



FY 03/21

# Financial Results Presentation

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**CROOZ, Inc.**

TSE JASDAQ Standard; Code 2138

# Key strategies for CROOZ

- 1 Make SHOPLIST a brand that represents fast fashion e-commerce
- 2 Invest in new businesses to create second and third core businesses after SHOPLIST
- 3 Adopt two-pronged strategy for new businesses: (1) new launches within group, and (2) M&A
- 4 100 managers x JPY10.0bn business\*
- 5 Make investments to maximize sales so long as this does not push operating profit or net profit into the red

# Consolidated results summary

Key strategy	Make SHOPLIST a brand that represents fast fashion e-commerce			
Medium- to long-term targets	Annual sales JPY <b>100.0</b> bn	Annual unique purchasers <b>5</b> mn	Average annual spend per user JPY <b>20,000</b>	Annual frequency of purchases per user <b>4</b> times
Q4 FY03/21	JPY <b>27.1</b> bn (FY03/20 result)	<b>1.84</b> mn	JPY <b>14,753</b> *	<b>2.5</b> times *

\* Figures are updated at the end of each fiscal year. Figures for Q3 FY03/21 are as of end-March 2021.

# Key strategy for SHOPLIST

(million yen)

	Q4 FY03/20	Q4 FY03/21	YoY
Transaction value	7,309	7,759	+6.2%
Sales	7,090	7,759	+9.4%
Operating profit	253	220	-13.0%
EBITDA	370	578	+56.2%

# Segment results summary

(million yen)

	Q4 FY03/20		Q4 FY03/21	
	Sales	Operating profit	Sales	Operating profit
SHOPLIST Business	5,022	106	5,802	401
IT Businesses	557	36	548	(21)
Advertising Agency Businesses	310	(4)	345	19
Investment Businesses	269	171	17	(283)
Media Businesses	295	16	338	131
Other Businesses	635	(72)	706	(27)

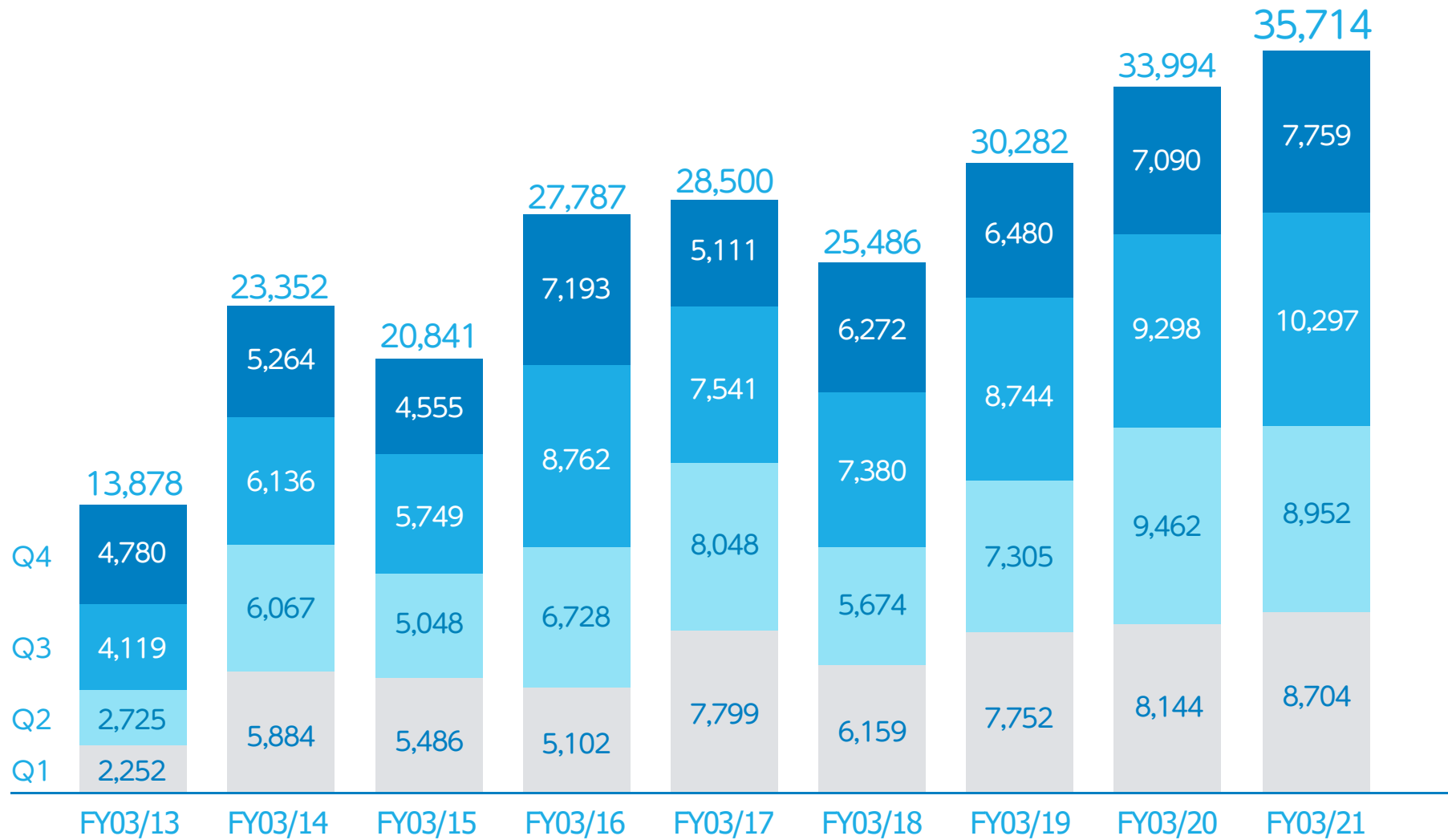
\* As of FY03/20 "Advertising Agency Business" and "Investment Business", as of FY03/20 Q4 "Media Business" which were previously grouped under "Other Businesses" have been separated due to being recognized as important segments.

# Consolidated balance sheet summary

(million yen)

	Q4 FY03/20	Q4 FY03/21	YoY
Current assets	20,835	22,295	7.0%
Cash and deposits	13,532	15,056	11.3%
Non-current assets	4,943	4,628	-6.4%
Goodwill	468	326	-30.3%
Total assets	25,947	27,072	4.3%
Current liabilities	6,430	6,054	-5.8%
Non-current liabilities	11,243	11,273	0.3%
Total liabilities	17,674	17,327	-2.0%
Total net assets	8,273	9,744	17.8%

# Sales trends



(million yen)

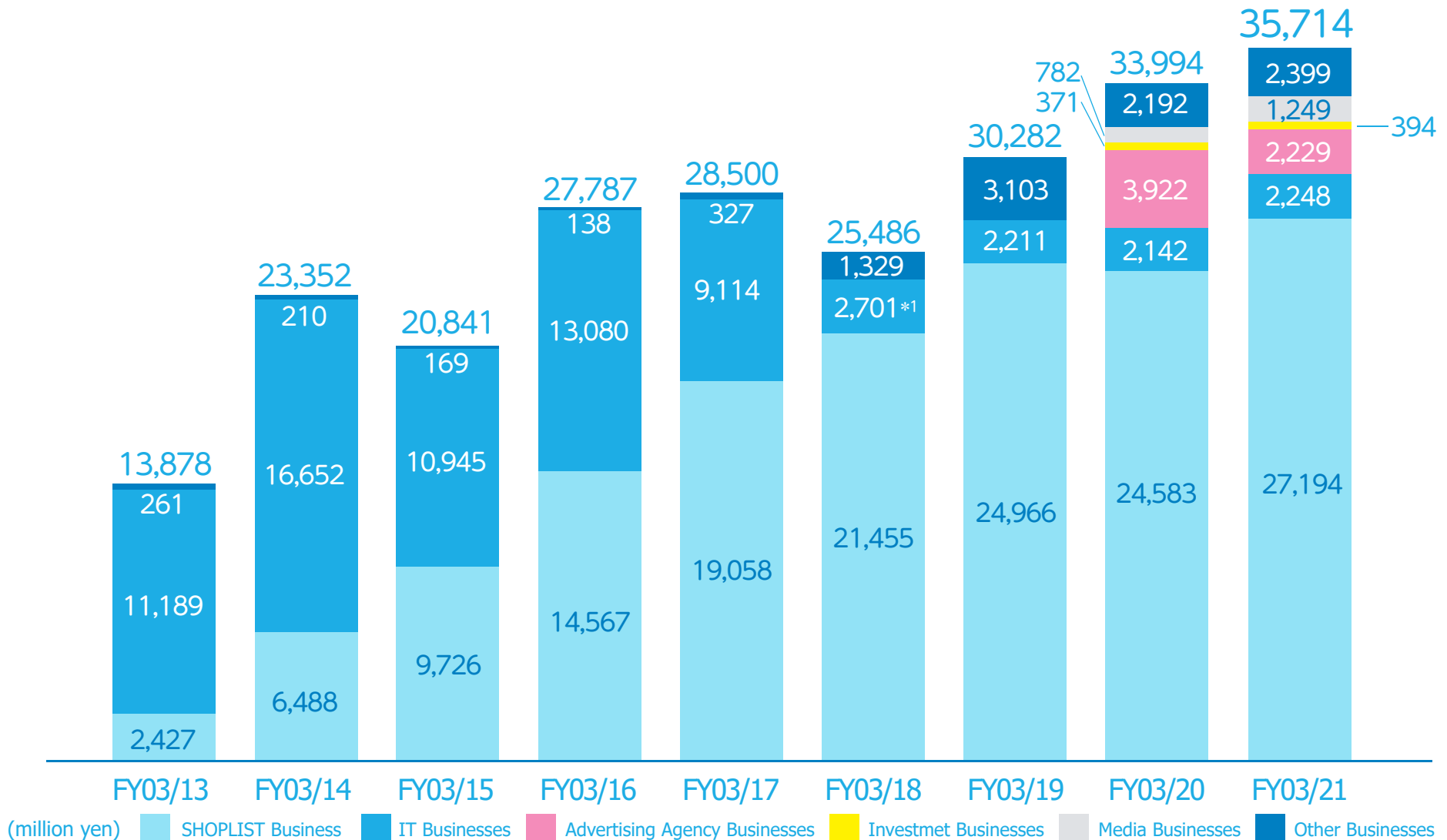
■ Q1

■ Q2

■ Q3

■ Q4

# Sales trends (by segment)

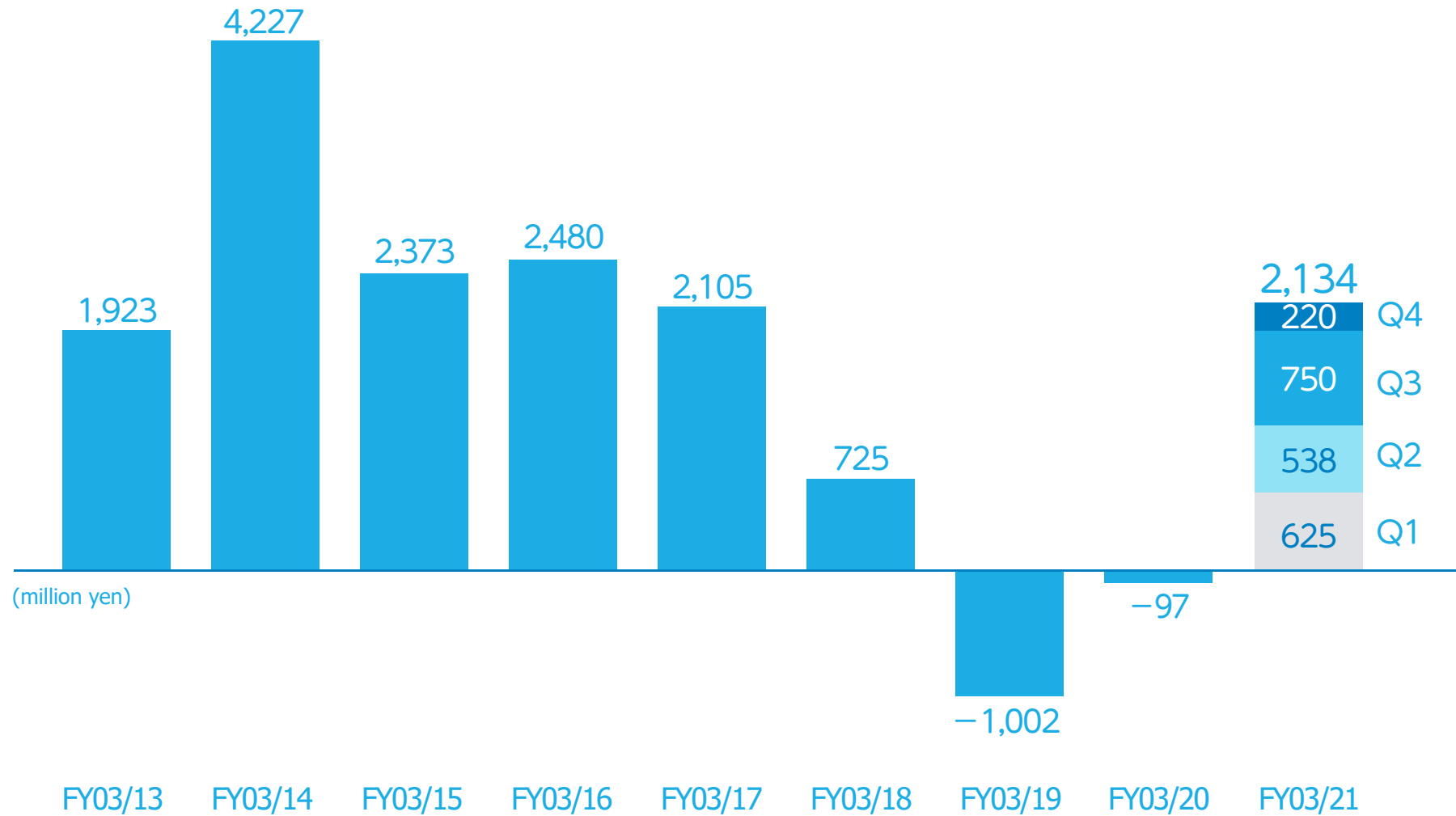


\*1 In November 2016, CROOZ sold the bulk of its IT Businesses operations, retaining only a portion of the business.

\*2 As of FY03/20 "Advertising Agency Business" and "Investment Business", as of FY03/20 Q4 "Media Business" which were previously grouped under "Other Businesses" have been separated due to being recognized as important segments.



# Operating profit trends



# Ultralong objective for CROOZ

Ultralong objective	Expand market cap to JPY1tn by 20XX			
Medium- to long-term targets	SHOPLIST annual sales JPY <b>100.0</b> bn	Second and third businesses after SHOPLIST <b>10</b>	Businesses with sales of JPY1.0bn or more <b>100</b>	Representative directors <b>100</b>
Q4 FY03/21	JPY <b>27.1</b> bn (FY03/21 result)	<b>0</b>	<b>6</b> *	<b>24</b>

\* Includes businesses expected to generate sales of JPY1.0bn or more over the medium to long term.

# Investment strategy concerning new businesses

We will secure further growth for our core business, “SHOPLIST.com by CROOZ,” a fashion e-commerce platform. At the same time, we will consider Group synergies while actively conducting investment related to new businesses, including investment aimed at acquiring businesses associated with fashion and e-commerce.

# Overview of the CROOZ Group

The CROOZ GROUP comprises the pure holding company CROOZ, Inc., and the present 24 subsidiaries.

E-commerce field	<p><b>CROOZ SHOPLIST, Inc.</b> Planning, development, and operation of fashion e-commerce platform SHOPLIST.com by CROOZ</p> <p><b>CROOZ EC Partners, Inc.</b> Solutions business handling e-commerce website system development, contracted operation, fulfilment, etc.</p>
Advertising field	<p><b>CROOZ Media Partners, Inc.</b> Agency business mainly handling advertising and media</p>
Social games field	<p><b>StudioZ, Inc.</b> Planning, development, and operation of smartphone games</p>
Investment/ financing field	<p><b>Sevenwoods Investment, Inc.</b> Investment business focused on domestic and overseas startups</p>
Media field	<p><b>Rank King, Inc.</b> Planning, development, and operation of e-commerce-related media platform Rank King, etc.</p>

\* As of March 31, 2021, CROOZ had also set up 18 other subsidiaries. These are not listed above because the impact and probability of success for these ventures are unclear at present. If there is any progress with related initiatives, we will provide reports through appropriate channels such as press releases and results briefing materials.

\* Venture capital funds such as Sevenwoods Investment 1 Limited Partnership etc are excluded from numbers of subsidiaries above.

# Glossary

	Meaning / definition
EBITDA	Operating profit that excludes M&A-related goodwill amortization and other non-recurring factors
Annual unique purchasers	The number of unique purchasers that have purchased products from SHOPLIST at least once in the most recent year * If a user purchases items on four separate occasions during the period, that user is still counted as one unique purchaser.
Vision for Continual Evolution	A framework to create the strongest company organization through an ecosystem of people, equipment, and money, and facilitate (1) the creation and growth of next-generation businesses, (2) the development and growth of next-generation managers, and (3) continued development at the pace of a venture company

## Reference Earnings forecasts

The CROOZ Group operates in a business environment that is susceptible to major changes, and aggressively engages in new businesses and businesses distinguished by a high degree of novelty.

This makes it difficult to calculate appropriate and reasonable forecasts, and the Group has therefore not disclosed earnings forecasts since FY03/15.

The material herein contains medium- to long-term plans and forecasts made by CROOZ.

The information contained in these pages is not intended to guarantee the future business results of the company and bears certain risks and uncertainties.

As future business results can be affected by various factors and may change from the company outlook, we ask the reader to refrain from relying solely on the information presented herein.