



Financial Results Presentation for the Second Quarter of the Fiscal Year Ending March 2022

November 17, 2021

Securities Code: 7618

We set target for LTV*

Huge addressable market for our business model in the digitalized society

Subscription-related sales are expected to grow further

Currently 50% of sales



Targeting **80%**

Current membership base of 450,000, over 10 years of track records
Focus on increasing high customer satisfaction and high retention rate customers (NCS)

*LTV= bigger subscription numbers x longer retention periods

Our Message to Investors Today

- We will continue to work hard to **increase LTV**, our important target
- **Continued increase** of NCS members **by 20%**
We aim at a net increase of 10,000 households (quarter target)
- Value creation network with member **families**
“Yokohama Key Station” scheduled to open in spring 2022



01

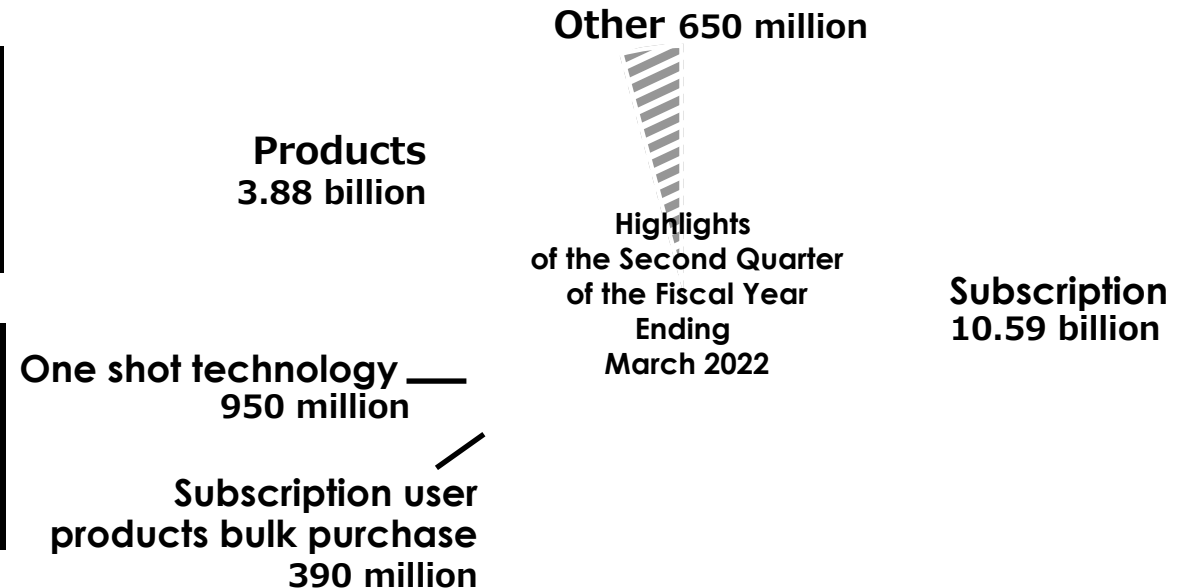
**FY3/2022 the Second Quarter
Financial Results**

Highlights for the Interim Period ended March 31, 2022

1 NCS members **increased by 21%** (y/y)
Number of members: **106,000**
(As of the end of September)

2 Sharp decrease of sales for general customers
Sales of products y/y Gross profit
57.2% Down
760 million yen

3 The annual profit revised downward
to continue active investments in
NCS members



Net Sales
16.46 billion yen

Operating profit
600 million yen

Ordinary profit
650 million yen

Current net income
390 million yen

FY3/2022 Second Quarter Financial Results P/L

(No reclassification of revenue recognition in 1H)

	Not reclassified	Reclassified	
	FY3/2021 2Q	FY3/2022 2Q	
Unit: million yen %	Actual	Actual	Change
Net Sales	19,266	16,465	△14.5
Gross profit	9,122	8,356	△8.4
Gross profit ratio	47.3%	50.7%	+3.4pt
SG&A expenses	7,391	7,746	4.8
Operating profit	1,730	609	△64.8
Operating profit ratio	9.0%	3.7%	△5.3%
Ordinary profit	1,768	652	△63.1
Profit attributable to owners of the parent	1,204	392	△67.4
EPS (yen)	19.38	7.70	△60.3

Factor for reduced revenues

- The sales of products for general customers down by **42.8%** y/y

Factors contributing to the decline in profits

- Gross profit down by **760 million yen** due to decreased sales of products **down**
- **SG&A expenses 350 million yen up**
Implementation of diverse promotion activities
Advertising expenses, etc. **180 million yen up**
- Personnel costs increased due to acceptance of employees and seconded staff
Personnel costs : **50 million yen up**
- Refurbishing, etc. : **150 million yen**

FY3/2022 Second Quarter Financial Results B/S

Unit: million yen	As of March31, 2021	As of September30, 2021	Change
Total current assets	26,899	23,277	△3,622
Cash and deposits	11,408	9,288	△2,119
Trade receivables	9,364	9,022	△341
Inventories	5,704	4,425	△1,278
Total non-current assets	10,324	12,094	1,769
Tangible assets	5,213	7,034	1,821
Intangible assets	485	439	△46
Investment and other assets	4,626	4,620	△5
Total assets	37,224	35,371	△1,852
Total current liabilities	6,436	5,322	△1,114
Total non-current liabilities	4,268	3,689	△588
Total liabilities	10,705	9,033	△1,702
Total shareholders' equity	26,457	26,305	△151
Total equity	26,518	26,368	△149
Total liabilities and equity	37,224	35,371	△1,852

Key points

■ Inventory reduction

Shift from offering a wide selection of products to proposing digital life
Reducing the inventory to a limited selection for NCS member

■ Increased tangible fixed assets

- Acquisition of a place for workation (In Karuizawa, Nagano)
- Renovation of existing stores
Expansion of spaces for customer experience, etc.

Major stores

- PC DEPOT Smart Life Saga Store (relocated)
- PC DEPOT Smart Life Ichihara Store
- PC DEPOT Smart Life Konandai Store (relocated)
(Former PC DEPOT Smart Life Konan Store etc.)

FY3/2022 Second Quarter Financial Results CF

Unit: million yen	FY3/2021 Cumulative results in 2Q	FY3/2022			Y/Y change
		1Q Results	2Q Results	Cumulative results in 2Q	
Operating CF	2,099	583	827	1,411	△687
Investment CF	△327	△458	△1,619	△2,078	△1,750
Financial CF	3,170	△894	△558	△1,452	△4,623
Cash and cash equivalents at the end of the period	13,325	10,639	9,288	9,288	△4,037

Difference between the Profit Forecast and Result of the Second Quarter of the Fiscal Year Ending March 2022

Unit: million yen / %	Profit forecast announced in Aug	Announced this time	Change	
			Amount of change	Rate of change
Net Sales	19,000	16,465	△2,535	△13.4%
Operating profit	750	609	△141	△20.0%
Ordinary profit	800	652	△148	△18.7%
Profit attributable to owners of the parent	550	392	△158	△29.1%

Net Sales

Net Sales Down 2.3 billion

Reduced sales for general customers leading to reduced sales of products and technical services

Gross profit

Gross profit Down 480 million yen

Reduced not only by reduced sales but also by inventory optimization in line with the business model

Operating profit

Operating profit Down 140 million yen

- Selling, general and administrative expenses lower than planned
- Reduced gross profit could not be covered by suppressed selling and administrative expenses

Major Reasons for Profit Forecast Revision

Main reasons

- A radical shift to accelerate a change to a “subscription model” by turning the digitalization of society into an opportunity, from a long-term management point of view.
- Enhanced inside sales for existing members to focus on revenue increase, including a shift from selling products for general customers to providing digital consultants and proposing wider use opportunities for members.
- Growth investment to be continued in this FY and later to realize the “Key Station Initiative.”

Impact on financial statements

■ Net Sales

Sales of products are expected to drop due to continued reduction of advertisements mainly conducted for selling products for general customers and our focus on subscription for members

■ Gross profit

The margin of product sales is expected to decrease due to continued optimization of the product inventory in line with the shift of the business model

■ Selling, general and administrative expenses

Increased cost for promoting the “Key Station Initiative” for constructing a value creation network with members
Advisory fees for advice from experts with diverse experiences for the relocation of the head office and the realization of the initiative

FY3/2022 Profit Revision

Unit: million yen /%	FY3/2021		Announced previously※1	Announced this time	Change	
	Results	y/y			Amount of change	Rate of change
Net Sales	38,312	2.1	38,600	33,800	△4,800	△12.4
Operating Profit	2,893	△1.6	2,200	970	△1,230	△55.9
Ordinary Profit	2,935	△2.7	2,250	1,050	△1,200	△53.3
Net profit attributable to parent company shareholders	1,854	7.9	1,450	500	△950	△65.5
EPS (yen)	36.79	7.6	28.74	9.90	△18.84	△65.6

Gross profit margin

48.3% → **50.3%**
(Preceding FY results 47.2%)

Capital expenditures

3billion yen → **4.5**billion yen

Depreciation expenses

900million yen → **920**million yen

※1 Revised due to the adoption of accounting standard for revenue recognition (announced on August 11, 2021)

FY3/2022 Profit Revision (2H)

Unit: million yen /%	Profit forecast announced in Aug	Announced this time	Change	
			Amount of change	Rate of change
Net Sales	19,600	17,340	△2,260	△11.5%
Operating Profit	1,450	370	△1,080	△74.5%
Ordinary Profit	1,450	400	△1,050	△72.4%
Net profit attributable to parent company shareholders	900	110	△790	△87.8%

Net Sales

Net Sales Down 2.3 billion

- Due to reduced sales for general customers and enhanced relationship with members, as in 1H

Gross profit

Gross profit Down 700 million

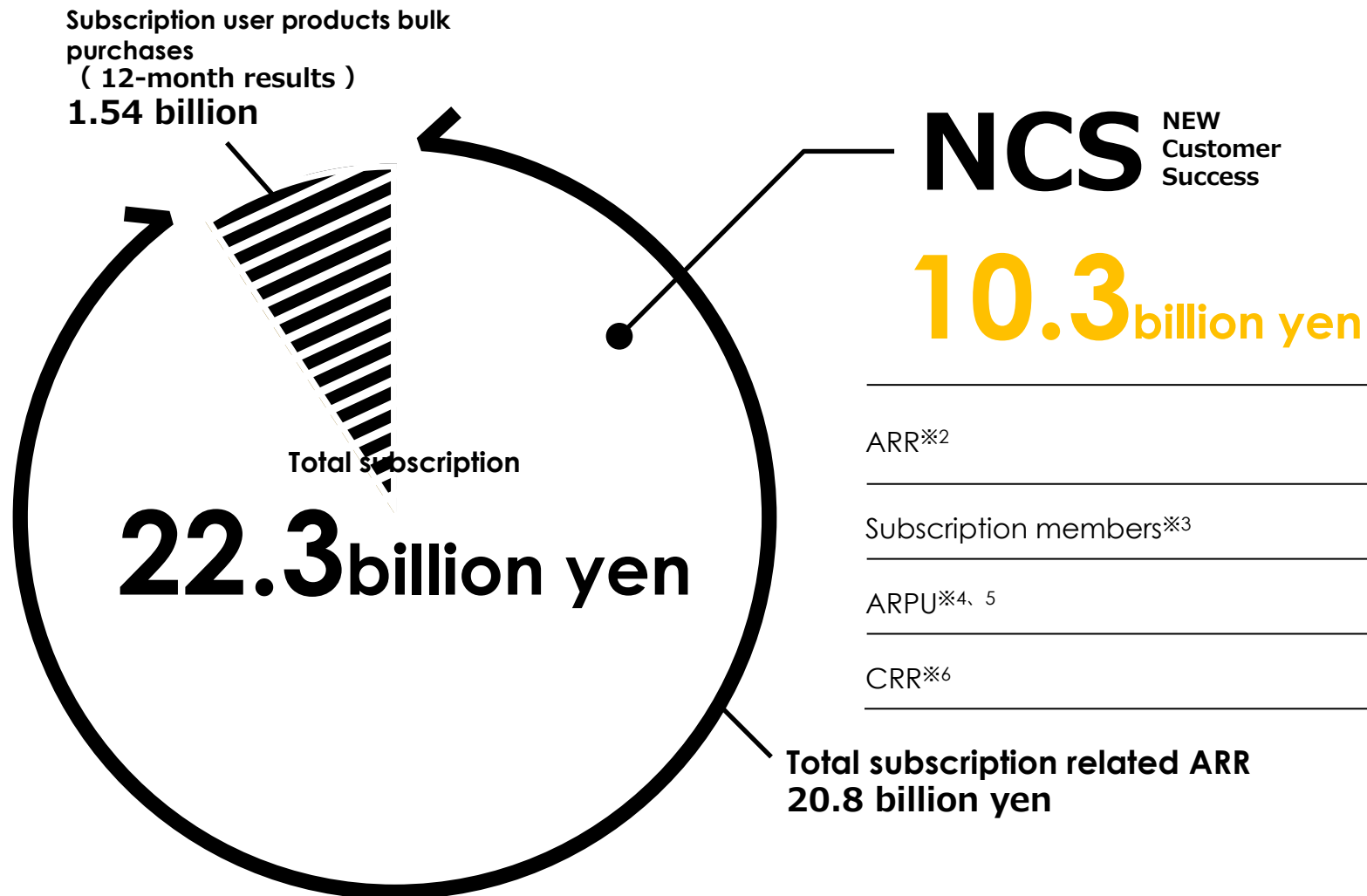
- Reduced sales, as in 1H
- Reduced due to inventory optimization in line with the business model

Selling general and administrative expenses

Selling general and administrative expenses Up 140 million

- Investment in employees for the "Key Station Initiative"
- Diversified promotion activities
- Start-up of the Yokohama Key Station, relocation of the head office, etc

FY3/2022 Second Quarter Subscription



ARR※2

Subscription members※3

ARPU※4、5

CRR※6

Total subscription related ARR
20.8 billion yen

Total subscription related		
	NCS※1	
ARR※2	10.34 billion yen	19.67 billion yen
Subscription members※3	106,000	445,000
ARPU※4、5	8,111 yen	3,680 yen
CRR※6	99.70%	99.33%

※1 NCS : New customer success user

※2 ARR : Annual sales from flat-rate members' subscriptions

※3 Subscription member : Flat-rate service users
(Members in internet-related businesses excluding)

※4 MRR : Monthly sales from flat-rate members' subscriptions

※5 ARPU : Average Revenue Per User : MRR/membership

※6 CRR : Customer Retention Rate/Month

FY3/2022 Second Quarter Subscription ARR Comprehensive Summary

	End of March 2021		FY3/2022 1Q		FY3/2022 2Q		Target Subscription related business achieved within FY 2022	
	Total subscription related		Total subscription related		Total subscription related			
	NCS※1		NCS※1		NCS※1		NCS※1	
ARR※2	9.4 billion yen	20.1 billion yen	9.8 billion yen	20.4 billion yen	10.34 billion yen	19.67 billion yen	13 billion yen	22 billion yen
Subscription members※3	97,000	450,000	101,000	450,000	106,000	445,000	140,000	450,000
ARPU※4、 5	8,053 yen	3,500 yen	8,084 yen	3,788 yen	8,111 yen	3,680 yen	8,100 yen	4,000 yen
CRR※6	99.6%	99.1%	99.65%	99.21%	99.70%	99.33%	99.60%	99.10%

※1 NCS : New customer success user※2 ARR : Annual sales from flat-rate members' subscriptions ※3 Subscription member : Flat-rate service users(Members in internet-related businesses excluding)

※4 MRR : Monthly sales from flat-rate members' subscriptions ※5 ARPU : Average Revenue Per User : MRR/membership ※6 CRR : Customer Retention Rate/Month

Values NCS Members can Receive



Digital Life Planner デジタルライフプランナー

Making the life of all families more affluent



02

PC DEPOT in the Future

PC DEPO in the Future

For realization of smart life

Vision

Elimination of disparities in the information society

Mission

Providing digital consultants for all households

Value creation network with member families

「Key Station Initiative」

News: Spring 2022

What is the Key Station Initiative?

Constructing a value creation network with
member **families**

ネットワーク構想における最大拠点

22年春 横濱 Key Station

Largest hub in the network initiative

Yokohama Key Station to open in spring 2022

What is the Key Station Initiative?

Activating 450,000 households of member families

Significantly increasing upsell opportunities
through family life digitalization

Inside sales Information library

インサイドセールス
情報ライブラリ

ご家族の生活デジタル化で
アップセル機会を大幅増幅

- ・顧客とのコミュニケーション
 - ・生活のデジタル化情報発信
- 45万世帯対象

- ・Communication with customers
- ・Transmitting Information of life digitalization For 450,000 households

Largest hub in the network initiative

ネットワーク構想における最大拠点

横浜Key Station
Yokohama Key Station

Life Information Editorial Office

生活情報編集室

ご家族全員の生活情報を編集
会員ご家族向け情報誌 創刊

Editing life information for all family members
Newly publishing an information magazine for member families

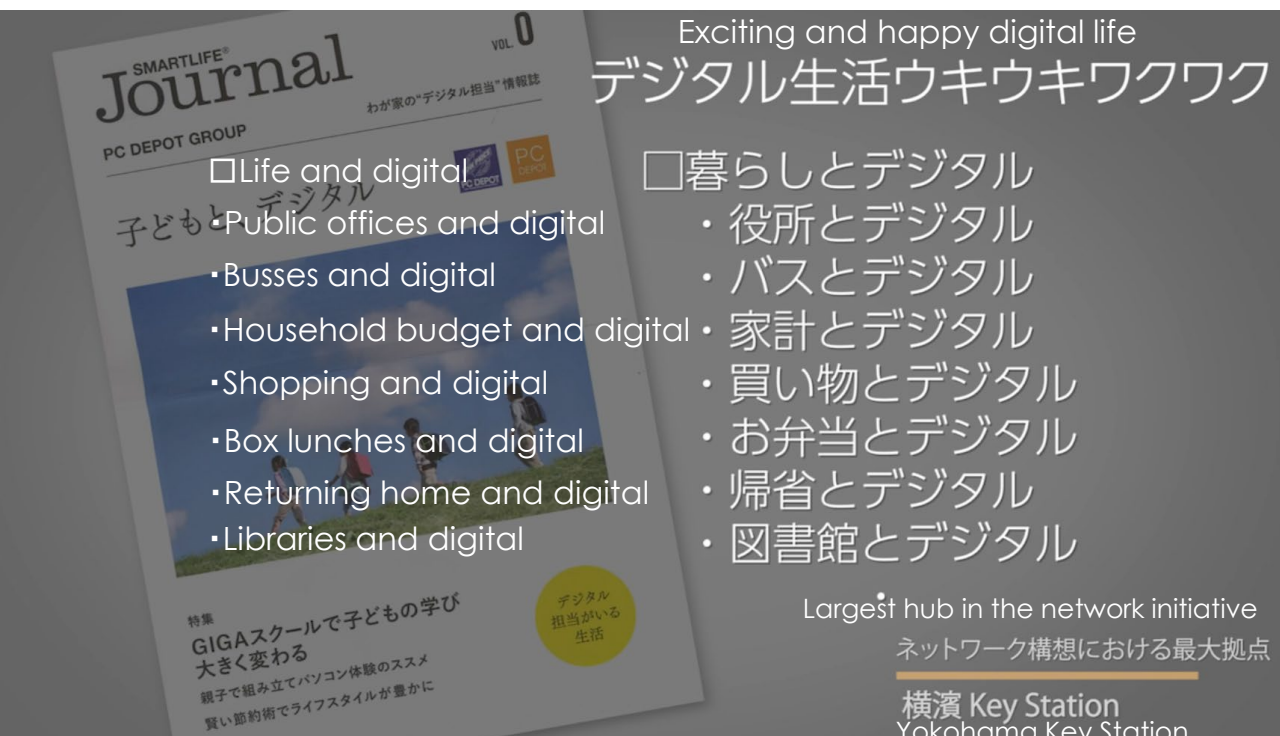
Largest hub in the network initiative

ネットワーク構想における最大拠点

横浜Key Station
Yokohama Key Station

What is the Key Station Initiative?

Transmitting digital life-related information for 450,000 **households**



What is the Key Station Initiative?

A hub for constructing a network that maximizes the value for
450,000 member **families**



What is the Key Station Initiative?

Making “digital consultants available for all households”

会員家族との価値創造構想

Concept for creating value creation network
with member families

open in spring 2022



03

Future initiatives

Enhance inside sales

Continued increase of NCS members by 20% - aiming at a net increase of 10,000 households (quarter target)

Efforts after 2H of 2021

- Strengthening relationships with 450,000 member **families**
- Accelerating communication with 450,000 **families** through **promoting** information magazine and advertising campaigns for members
- Promote **renovation of existing stores** to increase customer contact and usage opportunities
- Increase **investments in systems** to increase customer contact and usage opportunities

Investments for further growth

	FY3/2021		FY3/2022	
Investment in customer contact	Promoted the conversion to smart life stores and the renovation of smart life stores to increase the floor space for customer experience	➡	In 2022 spring, launching an inside sales hub to advocate lifestyle proposals in line with the Yokohama Key Station Initiative	➡
Investment in employees	Strengthened direct education by CEOs such as philosophy education Started accepting secondment staff from HIS	➡	Accepted 200 seconded employees from HIS	➡
Investment in facilities	Investment in facilities for human resource development => Ota-ku, Tokyo	➡	<ul style="list-style-type: none"> ■ Investment in facilities for human resource development => Karuizawa-town, Kitasaku-gun, Nagano prefecture ■ Increased costs due to relocation of head office to integrate customer contact and management 	➡
IT investment	No large investment in the past	➡	Starting system development focusing on connections with member families	➡
Investment in sales campaigns	Carried out sales promotion activities centered on newspaper inserts Reduced due to COVID-19	➡	Implementing diverse sales promotion activities <ul style="list-style-type: none"> ■ Improving brand awareness by means such as TV commercials ■ Publishing an information magazine for members 	➡

“Largest inside sales hub” in the Yokohama Key Station Initiative

Yokohama Key Station
to open
in February 2022



Strengthening information magazines and sales campaigns for member **families**

Information magazine

Enhance customer contact and inside sales



Concept

Proposing "Exciting and happy digital life" which can be enjoyed only because you are not a digital person

Circulation

Up to 450,000 copies

First publication timing

Vol. 1 in February (scheduled)

TV commercials

Improving brand image



Continued increase of NCS members by 20% - aiming at a net quarterly increase of 10,000 members

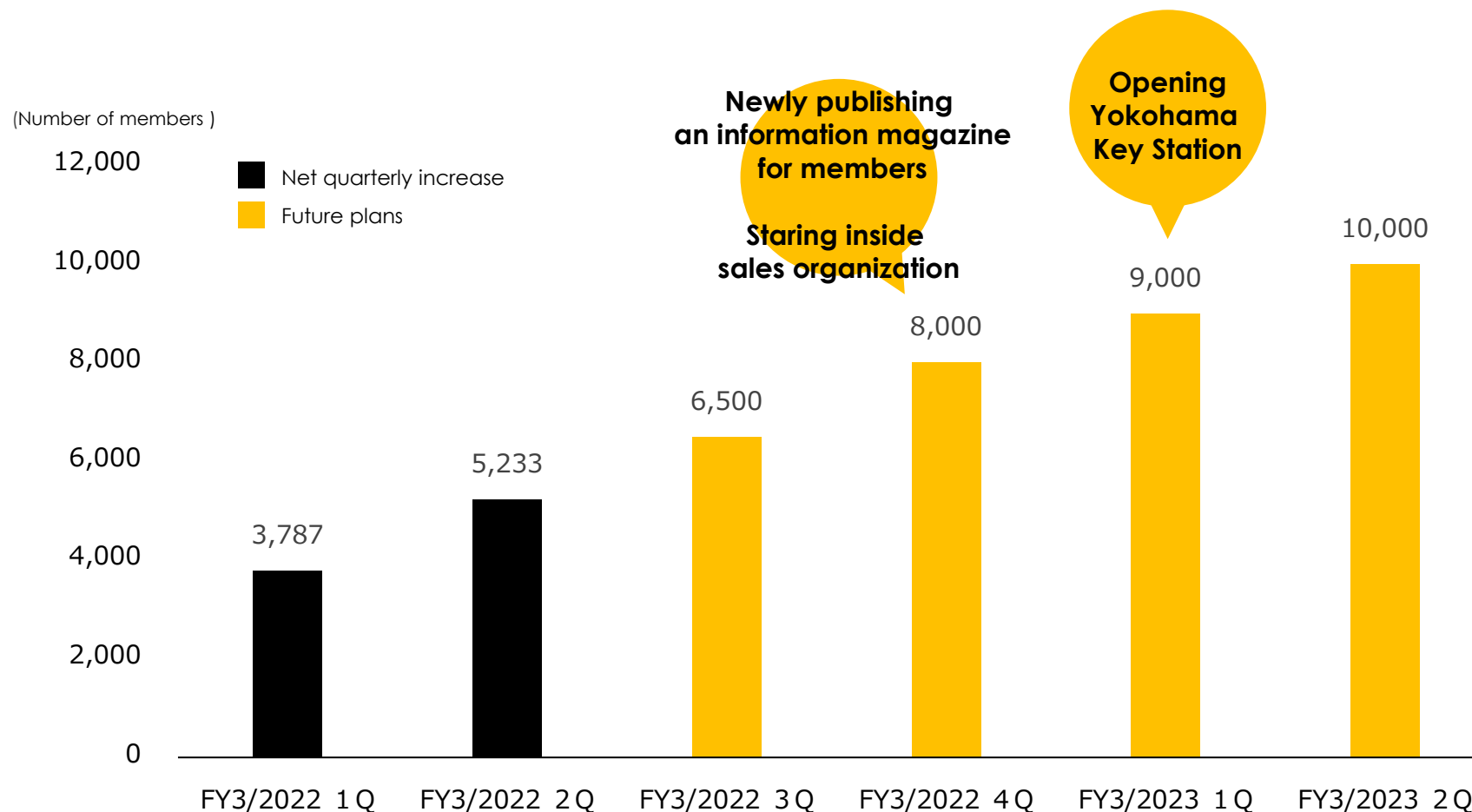
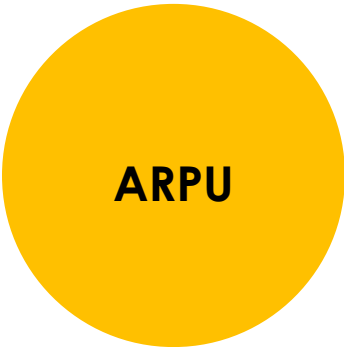


Image for Achieving NCS Subscription within FY2021



140,000

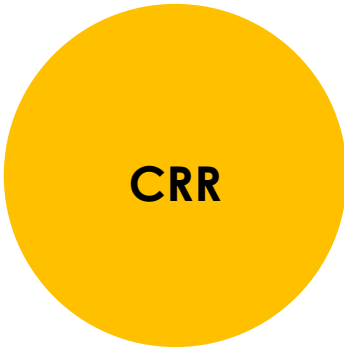
144.3% Y/Y



8,100 yen

100.6% Y/Y

Increase in digital devices in households and family members



99.6%

(Reference)
Total number of members including NCS 450,000, CRR 99.1%, ARPU 4,000 yen

Cooperation and Collaboration

Strengthen cooperation with various companies and organizations

October

- Started cooperation with Sumitomo Mitsui Banking Corporation
Participated in the SMBC Elderly life support program for good longevity

November

- Started cooperation with **Benefit One Inc.**
Provides "Benefit One" services to premium members

Management topics

Invitation to the post of Vice President

- In October 2021, **Ms. Yasuyo Kaneko**, who has management experience of a business company, was invited as a vice president

Relocation of the head office*

- The head office will be relocated to Yokohama Key Station in February 2022 (value creation network with member **families** initiative), the largest hub in **the “Key Station Initiative”**

Selection of the new market segment "Prime Market"

- Resolution was made on **the selection of Prime Market** at the Board of Directors on November 11, 2021

*Head office relocation announced on April 13, 2021

Digital Consultant to All Households





04







Supplementary Materials

Glossary

Subscription member	Flat-rate service users (example) mainly premium membership, in addition to internet related business membership excluding cloud services and others
NCS (Membership category)	Among subscription members, those with continual upscale potential with digital consultants assigned to each household Short for New Customer Success
Subscription sales	Subscription related sales of members
MRR (Monthly Recurring Revenue)	Monthly sales from flat-rate members' subscriptions
ARR (Annual Recurring Revenue)	Annual sales from flat-rate members' subscriptions : $MRR \times 12 \text{ months}$
ARPU (Family) (Average Revenue Per User)	Average Revenue Per User : $MRR / \text{membership}$
CRR (Customer Recurring Rate)	Customer Retention Rate/Month
TAM (Total Addressable Market)	Maximum number of addressable members in Japan

Store Development

(Excluding FC, as of 30 September 2021)

		Store style	Directly operated	Subsidiary operated	Total	
	PC DEPOT	Suburban type, large-scale store	1 store	5 stores	6 stores	
	PC DEPOT Smart Life	Large scale urban store, Small-medium scale store	54 stores	9 stores	63 stores	
	PC DEPOT PC Clinic	In-store PC Clinic counter	58 stores	6 stores	64 stores	

Connected Mobile Store (tentative name)

A vehicle-type store that provide various services on the digital platform



Numerical data

■ Consolidated income statement/Sales by product

Units: mil Yen, %	FY3/2011	FY3/2012	FY3/2013	FY3/2014	FY3/2015	FY3/2016	FY3/2017	FY3/2018	FY3/2019	FY3/2020	FY3/2021
Net Sales	46,872	49,631	51,359	53,772	51,261	51,729	46,417	43,590	40,447	39,137	38,312
Products	35,572	35,918	35,425	35,984	30,116	25,720	20,099	17,720	13,895	14,010	14,486
(Sales composition ratio)	(75.8)	(72.3)	(69.0)	(66.9)	(58.8)	(49.7)	(43.4)	(40.7)	(34.4)	(35.8)	(37.8)
Solution service	8,686	11,497	14,006	16,194	19,696	24,631	24,984	24,566	25,270	23,842	22,558
(Sales composition ratio)	(18.6)	(23.2)	(27.3)	(30.2)	(38.3)	(47.6)	(53.7)	(56.4)	(62.4)	(60.9)	(58.9)
Internet related businesses(subsidiary)	2,090	1,842	1,758	1,419	1,310	1,267	1,258	1,241	1,216	1,227	1,203
Gross profit	13,567	14,665	16,114	18,273	19,472	21,715	21,249	20,044	18,663	18,453	18,076
(Gross Profit Margin)	(28.9)	(29.5)	(31.4)	(34.0)	(38.0)	(42.0)	(45.8)	(46.0)	(46.1)	(47.2)	(48.3)
Selling general and administrative expenses	12,259	14,139	15,246	16,017	16,426	17,628	17,846	17,062	16,083	15,512	15,183
Advertising expenses	1,369	1,699	1,644	1,276	1,042	1,073	842	1,030	749	638	601
Salary and allowance	3,491	4,360	4,800	5,355	5,896	6,449	6,645	6,146	5,737	5,296	5,278
Operating Profit	1,308	526	867	2,256	3,045	4,086	3,402	2,981	2,579	2,941	2,893
Ordinary Profit	1,447	684	924	2,357	3,162	4,139	3,467	3,079	2,685	3,018	2,935
(Ordinary profit margin on sales)	(3.1)	(1.4)	(1.8)	(4.4)	(6.2)	(8.0)	(7.5)	(7.1)	(6.6)	(7.7)	(7.7)
Net profit attributable to parent company shareholders	683	238	441	1,536	1,914	2,693	2,269	1,958	1,553	1,718	1,854

※ The above figures for the period when the previous fiscal year's financial statements were corrected reflect the corrected figures. (Target period : FY3/2011~FY3/2017)

Numerical data

■ Consolidated balance sheet

Units: mil Yen	FY3/2011	FY3/2012	FY3/2013	FY3/2014	FY3/2015	FY3/2016	FY3/2017	FY3/2018	FY3/2019	FY3/2020	FY3/2021
Net worth	9,476	9,464	9,671	13,342	15,032	21,334	23,011	23,250	24,159	25,259	26,518
Total assets	19,650	23,128	22,831	27,012	29,108	35,004	35,629	35,053	33,620	33,043	37,224
Accounts receivable	2,481	3,495	3,969	6,731	9,609	13,249	11,202	8,514	9,039	9,421	9,364
Balance of interest-bearing debt	4,463	7,427	7,879	5,871	7,764	6,996	7,391	7,195	4,952	3,358	5,771

■ Consolidated cash flow statement

Units: mil Yen	FY3/2011	FY3/2012	FY3/2013	FY3/2014	FY3/2015	FY3/2016	FY3/2017	FY3/2018	FY3/2019	FY3/2020	FY3/2021
Operating CF	1,121	-635	1,597	2,010	-2,512	516	4,292	5,045	2,563	2,029	3,350
Investment CF	-1,440	-2,537	-994	-441	-1,436	-970	-1,090	-297	-721	-949	-2,072
Financing activity CF	1,070	2,751	295	127	1,637	2,837	-229	-1,876	-2,897	-2,238	1,747
Balance of cash and cash equivalents at the end of the period	2,505	2,083	2,982	4,679	2,370	4,754	7,726	10,597	9,542	8,383	11,408
Capital investment	1,503	1,915	1,016	746	1,589	1,323	1,024	584	944	1,287	1,618

■ Consolidated store trends

Units: Store	FY3/2011	FY3/2012	FY3/2013	FY3/2014	FY3/2015	FY3/2016	FY3/2017	FY3/2018	FY3/2019	FY3/2020	FY3/2021
Total number of stores (Directly managed store + subsidiary)	78	106	111	111	116	123	125	126	126	130	132
Smart Life	-	-	-	4	15	25	31	40	46	52 ^{*1}	61
PC DEPOT	48	59	61	57	49	41	36	28	22	15	7
PC Clinic	30	47	50	50	52	57	58	58	58	63	64

*1 PC DEPOT Smart Life in Kinokuniya Bookstore at LaLaport Toyosu closed in January 2020 and opened as Smart Life Ariake Garden in June 2021 due to relocation to the Ariake area.

※ The above figures for the period when the previous fiscal year's financial statements were corrected reflect the corrected figures. (Target period : FY3/2011~FY3/2017)

Numerical data

■ Consolidated financial indicators

	FY3/2011	FY3/2012	FY3/2013	FY3/2014	FY3/2015	FY3/2016	FY3/2017	FY3/2018	FY3/2019	FY3/2020	FY3/2021
Net income per share (yen)	3,164.63	1,082.34	2,020.07	68.39	50.40	67.41	44.06	38.63	30.94	34.18	36.79
Net worth per share (yen)	42,242.85	42,777.48	44,123.77	526.03	394.9	496.19	445.65	462.11	479.94	500.77	524.59
Ratio of net income to net worth*1 (%)	7.7	2.6	4.7	13.4	13.5	14.8	10.3	8.5	6.6	7.0	7.2
Total Asset Ordinary Profit Margin *2 (%)	7.7	3.2	4.0	9.5	11.3	12.9	9.8	8.7	7.8	9.1	8.4
Equity ratio (%)	47.3	40.5	42.3	49.3	51.5	60.9	64.4	66.2	71.7	76.3	71.1
Total number of shares issued at the end of the period (share)	225,020	225,020	225,020	25,952,000	38,928,000	43,852,000	52,622,400	52,622,400	52,622,400	52,622,400	52,622,400
Number of treasury stock (share)	5,000	6,238	6,238	623,800	937,035	924,735	1,107,585	2,431,425	2,416,545	2,291,506	2,188,866
Dividend per share (yen)	700.00	700.00	700.00	355.00	10.00	11.50	14.30	13.00	13.00	13.00	13.50
Payout ratio (%)	22.1	64.7	34.7	12.4	16.5	17.1	29.5	33.7	42.0	38.0	36.7
Market capitalization (million yen)	4,489	4,635	5,058	24,732	32,466	48,281	27,995	37,941	23,312	22,575	26,048
Stock price at the end of the period (yen)	19,950	20,600	22,480	953	834	1,101	532	721	443	429	495

*1 Ratio of net income to net worth = Net income / Average net worth at the beginning and end of the period

*2 Total Asset Ordinary Profit Margin = Ordinary income / Average total assets at the beginning and end of the period

■ Corporate indicators

Unit: person	FY3/2011	FY3/2012	FY3/2013	FY3/2014	FY3/2015	FY3/2016	FY3/2017	FY3/2018	FY3/2019	FY3/2020	FY3/2021
Number of employees at the end of the period	533	656	674	721	777	788	797	800	780	792	834
Average number of temporary employees	776	996	1,054	1,235	1,359	1,522	1,372	1,159	998	815	774

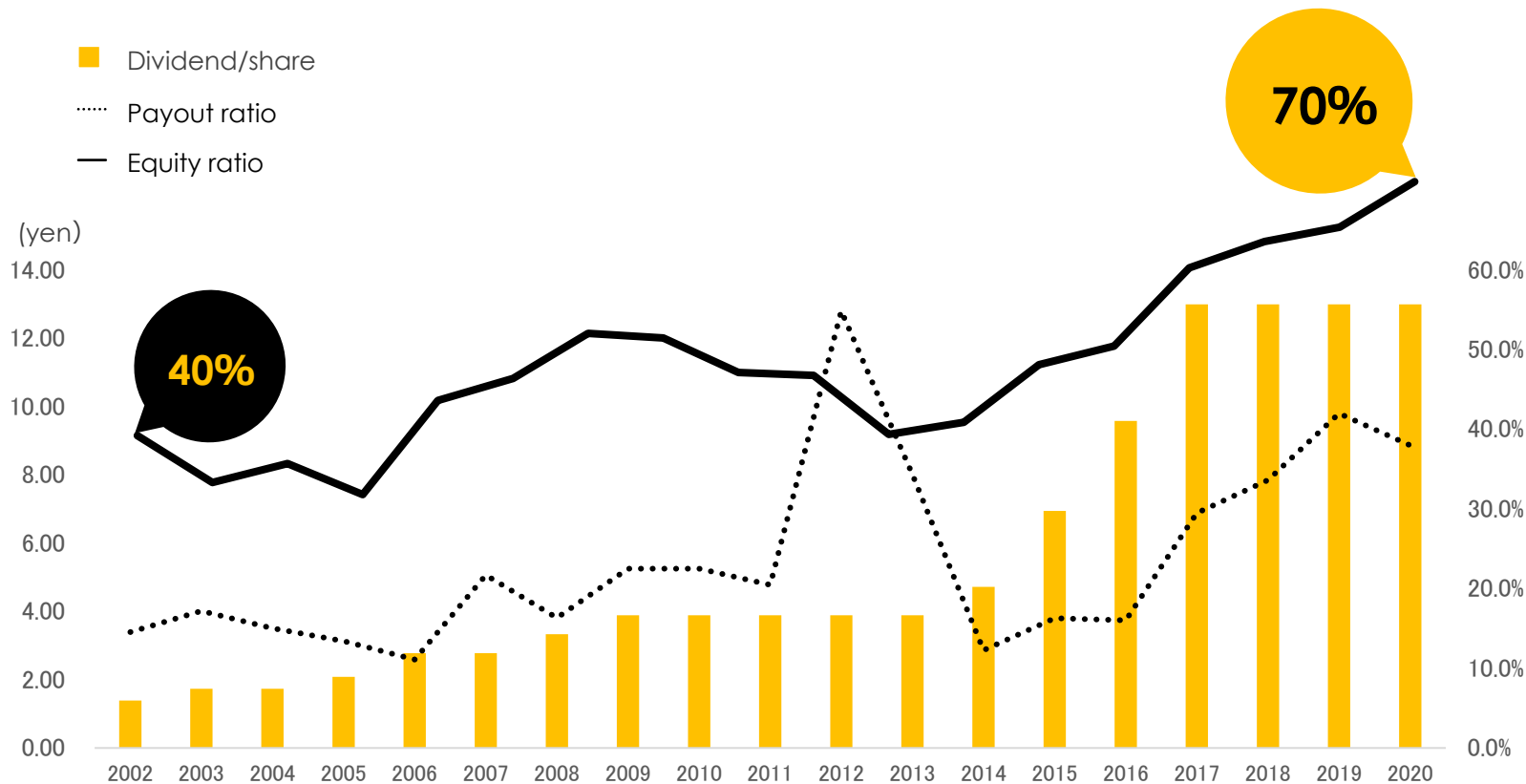
※ The above figures for the period when the previous fiscal year's financial statements were corrected reflect the corrected figures. (Target period : FY3/2011~FY3/2017)

※ The shares were split in October 2013 (1: 100), January 2015 (1: 1.5), and October 2016 (1: 1.2).

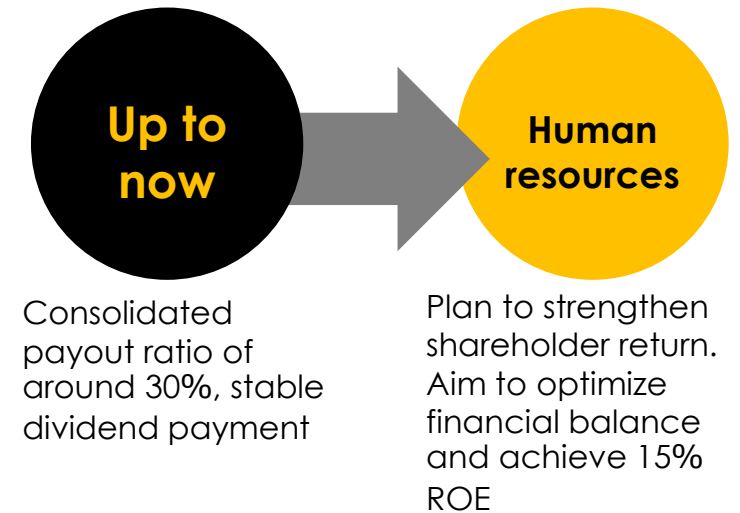
The index per share is calculated on the assumption that the split was made at the beginning of the previous fiscal year.

※ Our company has introduced Board Benefit Trust (J-ESOP), and the shares of our company owned by the ESOP trust unit related to the trust are recorded as treasury stock.

Capital Policy



Strengthen shareholder return and aim for **15% ROE**



Shareholder Return

**Consolidated
payout ratio
around 30%**

**Continue with shareholder return of
paying stable dividend**

Unit : %	FY3/2018 Full Year Results	FY3/2019 Full Year Results	FY3/2020 Full Year Results	FY3/2021 Full Year Results	FY3/2022 Full Year Forecast
Consolidated payout ratio	33.7	42.0	38.0	36.7	141.2

TAM (Market Size)

There are **34.31 million** two-or-more-person households, target NCS customers, which are expected to have a high frequency of digital life events, a quite large potential

Number of current
NCS members

100,000 people
450,000 subscription members

Households that can be
approached currently
18%

6 million households

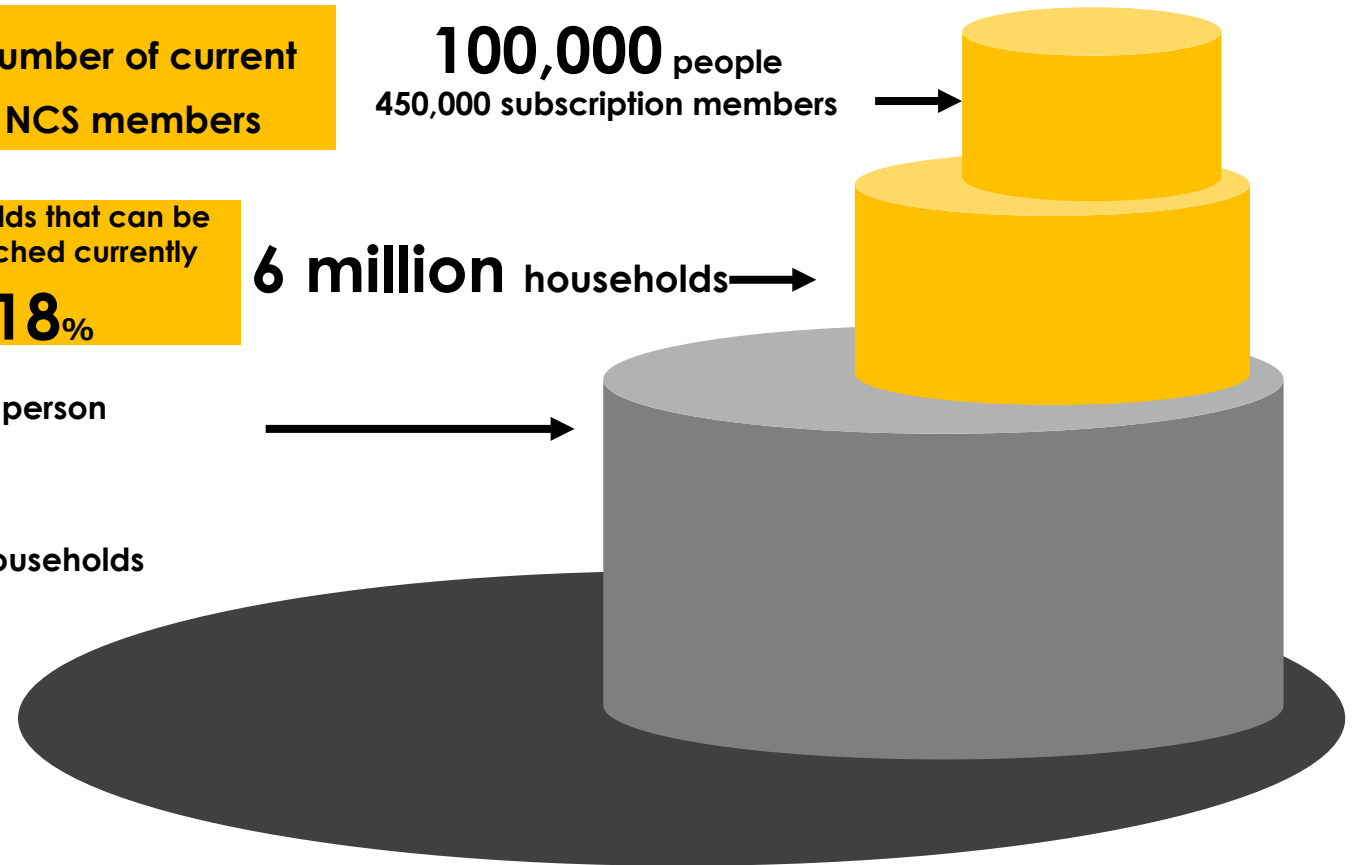
Assumed to be households with
a high frequency of digital life
events which require digital
personnel

Number of two-or-more-person
households in Japan

34.31 million households

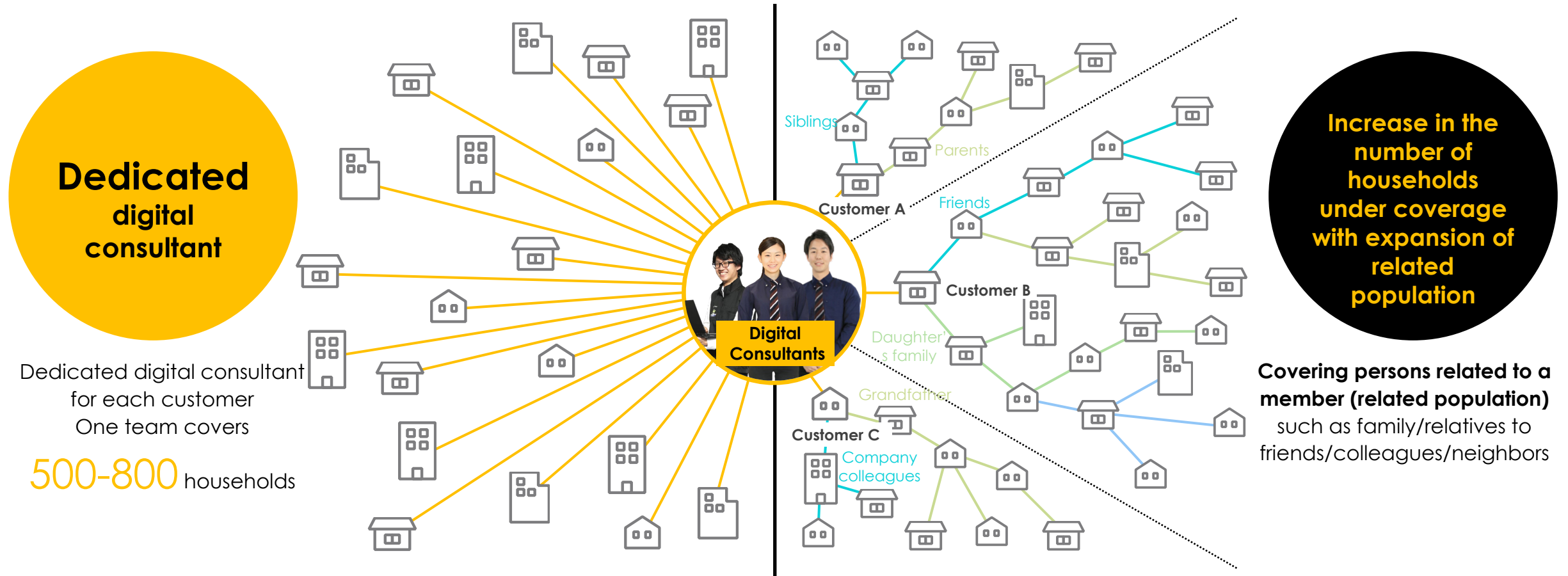
Total number of ordinary
households in Japan

53.33 million households

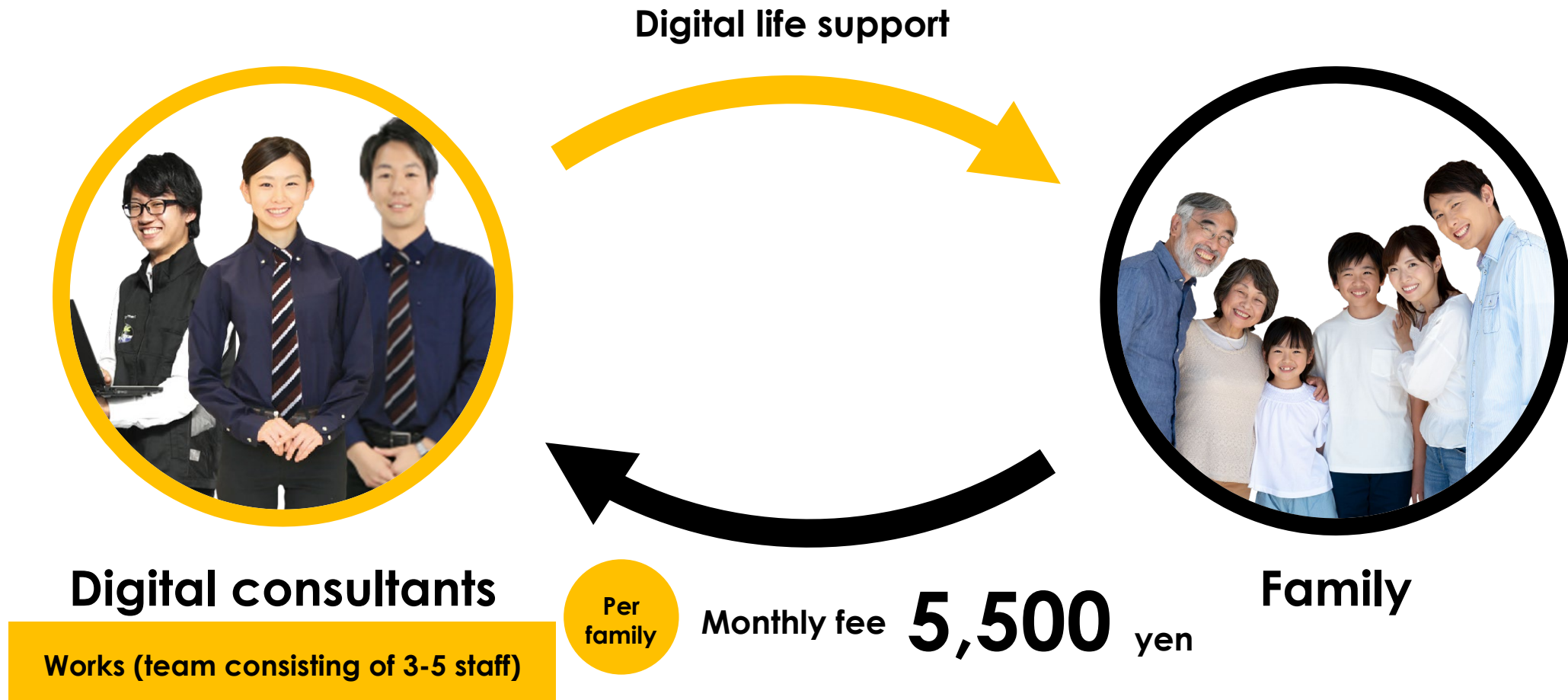


[Source] Census Bureau 2015

Approach by Digital Consultants



What is NCS membership?





Family digital consultant

勉強

ご家族担当者制サブスクリプション

Mac ¥3,500/月
月額料金 ¥10,000

Fujitsu ¥3,000/月
FMV A45 月額料金 ¥20,000

Fujitsu ¥3,000/月
FMV C90 月額料金 ¥20,000

apple ¥1,000/月
iPad 月額料金 ¥10,000

Fujitsu ¥4,000/月
FMV F70 月額料金 ¥20,000

仕事

Life

ご家族用 Mac ¥4,000/月
月額料金 ¥20,000

iPad Pro ¥2,500/月
月額料金 ¥10,000

まるまる全部
ご家族のデジタルライフ
担当は私です

ぜ～んぶ料金に入ってます (4人何台でも)

常時バックアップ

データ

メール設定

ワイヤレス

安全対策

つかえる設定

お買い得な時のデータ引渡し

転送先の定期点検

最新アップデート

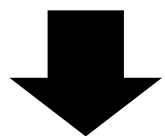
Up to 4 family members **5,500**yen/month

Multiple devices – up to **7 devices**
7,000 yen/month

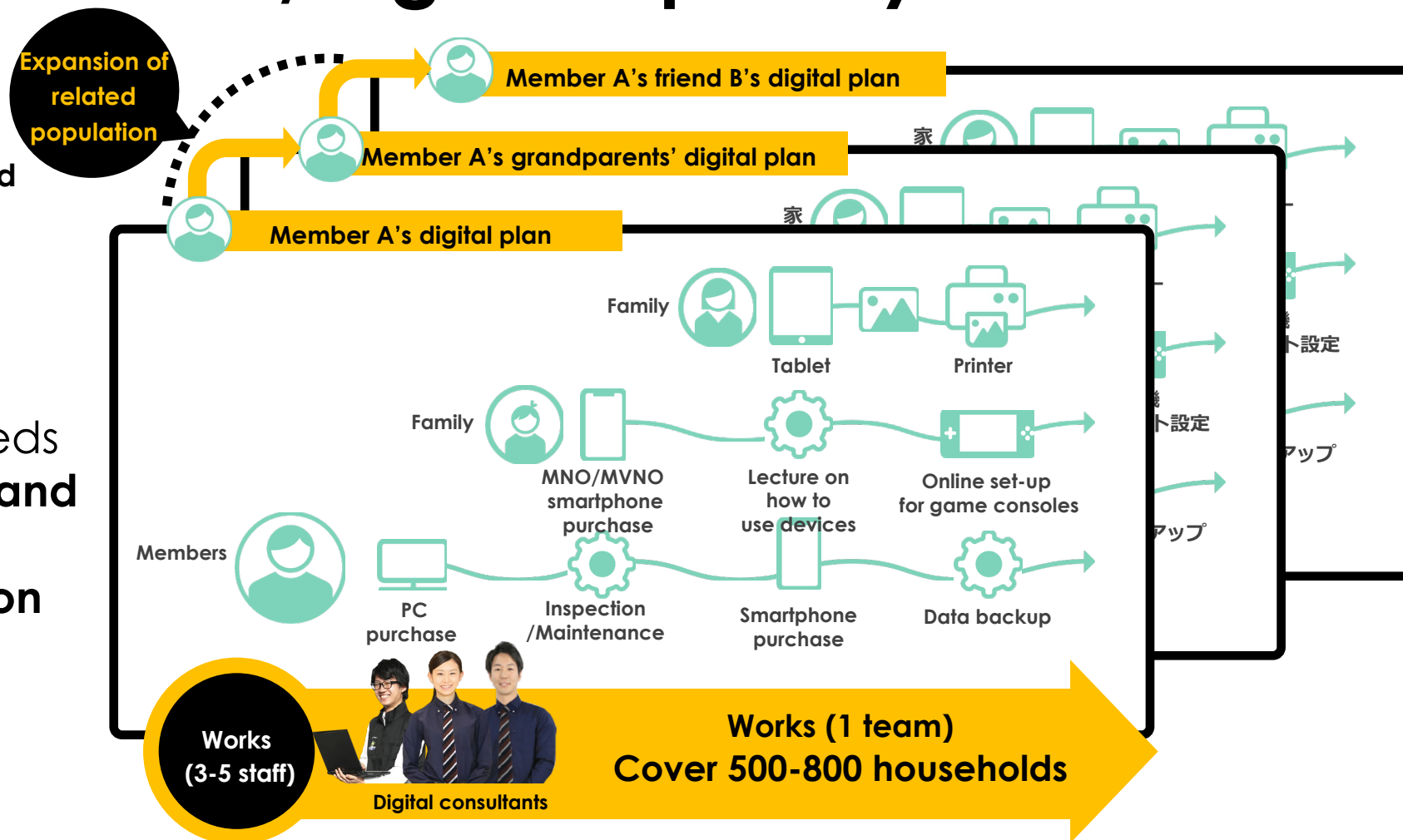
PC DEPOT
SMART LIFE

“Sense of Security” Inclusive in the Price High Retention/High Frequency

Offer **comprehensive proposals** based on **life cycles** not only of a customer, but also of family members



By unlocking potential needs for the future, **create demand opportunities for each customer and not relying on products**



Inquiries

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All financial forecasts and predictions made in this presentation were based on information available at the time of release of this document. The information included reflect a number of uncertainties and actual financial results may differ greatly from out forecasts due to various uncontrollable factors. We ask any investors to only make investment decisions with a full understanding of the above, based on their own judgements.