of products handled, we will establish a "New Development Unit" within the organization, and manage and execute from targeting to initial business negotiations.

### Execution flow

Identification of officers in charge from each company's financial results materials and securities reports



Sending a CXO Letter (Business Letter)



Appointments and business negotiations through follow-up calls

# Mobile Life Business Medium-Term Management Strategy

2

## Product Strategy

Contributed to stable business by creating hit products in the strengthened categories of tablet cases, mobile batteries, PC cases, and AirPods cases.

Raised the level of the business as a whole, centered on the development of blank categories, which have not yet entered iFace brand.

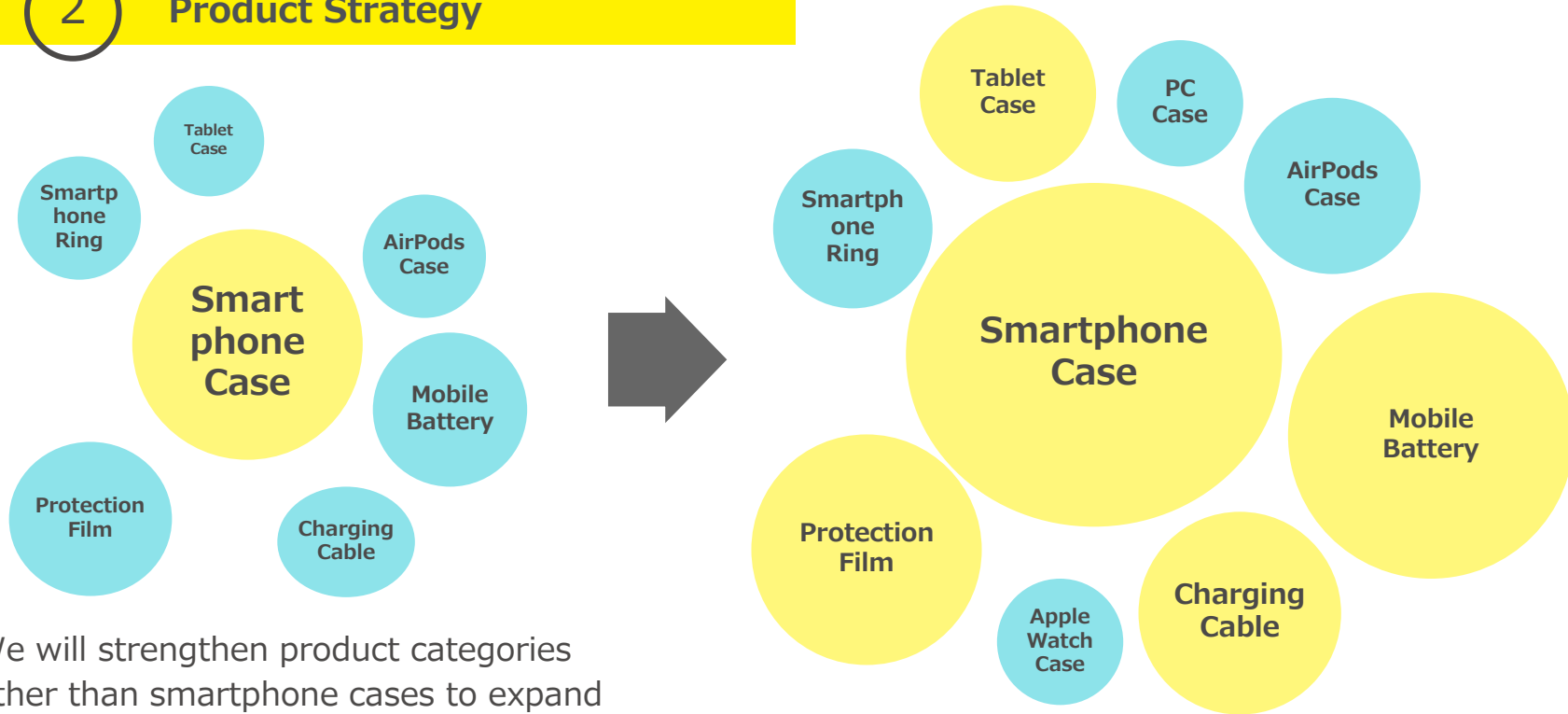




# Mobile Life Business Medium-Term Management Strategy

2

## Product Strategy

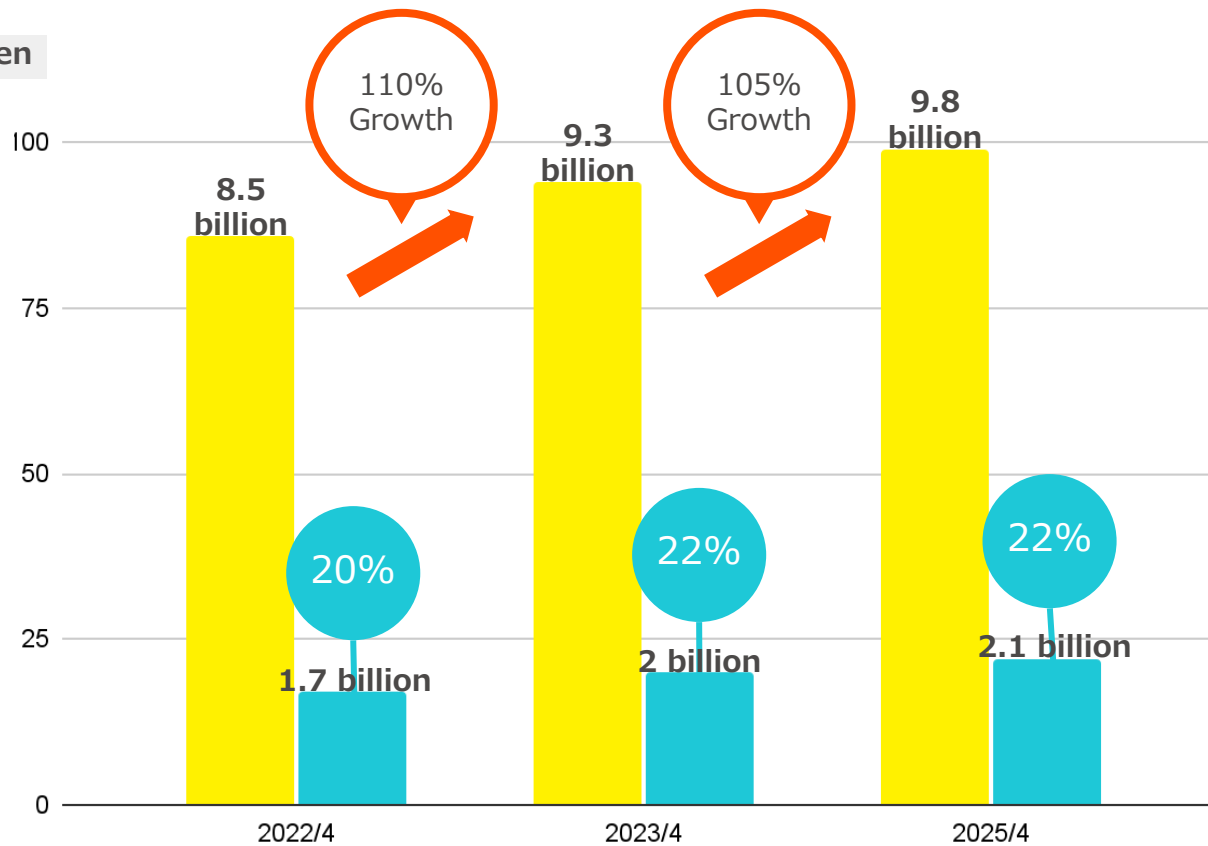


We will strengthen product categories other than smartphone cases to expand overall sales.

## Mobile Life Business Three-Year Numerical Plan

Billions of yen

Net sales  
Operating income



# Gaming accessories Business

The gaming accessories business will grow based on the following two strategies.

1

## Awareness and sales expansion through multi-store development

Leveraging our EC know-how to open stores in multiple locations

2

## Expanded Item Category Expansion

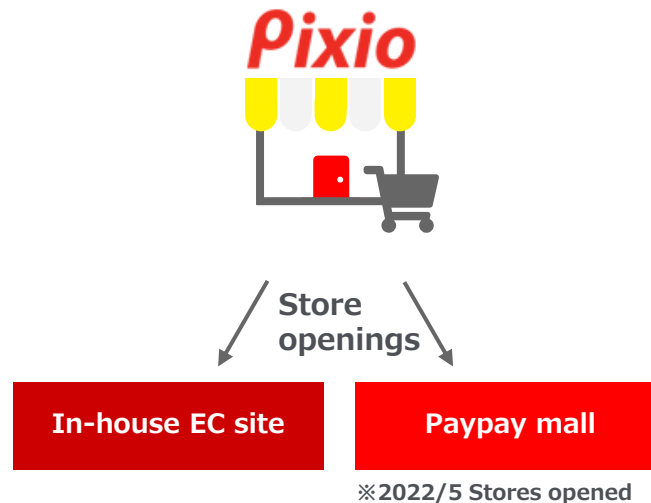
Develop high-quality streaming gaming gear  
Aim to be a comprehensive brand for gaming items

1

## Awareness and sales expansion through multi-store development

Leveraging Hamee's expertise in e-commerce, it will accelerate the development of multiple stores. Opened stores in 5 Paypay malls in 2022, and opened malls and in-house stores in stages.

We aim to expand brand recognition and sales by expanding points of contact with customers through the development of multiple stores.



2

## Expanded Item Category Expansion

We will develop high-quality streaming gears such as web cameras, capture cards, and live content creation controller switching, aiming to become a comprehensive brand for gaming items.



## Other Major Strategies

### SNS Marketing



ツイート


Pixio【公式】  
@PixioJapan

【配信開始】Pixio Japan [JP/ENG]  
Pixio社員が行くEscape From Tarkov  
52LVL-

モニターに関する質問やコメント等募集してます！

twitch.tv  
pixio\_japan - Twitch  
Pixioの公式アカウントです。社員の池永がメインで配信します。Pixio Japan WEB: <https://pixiogaming.jp/>

午後1:53 · 2021年10月8日 · Twitter Web App



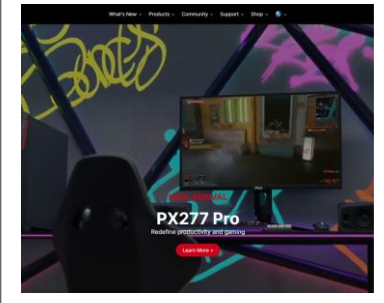
PXC243  
開封から組み立てまでを紹介

どんな仕事  
してるの?  
Pixio Japanの  
事務所に潜入!

Strengthen content transmission (Youtube/Twitter) and customer interaction (Twitch) through social networking services.

Enhance brand loyalty, empathy, and confidence through face-to-face communication and interaction among people (employees) in areas such as Pixio concepts, product introductions, product selection, product comparisons, and product quality.

### Renewal of company's official website



PX277 Pro  
Reductive productivity and gaming

In order to strengthen relationships with customers, we aim to improve profitability by renewing its official website, improving CVR through improvements, and improving the ratio of direct sales to sales.

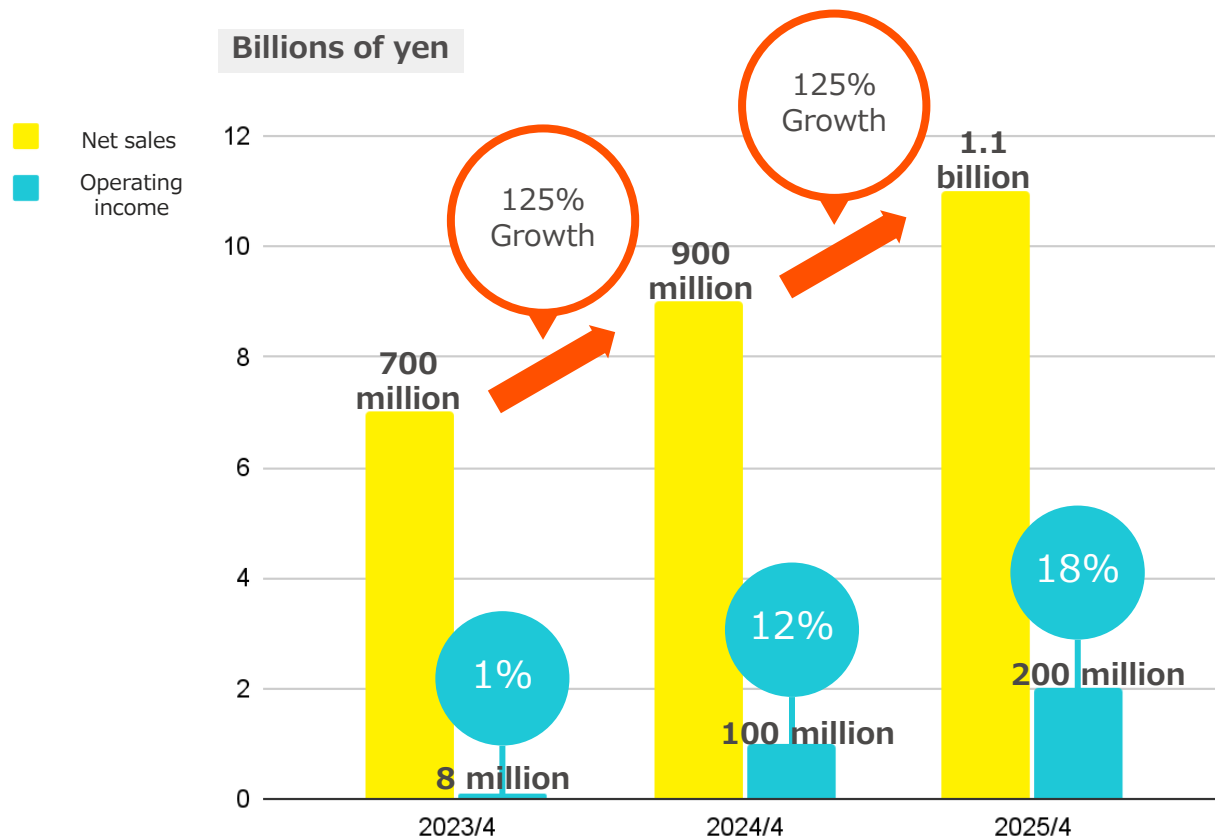
### E-sports related



PRO GAMING

Alliances with businesses with businesses related to e-sports (operation of conventions, facility management, team management, etc.).

## Three-Year Numerical Plan for Gaming Accessories Business





# Cosmetics Business

# Cosmetics Business Medium-Term Management Strategy

The cosmetics business will continue to grow based on the following strategies.

## Business expansion through product development

Starting with the current base makeup category, we will expand our business into the skincare, color makeup, hair care, and other categories to build a highly stable portfolio.



In sale: Base makeup

Skincare

Color makeup

Hair Care

# Cosmetics Business Medium-Term Management Strategy

Most recently, we plans to leverage its current base makeup concept of "pores management" to develop mainly the skincare line.

## Launch of sheet masks

While expanding sales with existing base makeup items, gained recognition with sheet masks, the start of the skincare line.

## Launched skincare line

Two skin care lines (moisturizing/sedating) focusing on pores were launched. Link customers acquired through sheet masks to repeat customers.

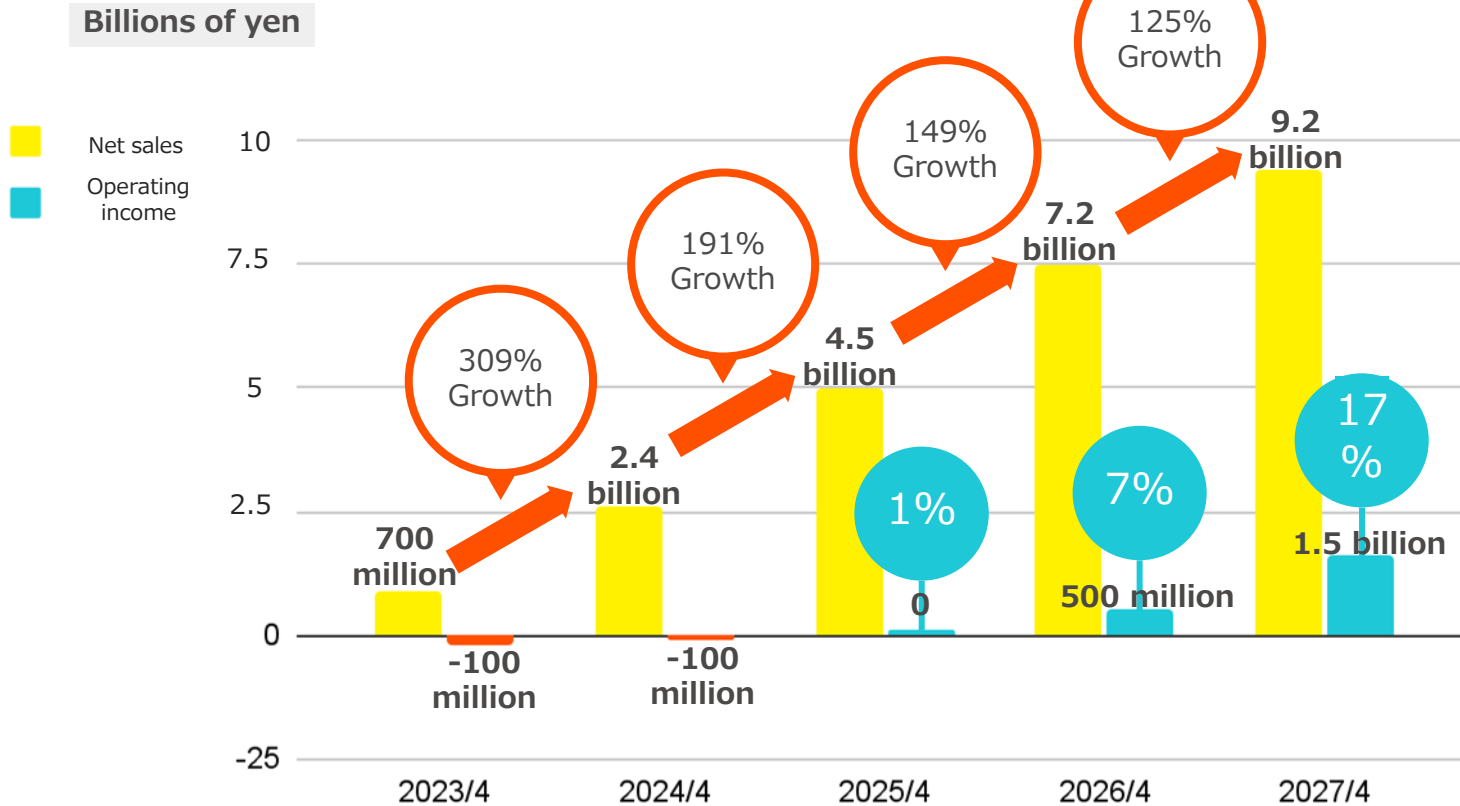
## Launched Skincare Trial Set

Promote acquisition of new customers at trial prices. Full-scale sales expansion on the web.

## Launched Cleansing/Face Wash

Targeting cross-selling and new customer acquisition, deepen the concept of "pores management."

# Five-Year Numerical Plan for the Cosmetics Business

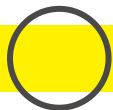


By the 29th  
fiscal year

Net sales  
Approx.  
JPY9.2 billion

Operating  
income  
Approx.  
JPY1.5 billion

# Global Business



## Growth strategy

Due to the impact of COVID-19, in the U.S. the rate of use of NETFLIX, TVs, etc. increased, and → anime market grew rapidly.



## Expansion of licensed products

(squeeze, otamatone, etc.)

### Product development

- Licensing agreements and product development with Japanese licensors
- Expansion of licensing collaboration with iFace

### Sales

- Expansion of licensed products B toB sales channel (Retailer)
- Expand sales of licensed collaborative proprietary products (iFace) mainly through B toB sales channels
- Marketing initiatives for iFace brand-recognition

## 2.Mid-Term Management Plan

# b.Platform

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# Business Overview

Mainstay business in the platform segment



**Next Engine  
Business**

**Consulting  
Business**  
(formerly Hamee  
Consulting)

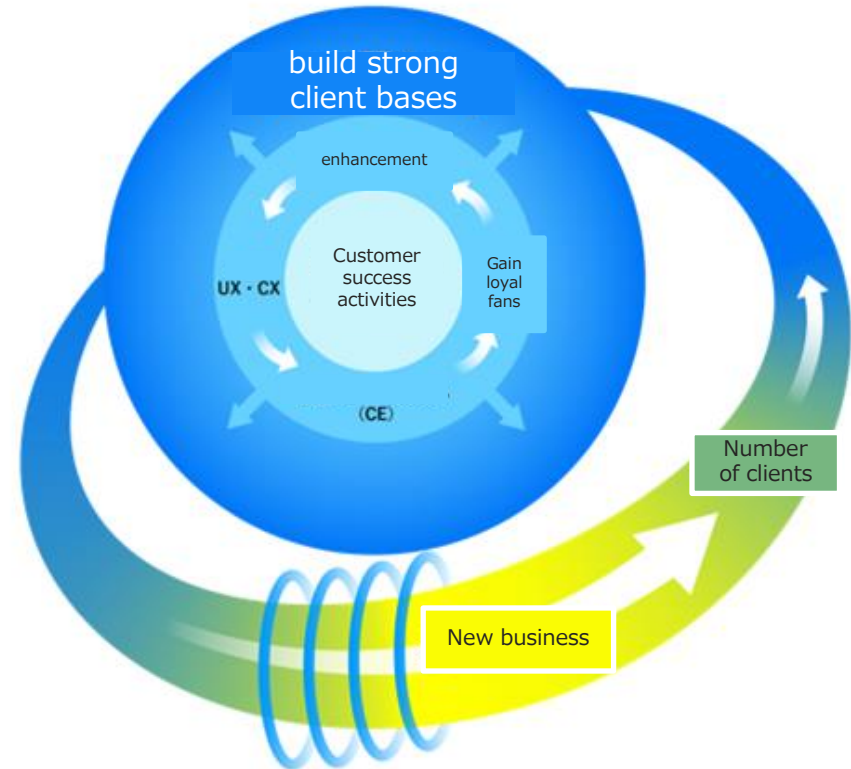
**Localco  
Business**  
(Hometown Tax  
Payment)



## Medium-term Business Strategy

# "Strong customer base" With "virtuous cycle business structure" Achieve

Following COVID-19, the EC industry's small business base is expanding. We believe that building a strong customer base and significantly expanding the total number of contracted clients are our biggest focus points in the next 3 years.



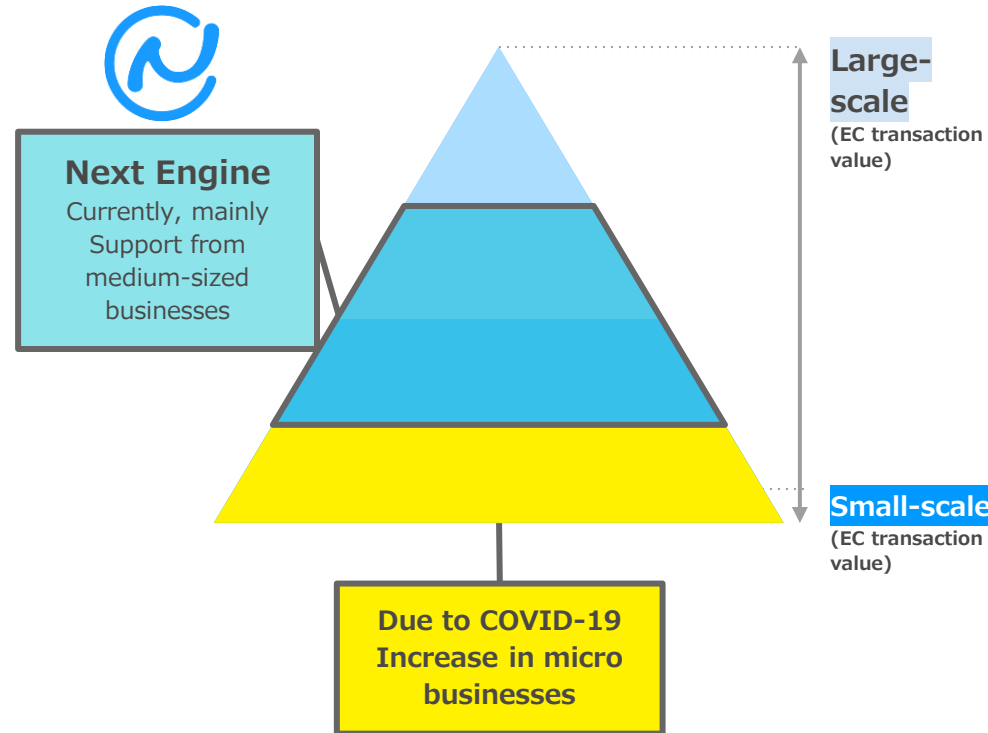
## Background of the Strategy

Next Engine is mainly a service in which the value of EC transactions is supported by medium-sized e-commerce businesses. However, the number of EC transaction value micro businesses increased due to the impact of COVID-19.

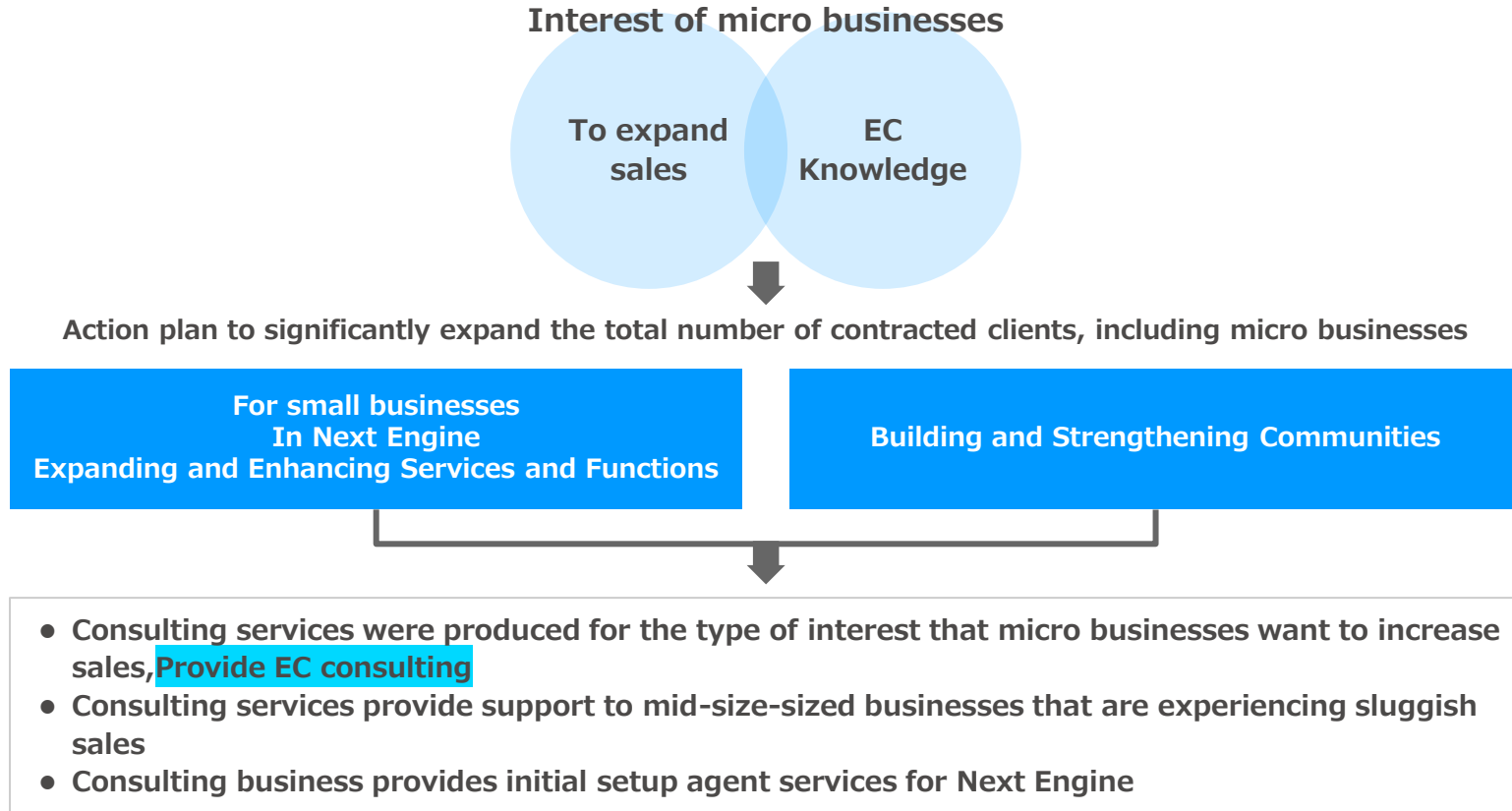


**Achieve further growth as a platform by expanding and strengthening services for micro businesses and build a solid customer base.**

In addition, we aim to evolve and grow into a virtuous business structure by leveraging synergies with the consulting business.



# Concrete action plans



# Consulting Business (Hamee Consulting) Strategy

## 1 Streamline resources

In consulting, the necessary responses to EC businesses will be systematically smoothed to increase the efficiency of resources.

A mechanism that enables small-scale challenges to be leveled and responded to, enabling organizations to respond to small-scale issues with only a small amount of resources. We are also considering the introduction of chat consultations.

## 2 Design and consulting synergies

Strengthen EC site construction projects and strengthen contract acquisition routes. Acquired through one-time production.

Link to → EC consulting contracts.

## 3 Synergy with Next Engine

Aim to be a company that provides long-term customer growth with consulting contracts from the NE setting agency.

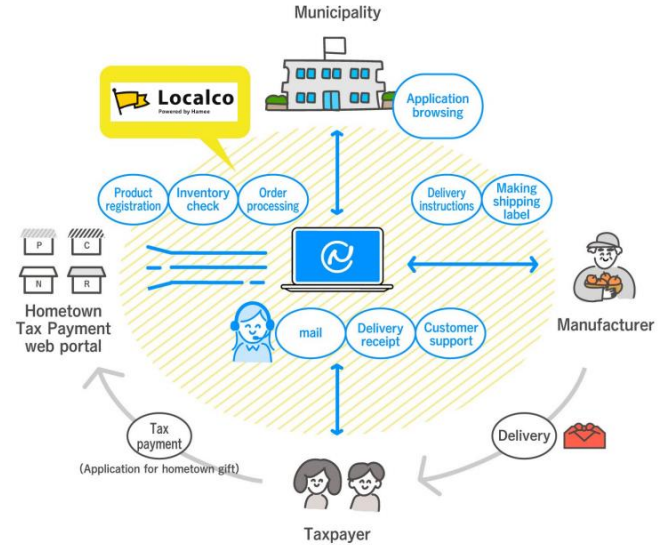
# Localco Business (Hometown Tax Payment)

## 1 Expansion of existing businesses

We aim to increase the amount of donations by acquiring new municipalities and increasing the number of websites handled through continuous sales enhancements, as well as by developing new businesses for returns and returns.

## 2 Search for support other than hometown tax payment

We will seek to implement new initiatives for regional revitalization other than the personal version of hometown tax payment.

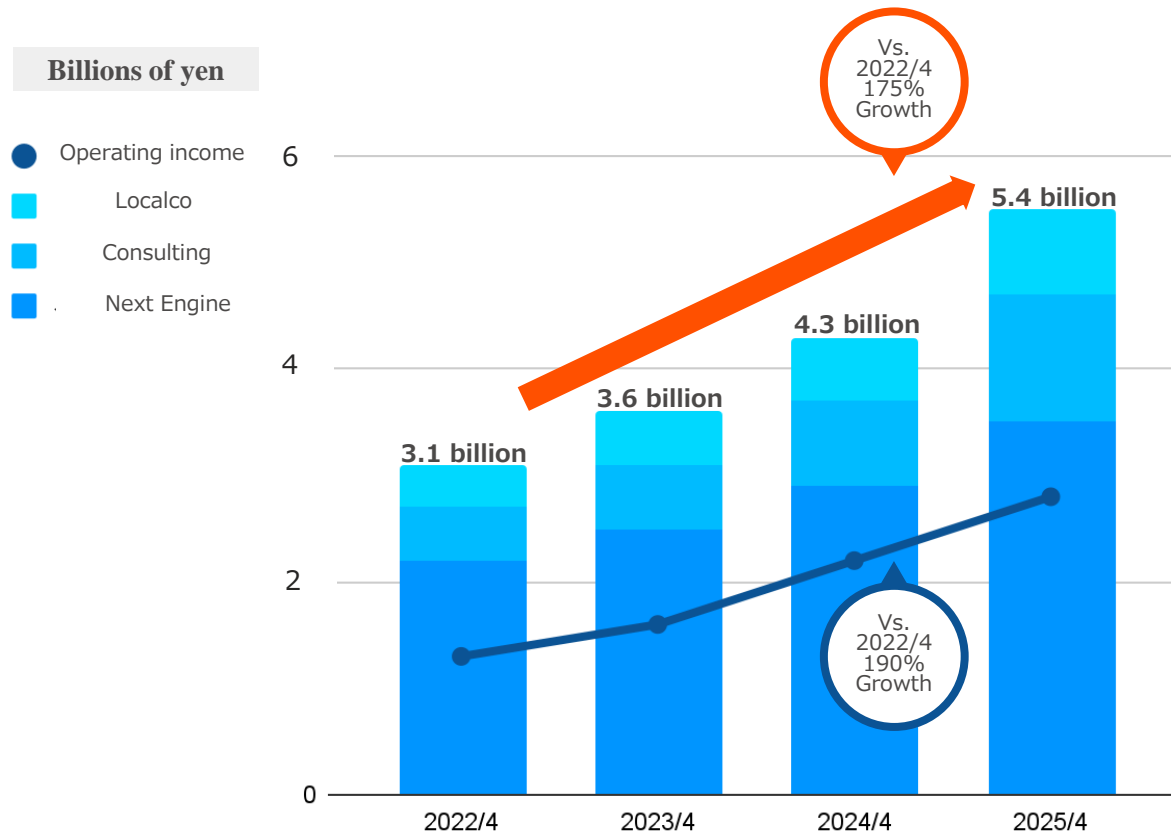


## Growth investment

Active consideration of M&A in order to accelerate and expand business growth by utilizing growth investment capacity.



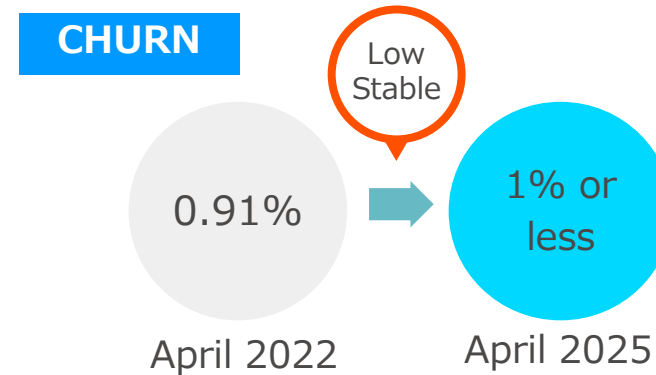
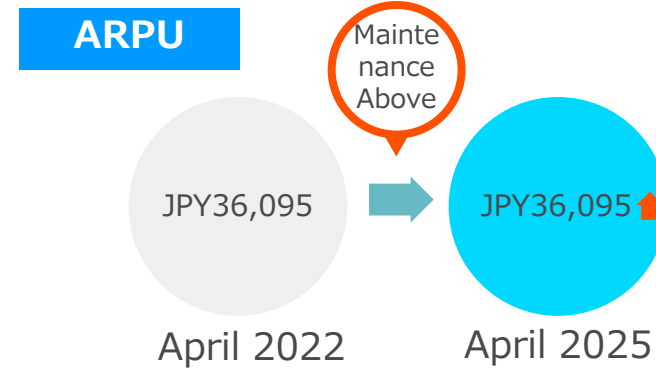
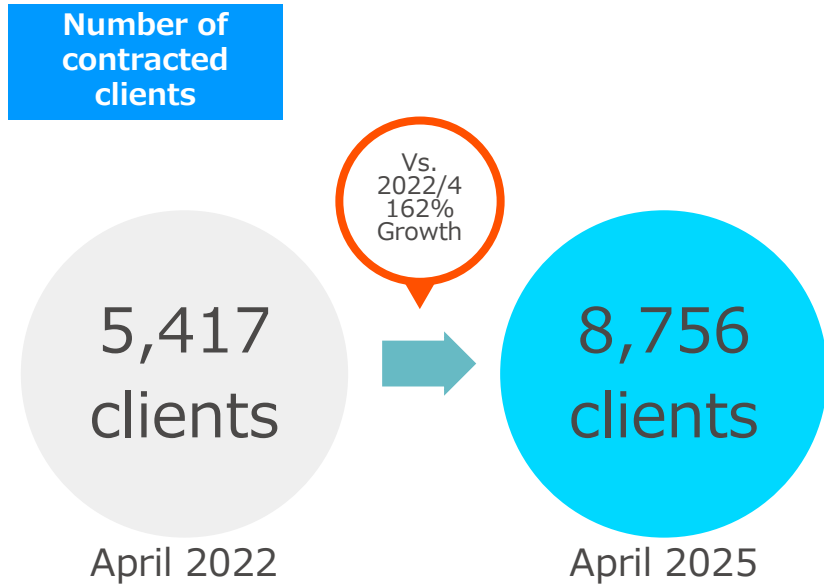
# Three-Year Numerical Plan Net Sales



Net sales  
Approx. 1.8  
times

Operating  
income  
Approx. 1.9  
times

## Major KPIs





# Details of the Three-Year Numerical Plan

|                                     | 2023/4   | 2024/4                                |                             | 2025/4                                |                             |                         |
|-------------------------------------|--|---------------------------------------|-----------------------------|---------------------------------------|-----------------------------|-------------------------|
|                                     | Millions of yen<br>Number of projects<br>Millions of Yen | Number of projects<br>Millions of Yen | Year-on-year<br>Growth rate | Number of projects<br>Millions of Yen | Year-on-year<br>Growth rate | Vs. 24th<br>Growth rate |
| Total number of Next Engine clients | 6,160  | 7,231                                 | 117%                        | 8,756                                 | 121%                        | 162%                    |
| Net sales                           | 3,623  | 4,349                                 | 120%                        | 5,441                                 | 125%                        | 175%                    |
| Next Engine Business                | 2,530  | 2,922                                 | 115%                        | 3,501                                 | 120%                        | 156%                    |
| Consulting business                 | 612  | 825                                   | 135%                        | 1,157                                 | 140%                        | 248%                    |
| Localco business                    | 481  | 602                                   | 125%                        | 783                                   | 130%                        | 197%                    |
| Operating income                    | 1,407  | 1,960                                 | 139%                        | 2,524                                 | 129%                        | 190%                    |

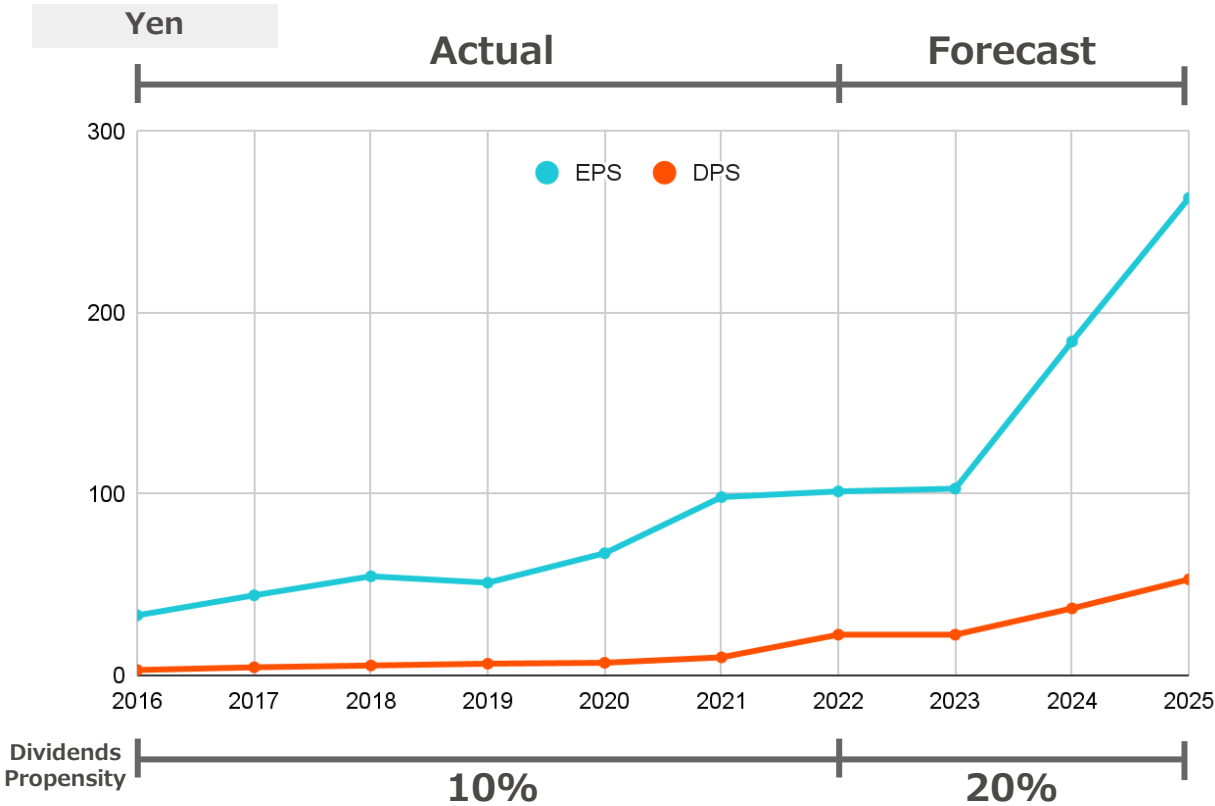
# 3. Financial Strategy (Dividend Policy)

## **INDEX**

1. Review of Previous Medium-Term Management Plan
2. Mid-Term Management Plan(2022/5- 2025/4)
  - a. Commerce
  - b. Platform
- 3. Financial Strategy (Dividend Policy)**
4. ESG

# Financial Strategy (Dividend Policy)

## 3. Financial Strategy (Dividend Policy)

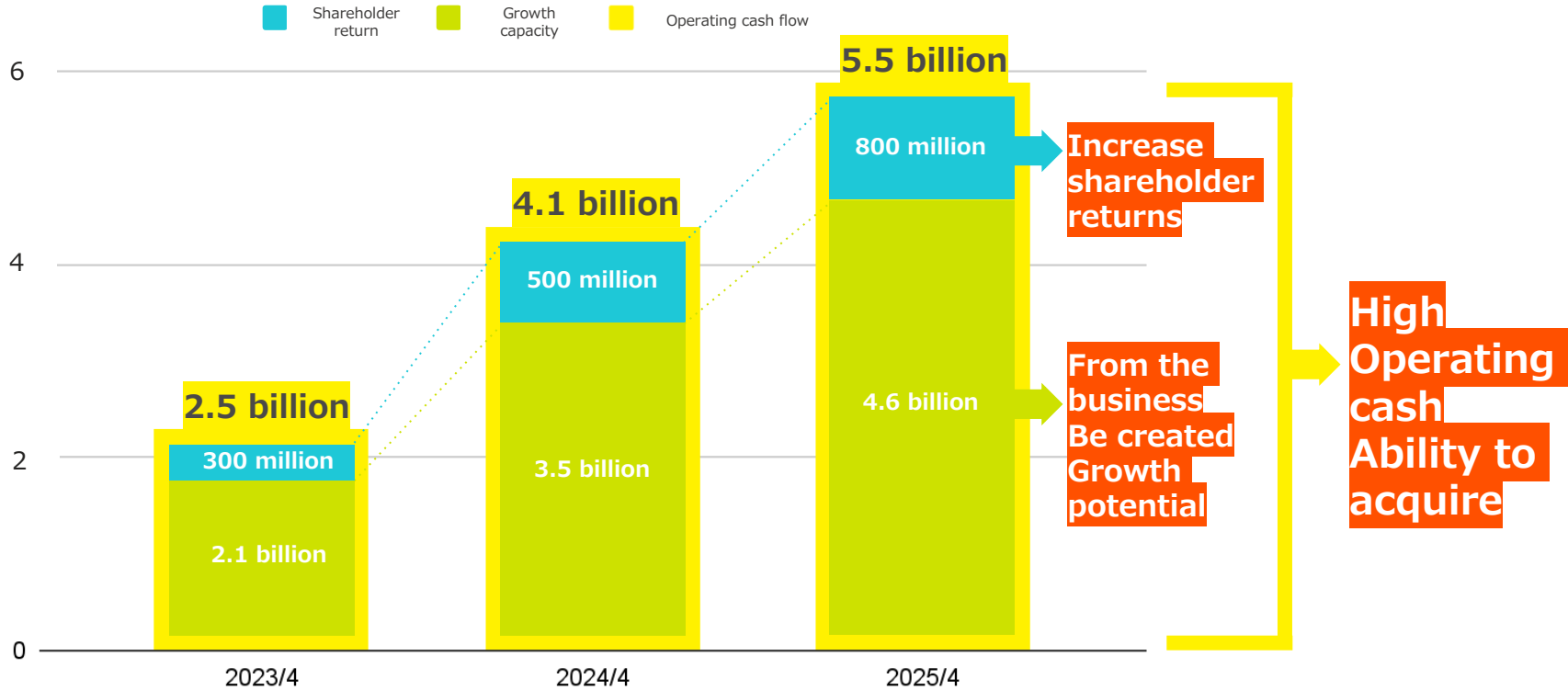


### Dividend Policy

- ① **Linked to performance**  
We will return profits to shareholders in accordance with profit growth.  
Maintain a dividend payout ratio of 20% or more
- ② **Stable dividend**  
As long as there are no major gains or losses or changes in the external environment, in principle we will maintain or improve our DPS.

# Financial Strategy (Dividend Policy)

## 3. Financial Strategy (Dividend Policy)



# 4.ESG

## INDEX





- 1.Review of Previous Medium-Term Management Plan
- 2.Mid-Term Management Plan(2022/5- 2025/4)
  - a.Commerce
  - b.Platform
- 3.Financial Strategy (Dividend Policy)
- 4.ESG**

# Overview of ESG Initiatives

## Materiality

Realization of an environment in which all people, including the next generation, can lead sustainable lifestyles through economic activities that take the global environment into consideration








## E (Environment)

| Targets for Initiatives                   | Major Action Plans   | SDGs objectives  |
|---|--|--|
| Creating a resource recycling society     | Implementation of the Ecotama Project to promote the recycling of sold smartphone cases. |   |
|   | Implemented the RUKAMO Zero Business, which aims to eliminate waste at EC companies.     | <br> |
| Climate change To the problem Initiatives | Establishment of a management system to reduce GHG emissions in the supply chain.        |   |

## Materiality

Activities that encourage people to lead fulfilling lives through diverse lifestyles and time


## S (Society)

| Targets for Initiatives  | Major Action Plans   | SDGs objectives  |
|--|--|--|
| Achieve greater time efficiency for businesses involved in diverse EC consumption and EC             | By expanding the next engine platform to support commerce, we will bring diverse EC consumption opportunities to consumers and "asobi" time to businesses involved in EC by improving efficiency.      | <br> |
| Diversity and diversity In a flexible manner On working styles By realizing Foster a creative spirit | Enhancement of system design and work-life balance that allows employees to select a variety of work styles.   |   |
|  | Expansion of support for realizing personal career plans.  |   |
|  | Designed the Kurito Camp system, a framework for creating new businesses.  |   |
| Sustainable region In society To the realization Co-creation for the future                          | Nurturing next-generation entrepreneurs and implementing public-private partnerships in local communities through the 83 Foundation, a regional development foundation for which we are the supporter. | <br> |

## Materiality

To accelerate decision-making and build a sophisticated governance system that can respond to various changes in the business environment and business issues, including the impact of climate change

## G (Governance)

| Targets for Initiatives        | Major Action Plans  | SDGs objectives   |
|--------------------------------|---|---|
| Execution of operation         | Transfer of authority due to the transition to a company with an audit and supervisory committee. |  |
| Enhancing Corporate Governance | Strengthen supervision by increasing the ratio of outside directors.                              |   |
|                                | Establishment of Nominating Committee and Compensation Committee.                                 |   |

# E Environment



## Creating a resource recycling society



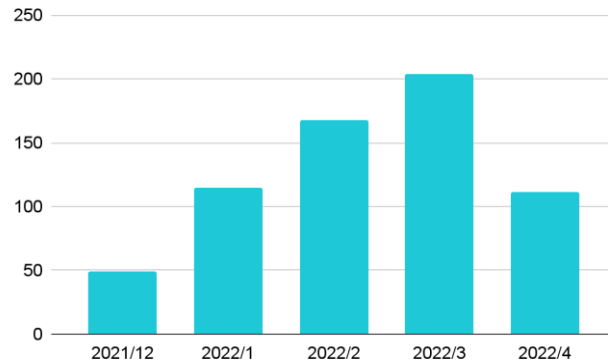
## Implementation of Hamee Eco-Tama Project

Smartphone cases are often replaced every time a model change is made, and we were considering whether something could not be tackled from the viewpoint of sustainability for used cases, rather than selling cases for new models and terminating them.

In this context, we launched the Ecotama Project, an activity to recycle the smartphone cases of our mainstay iFace series products.

Specifically, we collect iFace from customers who no longer need it and recycle it as solid fuel or recycle it as recycled plastics. In addition, we also collaborate with other companies.

Going forward, we will continue to consider sustainable activities with the future of sales in mind.



▲ Collection Results Chart

Co-creation with ▼  
Hakone Kowaki-en  
Yunessun Odakyu  
Corporation



# E Environment



## Creating a resource recycling society



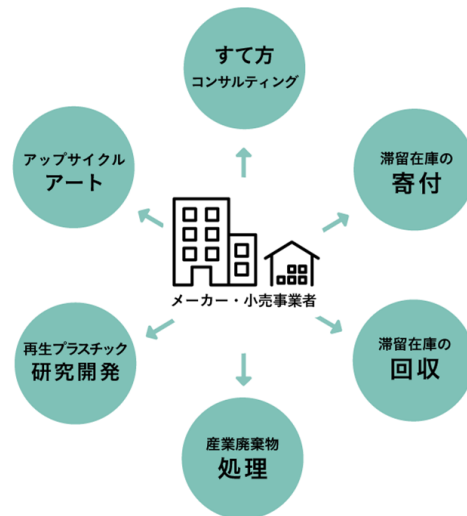
### RUKAMO project

We have a face as a smartphone accessory manufacturer and a face as a platformer of EC sites that supports the Internet shops of over 5,000 manufacturers/retailers.

As a manufacturer, we have made products and viewed the flow of large volumes of products as a provider of tools for managing online shops. We began to question the fact that there were so many things that were created with value as products but that they did not go to the hands of people, and launched a RUKAMO project.

Specifically, we are creating "Up-Cycle Art," which converts slow-moving inventory into new value, in collaboration with artists, and we are also operating these sales malls. In addition, we have launched the "RUKAMO Zero" project with Mono Factory Co., Ltd. to accelerate efforts to reduce slow-moving inventories and mass waste at online shops and to "eliminate waste at online shops." As part of these efforts, we operate the Earth-Friendly Consultation Center, which proposes ways to reuse and recycle products that are no longer needed by EC businesses. In addition, we are seeking to research recycled materials from a recycling perspective and donate slow-moving inventories. We will continue working to resolve slow-moving inventories and large-scale waste.

### RUKAMO project





## E Environment



## Initiatives to Address Climate Change Issues

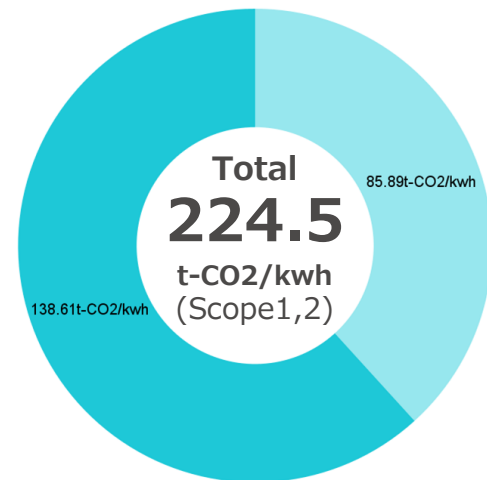


## Establishment of a management system for reducing GHG emissions in the supply chain

We own some of the production lines of our mainstay iFace series. However, because we do not use fuel or other materials to operate these lines, there are no GHG emissions on scope 1. We will also measure GHG emissions Scope3 and work to enhance disclosures.

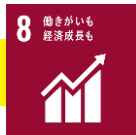
|   |   |
|---|---|
| <p><b>Scope1</b><br/><b>Scope2</b><br/><b>Scope of Report</b></p> | <p>Hamee Corp.<br/>Hamee Global,Inc.<br/>Hamee US Corp.<br/>Hamee Shanghai Tech&amp;Trading Co.,Ltd.<br/>Hamee Consulting Corp.</p>   |
| <p><b>Definition and calculation method, etc.</b></p>             | <p><b>(Japan)</b><br/>Calculated based on "Emission Factor by Electricity Utility (for calculation of greenhouse gas emissions of specified emitters)-FISCAL YEAR R2 Results-R4.1.7 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, R4.2.17 Partial Revision."<br/><b>(U.S.)</b><br/>Calculated based on Extended Data of World Energy Outlook by the IEA.<br/><b>(Korean, China)</b><br/>Calculated based on alternative values in accordance with Japanese standards.</p> |

● Domestic ● Oversea





Achieve greater time efficiency for businesses involved in diverse EC consumption and EC



**By expanding Next Engine platform to support commerce, we will bring diverse EC consumption opportunities to consumers and “play” time to businesses involved in EC by improving efficiency.**

Next Engine is a system that realizes automation and streamlining of the business of EC businesses. Expanding customization in response to users' needs and social changes and expanding Next Engine platforms will create opportunities for e-commerce businesses in various industries and contribute to the expansion of EC market. It not only creates purchasing opportunities for consumers through EC and expands the social consumer base, but also creates time-conscious and creative times for EC operators through the automation and streamlining of Next Engine.





Creating a Creative Spirit by Achieving Diverse and Flexible Working Styles



Designing systems that enable employees to choose a variety of work styles and enhancing work-life balance

With an awareness of telework and office work

Implementation of office renewal

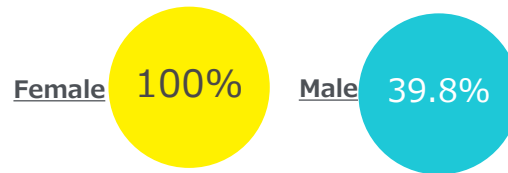
We see the role of the office not as a "workplace" but as a "gathering place" for employees to gather. We believe that the real communication that is created only in this place is a necessary element for creating an organization with a greater sense of unity, and at the same time is a necessary element for creating new businesses. Therefore, in 2021, the office was re-established.



We undertook a renewal. In order to achieve continuous business growth in the future, we intend to pursue further growth by combining telecommuting with real-world communication, aggressively taking on the challenge of new businesses while promoting existing operations.

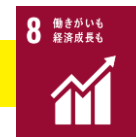
High levels of childcare leave and maternity leave acquisition rates

According to the Ministry of Health, Labour and Welfare's Basic Survey on Equal Employment, the national average rate of taking childcare leave is 81.6% for women and 12.7%\* for men. However, we are at a higher level than the average for both men and women, with 100% for women and 39.8% for men. Men in particular are at an extremely high level, more than three times the average, and the background to this is that we are fostering a culture that is deep in understanding of in-house childcare leave and easier to acquire. ※Excerpts from the results of the FY2020 Basic Survey on Equal Employment by the Ministry of Health, Labour and Welfare.





## Creating a Creative Spirit by Achieving Diverse and Flexible Working Styles



### Expansion of support for realizing personal career plans

#### Internal recruitment system

We also have various systems in place for employees' career design, such as opportunities to submit career reports from a medium-to long-term perspective and opportunities for employees to take on challenges in new environments with their own will.

One of these initiatives is a system that allows employees to take on the challenge of a new environment at their will by disclosing job types within the company once every six months for each division.

#### Miraie system

We have introduced a system we supports the expenses related to self-improvement necessary for improving the skills of employees and for deepening operations (e.g., external training costs, qualification testing costs, teaching material costs, etc.).

Each employee costs up to JPY20,000 per year. Since the content is not limited, it is very flexible.



## Creating a Creative Spirit by Achieving Diverse and Flexible Working Styles



### Designed "Creative Spirit Camp" system, a framework for creating new businesses

#### Creative Spirit Camp System

We have designed the "Creative Spirit Camp" system as a system to continuously secure opportunities for new business creation by employees with a mindset that embodies our Mission of "Ignite your creativity."

#### ※Examples of New Business Creation: Hometown Tax Payment Support Service

The Hometown Tax Payment Support Service was born from the new business creation system as well as the Creative Spirit Camp. At this time, services are conceived and realized as a business based on the ideas of one employee.



**Localco**  
Powered by Hamee



## Co-creation for the Realization of a Sustainable Local Society



### Activities through the "83 Foundations" of regional development, for which we are the supporter

#### Fostering next-generation entrepreneurs

We support the so-called Z generation aged 13 to 24 in a project to utilize the local culture and local resources of two cities and eight towns in the western region of Kanagawa Prefecture (Odawara City, Minamiashigara City, Nakai town, Oi town, Matsuda town, Yamakita town, Kaisei town, Hakone town, Manazuru town and Yugawara town).

#### Public-Private Partnerships

In Odawara City, Think MIRAI, a SDGs promotion campaign centered on the Odawara SDGs Executive Committee, a private-sector entity established in October 2019. The 83 Foundations also participate in these activities, contributing to the dissemination and enlightenment of SDGs and the nurturing of the next generation.



## G Governance



### Execution of operation

16 平和と公正を  
すべての人に

#### Transfer of authority through transition to a company with an audit and supervisory committee

By reassessing the authority of executive officers while delegating authority from the Board of Directors to executive directors, we will be able to realize more flexible corporate management in line with the front lines.



### Enhancing Corporate Governance

16 平和と公正を  
すべての人に

#### Increase the percentage of outside directors

Aim to build a more sophisticated governance system for the Board of Directors by increasing the ratio of outside directors on the Board of Directors.

#### Establishment of Nominating Committee and Compensation Committee

We plans to establish both committees, with a majority of members composed of outside directors, to improve transparency in the nomination and remuneration of officers, etc.

## Financial figures (consolidated)

| (Millions of yen)  | 2022/4  | 2023/4  | 2024/4  | 2025/4  |
|--------------------|---------|---------|---------|---------|
| Net sales          | 13,431  | 15,932  | 20,420  | 24,824  |
| Segment profit     | 3,099   | 3,432   | 5,339   | 6,812   |
| Adjusted amount    | -897    | -1,139  | -1,253  | -1,353  |
| Operating income   | 2,202   | 2,293   | 4,468   | 5,865   |
| Net income         | 1,743   | 1,575   | 2,848   | 3,804   |
| Dividend per share | JPY22.5 | JPY22.5 | JPY37.0 | JPY53.0 |



# Financial figures (by business)

Millions of yen

|                  |  | 2023/4 | 2024/4 | 2025/4 |
|------------------|--|--------|--------|--------|
| Sales            | Mobile Life Business                   | 8,580  | 9,399  | 9,872  |
|                  | Gaming accessories business            | 720    | 900    | 1,125  |
|                  | Cosmetics Business                     | 700    | 2,491  | 4,541  |
|                  | Total domestic commerce                | 10,000 | 12,790 | 15,538 |
|                  | All overseas consolidated subsidiaries | 2,311  | 3,282  | 3,845  |
|                  | Total Commerce Segment Sales           | 12,311 | 16,072 | 19,383 |
|                  | Next Engine Business                   | 2,530  | 2,922  | 3,501  |
|                  | Consulting business                    | 612    | 825    | 1,157  |
|                  | Localco business                       | 481    | 602    | 783    |
|                  | Platform Segment Total                 | 3,623  | 4,349  | 5,441  |
| Total sales      | 15,932                                 | 20,420 | 24,824 |        |
| Segment Profit   | Mobile Life                            | 1,723  | 2,051  | 2,171  |
|                  | Gaming monitor                         | 8      | 108    | 202    |
|                  | Cosmetics                              | -134   | -116   | 46     |
|                  | New business investment                | -312   | -156   | -108   |
|                  | Functional expenses                    | -175   | -156   | -156   |
|                  | Total domestic commerce                | 1,110  | 1,730  | 2,155  |
|                  | All overseas consolidated subsidiaries | 916    | 1,609  | 2,133  |
|                  | Total Commerce Segment Profit          | 2,026  | 3,339  | 4,288  |
|                  | Platform segment                       | 1,407  | 1,960  | 2,524  |
| Adjusted amount  | -1,139                                 | -1,253 | -1,353 |        |
| Operating income | 2,293                                  | 4,468  | 5,865  |        |