

Demaecan

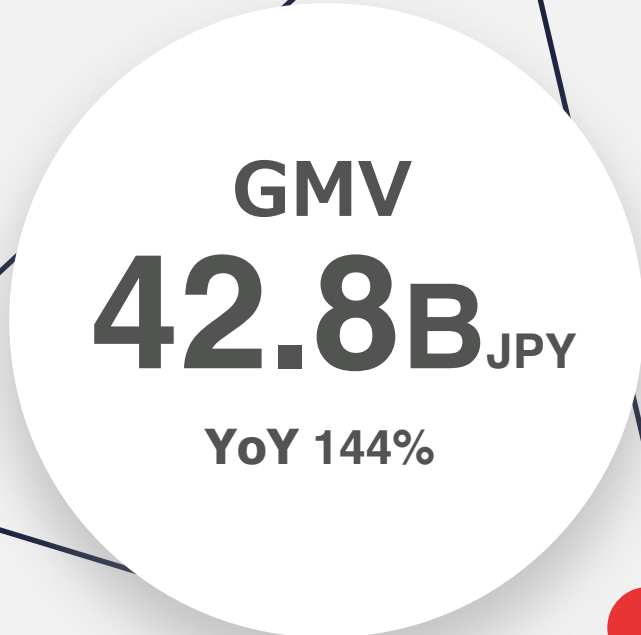
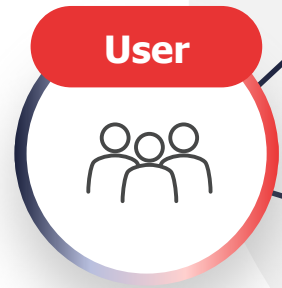
3rd Quarter Results

June 25, 2021

Business Highlights

3Q Highlights

Active Users
6.52M
YoY 176%



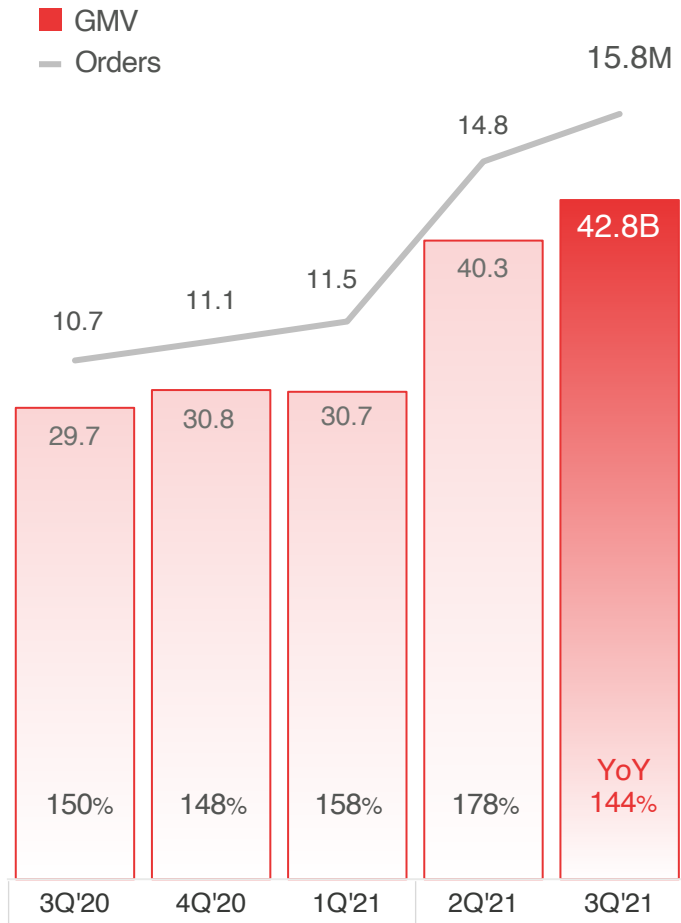
74K Merchants
YoY 307%



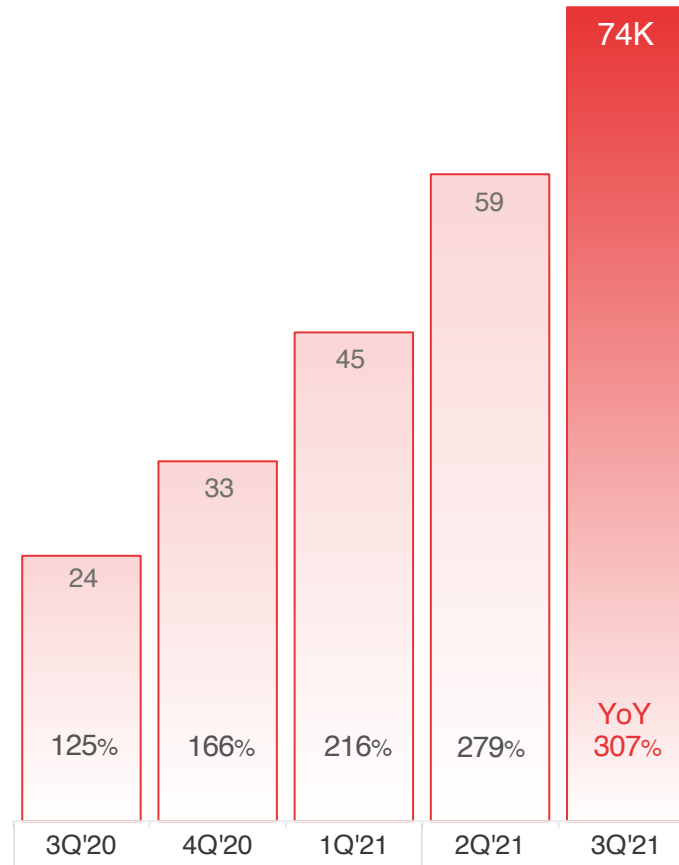
Sharing Delivery
Household Coverage
49%

All key KPIs continue to make significant YoY growth

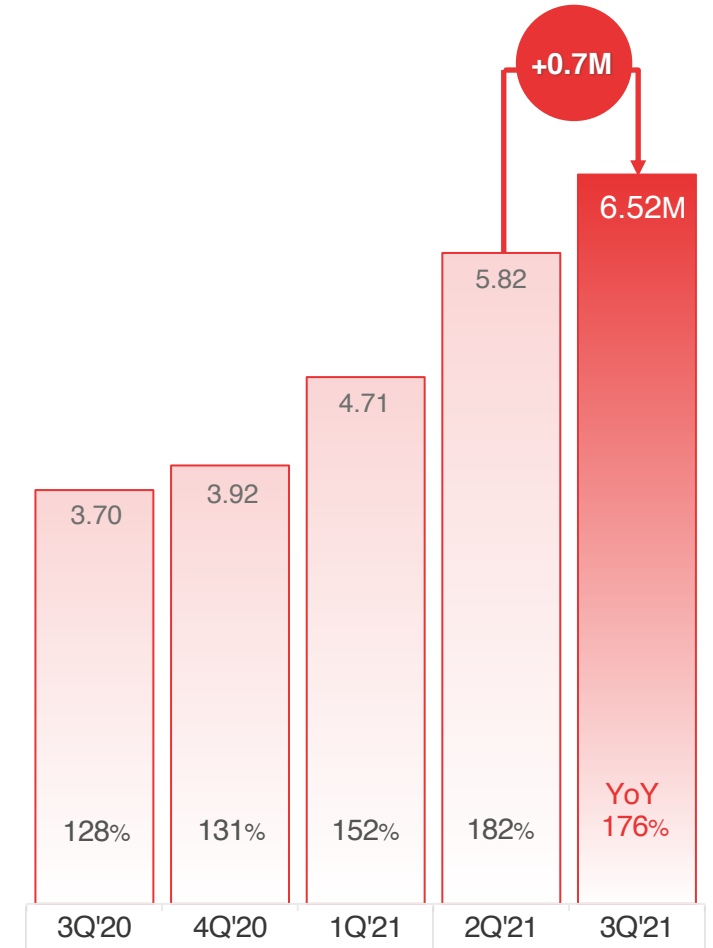
GMV / Orders



Merchants



Active Users

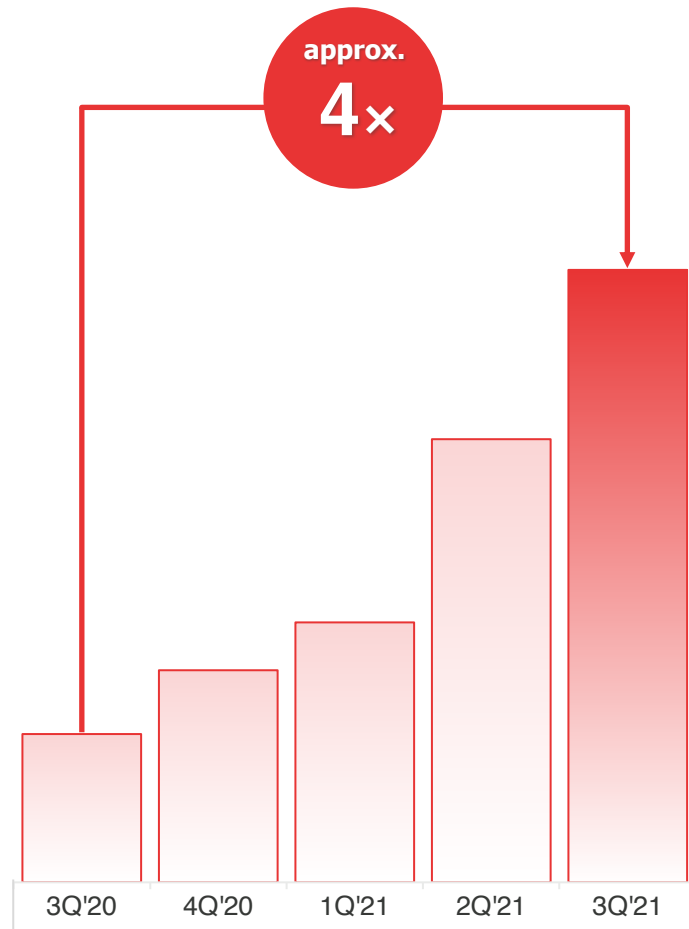


Merchants and Active Users are as of quarter end

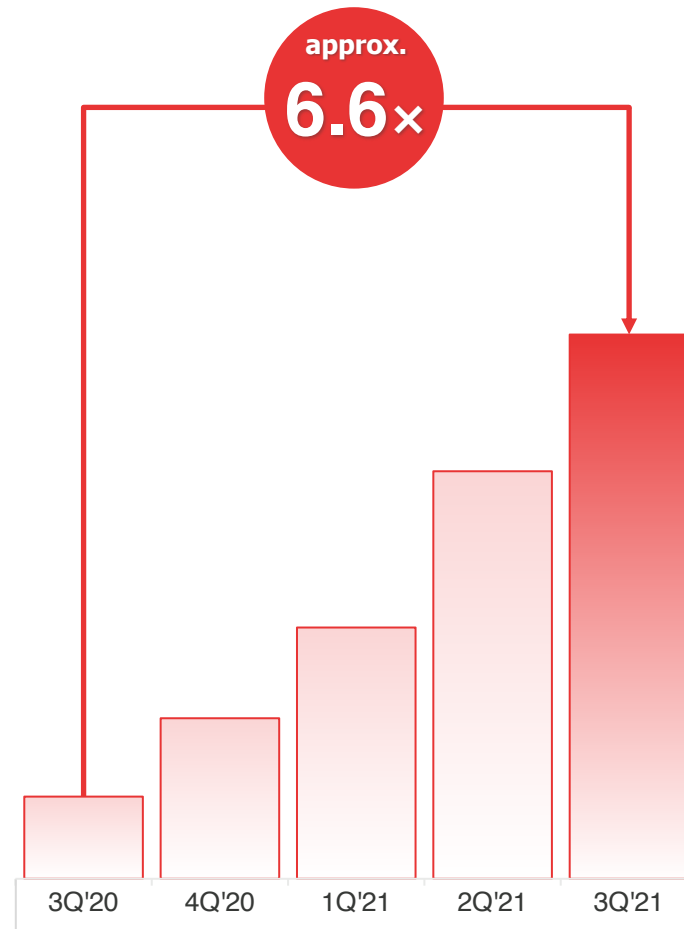
GMV (Gross Merchandise Value) : order value (incl. tax) + delivery fee (incl. tax)
 Active Users : Users who placed more than one order within the last twelve months (unique users)

Sharing Delivery GMV grew 4x

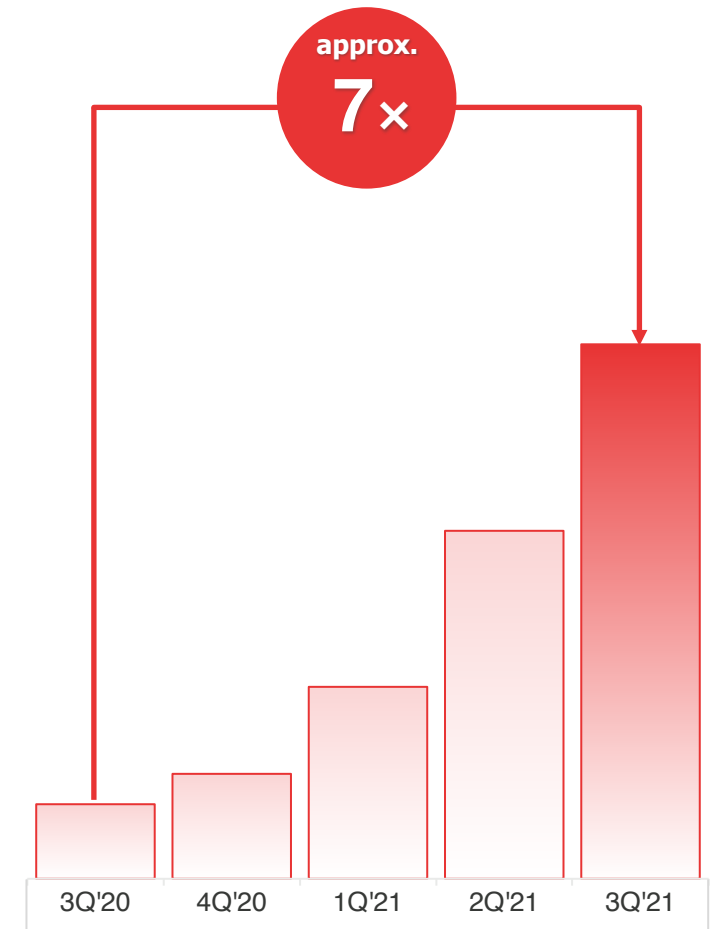
Sharing Delivery GMV



Sharing Delivery Merchants



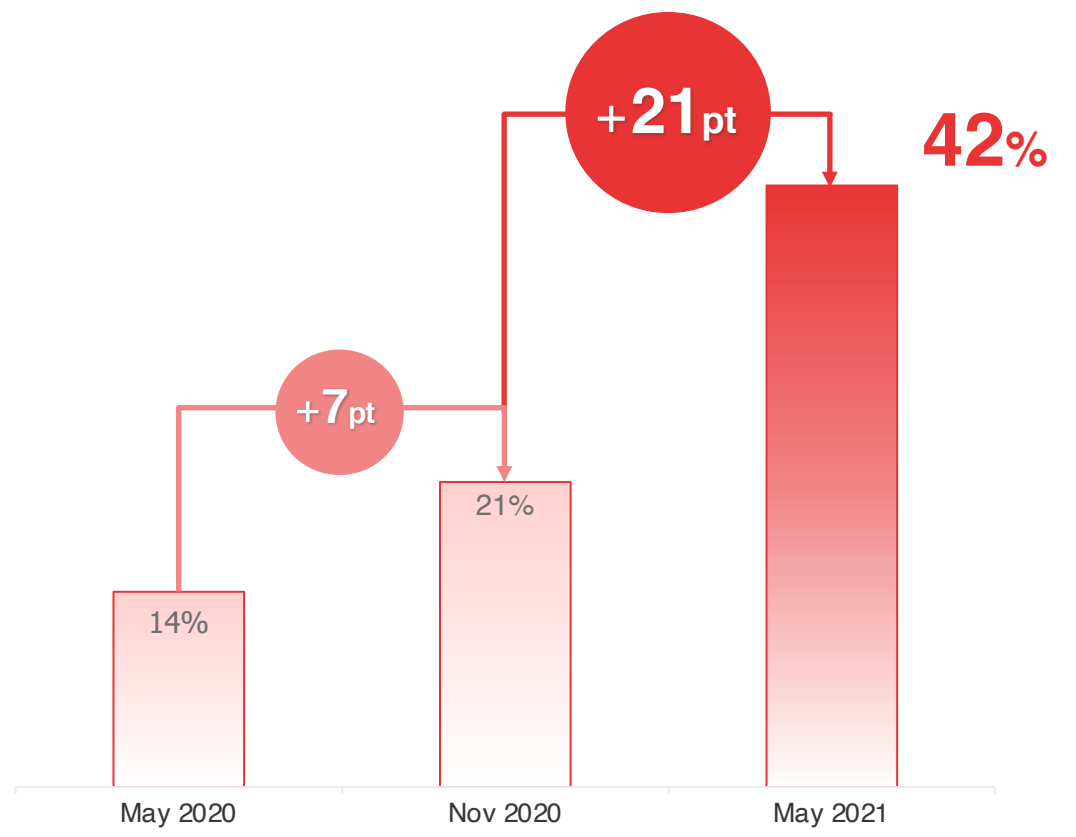
of Delivery Staff



Expanding Sharing Delivery ecosystem

Strengthening consultation of local merchants

Sharing Delivery ratio¹ increasing

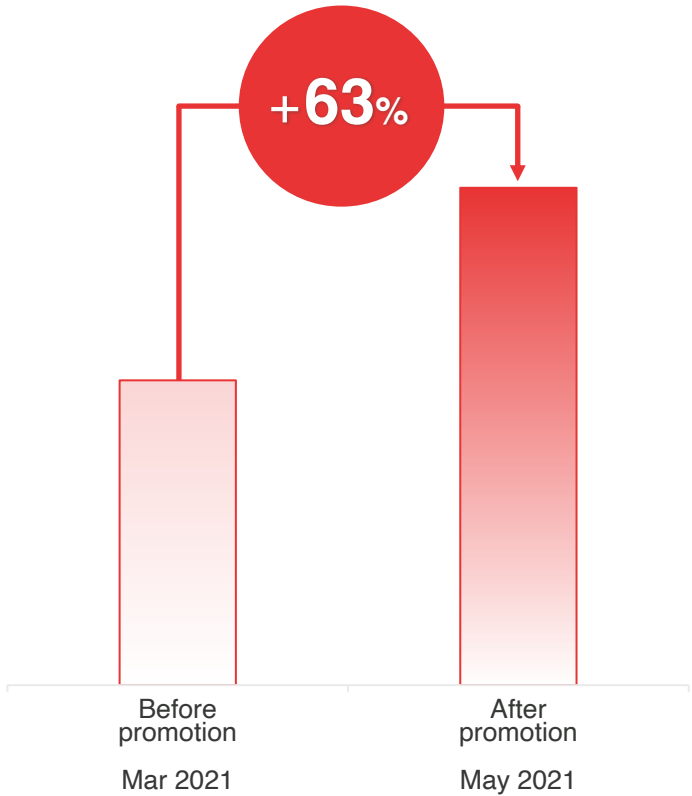


1. Ratio of Sharing Delivery GMV within total

Marketing promotion to drivers

TV commercial targeted towards drivers

Impact to driver applications

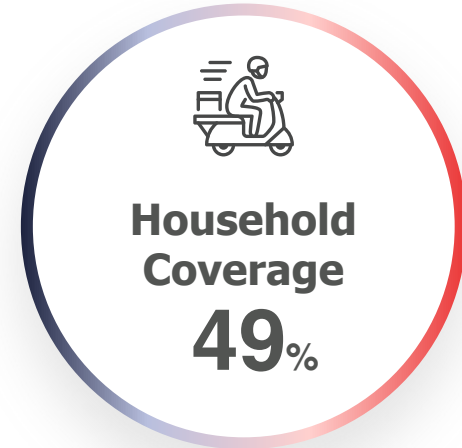
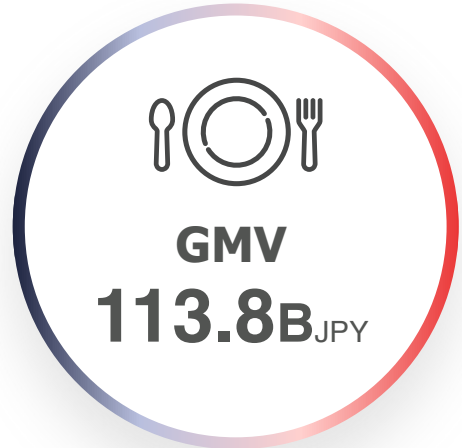


Progress of Mid-term Plan

Aug. 2021 Target: 160BJPY
Progress : 71%

Aug. 2021 Target: 75K
Progress : 98%¹

Aug. 2021 Target: 36%



'Delivery as part of Everyday Life'

2023

2022

Expansion of Coverage

2021

Priority Initiatives

A Improve Brand Value/ Recognition

B New User Acquisition

C Expand Delivery Area/ Merchant

D New System Development

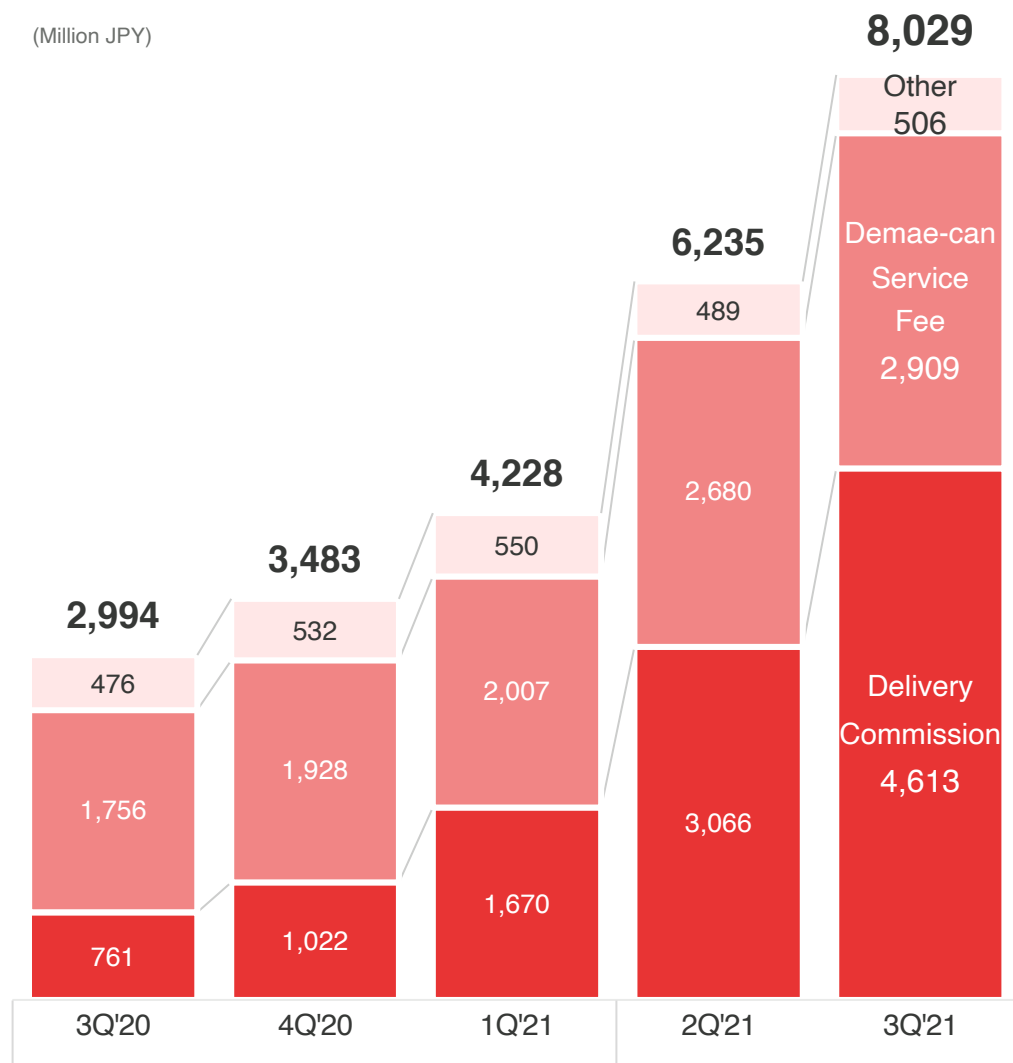
1. 41K merchants acquired out of 42K targeted by the end of 3Q'21

Financial Highlights

Revenue

(Million JPY)

YoY 268%



Other

YoY +30M JPY (YoY 106%)

Decline of commerce business revenue from subsidiary

Demae-can Service Fee

YoY +1,154M JPY (YoY 166%)

Increase in orders dues to the expansion of merchants and users

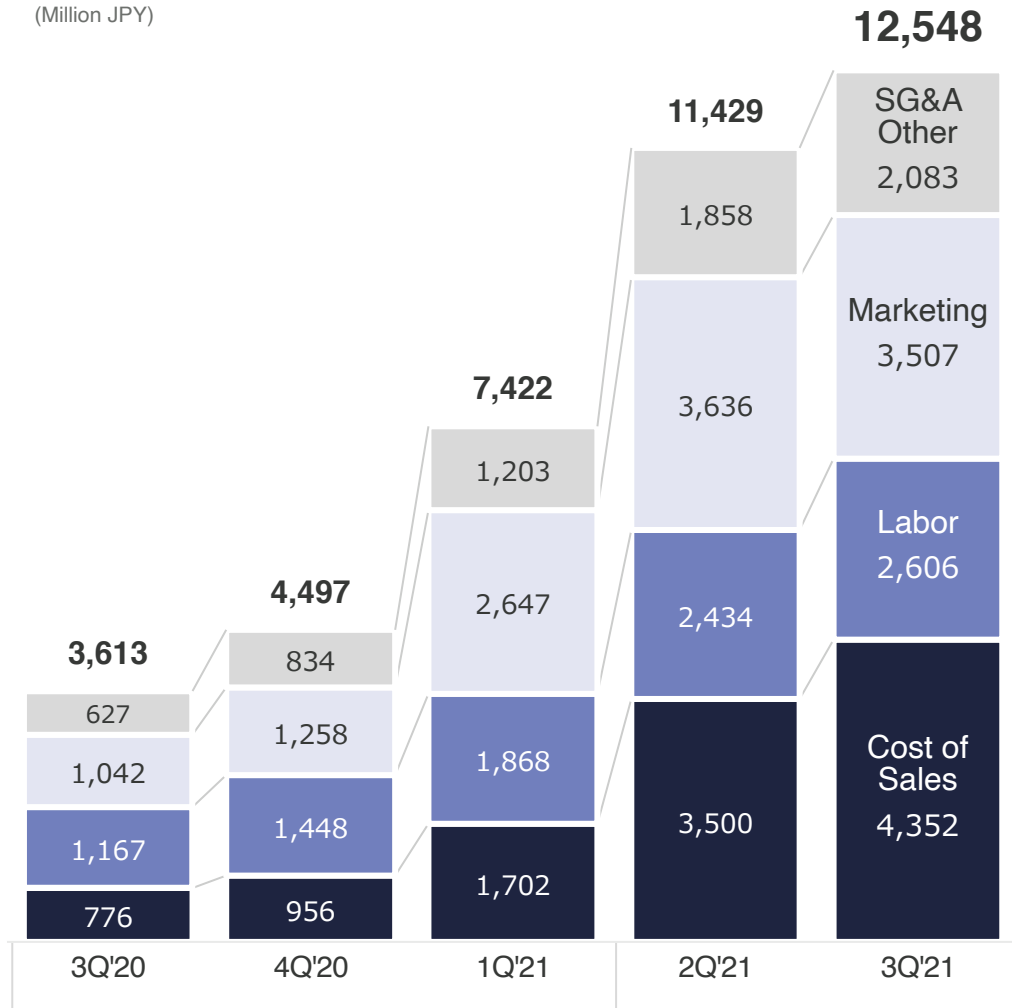
Delivery Commission

YoY +3,852M JPY (YoY 606%)

Increase in the number of sharing delivery orders

Cost of Sales / SG&A

(Million JPY)



SG&A Other

YoY +1,456M JPY (YoY 332%)

Increase in outsourcing fee (merchant acquisition)

Marketing

YoY +2,465M JPY (YoY 337%)

Increase in campaign and promotion cost

Labor

YoY +1,439M (YoY 223%)

Increase in part-time delivery staff

Cost of Sales

YoY +3,576M (YoY 560%)

Increase in outsourcing fee (delivery staff)

Earnings forecast revisions

(Billion JPY)	Initial Forecast	Revised Forecast	Change
GMV	160.0	160.0	No change
Net Sales	28.0	29.0	1.0
Operating Profit	(13.0)	(19.0)	(6.0)
Ordinary Profit	(13.0)	(19.0)	(6.0)
Profit attributable to owners of parent	(13.0)	(21.5)	(8.5)

- Upward revision to Net Sales due to expansion of Sharing Delivery
- Downward revision to profits to reflect increased investments for area expansion, user and driver acquisition, ahead of plan in light of competition
- Net income (attributed to parent) includes possible write-off of capital investments during the term

Appendix

Summary of Consolidated Income Statement

(Million JPY)	August 2020				August 2021			August 2021 3Q	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	YoY	QoQ
Net Sales	1,817	2,011	2,994	3,483	4,228	6,235	8,029	268.2%	128.8%
Demae-can Service Fee	957	1,081	1,756	1,928	2,007	2,680	2,909	165.6%	108.6%
Delivery Commission	217	323	761	1,022	1,670	3,066	4,613	606.1%	150.5%
Other	642	606	476	532	550	489	506	106.3%	103.5%
Cost of Sales	689	601	776	956	1,702	3,500	4,352	560.3%	124.3%
Gross Profit	1,128	1,410	2,217	2,527	2,525	2,735	3,677	165.8%	134.4%
Gross Margin	62.1%	70.1%	74.1%	72.5%	59.7%	43.9%	45.8%	61.8%	104.4%
SG&A	1,338	2,189	2,837	3,541	5,719	7,929	8,197	288.9%	103.4%
Labor	584	672	1,167	1,448	1,868	2,434	2,606	223.3%	107.0%
Marketing	475	1,140	1,042	1,258	2,647	3,636	3,507	336.6%	96.4%
Other	278	375	627	834	1,203	1,858	2,083	331.9%	112.1%
Operating Profit	(210)	(779)	(619)	(1,014)	(3,194)	(5,193)	(4,519)	-	-

Demae-can Business Model

Revenue model¹

	Fee type	Marketplace (Delivery by merchant)	Sharing Delivery (Delivery by Demae-can)
Merchant	Demae-can Service Fee	10% of merchant sales ²	
	Delivery Commission	—	25% of merchant sales
	Payment Service (Other)	A few % of order value	
User	Delivery Commission		Delivery fee

Cost model



1. As of March 2021

2. Includes delivery fee paid by user in the case of Marketplace

Breakdown of each category

Revenue	
Demae-can Service Fee	<ul style="list-style-type: none"> Demae-can platform fee
Delivery Commission	<ul style="list-style-type: none"> Sharing delivery fee
Other	<ul style="list-style-type: none"> Payment service fee Commerce business revenue from subsidiary

Cost of Sales/SG&A	
Cost of Sales	<ul style="list-style-type: none"> Outsourcing fee (delivery staff) System operating costs, etc. Payment service fee
Labor	<ul style="list-style-type: none"> Part-time fee (delivery staff) Employee, stock option
Marketing	<ul style="list-style-type: none"> Advertisement cost Promotion cost
SG&A	<ul style="list-style-type: none"> Outsourcing fee (merchant acquisition) Lease and supplies Commissions Rent and others

Thank you 

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