Financial Results Presentation
for Q4 and Fiscal Year Ended March 31, 2025

Net Protections Holdings

Net Protections Holdings, Inc.

(TSE Prime Market: 7383)

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Highlights of Financial Results

Group total

Significantly outperformed initial plan; achieved targets after three upward revisions.

Group total GMV*1 **JPY641.9bn** **+13.4% YoY** (BtoC +4.0%, BtoB +32.5%)

Group operating profit **JPY2.10bn** +JPY2.73bn YoY

BtoC atone

Full-year GMV **JPY39.9bn** +47.8% YoY

Q4 alone	JPY11.3bn (+51.0%)

GMV expanded driven by the launch of new large-scale merchants in Q2 and the effectiveness of promotional initiatives.

BtoC NP *Atobarai* and other

Full-year gross profit **JPY7.62bn** +35.7% YoY

Q4 alone	JPY1.87bn (+32.4%)

Gross profit increased driven by cost containment efforts and the administration fees for late payments.

BtoB NP *Kakebarai*

Full-year GMV **JPY248.2bn** +32.5% YoY

Q4 alone	JPY68.1bn (+35.7%)

Strong GMV growth continued, fueled by increased transactions at existing merchants and the launch of the new large store in Q3.

*1 GMV: Gross merchandise value for the Group's payment services

Operating profit surpassed upward revision, reaching at JPY2.1bn; EBITDA Soared by 261.3%.
Revenue reached 99% of target, due to growth of major merchants and increased e-invoice usage rate.

Full-year summary

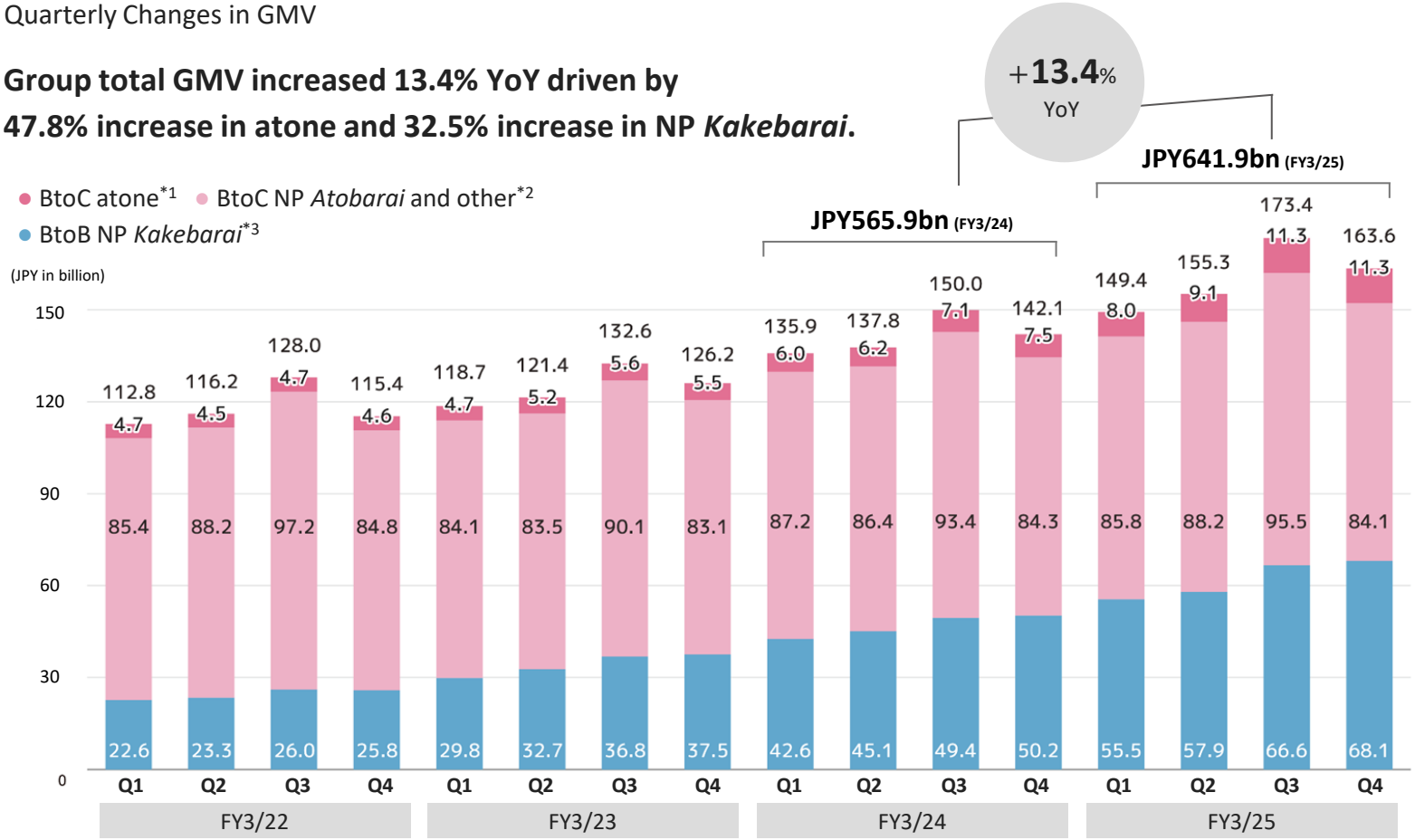
(JPY in millions)

	FY3/25 (12 months)		Full-year earnings forecast*5	
	Results	YoY percentage change	Amount	Progress rate
GMV (non-GAAP)*1	641,950	+13.4%	635,294	101.0%
Total operating revenue	23,032	+10.5%	23,281	98.9%
Gross profit (non-GAAP)*2	10,483	+34.5%	10,300	101.8%
SG&A expenses (non-GAAP)*3	8,907	+0.6%	8,850	100.7%
Operating profit	2,103	Turned into profitability	2,000	105.2%
Profit before income taxes	2,139	Turned into profitability	1,900	112.6%
Profit attributable to owners of parent	1,350	Turned into profitability	1,100	122.7%
Basic earnings per share	13.86 yen	Turned into profitability	11.31 yen	122.5%
EBITDA (non-GAAP)*4	3,747	+261.3%	3,600	104.1%

*1 GMV: Gross merchandise value for the Group's payment services
*2 Gross profit: Total operating revenue - (Invoicing related expenses + Bad debt related expenses + Other operating revenue + Other payment related expenses)
*3 SG&A expenses: Operating expenses - (Invoicing related expenses + Bad debt related expenses + Other operating expenses + Other payment-related expenses)
*4 EBITDA: Operating profit + (Depreciation and amortization + Share-based payment expenses + Loss on disposal of property, plant and equipment + Impairment losses - Gain from reversal of impairment losses)
*5 Consistent with Consolidated Financial Results for the Nine Months Ended December 31, 2024 and Financial Results Presentation dated February 14, 2025

Quarterly Changes in GMV

Group total GMV increased 13.4% YoY driven by 47.8% increase in atone and 32.5% increase in NP *Kakebarai*.



Full-year result
YoY

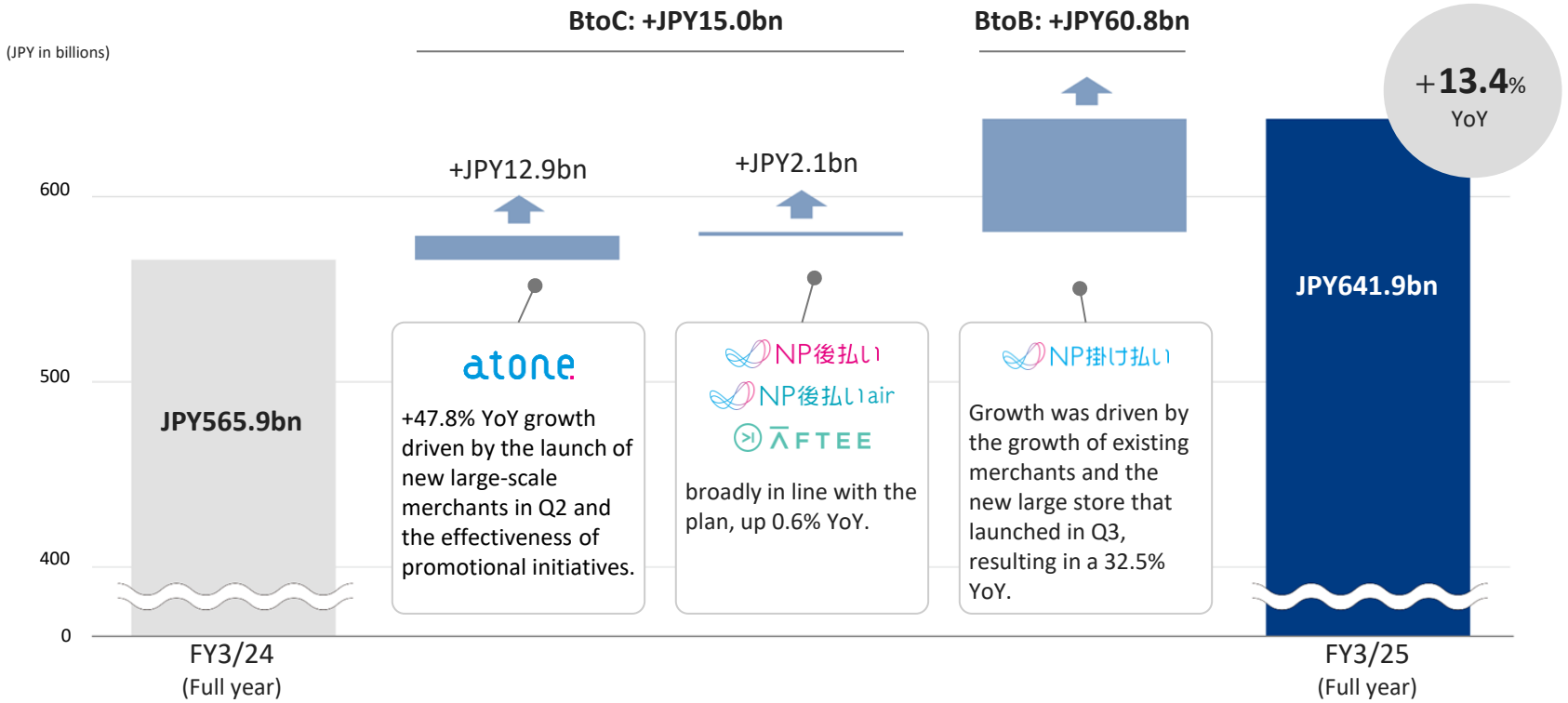
atone
+47.8%

NP Atobarai and other
+0.6%

NP Kakebarai
+32.5%

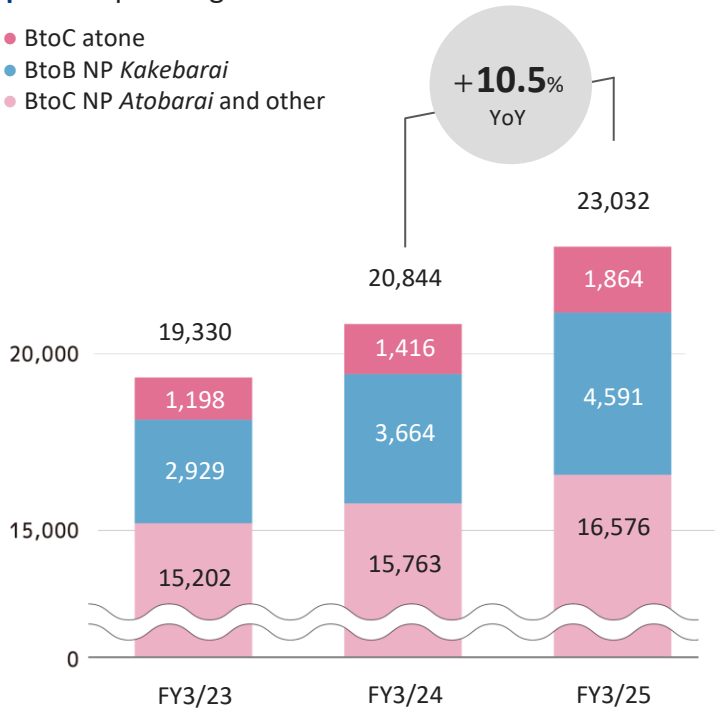
*1 Total amount of payments (including consumption tax) made through atone provided by the Group
*2 Total amount of payments (including consumption tax) made through NP *Atobarai*, NP *Atobarai air*, and AFTEE provided by the Group
*3 Total amount of payments (including consumption tax) made through NP *Kakebarai* provided by the Group

The Group total GMV was JPY641.9bn, up 13.4% YoY driven by year-on-year increase of JPY15.0bn in BtoC and JPY60.8bn in BtoB.

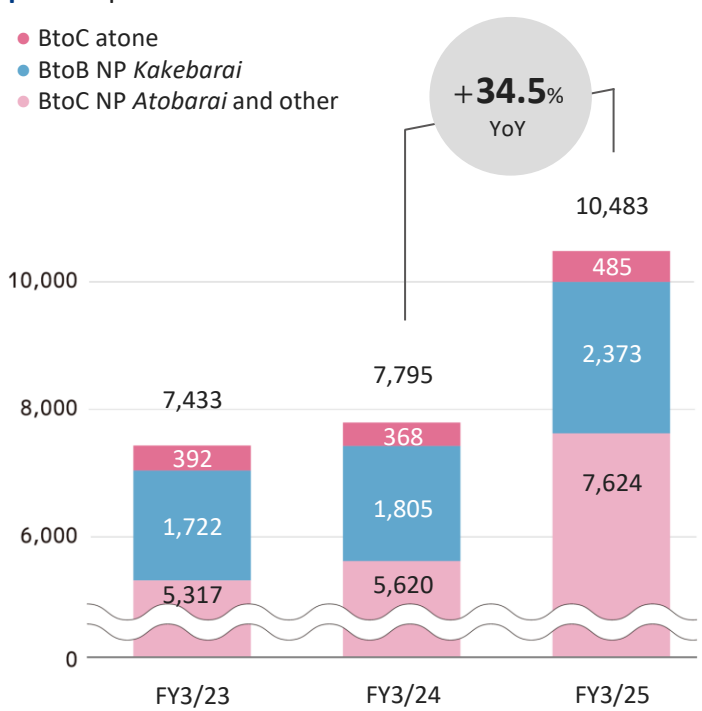


Gross profit increased by 34.5% YoY
driven by cost containment and administration fees for late payments in NP Atobarai.

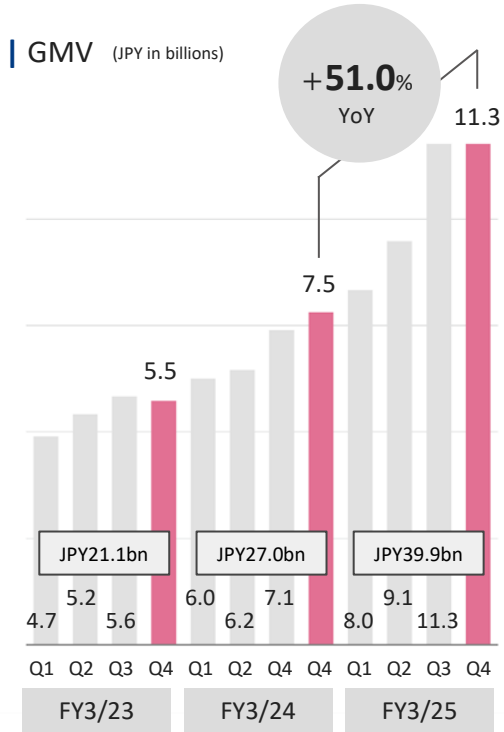
Total operating revenue (JPY in millions)

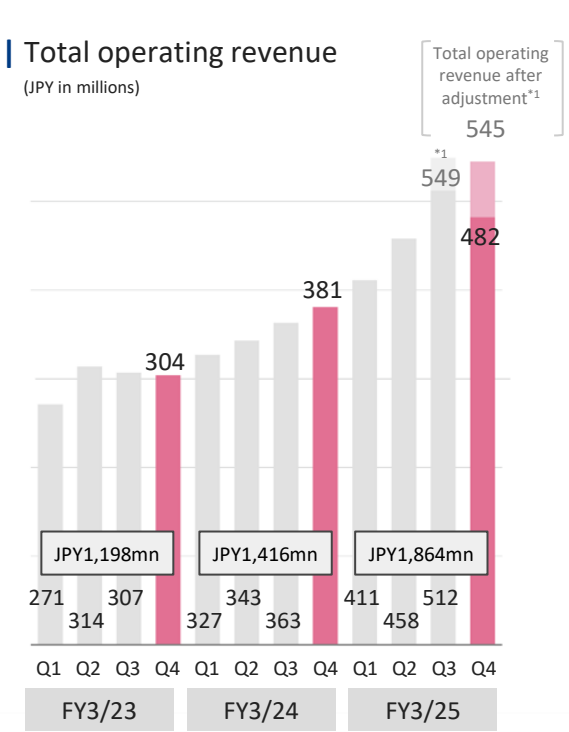


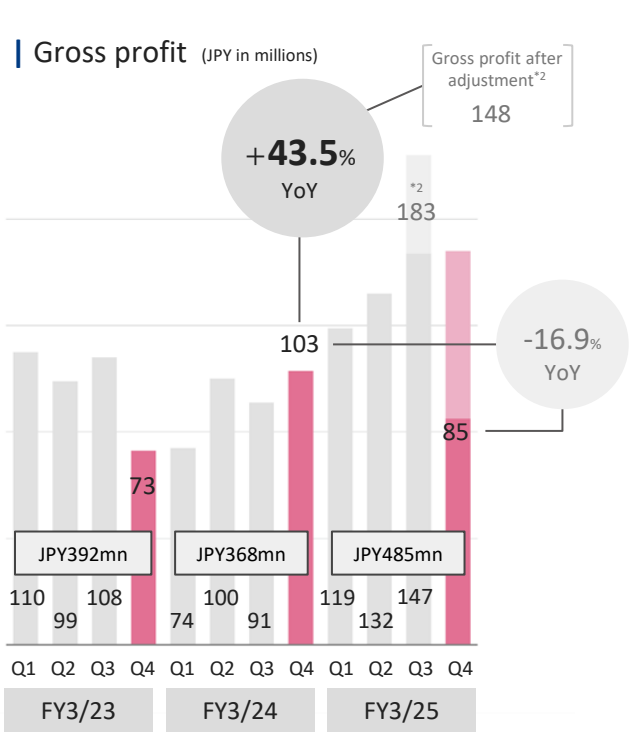
Gross profit (JPY in millions)



GMV increased 51.0% YoY
driven by successful measures to expand GMV, such as new user acquisition promotions.



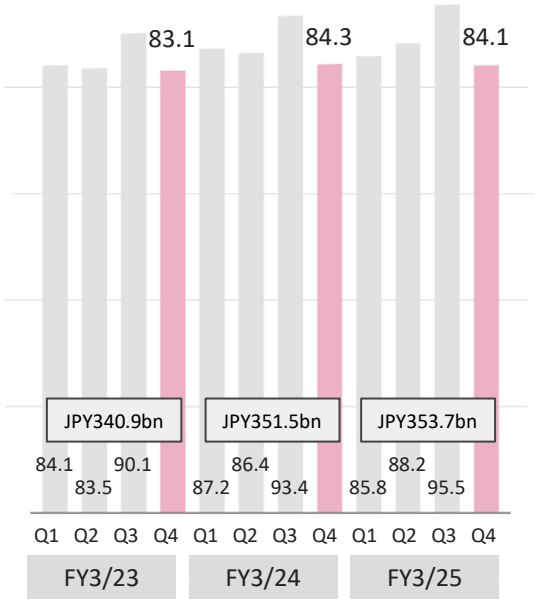




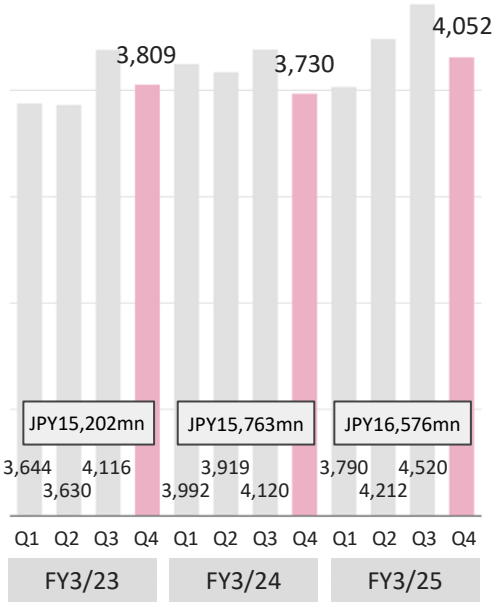
*1 Total operating revenue after adjustment: the amount by which the reduction in operating revenue due to promotions was added back to operating revenue.
*2 Gross profit after adjustment: the amount by which the reduction in gross profit due to promotions was added back to gross profit.

Gross profit increased 32.4% YoY
driven by administration fees for late payments and cost containment efforts, including credit risk control.

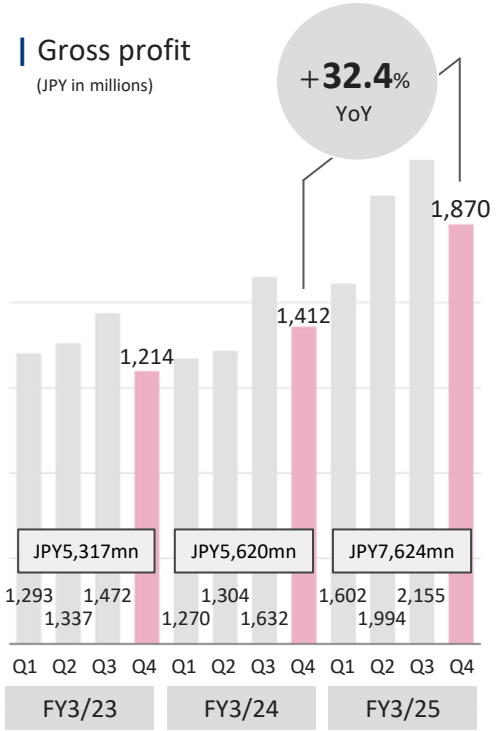
GMV (JPY in billions)



Total operating revenue (JPY in millions)

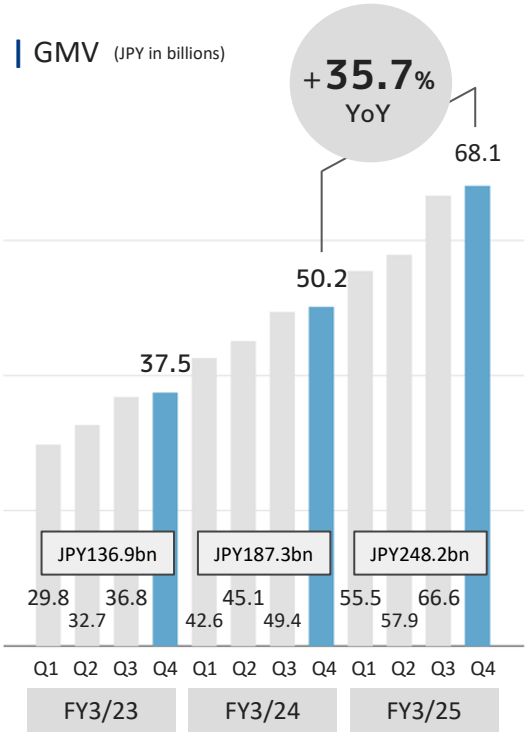


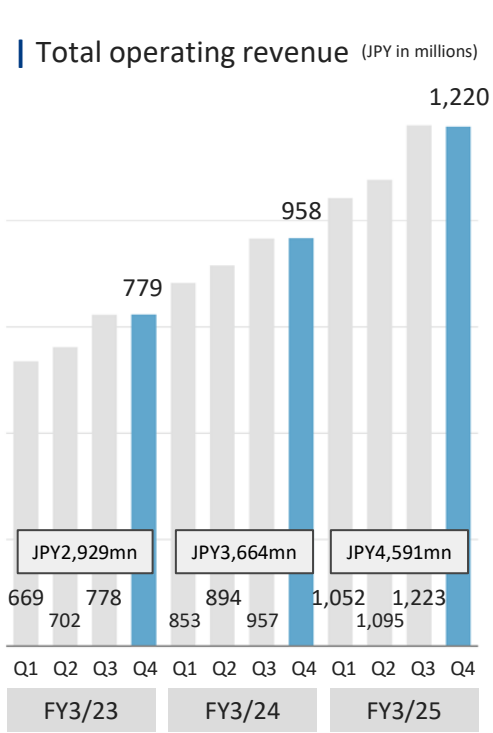
Gross profit (JPY in millions)

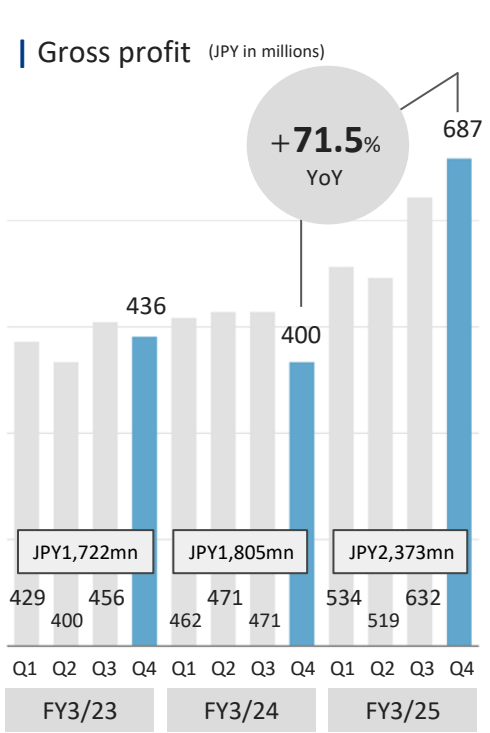


NP掛け払い

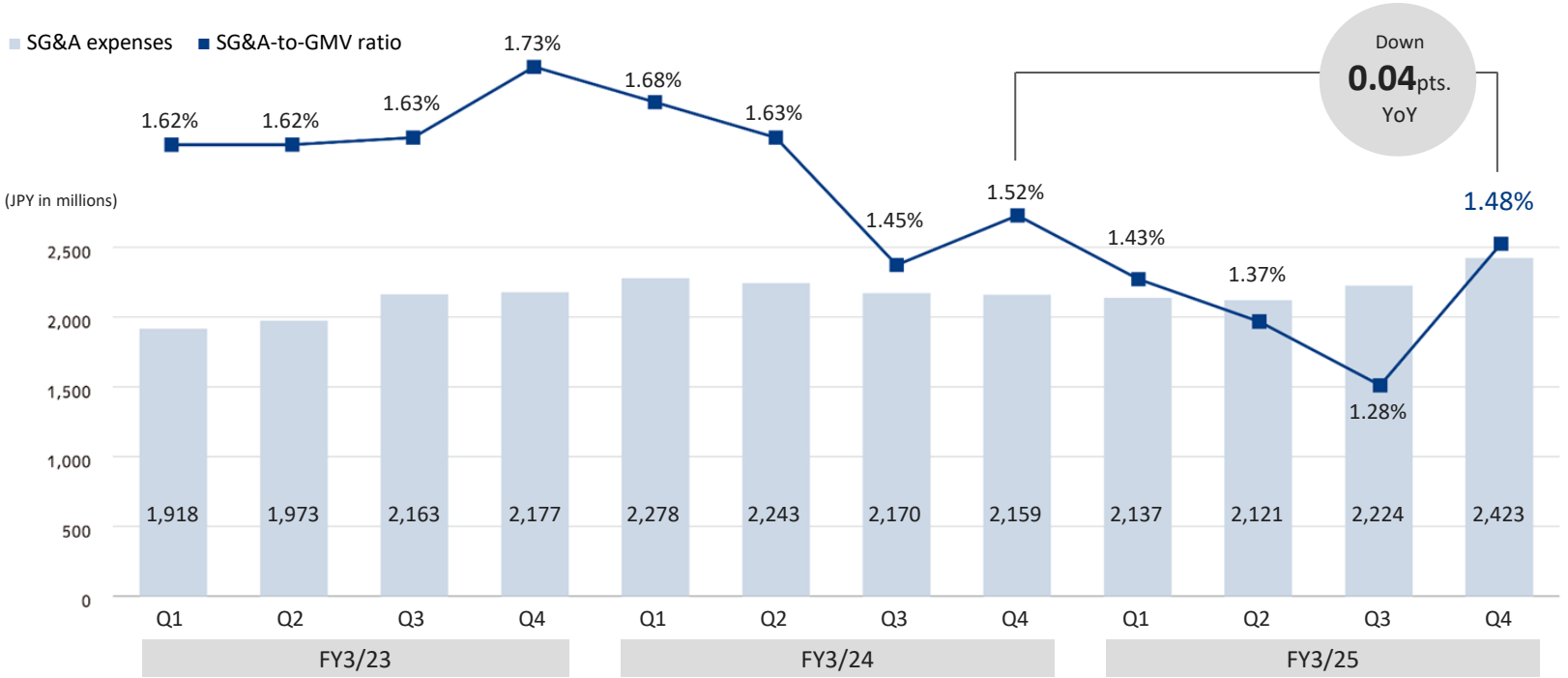
GMV continued over 30% growth
driven by increased transactions at existing merchants and the launch of new large stores in Q3.



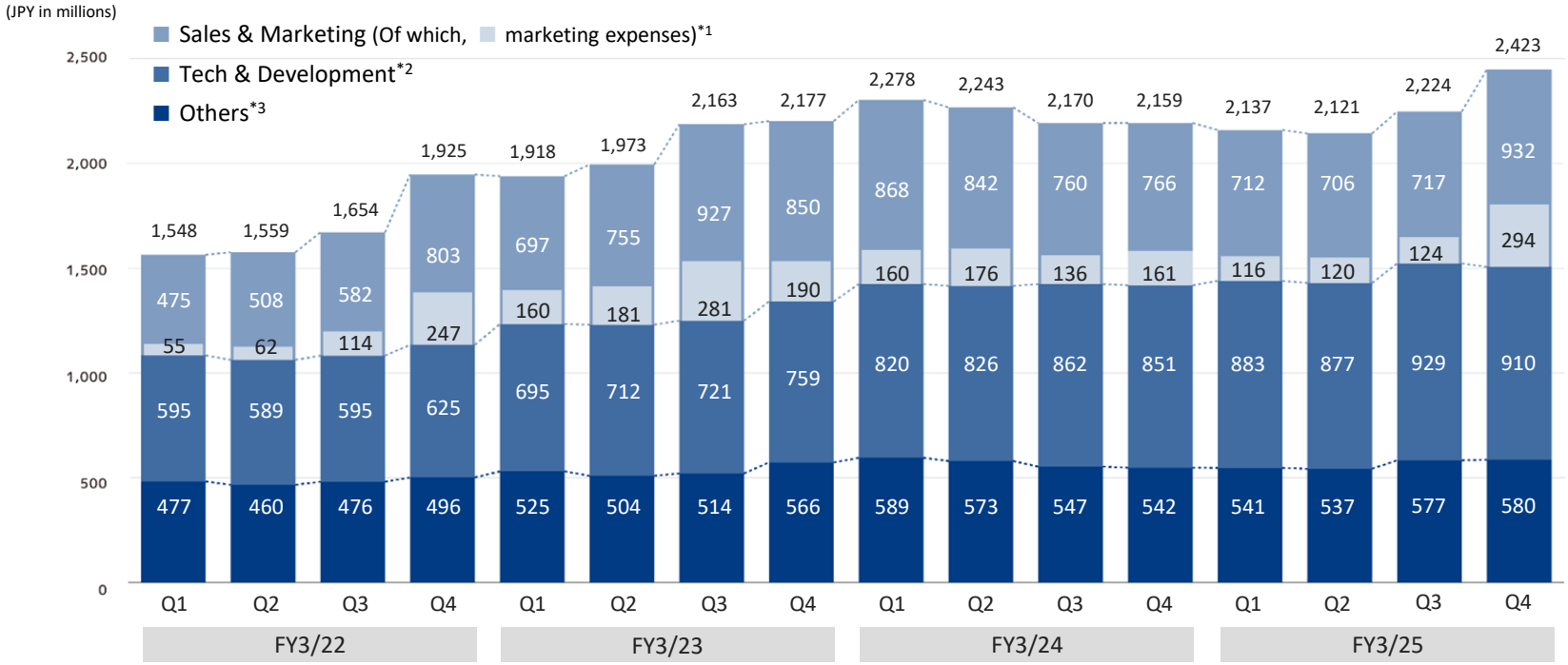




The SG&A-to-GMV ratio came to 1.48%, reflecting the planned additional marketing investments made in H2.



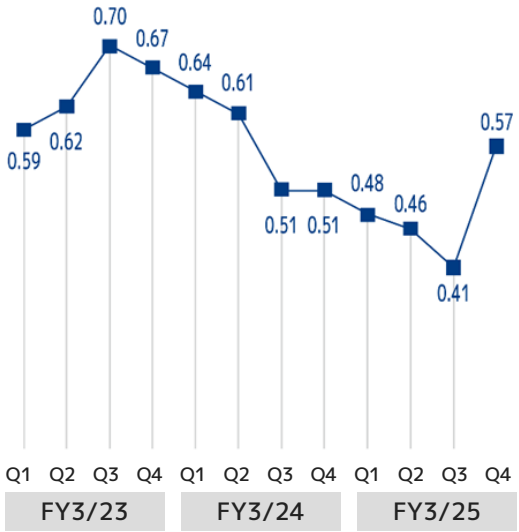
Temporary increase in S&M expenses, due to the planned additional marketing investments made in H2.



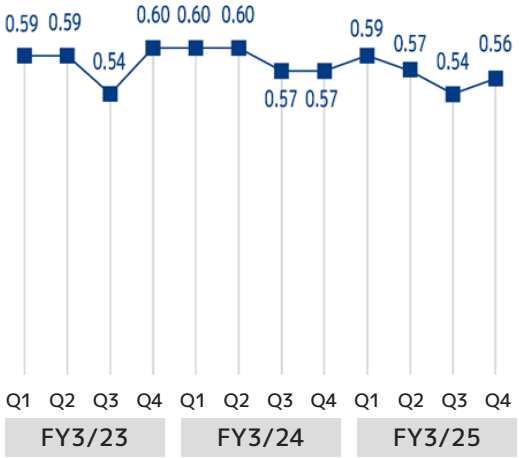
*1 Sales & Marketing: Personnel, outsourcing, operations related, marketing, and other expenses related to sales and marketing
*2 Tech & Development: Personnel, outsourcing, operations related, and other expenses related to system development, credit related operations, and other operations
*3 Others: SG&A expenses other than *1 and *2 (personnel and outsourcing expenses related to back-office operations, outsourcing expenses of help desk for services, etc.)

Temporary increase in S&M-to-GMV ratio, due to the planned additional marketing investments made in H2.
We plan to return S&M ratio to its usual annual level while maintaining operating leverage.

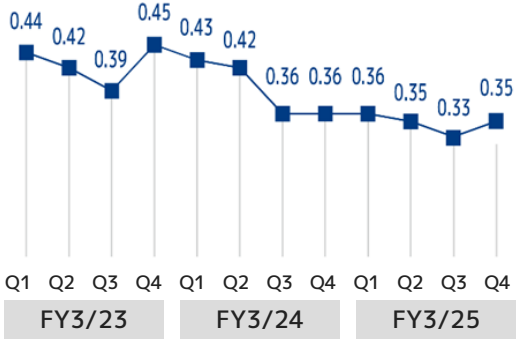
Sales & Marketing*1 (%)



Tech & Development*2 (%)



Others*3 (%)



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*3 Others: SG&A expenses other than *1 and *2 (personnel and outsourcing expenses related to back-office operations, outsourcing expenses of help desk for services, etc.)



Earnings Forecasts for FY3/26

We project GMV of JPY742.0bn, up 15.6 YoY, and operating profit of JPY2.6bn, up 23.6%.
We will continue to drive solid GMV growth while steadily increasing profits.

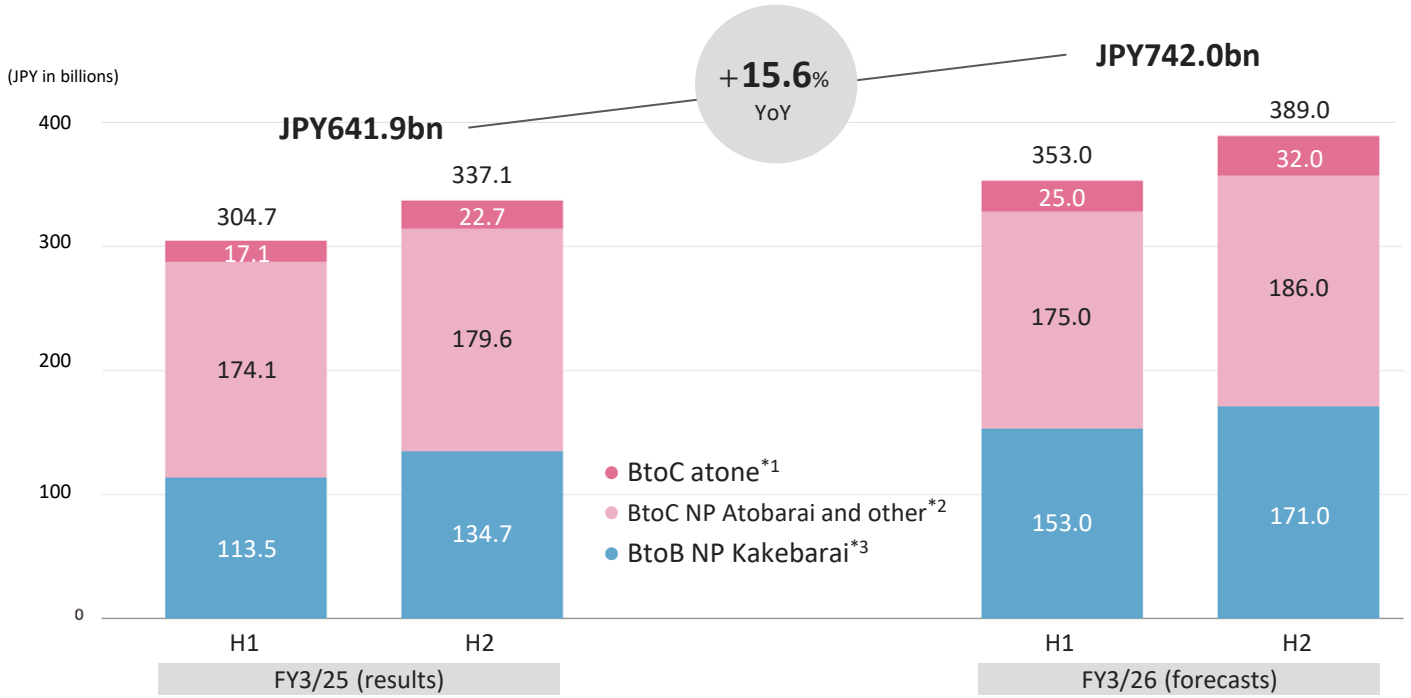
Earnings forecasts

(JPY in millions)

	FY3/26 forecasts				Reference: FY3/25 results
	H1	H2	Full-year	vs. FY3/25	
GMV (non-GAAP)*1	353,000	389,000	742,000	+15.6%	641,950
Total operating revenue	12,270	13,140	25,410	+10.3%	23,032
Gross profit (non-GAAP)*2	5,470	5,920	11,390	+8.6%	10,483
Operating profit	1,080	1,520	2,600	+23.6%	2,103
Profit before income taxes	1,020	1,420	2,440	+14.1%	2,139
Profit attributable to owners of parent	600	840	1,440	+6.7%	1,350
Basic earnings per share	6.04 yen	8.46 yen	14.50 yen	+4.6%	13.86 yen
EBITDA (non-GAAP)*3	1,910	2,390	4,300	+14.7%	3,747

*1 GMV: The total amount of payments (including consumption tax) made through services provided by the Group, such as NP *Atobarai*, atone, NP *Kakebarai*, and AFTEE
*2 Gross profit: Total operating revenue - (Invoicing related expenses + Bad debt related expenses + Other operating revenue + Other payment related expenses)
*3 EBITDA: Operating profit or loss + Depreciation and amortization + Share-based payment expenses + Loss on disposal of fixed assets + Impairment losses - Gain on reversal of impairment losses

Group total GMV is expected to achieve double-digit growth, up 15.6% year on year.
atone: over 40% growth expected; NP Kakebarai: sustained high growth over 30%.



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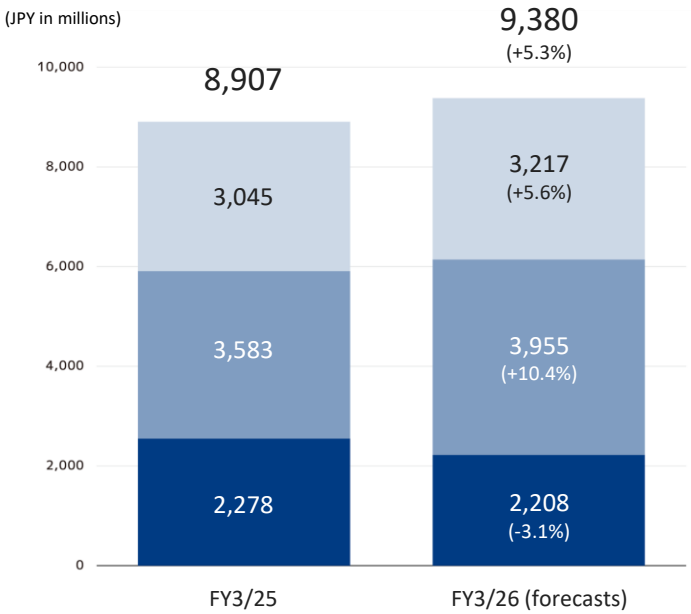
*3 Total amount of payments (including consumption tax) made through NP *Kakebarai* provided by the Group

We project SG&A expenses of JPY9.38bn, up 5.3%, representing moderate growth compared to GMV.
We will continue to control the growth rate of SG&A expenses and maximize profitability.

Breakdown of SG&A expenses



- Sales & Marketing (S&M)*1
- Tech & Development (T&D)*2
- Others*3

Breakdown

Sales & Marketing **Up JPY 172 mn (+5.6%)**
- Increase in line with business growth

Tech & Development **Up JPY 372 mn (+10.4%)**
- Increase in operating expenses (servers, etc.) in line with business growth
- Increase in amortization of software assets due to provision of new features

Others **Down JPY 70 mn (-3.1%)**
- Optimization of operations

*1 Sales & Marketing: Personnel, outsourcing, operations related, marketing, and other expenses related to sales and marketing
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*3 Others: SG&A expenses other than *1 and *2 (personnel and outsourcing expenses related to back-office operations, outsourcing expenses of help desk for services, etc.)

We will continue to review our approach to shareholder returns, taking into account the accumulation of profits in the future.

Profit growth

Cash generation from business expansion

Having established strong cash flow generation, we will consider shareholder returns at an appropriate time, while balancing these with growth investments.

Shareholder returns

- Share buybacks
- Dividends

After establishing a stable financial base for sustainable growth, we will implement shareholder returns such as share buybacks or dividends.

Growth investment

- Development investment
- Marketing investment

To achieve continued mid- to long-term growth, we will make investments in expanding our capabilities and marketing strategies.

Since we provide payment services for domestic transactions, we are not directly affected by tariffs.



Payment services for domestic transactions



Order

Shipping / service provision

Customer /
BtoB customer

Domestic consumers
and businesses

Merchant

e.g. groceries, cosmetics,
fashion items, and services

Net Protections

※Our businesses in Taiwan and Vietnam are also conducted within their respective domestic markets.



Management Topics

Both atone and NP Atobarai air are steadily expanding into their respective target markets.
atone is integrating with e-commerce platforms with the aim of wider adoption by e-commerce businesses.

New merchants

atone

Comprehensive platform for digital content distribution and sales

DMM.com

NP Atobarai and other (NP Atobarai air)

Full-service facilities management company that supports everyday life

Make Next. 未来へつなぐ笑顔のために KYUDENKO 80th おかげさまで

New system integration with e-commerce platforms

atone

E-commerce site building platform with the top market share in Japan

ecbeing

E-commerce platform tailored for subscription and recurring order models

W2 Repeat

Comprehensive OMO/omnichannel-enabled e-commerce platform

W2 Unified

E-commerce development packaged software

通販マーケッター Eight!

Platform for D2C, subscriptions, and repeat single-item mail orders

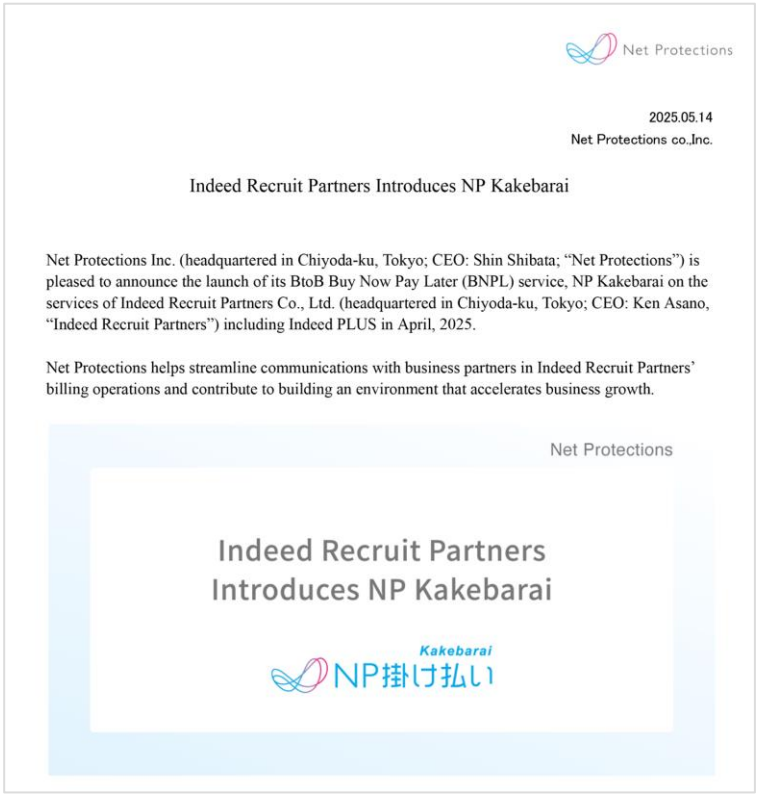
リピスト Repeat Store

E-commerce site development system

PRECS

Since atone is already integrated with these platforms, e-commerce businesses using them can adopt atone quickly and without additional cost or effort. The low implementation barriers are driving broader adoption among e-commerce businesses, supporting further GMV growth.

Indeed Recruit Partners Introduces NP Kakebarai. Press release issued on May 14.



Net Protections

2025.05.14
Net Protections co.,Inc.

Indeed Recruit Partners Introduces NP Kakebarai

Net Protections Inc. (headquartered in Chiyoda-ku, Tokyo; CEO: Shin Shibata; "Net Protections") is pleased to announce the launch of its BtoB Buy Now Pay Later (BNPL) service, NP Kakebarai on the services of Indeed Recruit Partners Co., Ltd. (headquartered in Chiyoda-ku, Tokyo; CEO: Ken Asano, "Indeed Recruit Partners") including Indeed PLUS in April, 2025.

Net Protections helps streamline communications with business partners in Indeed Recruit Partners' billing operations and contribute to building an environment that accelerates business growth.

Net Protections

Indeed Recruit Partners
Introduces NP Kakebarai

Kakebarai
NP掛け払い

Challenges for the future work environment

Due to structural issues such as the declining workforce and trends like work style reforms, tasks that companies have traditionally handled in-house such as invoice issuance, collection, payment reminder, and accounts receivable management are becoming an increasing burden.

Growth in Our B2B Business

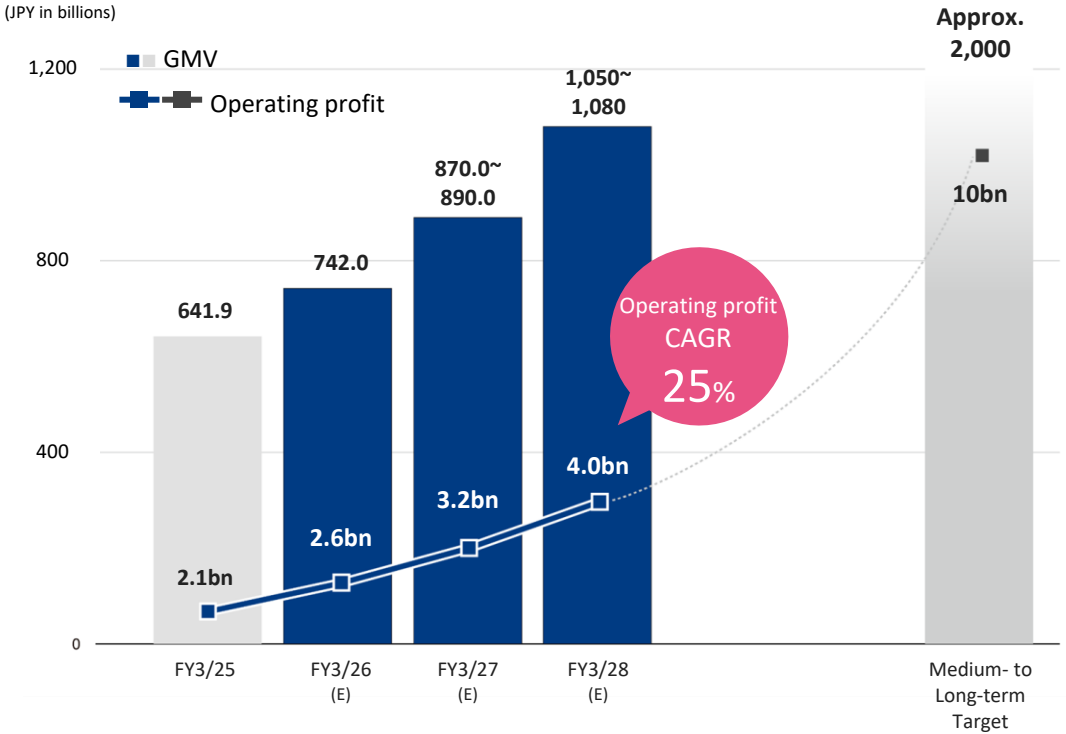
Our solution offers outstanding cost-effectiveness for large enterprises with a high volume of small-value invoices. We plan to horizontally expand our BtoB service to other companies with similar operational needs.



Medium-Term Management Policy

Three-Year Business Plan
(FY3/26 – FY3/28)

For FY3/28, we target GMV over JPY1tn and operating profit of JPY4bn.
The three-year operating profit CAGR is projected to be 25%.



Medium-term plan
(3 years from now: FY3/28)

GMV
JPY1,050bn - 1,080bn
(three-year CAGR: 16% - 19%)

Operating profit
4.0bn
(CAGR25%)

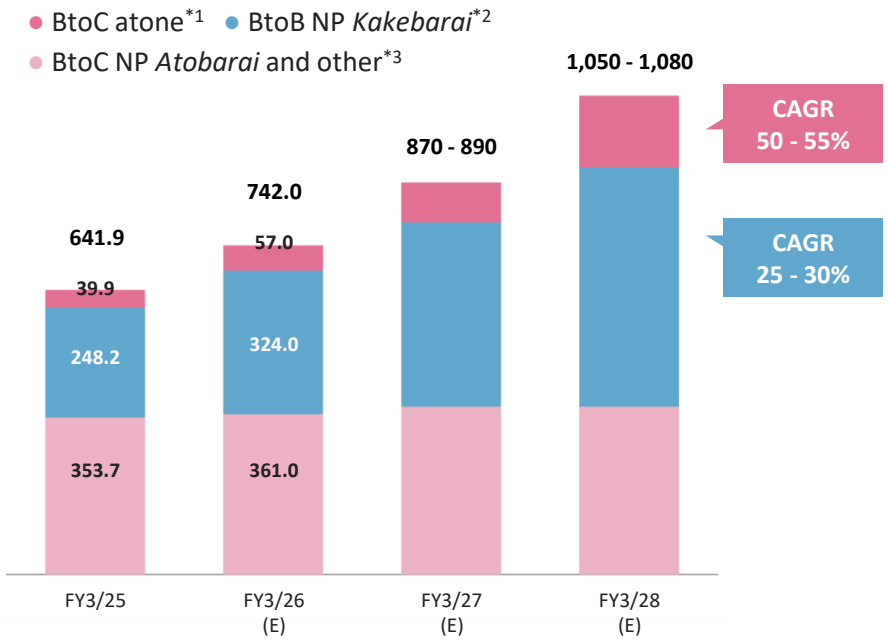
Medium-to long-term target

GMV: Approx. **JPY2tn**

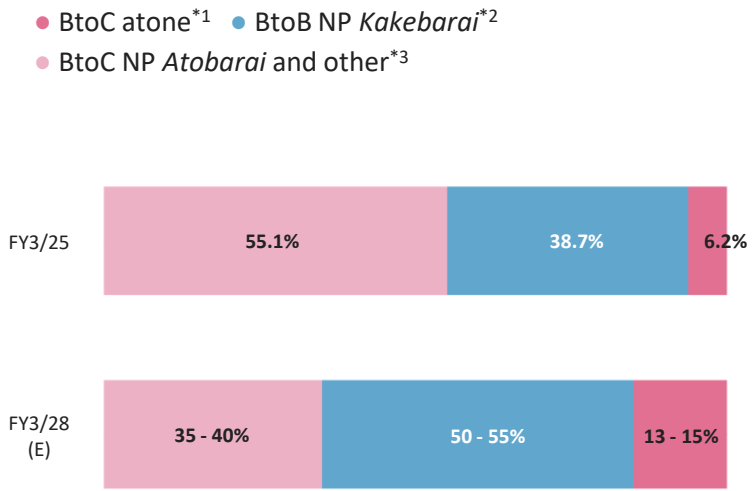
Operating profit: JPY10bn

For BtoC, we aim for a CAGR of 50 - 55% for atone while maintaining NP *Atobarai* as a stable profitable business.
For BtoB, we aim to achieve a CAGR of 25–30%, establishing a dominant No.1 position in the market.

GMV growth rate by business segment (JPY in billions)



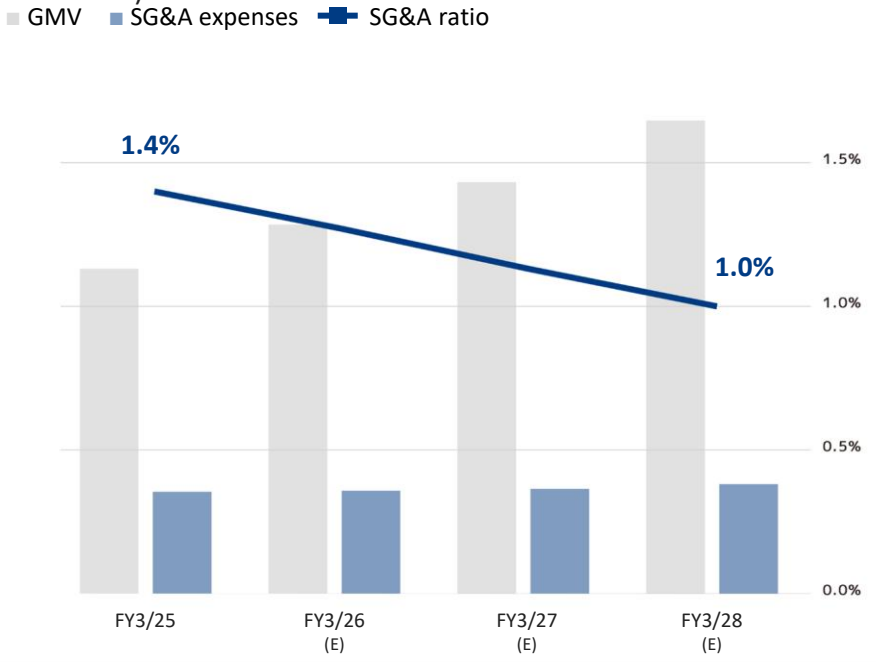
Composition in FY3/28 (vs. to FY3/25)



*1 Total amount of payments (including consumption tax) made through atone provided by the Group
*2 Total amount of payments (including consumption tax) made through NP *Kakebarai* provided by the Group
*3 Total amount of payments (including consumption tax) made through NP *Atobarai*, NP *Atobarai air*, and AFTEE provided by the Group

We will continue to maintain a cost structure with strong operating leverage.
As GMV increases, we plan to keep SG&A expenses to a minimal increase, thereby driving further profit growth.

Trend of SG&A ratio (vs. GMV)
(illustrative)



Major SG&A Expense Policy

Total Expense Control

We plan to limit the annual increase in total SG&A expenses to approx. JPY500mn, with adjustments made as necessary based on progress toward profit targets.

Sales & Marketing

While personnel and outsourcing costs are expected to rise as transaction volumes expand, these increases will remain moderate relative to GMV growth. Marketing investments will be made in a disciplined manner, focusing on initiatives that drive growth.

Tech & Development

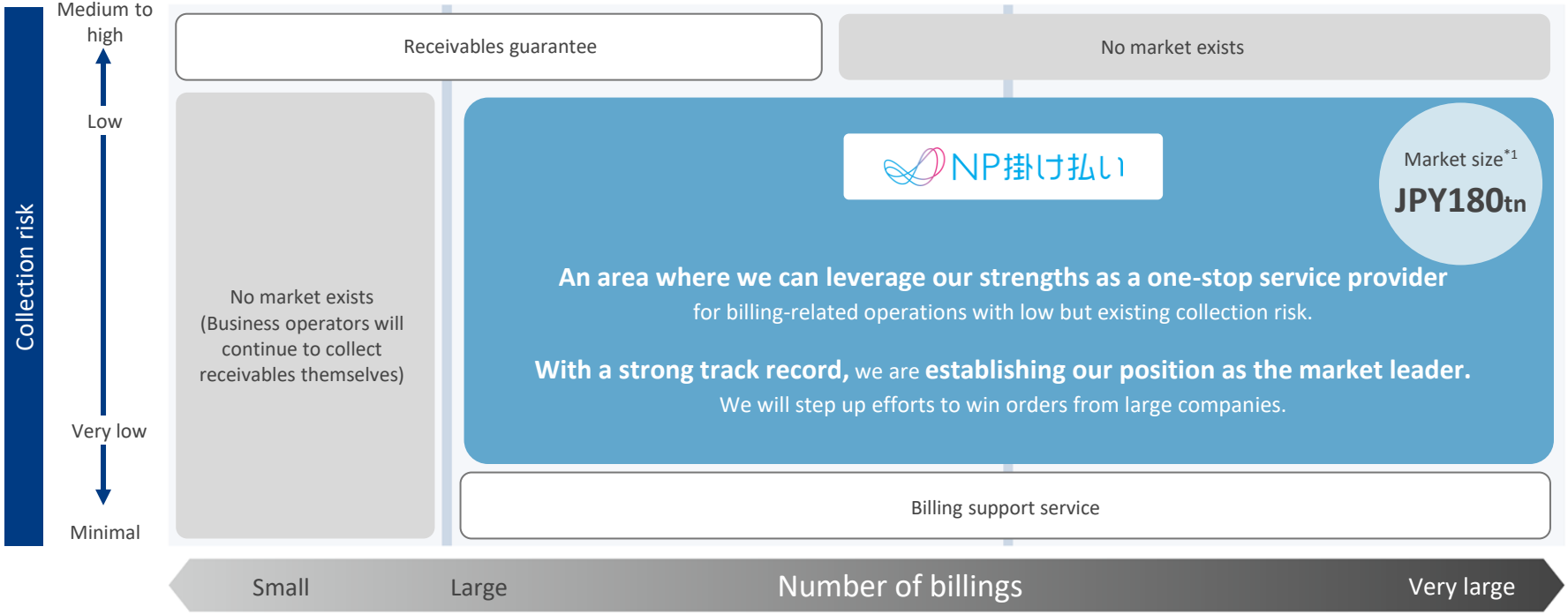
We do not anticipate any significant increases in development costs. Maintenance and operational expenses are also expected to increase moderately in line with GMV growth.

Growth Strategy

NP Atobarai will maintain and continue its established profit-generating structure.
NP Kakebarai is focused on the acquisition of large merchants, and atone is entering a phase of full-scale expansion.

	FY3/25	FY3/26 (forecast)	FY3/27 (forecast)	FY3/28 (forecast)
NP後払い	Maintain and continue its established profit-generating structure			
	Credit screening improvement Administrative fees for late payments	We will continue to target the transition of e-commerce companies from in-house BNPL to our service.		
NP掛け払い	Marketing measures	Pursue the acquisition of large merchants		
	Increasing brand awareness and generating sales pipeline	We will pursue contracts with major enterprise clients to drive continued GMV growth. In addition, we will further strengthen our financial services for our network of over 700,000 buyer companies.		
atone	Enhancement of functions		Expansion of merchant network	Expansion of user base
	Initiatives for acquiring new merchants and members	New initiatives are currently being prepared (see page 32 for details). The impact of these new initiatives is not included in the current three-year plan.		

Although the collection risk is low, the large volumes of small-value billing tasks is substantial. Many companies still handle these processes in-house, so we aim to capture this demand by offering comprehensive outsourcing solutions.



*1 Total amount of notes and accounts payable of SMEs: 50 trillion yen (Small and Medium Enterprise Agency: Basic Survey of SMEs in 2019 (actual results at the end of FY 2018)) x Annual turnover: 3.6 times (365 days / average payment site for promissory notes of SMEs: 101.1 days (Small and Medium Enterprise Agency: Report by Study Group to Improve Payment Terms including Promissory Notes))

We plan to officially launch atone Plus in the middle of this fiscal year. Following the launch, we will focus on expanding the number of merchants where atone is accepted and growing our user base.

FY3/26 (forecast)	FY3/27 (forecast)	FY3/28 (forecast)
Enhancement of functions	**Expansion of merchant network**	**Expansion of user base**
Official launch of atone Plus	**Unlocking atone** for all NP *Atobarai* merchants	**Accelerating customer transfer** on atone shops and promoting atone Plus usage
Mid FY3/26	**Mid FY3/27**	
Plan to proceed gradually while closely monitoring profitability		
Overview of atone Plus specification	make atone available at a majority of NP *Atobarai* merchant stores	・Encourage NP *Atobarai* users and existing atone members to use atone Plus
・No monthly fees ・1.5% reward points for online purchases ・Installment payment options available	▼ expand the number of merchants where atone is accepted	・Utilize atone shops as a strong marketing tool

Appendix

- Financial Statements, etc.
- Company Profile
- BtoC Services (atone, NP *Atobara*i and other)
- BtoB Service (NP *Kakebarai*)
- IR Newsletter

Appendix

Financial Statements, etc.

Key Performance Indicators

	Three months ended March 31, 2024 (JPY in millions)	Three months ended March 31, 2025 (JPY in millions)	Percentage change %	Fiscal year ended March 31, 2024 (JPY in millions)	Fiscal year ended March 31, 2025 (JPY in millions)	Percentage change %
GMV (non-GAAP)*1	**142,107**	**163,658**	**15.2**	**565,987**	**641,950**	**13.4**
BtoC Services: NP Atobarai and other	84,345	84,113	(0.3)	351,547	353,716	0.6
BtoC Services: atone	7,549	11,397	51.0	27,040	39,966	47.8
BtoB Service	50,212	68,147	35.7	187,399	248,267	32.5
Total operating revenue	**5,071**	**5,755**	**13.5**	**20,844**	**23,032**	**10.5**
BtoC Services: NP Atobarai and other	3,730	4,052	8.6	15,763	16,576	5.2
BtoC Services: atone	381	482	26.3	1,416	1,864	31.6
BtoB Service	958	1,220	27.3	3,664	4,591	25.3
−Other operating revenue	152	163	6.8	531	593	11.8
Revenue	**4,918**	**5,592**	**13.7**	**20,313**	**22,438**	**10.5**
−Invoicing related expenses (non-GAAP)*2	1,978	1,989	0.6	8,326	8,036	(3.5)
−Bad debt related expenses (non-GAAP)*3	925	829	(10.4)	3,781	3,478	(8.0)
−Other payment related expenses (non-GAAP)*4	98	129	32.3	410	440	7.3
Gross profit (non-GAAP)*5	**1,916**	**2,643**	**37.9**	**7,795**	**10,483**	**34.5**
BtoC Services: NP Atobarai and other	1,412	1,870	32.4	5,620	7,624	35.7
BtoC Services: atone	103	85	(16.9)	368	485	31.6
BtoB Service	400	687	71.5	1,805	2,373	31.4
−SG&A and other operating expenses (non-GAAP)*6	2,237	2,478	10.7	8,954	8,973	0.2
Operating profit (loss)	**(168)**	**328**	**–**	**(627)**	**2,103**	**—**
+Depreciation and amortization	422	419	4.4	1,577	1,629	3.3
+Share-based payment expenses	3	1	(38.6)	9	5	(44.0)
+Loss on disposal of property, plant and equipment	15	2	(3.38)	28	8	(70.8)
+Impairment losses	48	—	—	48	—	(100.0)
−Gain from reversal of impairment losses	—	—	—	—	—	—
EBITDA (non-GAAP)*7	**322**	**752**	**10.4**	**1,037**	**3,747**	**261.3**

*1 GMV: Gross merchandise value for the Group's payment services
*2 Invoicing related expenses: Collection expense + Invoicing expense, primarily the amount of expenses incurred per invoice
*3 Bad debt related expenses: Allowance for doubtful accounts (addition) + Bad debt expense + Loss on sale of trade receivables, primarily the expenses incurred in proportion to the amount of invoice
*4 Other payment related expenses: Other expenses required for providing payment services, including credit screening costs and NP point expenses
*5 Gross profit: Total operating revenue - (Invoicing related expenses + Bad debt related expenses + Other operating revenue + Other payment related expenses)
*6 SG&A and other operating expenses: Operating expenses –(invoicing related expenses + bad debt related expenses + other payment-related expenses)
*7 EBITDA: Operating profit + (Depreciation and amortization + Share-based payment expenses + Loss on disposal of property, plant and equipment + Impairment loss –Gain from reversal of impairment losses)

Consolidated Statement of Financial Position

(JPY in millions)

	As of March 31, 2024	As of March 31, 2025
Assets		
Cash and cash equivalents	10,810	17,039
Trade and other receivables	29,238	32,810
Operating loans	—	180
Inventories	11	28
Other current receivables	637	481
Total current assets	40,698	50,540
Property, plant and equipment	354	686
Goodwill	11,608	11,608
Intangible assets	4,671	4,886
Other financial assets	898	958
Deferred tax assets	1,784	1,884
Other non-current assets	262	282
Total non-current assets	19,580	20,307
Total assets	60,279	70,848

(JPY in millions)

	As of March 31, 2024	As of March 31, 2025
Liabilities and equity		
Trade and other payables	32,226	38,940
Short-term loans	3,431	4,766
Lease liabilities	101	262
Other current financial liabilities	6	9
Income taxes payable	298	780
Provisions	57	33
Liabilities for employee benefits	564	556
Other current liabilities	688	899
Total current liabilities	37,374	46,249
Long-term loans	4,974	4,984
Lease liabilities	35	270
Provisions	113	112
Total non-current liabilities	5,123	5,368
Total liabilities	42,498	51,618
Share capital	4,134	4,213
Capital surplus	14,196	14,275
Retained earnings	(805)	544
Other components of equity	178	136
Total equity attributable to owners of parent	17,704	19,169
Non-controlling interests	76	60
Total equity	17,780	19,229
Total liabilities and equity	60,279	70,848

Consolidated Statement of Profit or Loss

(JPY in millions)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Revenue	20,313	22,438
Other operating revenue	531	593
Total operating revenue	20,844	23,032
Operating expenses	(21,472)	(20,929)
Operating profit (loss)	(627)	2,103
Financial income	1	129
Financial costs	(194)	(93)
Profit (loss) before income taxes	(820)	2,139
Income tax expense	(30)	(801)
Profit (loss)	(851)	1,337
Profit (loss) attributable to:		
Owners of parent	(828)	1,350
Non-controlling interests	(22)	(12)
Profit (loss)	(851)	1,337
Earnings (loss) per share:		
Basic earnings (loss) per share (yen)	(8.55)	13.86
Diluted earnings (loss) per share (yen)	(8.55)	13.73

Consolidated Statement of Cash Flows

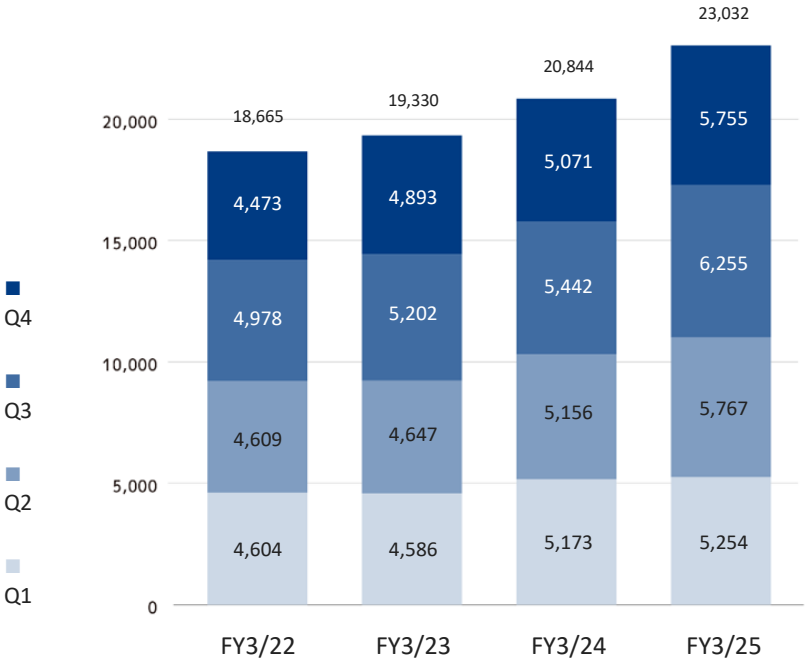
(JPY in millions)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit (loss) before income tax	(820)	2,139
Depreciation, amortization and impairment losses	1,626	1,629
Share-based payment expenses	9	5
Finance income and finance costs	192	(35)
Increase (decrease) in provisions	57	(23)
Loss on retirement of non-current assets	28	8
Decrease (increase) in inventories	9	(16)
Decrease (increase) in trade and other receivables	(4,698)	(3,572)
Decrease (increase) in operating loans	—	(180)
Increase in trade and other payables	4,992	6,714
Other	187	356
Subtotal	1,585	7,025
Interest received	1	11
Interest paid	(35)	(64)
Income taxes refund (paid)	380	(406)
Net cash provided by (used in) operating activities	1,931	6,567
Cash flows from investing activities		
Payments into time deposits	(0)	—
Purchase of property, plant and equipment	(14)	(63)
Purchase of intangible assets	(1,726)	(1,484)
Long-term prepaid expenses	—	(17)
Payments of guarantee deposits	(4)	(50)
Proceeds from collection of guarantee deposits	0	108
Purchase of other financial assets	(15)	—
Net cash provided by (used in) investing activities	(1,760)	(1,506)
Cash flows from financing activities		
Net increase (decrease) in short-term loans	431	1,351
Repayments of lease liabilities	(391)	(294)
Proceeds from issuance of shares	34	152
Net cash provided by (used in) financing activities	75	1,209
Effects of exchange rate changes on cash and cash equivalents	(0)	(40)
Net increase in cash and cash equivalents	246	6,229
Cash and cash equivalents at the beginning of the period	10,564	10,810
Cash and cash equivalents at the end of the period	10,810	17,039

Financial Results: Quarterly Trends of Total Operating Revenue and Gross Profit

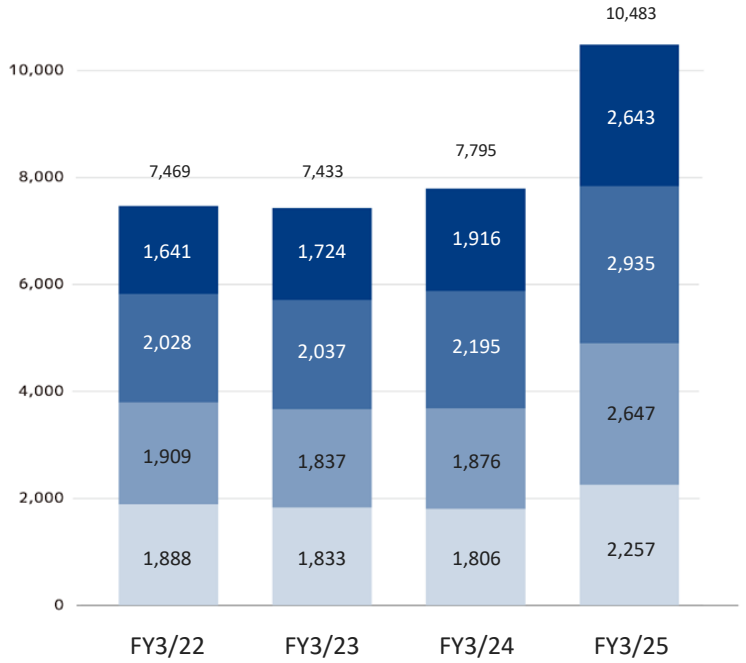
Total Operating Revenue

(JPY in millions)



Gross Profit (non-GAAP)*1

(JPY in millions)



*1 Gross profit: Total operating revenue - (Invoicing related expenses + Bad debt related expenses + Other operating revenue + Other payment related expenses)

Our trade receivables and payables are well-balanced over the short term. We therefore have limited financial risk even in the current phase of rising interest rates.

Balance Sheet (as of March 31, 2025)

Collection Cycle*1

Due in 14 days from the date an invoice is issued

Trade and other receivables*2

JPY39,424mn

Total assets: JPY70,848mn

Trade payables

JPY38,940mn

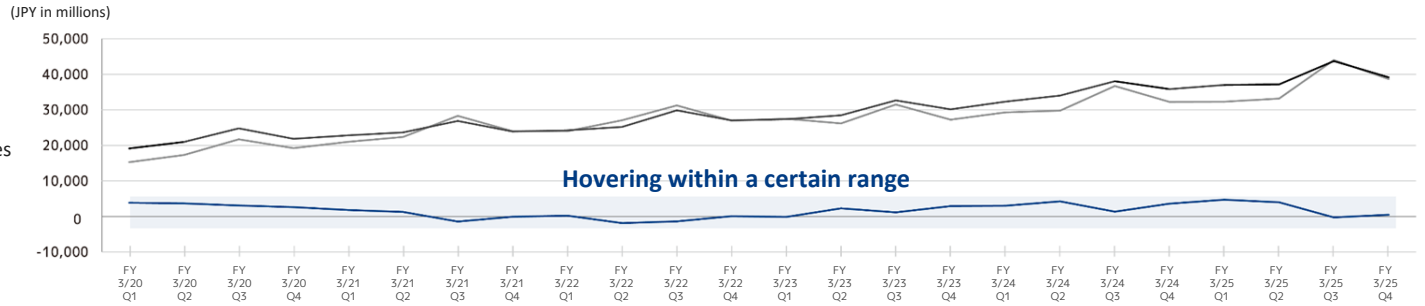
Total liabilities: JPY51,618mn

Total equity: JPY19,229mn

Payment Cycle*1

Two payment options are available to merchants: monthly or semimonthly payment

Quarterly changes in trade receivables & payables



- Trade and other receivables (before deduction of allowance for doubtful accounts)
- Trade payables

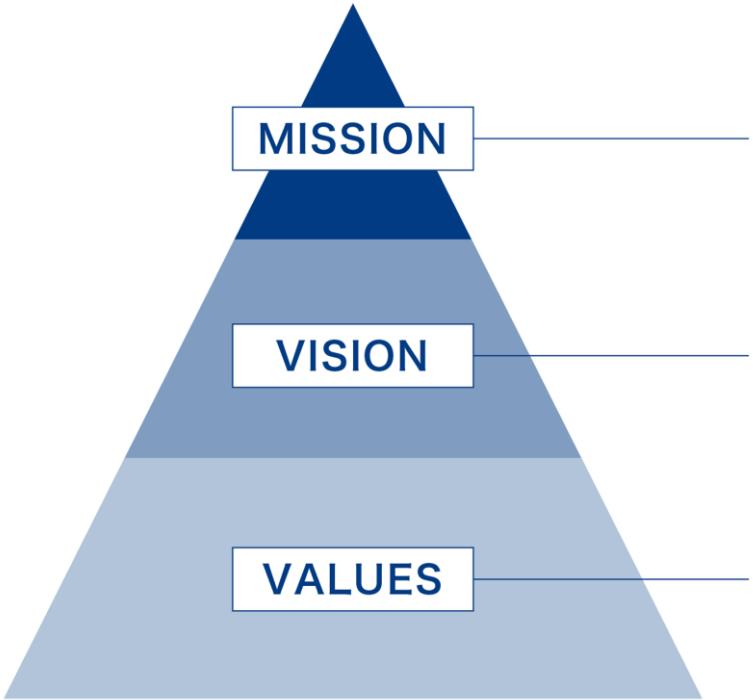
Difference

*1 In case of NP *Atobarai*
*2 Trade and other receivables represent the figures before deduction of allowance for doubtful accounts

Appendix

Company Profile

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



Create New Standards

We will promote a seamless structure to create new standards.

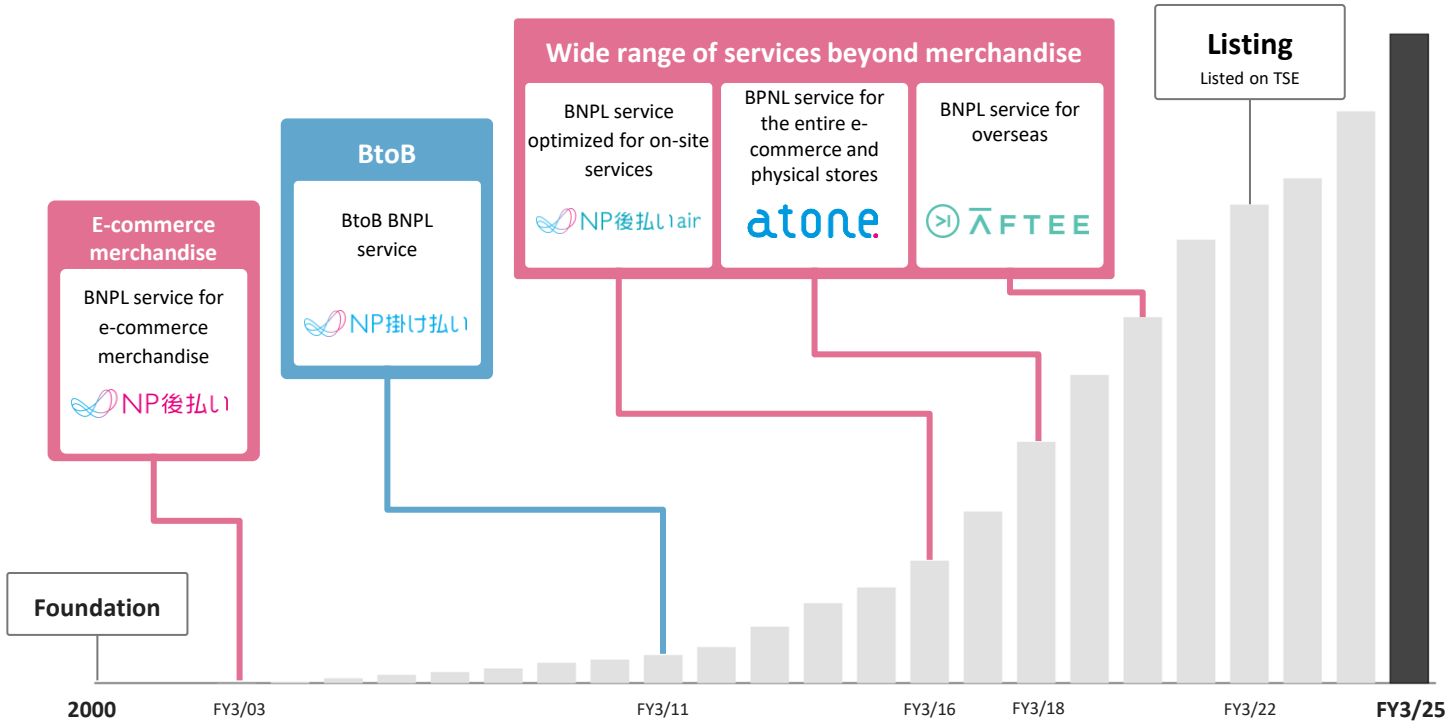
Expand Our Possibilities

We will provide new opportunities through both our business and organization to open up the possibilities of each and every person.

Capture the Essence of Things in Order To Keep Changing

We will capture the essence from every aspect so that both our business and organization can keep changing and trying new things.

We are boasting top market share as the leading BNPL company in Japan.
We have expanded our business in other countries such as Taiwan and Vietnam.



FY3/25
GMV
JPY641.9bn

NP *Atobarai* users*1
1 in 7 people

NP *Kakebarai* users*2
1 in 5 companies

AFTEE users*3
1.6 million

*1 Population of 110.6 million people aged 15 and over (as of March 1, 2022, based on statistics from the Ministry of Internal Affairs and Communications' Statistics Bureau) ÷ the annual unique users of 15 million in FY3/22
*2 Approximately 3.67 million companies in Japan (Ministry of Internal Affairs and Communications and Ministry of Economy, Trade and Industry "2021 Economic Census - Activity Survey Results") ÷ the annual 740,000 unique BtoB clients in FY3/25
*3 The number of unique members as of March 31, 2025

A comprehensive BNPL provider expanding services to BtoC, BtoB, and overseas.

EC merchandise Market size JPY 14.0 tn	NP後払い	BNPL service for e-commerce merchandise with top market share
EC non-merchandise Market size JPY 8.7 tn	atone	Available not only for e-commerce merchandise and e-commerce non-merchandise, but also for physical stores by downloading the app
Physical stores Market size JPY 293 tn		
On-site services Market size JPY 18.6 tn	NP後払いair	BNPL service optimized for on-site services such as house renovation, housekeeping, moving, and cram schools
Overseas BtoC Market size JPY 9.8 tn	AFTEE	Localized BNPL service for overseas

NP掛け払い

BtoB BNPL service with the No. 1 track record*1 in BtoB PSP service market

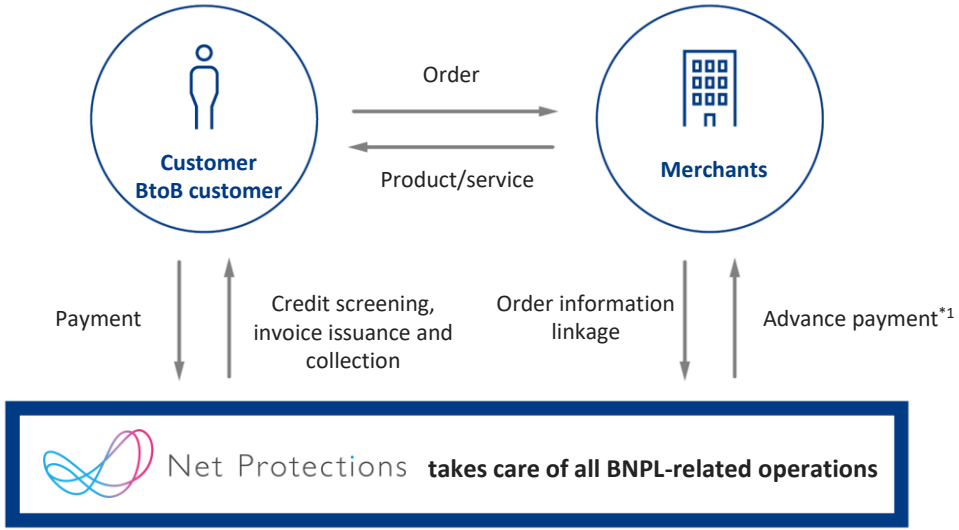
Domestic BtoB Market size JPY 180 tn

*1 Based on our annual GMV for FY2023 from Deloitte Tohmatsu MIC Research Institute "MIC IT Report November 2024 – Survey on BtoB Payment Service Provider Market (https://mic-r.co.jp/micit/2023/)"

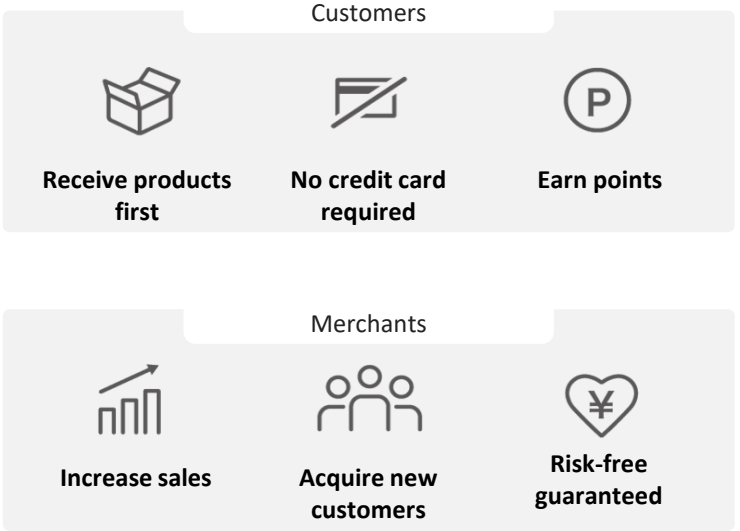
Source: Those figures are calculated using our analysis based on certain assumptions with reference to the following various data:
"Cashless Vision" (P. 70), "Cashless Payment Ratio in Japan, Payment Providers, and the State's Disclosure Policy" (P. 21), and "Current Survey of Commerce (2020)" by the Ministry of Economy, Trade and Industry,
"Taiwan Cards and Payments - Opportunities and Risks to 2024" (P. 26 and 30) by GlobalData, and "e-Conomy SEA 2022" etc.

Customers can make a payment immediately without a credit card. Customers and BtoB customers can purchase products/services in a safe, convenient and affordable manner while merchants can expand sales opportunities and reduce their workload.

Service scheme

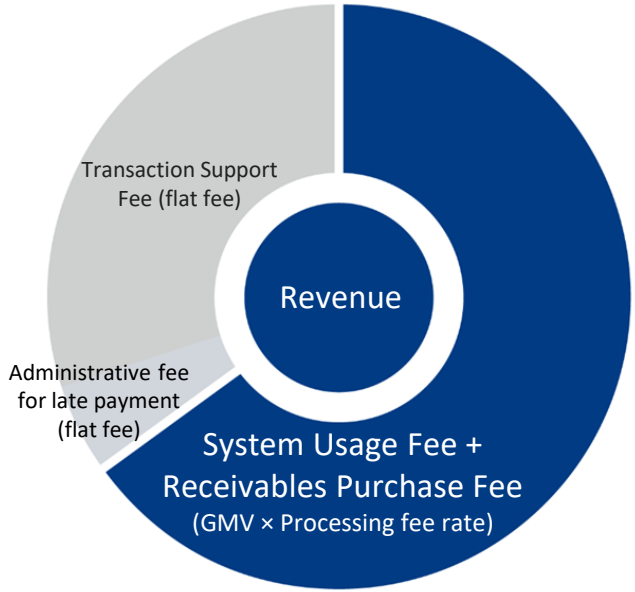


Benefits

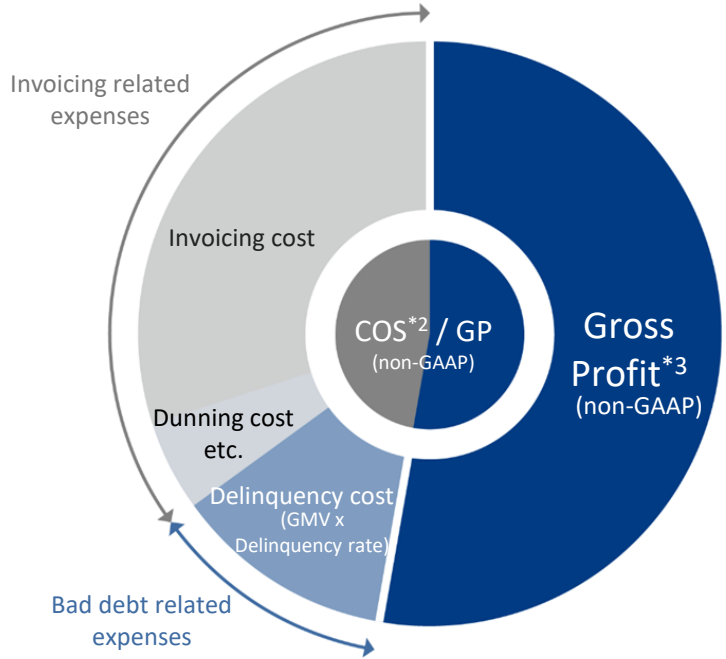


*1 The guarantee only covers transactions approved by our credit screening system. In the event that a dispute between a merchant and a customer over a transaction arises and it cannot be immediately resolved, or Net Protections deems there is a risk of such a dispute, or the transaction otherwise falls under any of the grounds set forth in the merchant agreement, such a transaction will not be guaranteed, even though it has been approved

Revenue mainly consists of the service fees paid by merchants based on GMV (non-GAAP)*1.
The gross profit margin varies depending on delinquency cost as part of cost of sales (COS)*2.



Sales increase in line with a growth in GMV.

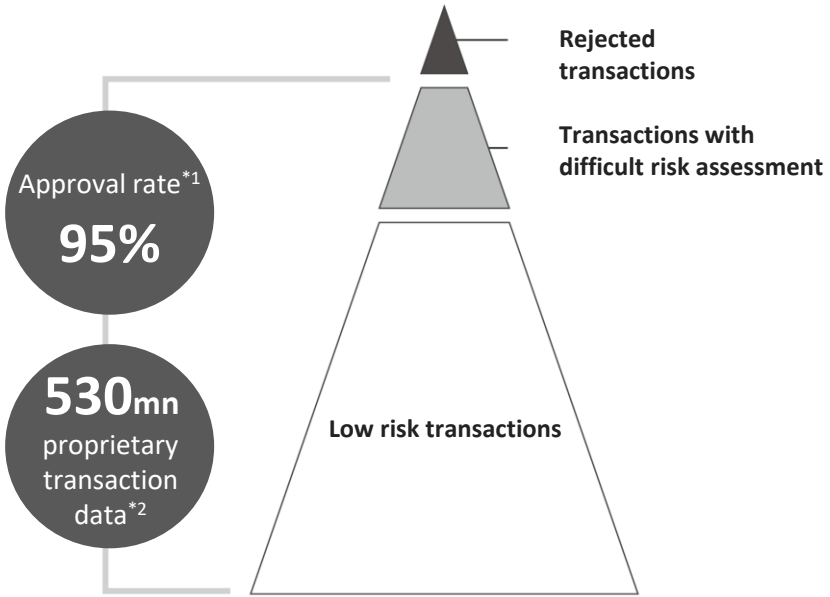


Profit increases as the delinquency rate declines.

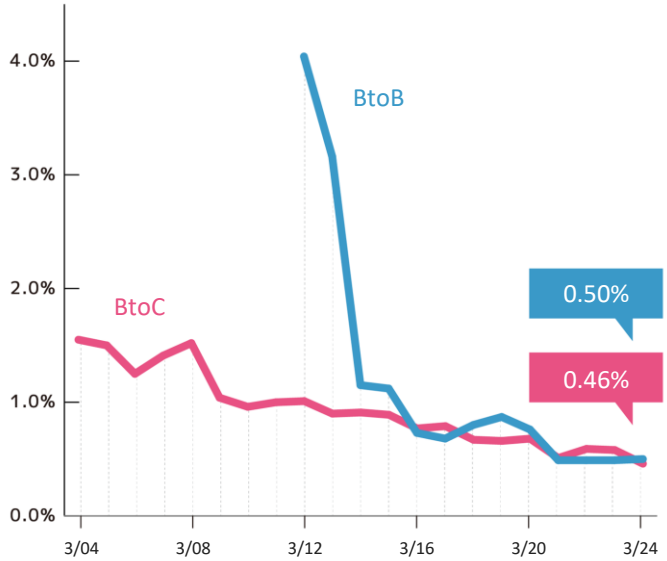
*1 GMV: The total amount of payments (including consumption tax) made through services provided by the Group, such as NP Atobarai, atone, NP Kakebarai, and AFTEE
*2 COS： Doubtful accounts related cost, Invoicing fee, postal fee, and operational cost
*3 Gross profit: Total operating revenue - (Invoicing related expenses + Bad debt related expenses + Other operating revenue + Other payment related expenses)

We have achieved low delinquency rate by utilizing our proprietary data accumulated over 20 years to decisively screen transactions with difficult risk assessment.

Credit approval rate

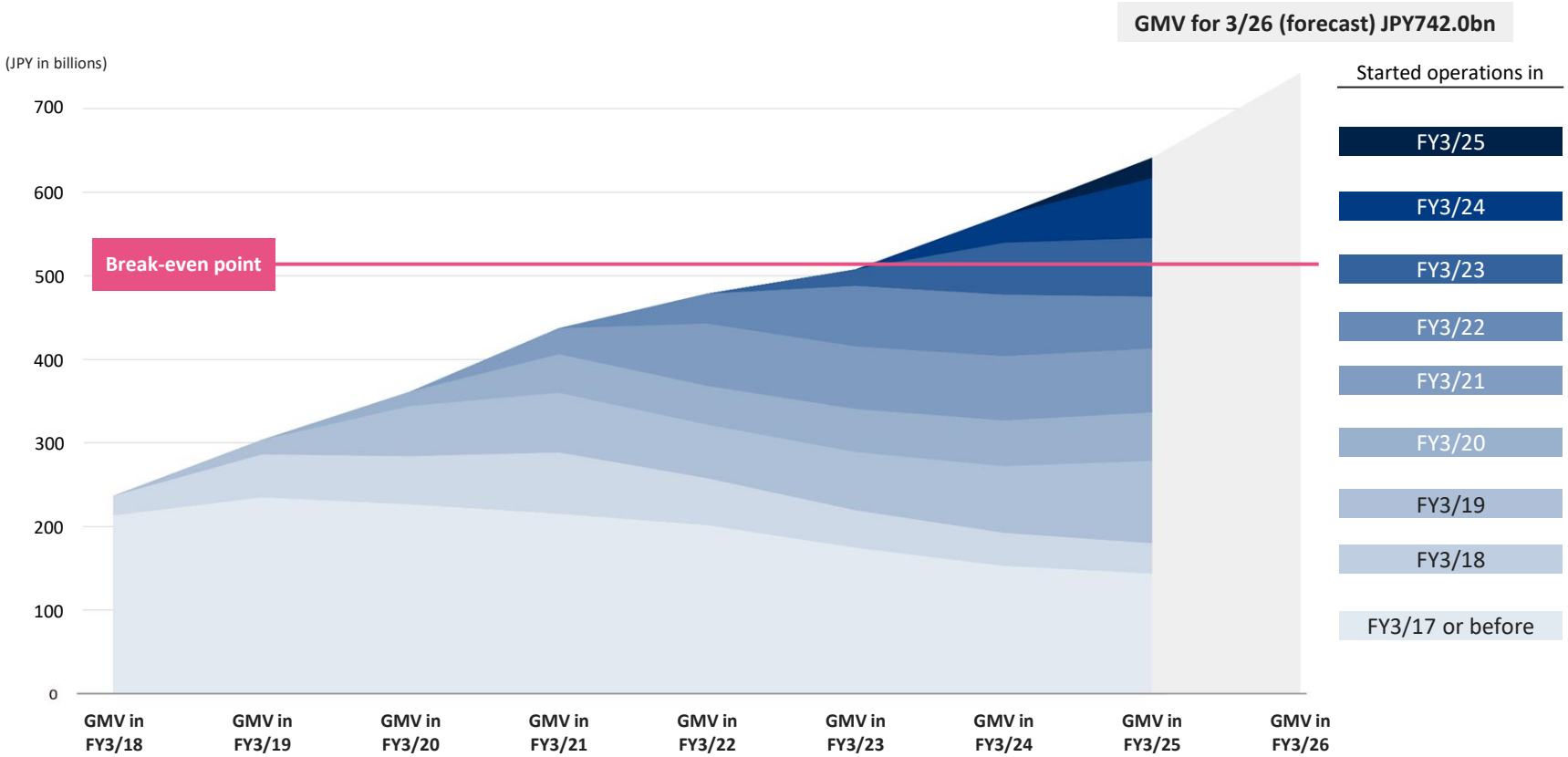


Delinquency rate*3*4



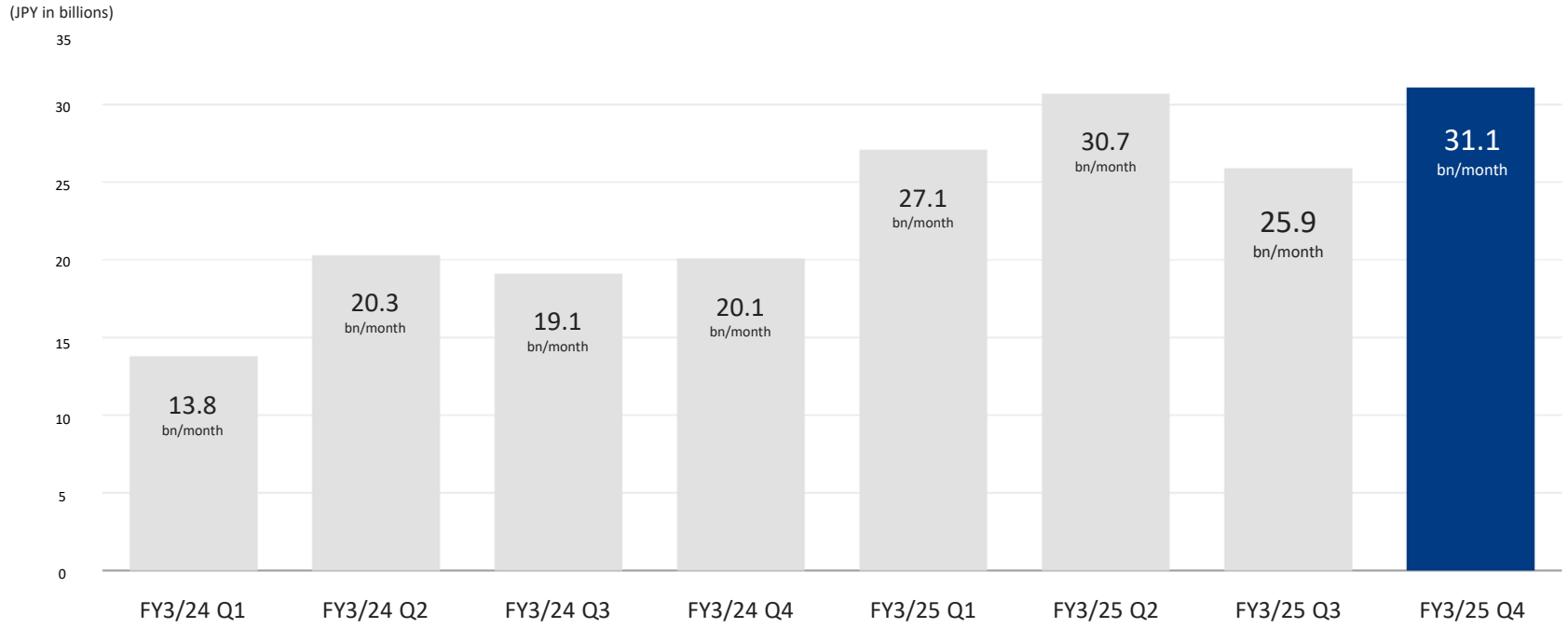
*1 The ratio of approved transactions to transactions denied by our credit screening system for NP *Atobarai* and NP *Atobarai air* during FY3/25 (limited to unique users)
*2 As of March 31, 2025
*3 Ratio of outstanding unpaid transactions for NP *Atobarai* and NP *Atobarai air* in excess of 18 months to total transactions recorded during such fiscal period on a GMV basis. The ratio for FY3/24 is based on unpaid transactions as of the end of March 2025 (including transactions prior to writing off of delinquent debt)
*4 Ratio of outstanding unpaid transactions for NP *Kakebarai* in excess of 14 months to total transactions recorded during such fiscal period on a GMV basis. The ratio for FY3/24 is based on unpaid transactions as of the end of March 2025 (including transactions prior to sale of receivables and writing off of delinquent debt)

The retention rate is high, and the accumulated GMV directly translates into profits.



Sales pipeline has reached a record high. Sales opportunities under negotiation and order backlogs have been successfully finalized and launched, contributing to GMV growth.

Under consideration + Order backlog



We have valued the growth opportunities and job satisfaction of our team members, creating a high-performing organization.

Comprehensive rating ranking (n=182,212 companies)

1st	Boston Consulting Group, LLC
2nd	Recruit Management Solutions Co., Ltd.
3rd	Bain & Company Japan Incorporated
4th	McKinsey & Company Japan
5ht	IBM Japan Systems Engineering Co., Ltd.
6th	**Net Protections, Inc.**
7th	BOX JAPAN, Inc.
8th	ONE CAREER Inc.
9th	Google LLC
10th	Skylight Consulting Inc.

No. 6

Comprehensive rating ranking in the Internet industry (n=5,710 companies)

1st	**Net Protections, Inc.**
2nd	Google LLC
3rd	Feedforce, Inc.
4th	Nyle Inc.
5th	Facebook Japan LLC (formerly Facebook Japan, Inc.)

No. 1

Company evaluation by employees



*Source: “OpenWork,” a one-stop job and recruitment information platform (As of October 3, 2024)

We are featured as one of 15 “growth-oriented companies” that are committed to investing in their employees. The book highlights our unique corporate culture and showcases our advanced initiatives as a leading example.

Scheduled to be published at the end of May





Nikkei Business, an economics and business informational magazine with a large readership among business leaders, features a dialogue between our CEO Shin Shibata and owner of FC Imabari Takeshi Okada.

Nikkei Business
Feb. 17 issue





特別対談

岡田 武史氏 × 柴田 紳氏

「接し方が難しい」で終わらせない！

Z世代と共に歩む

組織マネジメントの勘所

日本企業が将来にわたり企業価値を高め続けていくために、不可欠なのが若手世代の活躍だ。サッカーチームFC今治を運営する今治．夢スポーツの岡田 武史氏と、マネージャーが存在しない組織でOpenWork総合評価ランキングのTOP10に入るネットプロテクションズの柴田 紳氏が、これからの組織のあり方を語り合った。

Net Protections 広告

株式会社今治．夢スポーツ
代表取締役会長
岡田 武史氏
元サッカー日本代表監督。2014年にFC今治（今期よりサッカー J2リーグに昇格）のオーナー、2023年4月にFC今治高校 里山校の学園長に就任。多彩な組織のトップとして社員や選手、生徒の育成に努める。

株式会社ネットプロテクションズ
代表取締役社長
柴田 紳氏
IT系投資会社に転職後、2004年にネットプロテクションズ代表取締役に就任。世界初*1の後払い決済として「NP後払い」の事業化を成功させる。2021年に東証プライム市場に上場。現在300名ほどの組織の舵を握る。

自己主張する若手の良さを生かす

── 現在20代から30代前半、いわゆるZ世代の育成に悩む企業経営者が少なくありません。

岡田　当社には十分な教育体制がないため、これまで新卒採用を行ってきませんでした。一方、ネットプロテクションズは若手が主体ですね。

柴田　社員の半数以上が20代で、まさにZ世代が中核です。ただ、実は組度評価で年次に関わらず業務に関連する社員を中心に全員が評価を行うため、若いメンバーでも方向性がブレないようになっています。あとは共通の目的を持つことですね。

岡田　その通りだと思います。サッカーであれば勝つこと、会社であれば利益やKPIの達成とありますが、それより企業理念やミッションステートメントなどの会社の目的が大切です。共通の目的があれば、主体性を発揮しなが

岡田　会社全体も変わる必要がありますね。また、従業員エンゲージメントを高めるために、私はなるべく一人ひとりに声をかけるようにしています。世間話程度でも「あなたのことを気にかけているぞ」というメッセージになる。相手の存在を認めることが経営者の役目だと思います。

柴田　おっしゃる通りですね。当社では、私自身が新入社員全員と座談会をやっています。新卒は月1回を1年間、

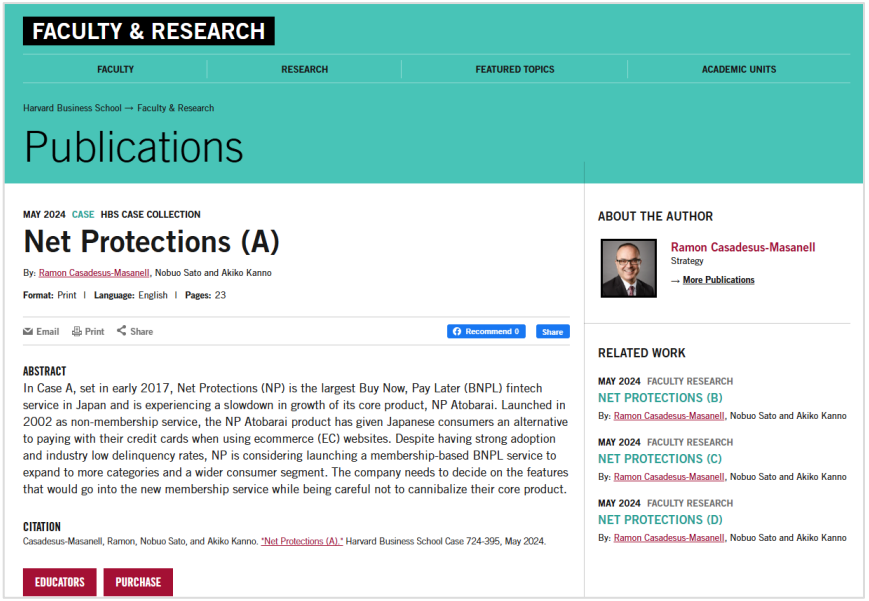
The magazine features a discussion on the ideal organizational structure, including the vital role played by younger generations in continuously enhancing corporate value.
A Nikkei Business Online Edition article is also published alongside the print edition.

https://special.nikkeibp.co.jp/atclh/ONB/25/netprotections0213/ (Japanese only)

Our business was featured as a case study in a class taught by Professor Ramon Casadesus-Masanell of Harvard Business School (HBS).

The article describes our growth into Japan's largest BNPL service provider through the development of multiple BNPL services tailored to various needs.





FACULTY & RESEARCH

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Harvard Business School → Faculty & Research

Publications

MAY 2024 CASE HBS CASE COLLECTION

Net Protections (A)

By: Ramon Casadesus-Masanell, Nobuo Sato and Akiko Kanno

Format: Print | **Language:** English | **Pages:** 23

Email Print Share Recommend 0 Share

ABSTRACT

In Case A, set in early 2017, Net Protections (NP) is the largest Buy Now, Pay Later (BNPL) fintech service in Japan and is experiencing a slowdown in growth of its core product, NP Atobarai. Launched in 2002 as non-membership service, the NP Atobarai product has given Japanese consumers an alternative to paying with their credit cards when using ecommerce (EC) websites. Despite having strong adoption and industry low delinquency rates, NP is considering launching a membership-based BNPL service to expand to more categories and a wider consumer segment. The company needs to decide on the features that would go into the new membership service while being careful not to cannibalize their core product.

CITATION

Casadesus-Masanell, Ramon, Nobuo Sato, and Akiko Kanno. "Net Protections (A)." Harvard Business School Case 724-395, May 2024.

EDUCATORS PURCHASE

ABOUT THE AUTHOR

Ramon Casadesus-Masanell
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RELATED WORK

MAY 2024 FACULTY RESEARCH
NET PROTECTIONS (B)
By: Ramon Casadesus-Masanell, Nobuo Sato and Akiko Kanno

MAY 2024 FACULTY RESEARCH
NET PROTECTIONS (C)
By: Ramon Casadesus-Masanell, Nobuo Sato and Akiko Kanno

MAY 2024 FACULTY RESEARCH
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Appendix

BtoC Services
(atone, NP *Atobarai* and other)

Next-generation BNPL service for both online and in-store purchases.

atone

Easy

One-click for online shopping and with-app for in-store purchases



Flexible

Pay in 10 Days
or
Pay Next Month



Beneficial

Earn points
every time you use it!
1 point = JPY 1 yen



7,600,000
members

Available for both
online and in-store shopping

Adaptable with White Label and OEM
(Digital optimized)

Web portal with
13 million PV / month

atone is available at approx. 1.1M stores. In addition to our direct merchants, members can enjoy atone at physical stores accepting Smart Code payment and in-app stores with atone app-exclusive card.

Stores where atone is available (non-exhaustive list)

Online stores

Marketplace

amazon *2, Qoo10, YAHOO! JAPAN ショッピング

Apparel, cosmetics

GRL, しまむら オンラインストア, NANO universe, Nailie ネイリー

Entertainment

チケットぴあ, animate, まんが王国, タカラトミーモール, ticket board

Others

ニトリ, 食べチョク, 高速バスドットコム

Physical stores*1

Convenience stores, supermarkets

FamilyMart, LAWSON, Seicomart, OK 高品質・Everyday Low Price

Drugstores

Kirindo, サツドラ, YAKUODO 薬王堂

Restaurants

KFC, コメダ珈琲店

Daily necessity stores

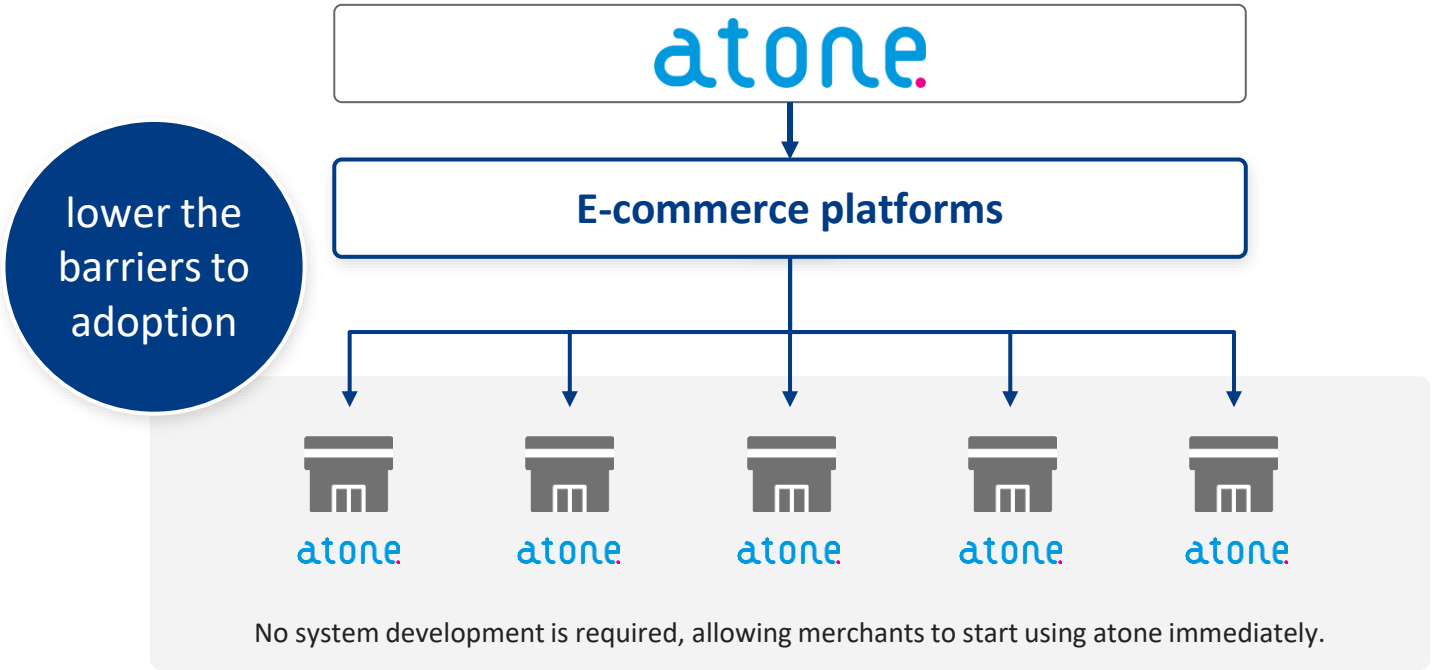
Toys"R"Us, BABIES"R"US, YAMADA

*1 Some stores are not available
*2 Amazon, Amazon.co.jp and their logos are trademarks of Amazon.com, Inc. or its affiliates

atone shops is Japan's first web portal for BNPL that consolidates information on stores, hot deals, and coupons. atone users can enjoy new stores and hot deals.



E-commerce businesses using the atone integrated platform can introduce atone quickly and easily.
We expect atone to rapidly expand to a large number of e-commerce businesses and drive further GMV growth.



BtoC e-commerce BNPL service with top market share, used by 1 in 7 people.
No sign-up or credit card is required to use.

NP後払い

No credit card required

No credit card required, no worry about information leakage or unauthorized use



No sign-up required

One-click payment without complicated procedures



Payment after receiving goods

Pay easily by preferred payment method after confirming the goods



Number of annual unique users
Over 15 million*1

Accumulated transactions
exceeded 440 million

Merchants
203,000

*1 The number of NP *Atobarai* users from April 1, 2021 to March 31, 2022, for whom both name and phone number match

NP Atobarai air is a risk-free guaranteed payment collection service that provides on-site service providers with an environment where they can concentrate on their main business.

No need to pay cash on the day

No need to have cash in advance



Safe and secure with no cash handling

Those who are uncomfortable with direct cash transactions can be reassured that they can pay later with an invoice



Pay wherever you want

Pay easily anytime, anywhere



Examples of industries to use

- Renovation / Construction work
- Repair / Maintenance
- Housekeeping service
- Moving
- Rental
- Electricity / Gas

NP後払いair

Significant reduction of the burden
on cash and receivables management

No collection operations required and
100% guarantee of the invoiced amount assured

No portable device required and
immediately available for use on-site

Introduction support available for
smooth operations

Comparison table: BtoC Services

	NP *Atobarai*	atone	
		Pay in 10 Days	Pay Next Month
Payment term	**Pay for each purchase** within 14 days	**Pay for each purchase** within 10 days	**Consolidated** Pay the following month
Billing method	Paper invoice (E-billing available)	E-billing (email / SMS)	E-billing (App / email / SMS)
Payment method	Convenience store, Bank, Post office	Convenience store, Bank	Convenience store, Bank, Direct debit
Membership	Not required	Not required	Required
Point reward	O (0.5%)	O (sign-up required)	O (0.5%)
Target market	E-commerce merchandise	E-commerce merchandise, non-merchandise	E-commerce merchandise, non-merchandise, physical stores

Why Customers Prefer BNPL

Budget Control

1 Pay cash each time to prevent overspending



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

2 Pay when you want within the due date



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

Security

3 No risk of credit card info leakage or unauthorized uses



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

4 Easy to cancel and return

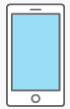


- ✓ No automatic payments without notice

Convenience

5 No credit card / No sign-up is required





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

6 Payment made after the arrival of goods

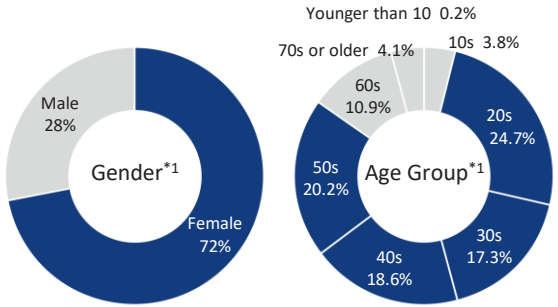


- ✓ No worry about whether goods will arrive, unlike in case of advance payments
- ✓ Easy to return, easy to exchange, easy to cancel

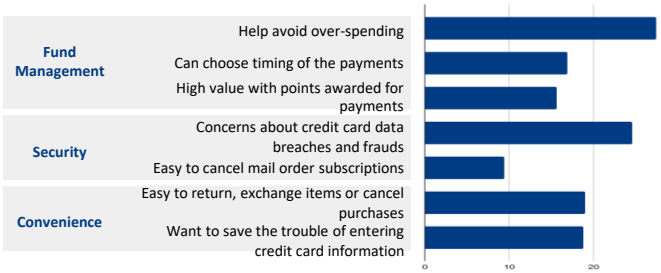
Growth has been driven by the need for fund management, security, and convenience, especially among women in their 20s to 50s.

Main user groups and reasons for use

In e-commerce, core users of BNPL service are women in their 20s to 50s

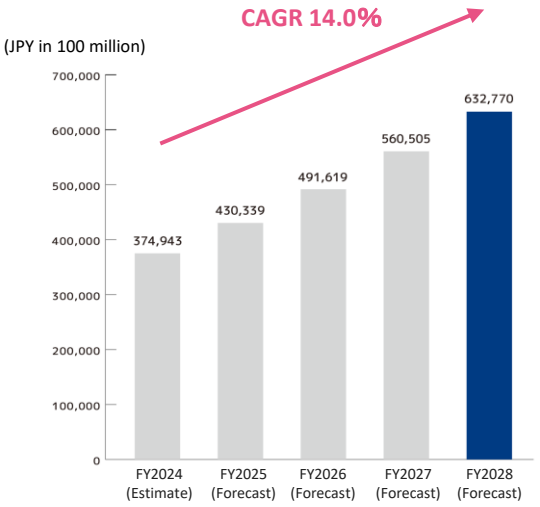


Demand in fund management, security, and convenience*2



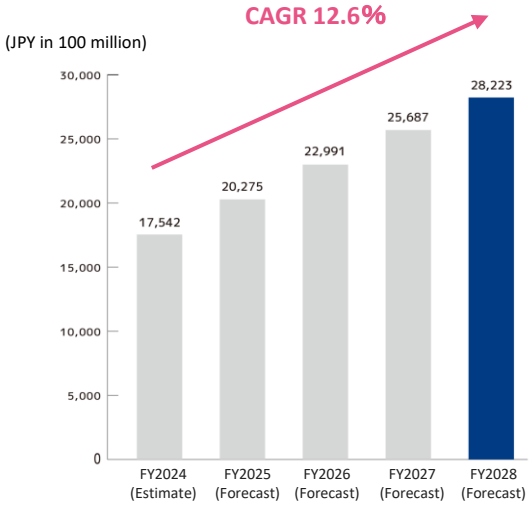
* 1 Breakdown of NP Point Club members as of March 31, 2025
* 2 Survey on our members conducted from December 28 to 30, 2018, targeting 1,738 men and women of in their twenties or older

E-commerce payment services market size forecast



Source: Yano Research Institute "E-commerce Payment Service Market in Japan 2025" (published March 27, 2025)
* Based on transaction volume of providers that operate payment services on EC sites, etc.
* For code payment, only transaction volume of EC payment service providers is covered
* Figures are based on presumption for 2024 and prospect after 2025

BNPL market size forecast



Source Yano Research Institute "E-commerce Payment Service Market in Japan 2025" (published March 27, 2025)
* Based on transaction volume of BNPL payment service providers
* Figures are based on presumption for 2024 and prospect after 2025
* BNPL payment service market is contained in the EC payment service market

Service Introduction List in Target Market (BtoC Market)

E-commerce merchandise

Shopping mall	TV shopping	Online supermarket	Housing Equipment	Fashion
YAHOO! JAPAN ショッピング	Japanet	ヤオコー ネットスーパー	LIXILオンラインショップ	しまむら オンラインストア

E-commerce non-merchandise / on-site services

Tickets	E-comic	Live streaming	Housing management	Repair & inspection
チケットぴあ	まんが王国	SHOWROOM	TOKYO GAS	PURPOSE ECOTECH 株式会社パーパスエコテック

Physical stores

Supermarket	Convenience store	Restaurant	Cafe	Drugstores
OK ネットスーパー 高品質・Everyday Low Price	FamilyMart	KFC *1	コメダ珈琲店 *1	welcia

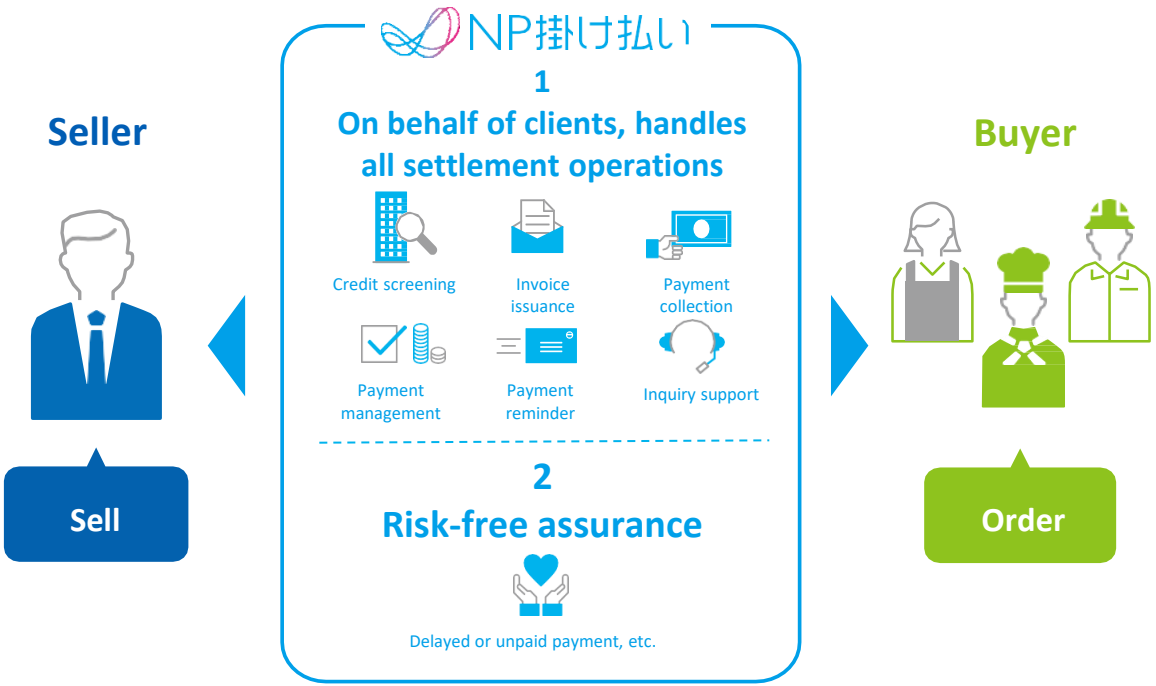
*1 Some stores are not available

Appendix

BtoB Service
(NP *Kakebarai*)

BNPL service for BtoB transactions used by 1 in 5 companies.
It manages all the settlement operations between merchants and their clients.

NP掛け払い



Approx. **740,000** companies are using NP *Kakebarai*

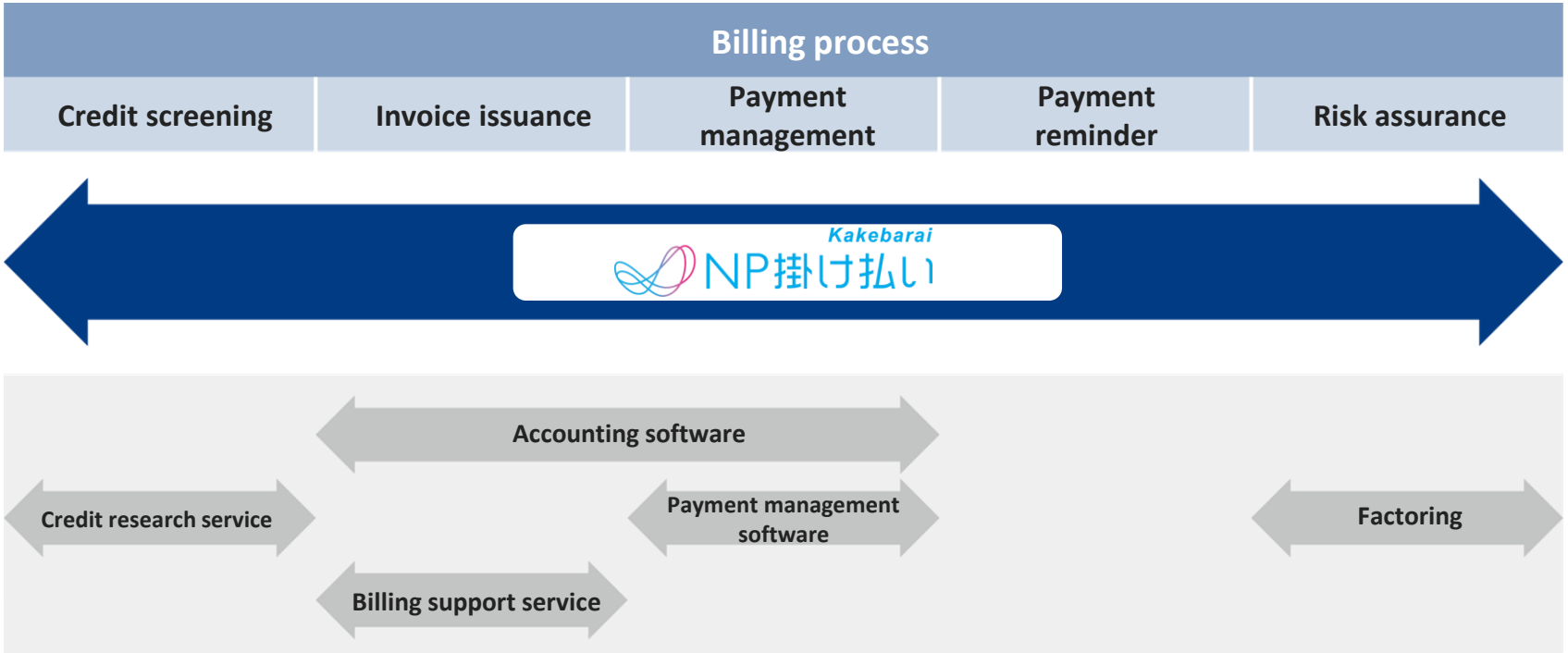
No.1[*1]
BtoB payment service

Contributes to sales increase and **workload reduction** for merchants

Sole proprietors are also available
Immediate credit screening

*1 Based on our annual GMV for FY2023 from Deloitte Tohmatsu MIC Research Institute "MIC IT Report November 2024 – Survey on BtoB Payment Service Provider Market (https://mic-r.co.jp/micit/2024/)"

NP Kakebarai, our BtoB service, is a Business Process Outsourcing (BPO) service for BtoB transactions that allows merchants to outsource the entire billing process.



Business Overview: Reasons Why Our BtoB Service Is Chosen

Merchants' concerns



The burden of payment processing is expected to increase as the business grows.



There is concern about extending credit to small and medium-sized companies.



Payment processing takes too much time, and each department can't concentrate on its core business.



There are demands to offer more settlement options to increase customer satisfaction instantly.

NP掛け払い

Implementation benefits



You can outsource entire payment operations to improve efficiency.



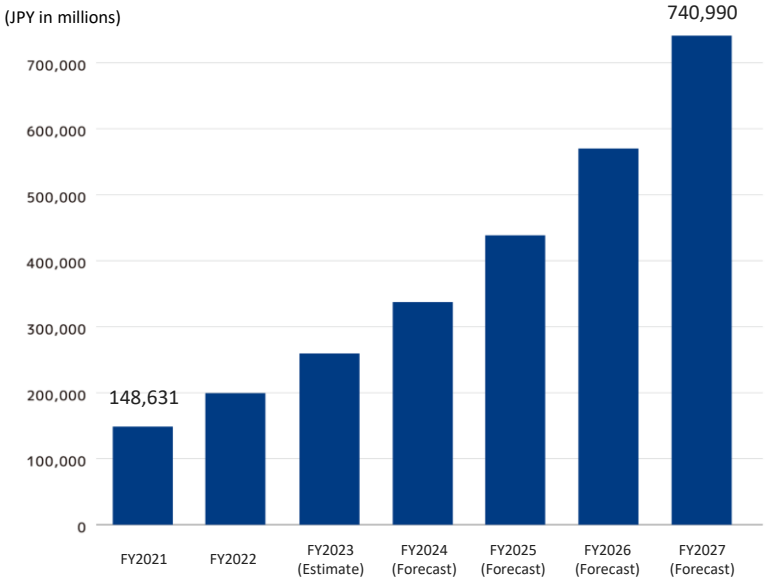
You can focus on your core business.



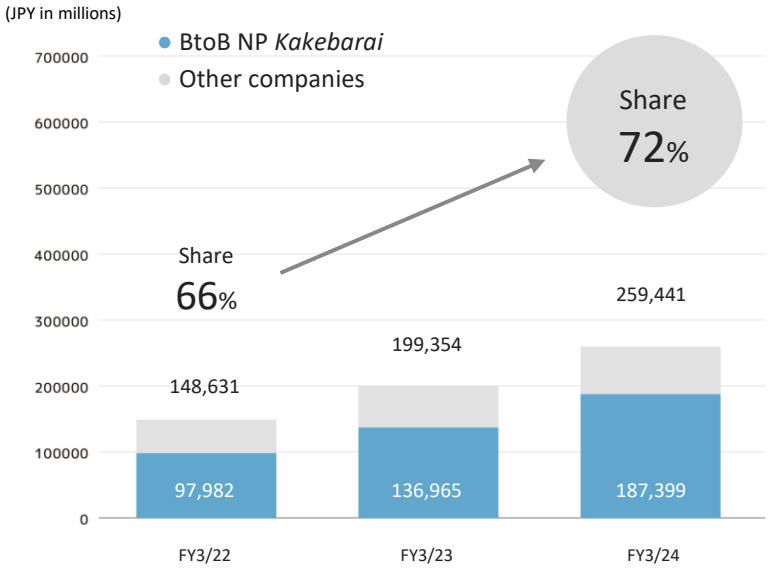
You can expand transactions and increase sales.

The BtoB payments service market is growing and is expected to continue to expand.
The share of NP *Kakebarai* exceeds 70%, making us the No.1 player[*1] in the market.

B2B Payments Service Market Size Transition and Forecast[*1]



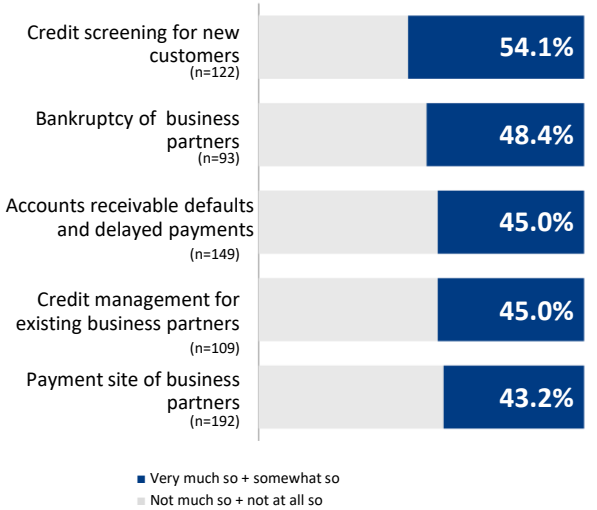
Our share in the BtoB payments service market[*2]



*1 Source: Yano Research Institute "B2B Payments Service Market in Japan: Key Research Findings 2024, " (published July 1, 2024)
Note 1: Based on transaction volume of service providers
Note 2: Figures are based on estimate for FY2023 and forecast for FY2024
*2 Our estimate based on BtoB payment service market size data

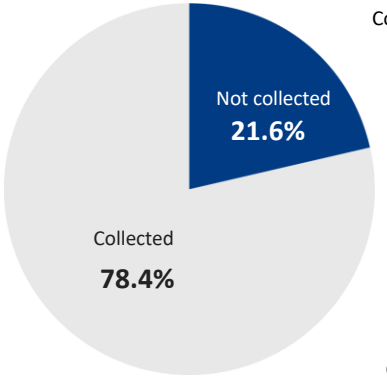
Payment delays and collection issues in billing/payment operations.

1 About half of respondents feel challenged in credit screening, bad loans, and late payments issues.



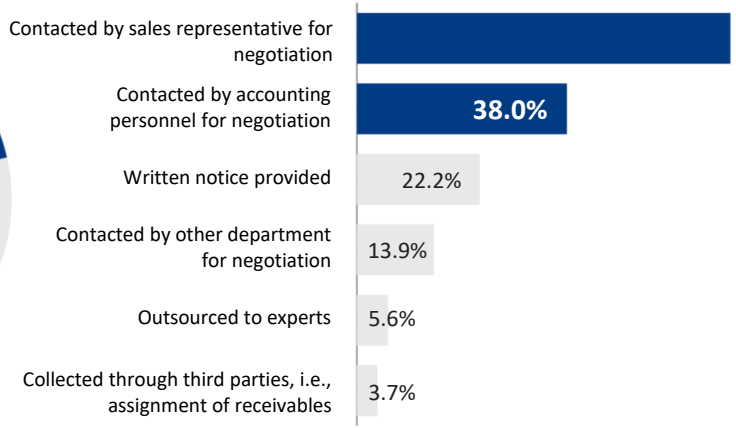
2 21.6% of the "late payments" were eventually not collected.

Collection rate of late payment that the respondents have experienced (n=113).



3 Sales representatives also have trouble in contacting and negotiating.

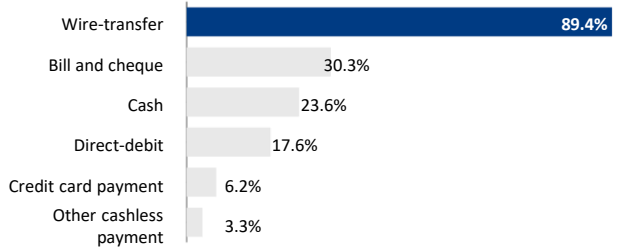
Underlying factors of late payment that the respondents have experienced (n=108).



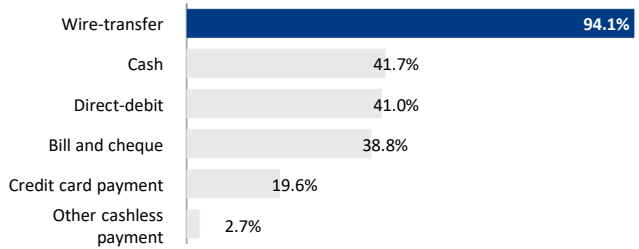
Source: American Express "B2B payment among small and mid-cap businesses for the Fiscal Year 2022"

Invoice payment is essential for major companies to develop new business and prevent customer abandonment. Wire-transfer is the mainstream for BtoB transactions. The most common reason is “because it has been the custom up to now.”

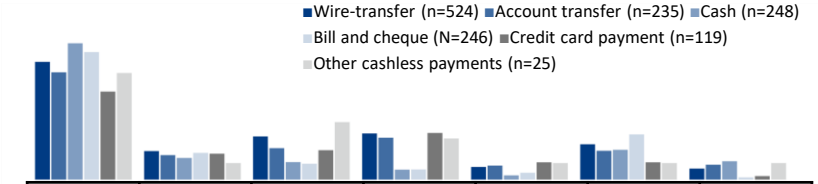
Payment method to receive payment (n=547) *multiple answers accepted



Payment method to make payment (n=556) * multiple answers accepted



Reasons for choosing a payment method



	Being accustomed to existing method	Unwilling to renew due to its tangled procedures	For security reason	Most efficient	Possibly preventing errors	Designated by the business partners	Lower cost and fees
Wire-transfer	57.4	13.9	21.0	22.5	6.1	17.2	5.3
Direct-debit	52.3	11.9	15.3	20.4	6.8	14.0	7.2
Cash	66.5	10.5	8.5	4.8	2.0	14.5	8.9
Bill and cheque	62.2	13.0	7.7	4.9	3.3	22.0	1.0
Credit card payment	42.9	12.6	14.3	22.7	8.4	8.4	1.7
Other cashless payment	52.0	8.0	28.0	20.0	8.0	8.0	8.0

Source: American Express “Research on B2B payment among small and mid-cap businesses during the Fiscal Year 2022”

Service Introduction List in Target Market (BtoB Market)

Wholesale

Construction Material	Liquor	Food & Beverage	Beauty	Packaging
ミドリ安全.com	酒のリカマン	総合食品 エスイー 株式会社	BEAUTY GARAGE Professional Beauty Supply	水野産業株式会社

Start-ups

Sharing Economy	Back Office	Human Resource	Marketing	Marketplace
RAKSUL	ジョブカン	Timee	Full Speed Ad Technology & Marketing Company	くらしのマーケット

Major Companies

集英社　住友ゴム工業株式会社　三菱地所レジデンス　MORINAGA

Appendix

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- Notice of financial statements uploads
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