

# Financial Results Presentation for the Fiscal Year Ended March 31, 2022



Net Protections Holdings, Inc.

(TSE Prime Market: 7383)

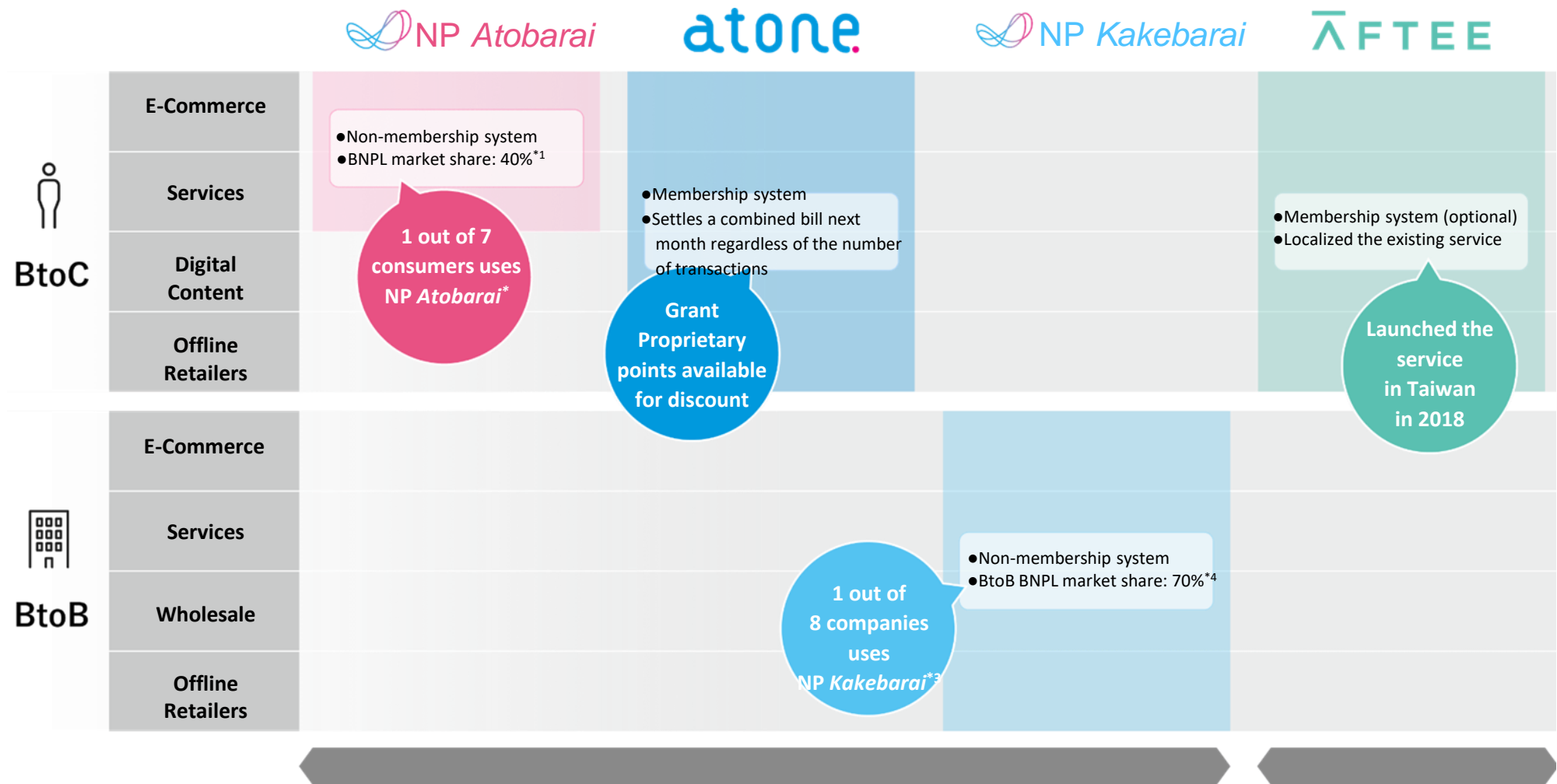
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# Mission

## Create New Standard

With our mission “Create New Standard,”  
we aim to create and spread an innovative structure for both our business and organization.

# Business Overview: A Comprehensive BNPL Service Provider Covering Both BtoC and BtoB



\*1 Calculated based on the estimated amount of BNPL market in FY2020 for JPY882.0 billion and the total GMV of NP Atobarai and atone in FY2020 for approximately JPY360.0 billion from Yano Research Institute “Online Payment/Settlement Service Providers 2021.”

\*2 Approximately 1 out of 7 consumers: population of 110.48 million people aged 15 and above (MIC, population statistics, 2021/4/1 estimate) ÷ FY3/2021 Annual Unique Users 15.80 million

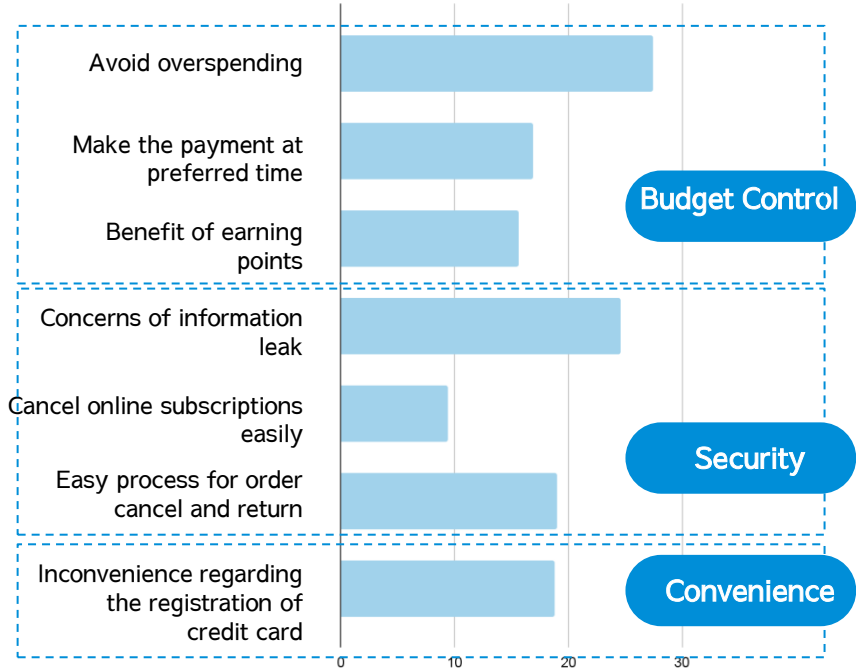
\*3 Approximately 1 out of 8 companies: # of Japanese companies 3.59 million (METI 2019 White Paper on Small and Medium Enterprises) ÷ FY3/2021 BtoB customers of 410 thousands

\*4 Our estimate (based on transaction volume)

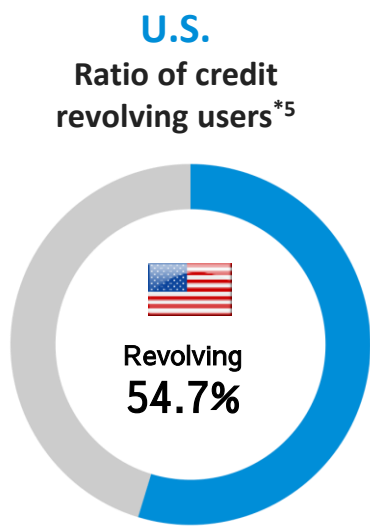
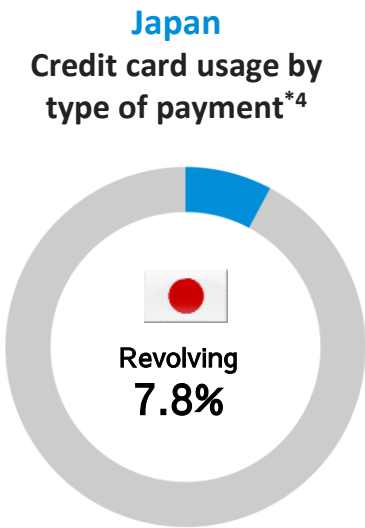
# Non-Revolving BNPL Scheme Providing Safe and Secure Transactions as Values for Customers

Many of our users hold credit cards and span a broad range of generations who hope to enjoy online shopping safely and securely. NP *Atobarai* is a non-revolving BNPL service and thus is free from concerns over excessive debt which are drawing attention overseas.

## 1 Reasons why users prefer BNPL: \*1 Budget control, security and convenience



## 2 Non-revolving payment is preferred in Japan, whereas revolving payment is preferred overseas.



\*1 [Survey method] Internet survey on NP members [Survey period] December 28 to 30, 2018 [Target] 1,738 men and women in their twenties or older nationwide  
\*2 Based on the transaction volume in 2020. Payments exceeding 2 months are defined as “Revolving.”  
\*3 Representing the ratio as of the third quarter of FY2020, excluding dormant accounts. When a monthly balance is rolled over to the next month at least once during a quarter, the payment is defined as Revolving.  
Source: “Survey of Household Economy” (2020), Japan Consumer Credit Association “Japan Credit Statistics” (2020), American Bankers Association “Credit Card Market Monitor”



# Business Highlights

Business Metrics: Highlights

Business Metrics: GMV

Business Metrics: Delinquency Rate and Approval Rate

Service Implementation Track Record

# Business Metrics: Highlights

Annual number of transactions\*2

Approx. **68.0 million**  
(+3.2% YoY)

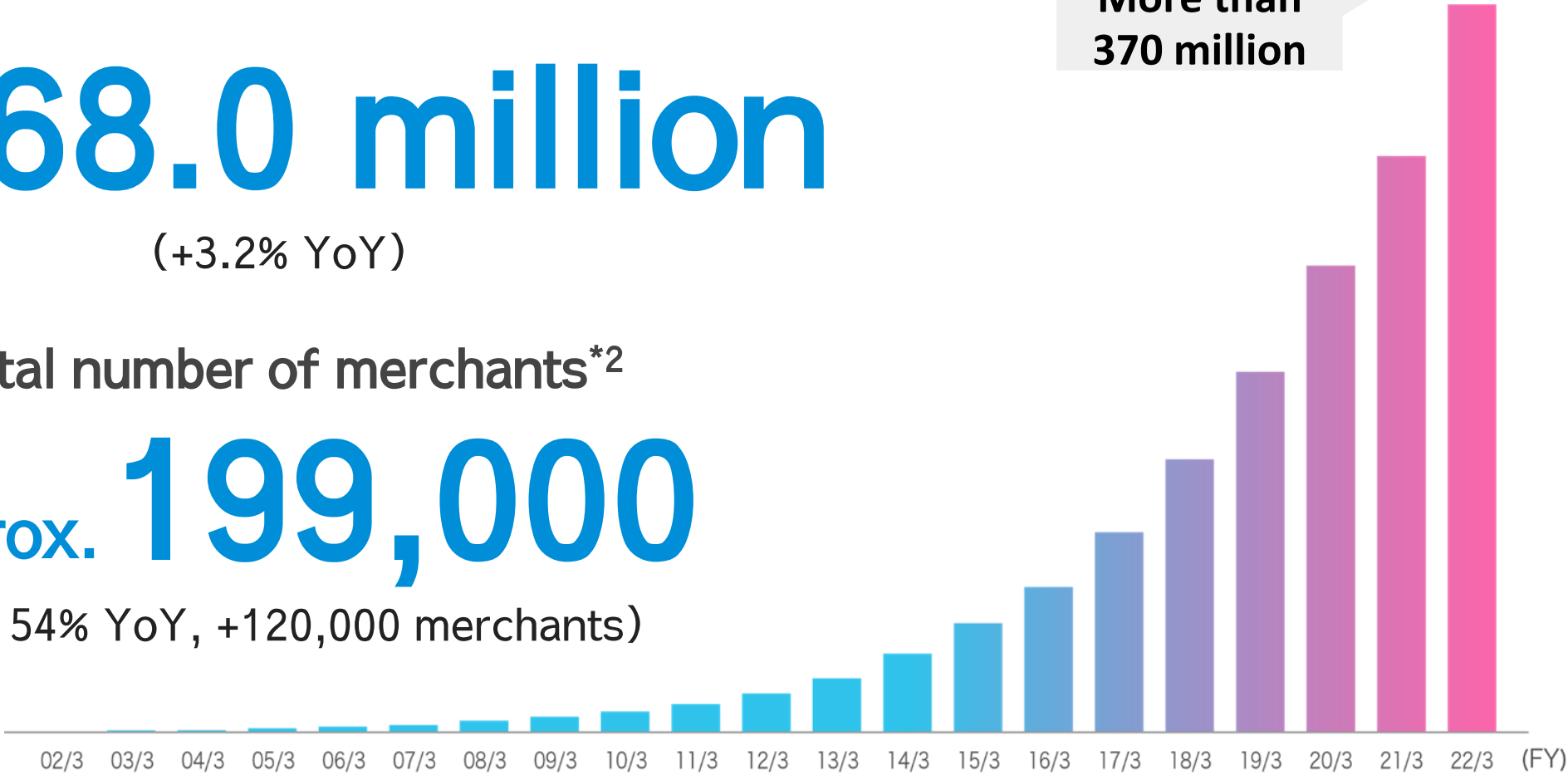
Total number of merchants\*2

Approx. **199,000**  
(+154% YoY, +120,000 merchants)

Cumulative number  
of transactions\*1

More than  
370 million

Cumulative number  
of transactions



\*1 Cumulative number of transactions at the end of each fiscal year, from the service start of NP atobarai, atone, NP Kakebarai, and AFTEE to the end of March 31, 2022

\*2 Total number of merchants and annual number of transactions represent the aggregate of BtoC and BtoB transactions in FY3/2022.

## Business Metrics: Highlights

FY3/22 GMV (non-GAAP) \*1

**JPY472.5bn**

(+7.9% YoY)

Delinquency Rate\*2

**0.52%**

Total Operating Revenue

**JPY18.6bn**

(+3.1% YoY)

Gross Profit (non-GAAP) \*3

**JPY7.4bn**

(+10.6% YoY)

\*1 GMV: The total amount of payments (including consumption tax) made through services provided by the Group, such as NP *Atobarai*, *atone*, NP *Kakebarai*, and *AFTEE*

\*2 A ratio for FY3/2021 which is based on unpaid transactions as of the end of March 2022 for NP *Atobarai* (including transactions prior to the write-off of delinquent debt)

\*3 Gross profit: Total operating revenue less operating expenses related to bad debt and invoicing (including invoice issuing fee, collection agency fee, and postal charges) (non-GAAP measure)



# Business Metrics: GMV

Full-year total GMV for the services provided by the Group increased 7.9% year on year to JPY 472.5 billion.

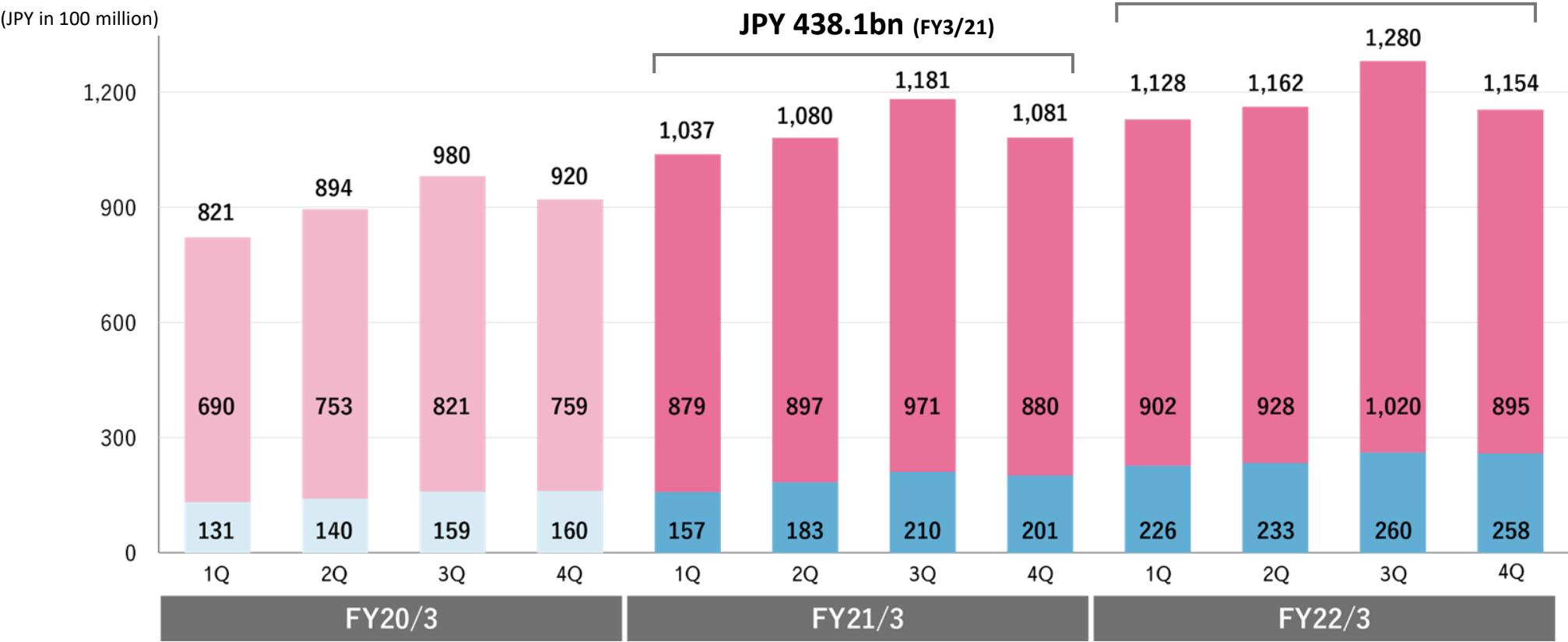
The BtoB business has been growing strongly, representing 20.7% of total GMV (up 3.6% year on year).

● BtoC GMV\*1

● BtoB GMV\*2

+7.9%  
YoY

JPY 472.5bn (FY3/22)

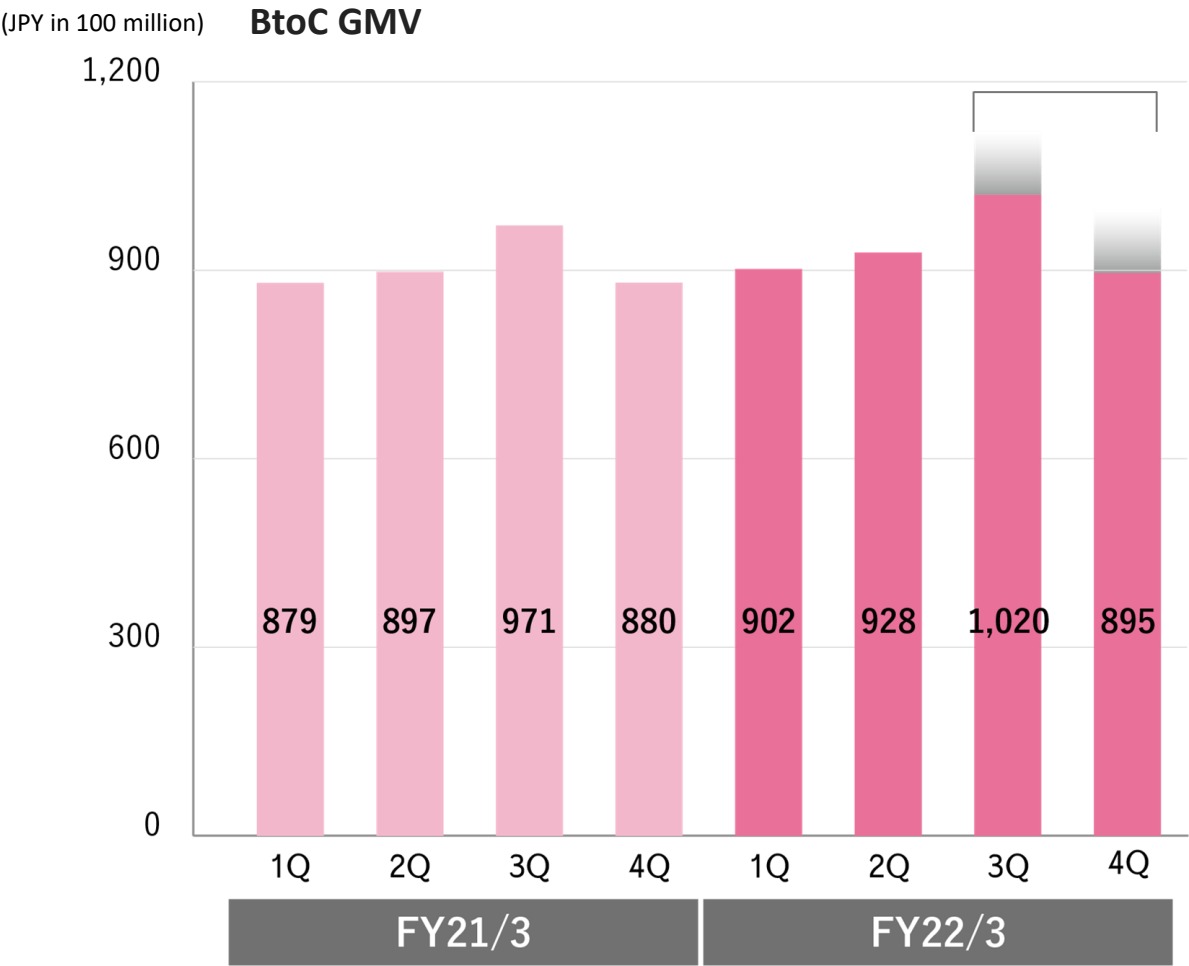


\*1 Total amount of payments (including consumption tax) made through services provided by the Group, such as NP Atobarai, atone, and AFTEE

\*2 Total amount of payments (including consumption tax) made through NP Kakebarai provided by the Group

# Business Metrics: Solid Build-up of GMV Despite Some Impact from Macro Headwinds (BtoC)

Full-year GMV for the BtoC business increased 3.2% year on year to JPY 374.6 billion. GMV of transactions with new merchants has been building up at a record pace, although GMV with existing merchants have been affected by the prolonged COVID-19 pandemic and the revised PMD Act of Japan.



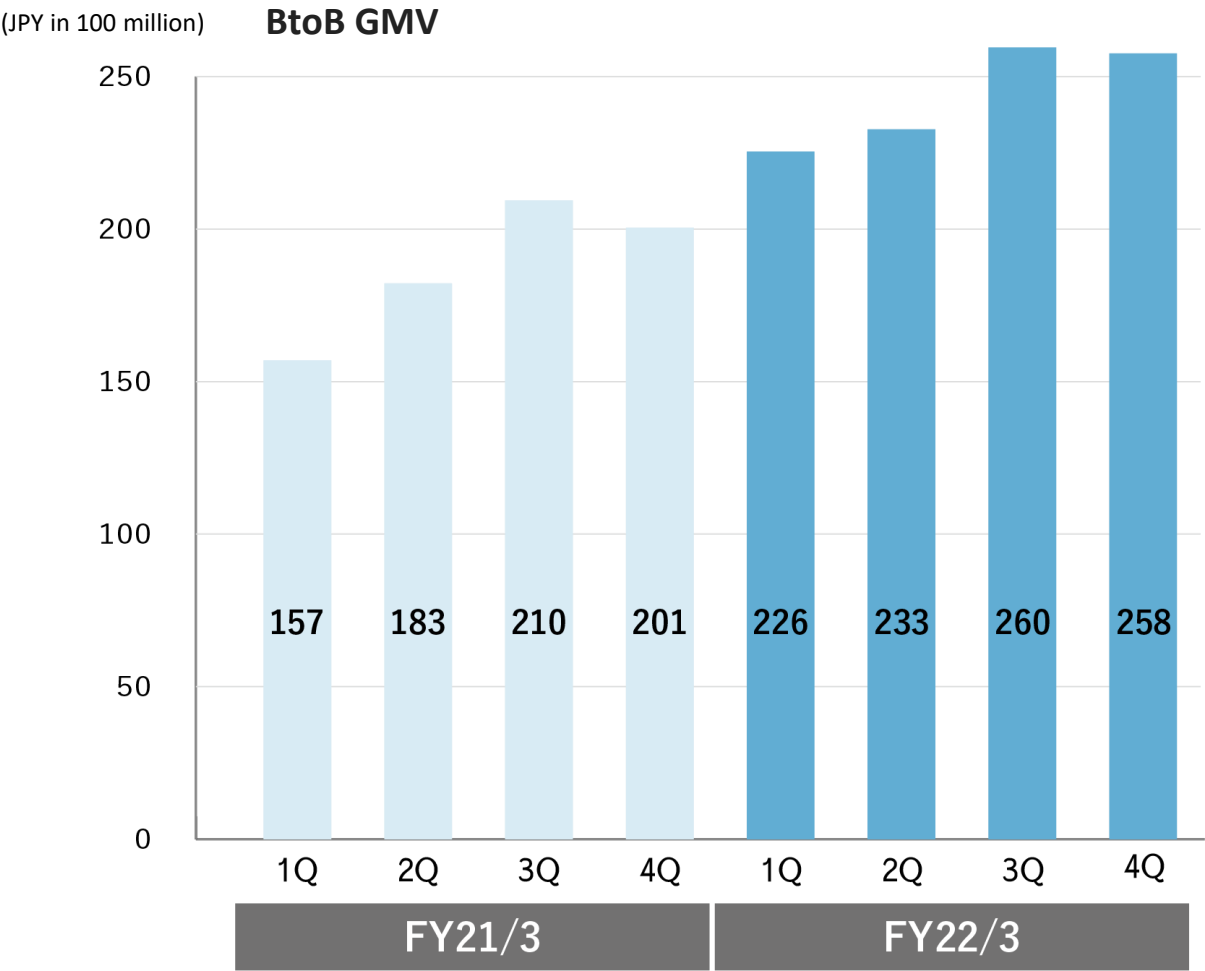
The revision to Japan’s PMD Act in August 2021 gave rise to a negative impact of approximately JPY20.0 billion.

Analysis of Major Factors

- GMV through transactions with new merchants has increased 30.4% year on year.
- During the first and second quarters, the growth of GMV with existing merchants was limited due to a reactionary fall from the GMV during the same period last year which was especially high backed by stronger demand amid the COVID-19 outbreak back then.
- During the third and fourth quarters, GMV with existing merchants in the field of beauty and health declined by JPY20.0 billion under the influence of the revised PMD Act.

# Business Metrics: Solid GMV Growth Driven by Digital Transformation of Invoicing Operations (BtoB)

Full-year GMV for the BtoB business increased 30.2% year on year to JPY 97.9 billion. While transactions with merchants in the industries affected by the declaration of state of emergency and the priority preventive measures against COVID-19 stagnated temporarily, overall GMV increased, driven primarily by transactions with high-growth IT and venture firms.



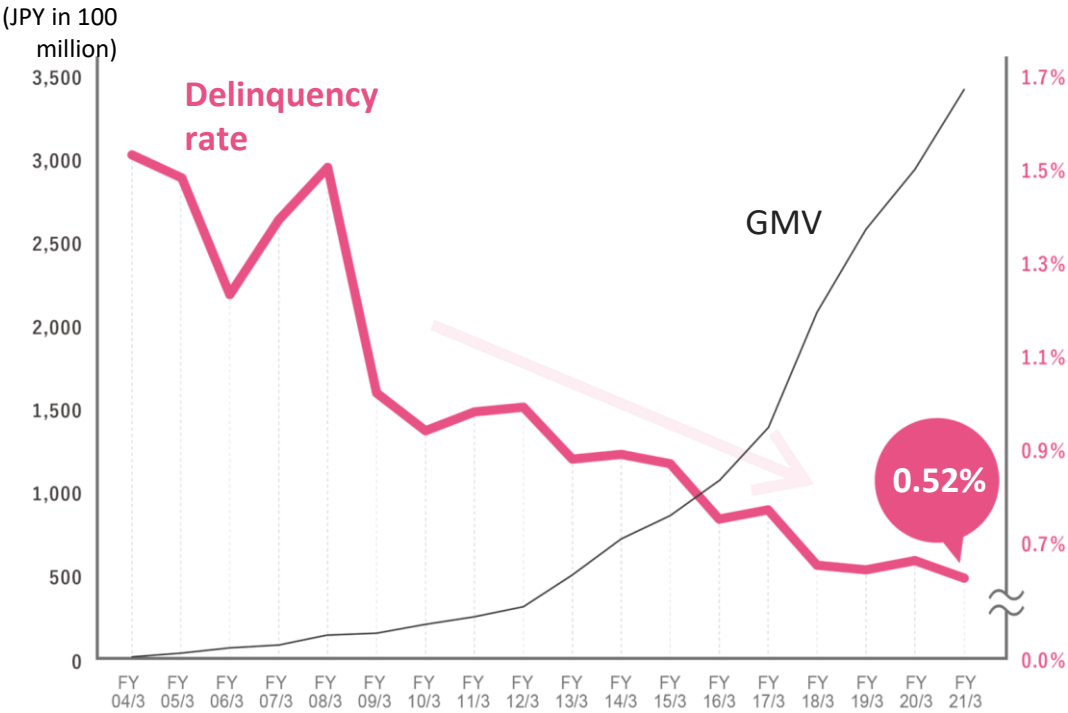
Analysis of Major Factors

- GMV remained strong with IT-related companies such the providers of SaaS, as well as construction and other materials companies.
- GMV in the food and liquor wholesale categories was up 44.9% year on year, although these categories were somewhat affected by the COVID-19 outbreak.
- GMV in the office-related and printing categories recovered year on year.

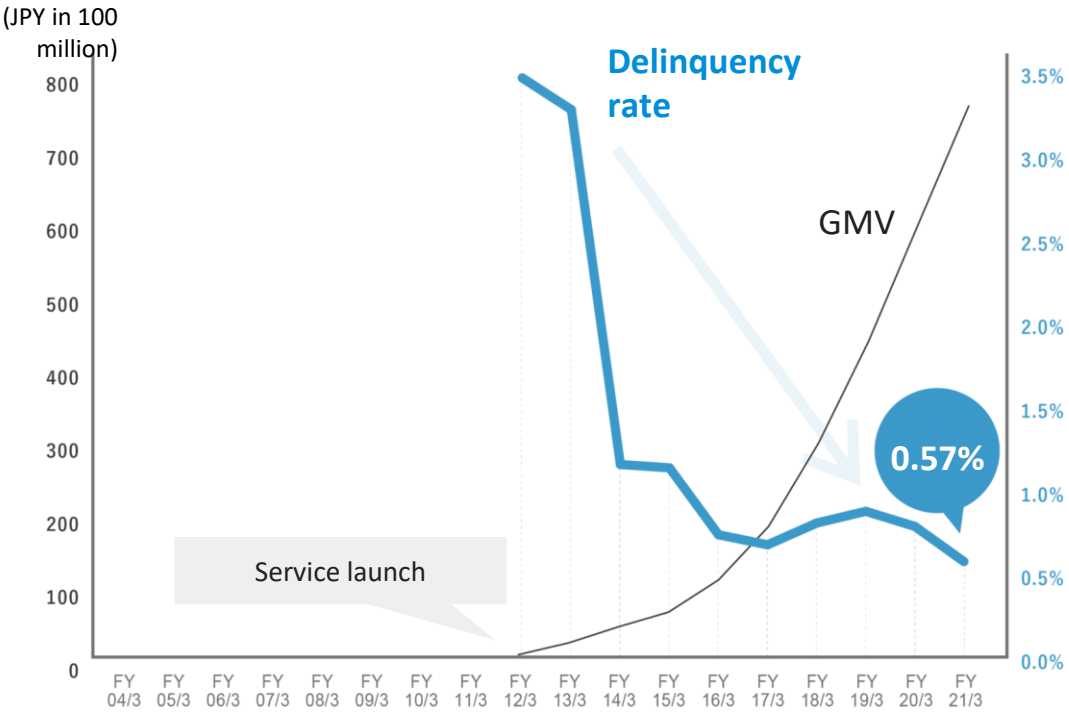
# Business Metrics: Delinquency Control Based on Accumulated Data and Knowhow

Delinquency rate for BtoC (NP *Atobarai*) came in at 0.52%, showing an improvement from the end of the previous fiscal year (-0.13%). Delinquency rate for BtoB (NP *Kakebarai*) came in at 0.57%, having improved from the end of the previous fiscal year(-0.21%). BtoB has achieved a delinquency rate comparable to BtoC, drawing on its expertise in credit approval, although the service period is nine years shorter than BtoC.

Delinquency rate in BtoC (NP *Atobarai*)



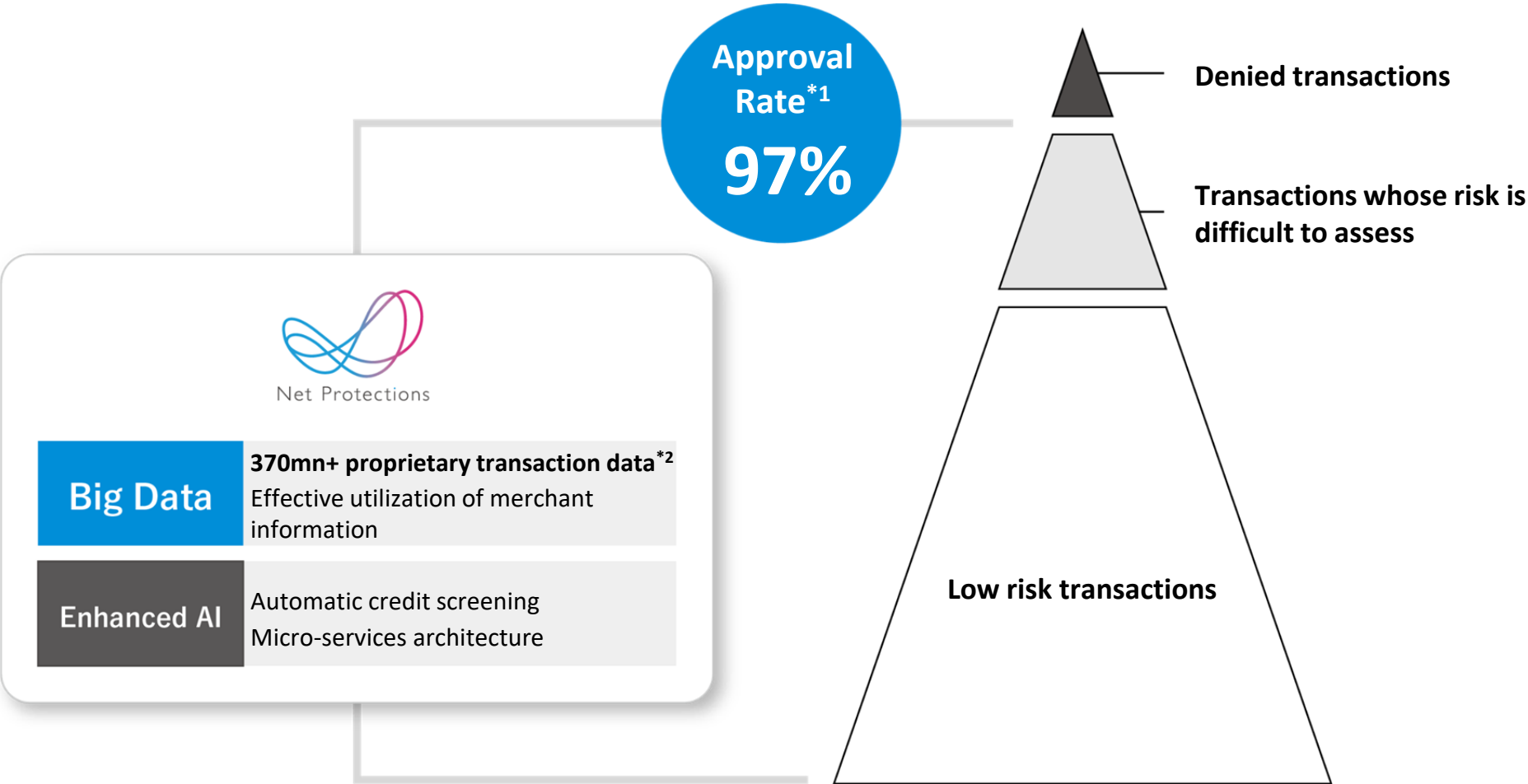
Delinquency rate in BtoB (NP *Kakebarai*)



\*1 Ratio of outstanding unpaid transactions for NP *Atobarai* in excess of 18 months to total transactions recorded during such fiscal period on a GMV basis. The ratio for FY3/2021 is based on unpaid transactions as of the end of March 2022 (including transactions prior to writing off of delinquent debt).

\*2 Ratio of outstanding unpaid transactions for NP *Kakebarai* in excess of 14 months to total transactions recorded during such fiscal period on a GMV basis. The ratio for FY3/2021 is based on unpaid transactions as of the end of March 2022 (including transactions prior to sale of receivables and writing off of delinquent debt).

# Business Metrics: Proprietary Credit Screening System as Source of Competitive Advantage



<sup>\*1</sup> The ratio of approved transactions to transactions denied by our credit screening system for NP Atobarai during FY3/2022 (limited to unique users).

<sup>\*2</sup> As of March 31, 2022

## Track Record: Service Implementation Status in Target Markets

Major players have introduced our services one after another in targets markets, including BtoB, BtoC, TV shopping, and Overseas (Taiwan). Introduction of our services to flagship shops is expected to help acquire merchants in the same industries.

### BtoB (Japan)

Wholesaler



Venture



Major company



### BtoC (Japan)

Newspaper



TV shopping



Housing equipment



Digital content /Offline retailer



### BtoC (Taiwan)

EC mall



Start of operation scheduled for June 2022  
Ranked 5th in Taiwan\*

Major company



\* On a site traffic basis Source: <https://www.top10.com.tw/life/938/top-10-online-shopping-website/>



# Financial Results for the Fiscal Year Ended March 31, 2022

Financial Results for the Fiscal Year Ended March 31, 2022

Total Operating Revenue/Gross Profit/Adjusted EBITADA

Breakdown of Total Operating Revenue/Gross Profit by BtoB

Balance Sheet



## Financial Results: Full Fiscal Year Ended March 31, 2022

Operating revenue increased 3.1% year on year to JPY 18,665 million, whereas gross profit increased 10.6% year on year to JPY 7,469 million helped by our efforts to curb costs such as doubtful accounts related cost.

As a result, adjusted EBITDA increased 8.3% year on year to JPY 3,000 million.

(JPY in millions)	Results	Results of previous fiscal year	
		Results	Percentage changes
<b>GMV (non-GAAP) *1</b>	<b>472,589</b>	438,152	+7.9%
<b>Total Operating Revenue</b>	<b>18,665</b>	18,106	+3.1%
<b>Gross profit (non-GAAP) *2</b>	<b>7,469</b>	6,753	+10.6%
Operating profit	897	1,374	− 34.7%
EBITDA (non-GAAP) *3	2,246	2,563	−12.4%
(Marketing expenses) *4	481	190	+152.8%
(IPO-related expenses)	272	15	—
<b>Adjusted EBITDA (non-GAAP) *5</b>	<b>3,000</b>	2,769	+8.3%

\*1 GMV: The total amount of payments (including consumption tax) made through services provided by the Group, such as NP Atobarai, atone, NP Kakebarai, and AFTEE

\*2 Gross profit: Total operating revenue less operating expenses related to bad debt and invoicing (including invoice issuing fee, collection agency fee, and postal charges) (non-GAAP measure)

\*3 EBITDA: Operating profit or loss + Depreciation and amortization + Share-based payment expenses + Loss on disposal of fixed assets + Impairment losses - Gain on reversal of impairment losses

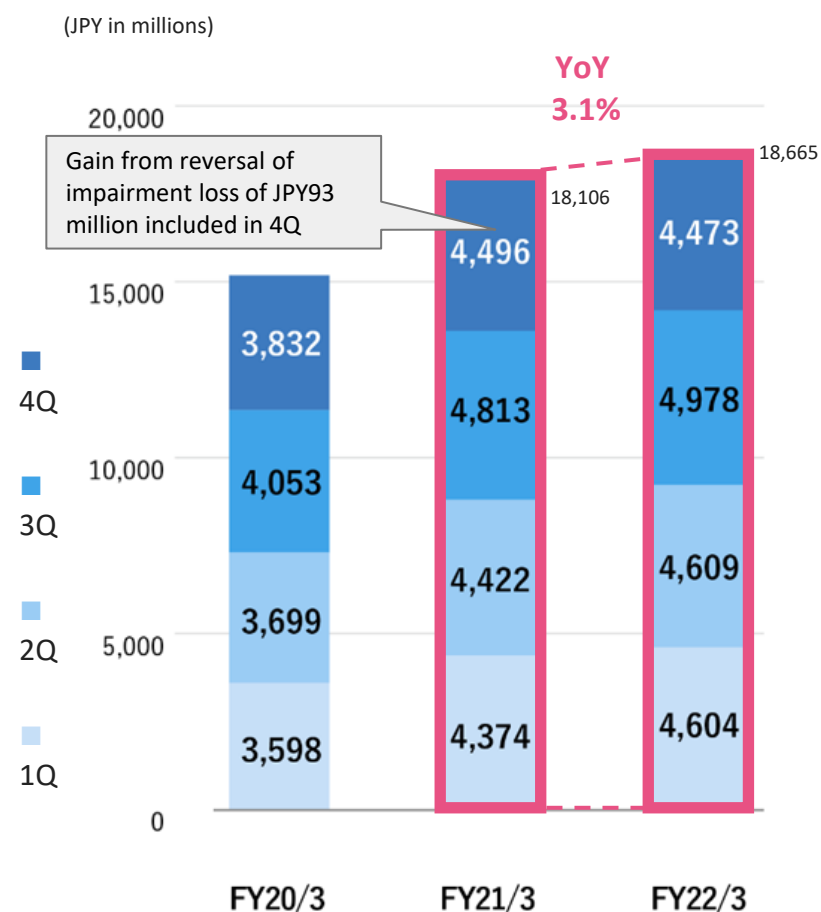
\*4 Marketing expenses : Sales promotion excluding agency commissions + advertising expenses

\*5 Adjusted EBITDA: EBITDA + IPO-related expenses + Marketing expenses



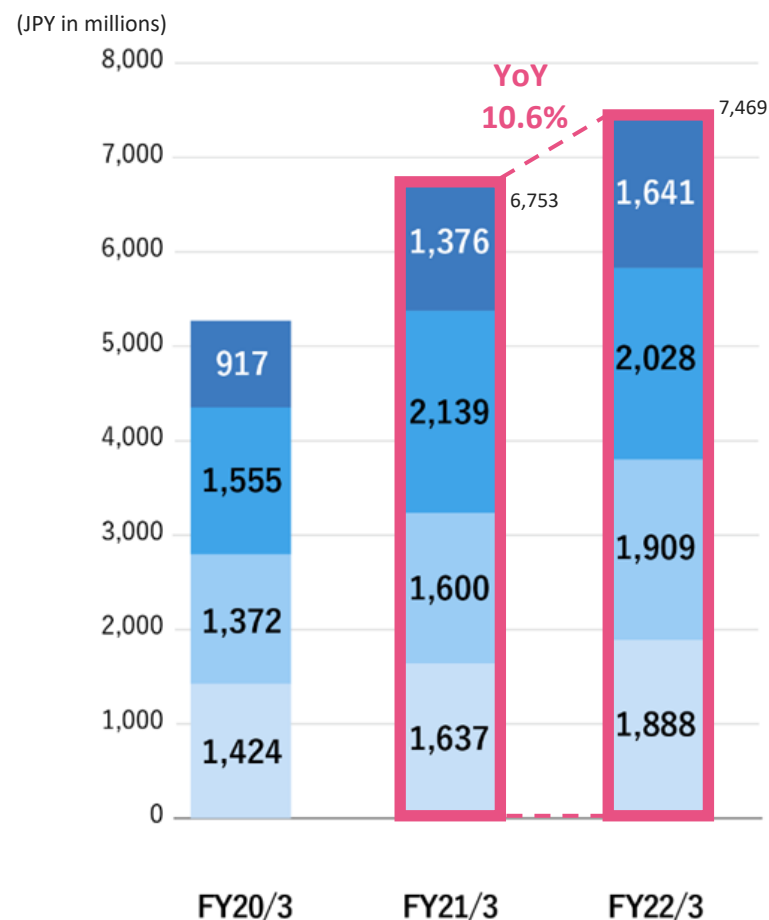
# Financial Results: Trend of Operating Revenue, Gross Profit, and Adjusted EBITDA

## Total Operating Revenue



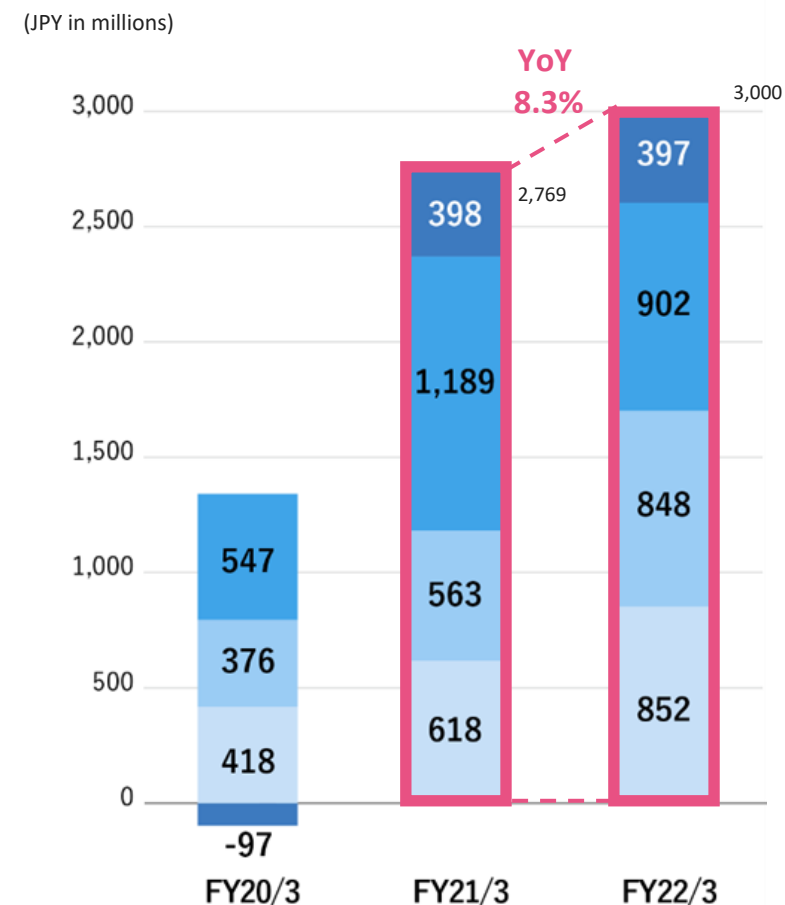
## Gross Profit

(non-GAAP)\*1



## Adjusted EBITDA

(non-GAAP) \*2



\*1 Gross profit: Total operating revenue less operating expenses related to bad debt and invoicing (including invoice issuing fee, collection agency fee, and postal charges)

\*2 Adjusted EBITDA: EBITDA + IPO-related expenses + Marketing expenses\*3

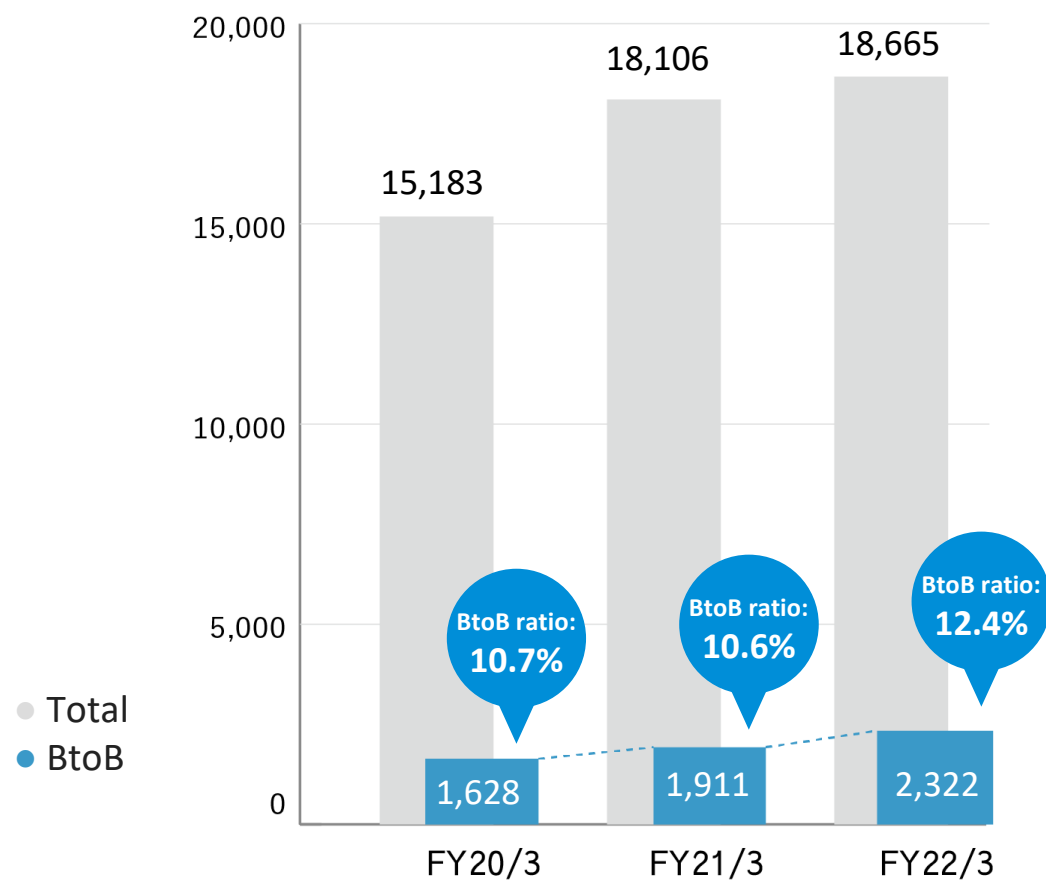
\*3 Marketing expenses : Sales promotion excluding agency commissions + advertising expenses

# Financial Results: Changes in Breakdown of Operating Revenue and Gross Profit by BtoB

During the fiscal year ended March 31, 2022, the BtoB business represented 12.4% of overall operating revenue and 19.0% of gross profit, suggesting its profitability is comparable to that of the BtoC business.

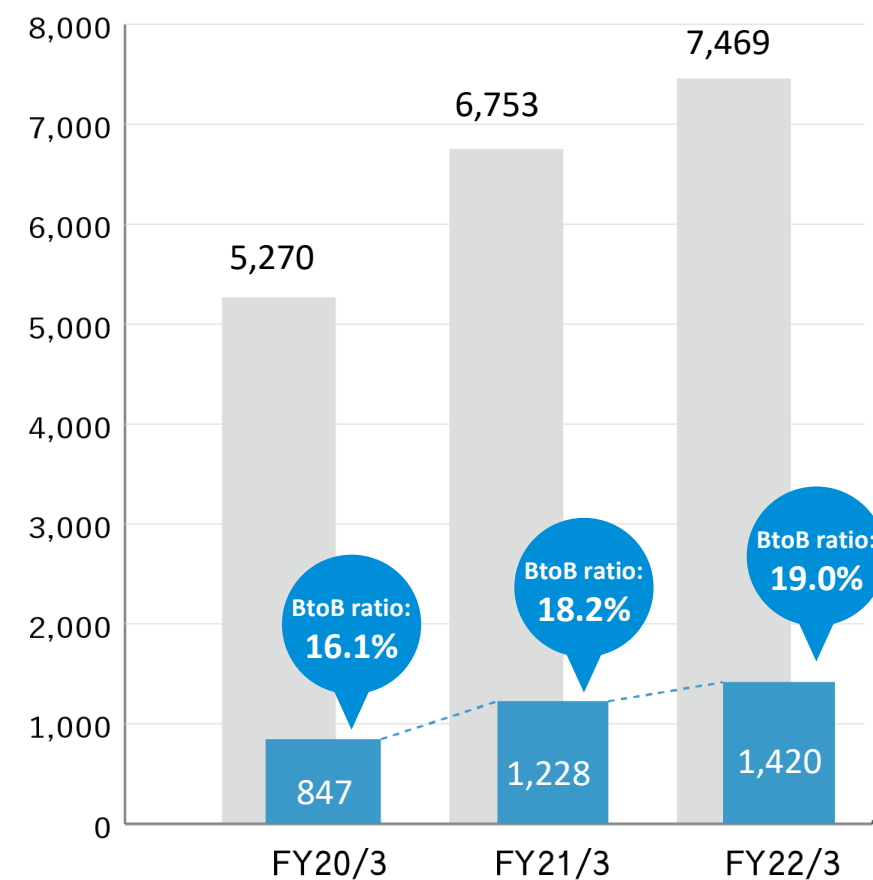
## Total Operating Revenue

(JPY in millions)



## Gross Profit (non-GAAP)\*1

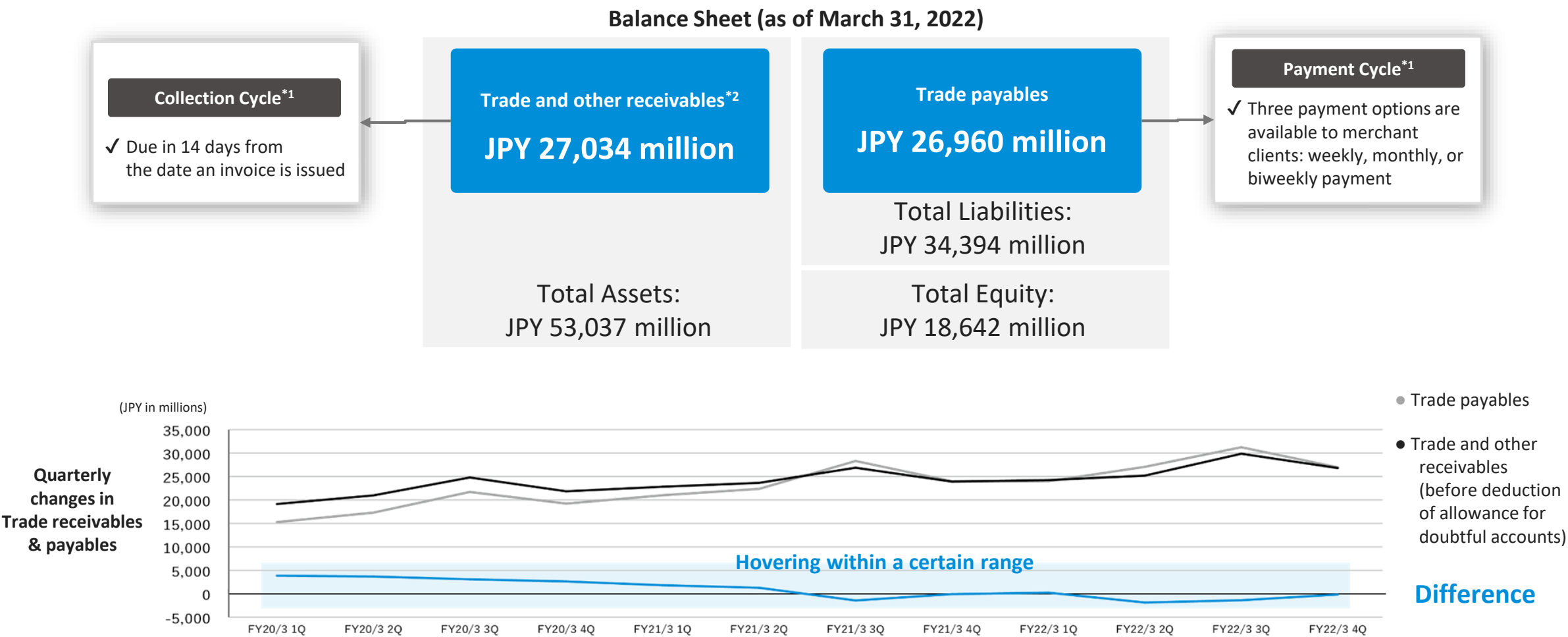
(JPY in millions)



\*1 Gross profit: Total operating revenue less operating expenses related to bad debt and invoicing (including invoice issuing fee, collection agency fee, and postal charges) (non-GAAP measure)

# Business Results: Balance Sheet with Low Working Capital

B/S risks are limited because our trade receivables and payables are well-balanced in the short term.



\*1 Example of NP Atobarai

\*2 Trade and other receivables represent the figures after deduction of allowance for doubtful accounts



# Earnings Forecasts for the Fiscal Year Ending March 31, 2023

Group-wide Policies for the Fiscal Year Ending March 31, 2023

Earnings Forecasts

GMV Estimates

Analysis of Changes in SG&A

**Business has remained strong in all segments.  
We will make necessary investments to create and  
maintain a sustainable growth momentum.**

### Business

- Significantly increase investments in marketing for each business segment
- Expand alliance with major financial institutions, regional and shinkin banks, shopping cart service providers and other companies

### Organization

- Hire personnel who will play key roles in sales and marketing, and make effective use of them
- Beef up sales force through subcontracting

### Finance

- Aim to accelerate GMV growth through disciplined investments, while maintaining profitability

## Earnings Forecasts for Fiscal Year Ending March 31, 2023

During the first half, we expect to record operating loss because marketing expenses for originating transactions arise before such transactions produce profits. During the second half, however, newly acquired merchants will start using our services driven by our marketing efforts and contributing to GMV, As such, we expect to record profit on a full-year basis.

(JPY in millions)	FY3/2022 results	FY3/2023 forecasts			
		1H	2H	Full-year	vs. FY3/2022
<b>GMV (non-GAAP) *1</b>	<b>472,589</b>	255,199	284,304	<b>539,504</b>	<b>+14.2%</b>
<b>Total Operating Revenue</b>	<b>18,665</b>	10,053	11,382	<b>21,436</b>	<b>+14.8%</b>
<b>Gross profit (non-GAAP) *2</b>	<b>7,469</b>	3,913	4,405	<b>8,318</b>	<b>+11.4%</b>
Operating profit	897	(103)	560	<b>457</b>	<b>-49.0%</b>
EBITDA (non-GAAP) *3	2,246	589	1,300	<b>1,890</b>	<b>-15.8%</b>
(Marketing expenses) *4	481	671	362	<b>1,033</b>	<b>+114.8%</b>
(IPO-related expenses)	272	—	—	—	—
<b>Adjusted EBITDA (non-GAAP) *5</b>	<b>3,000</b>	1,261	1,662	<b>2,924</b>	<b>-2.5%</b>

\*1 GMV: The total amount of payments (including consumption tax) made through services provided by the Group, such as NP Atobarai, atone, NP Kakebarai, and AFTEE

\*2 Gross profit: Total operating revenue less operating expenses related to bad debt and invoicing (including invoice issuing fee, collection agency fee, and postal charges)

\*3 EBITDA: Operating profit or loss + Depreciation and amortization + Share-based payment expenses + Loss on disposal of fixed assets + Impairment losses - Gain on reversal of impairment losses

\*4 Marketing expenses : Sales promotion excluding agency commissions + advertising expenses

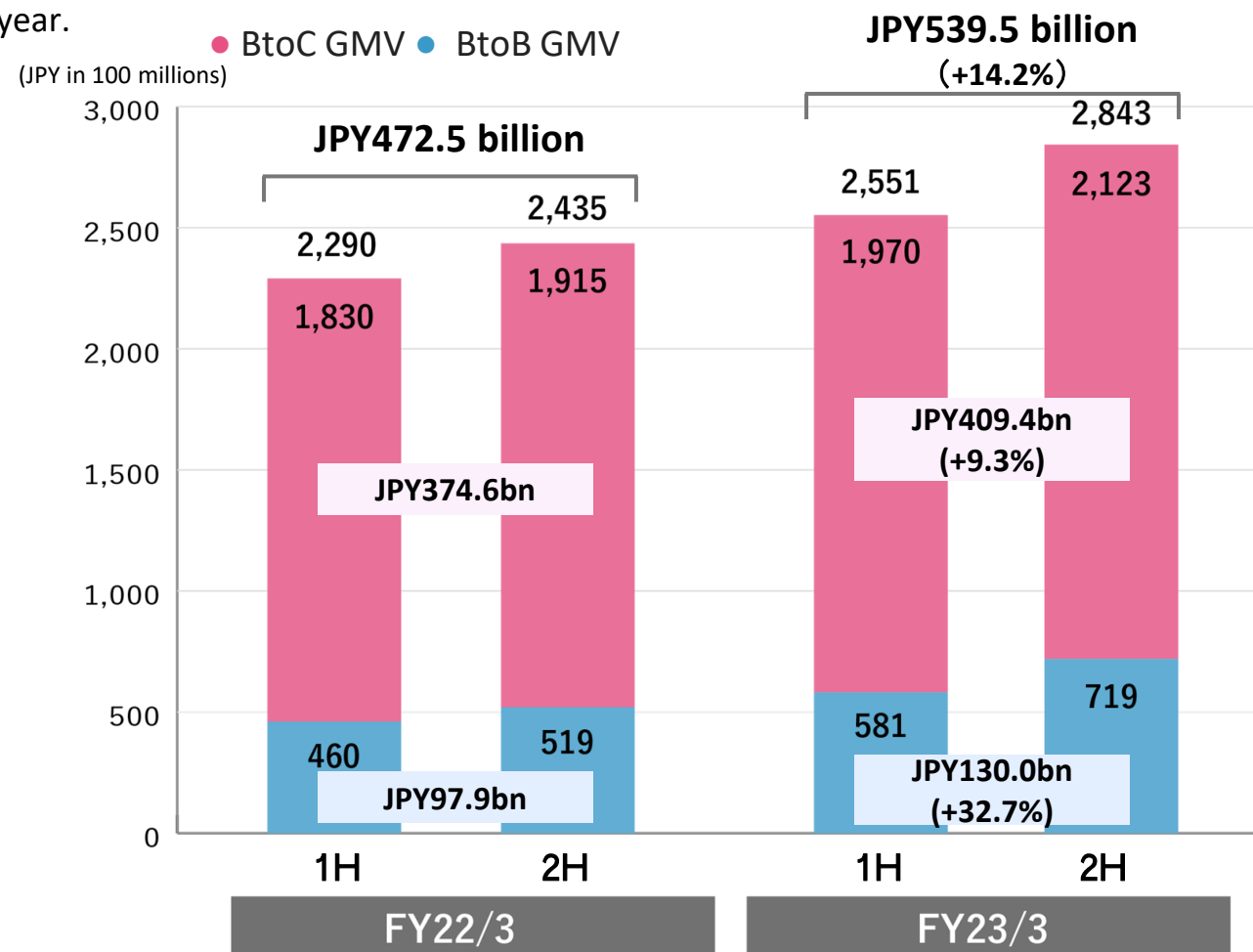
\*5 Adjusted EBITDA: EBITDA + IPO-related expenses + Marketing expenses

# GMV Forecasts for Fiscal Year Ending March 31, 2023 (BtoC/BtoB)

Full-year GMV for the fiscal year ending March 31, 2023 is expected to increase 9.3% year on year to JPY 409.4 billion in BtoC and increase 32.7% year on year to JPY 130.0 billion in BtoB.

The BtoC business is expected to grow 10.9% year on year, backed by accelerated introduction of atone beginning in the second half, although the business will remain affected by macro environment.

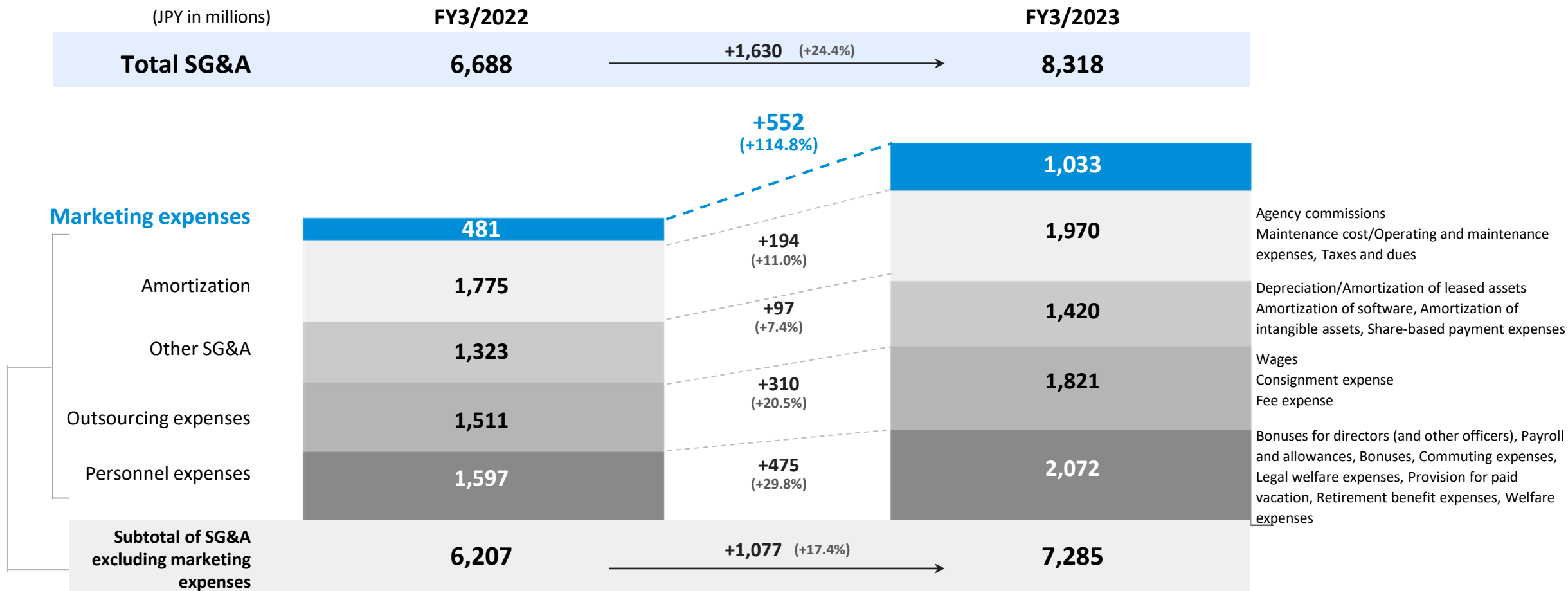
We see an upside potential in the BtoB business, underpinned by our investments in marketing, and expect the business to show solid growth throughout the year.



## FY3/2023 Priority Measures

- Accelerate the introduction of atone with the launch of the common interface in BtoC. We have obtained informal consent from leading merchandising business.
- Drive growth of BtoB through investments in marketing. During 4Q of the fiscal year ended March 31, 2022, the number of transactions grew a record 65% year on year.
- Acquire merchants through alliance partners in the BtoB and service industries.

## SG&A Expenses: Analysis of Year-on-Year Change







# Growth Strategy

**Medium-Term Business Plan**

**Market Size**

**Key Measures**

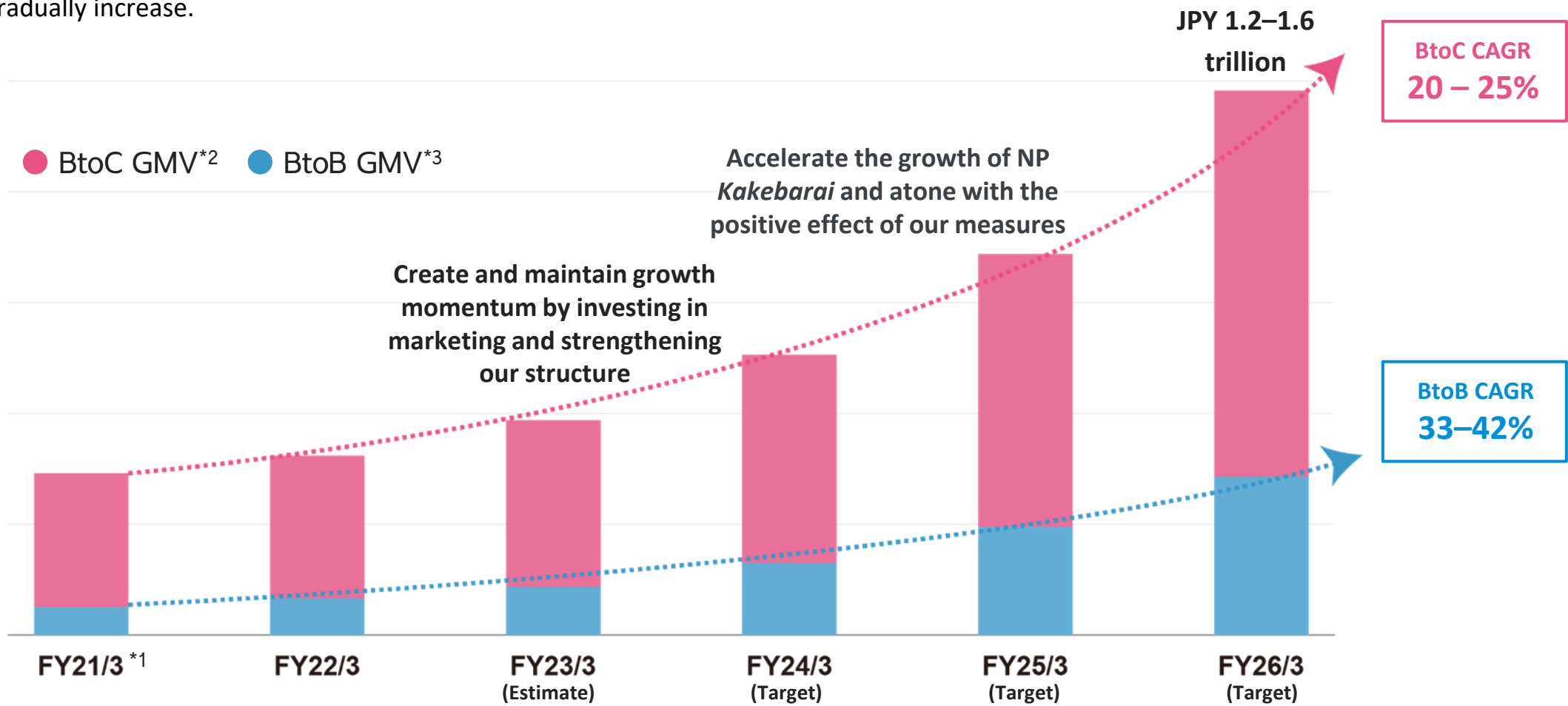
Marketing Activities

Alliance

Common Interface

# Growth Strategy: Medium-Term Business Plan

We expect GMV to reach JPY 1.2 – 1.6 trillion in the fiscal year ending March 31, 2026. We aim for profitable growth while remaining profitable. The effect of the investment from the fiscal year ending March 31, 2023 can be expected from the following quarter, thus we expect the growth rate will gradually increase.



\*1 GMV in the fiscal year of ended March 31, 2021: JPY 438.1 billion (BtoC: JPY 362.9 billion、BtoB: JPY 75.3 billion)

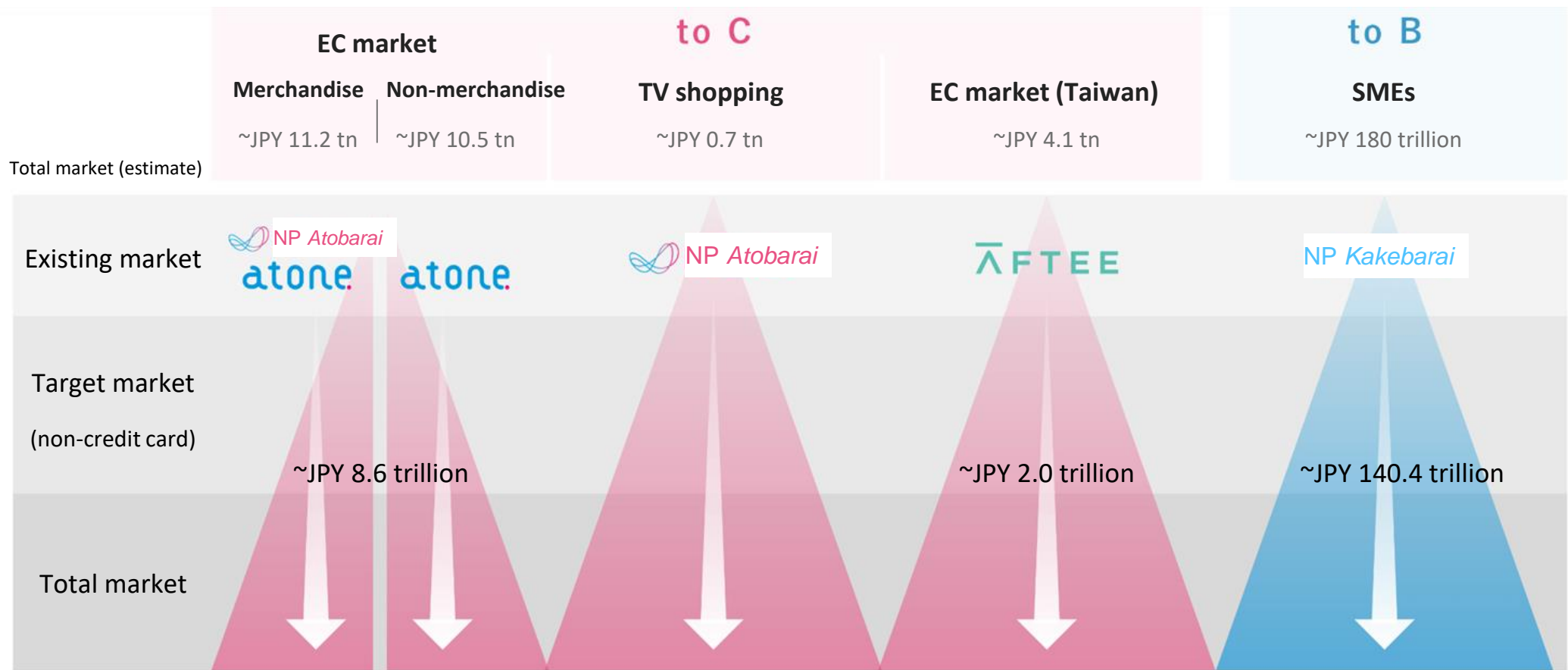
\*2 The total amount of transactions (including VAT) through BtoC service (NP Atobarai, atone, AFTEE)

\*3 The total amount of transactions (including VAT) through BtoB service (NP Takebarai)

The information above includes forward-looking statements based on our executives’ discussion based on information available at this time. Therefore, there can be a variety of risks and uncertainties that can make a significant difference to the actual performance.

# Growth Strategy: TAM Covering Both E-commerce and Offline Markets

As our share in the merchandise e-commerce market increases, we will bring our BNPL services into the non-merchandise e-commerce market, TV home shopping market, BtoB market, and overseas markets.



Note: Each of the triangles above is for illustrative purpose only, not showing the market share.  
BtoC EC payment market: the TAM of each market is calculated by multiplying the FY2019 market share by the FY2020 EC payment market size; BtoC TV home shopping market: expected sales volume in FY2020; Cashless payments at BtoC real stores: FY2020 retail market size valued at JPY146 trillion x cashless payment ratio of 26.8%  
See Appendix on pages 44-46 for the definitions of TAM, SAM, and SOM.  
Source: Those figures are calculated using our analysis based on certain assumptions with reference to the following various data:  
“Online Payment/Settlement Service Providers 2021” (P. 31, 32 and 38) and “Distribution and Retailing Industry 2021” (P. 102) by Yano Research Institute Ltd. as well as “Cashless Vision” (P. 70), “Cashless Payment Ratio in Japan, Payment Providers, and the State’s Disclosure Policy” (P. 21), and “Current Survey of Commerce (2020)” by the Ministry of Economy, Trade and Industry

## Growth Strategy: Key Measures

Key measures aimed at growth of GMV and operating revenue

### Enhance marketing activities

- ✓ Acquire merchants by raising our brand awareness
- ✓ Expand our share in the payment market in Taiwan by improving penetration rate

### Seek alliance

- ✓ Partnership with major platform operators
- ✓ Promote DX of invoicing operations through alliance with regional banks and shinkin banks

### Promote common interface

- ✓ Introduce *atone* to the merchants already using NP *Atobarai* through tie-up in shopping carts
- ✓ Accelerate the introduction of our services to new e-commerce businesses through alliance with PSP\*1

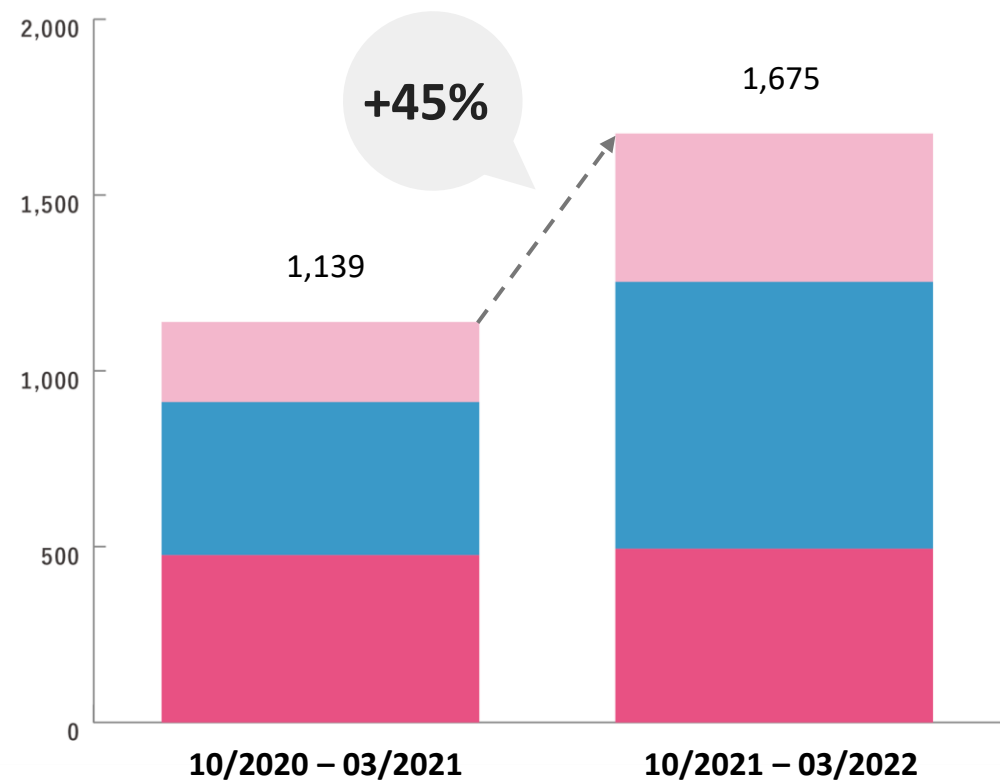
Strengthen our structure to facilitate the implementation of the key measures

\*1 PSP stands for Payment Service Provider.

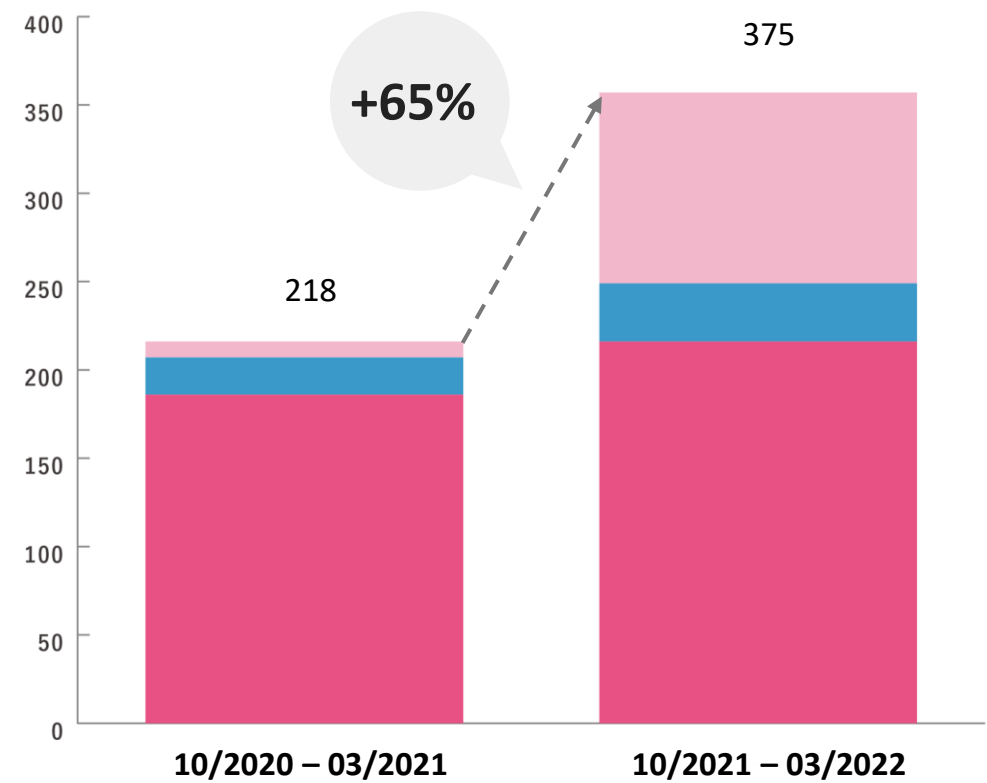
# Growth Strategy: Increases in Numbers of Inquiries for Information Materials and Sales Negotiations

During the third and fourth quarters of the fiscal year ended March 31, 2022, both the numbers of web-based inquiries for information materials and the number of sales negotiations with potential customers referred by alliance partners increased markedly.

Number of web-based inquiries for information materials



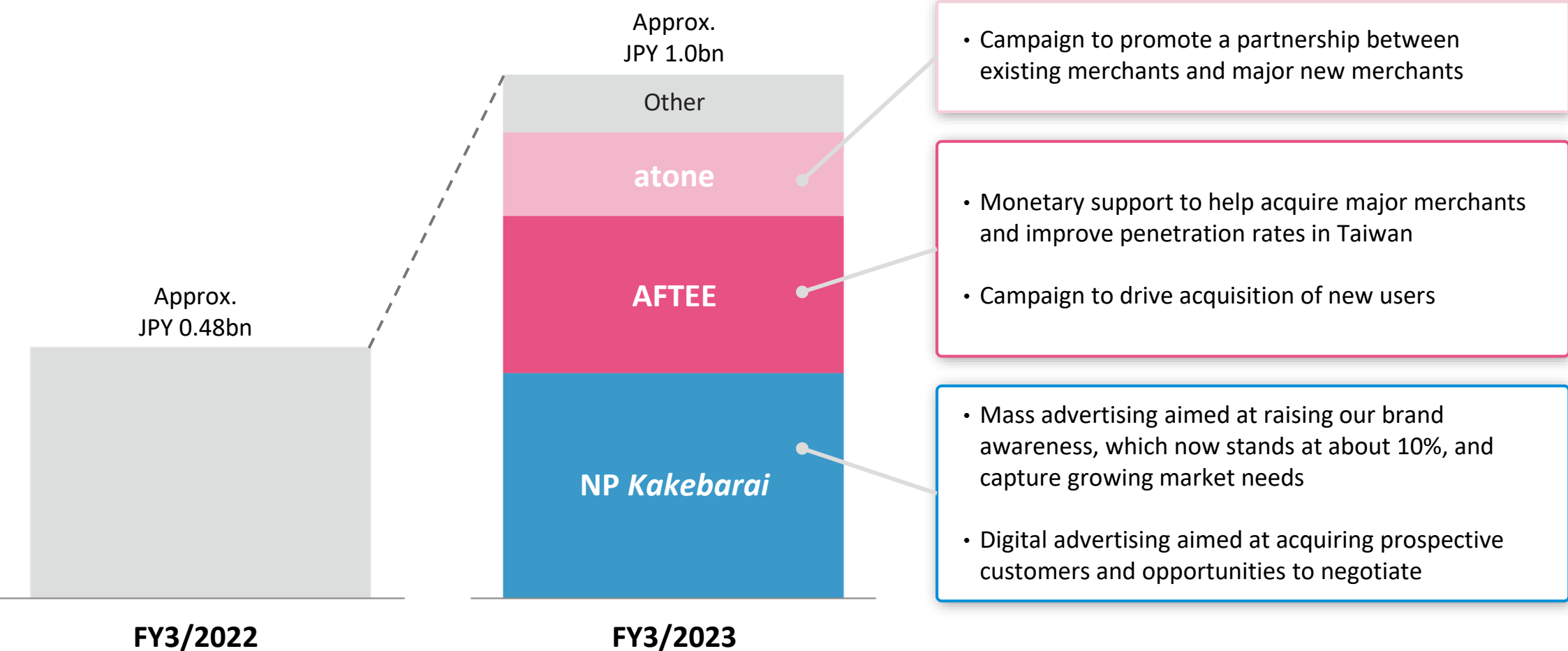
Number of sales negotiations with potential customers referred by alliance partners



■ NP Atobarai ■ NP Kakebarai ■ atone

# Growth Strategy: Enhancing Marketing Activities - Policy on Investment in Marketing

During the fiscal year ending March 31, 2023, we will strategically invest about JPY 1.0 billion in marketing towards GMV growth and expansion of the merchant base over the medium- to long-term.



# Growth Strategy: Enhancing Marketing Activities - Mass Marketing of NP *Kakebarai*

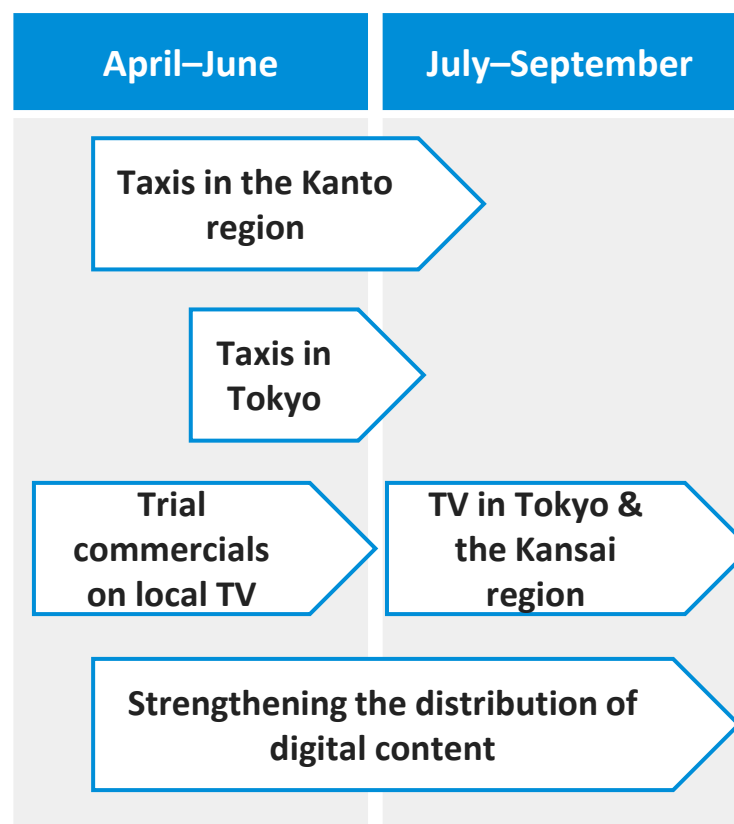
In the BtoB segment, the number of inquiries for information materials increased 65% year on year during the fourth quarter of the fiscal year ended March 31, 2022. In this growth segment, we will invest JPY 400 million in mass marketing annually with a view to securing first mover advantage.

We will accelerate the acquisition of new merchants by raising our brand awareness from current 10% to 16% within a year.

## Key metrics

<b>Brand awareness</b>	Raise the awareness of our services through mass marketing
<b>Number of inquiries for information materials</b>	Generate synergies between brand awareness and digital promotion measures
<b>Number of merchants acquired</b>	Implement sales & marketing measures and PDCA to raise hit rates
<b>Average merchant acquisition cost</b>	Quantitatively assess the effectiveness of marketing measures

## Major advertising measures scheduled



## Latest results

<b>Number of web-based inquiries for information materials in April</b>	301 inquiries A record high number on a monthly basis (*1)
<b>Number of web sessions in the areas where TV commercials were aired</b>	Of all sessions, 28% represents an increase attributable to the effect of our TV commercials (*2).

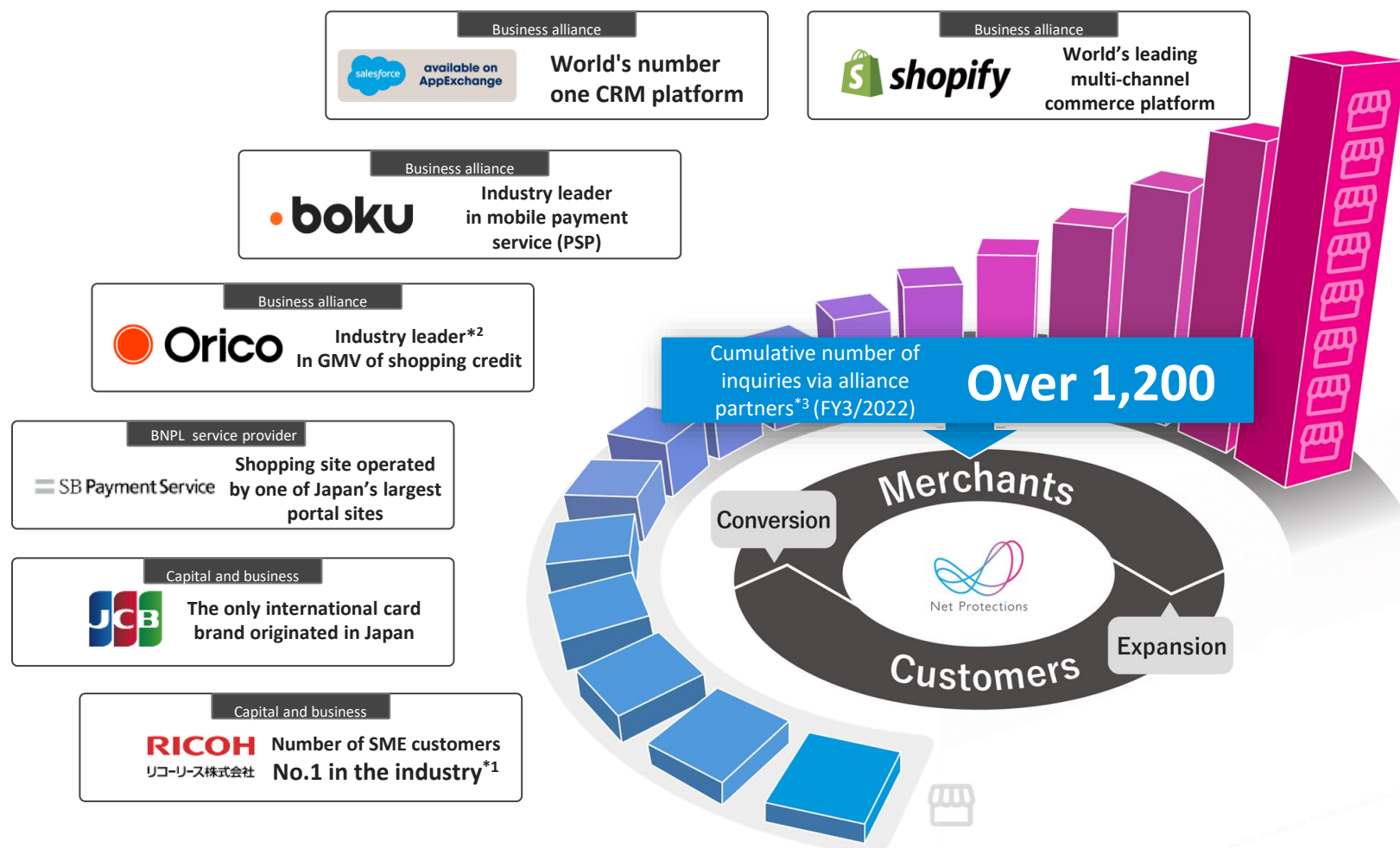
\*1 From April 27 through April 30, 2022

\*2 Broadcasting scheduled for April 18 to May 8, 2022 Our commercials will be broadcast in five prefectures: Shizuoka, Okayama, Kagawa, Hiroshima, and Miyagi.



## Growth Strategy: Alliance - Enhancing Collaboration with Partners

We drive the acquisition of merchants by entering into business and capital alliances with leading financial/e-commerce platform operators in Japan.



- ✓ Alliance with Salesforce and Shopify contributes to not only increasing the number of inquiries from potential merchants but also improving the quality of our service.
- ✓ The number of transactions sourced through inquiries via existing alliance partners has reached over 1,200 in a year.
- ✓ We have newly established a team dedicated to planning joint projects with partners in a bid to further enhance the positive effect of business alliance in the future.

Note: The graphic above is for illustrative purposes only, and sizes of bars do not correspond to specific figures.

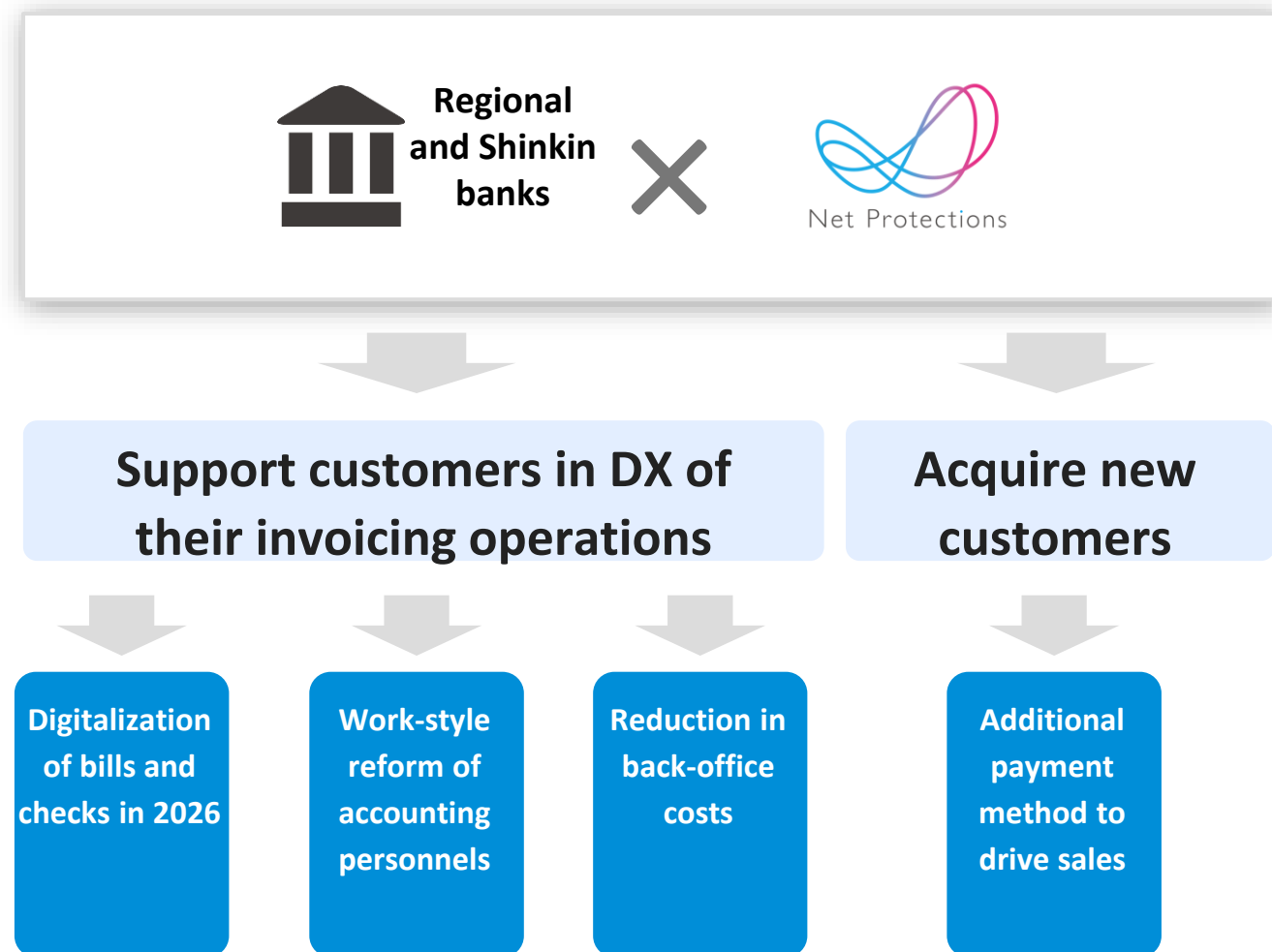
\*1 The largest number of client companies (approx. 40,000) and the largest share of SMBs in its client base (98%) among major publicly-listed leasing companies in Japan\*2 Installment sales of automobiles + Other general installment sales in FY2020 \*3 Total number of inquiries via alliance partners in the fiscal year ended March 31, 2022

Source: Company's HP, Company disclosures, Analyst Report "BOKU Evolving to address wider e-commerce market" (EDISON)

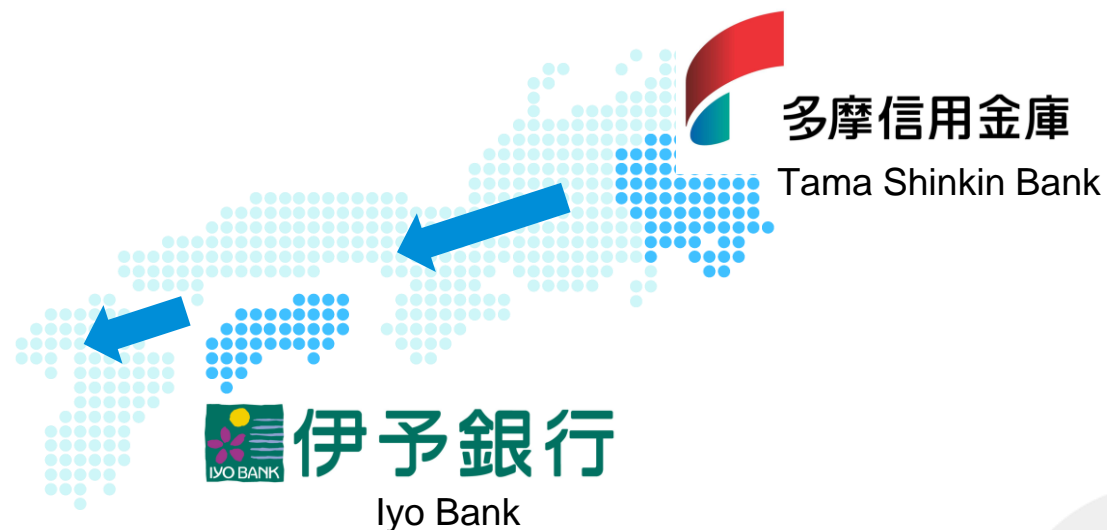


## Growth Strategy: Alliance - Support to Local Business Operators in DX through Collaboration in Business with Regional and Shinkin Banks

We will promote collaborations in business with regional and Shinkin banks to acquire local business operators that fall behind in DX. Our BNPL services in BtoC and BtoC will help us support all types of businesses in their DX efforts as well as acquire new customers.



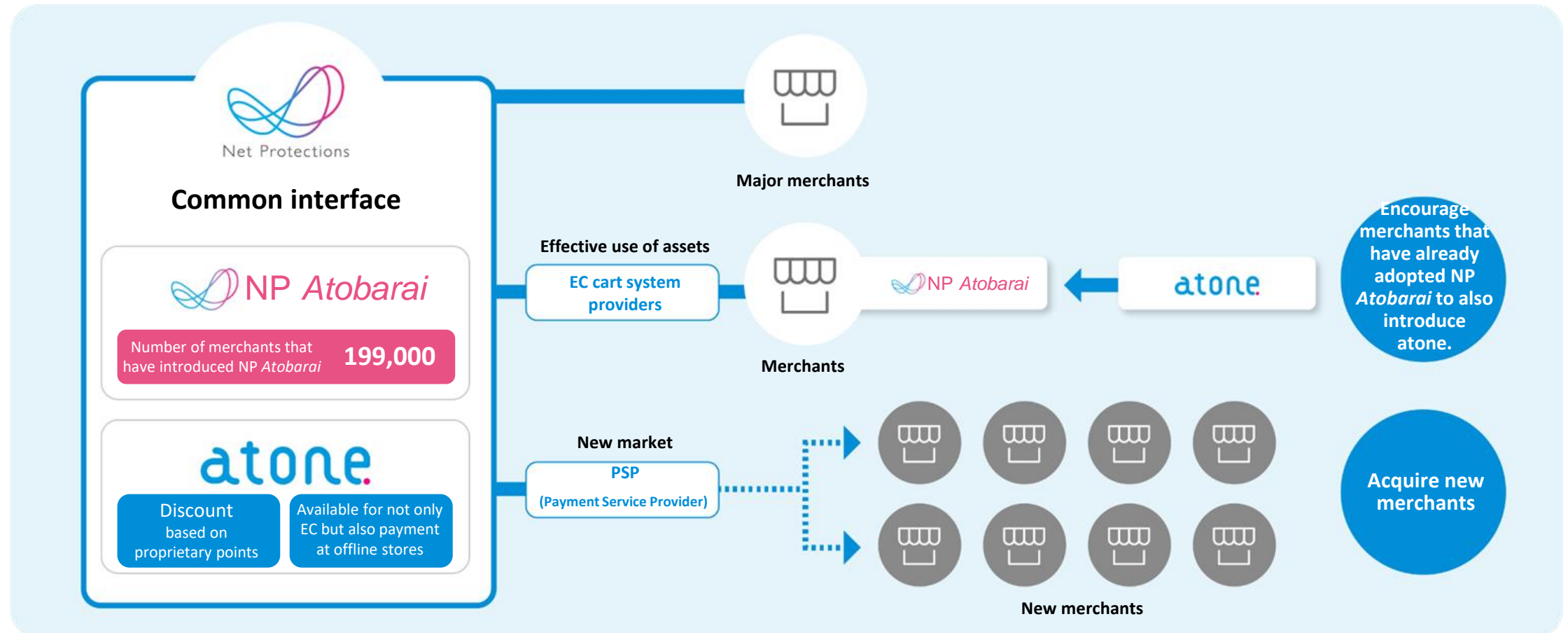
**Build a nationwide network of regional banks by increasing collaborations in business in the future!**



## Growth Strategy: Common Interface - Improving Share in Payment Market Through Collaboration with Other Businesses

The common interface completed in April 2022, which allows both NP *Atobarai* and *atone* to be introduced in a single system development, allows merchants to reduce their development workload and introduce both the services at the same time.

During the fiscal year ending March 31, 2023, we will strengthen collaborations with shopping cart companies and PSP and improve our share in the payment market in the future by promoting the use of *atone* by approximately 200,000 merchants that have already introduced NP *Atobarai*.





## Appendix

- Financial Statements
- Topics
- Business and Market Overview
- Governance and SDGs

# Consolidated statements of financial position

	As of the fiscal year ended March 31,	
	2021	2022
<b>Assets</b>		
Current assets		
Cash and cash equivalents	8,304	12,119
Trade and other receivables	19,157	22,019
Inventories	19	19
Other current receivables	255	473
<b>Total current assets</b>	<b>27,736</b>	<b>34,631</b>
Non-current assets		
Property, plant and equipment	403	982
Goodwill	11,608	11,608
Intangible assets	3,516	3,566
Other financial assets	771	740
Deferred tax assets	685	1,333
Other non-current assets	198	173
<b>Total non-current assets</b>	<b>17,183</b>	<b>18,405</b>
<b>Total assets</b>	<b>44,920</b>	<b>53,037</b>

(Millions of yen)

	As of the fiscal year ended March 31,	
	2021	2022
<b>Liabilities and equity</b>		
Liabilities		
Current liabilities		
Trade and other payables	23,989	26,960
Short-term loans	500	-
Lease liabilities	99	397
Other current financial liabilities	2,075	5
Income taxes payable	612	816
Provisions	61	40
Liabilities for employee benefits	294	353
Other current liabilities	410	465
<b>Total current liabilities</b>	<b>28,043</b>	<b>29,039</b>
Non-current liabilities		
Long-term loans	6,265	4,955
Lease liabilities	20	330
Provisions	80	69
<b>Total non-current liabilities</b>	<b>6,366</b>	<b>5,354</b>
<b>Total liabilities</b>	<b>34,410</b>	<b>34,394</b>
Equity		
Share capital	100	4,095
Capital surplus	10,179	14,046
Retained earnings	230	466
Other components of equity	-	34
<b>Total equity attributable to owners of parent</b>	<b>10,509</b>	<b>18,642</b>
<b>Total equity</b>	<b>10,509</b>	<b>18,642</b>
<b>Total liabilities and equity</b>	<b>44,920</b>	<b>53,037</b>

# Consolidated statements of profit or loss

(Millions of yen)

	For the fiscal year ended March 31,	
	2021	2022
Revenue	17,579	18,224
Other operating revenue	526	441
Total operating revenue	18,106	18,665
Operating expenses	(16,731)	(17,768)
Operating profit	1,374	897
Financial income	0	0
Financial costs	(501)	(266)
Profit before income taxes	873	630
Income tax expense	(298)	(395)
Profit	574	235
Profit attributable to:		
Owners of parent	574	235
Profit	574	235
Earnings per share		
Basic earnings per share (yen)	7.26	2.62
Diluted earnings per share (yen)	6.88	2.55

# Consolidated statements of cash flows

(Millions of yen)

	For the fiscal year ended March 31,	
	2021	2022
<b>Cash Flows from Operating Activities</b>		
Profit (Loss) before income tax	873	630
Depreciation, amortization and impairment losses	1,179	1,315
Share-based payment expenses	13	8
Financial income and financial costs	410	228
Increase (decrease) in provisions	(121)	(28)
Loss on disposal of property, plant and equipment	26	25
Decrease (increase) in inventories	(2)	(0)
Decrease (increase) in trade and other receivables	(823)	(2,861)
Increase (decrease) in trade and other payables	4,769	2,971
Other	373	(190)
<b>Subtotal</b>	<b>6,699</b>	<b>2,099</b>
Interest received	0	0
Interest paid	(348)	(258)
Income tax paid	(1)	(890)
<b>Net cash provided by operating activities</b>	<b>6,349</b>	<b>951</b>
<b>Cash Flows from Investing Activities</b>		
Purchase of property, plant and equipment	(1)	(9)
Purchase of intangible assets	(693)	(799)
Payments of guarantee deposits	(202)	(11)
Proceeds from collection of guarantee deposits	2	52
<b>Net cash used in investing activities</b>	<b>(894)</b>	<b>(767)</b>
<b>Cash Flows from Financing Activities</b>		
Net increase (decrease) in short-term loans	(7,000)	-
Proceeds from long-term loans	6,855	5,000
Repayments of long-term loans	(7,855)	(6,855)
Proceeds from issuance of equity or debt instruments	3,700	-
Redemption of debt instruments	(1,694)	(1,994)
Repayments of lease liabilities	(368)	(379)
Proceeds from issuance of shares	5,900	7,854
Purchase of treasury shares	(1,430)	-
<b>Net cash provided by (used in) financing activities</b>	<b>(1,893)</b>	<b>3,625</b>
Effects of exchange rate changes on cash and cash equivalents	6	5
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>3,567</b>	<b>3,814</b>
Cash and cash equivalents at the beginning of the period	4,737	8,304
Cash and cash equivalents at the end of the period	8,304	12,119

# TOPICS

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# Revision of Paper Invoice Fees and Launch of Electronic Barcode Billing Feature

At the request of the Japan Franchise Association and eight convenience store chains, commission fees for bill collection agency services will be partial revised in September 2022. Labor shortage and soaring labor costs at convenience store as well as increasing burden from cash and personal data management have been cited as major reasons for the revision.

In response to the above, we have revised part of our pricing scheme and launched an electronic barcode billing function during the same period, taking into consideration the costs incurred by merchants and the convenience for users.

## ■ Revised invoice fees<sup>\*1</sup>

[Before revision] JPY 190 per transaction (tax excluded) → **[After revision] JPY 225 per transaction** (tax excluded)

## ■ Invoice fees for Electronic barcode billing JPY 170 per transaction (tax excluded)



\*1 wiz, an optional service to enclose a bill inside the box delivered: 【Before revision】 JPY 85 per transaction (tax excluded) → 【After revision】 JPY 120 per transaction (tax excluded)

\*2 A merchandise may arrive before the e-mail arrives.

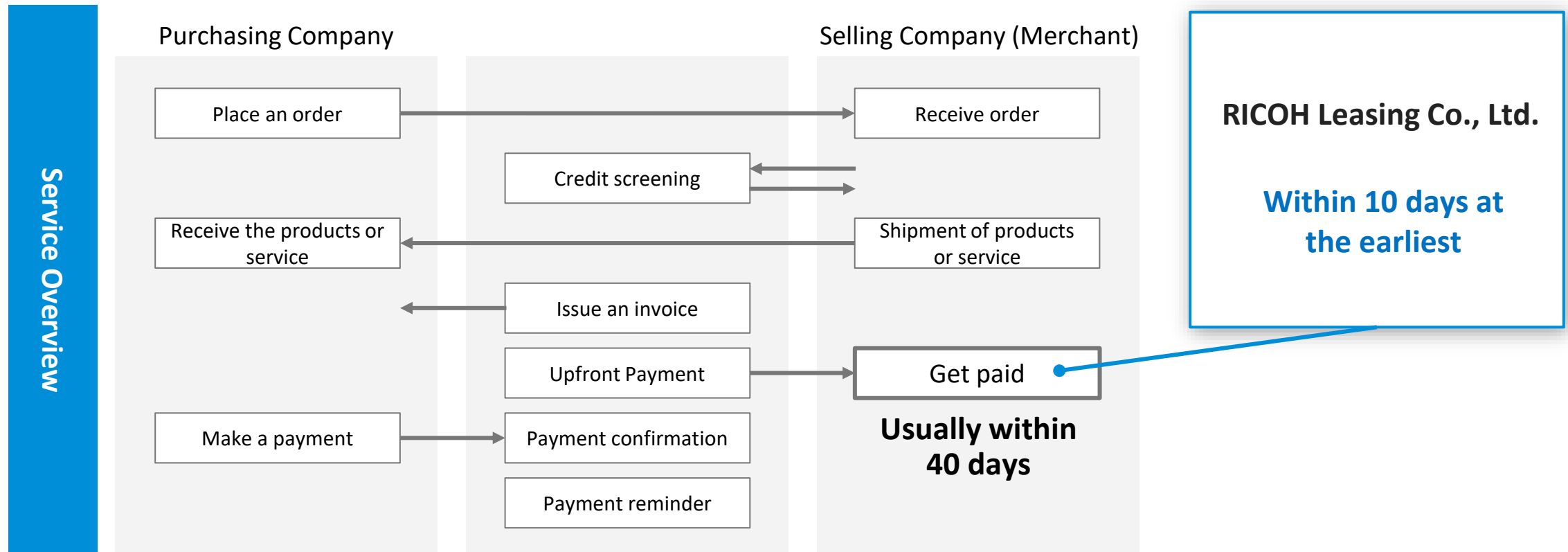


## New Feature that Allows Merchants to Choose Payment Date in Partnership with **RICOH LEASING COMPANY LTD.**

NP *Kakebarai* has been upgraded with a new feature that allows merchants to choose the date they receive the payment of trade receivables. We have started to offer the feature since April 8, 2022.

Merchant are now able to receive the payment within 10 days at the earliest.

### Payment service for BtoB E-commerce/offline retailers



# PWYW (Pay What You Want) Service

Bringing our BNPL service into new markets with a PWYW service



**Atonegime**

Introducing *Atonegime*, Japan's first and only PWYW service, available in the form of fully outsourced service



## Target market

CtoC market/experience-based content market

Tickets

Cloud funding

**Market size: JPY 459 billion \*1**

**Market size: JPY 184 billion \*2**

EC for direct delivery from producers

E-sports

**Market size: JPY 77 billion \*3**

**Market size: JPY 6.6 billion \*4**

Selected merchants that have introduced the service

**Avex Digital Inc , GameTector Inc , Bears Inc ,Yoriso.Co etc**

\*1 Market size for FY2017. Source: Mitsubishi UFJ Research and Consulting Co., Ltd. "Online Event Ticketing Trend"

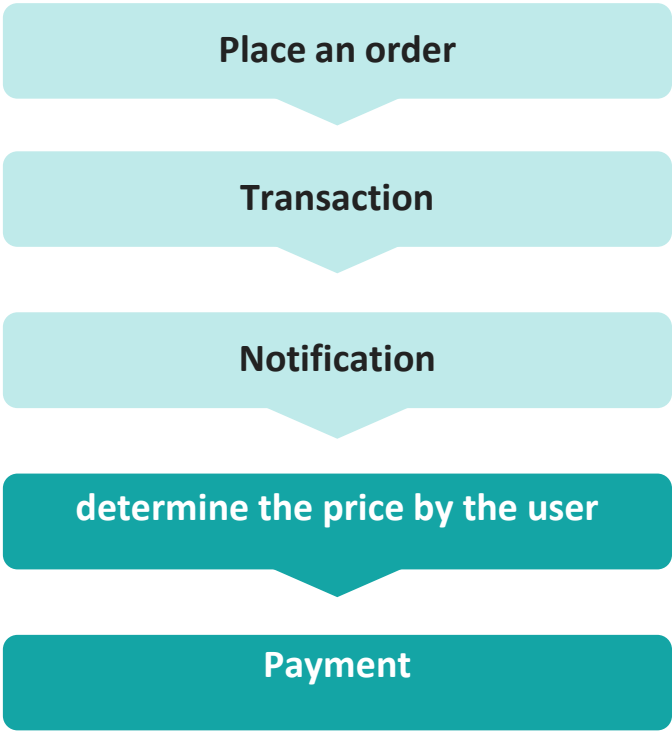
\*2 Market size for FY2020. Source: Yano Research Institute "Crowdfunding Market in Japan: Key Research Findings"

\*3 Market size for FY2020. Source: FUJI KEIZAI "Current Status and Future Prospects of Smart Agriculture Technology" \*4 : Market size for FY2020. Source: KADOKAWA Game Linkage Inc. "famiitsu"

# PWYW (Pay What You Want) Service

Tapping into primarily the creator economy market by establishing a position differentiated from ordinary payment methods

## Service Flow



## Why Atonetime?

- Can expect revenue 4 times more than the amount of the traditional post-pay payment<sup>\*1</sup>
- Minimum price set guarantees the amount of proceeds from sale<sup>\*2</sup>
- Low service fee
- No sign-up & app installation are needed  
Credit card registration is not required
- OEM package designed to ensure great flexibility

<sup>\*1</sup> Aggregate data since service launched from August 2019 to November 2021. Calculated by the price of transactions determined by each user to get the real payment rate. The additional rate of return of the payment rate is calculated at 17%.

<sup>\*2</sup> Whether the users complete payment or not, full payment of confirmed transactions will be 100% guaranteed and advance payment will be made to the merchants.

## Overseas Business Expansion (Vietnam)

We will enter the ASEAN market where the e-commerce market has been growing rapidly to achieve long-term growth of the group.

We have determined Vietnam as the first country we will start our business among ASEAN countries. We plan to start business around the fall of 2022.



- ✓ **The business in Taiwan, the first overseas foray we have made, has been performing strongly.**

GMV has grown 240% in Taiwan in a year from FY 2020 to FY 2021 (\*1).

- ✓ **Vietnam's E-Commerce market size ranks second in ASEAN.**

The size of its e-commerce market reached JPY 1.69 trillion in 2021 (\*2).

The size of the e-commerce market is expected to be nearly tripled in five years from 2021 to 2025 (\*2).

- ✓ **The BNPL market is developing in Vietnam.**

In fact, Vietnam has no BNPL services with first-mover advantage.

\*1 Calculated based on GMV for AFTEE in FY2020 and FY2021.

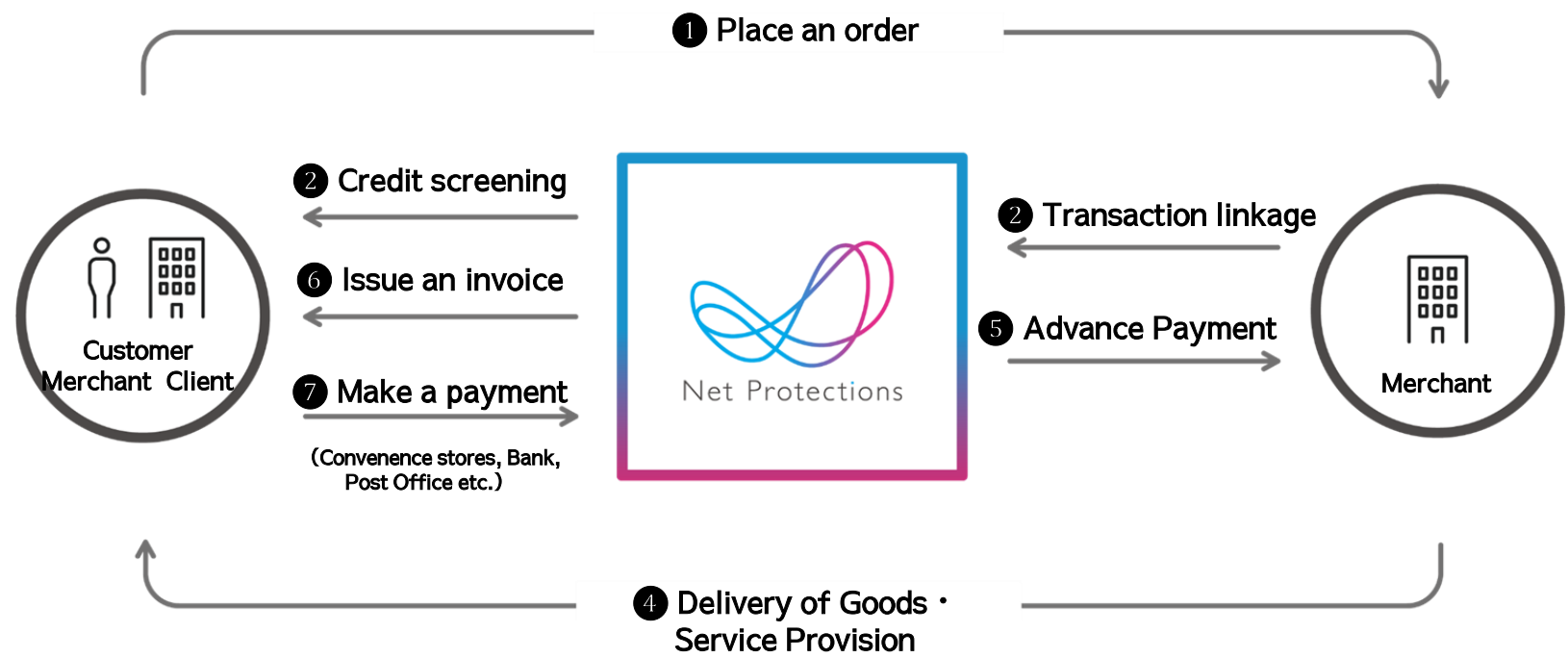
\*2 Refer to page 9 of "vietnam\_e\_economy\_sea\_2021\_report."

# **Business and Market Overview**

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# Business Overview: BNPL Scheme Providing Safe and Secured Transactions

NP guarantees delinquency risk to enable sage and secured E-Commerce for both sellers and buyers.



## Customer Benefits

- Receives goods first
- No credit cards required
- Earn points

## Merchant Benefits

- Increases sales
- Acquire new customers
- risk-free guaranteed

# Why Customers Prefer BNPL

## Budget Control

**1** Pay cash each time to prevent overspending



- ✓ By paying for each transaction, customers feel in control of their expenditures
- ✓ Easy to control the budget because customers only need to monitor cash movements

**2** Pay when you want within the due date.



- ✓ No immediate cash preparation is necessary, unlike in case of Cash on Delivery
- ✓ Customers do not have to wait until payday for shopping

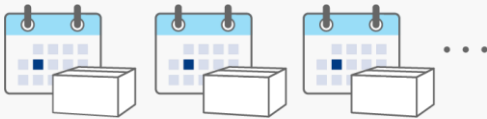
## Security

**3** No risk of credit card info leakage or unauthorized uses



- ✓ Credit card info is not required
- ✓ No risk of fraudulent payments, since customers must actively make the payment

**4** Easy to cancel recurring payments



- ✓ No automatic payments without notice

## Convenience

**5** No credit card / No sign-up is required



- ✓ One click payment
- ✓ Can purchase with confidence even with the first-visiting e-commerce
- ✓ No need to use credit cards
- ✓ Mobile phone friendly

**6** Payment made after the arrival of goods



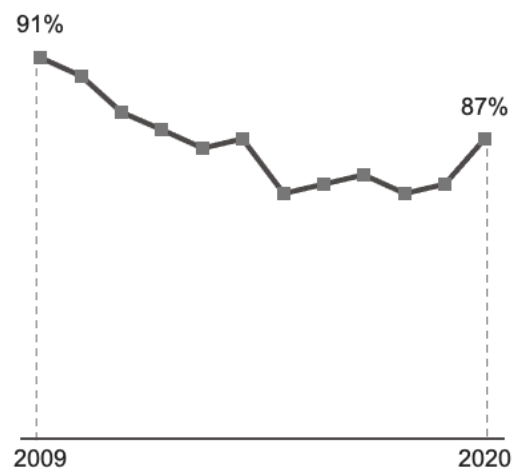
- ✓ No worry about whether goods will arrive, unlike in case of advanced payments
- ✓ Easy to return, easy to exchange, easy to cancel

# Credit Cards Do Not Completely Satisfy User Demands

## Facts on Credit Card Usage in Japan

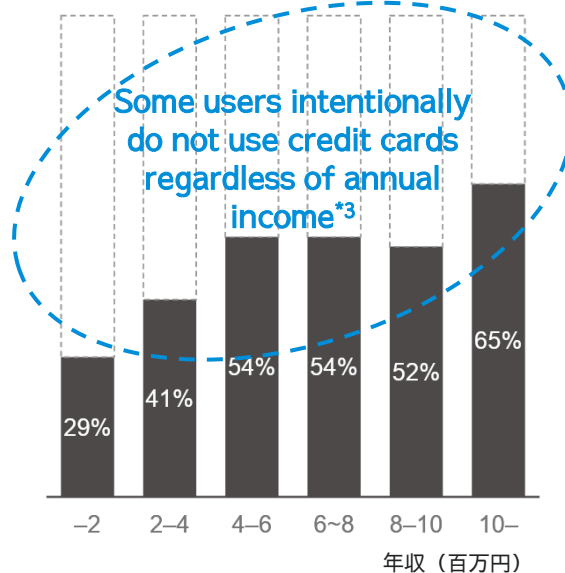
### 1 Credit card penetration rate\*1

【Credit card penetration rate】



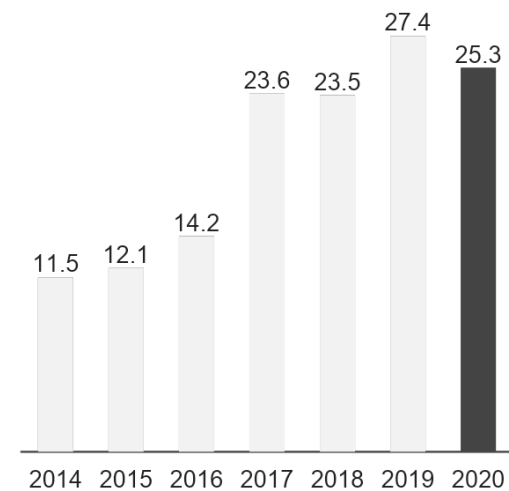
### 2 Some users do not use credit cards

【Credit card usage by annual income】\*2



### 3 Credit card fraud losses are increasing

【Historical Credit Card Fraud】  
(JPY in billions)



**BNPL demands are increasing rapidly**

\*1 Penetration rate is measured by the number of people surveyed who have at least one credit card.

\*2 The area shown in black is the percentage of respondents who answered "I often use credit cards".

\*3 Including people who do not have credit cards.

Source: 1 Japan Credit Bureau Co., Ltd. "Comprehensive credit card survey (September 2013 and September 2018, February 2021)".

2 Nippon Institute for Research Advancement (NIRA) "Survey on cashless payment" (September 2018).

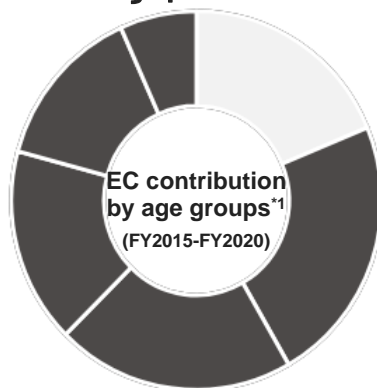
Target: "3,000 men and women between the ages of 20-69 living across Japan among the registered monitors held by Nikkei Research".

3 Japan Consumer Credit Association "Survey on credit card fraud" (as of September 2021).



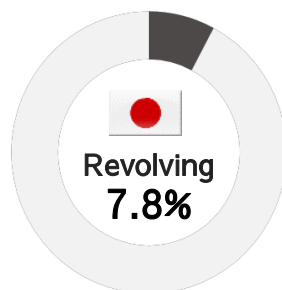
# The Uniqueness of Japan Market

A wide range of age groups contributing to the growth of Japan's e-commerce

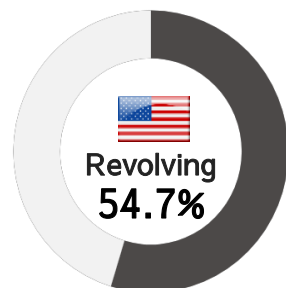


Consumers in Japan rely less on installment payments

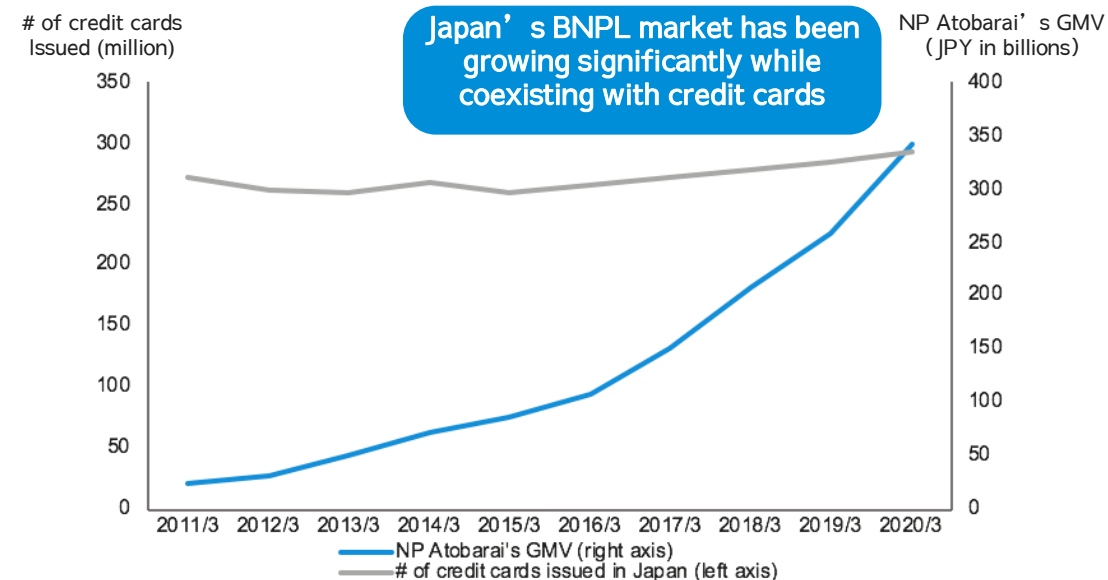
Japan: Usage of credit cards (by Volume)\*2



(ref.) US: Credit revolving users\*3



“Japan is Japan”



Attract wide range of user age groups

Prioritize customer loyalty programs over prolonged installment payments

Acquire variety of merchants / no single ecosystem reliance

Directly related to GMV increase

Source: “Survey of Household Economy” (2020), Japan Consumer Credit Association, “Japan Credit Statistics” (2020), American Bankers Association “Credit Card Market Monitor” .

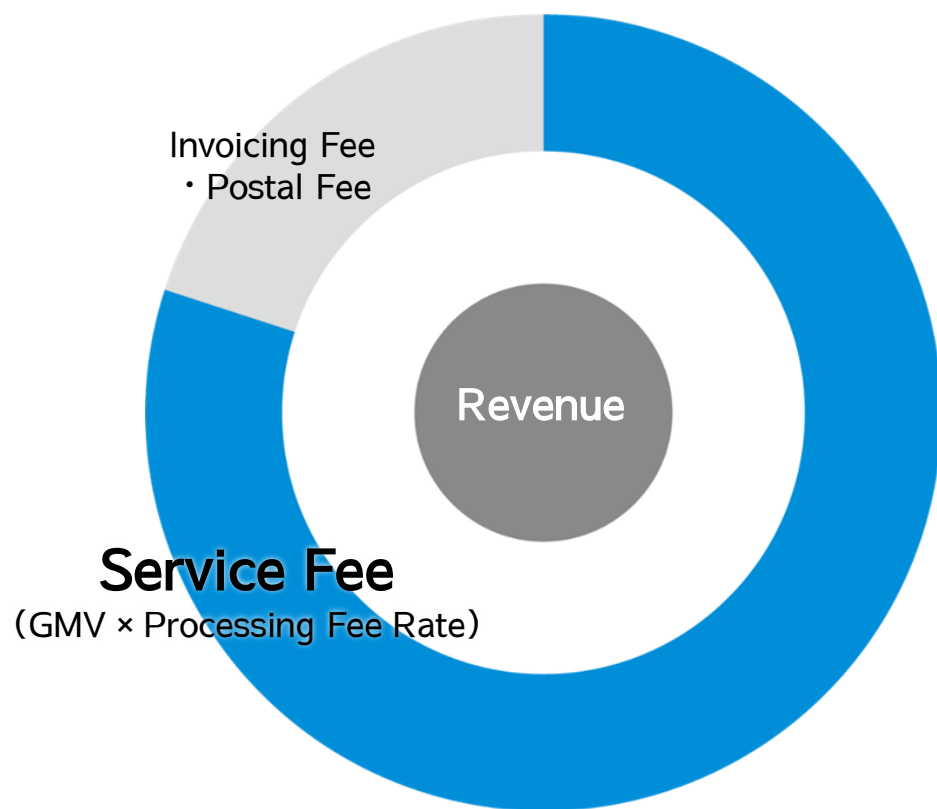
\*1 Contribution of the increase in monthly expenditures per household by each age group using EC sites (households with two or more members) from 2015 to 2020

\*2 Japan Consumer Credit Association. Based on the transaction volume in 2020. Payments exceeding 2 months are defined as “Revolving”

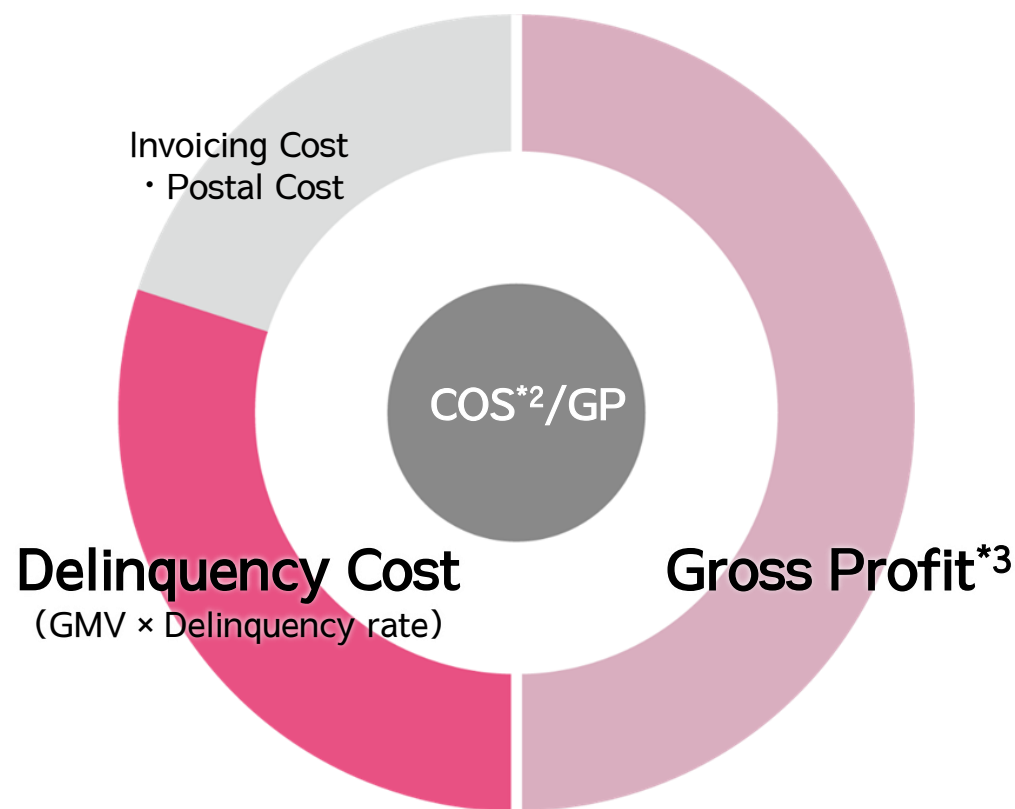
\*3 American Bankers Association “Credit Card Market Monitor” , as of 2020 Q3. Excluding dormant accounts. Revolving: if monthly balance is rolled over to the next month at least once during a quarter

# Business Metrics: Profit Structure as a Source of Corporate Value

Revenue consists of the service fees paid by merchants based on GMV(non-GAAP)\*1.  
The gross profit margin varies depending on delinquency cost as part of cost of sales (COS).



**Sales increase  
in line with a growth in GMV.**



**Profit increases  
as the delinquency rate declines.**

\*1 GMV: The total amount of payments (including consumption tax) made through services provided by the Group, such as NP Atobarai, atone, NP Kakebarai, and AFTEE

\*2 COS : Doubtful accounts related cost, Invoicing fee, postal fee, and operational cost.

\*3 Gross profit: Total operating revenue less operating expenses related to bad debt and invoicing (including invoice issuing fee, collection agency fee, and postal charges)

# *NP Atobarai*'s Advance into Individual Day-to-Day Operations

## Examples of Introduction : BNPL available in Day-to-Day Operations



Renovation /  
Construction work



Repair / Maintenance



Housekeeping service



Moving



Food Delivery



Rental



Event / Seminar



Electricity / Gas

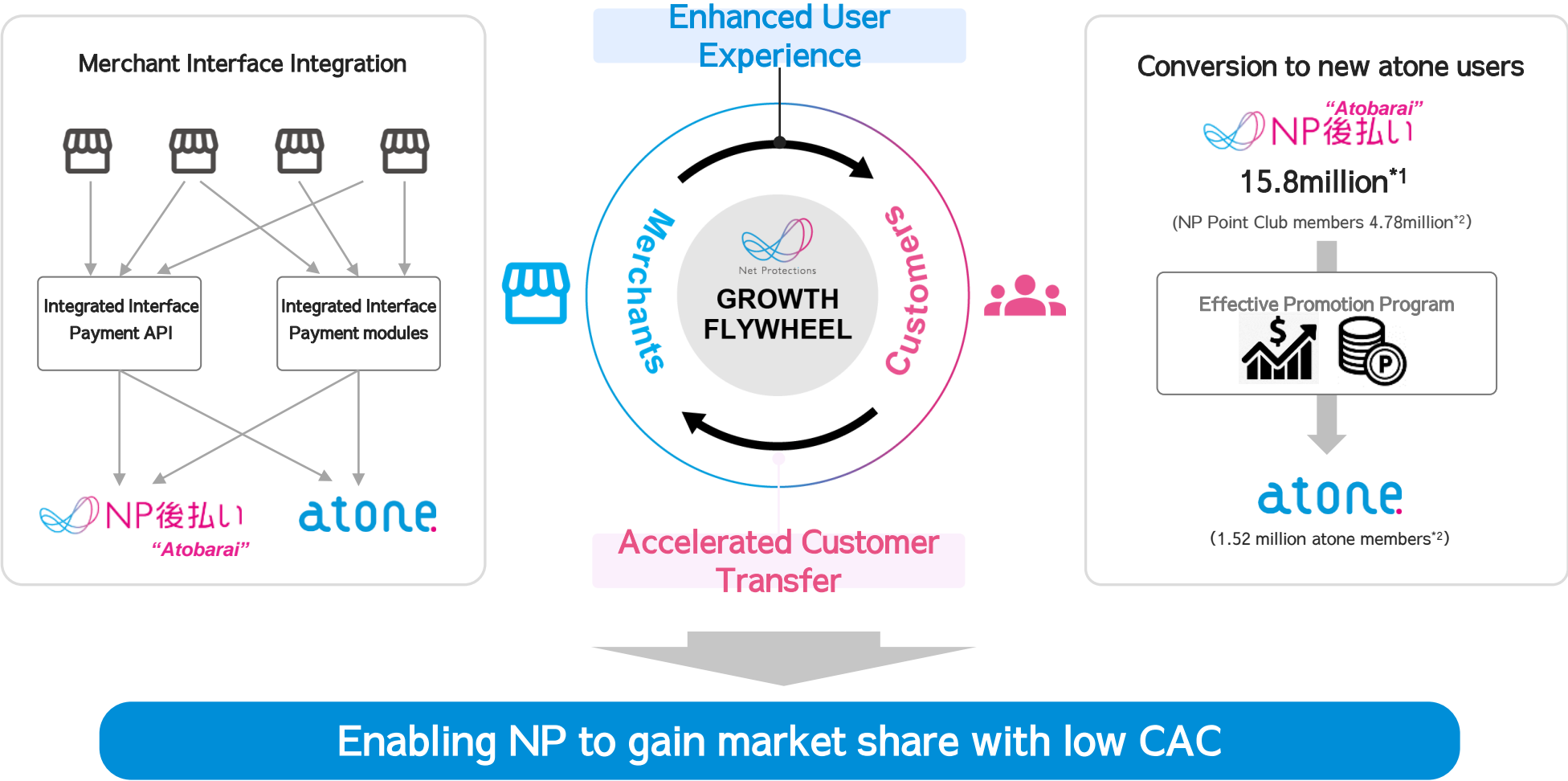
### Benefits for Customers

No need to prepare cash  
at the time of service

### Benefits for Merchants

Eliminate cash transactions and reduce  
collection and accounting procedures

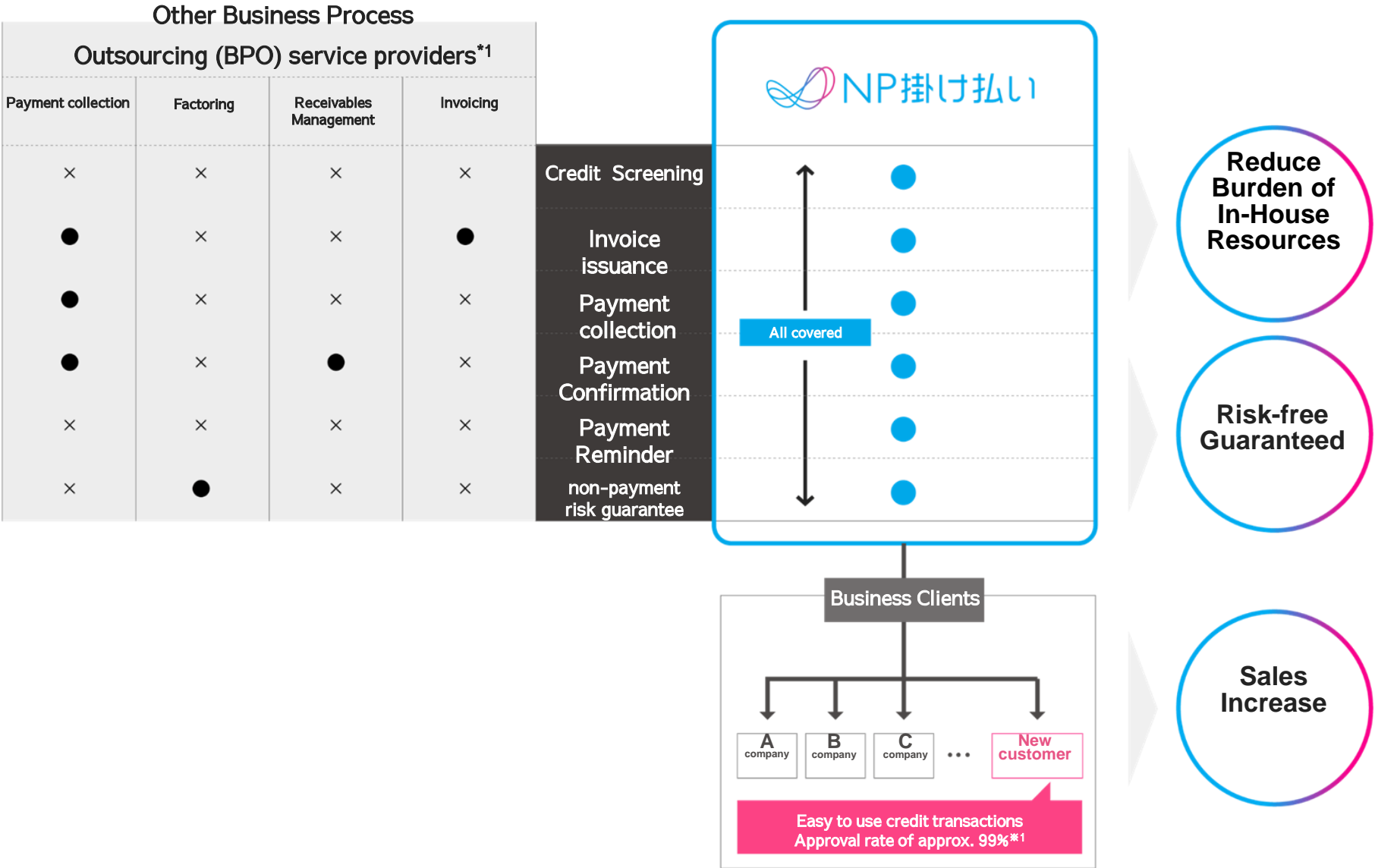
# Growth Strategies for BtoC Services



\*1 The number of individual Unique Users of NP Atobarai (BtoC service) based on the matching of duplicative names and phone numbers during FY2021 (April 1, 2020 to March 31, 2021)

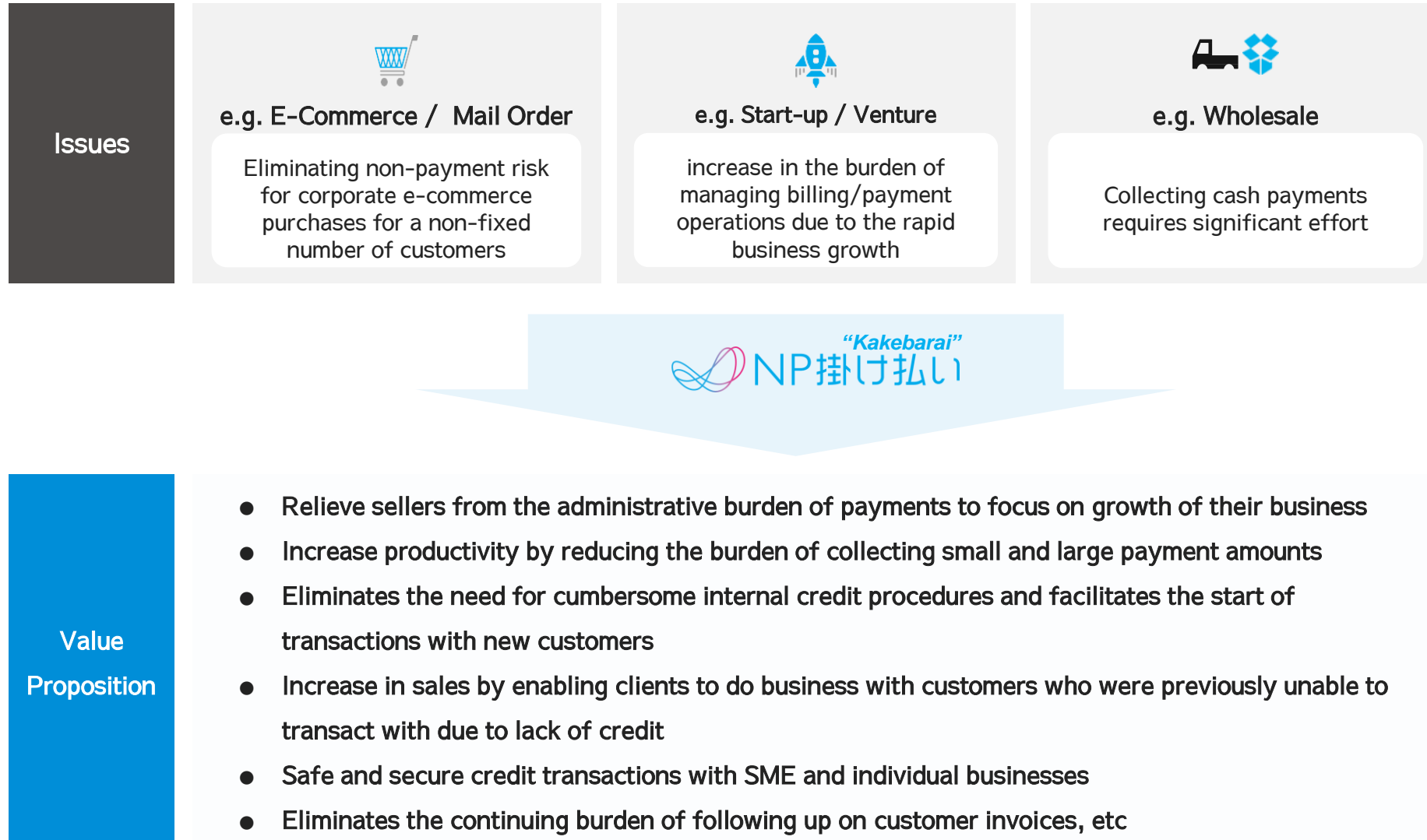
\*2 The number of atone members are included in the number of NP point Club members. As of June 2021

# Why NP Kakebarai ?

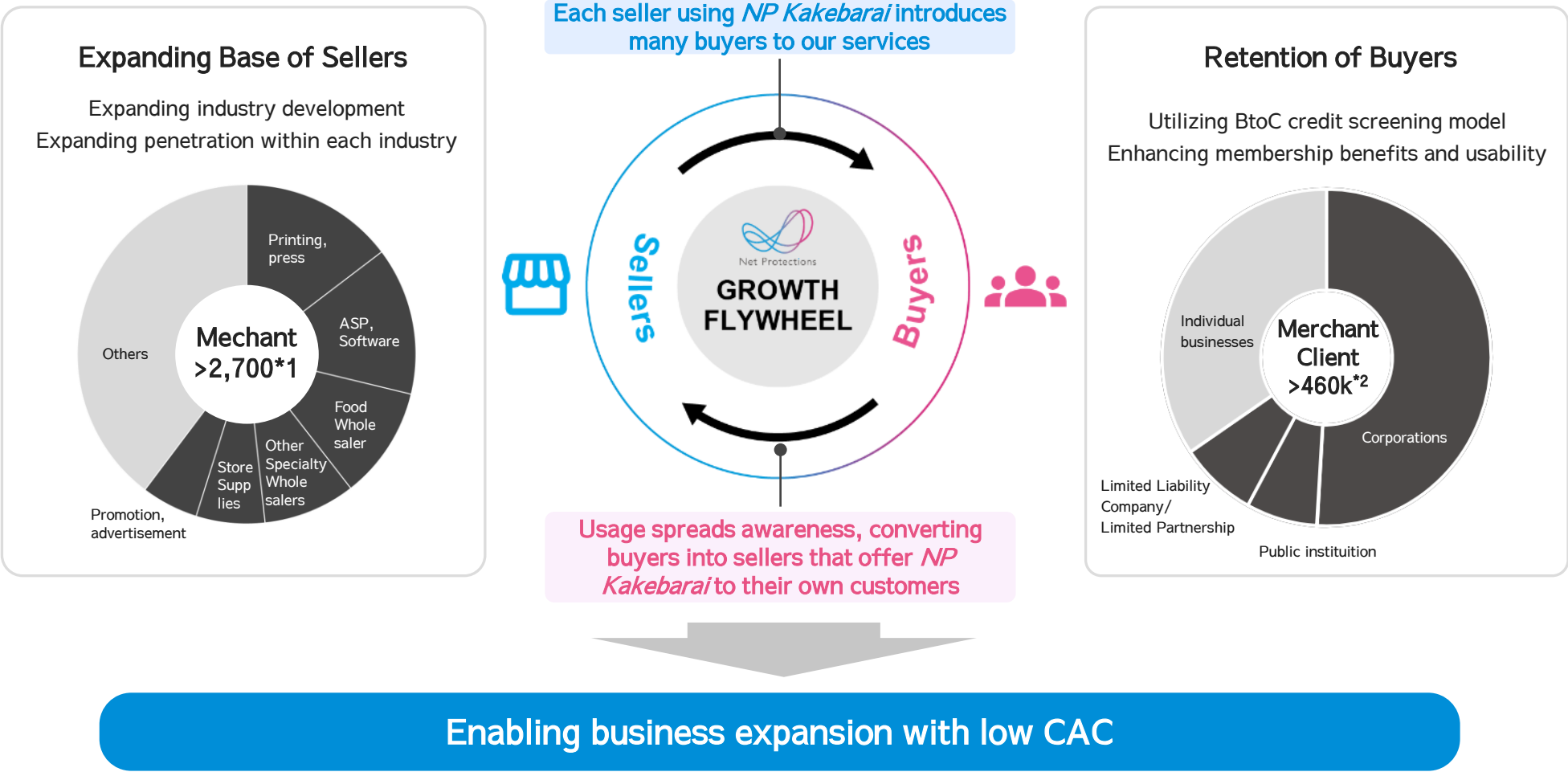


\*1 Representative services offered by BPO service (business process outsourcing service) providers

# Why NP Kakebarai ?



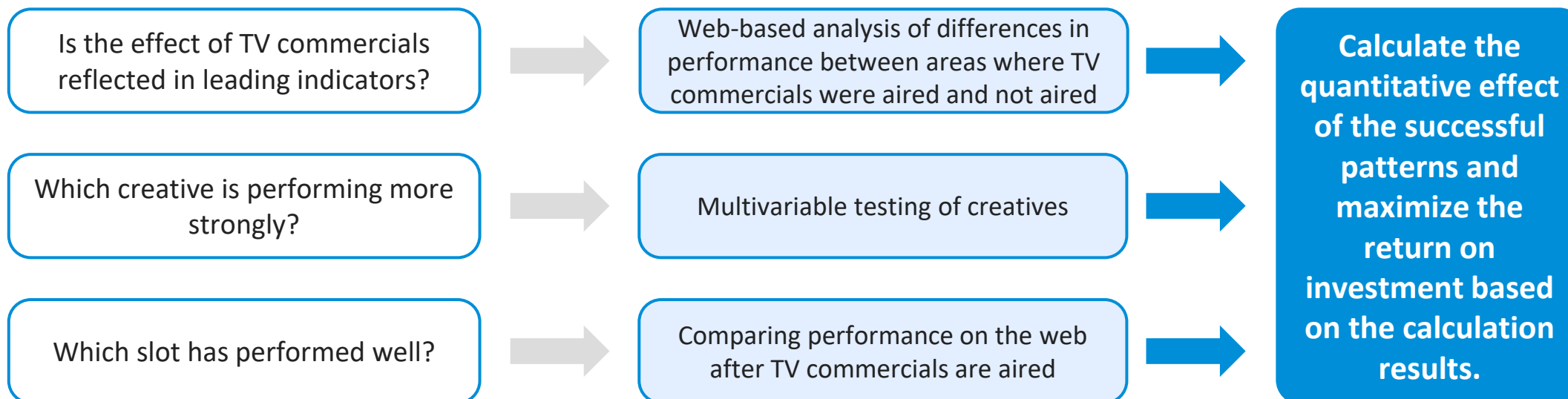
# Growth Strategies for BtoB Services



\*1 Number of sellers that used NP Kakebarai in FY3/2022 (certain sellers operate multiple accounts).  
\*2 Number of unique buyers to which NP Kakebarai issued an invoice during FY3/2022 (identified on the basis of corporate name)

## Framework of PDCA for Mass Advertising

We have gained insights into the target merchants from market surveys and reflected the insights in our messages on various media.  
We will maximize our performance through PDCA by testing a range of variables even after launch.





# Growth Strategy: Service Implementation Status in Target Market (BtoB Market)

## Wholesale

Construction Material



Liquor



Food & Beverage



Beauty



Packaging



## Start-ups

Sharing Economy



Back Office



Human Resource



Marketing



Marketplace



## Major Companies

集英社 (Shueisha)



# Growth Strategy: Service Implementation Status in Target Market (BtoC Market)

## New Target Market

House Cleaning/Repair



TV Shopping



Housekeeping



Digital Content



Newspapers



Physical Retailers



## E-Commerce



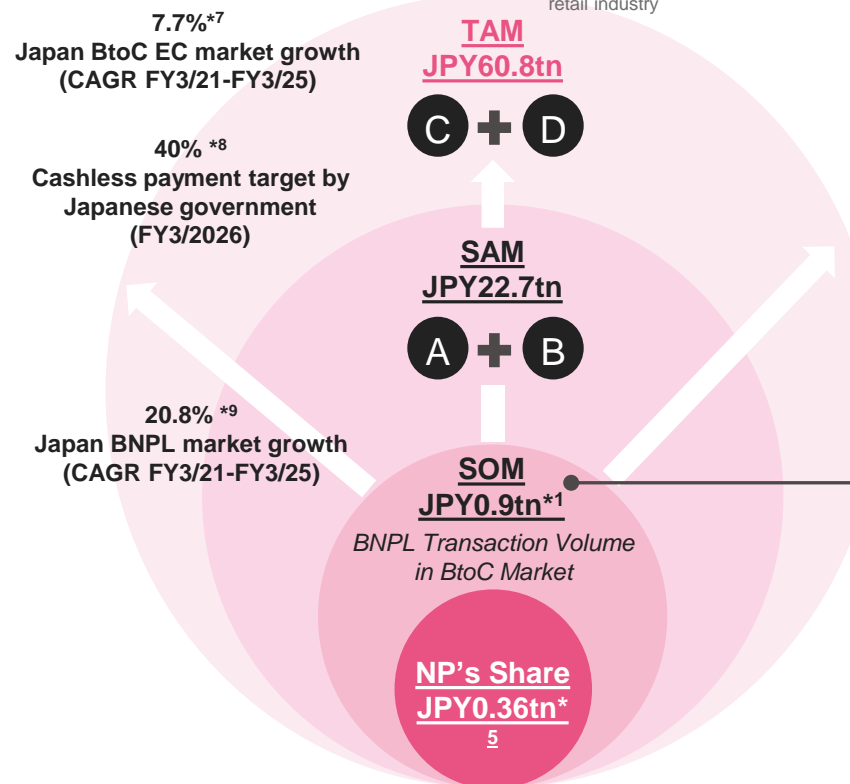
## E-Commerce in Taiwan



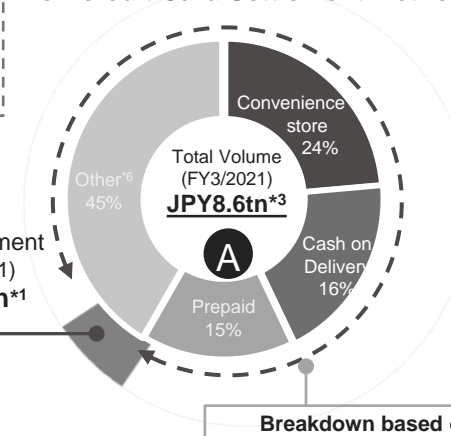
# TAM / SAM / SOM of BtoC BNPL (NP Atobarai + atone)

- TAM (Total Addressable Market): The size of market that Net Protections (NPH) can theoretically target in the future
- SAM (Serviceable Available Market): The size of market the NPH can theoretically target now with NPH's current service
- SOM (Serviceable Obtainable Market): The market size of the services NPH currently provides

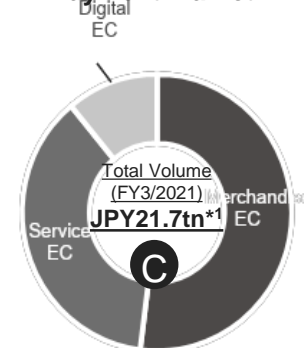
- BtoC TAM: Estimates of domestic market of online payment plus domestic market of cashless payment in retail industry
- BtoC SAM: Estimates of non-credit card payment domain in domestic market of online payment plus non-credit card payment domain of domestic market of cashless payment in retail industry



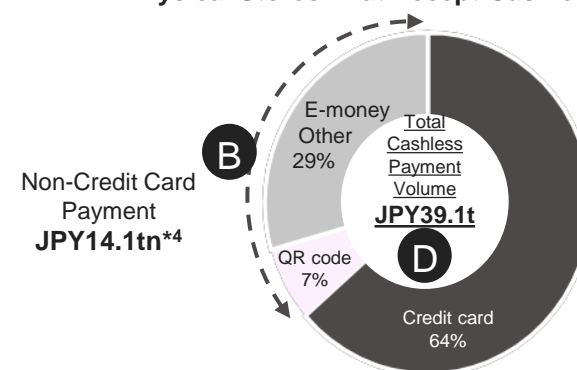
Breakdown of Online (EC) Non-credit Card Settlement Methods



Online (EC) Payment Market



Breakdown by Payment Methods of Estimated Transaction Volume in Physical Stores That Accept Cashless Payment



\*1 (C) Online payment market size and SOM (BNPL settlement amount) are from (Yano Research Institute "Online Payment / Settlement Service Providers 2021" P38,99). Both figures for FY2020 are estimates by the research publisher.

\*2 (D) Volume of retail market JPY146tn (2020) (Ministry of Economy, Trade and Industry (METI) "Business Statistics (2020)" ) × Cashless ratio 26.8% (2019) (Ministry of Economy, Trade and Industry (METI) "Cashless Payment Ratio in Japan, Payment Providers, and the State 's Disclosure Policy" P8).

\*3 (A) Online (EC) payment market JPY21.7tn (Yano Research Institute "Online Payment / Settlement Service Providers 2021" P38) × Non-Credit card payment ratio 39.7% (Yano Research Institute "Online Payment / Settlement Service Providers 2021" P32).

\*4 (B) Estimated total volume of cashless payment JPY39.1tn (D) × Non-Credit card payment ratio 36.0% (Ministry of Economy, Trade and Industry (METI) "Cashless Payment Ratio in Japan, Payment Providers, and the State 's Disclosure Policy" P21).

\*5 GMV of NP Atobarai and atone (FY3/2021). \*6 Other includes mobile carrier payment, bank transfer, online banking debit payment, and others. \*7 Yano Research Institute "Online Payment / Settlement Service Providers 2021" (P38).

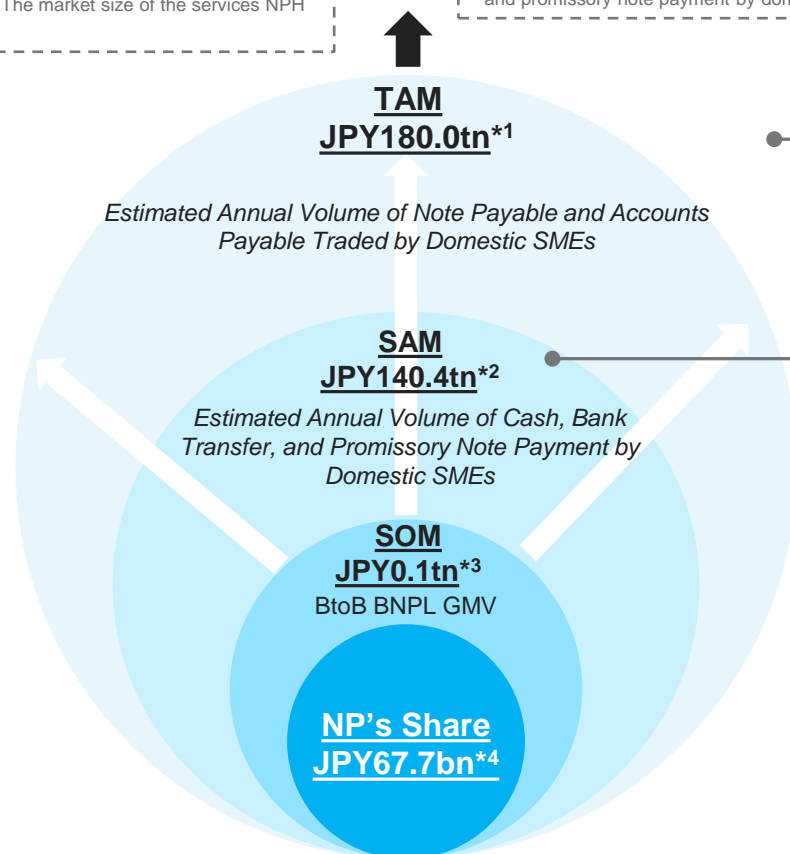
\*8 Ministry of Economy, Trade and Industry (METI) "Cashless Vision" (P70).

\*9 Yano Research Institute "Online Payment / Settlement Service Providers 2021" (P107).

# TAM / SAM / SOM of BtoB BNPL (NP Kakebarai)

- TAM (Total Addressable Market): The size of market that Net Protections (NPH) can theoretically target in the future
- SAM (Serviceable Available Market): The size of market the NPH can theoretically target now with NPH's current service
- SOM (Serviceable Obtainable Market): The market size of the services NPH currently provides

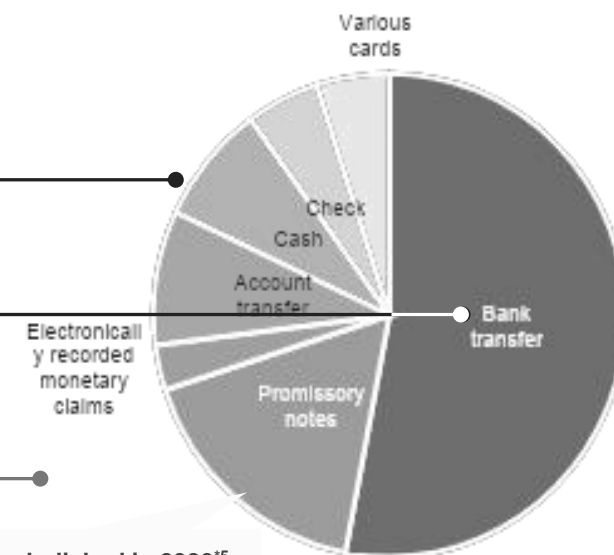
- BtoB TAM: Estimates of total volume of note payable and accounts payable traded by domestic SMEs
- BtoB SAM: Estimates of total amount of cash, bank transfer, and promissory note payment by domestic SMEs



**Estimated Annual Volume of Notes Payable and Accounts Payable Traded by Domestic SMEs**

**JPY180tn\*1**

**Payment Methods for BtoB (SME) Transactions\*3**



\*1 Total amount of promissory notes and accounts payable of SMEs: JPY50 trillion (Japan Small and Medium Enterprise (SME) Agency "Basic Survey on the Status of SME in 2019 (Financial Results for Fiscal Year 2018)" ) x annual turnover: 3.6 times (365 days / SME promissory note average payment term: 101.1 days (Japan Small and Medium Enterprise (SME) Agency "Study group for improvement of payment conditions including promissory notes" ) ).

\*2 Total amount of promissory notes and accounts payable of SMEs JPY180 trillion trillion (Japan Small and Medium Enterprise (SME) Agency "Basic Survey on the Status of SME in 2019 (Financial Results for Fiscal Year 2018)" ) x 78% (cash 8% + bank transfer 53% + bills 17%) (Survey conducted by Macromill, Inc. on behalf of Visa Worldwide Japan "Survey on Settlement Services for SME (8/2016)" ).

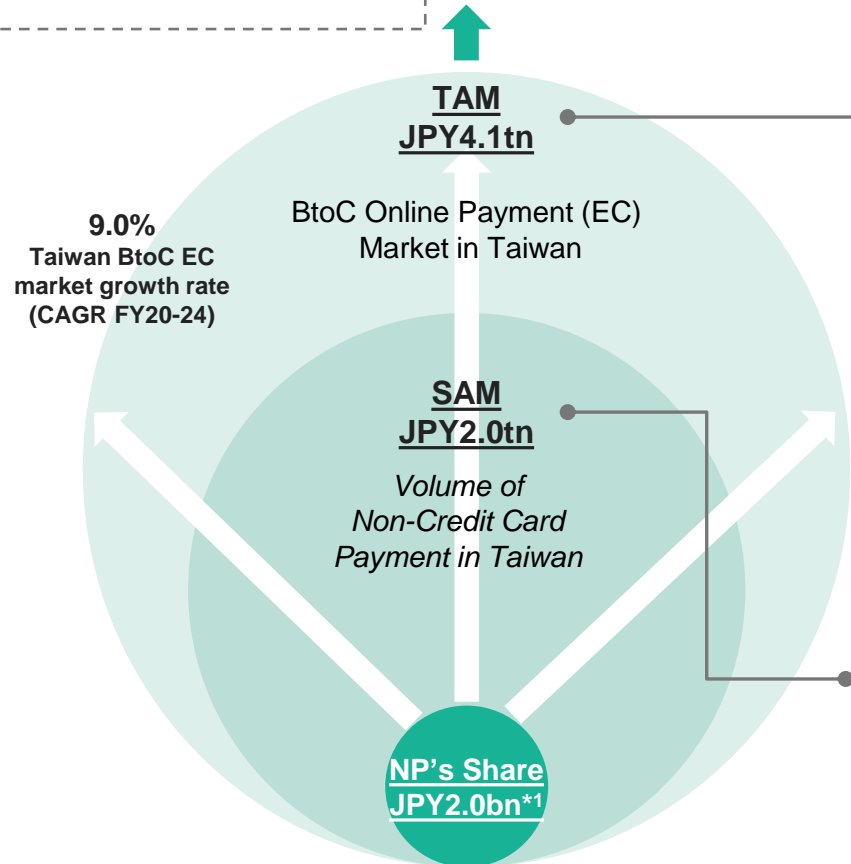
\*3 GMV of NP Kakebarai: JPY67.7 billion + GMV of Paid (FY4/2021) (\*only GMV from external transactions, based on RACCOON HOLDINGS, Inc. presentation materials) : JPY19.8 billion + GMV of MF Kessai (\*Our group estimate based on MoneyForward Kessai Co., Ltd. press release): JPY20 billion (period: 11/2019-10/2020).

\*4 GMV of NP Kakebarai (11/2019-10/2020).

\*5 The Small and Medium Enterprise Agency "Report of Study Meeting for Improving Payment Terms such as Promissory Notes" (3/2021).

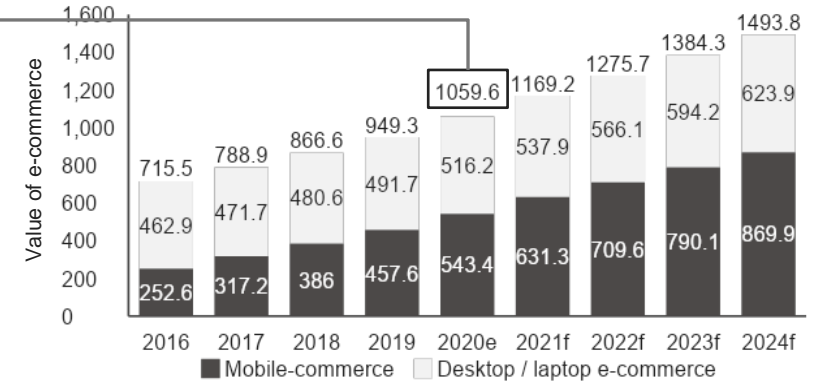
# TAM / SAM / SOM of AFTEE (Taiwan)

- TAM (Total Addressable Market): The size of market that Net Protections (NPH) can theoretically target in the future
- SAM (Serviceable Available Market): The size of market the NPH can theoretically target now with NPH's current service
- SOM (Serviceable Obtainable Market): The market size of the services NPH currently provides



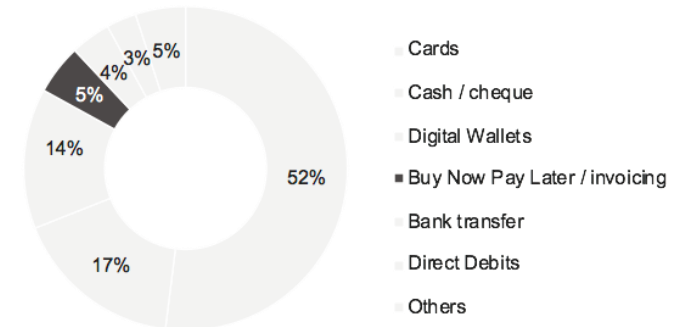
Trends in the size of the EC market in Taiwan

(TWD bn)



Breakdown of online payment method

Non-Credits  
(FY2020)  
JPY2.0tn\*2



\*1 GMV of AFTEE in FY3/2021.

\*2 EC market size in Taiwan (2020e) x Non-credit card payment ratio 48%

\*3 Listed in clockwise order based on "Cards=52%" .

Note : Currency Exchange Rate : TWD1=JPY3.9042 (as of 11/5/2021).

Source : GlobalData "Taiwan Cards and Payments - Opportunities and Risks to 2024" (P26,30)

## **Governance and SDGs**

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# Management Team Profile (Director)

**President and Representative Director  
Shin Shibata**



After graduated from Hitotsubashi University in 1998, he joined Nissho Iwai Corporation (now as Sojitz Corporation). Then entered the IT investment industry by joining ITX Corporation in 2001 and was responsible for the acquisition of Net Protections, Inc.. Soon afterward, he was dispatched to Net Protections, Inc. to build the first zero-risk Buy Now Pay Later service in Japan- NP Atobarai- from scratch. In 2017, he received Entrepreneur Of The Year special prize. He is currently the Executive Committee Chairman of Japan BNPL Association.

**CTO and Director  
Shiro Suzuki**



After graduated from the Graduate School of Information Science and Engineering at the Tokyo Institute of Technology in 1996, he joined Kozo Keikaku Engineering, Inc.. Until he joined TechMatrix Corporation later, he had been engaging with mathematical researching work such as computer systems simulation and financial calculations. In 2002, he participated in the launch project of NP Atobarai in Net Protections, Inc.. After that, he assisted in new ventures and overseas business development. Currently, he is committed to promoting the development of data science centered on CreditTech.

**CFO and Director  
Kazuharu Watanabe**



Certified Public Accountant. He joined Asahi & Co. (current KPMG AZSA LLC) and engaged in auditing listed companies and supporting IPOs. After that, he worked at consulting division at New York office of Arthur Andersen and then he was involved in starting up Asahi Arthur Andersen Ltd., a consulting company in Japan with over 600 employees. He served as Management Strategy Group Leader for DISCO Corporation and Director of SQUARE ENIX Co., Ltd. prior to joining Net Protections Holdings, Inc in July 2020.

**Director  
Shinichiro Kita**



Once worked at Bain & Company Japan Incorporated he joined Advantage Partners, Inc. in 2003. He currently serves as Outside Director of companies such as KATITAS Co., Ltd., United precision technologies Co., Ltd., and YARUKI Switch Group Holdings Co., Ltd..



# Management Team Profile (Outside Director)

**Outside Director**  
**Ryoji Nagai**



After graduated from the School of Law of Meiji University, he started the career at RICOH LEASING COMPANY, LTD. in 1990 and had served positions in the financial services sectors. He has been an Outside Director of Net Protections Holdings, Inc. since June 2019.

**Outside Director**  
**Kumi Fujisawa**



She started her career at International investment trusts companies and established the first investment trust fund evaluation company in Japan in 1995. Then in 1999, she sold the company to Standard & Poor's, one of the major credit rating companies in the world and participated in the establishment of Sophia Bank in 2000. In 2007, she was selected as a young global leader at the World Economic Forum and visited more than 40 countries. Besides serving as Counsel of The Investment Trusts Association and Public Council of Japan Securities Dealers Association, she also serves as a director of NPOs working on a global issue, and an independent director of listed companies such as Toyota Tsusho Corporation and Shizuoka Bank. In April 2022, she was inaugurated as the chairperson of the Institute for International Socio-Economic Studies.

**Outside Director and Member of the Audit and Supervisory Committee**  
**Shunichi Miura**



He started his career at ITOCHU Corporation in 1973 and was in charge of commercial financial such as foreign exchange swap, foreign financing, and asset utilization. In 2006, he served as a Director of ITOCHU Finance Corporation. In 2007, he served as a Representative Director and President of FX PRIME. In 2011, he served as a Director and Vice President of POCKET CARD Co., Ltd.. In 2015, he served as an Audit and Supervisory Board member of Net Protections. He has been an Outside Director and Member of the Audit and Supervisory Committee since October 2018.

**Outside Director and Member of the Audit and Supervisory Committee**  
**Yusuke Ichikawa**



He started his career at The Industrial Bank of Japan, Limited (currently Mizuho Financial Group, Inc.) and joined Advantage Partners in 2003. Apart from his position in Advantage Partners, he is currently the Executive Director of VISIONARYHOLDINGS Co., Ltd., Director of OISHES Co., Ltd., and External Director of companies such as KURAYA Co., Ltd.

**Outside Director and Member of the Audit and Supervisory Committee**  
**Yuki Sato**



Graduated from the Faculty of Law of Hitotsubashi University and the University of Southern California Gould Law School (LL.M.). She is qualified as a Japanese lawyer and New York State attorney. Once worked at a global law firm's Tokyo office. Then she holds the position of Partner of SO & SATO Law Offices since January 2019. Providing advice regarding investment, M&A, financial regulation, and legislation for various startups, she is also the External Director of listed companies.



# Teal Organization as the Starting Point for Sustainable Growth

Organizational power is key to creating “New Standard.”

Net Protections has adopted a teal organization that realizes each member’s self-control, fair-distribution, and collaboration, striving to achieve both its members’ self-actualization and social development.

## Natura

By establishing “Natura,” an HR evaluation program which abolished manager positions, we have realized decision-making respecting the opinions of all members, irrespective of their length of service and position at the company.

## Vision Sheet

The “Vision Sheet” system allows each member to disclose their future vision, the area they hope to work in, and whether they request a transfer to other departments, to all other members. Based on the system, we have realized an environment where the assignment of each member is made based on their orientation.

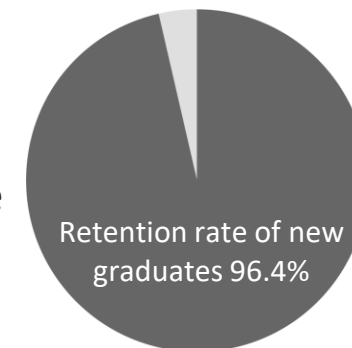
## HR Development

We hold a range of seminars in which new joiners can obtain skills in about half a year. In these seminars, all members master IT skill.

NP was **ranked 16th** in the ranking of “2022 Great Place to Work” among Best Medium Workplaces in Japan (with 100 to 999 employees).



**Retention rate** of new graduates who joined NP during the last three years: **96.4%** \*1



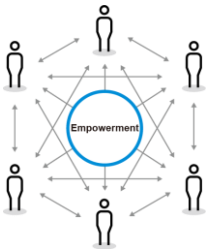
\*1 The retention rate of new graduates who joined the Company from March 31, 2019 to March 31, 2022, as of March 31, 2022

# HR Evaluation Program *Natura*

A HR evaluation program that realizes members’ self-control, specialization, and cooperation to create new standard.

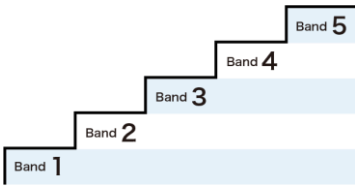
## 「Natura」

Abolish Manager Positions



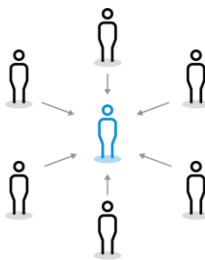
A flat organization with the position of Catalyst and the flexibility of role changes.

Implement of Band System



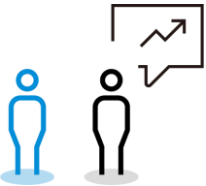
Disclose salary information to build a fair and objective environment and raise members’ morale and engagement.

360 Degree Evaluation



Competency evaluation is reviewed by members working closely with.

Employee Assistance Program



The main purpose of interview is for the growth support rather than evaluation.

# Disclaimer

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