

Drecom

(TSE Code: 3793)

First game title of the year was a downswing. Expectations are high for next 2 titles

GIR View

■ Highlights

Drecom announced its Q1 FY03/2025 financial results after the close of business on July 30, 2024. Sales declined 9.5% YoY to 2,122 million yen, with operating loss of 67 million yen, recurring loss of 88 million yen, and net loss attributable to owners of the parent of 153 million yen.

Although existing titles were generally stable, in-game billing for *Evil Prince and the Puppet*, an in-house IP released on June 3 this year was lower than expected, and the company's content business also incurred expenses in advance resulting in a decline in profit and loss.

Meanwhile, the full-year forecasts for the fiscal year FY03/2025 (net sales of 13.5 billion yen, operating income of 1 billion yen, ordinary income of 900 million yen, and net income attributable to owners of the parent of 400 million yen) were left unchanged from the numbers set from the beginning of the fiscal year. As initially planned, the second new game title, *Wizardry Variants Daphne*, is scheduled for release in October of this year, and the third "location-based IP title" is scheduled for release during the current fiscal year. Although the company has indicated in its earnings release that "the difficulty in achieving the earnings forecast is increasing," it believes there is no need to revise the forecast at this point, given the stable performance of existing game titles and the steady development of new game titles. In addition, sales in the content business (publishing and video) are holding strong.

KEY STATISTICS



Key Stock Statistics

| | |
|--|---------------------------|
| Recent Price(yen) (07/30/2024) | 622.00 |
| 52 week high/low (yen) | 1217.00 / 457.00 |
| Shares Outstanding (Excluding treasury stock) | 28,608 thousand shares |
| Market Cap (yen) | 17,806 million |
| PER | 44.4 times |
| PBR | 3.2 times |
| PSR | 1.1 times |
| Dividend (Dividend Yield) (yen) | 00.00 (0.00 %) |

Sector

| | |
|--------|-------------------------------|
| Sector | Information and communication |
|--------|-------------------------------|

Financials (FY03/2025 CE)

| | |
|-----------------------------|----------------|
| Sales (yen) | 13,500 million |
| Operating income margin (%) | 7.4% |
| EBITDA margin (%) | 13.3% |

Management

| | |
|-----------------|---|
| President & CEO | Naito Yuki |
| URL | https://drecom.co.jp/en/ |



The stock price has continued to fall since March, and there is little sense of overheating. However, given that *Evil Prince and the Puppet* fell short of expectations and that the full-year results will be skewed toward the second half of the year, the stock market's cues will likely be focused on the future of the two upcoming game titles.

Therefore, the pre-registration status of *Wizardry Variants Daphne* to start in August, Wizardry Variants Daphne's launch after its October release, the initiation of the Closed Beta Test (CBT) for "location-based IP title" scheduled between this summer to this fall, will be the most important factors to watch in the near future.

■ Q1 FY03/2015 Summary: Existing titles are stable, but *The Evil Princess and the Puppet* falls short of the company estimate

Sales were down 9.5% YoY at 2.122 billion yen, with operating loss of 67 million yen (vs. profit of 8 million yen in Q1 FY03/2024), recurring loss of 88 million yen (vs. profit of 2 million yen in Q1 FY03/2024), and net loss attributable to parent company shareholders of 153 million yen (vs. loss of 441 million yen in Q1 FY03/2024).

Despite existing game titles remaining largely unchanged, the company's original IP, *Evil Prince and the Puppet*, released on June 3 this year, faced higher advertising costs at launch and lower-than-expected in-game revenue. Additionally, the profit/loss situation worsened due to prior expenses in the content business.

Although the persistence rate for *Evil Prince and the Puppet* is favorable, the Company recognizes that there are issues with the design of in-game billing and other aspects of the game. Moving forward, the company plans to address these issues while continuing to develop merchandise and real-life events to enhance overall profitability.

The nine existing game titles, including the mainstays, remain profitable and stable. Additionally, sales in the content business (publishing, video, etc.) are steady.

In addition, the net loss attributable to shareholders of the parent company increased relative to the recurring loss. This is due to the recording of 41 million yen loss in income taxes-deferred due to the reversal of a part of deferred tax assets recorded up to the fiscal year ended March 31, 2024, resulting from the business performance for the first quarter of the fiscal year ending March 31, 2025, and other factors.

■ FY03/2025 Full-Year Earnings Forecast: Unchanged from the initial forecast. Two new titles to be released as planned

The company's full-year forecasts for the fiscal year ending March 31, 2025 (net sales of 13.5 billion yen, operating income of 1 billion yen, recurring income of 900 million yen, and net income attributable to shareholders of the parent company of 400 million yen) remain unchanged from the beginning of the period. As previously planned, the second new game title, *Wizardry Variants Daphne*, is scheduled for release in October of this year, and the third "location-based IP title" is scheduled for release during this fiscal year.

While the company acknowledged in its earnings release that "the difficulty of achieving the earnings forecast is increasing," it believes there is no need to revise the forecast at this time, due to the stable performance of existing game titles and the steady development of new titles.

However, it should be noted that future earnings progress is expected to be skewed towards the second-half of the year.

According to the company's financial results presentation, cumulative Q2 sales are expected to be about one-third of the full-year forecast (estimated by the author), and operating profit is expected to be slightly positive. In Q3, the company expects to incur advertising expenses for the release of *Wizardry Variants Daphne*. The progress in Q3 will be the key to the company's performance in the current fiscal year.

■ Key points for the future

The stock price has been falling since March, and there is little indication of overheating. However, given that *Evil Prince and the Puppet* fell short of expectations and that the company's full-year results will be skewed toward the second half of the year, the stock market's cues are likely limited to the future releases of the two game titles.

In light of the above, the following points require immediate attention.

- Pre-registration status for *Wizardry Variants Daphne*, which will begin in August.
- The launch of *Wizardry Variants Daphne* since its October release.
- Start of Closed Beta Test (CBT) of "Location-based IP Titles" scheduled for this summer and this fall, and the IP is known.
- Improved profitability of *Evil Prince and the Puppet*
- 3Q Results Trends



There are still two important game titles to be released in the current fiscal year, so there are still opportunities for recovery. We will continue to monitor its progress, focusing on the assorted points mentioned above.

Financial Data (Consolidated: Quarterly)

Figure 1 Statements of Income

(Millions of yen)

| Accounting period | FY03/ | FY03/ | FY03/ | FY03/ | FY03/2024 | | | | | FY03/2025 | |
|-------------------------|--------|--------|--------|--------|-----------|-------|-------|-------|-------|-----------|--------|
| | 2020 | 2021 | 2022 | 2023 | | | | | | | |
| | Q1-Q4 | Q1-Q4 | Q1-Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | CE | Q1 | CE |
| Sales | 10,150 | 11,840 | 10,528 | 10,800 | 2,346 | 2,745 | 2,546 | 2,141 | 9,779 | 2,122 | 13,500 |
| YoY | -5% | 17% | -11% | 3% | -20% | -4% | -1% | -12% | -9% | -10% | 38% |
| Net sales | 2,192 | 3,996 | 3,796 | 4,558 | 683 | 1,145 | 868 | 706 | 3,404 | 624 | |
| YoY | 53% | 82% | -5% | 20% | -48% | -13% | -18% | -19% | -25% | -9% | |
| Net sales margin | 21.6% | 33.8% | 36.1% | 42.2% | 29.1% | 41.7% | 34.1% | 33.0% | 34.8% | 29.4% | |
| SG&A | 1,575 | 1,944 | 2,205 | 2,276 | 675 | 681 | 551 | 593 | 2,501 | 692 | |
| YoY | -22% | 23% | 13% | 3% | 37% | 29% | -2% | -14% | 10% | 2% | |
| Operating income | 617 | 2,052 | 1,591 | 2,281 | 8 | 463 | 317 | 113 | 903 | -67 | 1,000 |
| YoY | - | 233% | -22% | 43% | -99% | -41% | -36% | -37% | -60% | - | 11% |
| Operating income margin | 6.1% | 17.3% | 15.1% | 21.1% | 0.3% | 16.9% | 12.5% | 5.3% | 9.2% | -3.2% | 7.4% |
| Ordinary income | 635 | 2,019 | 1,541 | 2,192 | 2 | 451 | 275 | 63 | 793 | -88 | 900 |
| YoY | - | 218% | -24% | 42% | -100% | -39% | -42% | -62% | -64% | - | 13% |
| Net income | 711 | 1,624 | 807 | 1,159 | -441 | 272 | 266 | 6 | 104 | -153 | 400 |
| YoY | - | 128% | -50% | 44% | -49% | 142% | -186% | -91% | -91% | - | 285% |
| Net income ratio | 7.0% | 13.7% | 7.7% | 10.7% | -18.8% | 9.9% | 10.5% | 0.3% | 1.1% | -7.2% | 3.0% |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Figure 2 Per Share Data

(Consolidated)

| Accounting period | FY03/2017 | FY03/2018 | FY03/2019 | FY03/2020 | FY03/2021 | FY03/2022 | FY03/2023 | FY03/2024 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Total number of shares issued and outstanding (thousand shares) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 | 29,073 | 29,130 | 29,224 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 | 28.3 | 40.7 | 3.6 |
| EPS Adjusted | 29.7 | - | - | 25.0 | 56.9 | 28.3 | 40.6 | 3.6 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.9 | 159.1 | 195.7 | 196.3 |
| DPS | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 5.0 | 5.0 | 0.0 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 3 Cash flows

(Millions of yen)

| Accounting period | FY03/2017 | FY03/2018 | FY03/2019 | FY03/2020 | FY03/2021 | FY03/2022 | FY03/2023 | FY03/2024 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Depreciation and amortization | 214 | 299 | 462 | 382 | 627 | 537 | 269 | 269 |
| Cash flows from operating activities | 846 | -79 | 78 | 691 | 3,196 | 1,603 | 2,666 | -473 |
| Cash flows from investing activities | -456 | -1,958 | -123 | -101 | -1,140 | -1,766 | -2,017 | -2,048 |
| Cash flows from financing activities | 1,345 | 2,288 | -271 | -1,188 | 969 | -388 | 659 | 2,413 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 4 Financial Data

(%)

| Accounting period | FY03/2017 | FY03/2018 | FY03/2019 | FY03/2020 | FY03/2021 | FY03/2022 | FY03/2023 | FY03/2024 |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Return on Assets (ROA) | 16.7 | -0.4 | -16.8 | 9.5 | 25.2 | 16.0 | 20.0 | 6.0 |
| Return on Equity (ROE) | 35.5 | -6.6 | -78.3 | 41.0 | 55.0 | 19.4 | 22.9 | 1.9 |
| Capital adequacy ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 | 46.9 | 45.6 | 39.7 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Drecom

(TSE Code: 3793)

New fiscal year, we aim to return to a growth path by releasing three game titles

GIR View

■ Highlights

Drecom announced its financial results for the fiscal year ended March 31, 2024, after the close of business on May 13, 2024.

Full-year results showed declines in both sales and profits. However, although sales fell slightly short of the revised forecast announced at the time of the Q3 announcement, profits were strong, confirming that existing game titles are generating steady revenues.

The company's forecast for the fiscal year ending March 31, 2025, which is the focus of much attention, calls for an increase in both sales and profit. Specifically, sales increased by 38% year-on-year to 13.5 billion yen, Operating income increased by 11% to 1 billion yen and net income attributable to shareholders of the parent company increased by 284% to 400 million yen. In the previous fiscal year, the company focused on developing titles in the latter stages of development, but in the new fiscal year of 2025 it plans to release three titles, including *Wizardry Variants Daphne* (release date to be disclosed soon) and *Evil Prince and the Puppet* (to be released on June 3). The company has stated that these titles have been tested more carefully than in the past, and as a result, they have been built more thoroughly. Although certain uncertainties remain (e.g., the level of billing), the company expects these titles to have a smooth launch.

The low rate of increase in profits relative to the sales forecast is noticeable, but this is due to the fact that marketing costs and capitalized depreciation for new title releases will begin to be amortized. In other words, it should be noted that this burden becomes less from the second year onwards.

KEY STATISTICS



Key Stock Statistics

| | |
|--|---------------------------|
| Recent Price(yen) (05/13/2024) | 786.00 |
| 52 week high/low (yen) | 1217.00 / 457.00 |
| Shares Outstanding (Excluding treasury stock) | 28,608 thousand shares |
| Market Cap (yen) | 22,486 million |
| PER | 56.2 times |
| PBR | 4.0 times |
| PSR | 1.7 times |
| Dividend (Dividend Yield) (yen) | 00.00 (0.00 %) |

Sector

| | |
|--------|-------------------------------|
| Sector | Information and communication |
|--------|-------------------------------|

Financials (FY03/2025 CE)

| | |
|-----------------------------|----------------|
| Sales (yen) | 13,500 million |
| Operating income margin (%) | 7.4% |
| EBITDA margin (%) | 13.3% |

Management

| | |
|-----------------|---|
| President & CEO | Naito Yuki |
| URL | https://drecom.co.jp/en/ |



Stock prices have been falling since the beginning of May, and there is little spark. As sales of the three titles scheduled for release steadily increase, expectations for medium-term profit growth and a return to a growth path will increase, and the stock price is expected to positively respond to these expectations. The success or failure of the three highly anticipated new titles will be a key focus of attention.

■ FY03/2024 Full-Year Summary: Defensive measures paying off

In Q4 (Jan-Mar), sales were 2.1 billion yen (-12% YoY), operating income was 113 million yen (-37% YoY), ordinary income was 63 million yen (-62% YoY), and net income was 6 million yen (return to profitability). Q4 has always been a calm period in terms of the seasonality of the company's business. In this situation, sales fell slightly short of the revised forecast, but profits exceeded the revised forecast due to the strong performance of existing titles and successful cost control.

One title was terminated during the quarter. Nine long-term titles are currently in operation, all of which are profitable.

■ FY03/2025 Full-Year Earnings Forecast: Three New Titles to be Released

The company has positioned the new fiscal year of 2025 as a year in which it aims to once again raise the level of its sales and profit base and has stated its forecasts based on the release of three newly released titles.

Specifically, sales are expected to increase by 38% year-on-year to 13.5 billion yen, Operating income increase by 11% to 1 billion yen and net income attributable to shareholders of the parent company increase by 284% to 400 million yen.

The sales assumption is based on stable operations of existing titles, plus sales from three new titles. The newly released titles are *Wizardry Variants Daphne* (in-house distribution; release date to be announced soon), *Evil Prince and the Puppet* (in-house distribution; to be released on June 3), and a "location-based IP title". *Evil Prince and the Puppet* has received positive results from a closed beta test followed by a public beta test, and pre-registration started at the end of April 2024, with the number of registrations steadily increasing. *Wizardry Variants Daphne* has also undergone a private beta test followed by a public beta test with positive results, and due to the high intensity of user interest in the public test, the company has been expanding the content. The company is now at a stage where it will be able to announce a release date for this title in the near future. The company has also decided to conduct a publicly solicited beta test for a "location-based IP title," and is making steady progress. If the three titles were to make a full-year contribution, this would amount to a 36-month contribution, but half of it, for the 18-months have been factored into the sales forecast for FY03/2025.



Profit growth is low relative to the sales forecast, with operating income increase by +11% to 1.0 billion yen.

Factors include the positive impact from closing unprofitable titles and the profit contribution from the media business, as well as the conservative outlook on the profit contribution from the existing game business and the low profit contribution from new titles.

Among the reasons for the low profit contribution from newly released titles are the high platform payment fees associated with self-published titles, the occurrence of fixed operating costs, the increased advertising expenses at the time of release, and the amortization over 24 months of amounts previously capitalized as “software in progress.” However, if sales proceed smoothly, advertising expenses will peak out starting next fiscal year, and software amortization expenses will begin to decline the year after next. Therefore, it should be noted that if new titles are successful, the structure is such that profits will increase gradually over time.

Furthermore, as previously mentioned, discussions are progressing with multiple companies regarding collaboration that involves accepting investments on a project-by-project basis. When such investments are accepted, they will be treated as a reduction in software assets. In this case, it may lead to a reduction in net debt on the balance sheet and a reduction in software asset amortization. Therefore, future developments are eagerly anticipated.

■ Other points regarding financial results

Here is a brief list of other points.

In addition to the three titles scheduled for release, the game development pipeline includes one mobile game and two titles for PC and consoles (one of which is *Tokyo Stories -working title-*).

"Drecom Media", which handles publishing and video production, two titles have exceeded a total of 100,000 copies sold and are developing steadily. Additionally, they released the blockchain game *Eternal Crypt -Wizardry BC-* utilizing the “Wizardry” IP in March 2024, and are currently exploring its monetization.

Lastly, regarding the guidance for the Q1, sales are expected to perform reasonably due to the anniversary event of a major title and the release of a new self-published title. However, profit progress is expected to be modest due to increases in advertising and promotional expenses associated with the release."



■ Future points

The stock price has declined since the beginning of May, there seems to have little spark in relation to the company's potential at present.

As sales of the three titles scheduled for release in the new fiscal year of 2025 steadily increase, this should foster expectations of medium-term profit growth with improved profit margins. It is anticipated that the stock price will positively reflect this. The company's transformation into an entertainment content company centered around its own IP should also come into view.

We would like to raise the level of attention to the success or failure of the three long-awaited new titles.

Regarding dividends, there will be no interim dividend as before, and the year-end dividend is undecided. While the company positions dividends as an important shareholder return, given that the contribution of new titles is limited at the beginning of the fiscal year and that it is natural for a growing company to prioritize internal reserves, there is little need to place excessive attention on the dividend outlook.

Financial Data (Consolidated: Quarterly)

Figure 1 Statements of Income

(Millions of yen)

| Accounting period | FY03 /2020 | FY03/ 2021 | FY03/ 2022 | FY03/2023 | | | | | FY03/2024 | | | | | FY03/ 2025 CE |
|-------------------------|---------------|---------------|---------------|-----------|-------|-------|-------|--------|-----------|-------|-------|-------|-------|---------------------|
| | Q1-Q4 | Q1-Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | Q1-Q4 | CE |
| Sales | 10,150 | 11,840 | 10,528 | 2,927 | 2,873 | 2,579 | 2,420 | 10,800 | 2,346 | 2,745 | 2,546 | 2,141 | 9,779 | 13,500 |
| YoY | -5% | 17% | -11% | 10% | 14% | -11% | -1% | 3% | -20% | -4% | -1% | -12% | -9% | 38% |
| Net sales | 2,192 | 3,996 | 3,796 | 1,308 | 1,320 | 1,058 | 870 | 4,558 | 683 | 1,145 | 868 | 706 | 3,404 | |
| YoY | 53% | 82% | -5% | 26% | 38% | 3% | 12% | 20% | -48% | -13% | -18% | -19% | -25% | |
| Net sales margin | 21.6% | 33.8% | 36.1% | 44.7% | 45.9% | 41.0% | 36.0% | 42.2% | 29.1% | 41.7% | 34.1% | 33.0% | 34.8% | |
| SG&A | 1,575 | 1,944 | 2,205 | 491 | 529 | 565 | 690 | 2,276 | 675 | 681 | 551 | 593 | 2,501 | |
| YoY | -22% | 23% | 13% | -8% | 7% | -1% | 14% | 3% | 37% | 29% | -2% | -14% | 10% | |
| Operating income | 617 | 2,052 | 1,591 | 817 | 790 | 492 | 180 | 2,281 | 8 | 463 | 317 | 113 | 903 | 1,000 |
| YoY | - | 233% | -22% | 62% | 71% | 9% | 5% | 43% | -99% | -41% | -36% | -37% | -60% | 11% |
| Operating income margin | 6.1% | 17.3% | 15.1% | 27.9% | 27.5% | 19.1% | 7.5% | 21.1% | 0.3% | 16.9% | 12.5% | 5.3% | 9.2% | 7.4% |
| Ordinary income | 635 | 2,019 | 1,541 | 810 | 737 | 477 | 167 | 2,192 | 2 | 451 | 275 | 63 | 793 | 900 |
| YoY | - | 218% | -24% | 64% | 65% | 9% | 4% | 42% | -100% | -39% | -42% | -62% | -64% | 13% |
| Net income | 711 | 1,624 | 807 | 521 | 534 | 110 | -7 | 1,159 | -441 | 272 | 266 | 6 | 104 | 400 |
| YoY | - | 128% | -50% | 74% | 72% | -54% | | 44% | -49% | 142% | -186% | | -91% | 285% |
| Net income ratio | 7.0% | 13.7% | 7.7% | 17.8% | 18.6% | 4.3% | -0.3% | 10.7% | -18.8% | 9.9% | 10.5% | 0.3% | 1.1% | 3.0% |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: CE=Company Estimate.

Figure 2 Per Share Data

(Consolidated)

| Accounting period | FY03/2017 | FY03/2018 | FY03/2019 | FY03/2020 | FY03/2021 | FY03/2022 | FY03/2023 | FY03/2024 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Total number of shares issued and outstanding (thousand shares) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 | 29,073 | 29,130 | 29,224 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 | 28.3 | 40.7 | 3.6 |
| EPS Adjusted | 29.7 | - | - | 25.0 | 56.9 | 28.3 | 40.6 | 3.6 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.9 | 159.1 | 195.7 | 196.3 |
| DPS | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 5.0 | 5.0 | 0.0 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 3 Cash flows

(Millions of yen)

| Accounting period | FY03/2017 | FY03/2018 | FY03/2019 | FY03/2020 | FY03/2021 | FY03/2022 | FY03/2023 | FY03/2024 |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Depreciation and amortization | 214 | 299 | 462 | 382 | 627 | 537 | 269 | 269 |
| Cash flow s from operating activities | 846 | -79 | 78 | 691 | 3,196 | 1,603 | 2,666 | -473 |
| Cash flow s from investing activities | -456 | -1,958 | -123 | -101 | -1,140 | -1,766 | -2,017 | -2,048 |
| Cash flow s from financing activities | 1,345 | 2,288 | -271 | -1,188 | 969 | -388 | 659 | 2,413 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 4 Financial Data

(%)

| Accounting period | FY03/2017 | FY03/2018 | FY03/2019 | FY03/2020 | FY03/2021 | FY03/2022 | FY03/2023 | FY03/2024 |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Return on Assets (ROA) | 16.7 | -0.4 | -16.8 | 9.5 | 25.2 | 16.0 | 20.0 | 6.0 |
| Return on Equity (ROE) | 35.5 | -6.6 | -78.3 | 41.0 | 55.0 | 19.4 | 22.9 | 1.9 |
| Capital adequacy ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 | 46.9 | 45.6 | 39.7 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Drecom



(TSE Code: 3793 / Sector: Information and communication)

Preserve financial strength and further enhance the completion of new titles

GIR View

■ Highlights

Drecom announced Q3 FY03/2024 results and "Notice Concerning Revision of Full-Year Earnings Forecasts and Revision of Dividend Forecast (No Dividend)" after the close of business on January 30, 2024.

The main points are that the releases of "Wizardry Variants Daphne" and "Evil Prince and the Puppet" have been pushed back to the new fiscal year of 2025, the current business results including the decision to postpone the releases are reflected in the full-year forecast (sales were revised downward, but profit was revised upward), and the company has also decided not to pay a dividend for the full year, which was previously undecided (the dividend per share will be reduced from 5 yen per share in the previous year).

Considering the fact that the revised full-year forecast is for lower sales and profits compared to the previous year, it must be said that there are few positive points among the contents of this earnings announcement.

However, the company has been able to continue to generate a certain level of revenue mainly from existing titles, and the closed beta test of "Wizardry Variants Daphne" conducted in October of last year seemed to be well received. Furthermore, progress is being made in the

blockchain game and media businesses.

In the midst of a mature and challenging environment for the mobile game business, the company will use its operating cash flows to improve the quality of its next mainstay titles and develop its own IP, rather than paying dividends at this point. This financial results announcement can be reinterpreted in this way, and this decision can be considered supportive.

Needless to say, the current focus is on the release date and completion of "Wizardry Variants Daphne."

■ Overview of the third quarter of the fiscal year ending March 31, 2024

In Q3 (October-December), sales were 2.5 billion yen (-1% YoY), operating income was 317 million yen (-36% YoY), recurring income was 275 million yen (-42% YoY), and net income was 266 million yen (+142% YoY). In addition to lower sales and profits YoY, the company was profitable despite lower sales and profits in Q2 as well.

The company has been able to maintain solid revenues from existing titles in general, although there is some setback from the previous fiscal year in which the main title "ONE PIECE TREASURE CRUISE" performed very well.

■ Revision of full-year forecasts for the fiscal year ending March 31, 2024

The company has now revised its full-year forecasts.

Sales forecast was revised downward by 1.5 billion yen from 11.5 billion yen to 10.0 billion yen mainly due to the postponement of the release of two titles, "Wizardry Variants Daphne" and "Evil Prince and the Puppet".

On the other hand, the company upwardly revised its operating income from 500 million yen to 800 million yen, recurring income from 450 million yen to 700 million yen, and net income attributable to shareholders of the parent company from zero to 100 million yen. While excluding the profit contribution from the release of new titles, the company factored in the profit contribution from existing titles, which are performing better than expected, and the improved earnings outlook for new businesses.

If we follow this revised forecast, Q4 (January-March) profits would be modest, but this is likely due to the seasonally weak quarter, as usual.

In FY2023, the dividend was 5 yen per share, but for FY2024, the dividend has been revised from undecided to no dividend.

■ Progress of the project and future points

It is unfortunate that the release of two planned game titles has been postponed. However, progress is being made in the company's pipeline.

"Wizardry Variants Daphne" has already been tested twice, and user reviews appear to be favorable. While it is not desirable for the release of the game to be postponed, it should be considered imperative to pursue quality that meets the current mobile game market's demanding standards as much as possible. The most important thing to watch for in the future will be the confirmation of the release of this title, its degree of completion, and the marketing strategy to maximize its potential.

As for "Wizardry"-related publishing, the first volume of the "BLADE & BASTARD" comic book was published in October, followed by the second volume in December, and the total number of copies sold has surpassed 100,000.

The blockchain game "Eternal Crypt -Wizardry BC" has been available since October 19, 2023, and is scheduled to begin the second and third phases of the pre-release period in February 2024, to be followed by the official release in the form of mobile app and web-browser game.

Next, as for "Evil Prince and the Puppet" a small-scale user test has already been conducted, and it is planned to be released in 2024.



In the publishing and video domain, a comic book label has been launched in addition to a light novel label, with a cumulative total of more than 50 titles published.

The capital market would start to evaluate potential value of Drecom's titles of novel and webtoon when they move into phase of animated films and game adaptations. As described above, the seeds are being planted on multiple fronts toward the company's vision of becoming a comprehensive entertainment company with its own IP at its core.

To this end, we can honestly evaluate the company's management stance of accumulating financial reserves and allocating resources for the company's growth, even if it has to temporarily suspend dividend payments.

The primary question is whether the successful release of "Wizardry Variants Daphne" will be an opportunity for the company to scale up. Attention will continue to focus on whether the next financial results will be a "turning point."

Financial Data (Consolidated: Quarterly)

Figure 1 Statements of Income

(Millions of yen)

| Accounting period | FY | FY | FY | FY23/03 | | | | | FY24/03 | | | | |
|-------------------------|--------|--------|--------|---------|-------|-------|-------|--------|---------|-------|-------|----|--------|
| | 03/20 | 03/21 | 03/22 | | | | | | | | | | |
| | Q1-Q4 | Q1-Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | CE |
| Sales | 10,150 | 11,840 | 10,528 | 2,927 | 2,873 | 2,579 | 2,420 | 10,800 | 2,346 | 2,745 | 2,546 | | 10,000 |
| YoY | -5% | 17% | -11% | 10% | 14% | -11% | -1% | 3% | -20% | -4% | -1% | | -7% |
| Net sales | 2,192 | 3,996 | 3,796 | 1,308 | 1,320 | 1,058 | 870 | 4,558 | 683 | 1,145 | 868 | | |
| YoY | 53% | 82% | -5% | 26% | 38% | 3% | 12% | 20% | -48% | -13% | -18% | | |
| Net sales margin | 21.6% | 33.8% | 36.1% | 44.7% | 45.9% | 41.0% | 36.0% | 42.2% | 29.1% | 41.7% | 34.1% | | |
| SG&A | 1,575 | 1,944 | 2,205 | 491 | 529 | 565 | 690 | 2,276 | 675 | 681 | 551 | | |
| YoY | -22% | 23% | 13% | -8% | 7% | -1% | 14% | 3% | 37% | 29% | -2% | | |
| Operating income | 617 | 2,052 | 1,591 | 817 | 790 | 492 | 180 | 2,281 | 8 | 463 | 317 | | 800 |
| YoY | - | 233% | -22% | 62% | 71% | 9% | 5% | 43% | -99% | -41% | -36% | | -65% |
| Operating income margin | 6.1% | 17.3% | 15.1% | 27.9% | 27.5% | 19.1% | 7.5% | 21.1% | 0.3% | 16.9% | 12.5% | | 8.0% |
| Ordinary income | 635 | 2,019 | 1,541 | 810 | 737 | 477 | 167 | 2,192 | 2 | 451 | 275 | | 700 |
| YoY | - | 218% | -24% | 64% | 65% | 9% | 4% | 42% | -100% | -39% | -42% | | -68% |
| Net income | 711 | 1,624 | 807 | 521 | 534 | 110 | -7 | 1,159 | -441 | 272 | 266 | | 100 |
| YoY | - | 128% | -50% | 74% | 72% | -54% | | 44% | | -49% | 142% | | -91% |
| Net income ratio | 7.0% | 13.7% | 7.7% | 17.8% | 18.6% | 4.3% | -0.3% | 10.7% | -18.8% | 9.9% | 10.5% | | 1.0% |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: CE=Company Estimate.

Figure 2 Per Share Data

(Consolidated)

| Accounting period | FY 17/03 | FY 18/03 | FY 19/03 | FY 20/03 | FY 21/03 | FY 22/03 | FY 23/03 |
|---|----------|----------|----------|----------|----------|----------|----------|
| Total number of shares issued and outstanding (thousand shares) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 | 29,073 | 29,130 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 | 28.3 | 40.7 |
| EPS Adjusted | 29.7 | - | - | 25.0 | 56.9 | 28.3 | 40.6 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.9 | 159.1 | 195.7 |
| DPS | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 5.0 | 5.0 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 3 Cash flows

(Millions of yen)

| Accounting period | FY 17/03 | FY 18/03 | FY 19/03 | FY 20/03 | FY 21/03 | FY 22/03 | FY 23/03 |
|--------------------------------------|----------|----------|----------|----------|----------|----------|----------|
| Depreciation and amortization | 214 | 299 | 462 | 382 | 627 | 537 | 269 |
| Cash flows from operating activities | 846 | -79 | 78 | 691 | 3,196 | 1,603 | 2,666 |
| Cash flows from investing activities | -456 | -1,958 | -123 | -101 | -1,140 | -1,766 | -2,017 |
| Cash flows from financing activities | 1,345 | 2,288 | -271 | -1,188 | 969 | -388 | 659 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 4 Financial Data

(%)

| Accounting period | FY 17/03 | FY 18/03 | FY 19/03 | FY 20/03 | FY 21/03 | FY 22/03 | FY 23/03 |
|------------------------|----------|----------|----------|----------|----------|----------|----------|
| Return on Assets (ROA) | 16.7 | -0.4 | -16.8 | 9.5 | 25.2 | 16.0 | 20.0 |
| Return on Equity (ROE) | 35.5 | -6.6 | -78.3 | 41.0 | 55.0 | 19.4 | 22.9 |
| Capital adequacy ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 | 46.9 | 45.6 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Drecom



(TSE Code: 3793 / Sector: Information and communication)

Effect of Structural Revamp Surfacing, Awaiting the Release of New Titles

GIR View

■ Highlights

Drecom announced Q2 FY03/2024 results and "Notice of Recording Operating Expenses and Extraordinary Losses" after the close of business on October 26, 2023.

At the time of the Q1 results release, the company announced that it would suspend one of its titles, revise its full-year earnings forecast downward, and place priority on strengthening its business structure. The second quarter results showed signs of a strengthened corporate structure.

Although sales and profits were still down significantly YoY in 1H, the company's mainstay title "ONE PIECE Treasure Cruise" continues to perform well and cost rationalization has progressed, resulting in an increase in sales and profits in the July-September period versus the April-June period.

In the July-September period, the company decided to suspend "GGGGG" and to discontinue development of "Project BEAT," which is still under development. This resulted in new operating expenses and extraordinary losses, but the company maintained its full-year forecasts thanks to the strengthened corporate structure.

"Wizardry Variants Daphne", which is still awaiting release, had a closed beta test in October with approximately 5,000 participants and seems to be getting a good response. There are no other changes in the development pipeline, and "Evil Prince and the Puppet" is

scheduled for release during this fiscal year. Progress in the three areas of publishing, video, and the Web3 is also on track.

The immediate focus is on whether the release of "Wizardry Variants Daphne" will go smoothly by the end of the current fiscal year. We are waiting to see what kind of partners will be brought together to maximize the potential of this title.

■ Overview of the second quarter of the fiscal year ending March 31, 2024

In Q2 (July-September), sales were 2.7 billion yen (-4% YoY), operating income was 463 million yen (-41% YoY), recurring income was 451 million yen (-39% YoY), and net income was 272 million yen (-49% YoY). In Q2, sales and profits decreased YoY. However, both metrics showed positive growth on a QoQ basis.

Earnings were supported by the continued strong performance of the mainstay title "ONE PIECE Treasure Cruise" and effective cost control.

As part of the review of its operations and development portfolio, the company has decided to suspend "GGGGG" and discontinue development of "Project BEAT" currently under development, and has recorded related operating expenses of 9 million yen and an impairment loss of 192 million yen. However, the company has not revised its full-year forecasts at this time.

In addition, the media business, although still in the red, is



at the expected line, and trials toward commercialization are continuing.

■ Key points for the second half of the fiscal year ending March 31, 2024

According to company data, the two titles "Wizardry Variants Daphne" and "Evil Prince and the Puppet" are likely to be released in Q4. Therefore, Q3 is expected to be a normal year for the game business, especially for major titles, with a high progress rate of operating profit towards the full-year forecast. On the other hand, in Q4, costs associated with the release of new titles are expected to precede the contribution to sales.

In light of the above, the following points will be the focus of future attention.

First, will existing game titles remain unmodulated?

Second, will "Wizardry Variants Daphne" be released by the end of the fiscal year as currently envisioned based on the results of the closed beta test? If so, what partners and in what form will it sit with to maximize its potential?

Next, "Evil Prince and the Puppet" has about 120,000 X-followers as of October. Will this game be released during this fiscal year as expected? Also, will there be any changes in the development pipeline for other games?

■ Approaching milestone on the trajectory of scaling up

For the company, the future of "Wizardry," which was trademarked in 2020 and is being developed as its own IP in a multimedia format, is important. The success of the release of "Wizardry Variants Daphne" is, to put it bluntly, the company's destiny. We will continue to pay the greatest attention to the progress of this project.

In the "Wizardry" area, the comic "BLADE & BASTARD 1" was released on October 25. In the blockchain game "Eternal Crypt -Wizardry BC-," a special NFT was sold prior to the game's release in October, and the first release version was launched on October 19. The company appears to be making progress in terms of forming partnerships with key players. While there are many uncertainties regarding the contribution to earnings, it should be noted that the company continues to be aggressive in maximizing "Wizardry" related revenue opportunities.

In the publishing and video domain, progress is also being made, with the launch of a comic book label in addition to a light novel label.

The company continues to aim for annual sales growth of more than 20% and operating profit margin of 15% in the next fiscal year and beyond. As the company's efforts to strengthen its management structure are beginning to bear fruit, it will be interesting to see whether the successful release of "Wizardry Variants Daphne" will be the catalyst for the company's transformation into a comprehensive entertainment company with its own IP at its core.

Financial Data (Consolidated: Quarterly)

Figure 1 Statements of Income

(Millions of yen)

| Accounting period | FY 03/20 | FY 03/21 | FY 03/22 | FY23/03 | | | | | FY24/03 | | | | CE |
|-------------------------|----------|----------|----------|---------|-------|-------|-------|--------|---------|-------|----|----|--------|
| | Q1-Q4 | Q1-Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | |
| Sales | 10,150 | 11,840 | 10,528 | 2,927 | 2,873 | 2,579 | 2,420 | 10,800 | 2,346 | 2,745 | | | 11,500 |
| YoY | -5% | 17% | -11% | 10% | 14% | -11% | -1% | 3% | -20% | -4% | | | 6% |
| Net sales | 2,192 | 3,996 | 3,796 | 1,308 | 1,320 | 1,058 | 870 | 4,558 | 683 | 1,145 | | | |
| YoY | 53% | 82% | -5% | 26% | 38% | 3% | 12% | 20% | -48% | -13% | | | |
| Net sales margin | 21.6% | 33.8% | 36.1% | 44.7% | 45.9% | 41.0% | 36.0% | 42.2% | 29.1% | 41.7% | | | |
| SG&A | 1,575 | 1,944 | 2,205 | 491 | 529 | 565 | 690 | 2,276 | 675 | 681 | | | |
| YoY | -22% | 23% | 13% | -8% | 7% | -1% | 14% | 3% | 37% | 29% | | | |
| Operating income | 617 | 2,052 | 1,591 | 817 | 790 | 492 | 180 | 2,281 | 8 | 463 | | | 500 |
| YoY | - | 233% | -22% | 62% | 71% | 9% | 5% | 43% | -99% | -41% | | | -78% |
| Operating income margin | 6.1% | 17.3% | 15.1% | 27.9% | 27.5% | 19.1% | 7.5% | 21.1% | 0.3% | 16.9% | | | 4.3% |
| Ordinary income | 635 | 2,019 | 1,541 | 810 | 737 | 477 | 167 | 2,192 | 2 | 451 | | | 450 |
| YoY | - | 218% | -24% | 64% | 65% | 9% | 4% | 42% | -100% | -39% | | | -79% |
| Net income | 711 | 1,624 | 807 | 521 | 534 | 110 | -7 | 1,159 | -441 | 272 | | | 0 |
| YoY | - | 128% | -50% | 74% | 72% | -54% | | 44% | | -49% | | | |
| Net income ratio | 7.0% | 13.7% | 7.7% | 17.8% | 18.6% | 4.3% | -0.3% | 10.7% | -18.8% | 9.9% | | | 0.0% |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: CE=Company Estimate.

Figure 2 Per Share Data

(Consolidated)

| Accounting period | FY 03/17 | FY 03/18 | FY 03/19 | FY 03/20 | FY 03/21 | FY 03/22 | FY 03/23 |
|---|----------|----------|----------|----------|----------|----------|----------|
| Total number of shares issued and outstanding (thousand shares) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 | 29,073 | 29,130 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 | 28.3 | 40.7 |
| EPS Adjusted | 29.7 | - | - | 25.0 | 56.9 | 28.3 | 40.6 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.9 | 159.1 | 195.7 |
| DPS | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 5.0 | 5.0 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 3 Cash flows

(Millions of yen)

| Accounting period | FY 03/17 | FY 03/18 | FY 03/19 | FY 03/20 | FY 03/21 | FY 03/22 | FY 03/23 |
|--------------------------------------|----------|----------|----------|----------|----------|----------|----------|
| Depreciation and amortization | 214 | 299 | 462 | 382 | 627 | 537 | 269 |
| Cash flows from operating activities | 846 | -79 | 78 | 691 | 3196 | 1603 | 2666 |
| Cash flows from investing activities | -456 | -1,958 | -123 | -101 | -1140 | -1766 | -2017 |
| Cash flows from financing activities | 1,345 | 2,288 | -271 | -1,188 | 969 | -388 | 659 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 4 Financial Data

(%)

| Accounting period | FY 03/17 | FY 03/18 | FY 03/19 | FY 03/20 | FY 03/21 | FY 03/22 | FY 03/23 |
|------------------------|----------|----------|----------|----------|----------|----------|----------|
| Return on Assets (ROA) | 16.7 | -0.4 | -16.8 | 9.5 | 25.2 | 16.0 | 20.0 |
| Return on Equity (ROE) | 35.5 | -6.6 | -78.3 | 41.0 | 55.0 | 19.4 | 22.9 |
| Capital adequacy ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 | 46.9 | 45.6 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Drecom



(TSE Code: 3793 / Sector: Information and communication)

FY03/2024 First Quarter Result

GIR View

■ Highlights

Drecom announced Q1 FY03/2024 results and revised full-year FY03/2024 forecasts and dividend forecasts after the close of trading on July 27, 2023. Q1 results showed a significant decrease in sales and profit, and the company incurred an extraordinary loss due to the decision to terminate "*DACHIMEN DENSETSU G*", a new title provided by its subsidiary. Considering this, the company revised downward its full-year forecasts: net sales by 3.5 billion yen, operating income by 1.5 billion yen, recurring income by 1.45 billion yen, and net income attributable to owners of the parent (hereinafter "net income") by 1.1 billion yen. The net income forecast is now zero yen, and the dividend forecast has been changed from 5 yen per share to an undetermined amount.

The downward revision was necessitated by the weak performance of existing titles relative to expectations, the slow start of new titles released recently ("*GGGGG*" and "*DACHIMEN DENSETSU G*"), and a more cautious assumption for the next title in development, "*Wizardry Variants Daphne*".

In response to these changes in the environment, the company will focus on reinforcing its business structure this year. The company has decided to concentrate management resources, reduce costs, and seek business partners who collaborate on new titles to be released in the future (joint business), aiming for middle-risk/middle-return profile. This is a shift from the company's previous aggressive management stance, which aimed to maximize

earnings by distributing its own IPs through its own channel.

The new business in media segment is moving forward as had planned.

The poor performance of the most recently released titles and the withdrawal of the dividend forecast are disappointing news. That said, the company's downward revision of its earnings forecast and its declaration of a quick shift to a more defensive management approach are commendable. Going forward, investors need to watch the degree to which the company will be able to revitalize its existing titles and a release date for its next key title "*Wizardry Variants Daphne*", together with its details of the joint project.

■ Overview of the first quarter of the fiscal year ending March 31, 2024

In the first quarter (April-June), sales were 2.3 billion yen (-19.8% YoY), operating profit was 8 million yen (-99% YoY), recurring profit was 2 million yen (-99.7% YoY), and net loss was 440 million yen. Both sales and profits were down compared to the previous quarter.

This is due to lower sales of some existing titles, higher advertising costs associated with the release of new titles, and poor sales of new titles. Three of the 12 titles in operation are underperforming, but the unprofitability of new titles "*GGGGG*" and "*DACHIMEN DENSETSU G*" is particularly noticeable. The company is considering modifications to the former, such as converting it to a blockchain game, while it decided to terminate the latter

and recorded an extraordinary loss of 416 million yen due to impairment.

■ Revision of Corporate Forecast and Dividend Forecast for the Fiscal Year Ending March 31, 2024

Considering the weak Q1 progress, the company has revised its business plan in a prudent manner, particularly with regard to "*Wizardry Variants Daphne*", which is scheduled for release during this fiscal year. The company will conduct a second round of its user test around fall 2023 and evaluate the results before launching the game. The timing of the launch will also be pushed back from the previous plan.

As a result, the company revised its full-year sales forecast downward by 3.5 billion yen to 11.5 billion yen, mainly due to the revision of the contribution from new titles from the initial forecast of approximately 4.9 billion yen to approximately 1.8 billion yen. Partially offsetting the lower sales forecast were cost reductions in advertising and R&D (approx. 400 million yen each), resulting in an operating profit forecast of 500 million yen (revised downward by 1.5 billion yen), recurring profit forecast of 450 million yen (revised downward by 1.45 billion yen), and net income attributable to owners of the parent of zero yen (revised downward by 1.1 billion yen). The annual dividend forecast was changed from 5 yen per share to undecided.

"*Evil Prince and the Puppet*" will be released during this fiscal year, as previously planned. However, it will not contribute to earnings until the next fiscal year or later. In new business areas such as publishing, video, and Web3, the company plans to continue its main projects, including the launch of a comic/webtoon label and preparations for the release of "*Eternal Crypt - Wizardry*

BC-".

The company expects Q2 sales to be higher than in Q1, partly because one title distributed by another company will be changed to in-house distribution, and operating profit is expected to improve from Q1 due to cost reductions (according to the company's financial results briefing material).

■ A year of strengthening its business structure

The company continues to aim for annual sales growth of 20% or more and an operating margin of 15% in the next fiscal year and beyond. However, in light of the current challenging performance trends, the company intends to focus on strengthening its business structure during the current fiscal year.

This includes not only reviewing development and investment plans, reducing costs, and strengthening the profitability of existing businesses, but also selecting the most appropriate partners for each new title project and accepting investment in the form of joint venture. This is likely to improve the probability of success in launching new titles while reducing cost burden, resulting in a medium risk/medium return business profile. This is a shift from the company's previous policy of risk-taking by acquiring and distributing its own titles, but it is a swift and sensible decision given the current situation in which both two new in-house titles have fallen short of expectations. The company keeps aiming at acquiring and nurturing in-house IPs as much as appropriate over mid-term horizon.



■ Future Highlights

The first point to watch going forward will be the results of the leverage of existing titles and the early realization of the effects of cost reductions.

The more important point this fiscal year is the release of "*Wizardry Variants Daphne*". It is time to take a hard look at whether the second user test will yield satisfactory results and set a definite release date. Partners of its joint venture and the associated economic conditions are also critical.

Financial Data (Consolidated: Quarterly)

Figure 1 Statements of Income

(Millions of yen)

| Accounting period | FY 03/20 | FY 03/21 | FY 03/22 | FY03/23 | | | | | FY03/24 | | | | |
|-------------------------|----------|----------|----------|---------|-------|-------|-------|--------|---------|----|----|----|--------|
| | Q1-Q4 | Q1-Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | CE |
| Sales | 10,150 | 11,841 | 10,528 | 2,927 | 2,873 | 2,579 | 2,420 | 10,800 | 2,346 | | | | 11,500 |
| YoY | -5% | 17% | -11% | 10% | 14% | -11% | -1% | 3% | -20% | | | | 6% |
| Net sales | 2,192 | 3,997 | 3,797 | 1,308 | 1,321 | 1,058 | 871 | 4,558 | 684 | | | | |
| YoY | 53% | 82% | -5% | 26% | 38% | 3% | 12% | 20% | -48% | | | | |
| Net sales margin | 21.6% | 33.8% | 36.1% | 44.7% | 46.0% | 41.0% | 36.0% | 42.2% | 29.1% | | | | |
| SG&A | 1,575 | 1,944 | 2,205 | 491 | 530 | 566 | 690 | 2,277 | 675 | | | | |
| YoY | -22% | 23% | 13% | -8% | 7% | -1% | 14% | 3% | 37% | | | | |
| Operating income | 617 | 2,053 | 1,591 | 817 | 790 | 492 | 180 | 2,281 | 8 | | | | 500 |
| YoY | - | 233% | -22% | 62% | 71% | 9% | 5% | 43% | -99% | | | | -78% |
| Operating income margin | 6.1% | 17.3% | 15.1% | 27.9% | 27.5% | 19.1% | 7.5% | 21.1% | 0.4% | | | | 4.3% |
| Ordinary income | 636 | 2,019 | 1,541 | 810 | 737 | 477 | 167 | 2,192 | 2 | | | | 450 |
| YoY | - | 218% | -24% | 64% | 65% | 9% | 4% | 42% | -100% | | | | -79% |
| Net income | 711 | 1,625 | 807 | 521 | 534 | 110 | -7 | 1,159 | -442 | | | | 0 |
| YoY | - | 128% | -50% | 74% | 72% | -54% | | 44% | | | | | |
| Net Income Ratio | 7.0% | 13.7% | 7.7% | 17.8% | 18.6% | 4.3% | -0.3% | 10.7% | -18.8% | | | | 0.0% |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: CE=Company Estimate. Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 2 Per Share Data

(Consolidated)

| Accounting period | FY 03/17 | FY 03/18 | FY 03/19 | FY 03/20 | FY 03/21 | FY 03/22 | FY03/23 |
|---|----------|----------|----------|----------|----------|----------|---------|
| Total number of shares issued and outstanding (thousand shares) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 | 29,073 | 29,130 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 | 28.3 | 40.7 |
| EPS Adjusted | 29.7 | - | - | 25.0 | 56.9 | 28.3 | 40.6 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.9 | 159.1 | 195.7 |
| DPS | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 5.0 | 5.0 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 3 Cash flows

(Millions of yen)

| Accounting period | FY 03/17 | FY 03/18 | FY 03/19 | FY 03/20 | FY 03/21 | FY 03/22 | FY03/23 |
|--------------------------------------|----------|----------|----------|----------|----------|----------|---------|
| Depreciation and amortization | 214 | 299 | 462 | 382 | 627 | 537 | 269 |
| Cash flows from operating activities | 846 | -79 | 78 | 691 | 3196 | 1603 | 2666 |
| Cash flows from investing activities | -456 | -1,958 | -123 | -101 | -1140 | -1766 | -2017 |
| Cash flows from financing activities | 1,345 | 2,288 | -271 | -1,188 | 969 | -388 | 659 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.

Figure 4 Financial Data

(%)

| Accounting period | FY 03/17 | FY 03/18 | FY 03/19 | FY 03/20 | FY 03/21 | FY 03/22 | FY03/23 |
|------------------------|----------|----------|----------|----------|----------|----------|---------|
| Return on Assets (ROA) | 16.7 | -0.4 | -16.8 | 9.5 | 25.2 | 16.0 | 20.0 |
| Return on Equity (ROE) | 35.5 | -6.6 | -78.3 | 41.0 | 55.0 | 19.4 | 22.9 |
| Capital adequacy ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 | 46.9 | 45.6 |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Global IR, Inc.



Integrity & Sustainability

May 12, 2023

Sector: Information and communication

Drecom (3793)

FY03/2023 Fourth Quarter Financial Results
January 1 – March 31, 2023

GIR Earnings View



DRECOM
with entertainment

Summary of financial result
for the fourth quarter,
FY2023

- The company announced Q4 FY03/23 results and full-year FY03/24 forecasts after the close of trading on May 11, 2023. The sales and profits exceeded the latest forecast that the company revised in the Q3 results announcement.
- Thanks to the strong performance of the mainstay IP title *ONE PIECE Treasure Cruise*, full-year sales were 10.8 billion yen (+3% YoY), operating income was 2.28 billion yen (+43% YoY), recurring income was 2.19 billion yen (+42% YoY), and net income attributable to owners of the parent was 1.16 billion yen (+44% YoY). Operating income and ordinary income reached record highs.
- In the fourth quarter (January-March), sales were 2.4 billion yen (-1% YoY), operating income was 180 million yen (+5% YoY), recurring income was 170 million yen (+4% YoY), and net income attributable to shareholders of the parent company was a loss of 7 million yen. The company's profit was up YoY, despite the high expenses that usually occur in the current quarter.
- The company initially planned to release three new in-house distributed game titles in the fiscal year, whose release dates were changed when it announced results. Of these, GGGGG was released at the end of March.
- Considering the profit/loss of each of the 11 titles in operation, the disclosure materials indicate that the company is steadily generating profits except for the latest title mentioned above. The annual dividend per share remains 5 yen per share.

- The company disclosed its full-year forecast for the fiscal year ending March 31, 2024. No interim forecast was disclosed.
- This is an increase in sales and a decrease in profit forecast. Specifically, the company forecasts full-year sales of 15 billion yen (+39% YoY), operating income of 2 billion yen (-12% YoY), recurring income of 1.9 billion yen (-13% YoY), and net income attributable to shareholders of the parent company of 1.1 billion yen (-5% YoY).
- The contributors to the sales growth forecast are (1) the lifecycle management of solid titles in operation for an extended period and (2) the release of the long-awaited new in-house distributed game titles. Of these new titles, *DACHIMEN DENSETSU G* developed by subsidiary Studiorex is scheduled for release in May, following the already released GGGGG.

Company forecast for year
ending March 31, 2024

2

GIR Earnings View (cont.)

- The remaining new title, *Wizardry Variants Daphne* , will be released at a suitable time during the fiscal year. Although the company does not disclose the size of sales of each new title, we believe that the contribution of this title is noteworthy.
- Regarding the decrease in operating income, key factors are: (1) the increase in variable and fixed costs associated with the full-scale launch of new titles of games distributed by the company, and (2) the increase in upfront investment and R&D for new businesses such as publishing, video, and Web3, which are expected to grow continuously in the medium term.
- We believe that the company's plan for higher sales and lower profits should not necessarily be unfavorable, as it is natural for a growing company to allocate top-line growth to investments for sustained growth.

Company forecast for year
ending March 31, 2024
(cont.)

3

Outlook
for the first quarter of
the fiscal year ending
March 31, 2024

- The company does not disclose quarterly company forecasts, but its IR materials show outlook for the first quarter.
- This quarter's sales and operating income are likely to be lower than usual as a percentage of the full-year forecast, due to the start-up cost of *GGGGG* and *DACHIMEN DENSETSU G* and the increase in costs related to new businesses. This is different from previous years.
- In particular, it should be noted that the first quarter profit figures in the previous fiscal year were strong, setting tough year-over-year comparison.
- However, we would like to think that such advance guidance will reduce the risk of major turmoil in the stock market.



GIR Earnings View (cont.)

- The first is the release date and revenue potential of new titles, particularly *Wizardry Variants Daphne*. The title has been released in beta and is in the finishing stages. Whether or not this will be a competitive title and lead to revenue traction will be the biggest focus of this fiscal year.
- Second is the progress of new business. Now that the light novel label is on track, the company plans to launch a comic/webtoon label next. It will be very interesting to see if this will be a success and open up prospects for further visualization and game production. We also look forward to the acquisition of knowledge and results in the search for Web3-related commercialization.
- Third is the development and release of future game titles. In particular, *Evil Prince and the Puppet* is scheduled for release by the end of the fiscal year.
- Fourth is risk management. In this regard, if the release schedule of a significant game title distributed by the company were to change, or if the response after release were to deviate from expectations, would the company be able to strike a balance between revenue management and development and continue its growth strategy? We will also draw attention and have high expectations for the company in risk management competency, including dialogue with the stock market participants.

Future highlights

4

5

Summary

- In this new fiscal year ending March 2024, the market will finally see if the company will monetize its three new in-house distributed game titles. The first key point is whether the company can achieve solid sales growth in line with its forecast.
- If the monetization goes smoothly, the company will gain business experience and a financial foothold that would help push itself from a mobile game company to a diversified entertainment company with original IPs and media mix capability. Another important point is whether the business potential of the new business can be further visualized.
- If this scenario becomes more compelling, we would like to think that the stock market would look beyond the company's forecast of higher sales and lower profits.



Financial Data (Consolidated: Quarterly)

| Statements of Income | | | | | | | | | | | | | (Millions of yen) |
|-------------------------|---------------|---------------|-----------|--------|--------|---------|--------|-----------|-------|--------|-------|--------|-------------------|
| Accounting period | FY 03/2020 | FY 03/2021 | FY03/2022 | | | | | FY03/2023 | | | | | FY 03/24 |
| | Q1-Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | Q1-Q4 | CE |
| Sales | 10,150 | 11,841 | 2,661 | 2,523 | 2,893 | 2,450 | 10,528 | 2,927 | 2,873 | 2,579 | 2,420 | 10,800 | 15,000 |
| YoY | -5.0% | 17.0% | -19.0% | -12.0% | -3.0% | -9.0% | -11.0% | 10.0% | 14.0% | -11.0% | -1.0% | 3.0% | 39.0% |
| Net sales | 2,192 | 3,997 | 1,040 | 957 | 1,023 | 776 | 3,797 | 1,308 | 1,321 | 1,058 | 871 | 4,558 | - |
| YoY | 53.0% | 82.0% | -3.0% | 8.0% | -9.0% | -16.0% | -5.0% | 26.0% | 38.0% | 3.0% | 12.0% | 20.0% | - |
| Net sales margin | 21.6 | 33.8 | 39.1% | 38.0% | 35.4% | 31.7 | 36.1% | 44.7% | 46.0% | 41.0% | 36.0% | 42.2% | - |
| SG&A | 1,575 | 1,944 | 536 | 494 | 570 | 605 | 2,205 | 491 | 530 | 566 | 690 | 2,277 | - |
| YoY | -22.0% | 23.0% | 21.0% | 7.0% | 17.0% | 10.0% | 13.0% | -8.0% | 7.0% | -1.0% | 14.0% | 3.0% | - |
| Operating income | 617 | 2,053 | 504 | 463 | 452 | 171 | 1,591 | 817 | 790 | 492 | 180 | 2,281 | 2,000 |
| YoY | - | 233.0% | -19.0% | 8.0% | -28.0% | -54.0% | -22.0% | 62.0% | 71.0% | 9.0% | 5.0% | 43.0% | -12.0% |
| Operating income margin | 6.1% | 17.3% | 18.9% | 18.4% | 15.6% | 7.0% | 15.1% | 27.9% | 27.5% | 19.1% | 7.5% | 21.1% | 13.3% |
| Ordinary income | 636 | 2,019 | 492 | 448 | 439 | 160 | 1,541 | 810 | 737 | 477 | 167 | 2,192 | 1,900 |
| YoY | - | 218.0% | -19.0% | 6.0% | -29.0% | -56.0% | -24.0% | 64.0% | 65.0% | 9.0% | 4.0% | 42.0% | -13.0% |
| Net income | 711 | 1,625 | 300 | 311 | 241 | -45 | 807 | 521 | 534 | 110 | -7 | 1,159 | 1,100 |
| YoY | - | 128.0% | -36.0% | -13.0% | -49.0% | -114.0% | -50.0% | 74.0% | 72.0% | -54.0% | - | 44.0% | -5.0% |
| Net Income Ratio | 7.0% | 13.7% | 11.3% | 12.3% | 8.3% | -1.8% | 7.7% | 17.8% | 18.6% | 4.3% | -0.3% | 10.7% | 7.3% |

Source: Prepared by Global IR, Inc. based on company securities reports and company IR materials.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Globl IR, Inc

Financial Data (Consolidated: Full Year)

| Per Share Data | | | | | | | | (Consolidated) |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------------|
| accounting period | FY03/2017 | FY03/2018 | FY03/2019 | FY03/2020 | FY03/2021 | FY03/2022 | FY03/2023 | |
| Total number of shares issued and outstanding (thousand shares) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 | 29,073 | 29,130 | |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 | 28.3 | 40.6 | |
| EPS Adjusted | 29.7 | - | - | 25.0 | 56.9 | 28.3 | 40.6 | |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.9 | 159.1 | 195.7 | |
| DPS | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 5.0 | 5.0 | |

| Cash flows | | | | | | | | (Millions of yen) |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------------|
| accounting period | FY03/2017 | FY03/2018 | FY03/2019 | FY03/2020 | FY03/2021 | FY03/2022 | FY03/2023 | |
| Depreciation and amortization | 214 | 299 | 462 | 382 | 627 | 537 | 269 | |
| Cash flows from operating activities | 846 | -79 | 78 | 691 | 3196 | 1603 | 2666 | |
| Cash flows from investing activities | -456 | -1,958 | -123 | -101 | -1140 | -1766 | -2017 | |
| Cash flows from financing activities | 1,345 | 2,288 | -271 | -1,188 | 969 | -388 | 659 | |

| Financial Data | | | | | | | | (%) |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----|
| accounting period | FY03/2017 | FY03/2018 | FY03/2019 | FY03/2020 | FY03/2021 | FY03/2022 | FY03/2023 | |
| Return on Assets (ROA) | 16.7 | -0.4 | -16.8 | 9.5 | 25.2 | 16.0 | 20.0 | |
| Return on Equity (ROE) | 35.5 | -6.6 | -78.3 | 41.0 | 55.0 | 19.4 | 22.9 | |
| Capital adequacy ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 | 46.9 | 45.6 | |

Source: Prepared by Global IR, Inc. based on company securities reports.

Note: Rounded to the nearest million yen, rounded to one decimal place *Calculated by Globl IR, Inc.



Integrity & Sustainability

January 31, 2023

Sector: Information and Communication

Drecom (3793)

FY 3/2023 Third Quarter Result
October 1 – December 31, 2022

GIR Earnings View

1



DRECOM
with entertainment

Summary of Financial Result
for
the Nine Months Ended,
December 31, 2022

- After the close of business on January 30, 2023, the company announced Q3 FY03/2023 results and revised full-year forecasts (see below).
- In the third quarter (October-December), sales declined 11% YoY to 2.58 billion yen, while operating income rose 9% YoY to 492 million yen. Although sales growth was somewhat sluggish, operating income increased steadily due to an improved sales mix, especially for mainstay titles.
- On the other hand, net income attributable to shareholders of the parent company was 110 million yen, down 54% YoY. This was due to a partial impairment loss on software assets related to one title in operation.
- The IP title *One Piece Treasure Cruise* has been performing well since Q1 of this fiscal year, but appears to have settled down in Q3. However, of the 11 game titles in operation, including this title, 10 titles are steadily posting profits, and the loss from one unprofitable title appears to be minimal. As a result, it can be said that the company has generally been accumulating operating and ordinary income at a cruising speed.

- The company has now revised its full-year forecasts. Sales and net income were revised downward, while operating income and ordinary income were revised upward.
- The revision was due to the change in the planned release of three in-house distributed game titles from this fiscal year to next, strong performance of mainstay IP titles on the whole, and the implementation of impairment losses in the third quarter.
- Full-year sales were revised downward by 2.3 billion yen from 13 billion yen to 10.7 billion yen. The main reason for the downward revision was a change in the release dates of three new titles.
- Operating income was revised upward by ¥200 million, from ¥2 billion to ¥2.2 billion. This is due to the generally strong performance of existing titles and a decrease in R&D expenses compared to the previous forecast, although the contribution to profit from three new titles is excluded. Ordinary income was also increased by 200 million yen.
- Net income attributable to the parent company decreased by 100 million yen from 1.2 billion yen to 1.1 billion yen. The decrease was due to impairment losses incurred in the third quarter, despite the increase in ordinary income.
- After the revision, the company still expects to increase both sales and income year-on-year, and the forecast for the annual dividend (year-end dividend) of 5 yen per share remains unchanged.

Revision of Full-Year
Earnings Forecast

2



GIR Earnings View (cont.)

- The outlook for the fourth quarter (January-March) is slightly weaker in light of the revised full-year forecast.
- Sales will be at 2.32 billion yen, down 5% YoY; operating income to be 99 million yen, down 42% YoY; and net income attributable to owners of the parent at 66 million yen loss, compared to a loss of 45 million yen in Q4 FY03/2022.
- We believe this is a generally reasonable assumption, mainly due to the fact that the fourth quarter has fewer events for mainstay titles and sales are calmer than other quarters, and that R&D expenses are to increase compared to the same period last year.
- Next, we will inspect the status of the three in-house distributed game titles whose releases were postponed.
- First, *GGGGG* is undergoing an open beta test in Japan in January 2023 to check its progress. 2023 (next fiscal year) release is scheduled.
- Second, *Wizardry Variants Daphne* is scheduled for market testing by the end of March 2023, which is also making progress. This one is also scheduled for release in 2023 (next fiscal year).
- Third, *Unannounced Title* (developed by studiorex) had its release date postponed, although no specific information was announced.
- These were followed by the disclosure of two titles scheduled for release in 2023. One is the mobile game *Evil Prince and the Puppet* and the other is *Tokyo Stories* for PC and consoles.

3

Outlook for
the fourth quarter
FY2023

New Business Progress

4

- New businesses show steady progress.
- In the publishing business among new businesses, the light novel label "DRE Novels" has been published monthly since October 2022. Of these, *BLADE & BASTARD –Ashes are Warm, Labyrinths are Dark-* was published in December, and the response was so strong that a reprint was decided. In February, *Troubles with exorcist daughter Nicola* will be published, which won the Drecom Media Grand Prix "Gold Prize".
- Rooot, a Twitter-based fan community promotion service, continues to expand steadily.
- The search for commercialization in the Web3 area is also continuing.



- The company revised its full-year results in this earnings announcement. Although the release of three in-house distributed games have been postponed to the next fiscal year, the company is likely to achieve high profit margins and profitability this fiscal year, supported by the strong performance of its mainstay IP titles.
- Needless to say, the key to next fiscal year's performance will be the monetization of the three new game titles, which have been delayed. If this goes well, it will become more realistic for the company to deliver sustainable top line growth of +20% or more together with a 15% operating margin, supported by improved visibility of subsequent game pipeline and smooth ramp-up of new businesses. The company's corporate value is expected to reach an important turning point, and will likely attract increased attention.

5

Summary

Financial Data (Consolidated: Quarterly)

| Statements of Income (Millions of yen) | | | | | | | | | | | | | |
|--|------------|------------|------------|-------|-------|-------|--------|------------|-------|-------|-------|-------------|-------------|
| Accounting period | FY 03/2020 | FY 03/2021 | FY 03/2022 | | | | | FY 03/2023 | | | | | |
| | Q1-Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4CE | Old Q1-Q4CE | New Q1-Q4CE |
| Sales | 10,150 | 11,841 | 2,661 | 2,523 | 2,893 | 2,450 | 10,528 | 2,927 | 2,873 | 2,579 | 2,319 | 13,000 | 10,700 |
| YoY | -5% | 17% | -19% | -12% | -3% | -9% | -11% | 10% | 14% | -11% | -5% | 23% | 2% |
| Gross Profit | 2,192 | 3,997 | 1,040 | 957 | 1,023 | 776 | 3,797 | 1,308 | 1,321 | 1,058 | | | |
| YoY | 53% | 82% | -3% | 8% | -9% | -16% | -5% | 26% | 38% | 3% | | | |
| Gross Profit Margin | 21.6% | 33.8% | 39.1% | 38.0% | 35.4% | 31.7% | 36.1% | 44.7% | 46.0% | 41.0% | | | |
| SG&A | 1,575 | 1,944 | 536 | 494 | 570 | 605 | 2,205 | 491 | 530 | 566 | | | |
| YoY | -22% | 23% | 21% | 7% | 17% | 10% | 13% | -8% | 7% | -1% | | | |
| Operating income | 617 | 2,053 | 504 | 463 | 452 | 171 | 1,591 | 817 | 790 | 492 | 99 | 2,000 | 2,200 |
| YoY | - | 233% | -19% | 8% | -28% | -54% | -22% | 62% | 71% | 9% | -42% | 26% | 38% |
| Operating income margin | 6.1% | 17.3% | 18.9% | 18.4% | 15.6% | 7.0% | 15.1% | 27.9% | 27.5% | 19.1% | 4.3% | 15.4% | 20.6% |
| Ordinary income | 636 | 2,019 | 492 | 448 | 439 | 160 | 1,541 | 810 | 737 | 477 | 74 | 1,900 | 2,100 |
| YoY | - | 218% | -19% | 6% | -29% | -56% | -24% | 64% | 65% | 9% | -54% | 23% | 36% |
| Net income | 711 | 1,625 | 300 | 311 | 241 | -45 | 807 | 521 | 534 | 110 | -66 | 1,200 | 1,100 |
| YoY | - | 128% | -36% | -13% | -49% | -114% | -50% | 74% | 72% | -54% | | 49% | 36% |
| Net income margin | 7.0% | 13.7% | 11.3% | 12.3% | 8.3% | -1.8% | 7.7% | 17.8% | 18.6% | 4.3% | -2.8% | 9.2% | 10.3% |

Source: Global IR, Inc. based on company securities reports and company IR materials.



Financial Data (Consolidated: Full Year)

| Per Share Data | | | | | | (Consolidated) |
|---|-----------|-----------|-----------|-----------|-----------|----------------|
| Year Ending | FY 3/2017 | FY 3/2018 | FY 3/2019 | FY 3/2020 | FY 3/2021 | FY 3/2022 |
| Total number of shares issued and outstanding (thousand shares) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 | 29,073 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 | 28.3 |
| EPS Adjusted | 29.7 | - | - | 25.0 | 56.9 | 28.3 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.9 | 159.1 |
| DPS | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 5.0 |

| Cash flows from operating activities | | | | | | (Millions of yen) |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|
| Year Ending | FY 3/2017 | FY 3/2018 | FY 3/2019 | FY 3/2020 | FY 3/2021 | FY 3/2022 |
| Depreciation and amortization | 214 | 299 | 462 | 382 | 627 | 537 |
| Cash flows from operating activities | 846 | -79 | 78 | 691 | 3196 | 1603 |
| Cash flows from investing activities | -456 | -1,958 | -123 | -101 | -1140 | -1766 |
| Cash flows from financing activities | 1,345 | 2,288 | -271 | -1,188 | 969 | -388 |

| Financial Data | | | | | | (%) |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Year Ending | FY 3/2017 | FY 3/2018 | FY 3/2019 | FY 3/2020 | FY 3/2021 | FY 3/2022 |
| Return on Assets (ROA) | 16.7 | -0.4 | -16.8 | 9.5 | 25.2 | 16.0 |
| Return on Equity (ROE) | 35.5 | -6.6 | -78.3 | 41.0 | 55.0 | 19.4 |
| Equity Ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 | 46.9 |

Source: Prepared by Global IR, Inc. based on company securities reports

Note: Rounded to the nearest million yen, rounded to one decimal place * Calculated by Global IR, Inc.

Drecom (3793)

FY 3/2023 Second Quarter Result
July 1st – September 30, 2022

GIR Earnings View



- After the close of trading on October 27, 2022, the company announced its financial results for the second quarter of the fiscal year ending March 31, 2023, which were favorable.
- In the Q2 (July-September), sales increased 13.9% YoY to 2.87 billion yen and operating income increased 70.7% YoY to 790 million yen, continuing the strong performance of the first quarter. As a result, 1H operating income, recurring profit, and net income attributable to shareholders of the parent company all reached record highs on a 1H basis.
- The IP title *ONE PIECE Treasure Cruise* appears to continue to drive companywide earnings. Following the global anniversary events held in Q1, timely release of the movie “ONE PIECE FILM RED” in August, contributed to the company's Q2 performance. Of the 11 game titles in operation, nine have steadily posted profits, and two unprofitable titles have posted only small losses. In contrast to this strong performance of the game business, the media business has been losing money despite an increase in revenue. However, this is a business under development, and its financial impact on the entire company was extremely limited.
- Next, looking at the percentage of progress toward the company's initial full-year forecasts, the profit side is particularly making a remarkable headway. Operating income, recurring income, and net income attributable to owners of the parent are 80.4%, 81.5%, and 88.1%, respectively. The sales progress rate was only 44.6%, but this was due to the fact that the company had factored in the effect of launching three in-house distributed game titles that will post gross sales in the second half of the fiscal year. The company did not disclose its 1H forecasts, but it is highly likely that they exceeded the company's internal plan.

Summary of Financial Result
for
the Six Months Ended,
September 2022

- Despite extremely strong advancement on the profit front, the company maintained its full-year forecasts.
- First, in terms of sales, the company expects that the strong performance of existing games will continue to a certain extent in the second half of the fiscal year. However, the company decided not to revise its full-year sales forecast at this time because the launch of some of the three in-house distributed titles had been pushed back by about three months from its previous forecast.

Forecasts for
the 3Q and beyond
for the year ending,
March 31, 2023



GIR Earnings View (cont.)

- In terms of profits, the company expects to sufficiently spend advertising and promotional expenses when launching the new titles, while associated revenue would be smaller than originally expected due the delay. Together with steady profits from existing games expected in the second half, the company has decided not to change its full-year profit forecast at this time.
- While the company left its full-year forecast unchanged in spite of the remarkable progress in first-half profits, we think this decision is reasonable and take it as positive news. Two points.
- First, according to the company's explanation, the delay in launching new game titles results from product quality improvement, so this should be regarded as positive. It is inferred that there are no negative events occurring with neither existing games nor with new projects.
- Second, we believe that by releasing the new titles with higher perfection while there is a tailwind from the existing game titles, chances are better for them to become the next earnings pillars, generating sustained profit growth from this fiscal year to the next.
- Regarding the new titles, GGGGG is scheduled to be released during 2022 according to the company's press release dated September 20, 2022. The reservations have begun in the app store. Another title, *Wizardry Variants Daphne*, is also scheduled for release by the end of March 2023, according to the company's press release of October 26, 2022.

Forecasts for
the 3Q and beyond
for the year ending,
March 31, 2023
(cont.)

3

New Game Titles and New Business Progress

- Steady progress can be seen in all areas.
- First, in terms of new game titles, three titles are in full development for release during FY03/2024.
- Second, in the publishing business, the company received over 2,000 submissions for the "Drecom Media Grand Prix," a novelist award, and it awarded one gold and three silver prizes. These novels will be developed into books, comic books, webtoons, voice dramas, and other formats in 2023 and beyond. In addition, the light novel label "DRE Novels" launched three new titles on October 7. A total of nine works are scheduled to be published by the end of this year, and comic book adaptations are also planned. In addition, a collaboration with Korean company Contents Lab. Blue has been decided in order to promote webtoon.



New Game Titles and New Business Progress (cont.)

- In addition, "Rooot," a Twitter-based fan community promotion service, continues to grow steadily, and the company is also making progress in its search for commercialization in the Web3 domain.

- The company's Q2 and 1H results have been strong, driven by existing game titles.
- It should be noted that the launch of three new games is delayed and that the full-year guidance was not revised. That said, we would like to note that these new titles would deliver steady earnings growth towards the next fiscal year and beyond, if they are completed to a high degree of perfection and launched during the current fiscal year.
- At the Q3 announcement, we would like to monitor whether the current year's earnings momentum does not change and the new games are in good shape to drive solid profits going forward.

Summary

4

Financial Data (Consolidated: Quarterly)

| Statements of Income | | | | | | | | | | (Millions of yen) |
|-------------------------|---------------|-----------|-----------|--------|--------|---------|-----------|-------|-------|-------------------|
| Year Ending | FY03/2020 | FY03/2021 | FY03/2022 | | | | FY03/2023 | | | |
| | Q1-Q4 | Q1-Q4 | Q1 | Q2 | Q3 | Q4 | Q1-Q4 | Q1 | Q2 | Q1-Q4 CE |
| Accounting Standard | Japanese GAAP | | | | | | | | | |
| Sales | 10,150 | 11,841 | 2,661 | 2,524 | 2,893 | 2,450 | 10,529 | 2,927 | 2,873 | 13,000 |
| YoY | -5.3% | 16.7% | -19.4% | -12.4% | -2.6% | -8.7% | -11.1% | 10.0% | 13.9% | 23.5% |
| Gross Profit | 2,192 | 3,997 | 1,040 | 957 | 1,023 | 776 | 3,797 | 1,308 | 1,321 | - |
| YoY | 52.9% | 82.3% | -2.5% | 7.7% | -8.7% | -15.7% | -5.0% | 25.8% | 37.9% | - |
| Gross Profit Margin | 21.6% | 33.8% | 39.1% | 37.9% | 35.4% | 31.7% | 36.1% | 44.7% | 46.0% | - |
| SG&A | 1,575 | 1,944 | 536 | 494 | 570 | 605 | 2,205 | 491 | 530 | - |
| YoY | -21.7% | 23.4% | 20.9% | 7.2% | 16.8% | 9.6% | 13.4% | -8.4% | 7.2% | - |
| Operating income | 617 | 2,053 | 504 | 463 | 453 | 171 | 1,591 | 817 | 791 | 2,000 |
| YoY | - | 232.7% | -19.2% | 8.1% | -28.4% | -53.6% | -22.5% | 62.1% | 70.7% | 25.7% |
| Operating income margin | 6.1% | 17.3% | 18.9% | 18.4% | 15.6% | 7.0% | 15.1% | 27.9% | 27.5% | 15.4% |
| Ordinary income | 636 | 2,019 | 492 | 449 | 440 | 161 | 1,542 | 811 | 737 | 1,900 |
| YoY | - | 217.5% | -19.1% | 6.1% | -29.3% | -56.0% | -23.6% | 64.6% | 64.2% | 23.2% |
| Net income | 711 | 1,625 | 301 | 311 | 241 | -46 | 807 | 522 | 535 | 1,200 |
| YoY | - | 128.4% | -35.6% | -13.3% | -49.0% | -114.1% | -50.3% | 73.5% | 71.8% | 48.6% |
| Net income margin | 7.0% | 13.7% | 11.3% | 12.3% | 8.3% | -1.9% | 7.7% | 17.8% | 18.6% | 9.2% |

Source: Global IR, Inc. based on company's annual securities report

Note: CE=Company Estimate. Rounded under JPY mn. Rounded to one decimal place. *Calculated by Global IR, Inc.



Financial Data (Consolidated: Full Year)

| Per Share Data | | | | | | (Consolidated) |
|---|-----------|-----------|-----------|-----------|-----------|----------------|
| Year Ending | FY 3/2017 | FY 3/2018 | FY 3/2019 | FY 3/2020 | FY 3/2021 | FY 3/2022 |
| Total number of shares issued and outstanding (thousand shares) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 | 29,073 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 | 28.3 |
| EPS Adjusted | 29.7 | - | - | 25.0 | 56.9 | 28.3 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.9 | 159.1 |
| DPS | 0 | 0 | 0 | 0 | 0 | 5 |

| Cash flows from operating activities | | | | | | (Millions of yen) |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|
| Year Ending | FY 3/2017 | FY 3/2018 | FY 3/2019 | FY 3/2020 | FY 3/2021 | FY 3/2022 |
| Depreciation and amortization | 214 | 299 | 462 | 382 | 626 | 537 |
| Cash flows from operating activities | 846 | -79 | 78 | 691 | 3,196 | 1,603 |
| Cash flows from investing activities | -456 | -1,958 | -123 | -101 | -1,140 | -1,766 |
| Cash flows from financing activities | 1,345 | 2,288 | -271 | -1,188 | 968 | -388 |

| Financial Data | | | | | | (%) |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Year Ending | FY 3/2017 | FY 3/2018 | FY 3/2019 | FY 3/2020 | FY 3/2021 | FY 3/2022 |
| Return on Assets (ROA) | 16.7 | -0.4 | -16.8 | 9.5 | 25.2 | 16.0 |
| Return on Equity (ROE) | 35.5 | -6.6 | -78.2 | 41.0 | 55.0 | 19.4 |
| Equity Ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 | 46.9 |

Source: Prepared by Global IR, Inc. based on company securities reports

Note: Rounded to the nearest million yen, rounded to one decimal place * Calculated by Global IR, Inc.



Integrity & Sustainability

July 29, 2022

Sector: IT/Telecom

Drecom (3793)

FY 2022 First Quarter Result
Apr 2022 - Jun 2022

GIR Earnings View

1



DRECOM
with entertainment

Summary of Financial
Result for
the Three Months Ended,
June 2022

- The company announced Q1 FY2022 results after the close of trading on July 28, 2022. Q1 sales were 2.93 billion yen, up 10.0% YoY, and operating profit was 817 million yen, up 62.1% YoY, a strong start.
- The anniversary event of the IP title *ONE PIECE Treasure Cruise*, which marked its 8th anniversary, was a success, mainly due to the globally unified content distribution schedule. Other long-term operational titles also made a stable contribution to earnings.
- Sales and operating profit were 22.5% and 40.9% of the company's full-year forecasts, respectively. Slightly low sales progress rate was expected, as three new titles, including *Wizardry VA* (tentative), are scheduled for the release in second half of the fiscal year. Operating profit may have exceeded the company's forecast due to the increased revenues from the anniversary event, but the company maintained its full-year forecast due to accelerated R&D investment in new businesses and the need to assess the status of new releases, which are more likely to occur in the second half of the fiscal year.

- No new releases or major events are planned for Q2 (July-September), but the company expects stable sales from titles under operation. Profits, however, may be slightly below the previous year's level due to accelerated R&D investments in new businesses such as the publishing business and the Web3 domain.
- Since the three new titles to be introduced in the second half of the fiscal year will be appropriated as gross sales, sales are expected to increase significantly after their release. The development of additional features for some of the titles is expected to be slightly pushed back from the scheduled release dates, however the expected contribution to earnings from 2H remains unchanged from the beginning of the term.

Forecasts for
the 2Q and beyond
for the year ending,
March 31, 2023

2



GIR Earnings View(cont.)

3

New Business Progress

- The company's mid-term goal is to become a "comprehensive entertainment company that provides a wide variety of digital entertainment content globally with focus on IP."
- In the publishing business, the "Drecom Media Award," a novel contest for newcomers, has attracted approximately 2,000 entries, and although it is a new business, it is already attracting a high level of attention. The company plans to publish more than 10 new titles in the second half of the fiscal year and beyond.
- "Rooot," a Twitter-based fan community promotion service, continued to grow sales steadily, with a 27.6% QoQ increase in Q1.
- Both sales and profit for the Web3 domain is not expected to become gainful during the current fiscal year, however the company is steadily advancing multiple projects simultaneously, including blockchain game development and the NFT project for IP creation, in order to create long-term business opportunities.

Financial Data (Consolidated: Quarterly)

| Statements of Income (Millions of yen) | | | | | | | | | | | | |
|--|---------------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|
| Year Ending | FY2019 | FY2020 | | | | | FY2021 | | | | | FY2022 |
| | 1Q-4Q | 1Q | 2Q | 3Q | 4Q | 1Q-4Q | Q1 | Q2 | Q3 | Q4 | 1Q-4Q | Q1 |
| Accounting Standard | Japanese GAAP | | | | | | | | | | | |
| Sales | 10,150 | 3,303 | 2,882 | 2,971 | 2,685 | 11,841 | 2,661 | 2,524 | 2,893 | 2,450 | 10,529 | 2,927 |
| YoY | -5.3% | 46.6% | 28.9% | 19.7% | -15.5% | 16.7% | -19.4% | -12.4% | -2.6% | -8.7% | -11.1% | 10.0% |
| Gross Profit | 2,192 | 1,067 | 889 | 1,120 | 921 | 3,997 | 1,040 | 957 | 1,023 | 776 | 3,797 | 1,308 |
| YoY | 52.87% | 87.1% | 60.1% | 90.8% | 92.0% | 82.32% | -2.5% | 7.7% | -8.7% | -15.7% | -5.0% | 25.8% |
| Gross Profit Margin | 21.6% | 32.3% | 30.9% | 37.7% | 34.3% | 33.8% | 39.1% | 37.9% | 35.4% | 31.7% | 36.1% | 44.7% |
| SG&A | 1,575 | 443 | 461 | 488 | 552 | 1,944 | 536 | 494 | 570 | 605 | 2,205 | 491 |
| YoY | -21.7% | 0.3% | 31.1% | 25.7% | 40.4% | 23.4% | 20.9% | 7.2% | 16.8% | 9.6% | 13.4% | -8.4% |
| Operating income | 617 | 624 | 428 | 632 | 369 | 2,053 | 504 | 463 | 453 | 171 | 1,591 | 817 |
| YoY | - | 386.4% | 110.1% | 218.3% | 326.8% | 232.7% | -19.2% | 8.1% | -28.4% | -53.6% | -22.5% | 62.1% |
| Operating income margin | 6.1% | 18.9% | 14.9% | 21.3% | 13.7% | 17.3% | 18.9% | 18.4% | 15.6% | 7.0% | 15.1% | 27.9% |
| Ordinary income | 636 | 609 | 423 | 622 | 366 | 2,019 | 492 | 449 | 440 | 161 | 1,542 | 811 |
| YoY | - | 301.4% | 194.6% | 183.8% | 200.8% | 217.5% | -19.1% | 6.1% | -29.3% | -56.0% | -23.6% | 64.6% |
| Net income | 711 | 467 | 359 | 473 | 326 | 1,625 | 301 | 311 | 241 | -46 | 807 | 522 |
| YoY | - | 282.4% | 291.7% | 167.3% | 1.6% | 128.4% | -35.6% | -13.3% | -49.0% | -114.1% | -50.3% | 73.7% |
| Net income margin | 7.0% | 15.0% | 13.0% | 16.0% | 12.1% | 13.7% | 11.3% | 12.3% | 8.3% | -1.9% | 7.7% | 17.8% |

Source: Global IR, Inc. based on company's annual securities report

Note: CE=Company Estimate. Rounded under JPY mn. Rounded to one decimal place. *Calculated by Global IR, Inc..



Integrity & Sustainability

Financial Data (Consolidated: Full Year)

| Per Share Data | (Consolidated) | | | | | |
|---|----------------|--------|--------|--------|--------|--------|
| accounting period | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
| Total number of shares issued and outstanding (thousand shares) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 | 29,073 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 | 28.3 |
| EPS Adjusted | 29.7 | - | - | 25.0 | 56.9 | 28.3 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.9 | 159.1 |
| dps | 0 | 0 | 0 | 0 | 0 | 5 |

| Cash flows from operating activities | (Millions of yen) | | | | | |
|--------------------------------------|-------------------|--------|--------|--------|--------|--------|
| accounting period | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
| Depreciation and amortization | 214 | 299 | 462 | 382 | 626 | 537 |
| Cash flows from operating activities | 846 | -79 | 78 | 691 | 3,196 | 1,603 |
| Cash flows from investing activities | -456 | -1,958 | -123 | -101 | -1,140 | -1,766 |
| Cash flows from financing activities | 1,345 | 2,288 | -271 | -1,188 | 968 | -388 |

| Financial Data | (%) | | | | | |
|------------------------|--------|--------|--------|--------|--------|--------|
| accounting period | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
| Return on Assets (ROA) | 16.7 | -0.4 | -16.8 | 9.5 | 25.2 | 16.0 |
| Return on Equity (ROE) | 35.5 | -6.6 | -78.2 | 41.0 | 55.0 | 19.4 |
| Capital adequacy ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 | 46.9 |

Source: Prepared by Global IR, Inc. based on company securities reports

Note: Rounded to the nearest million yen, rounded to one decimal place * Calculated by Global IR, Inc.



Integrity & Sustainability

May 13, 2022

Sector : IT/Telecom

Drecom (3793)

FY2022 Full Year Results
April 1, 2021 – March 31, 2022

GIR Earnings View

1



DRECOM
with entertainment

Summary of Full Year
Financial Results for
the Fiscal Year Ending
March 31, 2022

- The company announced its full-year results for the fiscal year ending March 31, 2022, after the close of trading on May 12, 2022. Full-year sales declined 11.1% YoY to 10.53 billion yen, operating profit fell 22.5% YoY to 1.59 billion yen, and net income fell 50.3% YoY to 810 million yen. In the fourth quarter (January-March), sales declined 8.7% YoY to 2.45 billion yen, operating profit fell 53.6% to 170 million yen, and net loss was 46 million yen.
- Compared to the company's full-year forecast announced in January, net sales fell short of the forecast by 3.4% (370 million yen), operating income by 6.4% (110 million yen), and net income by 19.3% (190 million yen), respectively. The main reasons for the shortage were (1) the impact of lower-than-expected sales of new titles, (2) the advance recording of 60 million yen in operating expenses for the current fiscal year, that was at a risk of occurring in the next fiscal year, and (3) the recording of a total of 310 million yen in extraordinary losses, including impairment losses on game-related assets and losses on the revaluation of investment securities. This was mainly due to the early handling of the problem caused by the softer performance of new titles.
- The announcement of the first dividend (5 yen) at the same time as the full-year results is a noteworthy change, and can be seen as a sign of the company's confidence in its ability to generate cash in a stable manner.

- The company's forecast for fiscal year ending March 31, 2023, announced simultaneously with the current full-year results, calls for sales of 13.0 billion yen (+23.5% YoY), operating profit of 2.0 billion yen (+25.7% YoY), and net income of 1.2 billion yen (+48.6% YoY). The company had previously announced forecasts only for the following quarter, but switched to a full-year basis in FY23/3. This is likely due to the fact that the company has settled on a stable outlook for the game business.
- The FY 23/3 is likely to get off to a solid start with the anniversary events of mainstay titles coinciding in the first quarter. The company expects a total of three new releases, including Wizardry VA (tentative), to contribute to earnings in the second half of the year. The company expects operating income of 2.0 billion yen, close to its record high (2.05 billion yen in FY21/3), despite increased expenses, including a 480 million yen increase in advertising costs associated with the release of new titles and a 390 million yen increase in R&D costs for new businesses.

Outlook for FY2023

2



GIR Earnings View (cont.)

- As for new businesses, the publishing business plans to release more than 10 new titles in 2H, and "Rooot," a Twitter-based fan community promotion service, is expected to continue to grow steadily. Although the company does not expect its Web3 businesses to produce revenue this fiscal year, it has several projects underway, including the development of blockchain games and an NFT project, which aims to create IP.

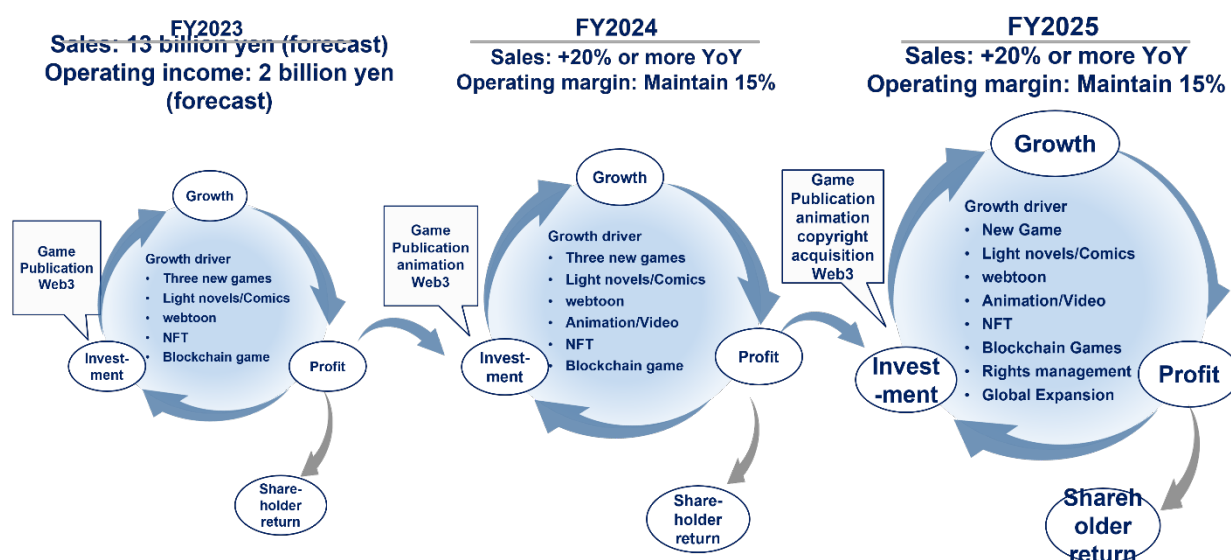
Outlook for FY2023 (cont.)

3

Future Development

- The company's mid-term goal is "to become a comprehensive entertainment company that provides a wide variety of digital entertainment content globally with focus on IP." As seen above, the company's forecast for FY23/3 is 13 billion yen in sales (+23.6% YoY) and 2 billion yen in operating profit (operating profit margin of 15.4%). As shown in the chart below, the company plans to maintain a revenue growth rate of over 20% and an operating profit margin of 15%, by actively investing the cash generated from the game business while continuing to return profits to shareholders until FY25/3. "Rooot" is already becoming profitable, and several concrete projects are underway in the publishing and Web3 businesses. We will keep a close eye on future developments.

Entering performance expansion phase



Source: Global IR, Inc. from company data (Financial Results for the Fiscal Year Ended March 31, 2022), p20 (<https://drecom.co.jp/ir/140120220512542564.pdf>)



Integrity & Sustainability

Financial Data (Consolidated: Quarterly)

| Income Statement | | | | | | | | | | | | | | (JPY mn) |
|----------------------------|---------------|---------|--------|--------|--------|--------|---------|--------|--------|----------|--------------|-------------|-----------------|-------------|
| Year Ending | FY20/03 | FY21/03 | | | | | FY22/03 | | | | | | | FY23/03 |
| | 1Q-4Q | 1Q | 2Q | 3Q | 4Q | 1Q-4Q | 1Q | 2Q | 3Q | 4Q CE | Q4 Actual | 1Q-4Q CE | 1Q-4Q Actual | 1Q-4Q CE |
| Accounting Standard | Japanese GAAP | | | | | | | | | | | | | |
| Sales | 10,150 | 3,303 | 2,882 | 2,971 | 2,685 | 11,841 | 2,661 | 2,524 | 2,893 | 2,822 | 2,450 | 10,900 | 10,529 | 13,000 |
| YoY | -5.3% | 46.6% | 28.9% | 19.7% | -15.5% | 16.7% | -19.4% | -12.4% | -2.6% | 5.1% | -8.7% | -7.9% | -11.1% | 23.5% |
| Gross Profit | 2,192 | 1,067 | 889 | 1,120 | 921 | 3,997 | 1,040 | 957 | 1,023 | - | 776 | - | 3,797 | - |
| YoY | 52.87% | 87.1% | 60.1% | 90.8% | 92.0% | 82.32% | -2.5% | 7.7% | -8.7% | - | -15.7% | - | -5.0% | - |
| Gross Profit Margin | 21.6% | 32.3% | 30.9% | 37.7% | 34.3% | 33.8% | 39.1% | 37.9% | 35.4% | - | 31.7% | - | 36.1% | - |
| SG&A | 1,575 | 443 | 461 | 488 | 552 | 1,944 | 536 | 494 | 570 | - | 605 | - | 2,205 | - |
| YoY | -21.7% | 0.3% | 31.1% | 25.7% | 40.4% | 23.4% | 20.9% | 7.2% | 16.8% | - | 9.6% | - | 13.4% | - |
| Operating income | 617 | 624 | 428 | 632 | 369 | 2,053 | 504 | 463 | 453 | 280 | 171 | 1,700 | 1,591 | 2,000 |
| YoY | - | 386.4% | 110.1% | 218.3% | 326.8% | 232.7% | -19.2% | 8.1% | -28.4% | -24.1% | -53.6% | -17.2% | -22.5% | 25.7% |
| Operating income margin | 6.1% | 18.9% | 14.9% | 21.3% | 13.7% | 17.3% | 18.9% | 18.4% | 15.6% | 9.9% | 7.0% | 15.6% | 15.1% | 15.4% |
| Ordinary income | 636 | 609 | 423 | 622 | 366 | 2,019 | 492 | 449 | 440 | 268 | 161 | 1,649 | 1,542 | 1,900 |
| YoY | - | 301.4% | 194.6% | 183.8% | 200.8% | 217.5% | -19.1% | 6.1% | -29.3% | -26.6% | -56.0% | -18.3% | -23.6% | 23.2% |
| Net income | 711 | 467 | 359 | 473 | 326 | 1,625 | 301 | 311 | 241 | 147 | -46 | 1,000 | 807 | 1,200 |
| YoY | - | 282.4% | 291.7% | 167.3% | 1.6% | 128.4% | -35.6% | -13.3% | -49.0% | -55.0% | -114.1% | -38.4% | -50.3% | 48.6% |
| Net income margin | 7.0% | 15.0% | 13.0% | 16.0% | 12.1% | 13.7% | 11.3% | 12.3% | 8.3% | 5.2% | -1.9% | 9.2% | 7.7% | 9.2% |

Source: Global IR, Inc. based on company's annual securities report

Note: CE=Company Estimate. Rounded under JPY mn. Rounded to one decimal place. *Calculated by Global IR, Inc.

Financial Data (Consolidated, Full Year)

| Per-Share Data (Consolidated) | | | | | | |
|--|---------|---------|---------|---------|---------|---------|
| Year Ending | FY 17/3 | FY 18/3 | FY 19/3 | FY 20/3 | FY 21/3 | FY 22/3 |
| Total No. of Shares outstanding (,000) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 | 29,073 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 | 28.3 |
| Adjusted EPS | 29.7 | - | - | 25.0 | 56.9 | 28.3 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.9 | 159.1 |
| DPS | 0 | 0 | 0 | 0 | 0 | 5 |

| Cash Flow (JPY mn) | | | | | | |
|----------------------|---------|---------|---------|---------|---------|---------|
| Year Ending | FY 17/3 | FY 18/3 | FY 19/3 | FY 20/3 | FY 21/3 | FY 22/3 |
| Depreciation | 214 | 299 | 462 | 382 | 626 | 537 |
| Sales Cash Flow | 846 | -79 | 78 | 691 | 3,196 | 1,603 |
| Investment Cash Flow | -456 | -1,958 | -123 | -101 | -1,140 | -1,766 |
| Financial Cash Flow | 1,345 | 2,288 | -271 | -1,188 | 968 | -388 |

| Financial Data (%) | | | | | | |
|--------------------|---------|---------|---------|---------|---------|---------|
| Year Ending | FY 17/3 | FY 18/3 | FY 19/3 | FY 20/3 | FY 21/3 | FY 22/3 |
| ROA | 16.7 | -0.4 | -16.8 | 9.5 | 25.2 | 16.0 |
| ROE | 35.5 | -6.6 | -78.2 | 41.0 | 55.0 | 19.4 |
| Equity Ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 | 46.9 |

Source: Global IR, Inc. based on company's annual securities report.

Note: Rounded under JPY mn. Rounded to one decimal place. *Calculated by Global IR, Inc.



Integrity & Sustainability

March 22, 2022

Sector : IT / Telecom

Drecom (3793)

Flash comment

GIR View

1



DRECOM
with entertainment

Entry into Web3 Business Announced

- Drecom (3793) announced its entry into the Web3 business after the close of business on Friday, March 18.
- Web3, also known as Web 3.0, is gaining attention as a concept that follows web1.0, in which information providers unilaterally convey information to viewers via websites, and web2.0, in which information providers and viewers communicate interactively via SNS. The company defines Web3 as "an Internet distribution service realized via tokens."
- This release states that the company has decided to enter the GameFi domain, where it can take full advantage of its strengths, as an offshoot of its Web3 initiatives. GameFi is a word created by combining the words "Game" and "Decentralized Finance (DeFi)."

- Specifically, the company has signed a basic agreement with the Thirdverse Group, which its strength lays in the blockchain domain. Under the agreement, Thirdverse Group will act as the publisher and Drecom will develop and operate blockchain games on behalf of the Thirdverse Group. The company plans to produce two games for overseas markets, the first of which will be an alpha version of a game licensed from *Wizardry*, an IP owned by the company, to be released between winter 2022 and spring 2023.
- GameFi holds enormous potential, that at one point a GameFi called *Axie Infinity* in Vietnam had 1 million DAUs and monthly sales of \$342 million (¥40.6 billion). Depending on future developments, this could become a gamechanger. GameFi is the first step in the company's Web3 initiative, and the company plans to consider and implement business development not only for GameFi, but for a wide range of other businesses as well.

In-house IP Blockchain Contracted to develop and operate games

2

Mission and mid-term goals Development consistent with

3

- Entertainment has a history of growing along with the development of technology. Drecom believes that as the technology continues to emerge in Web3, more new developments is expected in the entertainment field over the medium term span. The company's decision to enter the GameFi market was based on the belief that these technology trend would contribute greatly to the realization of the company's mission and vision.

See the final page for important disclosures.



Integrity & Sustainability

Mission and mid-term
goals
Development consistent
with
(cont.)

- The company's mid-term goal is "to become a comprehensive entertainment company that provides a wide variety of digital entertainment content globally with focus on IP." In addition to the already announced launch of its publishing business, the aforementioned entry into the GameFi business is also a positive step toward achieving this mid-term goal.



Integrity & Sustainability

January 27, 2022

Sector: IT / Telecom

Drecom (3793)

FY2022 Third Quarter Result
Oct 31, 2021 – Dec 31, 2021

GIR Earnings View



DRECOM
with entertainment

1

Summary of Financial
Results for
the Nine Months Ended
December, 2021

- The company announced its Q3 FY2022 results after the close on January 27, 2022. Cumulative Q3 sales fell 11.8% YoY to 8.08 billion yen, operating profit fell 15.7% YoY to 1.42 billion yen, and net income fell 34.3% YoY to 850 million yen. The decrease in sales compared to the previous year was mainly due to the impact of the withdrawal from the titles and advertising business that were terminated in the previous year. In addition to the above-mentioned decrease in sales, the main reason for the YoY decline in profit was a one-time cost of 130 million yen (recorded as a cost of sales) for a game production project using a committee system.
- Compared to the company's forecast announced in October, sales were 1.0% above forecast and operating profit was 9.2% above forecast, exceeding expectations, but net profit was 5.2% below forecast due to an extraordinary loss associated to withdrawal from offices. Sales exceeded the forecast due to the continued strong performance of several applications, especially the IP title *ONE PIECE Treasure Cruise* (currently distributed by Bandai Namco Entertainment Inc.), which is in its seventh year of operation. Despite the 130 million yen in one-time expenses related to the aforementioned game production project, the company's operating profit and recurring profit were stronger than expected due to higher sales and reduction in fixed cost, so it can be said that the company's performance was stronger than it appeared.

- The company's forecast for the fourth quarter (cumulative total), announced together with the third quarter results, was for net sales of 10.9 billion yen (-7.9% YoY), operating income of 1.7 billion yen (-17.2% YoY), and net income of 1.0 billion yen (-38.4% YoY). Comparing the company's forecast for the fourth quarter (January-March) with the third quarter (October-December), sales are expected to decline slightly by 2.5%. This decline of sales is partially due to the loss of anniversary event sales of several titles that took place in Q3, but is lessened by the company's plan to release *New Japan Pro-Wrestling Strong Spirits* (to be distributed by Bushiroad Co., Ltd.) and *mikonote Hare Tokidoki Kegare* in Q4. The 38.1% QoQ decline in operating profit is more due to higher advertising costs for new titles and upfront costs for investments in the publishing business to generate IP rather than to the above-mentioned decline in sales. There is no need to view this as a negative, but rather as a positive decrease in profit.

Forecast for the Fiscal
Period, 4Q, 2022

2



Integrity & Sustainability

3

Outlook

- In addition to *Wizardry VA* (tentative), *Evil Prince and the Puppets* and three location-based IP titles using "AROW", the company plans three unannounced original titles in the pipeline for next fiscal year and beyond.
- With regard to the launch of the Publishing Business Division announced at the previous Q2 financial results briefing, the company announced more specifically that it plans to sequentially release more than 10 new titles from the Publishing Business from the second half of FY2023 onward, and it seems to be starting up smoothly.
- In addition to the above, at the financial results briefing, the company also announced that sales of its Twitter-based fan community promotion service, "Rooot," have steadily expanded by 4.7 times compared to the same period last year. We can see that the company is making steady progress toward its mid-term goal of becoming a comprehensive entertainment company that provides a wide variety of digital entertainment content globally with a focus on IP.

Performance Index (Consolidated, Quarterly)

| Income statement | | | | | | | | | | | | | | | (JPY mn) |
|-------------------------|---------------|--------|--------|--------|--------|----------|--------|--------|--------|--------|---------|--------|--------|--------|----------|
| Year Ending | FY03/20 | | | | | FY 03/21 | | | | | FY03/22 | | | | |
| | 1Q | 2Q | 3Q | 4Q | 1Q-4Q | 1Q | 2Q | 3Q | 4Q | 1Q-4Q | 1Q | 2Q | 3Q | 4QCE | 1Q-4Q CE |
| Accounting Standard | Japanese GAAP | | | | | | | | | | | | | | |
| Sales | 2,254 | 2,235 | 2,483 | 3,178 | 10,150 | 3,303 | 2,882 | 2,971 | 2,685 | 11,841 | 2,661 | 2,524 | 2,893 | 2,822 | 10,900 |
| YoY | -21.3% | -17.1% | 4.0% | 14.6% | -5.3% | 46.6% | 28.9% | 19.7% | -15.5% | 16.7% | -19.4% | -12.4% | -2.6% | 5.1% | -7.9% |
| Gross Profit | 570 | 556 | 587 | 479 | 2,192 | 1,067 | 889 | 1,120 | 921 | 3,997 | 1,040 | 957 | 1,023 | | |
| YoY | 57.0% | 152.3% | 102.7% | -14.6% | 52.9% | 87.1% | 60.1% | 90.8% | 92.0% | 82.3% | -2.5% | 7.7% | -8.7% | | |
| Gross Profit Margin | 25.3% | 24.9% | 23.6% | 15.1% | 21.6% | 32.3% | 30.9% | 37.7% | 34.3% | 33.8% | 39.1% | 37.9% | 35.4% | | |
| SG&A | 442 | 352 | 389 | 393 | 1,575 | 443 | 461 | 488 | 552 | 1,944 | 536 | 494 | 570 | | |
| YoY | -43.4% | -7.8% | -6.6% | -9.4% | -21.7% | 0.3% | 31.1% | 25.7% | 40.4% | 23.4% | 20.9% | 7.2% | 16.8% | | |
| Operating Income | 128 | 204 | 198 | 86 | 617 | 624 | 428 | 632 | 369 | 2,053 | 504 | 463 | 453 | 280 | 1,700 |
| YoY | - | - | - | -32.2% | - | 386.4% | 110.1% | 218.3% | 326.8% | 232.7% | -19.2% | 8.1% | -28.4% | -24.1% | -17.2% |
| Operating Income Margin | 5.7% | 9.1% | 8.0% | 2.7% | 6.1% | 18.9% | 14.9% | 21.3% | 13.7% | 17.3% | 18.9% | 18.4% | 15.6% | 9.9% | 15.6% |
| Ordinary Income | 152 | 144 | 219 | 121 | 636 | 609 | 423 | 622 | 366 | 2,019 | 492 | 449 | 440 | 268 | 1,649 |
| YoY | - | - | - | - | - | 301.4% | 194.6% | 183.8% | 200.8% | 217.5% | -19.1% | 6.1% | -29.3% | -26.6% | -18.3% |
| Net income | 122 | 92 | 177 | 321 | 711 | 467 | 359 | 473 | 326 | 1,625 | 301 | 311 | 241 | 147 | 1,000 |
| YoY | - | - | - | - | - | 282.4% | 291.7% | 167.3% | 1.6% | 128.4% | -35.6% | -13.3% | -49.0% | -55.0% | -38.4% |
| Net Income Margin | 5.4% | 4.1% | 7.1% | 10.1% | 7.0% | 14.1% | 12.5% | 15.9% | 12.1% | 13.7% | 11.3% | 12.3% | 8.3% | 5.2% | 9.2% |

Source: Global IR, Inc. based on company's annual securities report

Note: Rounded to the nearest million yen and one decimal place, as determined by Global IR.



Integrity & Sustainability

Financial Data (Consolidated: Full Year)

Per-Share Data

| Fiscal Year | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|--|--------|--------|--------|--------|--------|
| Total No. of Shares outstanding (,000) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 |
| After EPS adjustment | 29.67 | - | - | 24.98 | 56.85 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.91 |
| DPS | 0 | 0 | 0 | 0 | 0 |

Cashflow

(JPY mn)

| Fiscal Year | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|----------------------|--------|--------|--------|--------|--------|
| Depreciation | 214 | 299 | 462 | 382 | 626 |
| Sales Cash Flow | 846 | -79 | 78 | 691 | 3,196 |
| Investment Cash Flow | -456 | -1,958 | -123 | -101 | -1,140 |
| Financial Cash Flow | 1,345 | 2,288 | -271 | -1,188 | 968 |

Financial Data

(%)

| Fiscal Year | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
|------------------------|--------|--------|--------|--------|--------|
| ROA | 11.9 | -2.2 | -24.7 | 11.1 | 19.1 |
| ROE | 35.5 | -6.6 | -78.3 | 41.0 | 44.8 |
| Capital Adequacy Ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 |

Source: Global IR, Inc. based on company's annual securities report

Note: Rounded to the nearest million yen and one decimal place, as determined by Global IR.



Integrity & Sustainability

January 24, 2022

Sector: IT / Telecom

Drecom (3793)

FY2022 Second Quarter Result
July 1, 2021 – September 30, 2021

GIR Earnings View

1

Summary of Financial Results for the Six Months Ended September 30, 2021

- In the first half of the fiscal year ending March 31, 2022, sales fell 16.2% YoY to 5.18 billion yen, operating income fell 8.1% YoY to 970 million yen and net income fell 25.9% YoY to 610 million yen. The main reason for the YoY decline in sales and profits is believed to be the impact of the withdrawal from the titles and advertising business that were terminated in the previous year.
- Compared to the company's forecast announced in July, overall sales exceeded the forecast by 3.7%, operating profit by 28.9%, and net profit by 22.4%. As a result of the strong performance of several applications, especially the IP title *ONE PIECE Treasure Cruise* (currently distributed by Bandai Namco Entertainment Inc.), which is in its seventh year of operation, sales exceeded forecasts, and as a result, profits were markedly higher than expected by absorbing fixed costs.

- The company's cumulative total forecast for the third quarter, which was announced together with the second quarter results, is for net sales of 8.0 billion yen (-12.6% YoY), operating income of 1.3 billion yen (-22.8% YoY), and net income of 0.9 billion yen (-30.7% YoY). Comparing the company's Q3 (October-December) forecast with the Q2 (July-September) result, sales are expected to increase by 11.6% QoQ, while operating profit is expected to decrease by 20.1% QoQ. This is due to the fact that while the company expects new titles to make a full contribution throughout the quarter, as well as an increase in revenue from year-end and anniversary events, it also expects a decrease in profit due to higher upfront advertising and operational costs for the new title, *mikonote Hare Tokidoki Kegare*, which is scheduled to be released this winter.

Forecast for the Fiscal Period, 3Q, 2022

2

Publishing Business Launch

3

- The company's mid-term goal is to become a comprehensive entertainment company that provides a wide variety of digital entertainment content globally, centered on IP. As part of this goal, the company announced the launch of a publishing division at its Q2 results briefing. The first step is to create hit titles in the areas of webtoon, light novels, and comics at an early stage, accumulate know-how within the company and gain a reputation as a hit producer. After that, the company plans to monetize its IP in a repeatable manner by expanding its hit webtoon, light novel, and comic works to other media such as games and animation. We will be watching this progress closely.



Integrity & Sustainability

| Performance Index (Consolidated, Quarterly) | | | | | | | | | | | | | | | | |
|---|---------------|--------|--------|--------|--------|--------|----------|--------|--------|--------|--------|--------|---------|--------|--------|--------|
| Income statement (JPY mn) | | | | | | | | | | | | | | | | |
| Year Ending | FY03/20 | | | | | | FY 03/21 | | | | | | FY03/22 | | | |
| | 1Q | 2Q | 1H | 3Q | 4Q | 1Q-4Q | 1Q | 2Q | 1H | 3Q | 4Q | 1Q-4Q | 1Q | 2Q | 1H | 3QCE |
| Accounting Standard | Japanese GAAP | | | | | | | | | | | | | | | |
| Sales | 2,254 | 2,235 | 4,489 | 2,483 | 3,178 | 10,150 | 3,303 | 2,882 | 6,185 | 2,971 | 2,685 | 11,841 | 2,661 | 2,524 | 5,185 | 2,815 |
| YoY | -21.3% | -17.1% | -19.3% | 4.0% | 14.6% | -5.3% | 46.6% | 28.9% | 37.8% | 19.7% | -15.5% | 16.7% | -19.4% | -12.4% | -16.2% | -5.3% |
| Gross Profit | 570 | 556 | 1,126 | 587 | 479 | 2,192 | 1,067 | 889 | 1,956 | 1,120 | 921 | 3,997 | 1,040 | 957 | 1,998 | - |
| YoY | 57.0% | 152.3% | 10.5% | 102.7% | -14.6% | 52.9% | 87.1% | 60.1% | 73.8% | 90.8% | 92.0% | 82.3% | -2.5% | 7.7% | 2.1% | - |
| Gross Profit Margin | 25.3% | 24.9% | 25.1% | 23.6% | 15.1% | 21.6% | 32.3% | 30.9% | 31.6% | 37.7% | 34.3% | 33.8% | 39.1% | 37.9% | 38.5% | - |
| SG&A | 442 | 352 | 794 | 389 | 393 | 1,575 | 443 | 461 | 904 | 488 | 552 | 1,944 | 536 | 494 | 1,030 | - |
| YoY | -43.4% | -7.8% | -31.7% | -6.6% | -9.4% | -21.7% | 0.3% | 31.1% | 13.9% | 25.7% | 40.4% | 23.4% | 20.9% | 7.2% | 14.0% | - |
| Operating Income | 128 | 204 | 332 | 198 | 86 | 617 | 624 | 428 | 1,052 | 632 | 369 | 2,053 | 504 | 463 | 967 | 333 |
| YoY | - | - | - | - | -32.2% | - | 386.4% | 110.1% | 216.8% | 218.3% | 326.8% | 232.7% | -19.2% | 8.1% | -8.1% | -47.3% |
| Operating Income Margin | 5.7% | 9.1% | 7.4% | 8.0% | 2.7% | 6.1% | 18.9% | 14.9% | 17.0% | 21.3% | 13.7% | 17.3% | 18.9% | 18.4% | 18.7% | 11.8% |
| Ordinary Income | 152 | 144 | 295 | 219 | 121 | 636 | 609 | 423 | 1,032 | 622 | 366 | 2,019 | 492 | 449 | 941 | 359 |
| YoY | - | - | - | - | - | - | 301.4% | 194.6% | 249.5% | 183.8% | 200.8% | 217.5% | -19.1% | 6.1% | -8.8% | -42.3% |
| Net income | 122 | 92 | 214 | 177 | 321 | 711 | 467 | 359 | 826 | 473 | 326 | 1,625 | 301 | 311 | 612 | 288 |
| YoY | - | - | - | - | - | - | 282.4% | 291.7% | 286.4% | 167.3% | 1.6% | 128.4% | -35.6% | -13.3% | -25.9% | -39.1% |
| Net Income Margin | 5.4% | 4.1% | 4.8% | 7.1% | 10.1% | 7.0% | 14.1% | 12.5% | 13.4% | 15.9% | 12.1% | 13.7% | 11.3% | 12.3% | 11.8% | 10.2% |

Source: Global IR, Inc. based on company's annual securities report

Note: Rounded to the nearest million yen and one decimal place, as determined by Global IR.

| Financial Data (Consolidated: Full Year) | | | | | |
|--|--------|--------|--------|--------|--------|
| Per-Share Data | | | | | |
| Fiscal Year | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
| Total No. of Shares outstanding ('000) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 |
| After EPS adjustment | 29.67 | - | - | 24.98 | 56.85 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.91 |
| DPS | 0 | 0 | 0 | 0 | 0 |

| Cashflow (JPY mn) | | | | | |
|----------------------|--------|--------|--------|--------|--------|
| Fiscal Year | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
| Depreciation | 214 | 299 | 462 | 382 | 626 |
| Sales Cash Flow | 846 | -79 | 78 | 691 | 3,196 |
| Investment Cash Flow | -456 | -1,958 | -123 | -101 | -1,140 |
| Financial Cash Flow | 1,345 | 2,288 | -271 | -1,188 | 968 |

| Financial Data (%) | | | | | |
|------------------------|--------|--------|--------|--------|--------|
| Fiscal Year | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
| ROA | 11.9 | -2.2 | -24.7 | 11.1 | 19.1 |
| ROE | 35.5 | -6.6 | -78.3 | 41.0 | 44.8 |
| Capital Adequacy Ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 |

Source: Global IR, Inc. based on company's annual securities report

Note: Rounded to the nearest million yen and one decimal place, as determined by Global IR.



Integrity & Sustainability

May 13, 2021

Sector: IT / Telecom

Drecom (3793)

FY2021 Full Year Result
April 1, 2020 – March 31, 2021

GIR Earnings View

1

Summary of Financial Results for the Fiscal Year 2020, Ended March 31, 2021

- For FY2020, the company posted net sales of 11.84 billion yen, operating income of 2.05 billion yen, and net income attributable to shareholders of the parent company of 1.62 billion yen. Operating income and net income attributable to parent company exceeded the company's guidance, announced on January 28, 2021, of 11.70 billion yen, 1.90 billion yen, and 1.40 billion yen, respectively; and posted record high profit.
- Results surpassed company guidance because IP titles performed better than expected. The only title that was in the red for Q3 broke into the black in Q4, but another title that was in the black for Q3 slid into the red in Q4. Therefore, total number of titles in the red was one, unchanged QOQ. Both titles are expected to rebound during FY2021 H1

- By April 2023, Drecom aims to transform itself into a comprehensive entertainment company. The company plans to use the stable cash flow from its gaming business to fuel growth to (1) continue expansion of its gaming business, (2) diversification of IP owned by the company, and (3) apply know-how acquired in the gaming business to other areas.

(1) Continue expansion of its gaming business

The number of development projects in the gaming business increased by three during Q4, as 12 full-scale and prototype development are in-progress. Six new games in total are scheduled for release in FY2022.

(2) Diversification of IP owned by the company

As for the original IP¹ *Evil Prince and the Puppets*, development of a new game is underway, and e-commerce has also started, making it an IP.

(3) Apply know-how acquired in the gaming business to other areas

"AKROGLAM", a service in the music domain, and "root", a twitter marketing service, have seen increases in fan communities and in the number of companies using their services – which also appear to be expanding.

Operational Progress

2

¹ Intellectual Property



Integrity & Sustainability

May 13, 2021

Global IR, Inc.

GIR Earnings View (cont.)

3

Outlook for FY2021 Q1

- The company's guidance for FY2021 Q1 (April-June 2021) for sales of 2.70 billion yen and operating profit of 350 million yen, reflect the absence of new releases, weakening of tailwinds from FY2020's "stay home" demand, and completion of cost efficiency improvements. The company expects YOY revenue and profit declines. Among other reasons for expected revenue declines are the withdrawal from the advertising business and the closing of some titles.
- The stock price has already factored-in stable fundamentals and is looking for new growth catalysts. Therefore, the stock price could fluctuate depending on developments related to new titles, and it is entering a phase where expectations for earnings growth in FY2021 and beyond are leading the way.

Performance Index (Consolidated, Quarterly)

| Income statement (JPY mn) | | | | | | | | | | | | | | | |
|---------------------------|---------------|--------|--------|--------|--------|----------|--------|--------|--------|--------|---------|--------|--------|--------|--------|
| Year Ending | FY03/19 | | | | | FY 03/20 | | | | | FY03/21 | | | | |
| | 1Q | 2Q | 3Q | 4Q | 1Q-4Q | 1Q | 2Q | 3Q | 4Q | 1Q-4Q | 1Q | 2Q | 3Q | 4Q | 1Q-4Q |
| Accounting Standard | Japanese GAAP | | | | | | | | | | | | | | |
| Sales | 2,865 | 2,695 | 2,387 | 2,773 | 10,720 | 2,254 | 2,235 | 2,483 | 3,178 | 10,150 | 3,303 | 2,882 | 2,971 | 2,685 | 11,841 |
| YoY | 11.4% | -25.7% | -38.5% | -10.8% | -18.7% | -21.3% | -17.1% | 4.0% | 14.6% | -5.3% | 46.6% | 28.9% | 19.7% | -15.5% | 16.7% |
| Gross Profit | 363 | 220 | 290 | 561 | 1,434 | 570 | 556 | 587 | 479 | 2,192 | 1,067 | 889 | 1,120 | 921 | 3,997 |
| YoY | -54.5% | -77.7% | -64.6% | 14.1% | -53.7% | 57.0% | 152.3% | 102.7% | -14.6% | 52.9% | 87.1% | 60.1% | 90.8% | 92.0% | 82.3% |
| Gross Profit Margin | 12.7% | 8.2% | 12.1% | 20.2% | 13.4% | 25.3% | 24.9% | 23.6% | 15.1% | 21.6% | 32.3% | 30.9% | 37.7% | 34.3% | 33.8% |
| SG&A | 781 | 381 | 416 | 434 | 2,012 | 442 | 352 | 389 | 393 | 1,575 | 443 | 461 | 488 | 552 | 1,944 |
| YoY | 2.2% | -55.3% | -35.5% | -32.5% | -30.8% | -43.4% | -7.8% | -6.6% | -9.4% | -21.7% | 0.3% | 31.1% | 25.7% | 40.4% | 23.4% |
| Operating income | -418 | -161 | -126 | 128 | -577 | 128 | 204 | 198 | 86 | 617 | 624 | 428 | 632 | 369 | 2,053 |
| YoY | - | - | - | - | - | - | - | - | -32.2% | - | 386.4% | 110.1% | 218.3% | 326.8% | 232.7% |
| Operating income margin | -14.6% | -6.0% | -5.3% | 4.6% | -5.4% | 5.7% | 9.1% | 8.0% | 2.7% | 6.1% | 18.9% | 14.9% | 21.3% | 13.7% | 17.3% |
| Ordinary income | -513 | -311 | -458 | -67 | -1,349 | 152 | 144 | 219 | 121 | 636 | 609 | 423 | 622 | 366 | 2,019 |
| YoY | - | - | - | -69.9% | - | - | - | - | - | - | 301.4% | 194.6% | 183.8% | 200.8% | 217.5% |
| Net income | -505 | -151 | -717 | -340 | -1,713 | 122 | 92 | 177 | 321 | 711 | 467 | 359 | 473 | 326 | 1,625 |
| YoY | - | - | - | 21.8% | 739.6% | - | - | - | - | - | 282.4% | 291.7% | 167.3% | 1.6% | 128.4% |
| Net income margin | -17.6% | -5.6% | -30.0% | -12.3% | -16.0% | 5.4% | 4.1% | 7.1% | 10.1% | 7.0% | 14.1% | 12.5% | 15.9% | 12.1% | 13.7% |

Source: Global IR, Inc. based on company's annual securities report

Note: Rounded under JPY mn. Rounded to one decimal place.

*Calculated by Global IR, Inc.



Integrity & Sustainability

| Performance Index (Consolidated, Full year) | | | | | |
|---|--------|--------|--------|--------|--------|
| Per-Share Data | | | | | |
| Year Ending | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
| Total No. of Shares outstanding (,000) | 14,371 | 28,742 | 28,819 | 28,894 | 28,976 |
| EPS | 29.7 | -7.2 | -60.5 | 25.0 | 57.0 |
| Adjusted EPS | 29.67 | - | - | 24.98 | 56.85 |
| BPS | 113.2 | 106.7 | 47.9 | 74.2 | 132.91 |
| DPS | 0 | 0 | 0 | 0 | 0 |
| Cash Flow (JPY mn) | | | | | |
| Year Ending | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
| Depreciation | 214 | 299 | 462 | 382 | 626 |
| Sales Cash Flow | 846 | -79 | 78 | 691 | 3,196 |
| Investment Cash Flow | -456 | -1,958 | -123 | -101 | -1,140 |
| Financial Cash Flow | 1,345 | 2,288 | -271 | -1,188 | 968 |
| Financial data (%) | | | | | |
| Year Ending | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 |
| ROA | 11.9 | -2.2 | -24.7 | 11.1 | 19.1 |
| ROE | 35.5 | -6.6 | -78.3 | 41.0 | 44.8 |
| Equity Ratio | 47.0 | 33.2 | 19.6 | 32.9 | 39.5 |

Source: Global IR, Inc. based on company's annual securities report

Note: Rounded under JPY mn. Rounded to one decimal place.

*Calculated by Global IR, Inc.



Integrity & Sustainability

February 15, 2021

Sector: IT / Telecoms

Drecom (3793)

Initiation Report

GIR View

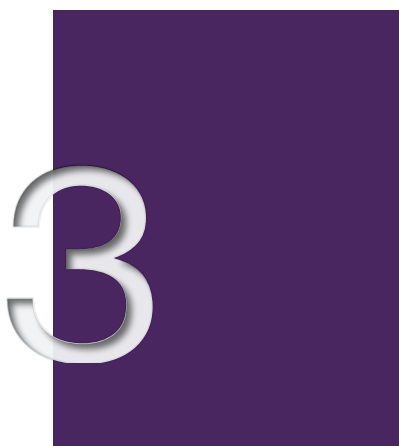


Japan's mobile gaming market – consisting mainly of games played on smartphones – is huge, valued at more than ¥1.3 trillion. Globally, the mobile gaming market is thought to have been worth about ¥8 trillion in 2020. The Japanese market is the third largest in the world after those in China and the US, and is not significantly smaller than either. With the wide uptake of smartphones, the Japanese mobile gaming market grew rapidly until 2017, to over ¥1 trillion. Since then it has continued to expand, at a slower pace, driven by the enjoyable gaming experiences offered by companies in the sector. Market growth is likely to have accelerated with the coronavirus pandemic.

In the fiscal year to March 31 2021, more than 90% of Drecom's revenue will come from mobile gaming, and the company expects to achieve record sales and operating profit. The company was founded in 2001 and was listed on the Tokyo Stock Exchange's Mothers market in 2006. Several times in the past it has run at a loss, but Global IR, Inc. (GIR) believes that this has given it the knowledge of how to be profitable and to manage itself in a way that controls its profitability. One of Drecom's strengths is that since the era of feature phone games (on traditional mobile phones) nearly a decade ago, it has had a distinctive game management style that emphasises continuous usage by players. It has also built a relationship of trust with leading IP¹ holders. Drecom's game management style fits well with IP, which emphasizes long-term value such as brand and user engagement.



Aiming at a stock-based business model, Drecom has set up a revenue structure that grows sales and profits through having multiple game titles. In particular, it releases IP-based games, on a Free-to-Play basis but in which players choose to make in-game payments, over long periods, with good game management in place. Games that sell less well point to the timing of reductions in operating costs and the termination of operations, allowing preparation for the release of new titles. The Japanese mobile gaming market has increasing barriers to entry, but Drecom is one of the companies able to clear them. The market continues to grow, and the mobile gaming business has become the company's cash cow. In our view, Drecom is entering a period in which it will be able to create new revenue streams.



¹ Intellectual Property



GIR View (continued)

4

The first reason for the increasing barriers to entry is rising development costs. These have risen to more than ¥100 million per title, and sometimes more than ¥1 billion. **The second issue is finding personnel with the right skills.** The mobile gaming business involves two different functions: development, and also management, because the revenue that players are charged comes from post-release game management. These two functions require different skills and mindsets. Game companies have to develop and retain the right human resources.

Third, there is a barrier to entry in the form of IP-centric inner circles within the industry, known as 'value circles,' based on abilities and relationships. IP has been adopted for most game titles as the mobile gaming market has expanded. Intellectual Property (IP) in a game refers to well-known game titles or characters. The use of this kind of IP extends across magazines, merchandise, games, and industries, further enhancing its value. Companies that use the IP therefore have to be part of the circle to be able to contribute to the improvement in the IP's value, and the interests of each industry stakeholder must be carefully taken into consideration.

5

6

As mobile games have become cash cows, on a consolidated basis there is the prospect of retained earnings moving into positive territory. Medium-term, Drecom aims to build new revenue streams in entertainment by deploying the management skills it has acquired in the gaming business and making the most of its management strengths.

Financial Data

Share price: ¥872 (as of February 12, 2021)

| Fiscal Year | Sales (¥m) | YoY (%) | Operating Profit (¥m) | YoY (%) | Net Profit (¥m) | YoY (%) | Recurring Profit (¥m) | YoY (%) | EPS (¥) | PER (x) |
|-------------------|---------------|------------|--------------------------|------------|--------------------|------------|--------------------------|------------|------------|------------|
| 2017/3 | 8,388 | 28.3 | 932 | NA | 844 | NA | 814 | NA | 29.7 | - |
| 2018/3 | 13,192 | 57.2 | 190 | -79.7 | -29 | NA | -204 | NA | -7.2 | - |
| 2019/3 | 10,720 | -18.8 | -577 | NA | -1,349 | NA | -1,712 | NA | -60.5 | - |
| 2020/3 | 10,150 | -5.4 | 617 | NA | 635 | NA | 711 | NA | 25.0 | 32.6 |
| 2021/3 (Co. est.) | 11,700 | 15.3 | 1,900 | 207.9 | 1,800 | 183.1 | 1,400 | 96.8 | 49.1 | 16.6 |

in Millions of JPY



FAQs from Meetings with Investors

Drecom holds meetings with overseas institutional investors on an ongoing basis. Below we reproduce some common questions and responses from these meetings. The responses are based on the company's answers and include GIR commentary and additional information. The questions are ordered according to issues that were of particular interest. For more information on the answers, click "Answer" at the end of the question.

Drecom's Financial Performance

Q1: Why was there a loss in the year to March 31, 2019? -----<Answer>

Q2: However, Drecom turned a profit of ¥690 million in the fiscal year to March 31, 2020. What was the background to this turnaround?

-----<Answer>

Q3: In the fiscal year to 31 March, 2021, sales and operating profit are expected not just to have turned up, but to be at record highs. Can you explain why? -----<Answer>

Q4: Please share your thoughts on the possible financial results for the fiscal year ending March 31, 2022, and beyond -----<Answer>

About Drecom

Q5: Please tell us about the trends in revenue contribution from each title -----<Answer>

Q6: Are trends in billing and ARPU much affected by seasonal factors or entertainment events? -----<Answer>

Q7: What is the difference between the revenue structure of in-house IP and third-party IP? -----<Answer>

Q8: Can you explain why the billing amount and sales are different? -----<Answer>

Q9: Please tell us how the differences between the Apple, Google and enza platforms impact your earnings -----<Answer>

Q10: Please tell us about your relationship with Bandai Namco Entertainment (7832) -----<Answer>

Q11: Please give your thoughts on new businesses, investment such as M&A, etc. -----<Answer>

Q12: Please explain your views on shareholder returns -----<Answer>

About the Gaming Market

Q13: How large is the market? -----<Answer>

Q14: Please outline the trends in the market. -----<Answer>

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*Integrity & Sustainability***CHART AND TABLES**

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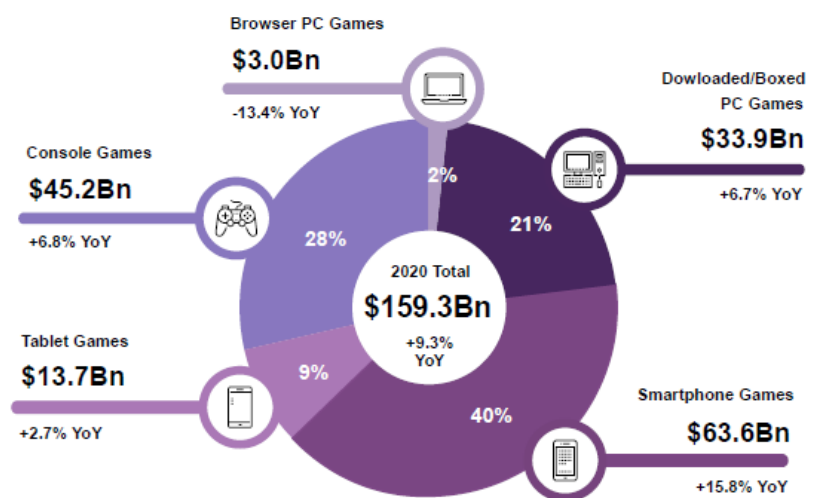
The Mobile Gaming Market

Trends in the Mobile Gaming Market

The domestic mobile gaming market expanded rapidly until about 2017

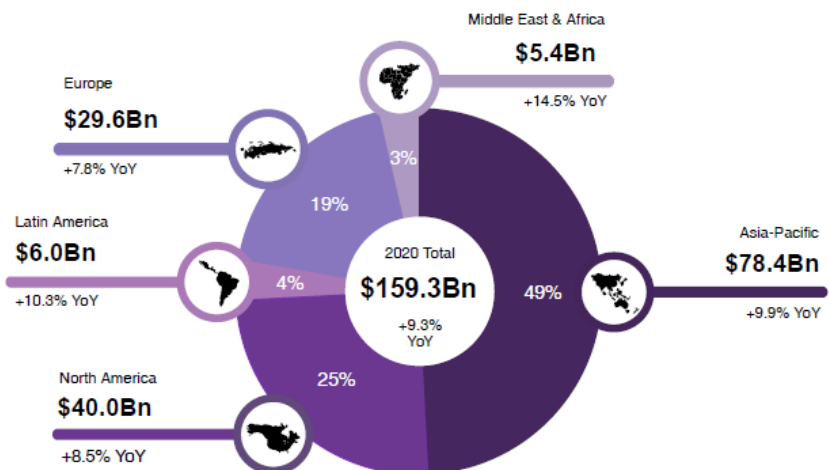
The global mobile gaming market is estimated to have been worth about ¥8 trillion in 2020, and the Japanese market about ¥1.3 trillion, making it the third-largest in the world after China and the United States. However, the difference in size is relatively small: Japan's mobile gaming market is huge.

Figure 1. 2020 Global Gaming Market By Segment, 2020



Source: Newzoo

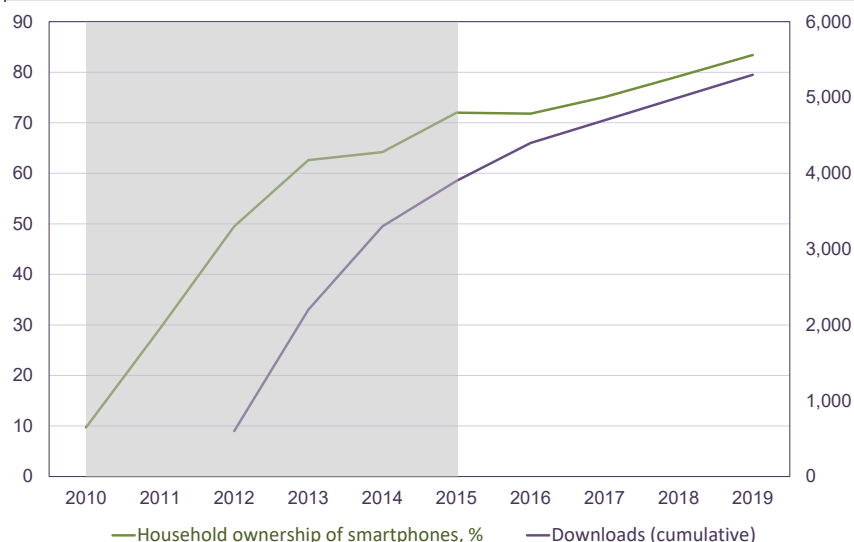
Figure 2. 2020 Global Gaming Market By Region, 2020



Source: Newzoo

The domestic mobile gaming market expanded rapidly until around 2017 with the uptake of smartphones. Since then, although growth has slowed, the market has continued to expand moderately. According to the *Famitsu Game White Paper*, the domestic mobile gaming market exceeded ¥1 trillion yen in value in 2017, and has continued to grow moderately since then.

Figure 3. Smartphone Gaming Market Grew with the Uptake of smartphones

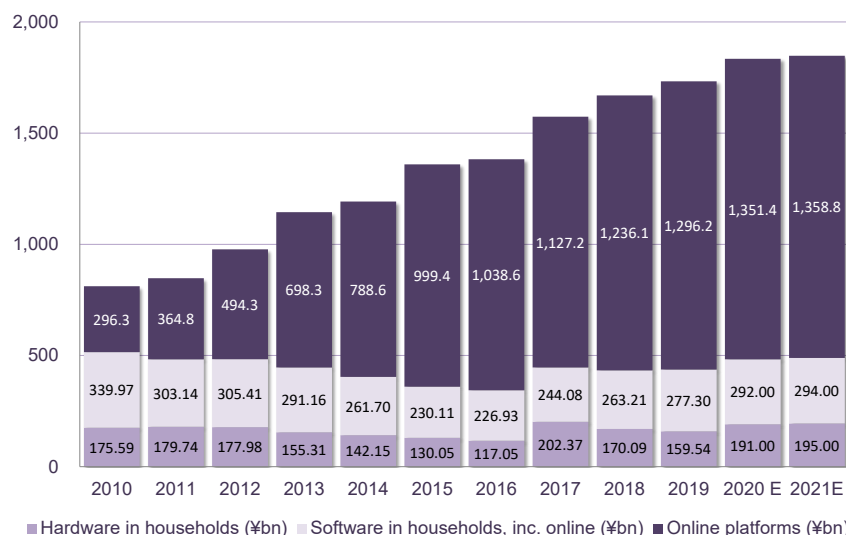


Source: GungHo Online Entertainment Co.; Survey of Trends in Communications Usage (通信利用動向調査), Ministry of Internal Affairs and Communications

Downloads of *Puzzle & Dragons* (Pazdora), a game released by GungHo in January 2012, rose almost in line with the increase in the number of smartphones, and the overall market for smartphone games in the early 2000s expanded with the uptake of smartphones.

Figure 4. Growth of the Domestic Gaming Market (Household & Online Platforms)

Unit: ¥bn



Source: *Famitsu Game White Paper*, 2020

Note: Data period: Dec 28, 2009 to Dec 29, 2019 Accurate figures for 2020 and 2021 are unavailable; from May 2020 they are estimates.



Integrity & Sustainability

There are three factors driving continued moderate growth:

(1) Improvement of the appeal of games, through the efforts of game companies.

(2) Coronavirus accelerating changes in life and work trends.

(3) The expansion of the base of users who have gaming experience, and the gaming generations' transitioning into adulthood.

Continued Moderate Growth in 2017 and Beyond

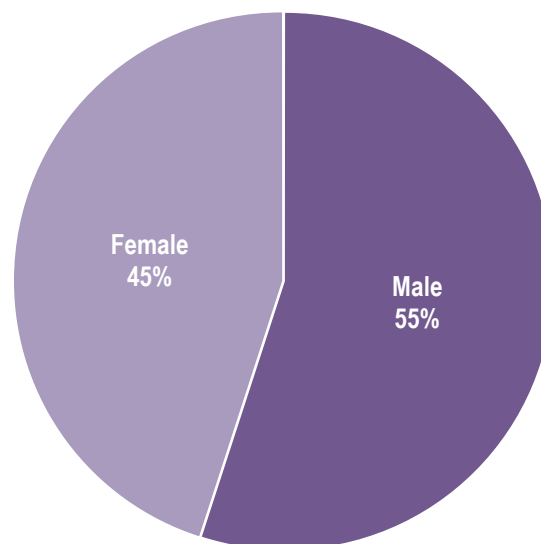
As noted above, the mobile gaming market continues to expand, albeit at a more moderate pace. This is for a number of reasons, including: (1) the appeal of a variety of mobile gaming experiences, as a result of game companies' efforts; (2) the acceleration of existing trends in life and work, as a result of the coronavirus pandemic, and thus an increase in the number of gaming hours played; (3) the expansion of the base of users who have gaming experience, and the gaming generations' transitioning into adulthood.

As smartphones became more widespread, users grew accustomed to using them for various functions, and they became a familiar gadget in everyday life – that is, they became commoditized. At the same time, gaming companies have optimized their smartphones for screen use, resolution, operability, and behavior when games are played, while providing users with a variety of gaming experiences. In this way, as the appeal of smartphone games is improved, a virtuous cycle is generated in which these games attract more users.

Figures 5 and 6 show that there is little difference in the gender and age composition of players. Overall, it can be inferred that the market of mobile game players is growing.

Figure 5. Gender Balance of Players

Unit:%



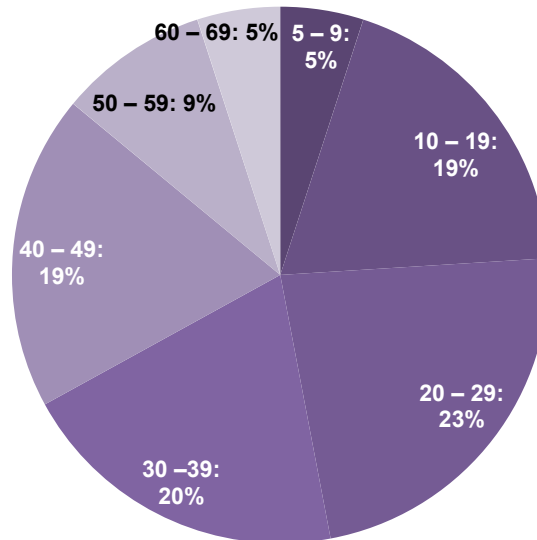
Source: Famitsu Game White Paper, 2020

Note: Data period: Dec 31, 2018 – Nov 3, 2019



Figure 6. Age Breakdown of Game Players, in Years (Japan)

Unit:%



Source: Famitsu Game White Paper, 2020

Note: Data period: 31 Dec, 2018 – 3 Nov, 2019

Figure 7. Game Apps in Japan: Players, Time and Revenues (weekly averages)

| Average no. of players weekly (million) | Average weekly playing time (million hrs) | Average weekly billing (¥m) | ARPU / week (¥) |
|---|---|-----------------------------|-----------------|
| 2.563 | 8.485 | 719.718 | 280.80 |

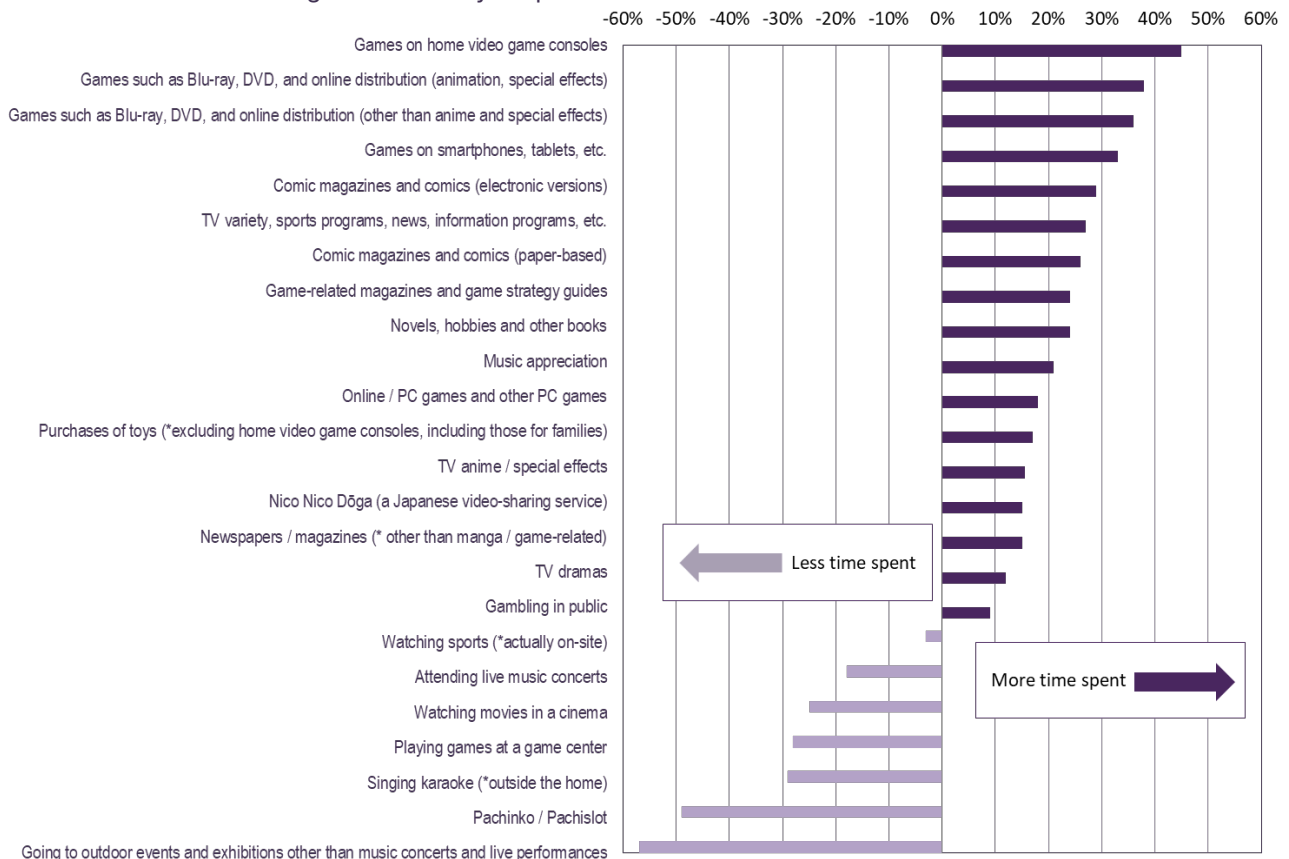
Source: Famitsu Game White Paper, 2020

Note: Data period: 31 Dec, 2018 – 3 Nov, 2019

Furthermore, the constraints resulting from the coronavirus since Spring 2020 have accelerated changes in life and work patterns that were already occurring. As a result, it appears that more time is being spent on playing games (see Figure 8 below). This is increasingly driving the mobile gaming market.

Figure 8. Changes in entertainment activity due to the effects of the coronavirus

Q. Please tell us about changes in the time you spent on entertainment activities in March.



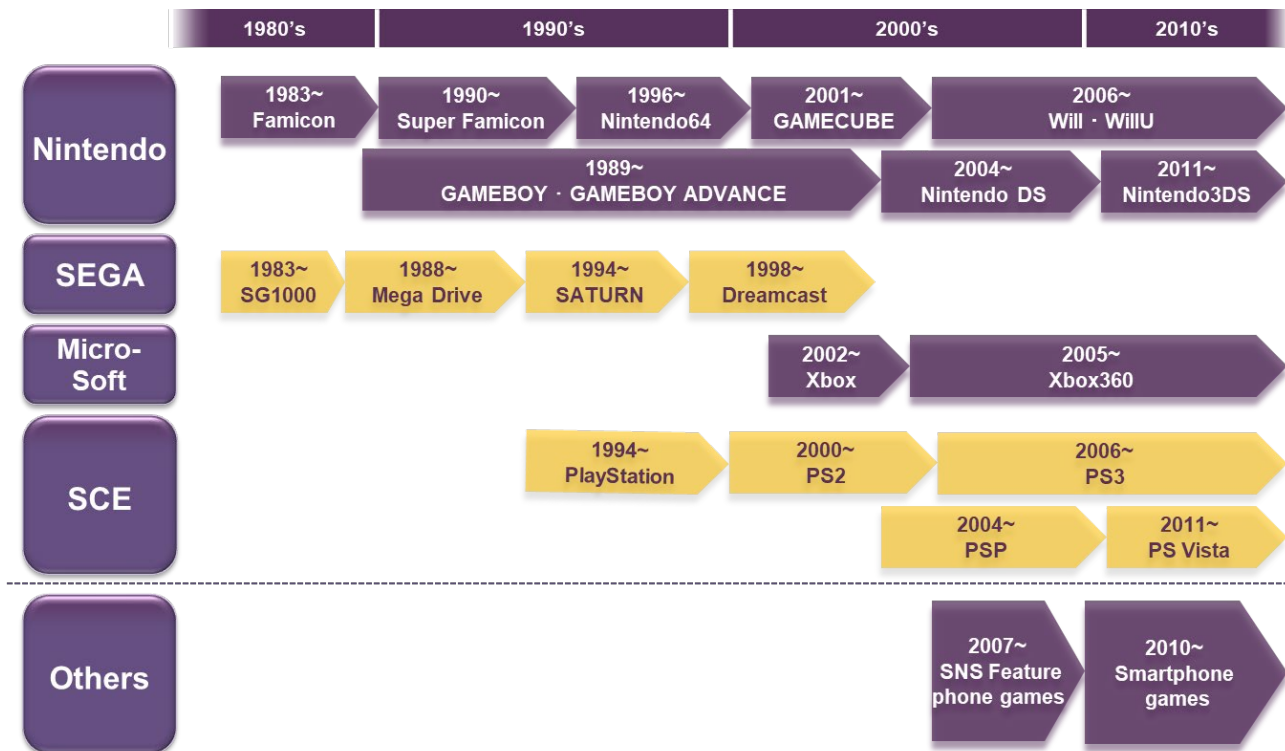
Source: Famitsu Game White Paper, 2020

Note: Percentage of respondents who answered that they had increased their activity. Video items include recording and viewing.

Eb-i Survey; survey date: April 6, 2020. n = 7,801

3) Concerning point 3 above, as shown in Figure 9, Nintendo's Family Computer was launched in Japan in 1983. Following this, in 1989 came the Gameboy. The Playstation, which appeared in 1994, appealed to an older user base, and in recent years these players have become more interested in mobile gaming. In addition, many users started to become familiar with games for the first time around 2010, through social network service (SNS) mobile games. The commoditization of smartphones and the increase in disposable income as players became adult members of society also helped to establish a lifestyle in which interaction with mobile games became part of everyday leisure. The younger generation now own smartphones from an early age, become paying users from about high-school age, and start to take part in the mobile game market.

Figure 9. History of the Domestic and Home Video Game Market



Source: Global IR, Inc.

Features of the mobile gaming market, high barriers to entry

(1) High development costs; (2) The need to find personnel with different skill sets; (3) The existence of 'value circles' based on capabilities and relationships

Features of the mobile gaming market:

(1) High development costs:
More personnel needed, long lead times.

(2) Development and management in the mobile game business are completely different functions, requiring personnel ...

(3) The existence of 'value circles' in the industry, consisting of abilities and relationships.

Developing mobile games is increasingly expensive. Development costs for feature phone games typically ran to a few tens of millions of yen, but for mobile games they are usually in excess of ¥100 million, and for some titles are estimated to be more than ¥1 billion. The reason is that users have been used to high graphics performance, 3D images, etc. since the days of packaged software for home video-game consoles, so user expectations are high.

To give a clearer picture of the increase in development costs: developing feature phone games required 10 to 20 people and took about six months to complete. For mobile games, it requires 50 to 100, and the lead time from planning to completion rises to 1.5 to 2 years. During this period, labor costs are very high.

Mobile games are first developed, then – after release – managed. Sales are realized through users choosing to make in-game payments. Game



management involves planning in-game events, promoting engagement through interesting features or additions, responding to users' requests and complaints, and addressing problems such as defects and bugs.

Development and management of games being completely different types of business, mobile gaming companies need to nurture personnel with different mental and other skill sets. Games are developed by specialized personnel – game creators – who design the games and add sound, graphics, etc. Knowledge is built up not only by individual creators, but also as a team. By contrast, game management requires close communication with users, focusing on engagement through dialogue.

Mobile games have become a huge, ¥1 trillion-plus market, and the use of IP has become standard. Intellectual Property in a game means the inclusion of a well-known game title or character. The addition of IP to mobile games increases the value of that IP, and at the same time brings in users and gets them involved. For mobile games, the key to success is how long the player can continue to enjoy a game after it has been released – that is, whether the players will continue to choose to make in-game payments.

The same IP might be used across a number of media other than games, including magazines, videos, etc., so there are many stakeholders involved. Companies that use the IP have to be able to contribute to the value of that IP, so there is an informal inner circle of IP users known as a 'value circle'. Membership requires IP users not only to contribute to raising the value of the IP, but also to consider the other stakeholders in each industry.

The requirements for being in the game industry have expanded to encompass not just development capabilities, but also successful management and marketing, as well as being in a 'value circle' based on abilities and human relationships. The requirements not only for financial strength, but also a track record and credibility as a member of the circle, form barriers that make it hard for prospective new entrants to the market

Mobile gaming moving towards a stock-based business model

As tangible and intangible barriers to entry arise in the mobile gaming market, companies are increasingly adopting one of the following strategies to increase revenue:

- (1) Trying to create games that are big hits, using their own IP;
- (2) Building up billing revenue in multiple layers by releasing multiple titles using other companies' IP, without focusing too much on one's own.

With the second option, the release of a new game is very likely to secure a certain amount of sales over a given period of time through the use of IP. And

Cleared barriers to entry, stock-type business model point to stable and rising earnings.



in addition to the release of new games as appropriate, billing sales will be accumulated for each title. We believe that in this way it has become possible to build a stock-type business model in the mobile game business.

In other words, while barriers to entry have risen in the mobile gaming market, business models have been shifted to stocking. Companies that can clear the barriers to entry and optimize stock-based business models are therefore more likely to achieve relatively stable revenue growth.

**Drecom (3793)****Clears the barriers to entry, allied with
'value circles'****Company Profile**

Founded in 2001; entered the gaming market in 2009

Drecom is a gaming company that clears the high barriers to entry in the current mobile gaming market. The company is now expected to achieve record operating profit in the fiscal year to March 31, 2021, which we believe testifies to its recognition in the mobile gaming market and its experience over the past few years, as well as its ability to control the market duration of its game titles and to optimize its revenue.

Drecom was founded by Yuki Naito, the current president. While attending Kyoto University, he set up Drecom with a group of university students centered on Kyoto University, and in November 2001 established it as a company.

Ever since it was founded, the company has been involved with entertainment services based on people-to-people connections on the Internet. In 2003 it developed a blog service, and in 2006 it was listed on the Tokyo Stock Exchange 'Mothers' section, with business development centered on this service. At that time, Web 2.0, which allows users to create and collaborate online, was a major new trend. Drecom's IPO was in tune with the times.

The number of users of the blog service rose, but it proved hard to make profitable. The business fell significantly short of Drecom's expectations, and it was forced to rebuild from its management foundations. Rakuten (4755) provided support, and after a capital and business alliance in 2008, including a third-party allotment, Drecom expanded into mobile phone-related business.

On the other hand, entertainment services based on interpersonal connections – the focus of Drecom's business since its inception – emerged from several social networking platforms, such as Facebook and Mixi, around 2007-2008. These typically had an open-door policy on the provision of games – that is, anyone could become a game provider. In 2009, Drecom offered games on social media. The following year, it also started offering games for mobile phones. Onmyoji Heian Yokitan and Chokoto Farm won acclaim and established a position in the social game market. Chokoto Farm was launched in January 2011, has been on the market for 10 years and is still available.

2009: Moved into games on social network services. 2010: Offered games for mobile phones; established its position.

During this period, the social gaming market expanded rapidly by providing new gaming experiences using people-to-people connections on the more popular feature phones. However, with the use of 'Gacha', which is a way of making purchases within games through paid electronic draws, sometimes in sequence, some game providers were viewed as having caused a social problem by unduly raising the expectations of players in games requiring payments. In 2013, the Consumer Affairs Agency alerted game providers to potential violations of the Act against Unjustifiable Premiums and Misleading Representations. The event is commonly referred to as the 'Illegal Kompu Gacha problem'. The effect was to dampen the rapid market growth, but lowering the risks arising from gamers' highs and high billing turned into a pathway to more smartphone-based gaming. In other words, the 'Illegal Kompu Gacha problem' prompted the industry to accelerate its move into the smartphone gaming market.

Revenue structure

The revenue structure of mobile game sales at Drecom differs for in-house and third-party titles.

For in-house games (in-house IP), as shown in Figure 10, billed sales are accounted as Drecom sales. From these are deducted fixed costs, and also variable costs in the form of fees paid to platforms and copyright fees. The remainder is operating income.

Sales are handled differently in the revenue structure of IP distributed by third parties. In this case, billed sales are revenue-shared with the partner company, and Drecom's share is accounted as its sales. In this case there are no variable costs in the form of fees paid to platforms and copyright fees. Drecom's operating income from this source is calculated by deducting its fixed costs.

The operating profit margin on IP distributed by third parties is therefore high, but the actual billed sales of the company's titles distributed by third parties are larger than the sales recorded by Drecom. GIR estimates that actual billed revenue from Drecom's IP distributed by third parties is approximately four to five times higher.

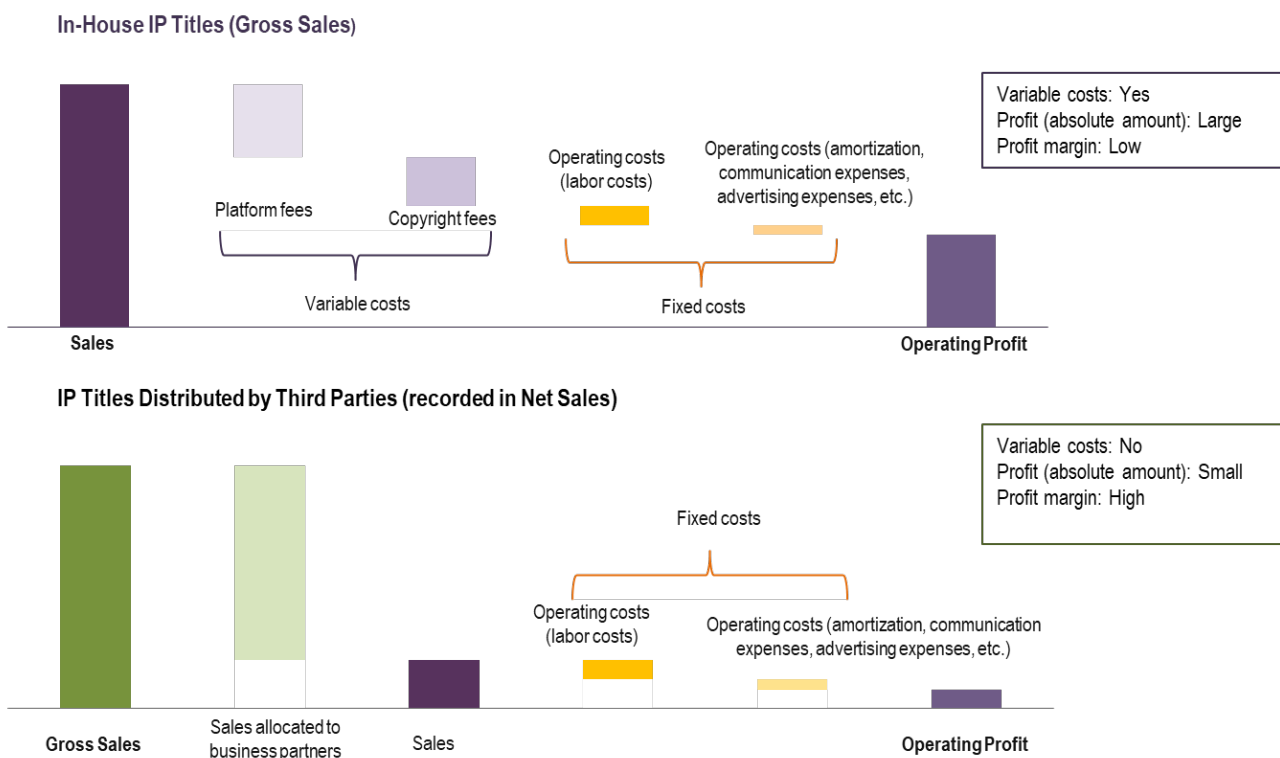
Third-party platforms distributing Drecom's IP include Bandai Namco Entertainment (BNE)'s enza. Drecom has been involved with BNE since the launch of the enza platform (details on Page 19), and we believe it is responsible for managing both the platform and games. This means that Drecom may effectively have two sources of income from its distribution via enza. If so, the company's profit margins from this relationship may be higher than those from other platforms.

The business models for in-house (owned) IP and third-party (other



companies' IP are different. In-house IP is a high-risk, high-return product for which it is relatively hard to acquire users, because it does not have the name recognition of other companies' IP. However, once it has been adopted by players and becomes a hit, it is profitable because there are no copyright fees to be paid out. On the other hand, while other IPs are low-risk, low-return, powerful IPs have a number of stakeholders, and unpredictable events can incur intangible costs in the short term. For example, if the title does not become a hit, but cannot be terminated easily, this is regarded as a hidden cost.

Figure 10. Comparison of Revenue Structures: In-House versus Third-Party IP



Source: Global IR, Inc.



Drecom's strengths

Strengths nurtured since the company's inception

1. Management experience with IP and a relationship of trust with its users;
2. Building an organization that can successfully develop and manage multiple games, and establishing a stock-based business model;
3. Sustainable and reproducible management practices gained from experience, including setbacks;
4. Potential for further business development, not only in the game business.

1. Management experience with powerful IP and a relationship of trust with its users

Drecom's strengths:

- (1) Managing IP, relationships with IP holders
- (2) Establishing a stock-based business model that can develop and manage multiple titles.
- (3) Sustainable and reproducible management practices gained from experience, including setbacks.
- (4) Potential for development in other business areas.

In the gaming market nearly 10 years ago, Drecom offered several games, mainly for feature phones, including the aforementioned Onmyoji Heian Yokitan and Chokoto Farm, along with powerful IP. From the beginning the company's games were not intended to persuade people to gamble; rather, the focus was on continuous use. This meant that Drecom was not the kind of company that would grow so fast that its revenues would shoot up tenfold in a short period. But in addition to gaining a solid financial base to develop games for smartphones, the company has established a track record in business, and strong relationships with leading IP holders such as Bandai Namco Entertainment (BNE).

In game management, the focus on continuous use is player-oriented, but it also fits with IP that emphasizes increases in value long-term, such as brand and royalties. In our view it was this that gave Drecom its strengths and competitive advantages in a mobile game market that was heading for rapid expansion

In managing games using third-party IP, it is essential to have certain types of knowledge that can only be obtained from experience – such as maintaining appropriate communication across industries. It is also vital that individual skills and abilities be shared with the organization or community as a whole.

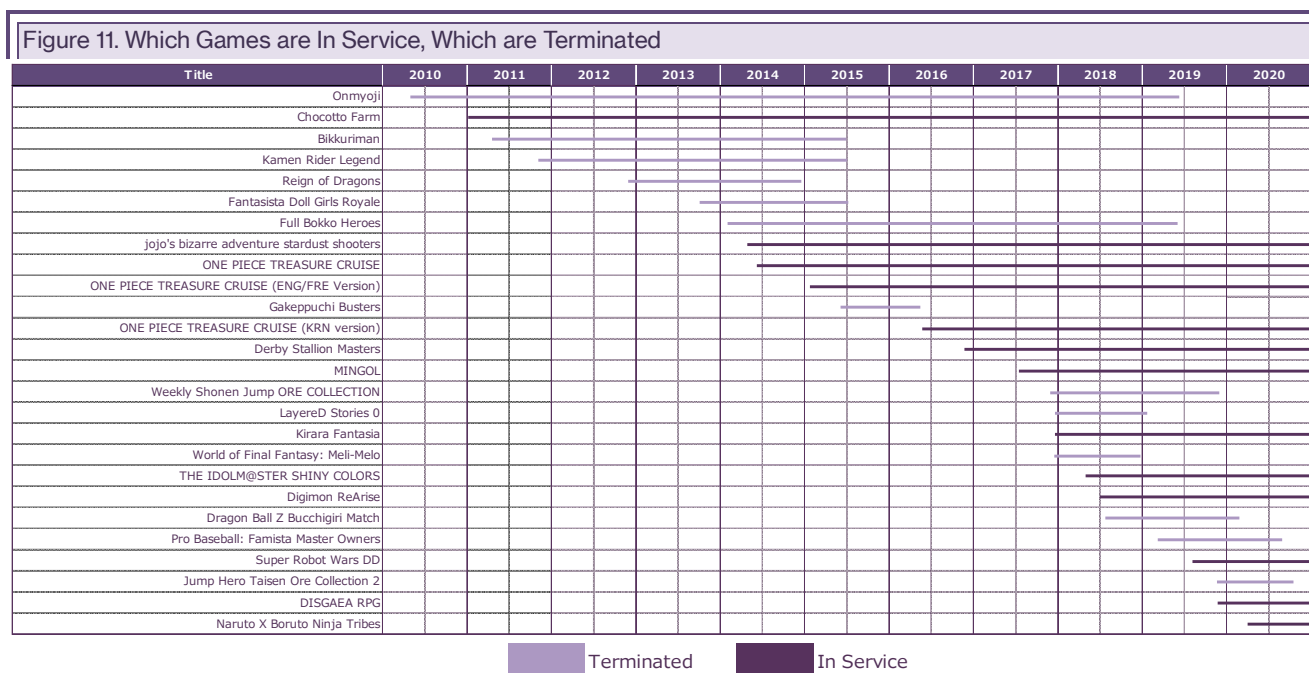
Drecom began full-scale support for mobile games for smartphones in 2012. After several transitional products, in 2014, *Full Bokko Heroes*, as well as *JoJo's Bizarre Adventure Stardust Shooters* (from BNE), and *ONE PIECE Treasure Cruise* (from BNE) were released and successfully converted for smartphones.

2. Building an organization that can successfully develop and manage multiple games, and establishing a stock-based business model

During the emergence of smartphone games, the game market featured blockbuster titles by other companies, such as *Puzzle & Dragons* (GungHo Online Entertainment (3765); released in February 2012) and *Monster Strike* (Mixi (2121); released in October 2013). Drecom followed this by working on games using both its own and third-party IP. Fifteen smartphone games were developed and released, under titles including *Derby Stallion Masters* and *Mingol* (now distributed by ForwardWorks). Three of these are Drecom's own games, while 12 use other companies' IP (not including the enza titles mentioned below).

Many of these games proved disappointing in terms of revenue. However, the process brought Drecom a wealth of experience and learning and resulted in an organization that can develop and manage multiple games. This point can now be identified as a factor in the company's strengths and competitive advantages.

Figure 11 shows how Drecom is accumulating sales from multiple games using a series of revenue optimization methods, including cost control, careful timing of withdrawal from service, and, based on the sales situation after a release, preparation for releases of new games. GIR believes that Drecom is putting together a stock-type business model.



Source: Global IR, Inc. from company materials

Drecom has relationships with leading companies, including Bandai Namco (BNE)

Drecom has good relationships with leading companies such as BNE, ForwardWorks, and Aniplex, a wholly-owned subsidiary of Sony Music Entertainment, which itself is 100% owned by Sony (6758). In addition to developing and managing multiple games, including *ONE PIECE Treasure Cruise*, Drecom was involved in the launch of a joint venture on the game platform 'enza', which was started in April 2018. While the joint venture will become 100% owned by BNE in March 2020, Drecom's involvement with enza will continue.

So far, 12 games using BNE's IP have been developed and managed by Drecom, and five are still in service. Bandai Namco Holdings (7832), the holding company of BNE, held 19.1% of Drecom's shares (as of September 30, 2020), making it the company's second largest shareholder; these shares were transferred from Rakuten in September 2018. The shareholding demonstrates the good relationship between Drecom and BNE, and is likely to strengthen it.

ForwardWorks is responsible for the mobile business under Sony Interactive Entertainment, a multinational video game and digital entertainment company that is a 100% subsidiary of Sony. Drecom is involved in ForwardWorks' *Mingol* and *Makai War Record Disgaea RPG*. *Mingol* is a mobile version of *Minnan no Golf*, the main game on the Playstation, and for *Makai War Record Disgaea RPG*, Drecom was involved in repairing defects and improving game management. Both games are good examples of the relationship of trust between the two companies.

Drecom is also responsible for developing and managing *Ira Fantasia*, distributed by Aniplex, and has a track record of more than three years since this game was released. Drecom was also in charge of *World of Final Fantasy Merimero*, distributed by Square Enix (9684), though the service of this game has now been terminated.

These specific development and management results – (1) managing powerful IP and the relationship of trust with its holders, and (2) creating an organization that can develop and manage multiple titles, and with this the establishment of a stock-based business model – function as strengths and competitive advantages for Drecom.

3. Sustainable and reproducible management practices gained from experience, including setbacks

The first setback that Drecom faced was the failure of its blogging business immediately after the IPO. In addition the company was faced with the effects



of its financial difficulties, as well as organizational challenges due to employees being insecure about their futures.

Drecom recovered from these difficulties with the help of a capital injection from Rakuten. The company's various responses to the crises it went through seem to have become transmuted into management expertise. Even after focusing on the game business, the company was confronted with operating losses – during the market transition from feature phones to smartphones (2013); the failure of its original titles (2015); and in the rush to release multiple IP titles (2018) – but deficits did not become the norm, and the company quickly recovered its profitability.

The upside of not having much cash is that financial constraints force an early response to any crisis. Drecom is very conscious of optimizing revenue by accurately gauging timing, monitoring failures, cutting costs by controlling outsourcing costs, withdrawing if it cannot keep up, and preparing to launch new titles.

Drecom's experience in developing and managing multiple game titles has enabled it to build a rich outsourcing network. It has effectively set up a system that enables it to double its development and game management capacity just by using outsourcing, or shrink it in the same way. With timely use of this system, Drecom can stay in control of costs and link these to demand.

4. Potential for further business development, not only in the game business.

Drecom's history is generally described with a focus on gaming, but the company has not limited itself to this business. In addition to the blog business it was working on at the time of the IPO, other major examples are ringtones for feature phones and the educational content business that led to a joint venture with Rakuten. The company has also worked on music distribution, anime distribution, SNS services using location information, and other areas. Given the size of the company, this is a wide variety of activities. Drecom does not yet have a business with continuity in addition to its game business, but it refers to itself as "an Internet shop before it is a game shop," so can be expected to work on some kind of new business in the future. It is likely to apply the strengths it acquired in the game business to other fields in the entertainment industry, with the potential to create a second strong revenue stream.

For new businesses, risk control tighter, investment initially limited.

Although developing new businesses is always a risk, we believe that risk controls are in place more than they were for the game businesses described above. Until the growth potential is confirmed, the scale of any investment is likely to be limited. As with the game business, the company will be looking to start small and grow from there.

Drecom's Business Performance

Through conscious optimization of revenue, record profits likely for the fiscal year to March 31, 2021

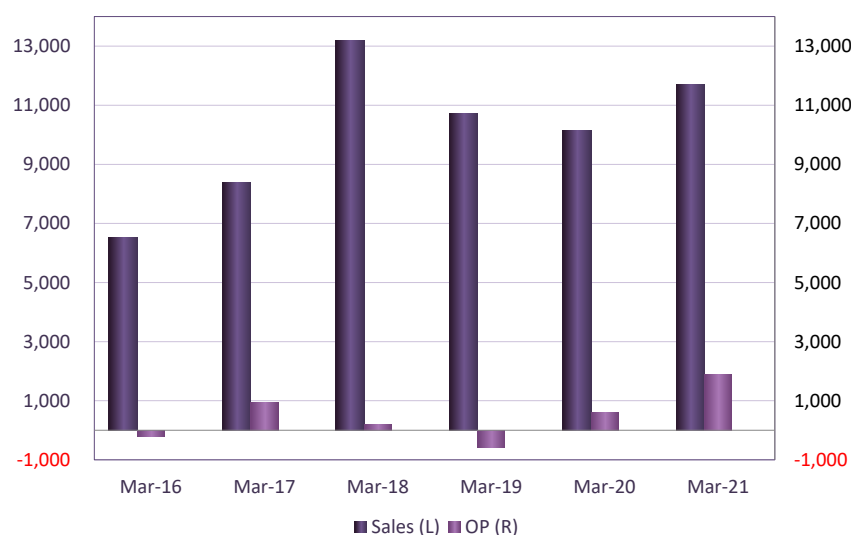
In 2016–2018, as the rapid growth in the mobile gaming market was coming to an end, the company released 10 titles with the aim of expanding its market share. However, competition was fierce, and sales of many games fell short of expectations. At this period in mobile gaming, gamers were looking for a new type of experience in addition to IP.

Drecom acknowledged this error and after 2018, withdrew titles that would not monetize. For this reason, it recorded a net loss of ¥1.96 billion in the fiscal year to March 31, 2019, but posted a net profit of ¥690 million in the fiscal year to March 31, 2020.

Withdrew non-monetizing titles, became profitable the following year.

Figure 12. Financial performance

Unit: ¥m



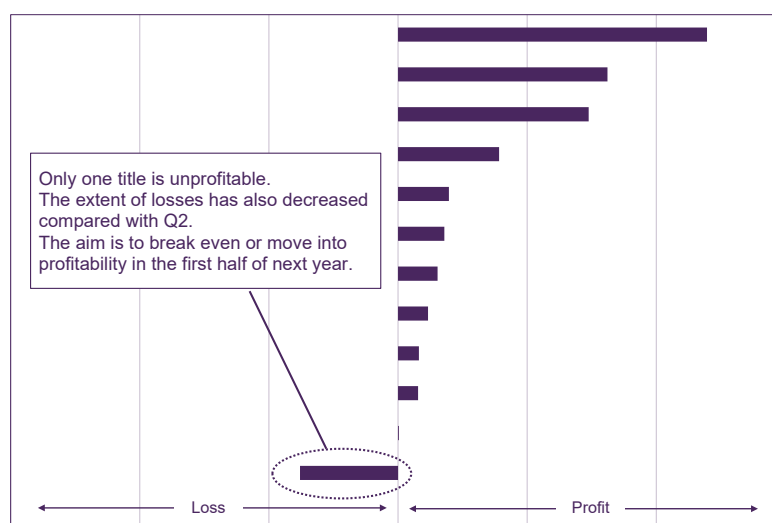
Source: Global IR, Inc. from company materials

Note: Mar-21 figures are Drecom forecasts

Profitability differs by title; cost control is tight, based on experience.

Drecom outlines the earnings situation for each title in its results briefing materials, though the exact details are not disclosed. In the third quarter of the fiscal year to March 31, 2021 (October–December), 11 of the 12 games in service were in profit, and operating profits piled up.

Figure 13. Profitability of games in service



Source: Global IR, Inc. from company materials

Note: Series games are counted under one title. The 3 enza titles are under *Boku & Dragons*.

In addition, billings tend to increase during the New Year, when users in the entire market have more time to play games, while they tend to decrease in March and April, in July and August, during the summer vacation, and toward the end of the year, when people are busier with life and leisure activities related to the end of school terms and to company activities. On the other hand, for Drecom, the release anniversaries of games currently in service are concentrated in the April-July and October-December quarters. Holding anniversary and half-year anniversary events at these times makes it possible to increase billings, and thus to smooth out fluctuations in sales to some extent.

As a result, we expect sales and OP to reach record highs in the fiscal year to March 2021.

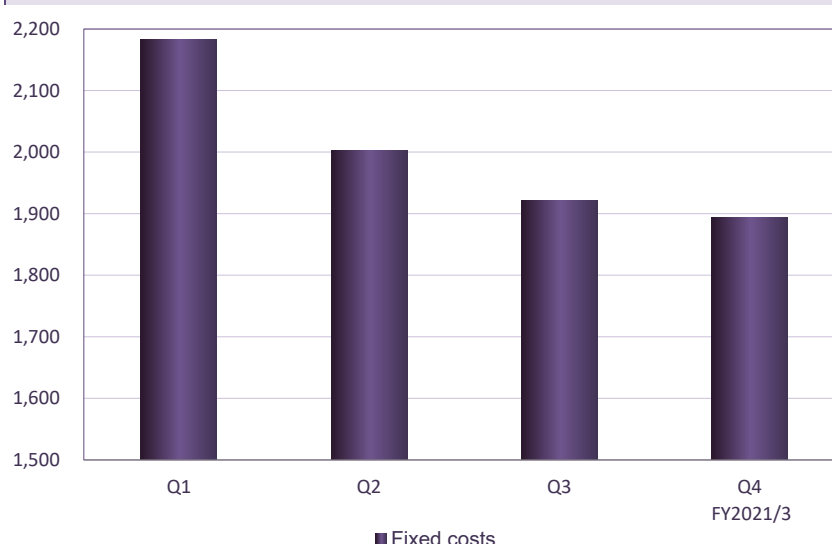
In addition to there being relatively few sales days in the January-March quarter, there were no major events other than New Year's events. Furthermore, user in-game payments will not be made until April and May for the anniversary events of the flagship titles. Therefore, January-March quarter sales are expected to have fallen compared with those in the October-December quarter. October-December quarter sales were in any case strong, driven by the anniversary and year-end events of the game *Davimus*.

On the other hand, costs have continued to decline since the April-June quarter, as shown in Figure 14. This is due to management with an emphasis on efficiency and efforts to review and control costs – mainly in the administration department – as the development of multiple game titles takes off and the capitalization of development costs progresses. Therefore, costs in the January-March are also expected to decline compared with those in the October-December quarter.

Drecom releases its earnings outlook only for the following quarter. This is because of factors that cannot be determined, such as the timing of game title releases. The company announced its full-year earnings forecast for the year to March 2021 when it released its October-December figures on January 28. It expects full-year sales to increase 15.3% to ¥11.7 billion and operating profit to be up 307.9%, to ¥1.9 billion. Although revenue is expected to have declined quarter-on-quarter from the October-December quarter to the January-March quarter, it had already grown 31.3% in the nine months through the October-December quarter. Both Drecom and GIR therefore expect sales and operating profit to reach record highs in the fiscal year to March 31, 2021.

Figure 14. Trend in fixed costs, FY to March 2021

Unit: ¥m



Source: Global IR, Inc. from company materials

Higher profits likely in the next fiscal year by new title release.

In the fiscal year to March 31, 2022, GIR believes that Drecom is likely to achieve higher profits. First, looking at the sales side: 11 of the 12 titles already in service in the fiscal year to March 31, 2021 have contributed to earnings, and it is almost inevitable that sales from aging existing game titles will fall in the next fiscal year. However, according to the earnings briefing on January 28, Drecom's pipeline has 10 titles under development through to March 2023. If so, at least one title can be expected to be released in the fiscal year to March 31, 2022. There is a good chance that this will compensate for the aging of existing titles and lead to a net increase in sales. Moreover, on the cost side, the company will continue to focus on operational efficiency and cost optimization. In addition, the amortization of goodwill generated by the acquisition of the BlasTrain game development company ends during the current fiscal year. GIR believes that the costs in the fiscal year to March 31, 2022 are likely to be flat or less than those on a quarterly basis in the January-March quarter of the current fiscal year.



Integrity & Sustainability

Stable profit growth likely over the medium term through stock-based business model.

Possibility of dividends within a few years.

Drecom's Growth Strategy:

- (1) Moving into other entertainment fields using the know-how acquired through game management.
- (2) Expanding in-house IP.
- (3) Domestic hit titles to be made available overseas.
- (4) Introducing a subscription business model in areas other than mobile gaming.

Although there are differences in the profit contribution from each title, Drecom takes its risk management very seriously. By accumulating multiple titles, the company appears to be putting into place a stock-type business model.

Consequently, it is therefore very likely that the company will be able to maintain a relatively stable trend of increasing sales and profits over the medium term.

Though retained earnings posted a loss of ¥1.47 billion as of March 31, 2020, as noted, the company is likely to post record high profits in the period to March 31, 2021. If it does, in GIR's view the deficit in retained earnings is on course to be eliminated and the company will be in a position to consider paying dividends within a few years.

Drecom's Growth Strategy

In the results meeting materials for the July-September quarter of 2020 Drecom gave an indication of its future direction. In addition to further increasing its strengths in developing and managing IP games, and expanding its core game business, the company set out the following four areas to focus on in terms of growth:

1. Moving into entertainment fields other than mobile games
2. Acquisition, creation and development of IP
3. Taking existing titles into overseas markets
4. Diversification of the revenue model

1. Moving into entertainment fields other than mobile games

Over the next three years, Drecom aims to transform itself from a "mobile gaming company with strengths in developing and managing IP games" to a "comprehensive entertainment content company centered on IP." Currently, the company's offering consists mainly of mobile games, but it has announced that it intends to develop and provide entertainment services in other fields, such as music, comics, and light novels, utilizing its own IP. In addition to being able to utilize its know-how from IP game management to acquire fans and form fan communities in each field, in the past it has developed and provided music streaming apps and manga apps, so it has long experience of business development in these areas. In September 2020 it released *AKROGLAM*, IP in the form of a musical drama, developed in-house. The service is growing – it had more than 10,000 followers on Twitter by the end of September – and sales of CDs and other related items started in January 2021.



2. Acquisition, Creation and Development of IP

To become a "comprehensive entertainment company", Drecom needs to increase its in-house IP. The company has worked with other IP holders in the past to develop and provide content, but in the future, in addition to creating and developing its own IP in-house, it plans to increase the number of IPs it owns by means including acquisitions from other companies. In the fiscal year to March 31, 2020, Drecom acquired *Boku & Dragons* (and other properties) from Ignis Co. (3989). When Ignis was choosing a company to sell to, Drecom's development and management of IP games, and its attitude regarding IP, were rated highly. Drecom's integrity in matters concerning IP and the recognition of its value are well-known within the industry, and this reputation can be expected to work in its favor when it acquires IP from other parties. In November 2020, it won a part of the copyright and trademark of the pioneering role-playing game *Wizardry*, and the music drama IP *AKROGLAM* mentioned earlier was released. Titles utilizing the company's in-house IP are currently under development in mobile games, and in addition to games that utilize IP owned by other companies, the number of Drecom mobile games using its in-house IP can be expected to increase.

3. Taking existing titles into overseas markets: increased revenue from overseas

Drecom currently obtains most of its revenue from the domestic market, but in future it aims to increase revenue from abroad by offering successful Japanese titles in overseas markets, particularly the rapidly growing Chinese market. *ONE PIECE Treasure Cruise* (distributed by Bandai Namco), developed and managed by Drecom, has been distributed worldwide since 2015, and the company has an excellent track record in management for overseas users. Worldwide distribution of *Derby Stallion Masters* and *Makai War Record Disgaea RPG* (distributed by ForwardWorks) has already been announced for the fiscal year to March 31, 2022. In addition to this previous experience, Drecom has close relationships with leading marketing companies overseas. These should prove to be strengths in the company's overseas expansion.

4. Diversification of the Revenue Model: Moving Away from Dependency on Free-to-Play

Drecom will also focus on diversifying its revenue model. Currently, almost all revenue comes from in-game purchases within games that follow a Free-to-Play (F2P) model, but in future the company intends to introduce a subscription model for areas other than mobile gaming. This should increase revenue stability by moderating the volatility inherent in the F2P model. In addition to a subscription model being expected to be introduced for the augmented reality (AR) app construction platform 'AROW', mail-order sales of

related goods such as CDs have also started for the music drama IP *AKROGLAM* mentioned above. Drecom aims to generate the same level of revenue as F2P in the next five years from business models other than the F2P model.

Drecom and ESG

With respect to ESG, Drecom is improving its non-financial disclosures to help improve corporate value in the future. Its current initiatives are set out below.

S: Social

Creating a working environment that takes into account human rights, diversity and flexibility

In addition to prohibiting discrimination in the workplace and implementing appropriate labor management measures, Drecom is focusing on maintaining the health of its employees, respecting employee life events and life stages – such as introducing remote working – and recommending that male employees take parental leave.

Promoting employees' health and nurturing their skills

The company tries to ensure that the working environment is one that enables employees to stay healthy and fulfil their potential.

- For example, it has rooms where employees can receive a low-cost massage:
<<https://newswitch.jp/p/17425>>
- ...and a café space, run in partnership with a popular café chain:
<https://www.wantedly.com/companies/drecom/post_articles/173575>
- ...as well as support for events that share knowledge and disseminate technical information
<<https://tech.drecom.co.jp/>>

Promoting an entrepreneurial community

Drecom seeks to be a pioneer of student entrepreneurship and IT-related ventures. The company is working on initiatives to contribute to the development of younger entrepreneurs and the further revitalization of entrepreneurship in Japan. These include:

- Free lending of office space for study sessions and seminars
"Shea Spe" (Share Space!)
<<https://drecom.co.jp/recruit/room/>>



Integrity & Sustainability

President is the founder, CFO worked at major securities companies.

G: Governance

The founding president is Yuki Naito. He has steered the business and management since it was founded. Drecom's CFO is Hideki Goto, who has experience as an analyst and investment banker at major securities companies. Both the CFO and Hiroyuki Kono, a former investment banker in foreign securities and Head of the IR Office, can communicate with overseas investors in English without the need for interpreters. In addition, around half the company's employees are entitled to participate in a corporate share ownership scheme. This has proved a success in that they are very keen to participate in the improvement of operations and corporate value.

Further, to ensure that management functions soundly from a governance perspective, Drecom is focusing on appointing a number of independent outside directors from different professional backgrounds, on appointing women as directors, and on holding regular meetings of the Board of Directors, along with lively discussions.

- Appointment of female directors – Female directors: 20%
- Inside directors vs. independent external directors – External directors: 60%
- Independent directors have diverse expertise – Backgrounds in accountancy, law, academia
- Frequency of Board of Directors meetings – 28 meetings in the year to March 2020; 24 in the year to March 2019



Figure 15. Comparable companies

| Company | Country | Stock code | Market Cap (\$bn) |
|-----------------------------|---------------|--------------|-------------------|
| Drecom | Japan | 3793 | 231 |
| Sony | Japan | 6758 | 144,560 |
| Nintendo | Japan | 7974 | 81,007 |
| Konami Holdings | Japan | 9766 | 10,134 |
| Capcom | Japan | 9697 | 9,307 |
| Square Enix Holdings | Japan | 9684 | 8,349 |
| DeNA | Japan | 2432 | 2,608 |
| GungHo Online Entertainment | Japan | 3765 | 2,431 |
| Mixi | Japan | 2121 | 1,937 |
| Colopl | Japan | 3668 | 1,186 |
| Akatsuki | Japan | 3932 | 587 |
| Klab | Japan | 3656 | 346 |
| Gumi | Japan | 3903 | 282 |
| Drecom | Japan | 3793 | 231 |
| Microsoft | US | MSFT | 1,843,996 |
| Activision Blizzard | US | ATVI | 79,789 |
| Electronic Arts | US | EA | 42,375 |
| Zynga | US | ZNGA | 12,926 |
| Tencent | China | 700_HKG | 936,841 |
| NetEase | China | 9999_HKG | 457,699 |
| Nexon | Korea (Japan) | 3659 | 28,058 |
| NCSOFT | Korea | A036570_XKRX | 20,313 |
| Netmarble | Korea | A251270_XKRX | 10,677 |

Source: Global IR, Inc. from interviews with Drecom

Note: As of 12 February, 2021



Performance Index

| Profit and loss statement | | | | | | | (Consolidated, ¥m) |
|--|---------------|--------------|--------------|--------------|--------------|--------------|----------------------|
| Year Ending | Mar-2015 | Mar-2016 | Mar-2017 | Mar-2018 | Mar-2019 | Mar-2020 | Mar-2021 Co. est. |
| Accounting Standard | Japanese GAAP | | | | | | |
| Sales | 7,298 | 6,534 | 8,389 | 13,193 | 10,720 | 10,150 | 11,700 |
| YoY | - | -10.5% | 28.4% | 57.3% | -18.7% | -5.3% | 15.3% |
| Gross profit | 2,274 | 1,796 | 3,056 | 3,096 | 1,434 | 2,192 | - |
| YoY | - | -21.0% | 70.2% | 1.3% | -53.7% | 52.9% | - |
| Gross profit margin | 31.2% | 27.5% | 36.4% | 23.5% | 13.4% | 21.6% | - |
| Operating income | 301 | -206 | 932 | 191 | -577 | 617 | 1,900 |
| YoY | - | - | - | -79.6% | - | - | 207.9% |
| Operating income margin | 4.1% | -3.2% | 11.1% | 1.4% | -5.4% | 6.1% | 16.2% |
| Ordinary (Pre-Tax) income | 279 | -218 | 844 | -29 | -1,349 | 636 | 1,800 |
| YoY | - | - | - | - | - | - | 183.1% |
| Net Income | -1 | -618 | 810 | -200 | -1,717 | 713 | 1,400 |
| YoY | - | - | - | - | - | - | 96.2% |
| Net income margin | - | -9.5% | 9.7% | -1.5% | -16.0% | 7.0% | 12.0% |
| Per-Share Data | | | | | | | (Consolidated) |
| (| Mar-2015 | Mar-2016 | Mar-2017 | Mar-2018 | Mar-2019 | Mar-2020 | Mar-2021 Co. est. |
| Total No. of Shares outstanding (,000) | 13,883 | 13,901 | 14,371 | 28,742 | 28,819 | 28,894 | - |
| EPS | 1.3 | -39.4 | 29.7 | -7.2 | -60.5 | 25.0 | 49.1 |
| Adjusted EPS | - | - | 29.67 | - | - | 24.98 | - |
| BPS | 139.6 | 101.8 | 113.2 | 106.7 | 47.9 | 74.2 | - |
| DPS | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Balance Sheet | | | | | | | (Consolidated, ¥m) |
| Year Ending | Mar-2015 | Mar-2016 | Mar-2017 | Mar-2018 | Mar-2019 | Mar-2020 | Mar-2021 Co. est. |
| Current Assets | 3,486 | 2,326 | 5,661 | 6,192 | 5,191 | 4,572 | - |
| Cash and Cash Equivalents | 2,360 | 1,310 | 3,003 | 3,303 | 2,866 | 2,268 | - |
| Tangible Fixed Assets | 102 | 91 | 108 | 300 | 252 | 172 | - |
| Intangible Fixed Assets | 633 | 353 | 666 | 1,017 | 773 | 907 | - |
| Investment and Other Assets | 458 | 530 | 385 | 1,588 | 731 | 774 | - |
| Total Fixed Assets | 1,194 | 974 | 1,158 | 2,905 | 1,756 | 1,852 | - |
| Total Assets | 4,680 | 3,300 | 6,819 | 9,097 | 6,946 | 6,424 | - |
| Current Liabilities | 1,866 | 1,336 | 3,202 | 3,240 | 3,873 | 3,595 | - |
| Long-term Liabilities | 600 | 311 | 252 | 2,596 | 1,650 | 661 | - |
| Total Debt | 2,466 | 1,647 | 3,455 | 5,836 | 5,523 | 4,255 | - |
| Net Assets | 2,214 | 1,653 | 3,365 | 3,261 | 1,423 | 2,169 | - |
| Interest-bearing Debt* | 1,391 | 800 | 1,192 | 3,591 | 3,348 | 2,194 | - |



Integrity & Sustainability

| Cash Flow | | | | | | | | (Consolidated, ¥m) |
|----------------------|----------|----------|----------|----------|----------|----------|----------------------|--------------------|
| Year Ending | Mar-2015 | Mar-2016 | Mar-2017 | Mar-2018 | Mar-2019 | Mar-2020 | Mar-2021 Co. est. | |
| Depreciation | 542 | 460 | 214 | 299 | 462 | 382 | - | - |
| Sales Cash Flow | 944 | 54 | 846 | -79 | 78 | 691 | - | - |
| Investment Cash Flow | -680 | -549 | -456 | -1,958 | -123 | -101 | - | - |
| Financial Cash Flow | 638 | -574 | 1,345 | 2,288 | -271 | -1,188 | - | - |

| Financial data | | | | | | | | (Consolidated, %) |
|----------------|----------|----------|----------|----------|----------|----------|----------------------|-------------------|
| Year Ending | Mar-2015 | Mar-2016 | Mar-2017 | Mar-2018 | Mar-2019 | Mar-2020 | Mar-2021 Co. est. | |
| ROA | 0.0 | -18.7 | 11.9 | -2.2 | -24.7 | 11.1 | - | - |
| ROE | 1.0 | -32.6 | 35.5 | -6.6 | -78.3 | 41.0 | - | - |
| Equity Ratio | 40.7 | 42.1 | 47.0 | 33.2 | 19.6 | 32.9 | - | - |

Source: Global IR, Inc. based on company's annual securities report

Note: Rounded under ¥m. Rounded to one decimal place.

*Calculated by Global IR, Inc.



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