



Third Medium-term Management Plan

(Business Plan and Growth Potential)

March 13, 2026

Smaregi, Inc. Securities code: 4431

1. Long-term Vision - VISION2031

2. Third Medium-term Management Plan
3. Growth Strategies
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VISION 2031

TO BE THE NEW STANDARD

Five years have passed since the announcement of our long-term vision, "VISION 2031," in 2021, and 15 years since the initial launch of Smaregi. During this period, Smaregi's cumulative transaction value has surpassed ¥13 trillion. Processing a vast volume of sales data daily, the company has evolved into an exceptional high-performance service. Centered on our cloud-based POS system, Smaregi now offers the scalability required to support businesses across all industries and formats.

As the environment surrounding retail and hospitality undergoes rapid transformation—driven by technological advancements such as e-commerce and AI—Smaregi remains agile, adapting swiftly to the needs of the era. Positioned as an ever-evolving "Operating System" for stores, we are committed to supporting all merchant businesses by serving as a comprehensive online and offline commerce platform. Our ultimate goal is to achieve the top share of the POS market in Japan.

Cumulative GMV

¥13 trillion

Annual GMV currently reaching

¥3.2 trillion

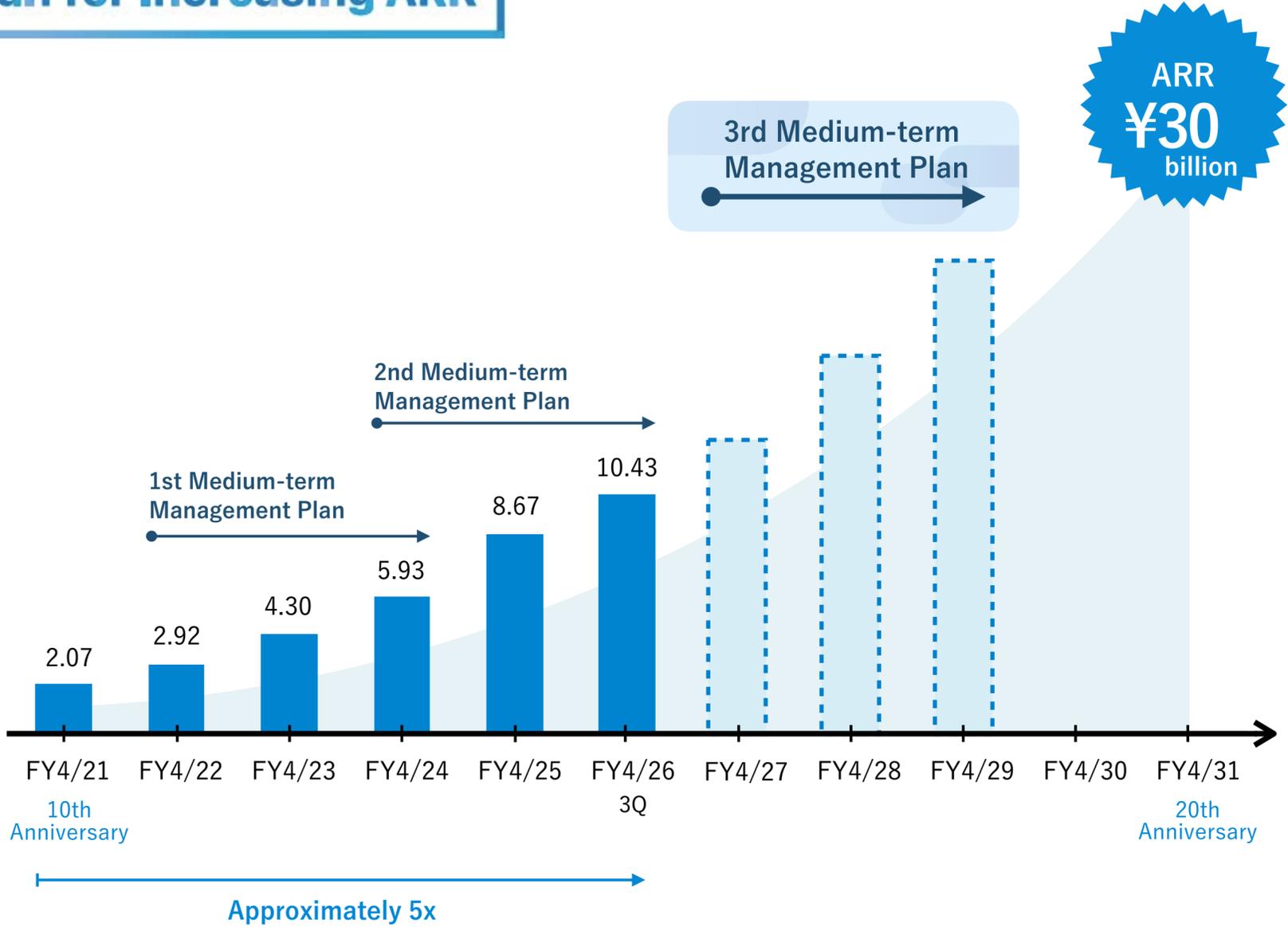
VISION 2031

Targeting ARR of ¥30 billion by the fiscal year ending April 2031.

Having achieved our First and Second Medium-term Management Plans ahead of schedule—following two upward revisions—we have now launched our Third Medium-term Management Plan to drive the realization of our ¥30 billion ARR target.

Track Record and Future Roadmap

Plan for Increasing ARR



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Plan for Increasing ARR

Medium-term Target

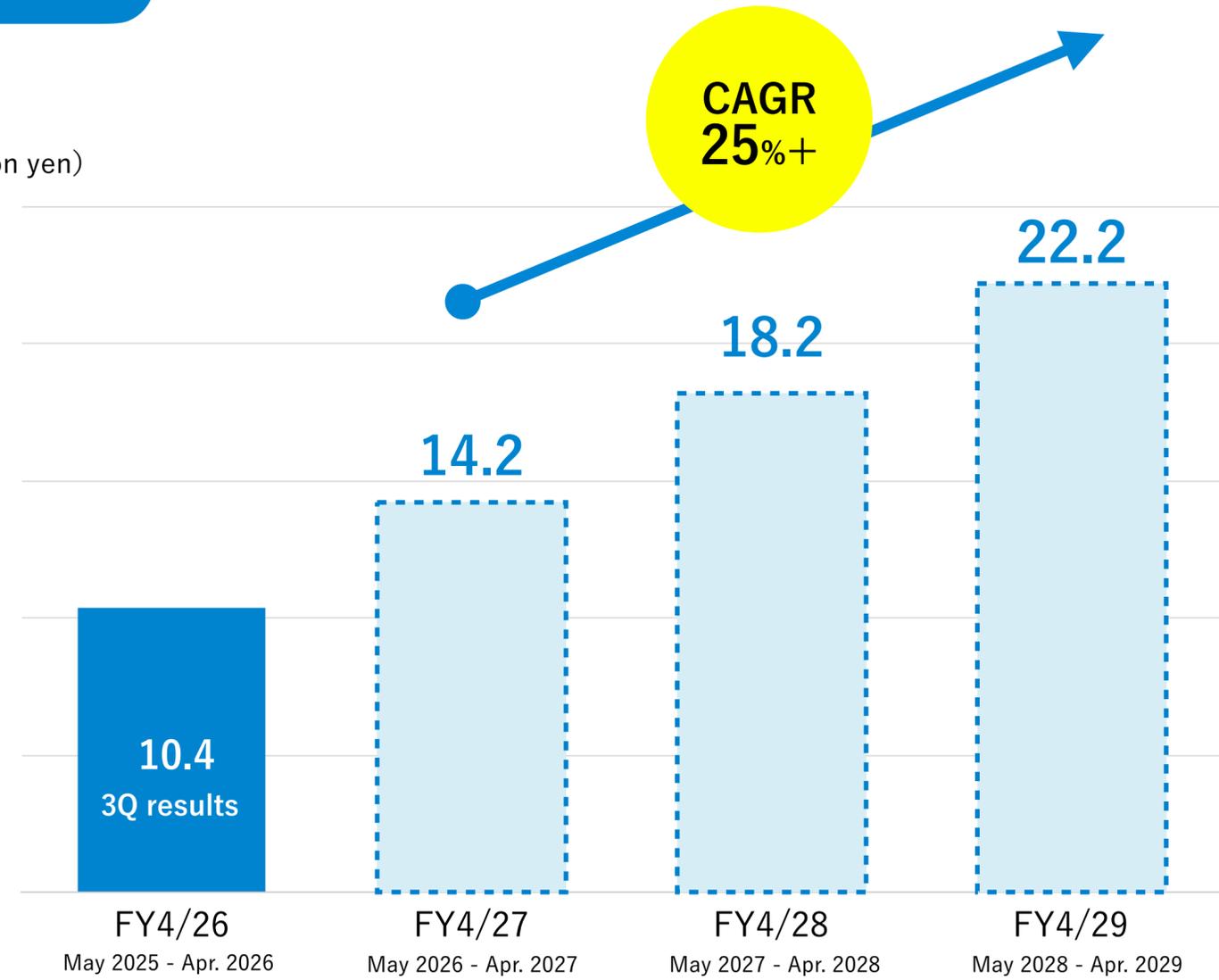
ARR

¥22.2 billion

Aiming for 25%+ CAGR over the three-year period starting from FY4/2027.

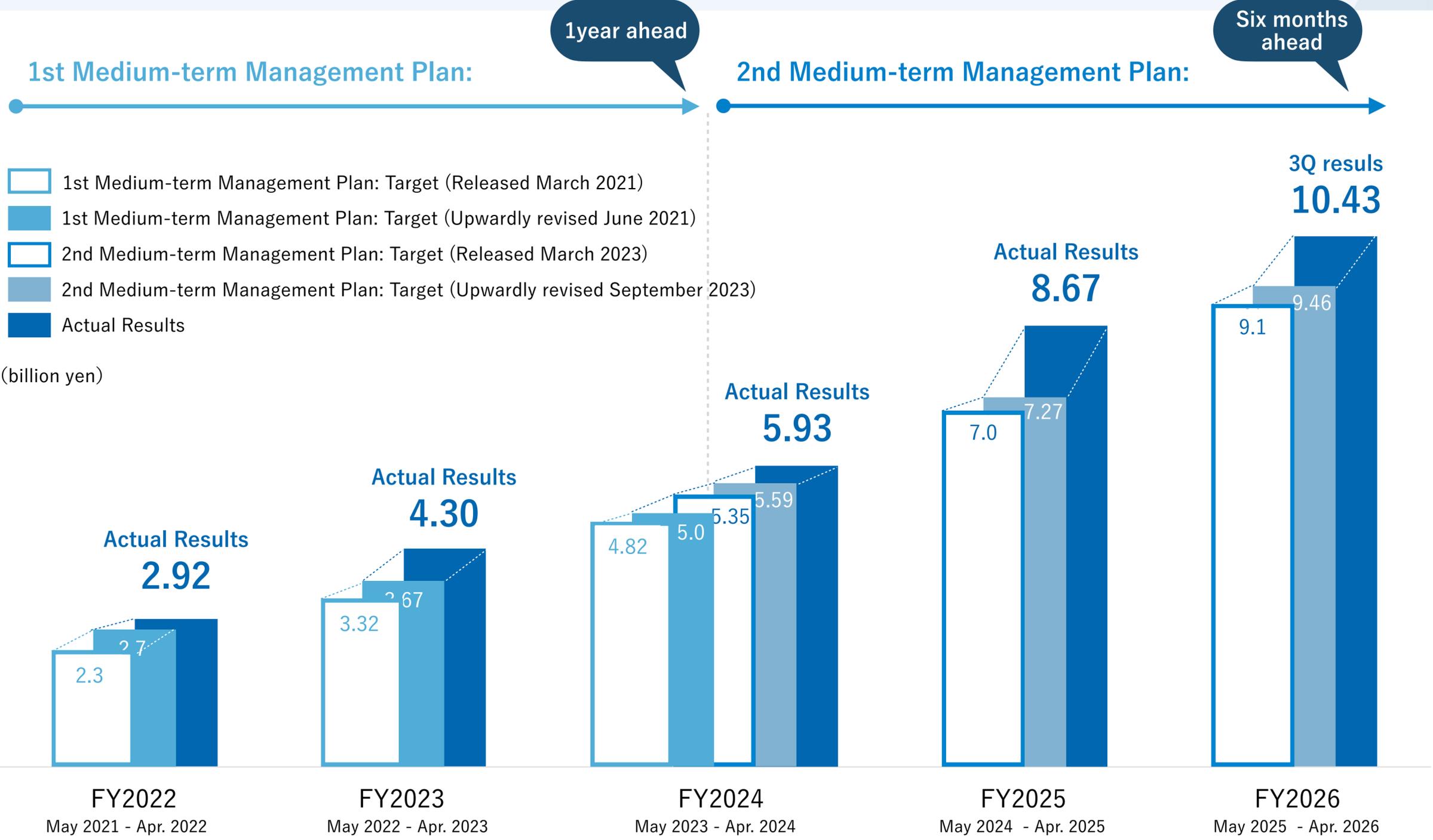
ARR Growth

(billion yen)

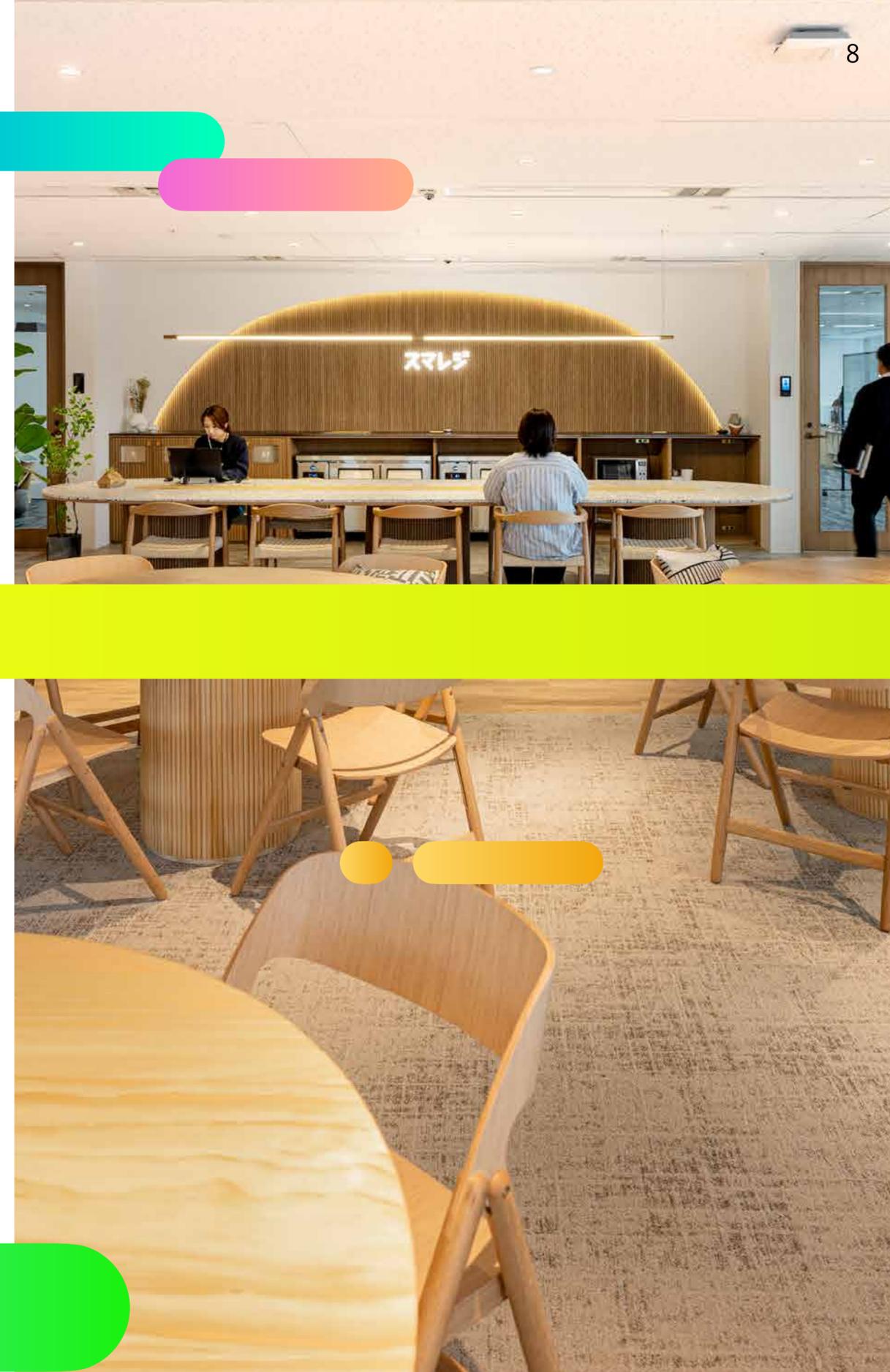


Review of the 2nd Medium-term Management Plan (FY2024 - FY2026)

Achieved the final-year ARR target of ¥9.46 billion six months ahead of schedule, following consecutive upward revisions.



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"Operating System for Stores" Platform Strategy: Leveraging commerce data to expand into payment and financial services.

1 Expansion of Customer Base

Expanding active contracts

Increasing ARPU

External Environment

- Promoting Smaregi systems in response to potential consumption tax reductions
- Accelerating cloud adoption and digitalization
- Increasing labor shortages and rising investment in labor-saving solutions (Kiosks, Mobile Ordering)

Key strategic initiatives

- Expansion of target markets
- Promotion of industry-specific POS solutions
- Strengthening labor-saving and automation solutions (Kiosks, Mobile Ordering)
- Continuous enhancement of Sales & Marketing (S&M) investment
- "Operating System for Stores" strategy

2 Strengthening Payments and Fintech

Improving profit margins

Increasing ARPU

External Environment

- Promotion of cashless payments
- Expansion of inbound tourist consumption
- Transition of the tax-free system to a refund-based model
- Expansion of B2B cashless transactions
- Growing demand for complementary financing and fundraising support

Key strategic initiatives

- Strengthening integrated POS and payment offerings
- Establishing new revenue models (Tax-free refunds, Factoring)
- Improving take rates through optimization of the payment value chain
- Strengthening non-face-to-face (online) payment solutions

3 AI Strategy

Increasing ARPU

Enhancing productivity

External Environment

- Rapid evolution and adoption of Generative AI and AI agents
- Expansion of AI adoption and lowering of implementation barriers
- Progress of AI integration into social infrastructure and business operations

Key strategic initiatives

- Establishment of a company-wide AI promotion framework
- Product enhancement through advanced API integration and other measures
- Creation of products leveraging commerce data
- Strengthening AI talent and organizational development

4 Capital Allocation Strategy to Accelerate Growth

Accelerating growth pace

Enhancing capital efficiency

External Environment

- Acceleration of industry consolidation within store-facing solutions
- Management structure focused on capital efficiency

Key strategic initiatives

- Priority allocation of capital toward strategic M&A
- Capital discipline and shareholder returns targeting an operating margin of approximately 20%
- Commencement of preparations for transitioning to the Prime Market

Leveraging product enhancements aligned with policy and social issues as growth drivers to achieve sustainable growth as essential social infrastructure.

The second Ms.Takaichi Cabinet, established in February 2026, identified the promotion of Smaregi systems—capable of flexibly handling tax rate changes (e.g., grocery tax cuts)—as a key priority.

Response to Government Policies

Providing Smaregi systems compatible with multiple tax rate settings

Leveraging our strength in flexible tax rate management, we aim to capture replacement demand from legacy systems that cannot handle multiple tax rates, driving the shift to cloud-based POS.



In 2019, Smaregi successfully implemented flexible support for multiple tax rates under the Reduced Consumption Tax Rate System.

Addressing Social Issues: Labor Shortages

Providing solutions to alleviate labor shortages

As labor shortages intensify, the shift toward labor-saving operations is accelerating. We provide solutions that enhance productivity through automation and efficiency.



Driving the Mid-to-Large Scale Strategy (Target Expansion) and Market Segmentation (Industry-Specific POS).



1. Mid-to-Large Scale Strategy

Expanding the primary target to businesses with up to 2–300 stores, aligned with market conditions and sales strategies. Improved development efficiency through AI enables us to address the strong demand for customization among mid-to-large scale customers.

Promoting industry-specific POS solutions through a segmentation strategy highly compatible with customization to proactively approach mid-to-large scale customers.

2. Market Segmentation Strategy: Promoting Industry-Specific POS

Aiming to provide continuous value-add and expand our customer base by addressing industry-specific challenges.

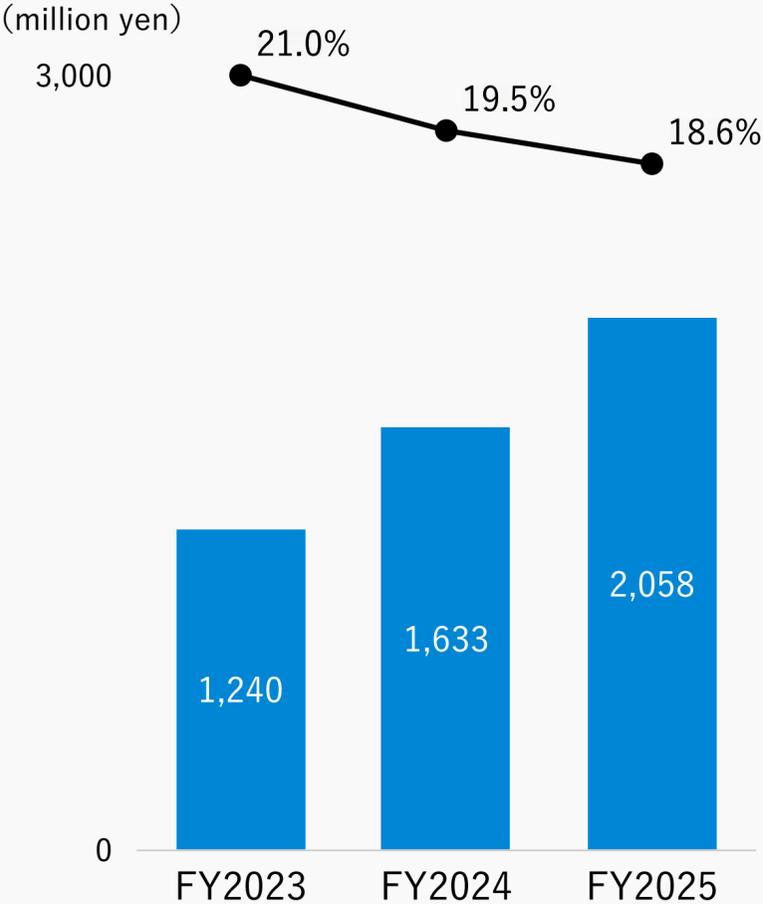


Prepared by Smaregi based on the 2021 Economic Census conducted by the Ministry of Economy, Trade and Industry and the Ministry of Internal Affairs and Communication.

Implement measures tailored to each marketing funnel and increase CVR at each stage.



Changes of S&M

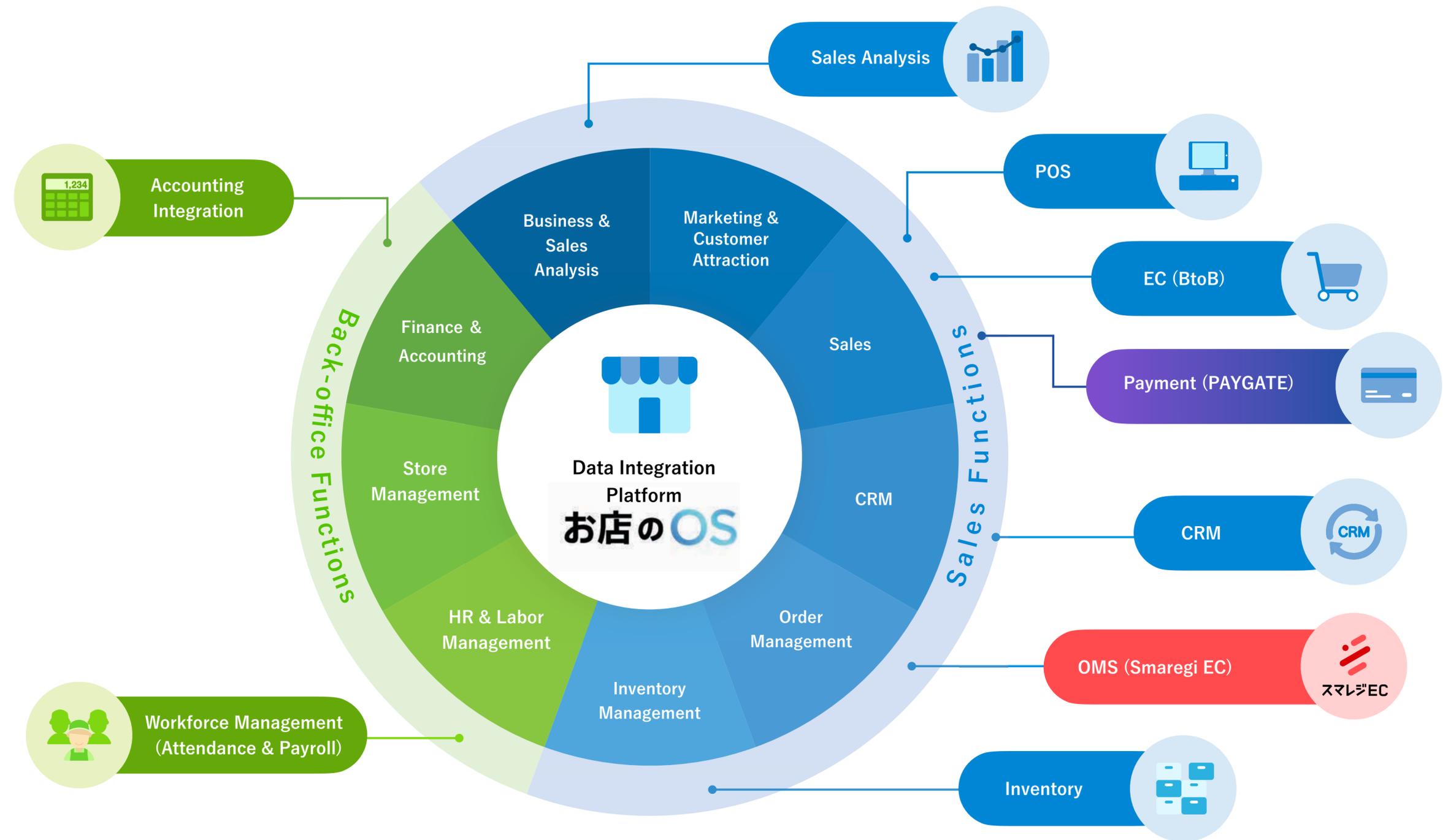


From POS System to "Store OS": Establishing a Mission-Critical Infrastructure for Retail and Hospitality.

お店のOS

Evolving from a POS System to a Mission-Critical Infrastructure that Powers All Store Functions

By accelerating our development capabilities through the advancement of Generative AI and integrating relevant services via M&A, Smaregi will realize its vision as a mission-critical infrastructure that drives operational efficiency in store management.



Evolution from Smaregi Ventures to the "Operating System for Stores" Fund

Strategic investments in store operations-related businesses to realize the "Operating System for Stores" vision.



Launched the "Operating System for Stores" Fund as an evolution of Smaregi Ventures—our first CVC—to drive the realization of our platform vision.

Beyond small-scale startup investments, we focus on strategic investments (secondary and turnaround investments) in store operations, leveraging our extensive M&A track record.

Investment Targets	Store operations-related businesses
Valuation Range	Expected valuation within 2x ARR multiple
Investment Style	Secondary, Turnaround, and Minority investments
M&A Budget	Up to approximately ¥10 Billion*

Customer Base Acquisition

M&A to accelerate customer acquisition or expand target market coverage.

Target : Cloud-based POS vendors

Enhancing ARPU (Average Revenue Per User)

M&A of companies that functionally complement Smaregi. Aiming for cross-selling and up-selling opportunities.

Target : M&A of companies that functionally complement Smaregi. Aiming for cross-selling and up-selling opportunities.

*Maintained with capital discipline, targeting an operating margin of approximately 20%

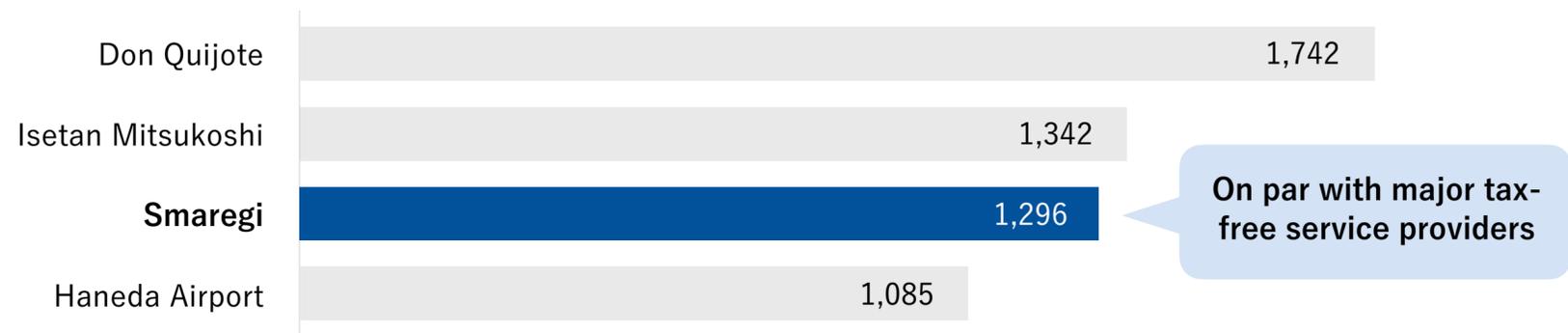
Launching tax-free solutions as a refund service provider, leveraging payment infrastructure in line with the introduction of the new refund-based system.

Japan's tax-free system changing to a refund model (Starting November 2026). In 2026, Japan's tax-free system is scheduled to shift from "tax exemption at the point of sale" to a "refund model" (international standard). Inbound payment and refund processing will be digitized.

- Launch refund operations as a Tax-Free Refund Service Provider.
- Provide tax-free application features (to improve operational efficiency for tax-free shops).

- Expansion of Gross Payment Volume (GPV)
- Revenue growth through increased refund service fees

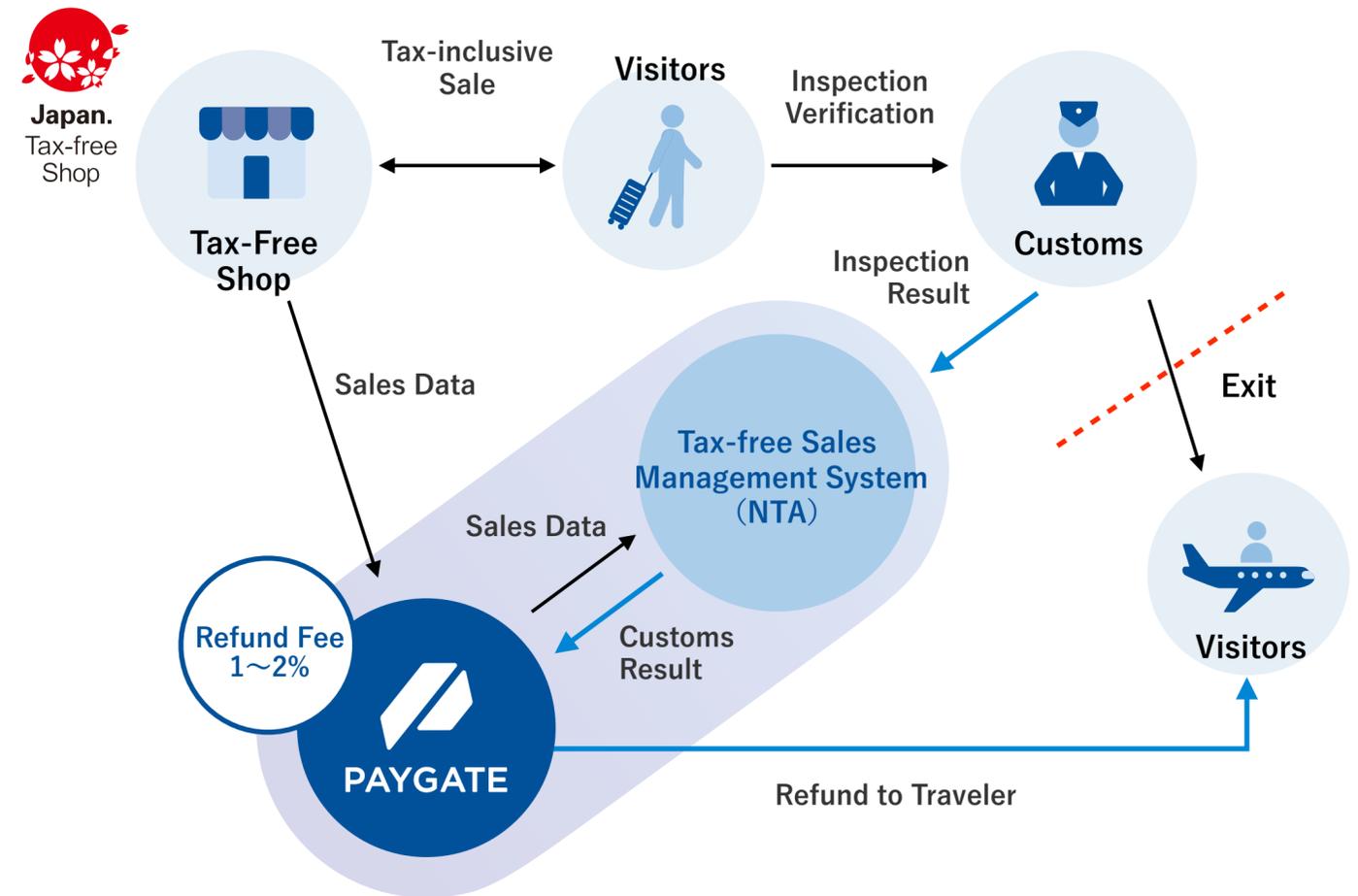
Tax-Free Transaction Volume (Comparison with major players) (100 million yen)



*Don Quijote (FY ending June 2025), Isetan Mitsukoshi, Haneda Airport (FY ending March 2025)

*Smaregi (Total from August 2024 to July 2025)

*The government's "Tourism Nation Promotion Basic Plan" targets for 2030 are 60 million inbound visitors and 15 trillion yen in consumption.

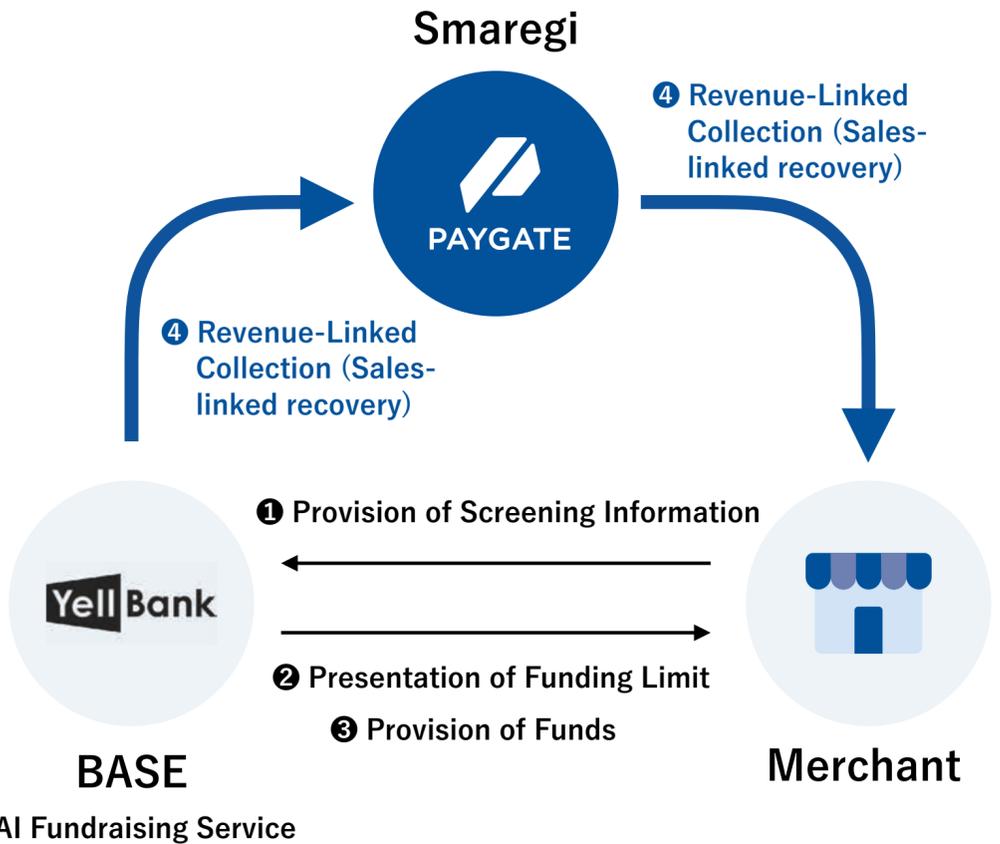


Launch financial services that support fundraising for small and medium-sized businesses by leveraging cashless payment data. Establish a new data-driven revenue model.



出世払い

Fee Rate: 1%–15%
*Subject to change based on the payment plan and funding amount.



Smaregi Shusse-barai (Pay-as-you-grow)	Borrowing / Loans, etc.
Payment Data-based Assessment	Financial Statement-based Assessment
As fast as 1 business day	Several weeks to several months
Unsecured (No collateral)	Collateral required
Sales-linked (Revenue-based)	Fixed Repayment

Business partnership with BASE, Inc. (Headquarters: Minato-ku, Tokyo; CEO: Yuta Tsuruoka; Securities Code: 4477). Seamlessly integrating "YELL BANK," a fundraising service provided by BASE.

Securing working capital for peak-season inventory and unexpected expenses is a critical business challenge for retail and restaurant operators.

Scheduled to launch "Smaregi Shusse-barai" (Pay-as-you-grow) in mid-March 2026, an entirely online fundraising service leveraging POS and payment data from Smaregi (PAYGATE) merchants. It provides immediate growth and working capital by liquidating future sales (receivables).



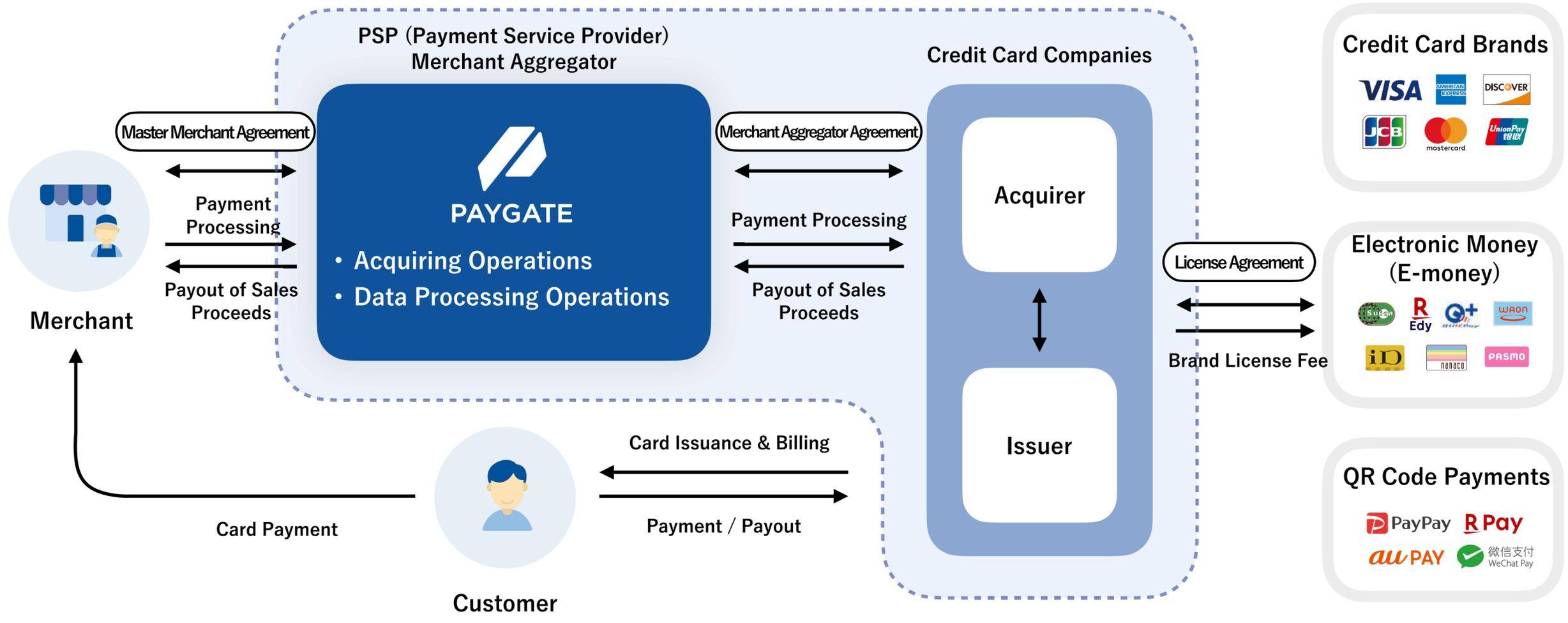
- Creation of new FinTech revenue streams
- Improving customer LTV and strengthening lock-in
- Expanding Gross Payment Volume (GPV)

Aiming to improve the value chain to expand revenue and increase profit margins, while growing the payment business into a core pillar of the company.

- Aiming to improve the value chain, including acquiring and issuing
- Strengthening sales of card-not-present payments (online payments)



- Improving Profit Margins of the Cashless Payment Business
- Expanding Gross Payment Volume (GPV)



Strengthening Card-Present & Card-Not-Present Payments (Offline & Online Payments)

Aiming to increase brand recognition and expand revenue as a payment service provider.



We aim to expand the value provided to customers by fully leveraging AI for product enhancement, while achieving innovative productivity gains through AI-native organizational development.

Product Enhancement through AI Utilization

Expanding Value for Customers

Directly supporting the business growth of our customers by continuously launching products that fully utilize sales data and generative AI.

AI-Native Organizational Development

Improving Organizational Productivity

Engaging in company-wide AI talent and organizational development to achieve productivity gains through the evolution of the engineering organization.

Already Underway
2025

2026

Continuing to adapt to the latest technologies through
2027 and beyond

Foundation Building & Initial Product Launch

Expanding Lineup & Enhancing
Functionality

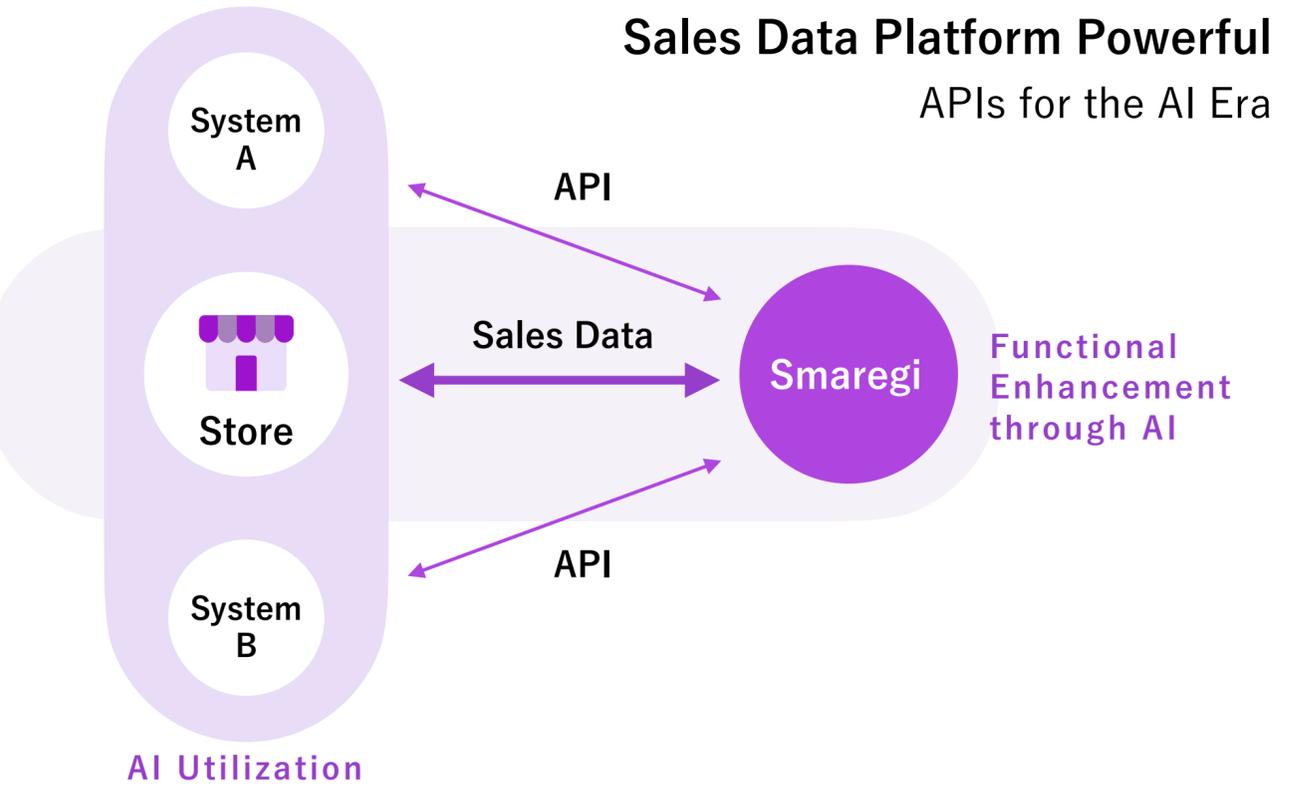
Market Integration, Value Creation,
& Market Share Expansion

Continuously launching products that fully utilize sales data and generative AI to directly support the business growth of our customers.

Innovation of Product Value through AI Utilization

Product Enhancement for Store Management

In addition to enhancing the AI functions of the core Smaregi platform, we will provide a foundation for AI utilization by external partners through the Smaregi API, including the development of MCP, CLI, and other essential tools.



List of Key AI Features

AI Chat for Customer Success (CS)	Enabling 24/7/365 instant response	Sep. 2025
AI Report	Automated summarization and analysis of store data	Dec. 2025
BI Tool with AI	Providing an advanced analysis environment via natural language processing	Planned for First Half of 2026
Cross-Store Analysis (AI Report Extension)	Identifying success factors and providing improvement suggestions through cross-	2026 onwards
AI Voice Response for CS Phone Support	Automating phone inquiries and eliminating wait times	2026 onwards
Data Analysis AI	Analyzing accumulated big data	2026 onwards

Purpose

- **Enhanced Product Competitiveness:** Increasing ARPU by providing new added value
- **Automated Customer Support:** Optimizing support costs and ensuring consistent quality
- **Accelerated Development Cycles:** Reducing lead times through the use of AI agents
- **Expanded Customer Targeting:** Significantly increasing customization capabilities through improved development efficiency

We aim to improve productivity by evolving our engineering organization, grounded in company-wide AI talent and organizational development.

AI Talent and Organizational Development

Fostering an AI-Native Corporate Culture

Strengthening Investment in "People" and "Organizations" to Utilize AI Safely and Effectively

Hands-on Support by Specialized Teams

We have established an internal specialized AI team to provide hands-on support for implementing AI into the operations of each department. Beyond mere tool deployment, we focus on cultivating "operational leaders" within each team who can leverage AI to deliver tangible results.

Company-wide Literacy and Risk Education

In addition to sharing the latest AI use cases, we hold regular study sessions on risks such as security and intellectual property infringement. This ensures all employees have a proper understanding of these risks, creating an environment where AI can be utilized safely.

Evolution of the Engineering Organization

Establishment of an AI Agent Co-creation Model

Development speed has dramatically increased through the use of AI agents such as Claude Code. By shifting away from traditional coding-centric operations and refocusing on customer insights and solution design, we are building a product development framework with superior market competitiveness.

Our Vision

AI Agents	Autonomously executing coding, testing, and routine tasks
Engineers	Committed to identifying customer issues, architecture design, and enhancing User Experience (UX)

Impact

- **Reduced Development Lead Time:** Faster development cycles through the utilization of AI agents.
- **Improved Company-wide Productivity:** Operational efficiency gained by standardizing AI utilization skills across all employees.

As we are in a growth phase, we will continue to make proactive yet disciplined investments. We aim to enhance corporate value by achieving sustainable profit growth while simultaneously providing shareholder returns.

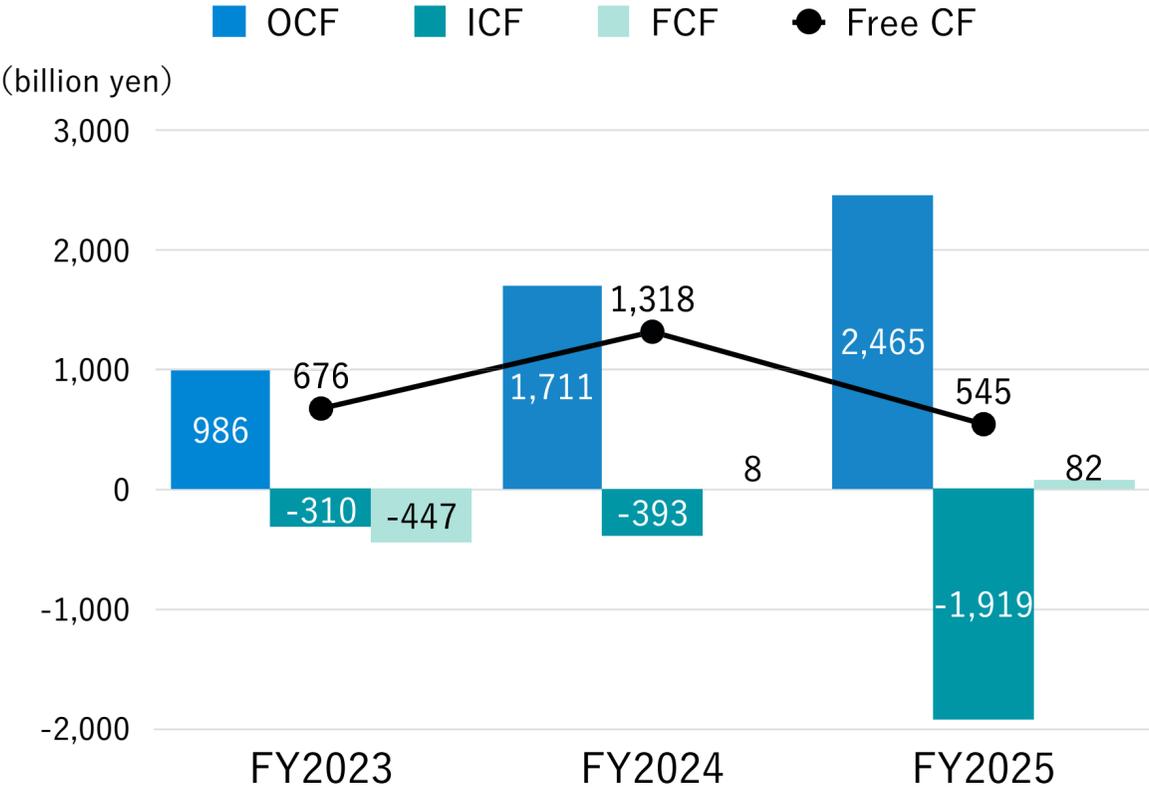
Secure sufficient funds for growth investments

We aim to accelerate growth through the proactive use of M&A while maintaining an operating profit margin of around 20%.

M&A Track Record

ROYAL GATE INC., Netshop Supporters Co., Ltd., and Acquisition of Third-party POS Customer Bases

- Achievement of the Medium-Term Management Plan
- Enhancement of Corporate Value by Realizing the "Store OS" Concept



Shareholder Returns

While securing sufficient funds for growth investments, we will provide shareholder returns with a target dividend payout ratio of 20%.

Regarding Dividends

Dividend Payout Ratio (FY2026 Forecast)	19.1%
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- Expansion of the Investor Base (Dividend-paying Stocks)
- Broadening the Shareholder Base and Encouraging Long-term Shareholder Retention
- Reduction of Stock Price Volatility

We aim to attract a broad range of investors, enhance liquidity, and expand our shareholder base.

Commencement of Preparations for Application to Change Market Segment to the Prime Market

Smaregi, Inc. has been selected as a constituent of the "JPX Startup 100 Index," which comprises 100 of Japan's leading high-growth startups and is scheduled for launch in March 2026.

To maintain a virtuous cycle of investment and growth, we have commenced preparations to apply for a market segment change to the Prime Market. Through these initiatives, we aim to expand our investor base and strengthen our shareholder foundation, driving sustainable growth and enhancing corporate value over the medium to long term.



Listing Criteria Already Met

Revenue Base	✓ Aggregate ordinary profit of ¥2.5 billion or more for the last two years
Financial Condition	✓ Net assets of ¥5.0 billion or more

Objectives

- Expansion of the Investor Base (Prime Market and Dividend-paying Stocks)
- Market Revitalization through Enhanced Liquidity
- Positive Impact of Inclusion in the TOPIX Index
- Maximizing Credibility, Brand Strength, and Corporate Value

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Corporate Philosophy

Making the future even better

Management Philosophy

OPEN DATA, OPEN SCIENCE!

Aim to improve profitability through open POS data and improve in-house productivity through data-driven management.

MISSION

Dynamic stores bring about dynamic towns.

Through the services that we provide, Smaregi aims to address issues faced by small and midsize businesses, including recruitment, education, labor shortage, and supporting inbound demand, and to revitalize stores and society as a whole.

VISION

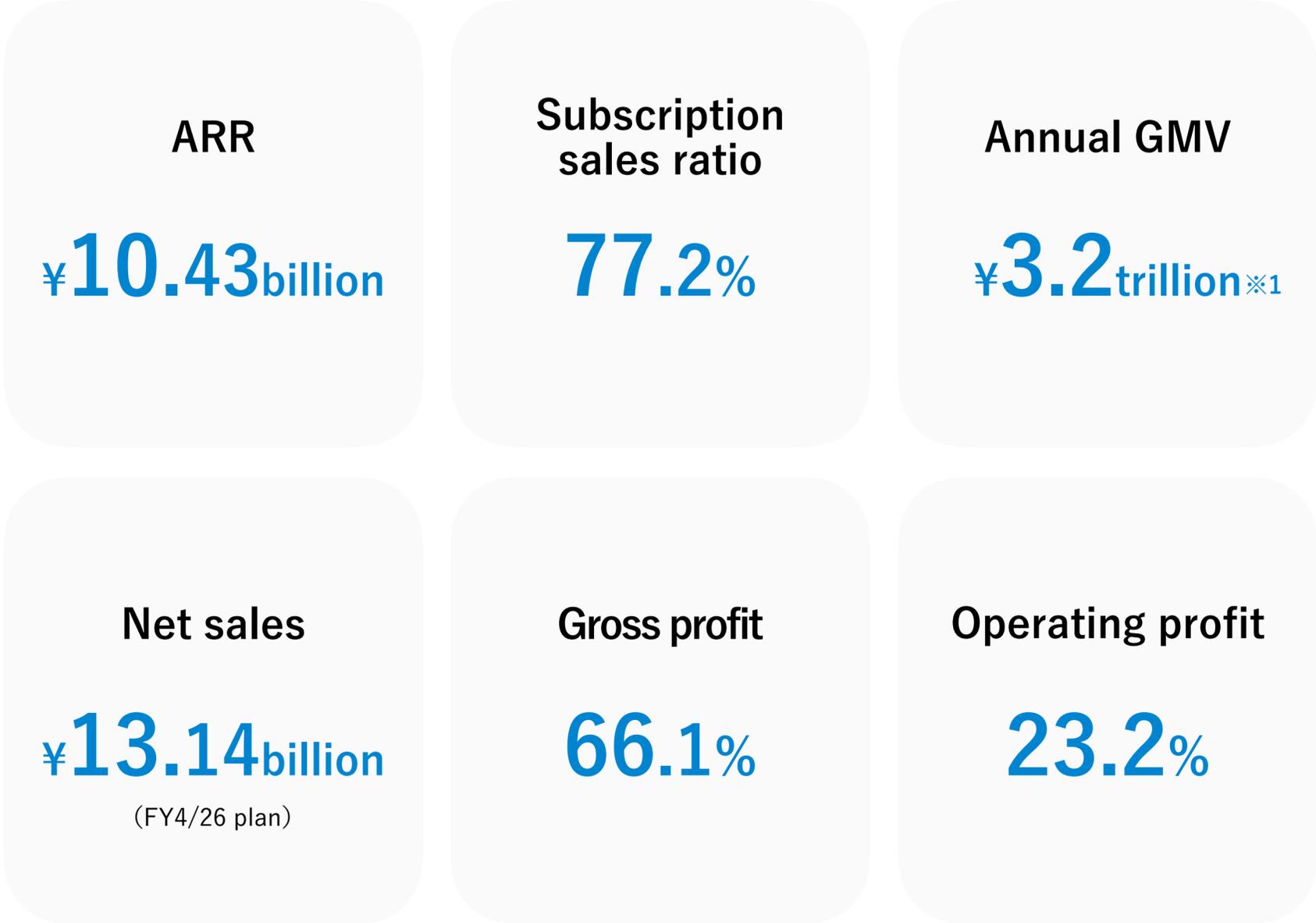
Japan's largest holder of sales data.

Promoting the shift to a cashless society.

Promoting the use of ICT among small and midsize businesses.

Providing cloud-based solutions centered on POS, cashless payments, and workforce management.

Company name	Smaregi, Inc.
Established	May 24, 2005
Locations	Osaka (HQ), Tokyo, Nagoya, Fukuoka, Hokkaido (CS base), Netshop Supporters Co., Ltd. (subsidiary)
Showrooms	Osaka, Tokyo (Shinagawa, Ebisu and Ikebukuro), Nagoya, Fukuoka and Okinawa
Representative Director	Ryuhei Miyazaki (CEO)
Employees	465※2
Services	Smaregi (POS) PAYGATE Smaregi TimeCard



※As of the end of January 2026
※1 Total amount transacted through Smaregi POS from February 2025 to January 2026
※2 Excluding temporary, part-time employees.

Representative Director CEO

RYUHEI MIYAZAKI



Joined Smaregi in 2011. After participating in development as a founding member of Smaregi, launched the Smaregi TimeCard in 2014. After serving as Head of Development, appointed Director in July 2019, overseeing both Development and Customer Success.
Promoted to CEO in July 2024.

Full-time Corporate Auditor

TAKUYA MOCHIZUKI



In 2005, established genephics design, Inc. (now Smaregi, Inc.) with Makoto Tokuda (a Smaregi Corporate advisor) and became a director of this company. Appointed as a full-time corporate auditor in 2017.

Director
Corporate Planning and Marketing

KOHEI TAKAMADATE



Joined the JAFCO Group in 2007. Worked in the areas of venture investment, M&A, and stock listing, appointed president and representative director of Sekaie in 2013, then joined Smaregi.

Outside Director
IT Venture Investments

SHINJI ASADA



Worked at ITOCHU Corporation, ITOCHU Techno Solutions Co., Ltd., and Salesforce Ventures Japan representative, then founded One Capital Co., Ltd. in 2020.

Outside Corporate Auditor

YUTAKA OHIRA



Certified public accountant and tax accountant. Worked as a professional accountant since 1994 after passing the national examination. Appointed as a corporate auditor in 2017.

Director
Head of Sales Division and
Payment Services

TETSUYA TAKAHASHI



Joined in 2023. Led the PMI of the former Royal Gate merger as Head of the Payment Business, successfully achieving profitability. Appointed Executive Officer in May 2024; assumed current position in July 2025.

Outside Director
AI Strategy

YOUSUKE OKADA



Founded ABEJA, Inc.—Japan's first startup specializing in deep learning—after gaining experience in the IT venture sector.

Outside Corporate Auditor

MASAYUKI MURATA



Worked at the stock exchange for 27 years since 1991. Established PUBLIC GATE LLC in 2018, and appointed as a corporate auditor of Smaregi.

Executive Officers

Executive Officer/CTO
- In charge of Development

NAOI OKADA



Joined in 2017. Has led development across both application and server sides, and also contributed to the establishment of the CTO Office.

Executive Officer
- In charge of Alliance/
App Market

SHUGO SUZUKI



Joined in 2016 after working in manufacturing and retail companies. Involved in the launch of the business partner scheme and partner promotion department.

Executive Officer
- In charge of Sales

SOSUKE SUGIMOTO



Joined in 2013 after working in a major enterprise in the apparel industry. Has served as section manager and general manager of the Sales Department.

Executive Officer
- In charge of CS/
Smaregi TimeCard

DAI TAKEMURA



Joined in 2013. Engaged in the launch of the Customer Success Department, which covers a range of solutions from onboarding to after-sales support.

Advisors

Advisor - Payment Services

KAZUYOSHI JIBIKI

Previously served as President & CEO of Zeus Co., Ltd. and Director & COO of SBI AXES Co., Ltd. Joined Smaregi, Inc. as an Outside Director in 2014, and was appointed as Director in 2015, dedicated to organizational strengthening. Stepped down from the Board in 2021, and served as an advisor from July 2025.

Advisor
- Development and Operation

RYUTARO MINATO

An IT engineer with extensive experience in large-scale financial system development. Launching the cloud-based POS system "Smaregi" with Yamamoto, serving as Executive Vice President & Director from 2019. Contributed to key management decisions as head of the development division before assuming the current role after stepping down from the Board of Directors in July 2025.

Advisor - Investor Relations

MAKOTO TOKUDA

IT engineer, UI/UX designer, and art director. Co-founded Smaregi, Inc. in 2005 and built the foundation of the Smaregi design system. After serving as President and Director, resigned from the Board in 2020. Since 2020, has served as an IR Advisor to the company.

Advisor - Corporate Management
and Capital Strategy

HIROSHI YAMAMOTO

Joined as an IT engineer in 2006, launching the cloud-based POS system "Smaregi" in 2011. Appointed President & CEO in 2013, driving the company's growth. After serving as Chairman of the Board, retired from the Board in July 2025 to assume the current position.

(In alphabetical order of names.)

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Major risks affecting the realization of growth and the execution of the business plan.

	Key risks	Likelihood of occurrence	Potential impact	Risk management measures
Securing Technicians (Software engineers)	There is a risk that business operations will be affected by a lack of progress in securing and training human resources in line with the scale of our business.	Medium	Medium	Operates "Smaregi Tech farm" for the purpose of discover and develop young talent. We will work to train entry-level engineers while striving to secure outstanding human resources by utilizing various recruitment methods.
Reliance on Specific Suppliers	There is a risk that changes in transaction volumes or terms and conditions may affect our business and performance.	Medium	Medium	We have strengthened cooperation with suppliers (detailed delivery management, etc.) and established a system allowing us to always secure our required volumes. We will also aim to quickly build out an alternative supply system with multiple suppliers.
Economic fluctuation/customer trends	The electronic payments market is growing steadily as a result of increasing demand, but in cases where contractions in the value of payments or number of member stores occur accompanying market downturns triggered by economic fluctuations and so forth, there is a risk business performance will be affected.	Low	Large	Because the Company's core business is a stable subscription-type business that covers a great variety of member stores, the Company is endeavouring to stabilize its revenue base through share expansion. We will engage in strengthening the business model in order to minimize impacts on the Group as a whole.
The Relationship with Apple Inc.	Dependence on iOS Platform for "Smaregi" POS Functionality: Our cloud-based POS system, "Smaregi," operates solely on the iOS platform. Therefore, any strategic shifts or developments by Apple Inc. could potentially impact our business operations and financial performance.	Medium	Large	Proactive Monitoring and Response to Apple's Strategic Moves: We continuously monitor Apple's business strategies and related developments. To address these promptly, we keep establishing a management and coordination framework within our administrative and operational departments.

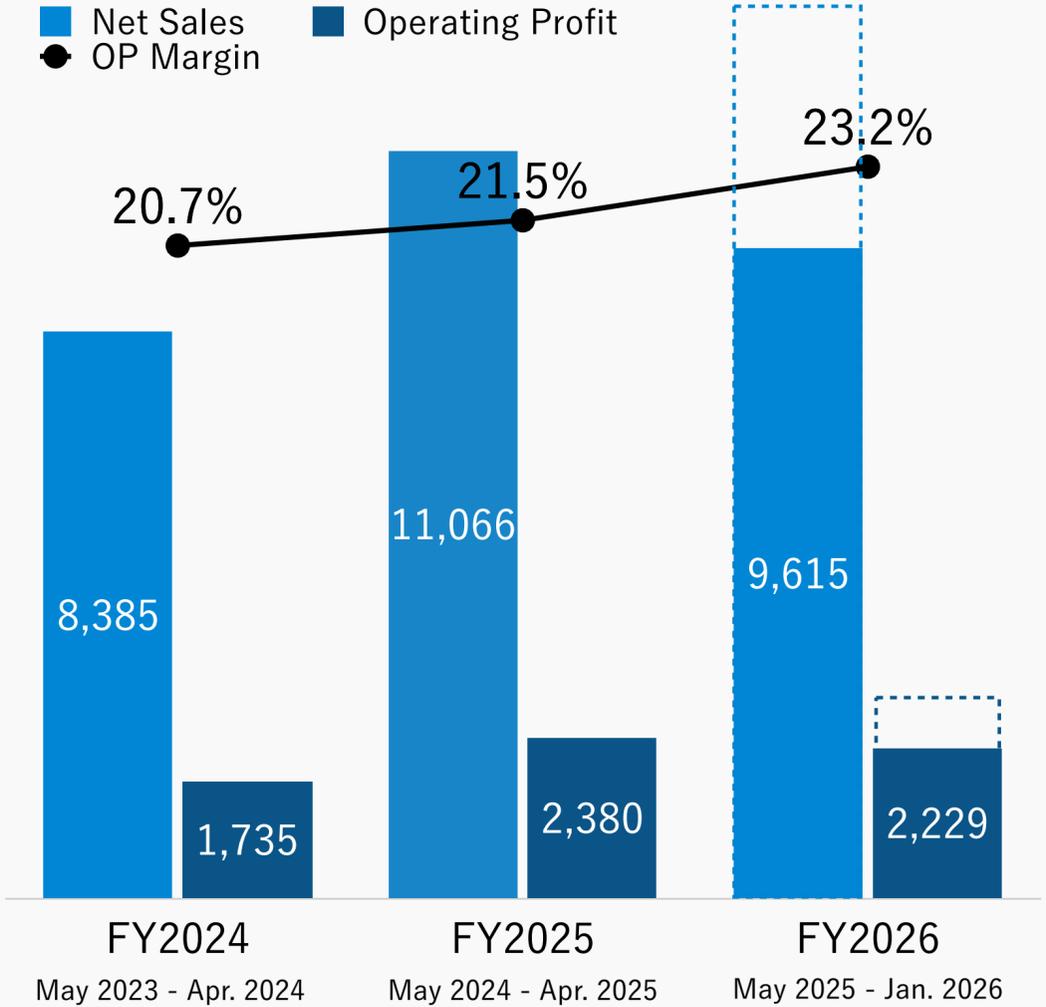
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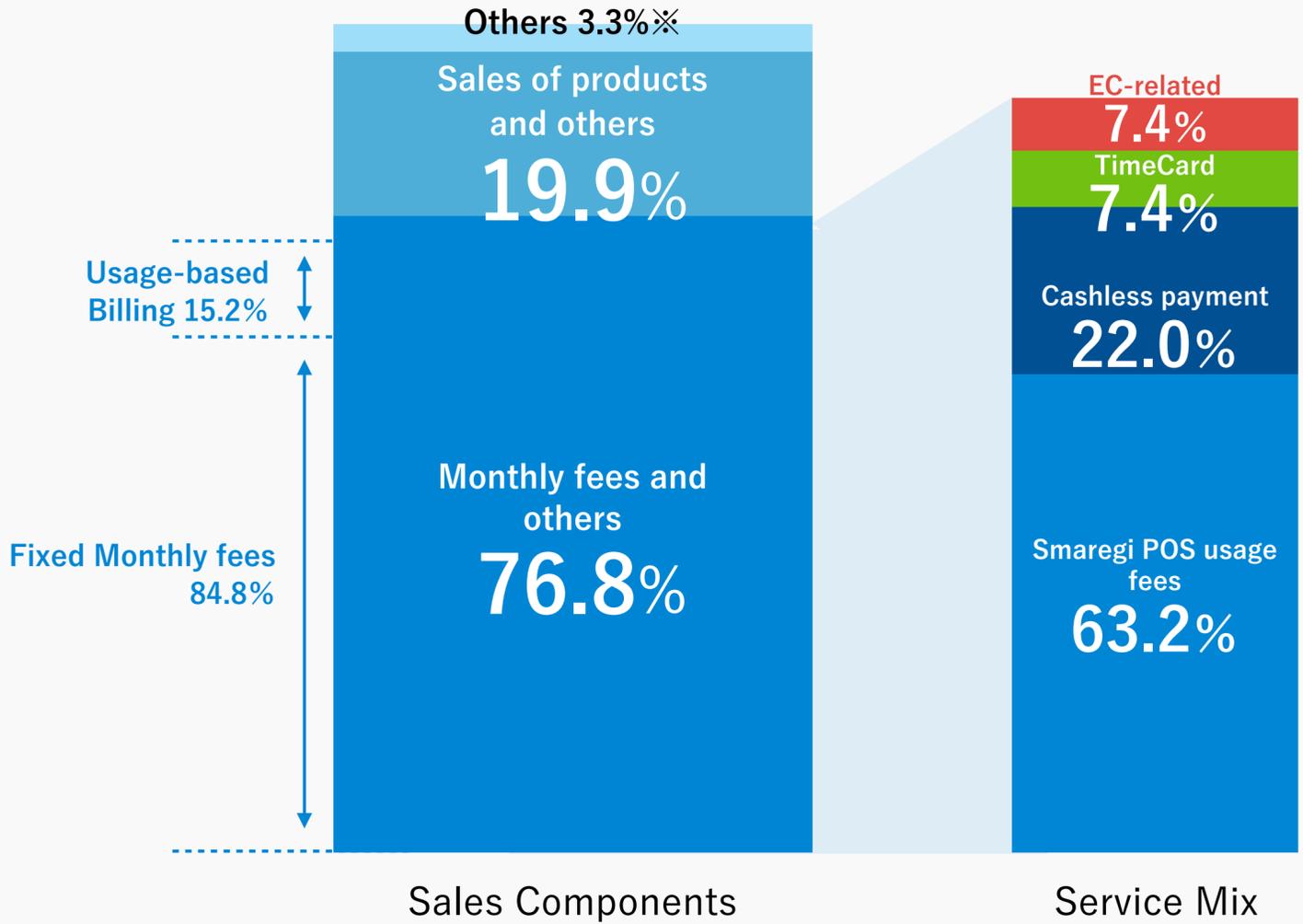
Scalable Revenue Model Driven by Multi-Product MRR.

Three-Year Trend in Net Sales

(Yen in millions)



Revenue Model



※Prepared by Smaregi based on sales results for FY2026 Q3 (May 2025 - Jan. 2026).
※Customization, system development, SES (Smaregi TechFarm)

Service Overview

Smaregi POS

High-performance cloud-based POS systems



Basic POS functions are free.

Advanced features like analytics and inventory available via paid plans for retail, F&B, and services.

GMV
¥16 trillion

Active stores
50,000+

Churn rate
0.47%



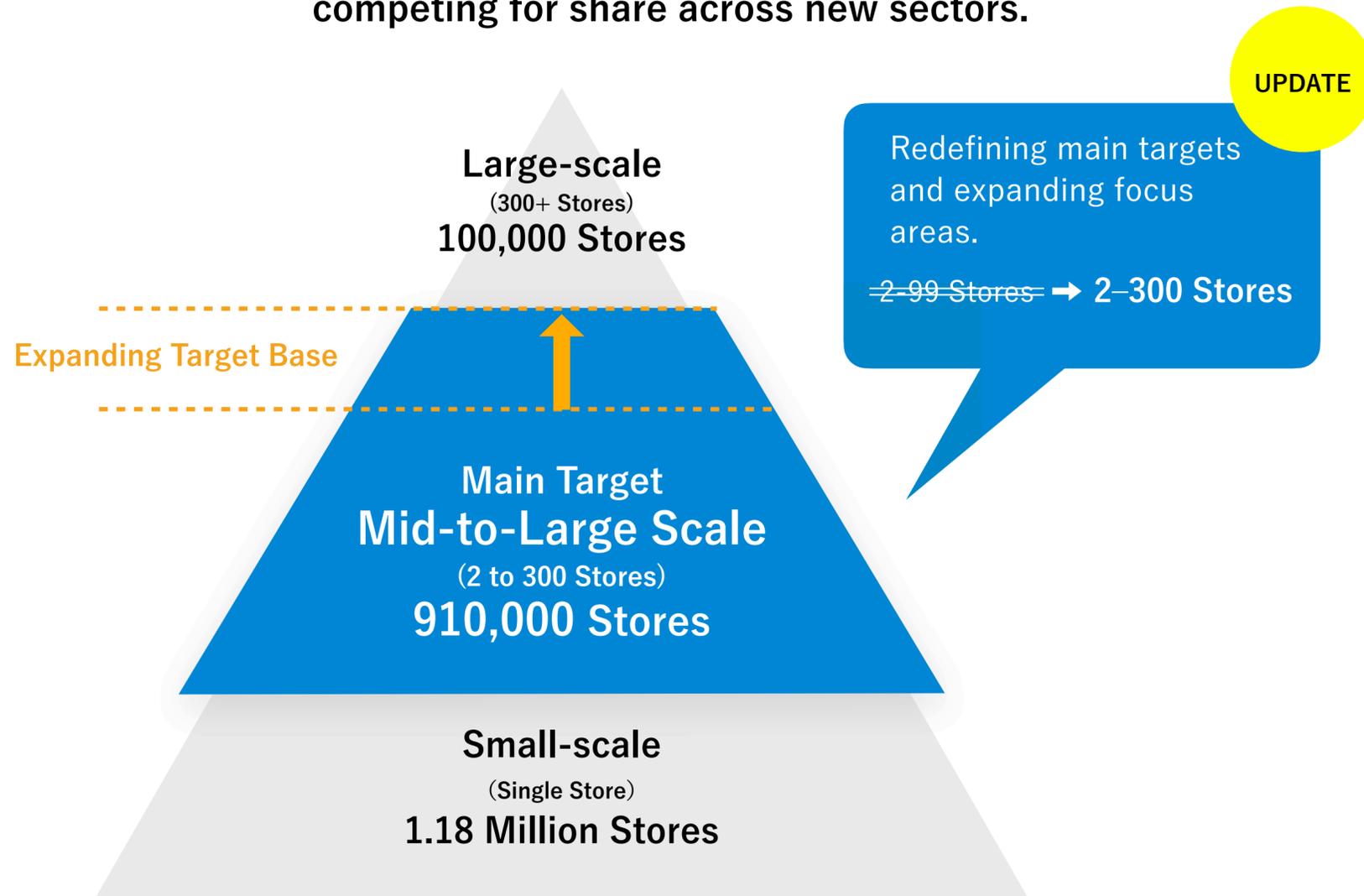
From legacy registers to data-driven Smaregi

Empowering store operations with cloud-based POS data and actionable insights.



Expanding market share among mid-sized businesses by providing targeted features.

The POS market is intensifying due to accelerated cloud adoption and DX. Amidst difficulty in achieving economies of scale, players are competing for share across new sectors.



	 Cash registers	 Conventional POS system Dedicated device	 Cloud-based POS system PC or tablet
Device price	○ Low-cost ¥10,000 - 100k	✗ High-cost Several million yen+	○ Low-cost ¥0 - 300k
Maintenance costs	△ Replacement of malfunctioning devices	✗ Replacement of malfunctioning devices / Separate update fees required	○ Replacement by part. No update fees required
Ease of use	△ Complicated to use with many buttons	△ Complicated to use with many buttons	○ Easy to use iOS app
Functionality	✗ Basic performance	○ High performance	○ High performance & freely expandable
Support	✗ Generally none	○ Help desk, on-site support +	○ Help desk, email support, help site +

Created by our company based on the results of the 2021 Economic Census by the Ministry of Economy, trade, and Industry, and the Ministry of Internal Affairs and Communications.



Payment Service Provider (PSP) business
enabling cashless transactions



Smaregi's payment service provider business.

The one-stop payment platform

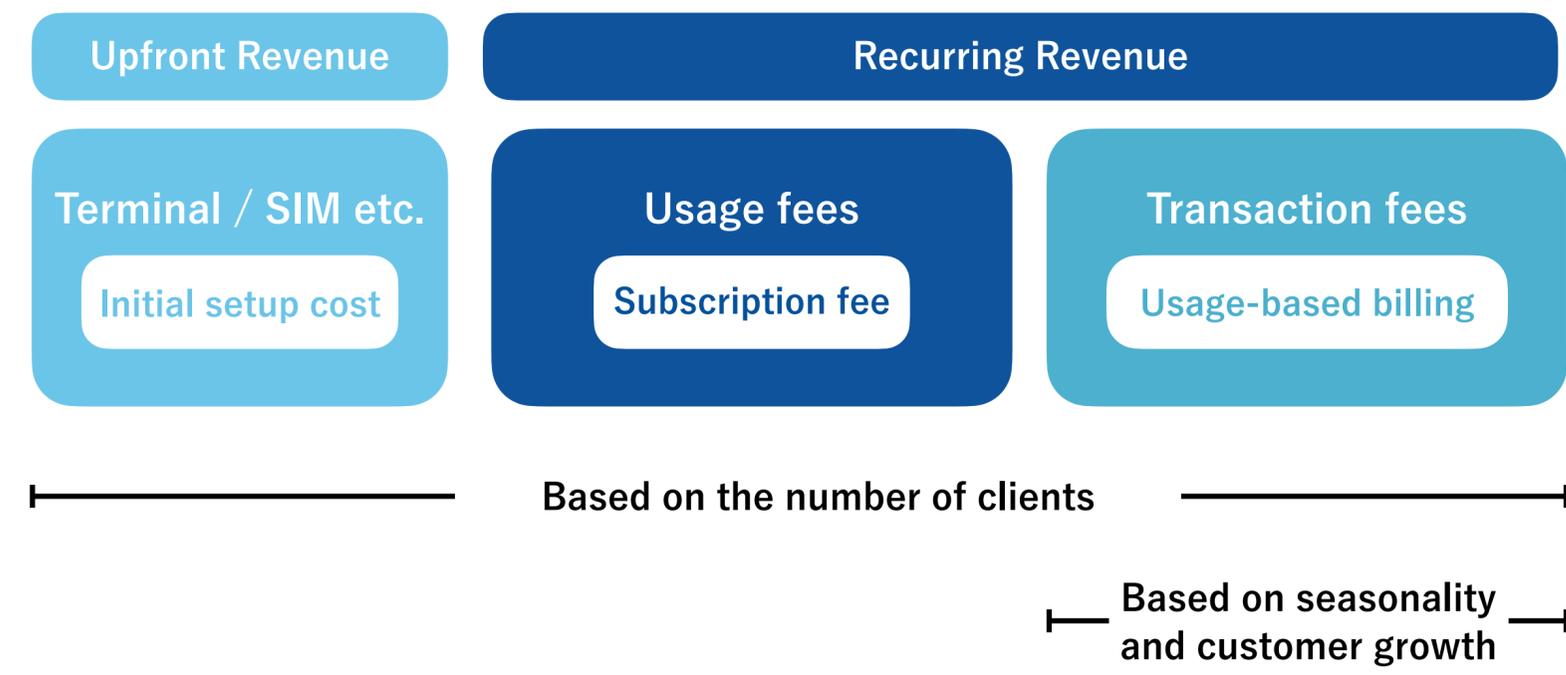


LOWEST Level*2

Payment cycle **Twice** a month
 Transaction fees **1.98%~**

Profit structure with pay-as-you-go billing based on merchant sales

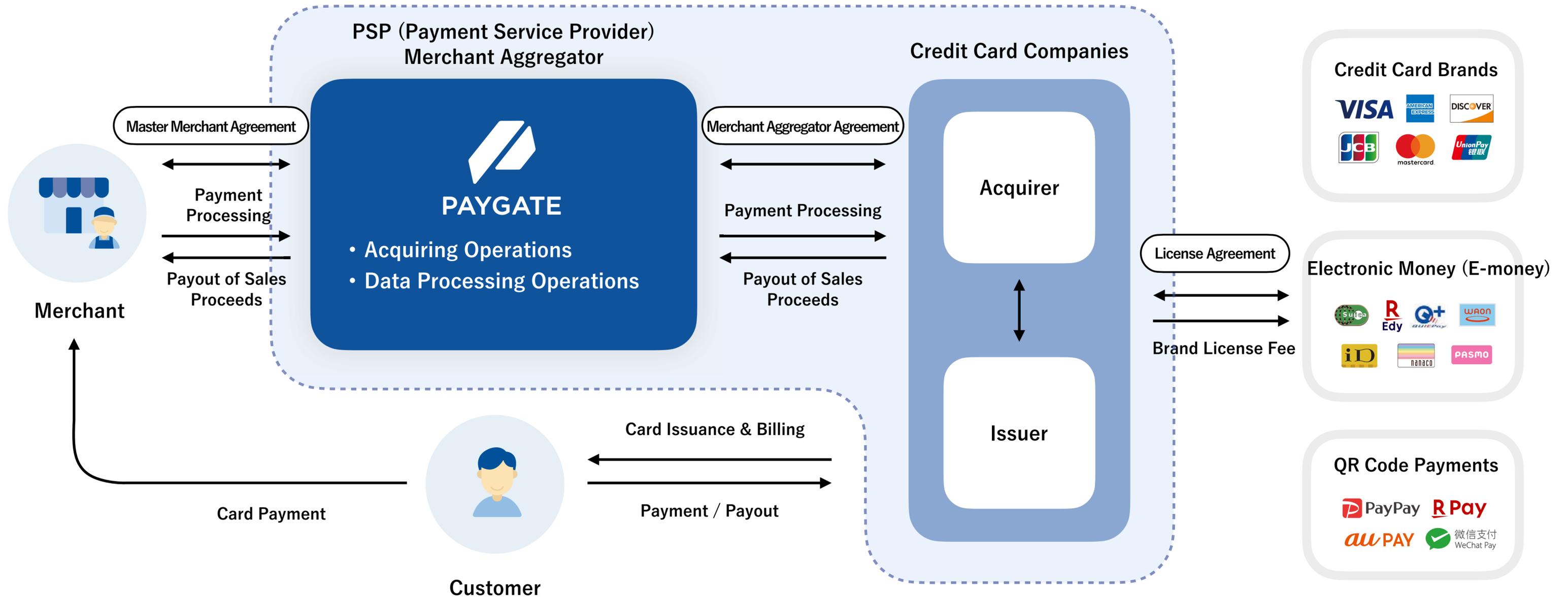
Smaregi, Inc. acts as a PSP (Payment Service Provider)*1, offering the multi-payment terminal "PAYGATE" with support for nearly all major cashless payment methods, including select contactless transactions via mobile ordering apps.



*1 A PSP facilitates the introduction of cashless payments for merchants by acting as an intermediary in contracts and transaction processing with credit card companies and other payment providers.

*2 Transaction fees vary depending on the results of the screening process and specific contract terms.

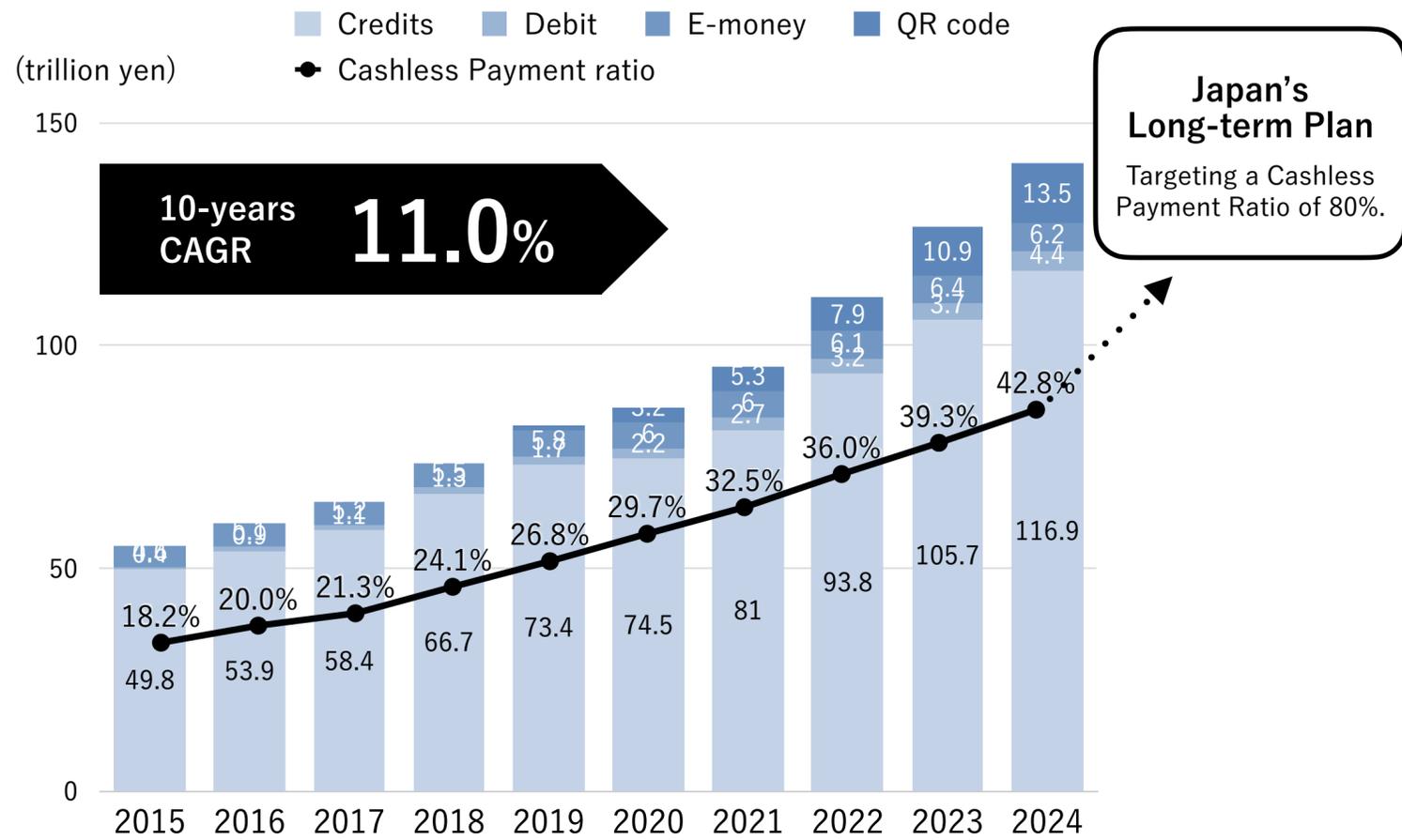
Connecting merchants with multiple payment services to enable seamless, one-stop cashless transactions.



*Example based on a credit card transaction. Actual fee structures may include additional components such as network connection fees.

Japan's cashless payment ratio stands at 42.8%. Driven by government-led initiatives*1 and growing demand for contactless transactions, the domestic market is expanding rapidly.

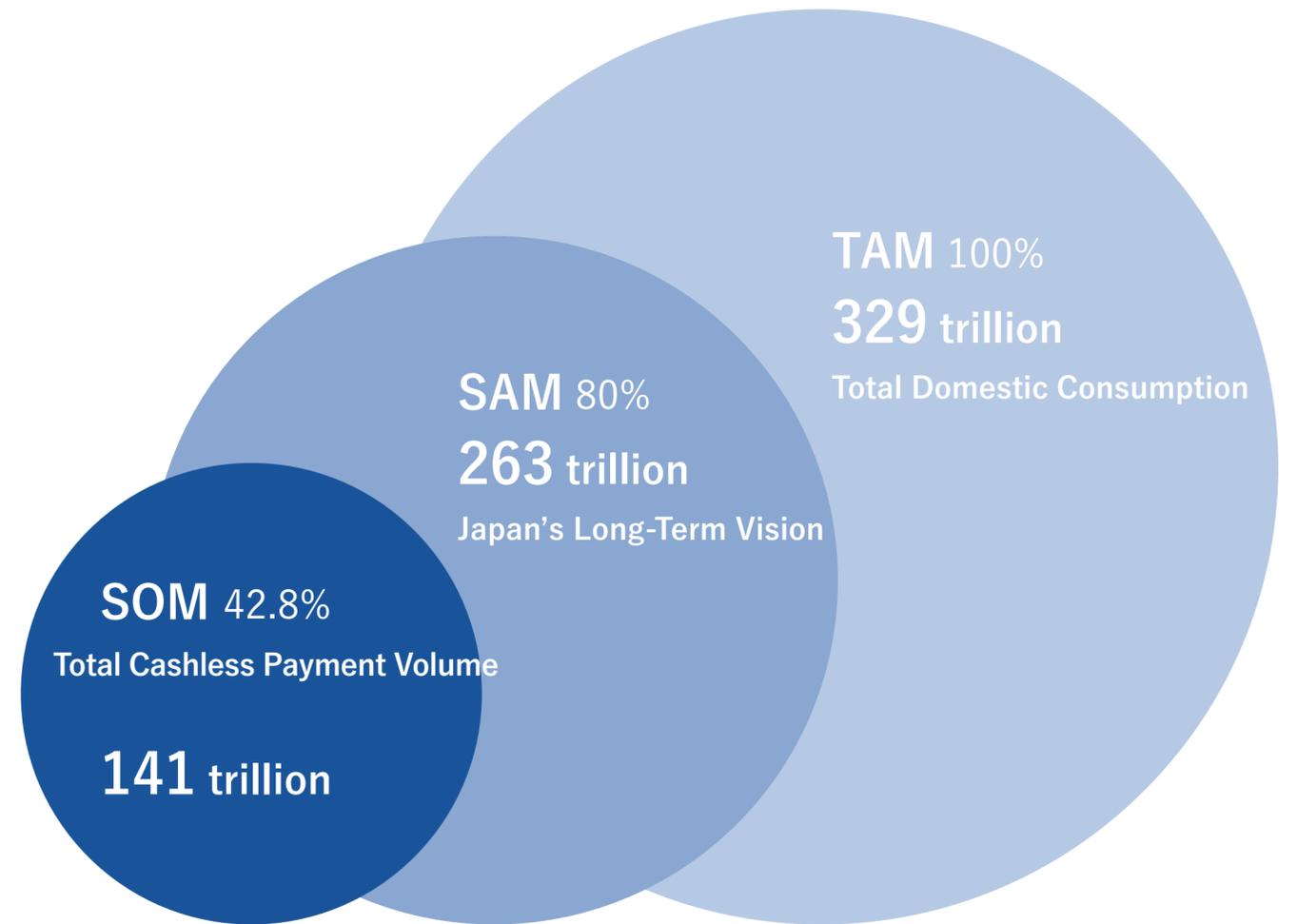
Breakdown and Trends in Japan's Cashless Payment Volume and Share



Ministry of Economy, Trade and Industry, "Trends in Cashless Payment Volume and Share" (Published March 31, 2025)

Size of the Domestic Cashless Payment Market (2024)

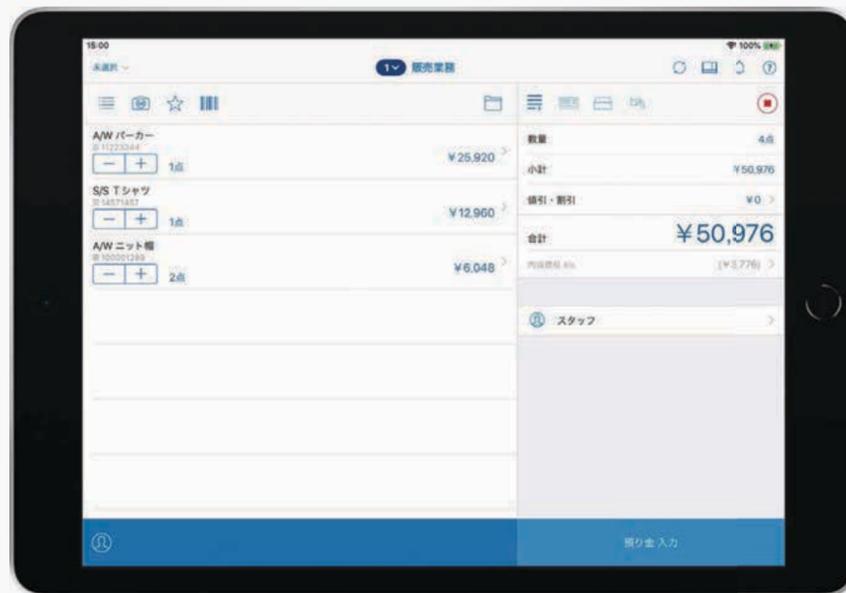
(yen)



Prepared by the Company based on data from the Cabinet Office, "National Accounts (Nominal)" (Published March 11, 2025) and the Ministry of Economy, Trade and Industry, "Cashless Payment Ratio" (Published March 31, 2025)

*1The Japanese government aims to increase the cashless payment ratio to 65% by 2030 (interim target) and eventually to 80% (Ministry of Economy, Trade and Industry, December 2025).

One-stop service delivery that leverages our strengths in the highly competitive payments market.



POS



Payment

The Backbone of Store Operations

Integrated POS and payment solutions provide a competitive edge.

In a payments market where transaction fees are largely standardized, one-stop service that streamlines everything from contracting to operations creates a strong competitive advantage.

- Optimizing the end-to-end customer experience—from onboarding to operations and support.
- Contributes to higher ARPU and lower churn.



Smaregi TimeCard

Comprehensive cloud-based HR services,
from attendance and payroll to shift management



An integrated attendance and labor management service covering clock-in/out, shift scheduling, and payroll. Enhancing HR functions for retail operations to drive cross-selling with Smaregi POS.

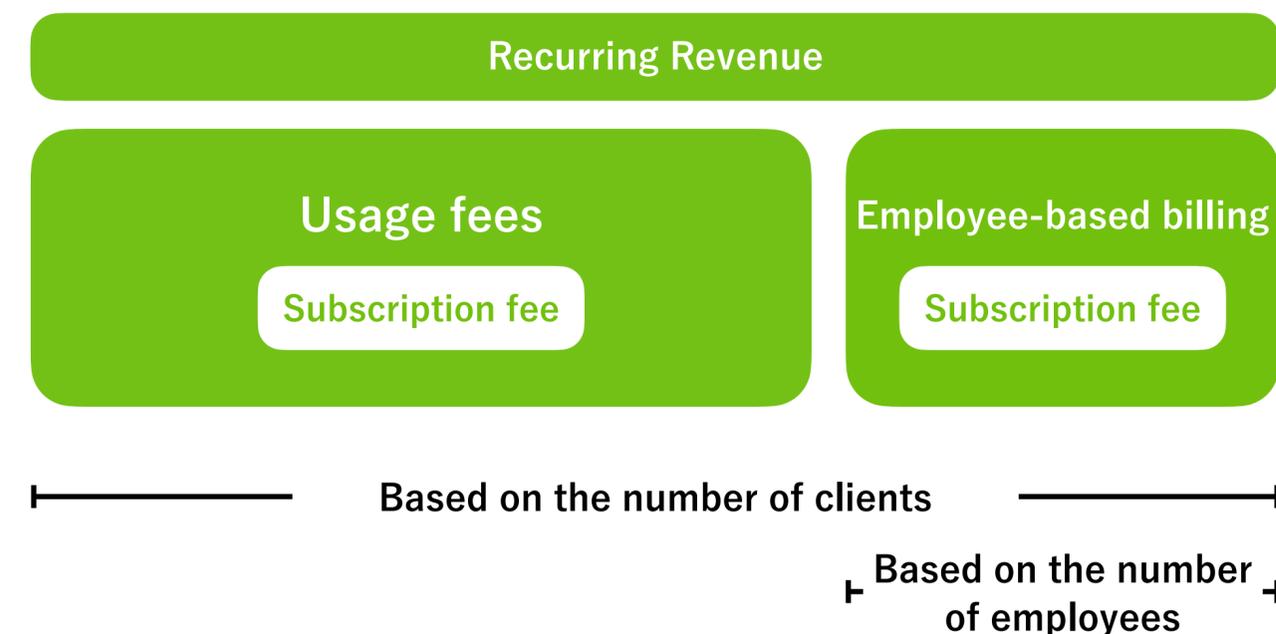
Flexibly complies with work style reform regulations.

Streamlining back-office operations.



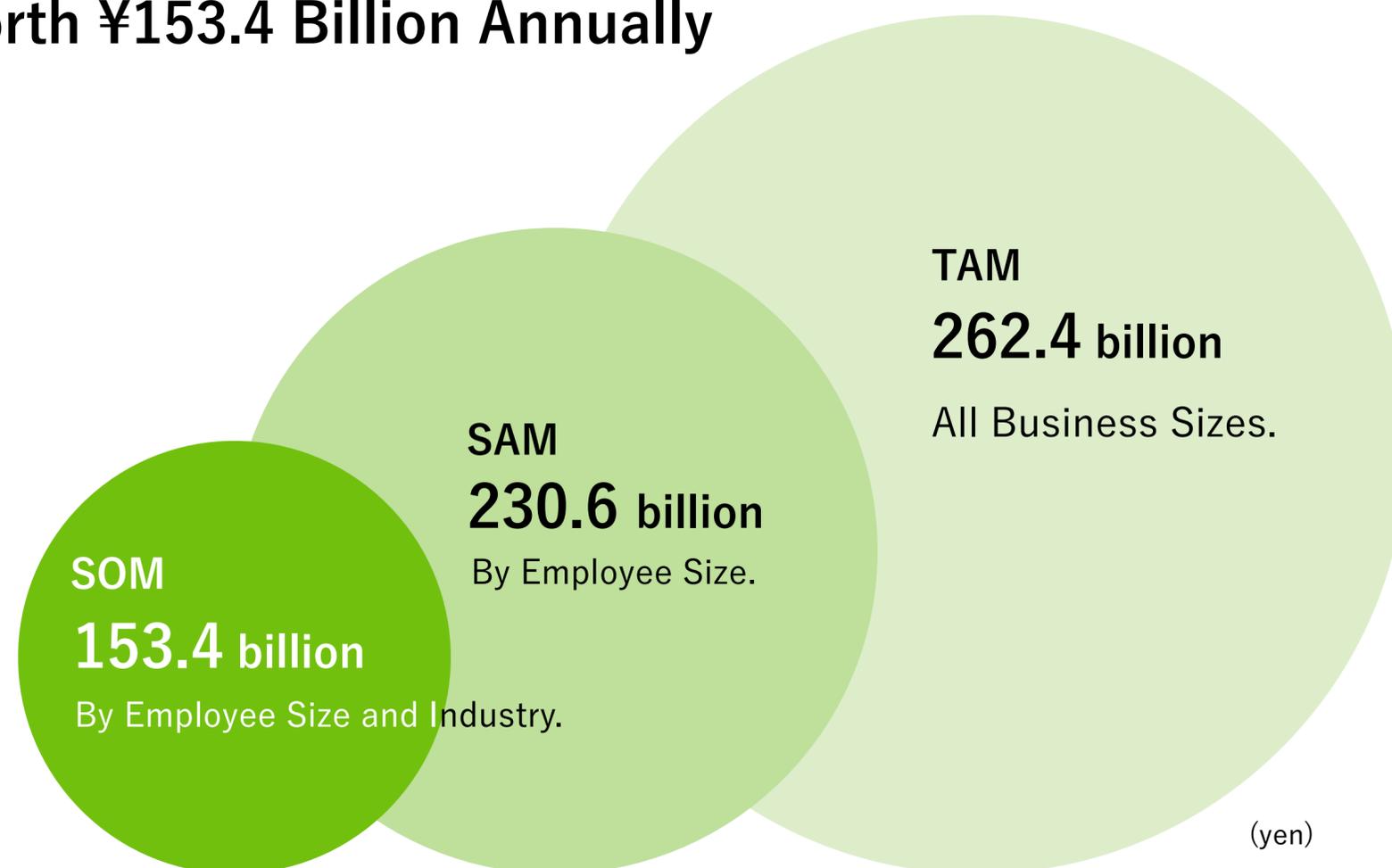
A revenue model centered on recurring subscription income.

Combining a fixed monthly fee with employee-based usage charges, the service enables a stable, recurring revenue model. Adoption is expanding not only through cross-selling with POS, but also as a standalone solution.



A high-potential growth market in Japan. Demand for cloud-based attendance solutions is rising, driven by regulatory changes under work style reforms and the need to support diverse working styles such as remote work.

Targets a Market Worth ¥153.4 Billion Annually



Smaregi EC

EC services centered on centralized management of orders, inventory, and data across multiple online marketplaces.

The image shows a laptop displaying a Smaregi EC dashboard. The dashboard interface includes a sidebar menu with options like '商品', '注文確認', '売上分析', and '受注'. The main content area shows a summary of orders with statistics: 受注確認 157, 入金確認 5, 在庫確認 0, 出荷日待ち 0, 納品書印刷 0, 出荷準備中 6, 出荷待ち 371, and 出荷済 0. Below this, there is a section for '受注確認 (157件)' with a search bar and a table of order details. The table has columns for '受注ID', '受注日時', '店舗', '出荷準備開始予定日', '出荷予定日', '配達希望日', '引当区分', and '購入者名'. Three orders are listed, all from '楽天市場'.

Overlaid on the laptop are several marketplace logos in white circles: 'shopify', 'YAHOO! JAPAN', 'amazon', 'Rakuten', 'COLOR ME カラーミーショップ', and 'ECICUBE'. The Smaregi logo is in the bottom right corner.

Providing specialized services for e-commerce operators, focused on boosting profitability and streamlining operations.

A one-stop SaaS solution for solving EC operational challenges.

“Smaregi EC” is the flagship e-commerce management tool, enabling centralized control of orders, inventory, and customer information across multiple malls and online stores.



Smaregi EC Centralized management

Multi-channel E-Commerce management service.



Smaregi EC B2B

Wholesale-focused B2B cart solution.

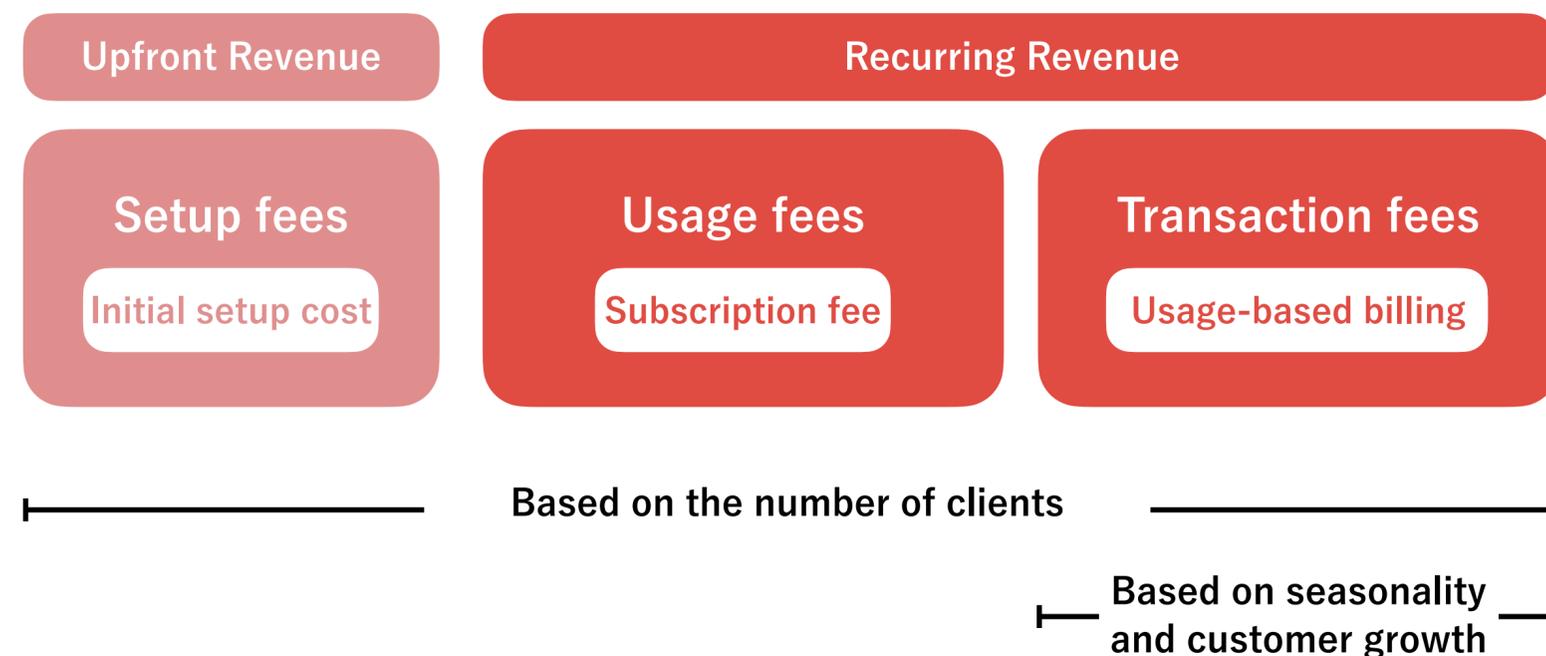


Smaregi EC Repeat

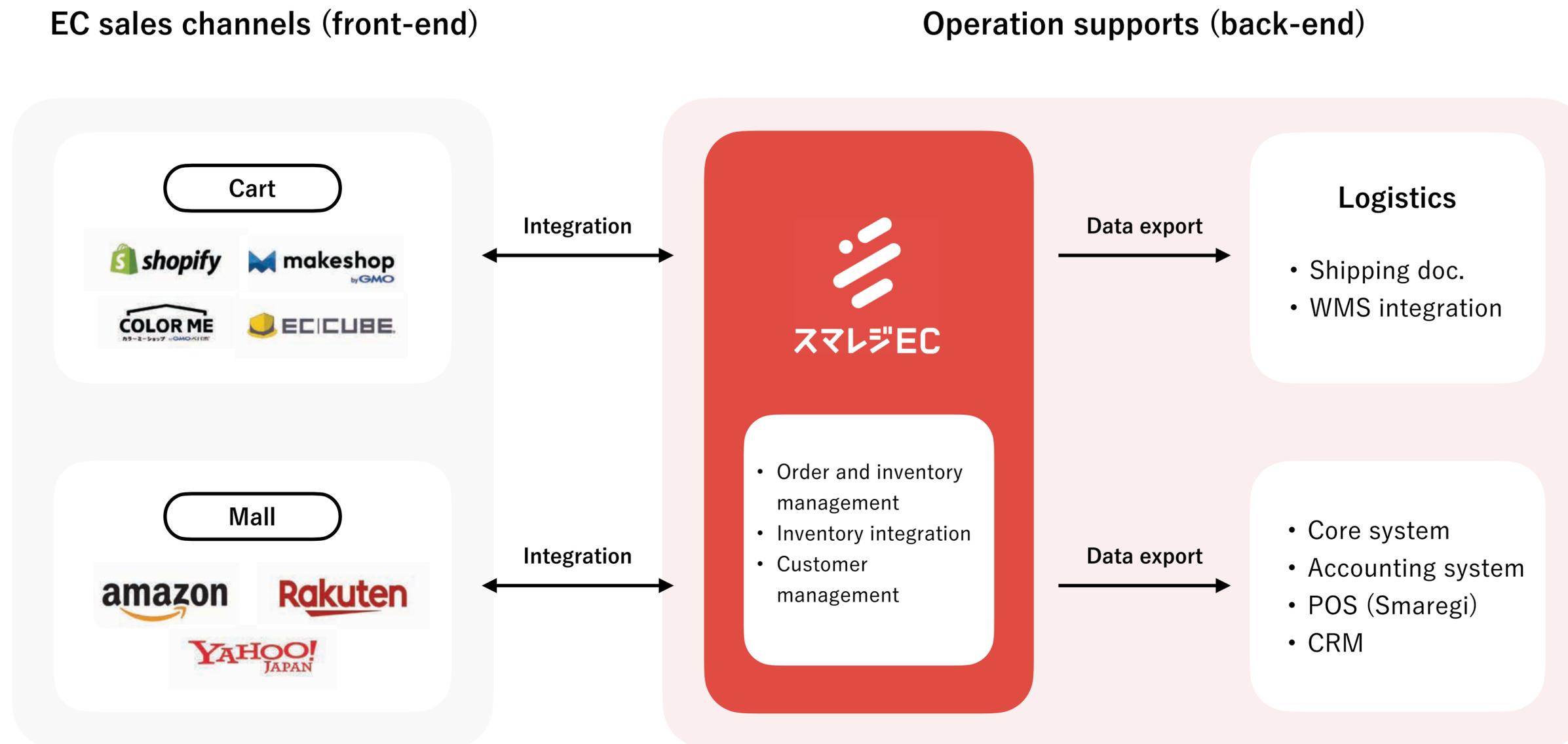
CRM cart solution for subscription and repeat E-Commerce.

Usage-Based revenue model linked to transaction volume.

A recurring revenue model combining system usage fees with transaction-based charges. Approximately 90% of total revenue comes from recurring income.

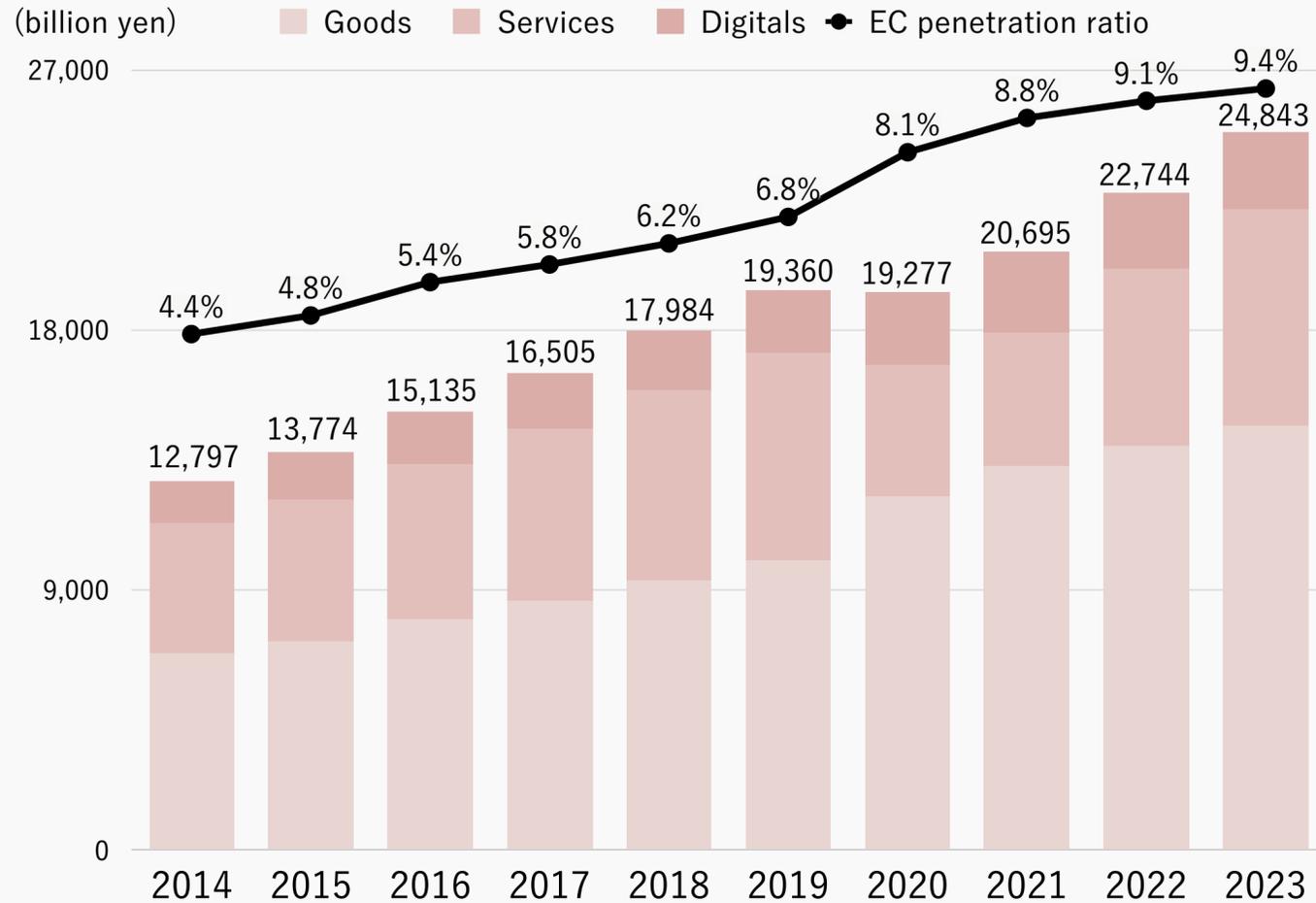


Unlike e-commerce sales platforms, this service supports the operational backbone of online businesses.



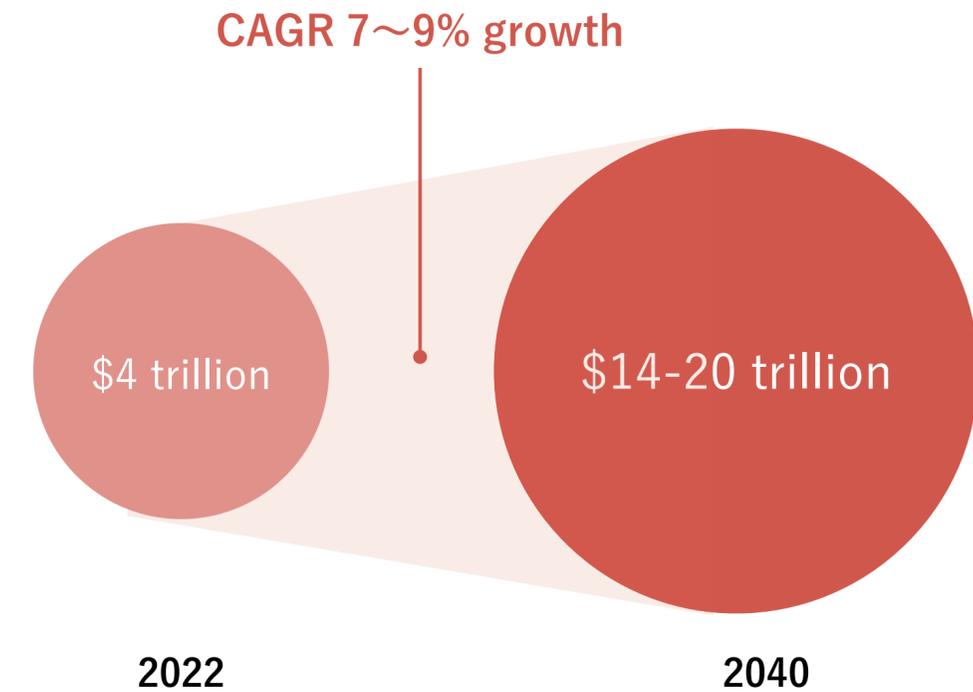
As the e-commerce market expands, operational efficiency through technology is becoming increasingly essential. We aim to grow market share by enabling centralized management of customer data and synchronized inventory across multiple EC malls and physical stores.

Growth of the B2C E-Commerce Market



Global E-Commerce Market

The global e-commerce market, valued at \$4 trillion in 2022, is projected to grow to between \$14 trillion and \$20 trillion by 2040.



*Ministry of Economy, Trade and Industry, "FY2023 Market Survey on Electronic Commerce"

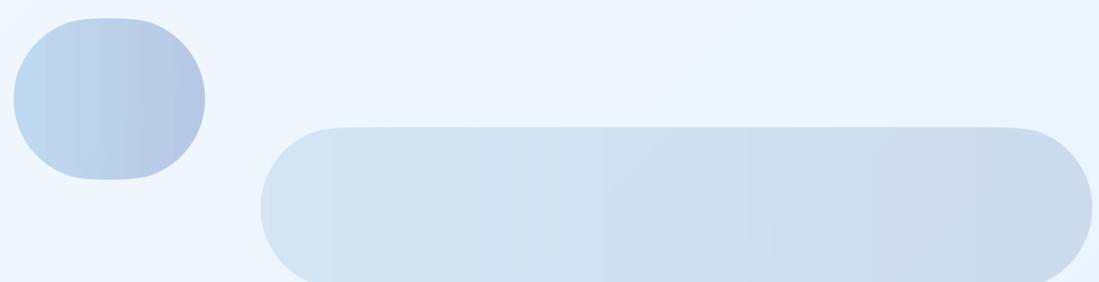
*McKinsey & Company, "The Next Arena for Competition"

Disclaimer

Business plans, forecasts, and other forward-looking statements in this presentation are based on the reasonable judgments of Smaregi based on information that was currently available. The actual results of operations may differ because these statements include uncertainties involving market conditions, political events, the economy, and other items. The purpose of this presentation is not to encourage investors to buy or sell Smaregi stock or make any other investment decisions. Investors are responsible for making these decisions on their own.

Disclosure Policy

The Company plans to disclose the latest information, including the status of progress, at the end of each fiscal year under the section of “Business Plan and Growth Potential”. However, the Company’s financial data and key performance indicators are planned to be disclosed at the end of each quarter.



2026.3.13

Third Medium-term Management Plan(Business Plan and Growth Potential)

Smaregi, Inc.

Securities code: 4431