

Mercari's New Normal Work Style Trial Guidelines

(Edited/excerpt for external purposes)

From July 1, 2020 to September 30, 2020 (policy may change or be extended)

Mercari, Inc. and Merpay, Inc. began a trial of “Mercari’s New Normal Work Style”, a new work style aiming to quickly adapt to the changing times impacted by the spread of COVID-19, maximize productivity, and lead to growth. During the trial period, the Mercari Group will not ask employees to adhere to a uniform work style, but instead test a new work style to match the diversity of its organization and employees. This includes allowing employees and teams to freely choose when and how often they work in the office, including the option to work entirely remotely. During this trial period, the Mercari Group hopes to establish a “new normal” work style unique to Mercari while carefully tracking the impact on company culture, individual evaluation (including skill improvement), team achievements, and more.

- **Basic Policy**

- Firstly, we will comply with the instructions and requests of the national government as well as local governments and other administrative bodies in areas where our offices are located.
- Secondly, rules will be minimal, in accordance with our value "Be a Pro." The following rules have been established to prevent infections.

- **Rules to follow when working in the office**

- **Going to the office**

- You can work from home exclusively if you have any underlying medical condition or are pregnant, or if you live with a family member who has an underlying medical condition, is pregnant, or is an elderly person.
- As the characteristics of COVID-19 are unknown, you are prohibited from going to the office if:
 - It has been less than four weeks since you tested negative after contracting COVID-19;
 - It has been less than four weeks since you were in close contact with anyone who tested positive for COVID-19; or
 - Your temperature is higher than what is stated in our guidelines according to the mandatory temperature check using a non-contact thermometer at the entrance upon arrival at the office
- Even if none of the above applies to you, you must work from home or take sick leave* if you are not feeling well, seem to have a slight cold, or have any other symptoms.

*Sick Leave: In addition to paid leave, we provide 10 days of sick leave that can be used if you are unable to work due to sickness or injury.

- **Inside the office**

- You must disinfect your hands with alcohol or wash your hands each time you enter the office area.
- You must wear a face mask at all times.
- Food consumption must take place in an open space other than at your desk (only beverage consumption is allowed at your desk). After using a table/seat, you must sterilize the surfaces with alcohol, etc.
- In meeting rooms, there must be at least one empty seat between you and the person next to you. (Maximum capacity is half the number of persons normally allowed in the room. Do not sit on seats marked "Do not use.")

- **Other rules**

- In order to prevent business continuity from being impacted by the emergence of clusters within the company, any activities that involve ten or more members of the company eating/drinking face-to-face (e.g., team building, group dining) are prohibited.

FAQ (excerpt)

Questions about the office:

Q1: When will I have to go to the office?

A: You will need to come to the office when your manager has determined that it is necessary to do so on business grounds; however, this will not be the case if you have an underlying medical condition, etc. You are also advised to go to the office for the following work:

- Brainstorming
 - Holding brainstorming meetings in the office helps to eliminate the difficulties involved in online facilitation.
- Onboarding
 - For new employees, onboarding in the office serves as an important opportunity to understand Mercari; the purpose is to share a psychological sense of security and unstructured knowledge.
- Meetings to strengthen relationships in the team (team building)
 - Team building in the office helps to make members of the team feel closer to each other psychologically, strengthen their relationship based on trust, and enhance their psychological sense of security.
- Activities that involve performing collaborative work intensively

- Working in the office helps to improve the efficiency of communication when members engage in collaborative work intensively, e.g., when starting a project, immediately before release, or just before an event.
- Training
 - Although knowledge should be documented in writing to the greatest extent possible to eliminate tacit knowledge, on-the-job training (OJT) may be more efficient in some cases.
- Setting a regular office work time to boost productivity and strengthen relationships
 - The purpose of determining, for example, a specific time at which members must come to the office on a particular day of the week is to enable them to check progress, ask questions, and work together with ease, and thereby boost their productivity and strengthen personal relationships.

Q2: Will the offices be reviewed?

A: Offices are slated to be renovated with the aim of trying out various work styles, including collaboration space, purpose-specific space, and unassigned seating.

Questions about commuting:

Q1: What are the recommendations for commuters?

A: You are advised to:

- Wear a face mask;
- Adopt staggered working hours (i.e., go to/leave the office avoiding public transport during peak hours from 7:00 to 10:00 and from 17:30 to 20:00); and
- Reduce risks by selecting commuting routes that avoid congestion.

Questions about business trips and visitors:

Q1: Are business trips allowed?

A: We ask employees to decide whether to go on business trips based on business necessity, and comply with the instructions and requests of the national government and administrative bodies.

Q2: What about visitors?

A: We ask employees to decide whether to accept visitors based on business necessity, and comply with the instructions and requests of the national government and administrative bodies.

Other questions:

Q1: Am I prohibited from doing anything in my private life?

A: No, but you are advised to comply with the instructions and requests of the national government as well as local governments and other administrative bodies in areas where our offices are located.