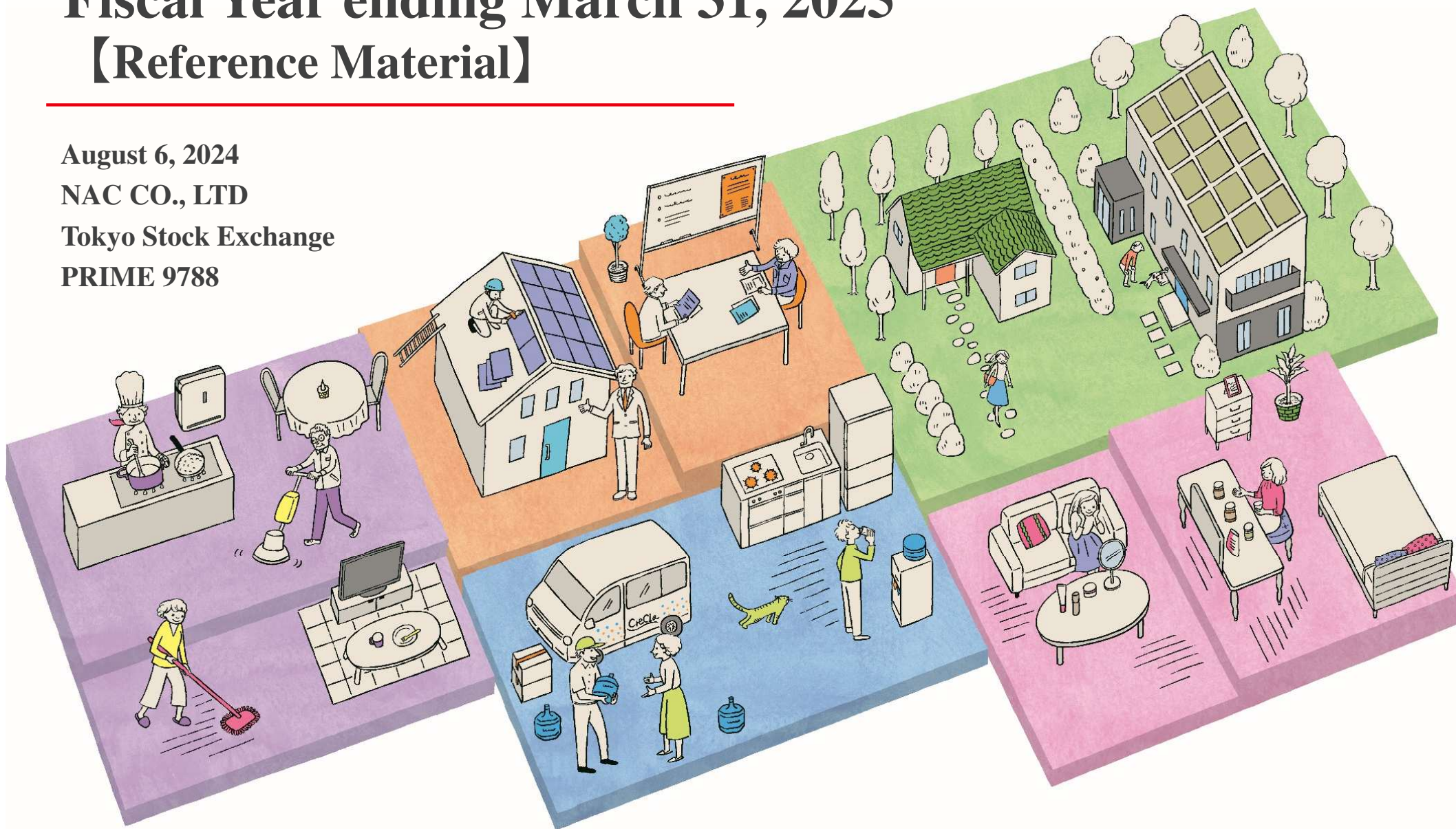


Results for First Quarter of Fiscal Year ending March 31, 2025 【Reference Material】

August 6, 2024

Tokyo Stock Exchange



The Financial Results Meeting for the First Quarter was not held.

— Topics —

01	First Quarter Results	...	P. 2
02	Business Segment Results	...	P. 12
03	Results Forecast	...	P. 32
04	Dividends	...	P. 36
05	Mid-term Management Plan	...	P. 38
06	Corporate Profile	...	P. 45

NOTE :

All performance target 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.

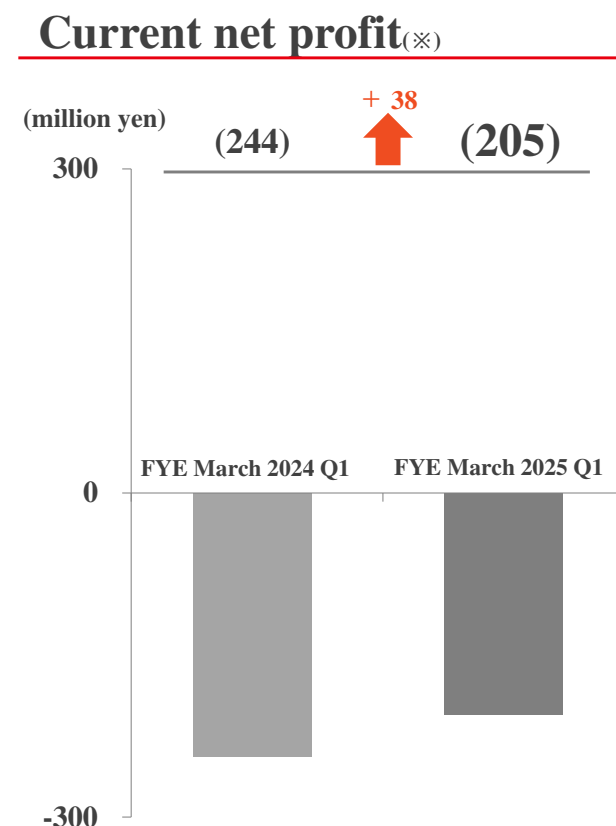
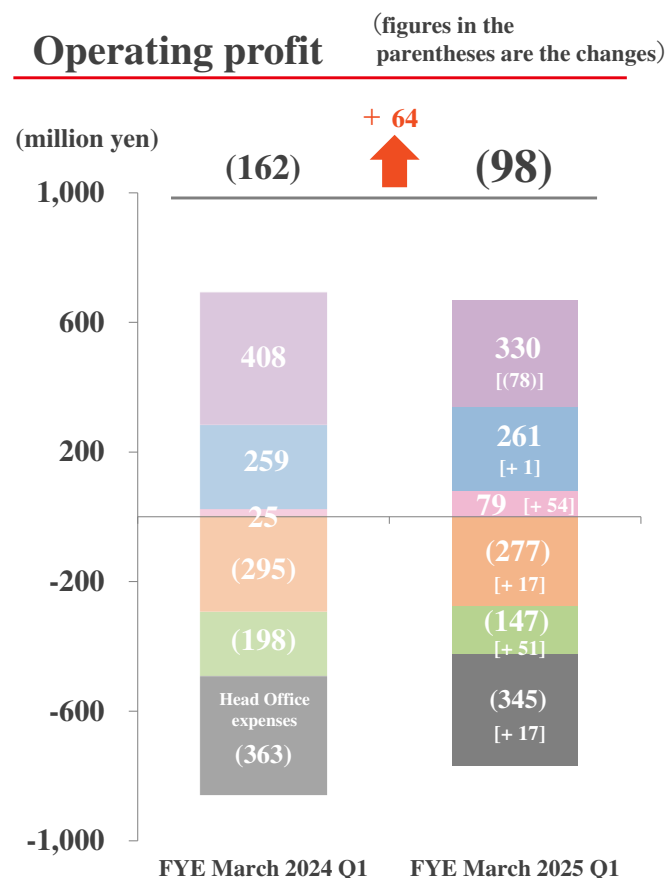
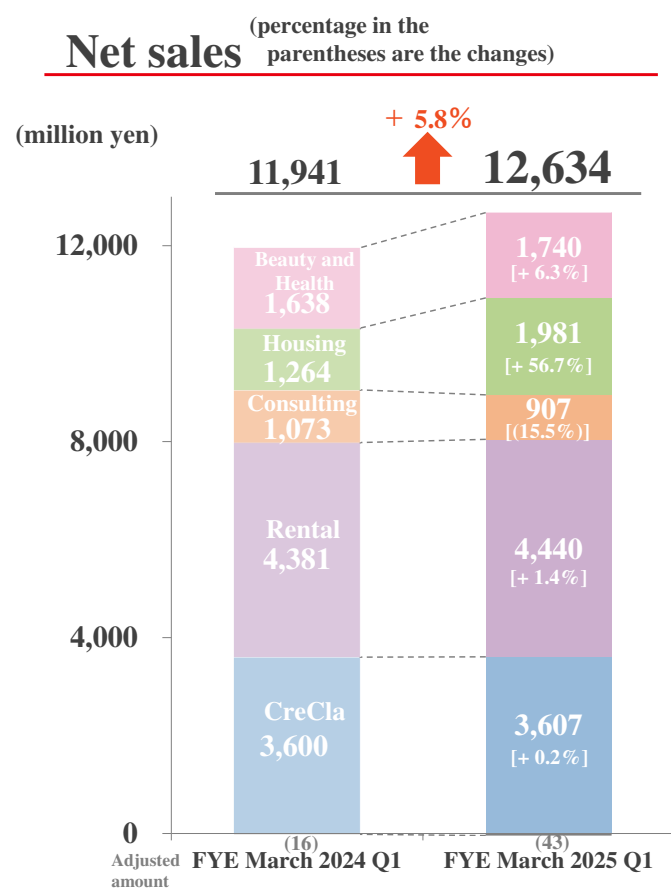
Therefore, please understand that the actual results may differ from the forecasts described in this material.

01 First Quarter Results

1-1. Consolidated Income Statement

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

Net sales	Housing	Increased due to rise in number of houses sold as a result of early sales promotion by price adjustment at KDI CORPORATION
		Increased due to sales increase at Shuwa Juken Co., Ltd. which was consolidated from June 2024
	Beauty & Health	Increased due to higher sales of TOMOE Wines & Spirits Co., Ltd. which became a subsidiary in the previous fiscal year
	Consulting	Decreased due to declined sales in both Smart Energy business/Housing Network business in NAC HAUS Partner Co., Ltd.
Operating profit	Beauty & Health	Increased due to streamlining of advertisement and sales promotion expenses at JIMOS Co., Ltd. to reduce costs
	Rental	Decreased due to increase in SG&A expenses such as land rent, vehicle expenses and labor costs associated with new store openings
Current Net profit	Operating loss narrowed year-on-year but loss is continued to be recorded	



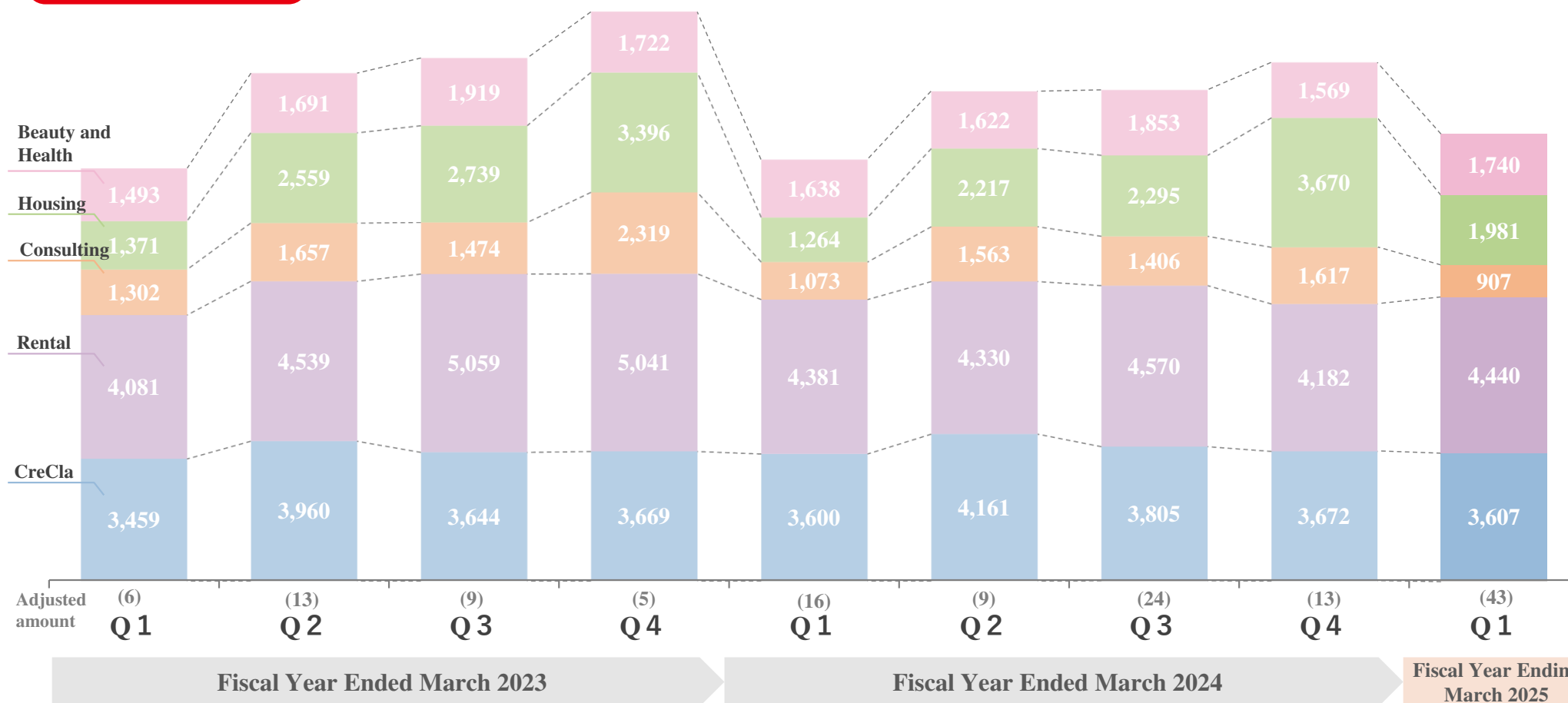
1-1b Sales and Operating Income Quarterly Trends



FYE March 2023				FYE March 2024				FYE March 2025
Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1
Sales								
11,702	14,394	14,827	16,149	11,941	13,886	13,907	14,697	12,634
Operating profit								
(243)	795	975	1,705	(162)	772	865	822	(98)

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

Sales Quarterly Trend



1-1c Consolidated Income Statement



(million yen)

	FYE March 2025 Q1 Result	FYE March 2024 Q1 Result	YoY Comparison
Sales	12,634	11,941	+ 5.8%
Gross profit	6,130	6,146	(0.3%)
(Gross margin)	48.5%	51.4%	(2.9pt)
SG&A	6,228	6,309	(1.3%)
Operating profit	(98)	(162)	—
(Operating margin)	(0.8%)	(1.4%)	+ 0.6pt
Non-operating income	0	5	—
Ordinary profit	(97)	(157)	—
Extraordinary income	(44)	(3)	—
Profit attributable to owners of parent company	(205)	(244)	—

1-1d Sales by Segment



(million yen)

	FYE March 2025 Q1 Result	FYE March 2024 Q1 Result	YoY Comparison
Crecla Business	3,607	3,600	+ 0.2%
Rental Business	4,440	4,381	+ 1.4%
Construction Consulting Business	907	1,073	(15.5%)
Housing Sales Business	1,981	1,264	+ 56.7%
Beauty and Health Busines	1,740	1,638	+ 6.3%
Elimination of Intersegment	(43)	(16)	—
TOTAL	12,634	11,941	+ 5.8%

1-1e Operating Profit by Segment

(million yen)

	FYE March 2025 Q1 Result	FYE March 2024 Q1 Result	YoY Comparison
CreCla Business	261 [7.2%]	259 [7.2%]	+ 1 [+ 0pt]
Rental Business	330 [7.4%]	408 [9.3%]	(78) [(1.9pt)]
Construction Consulting Business	(277) [(30.6%)]	(295) [(27.5%)]	+ 17 [(3.1pt)]
Housing Sales Business	(147) [(7.4%)]	(198) [(15.7%)]	+ 51 [+ 8.3pt]
Beauty and Health Business	79 [4.6%]	25 [1.5%]	+ 54 [+ 3.1pt]
Corporate expenses, others	(345)	(363)	+ 17
TOTAL	(98) [(0.8%)]	(162) [(1.3%)]	+ 64 [+ 0.5pt]

※percentage in parentheses are the operating profit margin

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

Gross profit

Rental

Decreased due to lower sales at Earnest Co., Ltd as a result of completion of border support project implemented by Ministry of Health, Labor and Welfare.

Advertising & Sales Promotion Expenses

Beauty and Health

Decreased due to cost containment by streamlining advertising and sales promotion expenses in JIMOS Co., Ltd

			(million yen)
			YoY change
FYE March 2024	Q1	Operating profit	(162)
Changes in gross profit			(16)
			(0.3%)
Personnel expenses			(79)
			(3.2%)
Advertising and sales promotion expenses			+ 144
			+ 17.1%
Land rent cost			(0)
			(0.2%)
Depreciation and amortization of goodwill			(1)
			(0.9%)
Other SG&A			+ 19
			+ 0.8%
FYE March 2025	Q1	Operating porfit	(98)
			+ 39.8%

01 First Quarter Results

1-2. Consolidated Balance Sheet

1-2a Consolidated Balance Sheet Assets



Current
assets

Increase

Cost on uncompleted construction contracts + 519 million yen

Decrease

Cash and deposits (1,588) million yen

Noncurrent
assets

Increase

Tangible fixed assets + 784 million yen / Amortization + 410million yen

					(million yen)
	FYE March 2025 Q1	Percentage of total	FYE March 2024	Percentage of total	Comparison
Current assets	23,143	60.9%	24,007	63.8%	(864)
Property, plant and equipment	8,632	22.7%	7,848	20.9%	+ 784
Intangible assets	1,607	4.2%	1,263	3.4%	+ 343
Investment and other assets	4,641	12.2%	4,495	12.0%	+ 145
Non-current assets	14,881	39.1%	13,607	36.2%	+ 1,274
Total assets	38,025	100.0%	37,615	100.0%	+ 409

1-2b Consolidated Balance Sheet Liabilities and Net Assets



Liabilities **Increase** Advances received on uncompleted construction contracts + 1,254 million yen

Net Assets **Decrease** Retained earnings (898) million yen

					(million yen)
	FYE March 2025 Q1	Percentage of total	FYE March 2024	Percentage of total	Comparison
Current liabilities	12,199	32.1%	11,226	29.8%	+ 972
Non-current liabilities	3,992	10.5%	3,672	9.8%	+ 320
Total liabilities	16,192	42.6%	14,899	39.6%	(1,293)
Shareholder's equity	22,486	59.1%	23,384	62.2%	(897)
Accumulated other comprehensive income	(654)	(1.7%)	(669)	(1.8%)	+ 14
Non-controlling interests	—	—	—	—	—
Total assets	21,832	57.4%	22,715	60.4%	(883)
Total liabilities and net assets	38,025	100.0%	37,615	100.0%	+ 409

02 Business Segment Result

2-1. CreCla Business

2-1a CreCla Business Sales and Operating Profit Trends

Sales

Directly
Managed
stores

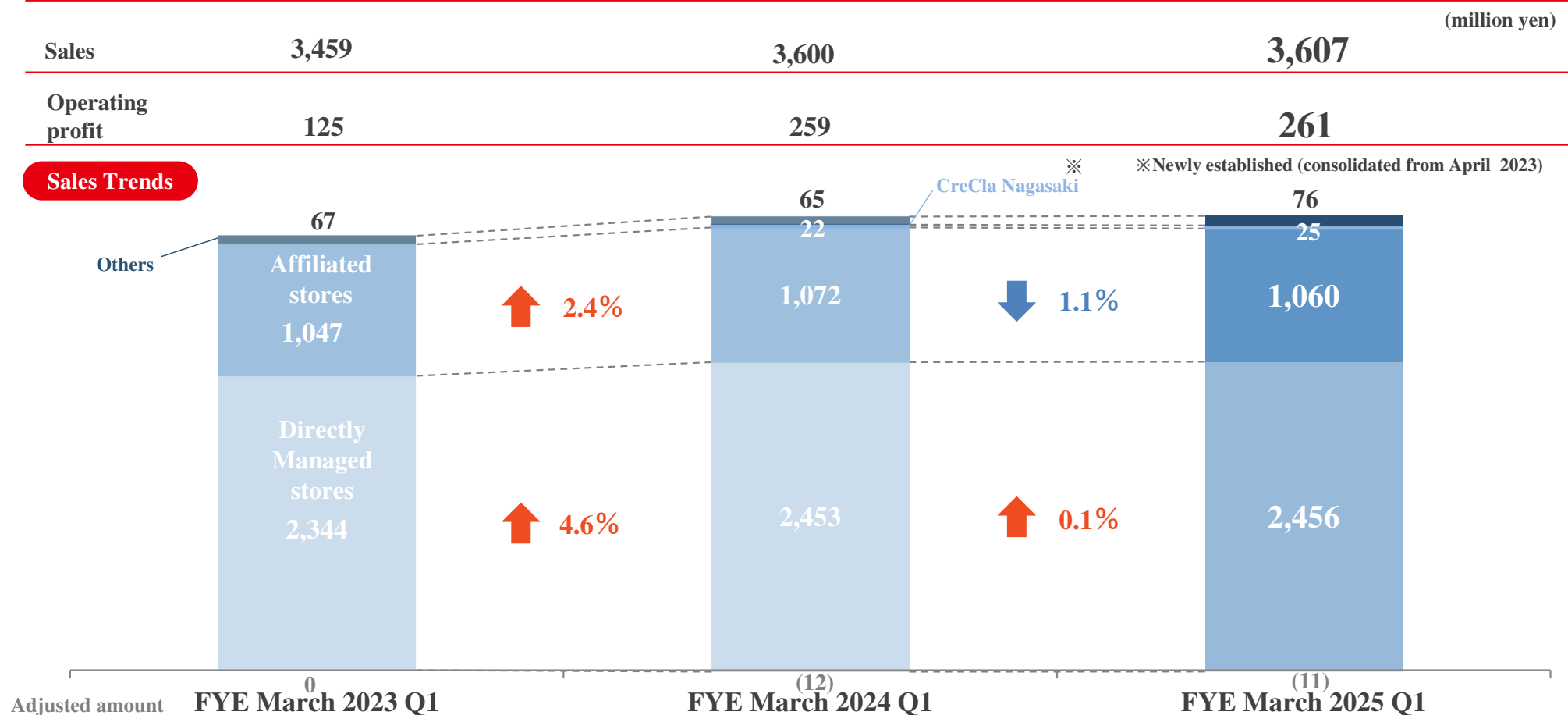
- Increase in CreCla water consumption per customer and decrease in cancellation rate
Increase in number of customers for Water Purifier Server “feel free”
- Contract cancellation of customers who used hypochlorous acid solution (ZiACO) as prevention of infectious disease has increased

Affiliated
stores

Although there was an increase in water consumption per customer and decrease in cancellation rate, the number of customers decreased, resulting a same level sales year-on-year (slightly decreased)

Operating profit

Despite a decrease in number of customers in Affiliated stores division, operating profit remained at the same level year-on-year (slightly increased) due to the rise in consumption of CreCla water and increase of customers for water purifier server “feel free”



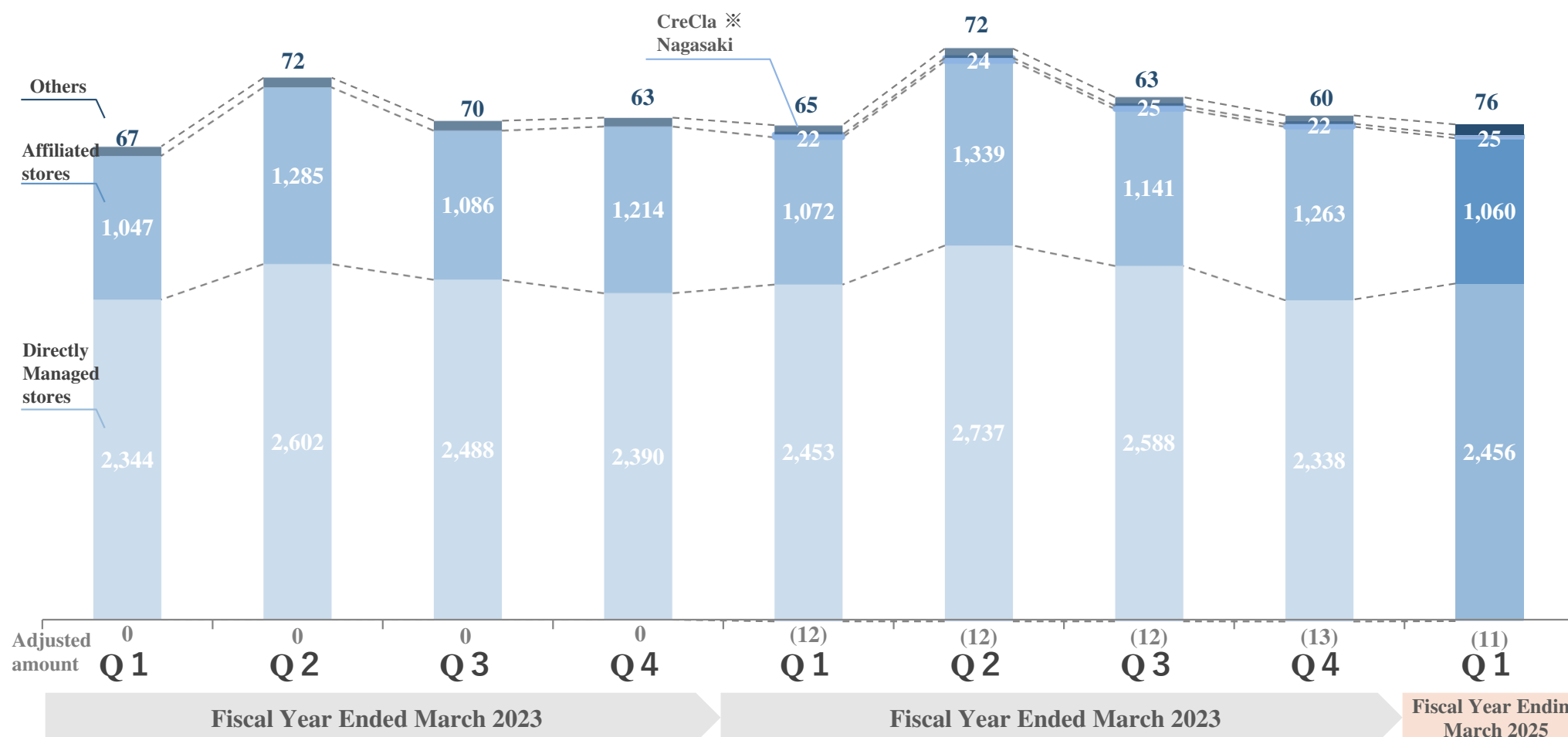
2-1b CreCla Business Quarterly Trends of Sales and Operating Profit



FYE March 2023				FYE March 2024				FYE March 2025
Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1
Sales								
3,459	3,960	3,644	3,669	3,600	4,161	3,805	3,672	3,607
Operating profit								
125	584	474	434	259	650	447	348	261

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

Sales Quarterly Trend



2-1c CreCla Business Priority Measures for FY2024 onwards

- Expand customer base
 - ▶ Place ads for proactive WEB advertising
 - ▶ Strengthen sales promotional activities focusing in event sales at shopping malls
 - ▶ Strengthen Corporate Sales Department to approach multiple locations and major customers
 - ▶ Strengthen sales promotional activities for Water Purifier Server “feel free”
- Develop new products
- Secure personnel and strengthen training system
- Introduce “CrePF (CreCla platform)”, a system infrastructure to Affiliated stores



feel free



※2023年12月ニフティ(株)調べ
「宅配水に関する調査」



※2022年12月 Amedis 調査結果発表



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



02 Business Segment Results

2-2. Rental Business

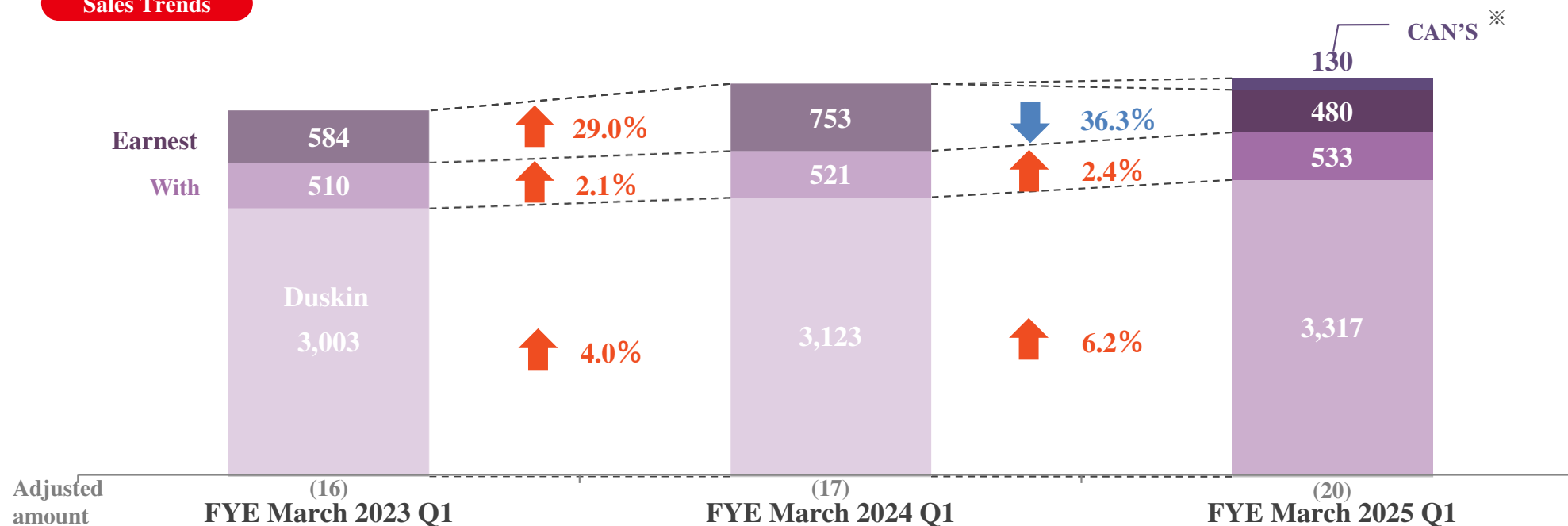
2-2a Rental Business Sales and Operating Profit Trends

Sales	Duskin	Although the number of customers in Dust control products division declined year-on-year, sales has increased year-on-year due to strong sales of sub-products and impact of price revision in the Care services division
	With	Sales at the same level (slightly increased) year-on-year due to increase in number of customers and contribution from sales of new products related to pest control
	Earnest	Significantly decreased year-on-year due to the completion of border support projects by MHLW
	CAN'S	Orders are increasing due to strengthened cooperation with the Corporate Sales Department of Duskin business
Operating profit	Decreased year-on-year due to increase in SG&A expenses associated with new store openings in Duskin business	

Sales	4,081	4,381	4,440	(million yen)
Operating profit	416	408	330	

Sales Trends

※ Became a subsidiary by M&A (consolidated from July 2023)

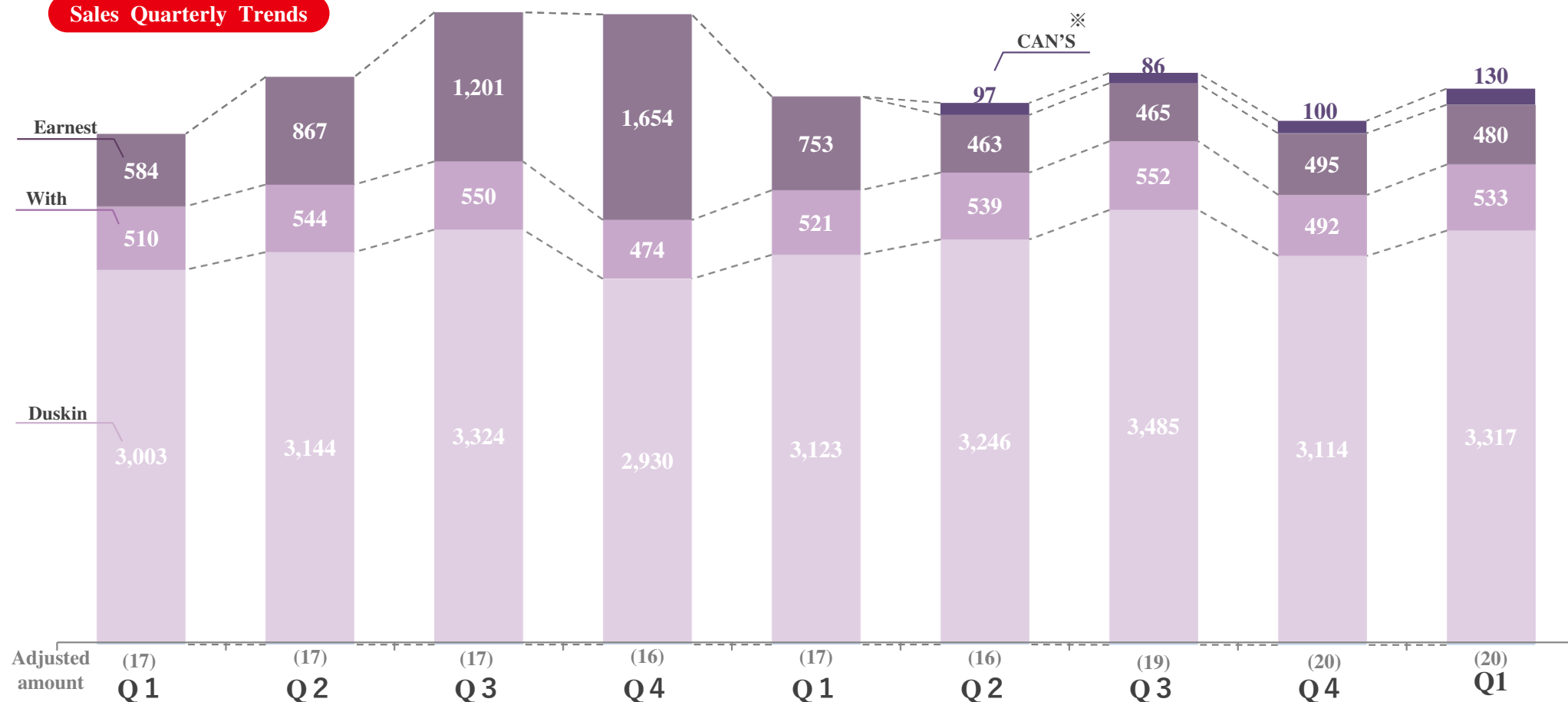


2-2b Rental Business Quarterly Trends of Sales and Operating Profit

FYE March 2023				FYE March 2024				FYE March 2025
Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1
Sales								
4,081	4,539	5,059	5,041	4,381	4,330	4,570	4,182	4,440
Operating profit								
414	469	630	535	408	398	488	301	330

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

Sales Quarterly Trends



Fiscal Year Ended March 2023

Fiscal Year Ended March 2024

Fiscal Year Ending March 2025

◆ Adjusted amount : Sales mainly within the segment

2-2c Rental Business Priority Measures for FY2024 onwards

Duskin

- Launched a joint project with Duskin Co., Ltd. to strengthen businesses and stores that were opened in a capital and business alliance with Duskin Co., Ltd. and to further expand and grow
- Improve operational efficiency through the introduction of a new sales management system

With

Strengthen and streamline sales activities in response to the resumption of operations at restaurants, a key clientele

Earnest

Respond to inbound demands such as hotel bed making

CAN'S

Expansion of orders and activity areas through collaboration with other businesses



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 Consulting Construction Business Sales and Operating Profit Trends



Sales

Consulting

The business conditions of local construction companies, which are our customers, deteriorated as a result of a drop in orders received due to soaring construction costs and the repayment of COVID-19-related loans. As a result, the number of sales of our products declined and sales decreased year on year.

N H P

▶ In Smart Energy business, sales decreased year-on-year due to a decline in wholesale sales caused by shift from wholesale to subcontracted material sales, and also due to a decline in subcontracted materials sales orders.

▶ In the Housing Network business, sales decreased year-on-year due to lower sales of parts and materials resulting from a decline in the number of houses built by franchisees under ACE HOME brand

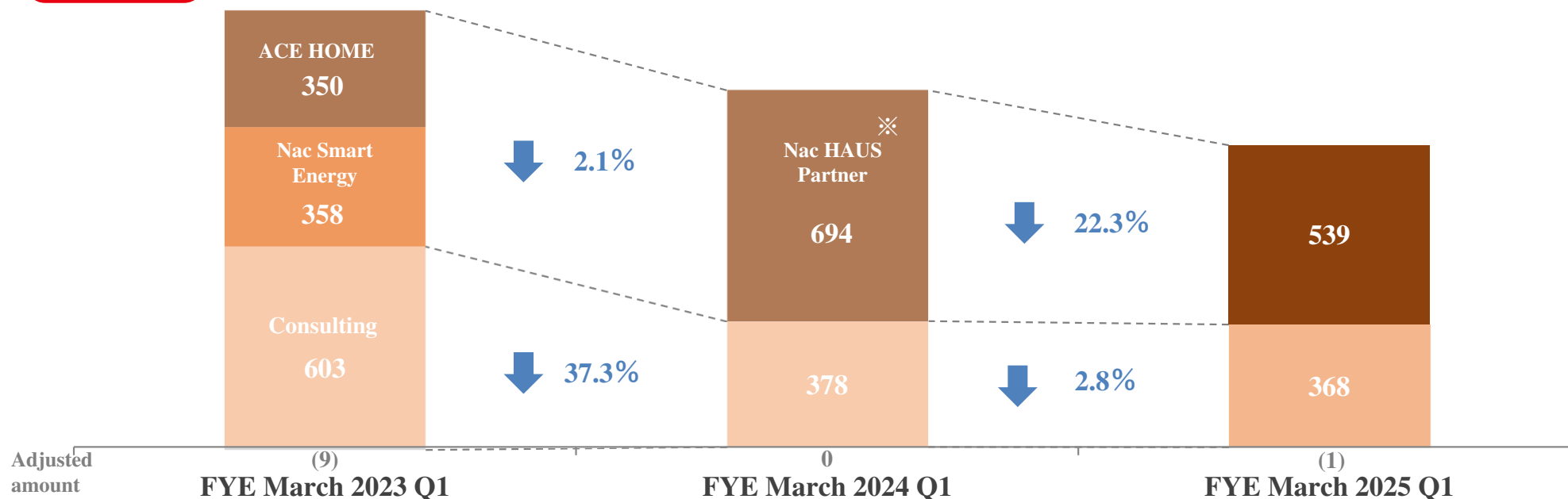
Operating profit

Operating loss narrowed due to limitation on sales promotion expenses and outsourcing fees in the consulting division

Sales	1,302	1,073	907	(million yen)
Operating profit	(193)	(295)	(277)	

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

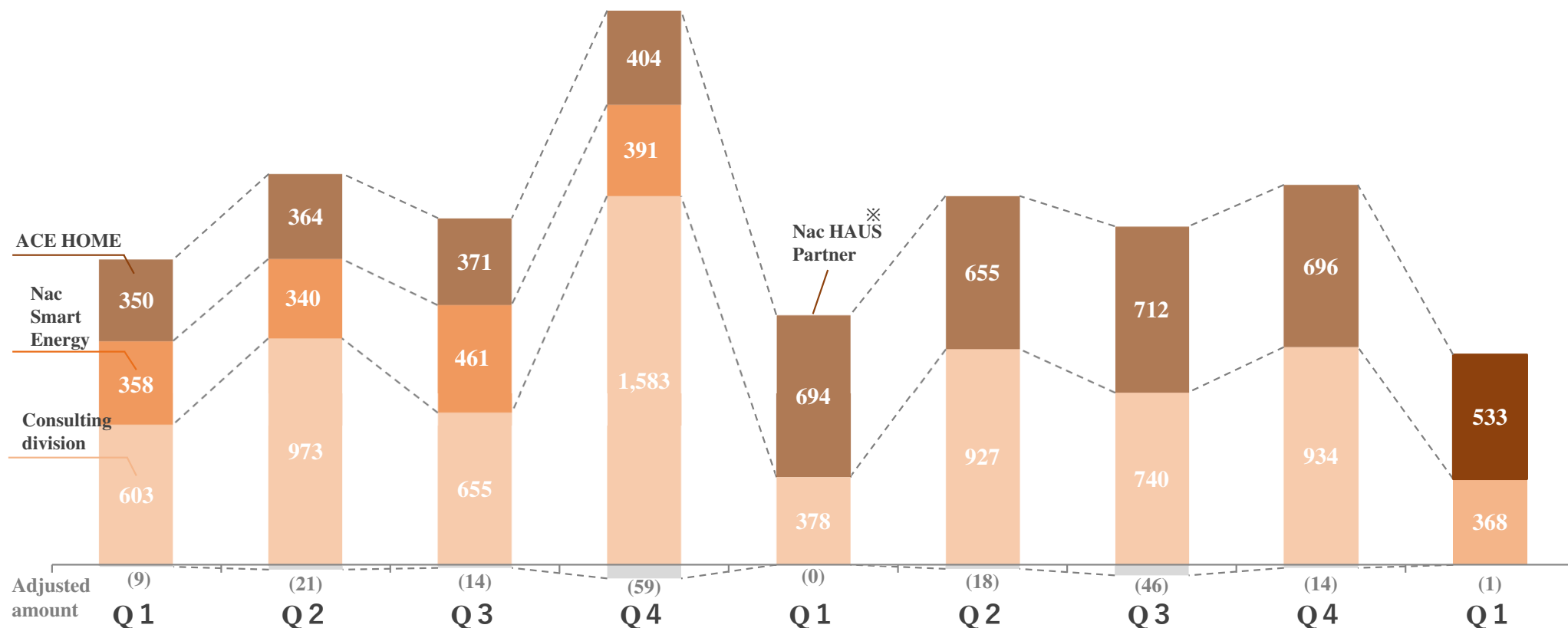
2-3b Construction Consulting Business Quarterly Trends of Sales and Operating Prpfit



FYE March 2023				FYE March 2024				FYE March 2025
Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1
Sales								
1,302	1,657	1,474	2,319	1,073	1,563	1,406	1,617	907
Operating profit								
(193)	134	10	895	(295)	91	(43)	276	(277)

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

Sales Quarterly Trend



◆ Adjusted amount : Sales mainly within the segment

Consulting division

- Sales of new products to promote DX and energy saving
- Acquire potential customers by expanding free membership system called “D-mot”
- Differentiation from competitors by improving employee skills through qualification systems and unique training programs

NAC HAUS Partner

- Increase the ratio of orders for the construction of materials related to energy saving, and jointly develop new know-how and new services by leveraging both internal business units and consulting business units.
- Respond to legal reforms and a decarbonized society



▶ Housing Network business

×



▶ Smart Energy business



02 Business Segment Results

2-4. Housing Sales Business

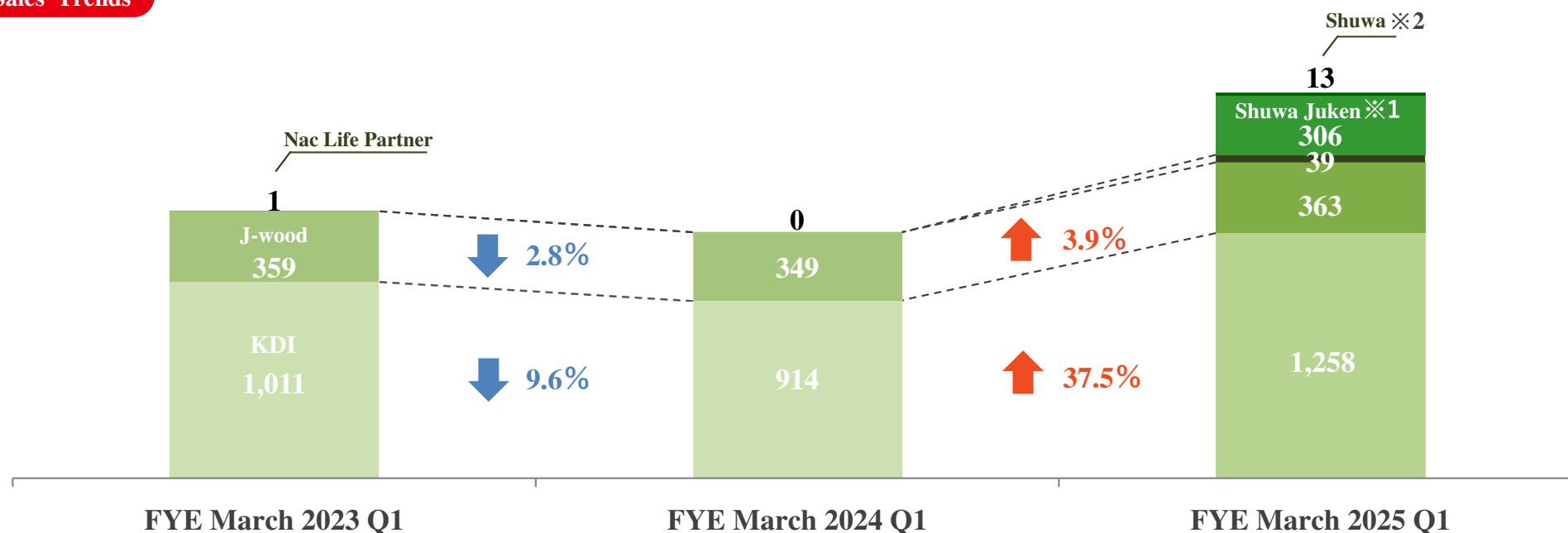
2-4a Housing Sales Business Sales and Operating Profit Trends

Sales	KDI	Increased significantly year-on-year due to an increase in the number of homes sold. This was due to the company's efforts to adjust selling prices and promote early sales in response to the decline in consumer confidence caused by higher home sales prices and rising commodity prices.
	J-wood	Increased year-on-year due to rise in selling price and increase of brokerage fees in Real estate department.
Operating profit	KDI	Operating loss increased year-on-year due to lower gross margin resulting from selling price adjustments
	J-wood	Operating loss narrowed year-on-year due to higher unit sales prices and improved operating margin, but losses continued to be recorded

Sales	1,371	1,264	1,981	(million yen)
Operating profit	(197)	(198)	(147)	

Sales Trends

※1) Became a subsidiary by M&A (consolidated from June 2024) ※2) Wholly-owned subsidiary of Shuwa Juken Co., Ltd.



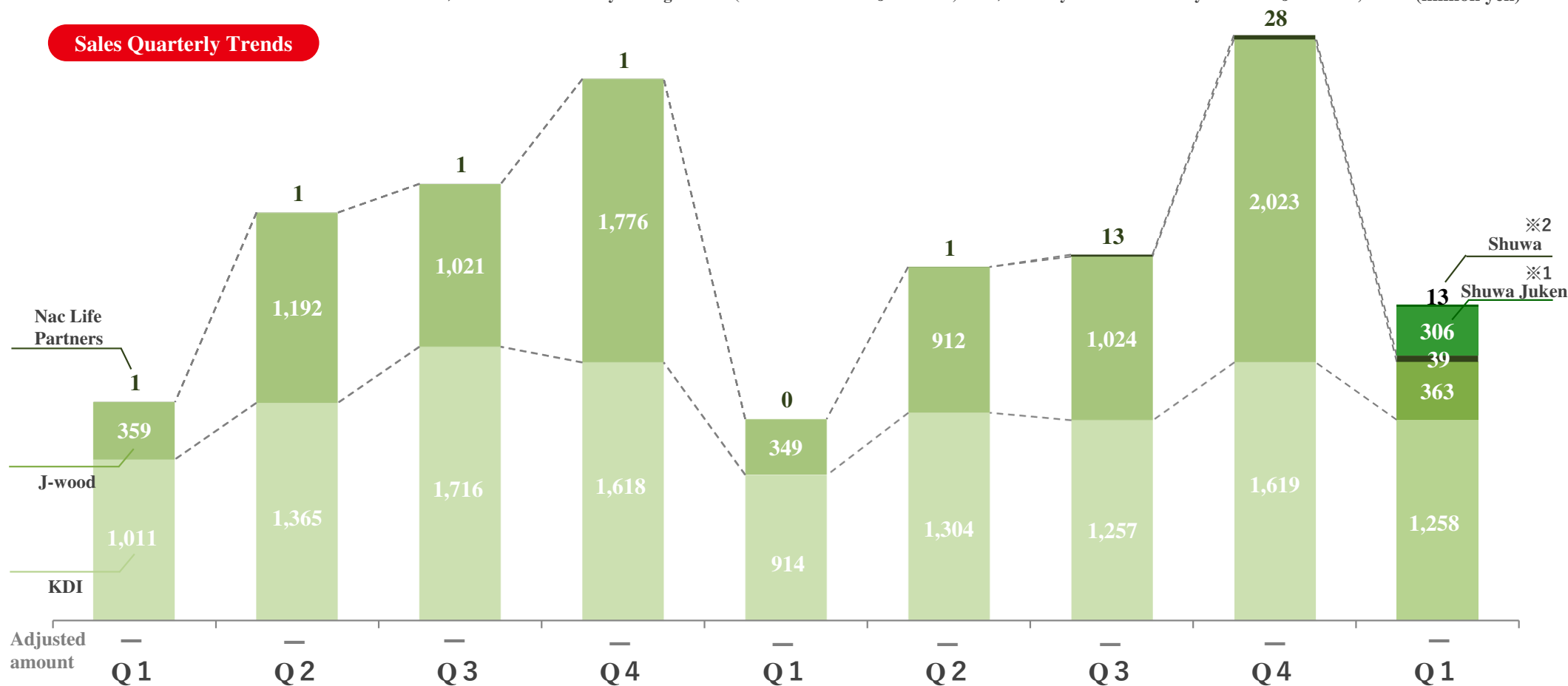
2-4b Housing Sales Business Quarterly Trends of Sales and Operating Profit



FYE March 2023				FYE March 2024				FYE March 2025
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Sales								
1,371	2,559	2,739	3,396	1,264	2,217	2,295	3,670	1,981
Operating profit								
(197)	(0)	(21)	38	(198)	(46)	19	253	(147)

※1) Became a subsidiary through M&A (consolidated from June 2024) ※2) Wholly owned subsidiary of Shuwa Juken Co., Ltd. (million yen)

Sales Quarterly Trends



Fiscal Year Ended March 2023

Fiscal Year Ended March 2024

Fiscal Year Ending March 2025

◆ Adjusted amount : Sales mainly within the segment

2-4c Housing Sales Business Priority Measures for FY2024 onwards **NAC**

KDI

- Strengthen area strategies and land procurement
- Improve sales capabilities through employee training

J-wood

- Aggressively expand orders for one-story houses and storefront housing, for which demand is increasing
- Enhance product lineup in both the J-wood and KUNIMOKU HOUSE businesses

Shuwa Juken and Shuwa

- In May 2024, Shuwa Juken Co., Ltd. which undertakes construction contracts for new detached houses, became a subsidiary, and its wholly owned subsidiary Shuwa Co., Ltd. became a sub-subsidiary (the companies will effectively operate as one)
- As the top dealer of ACE HOME, a housing franchise of NAC HAUS Partner Co., Ltd., we expect to strengthen the business and generate synergies with J-wood Co., Ltd., which conducts sales activities in the same area.



KDI-HOME
Kindness, Development, Integrity



 株式会社 **ジェイウッド**



人にやさしい住まい。
SHUWA
秀和住研

02 Business Segment Results

2-5. Beauty and Health Business

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

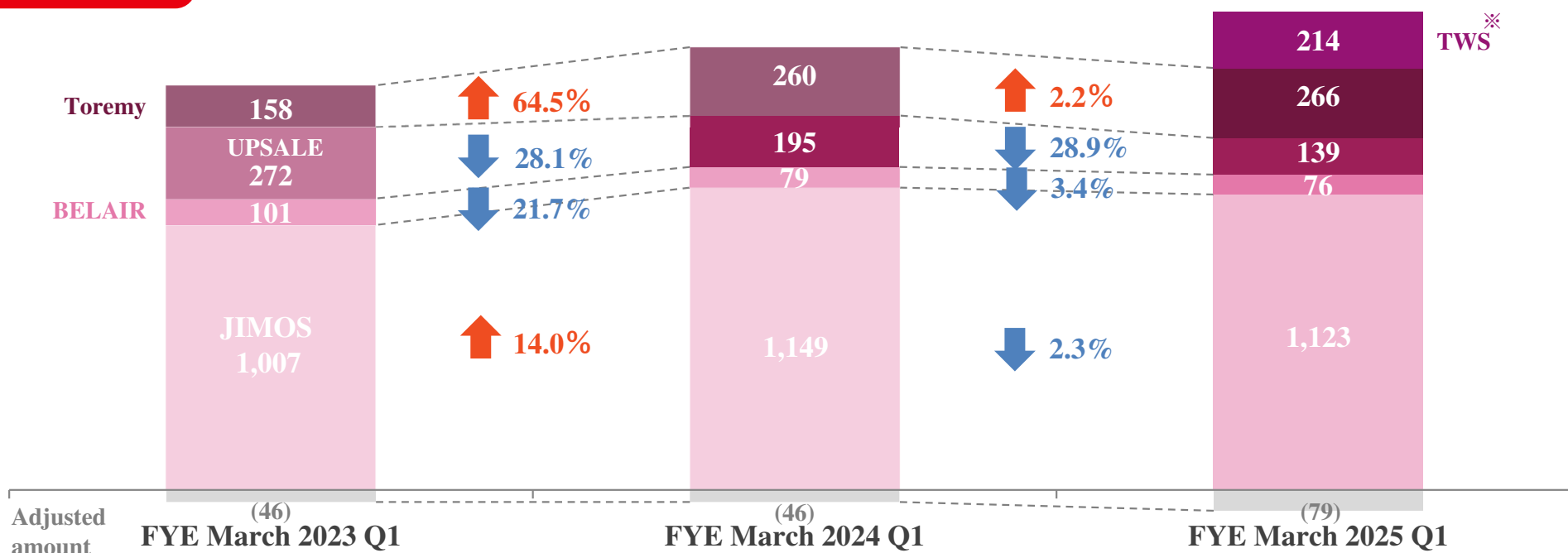


Sales	JIMOS	Same level year-on-year (slightly decreased) due to decrease in sales of “Coyori” as a result of commoditization of natural brands, despite strong sales of “MACCHIA LABEL” and growth of “SINN PURETE”
	BELAIR	Decreased year-on-year due to decline in sales volume caused by aging of members
	UP SALE	Decreased year-on-year due to shrinking sales caused by intensifying price competition in e-commerce sales
	TOREMY	Same level year-on-year (slightly increased) due to stable orders received as the market recovered
	TWS	Increased in sales in the Beauty and Health business due to new consolidation of TWS from March 2024
Operating profit	Increase year-on-year due to cost containment resulting from streamlining of advertising and sales promotion expenses at JIMOS Co., Ltd.	

Sales	1,493	1,638	1,740	(million yen)
Operating profit	(41)	25	79	

Sales Trends

※TOMOE Wines & Spirits Co., Ltd. : became a subsidiary by M&A (consolidated from March 2024)



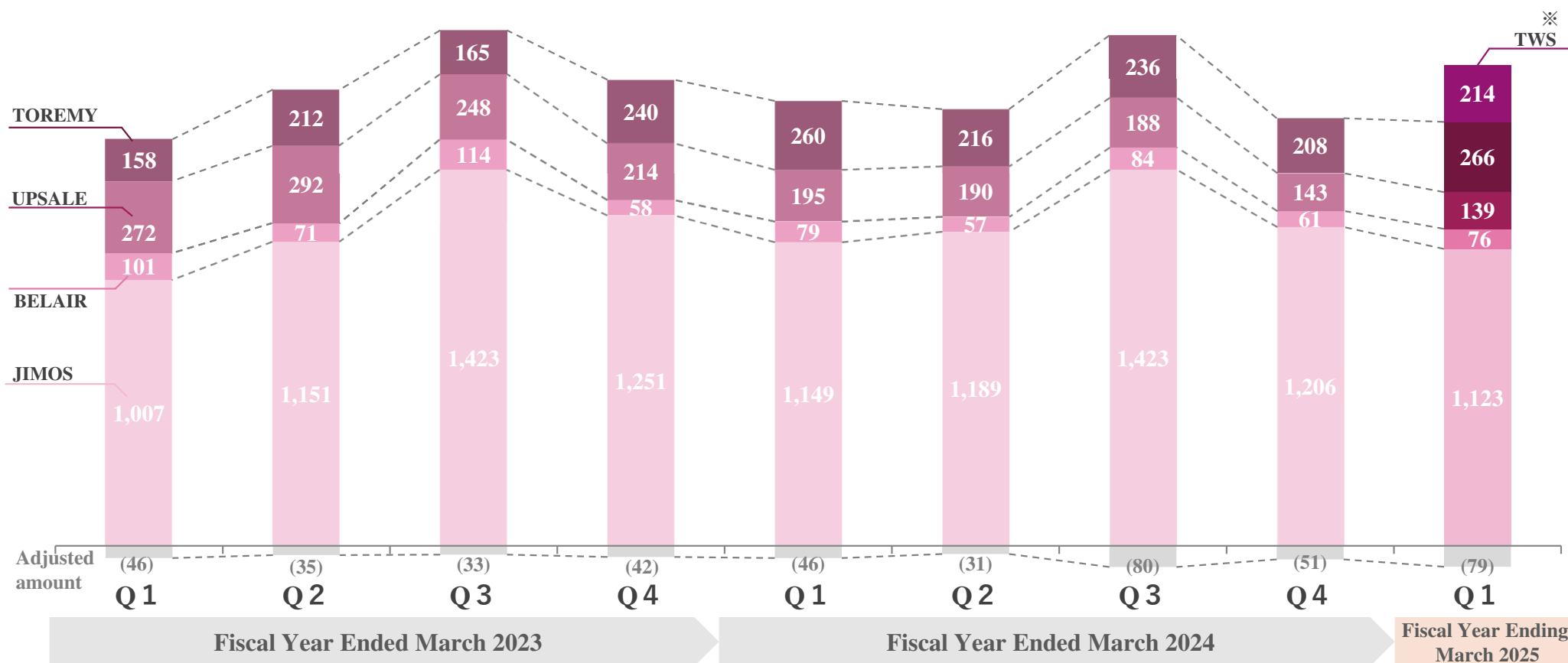
2-5b Beauty and Health Quarterly Trends of Sales and Operating Profit

FYE March 2023				FYE March 2024				FYE March 2025
Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1
Sales								
1,493	1,691	1,919	1,722	1,638	1,622	1,853	1,569	1,740
Operating profit								
(41)	(34)	200	113	25	20	258	(7)	79

Sales Quarterly Trends

※TOMOE Wines & Spirits Co., Ltd. : became a subsidiary by M&A (consolidated from March 2024)

(million yen)



2-5c Beauty and Health Business Priority Measures for FY2024 onwards **NAC**

JIMOS

Enhancement and renewal of main products through new product development and acquisition of new customers

BELAIR

Acquire new customers and expand sales channels through product renewal, and strengthen group synergy

UP SALE

- Promote direct sales of wine in cooperation with TWS, a new group company
- Invest in advertising to expand sales of pharmaceuticals and to retain group customers through our own e-commerce

TOREMY

- Development of ODM products, mainly quasi-drugs, and increase in new orders by strengthening cooperation with partner factories
- Strengthen vertical collaboration with each business by leveraging cost advantages of in-house group manufacturing

TWS

In addition to conventional B-to-B sales, expand B-to-C sales through EC sales by UP SALE Co., Ltd.

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



ベリエアー



UP SALE



★ **TOREMY**



Tomoe
Wine
and spirits

03 Results Forecast for FYE March 2025

3-1 Consolidated Result Forecast

- Sales and profit are expected to increase compared to fiscal year ended March 2024
- Until March 2024, the company plans to recover investment in business expanded through new store openings, and invest in human capital, new products and services, sales promotion activities

(million yen)			
	FYE March 2025 Forecast	FYE March 2024 Result	Comparison
Sales	65,500	54,433	+ 11,066
Operating profit	4,000	2,298	+ 1,701
Ordinary profit	4,000	2,390	+ 1,609
Profit attributable to owner of parent company	2,550	1,436	+ 1,113
EPS	59.26yen	33.22yen	+ 26.04yen

3-2 Consolidated Result Forecast : Sales by Segment

(million yen)

	FYE March 2025 Forecast	FYE March 2024 Result	Comparison
CreCla Business	16,100	15,239	+ 860
Rental Business	17,800	17,463	+ 336
Construction Consulting Business	9,000	5,661	+ 3,338
Housing Sales Business	10,900	9,448	+ 1,451
Beauty and Health Business	8,000	6,684	+ 1,315
Elimination of adjustments (including new • M&A)	3,700	(64)	+ 3,764
TOTAL	65,500	54,433	+ 11,066

3-3 Consolidated Result Forecast : Operating Profit by Segment

(million yen)

	FYE March 2025 Forecast	FYE March 2024 Result	Comparison
CreCla Business	1,720 [10.7%]	1,706 [11.2%]	+ 13 [(0.5pt)]
Rental Business	1,810 [10.2%]	1,597 [9.1%]	+ 212 [+ 0.9pt]
Construction Consulting Business	1,350 [15.0%]	28 [0.5%]	+ 1,321 [+ 14.5pt]
Housing Sales Business	320 [2.9%]	27 [0.3%]	+ 292 [+ 2.6pt]
Beauty and Health Business	360 [4.5%]	298 [4.5%]	+ 61 [+ 0pt]
Elimination of adjustments (including new • M&A)	(1,560)	(1,360)	(199)
TOTAL	4,000 [6.1%]	2,298 [4.2%]	+ 1,701 [+ 1.9pt]

※Figures in parentheses are the operating profit margin

04 Dividend

Dividend Policy

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

Annual dividend^{※1}

22

19

20

21

22

Dividend on equity(DOE)

4.8%^{※2}

3.9%

3.9%

4.0%

—

Dividend payout ratio

53.6%

49.9%

44.9%

63.2%

37.1%

※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

Commemorative
dividend

4

Year-end dividend

13.5

Interim dividend

4.5

14.5

15.0

16

17

4.5

5.0

5

5

FYE
March 2021

FYE
March 2022

FYE
March 2023

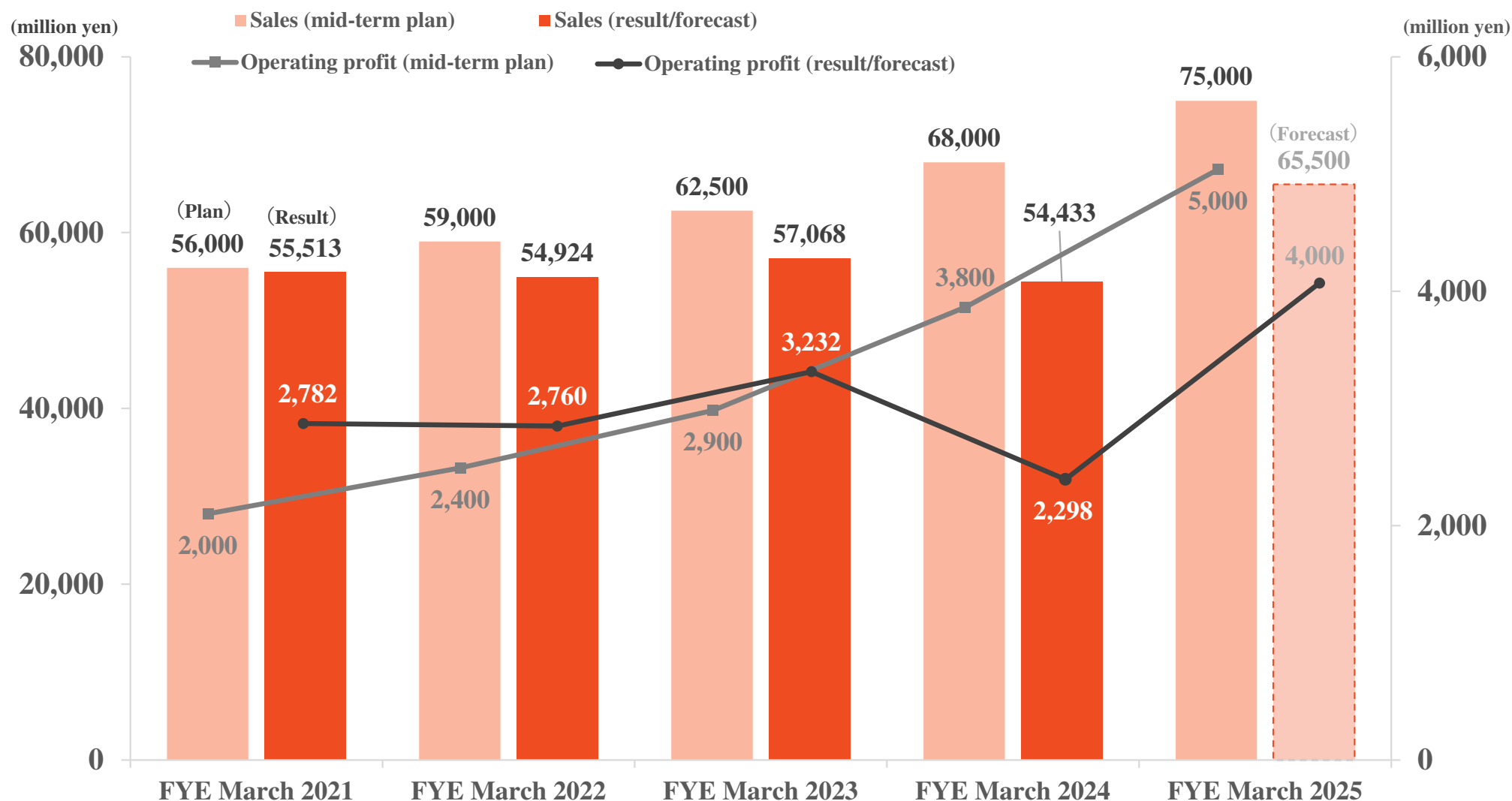
FYE
March 2024

FYE
March 2025 (E)

05 Mid-term Management Plan

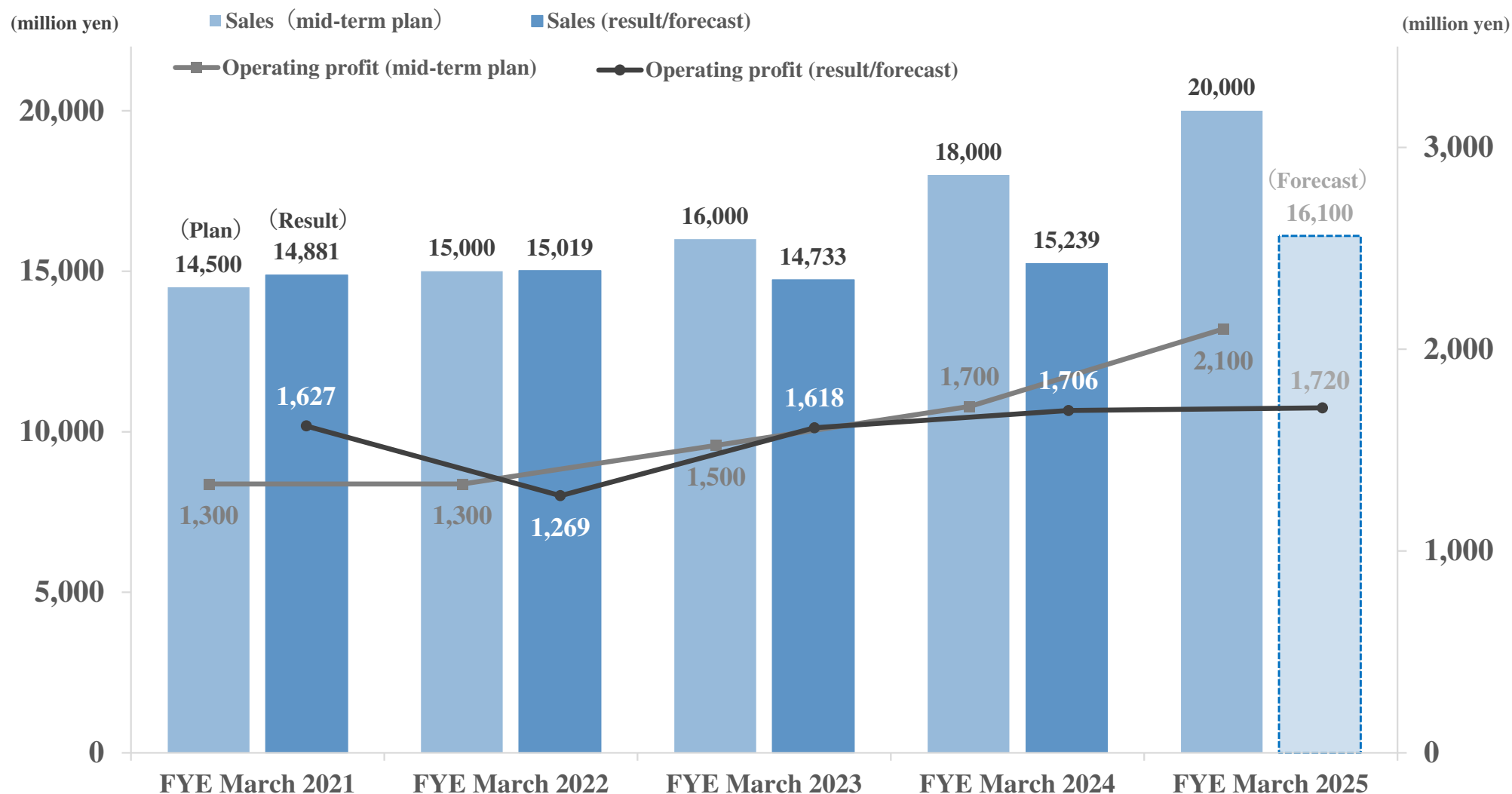
5-1 Progress of Mid-Term Business Plan

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



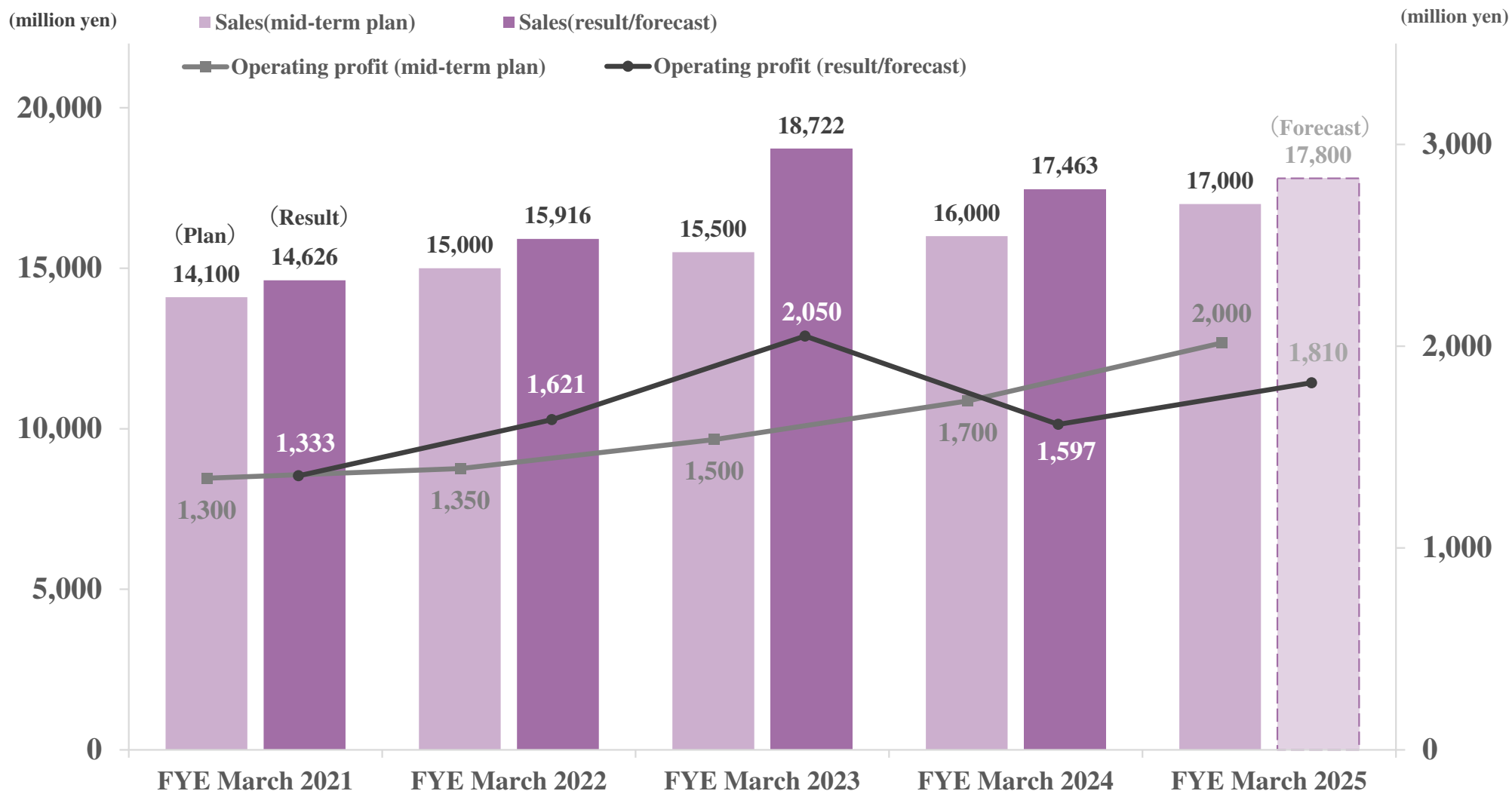
5-1 Progress of Mid-Term Business Plan (CreCla Business)

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



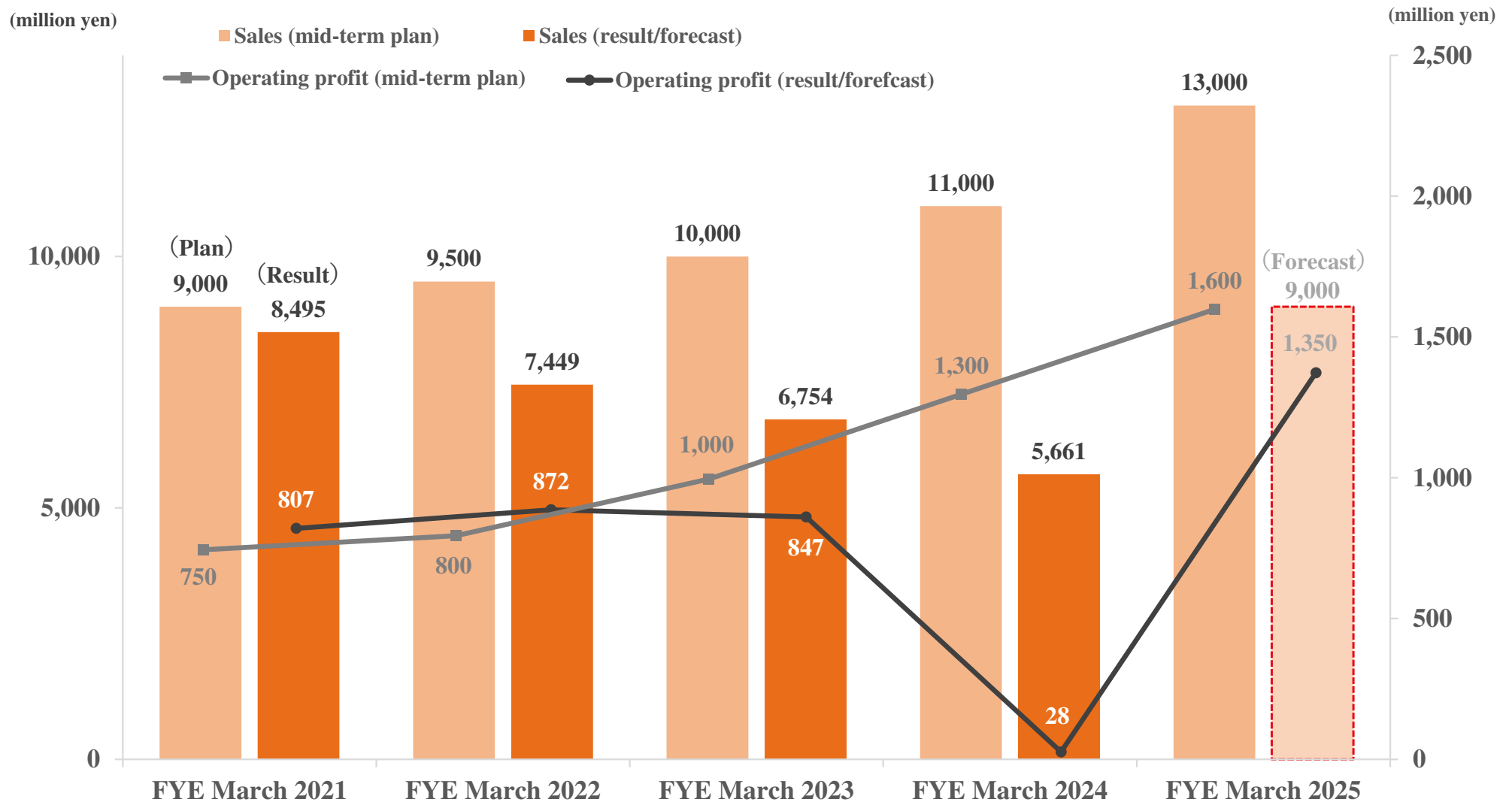
5-1 Progress of Mid-Term Business Plan (Rental Business)

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



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

- Plan of increase in sales and profit compared with the previous fiscal year
- Decrease in sales and profit are expected relative to the mid-term



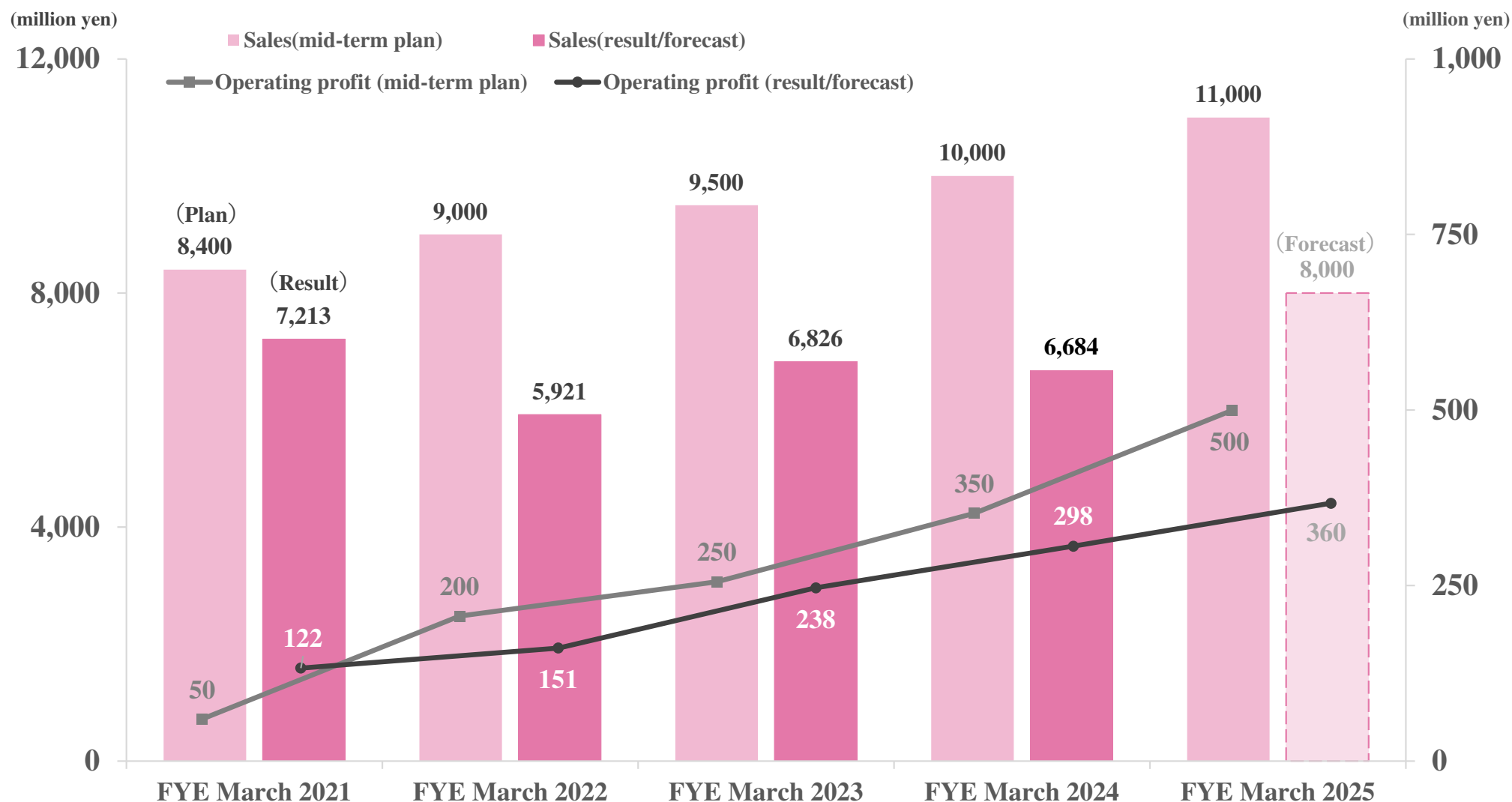
5-1 Progress of Mid-Term Business Plan (Housing Sales Business)

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



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

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



06 Company Profile

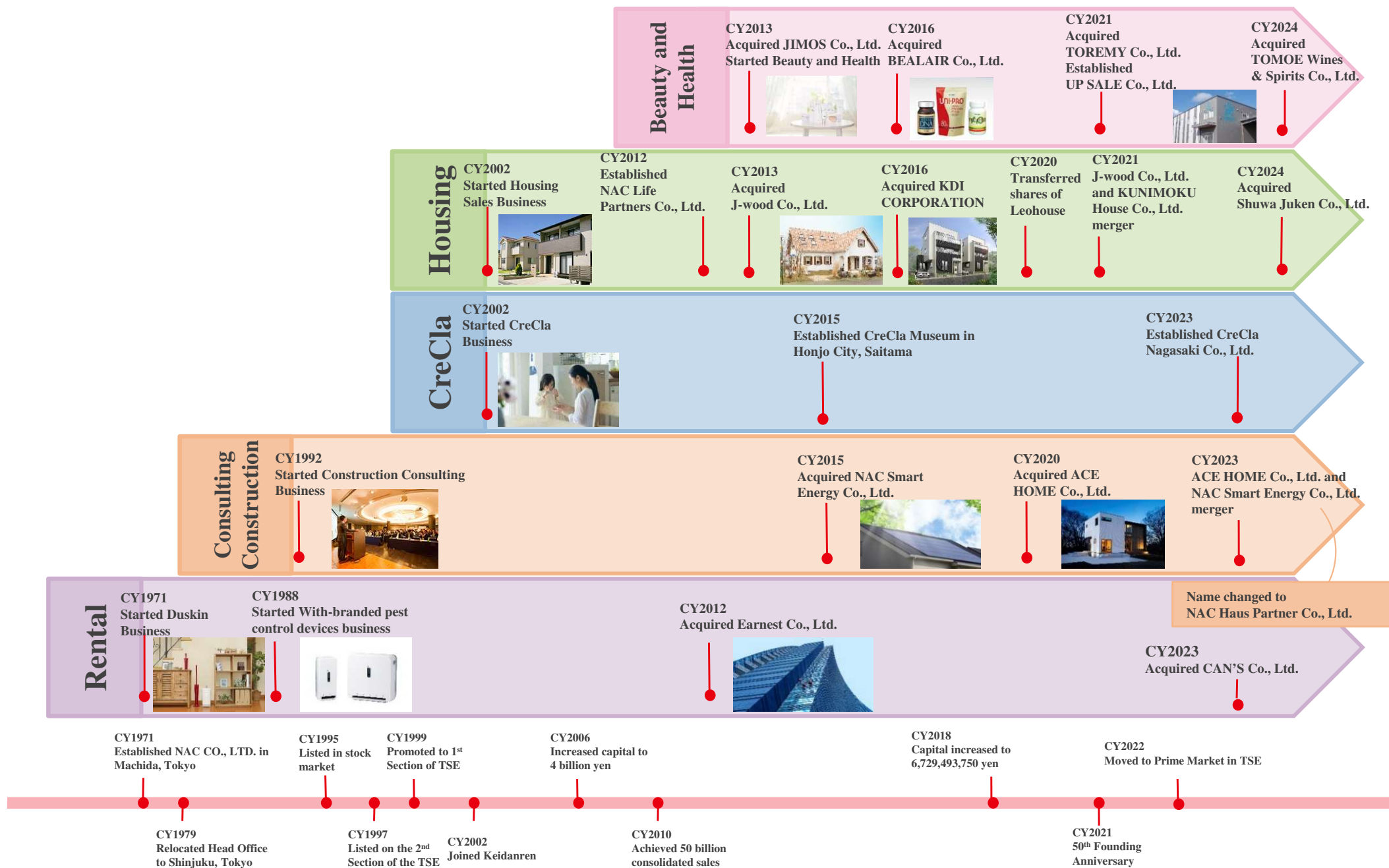
6-1 Company Outline



(※ As of end of March 2024 ※ Only Consolidated subsidiary is indicated as of June 2024)

Company name	NAC CO., LTD																														
Address	Tokyo, Shinjuku-ku, Nishi-Shinjuku 1-25-1 Shinjuku 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 Service) ※became a subsidiary in April 1, 20223</td></tr> <tr> <td>Rental</td><td>Earnest Co., Ltd. (Building Maintenance Business)</td></tr> <tr> <td></td><td>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)</td></tr> <tr> <td></td><td>J-wood Co., Ltd. (Custom-built Houses Contractor)</td></tr> <tr> <td>Housing</td><td>KDI CORPORATION (Ready-build/Order-made Houses)</td></tr> <tr> <td></td><td>Nac Life Partners Co., Ltd. (Finance and Benefits)</td></tr> <tr> <td></td><td>Shuwa Juken Co., Ltd. ※became a subsidiary in May 24, 2024</td></tr> <tr> <td></td><td>Shuwa Co., Ltd. ※became a sub-subsubsidiary in May 24, 2024</td></tr> <tr> <td>Beauty and Health</td><td>JIMOS Co., Ltd. (Cosmetics and Health Food Mail-order)</td></tr> <tr> <td></td><td>BELAIR Co., Ltd. (Manufacture/Sales of Nutritional Supplements and Cosmetics)</td></tr> <tr> <td></td><td>吉慕詩股份有限公司(Taiwan) (Beauty and Health Business)</td></tr> <tr> <td></td><td>TOREMY Co., Ltd. (Cosmetics Development and Manufacture)</td></tr> <tr> <td></td><td>UP SALE Co., Ltd. (Cosmetics, Health Food and Medicine Mail-order)</td></tr> <tr> <td></td><td>TOMOE Wines & Spirits Co., Ltd. (Wine Sales and Export) ※became a subsidiary in February 26, 2024</td></tr> </table>	CreCla	CreCla Nagasaki Co., Ltd. (Water Delivery Service) ※became a subsidiary in April 1, 20223	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)		J-wood Co., Ltd. (Custom-built Houses Contractor)	Housing	KDI CORPORATION (Ready-build/Order-made Houses)		Nac Life Partners Co., Ltd. (Finance and Benefits)		Shuwa Juken Co., Ltd. ※became a subsidiary in May 24, 2024		Shuwa Co., Ltd. ※became a sub-subsubsidiary in May 24, 2024	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)		TOMOE Wines & Spirits Co., Ltd. (Wine Sales and Export) ※became a subsidiary in February 26, 2024
CreCla	CreCla Nagasaki Co., Ltd. (Water Delivery Service) ※became a subsidiary in April 1, 20223																														
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	CAN'S Co., Ltd. (Restoration Work Business) ※became a subsidiary in May 31, 2023																														
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	TOMOE Wines & Spirits Co., Ltd. (Wine Sales and Export) ※became a subsidiary in February 26, 2024																														
No. of employees (Regular employees)	Consolidated 1,636 (excluding part-time employees)																														
Capital	6,729,493,750 yen																														
Shares Outstanding	46,613,500 shares (1 unit : 100 share)																														
No. of shareholders	25,496 (total number of shareholders excluding treasury stock)																														

6-2 NAC Group History



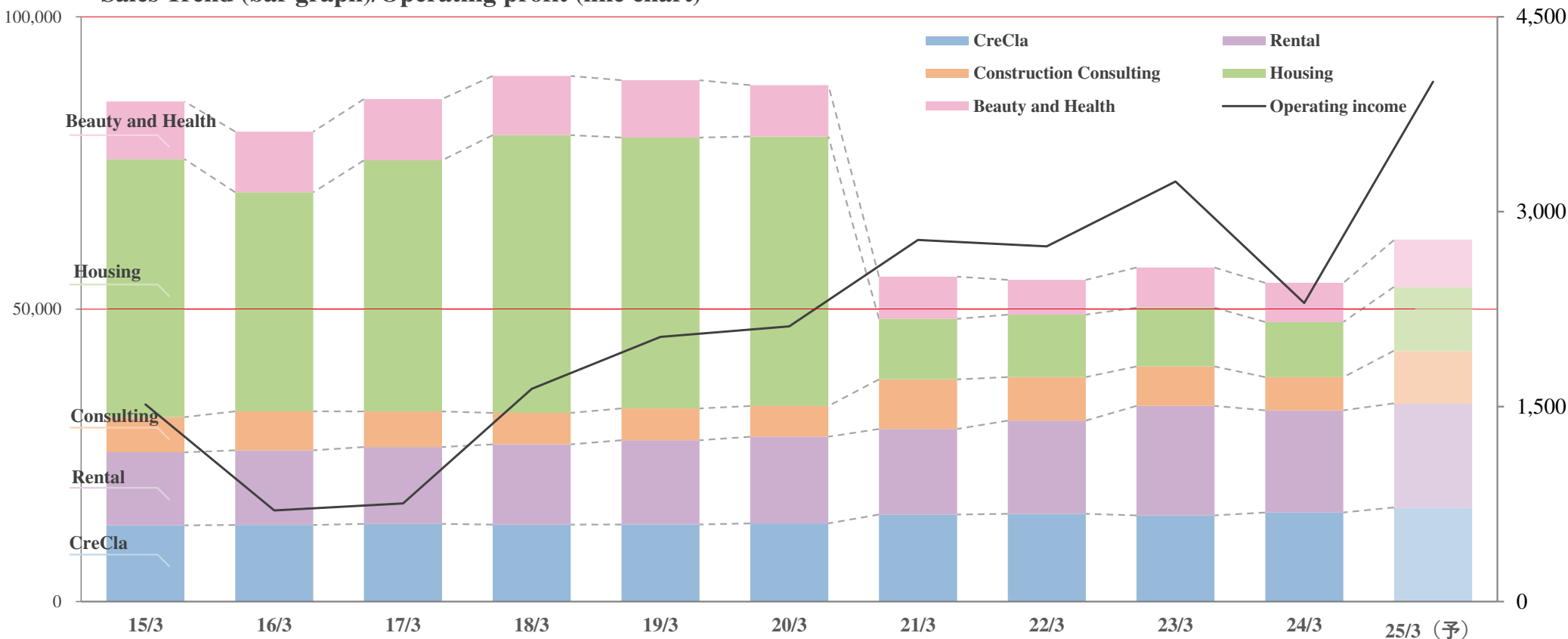
6-3 NAC Business Result (Previous 10 Fiscal Years + Forecast)

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	FYE 03/2025(E)
Sales										
85,443	80,302	85,901	89,818	89,111	88,222	55,513	54,924	57,068	54,433	65,500
Operating profit										
1,517	701	756	1,637	2,037	2,118	2,782	2,760	3,232	2,298	4,000

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

Profit structure has changed due to transfer of Leohouse shares

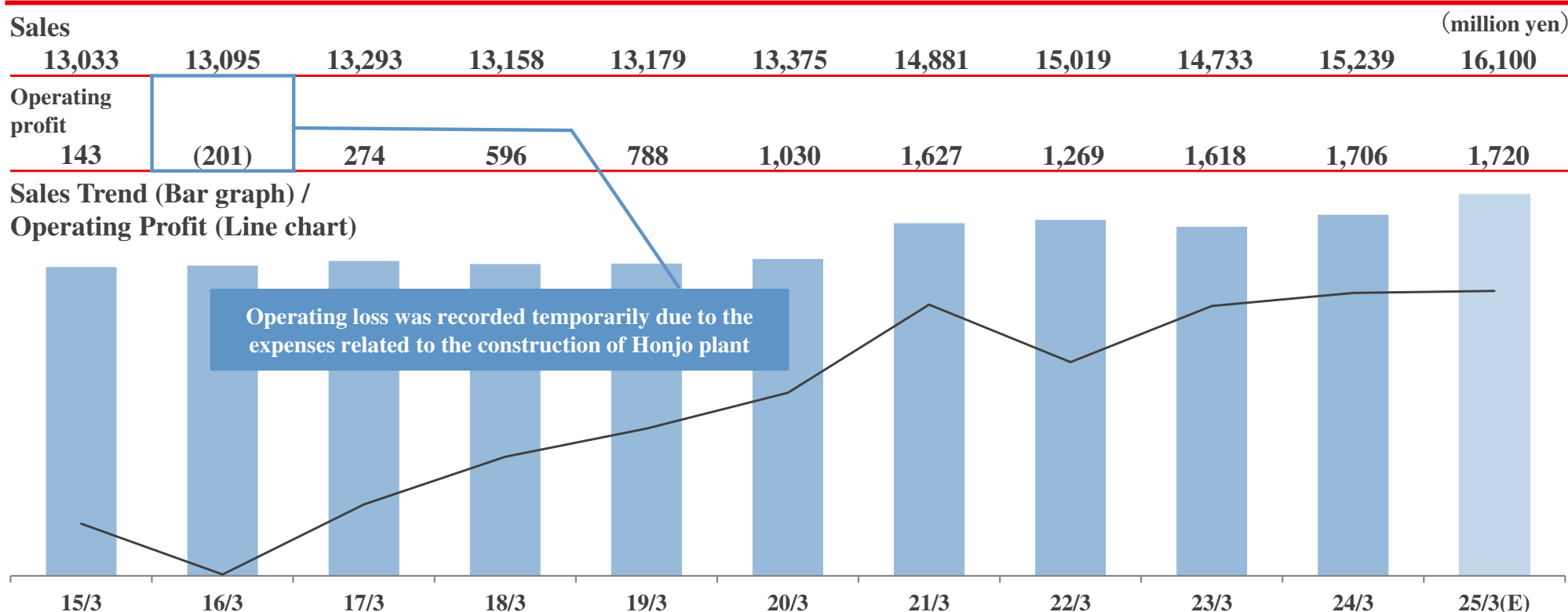
(million yen) Sales Trend (bar graph)/Operating profit (line chart)



6-4 Business Introduction CreCla Business

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

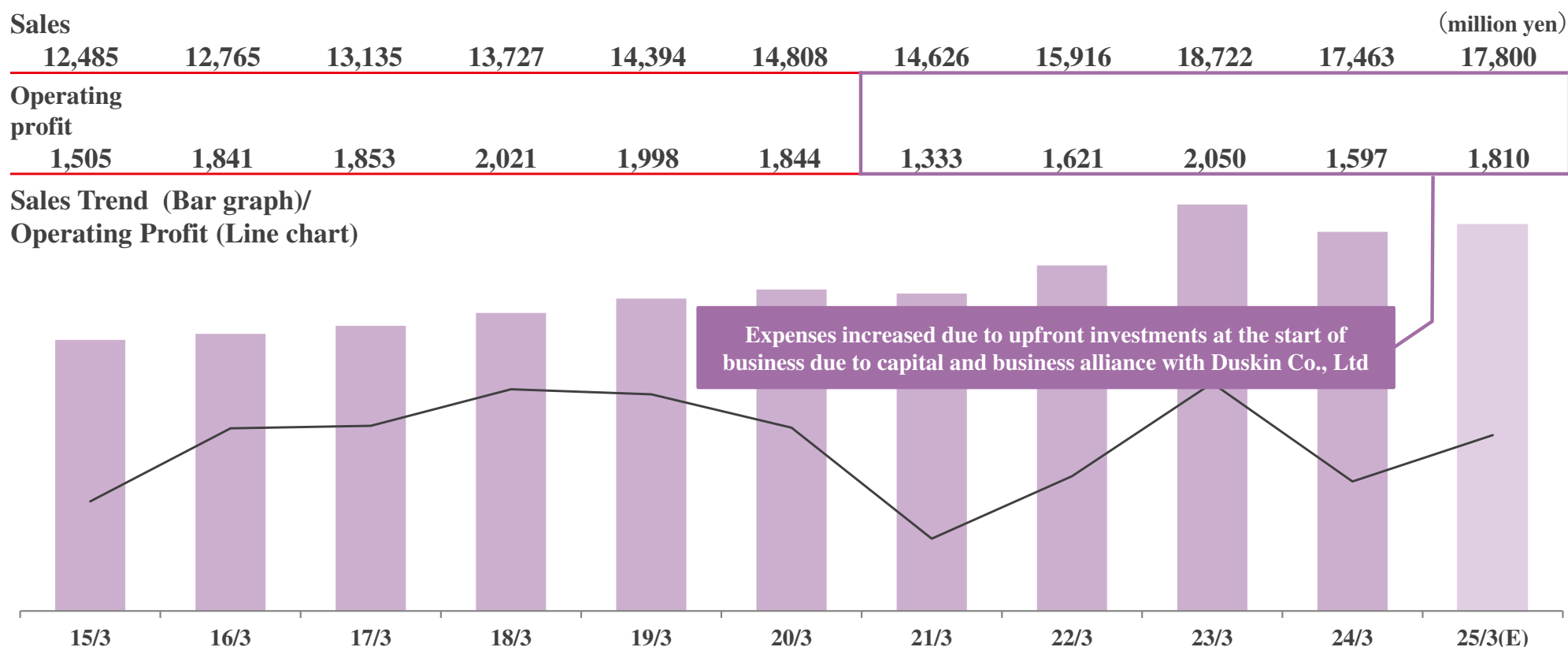
- Manufacture and sales of CreCla (delivery of bottled water), Water Purifier Server (feel free) and ZiACO (hypochlorous acid solution)
- Operates the Head Office of CreCla Business (Affiliated stores of approx. 500 stores)
- **No.1** in customer satisfaction for **13 consecutive years** (Dec 2023 survey by NIFTY Corporation on “water delivery”)
- Acquired the **industry’s first** eco-mark, and established the **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 (Trade Name 「CreCla Tsukumo」)



6-5 Business Introduction Rental Business

Major composition : NAC CO., LTD. Duskin Business, With Business, Earnest Co., Ltd., CAN'S Co., Ltd.

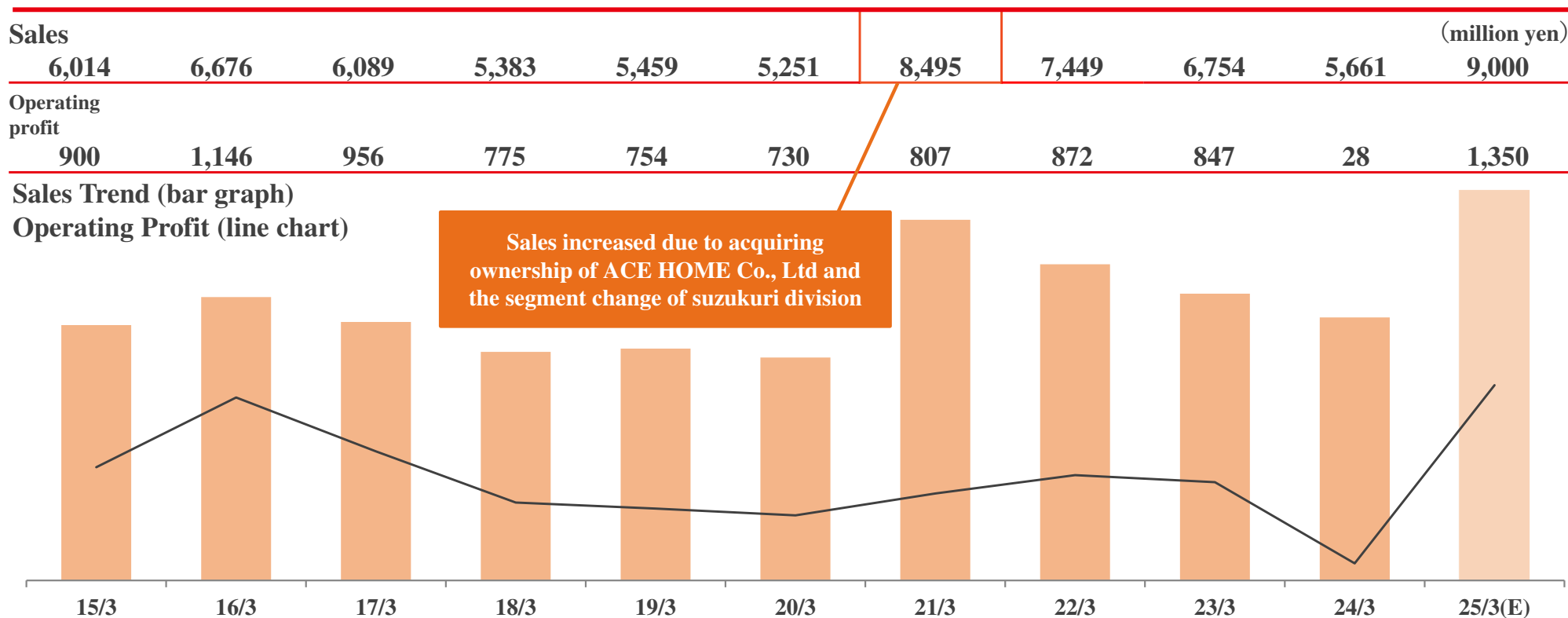
- Rental and sales of dust control products, pest control items, and operates regular cleaning business
- Duskin franchise dealer **No.1 sales** (approx. 1,900 companies)
- Pest control device “With” for restaurants, a **Japan’s first** approved by Minister of Health, Labor and Welfare
- March 2012 Earnest 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)



6-6 Business Introduction Construction Consulting Business

Major consumption : NAC CO., LTD. Construction Consulting Business, NAC HAUS Partner Co.,

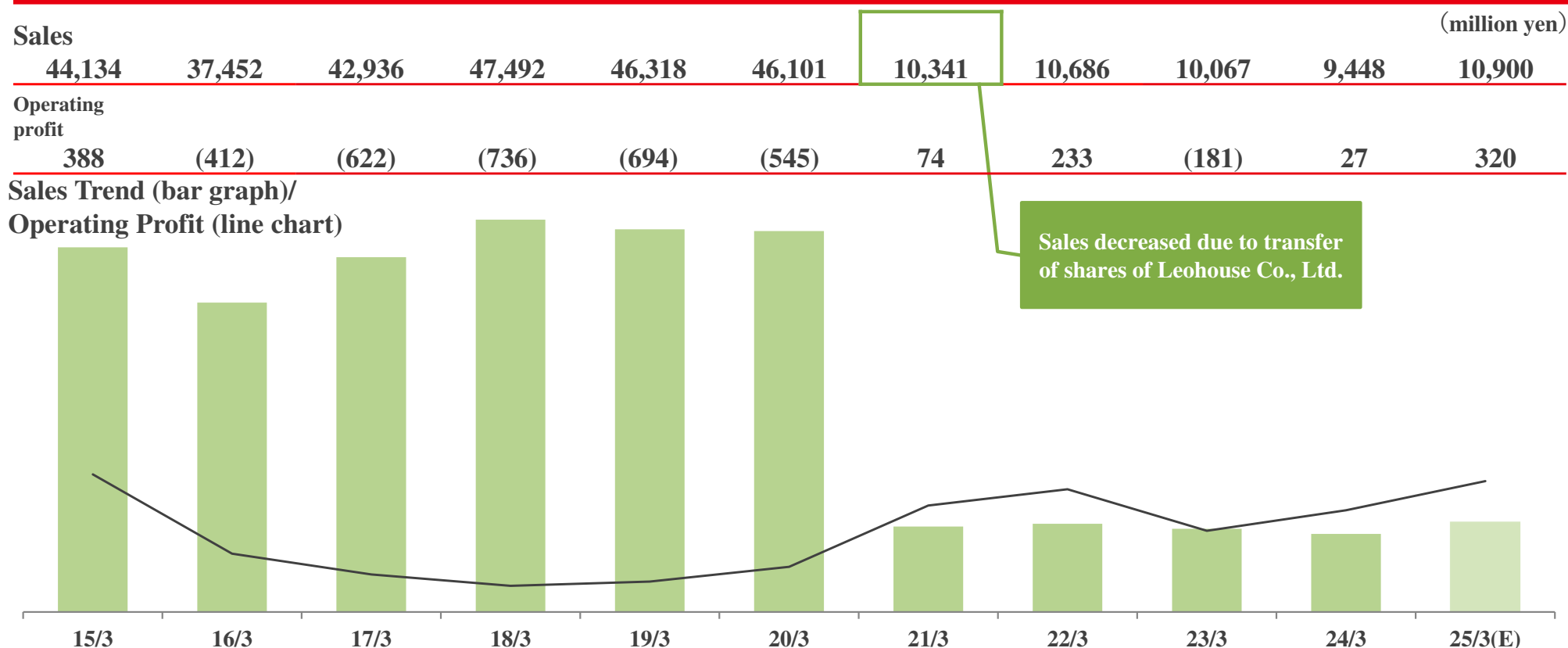
- Ltd.
- Sales construction know-how system products and construction materials to local contractor, and housing franchising business
 - NAC member contractors **approx. 7,000 companies**
 - September 2015 Acquired ownership of Nac Smart Energy Co., Ltd. ※NSE Co., Ltd. (sales and installation of energy-savings products)
 - April 2017 Acquired ownership of Suzukuri Co., Ltd. (Housing Development Business in partnership with other industries) (containing 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 consumption : KDI CORPORATION, J-wood Co., Ltd., Nac Life Partners Co., Ltd., Shuwa Juken Co., Ltd.

- Contractor of custom-built detached houses, sales of ready-built houses, and its related financial and insurance services
- July 2013 J-wood Co., Ltd. became a subsidiary (custom-built houses made of natural materials)
- May 2016 KDI CORPORATION became a subsidiary (ready-built and order-made houses in Tokyo Metropolitan area)
- June 2017 KUNIMOKU HOUSE Co., Ltd. became a subsidiary (develop a housing business in Hokkaido)
- April 2021 J-wood merged with KUNIMOKU HOUSE Co., Ltd. (continued as KUNIMOKU HOUSE business)
- June 2024 Shuwa Juken Co., Ltd. became a subsidiary (Expand housing business in Tohoku region)



6-8 Business Introduction Beauty and Health Business

Major composition : JIMOS Co., Ltd., BELAIR Co., Ltd., TOREMY Co., Ltd., UPSALE Co., Ltd., TWS 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
Expand “Clear Esthe Veil”, **No.1** in mail-order sales for beauty essence foundation for **20 consecutive years**
- December 2016 BELAIR Co., Ltd. became a subsidiary (sales of supplements)
- July 2017 TOREMY Co., Ltd. became a subsidiary (contract manufacturer of cosmetics)
- September 2019 Established UPSALE Co., Ltd. (mail order of cosmetics, health food and medicines)
- February 2024 TOMOE Wines and Spirits Co., Ltd. (TWS) became a subsidiary (export and sales of wine)

