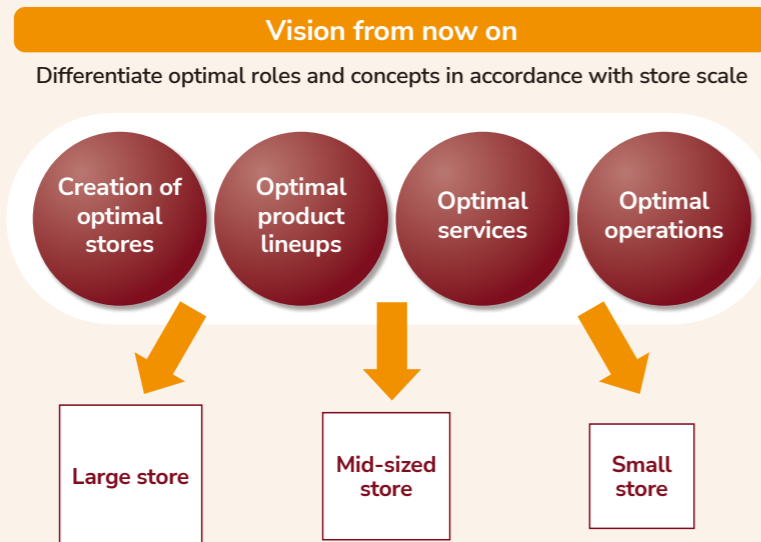
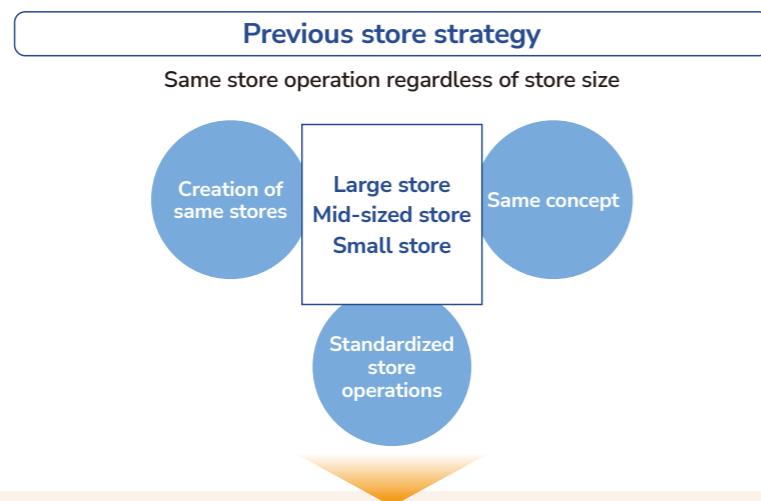


Store Strategies

Previously, regardless of the size of the store, our basic policy had been standardized store management based on the same concept. In what was a necessary measure to promote sales floor area efficiency following the integration of the five home improvement companies, the sales floor areas became one. To aim for further growth, henceforward we are dividing roles and concepts into large, mid-sized, and small stores, in dominant areas centered around large stores. We believe that it is necessary to manage stores in a way that makes customers' lives more convenient as a whole by allowing customers to use stores properly in accordance with that occasional need. To that end, we will renovate 223 existing stores over the three-year period of the third medium-term management plan and realize low-cost and speedy existing store enhancements by having an in-house team of specialists handle the renovations.

The breakdown of the 223-store enhancement plan assumes 23 large stores (total of 120 stores), 86 mid-sized stores (240), and 114 small stores (260). We plan to evolve nearly half of our stores into stores that follow the new policy.

There follows an explanation of what kind of concepts we will have for large, mid-sized, and small stores in the years to come.



	Store size		Numbers of stores	Existing store enhancement plan 2023-2025
	Net sales	Floor area		
Large store	More than ¥1 billion	4,950 m ² or more	120 stores	23 stores
Mid-sized store	More than ¥400 million but less than ¥1 billion	1,980 m ² or more but less than 4,950 m ²	240 stores	86 stores
Small store (Including DCM Nicot)	Less than ¥400 million	Less than 1,980 m ²	260 stores	114 stores

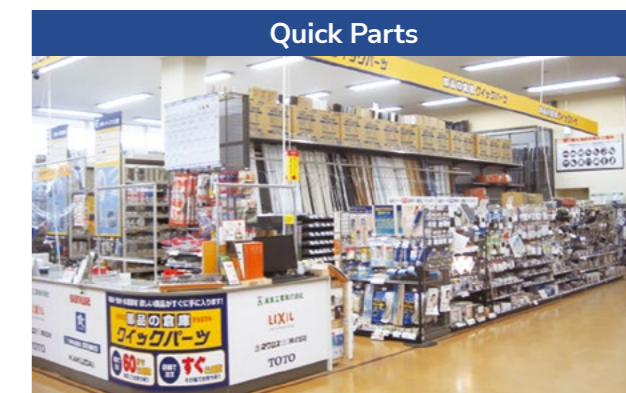
Large-scale stores: Stores that combine comprehensiveness and specialization

As regional flagship stores, the large stores are not limited to offering a wide range of highly specialized product lineups and services such as "Sumairu Helper". As represented by DIY Reform, customers will be able to do things themselves that they had previously thought obvious to ask a professional, and we will provide opportunities so that customers can perhaps dream up their own usage scenarios from our sales floor area arrangements. Rather than simply being a place to buy things, we aim to be a store that delivers

a "buzz" and excitement to customers by allowing them to feel the "fun to create and fun to think" through our sales floor areas.

At large stores, highly experienced veteran employees are placed in charge of DIY services, and we are providing them with systems that can solve a variety of customer problems.

* **Sumairu Helper:** This is a service by which specialist staff members make home visits and can respond to housing concerns, from minor problems to renovations.



Mid-sized store: Lifestyle variety store + α

In addition to the "lifestyle variety store that supports local lifestyles" element that is the role of our small stores, our mid-sized stores introduce the areas of expertise that are most needed in the region and raise our level of contribution to local customers. Specifically, we cover regional characteristics that include coastal, mountainous, and urban areas, and deploy sales floor areas that specialize in, for example, gardening, pets, and leisure. Not stopping at just a one-time enhancements, we will also continue to make store improvements to better match the characteristics of each region by means of ongoing area marketing.



Small stores: Community-based stores Lifestyle variety stores

Due to floor space limitations, the reality is that it is difficult for small stores to offer a full range of products. Our small stores do however stock a solid lineup of basic products that customers in their areas need in their daily lives and thereby support local lifestyles.

Even in small stores, we are also sure to make space for a seasonal sales floor area (a sales floor area that changes frequently according to the season or theme) while deploying a wide range of products that are appropriate for seasonal items or are in keeping with local events and are needed at that time. Based on this policy, we provide products that are necessary for everyday life and for solving those "little troubles" and propose ways to spend the four seasons that are typical of that region.

For highly specialized and other products, we deliver the products that our customers need by collaborating with the large stores in dominant areas or by utilizing EC store pickup services.

Column

Overview of Hodaka Co., Ltd.

Hodaka is a specialty store for professionals offering a variety of beautiful, top-notch products that are both durable and long-lasting, first-class sales floors that make products easy to see, understand, and purchase, and first-rate employees possessing an accumulated wealth of product and business knowledge who are trustworthy and responsive, all of which ensure that craftsmen can shine on the job and engage in first rate work.

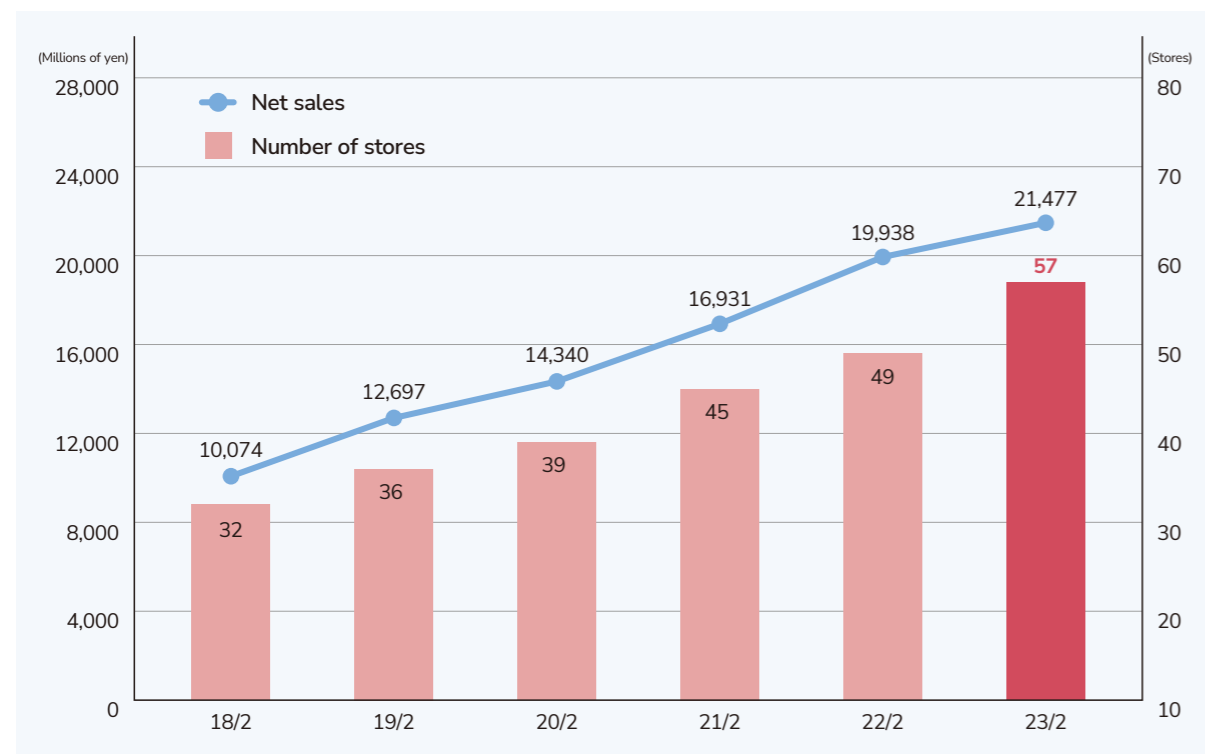
Founded in 2008 with the aim of contributing to the continuation of Japanese craftsmanship culture and techniques, Hodaka narrows its focus to target craftsmen rather than the vast home center customer segment. The company made a new start in March 2022, transitioning from an operating structure consisting mainly of divisions within DCM Co., Ltd., to a consolidated subsidiary.

Hodaka operates 57 stores in 23 prefectures across Japan (as of end of February 2023), with sales exceeding ¥20.0 billion. Since many craftsmen work in different locations across Japan, and some customers travel to Hodaka stores from neighboring prefectures where Hodaka has no presence, we hope to open stores in all 47 prefectures as soon as possible to meet the needs of all craftsmen. We expect to expand to 100 stores nationwide by the end of February 2026, the final year of the third medium-term management plan.

To expand the number of store openings, we will accelerate growth in this business by continuously developing human resources capable of making proposals and introducing new products that meet the needs of craftsmen while providing products and services at consistently high standards.



Hodaka net sales and store numbers



Column

Overview of DCM Nicot Co., Ltd.

We proactively open stores in rural areas where shopping is difficult under the concept "delivering great convenience to small towns." To facilitate the provision of items needed in everyday life as a home convenience store, in addition to daily necessities, we also aim to become a convenient shop providing frequently used tools and materials, seasonal products, everyday clothing, and groceries. Further, we maintain minimal lineups of home appliances, sofas, beds, and other home furnishings. In terms of community-based efforts, we are also conscious of seasonality and local brands, with each store offering a different variety of products on sales floors that incorporate regional characteristics.

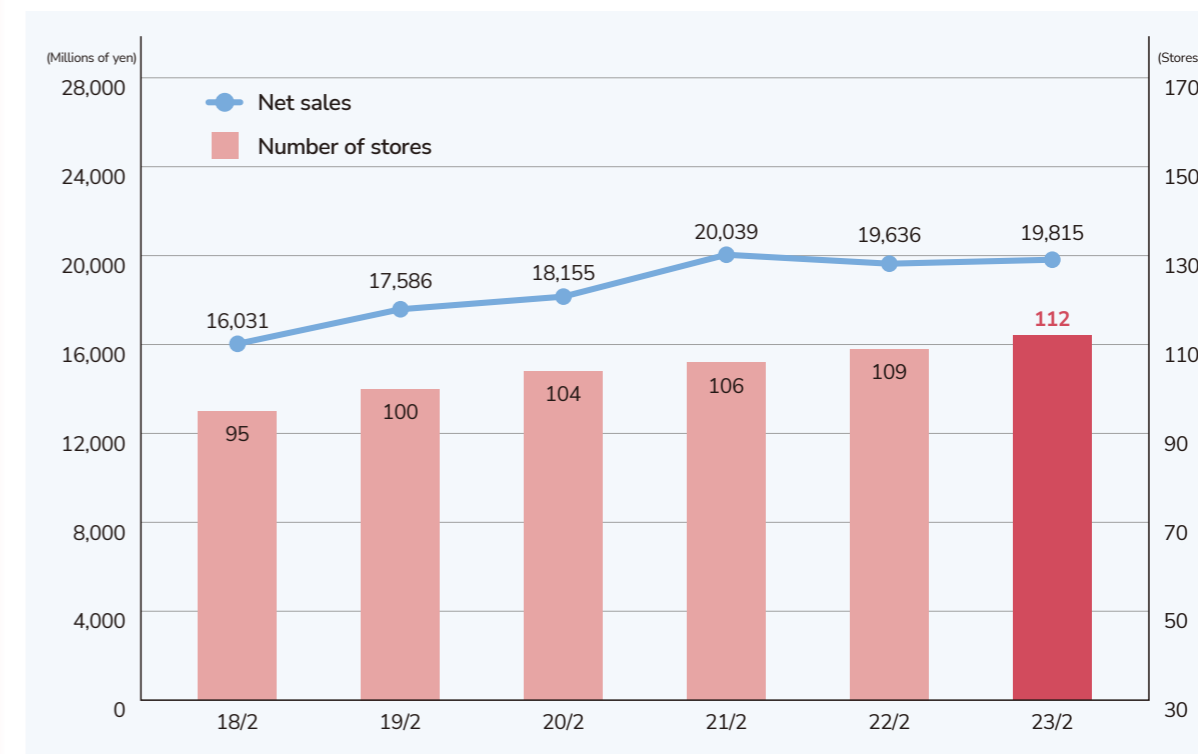
DCM Nicot has two main types of stores, one that carries groceries if there are no supermarkets nearby and grocery shopping is inconvenient, and another type of store that does not carry groceries.

Products not carried by DCM Nicot can be quickly delivered to customers from DCM stores with e-commerce shipping bases, which provides convenience to customers and enables us to leverage Group synergies.

We will continue to open stores in regions where even traveling to urban areas for shopping is inconvenient, enabling DCM Nicot to facilitate enjoyment in the daily lives of regional customers, reduce their burdens, and increase their happiness, with plans to expand to 125 stores by the end of February 2026, the final year of the third medium-term management plan. In addition, to ensure DCM Nicot stores remain in the communities where they are opened, we will pursue even lower cost operations and exhaustive operational manual advances to support regional lifestyles.



DCM Nicot net sales and store numbers



Further Pursuit of Low-Cost Operations

There is a reason why the Company engages in low-cost operations as one of its business strategies. Efforts to reduce the cost of business operations and lower the break-even point may seem easy, but reviewing mature store operations requires that careful and more effective experimentation and drastic changes in operations based on chain store theory be deployed without causing confusion. In the process of carrying out numerous M&A transactions and organizational changes, the Company has been accumulating experience in the making of ongoing business reforms. This is enabling us to gain a deep understanding of the nature of our business and boldly pursue low-cost operations without compromising its essence. This can be said to be a major strength of the DCM corporate group. Even in these highly uncertain times, we believe that leaner management will be made possible by further strengthening the efforts we have made to date.

Differentiation, standardization, and simplification tailored to the times ahead

Our frontline operations, in which we have been carrying out improvement activities on an ongoing basis, are adapting not only to recent changes, such as soaring logistics costs and rising personnel expenses due to the labor shortages in recent years, but also to changes in the next few years. We are thus seeking to transition to optimal operations that can be achieved at a lower cost than at present. It has also become important to incorporate improvements in employee

working environments and sustainability into our operations. Under such circumstances, we will reconsider the three concepts of differentiation, standardization, and simplification, which are deemed important in chain store theory when advancing a multistore approach and improvements in productivity, while promoting changes to our business domains that will enable us to better adapt to change.

Initiative 1 Reviews of ordering/deliveries/replenishment frequency

As an example, we had been separating deliveries from distribution centers to stores several times a week but have been conducting reviews of the number of deliveries in response to the impending 2024 logistics crisis and other factors we are facing. Not limiting our response to simply reducing the number of deliveries per week, by combining measures—such as increasing the truck loading efficiency during delivery, specifying delivery times that do not place

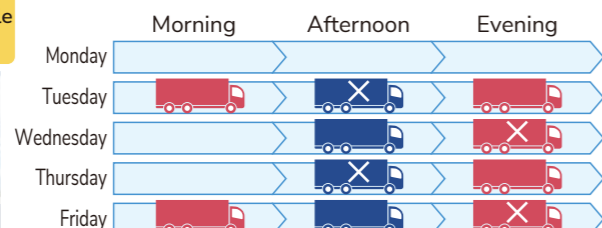
any undue strain on our partner logistics companies as well as curbing logistics costs—we are also promoting a reduction in the logistics-related impact on the environment. On the store side, by concentrating the delivery of products more than we have in the past, new operations will be required for product acceptance and inspection systems, and thus we are promoting responses while working to deepen cooperation with our partner logistics companies.

Initiative 2 Deliveries by aisle and gondola, efficient delivery of odd-shaped items, and facing challenges of measures to avoid being out of stock

With regard to the delivery of products from distribution centers to stores, we are strengthening our efforts to reduce the burden of inspection and display work at stores by sorting products by aisle and gondola prior to delivering them. Also, home centers handle a large number of odd-shaped items, but delivery efficiency for such difficult to pack items is generally not good. While effectively utilizing the assets at its disposal, the Company is setting up sorting facilities for odd-shaped items as close as possible to stores and promoting other initiatives that include the building of a system to conduct deliveries in an efficient manner.

In matters relating to the inventories of best-selling products, it is important to not cause product shortages by maintaining appropriate inventory levels at distribution centers. In addition to order lots that vary depending on the product, there are however other difficulties, such as the differences in details that must be taken into consideration when forecasting demand. To improve inventory management, we are working to streamline our operations by devising simplifications centered on reviews of complex, wide-ranging order conditions and by setting standards to ensure that appropriate inventory levels are maintained.

Improving delivery efficiency while reducing environmental impact



Conducting reviews of truck classes and numbers of vehicles



Having reviewed the delivery methods that we had previously been using, we will efficiently deliver products to stores by combining afternoon and evening deliveries into one.

DX promotion: Work reduction and efficiency improvements by development of store IT tools

To promote the creation of the mechanisms needed for low-cost operations, we are working on the active utilization of digital technology. Previously when digitizing store operations, there were aspects in which software and systems were prioritized and promoted, and these were not entirely suitable for improving work efficiency at stores. In recent years, however, we have changed our approach to solving store problems by communicating closely with those locations that use the existing systems and mechanisms.

Providing a specific example of the results obtained is the development and implementation of our freshness management app. As an alarm sounds for products that are close to their expiry dates when registering them on the app, we are contributing to a significant reduction in the number of working hours store staff spend in the checking of products. We are also devising ways to reduce the number of

store worker man-hours by promoting the installation of self-service point-of-sale (POS) cash registers that feature improved operability. Furthermore, the procedures involved to sign up for insurance when selling bicycles have been greatly simplified.

As an example of our making use of customers' mobile devices, we developed an app that allows them to check the sales floor on their smartphones, enabling customers to search for product display locations by using the app. In the years to come, we will resolve store problems at stores through the promotion of DX and devise ways to reduce the number of tasks and improve efficiency. Consequently, at the same time we will be endeavoring to ensure that more of our employees' time can be devoted to improving customer service at our stores.

Examples of initiatives



Freshness management app to check expiry dates



Installation of self-checkouts

Column

Overview of DCM advanced technologies Co., Ltd.

DCM advanced technologies Co., Ltd. (DCM-AT) was established in 2022 as a wholly owned subsidiary of DCM Co., Ltd. to employ talented human resources and realize speedily, with high quality and at low cost the digital transformation for which the DCM Group is aiming. DCM-AT's greatest strength lies in its mid-career hire employees, who possess excellent digital technology expertise and are characterized by being composed of business-side employees who are familiar with important practical matters in the business operations of home centers. This system enables user-oriented systems development compatible with on-site operations, which in turn leads to increased motivation for on-site employees and contributes to the realization of low-cost operations. Enabling developers to experience the shop floor front lines for themselves also assists the efficiency of systems development. Even in

the case of large-scale projects for which we have to work on systems development while obtaining the cooperation of an IT vendor, we are striving to develop fast, high-quality, low-cost systems by accumulating discussions on an equal footing from the system planning stage. So that employees can fully demonstrate their IT skills, we have put in place work systems—such as telework, fair evaluation and compensation based on a job-based personnel system as well as a fulfilling welfare program—while providing environments in which they can devote themselves to their work with peace of mind. By having DCM-AT play a central role in a variety of collaborations and business reforms in the DCM Group as well as in digital transformation for the future, we will strengthen our ability to respond to change and improve productivity while assisting in raising the Group's corporate value.

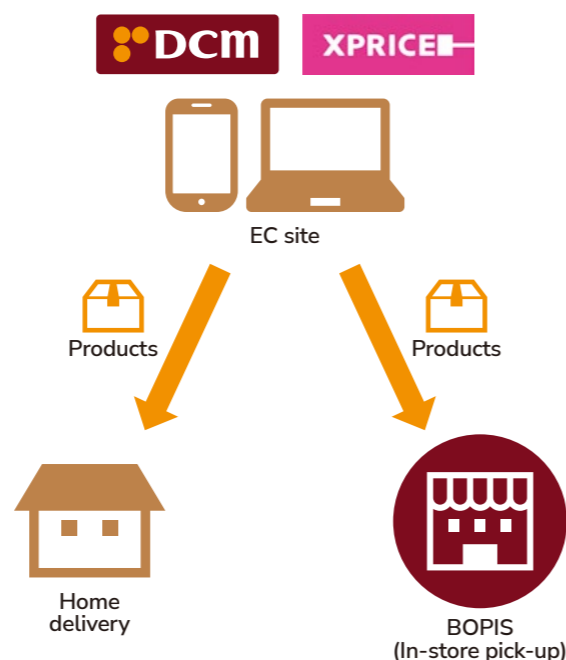
Building of Unique BOPIS Style

Due to the evolution of the digital society and the further acceleration of the advances in online shopping and delivery services brought about by the effects of the COVID-19 pandemic, consumers are now able to choose more convenient purchasing methods by using their computers and smartphones. On the other hand, online shopping business operators are being required to review their business content due to soaring logistics and delivery costs brought about by labor shortages as well as high costs and commodity prices. Under such circumstances, we will demonstrate our strengths in developing both stores and our EC business by reinforcing our in-store pick-up (BOPIS: Buy Online Pick-up In Store) initiatives to provide our customers with even greater convenience.

Building of unique BOPIS style under full-scale deployment

We are gradually expanding the service areas where customers can receive products purchased via our DCM Online EC site at each DCM Group store. Combining the strengths of having more than 800 stores in operation nationwide, including Keiyo Co., Ltd., with the convenience of our own EC site where customers can place orders anytime, anywhere, we will make full-scale efforts to form and establish new ways of making purchases that take advantage of the BOPIS style, which enables customers to receive EC-purchased products at stores. The benefits for customers who purchase products via EC and choose to pick them up at stores include, 1) Lower shipping costs, 2) Customers can pick up the goods at any time, 3) Can secure the required quantity of products needed in advance, 4) Can purchase products that are not in stores, and 5) Facilitates product returns in cases where the usability or impression gained of a product turns out to be different.

Having customers come to stores in the BOPIS style increases opportunities for them to gain hands-on experience of a range of in-store products. We also believe that we can work to set ourselves apart from EC businesses that do not operate stores through increased communications with customers at stores and thereby ascertaining their needs.



Specific example of BOPIS style use 1. In-store pick-up of bicycle

Among the products handled by home centers are many that cannot be handed over as they are from stock. Bicycle sales give one example of how customers can be provided with a high degree of convenience by means of the BOPIS style. First, customers can access not only the EC site but also the QR code posted on the embedded leaflet and easily place an order with their smartphones from a wide product lineup that far exceeds a store's inventory. For customers who have

purchased a bicycle via EC, the assembly and maintenance of the bicycle can be completed in advance at the pick-up store for a specified visit date and time, and thus they are never kept waiting when they visit the store. If customers bring in their unwanted bicycles, we can take them off their hands for free and smoothly provide services such as security registration and bicycle maintenance packs (insurance with benefits).



Specific example of BOPIS style use 2. Improved convenience in areas where shopping is difficult

In addition to its home centers, the DCM Group has several store brands, including DCM Nicot and Hodaka, and operates stores of different sizes in 37 prefectures nationwide. By having formed the stores within the Group into a network by means of the same BOPIS style system, we are able to provide our customers with uniqueness and even greater convenience.

For example, at DCM Nicot home convenience stores that are opened in areas with relatively small populations,

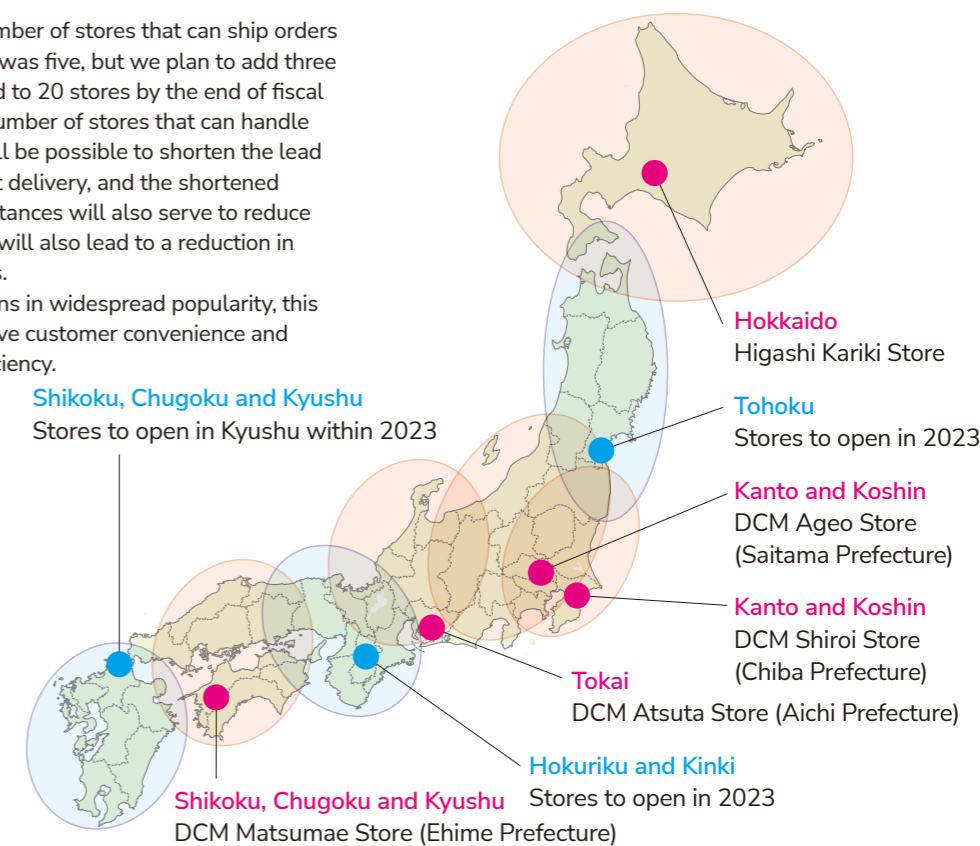
we mainly stock daily necessities that are purchased frequently, but when it comes to numbers of products that exceed that, it is necessary to visit a larger DCM store that carries a more extensive product lineup. By having customers use the BOPIS style at those stores, even if the product they want is unavailable at the nearest DCM Nicot, we are able to deliver products to customers quickly by supplying DCM Nicot stores with products from large DCM stores that handle EC shipments within the dominant area.



Expanding number of facilities serving as EC shipment bases to 20 nationwide by fiscal 2025

As of March 2023, the number of stores that can ship orders placed via EC from stores was five, but we plan to add three stores in 2023 and expand to 20 stores by the end of fiscal 2025. By increasing the number of stores that can handle orders placed via EC, it will be possible to shorten the lead time from order to product delivery, and the shortened product transportation distances will also serve to reduce transportation costs. This will also lead to a reduction in greenhouse gas emissions.

If the BOPIS style gains widespread popularity, this will simultaneously improve customer convenience and product management efficiency.



● As of March 2023: Five facilities
● Scheduled to be added in 2023: Three facilities

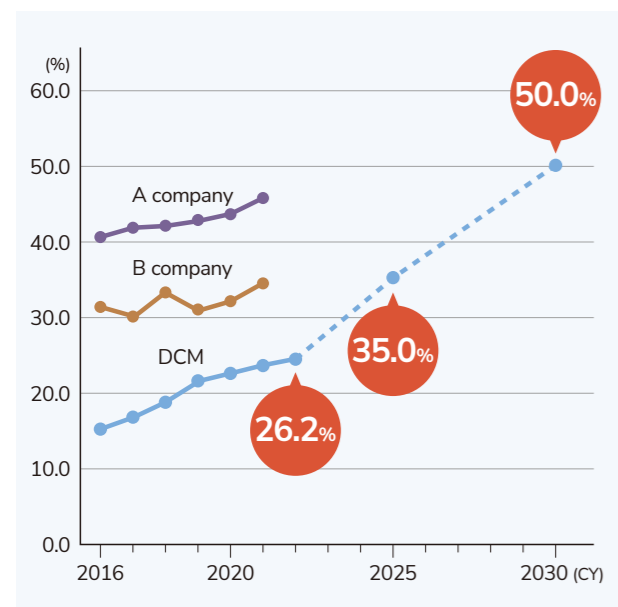
Deepening the Private Brand (PB) Product Development System

Basic policy for PB product development

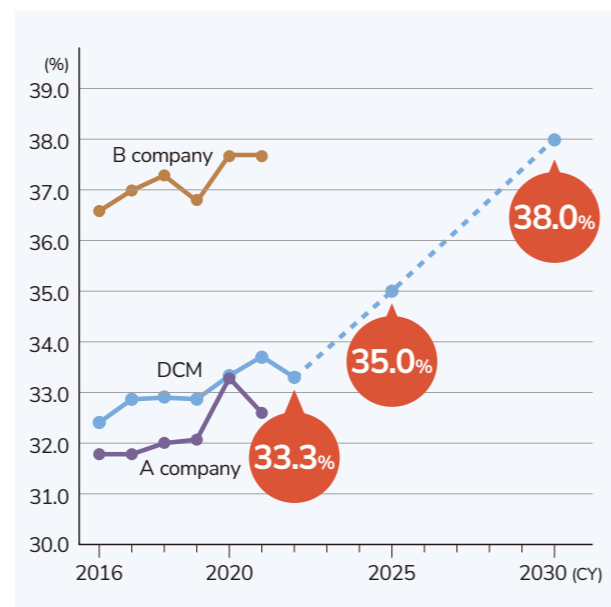
In developing PB products, DCM's basic policy is to develop only unique products that offer new value to customers, including their selling prices, as "DCM brands." This policy will remain unchanged in the process of increasing the PB ratio to 35% of net sales in the medium term and to 50% in the long term. To increase the PB ratio, we will continue to offer new products that are unique to DCM by linking each organization that is involved in "products x sales floor x sales promotion."

In the past few years, the pace of product development had slowed to some degree, as the COVID-19 pandemic reduced the frequency of direct visits to overseas business partners and made it difficult to communicate face-to-face. That said, we believe we are now in an environment where we can work on PB product development at a faster pace now that borders are reopening in many countries, including Japan. We intend to raise the gross profit margin to 35% in the medium term and to 38% in the long term, driven by an increase in the percentage of PB products in our sales mix.

Trends in PB product sales composition ratio and medium- to long-term targets



Gross profit margin trends and medium- to long-term targets



Focusing on product development in areas with strong business characteristics (DIY, gardening, pet care products, SDGs-related)

In the category of product development, gardening, DIY and pet care products and SDGs-related products, in which we can demonstrate our strengths as a home improvement retailer, are priority areas in the current medium-term management plan. In particular, we intend to further strengthen our product proposals for gardening and DIY, which are aligned with our customers' pursuit of eco-friendly lifestyles. We aim to enrich our customers' lives through DIY by further deepening the fusion of plants and gardening.

For pet care products, we will strengthen our fortes and take on the challenge of developing new products in a genre where we have not been able to develop sufficient products in the past, as people are increasingly moving toward a lifestyle of living with pets after the pandemic.

Furthermore, we intend to offer good products at affordable prices by proposing high-priced products offered by other makers in the mid-tier range through PB development.

We are approaching the SDGs priority issues from a variety of angles. In recent years, our focus has been on using raw materials that have as minimal environmental impact as possible. Previously, raw materials with low environmental impact tended to be more expensive, but as society as a whole has become more aware of the importance of a circular society, they can now be utilized without sacrificing cost compared to the past. We are also taking measures such as using environmentally certified materials for product packaging.

Column

Intellectual property and quality control initiatives at DCM

The Intellectual Property and Quality Control Department supports product development from the perspectives of legal compliance, quality, security, and safety to ensure that our customers can use our DCM brand PB products, more safely and with peace of mind.

In developing PB products, we thoroughly check in advance for potential infringement of any intellectual property rights such as patents, designs, trademarks, and copyrights before consulting with the Product Development Committee, which makes decisions on commercialization. This reduces the risk of development delays due to violations of intellectual property rights once product development is fully in progress. We also work to enhance the value of the DCM brand by filing design and trademark registrations for products we are developing as needed.

Main items to be verified in terms of intellectual property and quality control when developing PB products

- Patent rights
- Design rights
- Trademark rights
- Unfair Competition Prevention Act
- Act against Unjustifiable Premiums and Misleading Representations
- Act on Pharmaceuticals and Medical Devices
- Household Goods Quality Labeling Act
- The Plant Variety Protection and Seed Act
- Act on Welfare and Management of Animals
- Quality design

In terms of the SDGs and quality control, we check the status of compliance based on the Code of Conduct of our Procurement Policy, with which all DCM suppliers are required to comply with. In addition to the items (1) through (4) listed on the right, which are common items for retailers in Europe, the U.S., and Japan, a feature of DCM is its inclusion of (5) "ensuring product safety and quality" to reflect its responsibilities as a manufacturer.

When evaluating a supplier's factory, we scrutinize its social responsibility and quality according to an assessment sheet we have prepared, and we also refer to reports from third-party organizations.

During the period of the third medium-term management plan, we plan to conduct assessments of all new transaction factories and all factories with transaction value above a certain level.

Procurement Policy

- (1) Legal compliance and ethics
- (2) Human rights and labor
- (3) Environment
- (4) Safety and health
- (5) Ensuring product safety and quality

Product development idea contest by employees "Pikka! Egg"



As an effort to link the voices and ideas of our employees to product development, we hold a product development idea contest called Pikka! Egg. All employees are eligible to submit their ideas for the contest, and outstanding ideas will receive awards and a chance to be commercialized into products. The program is an indispensable part of our aim for product development from the customer's viewpoint by utilizing ideas from employees, who are also consumers.

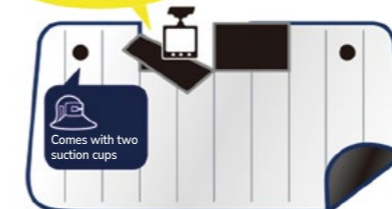
In fiscal 2022, we received more than 2,500 applications from various stores and departments. The Pikka! Egg contest has three award categories: Golden Egg, Silver Egg, and Boiled Egg, and 15 entries were eligible for the awards in fiscal 2022. All of the following criteria must be met for an idea to receive the highest Golden Egg award:

- (1) High contribution to people's lives
- (2) Product must be expected to be in demand after commercialization
- (3) Product must be unique

Examples of ideas that have won the Golden Egg award include a small holder for bottle washers and cooking and serving chopsticks, aluminum car sunshades, and foldable kitchen mats.

Example of a product that was eventually commercialized
DCM Aluminum Car Sunshade

Can be used regardless of where the drive recorder is installed.



M&A Strategy

Approach to M&A strategy

Eleven companies have joined the DCM Group since the establishment of DCM Japan Holdings Co., Ltd. (renamed DCM Holdings Co., Ltd. in 2010) in September 2006. Expanding our business scale through M&A is a key strategy for us. Our approach to M&A, including capital participation and business transfers, follows two basic aspects: 1) growth of the home improvement retailer business through capital participation and alliances with other home improvement retailers, and 2) various alliances, cross-industrial partnerships, and functional reinforcement to become an integrated business that comprehensively makes people's lives more comfortable.

Until now, we have made capital participation and business acquisitions in peer companies to grow our home improvement retailer business and enhance our corporate value by expanding our catchment area and purchasing power. In the past, we were able to increase sales by

growing our sales network of products including PB products, reduce procurement costs, and enhance profitability through the development of new products. The Group has also worked to reduce costs by, for example, unifying the business model of its stores. Furthermore, the expansion of business areas has provided greater opportunities for mobility and career advancement for the employees of each Group company.

The domestic home improvement retail market is maturing. For this business to continue to grow amid social challenges such as a declining birthrate, aging population, and depopulation in rural areas, we believe it is critical to establish an overwhelming No. 1 position and to be a company that can appropriately identify changing customer needs and continue to enhance their convenience. We hope to continue to increase the number of colleagues who will join us in pursuing our aspirations.

Various alliances, cross-industrial alliances and functional enhancements to become an integrated business that comprehensively makes people's lives more comfortable

As we move forward in our initiatives to become an integrated business that comprehensively makes people's lives more comfortable, we will not only expand our home improvement business through M&A, but also aim for M&A and business collaboration to maximize the enrichment of people's lives by supplementing elements and business domains that are lacking in response to uncertain social changes ahead. Based on this approach, in March 2022, we made a subsidiary of XPRICE, Inc., an e-commerce platform focused on home appliances. In addition to strengthening the e-commerce business, which has been lacking, XPRICE is expected to make a significant contribution

to the mutual flow of customers between virtual and real stores in the establishment of the BOPIS (buy online, pick up in-store) business model that we are focusing on. We are also striving to revitalize our sales floors by selling MAXZEN, a PB product of XPRICE in real stores, as well as other home appliance PB products with the potential for further expansion.

In addition to the investment in the e-commerce business, XPRICE, we will consider partnerships and investments in other industries to become an integrated business that comprehensively makes people's lives more comfortable, including housing equipment; renovation, reuse, and recycling; pro-use tools; and online services.

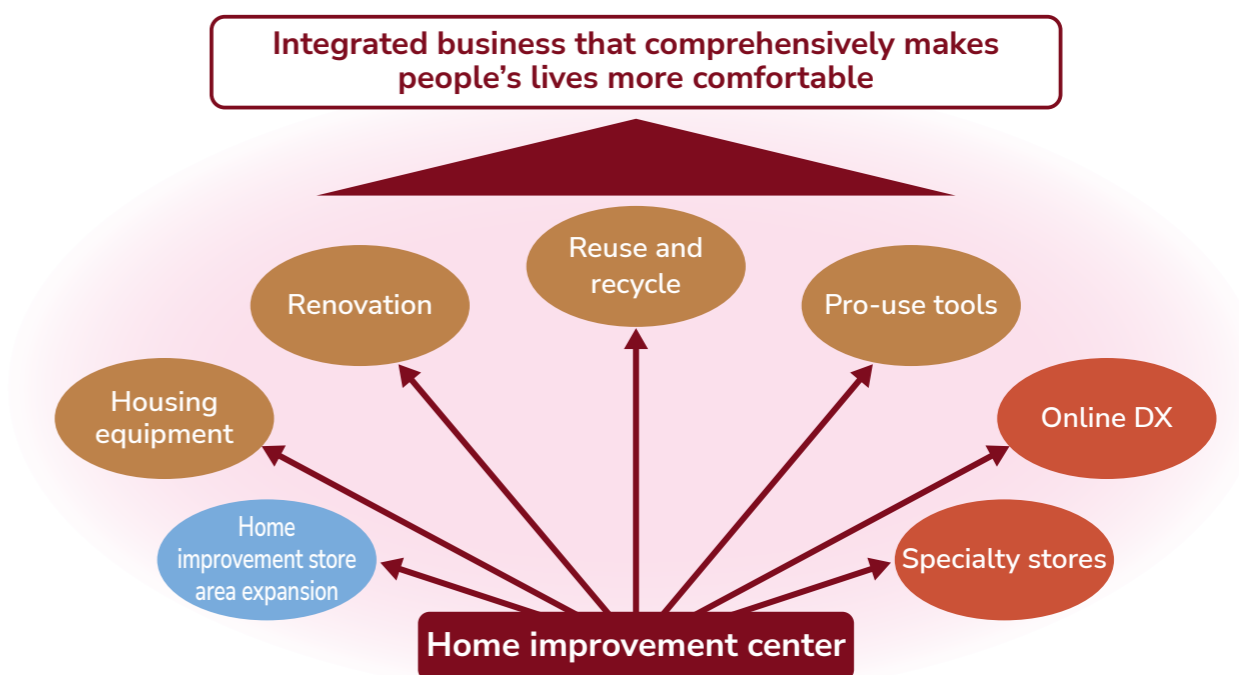
M&A transition

◆ Area expansion through capital participation in and alliances with other home improvement center retailers

Company name	Years	Major areas	Capital participation/alliances
O-JOIFUL CO., Ltd.	December 2007	Osaka Prefecture, Nara Prefecture, Wakayama Prefecture, Mie Prefecture	Acquiring majority ownership
Home Center Sanko Co., Ltd.	June 2008	Kumamoto Prefecture, Fukuoka Prefecture	Acquiring majority ownership
Home Expo Co., Ltd.	October 2014	Aichi Prefecture	Acquiring majority ownership
The home improvement retail business of Fujita Sangyo Co., Ltd.	October 2014	Hokkaido	Business transfers
Sanwado Corp.	July 2015	Aomori Prefecture, Hokkaido, Akita Prefecture	Acquiring majority ownership
The home improvement retail business of UNY Holdings Co., Ltd.	June 2016	Aichi Prefecture, Gifu Prefecture, Nara Prefecture, Mie Prefecture	Business transfers
Kuroganeya Co., Ltd.	December 2016	Yamanashi Prefecture, Kanagawa Prefecture, Tokyo	Acquiring majority ownership
Keiyo Co., Ltd.	January 2017	Kanto, Koshin, Tokai, Kinki, Tohoku	Equity-method affiliates
T.O. Retailing Co., Ltd.	July 2021	Hokkaido	Capital and business alliances
Kanseki Co., Ltd.	July 2022	Tochigi Prefecture, Ibaraki Prefecture, Fukushima Prefecture, Gunma Prefecture	Capital and business alliances

◆ Enhancing functions to realize an integrated lifestyle comfort company

Company name	Years	Major areas	Capital participation/alliances
XPRICE Inc.	March 2022	Operation of one of Japan's largest e-commerce sites focusing on home appliances	Acquiring majority ownership





Column

Introduction to XPRICE Inc.

XPRICE was founded in 2004 as a website operator focusing on home appliances and has since continued to grow while expanding its product range. XPRICE not only sells its mainstay home appliances products at competitive prices, but also works to maximize customer convenience and peace of mind by offering nationwide coverage for appliance set up and installation, extended warranties, support for appliance recycling, and diverse payment methods.

Additionally, the company offers approximately 100 items under its MAXZEN private brand. These cost-effective home appliances that thoroughly pursue a balance between functionality and price have earned a loyal following. Cumulative sales of MAXZEN brand products have exceeded 1.3 million units.





The company name was coined by combining extreme (or the ultimate) and price. The brand embodies XPRICE's ambition to provide the ultimate service unique to home appliance e-commerce at a price customers can trust.