## Financial Results Briefing FY 2016

November 1, 2016


## ["CARADA" packaged service】 Business Model

- B to B to E ※E: Employee
- Stock-type business
- Number of contracts $\times$ Number of employees using per company $\times$ unit price $\times 12$ months $=$ Sales



## 【"CARADA" packaged service】 Revenue Model



## ["CARADA" packaged service】 Service Overview

QR code-compatible checkup results available for accessing at any time !

Enter it into your smartphone


## Option

「＂CARADA MY Nutrition Advisor＂」

## Effects continue securely for $¥ 20,000$ a month ！



## 【Sports management service】 Business Model

- $B$ to $B$ to $C$
- Stock-type business
- Number of contracts $\times$ Number of employees using per company $\times$ unit price $\times 12 m o n t h s=$ Sales



## (Sports management service】 Revenue Model



Month of sign up 23

## Expansion of trainer support services



## What's "Affiliate"?



## What's "Non-virtual Affiliate"?

Non-virtual affiliate is an internet advertising system as applied to cellphone shops as physical locations. Under this system, cellphone shops encourage customers visiting them to subscribe to particular content, and if a customer actually subscribes to the content, the cellphone shop receives a reward.


## 【 Content Distribution Business】 Improvement of Index

| Construction of a detailed sales support system | The number of new subscribers | $=\begin{aligned} & \text { Contract num of } \\ & \text { cell phone shops }\end{aligned}$ | Cellphone shop The num of visitors occupancy rate per cell phone shop | $※ 1$ <br> Subscriber ratio | $\begin{array}{r} ※ 2 \\ \text { Content } \\ \text { subscribed } \end{array}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Introduction of a compensation system based on the withdrawal rate of each cellphone shop | The number of increase to member | The num of $=$ new subscribers | X (1- Turnover rate) |  |  |
| Enlargement of Contents service | Sales | The num of subscribers | Customer Unit price |  |  |



## 【Content Distribution Business】 Major Service

## Line-up our own contents service provided mainly moth-paid

## MTI monthly paying subscribers

(As of the end of September, 2016)


## (Content Distribution Business】 Business Model

- B to C

Stock-type business
Num of monthly paying subscribers $\times$ ARPU $=$ Sales


## 【Content Distribution Business】 Profit and Loss Model

Subscription and start of billing


## (Non-virtual Affiliate Business】 Improvement of Index



Construction of a detailed sales support system

The number
of new subscribers

Sales $=\begin{aligned} & \text { The num of } \\ & \text { subscribers }\end{aligned}$ $\times$ Customer Unit price

## Cellphone shops

입
Contracted shops with MTI
Operating shops

Cell phone shop occupancy rate


Introduction of contents at cell phone shop


[^0]
## (Non-virtual Affiliate Business】 Major Service

## Other companies' content service proposed at mobile phone shops



## (Non-virtual Affiliate Business) Business Model



## B to B

## Flow-type business

Num of new subscribers $\times$ Revenue by commission $=$ Sales ( Other companies' content )


## (Non-virtual Affiliate Business) Profit and Loss Model

Subscription and start of billing


## Consolidated B/S

(Millions of yen)

|  | FY2016 | FY2015 | Change |  | FY2016 | FY2015 | Change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Current assets | 20,051 | 20,211 | (159) | Liabilities | 6,148 | 7,193 | $(1,044)$ |
| Cash and deposit | 12,613 | 11,608 | 1,004 | Accounts payable-trade | 1,177 | 1,179 | (2) |
| Notes and accounts receivable-trade | 6,163 | 6,885 | (721) | Current portion of long-term loans payable | - | 518 | (518) |
| Other | 1,339 | 1,788 | (448) | Account payable-other | 2,290 | 2,571 | (281) |
| Allowance for doubtful accounts | (65) | (71) | 5 | Income taxes payable | 1,343 | 1,354 | (10) |
|  |  |  |  | Allowance for coin usage | 188 | 234 | (46) |
|  |  |  |  | Other | 1,148 | 1,334 | (185) |
| Non-current assets | 5,102 | 4,526 | 575 | Non-current liabilities | 1,152 | 953 | 199 |
| Property, plant and equipment | 179 | 146 | 32 | Long-term loans payable | - | 79 | (79) |
| Intangible fixed assets | 2,504 | 2,277 | 226 | Net defined benefit liability | 1,099 | 832 | 266 |
| Include software | 2,462 | 2,254 | 207 | Other | 53 | 40 | 12 |
| Investments and other assets | 2,419 | 2,103 | 316 | Total liabilities | 7,301 | 8,147 | (845) |
| Include investment securities | 1,054 | 796 | 258 | Capital stock | 5,012 | 4,947 | 64 |
|  |  |  |  | Capital surplus | 5,834 | 5,469 | 365 |
|  |  |  |  | Retained earning | 8,727 | 6,300 | 2,427 |
|  |  |  |  | Treasury shares | $(2,148)$ | (695) | $(1,453)$ |
|  |  |  |  | Accumulated other comprehensive income | (119) | 12 | (132) |
|  |  |  |  | Subscription rights to shares | 132 | 127 | 5 |
|  |  |  |  | Non-controlling interests | 414 | 429 | (14) |
|  |  |  |  | Net assets | 17,852 | 16,591 | 1,261 |
| Total Assets | 25,154 | 24,738 | 415 | Total liabilities and net assets | 25,154 | 24,738 | 415 |

Trends in Consolidated P/L

| (Millions of yen) | FY2015 |  |  |  | FY2016 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Net sales | 8,209 | 8,410 | 8,261 | 8,579 | 8,547 | 8,447 | 7,924 | 7,924 |
| Cost of sales | 1,343 | 1,322 | 1,281 | 1,491 | 1,362 | 1,272 | 1,294 | 1,424 |
| Gross profit <br> (Ratio) | $\begin{gathered} 6,865 \\ 83.6 \% \end{gathered}$ | $\begin{array}{r} 7,088 \\ 84.3 \% \\ \hline \end{array}$ | $\begin{gathered} 6,979 \\ 84.5 \% \end{gathered}$ | $\begin{gathered} 7,088 \\ 82.6 \% \end{gathered}$ | $\begin{aligned} & 7,184 \\ & 84.1 \% \end{aligned}$ | $\begin{aligned} & 7,175 \\ & 84.9 \% \end{aligned}$ | $\begin{array}{r} 6,630 \\ 83.7 \% \end{array}$ | $\begin{array}{r} 6,500 \\ 82.0 \% \end{array}$ |
| Selling, general and administrative expenses | 5,532 | 6,313 | 5,559 | 6,371 | 6,062 | 5,807 | 4,734 | 5,530 |
| Operating income (Ratio) | $\begin{array}{r} 1,333 \\ 16.2 \% \end{array}$ | $\begin{gathered} 774 \\ 9.2 \% \end{gathered}$ | $\begin{gathered} 1,420 \\ 17.2 \% \end{gathered}$ | $\begin{gathered} 717 \\ 8.4 \% \end{gathered}$ | $\begin{gathered} 1,121 \\ 13.1 \% \end{gathered}$ | $\begin{array}{r} 1,367 \\ 16.2 \% \end{array}$ | $\begin{gathered} 1,896 \\ 23.9 \% \end{gathered}$ | $\begin{array}{r} 969 \\ 12.2 \% \end{array}$ |
| Ordinary income (Ratio) | $\begin{array}{r} 1,315 \\ 16.0 \% \end{array}$ | 719 $8.5 \%$ | $\begin{array}{r} 1,405 \\ 17.0 \% \end{array}$ | 704 $8.2 \%$ | $\begin{gathered} 1,117 \\ 13.1 \% \end{gathered}$ | $\begin{array}{r} 1,317 \\ 15.6 \% \end{array}$ | $\begin{array}{r} 1,894 \\ 23.9 \% \end{array}$ | $\begin{array}{r} 981 \\ 12.4 \% \end{array}$ |
| Profit attributable to owners of parent (Ratio) | 761 $9.3 \%$ | 327 $3.9 \%$ | $\begin{array}{r} 855 \\ 10.4 \% \end{array}$ | 663 $7.7 \%$ | $\begin{gathered} 697 \\ 8.2 \% \end{gathered}$ | 727 $8.6 \%$ | $\begin{array}{r} 1,195 \\ 15.1 \% \end{array}$ | 696 $8.8 \%$ |

## Trends in Consolidated SG\&A

| (Millions of yen) | FY2015 |  |  |  |  | FY2016 |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q3 | Q4 |
| Total | 5,532 | 6,313 | 5,559 | 6,371 | 6,062 | 5,807 | 4,734 | 5,530 |
| Advertising <br> expenses | 2,021 | 2,680 | 1,795 | 2,580 | 2,532 | 2,246 | 1,180 | 1,648 |
| Personnel <br> expenses | 1,374 | 1,382 | 1,454 | 1,558 | 1,341 | 1,368 | 1,402 | 1,525 |
| Commission <br> fee | 896 | 938 | 923 | 968 | 954 | 955 | 923 | 908 |
| Subcontract <br> expenses | 350 | 331 | 344 | 299 | 374 | 384 | 314 | 382 |
| Depreciation | 353 | 341 | 314 | 309 | 298 | 303 | 316 | 354 |
| Other | 535 | 638 | 726 | 654 | 561 | 549 | 597 | 711 |

This report contains forward-looking statements on business performance based on the judgments, assumptions, and beliefs of management using the information available at the time. Actual results may differ materially due to changes in domestic or overseas economic conditions or changes in internal or external business environments or aspects of uncertainty contained in the forecasts, latent risks or various other factors. In addition, risk and uncertainty factors include unpredictable elements that could arise from future events.


[^0]:    * 1 Subscriber ratio: the number of content subscribers per cell phone shop visitors (Unique)
    * 2 Content subscribed: the number of subscribed contents per

