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## Notice of Formulation of Medium-Term Management Plan

Demae-can Co., Ltd. (hereinafter “the Company”) and its subsidiaries (hereinafter “the Group”) hereby announces an overview of its medium-term management plan for three years, from fiscal 2021 to fiscal 2023, which the Group has recently formulated. Details are as follows:

### 1. Basic policy

As stated in the “Notice Regarding Revision of Consolidated Financial Forecast” dated March 26, 2020, the Group has been engaged in consultation/examination for the creation of business synergy since the conclusion of a capital and business alliance agreement with LINE Corporation.

Both companies aim to become a food marketing platform through the capital and business alliance and to make “Demae-can” a service used by customers on a daily basis. It is essential for the Group to establish a dominant position as a platform for sustainable growth into the future and it is feasible by demonstrating the synergies of both companies.

As the impact of the COVID-19 pandemic continues, the Group recognizes that the Company’s vision is sought by both restaurants and users and considers that it is important to accelerate expansion of our services. For this purpose, the Group will execute the following strategies during the period of the medium-term management plan.

### 2. Growth strategy

Accelerate the speed of system development and strengthen three axes for business expansion.

#### (1) Expansion of partner restaurants:

Reinforce the sales team to increase the number of partner restaurants to 100,000 by the end of 2022 in response to the growing needs for deliveries from restaurants.

#### (2) Increase in the number of users:

Reinforce user communication through rebranding, and facilitate increases in users and promote the use by maximizing marketing effectiveness in collaboration with LINE ID.

(3) Expansion of Sharing Delivery:

Focus on delivery quality as a key differentiating factor. In addition, raise the population coverage rate from the current 30% to at least 50% and improve mid-term profitability.

3. Management Goals (consolidated)

(Hundred million yen)	Results of Aug. 2020	Medium-term Management Plan		
		Plan for Aug. 2021	Plan for Aug. 2022	Plan for Aug. 2023
Demae-can GMV	1,027 (YoY 131%)	1,600 (YoY 156%)	2,500 (YoY 156%)	3,400 (YoY 136%)
Consolidated Net Sales	103	280	600	970
Consolidated Operating Income	(27)	(130)	(20)	120