

Results for Third Quarter of Fiscal Year ending March 31, 2024

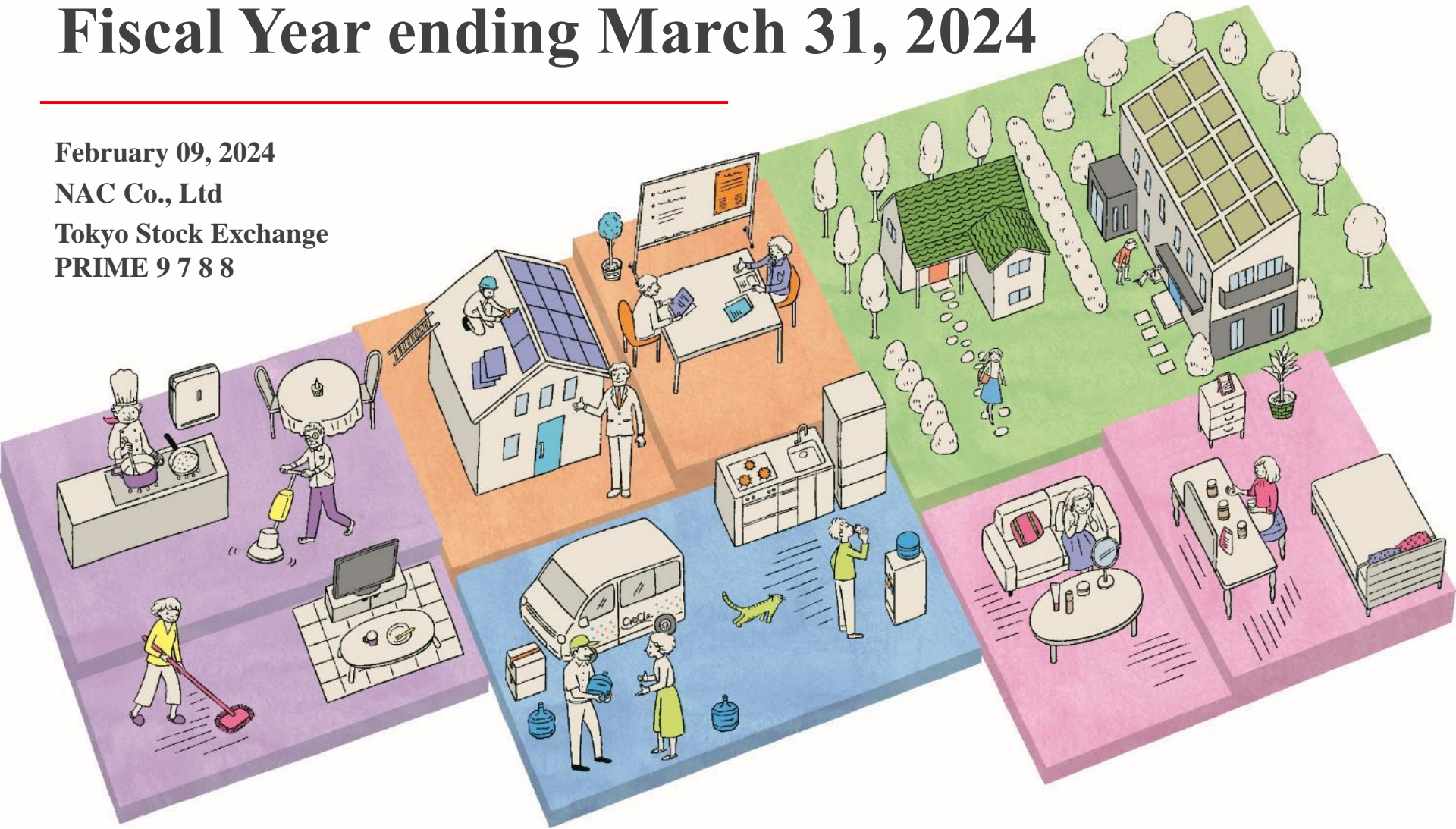


February 09, 2024

NAC Co., Ltd

Tokyo Stock Exchange

PRIME 9 7 8 8



— T O P I C S —

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NOTE :

All performance targets and other information contained in this document are forecasts based on information currently available to the Group, and are subject to uncertain factors such as economic environment, competitive conditions, and the success or failure of new services.

Therefore, please understand that the actual results may differ from the forecasts described in this material.

01 Third Quarter Results

1-1. Consolidated Income Statement

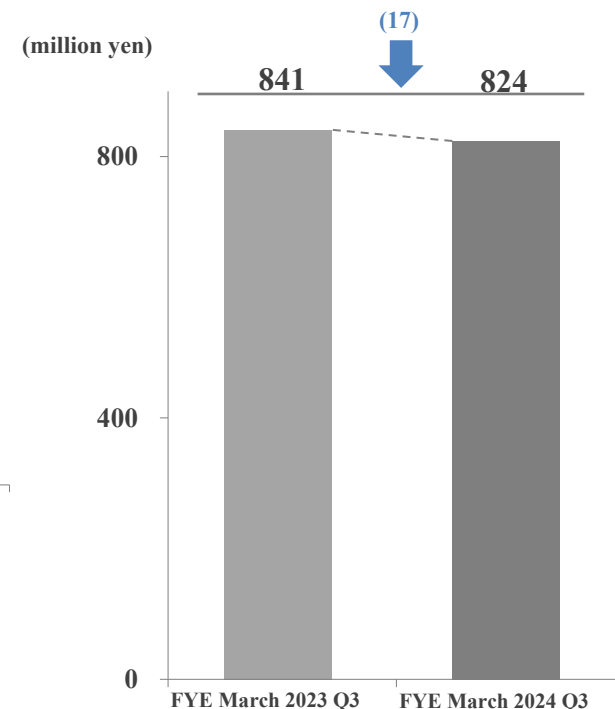
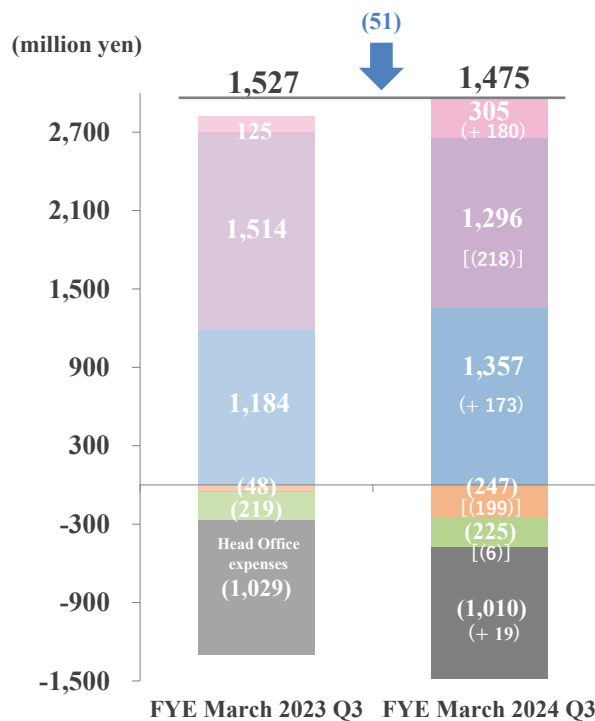
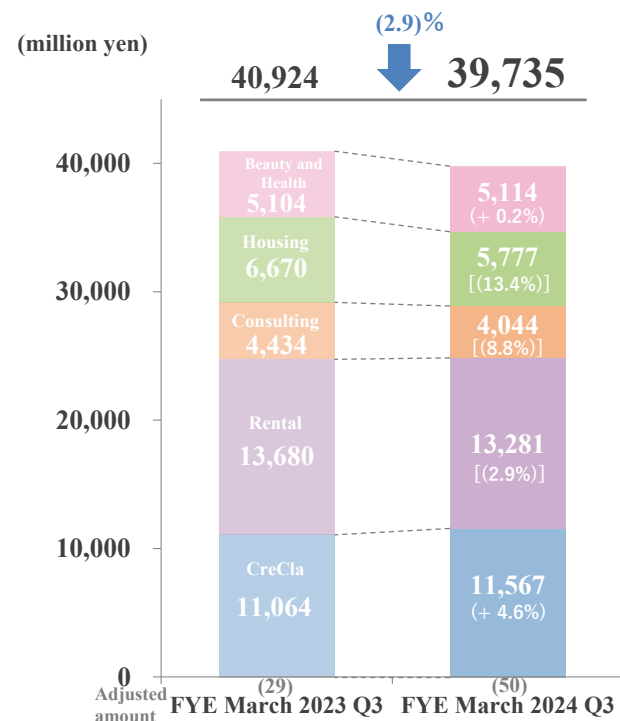
1-1a Financial Highlights (Year-on-Year Comparison)

Sales	CreCla	Sales improved due to increased water demand caused by prolonged hot weather and bottle price increase implemented from previous fiscal year
	Consulting	Decreased due to sales not recorded in 3 rd quarter caused by increased sales ratio of products that continue to require time to complete the review process, in addition to the decreased orders in the first half
	Housing	Sales decreased because of decline in construction works due to the slow down of the entire real estate market with the rising land prices and building materials
Operating income	Beauty & Health	Increase due to cost control measures such as shared office space
	Consulting	Operating loss increased due to lower sales in the Consulting Division, a high profit margin
Current net income		Decreased following the decrease in operating income

Sales (percentage in the parentheses are the changes)

Operating income (figures in the parentheses are the changes)

Current net income(※)



(※) Current net income : Attributable to owners of parent | Adjusted amount : Intersegment sales of transfers

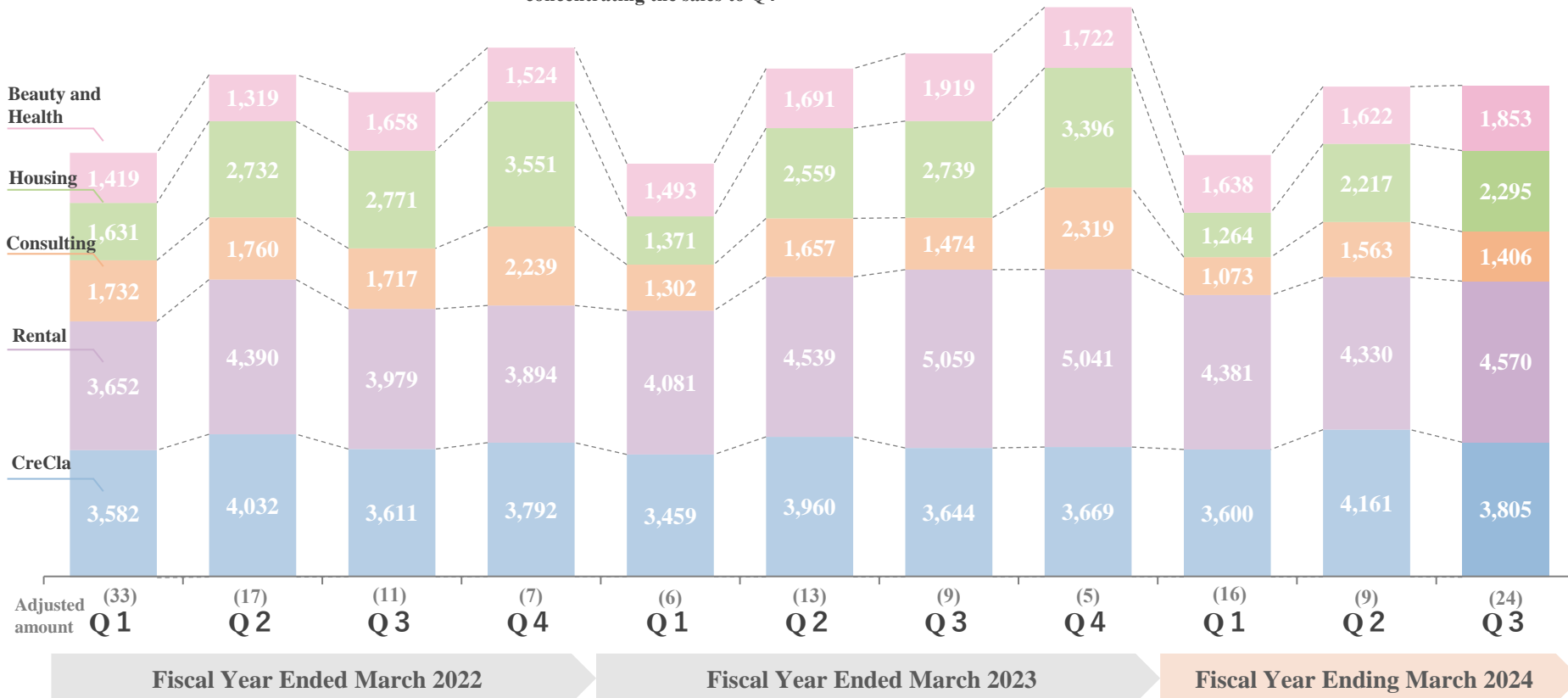
1-1b Sales and Operating Income Quarterly Trends



FYE March 2022				FYE March 2023				FYE March 2024		
Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3
Sales										
11,984	14,218	13,727	14,993	11,702	14,394	14,827	16,149	11,941	13,886	13,907
Operating income										
185	848	856	871	(243)	795	975	1,705	(162)	772	865

Sales Quarterly Trend

※Sales in **Construction Consulting Business** and **Housing Sales Business** decreased in Q1 as a reaction in concentrating the sales to Q4 (million yen)



1-1c Consolidated Income Statement



(million yen)

	FYE March 2024 Q3 Result	YoY Comparison	
		FYE 2023 Q3 Result	Percentage of Total
Sales	39,735	40,924	(2.9)%
Gross profit	20,166	20,206	(0.2)%
(Gross margin)	50.8%	49.4%	+ 1.4pt
SG&A	18,691	18,678	+ 0.1%
Operating income	1,475	1,527	(3.4)%
(Operating margin)	3.7%	3.7%	(0)pt
Non-operating income and loss	70	12	+ 470.7%
Ordinary income	1,546	1,539	+ 0.4%
Extra-ordinary income	(3)	3	—
Net income attributable to owners of parent company	824	841	(2.0)%

1-1d Sales by Segment



(million yen)			
	FYE March 2024 Q3 Result	YoY Comparison	
		FYE 2023 Q3 Result	Percentage of Total
CreCla Business	11,567	11,064	+ 4.6%
Rental Business	13,281	13,680	(2.9)%
Construction Consulting Business	4,044	4,434	(8.8)%
Housing Sales Business	5,777	6,670	(13.4)%
Beauty and Health Business	5,114	5,104	+ 0.2%
Elimination of Intersegment	(50)	(29)	—
TOTAL	39,735	40,924	(2.9)%

1-1e Operating Income by Segment



(million yen)

	FYE March 2024 Q3 Result	YoY Comparison	
		FYE 2023 Q3 Result	Percentage of Total
CreCla Business	1,357 [11.7%]	1,184 [10.7%]	+ 14.6% [+ 1.0pt]
Rental Business	1,296 [9.8%]	1,514 [11.1%]	(14.4)% [(1.3pt)]
Construction Consulting Business	(247) [(6.1%)]	(48) [(1.1%)]	— [(5.0pt)]
Housing Sales Business	(225) [(3.9%)]	(219) [(3.3%)]	— [(0.6pt)]
Beauty and Health Business	305 [6.0%]	125 [2.5%]	+ 143.7% [+ 3.5pt]
Corporate expenses, others	(1,010)	(1,029)	—
TOTAL	1,475 [3.7%]	1,527 [3.7%]	(3.4)% [(0pt)]

※Percentage in parentheses are the operating income percentage of sales

1-1f Breakdown of Changes in Operating Income (Year-on-Year)



Gross profit

Housing

Decreased due to decreasing completed buildings
Decreased due to higher procurement costs and fewer units sold at KDI Co., Ltd

Consulting

Decreased following the decline of sales in Consulting Division, a high profit margin

Advertising & Sales Promotion Expenses

Beauty and Health

Decreased due to the limited advertising and promotion costs for the entire Beauty and Health Business

			(million yen)
			Year-on-Year change
FYE March 2023	Q3	Operating income	1,527 —
Change in gross profit			(39) (0.2)%
Increase (Decrease) of SG&A expenses	Personnel expenses		+ 33 (0.5)%
	Advertising and sales promotion expenses		+ 75 (3.0)%
	Land rent cost		+ 1 (0.2)%
	Depreciation and amortization of goodwill		+ 36 (5.7)%
	Other SG&A		(160) + 2.3%
FYE March 2024	Q3	Operating income	1,475 (3.4)%

01 Third Quarter Results

1-2. Consolidated Balance Sheet

1-2a Consolidated Balance Sheet Assets



Current assets

Increase

Real estate for sale + 1,136 million yen

Cost on uncompleted construction contracts + 624 million yen

Decrease

Cash and deposits (4,118) million yen

Noncurrent assets

No notable items

	(million yen)				
	FYE March 2024 Q 3	Percentage of total	FYE March 2023	Percentage of total	Comparison
Current assets	23,350	63.5%	24,875	64.2%	(1,524)
Property, plant and equipment	7,956	21.6%	8,225	21.2%	(269)
Intangible assets	1,320	3.6%	1,477	3.8%	(156)
Investments and other assets	4,128	11.2%	4,157	10.7%	(28)
Noncurrent assets	13,405	36.5%	13,860	35.8%	(454)
Total assets	36,756	100.0%	38,735	100.0%	(1,979)

1-2b Consolidated Balance Sheet Liabilities and Net Assets



Liabilities	Increase	Advances received on uncompleted construction contracts + 767 million yen
	Decrease	Income taxes payable (759 million yen)
Net Assets	Decrease	Retained earnings (341 million yen)
		Capital reserve (514 million yen)

	(million yen)				
	FYE March 2024 Q 3	Percentage of total	FYE March 2023	Percentage of total	Comparison
Current liabilities	10,756	29.3%	11,470	29.6%	(714)
Noncurrent liabilities	3,857	10.5%	4,060	10.5%	(203)
Total liabilities	14,613	39.8%	15,531	40.1%	(918)
Shareholder's equity	22,773	62.0%	23,775	61.4%	(1,002)
Accumulated other comprehensive income	(629)	(1.7)%	(571)	(1.5)%	(58)
Total assets	22,143	60.2%	23,204	59.9%	(1,060)
Total liabilities and net assets	36,756	100.0%	38,735	100.0%	(1,979)

02 Business Segment Results

2-1. CreCla Business

2-1a CreCla Business Sales and Operating Income Trends

Sales

Directly
Managed
stores

- In CreCla water delivery, sales increased year-on-year due to increased water demand caused by prolonged hot weather and strengthened sales activities of sub-commercial products.
- In hypochlorous acid solution “ZiACO”, sales decreased due to the increasing contract cancellation as the infectious disease was reclassified as Class 5.

Affiliated
stores

Although customers were declining, sales increased year-on-year due to the price increase of CreCla bottle implemented in the previous year.

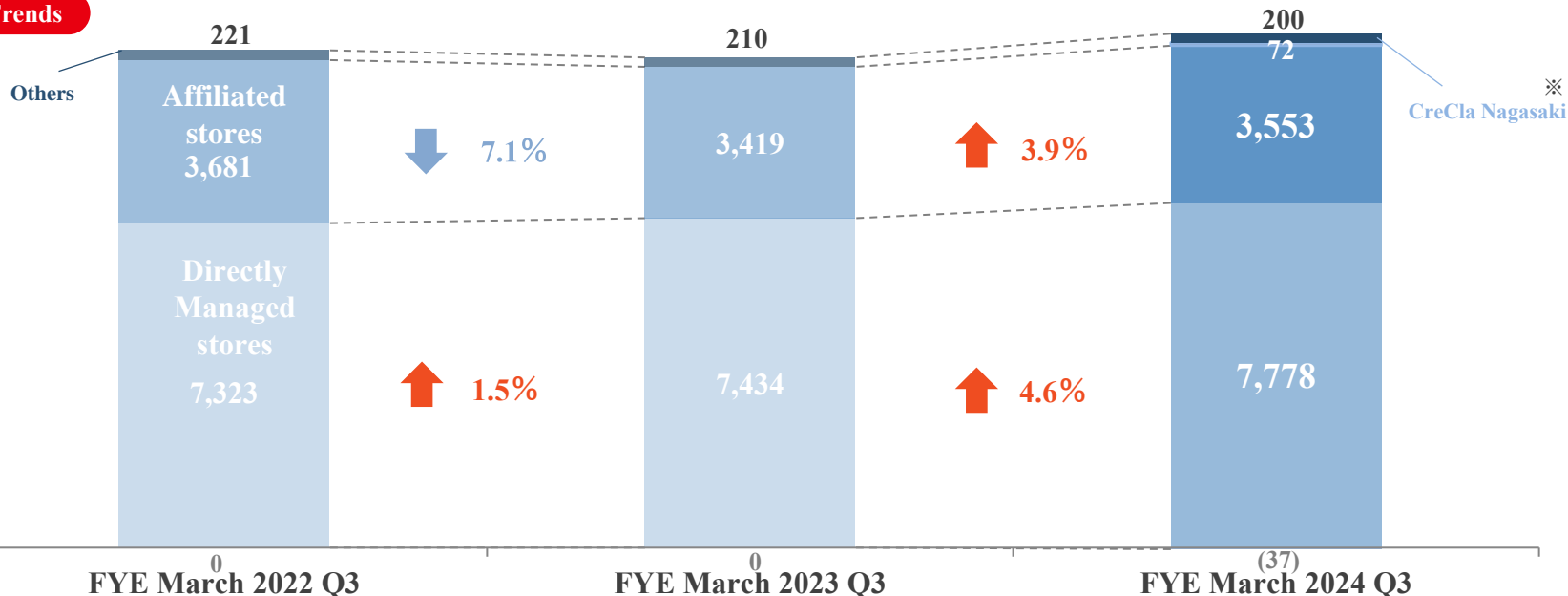
Operating income

Increased year-on-year due to high demand for water affected by the continuous hot weather conditions which improved the sales.

			(million yen)
Sales	11,227	11,064	11,567

Operating income	857	1,184	1,357
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Sales Trends



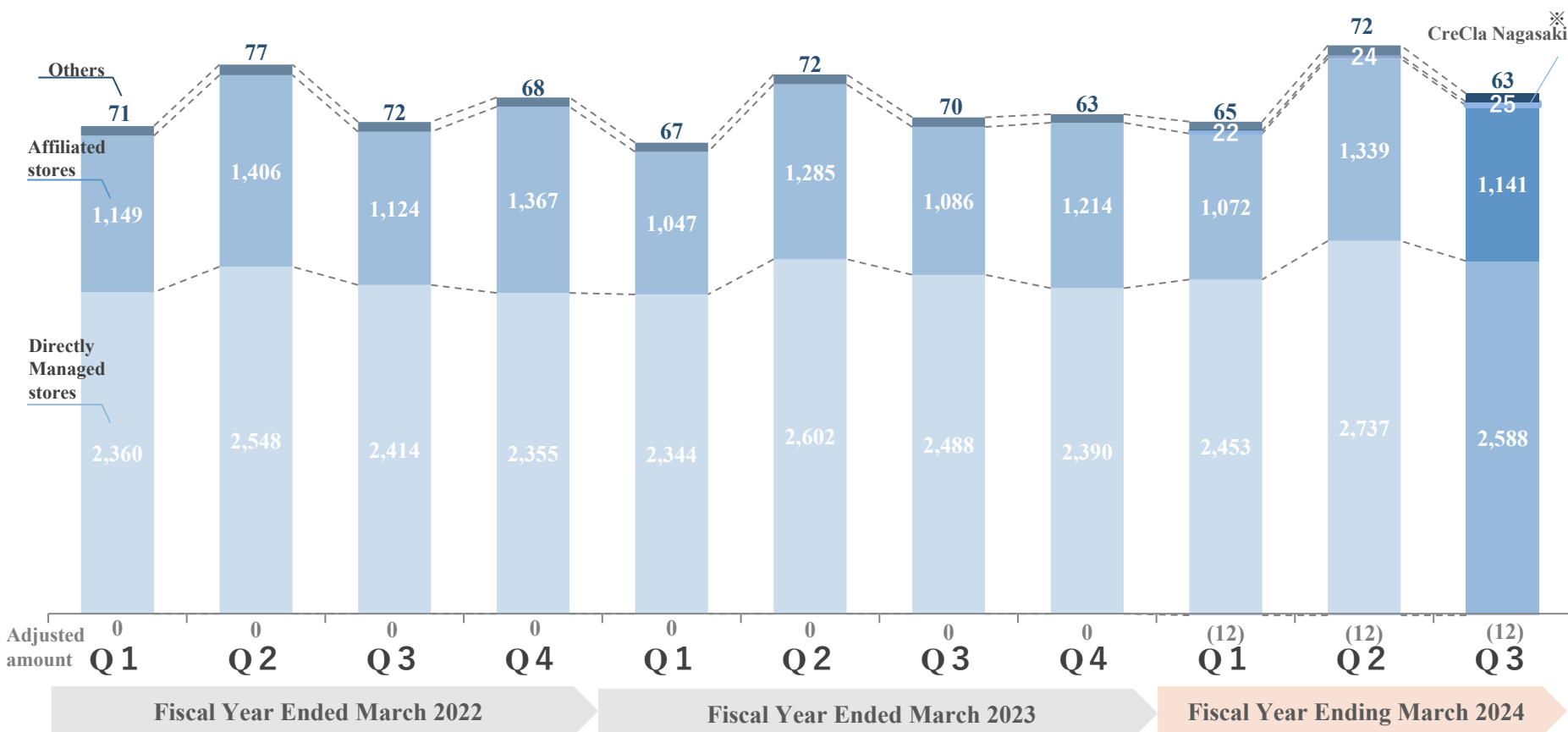
2-1b CreCla Business Quarterly Trends of Sales and Operating Income



FYE March 2022				FYE March 2023				FYE March 2024		
Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3
Sales										
3,582	4,032	3,611	3,792	3,459	3,960	3,644	3,669	3,600	4,161	3,805
Operating income										
169	401	286	411	125	584	474	434	259	650	447

※Newly established (Consolidated from April 2023) (million yen)

Sales Quarterly Trends



- Expansion of customer base
 - ▶ Strengthen sales promotion focusing on event sales in shopping malls
 - ▶ Develop and offer new servers and new services
 - ▶ Strengthen promotional activities for “putio”, a compact water purifier type server that started sales in July 2023
 - ▶ Utilization of system infrastructure 「CrePF (CreCla platform)」
- Secure personnel and strengthen training system
- Cross-media strategies utilizing various media



feel free



© 2023 年 12 月 25 日 (株) クリクラ
「電気水」に関する特許。



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Launched in July 2023
compact type
water purifier server
「putio」



02 Business Segment Results

2-2. Rental Business

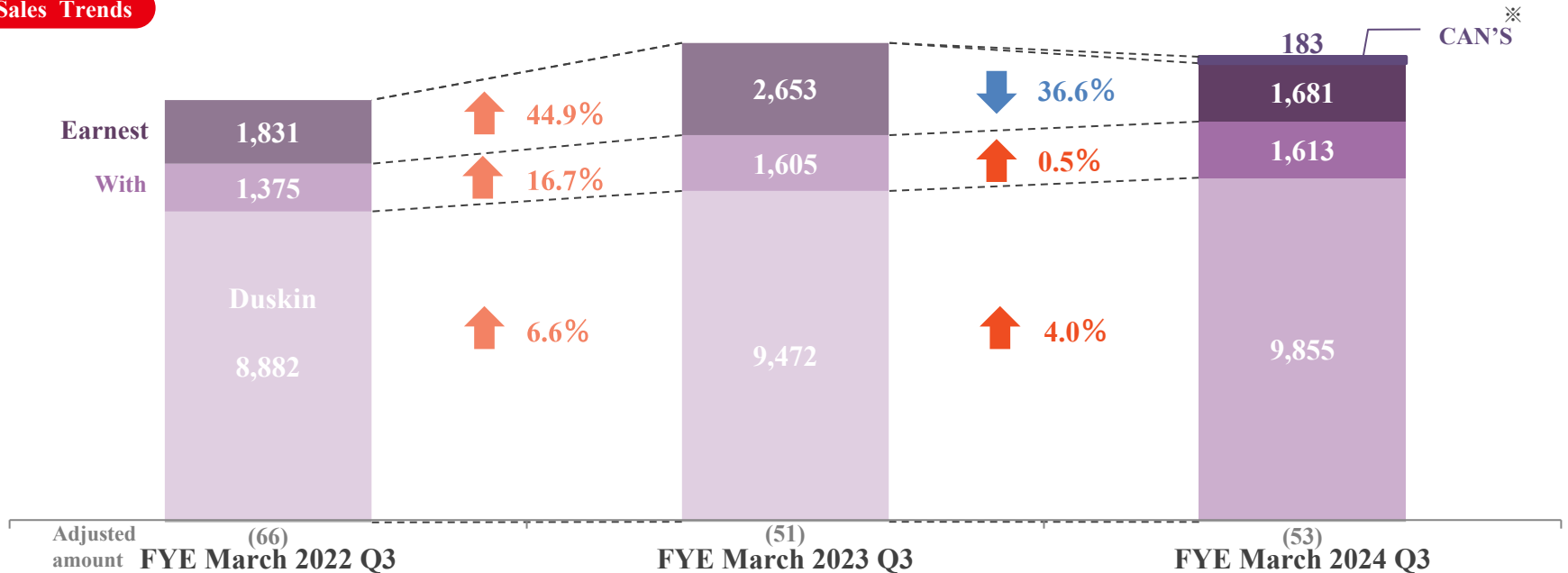
2-2a Rental Business Quarterly Trends of Sales and Operating Income **NAC**

Sales	Duskin	Although contract cancellation rate is in increasing trend in Dust control products division due to household finances review, sales increased year-on-year due to business expansion of Care service division and HealthRent division
	With	Sales on the same level year-on-year (slightly increased) following the improved delivery rates to restaurants, the major customers
	Earnest	Decreased significantly year-on-year due to decline of order in infectious disease-related products (Border Control Support projects by MHLW)
Operating income	Decreased year-on-year due to sales decline in Earnest Co., Ltd	

Sales	12,022	13,680	13,281	(million yen)
Operating income	1,173	1,514	1,296	

Sales Trends

※ Became a subsidiary through M&A (Consolidated from July 2023)



2-2b Rental Business

Quarterly Trends of Sales and Operating Income

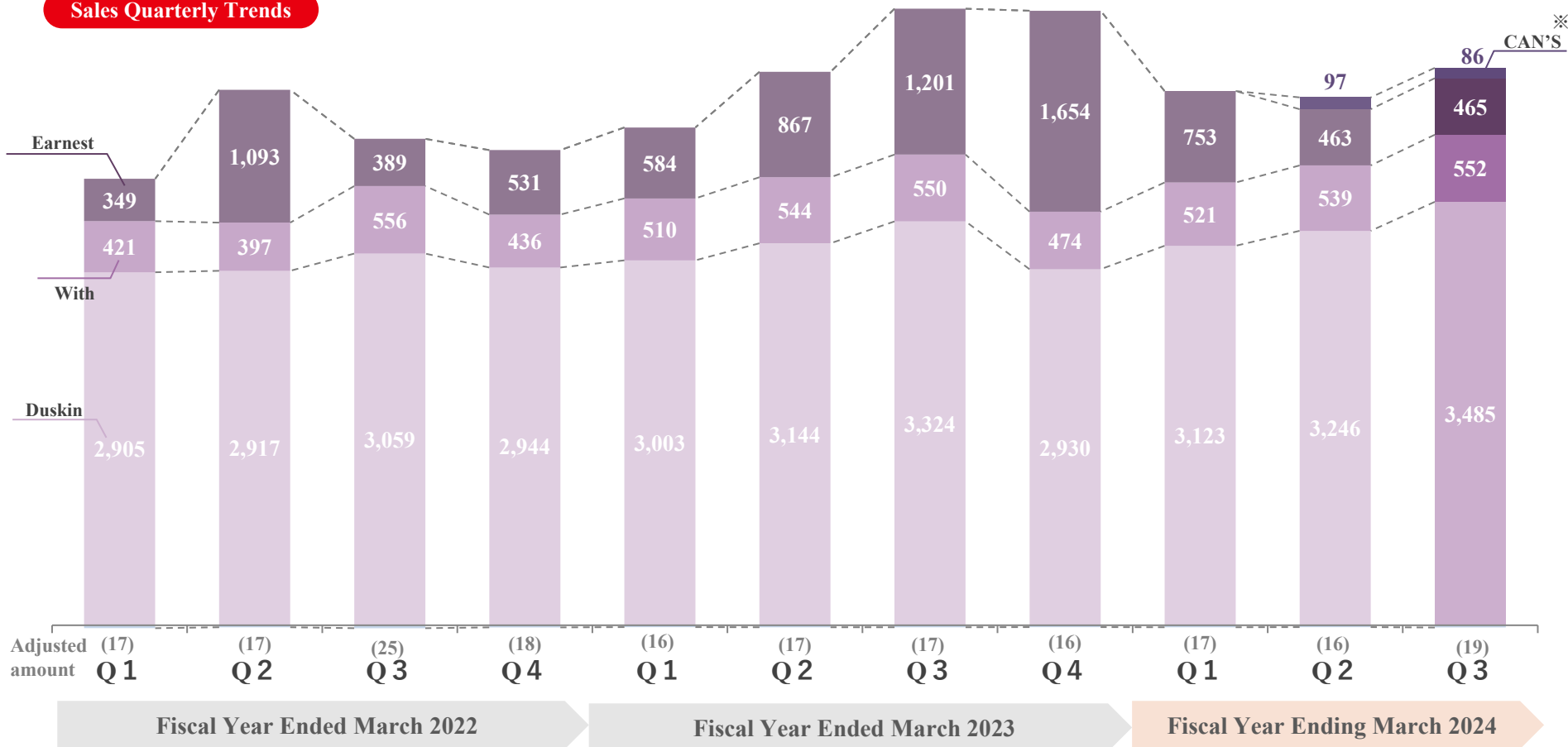


FYE March 2022				FYE March 2023				FYE March 2024		
Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3
Sales										
3,652	4,390	3,979	3,894	4,081	4,539	5,059	5,041	4,381	4,330	4,570
Operating income										
290	424	458	448	414	469	630	535	408	398	488

※ Became a subsidiary through M&A (Consolidated from July 2023)

(million yen)

Sales Quarterly Trends



◆ Adjusted amount : Sales mainly within the segment

2-2c Rental Business Priority Measures for FY2023 onwards

Duskin

- Launch a joint project with Duskin Co., Ltd to strengthen businesses and stores that were added and opened in a capital and business alliance with Duskin Co., Ltd and to further expand and grow
- Provide new products and new services in response to the change of lifestyle caused by infectious disease

With

Strengthen and streamline sales activities in response to the resumption of operations of restaurants, our major customers

Earnest

Build a network for nationwide response

CAN'S

CAN'S Co., Ltd which handles Restoration Work Business became a subsidiary in June 2023



衛生環境を整える
DUSKIN

with

EARNEST
総合ビル管理 株式会社アーネスト

CAN'S
Housing Maintenance

02 Business Segment Results

2-3. Construction Consulting Business

2-3a Construction Consulting Business Sales and Operating Income Trends



Sales

Consulting

Decreased year-on-year due to sales not recorded in 3rd quarter as it takes time to complete the review and continuous increase of sales ratio of the subsidized products in addition to lack of orders received in the first half.

NAC HAUS Partner

- ▶ Sales increased year-on-year due to high sales of industrial materials and improved product supply delays caused by semiconductor shortages in Smart Energy business (previously Nac Smart Energy Co., Ltd)
- ▶ Decreased year-on-year due to decline in wholesale caused by decrease of houses built by Affiliated stores in Housing Network business (previously ACE HOME Co., Ltd)

Operating income

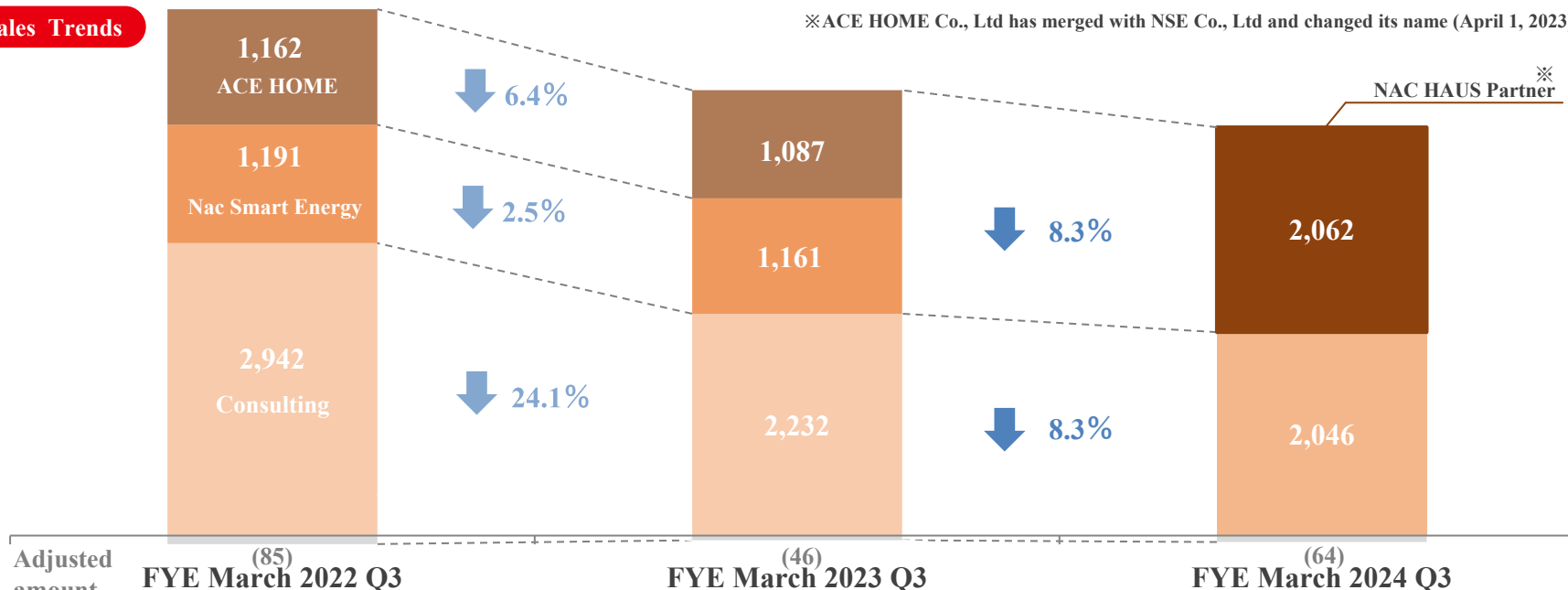
Operating loss expanded significantly due to sales decline in Consulting division with high profit margin

Sales	5,210	4,434	4,044
Operating income	410	(48)	(247)

(million yen)

Sales Trends

※ACE HOME Co., Ltd has merged with NSE Co., Ltd and changed its name (April 1, 2023)



◆ Adjusted amount : Sales mainly within the segment

2-3b Construction Consulting Business Sales and Operating Income Trends

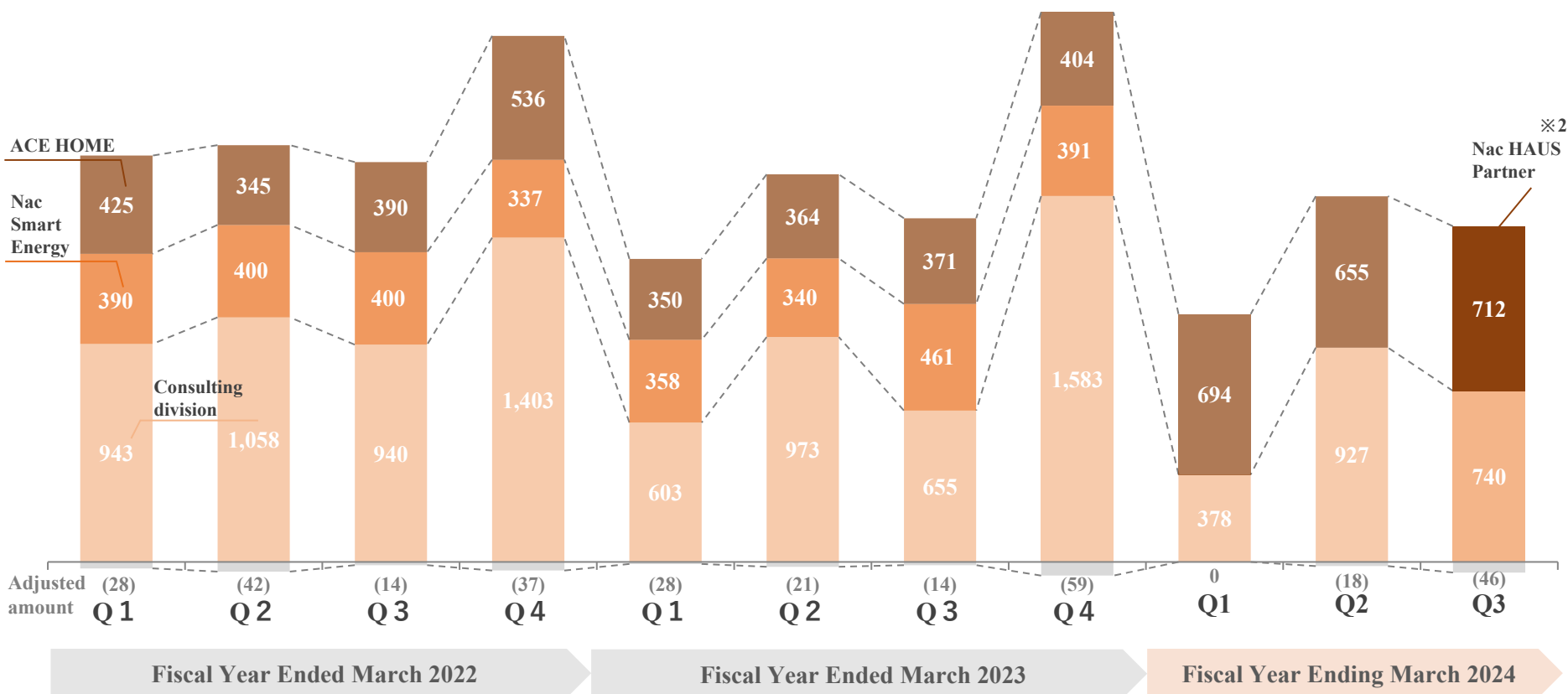


FYE March 2022				FYE March 2023				FYE March 2024		
Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3
Sales										
1,732	1,760	1,717	2,239	1,302	1,657	1,474	2,319	1,073	1,563	1,406
Operating income										
84	212	113	461	(193)	134	10	895	(295)	91	(43)

※1 FYE March 2022 Q4: ACE HOME Co., Ltd changed its year-end (from February to March) to a four-month period (million yen)

※2 ACE HOME Co., Ltd merged with Nac Smart Energy Co., Ltd and changed its name (April 1, 2023)

Sales Quarterly Trend



◆ Adjusted amount : Sales mainly within the segment

2-3c Construction Consulting Business Priority Measures for FY2023 onwards **NAC**

Consulting division

- Sales of new products that promotes DX and SDGs
- Expand sales by strengthening sales methods using subsidized products
- Expand services for free membership system and strengthen the after-sales services for members

NAC HAUS Partner

- On April 1, 2023, ACE HOME Co., Ltd merged with Nac Smart Energy Co., Ltd
 - ▶ At the same time, company name was changed to 「NAC HAUS Partner Co., Ltd」
- Develop and provide new services for the realization of the decarbonized society by exerting synergy effect of both businesses



Think Tank For Construction

NAC

Consulting division

April 1, 2023 ACE HOME Co., Ltd
merged with Nac Smart Energy



×



ナックスマートエネルギー株式会社

Changed name to
NAC HAUS Partner Co., Ltd



NAC HAUS Partner



▶ Housing Network business

(Former : ACE HOME Co., Ltd)



▶ Smart Energy business

(Former : Nac Smart Energy Co., Ltd)

02 Business Segment Results

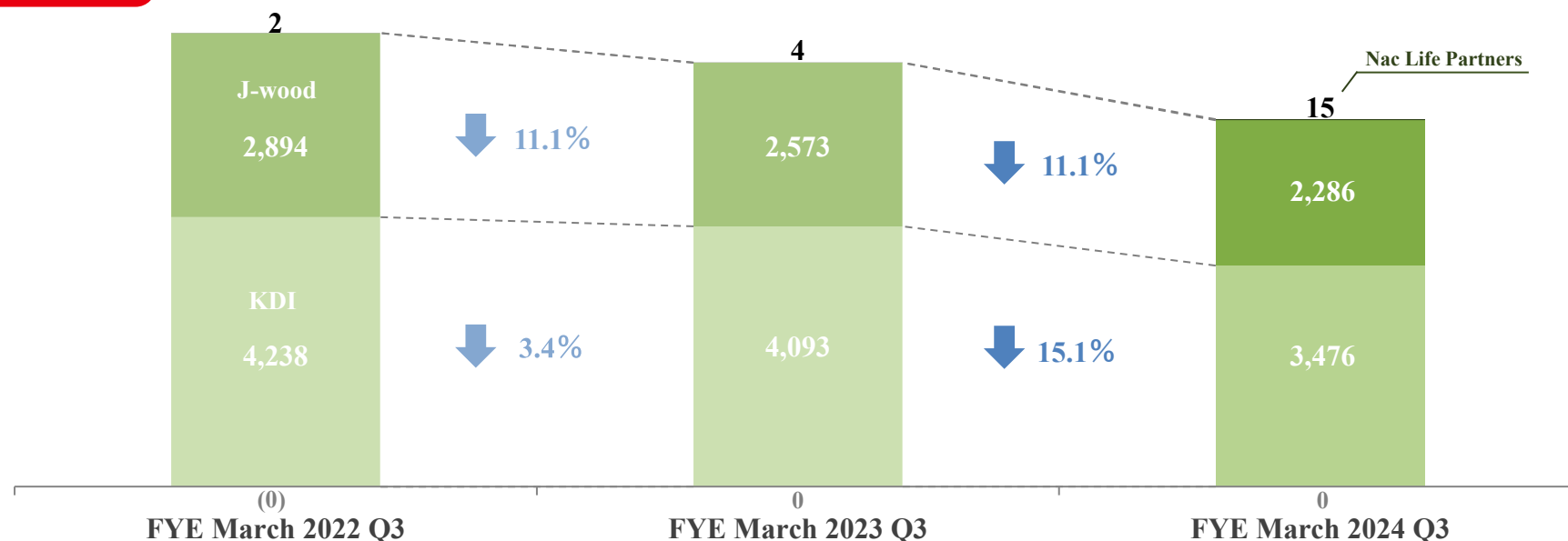
2-4. Housing Sales Business

2-4a Housing Sales Business Sales and Operating Income Trends

Sales	KDI	Sales decreased year-on-year as number of units sold was sluggish following the soaring house prices and slow down of the entire real estate market due to the rising land prices and building materials in the city center.
	J-wood	Although unit sales price increased due to the transfer of rising material prices to selling price, sales decreased year-on-year following the decline of completed buildings
Operating income	KDI	Decreased year-on-year due to decline in number of units sold following the rise in purchase costs for land prices and materials.
	J-wood	Although unit selling prices and operating profit margin improved due to price changes, operating loss were continuously recorded due to impact of decline in sales

Sales	7,135	6,670	5,777	(million yen)
Operating income	80	(219)	(225)	

Sales Trends

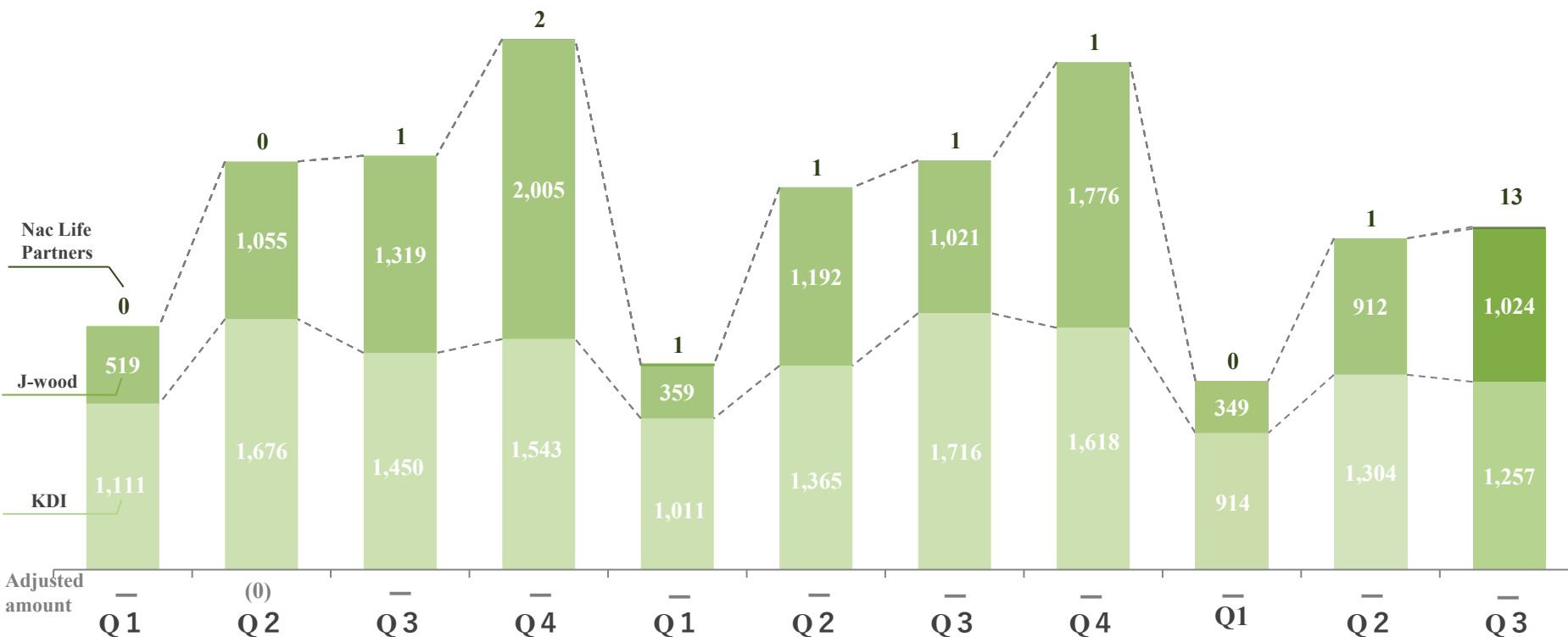


2-4b Housing Sales Business Quarterly Trends of Sales and Operating Income

FYE March 2022				FYE March 2023				FYE March 2024		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales										
1,631	2,732	2,771	3,551	1,371	2,559	2,739	3,396	1,264	2,217	2,295
Operating income										
(114)	53	142	152	(197)	(0)	(21)	38	(198)	(46)	19

Sales Quarterly Trends

(million yen)



Fiscal Year Ended March 2022

Fiscal Year Ended March 2023

Fiscal Year Ending March 2024

◆ Adjusted amount : Sales mainly within the segment

2-4c Housing Sales Business Quarterly Trends of Sales and Operating Income **NAC**

KDI

- Strengthen real estate solutions
- Focus on land purchase mainly in the 23 special wards of Tokyo

J-wood

- Hold various campaigns for the 20th year anniversary of J-WOOD Business
 - ▶ Promote 「creation of new fans」
- Full product line-up in KUNIMOKU HOUSE business such as energy-savings houses



KDI-HOME

Kindness, Development, Integrity



株式
会社

ジェイウッド



**KUNIMOKU
HOUSE**

02 Business Segment Results

2-5. Beauty and Health Business

2-5a Beauty and Health Business Sales and Operating Income Trends

Sales	JIMOS	Sales increased year-on-year due to sales expansion of “SINN PURETÉ” and favorable trend of new acquisitions at “MACCHIA LABEL”
	BELAIR	Decreased year-on-year due to decline of customers in main business nutritional supplement
	UP SALE	Sales decreased year-on-year following the decline in selling quantity due to the intensified price competition in online shops
	TOREMY	Sales increased due to new orders from major sales destinations and increasing orders from existing customers following the recovery of cosmetics market
Operating income	Increased significantly year-on-year due to higher sales in JIMOS Co., Ltd and TOREMY Co., Ltd, and cost reduction such as shared office	

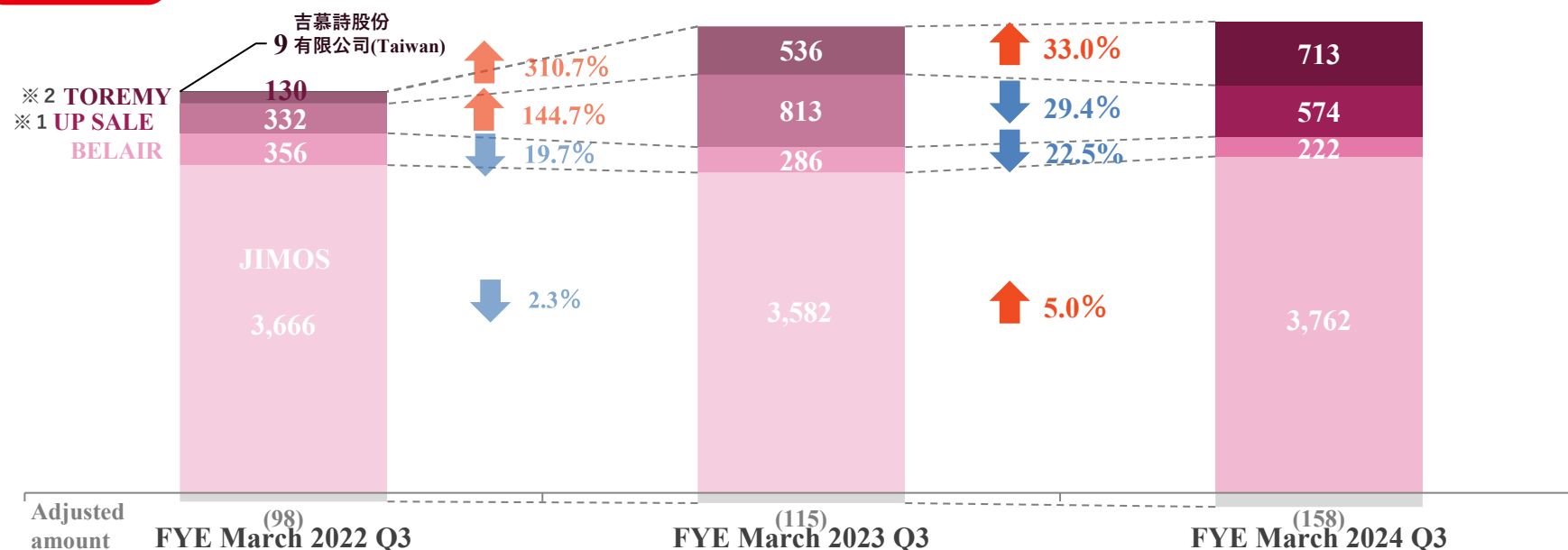
Sales	4,397	5,104	5,114
Operating income	504	125	305

(million yen)

Sales Trends

※ 1) Incorporation-type split and established from JIMOS Co., Ltd (Consolidated from September 2021)

※ 2) Became a subsidiary by M&A (consolidated from October 2021)

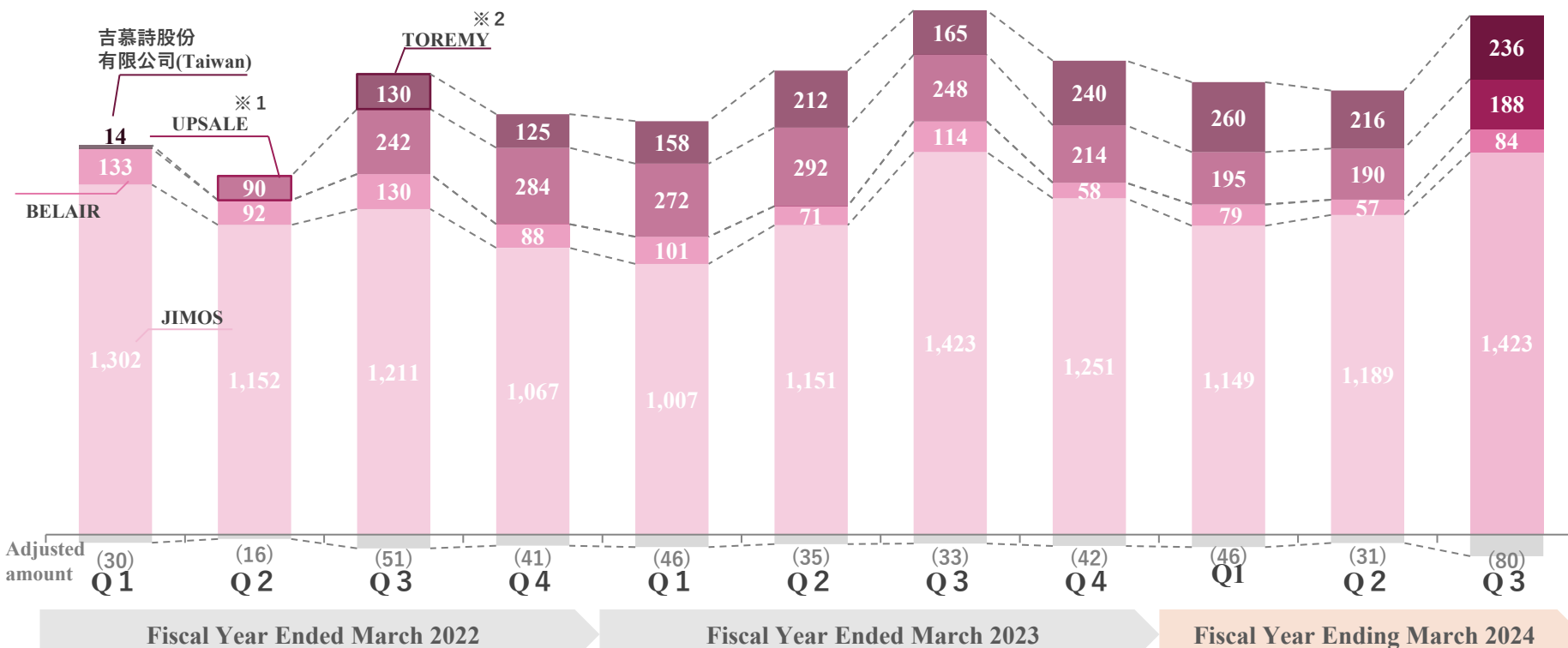


2-5b Beauty and Health Sales and Operating Income Trends

FYE March 2022				FYE March 2023				FYE March 2024		
Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3
Sales										
1,419	1,319	1,658	1,524	1,493	1,691	1,919	1,722	1,638	1,622	1,853
Operating income										
183	128	193	(353)	(41)	(34)	200	113	25	20	258

Sales Quarterly Trends

※ 1) Company split of INFINITY BEAUTY business and Seikatsu Club business of JIMOS Co., Ltd for new establishment (Consolidated from September 2021)
 ※ 2) Acquired ownership by M&A (Consolidated from October 2021)



2-5c Beauty and Health Business Priority Measures for FY2023 onwards **NAC**

JIMOS

- Establishment of new organization for improving efficiency of advertising investment across brands
- Improve product line up by developing new products and categories

BELAIR

Expand sales channel with a view to the 100-year life period, with a focus on returning to the origins of supplement sales

UP SALE

Expand the range of products handled by mail-order business and improving profitability through active product development and purchasing

TOREMY

- Aggressive ODM proposals for quasi-drugs, investment in equipment and personal to improve productivity
- Continue to strengthen the vertical integrations with each business from the group

MACCHIA LABEL
マキアレイベル



coyori



SINN PURETÉ
natural&organics



豆腐の盛田屋



'''jimos one to only one



ベルイア



UP SALE



★ TOREMY

03 Result Forecast for FYE March 2024

3-1 Consolidated Result Forecast

- Revenue and profit are expected to increase compared to the fiscal year ended March 2023
- Continuing from fiscal year ended March 2023, we plan to take aggressive upfront investments to acquire customers, including new store openings, human capital, new products and services, and sales promotion activities

(million yen)			
	FYE March 2024 Forecast	FYE March 2023 Result	Comparison
Sales	60,000	57,068	+ 2,931
Operating income	3,500	3,232	+ 267
Ordinary income	3,500	3,243	+ 256
Profit attributable to owners of parent company	2,200	2,002	+ 197
EPS	48.98yen	44.57yen	+ 4.41yen

3-2 Consolidated Result Forecast : Sales by Segment



(million yen)

	FYE March 2024 Forecast	FYE March 2023 Result	Comparison
CreCla Business	15,000	14,733	+ 266
Rental Business	16,500	18,722	(2,222)
Construction Consulting Business	9,000	6,754	+ 2,245
Housing Sales Business	11,500	10,067	+ 1,432
Beauty and Health Business	8,000	6,826	+ 1,173
Elimination of adjustments (including new • M&A)	—	(35)	—
TOTAL	60,000	57,068	+ 2,931

3-3 Consolidated Result Forecast : Operating Income by Segment



(million yen)

	FYE March 2024 Forecast	FYE March 2023 Result	Comparison
CreCla Business	1,350 [9.0%]	1,618 [11.0%]	(268) [(2.0pt)]
Rental Business	1,600 [9.7%]	2,050 [11.0%]	(450) [(1.3pt)]
Construction Consulting Business	1,350 [15.0%]	847 [12.5%]	+ 502 [+ 2.5pt]
Housing Sales Business	250 [2.2%]	(181) [(1.8%)]	+ 431 [+ 4.0pt]
Beauty and Health Business	400 [5.0%]	238 [3.5%]	+ 161 (+ 1.5pt)
Corporate expenses (including new • M&A)	(1,450)	(1,341)	(108)
TOTAL	3,500 [5.8%]	3,232 [5.7%]	+ 267 [+ 0.1pt]

※ Figures in parentheses are the operating margin to net sales

04 Dividend

Dividend Policy

Dividend on equity (DOE) 4% and dividend payout ratio within 100%

Annual dividend※¹

11

22

19

20

21

Dividend on equity(DOE)

2.5%

4.8%※²

3.9%

3.9%

—

Dividend payout ratio

95.9%

53.6%

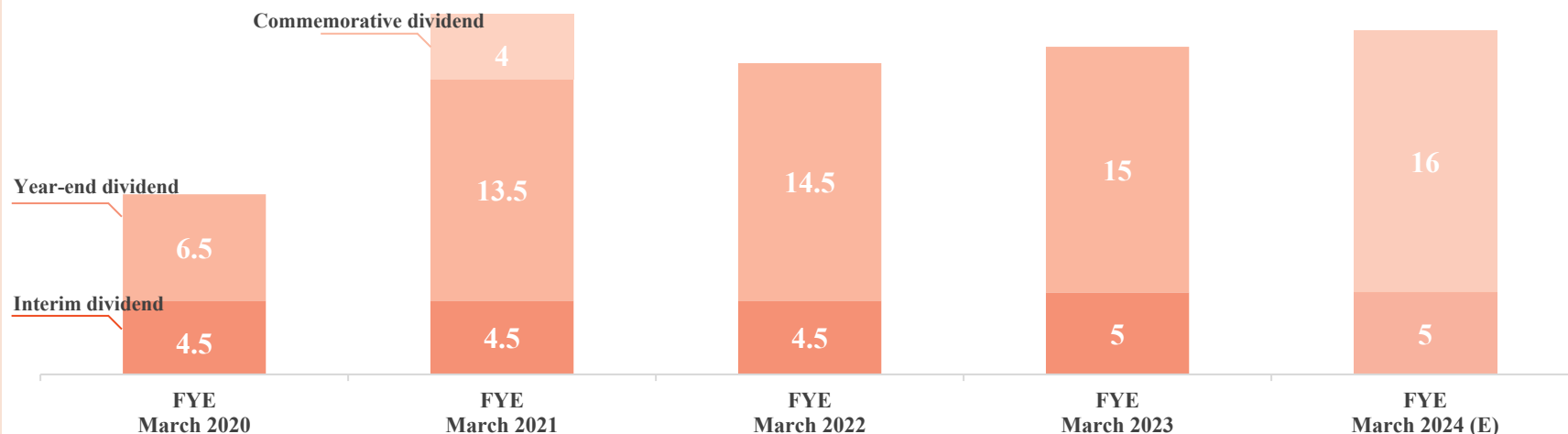
49.9%

44.9%

—

※¹ Executed a 2-for-1 stock split of common shares effective February 1, 2024.
Dividends per share are shown after adjustment for this stock split.

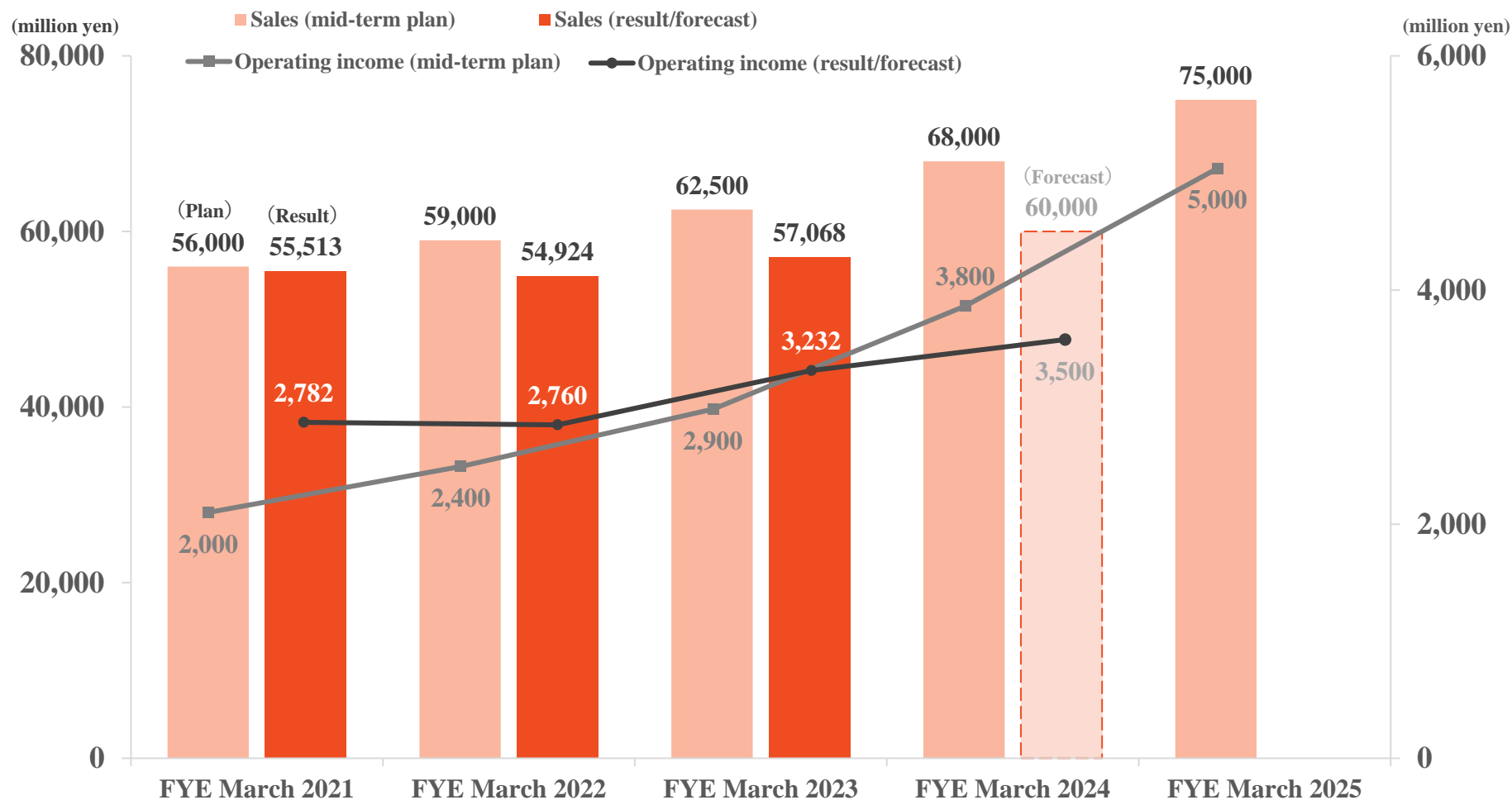
※² Ratio dividend on equity (DOE) exceeds 4% due to the commemorative dividend of 4yen in FYE March 2021



05 Mid-term Management Plan

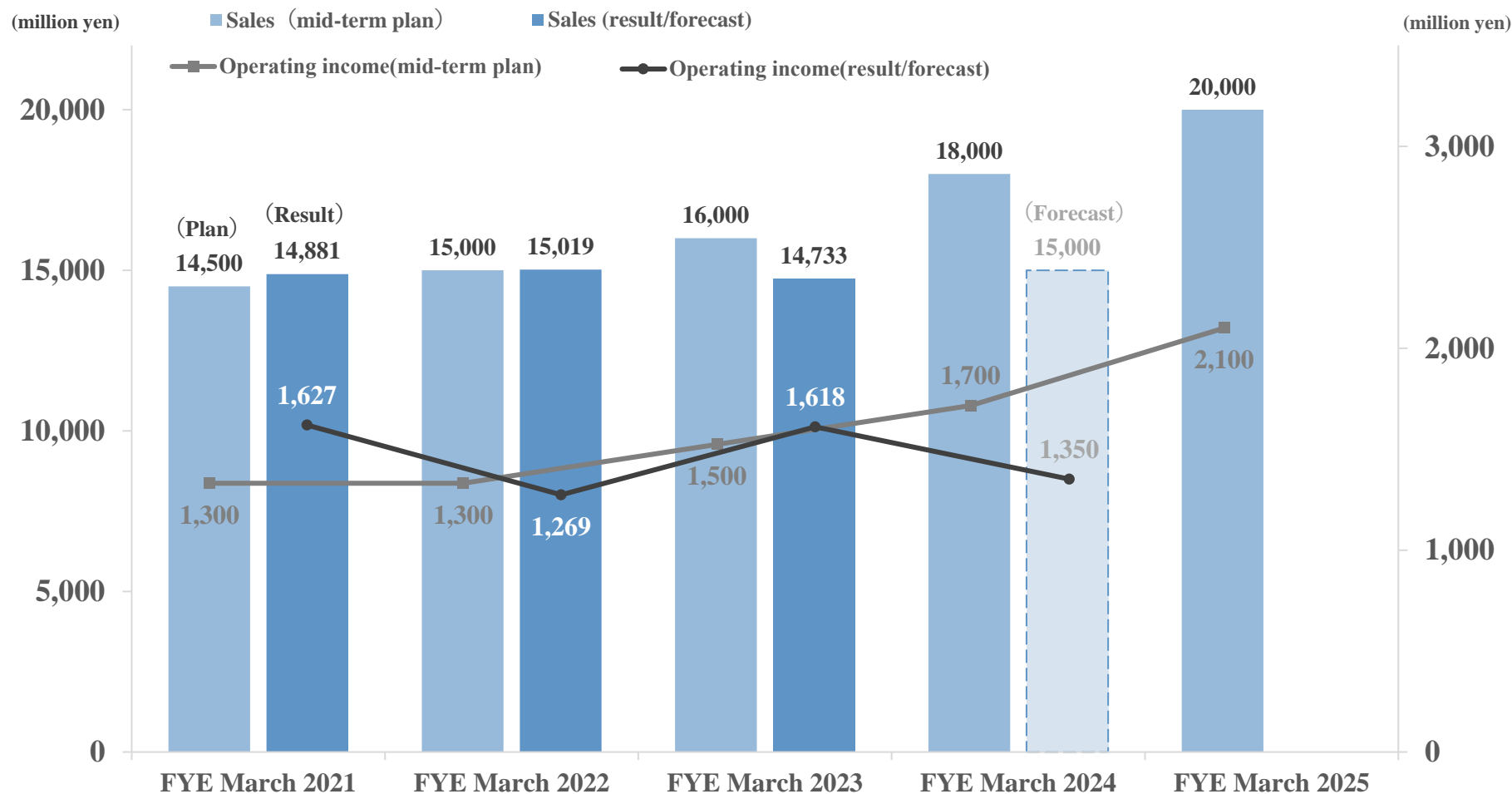
5-1 Progress of Mid-Term Business Plan

- In fiscal year ending March 2024, we will continue with aggressive upfront investment mainly in CreCla Business and Rental Business
- The plan is an increase in revenue and profit compared with the previous fiscal year, but a decline in revenue and profit are expected relative to the mid-term plan



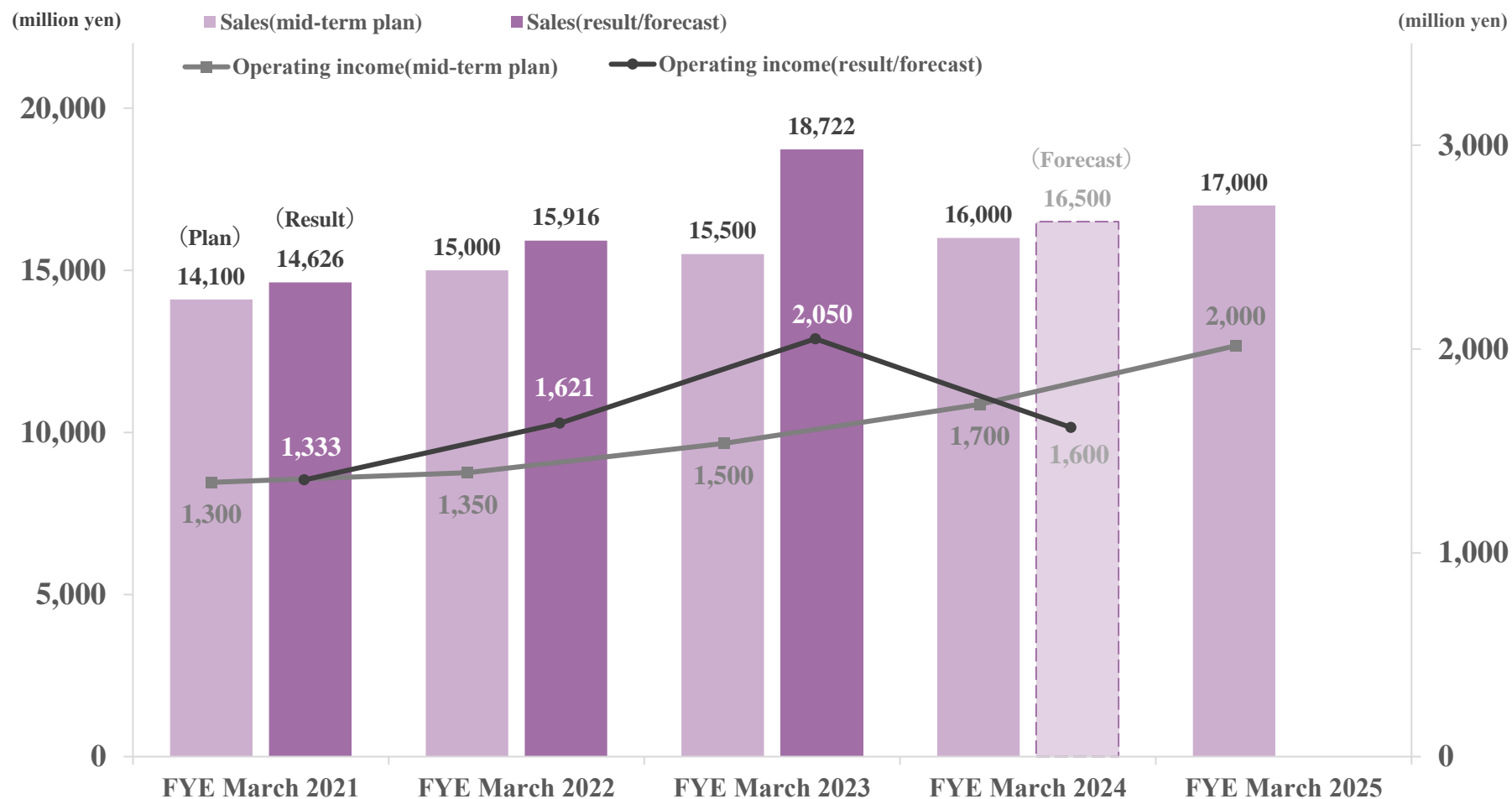
5-1 Progress of Mid-Term Business Plan (CreCla Business)

- Plan an increase in revenue and decrease in profit compared with the previous fiscal year because of expected aggressive sales promotion activities
- Decrease in revenue and profit are expected relative to mid-term plan



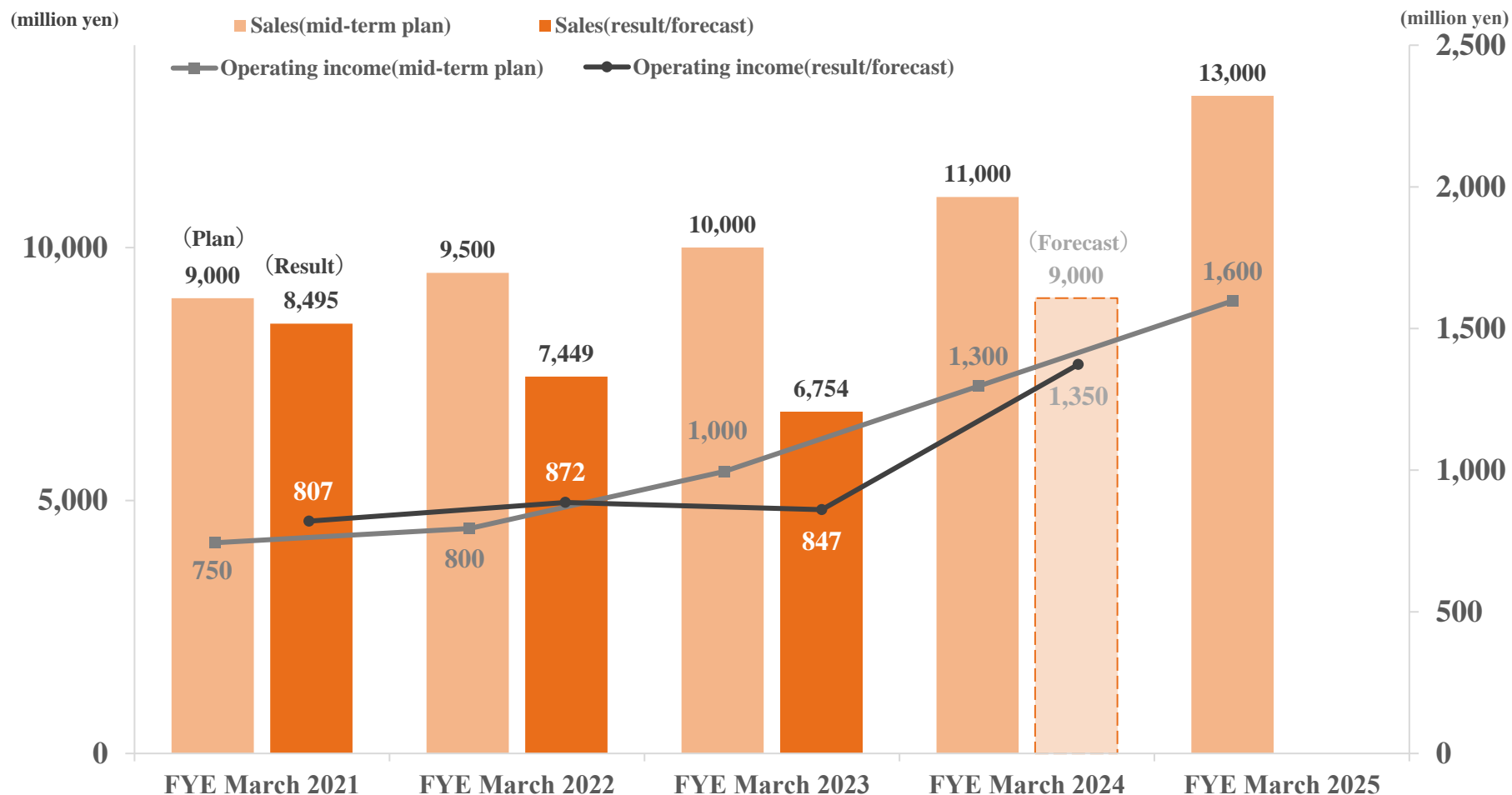
5-1 Progress of Mid-Term Business Plan (Rental Business)

- Plan a decrease in revenue and profit compared with the previous fiscal year
- Increase in revenue and decrease in profit are expected relative to mid-term plan



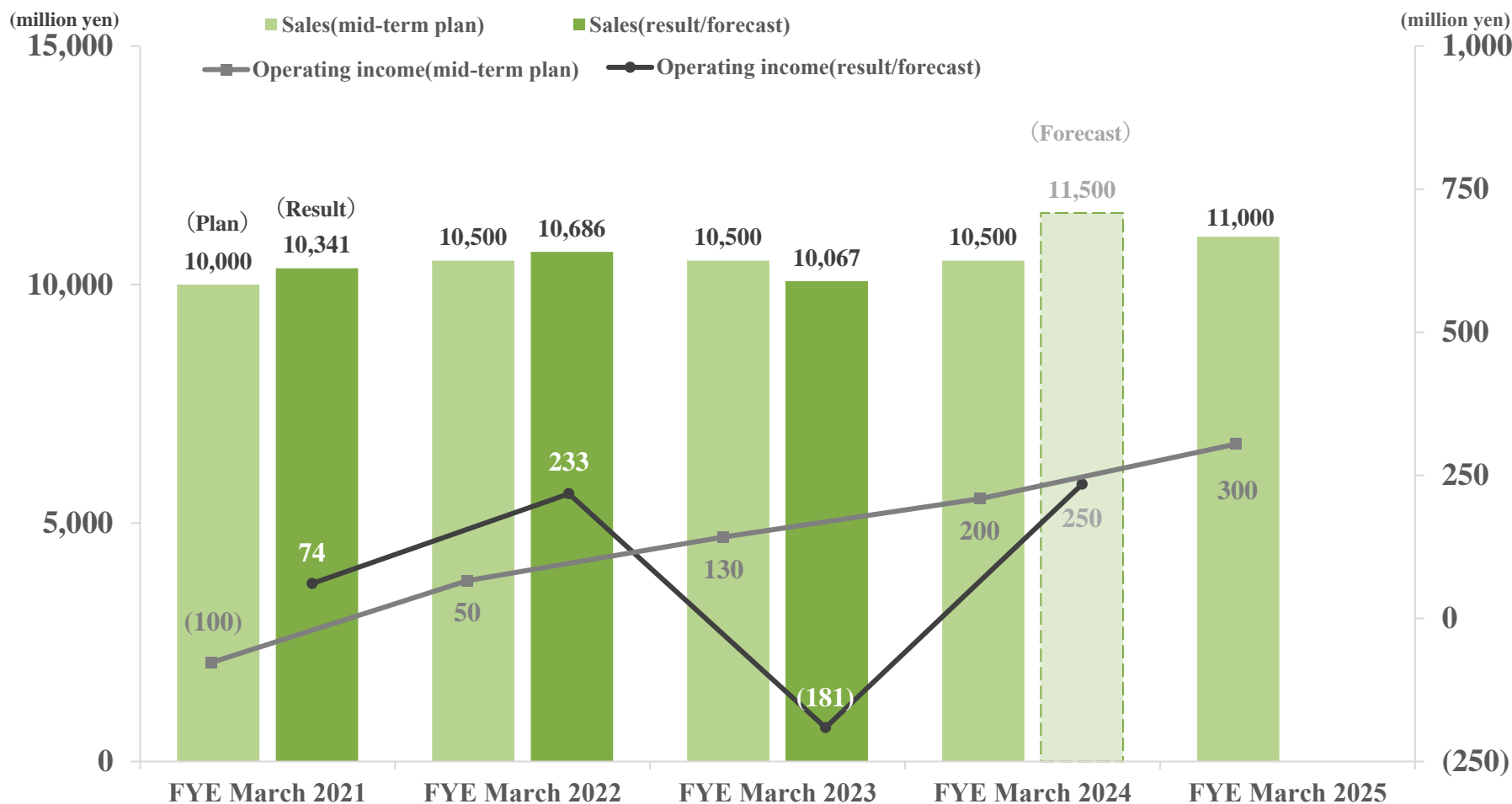
5-1 Progress of Mid-Term Business Plan (Consulting Construction Business)

- Plan an increase in revenue and profit compared with the previous fiscal year
- Decrease in revenue and increase in profit are expected relative to mid-term plan



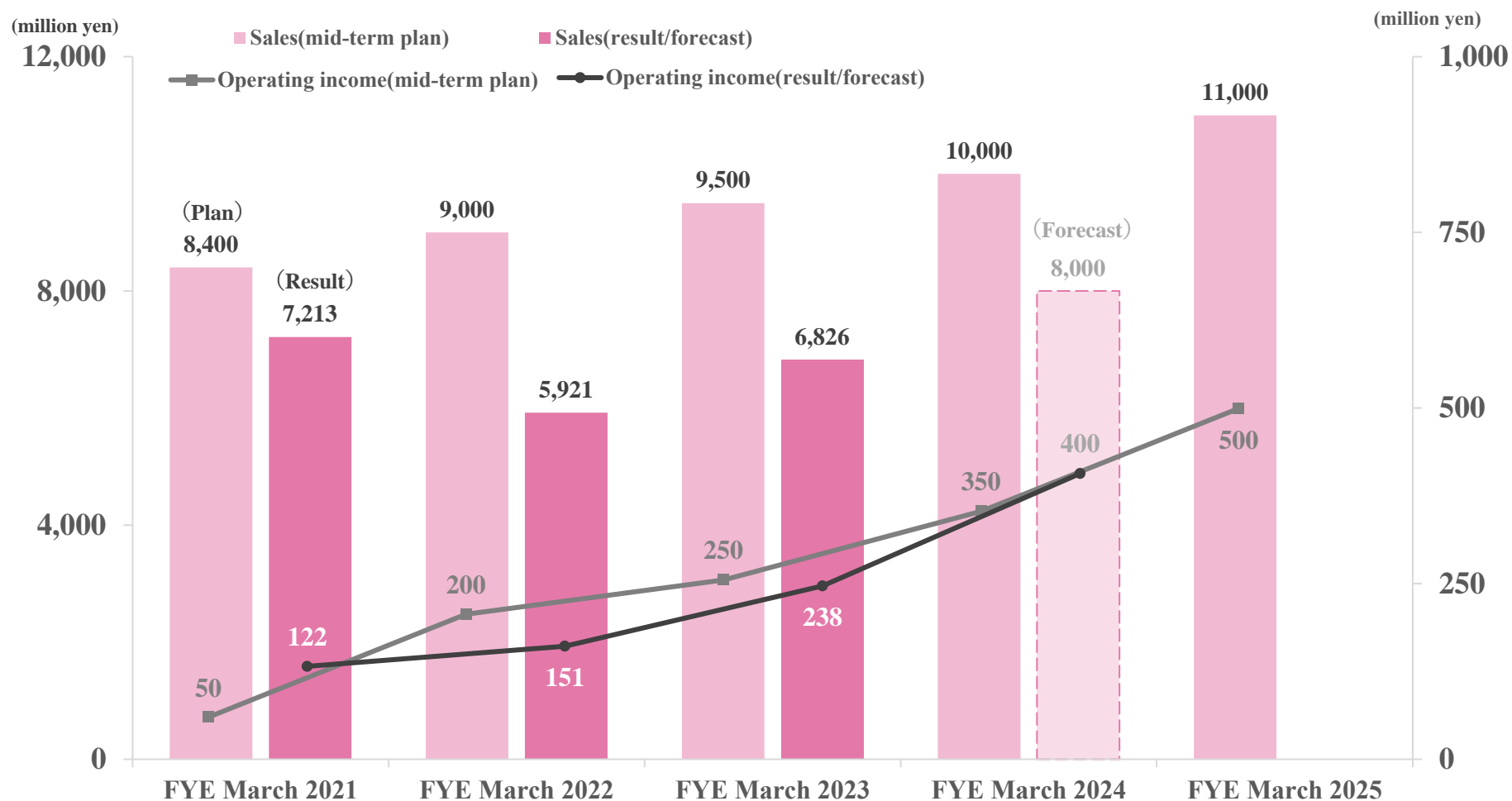
5-1 Progress of Mid-Term Business Plan (Housing Sales Business)

- Plan an increase in revenue and profit compared with the previous fiscal year
- Increase in revenue and profit are expected relative to mid-term plan



5-1 Progress of Mid-Term Business Plan (Beauty and Health Business)

- Plan an increase in revenue and profit compared with the previous fiscal year
- Decrease in revenue and increase in profit are expected relative to mid-term plan



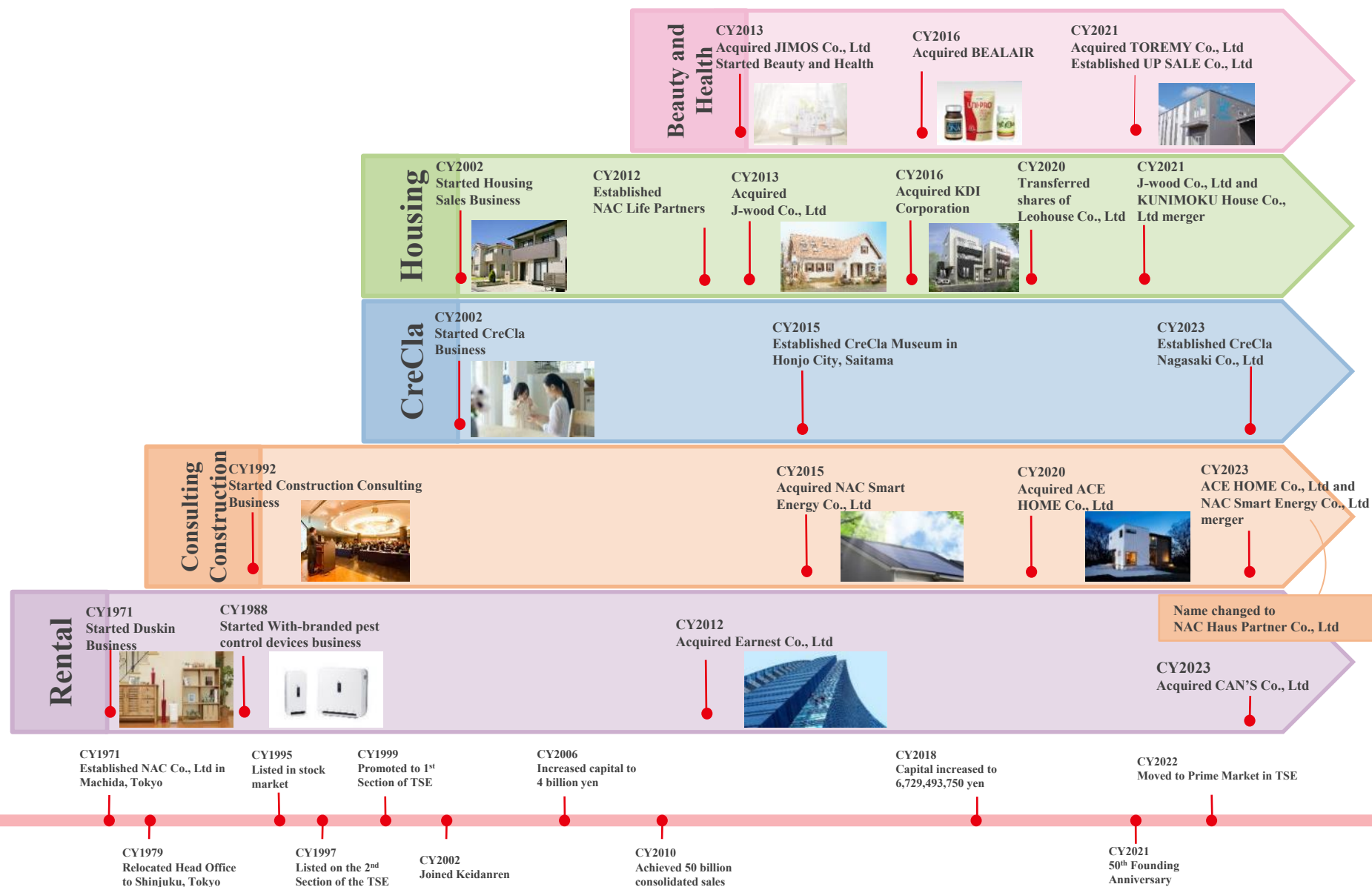
06 **Company Profile**

6-1 Company Outline

As of end of September 2023

Company name	NAC CO., LTD.										
Address	Tokyo, Shinjuku-ku, Nishi-Shinjuku 1-25-1 Center Building 42F										
Date established	May 20, 1971										
Representative	Yoshimura Kan, President										
Consolidated Subsidiaries	<table border="1"> <tr> <td>CreCla</td><td>CreCla Nagasaki Co., Ltd (Water Delivery Business) ※became a subsidiary in April 1, 2023</td></tr> <tr> <td>Rental</td><td>Earnest Co., Ltd (Building Maintenance Business) CAN'S Co., Ltd (Restoration Work Business) ※became a subsidiary in May 31, 2023</td></tr> <tr> <td>Consulting</td><td>NAC HAUS Partner Co., Ltd (Sales and Construction Energy-savings products) ※Company was renamed from ACE HOME Co., Ltd in April 1, 2023 and merged with Nac Smart Energy Co., Ltd</td></tr> <tr> <td>Housing Sales</td><td>J-wood Corporation (Custom-built Houses Contractor) KDI CORPORATION (Ready-built/Order-made Houses) Nac Life Partners Co., Ltd (Finance and Benefits)</td></tr> <tr> <td>Beauty and Health</td><td>JIMOS Co., Ltd (Cosmetics and Health Food Mail-order) BELAIR Co., Ltd (Manufacture/Sales of Nutritional Supplements and Cosmetics) 吉慕詩股份有限公司(Taiwan) (Beauty and Health Business) TOREMY Co., Ltd (Cosmetics Development and Manufacture) UP SALE Co., Ltd (Cosmetics, Health Food and Medicine Mail-order)</td></tr> </table>	CreCla	CreCla Nagasaki Co., Ltd (Water Delivery Business) ※became a subsidiary in April 1, 2023	Rental	Earnest Co., Ltd (Building Maintenance Business) CAN'S Co., Ltd (Restoration Work Business) ※became a subsidiary in May 31, 2023	Consulting	NAC HAUS Partner Co., Ltd (Sales and Construction Energy-savings products) ※Company was renamed from ACE HOME Co., Ltd in April 1, 2023 and merged with Nac Smart Energy Co., Ltd	Housing Sales	J-wood Corporation (Custom-built Houses Contractor) KDI CORPORATION (Ready-built/Order-made Houses) Nac Life Partners Co., Ltd (Finance and Benefits)	Beauty and Health	JIMOS Co., Ltd (Cosmetics and Health Food Mail-order) BELAIR Co., Ltd (Manufacture/Sales of Nutritional Supplements and Cosmetics) 吉慕詩股份有限公司(Taiwan) (Beauty and Health Business) TOREMY Co., Ltd (Cosmetics Development and Manufacture) UP SALE Co., Ltd (Cosmetics, Health Food and Medicine Mail-order)
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No. of employees (Regular employees)	Consolidated 1,628 (excluding part-time employees)										
Capital	6,729,493,750 yen										
Shares Outstanding	23,306,750 shares (1 unit : 100 shares)										
No. of shareholders	14,417 (total number of shareholders excluding treasury stock)										

6-2 NAC Group History



6-3 NAC Business Result (Previous 10 Fiscal Years + Forecast)

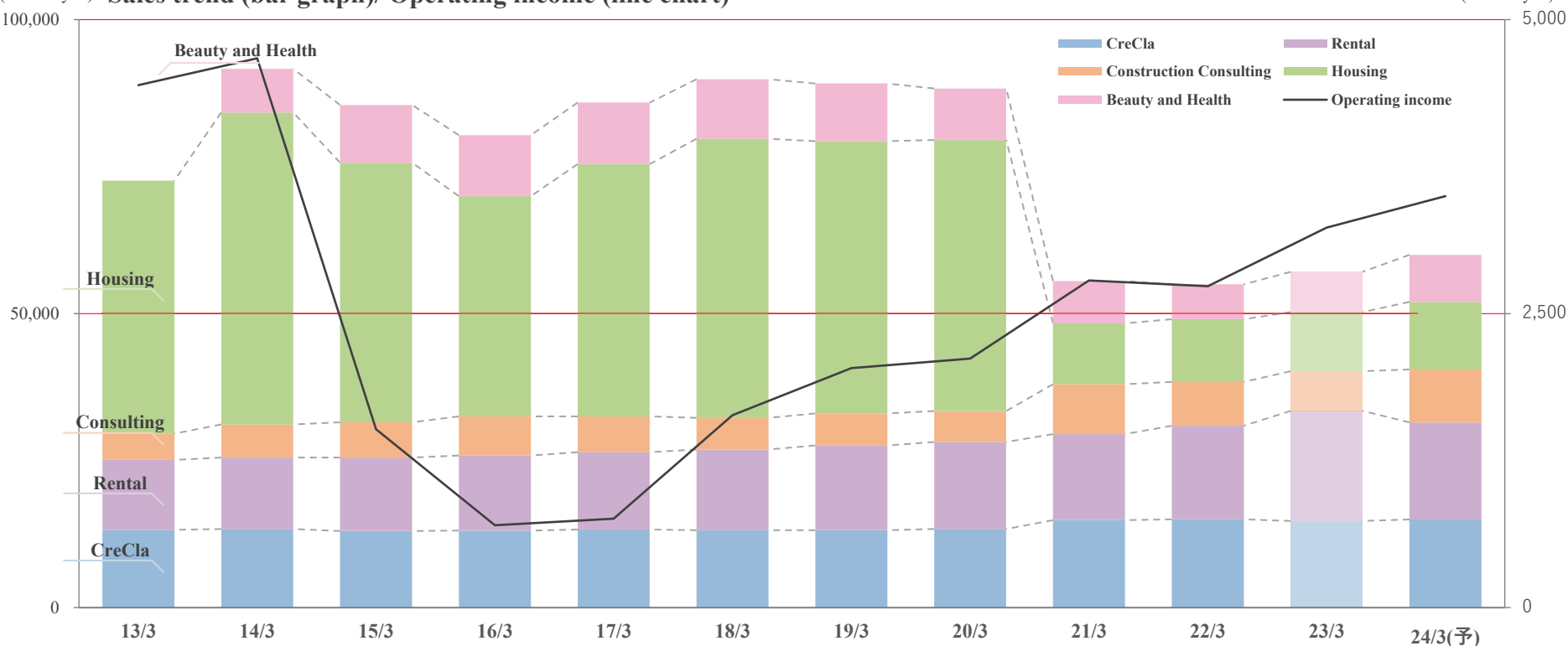
FYE 03/2014	FYE 03/2015	FYE 03/2016	FYE 03/2017	FYE 03/2018	FYE 03/2019	FYE 03/2020	FYE 03/2021	FYE 03/2022	FYE 03/2023	FYE 03/2024(E)
Sales										
91,630	85,443	80,302	85,901	89,818	89,111	88,222	55,513	54,924	57,068	60,000
Operating income										
4,672	1,517	701	756	1,637	2,037	2,118	2,782	2,760	3,232	3,500

Significant decrease in Housing Sales Business due to reactionary decline against consumption tax increase

Profit structure has changed due to transfer of Leohouse shares

(million yen) Sales trend (bar graph)/ Operating income (line chart)

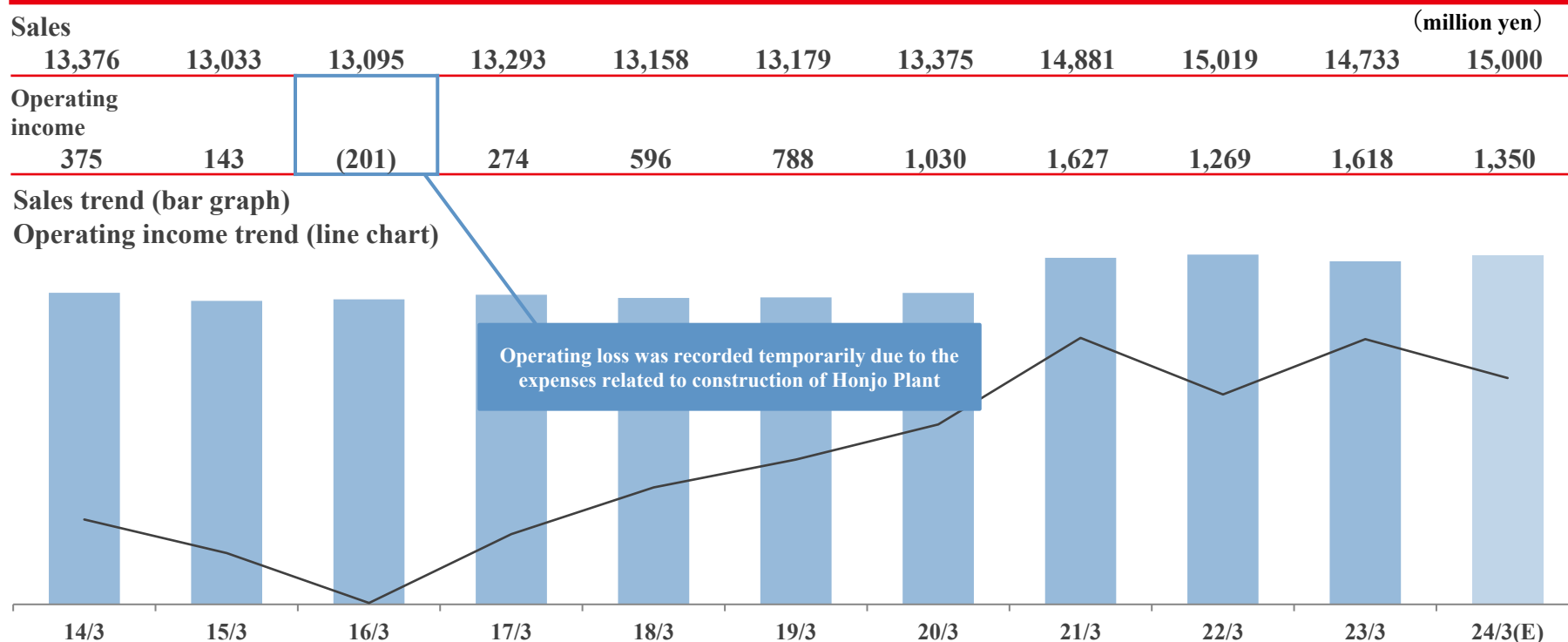
(million yen)



6-4 Business Introduction CreCla Business

Major composition : NAC Co., Ltd CreCla Business, CreCla Nagasaki Co., Ltd

- Manufacture and sales of CreCla (delivery of bottled water), Water Purifier Server “feel free” and ZiACO (hypochlorous acid solution)
- Operates the Head Office of CreCla Business (with more than 450 affiliated stores)
- **No. 1** in customer satisfaction for **13 consecutive years** (Dec 2022 survey by NIFTY Corporation on “water delivery”)
- Acquired the **industry’s first** eco- mark, and established **industry’s first** R&D center
- April 2015 Manufacturing plant and CreCla Museum were established in Honjo City, Saitama Prefecture
- April 2023 CreCla Nagasaki Co., Ltd became a subsidiary (Business name 「CreCla Tsukumo」)



6-5 Business Introduction Rental Business

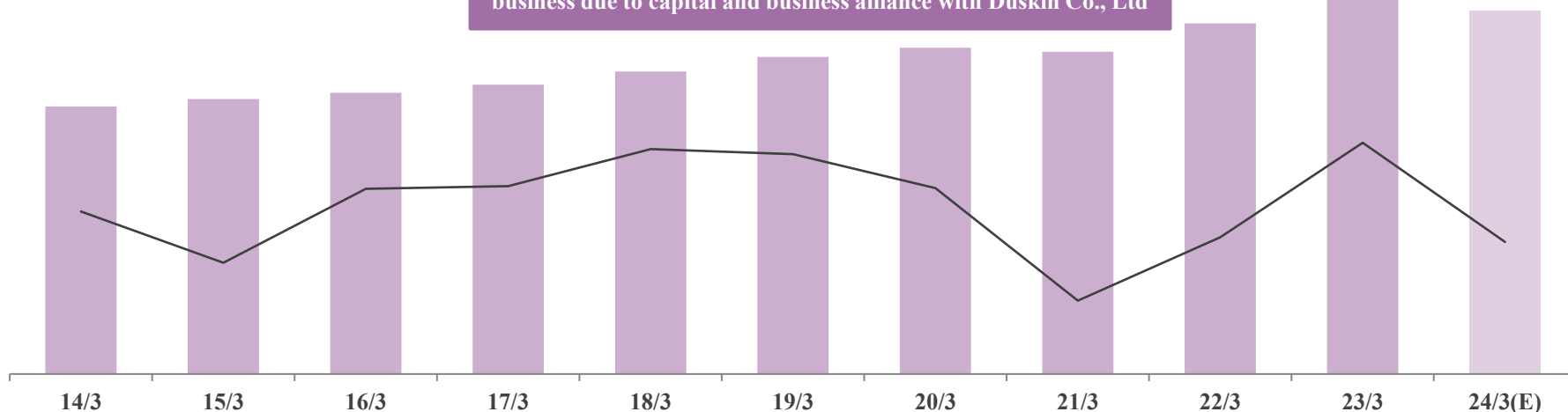
Major composition : NAC Co., Ltd Duskin Business, With Business, Earnesst Co., Ltd, CAN'S Co., Ltd

- Rental and sales of dust control products, pest control items, and operates regular cleaning business
- Duskin franchise dealer **No. 1 sales** (approx. 1,900 companies)
- Pest control device “With” for restaurants, a **Japan's first** approved by Minister of Health, Labor and Welfare
- March 2012 Earnest Co., Ltd became a subsidiary (Building Maintenance Business)
- August 2018 Concluded a capital and business alliance with Duskin Co., Ltd
- May 2023 CAN'S Co., Ltd became a subsidiary (Restoration Work Business)

Sales	(million yen)									
12,147	12,485	12,765	13,135	13,727	14,394	14,808	14,626	15,916	18,722	16,500
Operating income										
1,738	1,505	1,841	1,853	2,021	1,998	1,844	1,333	1,621	2,050	1,600

Sales trend (bar graph)/
Operating income (line chart)

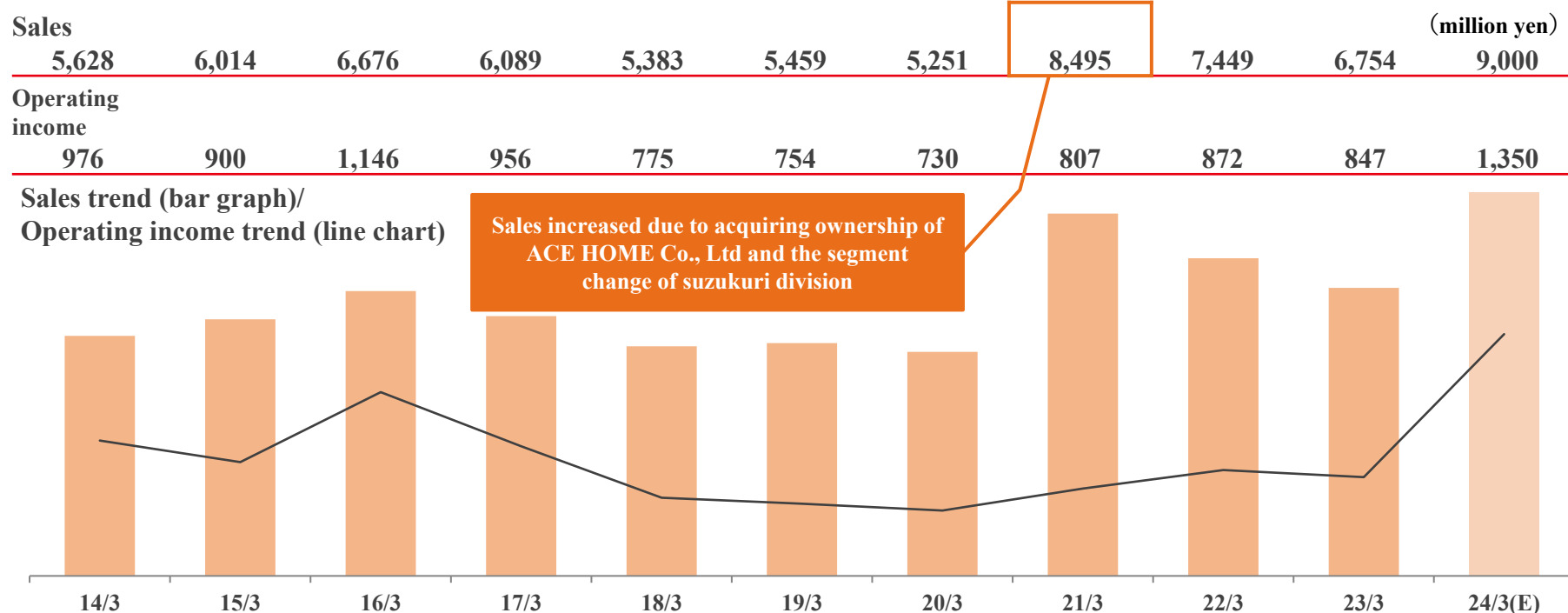
Expenses increased due to upfront investments at the start of business due to capital and business alliance with Duskin Co., Ltd



6-6 Business Introduction Construction Consulting

Major composition : NAC Co., Ltd Construction Consulting Business, NAC HAUS Partner Co., Ltd

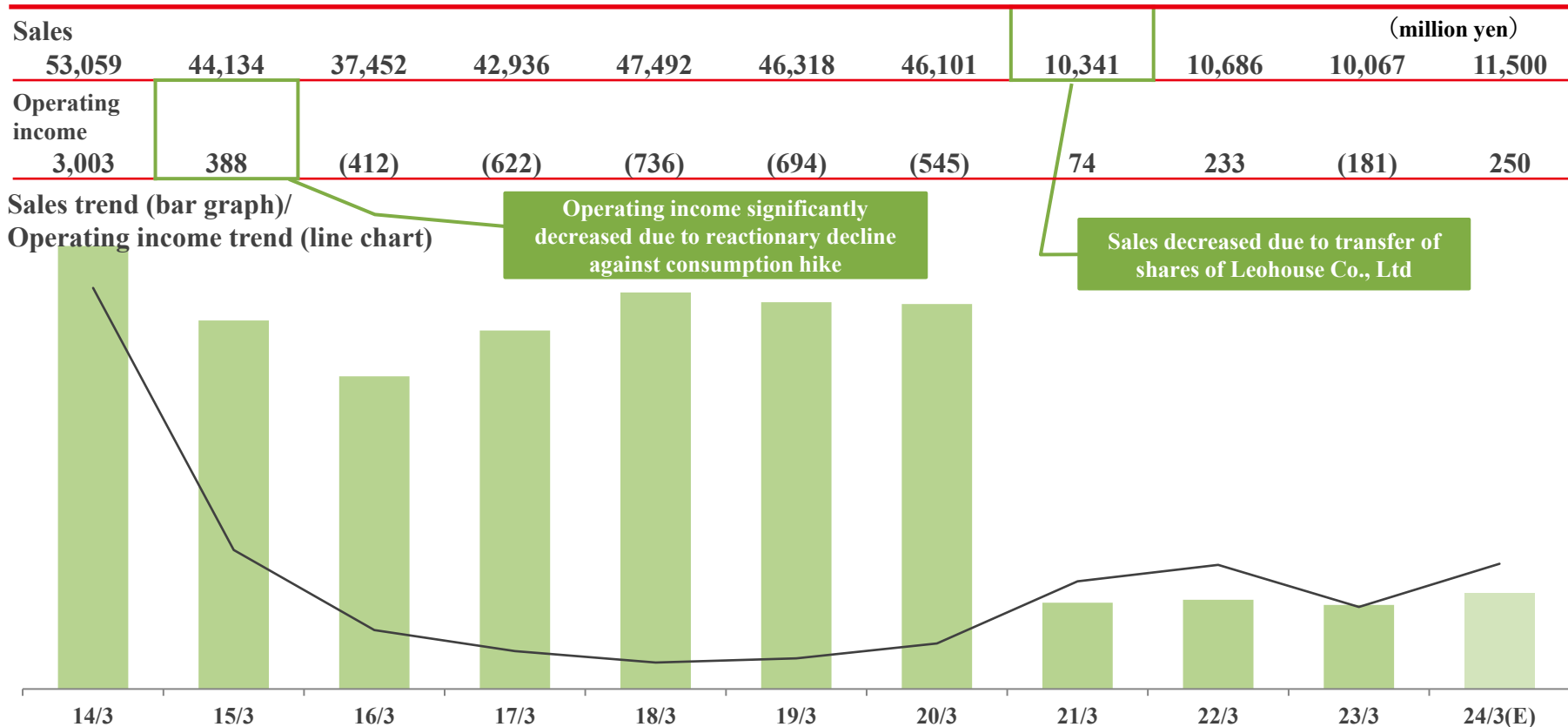
- Sales construction know-how system products and construction materials to local contractor, and housing franchising business
- NAC member contractors **approx. 7,000 companies**
- September 2015 Acquired ownership of Nac Smart Energy Co., Ltd^{※NSE Co., Ltd} (sales and installation of energy-savings products)
- April 2017 Acquired ownership of Suzukuri Co., Ltd (Housing Development Business in partnership with other industries)
(continuing as suzukuri division after segment change from Housing Sales Business in April 2020)
- February 2020 Acquired ownership of ACE HOME Co., Ltd (Housing Franchise Business)
- April 2023 ACE HOME Co., Ltd merged with NSE Co., Ltd changed the company to NAC HAUS Partner Co., Ltd



6-7 Business Introduction Housing Sales Business

Major composition : KDI CORPORATION, J-wood Co., Ltd and Nac Life Partners Co., Ltd

- Contractor of custom-built detached houses, sales of ready-built houses, and its related financial and insurance services
- July 2013 Acquired ownership of J-wood Co., Ltd (custom-built houses made of natural materials)
- May 2016 Acquired ownership of KDI CORPORATION (ready-built and order-made houses in Tokyo Metropolitan area)
- June 2017 Acquired ownership of KUNIMOKU HOUSE Co., Ltd (develop a housing business in Hokkaido)
- April 2021 J-wood Co., Ltd merged with KUNIMOKU HOUSE Co., Ltd (continued as KUNIMOKU HOUSE business)



6-8 Business Introduction Beauty and Health

Major composition : JIMOS Co., Ltd, BELAIR Co., Ltd, TOREMY Co., Ltd, UPSALE Co., Ltd

- Online shopping services of cosmetics, health food products and beauty care products
- July 2013 Acquired JIMOS Co., Ltd and started beauty and health business
Expanded 4 brands such as 「MACCHIA LABEL」 mainly for women in their 20s to 60s
- December 2016 Acquired ownership of BELAIR Co., Ltd (sales of supplement)
- July 2021 Acquired ownership of TOREMY Co., Ltd (contract manufacturer of cosmetics)
- September 2021 Established UPSALE Co., Ltd (mail order of cosmetics, health food and medicines)

