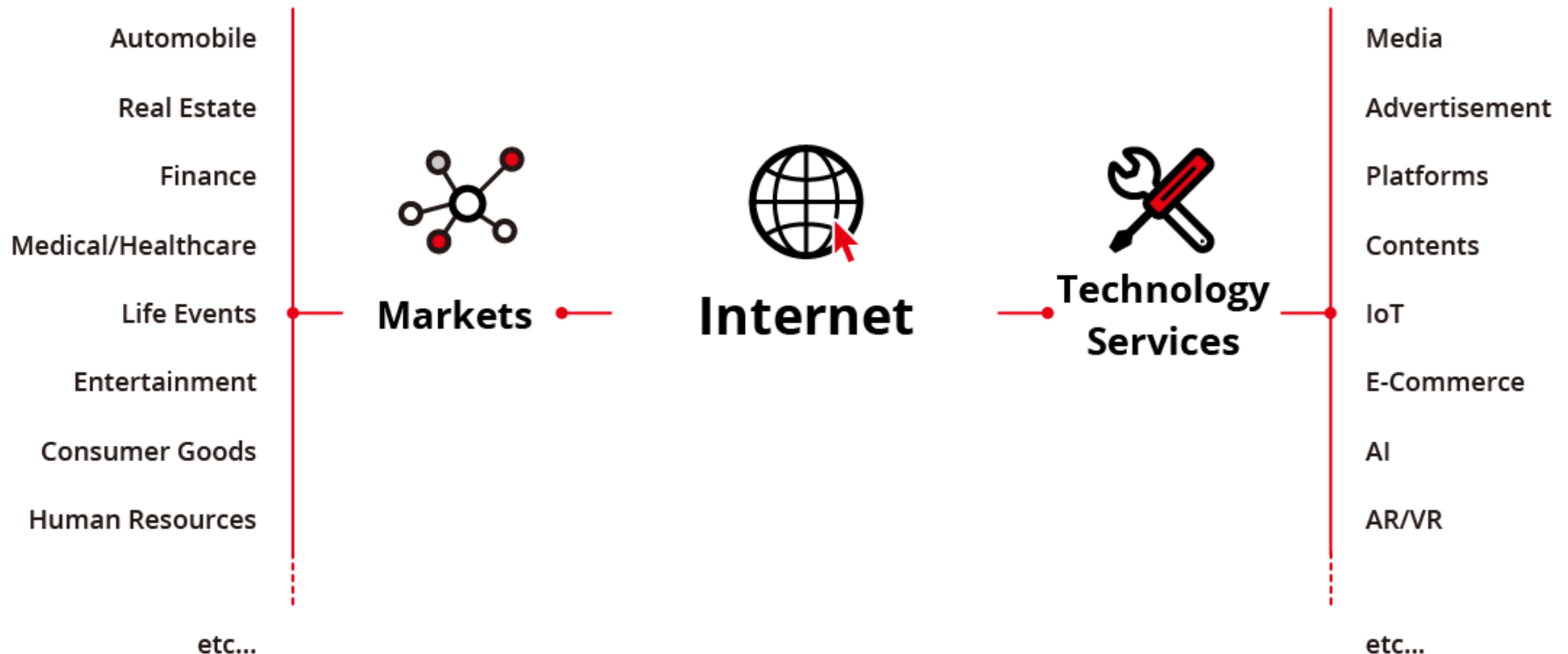


Ateam Inc.

Business Report FY2020

September 11, 2020

Ateam is an IT Company that Develops Business Around the Internet



Index

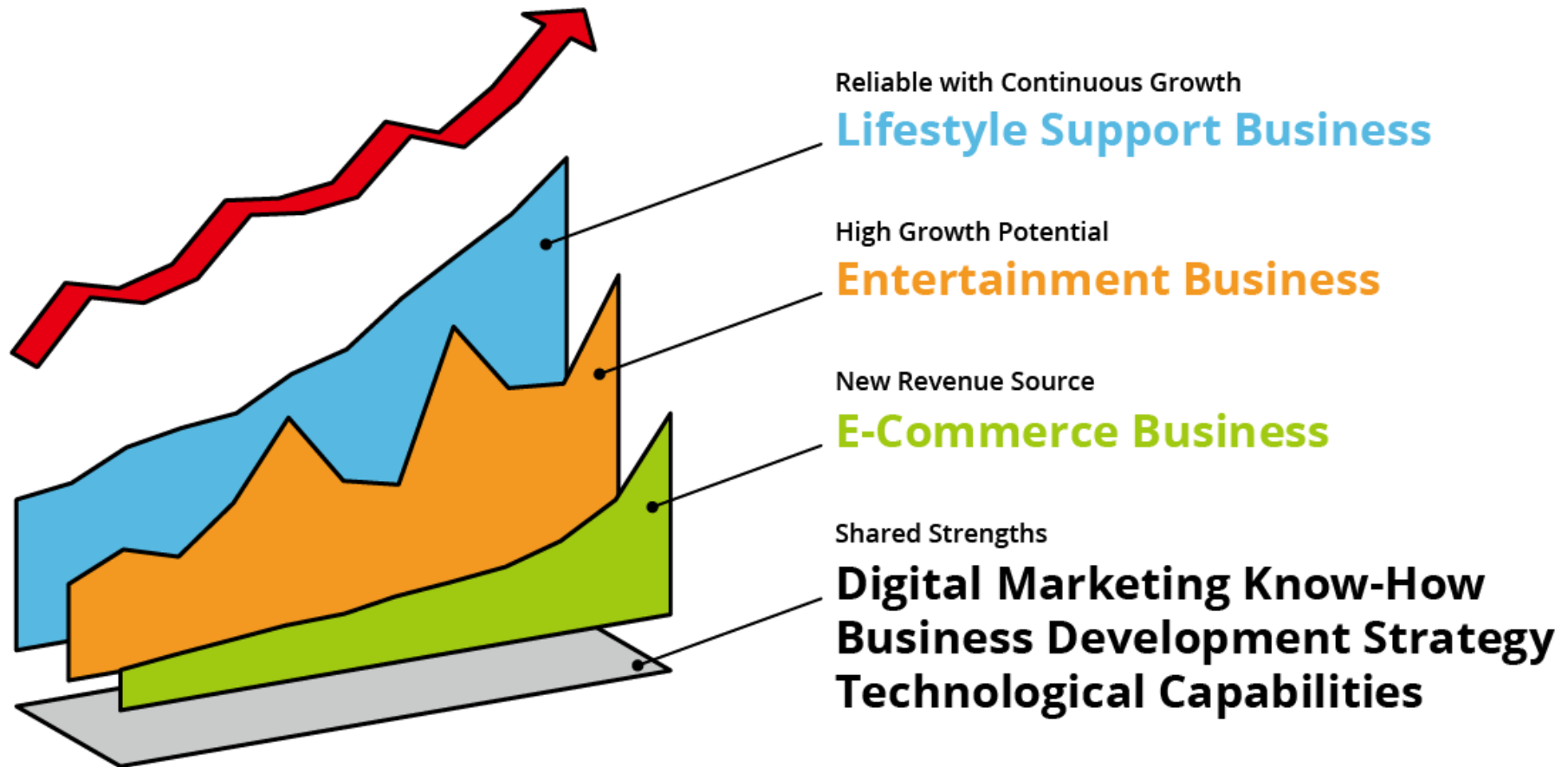
- 1. Medium- and Long-Term Policy**
 - 2. FY2020 Financial Results**
 - 3. FY2020 Q4 Business Details**
 - 4. Segment Topics**
 - 5. FY2021 Guidance**
- APPENDIX A : Company Overview
 - APPENDIX B : Supplementary Financial Data

1. Medium- and Long-Term Policy

- 2. FY2020 Financial Results
- 3. FY2020 Q4 Business Details
- 4. Segment Topics
- 5. FY2021 Guidance

Management Strategy

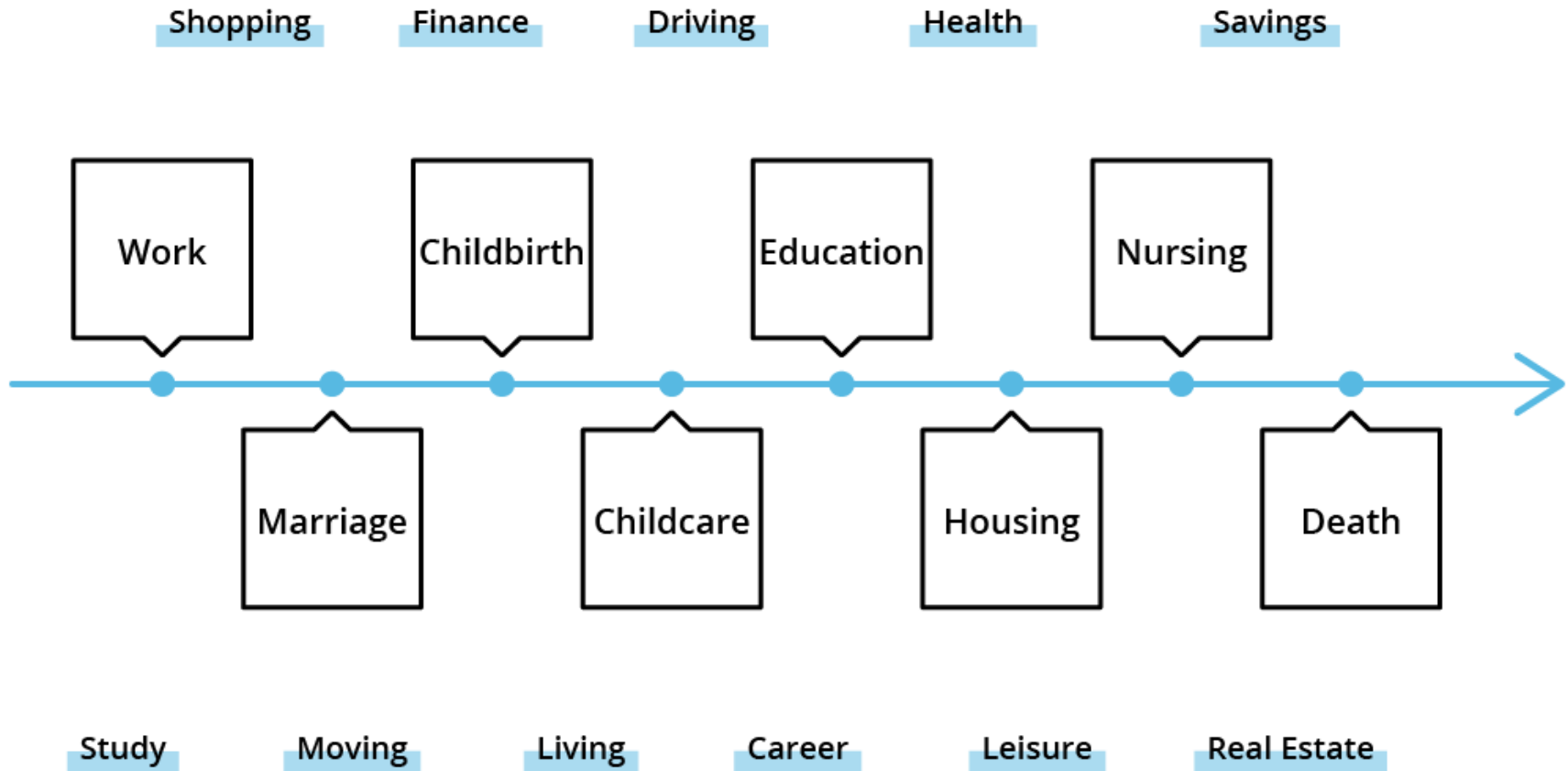
A Business Portfolio that Optimizes Operational Stability



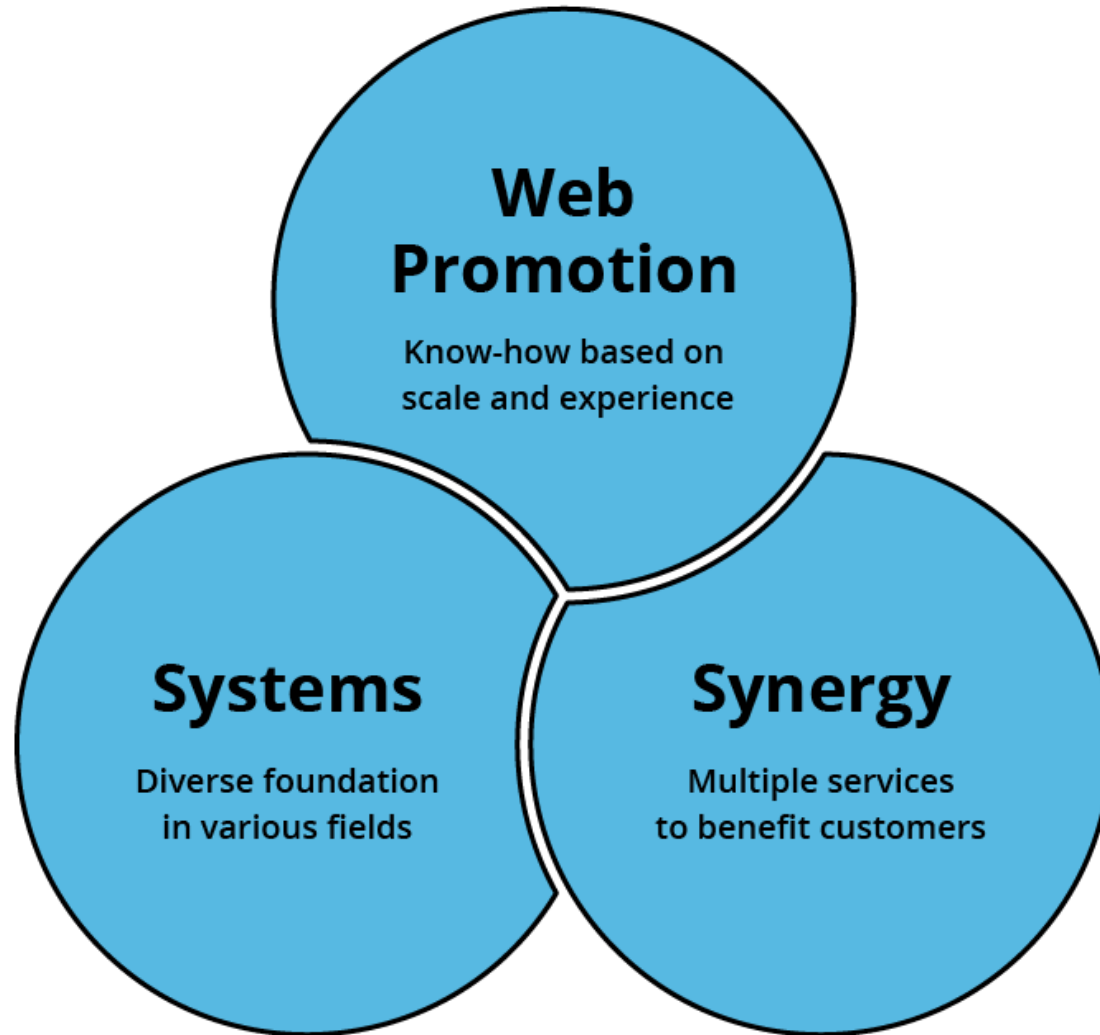
Lifestyle Support Business

Vision of the Lifestyle Support Business

Supporting Various Life Events, From Cradle to Grave



Strengths of the Lifestyle Support Business



Lifestyle Support Business Sub-segments



Digital Marketing Support Business



Hikkoshi Samurai



Hanayume



Navikuru



NaviNavi Cashing



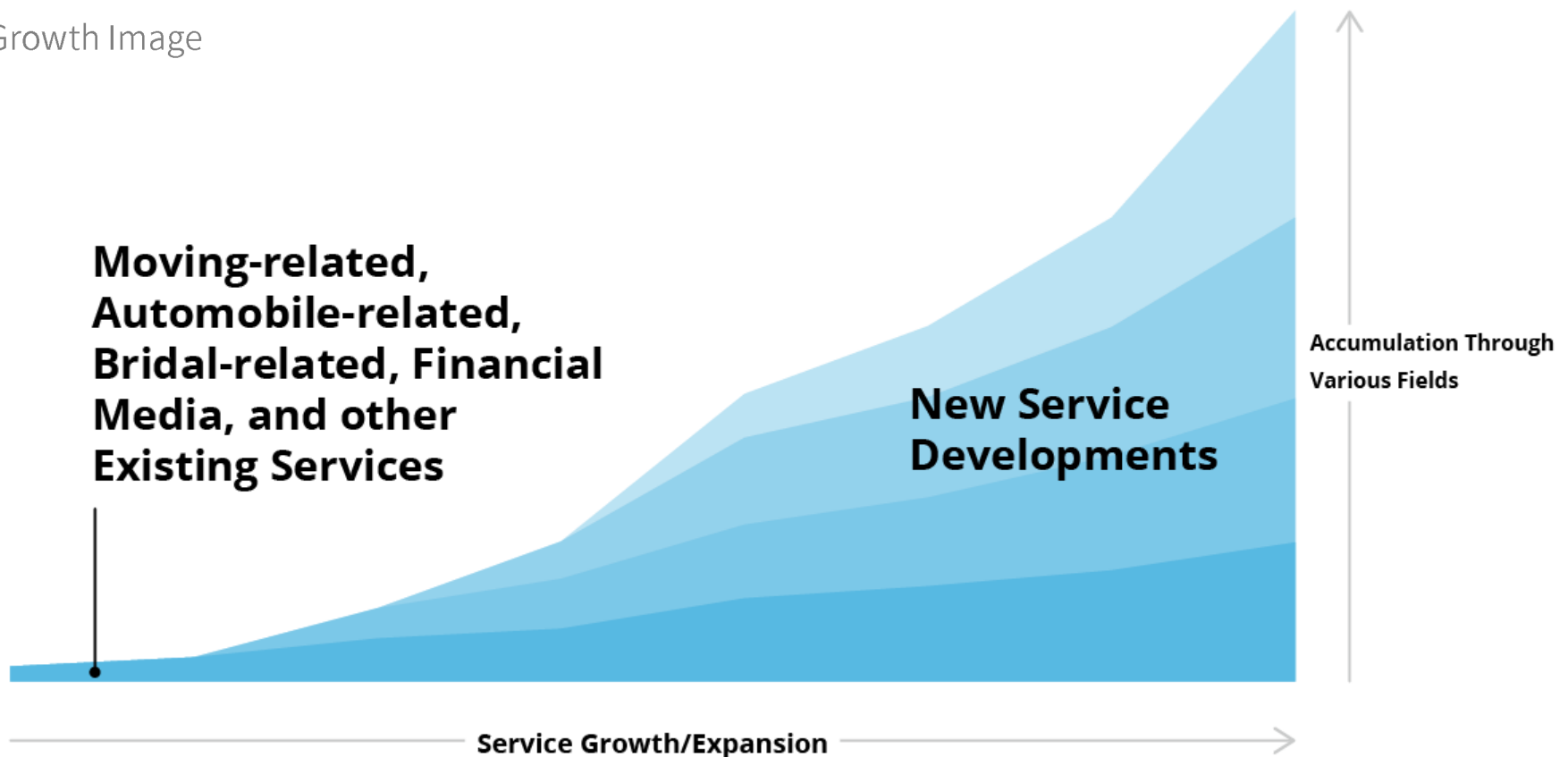
Platform Business



Digital Marketing Support Business

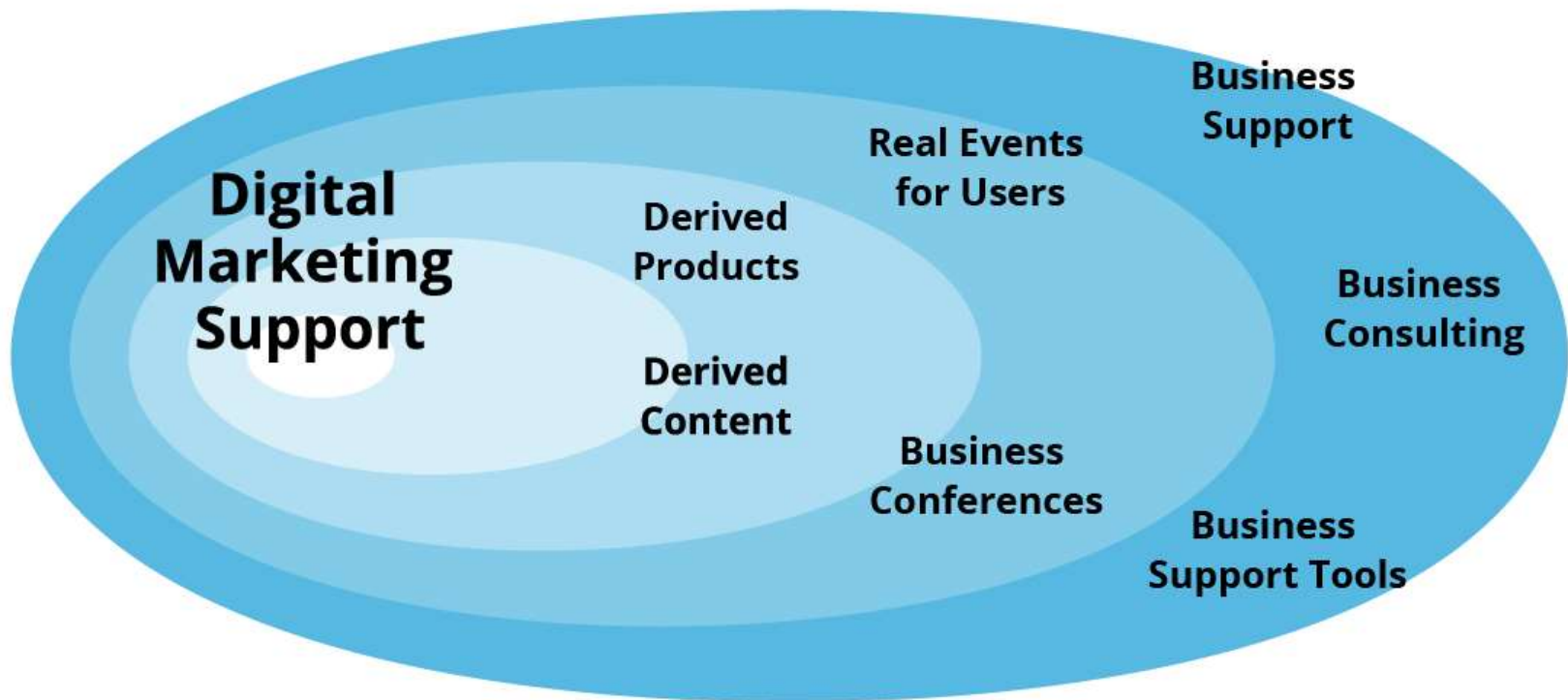
Aim for **Rapid Expansion** in Various Fields Centered on Digital Marketing Support That Refers Prospective Customers to Affiliated Businesses Through Owned Media

*Growth Image



Digital Marketing Support Business Development

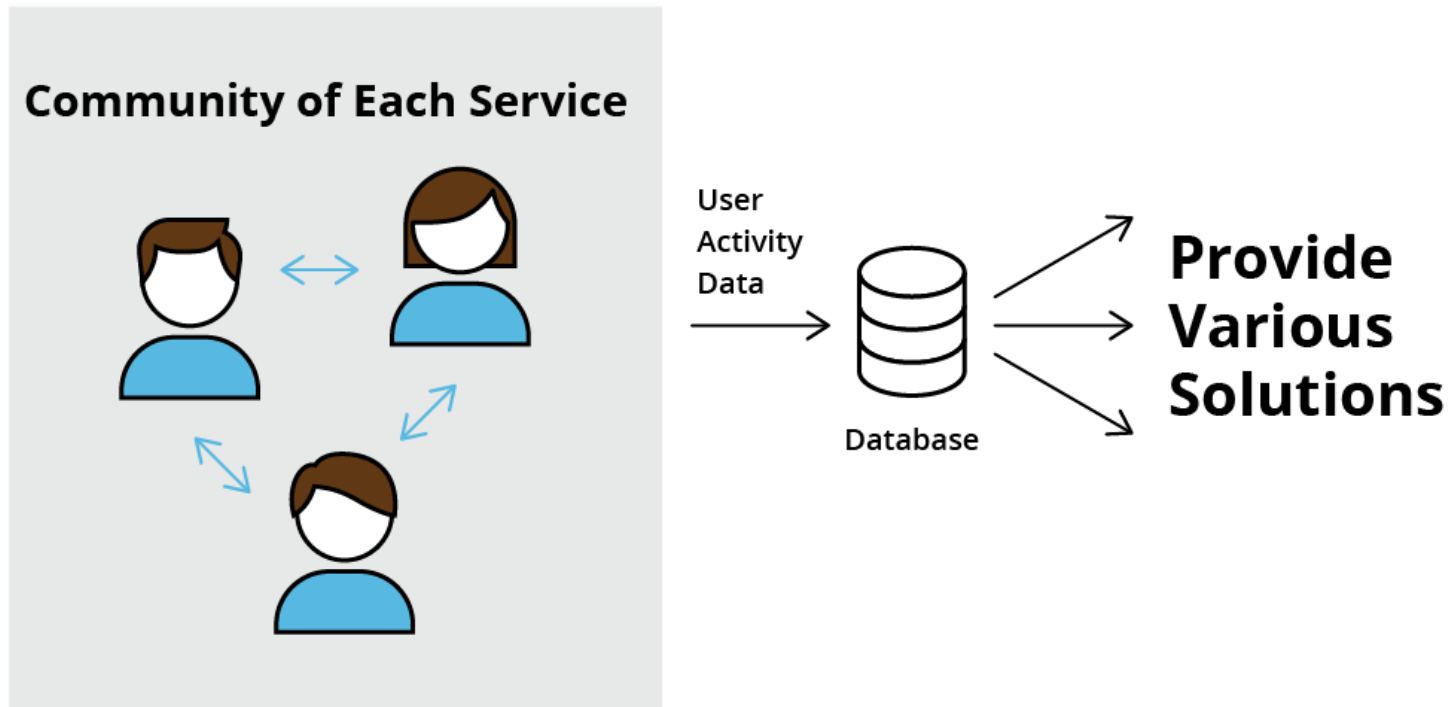
Going Beyond Digital Marketing Support, Aim to Provide Both Users and Partner Companies with Various Peripheral Services to Promote Industry Development



Platform Business

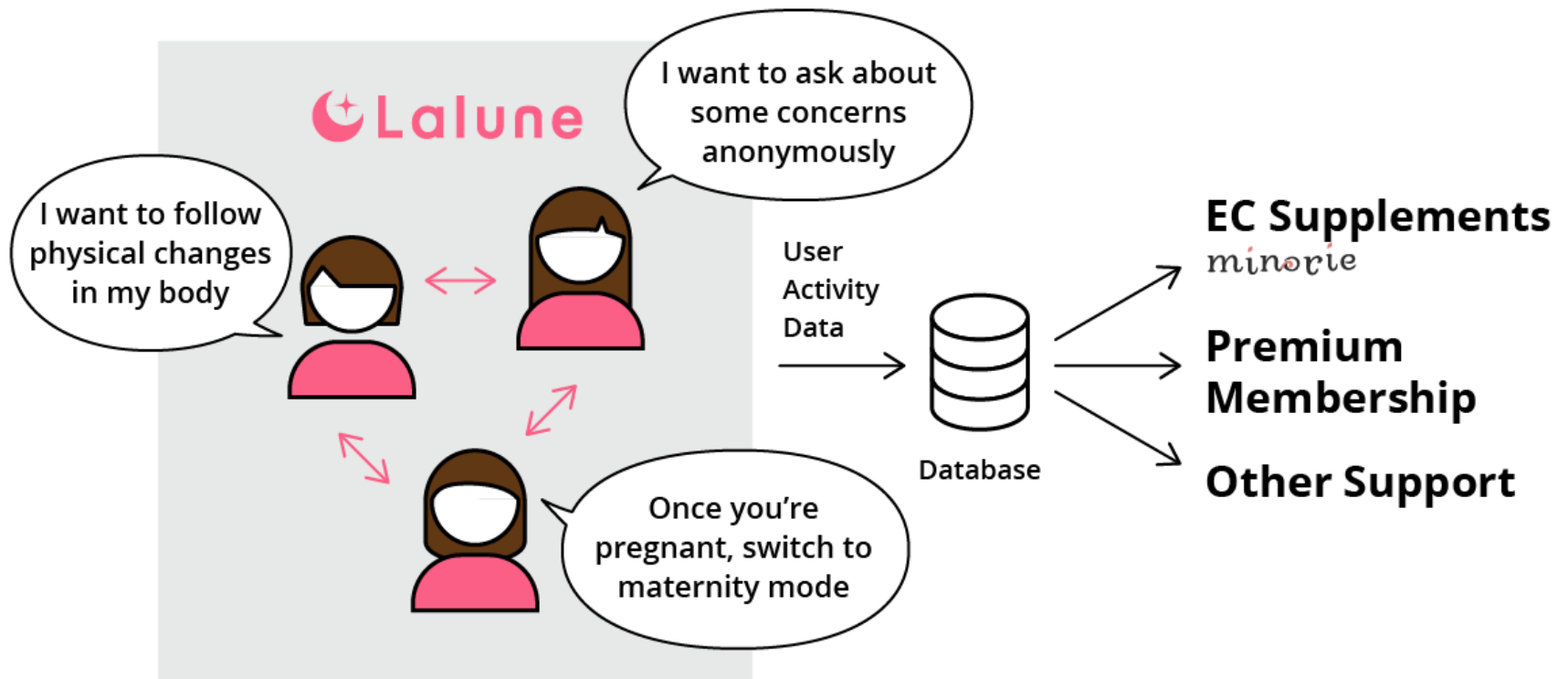
Providing a “Hub” Where User Data is Gathered and Utilized to Further Enhance Business Value in Addition to **Building Market Advantage**

Platform

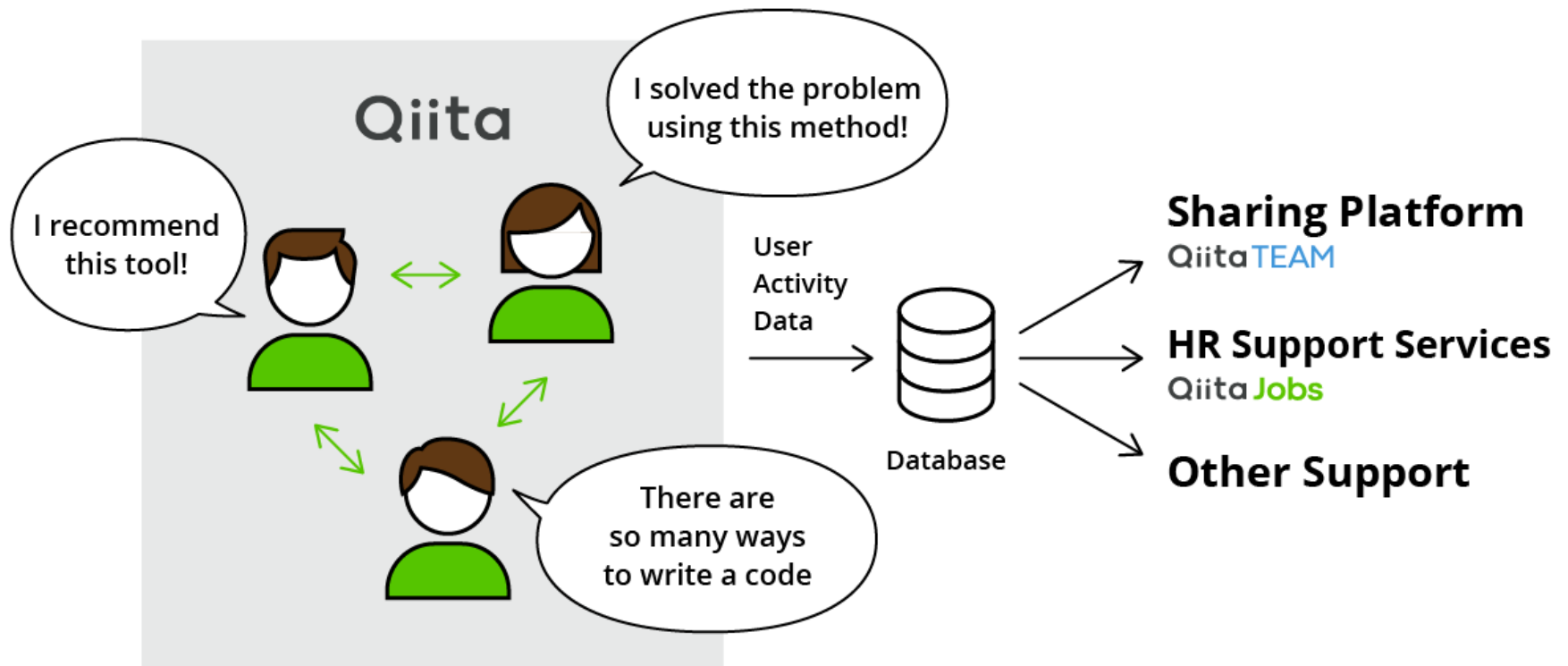


Women's Healthcare Service

Lalune Platform



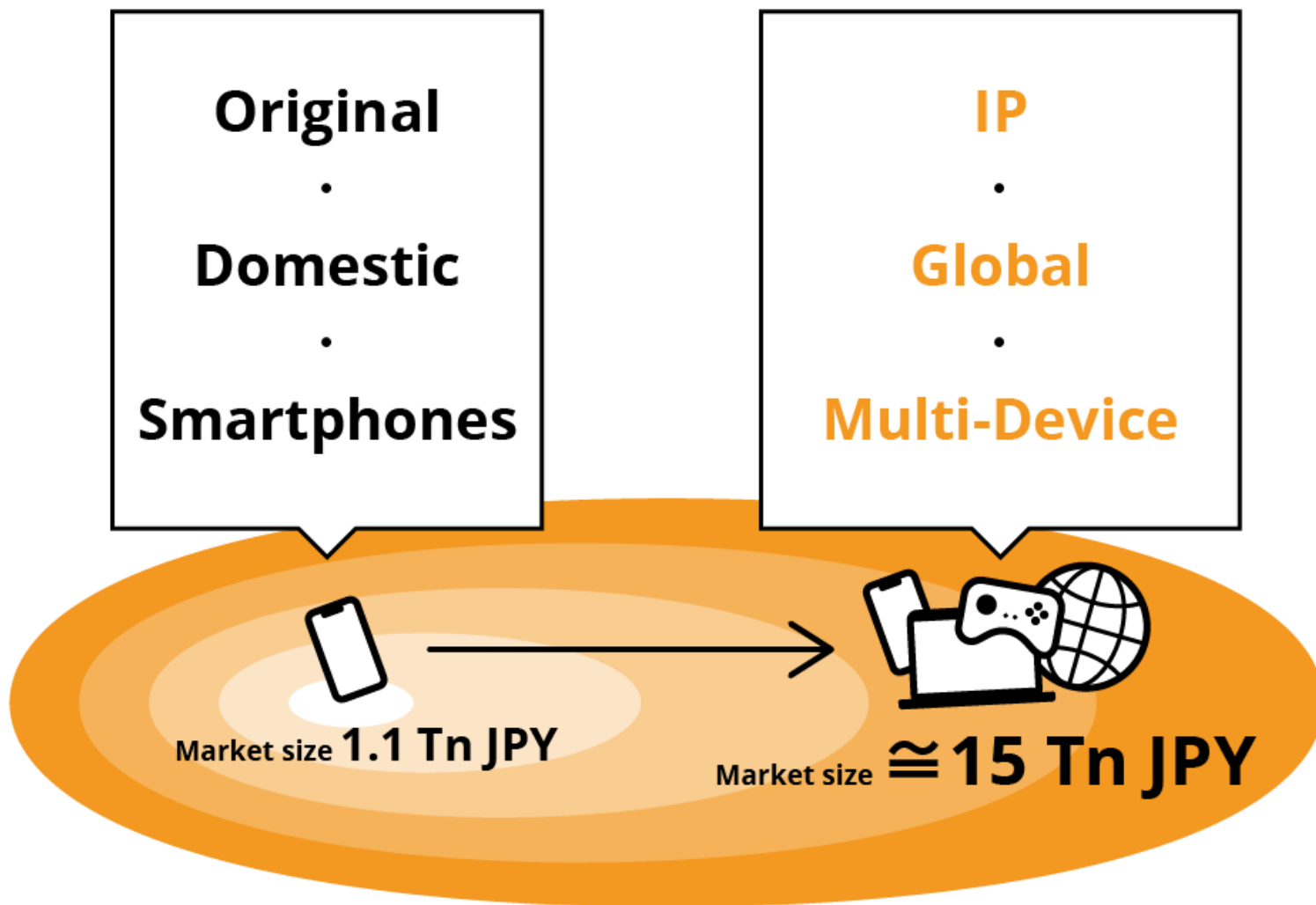
Qiita Platform



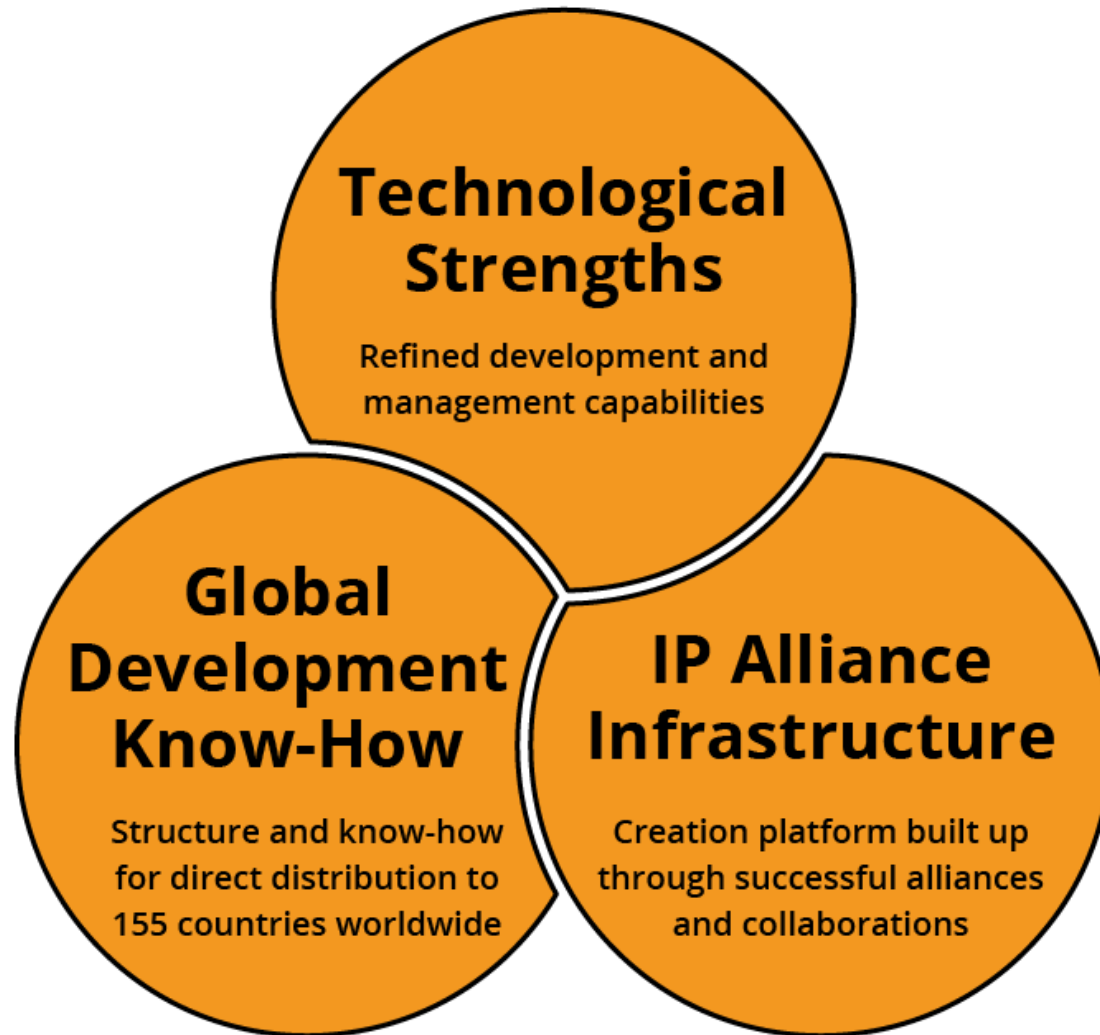
Entertainment Business

Business Policy

Jumping onto the Next Stage with IPs, a Global Focus, and Multi-Device Support!



Strengths of the Entertainment Business



E-Commerce Business

Vision of the E-Commerce Business

Aim to be an Online Bicycle Store that Provides Service Quality Similar to In-Stores,
and The Best Product Line-up

Bikes, Simply Ready to Ride



Purchasing Bikes Online is Easy!

E-Commerce Business Features



Getting IT Done



2. FY2020 Financial Results

- 3. FY2020 Q4 Business Details
- 4. Segment Topics
- 5. FY2021 Guidance

FY2020 Financial Summary (Aug 2019-July 2020)

Overall

Revenue & OP Down Y/Y, Extraordinary Loss Recorded

- Revenue: 31,739 million JPY (Y/Y 85.4%)
- Operating income: 1,273 million JPY (Y/Y 45.3%)
- Net income: -519 million JPY (Y/Y —)

* Net income = Net income attributable to shareholders of parent company (holds the same meaning on all following pages)

Lifestyle Support

Revenue and Profit Down Y/Y

- Revenue: 20,093 million JPY (Y/Y 89.2%)
- Profit: 1,896 million JPY (Y/Y 60.5%)

% of Revenue

63.3%

Revenue Down Due to Decline in Demand Caused by COVID-19 Impact

Ent.

Revenue and Profit Down Y/Y

- Revenue: 8,450 million JPY (Y/Y 67.2%)
- Profit: 776 million JPY (Y/Y 50.7%)

% of Revenue

26.6%

Existing Continue Downtrend, New Development Costs Cause Profit Decline

EC

Revenue Up Y/Y, Record High Revenue Achieved!

- Revenue: 3,196 million JPY (Y/Y 156.0%)
- Profit: -43 million JPY (Y/Y —)

% of Revenue

10.1%

Improved Ops and Bicycle Needs with COVID-19 Resulted in Record Revenue

FY2020 Review

Overall

A Year of Growth From Seeds, Cultivation Ahead

- Despite COVID-19, secured operating income through stable business portfolio
- Each business maintained solid earnings while actively investing

Lifestyle Support

Struggled with COVID-19; “Select” and “Focus” for New Services

- Mainly “Hanayume” and “NaviNavi Cashing” struggled with unexpected COVID-19 effects
- A year of selection and focus of multiple new seeds with sustainable growth in mind

Ent.

A Year Endured with Existing; Focused on New IP Collaboration

- While curbing downtrend of existing, various efforts performed favorably, beating expectations
- A year of steady accumulation for new pipeline seeds under the updated business policy

EC

Full-Year Profitability Ahead! Successful Year of Reformation

- Improved fulfillment and increased bicycle needs with COVID-19 resulted in H2 profitability
- FY2021 profitability within reach! Aim for revenue scale of 10 billion JPY a few years from now

FY2020 COVID-19 Effects

Overall

Lasting Negative Impact on Lifestyle Support, No Impact on Entertainment, Positive Impact for EC, With Effected Revenue Totaling -2 Billion JPY

Lifestyle Support

“Hanayume”, “NaviNavi Cashing” and “Qiita” Effected

- Cancellation of bridal events and significant decrease in consult appointments for “Hanayume”
- “NaviNavi Cashing” users down due to decrease in demand for financing caused by individuals refraining from economic activities
- Ad demand decreased for “Qiita”, along with “Qiita Jobs” service development delayed
- On the other hand, internet referral service slightly increased with remote work needs

Ent.

Slight Plus Overseas, No Impact on New Game Development

- Slight positive impact presumed on overseas user trends
- Development of new game progressing as expected even after employees shift to remote work

EC

Social Distancing Raises Needs for Bicycles, Giving Plus Effect

- Although imports delayed, negative impact limited due to high-demand inventory secured
- Increased bicycle needs for social distancing practices assumed, favorable for business

FY2020 Q4 Financial Summary (May 2020 - Jul 2020)

Overall

Both Revenue & Operating Income Down Y/Y & Q/Q

- Revenue: 7,339 million JPY (Y/Y 80.4%, Q/Q 87.5%)
- Operating income: 222 million JPY (Y/Y 35.0%, Q/Q 31.4%)
- Net income: -135 million JPY (Y/Y —, Q/Q —)

Lifestyle Support

Both Revenue and Profit Down Y/Y & Q/Q

- Revenue: 3,956 million JPY (Y/Y 64.4%, Q/Q 72.4%)
- Profit: 113 million JPY (Y/Y 14.4%, Q/Q 13.7%)

Y/Y Down Mainly Due to COVID-19; Down Q/Q Due to Seasonality

% of Revenue

53.9%

Ent.

Revenue Down But Profit Up Y/Y, Both Up Q/Q

- Revenue: 2,405 million JPY (Y/Y 97.7%, Q/Q 123.8%)
- Profit: 365 million JPY (Y/Y 133.1%, Q/Q 215.2%)

Efficiency Results in Profit Up Despite Revenue Decline Y/Y, Q/Q Up With Events

% of Revenue

32.8%

EC

Record High Revenue; Q Profitability Achieved Twice!

- Revenue: 976 million JPY (Y/Y 190.4%, Q/Q 100.0%)
- Profit: 8 million JPY (Y/Y —, Q/Q 16.6%)

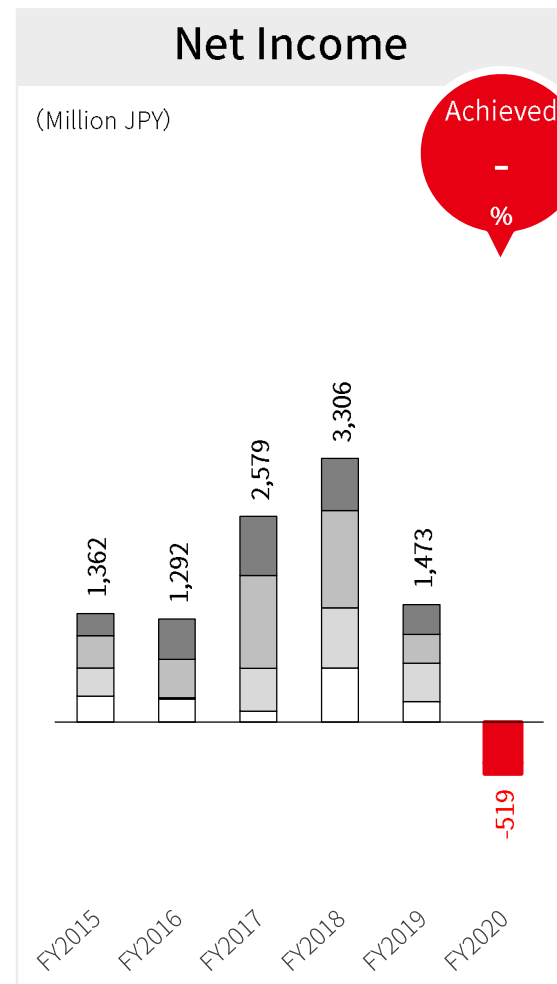
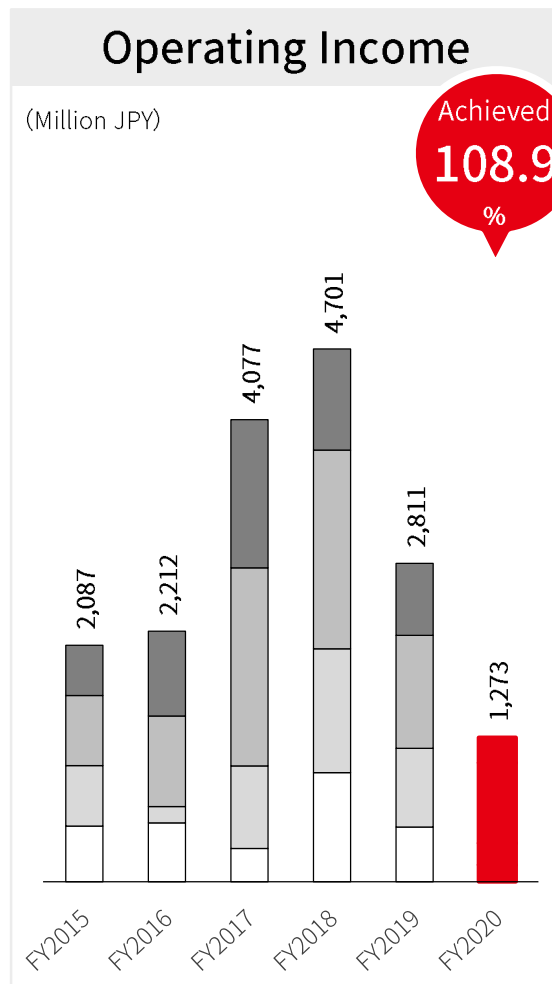
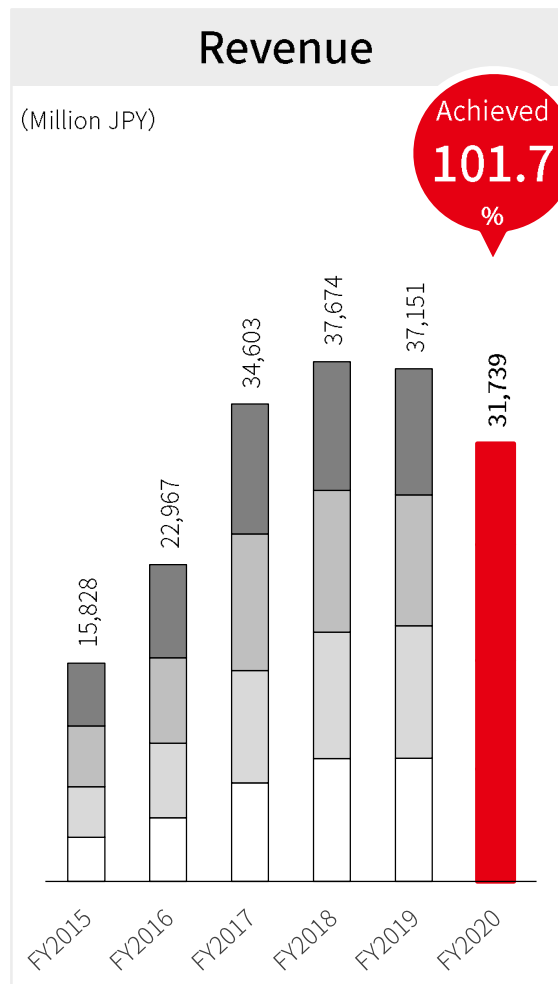
Business Growth and Increased Bicycle Demands Result in Significant Boost

% of Revenue

13.3%

FY2020 Financial Results vs. Forecasts

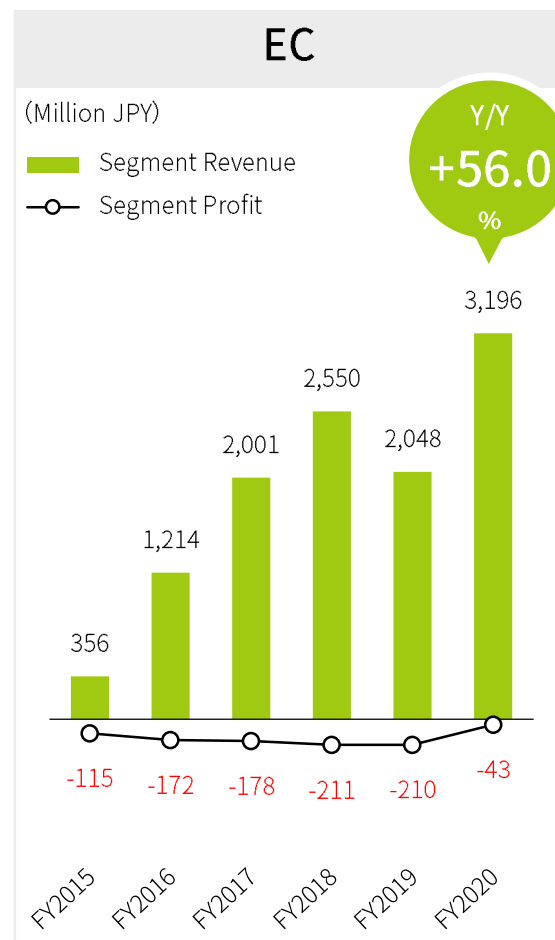
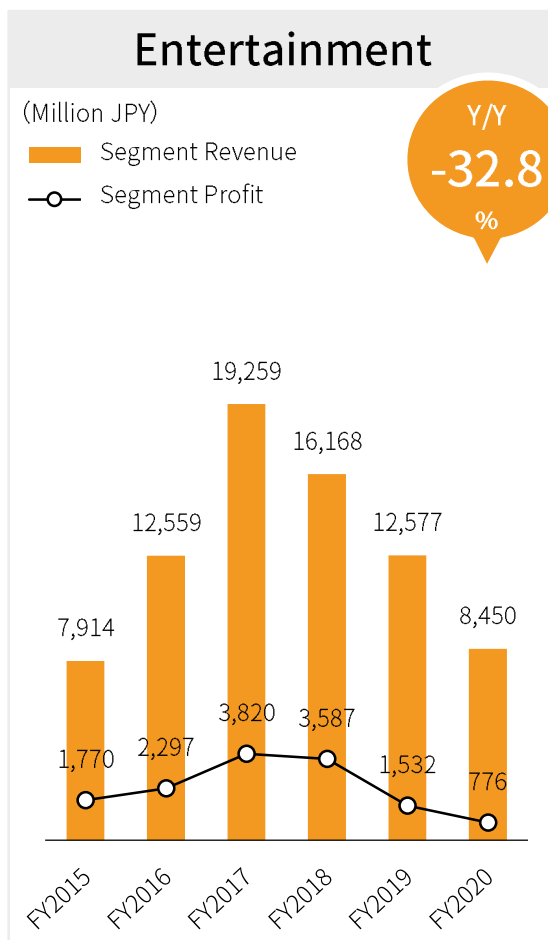
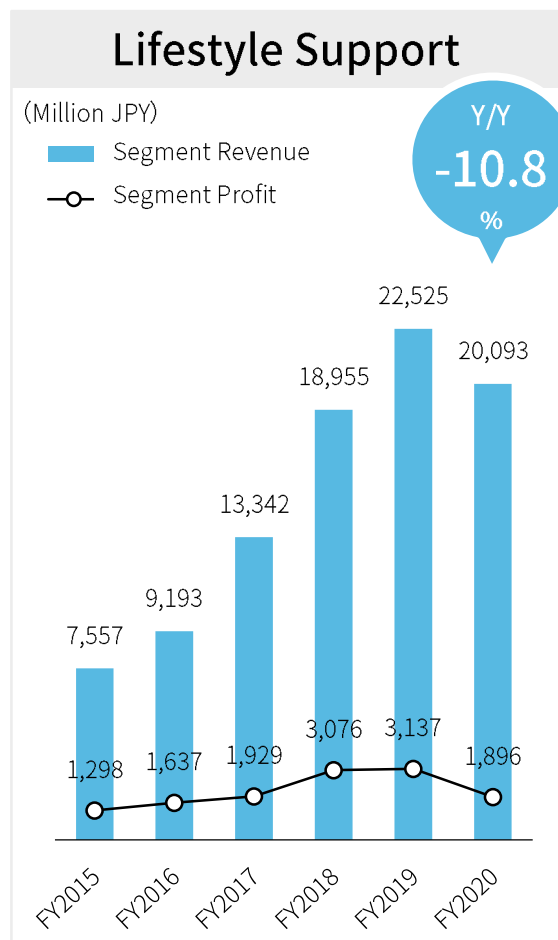
■ Achieved Rate Against Revised Forecast



FY2020 Full Year Financial Results by Segment

■ Although Lifestyle Support and Entertainment Struggle, EC Growth Excels

■ Lifestyle: Y/Y -0.6 Bn JPY in A/C Sales; -2.3 Bn JPY Due to COVID-19 Impact



FY2020 Full-Year and Q4 Three-Month Results

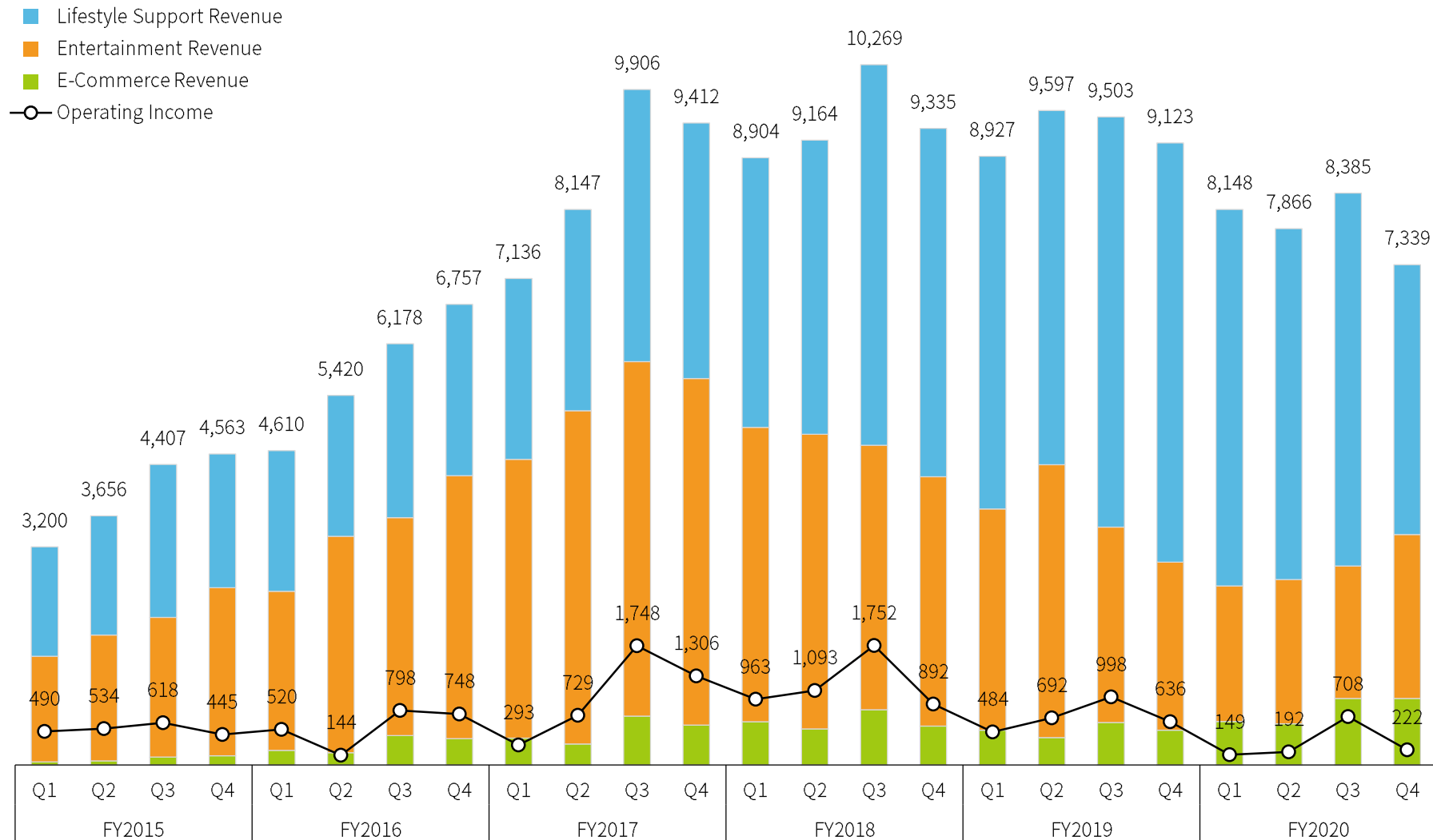
(Million JPY)

FY2020 Full-Year Results (Aug 2019 – Jul 2020)				
	FY2020		FY2019	
		%		Y/Y
Revenue	31,739	100.0%	37,151	85.4%
Operating Income	1,273	4.0%	2,811	45.3%
Ordinary Income	1,249	3.9%	2,809	44.5%
Net Income	-519	-	1,473	-

FY2020 Q4 Three-Month Results (May 2020 – Jul 2020)						
	FY2020 Q4		FY2019 Q4		FY2020 Q3	
		%		Y/Y		Q/Q
Revenue	7,339	100.0%	9,123	80.4%	8,385	87.5%
Operating Income	222	3.0%	636	35.0%	708	31.4%
Ordinary Income	215	2.9%	632	34.1%	682	31.6%
Net Income	-135	-	373	-	-511	-

Consolidated Quarterly Financial Trends

(Million JPY)



Quarterly Trend of Key Management Indicators

(Million JPY)

	FY17	FY2018				FY2019				FY2020			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Revenue	9,412	8,904	9,164	10,269	9,335	8,927	9,597	9,503	9,123	8,148	7,866	8,385	7,339
Operating income	1,306	963	1,093	1,752	892	484	692	998	636	149	192	708	222
Promotional expenses	3,410	3,600	3,866	3,730	3,609	3,931	3,980	3,726	3,410	3,601	3,229	3,133	2,480
Labor costs, recruitment expenses	1,066	1,025	1,089	1,195	1,443	1,435	1,463	1,529	1,604	1,581	1,560	1,549	1,583
Commission fees, etc.	2,108	1,588	1,572	1,561	1,395	1,304	1,592	1,289	1,201	1,054	1,099	1,149	1,359
Subcontractor expense, server fees	331	532	518	620	605	605	646	661	660	553	539	519	502
Office rental fees, utility expenses	243	249	251	288	291	292	293	296	296	287	286	282	285
Employees (people)	718	723	788	898	955	989	1,024	1,115	1,115	1,113	1,123	1,193	1,165

* Number of employees includes directors, auditors, full-time employees, contract employees, and part-time workers of all Ateam & subsidiary companies

* The number of part-time employees is calculated in FTE (Full-Time Equivalent)

* There was an error with the numbers in red, and have been corrected accordingly

Quarterly Promotional Expense Trends

■ Lifestyle Support Decreased Due to COVID-19 Suppression & Seasonality

■ Entertainment Increased Slightly Q/Q Due to Existing Game Events

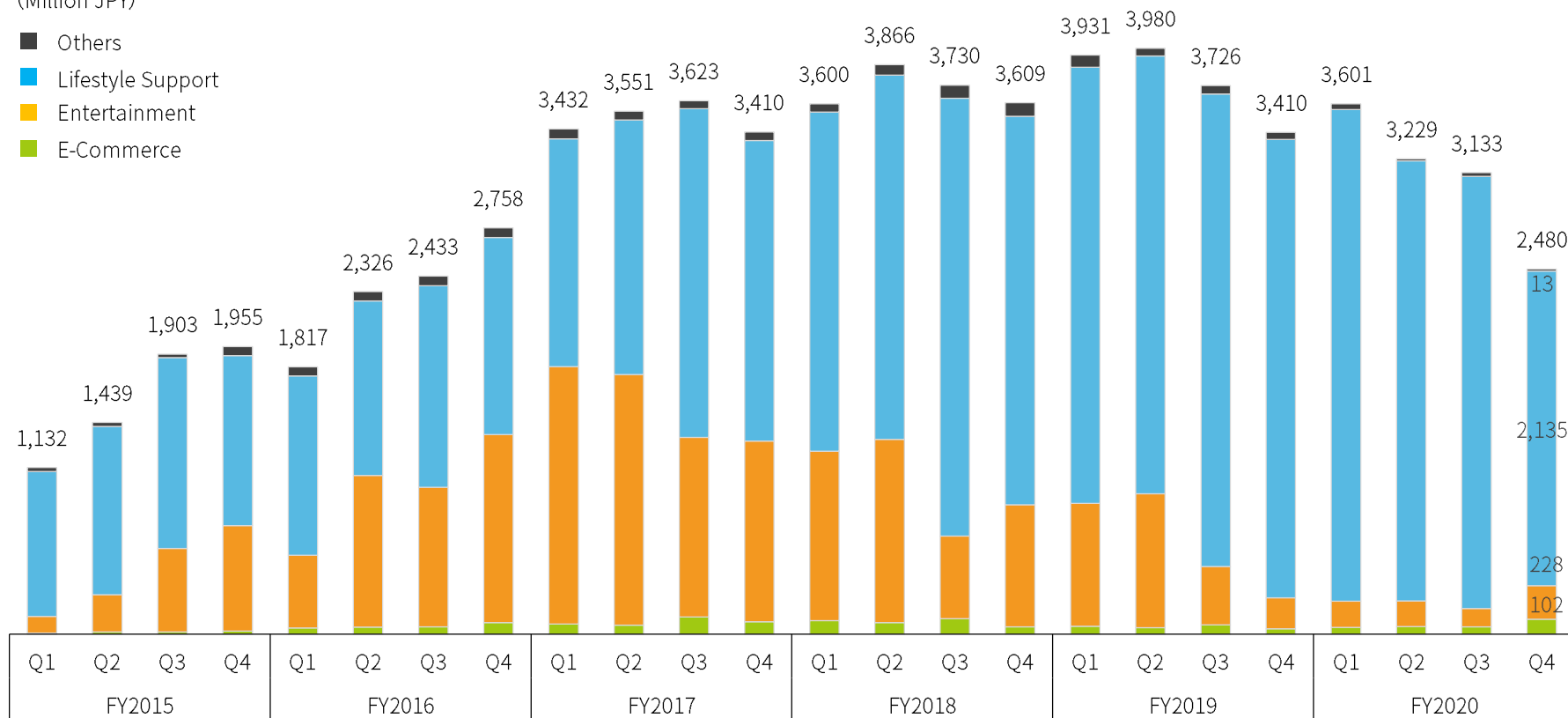
(Million JPY)

■ Others

■ Lifestyle Support

■ Entertainment

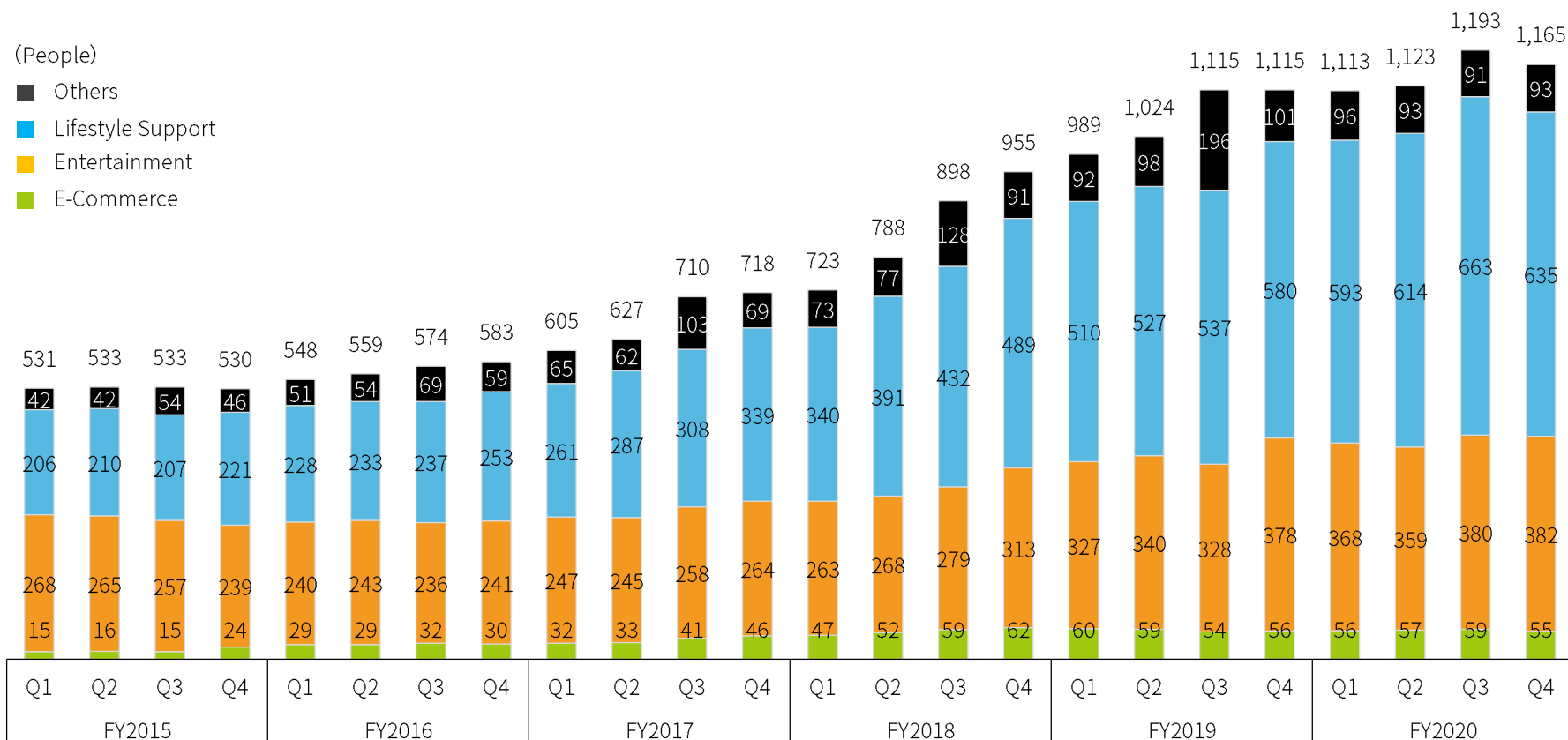
■ E-Commerce



* Breakdown of promotional expenses by segment is shown on “Supplementary Financial Data” of this business report

Number of Employees

■ Slight Decrease Due to Suppressed Recruitment



* Number of employees includes directors, auditors, full-time employees, contract employees, and part-time workers of all Ateam & subsidiary companies

* The number of part-time employees is calculated in FTE (Full-Time Equivalent)

Balance Sheet

■ Non-current Assets Decreased Due to Extraordinary Loss of 206 Million JPY Due to Office Lease Termination

(Million JPY)

	FY2020 Q4	FY2020 Q3
Current assets	11,130	10,584
Cash and cash equivalents	6,480	5,492
Accounts receivable	2,841	3,382
Non-current assets	4,932	5,219
Tangible assets	1,384	1,640
Intangible assets	477	453
Total assets	16,063	15,803

	FY2020 Q4	FY2020 Q3
Current liabilities	3,847	3,483
Non-current liabilities	493	492
Total liabilities	4,340	3,976
Short-term loans payable	0	0
Shareholder's equity	11,663	11,796
Total net assets	11,722	11,827
Liabilities and net assets	16,063	15,803

3. FY2020 Q4 Business Details

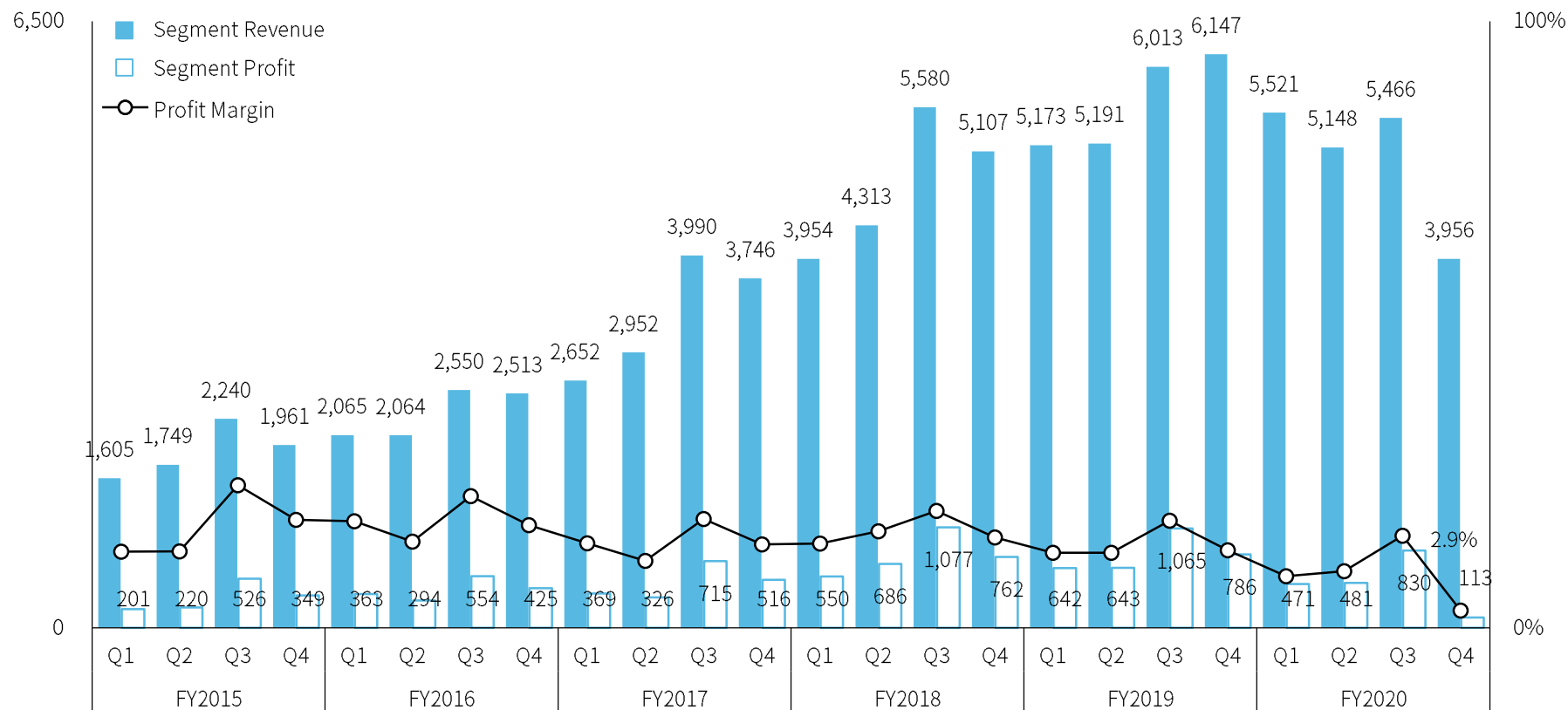
- 4. Segment Topics
- 5. FY2021 Guidance

Lifestyle Support Business Performance Trends

■ A/C Sales Withdrawal Cause Y/Y Decline Against FY19Q4's Busy Season, Along with “Hanayume” and “NaviNavi Cashing” COVID-19 Decline

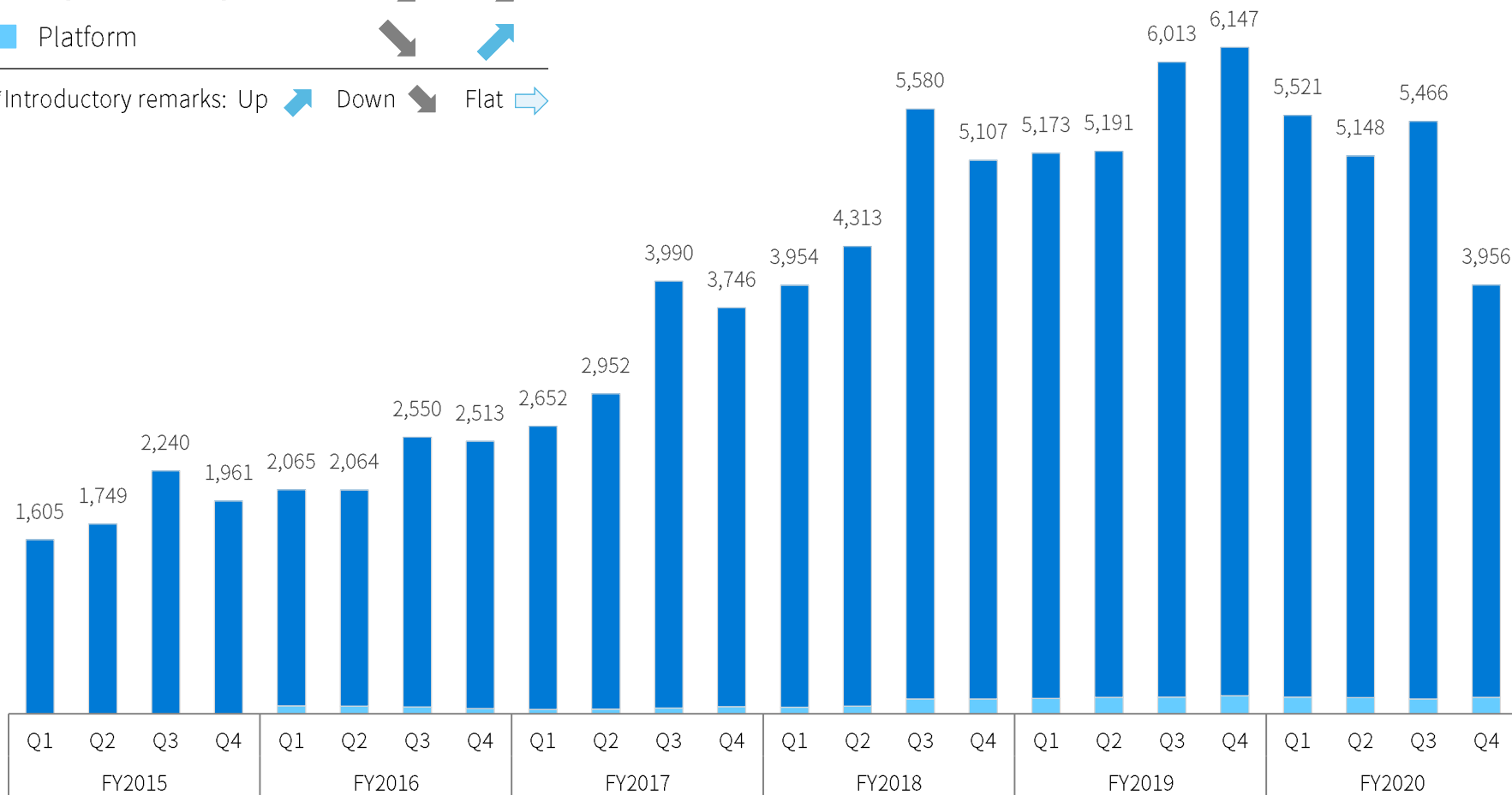
Y/Y
-35.6
%

(Million JPY)



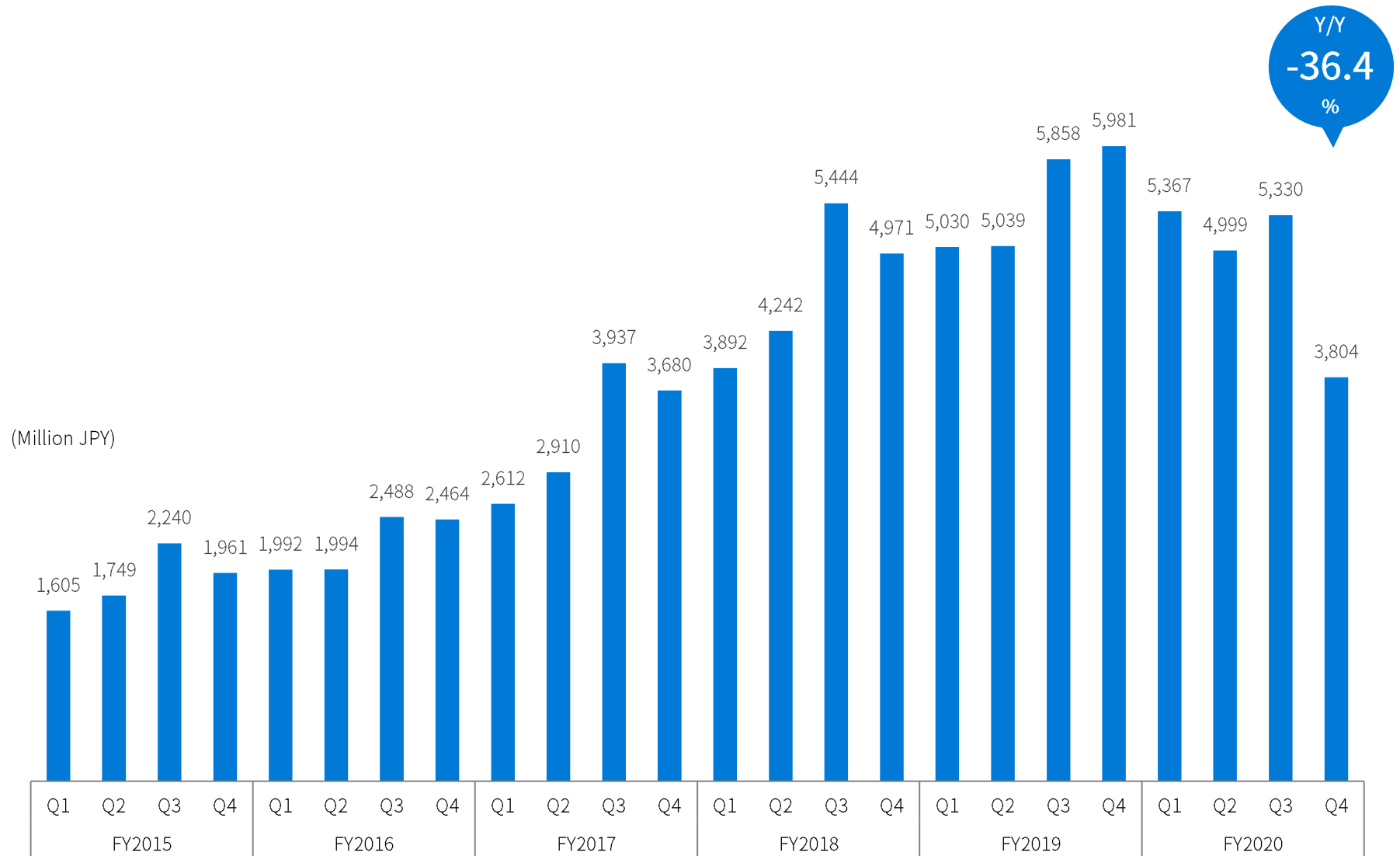
Lifestyle Support Sub-Segment Business Trends

(Million JPY)



* "Lalune" was classified within the Entertainment Business during FY2014 and FY2015, thus the revenue for FY2015 is not included in this graph

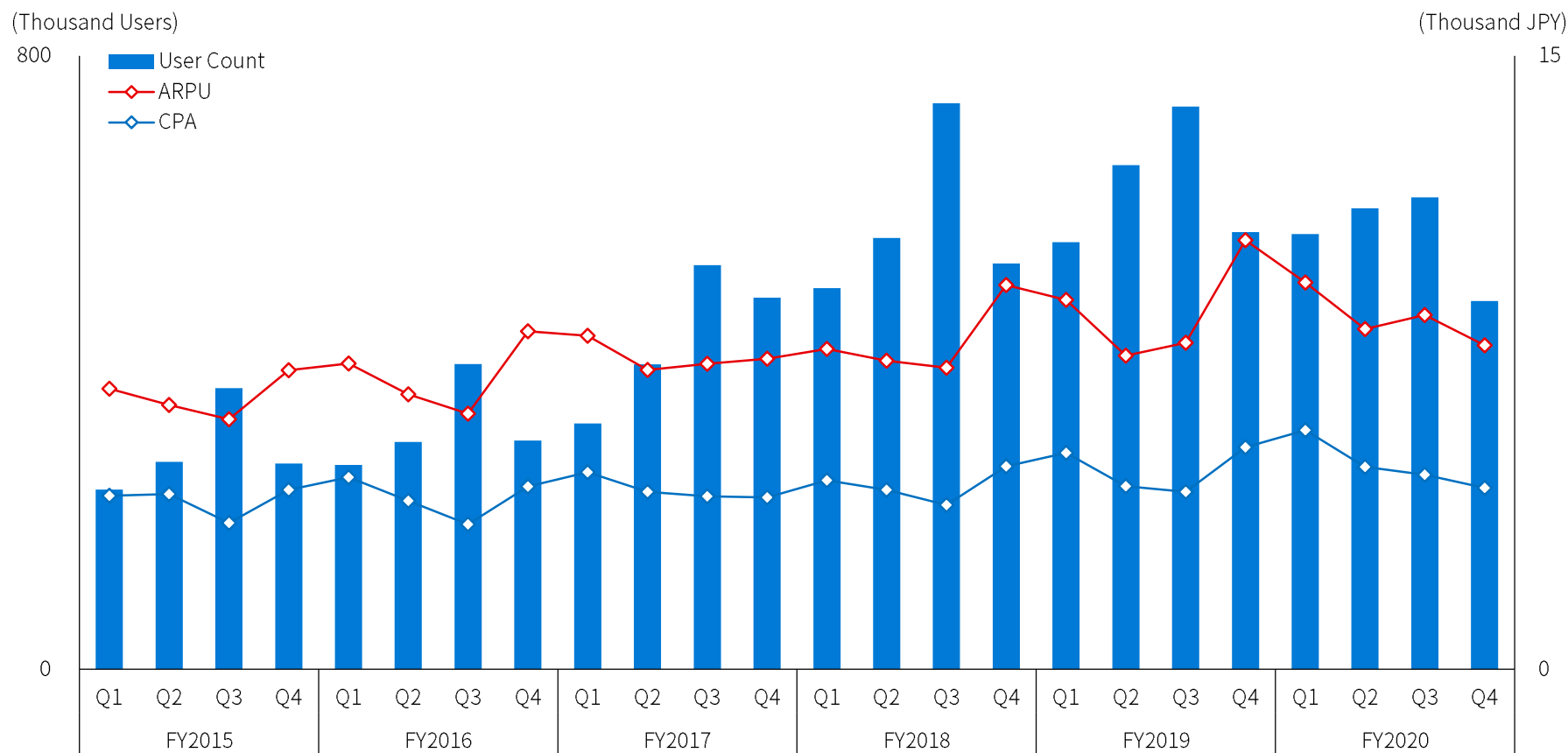
Digital Marketing Support Business Revenue Trends



Digital Marketing Support Business KPI Trends

■ Due to COVID-19 Several Services Effectuated, Causing User Count Decline

■ Y/Y ARPU Down Per A/C Sales Halt; CPA Down With Ad Cuts Due to COVID-19

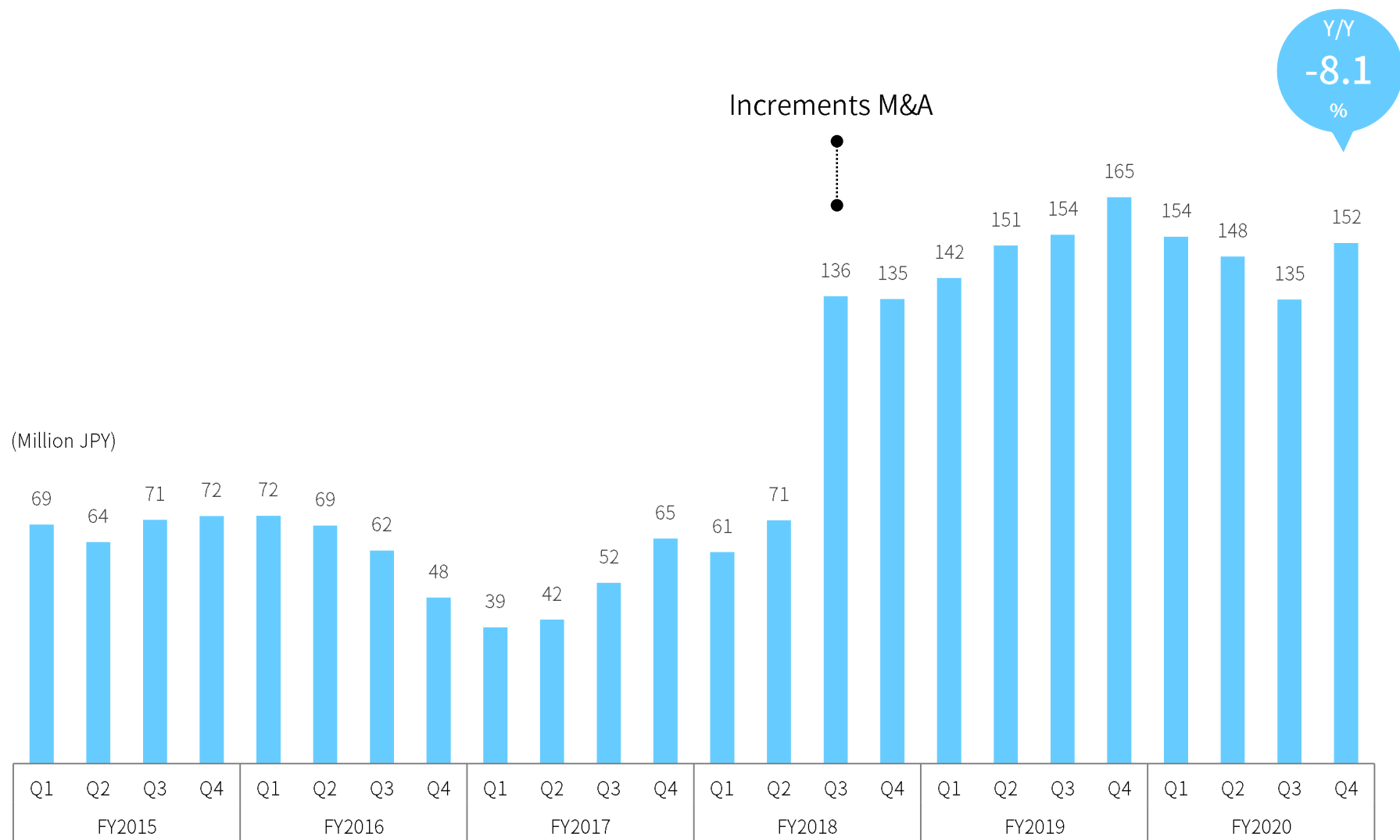


■ [① User count] = total users from four main sub-segment businesses (users that generated segment revenue)

■ [② ARPU: Average revenue per user] = segment revenue ÷ [① User count]

■ [③ CPA: Cost per user acquisition] = advertising cost ÷ [① User count]

Platform Business Revenue Trends

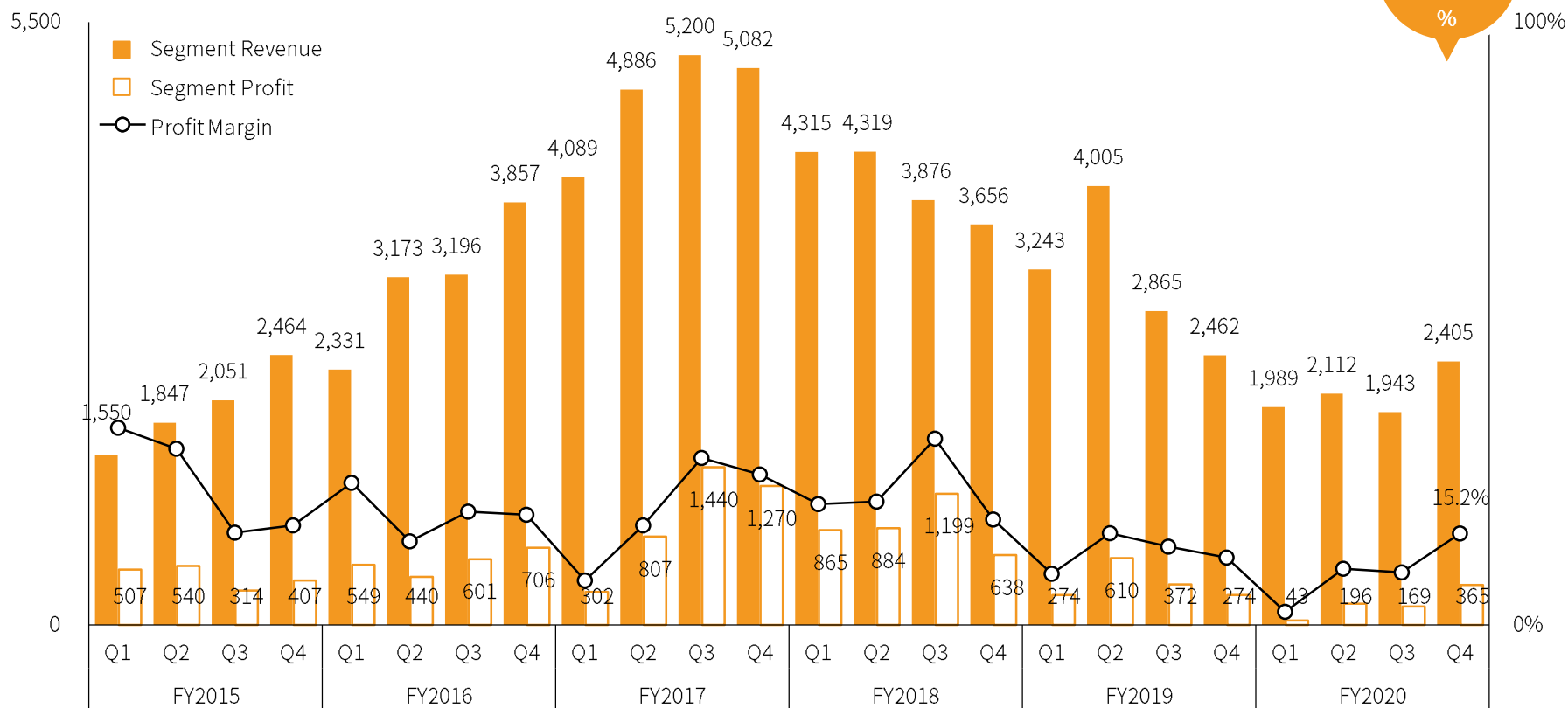


Entertainment Business Performance Trends

■ V-Shaped Recovery Q/Q Due to Successful Event Measures For Main Games

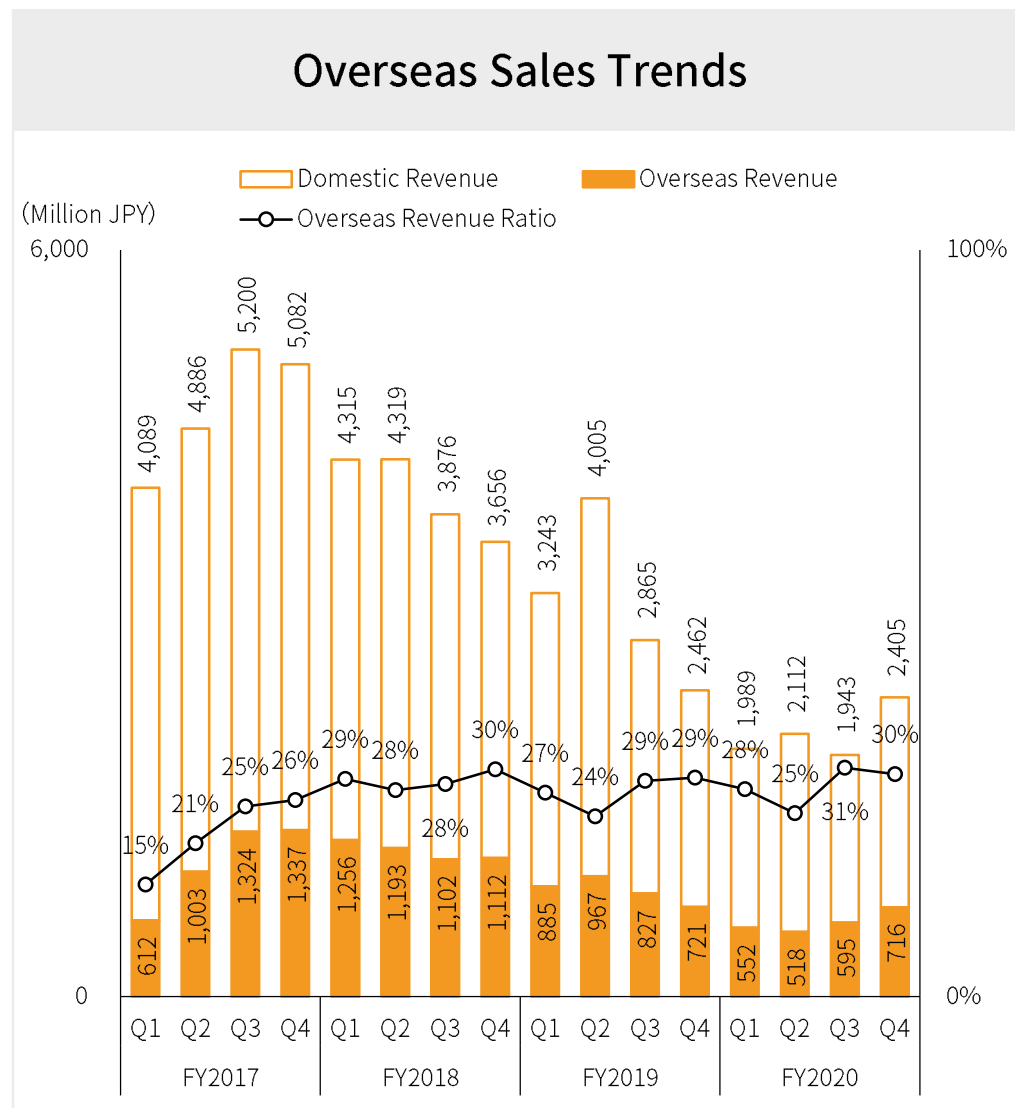
■ Y/Y Profit Up With Efficient Operation Despite New Development Costs

(Million JPY)



Change in Revenue Reporting within the Entertainment Business: Previously, all revenue was recorded at the time of in-app purchase charges; however, for titles released from 2018 and onward, revenue is recorded upon consumption of the in-app items purchased

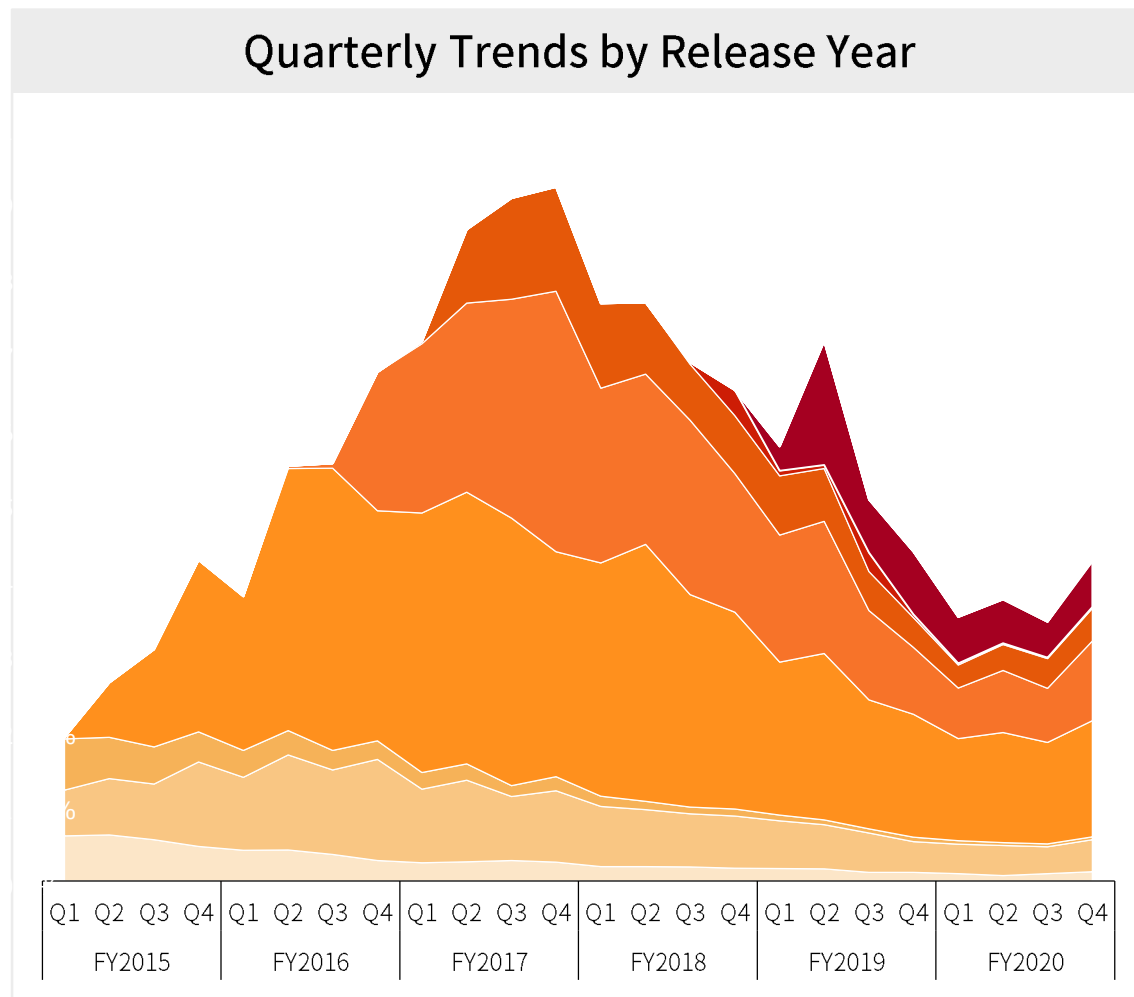
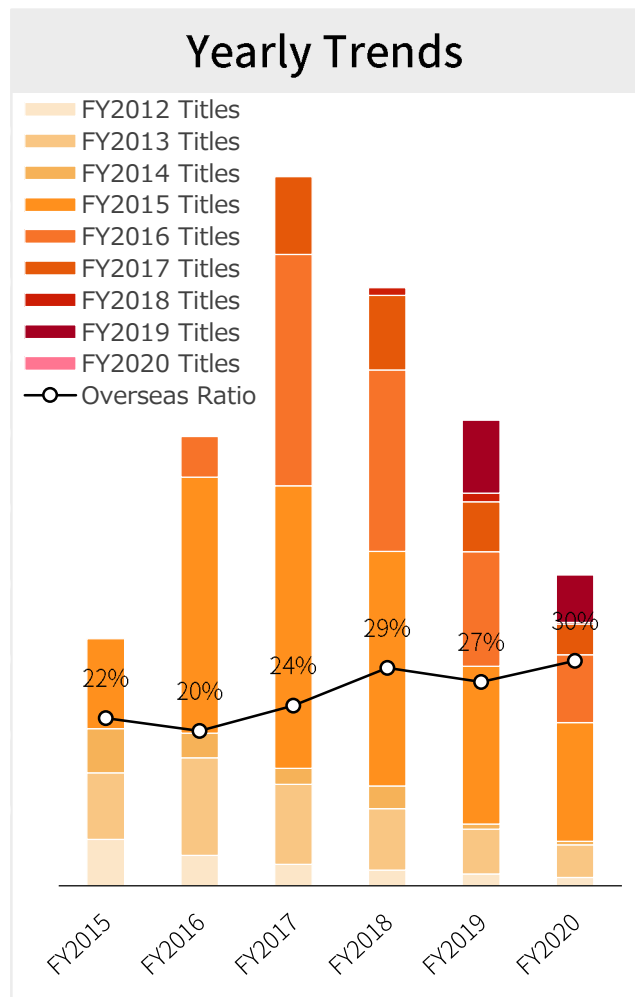
Entertainment Overseas Revenue Ratio Trends



Region:	JP	US	EU	TW HK MO	KR	SE Asia	CN
	●	●	●	●	●	●	
	●	●	●	●	●		
	●			●	●		
	●	●	●	●	●	●	●
	●	●	●	●	●	●	
	●			●		●	
	●			●			
	●	English Version					
	●	English Version					

Native Game App Performance Trends by Release Year

■ FY2015 & FY2016 Titles Support Performance for the Long Term



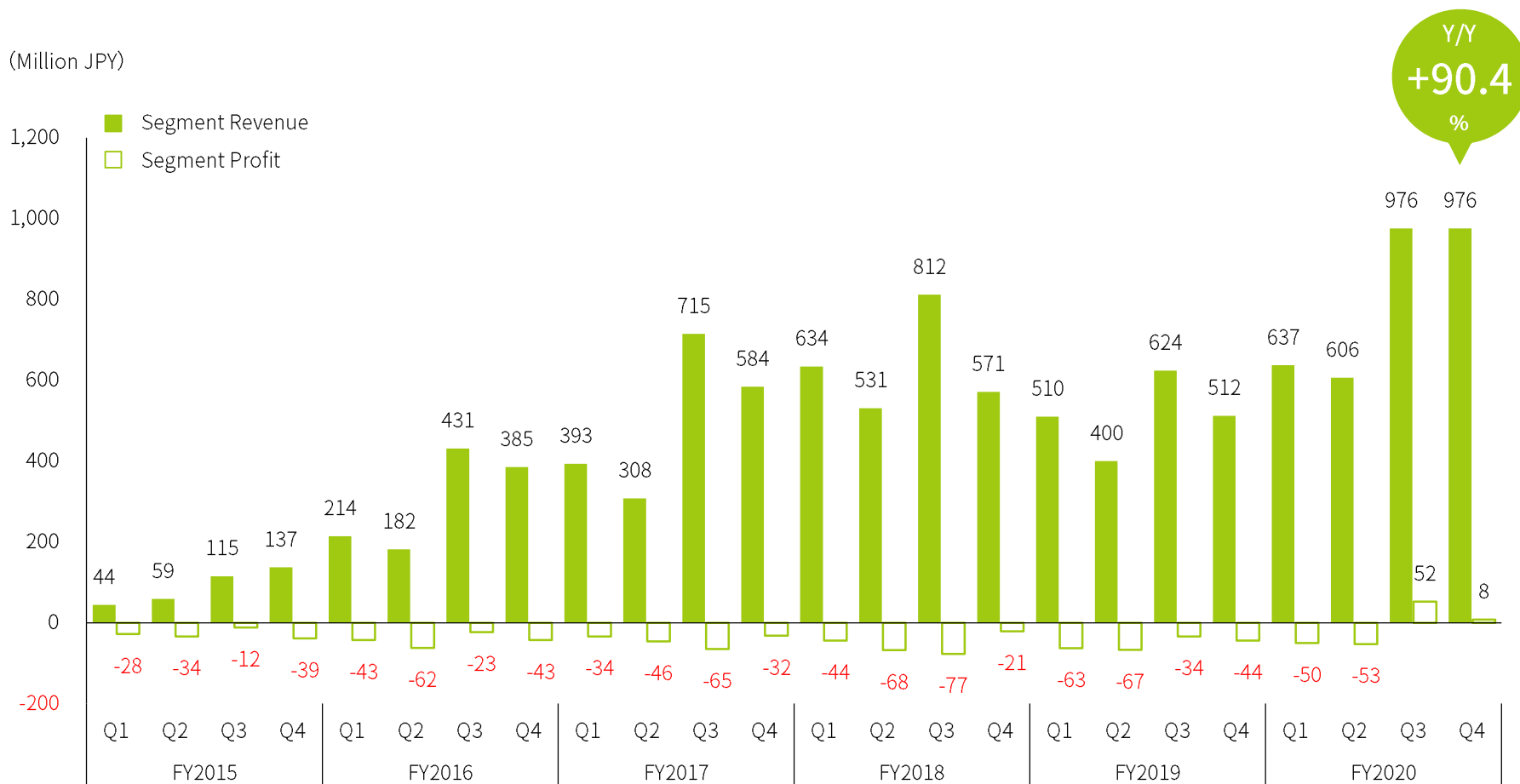
* Overseas versions of game apps are classified from time of release, which may differ from Japanese versions

E-Commerce Business Performance Trends

■ Y/Y Increase Due to Operational Improvements and Growing Bicycle Demands

■ Profit Down Q/Q Due to Promo Increase, But Still Achieved Quarterly Profit

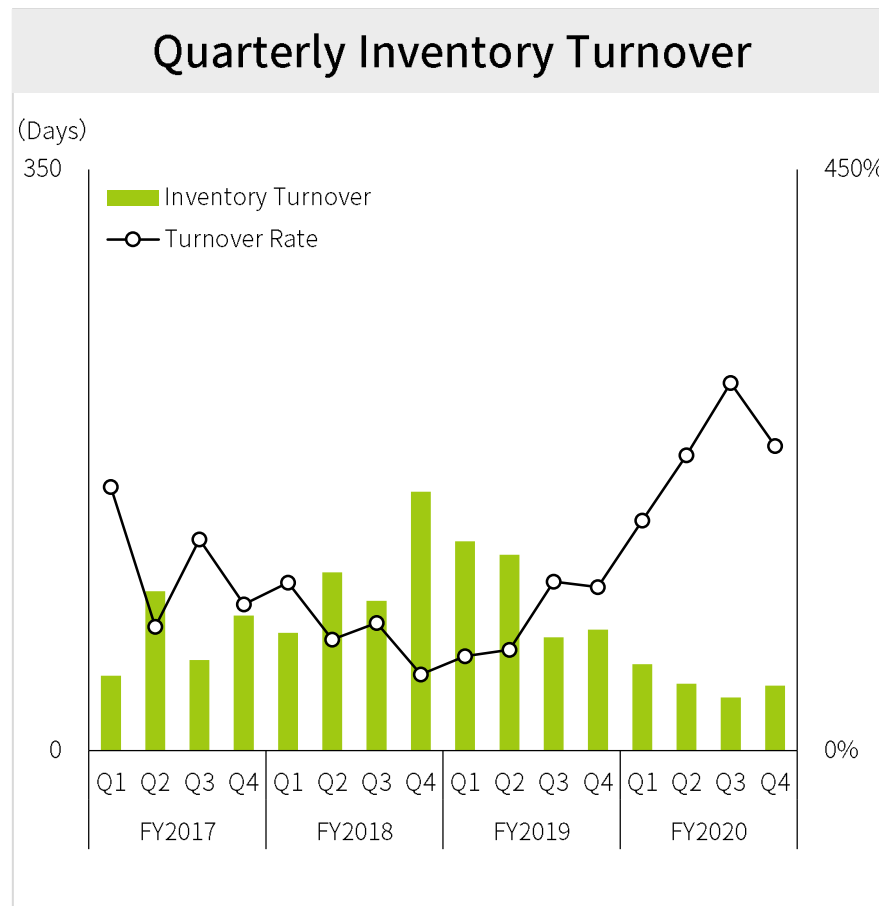
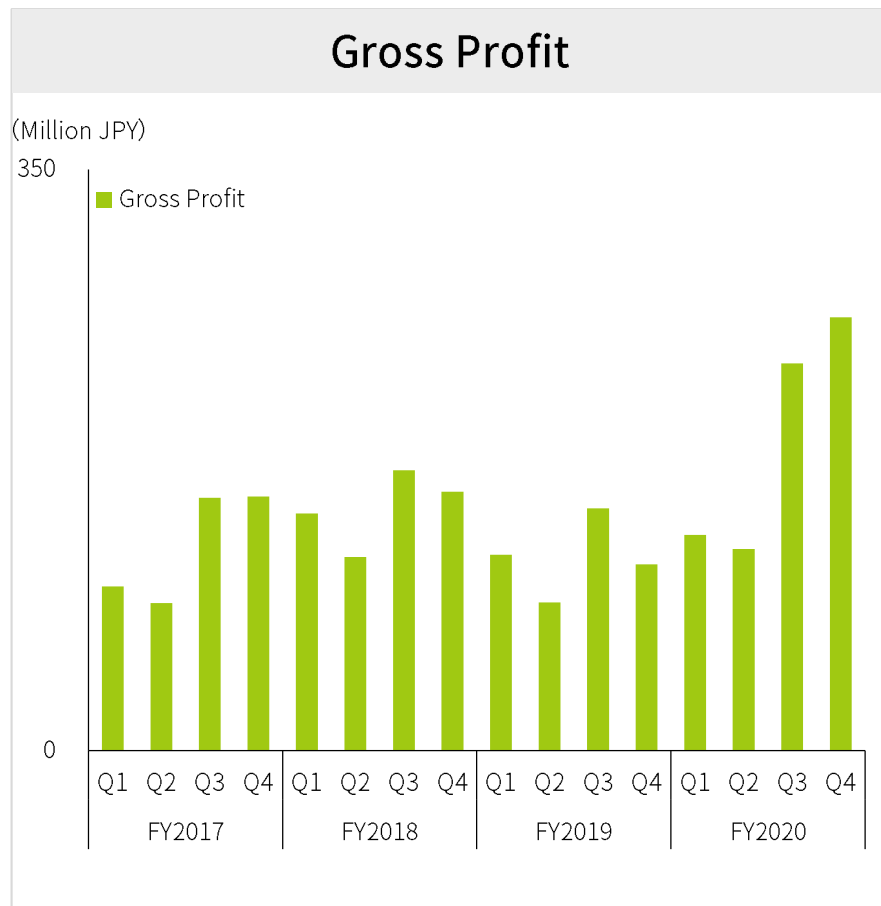
(Million JPY)



* Peak business period is March – April (Q3)

E-Commerce Business Quarterly KPI Trends

■ Gross Profit Increased Y/Y Due to Review of Purchase and Delivery Costs



■ [Gross profit] = segment revenue – variable costs

* Variable costs = purchase + delivery + commission + subcontractor + consumables

■ [①Inventory turnover] = days during the period ÷ [②Inventory rate]

■ [②Inventory rate] = purchase costs ÷ [(beginning inventory + end inventory) ÷ 2]

4. Segment Topics

5. FY2021 Guidance

Segment Topics

Digital Market- ing Support

Hanayume

2nd “Bridal Festa Online by Hanayume” Held on Aug 30! Supporting Those Who are Worried Due to COVID-19 Effects

- What is “Bridal Festa Online by Hanayume”?:
The industry’s first online bridal event where you can attend easily from home
- Event Date:
August 30, 2020



Hanayume

First Place for ORICON Customer Satisfaction® Ranking “Wedding Hall Consultation Center” 4 Years in a Row!

- What is ORICON Customer Satisfaction® Survey?:
Oricon ME Inc. provides a fair and reliable ranking for the purpose of “visualizing” the satisfaction of services and products and increasing the satisfaction of life in society as a whole



Segment Topics

Digital Marketing Support

Hikkoshi Samurai

Selected Again to Cooperate in the “Moving One-Stop Service” 2020 Demonstration Promoted by The Cabinet Secretariat

- What is “Moving One-Stop Service”?:
A demonstration promoted by the Cabinet Secretariat to make moving-related procedure easier
- The beta version for FY2020 will focus on electricity, gas, water and other data



Platform

Qiita Jobs

“Qiita Jobs” Renewed! Renewal Campaign Also Conducted

- With the aim of “career advancements for engineers utilizing Qiita”, implemented renewal of “Qiita Jobs” service
- Added a dashboard, expanded profile info, added a notification icon for “Qiita Jobs” on “Qiita” top page, and added improvements regarding job postings



Segment Topics

Platform

Lalune

Data Linkage with Omron Healthcare Women's Thermometer

- Started linkage with the electronic thermometer for women (MC-652LC) provided by Omron Healthcare Inc.
- Basal body temp data sent wirelessly to "Lalune"
- Used by over 10 thousand Lalune users as of Aug 31



Lalune

Collab with "Karada No Kimochi", Operated by NTT DoCoMo

- Service collab with app that supports overall women's health operated by NTT DoCoMo, Inc.
- With the service termination of "Karada No Kimochi", data will be transferred to "Lalune"
- As of Sep 9, 34 thousand users transferred



Segment Topics

Ent.

Hatsune Miku – TAP WONDER

- Worldwide release on Jun 25!
- Collab with DJ Event “HATSUNE MIKU Digital Stars 2020 Online” from Aug 24 to Sep 22



Valkyrie Connect

- Collab with popular anime “One-Punch Man”
- Collab to commemorate the unveil of new costumes for popular Vtubers “Sasaki Saku” & “Lize Helesta” from virtual live group “NIJISANJI” starting Sep 9



Unison League

- “Unison League Championship 2020” held live online on Jul 18



Segment Topics

Ent.

Three Kingdoms Smash!

- Held 5.5 year anniversary starting Aug 28
- Released via “Amazon Appstore” on Jun 30



Derby Impact

- Surpassed 10 million downloads worldwide



War of Legions

- Held 7 year anniversary starting Jul 22

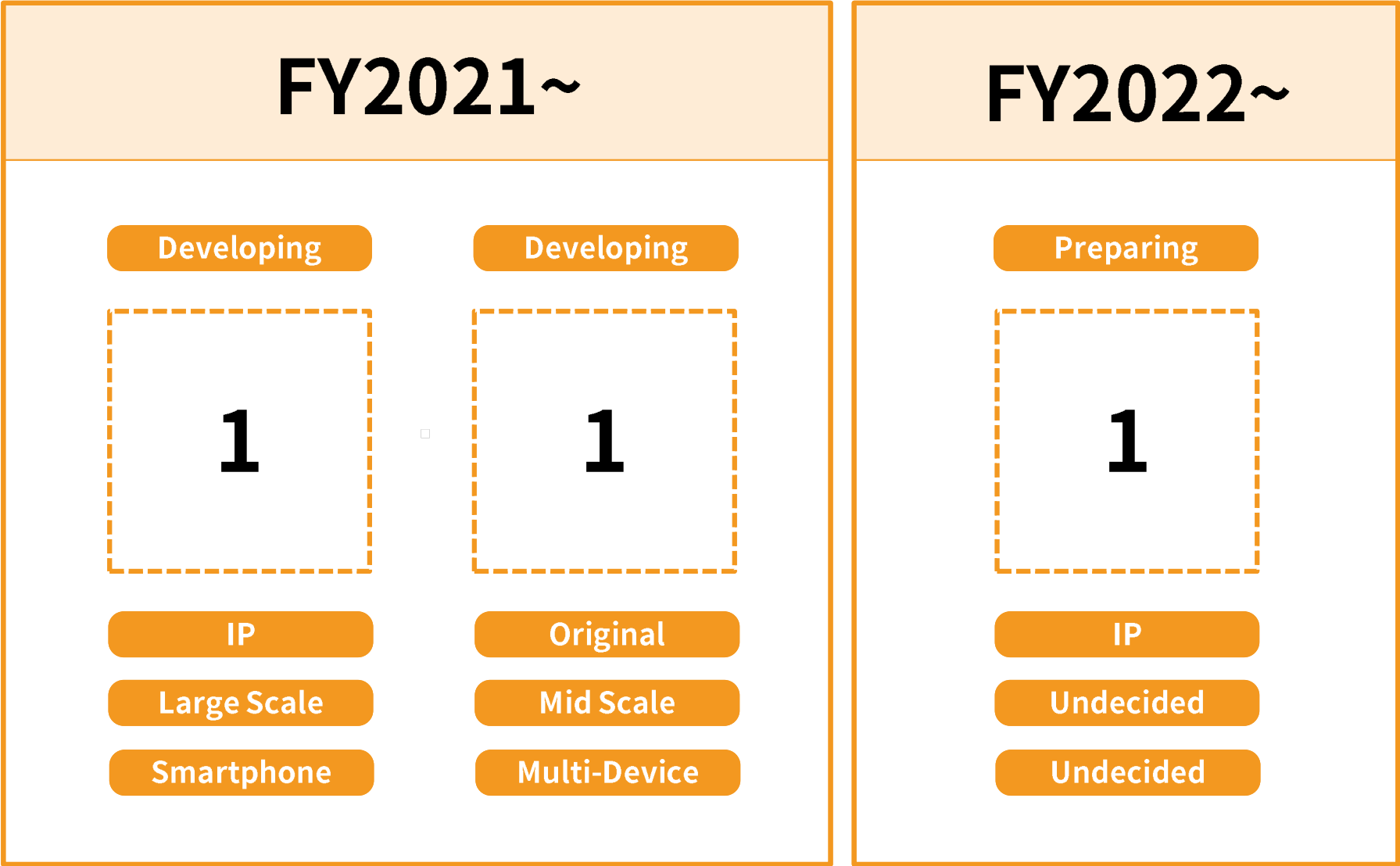


Revue Starlight Re LIVE

- Collab with popular anime “BanG Dream! 3rd Season” from Jul 18 to Aug 1



New Game Pipeline Developments



5. FY2021 Guidance

FY2021 Consolidated Financial Forecast

(Million JPY)

	FY2020 Results			FY2021 Forecast		
	Full-Year	% of Revenue	Y/Y	Full-Year	% of Revenue	Y/Y
Revenue	31,739	100.0%	85.4%	33,500	100.0%	105.5%
Lifestyle Support	20,093	63.3%	89.2%	23,000	68.7%	114.5%
Entertainment	8,450	26.6%	67.2%	7,000	20.9%	82.8%
EC	3,196	10.1%	156.0%	3,500	10.4%	109.5%
Operating Income	1,273	4.0%	45.3%	500	1.5%	39.3%
Lifestyle Support	1,896	6.0%	60.5%	2,200	6.6%	116.0%
Entertainment	776	2.4%	50.7%	-500	-	-
EC	-43	-	-	0	-	-
Other	-1,356	-	-	-1,200	-	-
Ordinary Income	1,249	3.9%	44.5%	500	1.5%	3.7%
Net Income	-519	-	-	200	0.6%	-

Initiatives and Notes on FY2021 Guidance

Overall

A Year to Hit Bottom for the Leap in FY2022

- Partial office lease termination determined, will further “slim down” business costs
- Invest in business development towards cultivation, while reviewing fixed costs

Lifestyle Support

Forecast Based on Assumption of Continued COVID-19 Effects

- COVID-19 impact on “Hanayume” and “NaviNavi Cashing” expected to continue for some time
- Aim to increase users while strengthening mutual customer referrals between services

Ent.

Focus on New IP Development Along with Efficient Operation

- Existing: aim to maximize efficiency and profitability. Profit reflects improved measures taken
- New: Only upfront costs for new development incorporated into forecast

EC

Aim for First Full-Year Profitability While Investing in Awareness

- Challenge “first full-year profitability” one year ahead of schedule
- Invest to raise brand awareness in order to generate sustainable profits over the long term

Initiatives and Notes on FY2021 Guidance

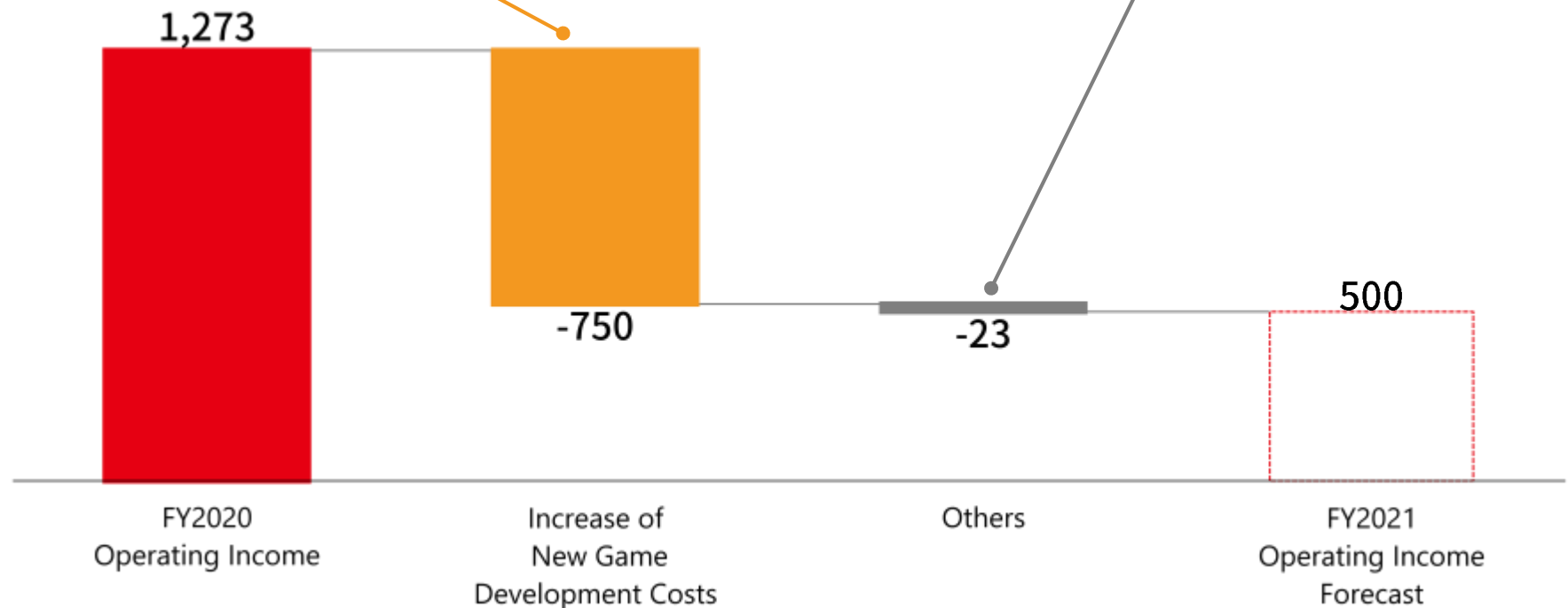
Entertainment

- 700+ Million JPY Increase in New Game Development Costs

Overall

- Profit Maintained Excluding New Game Related Costs
- Temporary Minus for Office Lease Termination
- * From FY2022, Will Save 100+ Million JPY Yearly

(Million JPY)



FY2021 Year-End Dividend Forecast

■ Continue to Provide Stable Shareholder Returns Over the Long Term While Taking into Account Business Performance

	FY2017 Result		FY2018 Result	FY2019 Result	FY2020 Result	FY2021 Forecast
	Interim	Year-End	Year-End	Year-End	Year-End	Year-End
Date of allotment	01/31	07/31	07/31	07/31	07/31	07/31
Date of distribution	04/04	10/06	10/05	10/04	10/09	October
Dividend per share	5.0 JPY	22.0 JPY	32.5 JPY	16.0 JPY	16.0 JPY	16.0 JPY
Total dividend amount	517 million JPY		640 million JPY	315 million JPY	315 million JPY	-
Full-year payout ratio	19.8%		19.1%	21.2%	-	-

*As of FY2018, full-year performance based dividend will be paid once annually due to the nature of business and profit biased in the second-half of the fiscal year

APPENDIX

Company Overview

Company Profile as of July 31, 2020

Company name	Ateam Inc.
Security code	3662:JP, TSE Section 1
Incorporated on	February 29, 2000
Headquarters	Nagoya, Japan
President	Takao Hayashi
Industry	Information & Communication
Sector	Internet, Mobile Game
Account settled in	July
Group companies (Fully owned subsidiaries)	8 (includes 1 overseas subsidiary)
Number of employees	1,106 (excludes directors & part-time employees)
Shares per unit	100 shares



Personal History of Takao Hayashi, President



1971.12.18 Born in Toki City, Gifu Prefecture, Japan

1982.12 Started computer programming

1987.03 Graduated from Tajimi Junior High School

1987.04 ~ Managed a private preparatory school and involved in part-time jobs of various types

1997.06 Founded Ateam as an unincorporated enterprise

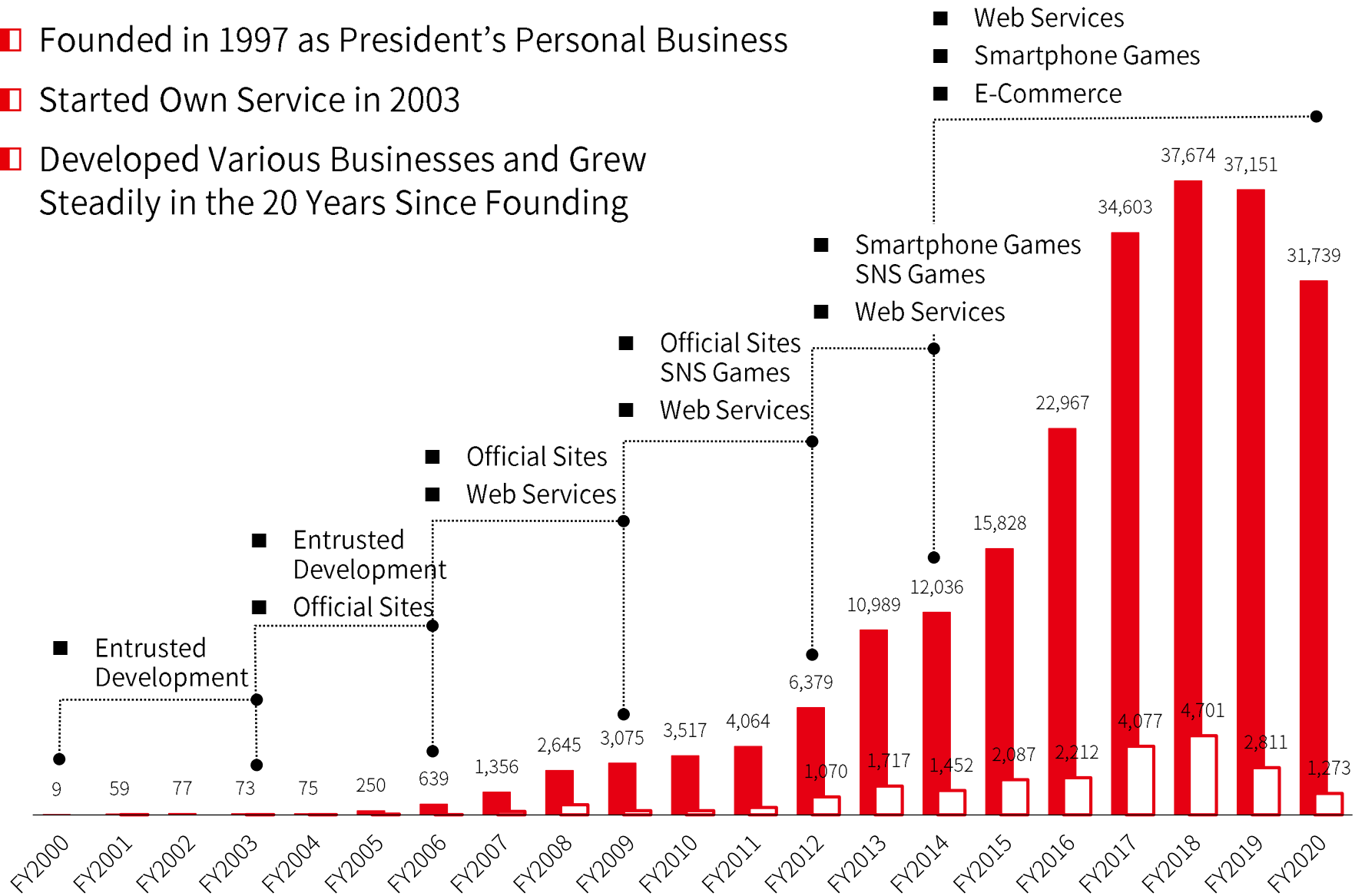
2000.02.29 Established Ateam Ltd.

2004.11.01 Organizational Change to Ateam Inc.

Company History

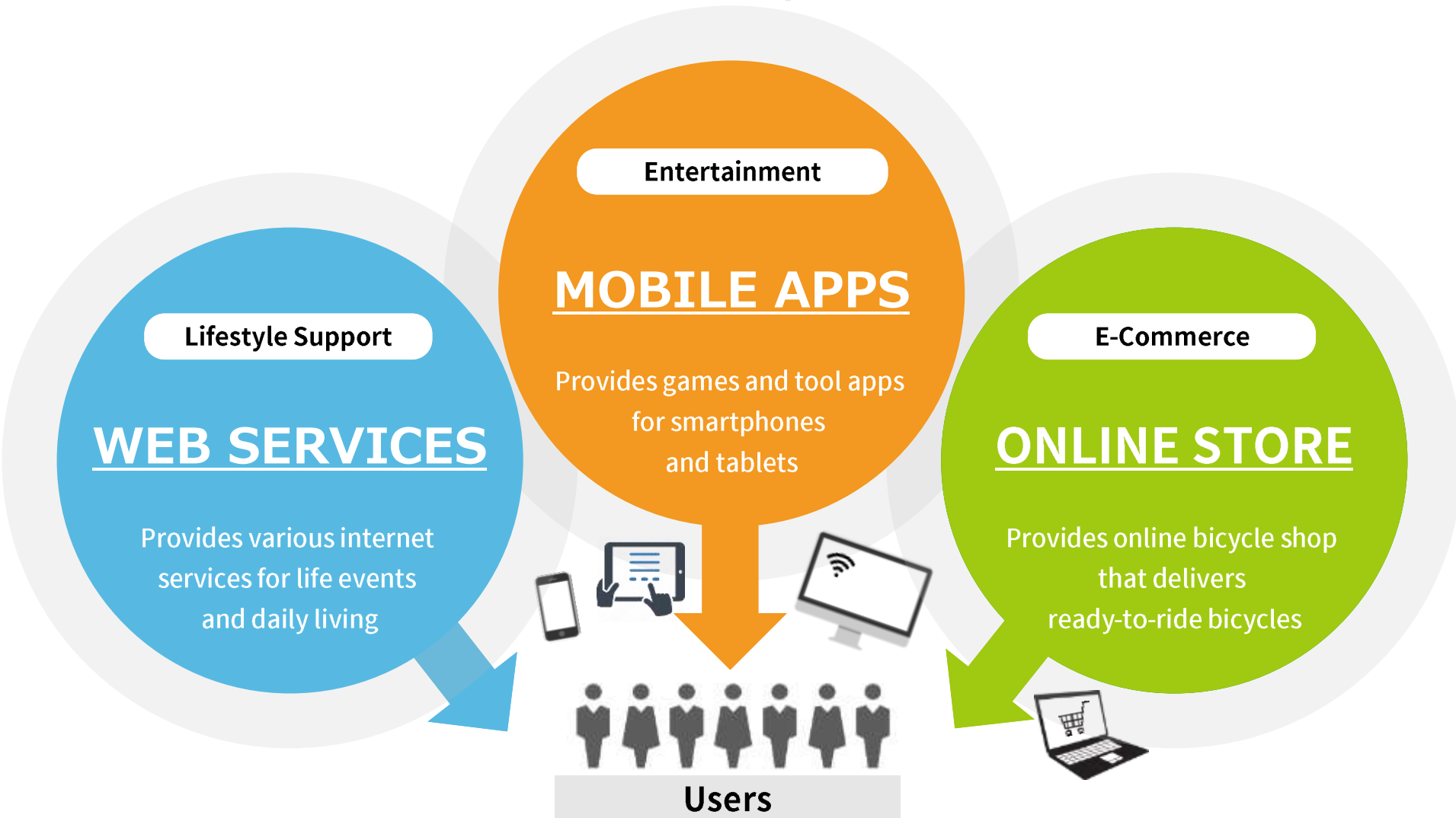
(Million JPY)

- Founded in 1997 as President's Personal Business
- Started Own Service in 2003
- Developed Various Businesses and Grew Steadily in the 20 Years Since Founding



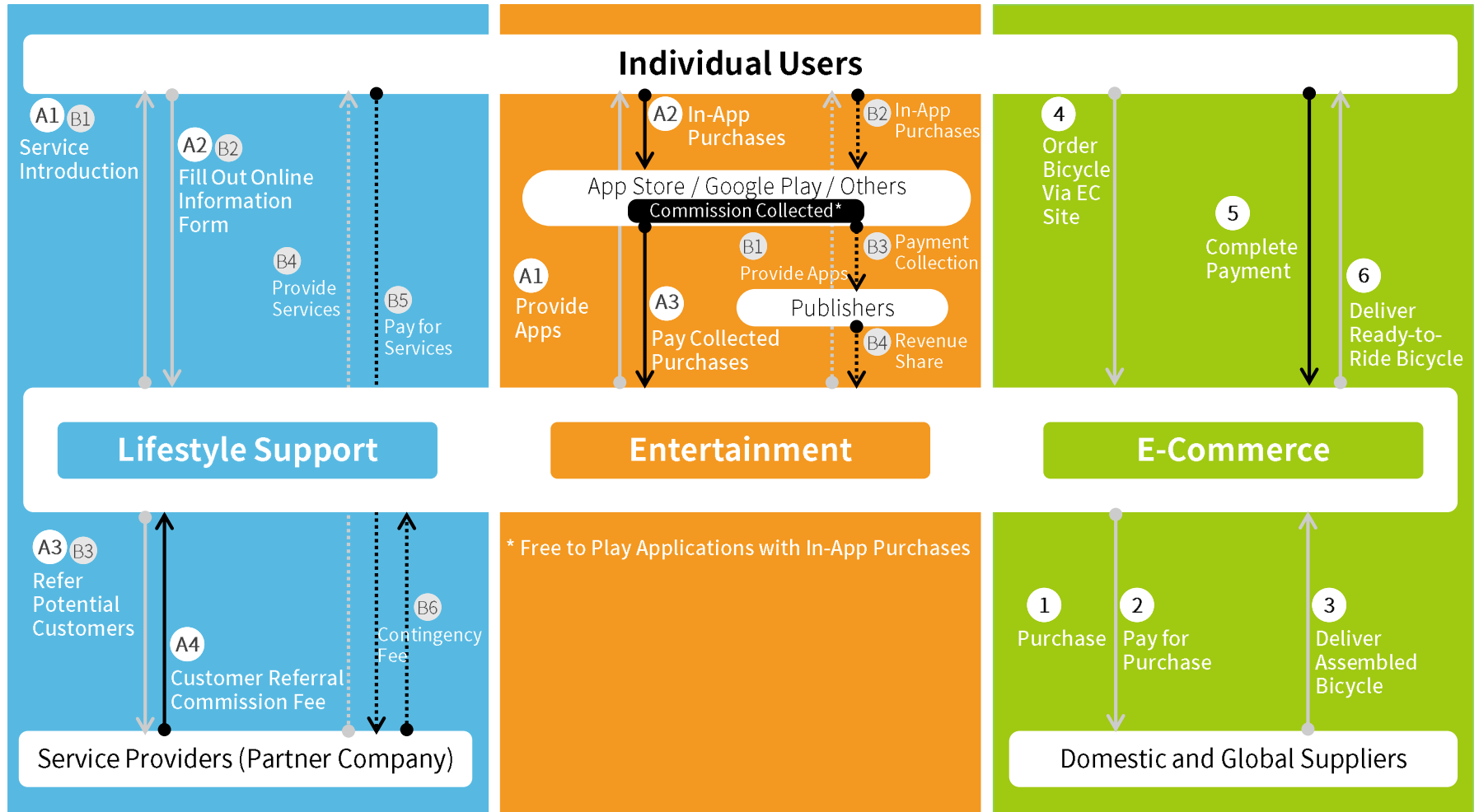
Our Businesses

Ateam Provides Various Services Through the Internet and Smart Devices



Business Models

(A) Main Business Model (Solid Arrow) (B) Sub Business Model (Dotted Arrow)
 ⇄ Commercial Distribution ⇄ Financial Flow



* **Commission Collected** Commission fees are collected by providers of application distribution platforms such as the iTunes App Store & Google Play

Lifestyle Support Business – Main Services

Digital Marketing Support Business



Hikkoshi Samurai



Navikuru



Hanayume



NaviNavi Cashing



NaviNavi Credit Card



FindPro



NaviNavi Mortgage



Lifedot



NaviNavi Insurance



NaviNavi Securities



Soldi

Platform Business



Entertainment Business – Main Line-up

Game Apps



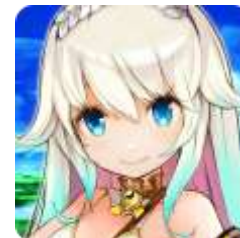
Hatsune Miku –
Tap Wonder



Revue Starlight Re LIVE



Valkyrie Connect



Unison League



BASSA WARRIORS



Three Kingdoms Smash!



Derby Impact



War of Legions



Dark Summoner

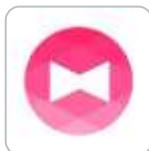
Tool Apps



Game Boost Master



Jam



[+]HOME



Zero App Series

M&A and Capital Investment Policy

Mission

Realize Mid- and Long-Term Vision While
Expediting Increase in Corporate Value

M & A

Companies Expected to Increase Ateam's Competitiveness

- Lifestyle Support: (e.g.) Companies or media that would increase our market share or synergize well with our existing businesses
- Entertainment: (e.g.) Media that can acquire more users globally
- EC: (e.g.) E-commerce companies or business other than bicycles

Companies in Industries with High Barriers to Entry

Capital Investment

Companies in Business Industries That Have High Uncertainty
But Have Large Future Potential

Unlisted Companies That Will Develop Businesses Which Can
Expect Large Growth Utilizing Our Know-how

APPENDIX

Supplementary Financial Data

P/L (FY2018 Q4 - FY2020 Q4)

(Million JPY)

	FY2018	FY2019				FY2020			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Revenue	9,335	8,927	9,597	9,503	9,123	8,148	7,866	8,385	7,339
Q/Q (%)	-9.1	-4.4	+7.5	-1.0	-4.0	-10.7	-3.5	+6.6	-12.5
Lifestyle Support	5,107	5,173	5,191	6,013	6,147	5,521	5,148	5,466	3,956
Entertainment	3,656	3,243	4,005	2,865	2,462	1,989	2,112	1,943	2,405
E-Commerce	571	510	400	624	512	637	606	976	976
Cost of revenues	1,875	1,765	1,878	1,958	1,917	1,808	1,787	2,038	2,020
Cost rate (%)	20.1	19.8	19.6	20.6	21.0	22.2	22.7	24.3	27.5
Selling, G&A expenses	6,567	6,677	7,026	6,547	6,569	6,190	5,886	5,638	5,095
Selling, G&A expenses ratio (%)	70.4	74.8	73.2	68.9	72.0	76.0	74.8	67.2	69.4
Total cost and G&A expenses	8,443	8,442	8,904	8,505	8,486	7,998	7,673	7,676	7,116
Labor costs & recruitment expenses	1,443	1,435	1,463	1,529	1,604	1,581	1,560	1,549	1,583
Promotional expenses	3,609	3,931	3,980	3,726	3,410	3,601	3,229	3,133	2,480
Promotional expenses ratio (%)	38.7	44.0	41.5	39.2	37.4	44.2	41.1	37.4	33.8
Lifestyle Support	2,637	2,959	2,972	3,208	3,111	3,337	2,987	2,934	2,135
Entertainment	829	835	910	396	212	179	173	125	228
E-Commerce	50	54	44	63	36	46	53	50	102
Commissions, etc.	1,395	1,304	1,592	1,289	1,201	1,054	1,099	1,149	1,359
Subcontractor expenses, server fees	605	605	646	661	660	553	539	519	502
Office rental fees, utility expenses	291	292	293	296	296	287	286	282	285
Other expenses	1,096	873	928	1,001	1,313	920	958	1,042	905
Operating income	892	484	692	998	636	149	192	708	222
Q/Q (%)	-49.1	-45.7	42.8	44.1	-36.3	-76.4	28.5	268.2	-68.6
Lifestyle Support	762	642	643	1,065	786	471	481	830	113
Entertainment	638	274	610	372	274	43	196	169	365
E-Commerce	-21	-63	-67	-34	-44	-50	-53	52	8
Others	-487	-368	-493	-405	-380	-315	-417	-343	-265
Operating income margin (%)	9.6	5.4	7.2	10.3	7.0	1.8	2.4	8.5	3.0
Ordinary income	877	507	661	1,008	632	144	206	682	215
Net income	655	257	484	358	373	75	50	-511	-135

* There was an error with the numbers in red, and have been corrected accordingly

P/L (FY2015 - FY2020)

(Million JPY)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Y/Y(%)
Revenue	15,828	22,967	34,603	37,674	37,151	31,739	-14.6
Y/Y (%)	31.5	45.1	50.7	8.9	-1.4	-14.6	—
Lifestyle Support	7,557	9,193	13,342	18,955	22,525	20,093	-10.8
Entertainment	7,914	12,559	19,259	16,168	12,577	8,450	-32.8
E-Commerce	356	1,214	2,001	2,550	2,048	3,196	56.0
Cost of revenues	2,389	3,615	5,669	6,960	7,518	7,654	1.8
Cost rate (%)	15.1	15.7	16.4	18.5	20.2	24.1	+3.9
Selling, G&A expenses	11,351	17,139	24,855	26,012	26,820	22,811	-15.0
Selling, G&A expense ratio (%)	71.7	74.6	71.8	69.0	72.2	71.9	-0.3
Total cost and G&A expenses	13,740	20,755	30,525	32,973	34,337	30,465	-11.3
Labor costs & recruitment expenses	2,798	3,250	3,807	4,754	6,032	6,274	+4.0
Promotional expenses	6,430	9,335	14,018	14,805	15,048	12,444	-17.3
Promotional expenses ratio (%)	40.6	40.6	40.5	39.3	40.5	39.2	-0.7
Lifestyle Support	4,578	5,109	7,547	10,385	12,251	11,394	-7.0
Entertainment	1,651	3,748	5,895	3,785	2,355	706	-70.0
E-Commerce	61	221	335	330	200	253	+26.5
Commissions, etc.	2,586	4,592	7,318	6,117	5,387	4,662	-13.5
Subcontractor expenses, server fees	785	1,035	1,198	2,277	2,574	2,114	-17.9
Office rental fees, utility expenses	433	728	879	1,080	1,179	1,142	-3.2
Other expenses	706	3,340	3,303	3,937	4,115	3,826	-7.5
Operating income	2,087	2,212	4,077	4,701	2,811	1,273	-54.7
Y/Y (%)	43.8	6.0	84.3	15.3	-40.2	-54.7	—
Lifestyle Support	1,298	1,637	1,929	3,076	3,137	1,896	-39.5
Entertainment	1,770	2,297	3,820	3,587	1,532	776	-49.3
E-Commerce	-115	-172	-178	-211	-210	-43	-79.4
Others	-865	-1,549	-1,493	-1,751	-1,648	-1,341	-18.6
Operating income margin	13.2	9.6	11.8	12.5	7.6	4.0	-3.6
Ordinary income	2,164	2,094	4,118	4,730	2,809	1,249	-55.5
Pre-tax income	2,091	1,858	3,854	4,732	2,354	0	—
Net income	1,362	1,292	2,579	3,306	1,473	-519	-135.3

B/S (FY2015 - FY2020)

(Million JPY)

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Assets							
	Current assets*	6,257	6,827	9,613	11,488	11,543	11,130
	Cash and cash equivalents	3,097	3,505	5,004	5,984	6,713	6,480
	Non-current assets*	1,399	2,759	3,527	5,214	5,729	4,932
	Tangible assets	125	1,321	1,666	1,684	1,711	1,384
	Intangible assets	460	622	507	2,070	1,522	477
	Investments and other assets*	814	815	1,353	1,459	2,495	3,070
Total assets		7,656	9,586	13,140	16,702	17,273	16,063
Liabilities							
	Current liabilities	3,648	4,127	5,202	4,464	4,031	3,847
	Non-current liabilities	0	387	481	583	730	493
Total liabilities		3,648	4,514	5,683	5,047	4,761	4,340
	Interest-bearing liabilities	1,700	1,166	632	186	0	0
Net assets							
	Shareholder's equity	3,900	4,971	7,361	11,566	12,452	11,663
	Treasury stock	-1,403	-1,222	-1,177	-481	-438	-397
	Stock option	108	100	96	85	85	82
Total net assets		4,008	5,072	7,456	11,655	12,511	11,722
Total liabilities and net assets		7,656	9,586	13,140	16,702	17,273	16,063

* From FY2019, applied "Partial Amendments to the Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, Feb 16, 2018) causing category change from "Deferred Tax Assets" to "Investments and Other Assets". Above values are based on new standards causing differences from previous published materials

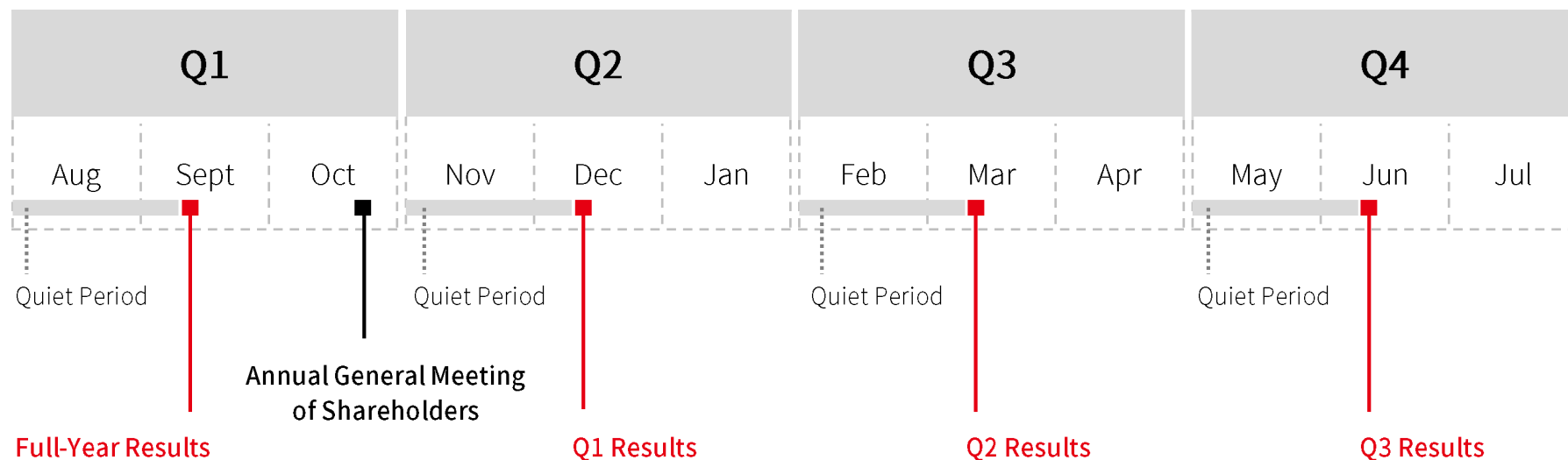
Others (FY2015 - FY2020)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Number of shares issued (year-end)	19,405,600	19,450,000	19,469,800	19,738,200	19,756,200	19,783,200
Treasury stock (shares)	580,020	302,562	302,562	35,562	35,562	35,588
Average number of shares during the FY	19,310,191	18,846,317	18,904,872	19,401,921	19,510,259	19,551,565
EPS (JPY)	70.54	68.58	136.45	170.40	75.52	-26.59
EPS Y/Y (%)	45.6	-2.8	99.0	24.9	-55.7	-135.2
ROA (Ordinary income on total assets, %)	32.9	24.3	36.2	31.7	16.5	7.5
Net assets per share (JPY)	207.2	263.4	389.0	593.7	636.32	594.54
Dividend per share (JPY)	12.50	12.50	27.00	32.50	16.00	16.00
Interim dividend (JPY)	5.00	5.00	5.00	0.00	0.00	0.00
Total dividend amount (JPY)	238	239	517	640	315	315
Payout ratio (%)	17.7	18.2	19.8	19.1	21.2	-
Shareholder's equity ratio (%)	50.9	51.9	56.0	69.2	72.1	72.6
Equity ratio (%)	50.9	51.9	56.0	69.3	71.9	72.5
ROE (%)	33.9	29.1	41.8	34.9	12.3	-4.3
ROIC (=①÷②, %)	21.0	25.1	34.1	27.9	14.1	7.6
① Net operating income after taxes	1,178	1,539	2,729	3,284	1,759	884
② Invested capital (=③+④)	5,600	6,137	7,993	11,755	12,452	11,663
③ Shareholder's equity	3,900	4,971	7,361	11,566	12,452	11,663
④ Short-term loans payable	1,700	1,166	632	186	0	0

* The company carried out common stock splits of 100-for-1 on Oct 27, 2011, 3-for-1 on Jun 1, 2012, and 2-for-1 on May 1, 2015. The per share figures listed above have been adjusted to reflect these splits, and some therefore differ from those in previous materials released by the company

IR Schedule & Contact Information

Yearly Schedule



Contact Information

Corporate Development Division Investor Relations

E-mail: ir@a-tm.co.jp

* For the purpose of preventing the spread of COVID-19 infections, we are currently working from home, thus will only be able to respond via mail

- Corporate Website Shareholder/Investor Information: <https://www.a-tm.co.jp/en/ir/>
- Shared Research Report: <https://sharedresearch.jp/en/3662>
- Ateam IR Facebook Page: <https://www.facebook.com/ateamir/>

“To Be a Company Where All Can Achieve Happiness Together”

“To Be a Company that Continues 100 Years from Today”



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