



Smaregi, Inc.

Q3 FY2021 Information Session for Institutional Investors

March 19, 2021

Event Summary

[Company Name]	Smaregi, Inc.	
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[Venue]	Webcast	
[Venue Size]		
[Participants]		
[Number of Speakers]	3	
	Hiroshi Yamamoto	Representative Director
	Kazuyoshi Jibiki	Sales Department Director
	Yoshiyuki Tagawa	Management Department Director

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Presentation

Yamamoto: I'm Hiroshi Yamamoto, Representative Director of Smaregi, Inc.

Jibiki: This is Kazuyoshi Jibiki, Sales Department Director.

Tagawa: I'm Yoshiyuki Tagawa, Management Department Director.

Yamamoto: We would like to proceed with the video presentation of Smaregi's financial results for Q3 of the 16th fiscal year.

I would like to start with the situation in Q3, skipping the company profile, business descriptions, and overview.

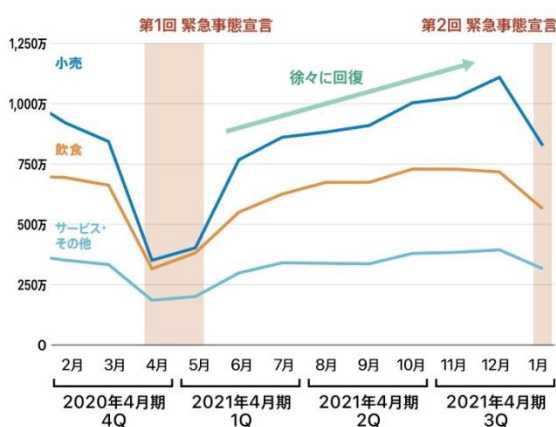
First of all, I would like to start with the situation caused by COVID-19 because it is an issue that attracts the most attention.

取引数・月額利用料への影響

新型コロナウイルスによる影響について 4

二度目の緊急事態宣言が発出されたが、前回よりも経済活動の制限が限定され、商取引数は減少するも、クラウドサービス月額利用料は減少せずに増加した

業種別取引数の推移 (スマレジPOSデータより)



クラウドサービス月額利用料の推移



クラウドサービス月額利用料等には、スマレジ・ペイメント、スマレジ・タイムカードの売上も含まれます。



Many people have asked us about a possible impact of the second Declaration of a State of Emergency in January 2021 because Smaregi engages in the business for stores, such as restaurants and retail shops.

As for that, on page four of the materials, we showed the business volume with shops that have introduced Smaregi on the left. The data were also given in the previous briefing materials. On the right, we showed monthly fees for the Cloud services and sales from subscriptions.

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In the three months, how was the situation at sales department, Mr. Jibiki?

Jibiki: Since the end of the first State of Emergency Declaration, the market was gradually recovering. However, since the second State of Emergency Declaration, partly because of the quiet season during the year-end and New Year holidays at our company, the performance became weaker in H2 of the quarter.

However, recent sales activities are on a recovery trend, and we do not believe there is any major problem.

Yamamoto: Looking at the monthly usage fee trends, there were a lot of account suspensions and cancellations during the first State of Emergency Declaration in April last year. This time, the fees did fall below the previous month's result, and they increased slightly.

Jibiki: Yes, that's right.

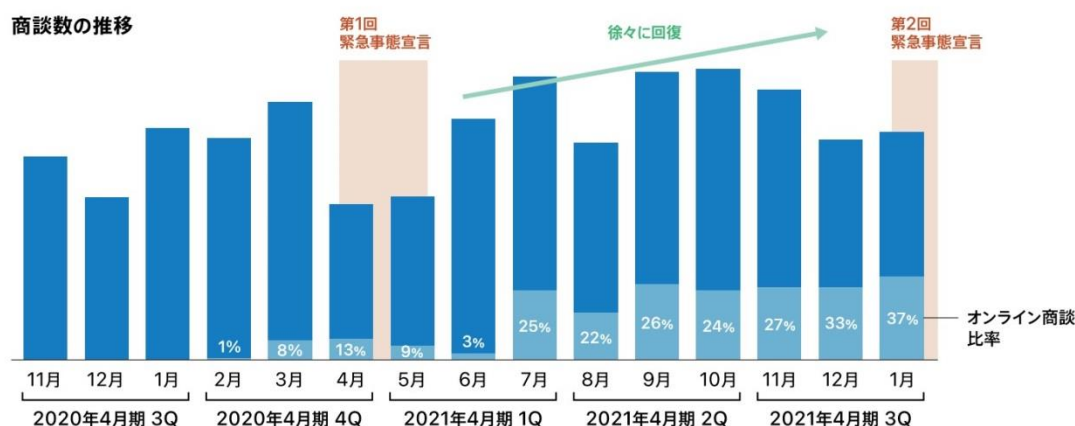
Yamamoto: Thank you.

商談数への影響

新型コロナウイルスによる影響について 5

オンライン商談が堅調に推移。緊急事態宣言が発出されるも、昨年の緊急事態宣言時とは異なり、商談数は、オンライン商談を中心に緩やかに増加

本来3Q(11月-1月)は、季節要因により商談数が減少する傾向にあるが、オンライン商談の積極導入が効果的に作用し、3Qのオンライン商談比率は、31.9%に上昇



※2020年2月より、オンライン商談を対面商談と区別して取得するようになりました。

スマレジ

On the next page, we showed the impact on business meetings. These are the numbers of business meetings.

Although there is a fluctuation depending on months, we showed the numbers of business meetings and, in light blue, those of online business meetings.

How were they in terms of sales?

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Jibiki: At the time of the first State of Emergency Declaration, we had had very few online business meetings, so we had to prepare to hold them.

Although there were some difficulties, we were able to conduct the transition smoothly without any confusion in the second Declaration, partly because we had the experience in the first Declaration, and because we had been updating materials and sales data every day.

Yamamoto: Thank you.

当社の取り組み

新型コロナウイルスによる影響について 6

当社従業員向けの取り組み

コアタイムの縮小

従業員が通勤時の混雑を避けて出社・退社できるよう、コアタイムを縮小しました。

テレワークを制度化

withコロナ時代を想定し、実験的に制度としてテレワークを取り入れ、運用しています。

お客さま向けの取り組み

ショールームの感染予防対策

デモ機器およびショールーム全体のアルコール消毒、ショールームの換気、お客さま・スタッフの手指のアルコール消毒など、感染予防対策を徹底して行っています。

オンライン商談の実施

オンライン商談に注力しています。豊富な動画コンテンツを用意し、商談時にお客さまに見ていただいたり、プレゼン内容をお客さまに合わせてカスタマイズするなど、対面商談と遜色ない柔軟な対応ができるよう模索しています。

小売店向けサービスの開発

消費行動の変化により、急拡大するEC需要をサポートするサービスを開発中

和歌山でテストマーケティングを進めておりました新聞販売店を活用した飲食店向けデリバリー・テイクアウトサービス「スマレジ・ロコ」は、目指していた結果に至らずプロジェクトを中止いたしました。

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Next, we showed our initiatives.

These were also shown in the previous briefing. We continued several measures to prevent the infection.

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- 21年4月期3Q会計期間は、SaaSビジネスの強みであるサブスクリプション売上高 (クラウドサービス月額利用料等) が着実に積み上がり、**前年同四半期比118.7%**で着地
- 売上高は、**新型コロナウイルスの影響を受けながらも**、通期計画に対して**進捗率71.2%**の23億1千3百万円で着地
- 第2回緊急事態宣言下ではあるものの新型コロナウイルスの影響による需要の減少は徐々に回復傾向にあり、業績は計画通り**順調に推移**
- 人員増強と事務所設備等により販管費が増加し、営業利益は**YoYで83.4%**、通期計画に対して**進捗率87.1%**の5億9千1百万円で着地

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Next, we will proceed to the summary of the financial results.

These are the highlights of the financial results for Q3. This is Mr. Tagawa, Management Department Director.

Tagawa: Next are the highlights of our business performance.

Cumulative sales up to Q3 were JPY2,313 million. Operating profit was JPY591 million.

Against the full-year sales forecast of JPY3,251 million, the progress rate was 71.2%. Against the operating profit forecast of JPY678 million, the progress rate was 87.1%.

Yamamoto: The progress rate of sales was 71.2%, a little behind the assumed pace for the full-year result. Operating profit is closer to achieving the forecast.

We have received a lot of inquiries about the outlook for Q4, so please explain roughly.

Jibiki: As I mentioned earlier, there is no major problem because we have accumulated sales in our subscription model and, in Q4, we used to acquire new store customers every year. We will do our best to achieve the forecasts.

Yamamoto: Thank you.

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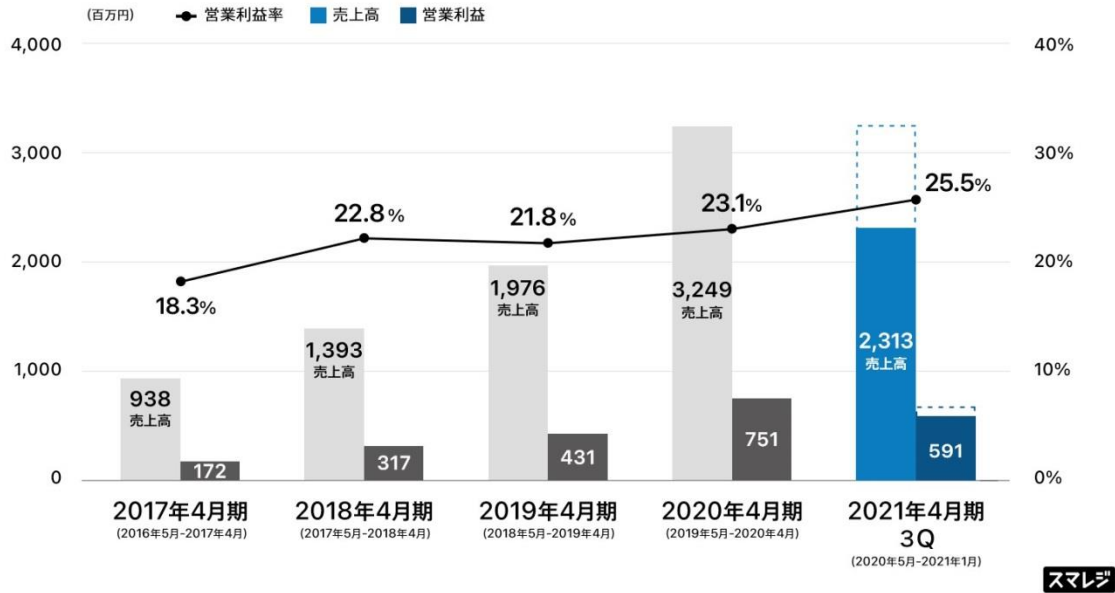
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売上高・営業利益・営業利益率の推移

2021年4月期3Q 決算概要 12

コロナ禍においても、サブスクリプション売上高は着実に増加
東京オフィス移転等により販管費は増加するも、営業利益率は前四半期から2.1%向上し、25.5%で着地
売上総利益率64.0%の高水準を維持



I will skip some pages and go to page 12.

This page shows changes in sales and operating profit in graphs. The operating margin has been a little higher.

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四半期 損益計算書

2021年4月期3Q 決算概要 13

売上高、営業利益ともに前年同四半期を上回り、売上高QoQは109.2%、営業利益QoQは118.4%

(百万円)	2020年4月期 (2019年5月-2020年4月)				2021年4月期 (2020年5月-2021年4月)				前四半期比 QoQ
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
売上高	772	1,053	702	721	715	764	834		109.2%
売上原価	343	483	236	266	267	263	302		114.8%
売上総利益	428	569	466	455	447	501	532		106.2%
販売費及び 一般管理費	219	251	285	412	308	294	287		97.6%
営業利益	209	318	181	42	138	207	245		118.4%
経常利益	209	318	181	42	138	207	245		118.4%
四半期純利益	144	219	123	60	94	142	168		118.3%

スマレシ

Tagawa: Next is the quarterly statement of income.

This is a chronological chart and the quarterly columns were filled from the previous fiscal year to Q3 of the current year.

Net sales for Q3 alone were JPY834 million. The cost of sales was JPY302 million, and gross profit was JPY532 million. SG&A expenses were JPY287 million, and operating profit was JPY245 million.

What I would like you to see here is the Q3 results.

In Q3 of the current fiscal year, sales were 109.2% of JPY702 million in Q3 of the fiscal year ended April 2020. In Q3 of the previous year, I was wondering what the COVID-19 situation was like. There may have been some signs of the pandemic. But in Japan, nobody thought that the situation would go so far.

However, sales jumped significantly in Q2 due to the effects of the reduced tax rate, but in Q3 of the fiscal year ended April 2020, there was not a sharp decline in sales right after the effects of the reduced tax rate.

We are very pleased that we generated the sales figure of JPY834 million in Q3 of the current year, more than offsetting the negative factors with subscription sales.

Yamamoto: Thank you. We reported the best sales in the past year. Thank you very much.

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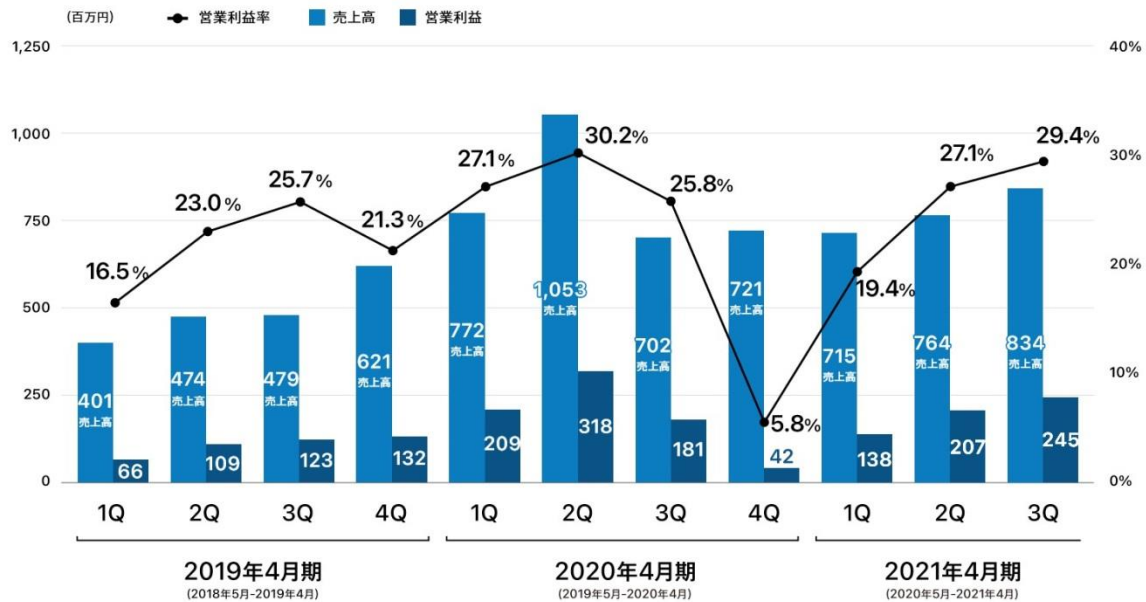
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売上高・営業利益・営業利益率の四半期推移

2021年4月期3Q 決算概要 14

20年4月期4Qの事業投資により、四半期営業利益率は一時的に5.8%に低下したが、その後は順調に推移
前四半期からは2.3%増加し、四半期営業利益率は29.4%で着地



スマレシ

We will move on to page 14.

The page shows changes in the quarterly operating margin. The operating margin at 29.4% in the most recent Q3 seems to be a little too good result. According to the annual trends, the operating margin gradually increased from Q1, to Q2 and Q3, and decreased in Q4. What do you think, Mr. Tagawa?

Tagawa: I think that Q3 is just around the quiet season. However, we managed to generate that sales figure and the high margin ratio. I am very happy about the results.

While I am pleased, we are now in Q4, and in concluding the current fiscal year, we would like to spend costs and achieve good results to be able to get off to a good start in the next year.

Yamamoto: This year, with the exception of members of the development team, we stopped recruiting new employees as a whole, so I think that has led to the good profit. Thank you very much.

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コロナ禍においても、サブスクリプション売上高(クラウドサービス月額利用料等)は増加基調を維持



スマレジ

Let's go to the next page. Changes in the sales composition.

The blue parts below show the accumulation of subscription sales, or monthly fees for the Cloud services. The light blue parts above are initial costs, or sales of products for the Cloud services. The initial costs are not the initial costs of software sales. When you sell checkout registers like Smaregi, as customers cannot do everything with iPad alone, you need to sell related products like a receipt printer or cash drawer to put cash in. Those initial costs have been accumulated.

Is there any topic here?

Jibiki: Yes, there is. From this fiscal year, we have been focusing on clinics and other medical care facilities, and the acquisition of customers in this field is related to the rise in accumulated sales.

In this field, the unit price of equipment per customer is quite high, so even if the number of customers is small, the amount tends to jump.

Yamamoto: That's right. Subscriptions were piling up, and equipment sales went up very high at JPY360 million, so it seems that sales of automatic change machines and others in the medical care field were contributing. Thank you very much.

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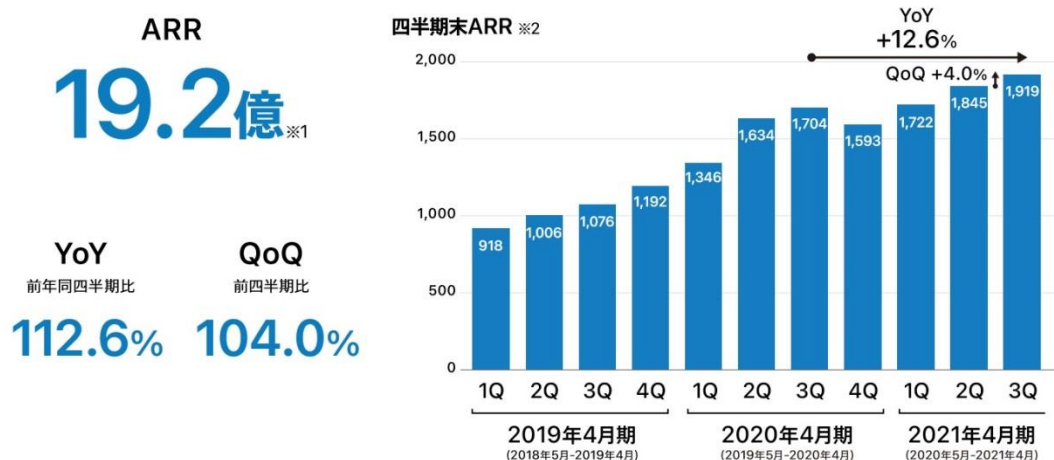
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ARR (サブスクリプション売上高) の推移

コロナ禍においても、有料店舗数が堅調に増加。ARRは、QoQ104.0%、YoY112.6%



ARR : Annual Recurring Revenue MRR : Monthly Recurring Revenue

※1 21年1月のMRR (クラウドサービス月額利用料等) を12倍して算出
※2 期末月のMRRを12倍して算出

スマレジ

Next is AAR of subscription sales. ARR was JPY1.92 billion.

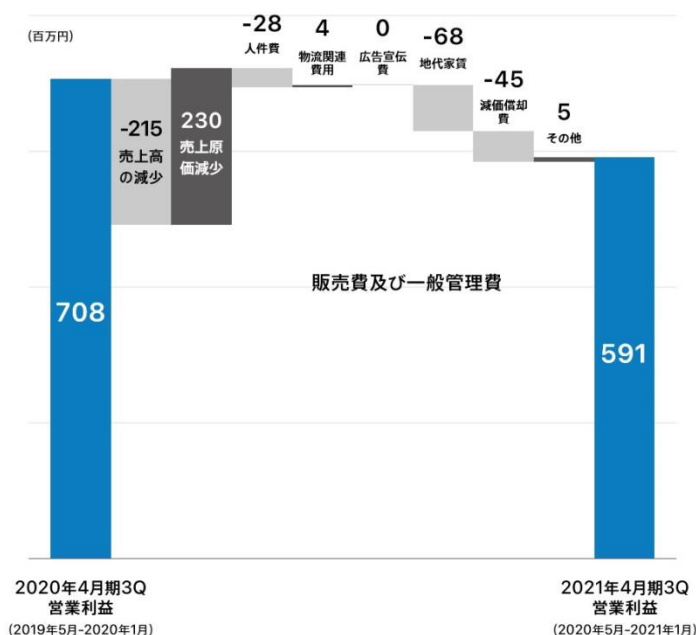
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営業利益の増減分析 (対前年同期比)

2021年4月期3Q 決算概要 17



前年同期は軽減税率特需

- ・ (POSの入替需要) 有料契約の増加
- ・ 解約率の低さによるサブスクリプション売上高の増加

【新型コロナウイルスによる影響】

- ・ 休止していた店舗の復帰による有料契約の回復
- ・ 新規開業数の減少による関連機器売上の減少

売上原価が減少

- ・ 前年度は軽減税率特需により営業利益が急増したが、3Qはサブスクリプション売上高比率の上昇に伴い売上原価が大きく減少

販売費及び一般管理費の増加

- ・ ショールームの移転及び増設
- ・ スマレジ4への投資 (研究開発の実施)

スマレジ

Tagawa: Next, we analyzed changes in operating profit. These are not quarterly, but cumulative nine-month figures.

Mainly, sales were down JPY215 million YoY. This fall in cumulative sales is a reaction to the large figure posted in the previous fiscal year due to the reduced tax rate.

As subscriptions were growing smoothly, the cost of sales decreased even more, so gross profit was good. Although the costs increased slightly due to capital investments and others, operating profit was firm at JPY590 million.

Yamamoto: Thank you.

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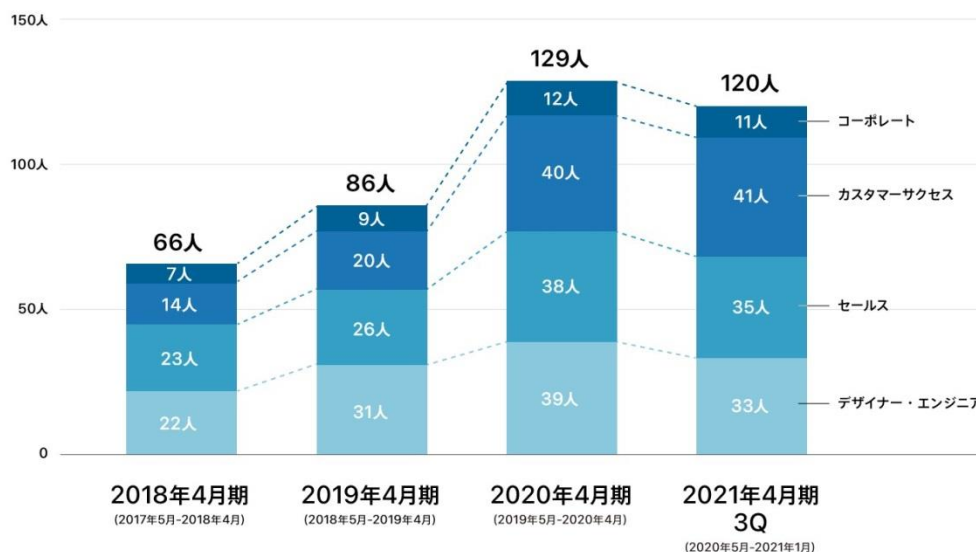
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従業員数の推移

2021年4月期3Q 決算概要 19

上半期に積極採用を一時停止していた影響もあり前四半期比で僅かに減少したが、経済活動の再開に合わせて、積極採用を再開予定。平均年齢32.6歳、平均勤続年数2年9ヶ月



スマレジ

Next is the number of employees. I think this is the item that was particularly affected by COVID-19. We formulated the recruitment plan for the current fiscal year in April to May 2020.

As the current year started just around the time when the first Declaration of a State of Emergency was launched, we decided to restrain from adopting new employees other than those for the development team. In the middle of the uncertain prospects, we turned around to a defensive stance, so we stopped recruiting.

Therefore, the number of employees decreased a little as there were a few retirees, but we plan to change our stance to hiring employees actively now that we have announced a medium-term management plan.

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2021年4月期3Qのトピックス

事業の状況 21



- 2021.1
 - ・スマレジのCVC「スマレジ・ベンチャーズ」が始動
 - ・飲食向けテーブルオーダー機能のアップデート
- 2020.12
 - ・大賞賞金1000万円!
スマレジ・アプリコンテスト開催
 - ・品川ショールームを開設
 - ・IRニュースレターを刷新
 - ・21年度税制改正において、企業のDX推進を促すための「DX投資促進税制」が創設（経済産業省）
- 2020.11
 - ・キャッシュレス決済促進に向け、株式会社アイティフォーと協業開始
 - ・スマレジの累積取扱高が3兆円を突破!

スマレジ

Next, we will report on the status of our business. These are the topics for Q3 of the fiscal year ending April 2021.

First of all, Smaregi Ventures, Smaregi's corporate venture capital, has started operation.

The second is the Smaregi app contest, which is now underway with a grand prize of JPY10 million.

The third point is the expansion of the showroom in Shinagawa.

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スマレジ4の進捗

事業の状況 22

スマレジ・アプリマーケットで、続々とスマレジ専用アプリを販売開始
アプリコンテスト等の開発者向けイベントを開催！開発パートナーが続々参加！

開発者が簡単にスマレジ連携アプリを作成・販売する
事ができる「スマレジ・アプリマーケット」。
Uber EatsやBASE連携、モバイルオーダーなど
便利なアプリが続々登場

開発パートナーの応募状況

2021年1月末時点で、合計340
の申し込みをいただいています。

法人
パートナー
222社

個人
パートナー
118名

スマレジアプリコンテスト開催中！

- ・審査員は、池澤あやか氏、橋本正徳氏、横田聡氏の3名に決定
- ・スポンサー企業は、大阪王将、Yogibo、Tabioに決定
- ・募集期間を2021年3月末まで延長



スマレジ

Please go to page 22. It shows the progress of Smaregi 4.

We have started the Smaregi app market, which will be the centerpiece for the version 4, urging third-party developers to create additional functions or apps to extend the Smaregi's functions, for sale in Smaregi app market.

The number of apps is still small, but the number of partners is increasing fast. What about the recent situation?

Jibiki: At the end of January, there were still a little over 10 apps.

Smaregi has a lot of functions necessary for sales, but they are all general functions.

Smaregi is not equipped with uncommon functions, or special functions, such as those for sales of second-hand goods or for purchases. At beauty salons, for example, customer information cards are needed.

We are talking about such additional functions with our app partners for offering them on the Smaregi app.

Yamamoto: Thank you. There are now 340 development partners for a total of corporations and individuals. I hope that various apps will come out.

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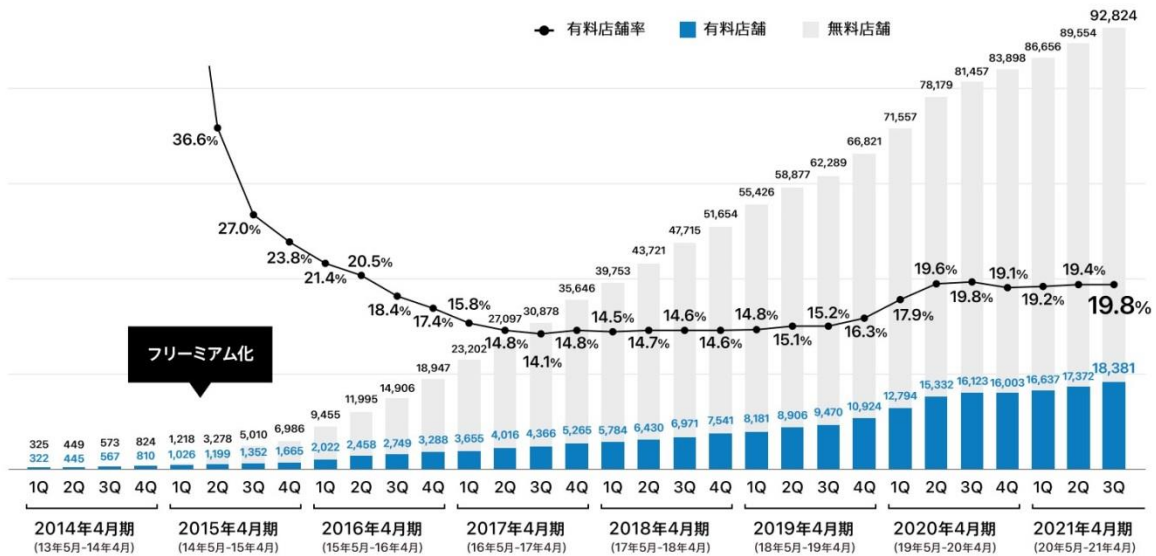
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店舗数と有料店舗数の四半期推移

事業の状況 24

新型コロナウイルスの影響により、20年4月期4Qに有料店舗数が一時減少したが、長らくコロナ禍においても安定して新規契約を獲得。有料店舗率は0.4ポイント上昇し、19.8%



※2015年4月期にフリーミアム化を実施したことにより無料店舗が増加

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Next, we will move on to page 24. Here are changes in the number of stores.

The total number of registered stores is 92,824. Of these, there are 18,381 fee-paying stores.

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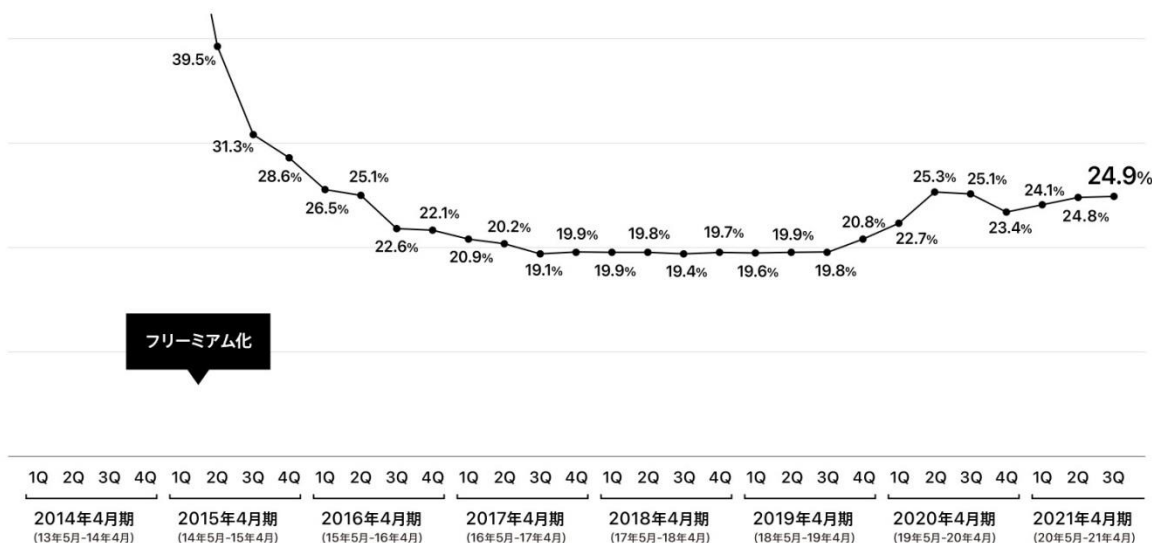
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アクティブ店舗率 (無料プラン含む)

事業の状況 25

毎日利用されるサービスを目指し、アクティブ店舗率の向上へ積極的に取り組む
前四半期から0.1ポイント微増の24.9%



フリーミアム化

アクティブ店舗：当月の取引が存在する店舗

スマレジ

Next is the percentage of active stores, which stood at 24.9%.

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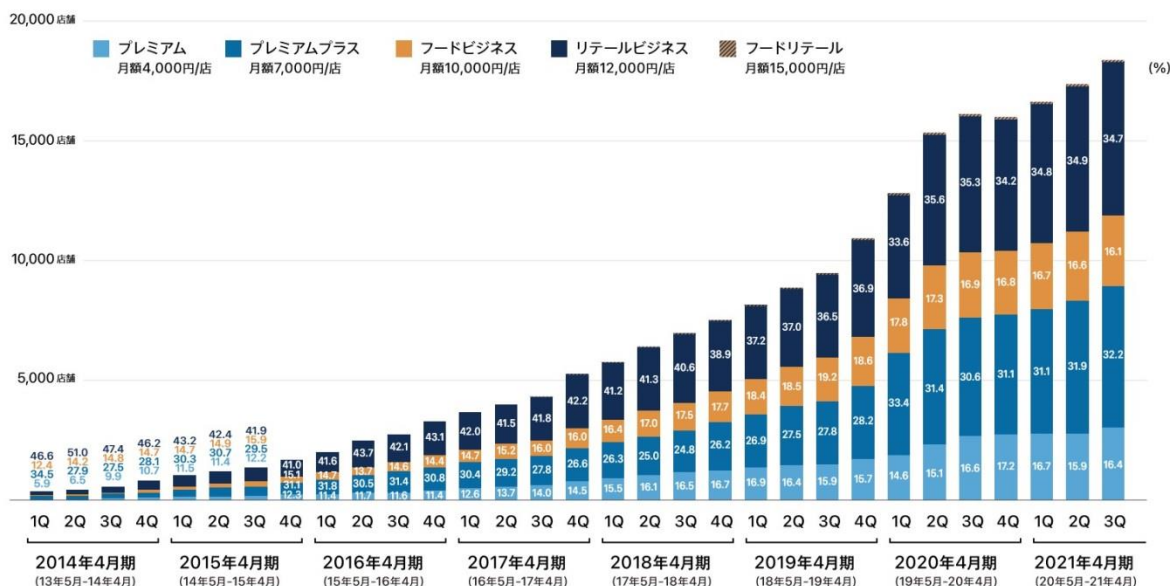
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利用プラン内訳

緊急事態宣言下においても時短営業等、感染防止に配慮した経済活動の再開により、店舗休止からの回復が進み、有料プランはプレミアム、プレミアムプラスプランを中心に増加



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Next are the paid usage plans. We have five paid plans and the breakdown is posted.

The Premium Plan charges each subscriber store JPY4,000 a month. The charges for the other plans increase from JPY7,000, to JPY10,000 and JPY12,000. For the highest Food Retail Plan, the monthly fee is JPY15,000, and all of the plans have been growing.

The number of stores subscribing to the Premium Plan of JPY4,000 increased by 181 to 3,055 stores. Subscribers to the JPY7,000 Premium Plus Plan increased by 591 stores to 6,194 stores. Stores subscribing to the JPY10,000 Food Business Plan increased by 79 to 3,002 stores. Customers of the JPY12,000 Retail Business Plan increased by 319 stores to 6,475 stores. The number of subscribers to the Food Retail Plan, which combines the Food Business and the Retail Business, increased by eight stores to 118.

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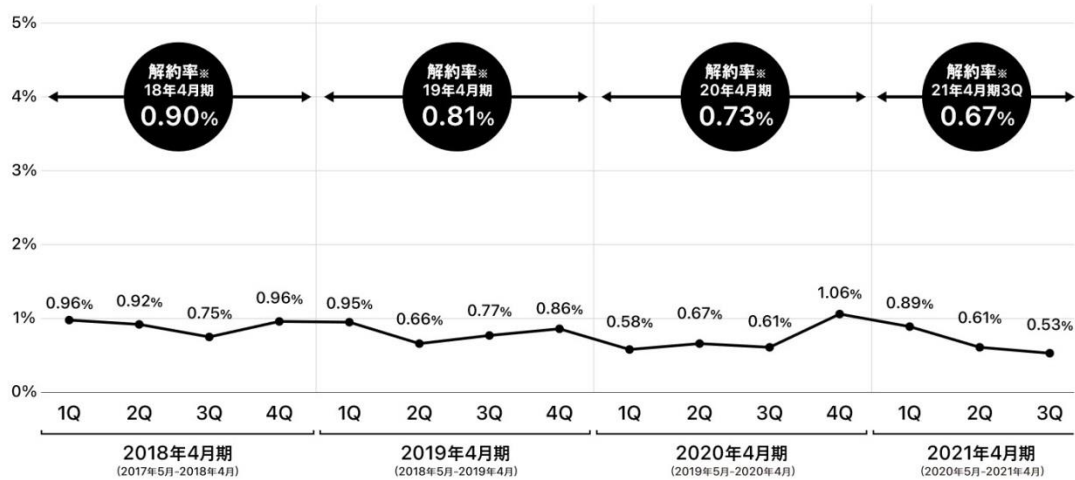
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解約率の推移

21年4月期3Qの解約率は、過去最低水準の0.53%を達成!

CX改善 (サービス改善やカスタマーサクセス強化等) に取り組み、ユーザーの定着度が向上、低解約率を実現



※解約率: MRRチャーンレート (既存顧客の月額利用料に占める解約により減少した月額利用料の割合)

スマレジ

The attrition rate remained low, with the most recent rate at 0.53%.

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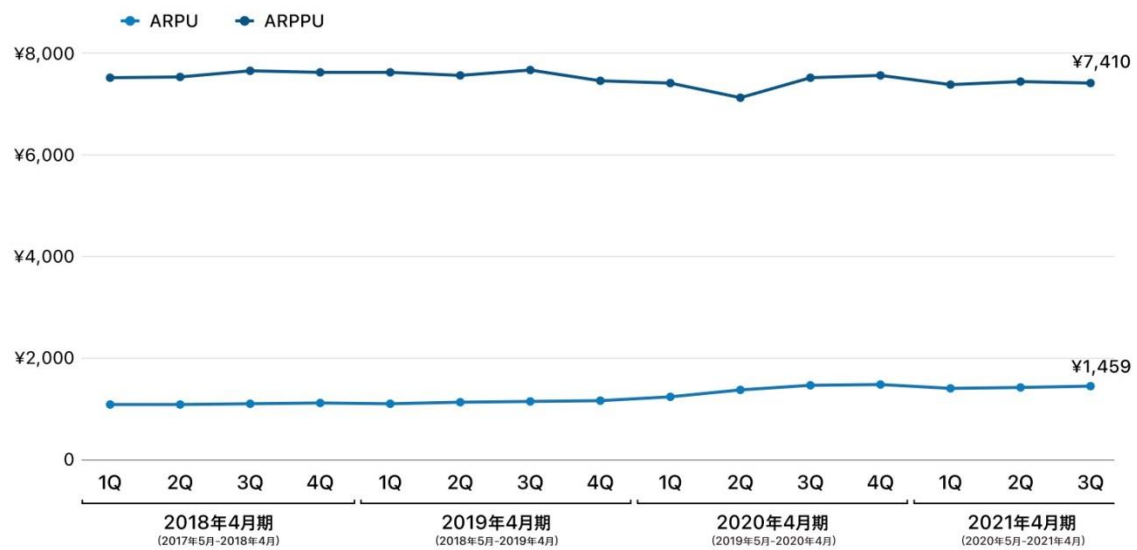
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ARPU/ARPPUの推移

事業の状況 28

コロナ禍において微減した顧客単価は、回復後も横ばいが継続。今後は、アプリマーケットの活性化によるカスタマーサクセスの提供により、実利に伴った顧客単価の向上を狙う



ARPU : Average Revenue Per User : 無料店舗を含む全店舗の客単価
ARPPU : Average Revenue Per Paid User : 有料店舗の客単価

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Next is ARPU, which was flat at JPY7,410. This is not per company, but a unit price per store.

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中小企業向け業務システムへの取り組み

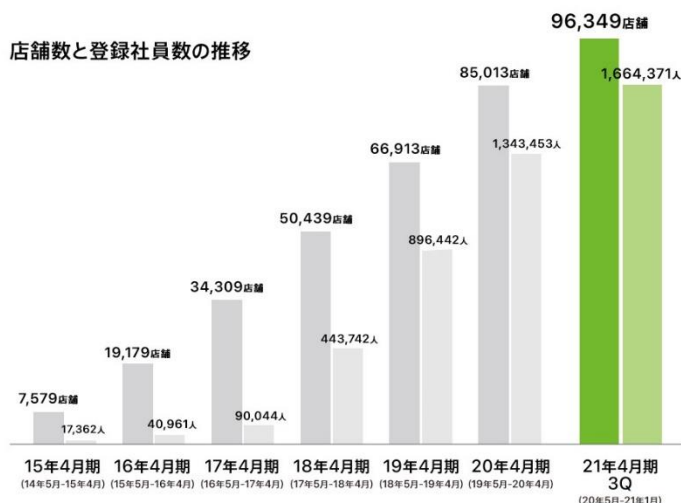
事業の状況 30

テレワークや働き方改革などの社会的背景により、HR系サービス「スマレジ・タイムカード」がコロナ禍でも好調。顧客単価の向上だけでなく、新規顧客の開拓にも貢献



勤怠管理の枠を超えた、 これからの勤怠管理サービス

簡単に給与計算ができる勤怠管理システム。休暇管理、シフト管理、日報、プロジェクト管理などの機能をはじめ、各種保険や税計算、複雑な賃金体系にも対応しています。



スマレジ

Next, on page 30, we report on the status of Smaregi's time management system, Smaregi Time Card.

The number of registered stores was 96,349, and the number of registered employees was about 1.6 million people, showing steady growth.

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- 新型コロナウイルスによる影響について、引き続き注視すべき状況ではあるが、**経済活動の本格再開に向けた動きが、徐々に活発化**
- 市場ニーズは健在、**持続的な成長へ回復を見込む**
- 売上高は、通期32億5千1百万円 (前期比100%)、営業利益は6億7千8百万円 (前期比90.4%) と、**順調な成長を継続する見込み**
- スマレジ4 (アプリマーケット) 2020年7月リリース。**スマレジを中心としたエコシステムの形成**に取り組む。大賞賞金1,000万円のアプリコンテストを開催し、認知や活性化を促進
- 不況に強い医療・薬局系の強化、大手POSからの乗り換え強化、閉店跡地への新規出店需要取り込みを狙う
- コロナ禍による行動変容に対し、**アプリマーケットを通じたネットショップとの連携、セルフレジ、テイクアウトやデリバリーなどに順次対応**

スマレジ

Next, we will report our full-year earnings forecasts. The highlights are posted here. Mr. Jibiki, please.

Jibiki: The progress rate of sales up to Q3 was 71.2%. What I'm going to say completely overlaps with what I explained earlier, but we would like to do our best to achieve 100% because subscription sales for software have been accumulating and there will be a busy season toward Q4.

Yamamoto: Thank you.

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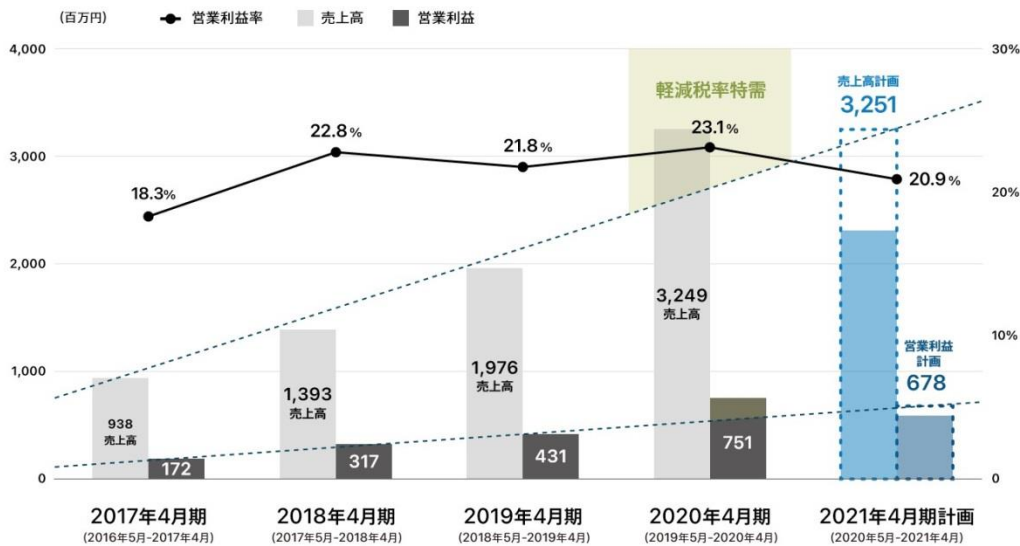
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売上高・営業利益・営業利益率の計画

2021年4月期 業績の見通し 34

売上高、営業利益ともに、20年4月期とほぼ横ばいだが、軽減税率特需による増収分を除外した通常期通りの成長を計画



スマレジ

Next, we will move on to page 34. This shows changes in sales in the past five years.

We are operating in Q4 toward the full-year sales forecast of JPY3.25 billion. Though the forecast figure is almost flat from the previous year's result, you can see from the graph that sales rose smoothly in the last five years.

In the previous fiscal year ended April 2020, we wrote about special demand due to the reduced tax rate. We were lucky in the previous year as we enjoyed the favorable effects from the consumption tax rate hike and the dual consumption tax rate system. As retailers had to cope with accounts based on the dual consumption tax rates of 8% and 10%, there was special demand for cash register replacements. Moreover, there were subsidies from the government. So sales in the previous fiscal year showed an abnormally high value.

On the other hand, sales have been almost flat in the current fiscal year, in reaction to the previous year and due to COVID-19, but I think that the number of customers has steadily been increasing.

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売上高内訳の四半期計画

新型コロナウイルスの影響による一時的な停滞から脱却
 四半期売上高は、早くも20年4月期4Qを上回り、計画通り緩やかな回復路線へ順調に推移



On the next page, this is a quarterly chart, not a yearly chart.

The dark blue parts below are subscription sales. Since the number of customers has steadily been increasing, the monthly subscription amount has been increasing little by little.

The initial costs in light blue above, under the name of equipment sales, are one-time sales, so the amount tends to fluctuate. As I mentioned earlier, there was special demand due to the reduced tax rate from the year before last to the previous fiscal year, so it increased significantly, but calmed down thereafter.

Since then, it temporarily dipped due to COVID-19, but has returned to the original growth curve.

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<p>1 ショールーム戦略の強化</p> <p>KPI 2023年までに10拠点へ展開</p> <p>データ分析・エリアマーケティングに基づき、主要都市に低コスト型ショールームを出店 現在：4都市、5ショールーム</p>	<p>2 オンライン商談の強化</p> <p>KPI オンライン成約率の向上</p> <p>オンラインコンテンツの充実化 UX（ユーザーエクスペリエンス）の向上</p>
<p>3 販売パートナーの強化</p> <p>KPI 大型案件の獲得</p> <p>当社が直接リーチできない領域（エリア、規模、業種）をカバー。医療システム・医療機器販売会社とのパートナーシップを強化</p>	<p>スマレジ⁴ アプリマーケット戦略</p> <p>KPI 客単価の向上・顧客満足度の向上</p> <p>開発パートナーの拡充、スマレジの機能拡充、マーケティング活動、コミュニティ運営、開発パートナーへの少額投資などを実施</p>

スマレジ

On page 37, which describes the sales strategy, we set out four points.

There is no change from what we mentioned in the previous briefing for Q2. We will continue to strengthen sales.

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スマレジ・ベンチャーズが発足！

2021年4月期 業績の見通し 38

M&Aやスタートアップ投資を組み合わせて、事業の拡大を目指す

スマレジ・プラットフォームを強化し、 店舗の課題解決や生産性向上に寄与

店舗向けソリューションを提供する企業を対象とした投資を行うスマレジのCVC事業「スマレジ・ベンチャーズ」を開始。投資先企業を対象に、育成支援や情報共有をはじめとするメンタリング、SaaSセールスチームによる代理販売等の支援を行う「スマレジ・アップテンポプログラム」も提供いたします。

2021年1月現在、12社以上のお問い合わせをいただき、順次相談を進めています。



元セールスフォース・ベンチャーズ日本 代表の浅田氏が取締役就任



2000年 4月 伊藤忠商事株式会社入社
2012年 6月 マサチューセッツ工科大学スローン経営大学院 経営学修士号取得
2015年 3月 セールスフォースドットコム入社
セールスフォース・ベンチャーズ日本代表就任
2019年 2月 セールスフォースドットコム常務執行役員 バイスプレジデント
2020年 4月 One Capital 株式会社設立 同社代表取締役 CEO 就任

新たに取締役にジャフコ出身の 高間 紘平氏を招聘



元ベンチャーキャピタリストで投資実務経験が豊富な高間 紘平氏を取締役に招聘し、主軸となるスマレジ事業に加え、事業の高成長を実現すべく、M&Aやスタートアップ投資を組み合わせて、事業の拡大を目指します。
2007年 4月 株式会社ジャフコ (現 ジャフコグループ株式会社) 入社
2012年 10月 株式会社N・フィールド社外取締役就任
2013年 12月 セカイエ株式会社 代表取締役就任
2017年 3月 株式会社Q 代表取締役就任

スマレジ

Let's go to page 38. As I mentioned earlier, we have started corporate venture capital, Smaregi Ventures.

Mr. Shinji Asada, former Salesforce Ventures Japan Head, has joined our company as Outside Director. In January this year, Mr. Kohei Takamadate, a venture capitalist and former JAFCO executive, became full-time Director.

In addition to investing, we are trying to do the Venture Capital Business in three ways, including sales alliances with partners who provide apps to the Smaregi app market. The first project has been launched, so please report it.

Jibiki: We have invested in LBB as the first project.

LBB mainly provides an ordering service for restaurants. It provides a mobile ordering system in which customers place orders for food at restaurants with their own smartphones.

This system was originally requested by a lot of our existing customers, so we have decided to work with LBB as the first project.

Through this initiative, we would like to firmly build a collaborative system that introduces customers to each other and obtain new customers.

Yamamoto: Due to the COVID-19 pandemic, we have received a lot of inquiries about so-called mobile orders, which resemble pre-order sales at restaurants, and I hope we can increase sales through this alliance.

Finally, the future outlook is described, but there has been no change here, so I will skip it.

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スマレジ誕生から10年。
次の10年に向け、さらなる成長にチャレンジします！

スマレジ長期ビジョン・中期経営計画

VISION 2031



<https://corp.smaregi.jp/ir/management/vision2031.php>

スマレジ

On page 43, we notified that we have announced a medium-term management plan. We'll present it by other materials and another video, so please watch them.

As the IR department sends IR newsletters and various information through LINE, please register for it.

That is all for our financial results briefing for Q3 of the 16th fiscal year.

Finally, we have less than three months until the end of the current fiscal year, but we will continue to do our utmost to achieve the forecasts for the full year.

Thank you very much for today.

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Question & Answer

Company Representative: Let's start with the first question.

You need another JPY938 million in Q4 to achieve your full-year sales target. This is up 30% YoY and up 12% QoQ. On the other hand, the number of fee-paying customers has not increased so much YoY and QoQ.

About half of Q4 is under the Declaration of a State of Emergency in major cities. I think this sales plan is a considerably challenging one. How do you intend to achieve the target?

Thank you very much. As you mentioned, that is a high target of a 30% YoY increase. However, throughout the year, we have engaged in sales activities under the influence of COVID-19. Since the beginning of the fiscal year, we have been implementing various measures over the course of the year so that the sales department can operate its work even under COVID-19, and we expect that such an effect will come out.

Moreover, since monthly usage fees are accumulated, they tend to increase from Q1 to Q2 and Q3, and they are accumulated most in Q4, so we have high hopes for those figures.

Every year, sales in Q4, especially in March, are at their highest throughout the year. Therefore, since it is a busy season in Q4 when sales increase the most every year, we would like to challenge for the target by combining those factors.

In the previous fiscal year, sales grew the most in Q2 instead of Q4, and that was an exceptional case due to special demand supported by the reduced tax rate, so I advise you not to regard it as a reference value.

Now let's move on to the second question.

You are steadily growing the number of stores amid to the COVID-19 pandemic. What do you think will be a barrier to expanding the POS Business in the future?

Thank you very much. Once a store is opened, the shop's business will be busy, so it will be quite difficult to replace the cash register after opening the shop. Therefore, I think that one factor is that the replacement cost is very high.

Therefore, rather than aiming at demand for replacement of cash registers, I think that the point will be to do sales activities aiming for store openings.

In addition, Smaregi's target customers are retail stores and restaurants. Especially in the case of retail stores, most of them operate online shops, too. Cooperation with online shops will become important in the future.

We will move on to the third question.

Of your ARR, how much is the volume of Smaregi Time Card?

So far, we have not disclosed sales of Time Card alone. Roughly speaking, sales are around JPY20 million per month. Therefore, annual sales are about JPY200 million. We would like to consider whether we will disclose ARR in the future.

That is all. Thank you for your questions. I ask for your continued support.

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Document Notes

1. *Portions of the document where the audio is unclear are marked with [Inaudible].*
2. *Portions of the document where the audio is obscured by technical difficulty are marked with [TD].*
3. *This document has been translated by SCRIPTS Asia.*

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