



PC DEPOT CORPORATION
https://www.pcdepot.co.jp/english/co_ir/



Bridging the Digital Divide for Our Member Families

From work, school, and government to daily life, digitalization is advancing throughout society.

At present and going forward into the future, we are entering an age in which many things in society will become digitalized and convenient.

While some families are taking full advantage of this convenience to digitally enrich their daily lives, other families right next door are being left behind as they are unable to utilize digital technologies.

The COVID-19 pandemic and shrinking Japanese population have accelerated the digitalization of society. With fewer places to seek help, advances in child learning in line with revisions to government curriculum guidelines, the rise of telecommuting and online learning, traditional family life is being transformed.

Given current trends, the digital divide (information gap) that exists between families has been identified as a social issue. PC DEPOT has decided to make the resolution of this issue its core business, which aims to enrich family life and create happy families using digital technologies.

PC DEPOT stands alongside families living in the digital era.

As society transitions from having places to seek help and assistance with finding solutions to a time when there are no places to seek help, and families must find solutions on their own, we will resolve social issues by assigning digital assistants to every home.



About PC DEPOT

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PC DEPOT Strategy

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History of Resolving Digital and Social Issues

Since its inception, PC DEPOT Corporation has resolved issues related to Internet and PC problems.

Leveraging education and creativity, we are now engaged in resolving issues affecting daily life as we attempt to design abundant lifestyles through digital technologies going forward.

1994



Established PC Merchandise Co., Ltd.

In line with the massive popularity of Windows 95 in 1995, performance expanded in the Internet domain. Business performance further expanded through the resolution of "problems," customer sales, and the provision of sales support.

2003



Opened PC Clinics in all PC DEPOT stores

Staffed by technical experts. Since opening, we have provided technical support for the products we sell as well as products purchased at other stores.

1999

Listed shares on the JASDAQ Securities Exchange

(now the Standard Market of the Tokyo Stock Exchange)

2006



Launched subscription-based Premium Membership service

Amid the spread of household personal computers, we launched full-scale maintenance support services in 2005.

2020



Formulated Vision and Mission

Vision: Eliminate the digital divide.

Mission: Bring digital consultants to all homes.

Promoted the creation of specialized consultants providing one-stop support for digital lifestyles.

2015

Transferred share listing to the First Section of the Tokyo Stock Exchange

(now the Prime Market)

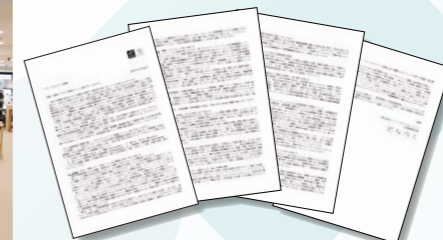
2013



Launched a new type of outlet, "PC DEPOT Smart Life stores"

These stores staffed by planners and technical experts with extensive knowledge provide one-stop services, from purchase consultations to setup, support, and the purchase of additional merchandise.

2018



Announced PC DEPOT's "Basic Approach to Sustainable Growth and Ensuring Permanence"

We organized the comprehensive "Five Values" based on our corporate stance, employee ethics, and level of social acceptance.

2019



Introduced Digital Life Planners

Digital Life Planners work with members to plan their future digital lives and consider the use of devices, systematically creating digital value in their lives with a focus on families. This service expands through referrals from friends and neighbors.

2022

Opened the Yokohama Key Station, a huge facility for member families across Japan.

Launched a new concept for the creation of an "exciting" future for member families. This members-only facility enables users to see, touch, and experience digital technologies.



Making Lifestyles Richer through Digital Technologies

Vision

Eliminate the digital divide.

Mission

Bring digital consultants to all homes.

Strategy

Shifting to management focused on Lifetime Value (LTV).

We formulated the above Vision and Mission as a company supporting various changes in social structures to realize customer success (enhancing the value of future digital lifestyles).

We will design sustainable management that ensures our presence as a sustainable company having significance in society with ethics and morals common to all stakeholders to envision future prospects. We will contribute to the creation of a rich family life through digital technologies facilitated via "one digital consultant per family."



Advice when shopping



Arrangement of monthly charges for telecommunications equipment



Digital environment consultations in all aspects of life



Assistance with online reservation procedures



Security measures



Ordering of optimal equipment for customers



Backup of memories and other important data



Formulation of purchase plans for educational purposes

Digital Life Planners Intimately Connected to Your Life

Digital Life Planner

Despite the advance of digital technologies, the number of mobile phone shops and public transportation functions is declining.

Although digitalization is convenient, it becomes an inconvenience for those in society who are unable to use it. Our digital consultants eliminate this "digital divide" so that families can lead richer lives with more time to spend together.

Reliable trade-in of idle equipment



On-site services in times of need



Advice on social media usage and online shopping

Planner Higashi
Minato Mirai Store



Lectures on high-tech equipment operation



Eliminating device troubles
Consultations on every issue



Even as the Structure of Society Changes, We Support Abundant Lifestyles through the Expansion of Digital Technologies Enabling Life to Continue

Takahisa Nojima

PC DEPOT Corporation
Representative Director, President & CEO



Takahisa Nojima Profile

1959 Born in Sagami City, Kanagawa Prefecture
1982 Joined Nojima Denki Shokai Co., Ltd. (now Nojima)
1994 Independently established PC Merchandise (now PC DEPOT Corporation)

Launched a PC specialty store in anticipation of personal computers becoming commonplace in ordinary households. At the time, the company became the fastest retailer to go public in the over-the-counter market (formerly the JASDAQ market). Having anticipated the digitalization of households in line with the changing times, the company has 136 stores nationwide (including Key Station, as at the end of October 2022) with the mission of being the “Bring digital consultants to all homes.”

PC DEPOT Corporation (PC DEPOT) has published its first SMARTLIFE REPORT (PC DEPOT Integrated Report). In this report, we share our thoughts on how to resolve issues so that PC DEPOT members’ families can enjoy convenient and comfortable lifestyles unique to individual families through the utilization of digital technologies. We hope all our members read this report, and that it will serve as a guideline for our employees as they engage in their work. We also hope that members will consult with PC DEPOT home digital consultants regarding matters affecting their daily lives.

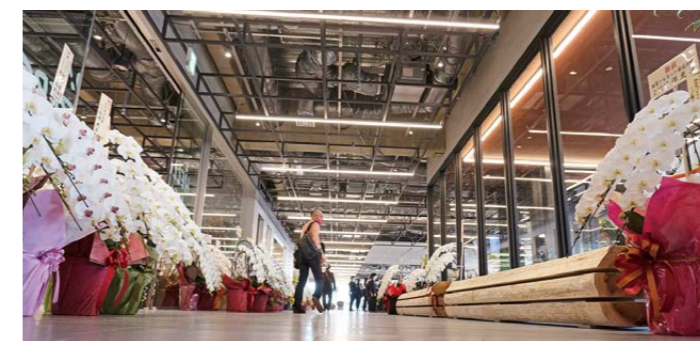


2022 new graduate training group photo

Integrating Digital Technologies into Family Life in Small Steps without Rushing or Forcing

When I founded the company in 1994, computers were transitioning from use in specialized fields to the lives of individual people, and we were engaged in the business of selling computer-related products to individual users. With the subsequent release of Windows 95 and widespread Internet connectivity, the popularity of home computers spread, and we began receiving inquiries such as “My computer stopped working—what do I do?” In response, PC DEPOT launched a members-only, monthly fee-based maintenance service in 2006. At present, as the world is changing at a dizzying pace, the advance of digital technologies in all aspects of life have created new challenges for customers. At the same time, the use of digital technologies facilitates changes that expand possibilities and enrich lifestyles. In 2018, PC DEPOT created the position of “Digital Life Planner” for those assigned to assist with customer issues via a subscription-based service.

Since its inception, PC DEPOT has made it its business to help people who use the Internet. We sell the necessary equipment and repair it when it breaks down—and will continue doing so in the future. That being said, what is critical going forward is that everyone benefit from the potential for digital technologies to enrich their lives by resolving everyday inconveniences and problems. Although digitalization is advancing in workplaces, schools, public services and a variety of other settings, permeating our daily lives, there are still some people who “can no longer use what used to work,” “want to use it but can’t” or “don’t know what is available to use.” This is one of the problems facing society. PC DEPOT is currently undergoing a major business transformation in an effort to resolve these social issues as a business. I have no intention of providing unprofitable solutions to social issues. This is because, regardless of how effective a solution is, if it does not make money, we cannot continue to offer it. We are attempting to provide value that members are willing to pay for. Digital Life Planners must be intermediaries between members and their digital devices to provide them with plans that enrich





April 2022 new employee welcome ceremony



their lives—in other words, to provide a solid knowledge base that accompanies members in their daily lives.

In 2018, I clearly stated the concept and direction we are targeting as PC DEPOT's Five Values, which were widely communicated to everyone within and outside the company. In 2020, I reconstituted those values as our Vision and Mission to enable employees to take more concrete actions and ensure a thorough understanding among our members.

<Vision>
Eliminate the digital divide.

<Mission>
Bring digital consultants to all homes.

At a 2021 meeting attended by all PC DEPOT employees, we decided on a new definition of customer—family. At present, we are transitioning to a system in which several Digital Life Planners team up to provide services to each family. Now that digital technologies permeate all aspects of our lives, PC DEPOT makes forward-looking proposals regarding which products are necessary and when services should be implemented in light of individual family lifecycles to ensure everyone—including those who are unable to use or are unaware of these technologies—has the opportunity to experience their benefits. At the same time, when riding a bus, I see elderly people taking out coins to pay and worry that they might fall down. The use of digital money eliminates the

risk of falling, and in this way, digital technologies are able to immediately provide peace of mind in everyday life.

There is no need to feel at a loss or panicked if one is unable keep up with the speed of digitalization. Everything will be fine if we don't force it and gradually transition to the digital world. We provide support ensuring that family life does not suffer amid the digitalization of society. In using the products and services proposed by PC DEPOT, member families provide us with the funding required to maintain our business going forward. I think this is the only way for PC DEPOT to continue providing solutions to social issues while making money, which is something only we are able to do.



Showa Era-style booth at the Autumn Appreciation Festival

Aiming for “Educated” and “Resourceful” Employees

Employees supporting members and business are indispensable for PC DEPOT operations. At the same time, we face challenges in terms of how to increase member numbers and educate human resources, both of which are major issues for PC DEPOT.

As PC DEPOT views customers not as individuals but as families of connected people, the increasing number of nuclear families and single-person households in modern society are very worrisome problems that cannot be solved by our company alone. However, even when families are living apart from one another, we can connect them digitally. We want to care for families as customers, rather than as individual users.

To this end, employees recognized by members as a “trustworthy presence integrated with their digital lifestyles” are essential. It is no longer possible to create manuals instructing employees how to interact with and support members, nor can we simply educate them by saying “Study this.”

For this reason, I am always telling employees to educate themselves (acquire the ability to solve problems and address issues for which there are no clear answers) and to improve their resourcefulness. The “abundant lifestyle enhanced using the potential of digital technologies” PC DEPOT attempts to provide is beyond the problems currently facing customers, which makes it somewhat difficult for them to see an immediate need. This is why I want our employees to possess the knowledge necessary to provide plans that enrich people's lives, as well as the education and resourcefulness that will enable them to be a part of members' lives. Although we still have work to do in order to achieve this goal, I see positive changes in the ways employees talk to one another about how their member families are doing, rather than being focused on sales.

Further, my sense is that our employees will play a role in supporting people's daily lives. Have you ever heard people in their living room talking about how the bank account they always used has closed, or that consolidation has moved the post office far away? digitalization, labor shortages, the pandemic, and other factors have led to





Business partner get-together at the Yokohama Key Station



a decrease in transportation, municipal functions, and other services throughout society. I think this crisis is a big problem from the consumers' perspective, although it is not recognized as being very serious. "Now that service is gone, what do we do?" I believe that researching the information necessary to solve these problems and providing it to the public is one way we can address these social issues.

At present, PC DEPOT is actively hiring young employees from what is known as Generation Z, including recent graduates, as well as mothers and fathers raising children, who are being trained as digital life planners. For this younger age group, it is no longer important for the company to provide instructions of any kind. This generation has grown up enjoying video games, they can think for themselves in terms of how to interact with others and "complete the mission." Rather than instructing them to say "Thank you" after eating a meal, it is easier for them to understand and comply when told why they should show appreciation to the person who provided the meal. Understanding that young people have different

values than older Japanese, managers and I will work to nurture Generation Z by assigning missions rather than providing instruction.

PC DEPOT Is Driven by Member Feedback

In June 2022, PC DEPOT revised its management structure from management led by eight directors (six men and two women) to a five-director structure (three women and two men).

These directors, who include myself, are entrusted with the management of PC DEPOT as individuals who, like all of you, have firsthand experience with everyday life and are also well-versed in corporate management. Those of us on the management team will rapidly make decisions on what products and services to provide based on a broad overview of your everyday lives. Employees and executives in charge of existing services will create better services based on their professional knowledge. Further, I believe that member feedback will lead to PC DEPOT becoming a

better company. My ideas, the direction of the company, and the products and services we must provide are communicated through the member magazine *SMARTLIFE JOURNAL* and other publications, and if employee proposals deviate from this, members will feel uncomfortable. I invite members to have these conversations with each other at the Yokohama Key Station, a place where members can gather as if it were their own home to ask questions and frankly discuss any concerns. This is a tremendous learning opportunity for our employees.

In a year's time, my hope is that rather than discussing sales, employees will be asking "How is that member's home doing?" and "How many members did you support in transitioning to the digital lifestyle this month?" while declarations such as "Fewer members quit the digital lifestyle this month!" become commonplace. Further, I believe that when the management team discusses not only sales and profit at its meetings, but also asks "Why are so many of this store's members quitting the digital lifestyle?" stronger performance will inevitably follow.

Having transitioned from a merchandise retailer to one of the first companies in the industry to launch member-only services, PC DEPOT has established robust backbone systems and accumulated a wealth of know-how. We have also transformed our business from maintenance

services for individual customers to digital lifestyle support for entire families, taking our efforts one step further than the competition. I am proud to say that no other company can offer similar services in the same price range. Another great feature of PC DEPOT is that we can provide additional services and products when members need them. We will continue being the digital consultant for every home, making proposals that meet current family needs and consider future lifestyles. Digital technologies have made it possible for us to carry our former lifestyles around in our pockets. Let's enjoy these times.



Inaugural edition of the SMARTLIFE JOURNAL



PC DEPOT's purpose is to "enrich people's lives through digitalization," and to eliminate the digital divide, Digital Life Planners will be assigned to every household to provide unwavering digital support to members' families.

The value creation model comprising these three axes aims to resolve social issues more rooted in people's lives and realize the expansion of the "role of Digital Life Planners" to enhance "abundant lifestyles" in response to "social changes" and demonstrate our efforts to transform the value we provide.

Abundant lifestyles

Intended to further enhance abundant lifestyles.



Digital Life Planners
Subscription model based on customer Lifetime Value (LTV)

Digital Consultants
Works: 3-5 member teams
Members covered by Works: 500-800 households
500 works (1,500-2,500 people): 250,000-400,000 households covered

Transformation of value provided (FORCE 2025)



Enriching the lives of families

Key Station concept

LTV management

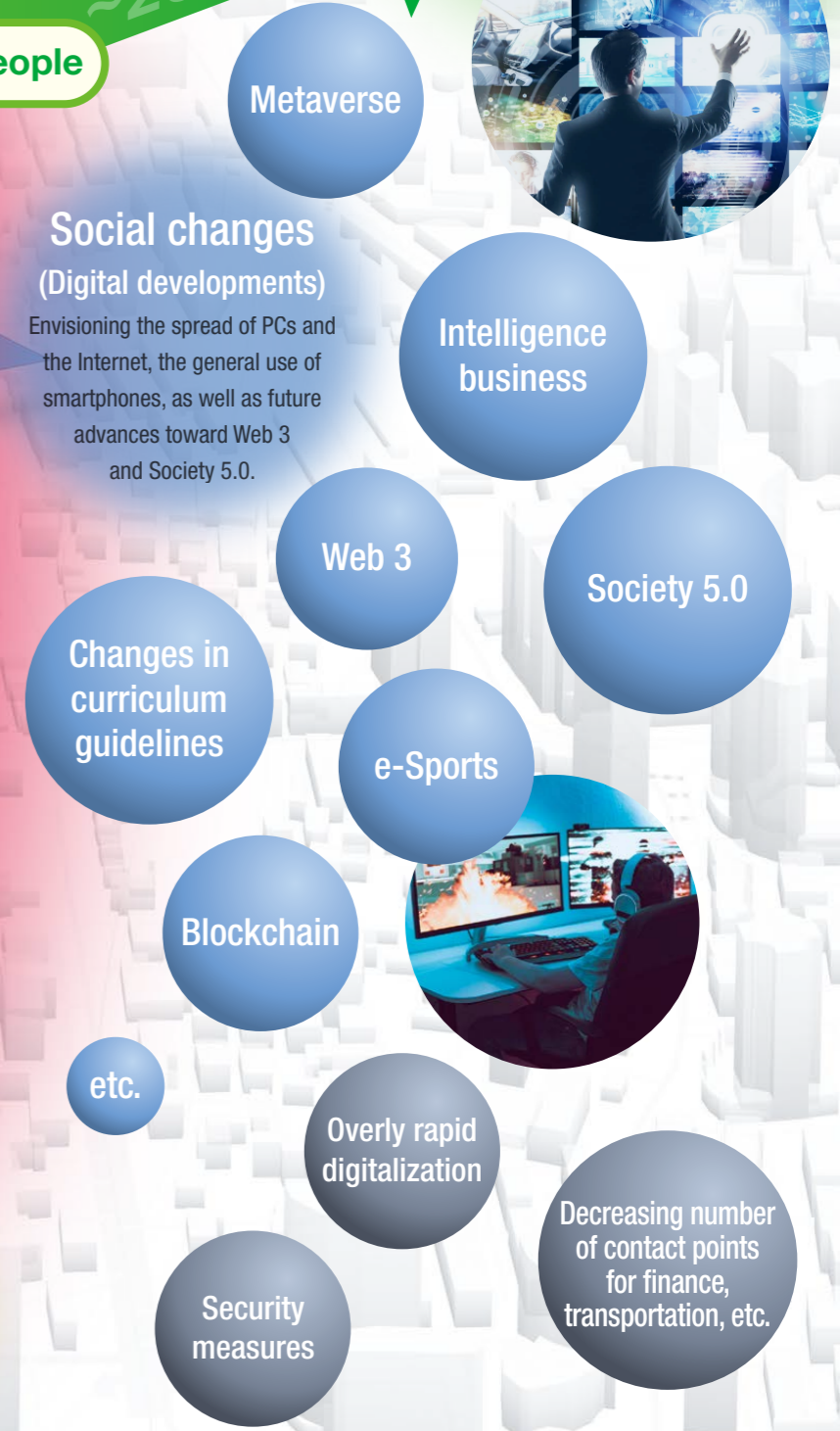
Handling the digital lives of 400,000 people

Uninterrupted lifestyles

Role of planners

We will advance from the provision of value through conventional "merchandise" to increased involvement in the enrichment of people's lives in line with social changes through the "people" comprising Digital Life Planners.

Resolution of more deeply rooted social issues



PC DEPOT Vision, Mission and Strategy

| | | |
|---|--|---|
| <p>Vision</p> <p>Eliminate the digital divide.</p> | <p>Mission</p> <p>Bring digital consultants to all homes.</p> | <p>Strategy</p> <p>Shifting to management focused on Lifetime Value (LTV).</p> |
|---|--|---|

Membership-based/Subsription-based/Circulation-based



Built in

Creating demand through planned proposals

- More members will continue to struggle with mastering digital technologies
- Subscription model implemented 10 years ahead of schedule
- Support for digital devices owned by members
- Healthy balance sheet and investment capacity

Sources of strategic capabilities

Strategy

Management Focused on Lifetime Value (LTV)

1. Store/area expansion, new store development

- Promote Key Station concept—establish family member value creation networks
- Promote renovations to create Smart Life stores
- Develop new store concepts (Connected Mobile Stores)



2. Develop new services, expand advertising efforts

- Strengthen collaborations with Asahi Culture Center, Kanagawa Shimbun, etc.
- Participate in the SMBC Elder Program
- Provide Benefit One services



3. Expand human resource recruitment and training

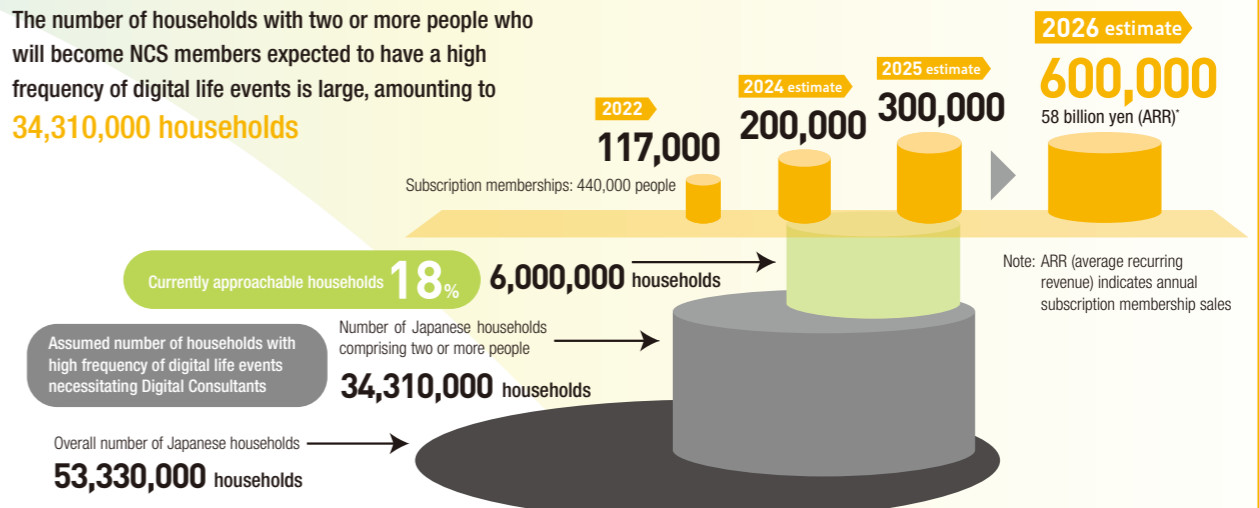
- Enhance new graduate recruitment
- Begin mid-career recruitment
- Enhance Digital Life Planner skills



Future Market Opportunities

As New Customer Success (NCS) membership sales account for 52.7% of subscription-related sales, which account for 68% of overall sales, increasing NCS member numbers will lead to higher NCS membership sales.

The number of households with two or more people who will become NCS members expected to have a high frequency of digital life events is large, amounting to **34,310,000 households**



Transforming Our Business Model from Merchandise to People

Founding~2006

Merchandise sales

Mass consumer and mass retail era

2006~

- Continuous model
- Maintenance
- Service model
- Development

Experience Level 1.0

Transition to service business era

- Resolving problems
- Sales and marketing to customers

2019~

- Proposal model
- Continuous model
- Future planning model
- Consulting

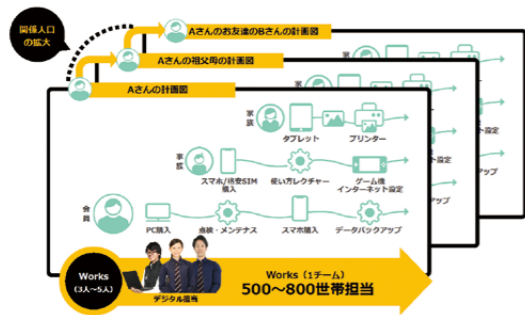
Experience Level 2.0

- Producing customer value
- Creating demand with **planned proposals**

About planned proposals

Systematic proposal of experiences/merchandise/services that will be necessary in the future


Maintain and increase NCS memberships



Works (3人~5人) 500~800世帯担当

Creating demand opportunities for individual customers by identifying potential future needs and not relying on merchandise

■ Maintain relationships with 400,000 families



SMARTLIFE JOURNAL
Household Digital Consultant information magazine

■ Increase contact with members and usage opportunities

April 2022: **Hired 130** new employees

April 2023: **Plan to hire 150** new employees

⇒ **Generation Z workforce**

Renovation of existing stores

■ Implementation of cooperation and collaboration

Regional collaboration with Toyota City
Toyota Digital Store for Your Daily Life

Regional collaboration with Narita City
Digital Store for Your Daily Life at a department store

Kanagawa Shimbun Digital Friendship Association

2022~

■ Maintain and increase NCS memberships

Human Capital and Training Aimed at Business Model Transformation: Part 1

Realizing abundant lifestyles

■ Timeless training

| | |
|-------------------|---|
| Launch date | Held multiple times starting June 1, 2022 |
| Participants | 150 Digital Life Planners recommended by each base |
| Training overview | Explanation and practice of planning techniques using notebooks as a practical example of techniques leveraging personal strengths. |

Envisioning the future of member lifestyles

- Families with children → Preparation for digitalization in accordance with new curriculum requirements
- Seniors → Use of smartphones and tablets making life more convenient



Participants divide into groups to discuss issues and strategies



President's lecture on "Honing skills to enhance competency and make work enjoyable"



Second session

Uninterrupted lifestyles

■ Conference training

| | |
|-------------------|---|
| Launch date | July 27, 2022 |
| Participants | All employees |
| Training overview | Transformation of Works (small group teams) basic management style leveraging the power of individuals, and 23 booths (rooms) where participants learn about best management practices leveraging the power of individuals. |



▶ Planner Yamamoto room
Practical examples of leveraging the power of individuals during home visits



▶ Planner Tanaka room
Practical examples of leveraging the power of individuals when inviting customers to become members

Human Capital and Training Aimed at Business Model Transformation: Part 2

New employee training leveraging Generation Z sensibilities

New employee training

Launch date April 2–3, 2022

Training overview Camp-style format to promote awareness regarding the role and efficacy of Digital Life Planners through the creation of recruitment videos during the training.



Teams write articles about digital life on the theme "If digital technologies had been part of my childhood..."



Teams create recruitment videos



Creating videos introducing the digital life to the customers teams will manage



Practical interaction with people in stores after training



Writing articles during training

New employee feedback and initiatives



Tomomi Hasegawa
PC Depot Smart Life
Nagaoka Store

Contributing to the company through work while also achieving personal growth

I joined the company because I wanted to contribute to society and grow as a person by working as a Digital Life Planner. I empathize with families raising children and utilize my experience as a childcare worker to interact with customers and create an atmosphere in which they can talk frankly. While aiming to become the best Digital Consultant in the community, I will be closely involved in the digital life of member families to realize their goals and make the presence of Digital Consultants commonplace in my assigned area of Nagaoka, Niigata Prefecture.



Yuto Ichikawa
PC Depot Smart Life
Tama New Town Store

Providing support engendering member family empathy

Rather than working simply to have a job, I joined the company to work for the benefit of people. Soon after joining the company, I received warm words of encouragement from member families, which helped me. I now feel connected to these families as their lives are enriched by the use of digital technologies. I hope to grow as a professional and serve as a role model for young employees who join the company in the future.

Store Innovations

New store in Tokorozawa

Tokorozawa Yurakucho CLUBHOUSE Project
Store construction using BIBox container module



Note: Completed image perspective

Creating bases closely connected to lifestyles through new store development

In 2023, the Tokorozawa Yurakucho CLUBHOUSE, a new store format for PC DEPOT, will be completed in Yurakucho, Tokorozawa City.

As of March 2022, approximately 3,000 members could only visit the Tokorozawa PC DEPOT Smart Life store, but with the construction of this new base, they will be able to visit either of two stores, one located 1.3 km from the station, and another 1 km away, facilitating a wide range of services for members and bases where Digital Life Planners can easily conduct their activities. With the establishment of both locations, the total number of households in Tokorozawa City

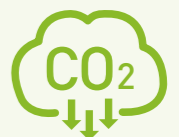
(approximately 140,000) will be covered within a radius of 1 km, 12.5% within 3 km, 70% within 5 km, and all households in Tokorozawa will be covered within a 5 km radius. Further, within 5 km of the CLUBHOUSE, the coverage rate will include 6.67% of the total of 2.96 million households located in Saitama Prefecture.

Compared with the coverage provided by the single location up to now, the CLUBHOUSE will reduce facility maintenance, management, and operating costs, enabling the surplus to be used for the creation of contact points with members.

Efforts to reduce electricity usage through new store formats

By shifting from a store model centered on large stores to one that combines core stores with satellite stores such as the CLUBHOUSE, we are making an effort to reduce electricity usage (CO₂ emissions) associated with lighting and in-store displays.

Currently, PC DEPOT uses 200,000 kWh per store annually. While this is less than the average annual usage of other electronics mass retailers, it is more than the 173,000 kWh used per year by a single convenience store. We will reduce the overall floorspace of large stores through the combination of core and satellite stores to reduce the amount of electricity used per store.



Providing Five Values—PC DEPOT Materiality

In light of changes associated with the spread of IoT equipment, Japan's declining and aging population, regional divides, global overpopulation, the shift to AI and robots, climate change, environmental issues, and world affairs, in 2018 we embarked on "integrated work-style, productivity and educational reforms based on our CSR philosophy," which we believe is the approach we should take to achieve our next stage of growth, with the prospect of expanding the scope of production only humans can do.

We will create prospects for our customers to see value in us in the future, prospects for the company's sustainability and growth, prospects for stabilizing our employees' livelihoods, and positive prospects for all stakeholders. (Introduction from "To Our Stakeholders" published on May 25, 2018)



Social

Member Voices

Mr. and Mrs. S Minato Mirai Store

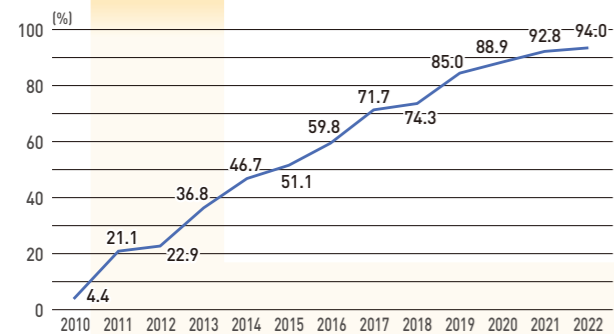
My wife's computer had become old and difficult to use, so we consulted a nearby PC DEPOT.

As we were buying a new computer, we decided to try a Mac, which is not different from the iPhone she has been using. We were surprised at how easy it was to use, and my wife raved about it.

When I heard that support for my feature phone was coming to an end, I decided to join my wife and bought an iPhone, and was once again surprised at how convenient and fun it is to use. Unlike my old phone, I can use the iPhone to pay at the cash register, and am now able to easily share photos, which was not possible when I was the only one with a feature phone, and it also comes in handy at work. I am surprised at how essential digital technology has become in my life.

DATA Rapid Smartphone Penetration Rate Nationwide Survey of Men and Women Aged 15-79

The percentage of mobile phone owners who own a smartphone increased from about 4% in 2010 to 94% in 2022. Now that smartphone ownership has become commonplace, there are concerns that not being able to use a smartphone may present a variety of obstacles.



Source: Ratio of Smartphones among Mobile Phone and Smartphone Owners, NTT DoCoMo Mobile Society Research Institute

New digital adventures make life exciting!



From a Digital Life Planner

The pace of digitalization in society is so rapid that many families have stopped trying to keep up.

We ask for your cooperation in improving your own lives and helping society adapt to digital lifestyles by utilizing digital technologies.

Riki Ouchi
First year of employment
PC DEPOT Smart Life
Minato Mirai Store



1



The entire family is connected

Member Voices

From a Digital Life Planner

A stable home Wi-Fi connection for your computer or smartphone is an effective way to save money on mobile phone costs.

Further, the ability to use digital technologies safely and comfortably anywhere in your house helps facilitate a networked society. We also ask for your cooperation in taking security measures.

Shusuke Kanedo 10th year of employment
PC Clinic K's Denki Ishioka Store



Freedom from Digital Stress

T Family PC Clinic Ishioka Store

The wireless environment in our house had poor reception. We went to PC DEPOT to consult a professional and found out that we could solve the problem by purchasing the latest wireless system, which improved our Internet environment.

We are now able to watch videos online without stress, and are having a great time as a family.

2



Pick up Topics

Facilitating Mandatory Programming Education in Elementary Schools

Curriculum guidelines were revised in 2020, making programming education mandatory in elementary schools. As this is the first class that children in the family will take, the reality is that it can be very confusing for parents. Rather than educating children on how to write programs, the intention is to develop logical thinking and problem-solving skills. Children are first provided an opportunity to become acquainted with using computers through familiar games, then learn how to use digital devices and how programming can be used in fun ways.

Since August 2022, PC DEPOT has held Learn Programming by Playing Minecraft to help children initially get used to and enjoy digital devices.

Member Voices

No Matter What Happens, You Have Peace of Mind with a Smartwatch

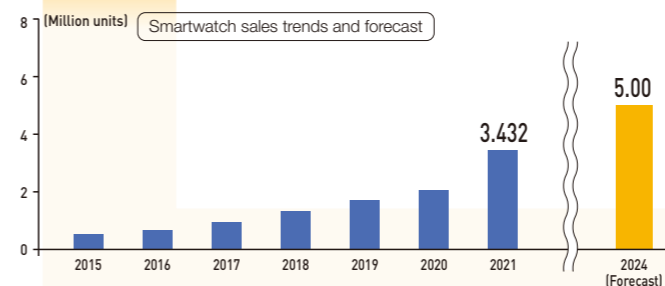
Y Family Smart Life Yokosuka Store

After experiencing an accidental fall, I have peace of mind knowing that if something happens, my smartwatch will notify emergency services! I can now go out and actively enjoy my life with no worries.

I am also connected to my son, who lives far away, via LINE, which also provides peace of mind.

DATA Digital Technologies Facilitate "Physical Safety"

Smartwatches are becoming indispensable tools for health management. They are also evolving into a convenient digital tool everyday for life with safety features such as emergency alerts and the ability to make electronic payments.



Source: FY2021 Smartwatch Market Size Trends, Forecasts and Actual Usage, MM Research Institute, Ltd.



3

From a Digital Life Planner

From her experience, I am glad to know that the smartwatch enables her to live a safe and comfortable life.

We hope that, in addition to personal health and longevity, members will help realize a healthy society throughout Japan.

Mina Kusunuki
13th year of employment
PC DEPOT Smart Life Yokosuka Store



Social

Member Voices

Digital Technologies Connecting Society

W Family Smart Life Makuhari Store

We became members so our daughter could do what she loves.

Due to the pandemic, my wife's volunteer work teaching Japanese to people from overseas has also become an online activity. It was difficult at first, but thanks to Ms. Otsuka's support, she is now able to use the computer to create teaching materials, and her communication skills have improved.

Now it is my wife who relies on Ms. Otsuka the most.



From a Digital Life Planner

The spread of online social interactions, including learning and work, is unstoppable.

Please help us keep pace with changes in society.

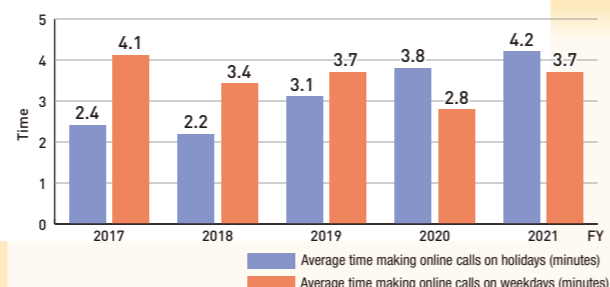
Kotomi Otsuka 17th year of employment
PC DEPOT Smart Life Makuhari Inter Store



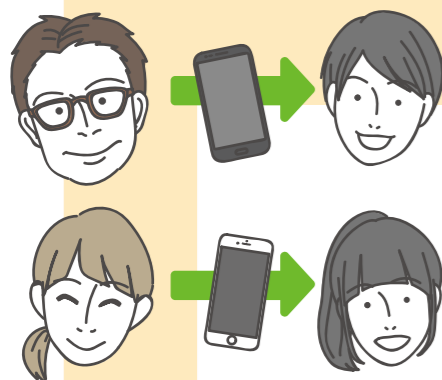
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DATA Average Time Making Online Calls

Looking at previous Survey Reports on Telecommunications Media Usage Time and Information Behavior, usage of Internet calling has increased more on weekdays than weekends and holidays since 2020, partly due to the pandemic.



Source: Telecommunications Policy Research Institute, Ministry of Internal Affairs and Communications
Compiled from "Survey Report on Telecommunications Media Usage Time and Information Behavior" (2018-2021).



Member Voices

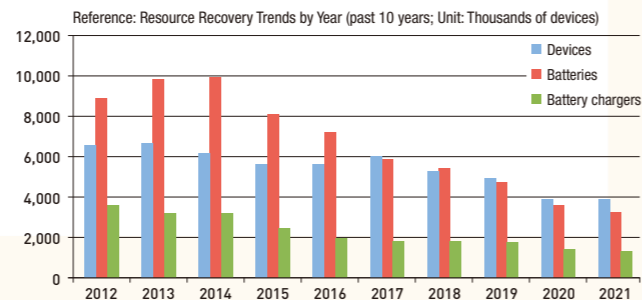
Operation: Family Hand-me-down

H Family Smart Life Ariake Garden Store

When a new version of the smartphones used by my wife and I are released, rather than trading them in, we hand them down to our children. As parents, we feel comfortable handing them down to our children because we used to use them ourselves.

DATA Recycling in Decline

According to FY2021 Recycling Results and Resource Recovery Status published by the Telecommunications Carriers Association (TCA) and the Communications and Information Network Association of Japan (CIAJ), the number of units recycled remained flat and the resource recovery rate decreased. This was due to the general trend toward long-term retention of smartphones no longer used as telecommunications equipment, the resale of used smartphones, and fewer visits to mobile phone stores, which function as smartphone recycling collection points, due to the pandemic.



Source: "FY2021 Recycling Results and Resource Recovery Status," CIAJ

From a Digital Life Planner

Smartphone functions change dramatically every year, but calls and Internet use are still possible even without the latest models. Handing down smartphones among family members, such as from parents to children, and from children to grandparents, facilitates safe and secure reuse within the family, hence we ask for your cooperation in this environmentally and financially friendly initiative.

Junya Mori
Second year of employment
PC DEPOT Smart Life Ariake Garden Store



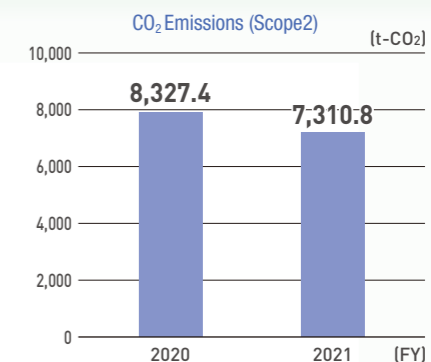
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The Environment

Environmental Response

PC DEPOT is currently transforming its business model from a retail distribution business to a membership business. Accordingly, our business model is about to transition from business conducted mainly when customers visited stores, which requires the use of electricity, to a business model that uses less energy. Further, the transfer of smartphones and PCs among member families (hand-me-downs and ups) contributes to the realization of a recycling-oriented society not reliant on mass production and consumption.

In FY2021, PC DEPOT CO₂ emissions amounted to 7,310.8 t-CO₂, an 87.8% reduction compared with 8,327.4 t-CO₂ emitted in FY2020. On a per unit of sales basis, this is a greater reduction than the 86.2% decline in sales.



Risks and Opportunities

- In light of the recent increases in the scale and frequency of natural disasters (multiple once-in-a-century floods and other events), store operations are increasingly likely to be severely impacted by large-scale natural disasters. We confirm local municipality hazard maps, identify stores where flooding or other damage has the potential of resulting in a significant impact on business operations, and take the appropriate countermeasures.
- Converting from a retail distribution to a membership business enables customer members to share the use of digital devices they already own across generations, facilitating product recycling. The provision of products with a reduced environmental impact curtails the emission of CO₂ during usage and is linked to the establishment of customer trust and the provision of services.
- The launch of the Yokohama Key Station, a facility (base) for members that also serves as a head office, has increased convenience, facilitated the dissemination of various information as a place where related parties can gather and events can be held, and expanded the potential for collaborations between members and partner companies. Having completed this upfront investment, we can now leverage it to make further investments in software and human resource development.



Education

PC DEPOT provides many training opportunities throughout the year aimed at developing Digital Life Planners able to realize the business model transformation and enrich the lives of our members.

In addition to the Timeless training, conference training, and new employee training described in Transforming Our Business Model from Merchandise to People (pp.17-19), we also conducted the following training programs.



| Training | Content | Targets |
|--|---|--|
| Mastering customer service (April 6-7, 2021) | Confirmed duties, responsibilities, and the objective of our profession: Realizing customer family success = Enriching lifestyles. | All employees, held online |
| First Nationwide Digital Life Planner Representative Conference (May 19, 2021) | Defined the basic philosophy that views customers not as individuals but as part of a family, and that the growth of individual employees and of the company is based on customer success. Also defined company business as the resolution of social issues, and resolved a total of eight proposals by employee consensus, represented by Works leaders. | All employees, held online and in-person (Imperial Hotel with 70 attendees) |
| Second Nationwide Digital Life Planner Representative Conference (October 19-20, 2021) | In addition to defining customer families as our greatest asset, we defined human resources as employees displaying humanity such that families will include them as one of their own members. Also resolved a total of eight business-related proposals by employee consensus, represented by Works leaders. | All employees, held online and in-person (Shin Yokohama Prince Hotel with 300 attendees) |
| Third Nationwide Digital Life Planner Representative Conference (February 15-16, 2022) | Resolved a total of five proposals, including defining the company's business as the resolution of social issues as well as individual professional aspirations. | All employees, held online and in-person (Yokohama Key Station with 350 attendees) |

Entertainment

Member's Home: Yokohama Key Station



Having fun with grandchildren



Halloween-themed diorama



Carnival Corner

Participants and their children enjoyed fun activities and games, including fishing for superballs, ring toss, and candy catching.



The Yokohama Key Station is similar to a "home" for all members. We held an "Appreciation Festival" as an opportunity for member families to come together from across Japan, show our gratitude and experience "fun = entertainment."

October 21^{Fri} 22^{Sat}

Fall Member Appreciation Festival

Mother's club for digital issues

Cafeteria

Carnival

Invitation booth

Inviting families to become "member shareholders"

New employee recruiting booth

Kanagawa Shimbun Digital Friendship Meeting

Smartwatches

Smartphone booth

At home and onsite repair counter

Tablet booth

Showa Era living room

Tabi-iro Club Online world tour

Experience and learn! e-Sports challenge

Tablets are explained while guests relax

Sponsoring the Kanagawa Shimbun Digital Friendship Meeting Collaborative Event!

Kanagawa Shimbun discussed differences between news coverage in the digital age and newspapers in the past, and provided opportunities to experience viewing newspapers in digital format.



Time warp to the Showa Era?

Engaging with customers while wearing costumes!

Relaxed consultation time♪

Communication creates smiles all around♡

Collaboration with HIS: Tabi-iro Club Experience global travel digitally!

At the festival, world tours lasting approximately one hour each were held online, enabling users to experience live local feeds from Mongolia and New Zealand.



Consultations regarding smartphones and other issues



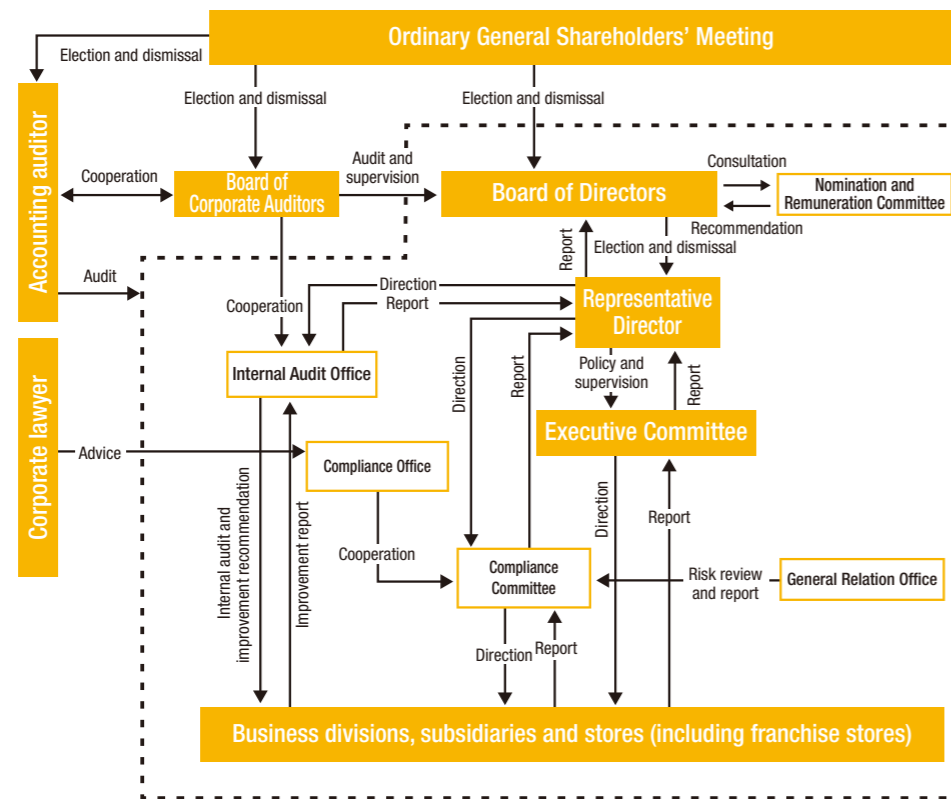
Corporate Governance

Overview of Corporate Governance

PC DEPOT is strengthening corporate governance by promoting prompt management while strengthening the supervisory function of the Board of Directors to maintain transparent, sound, and fair management. Toward this end, we emphasize ensuring management transparency through timely and appropriate information disclosure and reinforcing the control environment. Going forward, the Company will continue to regularly reassess its corporate governance system to enhance corporate value.

PC DEPOT has adopted a Board of Corporate Auditors system and ensures an unbiased executive monitoring system by inviting outside directors and auditors into its governance structure.

Corporate Governance Structure



■ Board of Directors

The Board of Directors meets once a month in principle and convenes ad hoc meetings as needs dictate. The execution of duties based on decisions made by the Board of Directors is defined in the rules regarding segregation of duties that stipulate the respective lines of responsibility and execution. The Board of Directors is chaired by Representative Director, President & CEO Takahisa Nojima and currently comprises five members, including two outside directors. In addition, four corporate auditors attend board meetings to monitor directors in the execution of their duties.

■ Board of Corporate Auditors

The Board of Corporate Auditors is chaired by Takatsugu Asayama, a statutory corporate auditor, and currently comprises one statutory and three non-statutory corporate auditors. Corporate auditors monitor the execution of duties by directors and confirm the legal compliance of the Company's overall business execution while also investigating the status of its assets.

■ Executive Committee

The Executive Committee meets as frequently as necessary to share information based on reports delivered by the relevant departments to accelerate decision-making. Important decisions regarding business operations and related matters are made following due deliberation. The Committee is chaired by President Takahisa Nojima and currently comprises two directors and 10 executive officers.

Committee activities

■ Compliance Committee

The Compliance Committee meets regularly once per month in principle and coordinates with the Compliance Office. The committee reviews laws and regulations and reported risks as necessary and implements countermeasures.

■ Nomination and Remuneration Committee

The Nomination and Remuneration Committee is an advisory body to the directors comprising three or more directors, the majority of whom are outside directors. The committee deliberates on the nomination and remuneration of directors and other related issues while taking advantage of the knowledge and advice of outside directors. The committee also ensures the objectivity and transparency of the procedures for nominating and determining the remuneration of directors, etc., and improves the supervisory function of the Board of Directors, thereby further enhancing PC DEPOT's corporate governance functions.

■ Sustainability Committee

Established in 2022, the Sustainability Committee plans, implements, and evaluates activities to realize PC DEPOT's Five Values and sets medium- and long-term achievement targets.

Outside executives

The Company's governance structure has two outside directors out of five directors and three outside corporate auditors out of four corporate auditors. By appointing five of the outside directors as independent directors and corporate auditors, it has endeavored to strengthen corporate governance and protect the interests of general shareholders.

Based on Japan's Corporate Governance Code (Principle 4-9) and the Independence Standards, we have established and are meeting PC DEPOT's "Standards for the Independence of Independent Outside Directors and Outside Corporate Auditors" to ensure the independence of our independent outside directors and corporate auditors.

Overview of the Board of Directors' resolution on the establishment of an internal control system

The Company will strive to enhance its internal control system by ensuring that directors and employees thoroughly comply with laws, regulations, and its Articles of Incorporation, as well as by strengthening its risk management system. At the Board of Directors' meeting held once a month, directors confirm the dos and don'ts from the viewpoint of legal compliance, and executive officers and employees sign a written pledge every six months to reconfirm their commitment to compliance and work ethics. Necessary education and training are also provided.

The Risk Management Committee, which meets regularly, ranks risk levels according to their magnitude and urgency of the potential impact on the Group and implements preventive measures according to each level. Furthermore, the Compliance Committee undertakes preventive measures to ensure that the Company conducts its business activities in compliance with applicable laws and regulations.

Policies and other systems for the management of risk of loss of the Company

• Internal Audit & Internal Control Division

The Internal Audit & Internal Control Division promotes the establishment, maintenance, and operation of the control environment for the entire Group, including its subsidiaries. It also serves as the primary owner of the cross-organizational control function.

The Internal Audit Department is responsible for conducting periodic on-site audits of each department and each store. The results of such audits are reported to the Representative Director and Corporate Auditors on a regular basis.

Furthermore, the audited departments are notified of audit findings and receive reports on measures to prevent recurrence and their implementation. Such findings are also reflected in internal policies as necessary to prevent recurrence.

• Internal consultation contact, whistle-blowing contact, legal hotline

The Company operates these services as a framework for leveraging a self-cleansing function through mutual checks and balances.

PC DEPOT's Whistle-blowing Policy prohibits any retaliation or unfair treatment of any person who reports fraudulent or inappropriate actions.

Structure to ensure efficient execution of duties by directors

As a general rule, the Board of Directors meets once per month to decide on important matters and supervise the execution of duties by each director. The term of office for directors is set at one year to clarify their responsibilities in the execution of business.

Also, the Company stipulates the details of each director's responsibilities and execution procedures for the execution of duties based on decisions made by the Board of Directors in the policy on segregation of duties and other policies.

Evaluation of the efficacy of the Board of Directors

The Company evaluates the effectiveness of the Board of Directors as a whole, including its role, function, size, composition, and operation. After deliberation by the Board of Directors, the Company publishes an overview of the results and applies them to improve the board's operation.

A questionnaire was sent to all current directors (8) and corporate auditors (4) in office as of March 2022 as an overview of the evaluation of the effectiveness of the Board of Directors conducted in fiscal 2021. Based on the deliberations of the Board of Directors, it was confirmed that the board is generally operating in an effective manner. Meanwhile, improvements in succession planning and board meeting operation were among the issues identified as requiring attention.

Executive remuneration system

The Company's Board of Directors has adopted a policy for determining the details of individual director remuneration. This policy is deliberated by the Nomination and Remuneration Committee, the majority of which is composed of outside directors. The chair of the committee is also appointed from among outside directors. The Nomination and Remuneration Committee deliberates and determines the amount of remuneration for individual directors based on their position, duties in charge, performance in each fiscal year, contribution to the Company, and other factors, taking into consideration other companies' remuneration levels and the business environment.

Basic policy for determining remuneration

PC DEPOT's policy is to determine the remuneration and related matters of directors as basic remuneration, performance-linked remuneration, etc., as fixed remuneration in cash, and non-monetary remuneration, etc., at appropriate levels according to the size and scale of their areas of responsibility.

Total amount of remuneration, etc. by category of executive, total remuneration, etc. by type of remuneration, etc., and number of eligible executives

| Category of executive | Total remuneration (Millions of yen) | Amount of remuneration by type (Millions of yen) | | | Number of eligible executives |
|--|--------------------------------------|--|---------------------------------|-------------------------------|-------------------------------|
| | | Basic remuneration | Performance-linked remuneration | Restricted stock remuneration | |
| Directors (Excluding Outside Directors) | 121 | 57 | 34 | 29 | 5 |
| Corporate Auditors (Excluding Outside Auditors) | 11 | 11 | — | — | 2 |
| Outside Executives | 27 | 27 | — | — | 7 |

(Notes) 1. The amount paid to directors does not include the amount of employee salaries for directors who concurrently serve as employees.
 2. The performance indicators referenced as the basis for calculating the amount of performance-linked remuneration are ordinary income, ordinary income margin, return on equity, and market capitalization, and these indicators were selected because they are indicators of current company expansion and medium-term targets.
 3. The amount of performance-linked remuneration, etc. is determined based on the performance indicators and with reference to tables compiling "results of recruitment of talent of the future and their accomplishments," "results of future company growth," and "results through duties" as stipulated in the internal policies on executive remuneration.
 4. Restricted stock is issued to directors as non-monetary compensation.

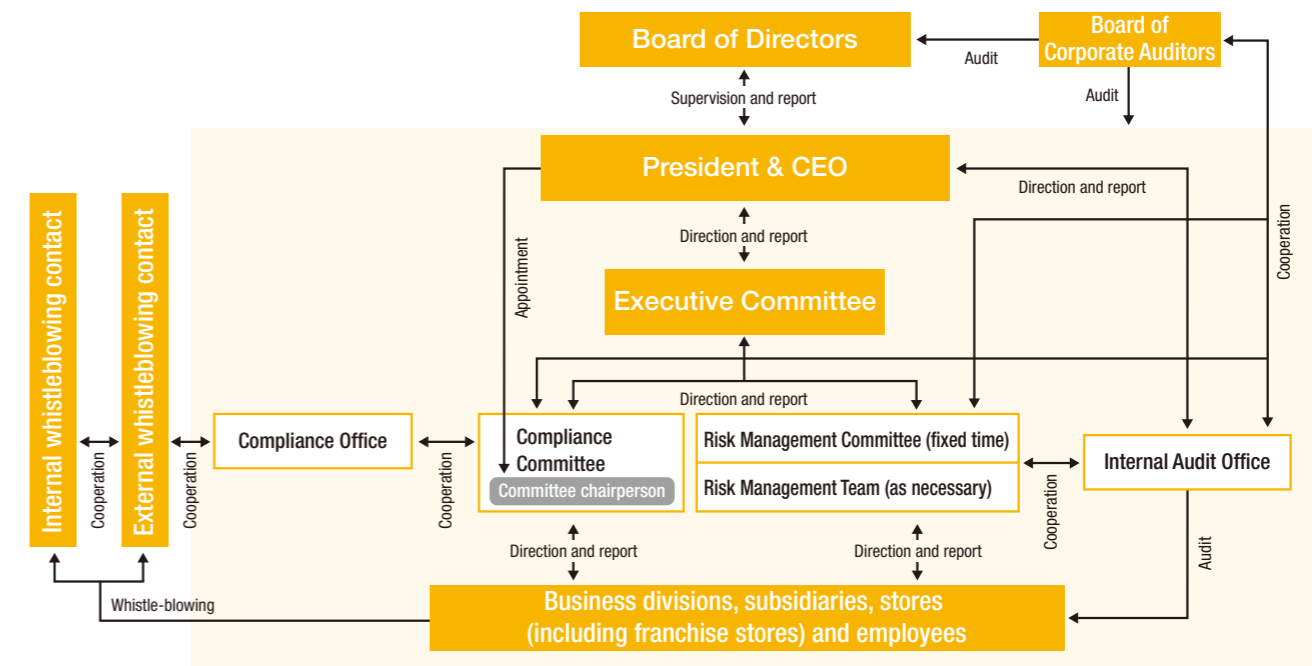
Risk Management

Risks in business and other risks

The following are the major risks that PC DEPOT recognizes as having the potential to significantly affect the financial position, operating results, and cash flows of the consolidated companies. The Group is fully aware of the potential for occurrence of risks and strives to avoid them as much as possible. And if they should materialize, it will take appropriate measures to minimize the resultant damage.

PC DEPOT's risk management system consists of the Integrated Relations Office, which examines internal and external risks and reports to the Compliance Committee based on risk level ratings according to the size and urgency of the impact on the Company. A Risk Management Team is assembled when necessary, and preventive measures are taken according to each level.

Risk Management Structure

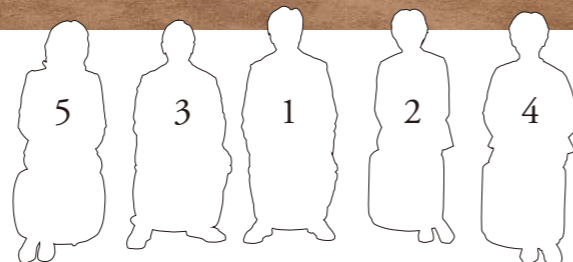


| Key risks by business | Details of risks |
|--|---|
| Risks related to the business environment | The Group's earnings will be affected if competitors infringe on PC DEPOT's intellectual property (IP) rights and engage in similar businesses, or if they do not infringe its IP rights but engage in similar businesses causing competition to intensify. |
| | The Group's business and earnings will be affected if membership churn increases sharply due to delays in the development or provision of service products, discontinuation or termination of related content, or if the provision of services is hampered by a disruption in the service provision system. |
| | The Group's earnings will be affected by new store openings, store closings, and the bankruptcy or insolvency of renters of leased properties. |
| | The Group's earnings will be affected by adjustments or delays in store openings and store operations, new costs incurred in response, or restrictions on business activities stemming from unforeseen enactment or revision of laws and regulations, changes in administrative guidance policies, or demand for self-regulation in the future. |
| Supply chain (Risk related to the business environment, risks stemming from business partners) | Business will be affected in terms of reduced sales and incurred expenses as well as from the perspective of business continuity if store operations are disrupted by natural disasters, such as earthquakes, typhoons, floods, tsunamis, pollution, or other natural disasters beyond expectations, fires, power outages, planned power outages due to electricity shortages, or infrastructure disruptions. |
| | Product sales may be reduced and lost sales opportunities for membership subscriptions, technical support services, and other services associated with the products could occur if the range of products handled is reduced due to a limited number of products available for sale due to the business relationship with manufacturers, or if there are delays in receiving products due to stagnation in the manufacturers' supply chains, etc. |
| Information security (System issues, protection of personal information) | The Group's earnings will be affected if increased dependence on a particular supplier or product hampers its ability to source popular products due to changes in the manufacturer's policies, such as whether or not to handle the product in question, or the stable supply of the product, which will affect our ability to fully address customer demand. |
| | Provision of premium memberships and other service products may be suspended, and invoices may be suspended or receivables uncollected and store operations may be interrupted in the event of a system failure due to natural disasters such as earthquakes, power outages, and other infrastructure disruptions, hardware and software malfunctions, system overloads caused by concentrated user access attempts, computer virus infection or external cyberattacks, or loss of system data. |
| Risks related to the management structure | The Group may be held liable for damages, etc., or the Group's credibility may be significantly damaged, which may affect the Group's business and earnings, if personal information is leaked or fraudulently used outside the Group due to the intentional or negligent actions of parties associated with the Group or unforeseen circumstances, such as unauthorized system access or computer virus infection. |
| | Competitiveness may decline and further business expansion may be constrained if the quality of human resources is not improved, if the Group is unable to secure sufficient staffing, if it becomes challenging to secure human resources that can respond to the diversification of society in the future, or if it becomes difficult to allocate human resources appropriately. |
| | The Group's business and earnings will be affected if the brand image of the Group as a whole were to deteriorate resulting in a loss of trust in the Group, an outflow of human resources, and difficulty in recruiting human resources, etc. |
| | The Group's business and earnings could be affected by the risk of acquisition by a larger company, and the risk of acquisition by a company in a different industry due to the further changes in the social structure with an emphasis on digital technology. |

Corporate Governance



Board of Directors



As of October 1, 2022

1 Takahisa Nojima Representative Director, President & CEO

Attendance at Board of Directors' Meetings: 93% (13/14)

Reason for choosing this candidate to be elected as a Director
He is the founder of the Company and has been directing the Group's corporate management over the past 27 years as a Representative Director, and established subscription-based Premium Membership, an innovative and unrivaled business model. The Company has chosen him as a candidate for election to continue as Director as he is demonstrating strong leadership toward further development and reform of the entire Group without being confined to preconceived notions.

2 Yasuyo Kaneko Director, Vice President

Attendance at Board of Directors' Meetings: —

New

Reason for choosing this candidate to be elected as a Director
The Company has chosen her as a candidate for election as Director because she is deemed capable of expanding the Group's scope of business and strengthening governance of the Company, as well as restructuring the Corporate Division, based on her extensive background and high-level insight as a manager of a business company.

4 Yumiko Masuda Independent Outside Director

Attendance at Board of Directors' Meetings: 100% (14/14)

Outside Independent

Reason for choosing this candidate to be elected as an Outside Director
The Company has chosen her as a candidate for election to continue as Outside Director because, as she is qualified as a consumer lifestyle advisor on the basis of her extensive customer service, she is an expert in consumer- and customer-first management and customer interfaces and is expected to provide more appropriate governance to the Company. She may also increase management transparency in order for the Company to propose a future digital life plan for the customer.

3 Hideki Saitoh Director, Senior Managing Executive Officer

Attendance at Board of Directors' Meetings: 100% (14/14)

Reason for choosing this candidate to be elected as a Director
He has a broad knowledge of merchandising, and the Company can expect him to maximize the value of subscription-based Premium Membership and to develop human resources as the person in charge of store operations and marketing. The Company has chosen him as a candidate for election to continue as Director because we judged that he would be a key person to realize customer success through these activities.

5 Emiko Magoshi Independent Outside Director

Attendance at Board of Directors' Meetings: —

New Outside Independent

Reason for choosing this candidate to be elected as an Outside Director
She was nominated as a candidate for Outside Director based on our expectation of her strengthening the supervisory and decision-making function of the Company's Board of Directors by providing supervision and advice from an independent standpoint based on her extensive knowledge and experience in advancing the Company's Purpose Management.

New Director Outside Outside Director Independent Independent Officer

Corporate Auditors

As of October 1, 2022

Takashi Asayama Fulltime Corporate Auditor

Attendance at Board of Directors' Meetings: 100% (14/14)

Reason for choosing this candidate to be elected as a Corporate Auditor
In his previous positions, he held oversight and executive responsibility for corporate planning and management and has broad and appropriate knowledge and experience in all aspects of management.

Yoshinari Noguchi Independent Outside Auditor

Attendance at Board of Directors' Meetings: 100% (14/14)

Reason for choosing this candidate to be elected as a Corporate Auditor
He has considerable knowledge and experience as an expert in corporate governance with many years of experience in internal control and audit roles at domestic and foreign companies.

Masaki Nishimura Independent Outside Auditor, Attorney

Attendance at Board of Directors' Meetings: 93% (13/14)

Reason for choosing this candidate to be elected as a Corporate Auditor
He is a licensed attorney and has considerable knowledge and experience as an expert in legal and compliance matters.

Satoshi Tamai Independent Outside Auditor

Attendance at Board of Directors' Meetings: 100% (14/14)

Reason for choosing this candidate to be elected as a Corporate Auditor
He is a certified public accountant and has considerable knowledge and experience as an expert in the fields of finance and accounting.

Skill Matrix of Directors and Corporate Auditors

| | Position | Management & Responsibility | People Development | Management | Sales & Marketing | IT DX | Financial Accounting Internal Controls | Legal Affairs Governance |
|-------------------|---|--|--------------------|------------|-------------------|-------|--|--------------------------|
| Takahisa Nojima | Representative Director, President & CEO | CEO, Sustainable Designs Supervisor, Chief Manager of Integrated Business Headquarters, Membership Business Structure Supervisor | ○ | ○ | ○ | ○ | | |
| Yasuyo Kaneko | Director, Vice President | Chief Manager of Corporate Division, Store Headquarters Restructuring Supervisor, Membership Business Family Service Supervisor | ○ | ○ | | | ○ | ○ |
| Hideki Saitoh | Director, Senior Managing Executive Officer | Chief Manager of Store Division, Store Framework Restructuring Supervisor | ○ | | ○ | | | |
| Yumiko Masuda | Independent Outside Director | — | ○ | ○ | | ○ | | |
| Emiko Magoshi | Independent Outside Director | — | ○ | ○ | | | ○ | ○ |
| Takashi Asayama | Full-time Corporate Auditor | — | | ○ | | | | ○ |
| Masaki Nishimura | Independent Outside Auditor | — | | | | | | ○ |
| Yoshinari Noguchi | Independent Outside Auditor | — | | | | ○ | ○ | ○ |
| Satoshi Tamai | Independent Outside Auditor | — | | | | | ○ | |

Executive Officers

As of October 1, 2022

Representative Director, President & CEO

Takahisa Nojima

CEO, Sustainable Designs Supervisor, Chief Manager of Integrated Business Headquarters, Membership Business Structure Supervisor

Senior Executive Officer

Takayuki Shimano

General Manager of Store Operations and Manufacturing Headquarters, Manager of DCL Operation Department, Manager of MD Department

Executive Officer

Shoichi Aoki

Supervisor of Business Ethics and Quality Department, Supervisor of Collaborative Businesses

Executive Officer

Kazunari Higuchi

Manager of Sales Promotion and Service MD Department, Store Business Planning Supervisor

Director, Vice President

Yasuyo Kaneko

Chief Manager of Corporate Division, Store Headquarters Restructuring Supervisor, Membership Business Family Service Supervisor

Senior Executive Officer

Kazuyuki Sugiura

Chief Manager of Group Finance, General Manager of Accounting and Finance Headquarters

Executive Officer

Hiroshi Saijo

Head of Store Division Cooperative Development Group, Head of Manufacturing Department for Metropolitan Area

Executive Officer

Yuko Matsuo

Supervisor of General Affairs Department, Supervisor of Collaborative Businesses

Director, Senior Managing Executive Officer

Hideki Saitoh

Chief Manager of Store Division, Store Framework Restructuring Supervisor

Senior Executive Officer

Shigeru Wakabayashi

General Manager of Group DX Strategy Headquarters, Group CIO

Executive Officer

Hitoshi Sakurai

Manager of Digital *Tomonokai* (Friendship Association) Business Development Department, Head of Collaborative Business Development

Executive Officer

Kiyoto Satoh

Manager of Beyond Stores and Community Relations Department, Head of Community Relations Group

Executive Officer

Kazuya Shinozaki

Career Center Supervisor, Compliance Office Supervisor, General Relations Office Supervisor, Chairperson of Compliance Committee, Supervisor of Collaborative Businesses

Executive Officer

Introduction of an executive officer system

PC DEPOT uses an executive officer system to conduct speedy business operations and clarify manager accountability. Executive officers attend meetings of the Board of Directors and the Executive Committee. The role of these officers is to facilitate rapid decision-making concerning management issues and submit reports on business activities.

Message from the Vice President

Fostering the talent to brighten and secure families' futures

Yasuyo Kaneko

Director, Vice President and Executive Officer



PC DEPOT's goal is to digitally enrich the lives of its members and their entire families now and on into the future. Above all, this means that we will be there for our members and help them enrich their lives by offering them a variety of proposals. We cannot accomplish this by following the same path as we did in the past, and our employees need to understand the lives of our members as if they were part of those families. A passion that springs from the bottom of our hearts to help our members will expand our touchpoints and deepen our connections with them.

When members are pleased, seeing them in that state leads to the motivation for employees to take on the next challenge. This accumulation of experiences is what makes our work meaningful. I have already seen an increase in the number of employees who feel gratified by the happiness of our members, and I would like to increase the number of such employees even further.

PC DEPOT will continue to build out its programs and evaluation processes to further increase employee satisfaction. Our talent development is based on the question, "What skills does each individual need to acquire in order to pursue the happiness of our members?" There are many things that need to be accomplished. These include setting clear goals for what is important and what actions should be taken, improving employees' skills from a long-term perspective, and establishing a qualification system to point in the direction our employees should be aiming. I am hopeful that these actions will further accelerate our employees' commitment to pushing full steam ahead toward the goal of enriching the lives of our members and their families.

The perspective of the family is vital when proposing a digitally enriched lifestyle. What is prioritized in one's lifestyle and what is needed and when it is needed are unique to each family. I would like our Digital Life Planners to have the skills to interact with our members while keeping the family perspective in mind. As a company whose core business is digital, which is used broadly in society, diversity of talent is also important.

While it is important to have wide-ranging skills to handle any situation, it is also possible to respond to both digital diversity and changes in the environment by having people who have their specific strengths and work together to augment each other's weak points. In a time where it is impossible to accurately predict the future, there is no single way to realize the digital enrichment of family life, but rather that answer is constantly changing. It is meaningful to always have leeway for growth to respond to changes in the environment and evolve the shape of our business. And with this in mind, PC DEPOT will continue to recruit and develop talent with an emphasis on diversity.

Messages from Independent Outside Directors

Exploring the ideal governance for PC DEPOT as it moves forward into a new stage of its business

In 2018, PC DEPOT made a major transformation to a subscription-based business that supports all aspects of our members' digital lives. Its employees have been asked to transform their awareness and behavior from performing a single task to helping build the foundation of the business. Although it will take some time to achieve the vision envisioned by President Takahisa Nojima, the transformation in mindset has progressed, and now it is necessary to accelerate the establishment of a framework by promoting the information linkage and visualization of operations necessary to build the foundation of the business. The Digital Life Planner, the touchpoint with members, must be able to visualize the value, in other words, the brand, that PC DEPOT delivers and at the same time make appropriate proposals to address the unique needs of members. It is important to create a system to achieve this, and I believe I can contribute to this by applying my area of expertise. Furthermore, the business, which handles personal information, requires a high level of transparency and security. As nearly 70% of current members are seniors, PC DEPOT is aware of its corporate responsibility to take proactive measures to protect its members from the risks associated with providing new and unprecedented services.

PC DEPOT established its Nomination and Remuneration Committee in 2019, which has since been chaired by an independent outside director and currently has a majority of outside directors. As a company listed on the Tokyo Stock Exchange's Prime Market, it is essential to ensure transparency regarding the nomination and remuneration of successors, and the committee is constantly discussing the issue to build a convincing institutional structure. I believe the Nomination and Remuneration Committee plays a particularly key role because it is up to the senior executives of a company to maintain, expand, and perpetuate its business.

I am constantly asking myself a question as an outside director. Human resources, strategy, and risk management, which form the core of corporate management, are also significant axes in governance. How can we best monitor these three elements? I will continue to fulfill my role as an outside director while seeking the best solutions so that we can monitor these elements not only in isolation, but also based on how they impact each other.



Yumiko Masuda

Independent Outside Director
Chairperson of Nomination and Remuneration Committee

Tackling the challenges of the information society and contributing as an outside director



Emiko Magoshi

Independent Outside Director

I assumed the role of outside director in June 2022 and have been very surprised by two things in the short time I have been in office.

First, I have experienced outside directorships at both foreign and Japanese companies, but this is the first Japanese company I have been at where women comprise the majority of board members and can participate in board meetings free of any gender concerns. I highly evaluate this board's composition as a wise decision. Second, the atmosphere of the board meetings is very open and enables a diverse exchange of opinions. Board meetings are not limited to the initial agenda, but also expand into a wide variety of dialog that develop from those topics, which I think is excellent. This same environment permeates the Company, and I feel that diversity is being achieved in the workplace when I see women working with vigor and enthusiasm.

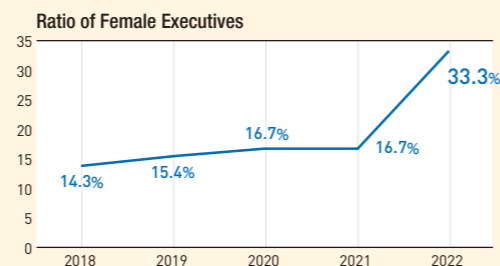
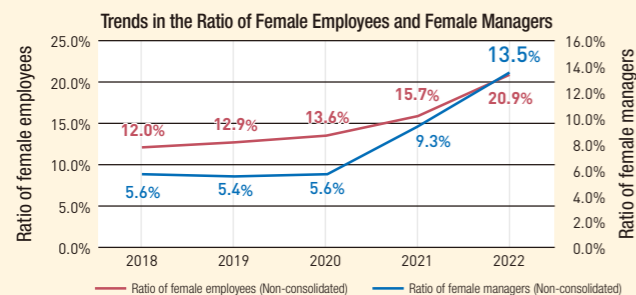
I also take a positive view of the Company's stance on promoting Purpose Management by setting forth its Vision and Mission. However, there is an issue as to whether the employees are able to put into practice the vision that PC DEPOT is aiming for in their daily work. Effort will be needed toward achieving the ideal state of business while also generating profits. When I came to know PC DEPOT's business model, I was reminded of Yamato Transport Co. Ltd.'s TA-Q-BIN parcel delivery services. The company redefined its delivery persons, the points of contact with the customers, as "sales drivers" and entrusted them with their own missions. This dramatically changed the role of the delivery person. The same can be said for the PC DEPOT's Digital Life Planners. They are not just salespeople who sell products and services, but rather support members as partners who accompany them in their digital lives and propose plans to them. In the rapidly developing digital society, such a presence is necessary, and I applaud this business as one that contributes to solving social issues. Due to the nature of this business, it is essential to maintain a relationship of trust with members and to manage risks, and I believe systems to prevent fraud are also necessary.

The Vision set forth by the founder President Nojima is very grand and it can take time to fully comprehend it. For, as an outside director, I will convey my candid opinions without making any fulfill my duties such that all employees can move forward together in the direction the Company needs to go.

Achievement of Diversity and the Advancement of Women

2030 Target
Ratio of female managers: **30%**

The ratio of male to female employees has improved from 88.0% male and 12.0% female in fiscal 2017 to 79.1% male and 20.9% female in fiscal 2021, while the ratio of female managers has also increased from 5.6% in fiscal 2017 to 13.5% in fiscal 2021. To achieve a 30% ratio of female managers by 2030, PC DEPOT will continue to increase the percentage of female employees while creating an environment that helps them to assume management roles that lead members in stores and as Digital Life Planners.



Message from Director and Senior Managing Executive Officer

Supporting digital life and evolving the store format

I am responsible for all operations related to customers using the store format, which is the biggest touch point with our members, and the Digital Life Planners who are in charge of them.

The Company was founded to solve the “digital problems” of local customers, but as a result of reading the times and constantly changing, its business has changed to a “people providing value” business where planners are responsible for bridging the digital divide rather than just having customers bring their PC problems to stores. In order to enrich the lives of member families, I consider it my mission to change the conventional thinking of stores and evolve the store structure.

The Yokohama Key Station is a facility/home for member families, and we are promoting the Key Station Concept centered on this. The Key Station, Store, Friendship Association, Connected Mobile Store, and Container Store (provisional name) formats are all touchpoints necessary for the advancement of the member business. We will develop them in a manner that is suitable for the member families that use them.

In particular, we are working to increase the number of member families to whom we can provide our services by collaborating with operating companies that have member organizations that share our vision of enriching the lives of their customers, such as the Kanagawa Shimbun Digital Friendship Association, Tokorozawa Keyakidai Digital Friendship Association, and Tabi-iro Club. We are also working to increase the number of member families to whom we can offer our services. In addition, PC DEPOT seeks to create a community among its members to improve the satisfaction of member families. And eventually we would like to see the community itself have an eye to external collaboration and create diverse value and lead to an increase in the number of members.

The digitally changing society will continue to evolve, and our role is to enrich the lives of families and prevent interruptions in those lives by supporting the most critical infrastructure next to water, gas, and electricity. Through our business activities, we will continue to provide value to member families that can only be created by human interactions.



Hideki Saitoh

Director, Senior Managing Executive Officer
General Manager, Store Division,
Overseeing Restructure of Store Structure

Kanagawa Shimbun: Digital Friendship Association

PC DEPOT and the Kanagawa Shimbun newspaper have collaborated to create this membership organization for Kanagawa Shimbun readers who are anxious about accessing the digital world. As a specific initiative, PC DEPOT published a special feature in the Kanagawa Shimbun’s morning edition exclusively for those who are not comfortable with digital technology.



Collaboration with HIS: Tabi-iro Club

PC DEPOT and the travel agency H.I.S. Co., Ltd. are partnering to offer a new form of travel that can only be undertaken digitally. We are holding events where visitors can experience online travel from the Yokohama Key Station and other stores. These sessions introduce travel destinations, local specialties, and other special deals using digital technology.



Store Formats



PC DEPOT Smart Life Store

Since 2013, PC DEPOT has been rolling out this format as a store specializing in listening to the IT equipment-related inconveniences that customers have experienced. The stores have a large lounge space and warm white and orange interiors designed in the expectation that even those who are not comfortable with digital technology will feel free to stop by and sit down for a consultation.



PC DEPOT

This format has continued since the Company’s foundation and offers a wide range of products, including PCs, tablets, and smartphones. The stores also offer a full lineup of detailed and easy-to-understand support, flexibly catering to all needs, from beginners to advanced computer users.



PC DEPOT PC Clinic

These stores serve as a comprehensive repair service counter for IT equipment malfunctions, virus infections, data corruption, and other problems, as well as troubleshooting issues related to various equipment settings.

PC DEPOT currently has in-shop stores in K’s Denki electronics superstore outlets, where it offers free diagnosis and repair services for PCs purchased from any location.



Regional and Corporate Co-branded Stores

We collaborate with various regions and companies to provide digital products useful for daily life to customers living in those regions and companies with which we collaborate. We help our customers enjoy a richer lifestyle through these stores.



Digital Store for Your Daily Life

Debuting in March 2022, this format provides solutions to digital issues unique to each region and company.

Connected Mobile Store

Debuting in January 2022, these vehicle-based stores can provide mobile digital consultations and are an accessible way to help local residents with their digital needs.



Creative Power
Focused on the Future

Aiming to Enhance Group Value and Establish a Think Tank Solution Design Bridging the Gap between People and Technology

Business Always Begins with the Customer

ejworks corporation was established in 2000 as a PC DEPOT Group Company. Initially, it was an Internet connectivity service, which was rapidly expanding at that time. Based on its independently developed Multi-brand Operation System (MBOS), ejworks expanded its business through strategic acquisitions of provider brands, 19 of which are still owned today.

If there is one business characteristic unique to this company, it is a customer-oriented perspective. When providers are acquired, the basic policy is to maintain the same email addresses and service content to ensure customer convenience. Subsequently, business has been expanded to include web integration, which supports the creation of websites, with this customer-oriented approach common to all companies in the PC DEPOT Group constituting the core of business development.

Further, we have identified three pillars critical to business operations: "New," representing the taking on of new challenges; "Advance," representing the evolution of our business; and "Deepen," representing the expansion of our business through these efforts. Within these initiatives, our greatest assets are customers and relationships of trust, as well as the employees who are the bearers of that trust, hence we will continue investing in employee growth.



Toru Edamatsu

ejworks corporation, Representative Director and President

"Solution Design" Connecting People and Technology

Currently, we are taking on challenges in a variety of areas, including AI development, the blockchain, and non-fungible token (NFT)-related businesses. In terms of AI, we promote DX through the utilization of proprietary developed "inforoid," an interactive interface using a 3D AI character, and "Rireku," an AI-OCR service facilitating advanced optical character recognition through deep learning. We will continue to provide solutions based on the results of these applications.

In terms of NFT-related business, last fiscal year we launched agent activities, as well as consulting, management, and support services for artists in various fields. In May 2022, we launched "SHONAN NFT" with the aim of revitalizing the Shonan area by digitizing its history, culture, and art as NFTs passed on to future generations. We held an art contest and received many entries from both creators and the general public. We will create a different kind of value for the region through "Region x People x NFT" in conjunction with user participation. Works made into NFTs will be available for purchase in the NFT Marketplace. Sales revenue will be shared with participants as we aim to become a company that grows together with participants and communities.

We describe this style of proposal, in which people play a central role, incorporating future trends in society, markets, and technologies, as "solution design." Our mission is to bridge the gap between people and technology, always looking to the future in order to provide the best solutions to our customers.

Corporate Information

- Company name: ejworks corporation
- Established: April 21, 2000
- Capital: ¥211,068,000
- Employees: 81 people (as of March 31, 2022)
- Shareholders: PC DEPOT Corporation 100%

Bringing the Latest Technologies Closer to You

Community Revitalization and Creation with NFTs

The SHONAN NFT Art Contest was held with the aim of attracting visitors and revitalizing the Shonan area. Held from May 2 to August 31, 2022, this initiative converted winning artworks into NFTs, enabling visitors to experience the latest technologies simply by submitting photos, videos, and drawings without the difficulties surrounding knowledge of NFTs and digital technologies.

In addition, the NFTs were available for sale on the NFT Marketplace from November 2022, making it easy for anyone to purchase them. Through analog x digital technologies, we will continue to promote the charm of Shonan to many people through the Internet.

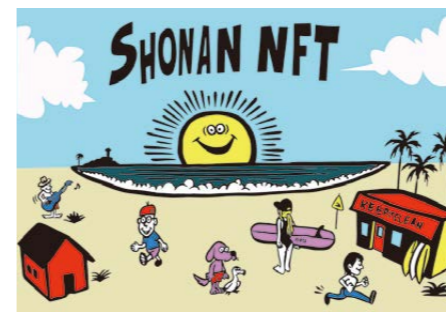


Illustration by RyuAmbe



Numerous Shonan-themed works submitted

SDGs Initiatives Using NFTs



Starting with the agent work of science fiction creator Kow Yokoyama, who has influenced mechanical designers around the world, we have created NFTs in various genres, including music x NFT and picture books x NFT. We are also implementing a program to protect the abundance of the sea for the purpose of contributing to society through SDGs x NFT. We partner with creators in Shonan to sell artworks as NFTs. A portion of the proceeds are donated to create value through new technologies such as the blockchain and NFTs.



Illustration x NFT



SF creator Kow Yokoyama's creative artworks are auctioned on the NFT Marketplace OpenSea

Music x NFT x Live



Korean artists "B'ue x Sangjin x Hawool" released NFT Exclusive Music on The NFT Records

Picture Books x NFT Publishing



Picture book author MARRY CALL's work published on the "Unima" NFT Marketplace platform

Value Creation through In-house DX



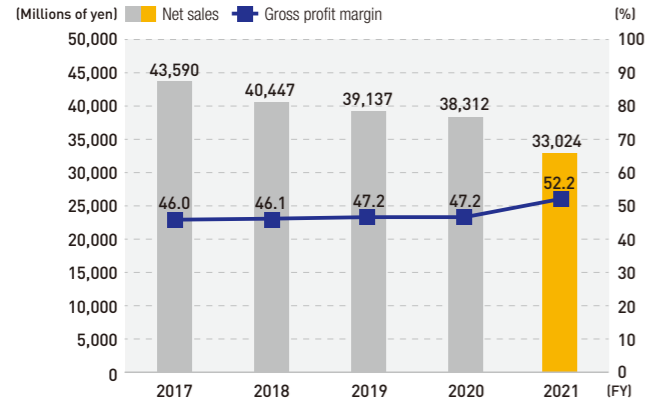
- (1) DX logo created by ejworks
- (2) Seating chart management x "inforoid"
- (3) "inforoid" for mass retailers
- (4) "inforoid" conversation demo screen

We promote the acquisition of robotic process automation (RPA) certification for engineers as well as HR, new hires, and a variety of other positions. This enables the use of AI-OCR to capture invoices, slips, and other paperwork linked to RPA. Additionally, proprietary developed "inforoid" interactive AI signage is linked to NFC tags used to confirm seating in free address workspaces.

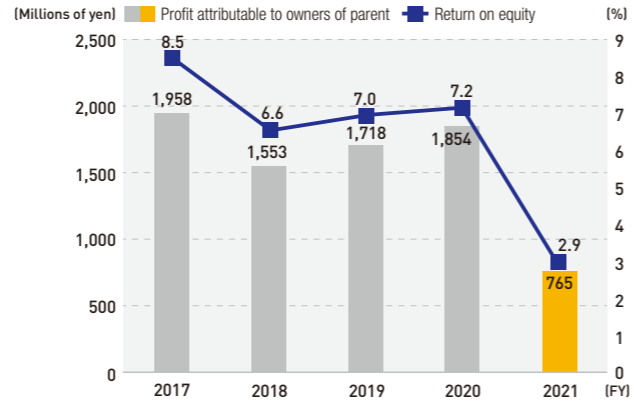
Chatbots will be used in the future, and we envision the use of "inforoid" for the processing of internal documents and procedures. This proprietary DX knowledge will be provided to customers as a solution.

Financial Highlights

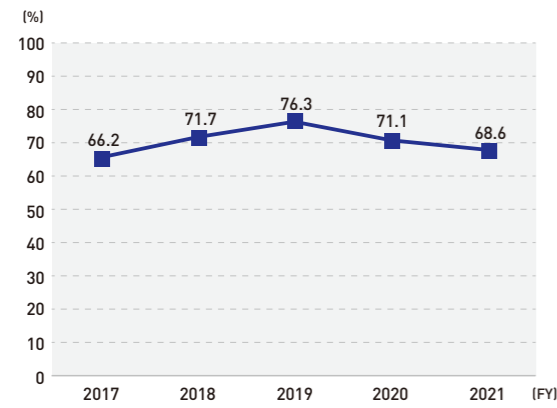
Net sales / Gross profit margin



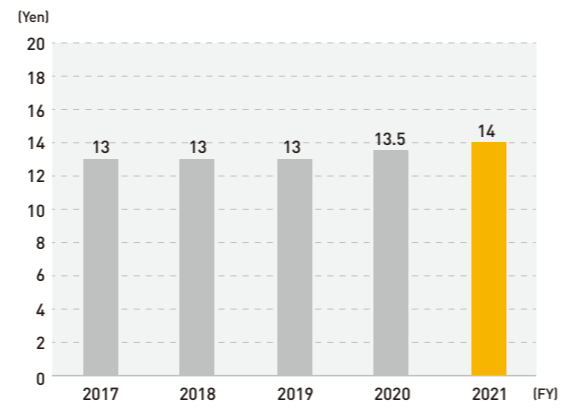
Profit attributable to owners of parent / Return on equity



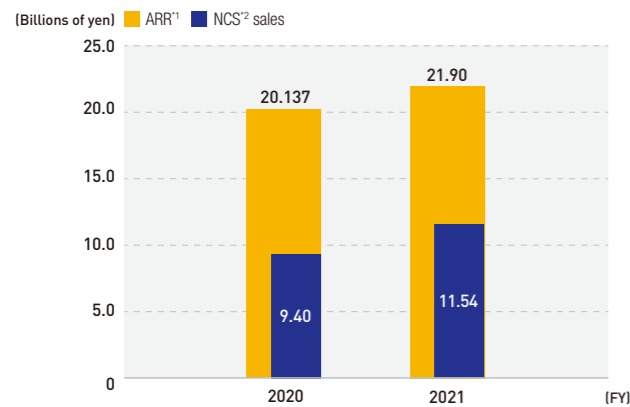
Equity ratio



Dividend per share

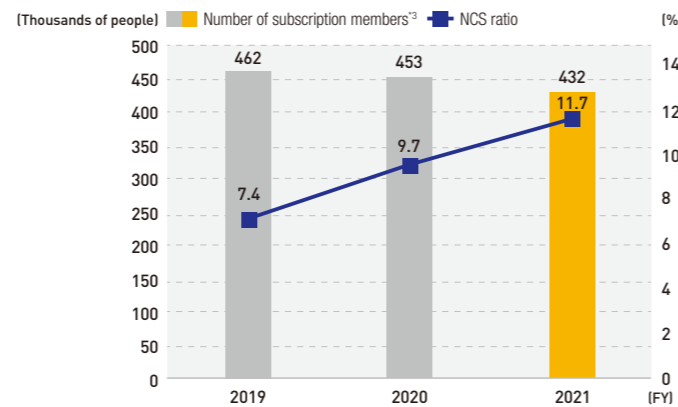


Annual sales of subscription members (ARR)¹



¹ ARR: Annual subscription membership sales
² NCS: New customer success members

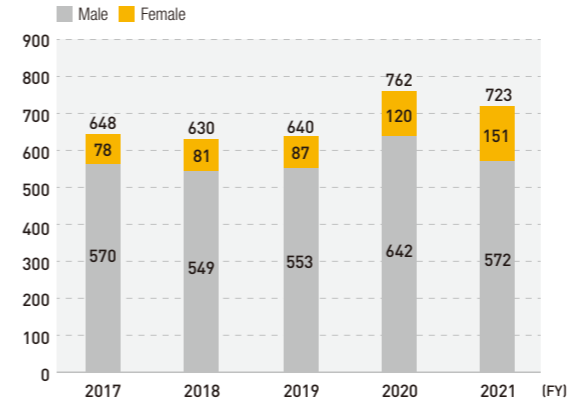
Number of subscription members / NCS ratio



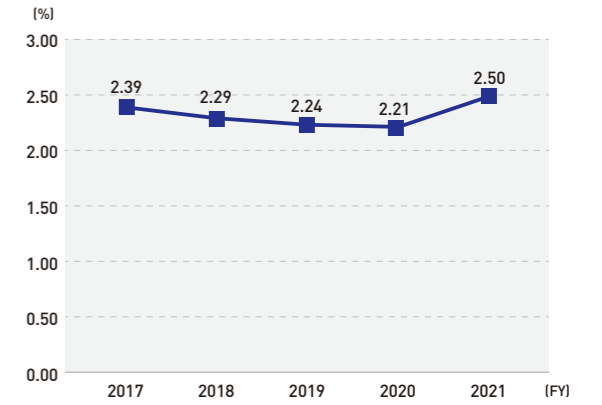
³ Subscription members: Members using flat-rate services (excluding members of Internet-related businesses)

Non-financial Highlights

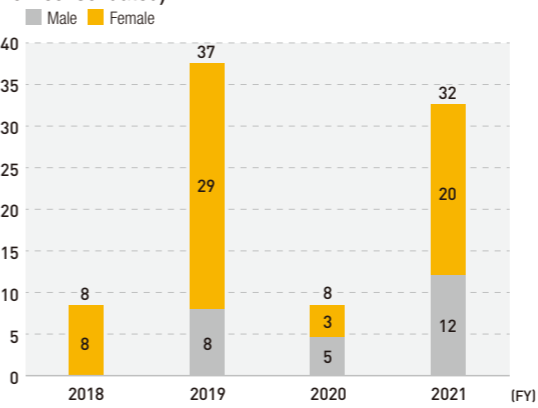
Number of employees (Non-consolidated)



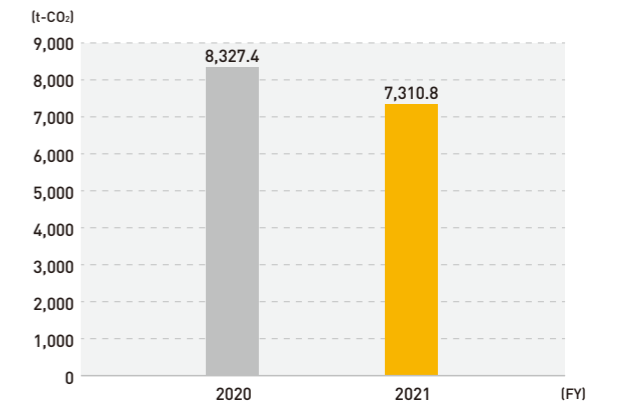
Ratio of persons with disabilities (Non-consolidated)



Number of employees who took childcare leaves of absence (Non-consolidated)

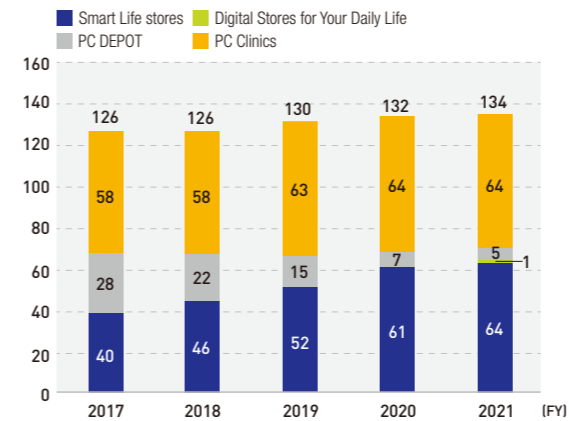


CO₂ emissions

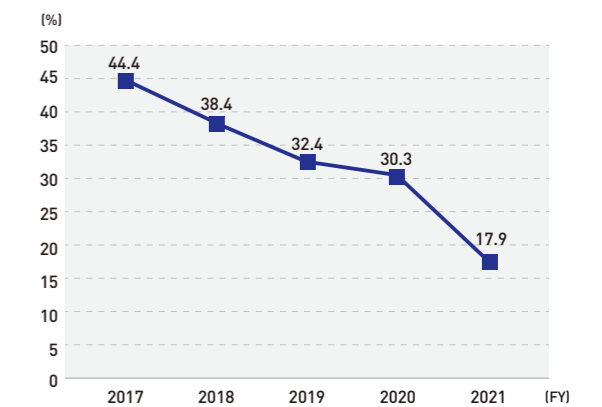


Scope of data: Smart Life stores: 64 stores, PC DEPOT: 5 stores, Head offices: 2 (Due to the relocation of the head office in 2022), Digital Stores for Your Daily Life: 2, logistics centers: 1
 * Including some assumed data in aggregation

Number of stores



Turnover rate within three years



Scope of data: New graduates who joined the company three years ago

Eleven-Year Financial Summary

Years ended March 31

| (Millions of yen) | 2011 | 2012 | 2013 | 2014 | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|-----------|-----------|-----------|------------|--|------------|------------|------------|------------|------------|------------|------------|------------|
| Net sales | 46,872 | 49,631 | 51,359 | 53,772 | | 51,261 | 51,729 | 46,417 | 43,590 | 40,447 | 39,137 | 38,312 | 33,024 |
| Products | 35,572 | 35,918 | 35,425 | 35,984 | | 30,116 | 25,720 | 20,099 | 17,720 | 13,895 | 14,010 | 14,486 | *3 |
| Services | 8,686 | 11,497 | 14,006 | 16,194 | | 19,696 | 24,631 | 24,984 | 24,566 | 25,270 | 23,842 | 22,558 | *3 |
| Internet-related businesses (Subsidiaries) | 2,090 | 1,842 | 1,758 | 1,419 | | 1,310 | 1,267 | 1,258 | 1,241 | 1,216 | 1,227 | 1,203 | *3 |
| Gross profit | 13,567 | 14,665 | 16,114 | 18,273 | | 19,472 | 21,715 | 21,249 | 20,044 | 18,663 | 18,453 | 18,076 | 17,237 |
| Gross profit margin | 28.9 | 29.5 | 31.4 | 34.0 | | 38.0 | 42.0 | 45.8 | 46.0 | 46.1 | 47.2 | 47.2 | 52.2 |
| Total 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 | 15,786 |
| Advertising expenses | 1,369 | 1,699 | 1,644 | 1,276 | | 1,042 | 1,073 | 842 | 1,030 | 749 | 638 | 601 | 757 |
| Salaries and allowances | 3,491 | 4,360 | 4,800 | 5,355 | | 5,896 | 6,449 | 6,645 | 6,146 | 5,737 | 5,296 | 5,278 | 5,194 |
| Operating income | 1,308 | 526 | 867 | 2,256 | | 3,045 | 4,086 | 3,402 | 2,981 | 2,579 | 2,941 | 2,893 | 1,451 |
| Ordinary income | 1,447 | 684 | 924 | 2,357 | | 3,162 | 4,139 | 3,467 | 3,079 | 2,685 | 3,018 | 2,935 | 1,519 |
| Ordinary income margin (%) | 3.1 | 1.4 | 1.8 | 4.4 | | 6.2 | 8.0 | 7.5 | 7.1 | 6.6 | 7.7 | 7.7 | 4.6 |
| Profit attributable to owners of parent | 683 | 238 | 441 | 1,536 | | 1,914 | 2,693 | 2,269 | 1,958 | 1,553 | 1,718 | 1,854 | 765 |
| Net income per share (Yen) | 3,164.63 | 1,082.34 | 2,020.07 | 68.39 | | 50.4 | 67.41 | 44.06 | 38.63 | 30.94 | 34.18 | 36.79 | 15.15 |
| Net assets 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 | 520.96 |
| Return on equity^{*1} (%) | 7.7 | 2.6 | 4.7 | 13.4 | | 13.5 | 14.8 | 10.3 | 8.5 | 6.6 | 7.0 | 7.2 | 2.9 |
| Ordinary income margin on total assets^{*2} (%) | 7.7 | 3.2 | 4.0 | 9.5 | | 11.3 | 12.9 | 9.8 | 8.7 | 7.8 | 9.1 | 8.4 | 4.0 |
| Equity ratio (%) | 47.3 | 40.5 | 42.3 | 49.3 | | 51.5 | 60.9 | 64.4 | 66.2 | 71.7 | 76.3 | 71.1 | 68.6 |
| Number of shares issued and outstanding as of the end of the period (Shares) | 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 | 52,622,400 |
| Number of treasury stock (Shares) | 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 | 2,073,806 |
| Dividends per share (Yen) | 700 | 700 | 700 | 355 | | 10 | 11.5 | 14.3 | 13 | 13 | 13 | 13.5 | 14.0 |
| Payout ratio (%) | 22.1 | 64.7 | 34.7 | 12.4 | | 16.5 | 17.1 | 29.5 | 33.7 | 42.0 | 38.0 | 36.7 | 92.4 |
| Market capitalization | 4,489 | 4,635 | 5,058 | 24,732 | | 32,466 | 48,281 | 27,995 | 37,941 | 23,312 | 22,575 | 26,048 | 15,944 |
| Year-end stock price (Yen) | 19,950 | 20,600 | 22,480 | 953 | | 834 | 1,101 | 532 | 721 | 443 | 429 | 495 | 303 |

* The above figures for the periods in which the prior period financial statements were restated reflect the restated figures. (Applicable period: Fiscal year ended March 31, 2011, to fiscal year ended March 31, 2017)

*1 Return on equity = Net income / Average shareholders' equity at the beginning and end of fiscal year

*2 Return on assets = Ordinary income / Average total assets at the beginning and end of fiscal year

*3 Segment information has been reviewed for the fiscal year ended March 31, 2022, and individual segment disclosures have been discontinued.

| | 2011 | 2012 | 2013 | 2014 | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|------|------|------|------|--|------|------|------|------|------|------|------|------|
| Stores | | | | | | | | | | | | | |
| Total number of stores (Directly managed and subsidiaries) | 78 | 106 | 111 | 111 | | 116 | 123 | 125 | 126 | 126 | 130 | 132 | 134 |
| Smart Life stores | – | – | – | 4 | | 15 | 25 | 31 | 40 | 46 | 52 | 61 | 64 |
| Digital Stores for Your Daily Life | – | – | – | – | | – | – | – | – | – | – | – | 1 |
| PC DEPOT | 48 | 59 | 61 | 57 | | 49 | 41 | 36 | 28 | 22 | 15 | 7 | 5 |
| PC Clinic | 30 | 47 | 50 | 50 | | 52 | 57 | 58 | 58 | 58 | 63 | 64 | 64 |

Share Information

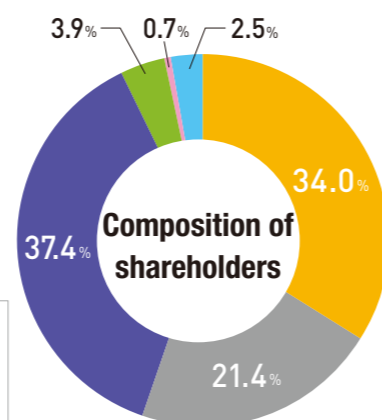
As of March 31, 2022

Status of shares

Total number of shares authorized to be issued **160,200,000 shares**

Total number of shares outstanding **52,622,400 shares**

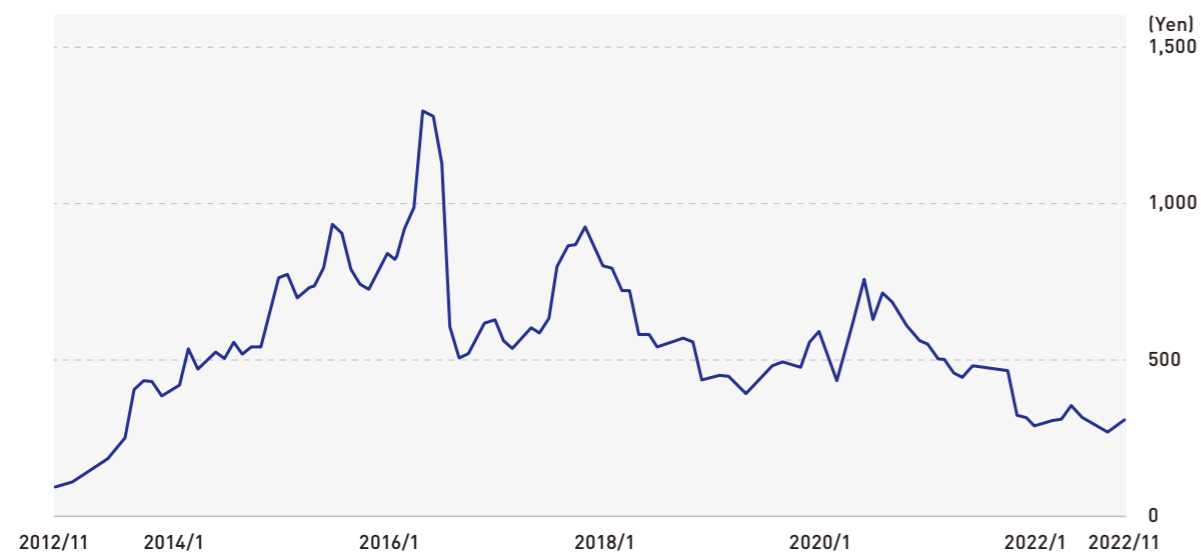
Number of shareholders **13,738 persons**



Major shareholders

| | Name of shareholder | Number of shares held (shares) | Voting rights ratio (%) |
|----|--|--------------------------------|-------------------------|
| 1 | TN HOLDINGS CO., LTD. | 11,689,100 | 22.21% |
| 2 | Takahisa Nojima | 6,470,060 | 12.29% |
| 3 | THE MASTER TRUST BANK OF JAPAN, LTD. (TRUST ACCOUNT) | 6,356,400 | 12.07% |
| 4 | HIKARI TSUSHIN, INC. | 4,629,900 | 8.79% |
| 5 | UH Partners 2, Inc. | 2,776,700 | 5.27% |
| 6 | Custody Bank of Japan, Ltd. (TRUST ACCOUNT B) | 1,779,100 | 3.38% |
| 7 | Custody Bank of Japan, Ltd. (TRUST ACCOUNT) | 1,494,400 | 2.83% |
| 8 | PC DEPOT CORPORATION | 1,339,106 | 2.54% |
| 9 | Custody Bank of Japan, Ltd. (Trust Account E) | 734,700 | 1.39% |
| 10 | Keiko Nojima | 432,000 | 0.82% |

Stock price trends



Corporate Information

As of March 31, 2022

| | |
|--|--|
| Company Name | PC DEPOT CORPORATION |
| Established | August 1994 |
| Head Office | YOKOHAMA GATE TOWER 19F, 1-2-5, Takashima Nishi-ku, Yokohama, Kanagawa, Japan |
| Paid-in Capital | ¥4,737 million |
| Year End | March 31 |
| Audit Corporation | SHINSOH Audit & Co |
| Main Business | <ul style="list-style-type: none"> Digital lifestyle proposals for households, provision of related products and services Community-based digital lifestyle proposals |
| Security Code | 7618 |
| Listed Security Exchange | Prime market of Tokyo Stock Exchanges |
| Shareholder Registry Administrator | Mitsubishi UFJ Trust and Banking Corporation |
| Ordinary General Shareholders' Meeting | June annually |
| Subsidiaries and Affiliated Companies | <ul style="list-style-type: none"> ejworks Corporation YOKOHAMA GATE TOWER 18F, 1-2-5, Takashima Nishi-ku, Yokohama, Kanagawa, Japan TEL: +81-45-522-2879 FAX: +81-45-522-2869 PC DEPOT STORES CORPORATION YOKOHAMA GATE TOWER 19F, 1-2-5, Takashima Nishi-ku, Yokohama, Kanagawa, Japan FUTURE DESIGN INVESTMENT CORPORATION YOKOHAMA GATE TOWER 19F, 1-2-5, Takashima Nishi-ku, Yokohama, Kanagawa, Japan |
| Number of Stores | 136 (As of April 4, 2022) (Including two franchise stores) |
| Number of Employees | 898 |

Editorial Policy

This report has been compiled to provide our members and a wide range of stakeholders with information on how PC DEPOT approaches and implements resolutions to social issues and enriches people's lives, while deepening the readers' understanding of Group activities.

Scope of the Report
PC DEPOT Corporation and Group companies

Term Covered
The report focuses on results for fiscal 2021 (April 1, 2021, to March 31, 2022), but also includes some information on initiatives from prior years and the most recent activity reports.

Reference Guidelines
Guidance for Collaborative Value Creation, Ministry of Economy, Trade and Industry (METI) of Japan
Global Reporting Initiative (GRI) Sustainability Reporting Standards
ISO 26000

Publication
December 2022 (next report scheduled for November 2023)

Caution Regarding Forward-Looking Statements
This report contains projections and forward-looking statements about PC DEPOT Corporation and its Group companies. These statements are based on information available at the time of publication and are based on company judgments and expectations. Actual results may differ from these forecasts due to various external factors and other reasons.

Bring digital consultants to all homes!!

