



# Business Strategies and Growth Opportunities

AnyMind Group | March 2024

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01 —

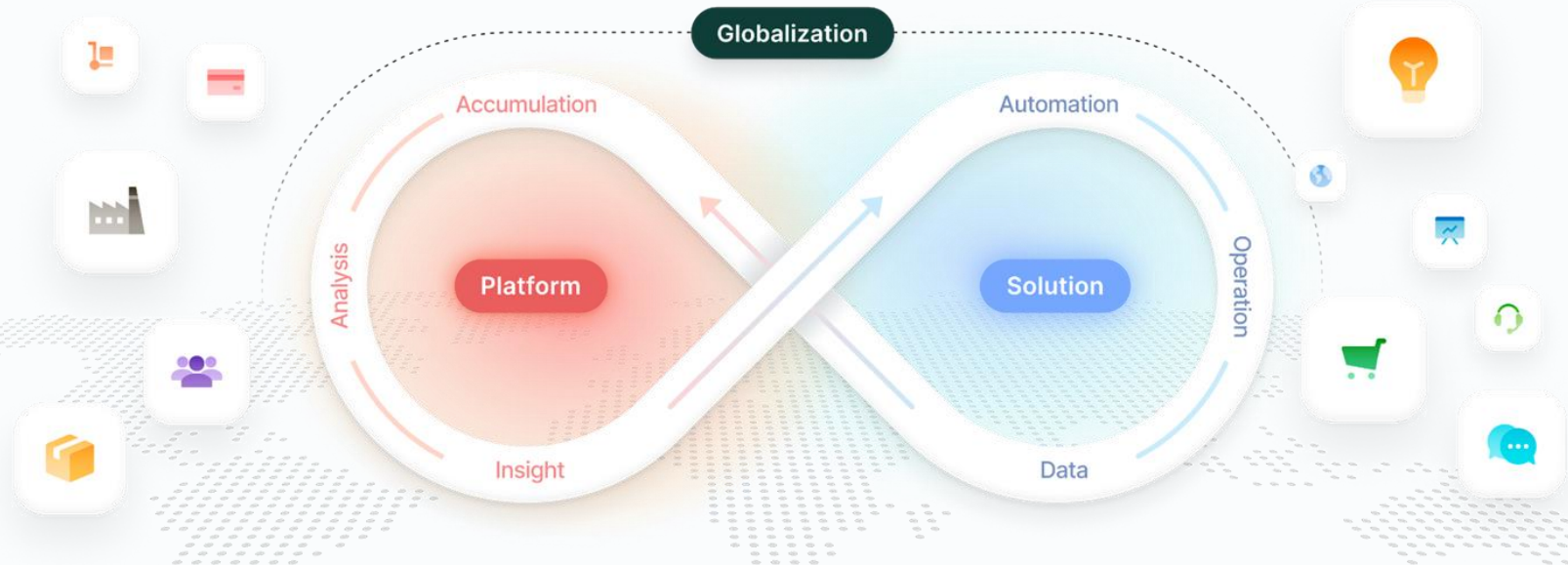
# Overview of AnyMind Group

## Our Mission

# Make Every Business Borderless

## Digitizing Every Business

A next-generation global company for end-to-end DX of the entire business supply chain, from product development, production, ecommerce, logistics, to marketing, and centered on the utilization of cross-functional data



# AnyMind Group at a Glance

## Fast-growing

<b>Founded</b> <b>2016</b>	<b>2023 Revenue</b> <b>JPY 33.4Bn</b>	<b>Total M&amp;A</b> <b>8</b>
<b>Revenue (17→23 CAGR)</b> <b>+51%↑</b>	<b>2023 Revenue YoY</b> <b>+35%↑</b>	<b>2023 Gross Profit YoY</b> <b>+37%↑</b>

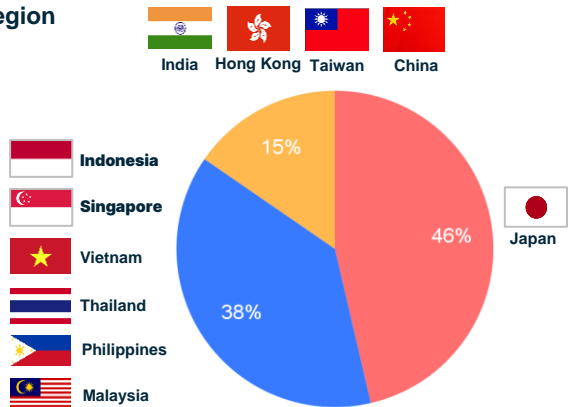
## Network

<b>Advertisers (2)</b> <b>1,000+</b>	<b>Publishers (1)</b> <b>1,600+</b>	<b>Creators (1)</b> <b>1,700+</b>
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## Global

<b>Presence (1)</b> <b>15 markets</b>	<b>2023 Intl. Revenue</b> <b>54%</b>	<b>Intl. Staff Ratio (1)</b> <b>1,590</b>
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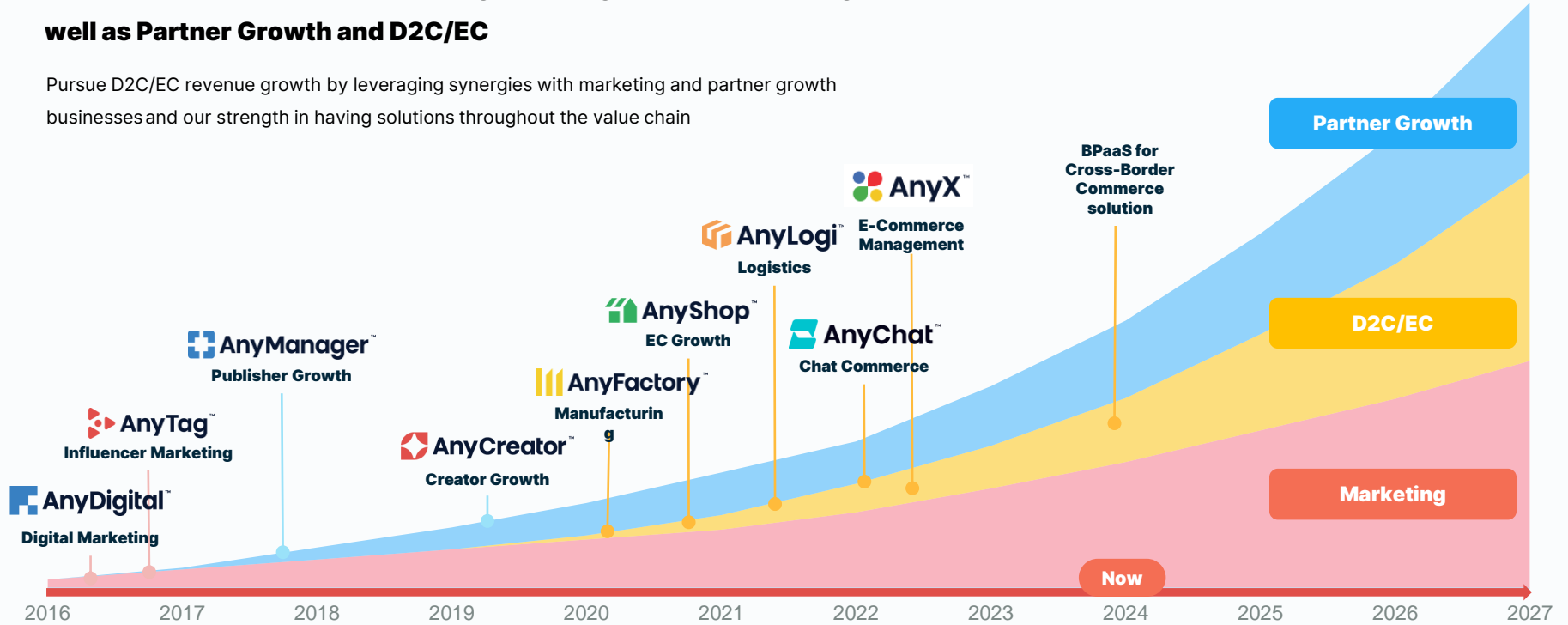
### Revenue By Region (FY 2023)



# Business Progress

## Evolution of business model through stable growth of Marketing as well as Partner Growth and D2C/EC

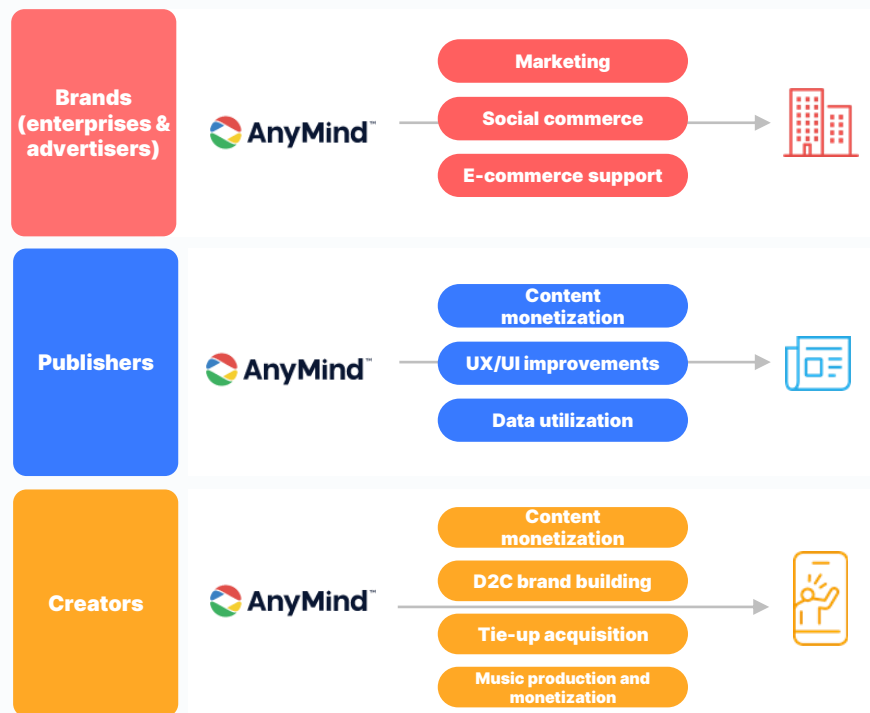
Pursue D2C/EC revenue growth by leveraging synergies with marketing and partner growth businesses and our strength in having solutions throughout the value chain



(1) The horizontal line in this chart represents the timing of launch for each product and the vertical line represents the size of the gross profit

## Become the Business Infrastructure in Asia: Supporting Clients' Business Growth and Global Expansion

AnyMind Group is a technology-driven company that helps clients grow their businesses in Asia. With client networks of brands, creators, and publishers in various Asian countries, we provide diverse solutions while connecting each network globally.



# Case Studies

## Marketing



KOSÉ Corporation

### Influencer Marketing Support

By leveraging data from influencer platform 'AnyTag', we strategically timed our messaging to coincide with periods of heightened consumer concerns around hair texture and frizz. Tailoring our approach across social media platforms. We engaged 13 influencers, ultimately surpassing our media reach target with a rate of 110%



## D2C / EC

### Domohorn Wrinkle

Saishunkan Pharmaceutical co.,Ltd.

### Wholesale EC Sales Support for Hong Kong

- Execution of business collaboration agreement as global e-commerce partners.
- Facilitating the digitalization of sales distribution for Saishunkan Co. Ltd., By spearheading the entire process, from constructing and operating their e-commerce infrastructure to devising and implementing marketing strategies.



## Partner Growth



Geo Technologies, Inc.

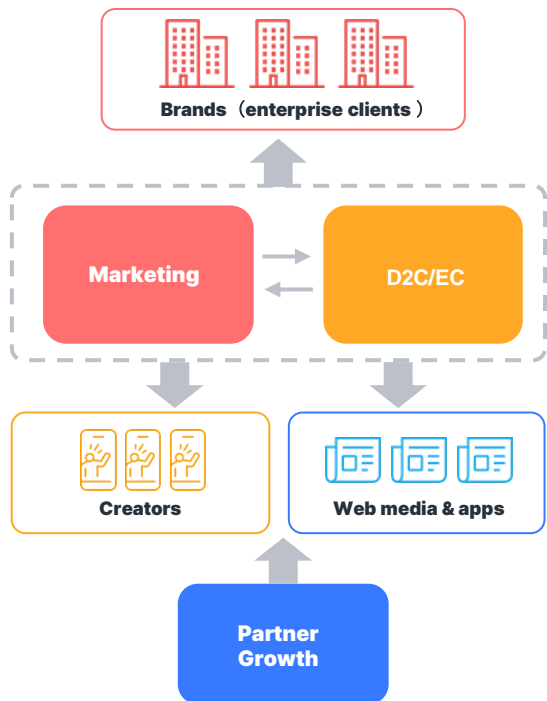
### Assistance in boosting app revenue

Achieved a 200% return on investment through ad mediation operations on "Torima," the largest points reward app in Japan.





# Adding Value to Clients through Synergies between Business Portfolios



## For Brands (Enterprise Clients)

- Becoming a partner that can help clients maximize growth by providing end-to-end support for marketing and e-commerce operations
- Having networks of creators, web media and mobile apps in each country enables high-performance local marketing

## For Creators

- Sponsorship projects can be obtained through collaboration with the marketing business
- Having D2C brand incubation and e-commerce support functions enables multifaceted business development for creators

## Web Media & Mobile Apps (Publishers)

- Additional ad revenue can be earned from advertisers through collaboration with the marketing business. It is also possible to provide growth measures such as user acquisition through app installs
- Able to support expansion of the user base and acquisition of additional revenue - e.g., developing media content on platforms such as YouTube

## Competitive Situation: Reasons for being chosen as a Partner

Given the diverse range of global business operations, there are no specific competitors at the group level. Instead, we frequently find ourselves in competition with companies offering siloed solutions on a local basis. Our global organizational structure and diversified solutions provide us with unique differentiators in this regard

### Marketing



- Data-driven solutions for influencer marketing through social media
- Local market expertise and influencer network across 15 regions in Asia Pacific, enabling effective execution of regional marketing projects
- Influencer x Mobile x Digital for a wide range of marketing approaches

### D2C / EC



- A one-stop offering for product design, production, e-commerce management and sales, marketing, and inventory and logistics management
- Regional management capabilities and factory network to develop D2C business in Japan and other Asian countries
- Leverage marketing expertise to drive brand growth

### Partner Growth



- For Publishers: AnyManager enables revenue optimization and UX improvement for further growth
- For Creators : Support for monetization on platforms such as YouTube, sponsorship, D2C brand building and overseas expansion

02 —

# **Growth Potential and Competitive Advantage**

## Key Company Highlights



**1 Outstanding Growth Momentum at Scale : Growing Industry x Massive Asian Market**

**2 Local Network Supported by Strong Local Team**

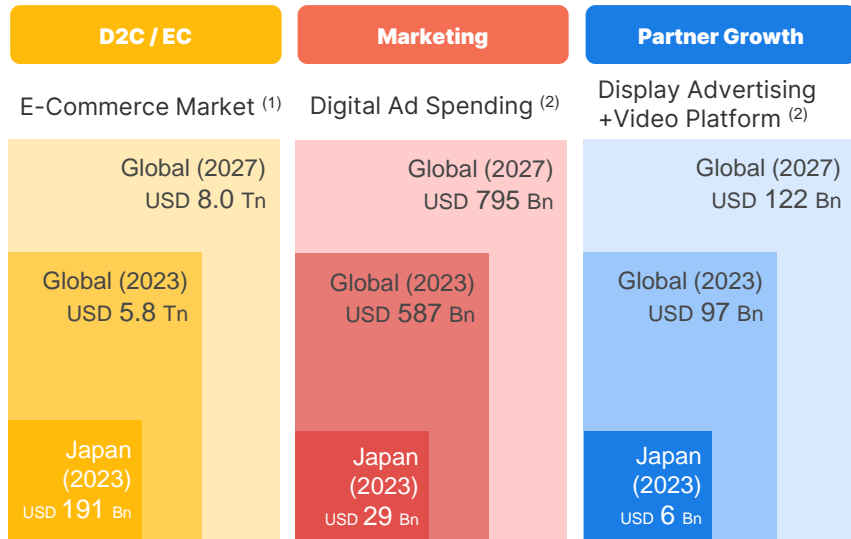
**3 Global Management and Multi-Country Operation Excellence**

**4 New Business Development Supported by Tech Capabilities**

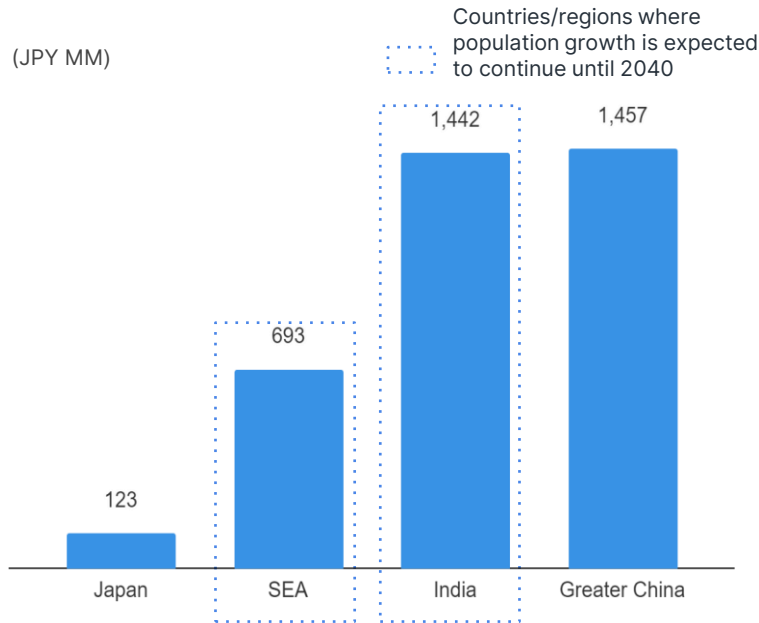
**5 Proven Track Record of Acquisition and PMI across Asia**

# 1 High Growth Industries x Huge Asian Market

## Size of Relevant Markets



## Population in Each Region <sup>(3)</sup>



(1) Source: Worldwide Ecommerce Forecast Update, eMarketer (Dec. 2023)

(2) Source: Global Advertising Expenditure Forecast, S&P Capital IQ Pro dataset, (Dec. 2023), S&P Global Market Intelligence. The partner growth market size is calculated by adding the market size of display and video advertising, which are the main revenue models for media.

(3) Source: World Population Prospects 2022, United Nations (July 2022: Total population forecast as of July 2024)

# 1 Challenges Faced by our Clients in their Market Expansion and our Business Opportunities

## Management strategy

- Growing importance of expanding in the Asian market
- Balancing local support in each country with regional control
- Using increasingly fragmented technology and data

## Local support

- Adapting to different business practices and complying with local regulations in each country
- Barriers to selecting reliable partners in each country
- Blackboxing of operations in each country

## Personnel structure

- Lack of local personnel systems and difficulty in recruiting personnel with required skills
- Lack of personnel to handle regional support and the difficulty of the role

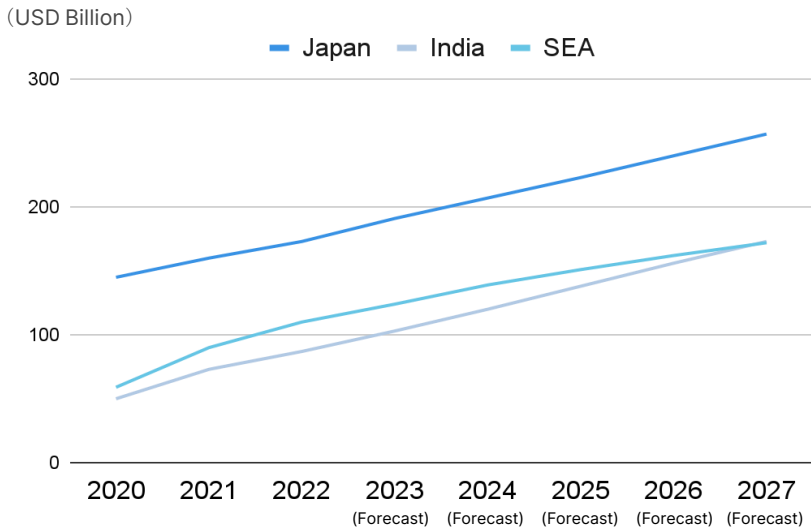


**We provide one-stop growth support for both regions and solutions across Asia, whilst unlocking expanding business opportunities for our company through both local networks and technologies.**

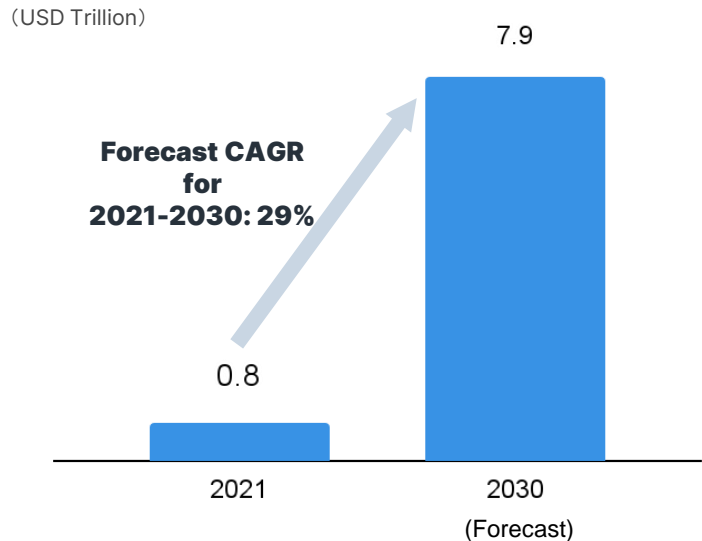
# 1 Business Opportunities in the Growing E-Commerce and Cross-Border E-Commerce Market

In the D2C/E-Commerce business, particularly for the enterprise e-commerce business (an area that we are strengthening), the related global e-commerce market and cross-border e-commerce market are expected to keep growing at a high rate in the medium term, which we anticipate will lead to more business opportunities for us.

## Forecasted E-Commerce Market Size (1)



## Forecasted Size of Global Cross-Border E-Commerce Market (2)



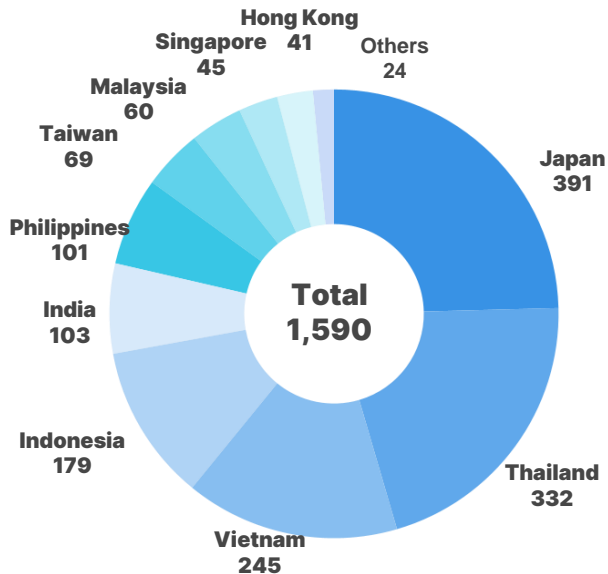
(1) Source : Worldwide Ecommerce Forecast Update, eMarketer (Dec. 2023)

(2) Source : Facts and Factors 「Cross-Border B2C E-Commerce Market Size & Share Analysis Report 2022-2030」

## 2 Local Partner Network Supported by Strong Local Teams

Since our founding, we have retained a focus on strengthening our local teams in each of our countries and regions. In a region as diverse as Asia - where language and culture differ by market - we believe that the strength of local teams and networks with local partners in each country are crucial in building business.

### Number of Employees by Country (As of Dec 31, 2023)



#### Creators

- **630,000+** influencers
- **1,700+** YouTubers (68% outside of Japan)
- **120+** Youtubers with 1M Followers

#### Publishers

- **1,645** Active Publishers (63% Outside of Japan)
- **1.0%** Monthly Churn Rate <sup>(2)</sup>

#### D2C/EC

- **38** Brands for Creators
- **153** Brands for Enterprises

(1) All figures in this slide are as of Dec 31, 2023

(2) The "monthly churn rate" is the monthly average ratio of customers that left during the current quarter to the number of customers at the end of the previous quarter (excluding customers with less than 0.1% of the total usage ratio).



### 3 Global Management Team with Highly Specialized Expertise



**Kosuke Sogo**  
CEO, Representative Director  
and co-founder (1)



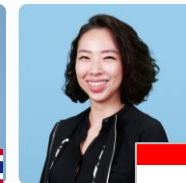
**Otohiko Kozutsumi**  
CCO and co-founder



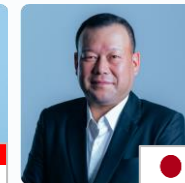
**Keizo Okawa**  
CFO and Director (1)



**Siwat Vilassakdanont**  
Managing Director, Thailand  
and Philippines



**Tatum Kembara**  
Managing Director, E-  
Commerce Enablement



**Hitoshi Maruyama**  
Managing Director,  
Publisher Growth



**Ben Chien**  
Managing Director,  
Greater China



**Ryuji Takemoto**  
Managing Director,  
Product Development



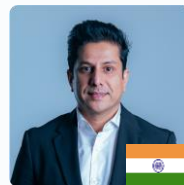
**Koki Shibata**  
Managing Director,  
Engineering



**Punsak Limvatanayingyong**  
Managing Director,  
Creator Growth



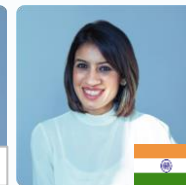
**Aditya Aima**  
Managing Director,  
Growth Markets



**Siddharth Kelkar**  
Managing Director,  
Performance Business



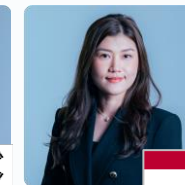
**Takehiko Mizutani**  
Managing Director,  
Human Resources



**Rubeena Singh**  
Country Manager, India and  
MENA



**Tae Woo Kim**  
Country Manager, Korea



**Lidyawati Aurelia**  
Country Manager, Indonesia



**Nguyen Thi Ha My**  
Country Manager, Vietnam



**Wing Lee**  
Country Manager, Taiwan



**Lee Chin Chuan**  
Country Manager, Malaysia



**Toh Yi Hui**  
Country Manager, Singapore



**Mayi Baviera**  
Country Manager, Philippines



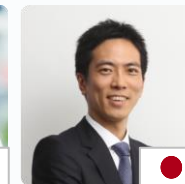
**Shohei Murata**  
Director  
(Audit and Supervisory  
Committee Member) (1)



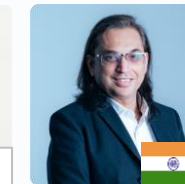
**Shogo Ikeuchi**  
External Director



**Nao Kitazawa**  
External Director  
(Audit and Supervisory  
Committee Member) (1)



**Tomoyuki Oka**  
External Director  
(Audit and Supervisory  
Committee Member) (1)

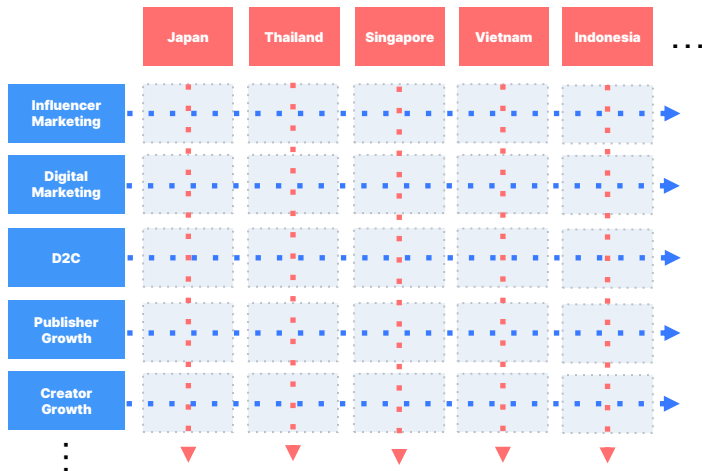


**Rohit Sharma**  
Senior Advisor

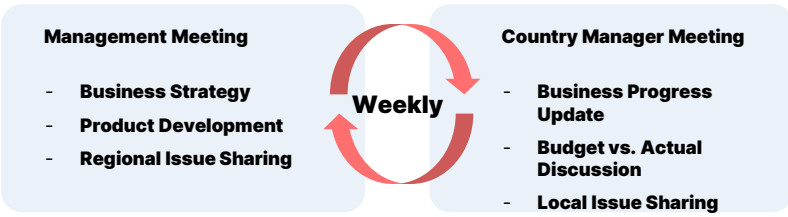
### 3 Proven Multi-Country Operations

#### Matrix Organization by Business and Country

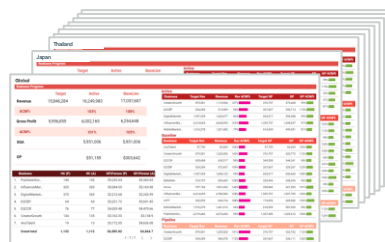
- Country managers lead local operations, customer and employee management
- Business standardization, product development, cross-border initiatives, and new business incubation are led by Regional Business Heads
- Simultaneous pursuit of localization and accumulation of best practices and expertise



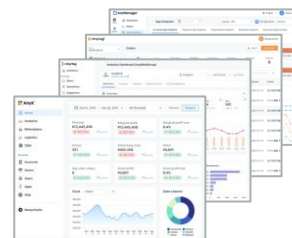
#### Timely Monitoring and PDCA Cycle



#### Real-Time Country Performance



#### Business KPI tracking by Own Platforms



## 4 Global Tech Team that Supports Continuous Product Development



### Examples of New Platform Features Introduced in 2023

#### Marketing



- June Initiated collaborations with Lazada and Shopee, the leading e-commerce platforms in Southeast Asia
- Sept Commenced support for Threads, the social networking service by Meta

#### EC / D2C



- June Launched the 'Event Calendar Feature,' enabling the verification and retrospective analysis of marketing initiatives
- Dec Initiated collaboration with Yahoo! Advertising



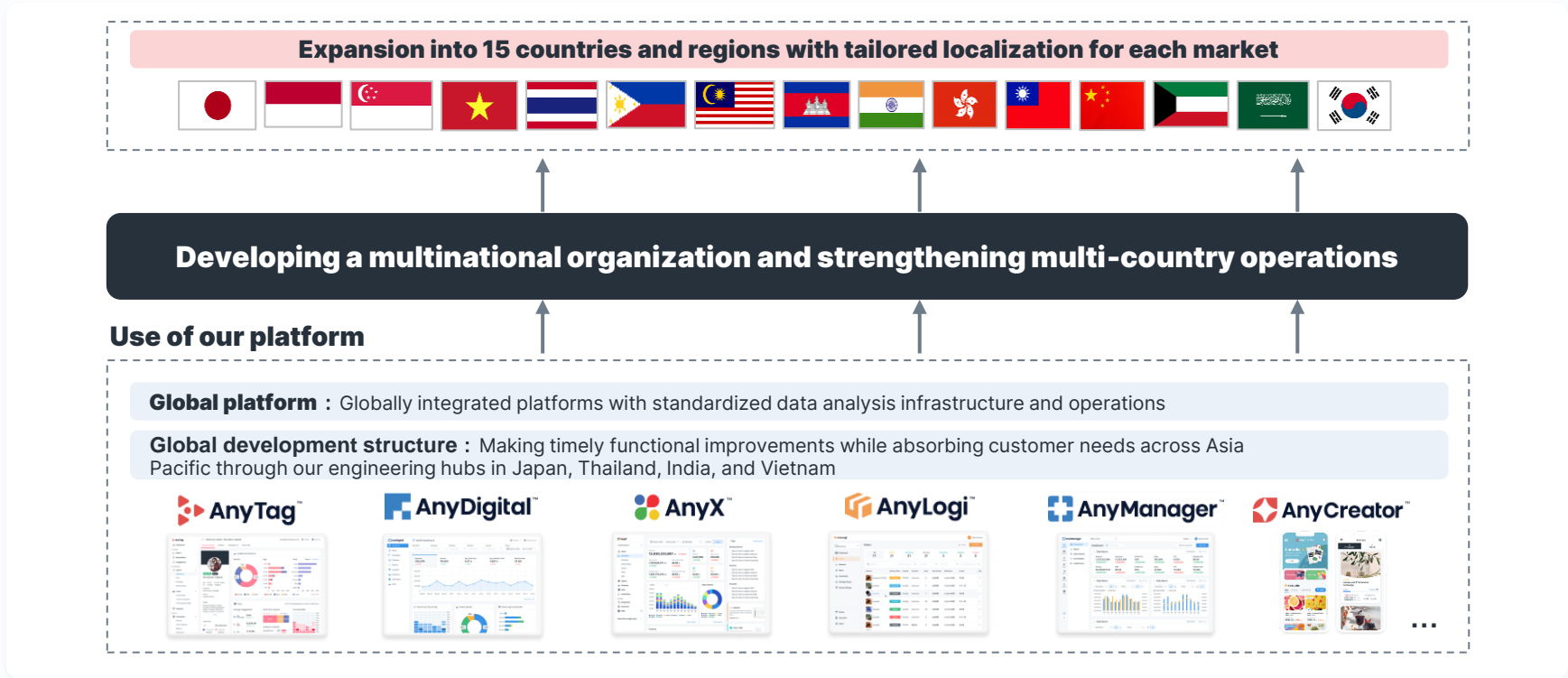
- July Launched the 'Automated Display of Customs Duties and Shipping Costs' feature
- Oct Commenced API integration with DHL

#### Partner Growth



- June Launched the new service 'AnyManager App Builder,' which transforms news media into applications
- July Introduced the new feature 'User Acquisition Report,' enabling the analysis of app user acquisition campaign data

## 4 Expanding into Other Countries by Balancing Globally Unified Products and Localization



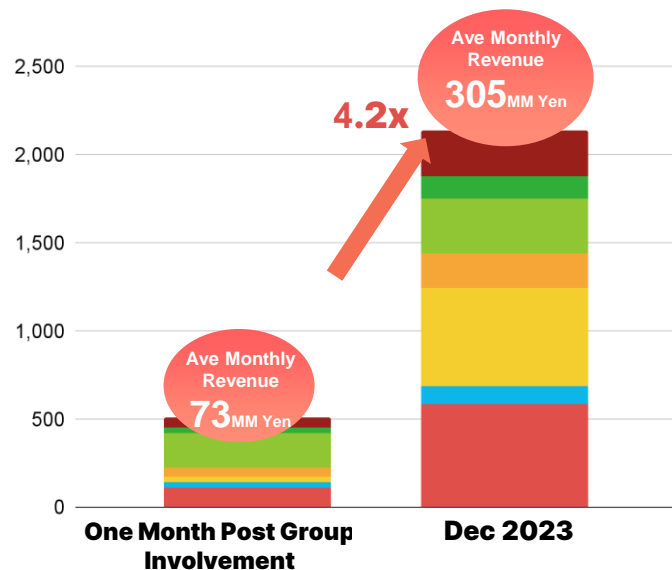
## 5 Accelerating Business Expansion Using M&A

To enhance our group's business strategy, we've executed eight M&A transactions since inception, aimed at bolstering our capabilities. By targeting smaller-scale ventures, we achieve significant growth through complete business integration, fostering synergies across our organization

### Our M&A Track Record and Focus Areas

		Japan	Southeast Asia	Greater China	India
Marketing		 ENGAWA Building Shared Perspectives			
	D2C / EC				
Partner Growth	Publishers				
	Creators				

### Revenue Growth Following the Involvement of M&A Target Companies <sup>(1)</sup>



## 5 Examples of M&A utilization in our company

In order to simultaneously expand our business globally, we utilize both organic growth and M&A to achieve operational excellence and acquire management talent, accelerating business advancement across the entire group. Particularly, the consolidation model, involving M&A of the same business across multiple countries, has consistently produced significant results with scalability, including through the PMI process.

### Utilization pattern of M&A in our company: Global Business Consolidation

<b>Business Model</b>	A globally standardized business model					
<b>Technology</b>	Global unified product development					
<b>Network</b>	Regional Network					
<b>Operation</b>	Japan	Thailand	Indonesia	Vietnam	Malaysia	...

**Strengthening business foundation through the combination of organic growth and M&A**

**(Activating synergies through post-M&A business integration)**

### Global Business Consolidation Case Study

**Growth Support for Publishers**



Japan  
(October, 2017)



Hong Kong, Taiwan  
(October, 2018)

**Growth Support for Creators**



Thailand  
(March, 2019)



Japan  
(December, 2019)

**E-commerce Support for Enterprises**



Indonesia  
(September, 2023)



Malaysia  
(Scheduled in June, 2024)

**Continued Focus Area for M&A**

## 5 PMI Track Record: Achieving M&A Success and Growth Across Asia

### PMI Strategy

**Talent Acquisition: Integrating Management**

**Global Business Expansion**

**Management Integration Including Accounting System Consolidation**

MA for 2023: 1 Deal



**Establishing a Foundation in Indonesia towards Securing the Position of Top E-Commerce Enabler in Asia**

Company :

PT Digital Distribusi Indonesia(DDI)

Location :

Banten Province, Indonesia

Business Scope :

An e-commerce enabler that provides integrated support from sales strategy planning in the e-commerce domain to e-commerce construction, operation, inventory logistics management, and customer support.

The expected synergies :

#### Integration of e-commerce and marketing functions

- Integrate our marketing capabilities with DDI's e-commerce operations within Indonesia to synergistically upsell to our existing customers of both parties.

#### Cross-border E-commerce

- Support for companies expanding their e-commerce operations from Japan and across Asian countries into the Indonesian market.
- Assistance in initiating e-commerce business tailored to Indonesian customers.

#### Sharing expertise and leveraging technology

- Expansion of DDI's e-commerce operational capabilities and expertise to overseas markets.
- Integrating DDI's operations into our products leads to increase efficiency in DDI's business operations and facilitate product advancement.

03 —

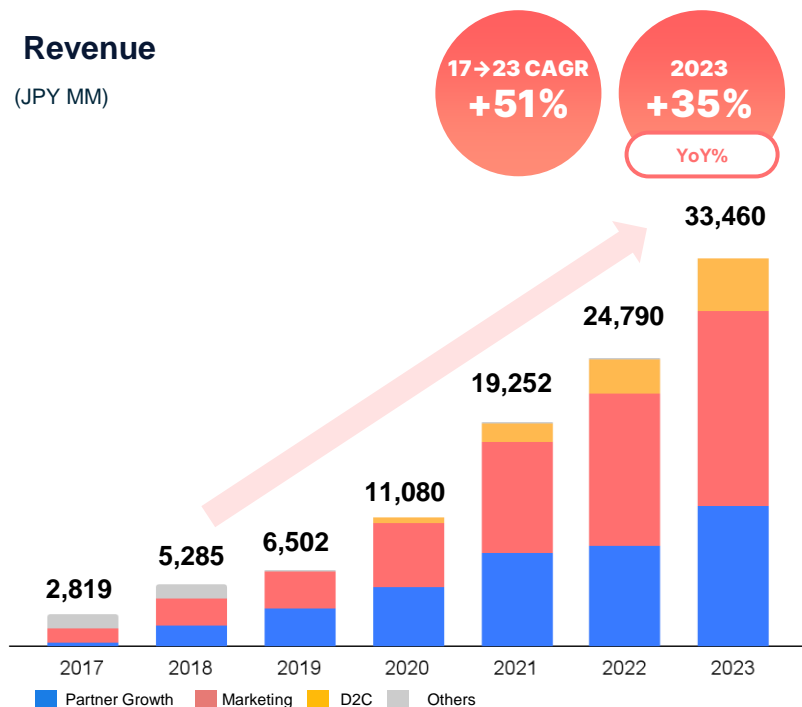
## **Performance and KPI**



# Seven Years of Consecutive Revenue Growth Since Establishment

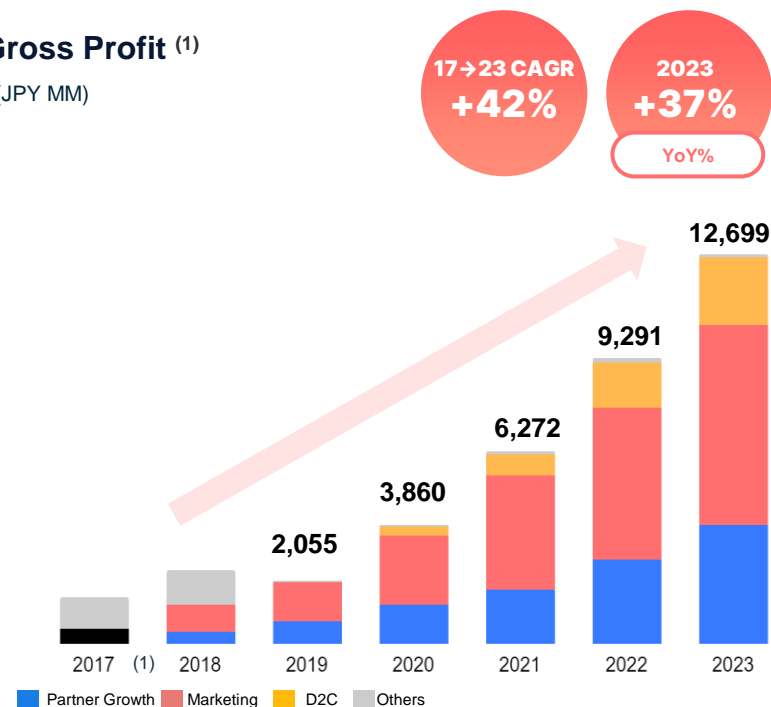
## Revenue

(JPY MM)



## Gross Profit (1)

(JPY MM)



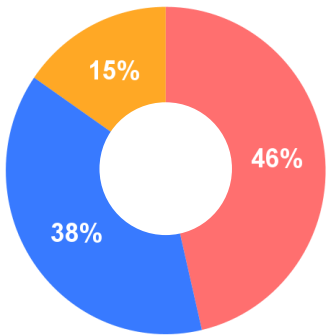
(1) 2017 GP breakdown is not shown but it includes Marketing and Partner Growth as indicated in the revenue breakdown

# Diversified Earnings Foundation Centered Around Asia and Global Growth

We maintained steady growth momentum not only domestically but also in multiple Asian regions. We are making steady progress in diversifying our revenue and profit base and enhancing our global business base.

**Revenue by Region**

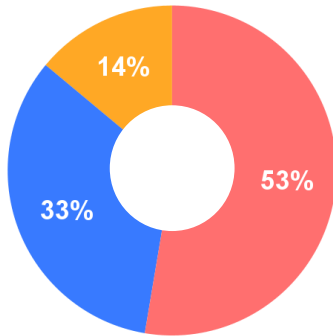
(2023)



● Japan    ● SEA

**Gross Profit by Region**

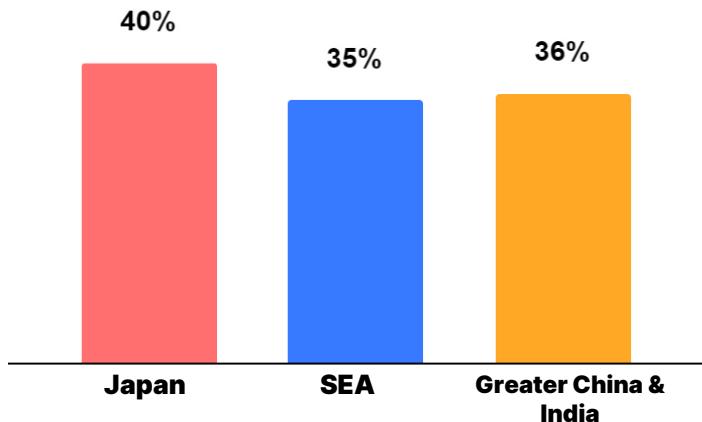
(2023)



● Greater China & India

**GP YoY% by Region**

(2023)

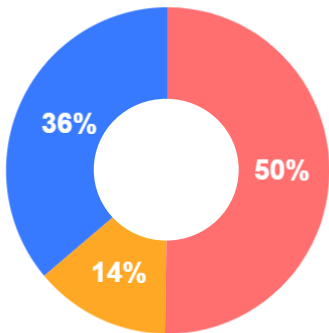


## Continued Growth Trend Across Diversified Revenue Streams and All Business Segments

The D2C/E-Commerce operations are leading overall growth, complemented by synergies across our business portfolio, resulting in stable growth across all segments.

**Revenue by Segment**

(2023)



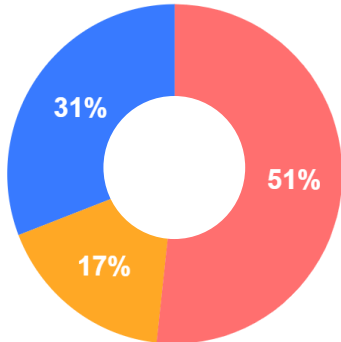
**Marketing**

**D2C/EC**

**Partner Growth**

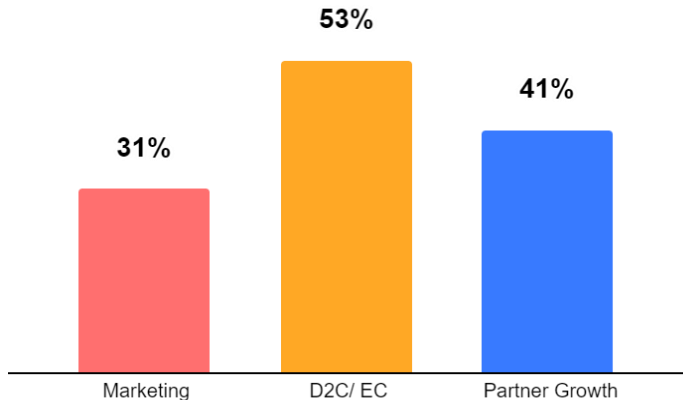
**Gross Profit by Segment**

(2023)



**GP YoY% by Segment**

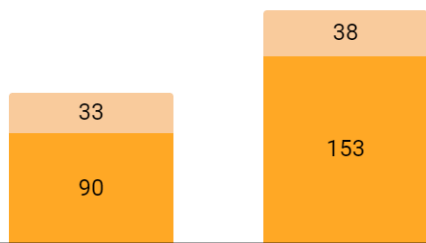
(2023)



# KPI Trends

## D2C / EC

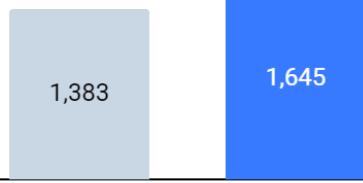
D2C / EC - Number of Brands



Creator D2C Enterprise D2C

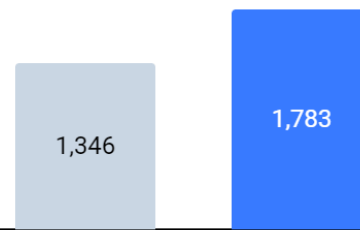
## Partner Growth

Number of Publishers under Contract



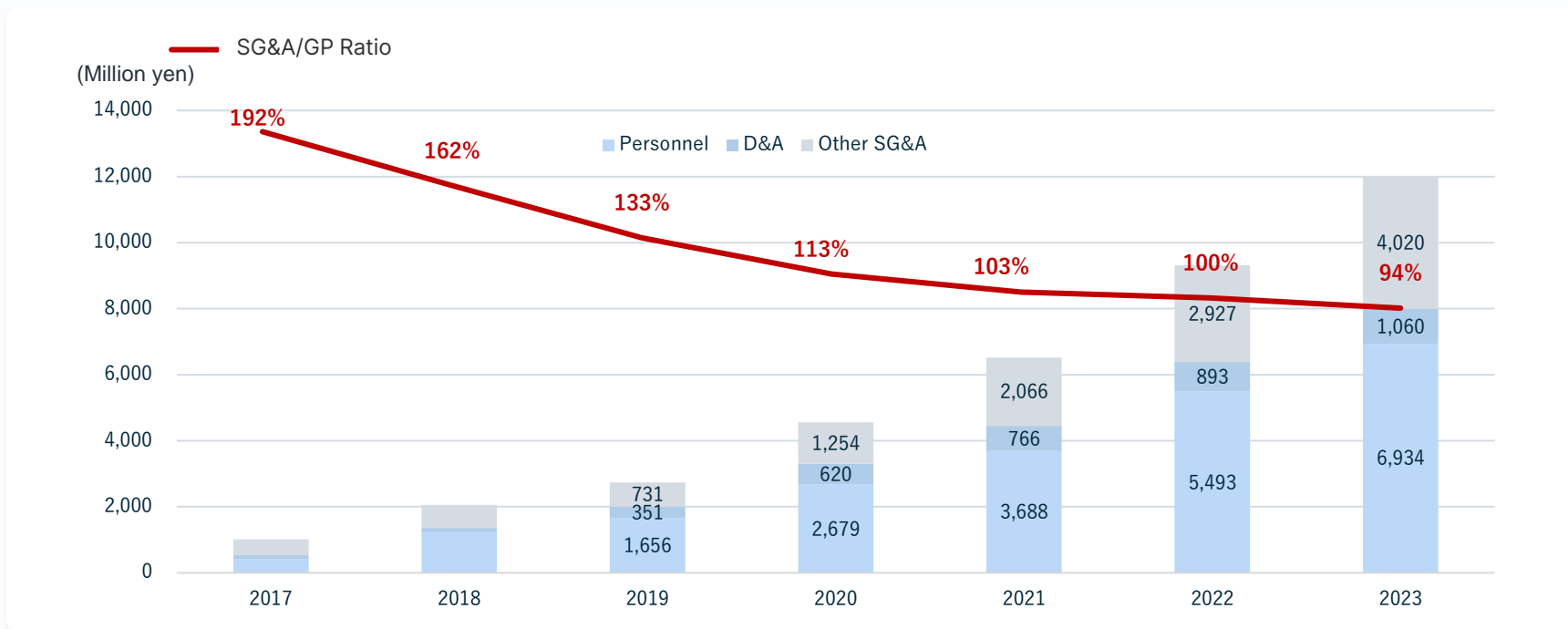
## Partner Growth

Number of Creators under Contract



# Stable Cost Management and Decreasing SG&A ratio

Continued improvement in business profitability while investing in growth opportunities.



(1) For FY2017/12 and FY2018/12, Extraordinary profit by one-off projects is excluded from the calculation of SG&A ratio

(2) Denominator: GP + Other income

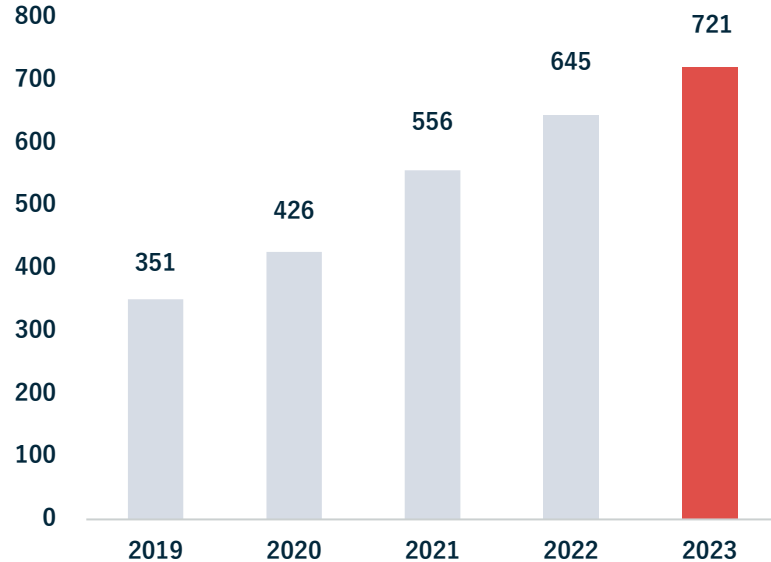
(3) Includes "Bad debt allowance for operating receivables and other receivables"

(4) Other SG&A expenses include 35 million yen of IPO-related expenses and personnel expenses include 50 million yen of (IPO-related one-time) equity compensation expenses

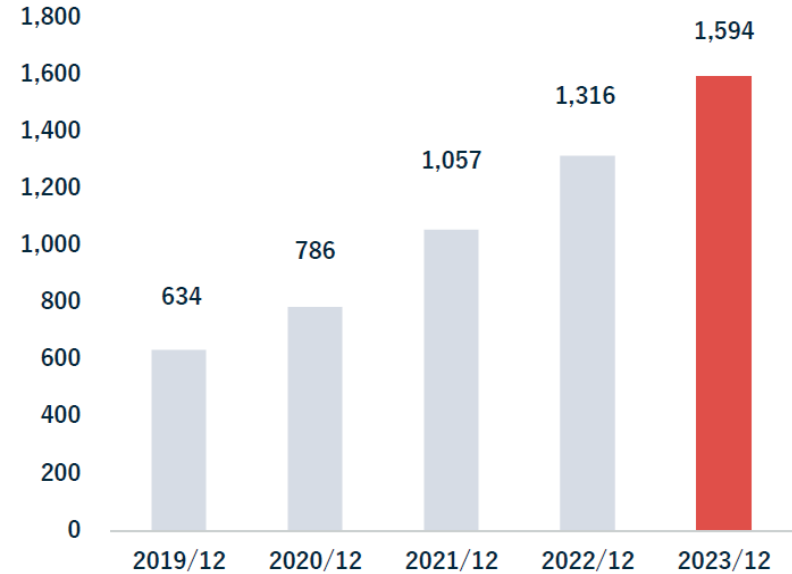
## Continuous Productivity Improvement and Stable Personnel Investment

### Monthly Gross Profit per Employee <sup>(1)</sup>

(JPY Thousand)



### Number of Full-time Employees (Incl. Directors) <sup>(2)</sup>



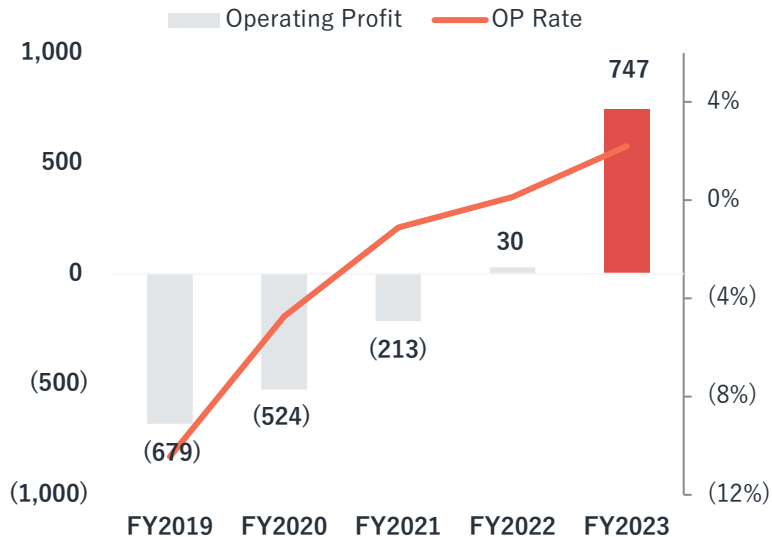
(1) Average monthly gross profit per average regular employee (Incl. Directors)

(2) Directors : FY 2019 : 3 people, FY 2020 : 5 people, FY 2021 : 5 people, FY 2022 : 4 people, FY 2023: 4

# Steady Profit Improvement Towards Revenue Growth

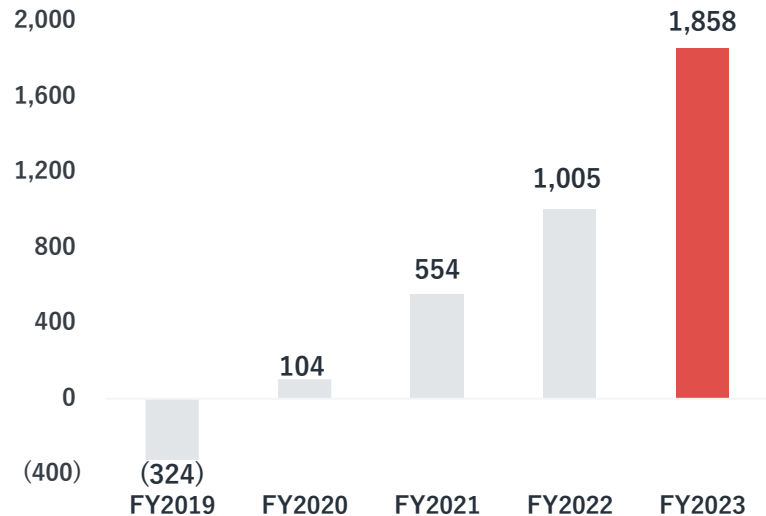
## Operating Profit

(JPY MM)



## Adjusted EBITDA<sup>(1)</sup>

(JPY MM)

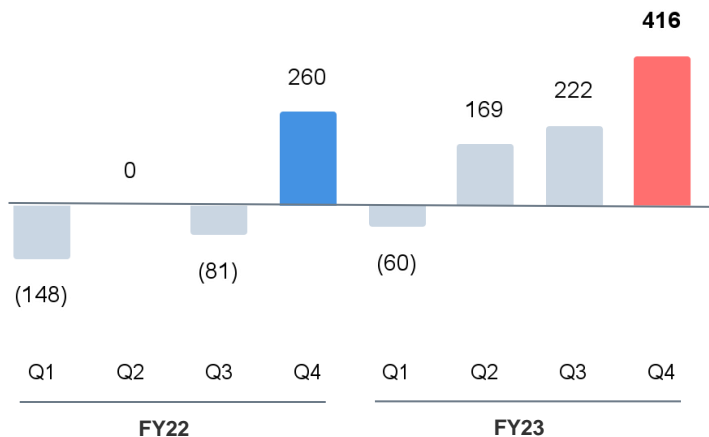


(1) Adjusted EBITDA = Operating Profit + Depreciation and Amortization + Equity Compensation

## Seasonality of Business

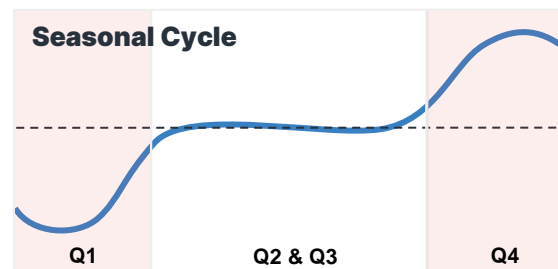
### Quarterly Changes in Operating Profit

(JPY MM)



### Factors of Seasonal Fluctuations

- Q1 (Jan-Mar) is the low season. This is because there are fewer business days due to the New Year and Lunar New Year holidays, and because many overseas companies have fiscal years ending in December. Clients tend to lighten their marketing spending in January as part of their annual plans.
- Q4 (Oct-Dec) is the high season for all businesses. Many of our overseas clients have their fiscal year-end and Christmas and other events overlap with Q4, mainly in December, leading to a concentration of marketing and e-commerce sales during this period
- No notable seasonality in Q2 (Apr-Jun) and Q3 (July-Sep)



(1) Since our quarterly equity compensation expense for 2022 differs significantly before and after our listing application in Q3, the above quarterly operating profit figures exclude the equity compensation expense



## Cost Structure and Investment Focus of AnyMind Group

### Breakdown of SG&A (% of Revenue)

	2019	2020	2021	2022	2023
Gross Profit %	32%	35%	33%	37%	38%
SG&A %	42%	41%	34%	38%	36%
Staff Cost %	25%	24%	19%	22%	21%
Depreciation and Amortization %	5%	6%	4%	4%	3%
Others %	5%	6%	4%	4%	3%
Operating Profit %	(10%)	(6%)	(1%)	0%	2%
Adjusted EBITA % <sup>(1)</sup>	(5%)	1%	3%	4%	6%

### Cost Structure and Investment Area

#### Cost :

Costs include influencer and media payments for marketing deals, revenue share with creators and publishers, and D2C product manufacturing costs. While each business' gross profit margin remains stable, total gross profit margin may vary due to changes in product mix. In 2022, gross profit margins increased due to a shift to net revenue recognition for creator contracts.

#### Staff Cost :

This expense item accounts for more than 50% of our SG&A expenses, and includes personnel expenses for sales, support staff, corporate staff, and engineers. Although the personnel cost ratio has temporarily increased due to proactive investment in additional engineers and a change in sales recognition for creator business, the ratio is expected to gradually decline over the medium term (approximately 3 years) in line with sales revenue growth.

#### Depreciation and Amortization % :

This item covers amortization of intangible assets related to business acquisitions, depreciation of office interiors, and depreciation of right-of-use assets, and is expected to decline gradually as sales revenue grows. Percentage may increase in the event of future acquisitions.

04 —

# Future Growth Strategy

## Initiatives to Drive Growth

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### Global expansion

- **Further expanding the business base in 15 countries and regions, including Saudi Arabia and South Korea, which we entered in FY2023 Q4**
- **Expanding regional projects offering solutions in multiple countries and revitalizing cross-border transactions**

### Local network expansion

- **Further expanding our networks of brands, publishers, and creators by strengthening local teams.**
- **Improving the added value of the solutions we offer by strengthening local networks**

### Expansion of e-commerce solutions

- **Enhancing the e-commerce support business globally as a core solution for brands (enterprises).**
- **Enhancing the use of products and data for e-commerce support, and supporting clients to pursue further DX in their e-commerce businesses.**

# Global Expansion: Accelerating Cross-Border Transactions with a Focus on Asia



○ Existing Offices

## ● Acquisition of regional projects

- Strengthening relations throughout Asia by leveraging our business base and presence across 15 countries and regions.
- Positioning ourselves as the ideal partner across Asia.

## ● Acceleration of cross-border transactions

Cross-border e-commerce and marketing demand between Asia and Japan, Europe, and the U.S. and within Asia is expanding rapidly.

## Expansion of Local Networks: Continuous Business Growth and Network Expansion in Each Country

- Since our founding, we have devoted effort to strengthening our local teams in each country. In the diverse Asian economic zone, with its various languages and cultures, we believe that the networks of partners and clients created by local teams in each country are crucial to building the business.
- Our business model is designed so that expanding our brand, creator, and publisher networks leads to increased upselling and service appeal in other businesses, generating a synergistic effect.



# Importance of Technology and Operations in the Asian Market

BPaaS (Business-Process-as-a-Service) is a business model that provides software and operational support. In Asia, we believe that the BPaaS model, which supports operations in addition to providing software, has an advantage due to the market environment and other factors.

## Understanding the Market Environment in Asia

### SaaS (software-centric)

- In Asia, successful examples based on the SaaS model, which provides only software, are limited.
- There are cases where the value of software cannot be obtained due to being unable to master complex functions and products.

For Western technology players, Asia is a market with barriers in terms of organizational and operational structure.

### BPaaS (software + operations)

- **By covering operations, it is possible to maximize the use of product functions, regardless of the client's internal system.**
- **Flexible updates are possible for operational DX and AI utilization.**
- **Using products, clients can monitor activities with a high level of visibility.**

AnyMind has established a unique position by possessing technology, local organizations and operations, and local networks.

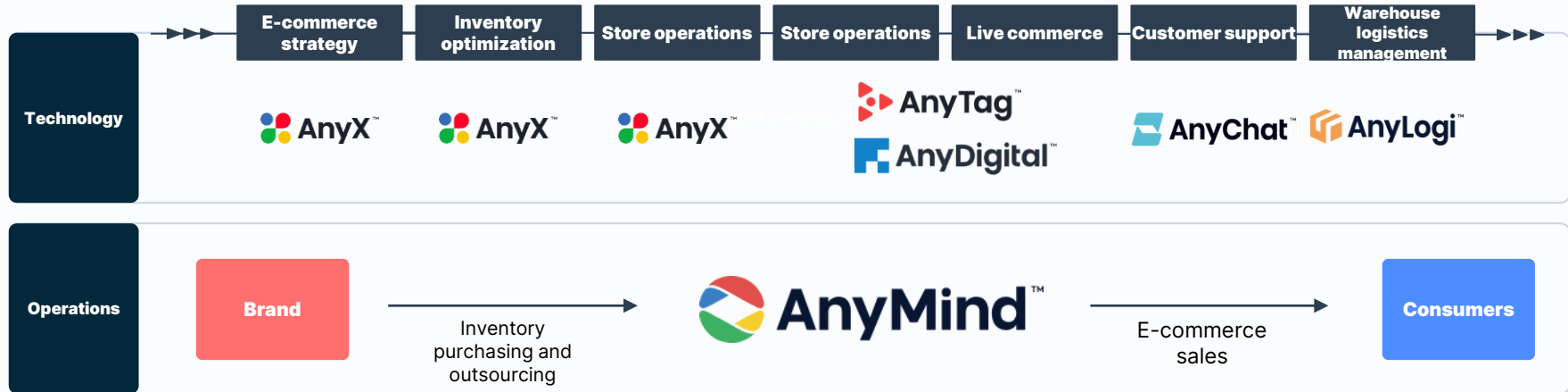
### BPO (operations-centric)

- Focusing on outsourcing business processes, its ability to improve operational efficiency through utilization of technology and to improve data usage is limited.
- The visibility of outsourced processes is limited at the client, which could lead to a decrease in quality control capabilities.

Local players have limited resources to invest in technology and related fields.

## Expansion of E-Commerce Solutions: Promoting BPaaS in Asia

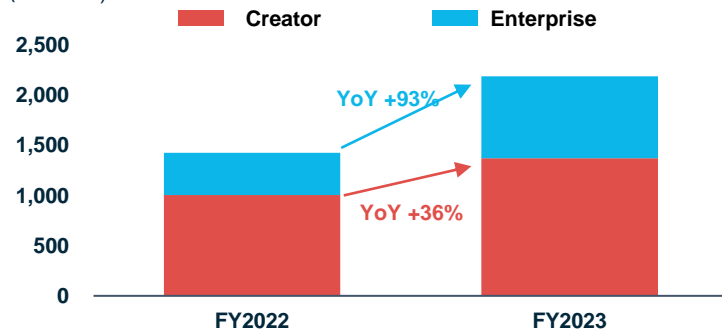
- In the e-commerce area, we will promote a model that offers business processes (allowing control of the entire process) as BPaaS, with the assumption that proprietary technology will be used.
- In the Southeast Asia market, where there are Industry-wide significant barriers to the penetration of SaaS solutions, this business model is expected to be suitable for promoting technology utilization, DX innovations, and AI usage.
- Compared to normal outsourcing, it enables pursuing maximization of brand growth via automation of systems and data usage.



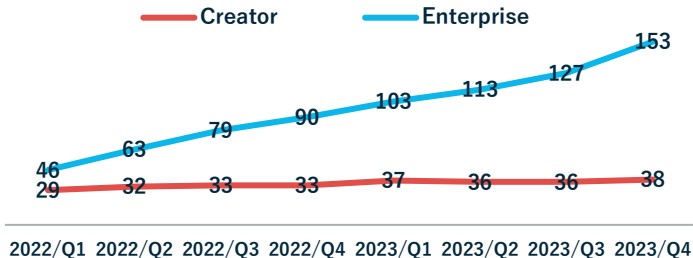
## Ref : Expansion of D2C/EC Business in Asia through Establishment of the BPaaS Model

### D2C/EC : Gross profit

(JPY MM)



### D2C / EC - Number of Brands



For enterprise clients:

- The scale of our enterprise business is steadily expanding, supported by the initiation of DDI's performance contribution since the fourth quarter of 2023, alongside continuous efforts in acquiring new customers.
- In addition to the 16 brands handled by DDI being included in Q4, the number of brands handled is expanding, centering on cross-border projects

For creators:

- We are prioritizing efforts to enhance profitability, resulting in the achievement of stable growth in gross profit.
- As we are focusing on improving profitability rather than expanding in size, the number of brands handled increased slightly compared to the previous period in 2023.



# Accelerating Business Expansion Using M&A

## Our M&A Track Record and Focus Areas

		Japan	Southeast Asia	Greater China	India
Marketing		 ENGAWA Building Shared Perspectives			
	D2C / EC			Business areas where further system enhancement is expected	
Partner Growth	Publishers				
	Creators				

- We have previously completed eight M&A deals, with a focus on projects aimed at strengthening the business foundation and organizational structure in our core businesses.
- As criteria for carrying out M&A, we focus on the following:
  1. Presence of management team capable of driving business over the medium to long term and cultural fit
  2. Synergies with existing businesses
  3. Our level of understanding of the target business
- Following the M&A involving Indonesia-based DDI that was carried out in 2023, synergies have already emerged, such as the acquisition of cross-border e-commerce clients, enhancement of e-commerce solutions, and product usage.

# Disciplined Financial Management for Balancing Growth and Stability

## Balance Sheet as of December 2023

(JPY MM)

		Interest-bearing liabilities 316
Cash and deposits 6,266		Other liabilities 9,334
Other current assets 11,623		Net assets 13,604
Non-current assets 5,365 (of which, Goodwill 2,495)		
<b>Assets</b>		<b>Liabilities / Net Assets</b>

Equity ratio

**58.1%**

D/E ratio

**0.02x**

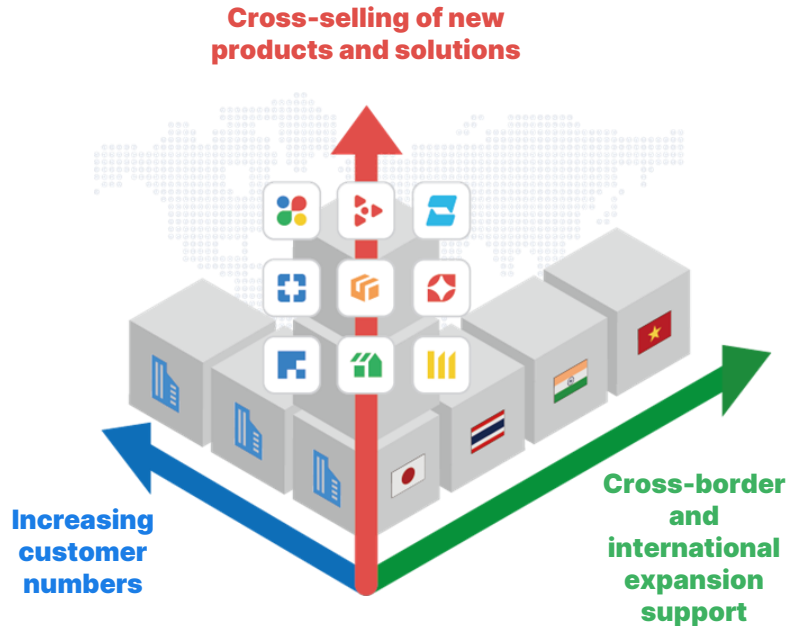
Ratio of goodwill to net assets

**0.18x**

- We are maintaining a sound financial base, with an equity ratio of 58.1% and a D/E ratio of 0.02x as of the end of December 2023.
- We conduct disciplined M&A activities, and the amount of goodwill from our eight previous M&As totals approximately 2.4 billion yen, which is a very safe level.
- As of December 2023, the use of interest-bearing liabilities was limited, but in the future, during a phase in which expansion of cash flow from the business is expected, we plan to prioritize the active use of interest-bearing liabilities (including debt financing such as CB) while bearing in mind the current funding environment and capital costs.

## Direction for Stable Growth of Our Company

Our company aims for robust growth through the multiplication of "increasing customer numbers," "cross-border and international expansion support," and "cross-selling of new products and solutions" via global sales activities



- We have established both local sales structures in each country and customer support systems at the regional level, enabling us to effectively approach both local and global clients.
- Strengthening cross-selling and upselling efforts, particularly in marketing and e-commerce solutions for each customer.
- Our group's solutions are accessible across the entire Asia and the Middle East region, with an increasing trend of providing solutions to multiple countries or cross-border scenarios.
- By expanding our presence with a focus on the Asia-Middle East region, we aim to support our clients' global expansion needs while facilitating growth.

## FY2024 Full-Year Earnings Forecast

(JPY MM)	2023 Results	2024 Forecast	YoY Growth Rate
Revenue	33,460	45,490	+36.0%
Gross Profit	12,699	16,520	+30.1%
Gross Profit Margin	38.0%	36.3%	
Operating Profit	747	1,250	+67.2%
Operating Profit Margin	2.2%	2.7%	

- Gross profit, which is a key indicator for our company, is expected to grow by 30% year-on-year.
- DDI, which joined the Group in FY2023 Q4, has a gross profit margin of around 10% since its business model is an inventory purchase model, and the overall gross margin ratio decreased due to the impact on the sales mix.
- Operating profit is expected to rise by more than 60% from FY2023, while the operating profit margin is expected to continue improving (assuming the gross margin ratio is constant, the operating profit margin is expected to be around 2.9%).

# Appendix

## Company Profile

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<b>Company Name</b>	<b>AnyMind Group Inc.</b>
<b>Head Office</b>	<b>31/F Roppongi Hills Mori Tower, 6-10-1 Roppongi, Minato-ku, Tokyo</b>
<b>Foundation</b>	<b>December 2019 (our business is established in April 2016)</b>
<b>Staff</b>	<b>1,590 (As of Dec 31, 2023)</b>
<b>Capital</b>	<b>586 million yen (As of Dec 31, 2023)</b>

## Financial Summary

### Consolidated P&L (JPY MM)

	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Revenue</b>	<b>6,502</b>	<b>11,080</b>	<b>19,252</b>	<b>24,790</b>	<b>33,460</b>
Cost of Sales	4,447	7,220	12,979	15,498	20,761
<b>Gross Profit</b>	<b>2,055</b>	<b>3,860</b>	<b>6,272</b>	<b>9,291</b>	<b>12,699</b>
<b>Gross Margin %</b>	<b>31.6%</b>	<b>34.8%</b>	<b>32.6%</b>	<b>37.5%</b>	<b>38.0%</b>
<b>Operating profit / Loss</b>	<b>(679)</b>	<b>(524)</b>	<b>(213)</b>	<b>30</b>	<b>747</b>
<b>% of Revenue</b>	<b>(10.4%)</b>	<b>(4.7%)</b>	<b>(1.1%)</b>	<b>0.1%</b>	<b>2.2%</b>
<b>Adjusted EBITDA</b>	<b>(324)</b>	<b>104</b>	<b>554</b>	<b>1,005</b>	<b>1,858</b>
<b>% of Revenue</b>	<b>(5.0%)</b>	<b>0.9%</b>	<b>2.9%</b>	<b>4.1%</b>	<b>5.6%</b>
<b>Net Income</b>	<b>(354)</b>	<b>(1,120)</b>	<b>(791)</b>	<b>245</b>	<b>562</b>
<b>% of Revenue</b>	<b>(5.5%)</b>	<b>(10.1%)</b>	<b>(4.1%)</b>	<b>1.0%</b>	<b>1.7%</b>

# Financial Summary

	2020	2021	2022	2023
Cash and Cash Equivalent	4,303	3,471	6,141	6,266
Trade and other receivables	2,391	3,955	5,387	7,499
Other Current Assets	1,011	1,752	3,114	4,124
<b>Total Current Assets</b>	<b>7,705</b>	<b>9,179</b>	<b>14,642</b>	<b>17,890</b>
Goodwill	1,244	1,654	1,729	2,495
Other Fixed Assets	2,528	2,568	2,449	2,868
<b>Total Assets</b>	<b>11,478</b>	<b>13,402</b>	<b>18,822</b>	<b>23,255</b>
Account Payable	2,396	3,771	5,112	7,137
Other Current Liabilities	788	1,249	1,391	1,699
<b>Total Current Liabilities</b>	<b>3,185</b>	<b>5,020</b>	<b>6,503</b>	<b>8,836</b>
<b>Total Liabilities</b>	<b>11,888</b>	<b>6,183</b>	<b>7,306</b>	<b>9,651</b>
<b>Total Equity</b>	<b>(409)</b>	<b>7,219</b>	<b>11,515</b>	<b>13,604</b>

	2020	2021	2022	2023
Profit and other cash flow before Corporate Income Tax	39	(155)	(154)	1,014
Interest and Dividend Received	8	2	3	12
Interest Paid	(27)	(32)	(36)	(48)
Corporate Income Tax Paid	(14)	(66)	(514)	49
<b>Net Cash from Operating Activities</b>	<b>5</b>	<b>(252)</b>	<b>(702)</b>	<b>1,028</b>
<b>Net Cash from Investing Activities</b>	<b>(725)</b>	<b>(118)</b>	<b>(102)</b>	<b>(1,261)</b>
<b>Net Cash from Financing Activities</b>	<b>2,322</b>	<b>(741)</b>	<b>3,324</b>	<b>204</b>
<b>Cash and Cash Equivalents at the End of Year / Period</b>	<b>4,303</b>	<b>3,471</b>	<b>6,141</b>	<b>6,266</b>



## Utilization of Funds Raised From IPO

Use of Funds	Amount to used (2023) <sup>(1)</sup>	Estimated Amount to use (2024)	Total estimated Amount to use
<b>Staff Cost for Supporting Business Growth</b> We intend to allocate funds towards hiring engineers for product development as well as sales members for further business growth.	JPY 870 MM	—	JPY 870 MM

1. The allocation amount for December 2023 reflects actual funds raised through IPO and related third-party allocation, which is different from our initial projections disclosed on the listing date of March 29, 2023

# Proprietary Platforms and Solution

## Marketing

### Digital Marketing



Campaign management / Reporting

### Influencer Marketing



Social media insights / Campaign management

## D2C / EC

### Manufacturing



Factory selection / Specification / Production control

### E-Commerce



E-commerce management

## Partner Growth

### Media and App Growth



Site analytics / User Engagement

### Creator Growth



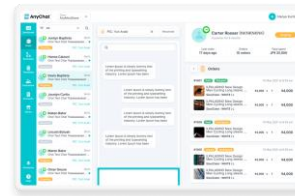
Social media insights / CRM

### E-commerce Enablement



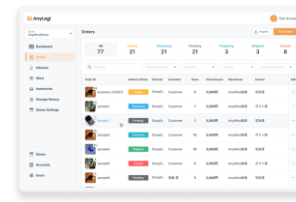
E-commerce site and operations

### Conversational Commerce



Chat management / CRM

### Logistics



Receiving / Outbound / Inventory

# Marketing Platforms



## Data-Driven Influencer Marketing

By combining data including engagement rate, audience data, and target user analysis, users can identify the best influencers for marketing. Vertical and local experts support clients for marketing strategy, influencer selection strategy and reporting



## Social Media Analytics

Tap on a built-in tool to analyze brand's social media presence, trend, and user behaviors. Analysis about the feedback and effectiveness of each action enables brands to accelerate PDCA cycles. Tracking hashtags and keywords helps the assessment of marketing activities of clients and their competitors



## Campaign Management

Centralized management of campaign results enables clients to understand marketing impact, comparison with past campaigns, and assessment of marketing planning cycle. Obtain insights and inventory across web and DOOH advertising within a single platform



## Marketplace

The best way to access high-quality ad inventory across display, video and rich media, providing unparalleled reach and viewability



## In-app Advertising

AnyMind Group-owned POKKT enables advertisers to tap on in-app advertising globally and provide various mobile marketing solutions

# D2C Platforms



## E-Commerce Management Platform

AnyX drives operational efficiency and data utilization across e-commerce channels



**Centralized management of various e-commerce channels**

Centrally manage multiple sales channels, enabling detailed operations that lead to increased operational efficiency and reduced opportunity loss, facilitating expansion into new sales channels



**Cross-border e-commerce**

Tap on local teams across the region for local strategies, language localization and marketing efforts based on local cultures and business customs



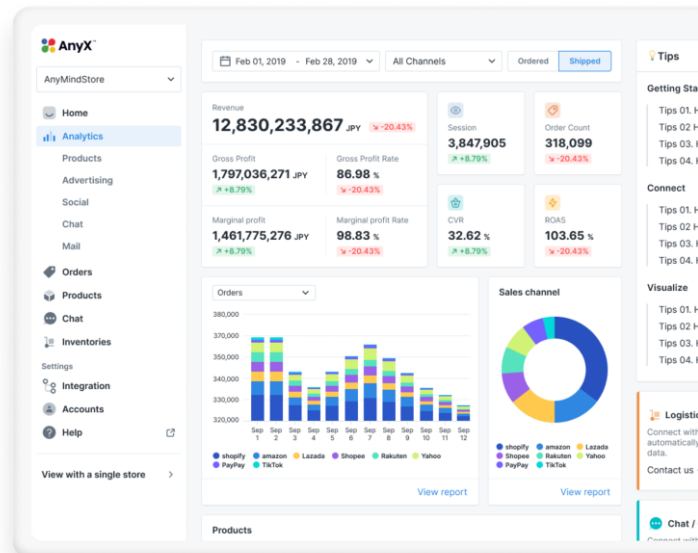
**E-commerce marketplace management**

AnyX is connected to marketplaces like Amazon, Shopee, Lazada, Rakuten and more, and provides support for the operations and optimization of online channels



**E-commerce enablement**

From site build to marketing and fulfillment, AnyMind provides a range of solutions that match your company's e-commerce operations and growth

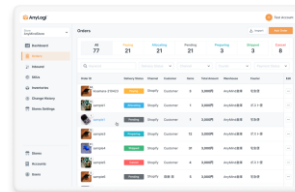



**Find the best Manufacturer**

Easily search for the most suitable manufacturer based on customer reviews, desired budget, production volume, product type and more

**Project Management**

Manage progress of manufacturing projects, estimates, sample production and delivery, all through a single platform


**Product/inventory Management**

Through a master list of products, you can reduce man-hours needed to manage products and inventory

**Distribution Management**

Automatically manage shipping instructions and status until the product reaches the buyer's hands. Working with logistics partners across the region, we can support you in delivering your products across Asia


**EC Enablement**

Integrating with other platform, develop e-commerce infrastructure including store analytics and social media. Management and expansion of other EC marketplaces

**Cross-border Expansion**

With our scaled presence across Asia, expanding client manufacturing, marketing and fulfilment across borders

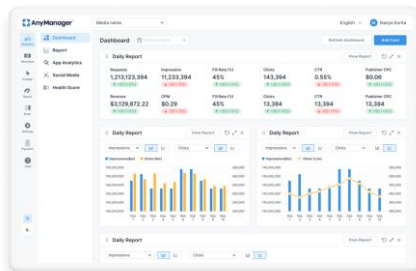

**Real-time Conversations**

Create long-term and positive relationships with each customers by facilitating customer inquiry during purchase process and recommendation for new products. Improves purchase intent by identifying latent needs

**Save Manpower for Customer Support**

Become a scalable communication channel for support and FAQs, further enhancing customer touchpoints

# Partner Growth Platform



## Centralized Management

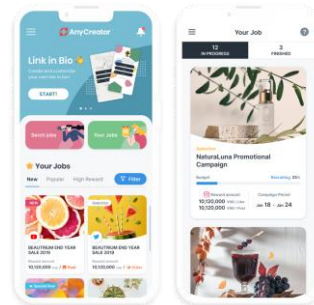
AnyManager provides publishers with a BI tool to easily manage revenue through one platform, reducing time resource, optimizing revenue streams and simplifying analysis

## Maximize Ad Revenue

Support publishers in maximizing ad revenue by providing and optimizing all major demand sources and ad placements

## UX Improvements

Publishers can easily improve user experience by implementing solutions such as site speed optimization, technical SEO, AMP/PWA and more



## Account Management

Easily leverage on expertise in helping influencers across the region to build and optimize their social media channels

## Social Media Analytics

Use analytics tools to analyze follower trends and sentiment on social media to drive better content and presence

## Sponsorship

AnyCreator uses a wealth of data to match the best influencers with the best brands, unlocking new opportunities for all

## Risk Management for Business Operations

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The risks that may have a significant impact on achieving growth and executing business plans is listed down below. For other risks, please refer to the "Risk Factors" section in our securities registration statement.

### Risks in Business Operations

### Approaches to Risks

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#### Technological Innovations

Our group operates in fast-paced markets, including EC, influencer marketing, digital marketing, and online video. Adapting to technological innovation and changing customer needs is crucial, as failure to do so or significant investment in response may impact our financial performance.

We are committed to enhancing our product development structure through proactive investment in our tech team, enabling us to swiftly respond to the latest technologies and changes in market conditions.

Note: Estimated to be a moderate risk with a long term period for its occurrence.

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#### Competition with Other Companies

In highly competitive markets such as e-commerce, influencer marketing, digital marketing, and online video, we have established our competitiveness by utilizing our technology and business development capabilities to provide high value-added offerings. While continuing to improve our services and enhance our brand awareness, we recognize that the emergence of superior competitors could intensify market competition and potentially affect our financial performance.

We will strengthen our product development capabilities by continuously hiring engineers and differentiating our platforms. Furthermore, we will also enhance our local networks and sales structures in various Asian countries to improve our competitive advantage.

Note: Estimated to be a moderate risk with a midterm period for its occurrence.

# Risk Management for Business Operations

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## Risks in business operations

### Acquiring and Nurturing Excellent Talents

As our business expands, we aim to continuously recruit excellent talents who share our group's mission and values, whereas if we are unable to secure and develop the desired talent or experience significant employee turnover, it may potentially affect our business performance.

## Approaches to risks

We will strengthen our recruitment team and strive to attract excellent people through various forms of recruitment. Additionally, we will also focus on nurturing and retaining talents through learning & development and instilling our corporate culture.

Note: Estimated to be a moderate risk with a midterm period for its occurrence.

### Overseas Business Expansion

Our group was founded overseas, and since its establishment, business activities have been centered overseas. We will continue to actively look for global expansion as a key strategy for achieving medium- to long-term growth. While we seek to avoid dependence on any specific region to reduce risks, factors such as international situations, political and economic issues, and accounts receivable risks may affect our overall business operations and financial results.

When expanding into a new market, we thoroughly analyze the regulatory framework, competitive landscape, and business opportunities of the target market. Subsequently, making prudent investments that are appropriate for the associated risks and return potential.

Note: Estimated to be a moderate risk with a midterm period for its occurrence.

### Business Partnerships and M&A

We recognize that business partnerships and acquisitions are essential for future growth and profitability. However, if the expected results are not achieved, it may lead to impairment losses on goodwill, business sales losses due to restructuring, liquidation losses, and other related expenses that could potentially affect our financial performance.

We conduct thorough preliminary investigations and analysis of the target company or market, considering the potential for creating synergies and assessing related risks before proceeding with M&A

Note: Estimated to be a moderate risk with a midterm period for its occurrence.



## Handling of these Materials

- This material has been prepared by AnyMind Group Inc. (the “Company”) solely for informational purposes only. This document does not constitute or form part of and should not be construed as, an offer to sell or issue or the solicitation of an offer to buy or acquire securities of the Company in Japan, the United States or any other jurisdictions.
- This material contains forward-looking statements. These forward-looking statements are based on information available to us as of the date of this document. These statements are not guarantees of future results or performance. Such forward-looking statements necessarily involve known and unknown risks and uncertainties that could cause actual future results and financial condition to differ materially from any future results and financial condition expressed or implied by such forward-looking statements.
- Factors that could cause actual results to differ materially from those described in these statements include, but are not limited to, changes in national and international economic conditions and trends in the industries in which the Company.

## The next disclosure

- We intend to disclose updates to this document on an annual basis, targeting late March each year.

