



Full Year Results FY2021(2022/03)

# Financial Results Presentation

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**CROOZ, Inc.**

TSE 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\*<sup>1</sup>
- 3 Adopt two-pronged strategy for new businesses: (1) new launches within group, and (2) M&A\*<sup>1</sup>
- 4 100 managers x JPY10.0bn business\*<sup>2</sup>

\*1 CROOZ Group's policies going forward. [Click here](#) for details.

\*2 To be achieved through CROOZ' Vision for Continual Evolution. [Click here](#) for details.

# 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 FY03/22	JPY <b>23.0</b> bn (FY03/22 result)	<b>1.64</b> mn	JPY <b>14,009</b> *	<b>2.4</b> times *

\* Figures are updated at the end of each fiscal year. Figures are as of end-March 2022.

# Consolidated results summary

(million yen)

	Q4 FY03/21	Q4 FY03/22	YoY
Transaction value	7,759	7,223	-6.9%
Operating profit	220	487	121.3%
EBITDA	578	568	-1.7%

# Earnings Summary by Segment

(million yen)

	Q4 2021		Q4 2022		YoY Change	
	Transaction value	Operating profit	Transaction value	Operating profit	Transaction value	Operating profit
E-commerce	6,128	378	4,972	184	-18.9%	-51.3%
Game	548	-21	989	93	80.5%	-
Online Advertising and Media	684	150	754	181	10.3%	20.6%
Other	398	-287	506	28	27.2%	-

\*1 CROOZ Group has set a policy of further strengthening its focus on e-commerce as an e-commerce solutions company. In line with this policy, the company has revised its reporting segments from Q1 FY03/22 to the following four: E-commerce, Game, Online Advertising and Media, and Investment.

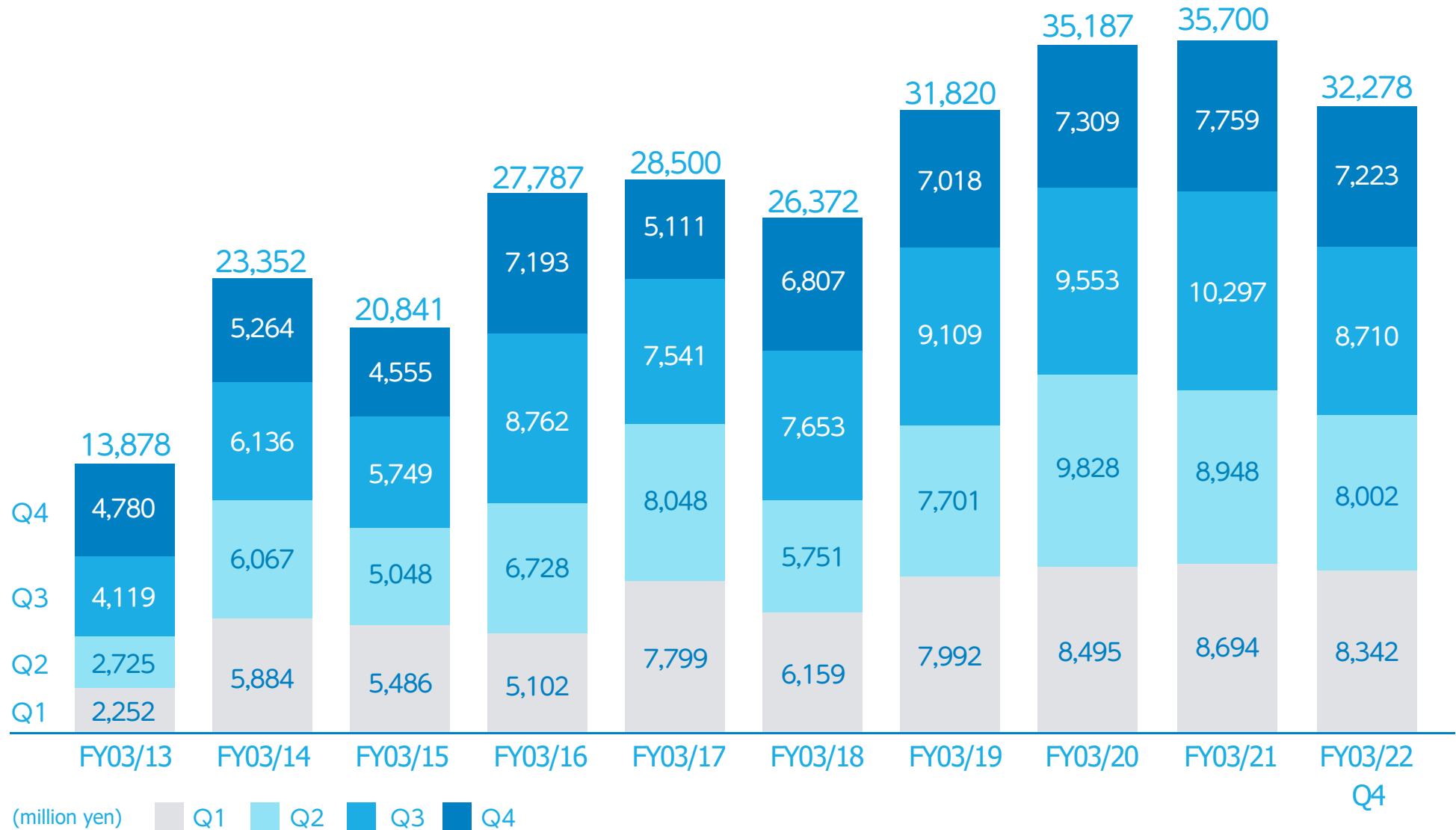
\*2 Our share of a fund, formerly consolidated as a subsidiary, declined and the fund was excluded from the scope of consolidation. As a result, the Investment business ceased to be a reportable segment from Q4 FY03/22. Accompanying this change, for reference purposes, the Investment business is included in Other businesses for previous years and the period through Q3 FY03/22.

# Consolidated balance sheet summary

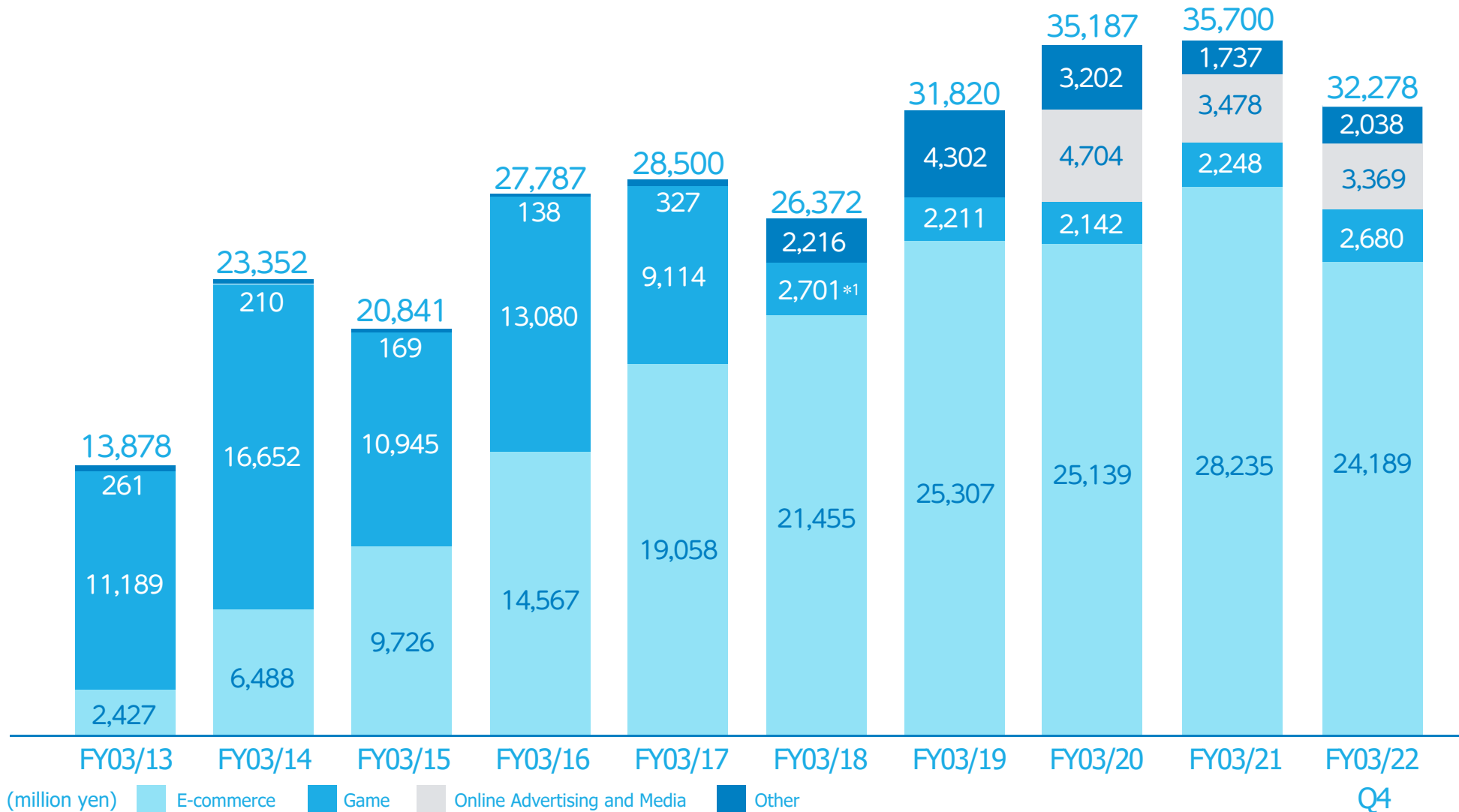
(million yen)

	Q4 FY03/21	Q4 FY03/22	YoY
Current assets	22,295	17,560	-21.2%
Cash and deposits	15,056	13,765	-8.6%
Non-current assets	4,628	7,397	59.8%
Goodwill	326	0	—
Total assets	27,072	25,086	-7.3%
Current liabilities	6,054	4,421	-27.0%
Non-current liabilities	11,273	11,014	-2.3%
Total liabilities	17,327	15,436	-10.9%
Total net assets	9,744	9,650	-1.0%

# Trends of transaction value



# Trends of transaction value (by segment)



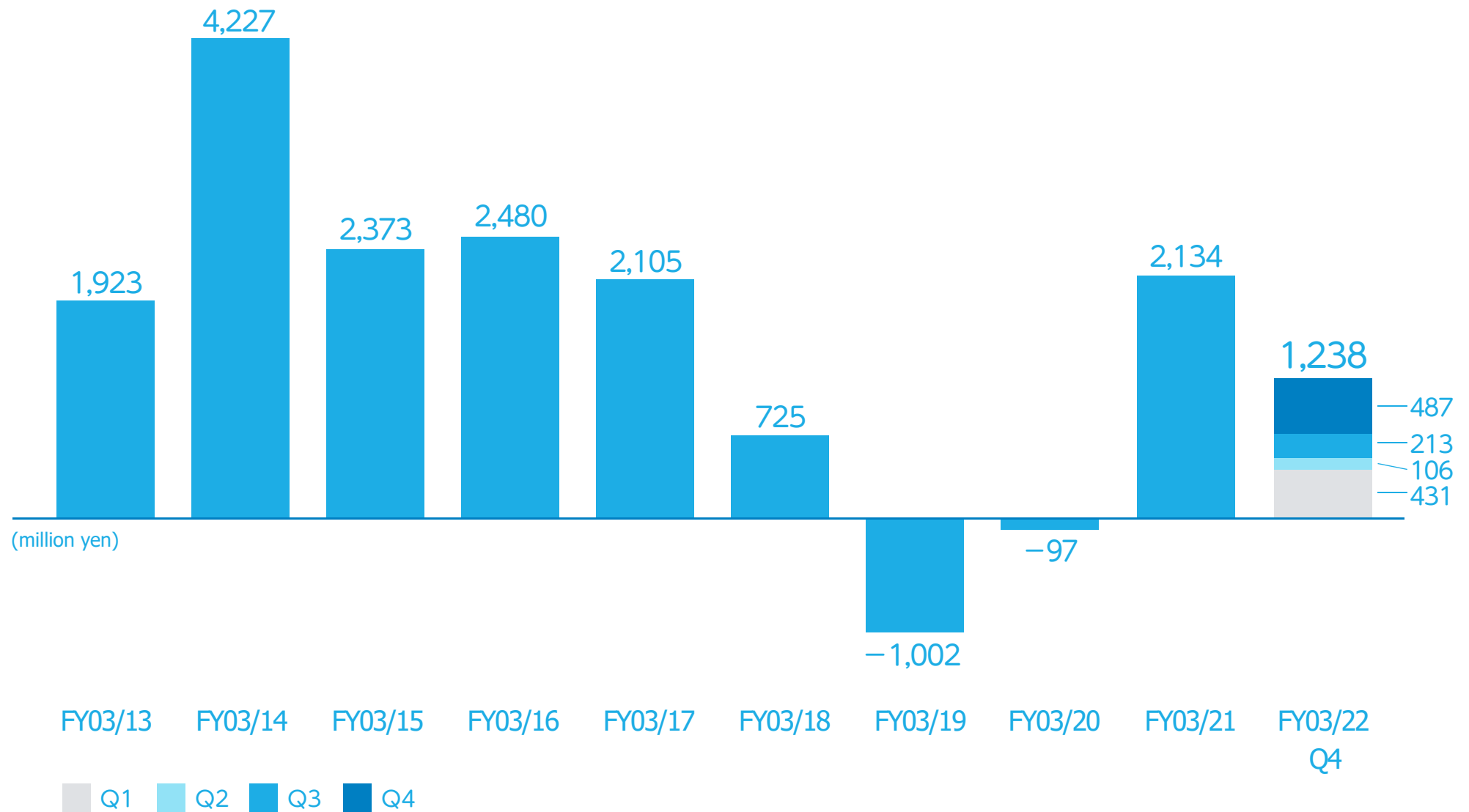
\*1 In November 2016, CROOZ sold the bulk of its IT Businesses operations, retaining only a portion of the business.

\*2 From Q1 FY03/22 the Group has changed its reporting segments to the following four: E-Commerce, Game, Online Advertising and Media, and Investment.

\*3 The Investment business ceased to be a reportable segment from Q4 FY03/22. Accompanying this change, for reference purposes, the Investment business is included in Other businesses for previous years and the period through Q3 FY03/22.



# 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 FY03/22	JPY <b>23.0</b> bn (FY03/22 result)	<b>0</b>	<b>6</b> *	<b>21</b>

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

# Investment strategy concerning new businesses

To achieve our long-term goal of “market capitalization of 1 trillion yen ” as soon as possible, we will further strengthen our focus on the growth industry of e-commerce as an e-commerce solutions company, including by developing new businesses and carrying out M&A, centered on SHOPLIST.com by CROOZ.

The CROOZ GROUP comprises the pure holding company CROOZ, Inc., and the present 21 subsidiaries.

E-commerce field

**CROOZ SHOPLIST, Inc.**

Planning, development, and operation of fashion e-commerce platform SHOPLIST.com by CROOZ

**CROOZ EC Partners, Inc.**

Solutions business handling e-commerce website system development, contracted operation, fulfilment, etc.

Social games field

**StudioZ, Inc.**

Planning, development, and operation of smartphone games

Media/advertising field

**CROOZ Media Partners, Inc.**

Agency business mainly handling advertising and media

**Rank King, Inc.**

Planning, development, and operation of e-commerce media Rank king.

\* As of December 30, 2022, CROOZ had also set up 16 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.