



**【Premium Group (TSE:7199) 】**  
**Corporate Presentation**

“Offering premium finance and service to the world”

# Agenda

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- |                                     |             |
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| <b>1. Overview of Premium Group</b> | <b>p.3</b>  |
| <b>2. Summary of Each Business</b>  | <b>p.11</b> |
| <b>3. Mid-Term Management Plan</b>  | <b>p.29</b> |
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# 1. Overview of Premium Group

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# Business Overview and Value Proposition

- Premium Group, as the one and only auto mobility platform company, contributes to the development of the mobility industry and a richer car life for our customers through the combined development of our financial and non-financial businesses.

## Core Business

### Financial Business

#### Finance Segment

Main business

- Auto credit (installment) ▪ Collection Agency ▪ Overseas finance

### Non-Financial Business

#### Automobile Warranty Segment

Main business

- Automobile warranty ▪ Overseas warranty

#### Auto Mobility Service Segment

Main business

- Operation of membership organization ▪ Subscription-based sales (leasing)
- Operation of garages ▪ Automobile wholesaling
- Software sales ▪ Automotive parts sales

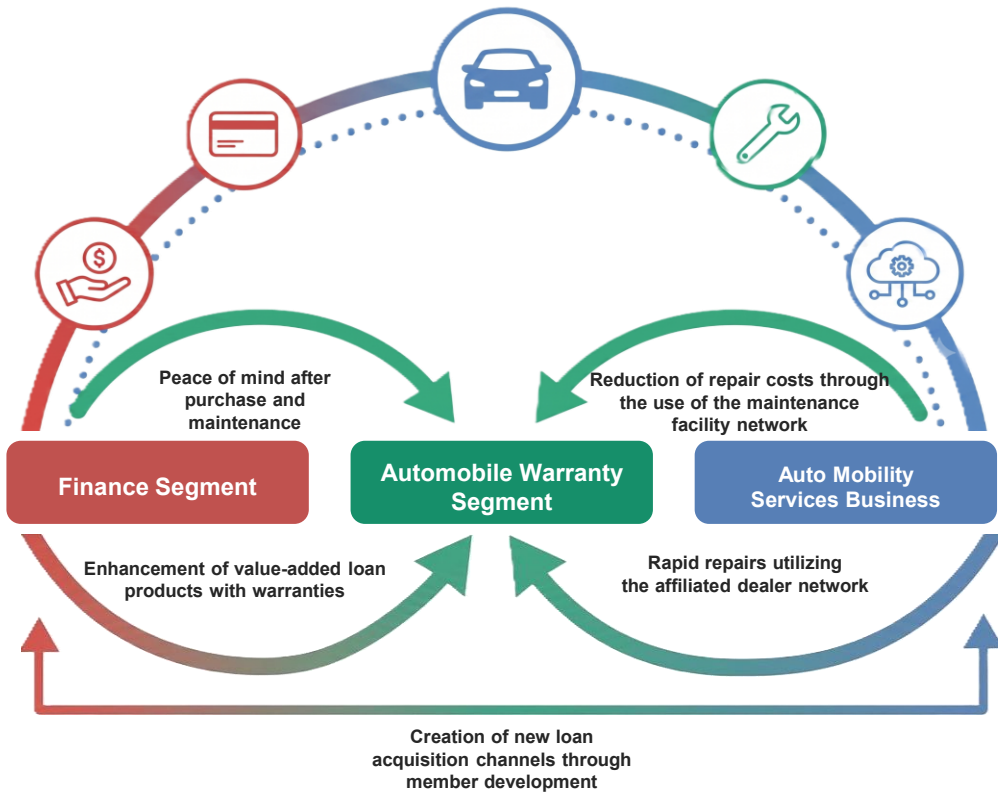
## Financial / Non-Financial Business Ratio

|                        | (Millions of yen)           |                            |                            |
|------------------------|-----------------------------|----------------------------|----------------------------|
|                        | FY Ended March 31, 2026     |                            |                            |
|                        | Operating revenue           | Operating profit           | Profit before tax          |
| Financial Business     | 24,801<br>Composition 56.3% | 4,658<br>Composition 55.5% | 4,574<br>Composition 53.1% |
| Non-Financial Business | 19,242<br>Composition 43.7% | 3,740<br>Composition 44.5% | 4,045<br>Composition 46.9% |
| Total                  | 44,042                      | 8,398                      | 8,619                      |

Note: The figures in the table above differ from the segment figures stated in the Financial Results.

# Vision: Building the "Car Premium Economic Domain" and aiming to realize our mission

Leveraging cross-business synergies,  
we provide one-stop support for the entire car life, **from vehicle purchase to maintenance, repair, and distribution.**  
Building a comprehensive ecosystem,  
the "Car Premium Economic Domain"



Value Provided to Customers

1. **One-stop support** for a worry-free car life
2. Realizing an economical car life

Mobility  
Value Provided to Business Operators

1. Operational efficiency through digitalization (DX)
2. **Improvement of customer satisfaction and repeat rate**

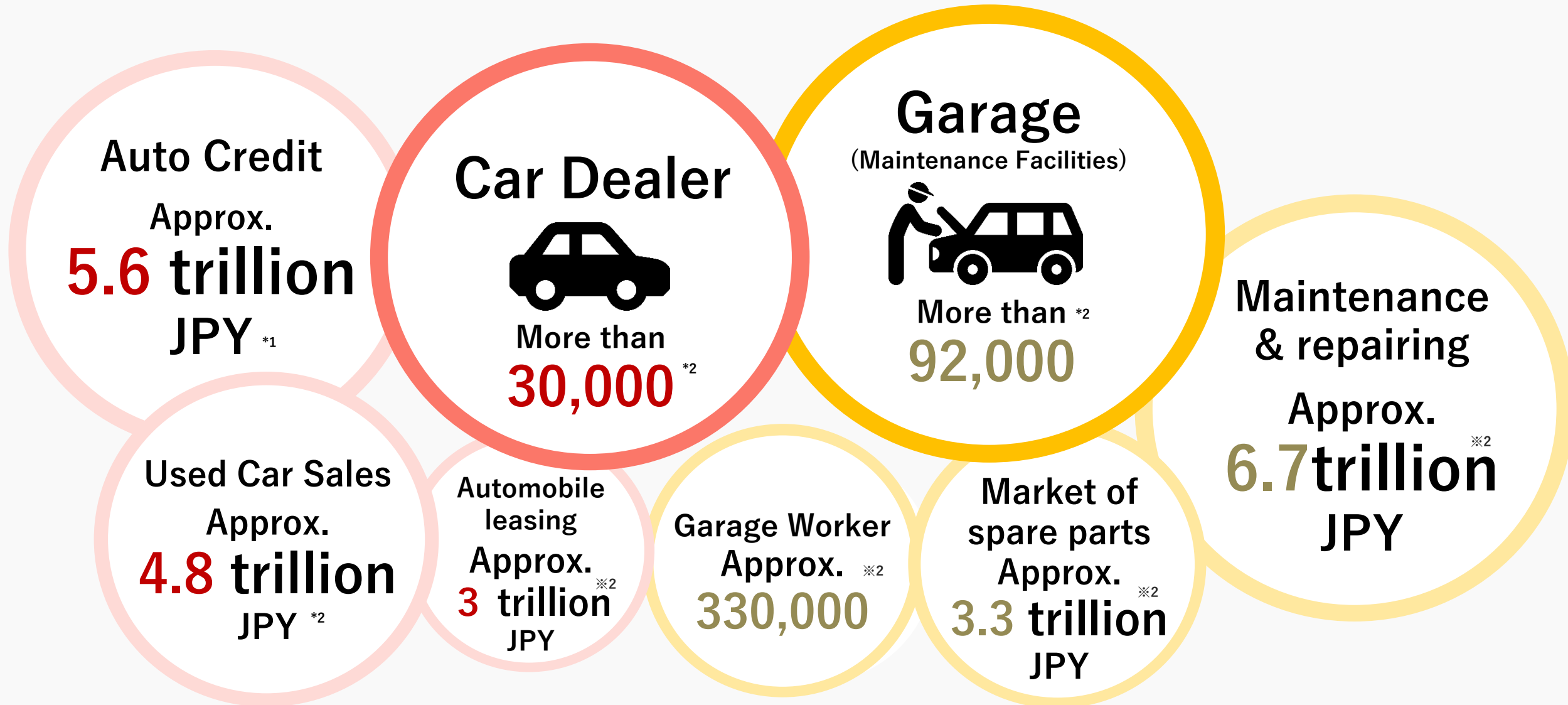
**Our Mission:**  
Aiming for a truly richer society

We contribute to building a richer society by providing the best finance and services to people around the world and

We will develop and nurture enriched human capital who consistently approach their work with a positive mindset and diligently build upon every process

# Market size and our business area

- Capitalizing on the expansive automotive sector to strengthen our core business and foster new ventures.

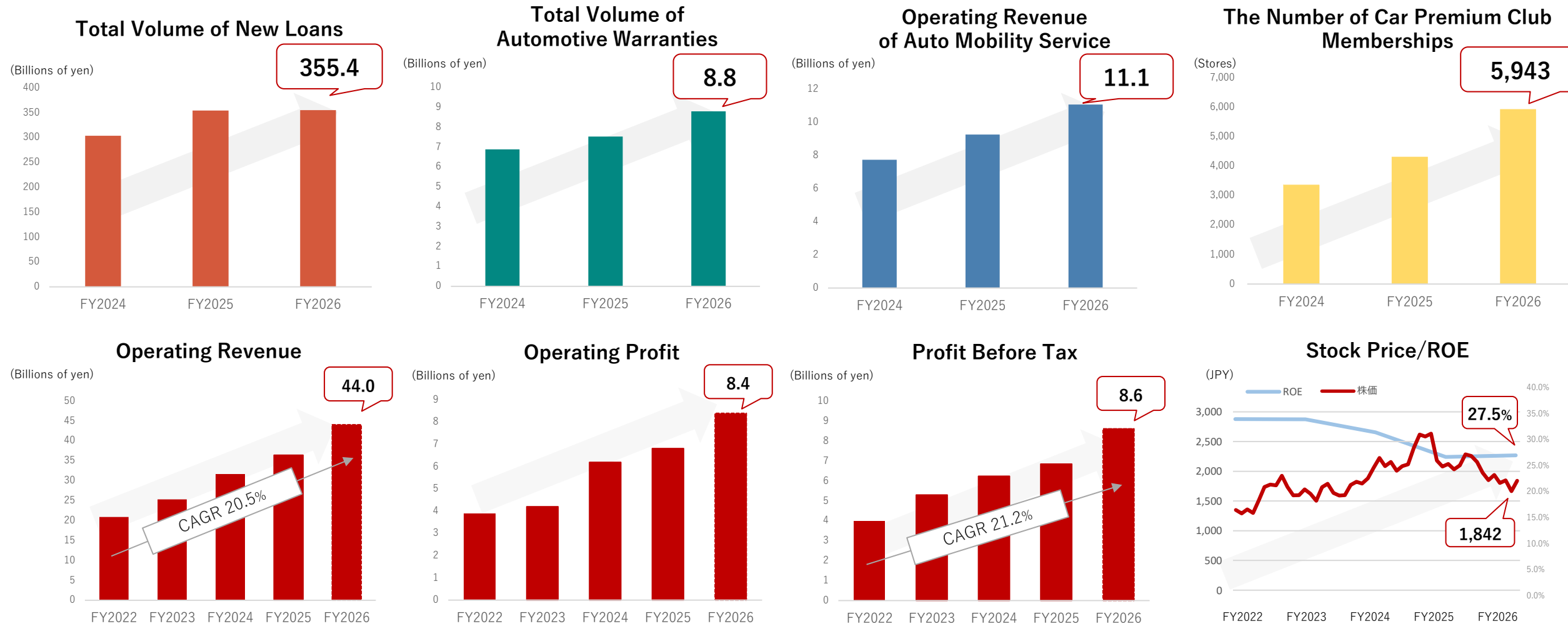


\*1. Reference from Japan Consumer Association "credit statistics in Japan 2025"

\*2. Reference from Yano Research Institute Ltd. "Data of after market of automobile 2026"

# KPI / Performance Trends

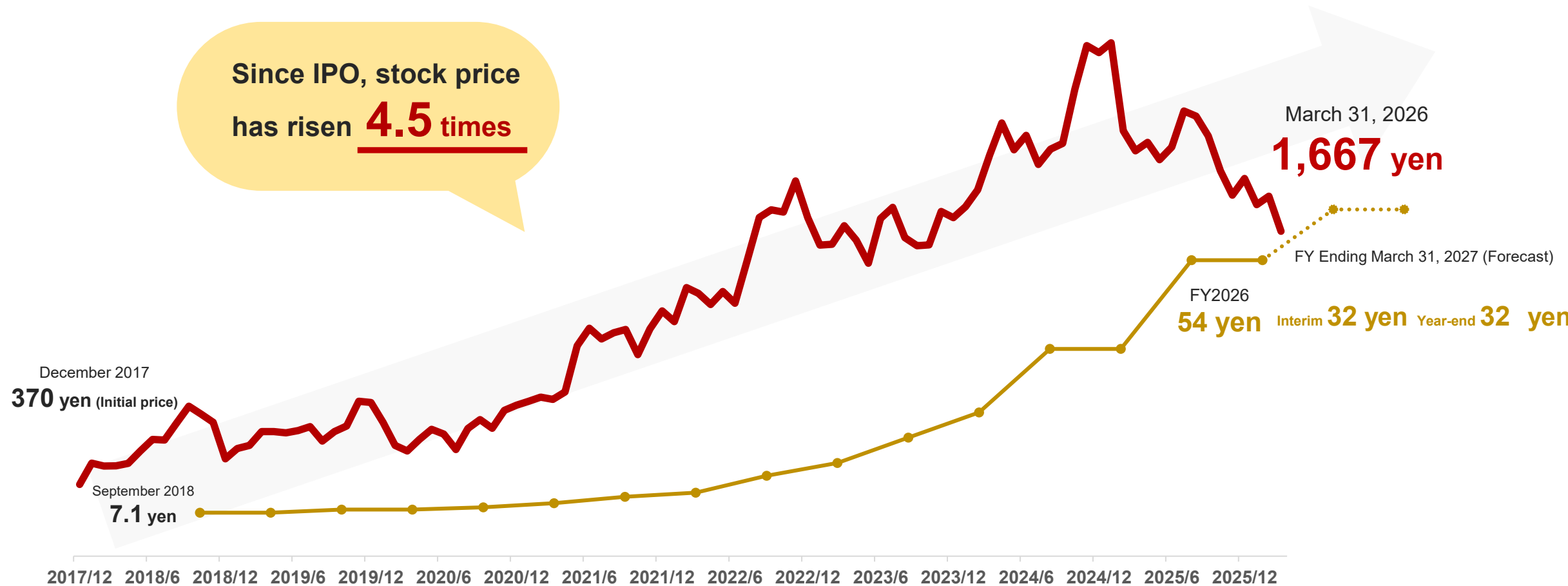
Continued upward growth across all indicators. We anticipate further growth in the medium to long term.



Note: Due to a change in accounting policy, a portion of operating revenues has been reclassified in the fiscal year ended March 31, 2023.

# Trends in Our Stock Price and Dividends

(Closing price basis)



# Foundation Supporting Growth

## ■ Membership Organization "Car Premium Club"

Supporting the foundation of the "Car Premium Economic Domain," which provides one-stop support for the entire car life  
Our membership organization "Car Premium Club" \*See P.10 for details

A membership organization consisting of automobile providers who pay membership fees to us and use our services at a discount, serving as a core foundation that strongly drives our sustainable growth and the expansion of the "Car Premium Economic Domain" as its base



## ■ Three Market Advantages Supporting Growth

### ■ Huge, Stable, and Oligopolistic Market Environment

- ✓ Automotive market size a huge market of approximately 22 trillion yen \*See P.6 for details
- ✓ Used cars are daily necessities, with firm and stable demand
- ✓ There are 3 listed companies in the auto credit industry  
Unique screening and pricing know-how cultivated over many years and a strong nationwide affiliated dealer network serve as barriers to entry

### ■ Independent Company × Leading Company

- ✓ As an "independent company" not under a bank umbrella, we are not bound by regulations, allowing for flexible development such as providing services other than finance Providing not only financial business, but also automobile warranty, vehicle maintenance, and parts sales
- ✓ Leading company in automobile warranty

### ■ Stable Recurring Revenue Business and Cost Optimization

Source of high ROE

- ✓ Solid recurring revenue business  
Future revenue is recorded on the BS, creating a stable high-growth foundation that is not affected by interest rate fluctuations
- ✓ Utilizing the in-house group parts procurement network and maintenance factory network to build a mechanism that significantly reduces costs
- ✓ Establishing an appropriate risk hedging system  
A scheme where partner banks hold assets for approximately 90% of receivables, and we are only responsible for the warranty. This enables asset-light business operations  
Furthermore, we insure the receivables to prepare for maximum risk

# What is the Car Premium Club?

The "Car Premium Club," which drives the realization of the Car Premium ecosystem, is a membership organization of our group composed of mobility operators(automobile dealers and garages).

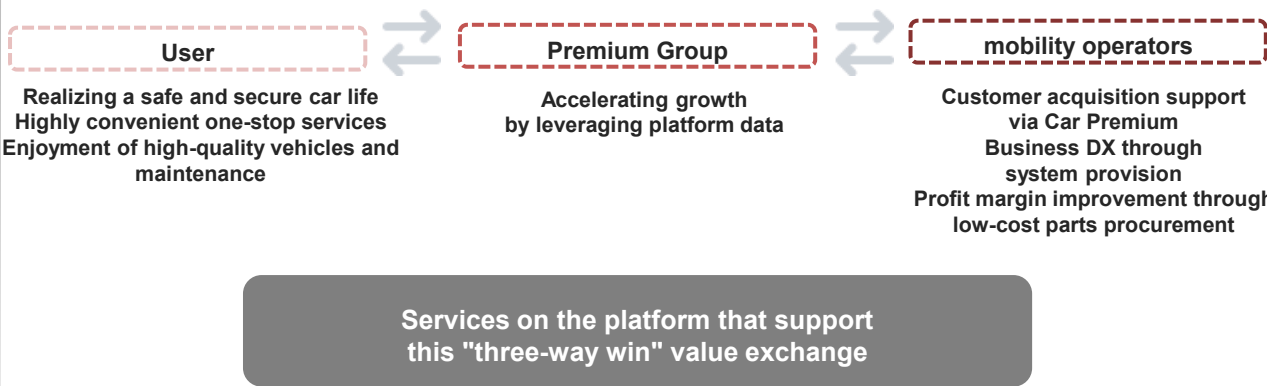
Through each business, we provide various exclusive services to our members.

User referrals centered on the Car Premium brand are limited to invite-only Diamond members and above

Car Premium Club Memberships: 5,943 stores \*As of the end of FY2026



The three core businesses are not independent; we circulate value through the Car Premium Club.



| Finance Segment                                                                                                                                                            | Automobile Warranty Segment                                                                                                                                            | Auto Mobility Service Business                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provision of payment methods at the time of vehicle purchase<br><br>[Functions]<br>User: Payment methods<br>Mobility provider: Customer touchpoints<br>Sales opportunities | Providing peace of mind after purchase<br>Fostering continuous loyalty<br><br>[Functions]<br>User: Guarantee of peace of mind<br>Mobility provider: Customer retention | Providing parts supply and SaaS, etc.<br>Supporting business operations from the infrastructure level<br><br>[Functions]<br>User: Infrastructure provision<br>Mobility provider: Business support |

## 2. Summary of Each Business

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| 3-4. Overseas business development   | p.27 |



# Stable growth since founding

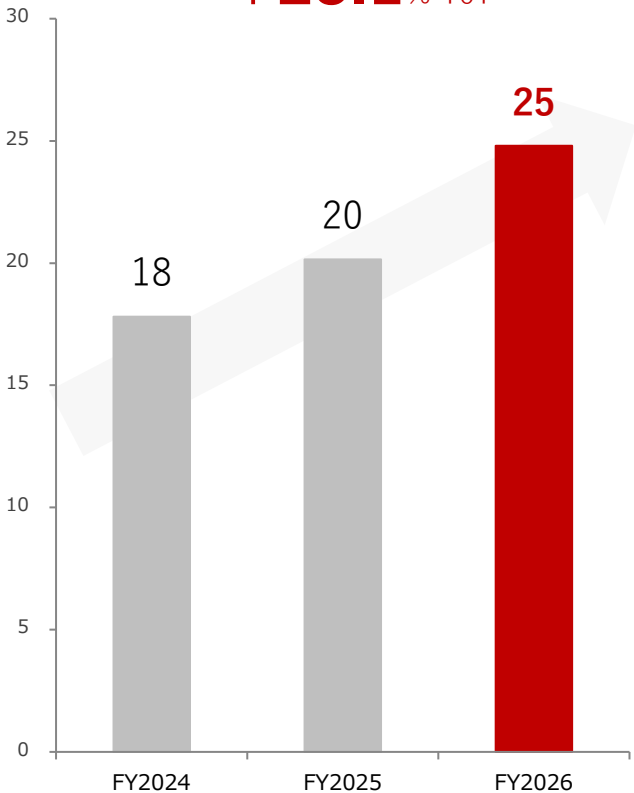
- Finance business and Automobile Warranty business are asset businesses and thus stable earnings are recorded.
- Auto Mobility Services, as a new business unit, is expected to show significant expansion driven by the "fee business".

## Finance

### Operating Revenue

(Billion of yen)

+23.1% YoY

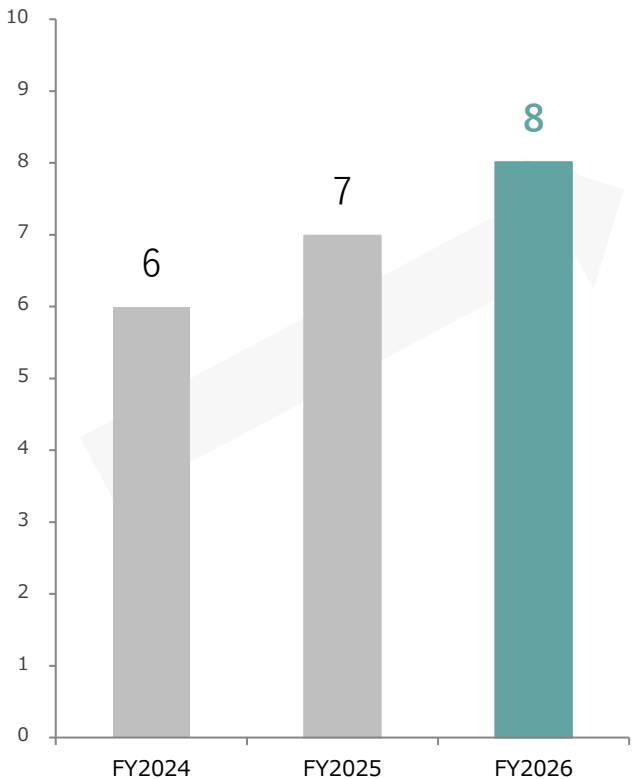


## Automobile Warranty

### Operating Revenue

(Billion of yen)

+14.7% YoY

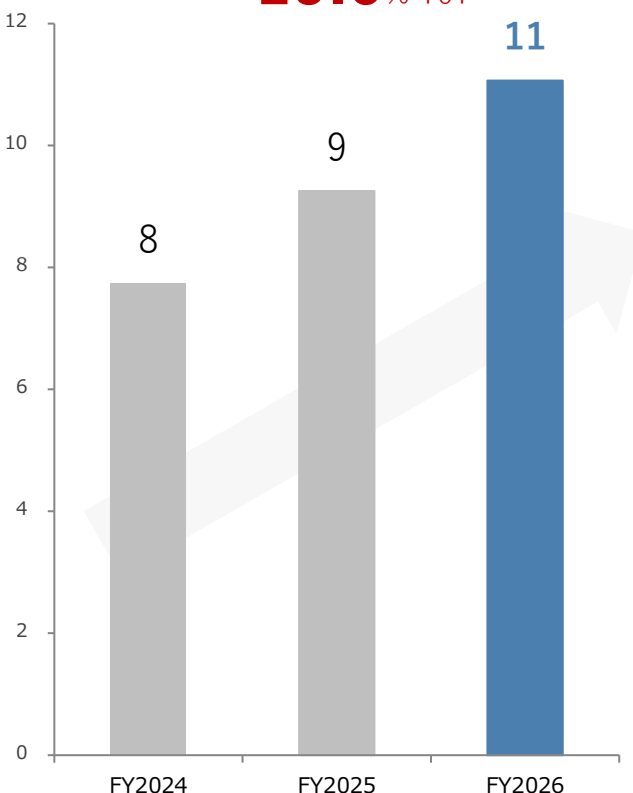


## Auto Mobility Services

### Operating Revenue

(Billion of yen)

+ 19.6% YoY



## 2. Summary of Each Business

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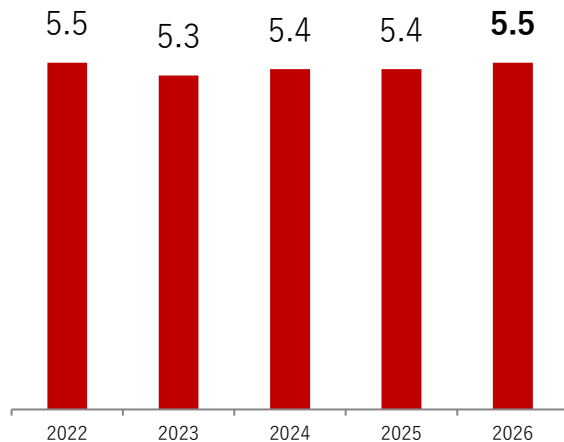
- Demand for used cars remains stable, as they are essential to consumers' daily lives.
- Quite **high barriers** to entry to the auto credit market.

## Market Environment

- Used car registrations declined due to Covid-19 Pandemic 2020, but have been **gradually recovering since the beginning of 2023 and will remain flat**
- Although the number of credit extensions decreased, As the performance of cars improves, the unit price increases and the amount of credit extended stays the same.
- Used cars are strongly considered a necessity of life, ensuring **stable demand**.

### Trend in the number of registered used cars

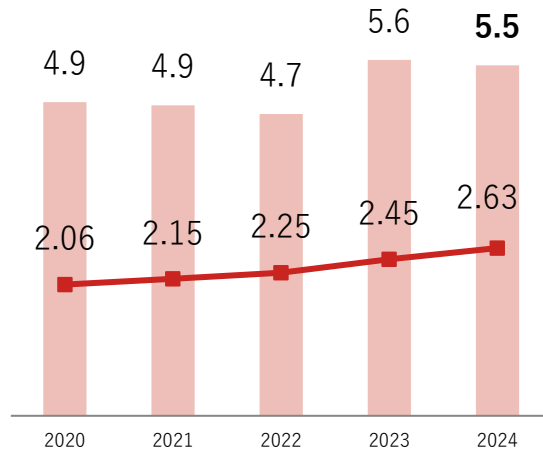
(Million units)



### Auto Credits Amount of credit and unit price

— Credit supply and amount (trillion yen)

— Unit price of credit (million yen)



## High Barriers to Entry

- **Large amounts of capital are required** for advance payment on behalf of a third party and so on.
- **A license based on Installment Sales Act is required** to start this business.
- After our establishment, there has been **no new market entry** by major corporation.

### Player in the market

Listed company

**3**  
companies

### New player in the market (in the last two decades)

Only 1 new player

**1**

Premium Group Only

### Premium Group share among the 3 listed companies

Strong potential for our further  
growth in the market

Approx. **15%**

PG market share

2007/11

2026/3

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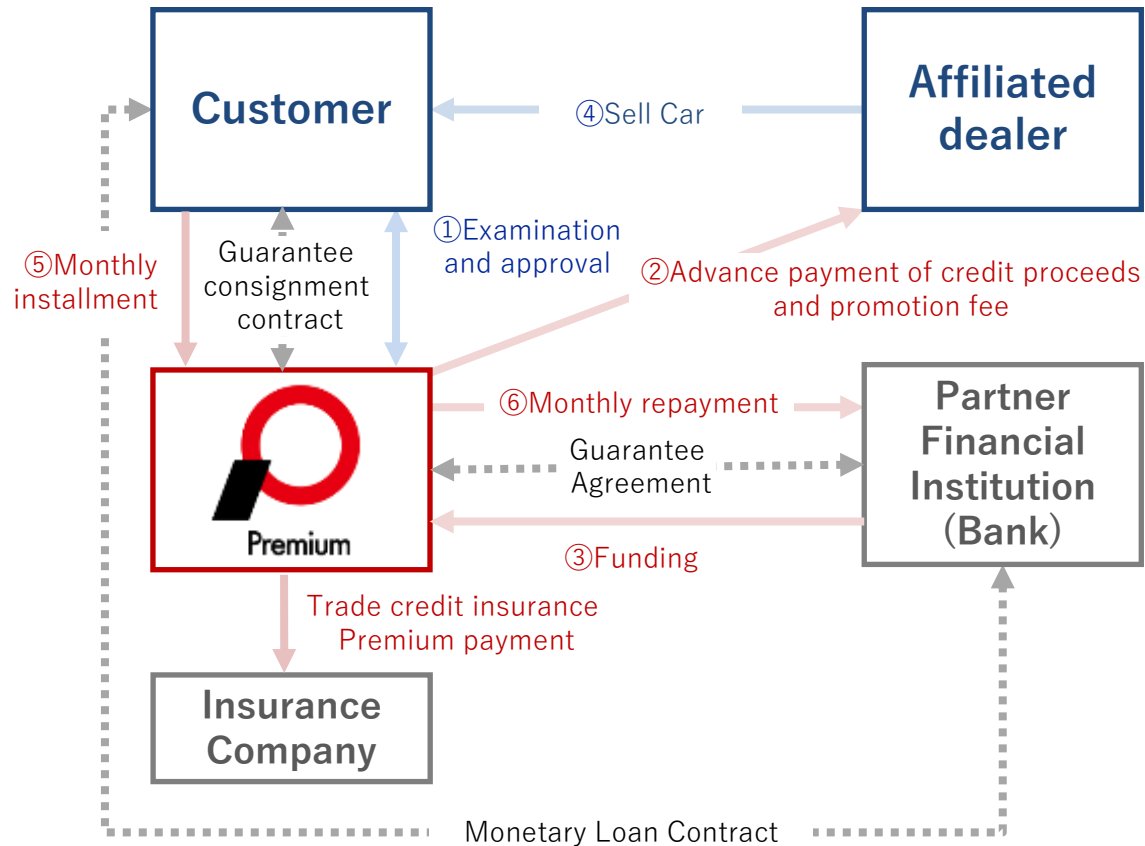
- Although it is difficult to differentiate auto credit products, **as an independent finance company**, we capture market share through cross-selling with our non-finance products.

|                  | Competitors                                                                                                                                                                                                                                             | Premium Group                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |         |                       |                        |                  |     |     |                |     |     |                |     |     |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------------------|------------------------|------------------|-----|-----|----------------|-----|-----|----------------|-----|-----|
| Organization     | <p><b>Bank-affiliated</b></p> <p>It is under the umbrella of a bank,<br/>its fundraising power is stable,<br/>and has a long operating history.<br/>High market recognition<br/>Due to laws and regulations,<br/>Limited scope of service provision</p> | <p><b>Independent</b></p> <p>Offering various services not bound by the Banking Business Act<br/>※Various services and products : services for used car dealers (automobile warranty, sales of automobile spare part and software, brokerage new vehicle sales)</p>                                                                                                                                                                                                                                                        |         |                       |                        |                  |     |     |                |     |     |                |     |     |
| Products         | <p>In the finance business,<br/>other companies operate<br/><b>multiple businesses besides auto credit</b></p>                                                                                                                                          | <p><b>Specializing in auto loan with extensive automotive industry experience</b></p> <div><div>No.1 player in the auto credit market*1</div><table border="1"><caption>Auto credit ratio comparison</caption><thead><tr><th>Company</th><th>Auto credit ratio (%)</th><th>Other credit ratio (%)</th></tr></thead><tbody><tr><td>当社 (Our Company)</td><td>~90</td><td>~10</td></tr><tr><td>A社 (Company A)</td><td>~10</td><td>~90</td></tr><tr><td>B社 (Company B)</td><td>~15</td><td>~85</td></tr></tbody></table></div> | Company | Auto credit ratio (%) | Other credit ratio (%) | 当社 (Our Company) | ~90 | ~10 | A社 (Company A) | ~10 | ~90 | B社 (Company B) | ~15 | ~85 |
| Company          | Auto credit ratio (%)                                                                                                                                                                                                                                   | Other credit ratio (%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |                       |                        |                  |     |     |                |     |     |                |     |     |
| 当社 (Our Company) | ~90                                                                                                                                                                                                                                                     | ~10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |         |                       |                        |                  |     |     |                |     |     |                |     |     |
| A社 (Company A)   | ~10                                                                                                                                                                                                                                                     | ~90                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |         |                       |                        |                  |     |     |                |     |     |                |     |     |
| B社 (Company B)   | ~15                                                                                                                                                                                                                                                     | ~85                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |         |                       |                        |                  |     |     |                |     |     |                |     |     |

## ■ Expanding our business with specializing in “auto credit for used car”

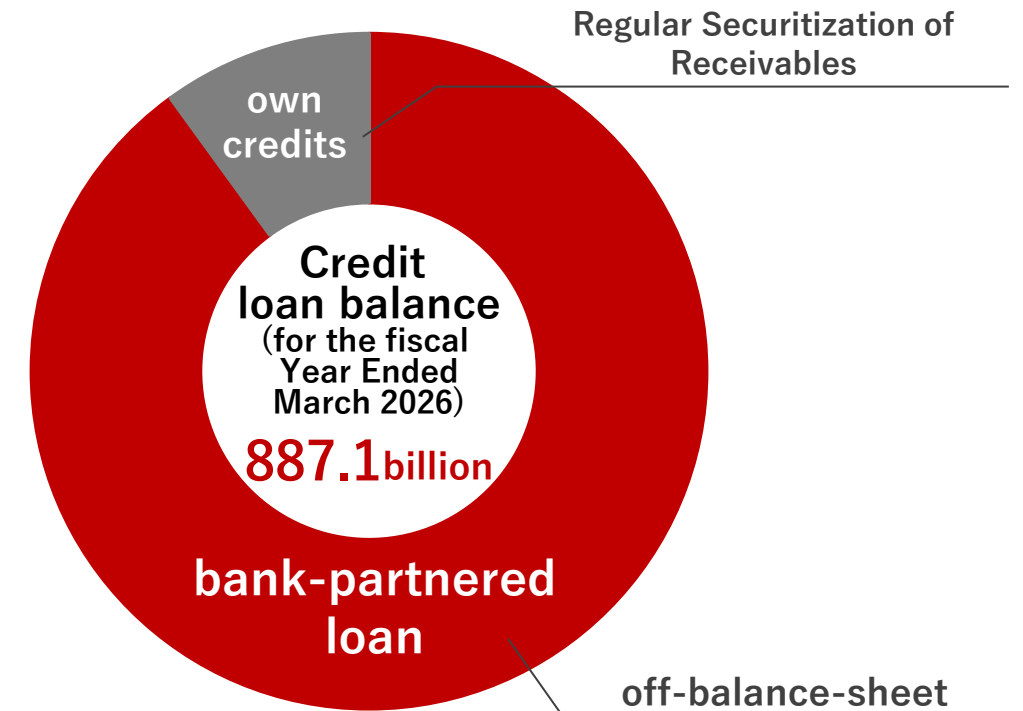
### Business structure of auto credit (bank-partnered loan)

Bank-partnered loan model is adopted\* Funds provided by bank  
Joint guarantee, screening, and collection by us



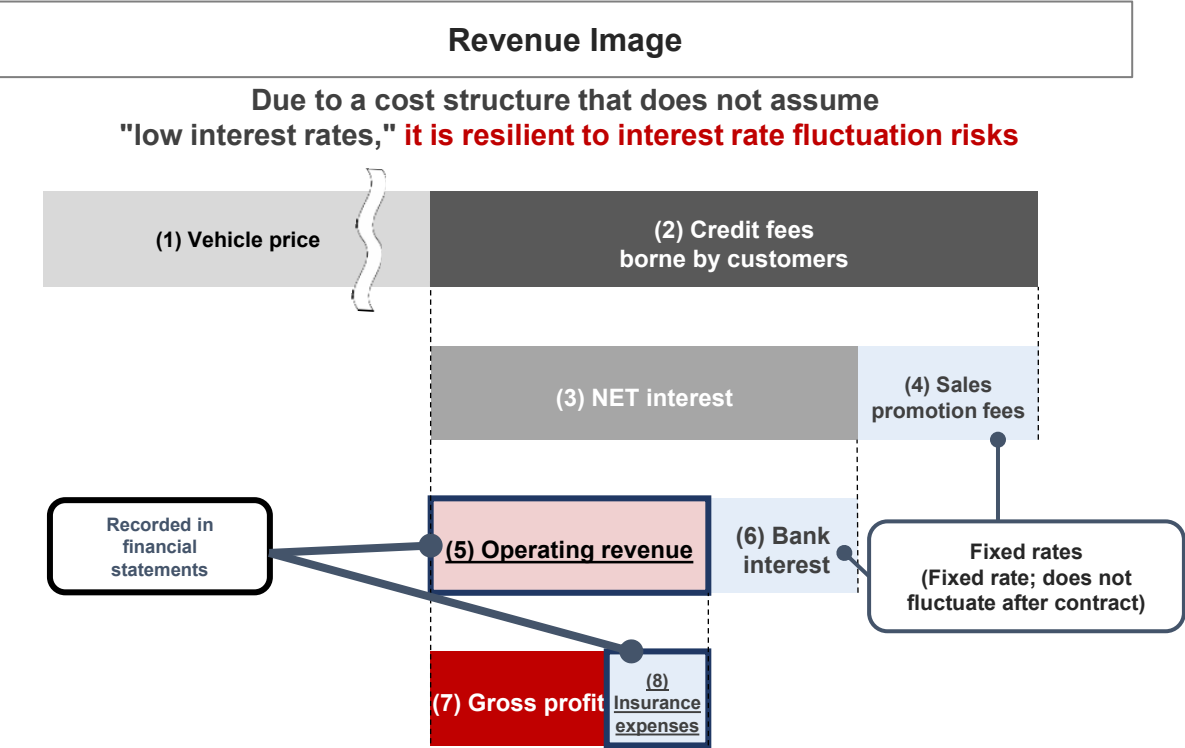
### Funding methods

Achieved balance sheet minimization through  
off-balance sheet treatment of receivables,  
driven by a partnership loan-based funding strategy



※We handle claims that do not meet bank-partnered loan criteria using our own credits, but these are not necessarily high-value, corporate, or otherwise credit-restricted claims.

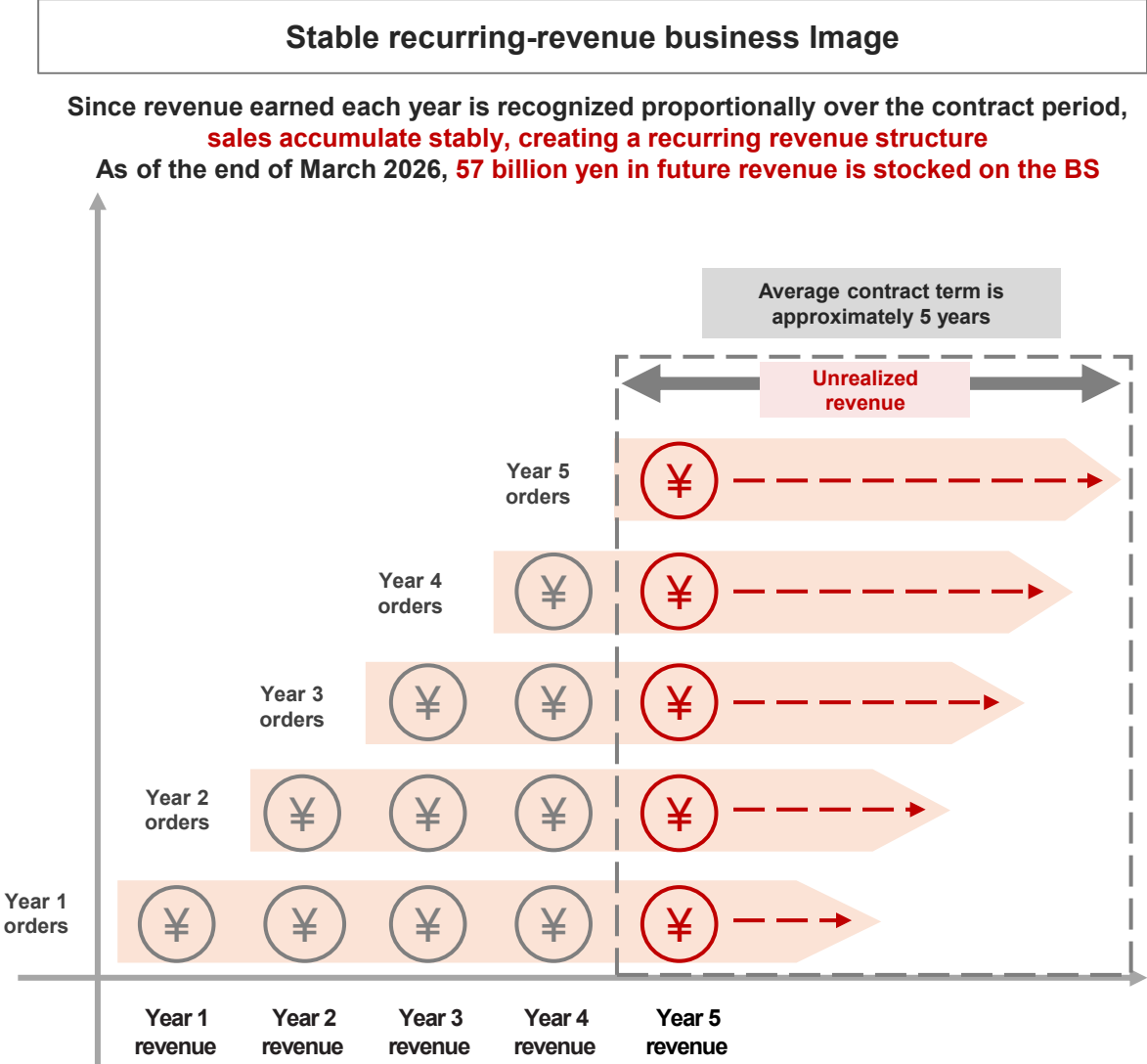
- Established a robust revenue base through a revenue structure resilient to interest rate fluctuation risks and a stable recurring-revenue business that accumulates profits over the future.



- Impact of interest rate hikes is extremely minimal

- > Existing receivables  
Both lending and funding are **fixed-rate**  
→ No impact
- > New receivables  
Flexibly **pass on to interest rates, etc.**  
→ Almost no **impact**

Note: Case of bank-partnered loans, which account for the majority of Premium's loan receivables.  
The above is intended to illustrate the items to be deducted from the credit fees paid by customers before the Company ultimately recognizes them as revenue in bank-partnered loan transactions, and does not indicate the actual amounts of profit or cash flow in transactions.



■ Developing nationwide sales network and enhancing efficiency through **online and offline** sales strategy

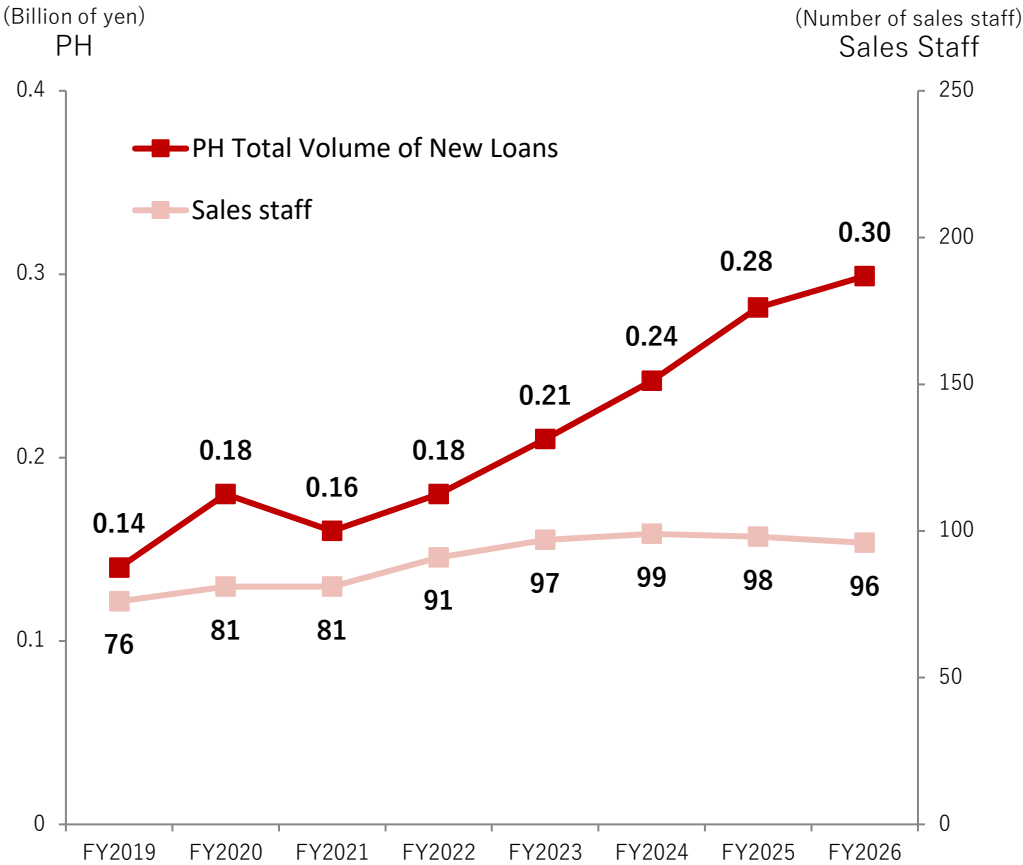
Sales Strategy

In the **retention strategy** of the paid membership organization  
Car Premium Club,  
Comprehensive provision of automotive-related services

|                           | forte                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sales Structure           | <ul style="list-style-type: none"><li>Organize car dealers and garages<br/>→ Establish a nationwide service provision system<br/>Car Premium Dealers: 3,468 companies<br/>Car Premium Garages: 858 stores</li><li>Face-to-face sales and non-face-to-face sales (telephone business negotiations)<br/>Adopt a hybrid sales system that combines<br/>→ Efficient approach to existing, dormant, and prospective partners</li></ul> |
| Versatile service Line-up | <ul style="list-style-type: none"><li>In all scenes of car life, from car selection to sale<br/>Car Premium Club services available<br/>→ Solving Automobile-Related Problems with the Premium Group</li></ul>                                                                                                                                                                                                                    |
| Online Utilization        | <ul style="list-style-type: none"><li>Our service site for end users<br/>“Car Premium for all your car needs” Utilize a portal site for Affiliated dealer<br/>→ Easily use the service anytime, anywhere<br/>→ Connecting end users, car dealers, and garages</li></ul>                                                                                                                                                           |

The total sales volume of new loans per salesperson

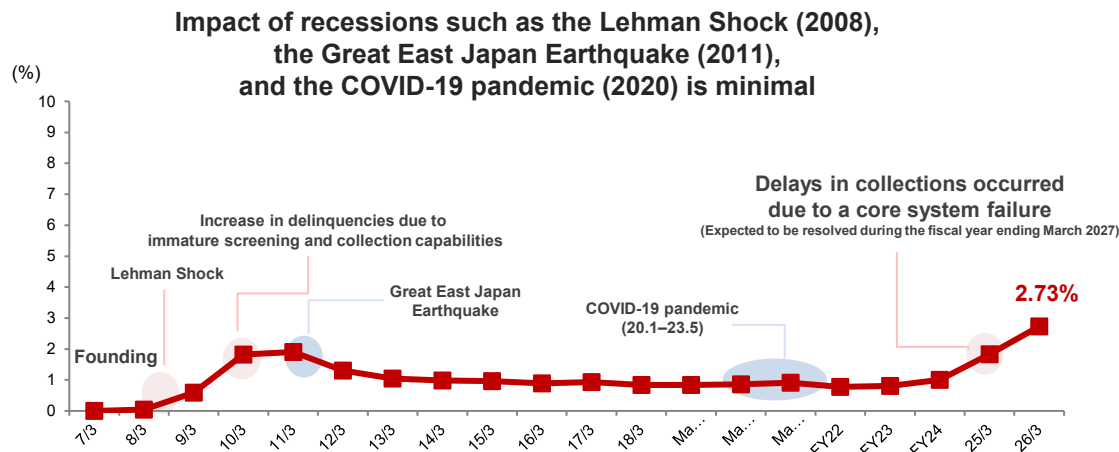
Achieved increase of sales volume by increasing monthly transaction volume PH(per head) and the number of sales staff



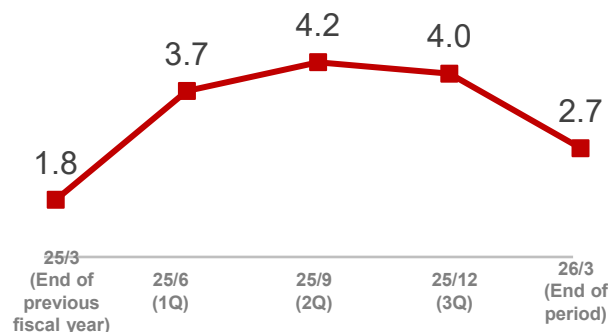
\*PH refers to the average monthly auto transaction volume per auto sales staff.

## ■ Delinquency rate remains low **due to customer follow-up**

### Delinquency rate



Due to the impact of the system failure that occurred in the fiscal year ended March 2025, the delinquency rate temporarily rose but is currently on a path to improvement



Note: The delinquency rate is the ratio of the total amount of receivables more than 3 months in arrears and special loan receivables (receivables for which the customer has entrusted debt consolidation procedures, etc., to an attorney, etc.) to the total loan receivables at the end of the period.

### Features of auto credit receivables

- Primarily "small-lot + short-term" receivables with diversified risk ( **average payment period of 5 years** )
- Unlike credit cards, no ongoing credit screening is required  
Monitoring costs are generally low

### Collaboration with servicer subsidiary (Chuo Saimken Kaishu)

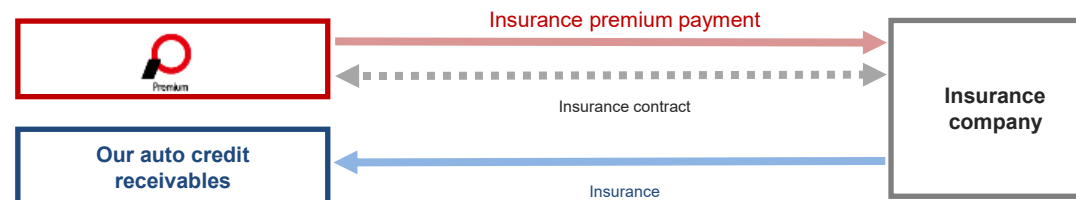
- Leveraging each other's strengths to aim for the resolution of delinquencies across the Group



Suppression of delinquent receivables across the Group

### Purchase insurance to prepare for bad debt

- No need to increase allowance for doubtful accounts even during economic downturns  
Default costs are leveled



## 2. Summary of Each Business

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|                                      |      |
|--------------------------------------|------|
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- Unlike "automobile insurance" which covers accidents, we have built a unique warranty service that covers "natural breakdowns"

## What is an automobile warranty (Difference from automobile insurance)



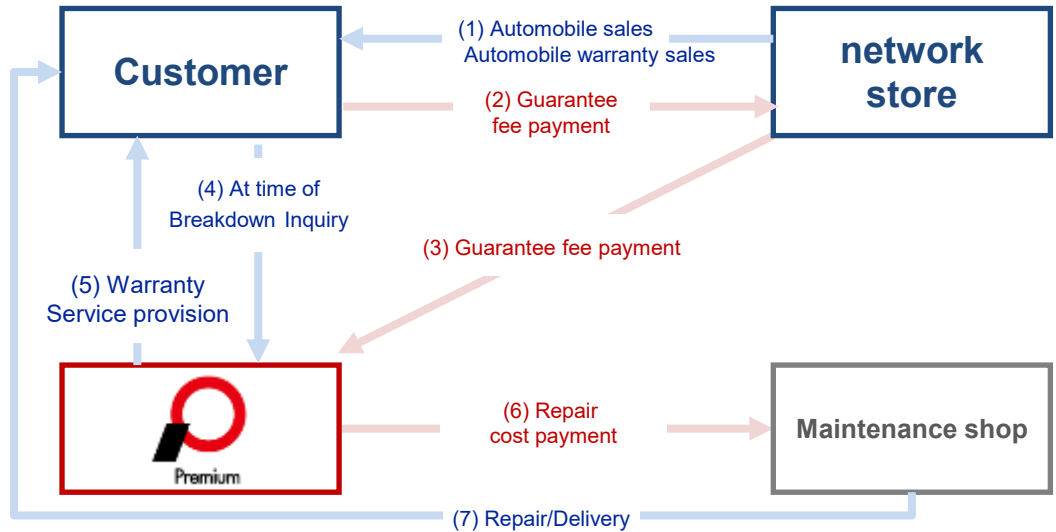
Guarantees repair costs for sudden malfunctions and natural breakdowns at no charge  
Power windows, sliding doors, air conditioning, etc.

💡 Similar to extended warranties for home appliances, but for your vehicle

## Comparison of our automobile warranty and automobile insurance

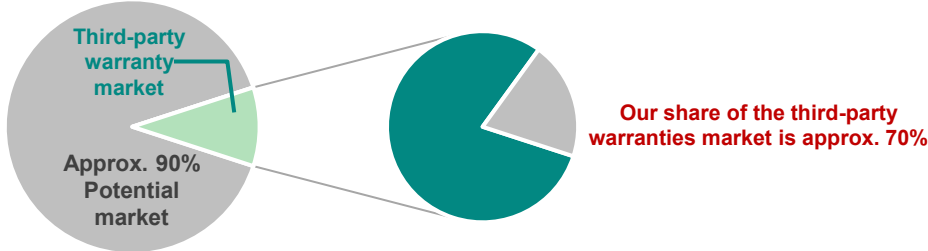
|  | Automobile Insurance<br>(Accident response) | Automobile warranty<br>(Natural breakdown response) |
|-----------------------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------|
| Coverage                                                                          | Damage caused by accidents                  | Natural breakdowns occurring under normal use       |
| Payment                                                                           | Monthly insurance premium payments          | Lump-sum advance payment of guarantee fees          |
| Contractor benefits                                                               | Payment of insurance claims                 | Provision of free repair services                   |

## Business model



## Market environment: Automobile warranty market

- The potential market is mainly occupied by warranties independently provided by automobile dealers
- Directly linked to trends in the used car retail market as it can be applied for even when purchasing with cash or using other companies' credit



- Leveraging group synergies to **significantly reduce the automobile warranty cost ratio** and aiming for market expansion through pricing strategies

Unique cost reduction measures

|                 | Competitors                        | Premium Group                                                                                                                                                             |
|-----------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Features        | Late entrant to the service        | <b>No. 1 market share</b><br>*Possesses overwhelming data volume<br>Cumulative number of warranty contracts <b>over 2.2 million</b> units                                 |
| Repair response | Outsourced on a case-by-case basis | Our nationwide maintenance factory network<br><b>Requesting repairs</b> from partner factories<br>*Parts required for repairs are procured and supplied by our subsidiary |

Unique cost reduction measures

- 1 **Inbound to Car Premium Garage (CPG) or maintenance factory network**
- 2 Utilizing repair parts **procured from** our group  
→ Achieving cost reduction and maintaining high profit margins



Benefits of using automobile warranty

Customer Perspective



At partner factories nationwide  
Repair services available



No unexpected **expenses** during the warranty period

Automobile Dealer Perspective



Securing **ancillary service** revenue  
(\*Sales profit and sales promotion fees)



Indirect **remote sales** support



Handling customer inquiries and outsourcing **repair response** operations

☑ **Even in the unlikely event** that the used car dealer goes bankrupt or closes, the warranty contract with us remains valid, allowing us to provide “ **peace of mind** ” to customers during the warranty period.

## List of main warranty products

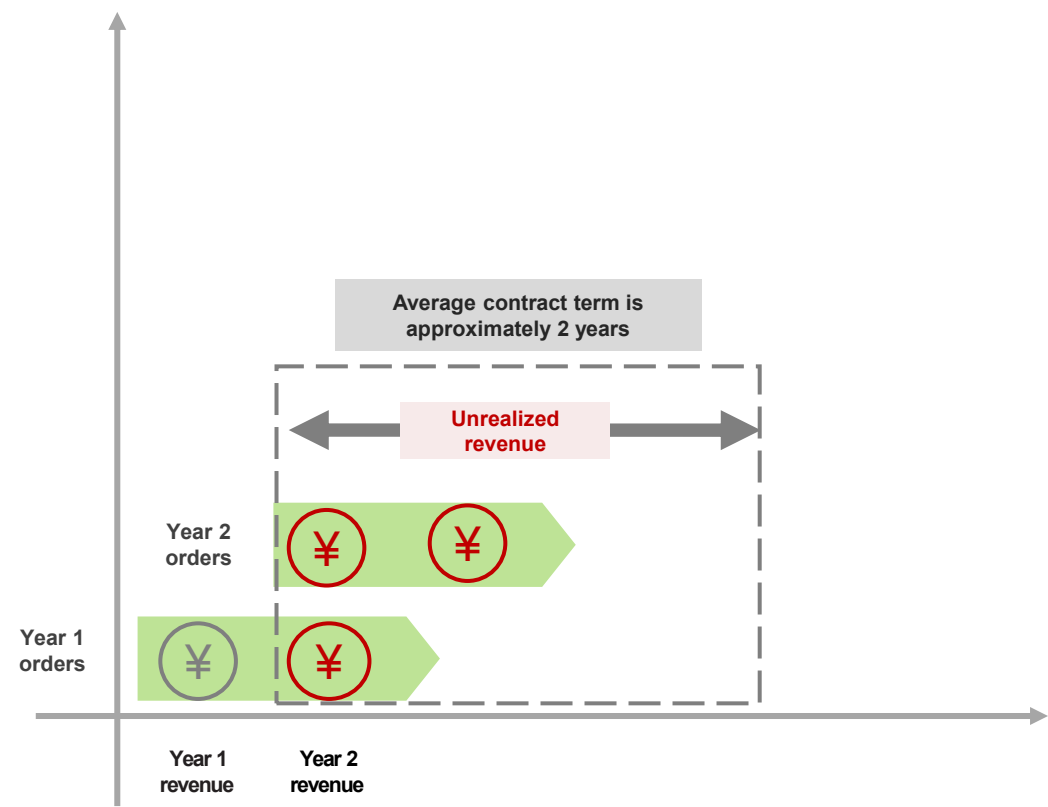
In addition to proprietary products, we collaborate with major companies and expand multi-faceted ly through OEM provision

|                      |                                                                                                                                                                                                                                                 |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proprietary Products | <b>In-house brand products</b>                                                                                                                                                                                                                  |
|                      | <p><b>Premium's Automobile Warranty</b><br/>〈Provided to affiliated dealers of Premium Co., Ltd.〉</p> <p><b>Car Premium's Automobile Warranty</b><br/>〈Provided to Car Premium Club members〉</p> <p>★★★★<br/>プレミアの<br/>故障保証<br/>カ-プレミア 故障保証</p> |

|              |                                                                                                                                                                                                                                 |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OEM Products | <b>Providing in-house products to automotive-related companies via OEM</b>                                                                                                                                                      |
|              | <p>Designing products based on <b>various conditions</b> such as guarantee fees, model year, and mileage, <b>tailored to the needs</b> of the client companies<br/>Product example: Car Sensor After-Warranty</p> <p>カ-センサ-</p> |

## Stable recurring-revenue business Image

Since revenue acquired each year is recognized proportionally over the contract period, **it is a stock-type revenue structure where sales accumulate stably**  
Because guarantee fees are collected in advance and revenue is **deferred**, both cash position and profitability are **stable**



## 2. Summary of Each Business

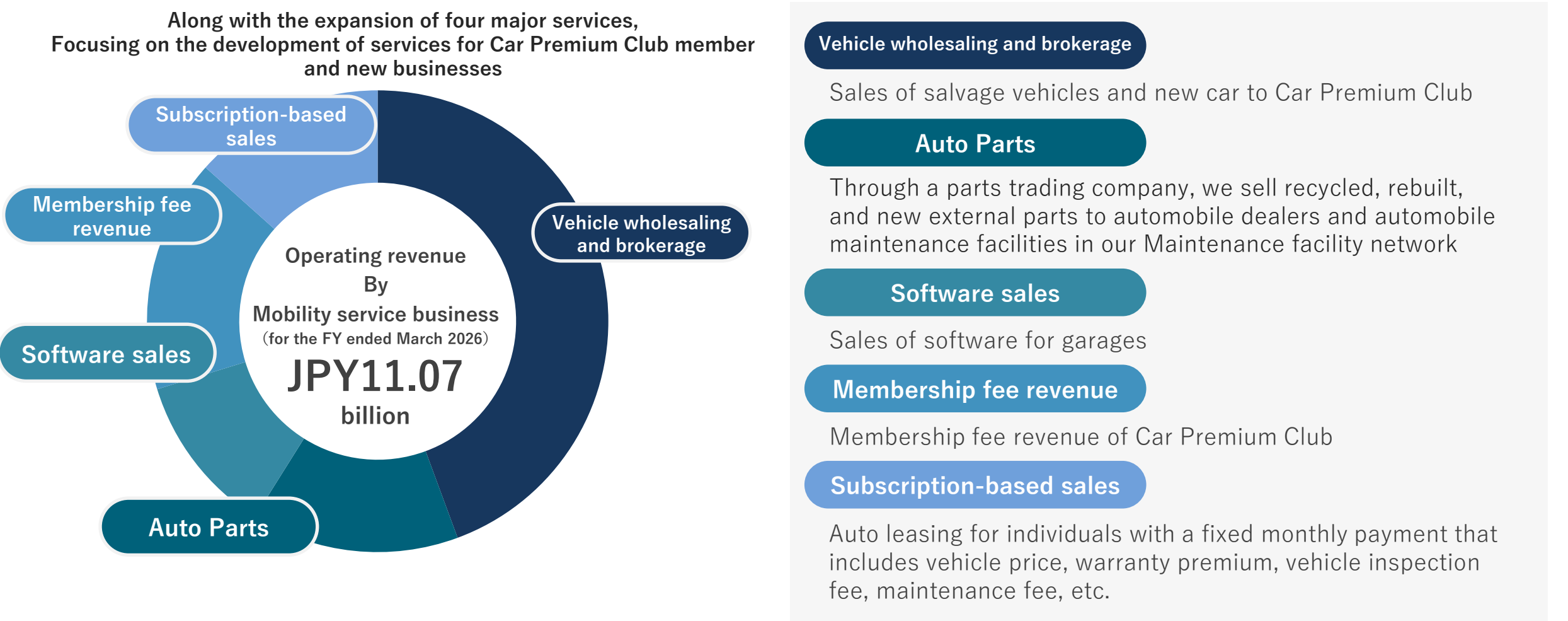
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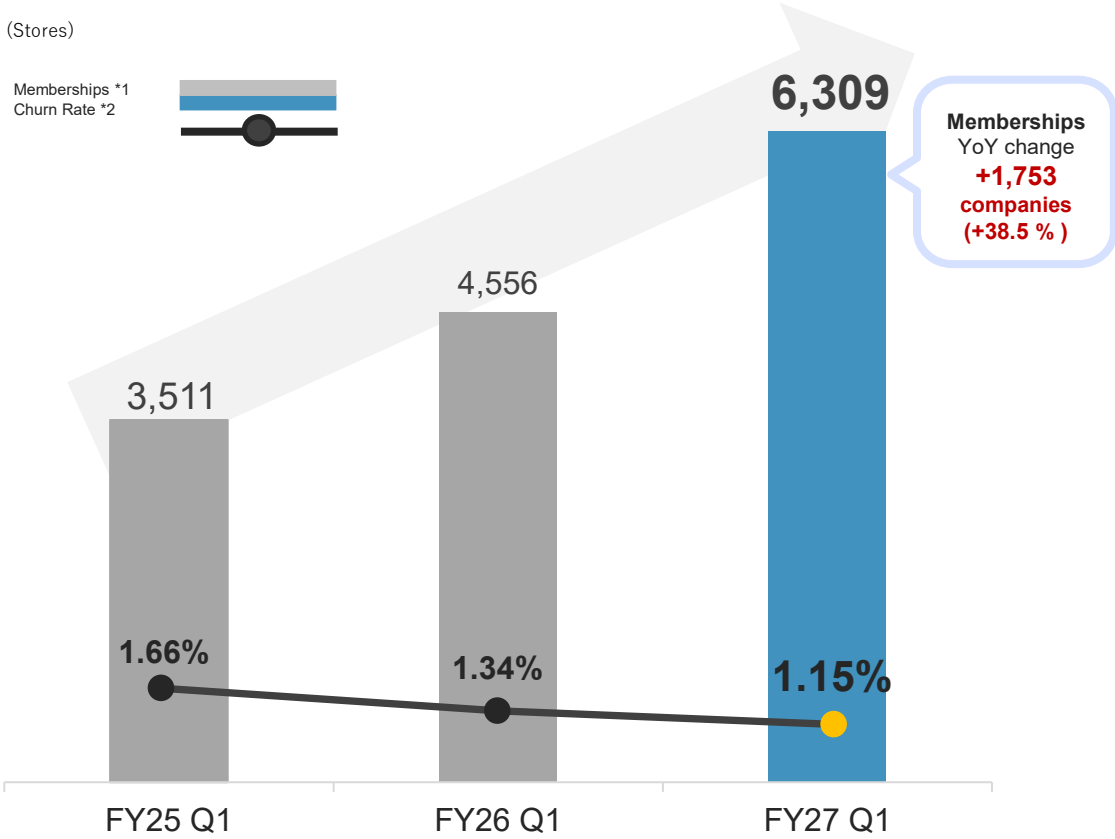
- Our auto mobility service is a service to bring “Premium” car life to our loyal customers together with dealers and garages

Portfolio by Services

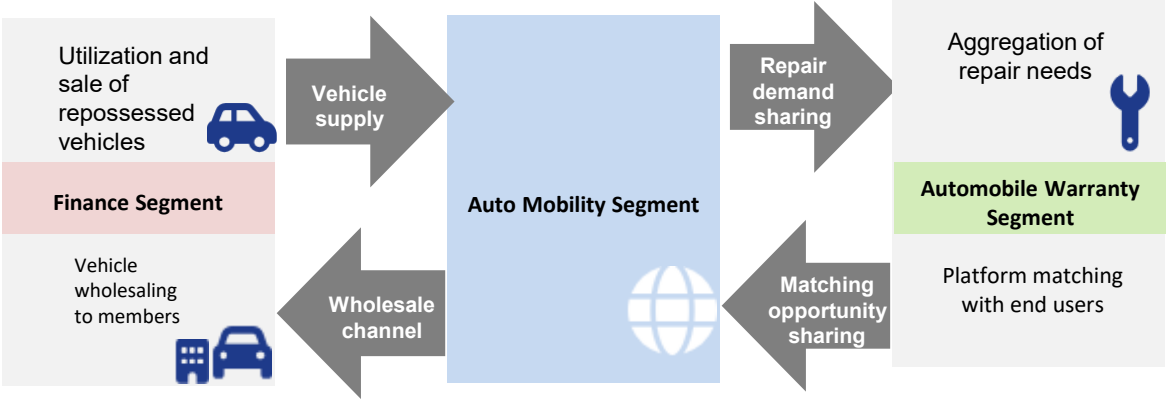


■ Our network of automobile providers and intra-group business synergies create unique competitive advantages

## Memberships/Churn rate



## Cross-business Synergies



## Market Environment

- Rising demand for "subscription-based sales and car sharing" due to an increase in the number of people who do not own vehicles
- Rising demand for "support" for small and medium-sized maintenance shops due to the increasing sophistication of automotive technology

## 2. Summary of Each Business

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# Overseas Strategy

## ■ Expansion into Southeast Asia and other countries

● Finance business and Automobile Warranty business ● Automobile Warranty Business ● Automobile Services Business ● other

### Tanzania Auto Mobility Service

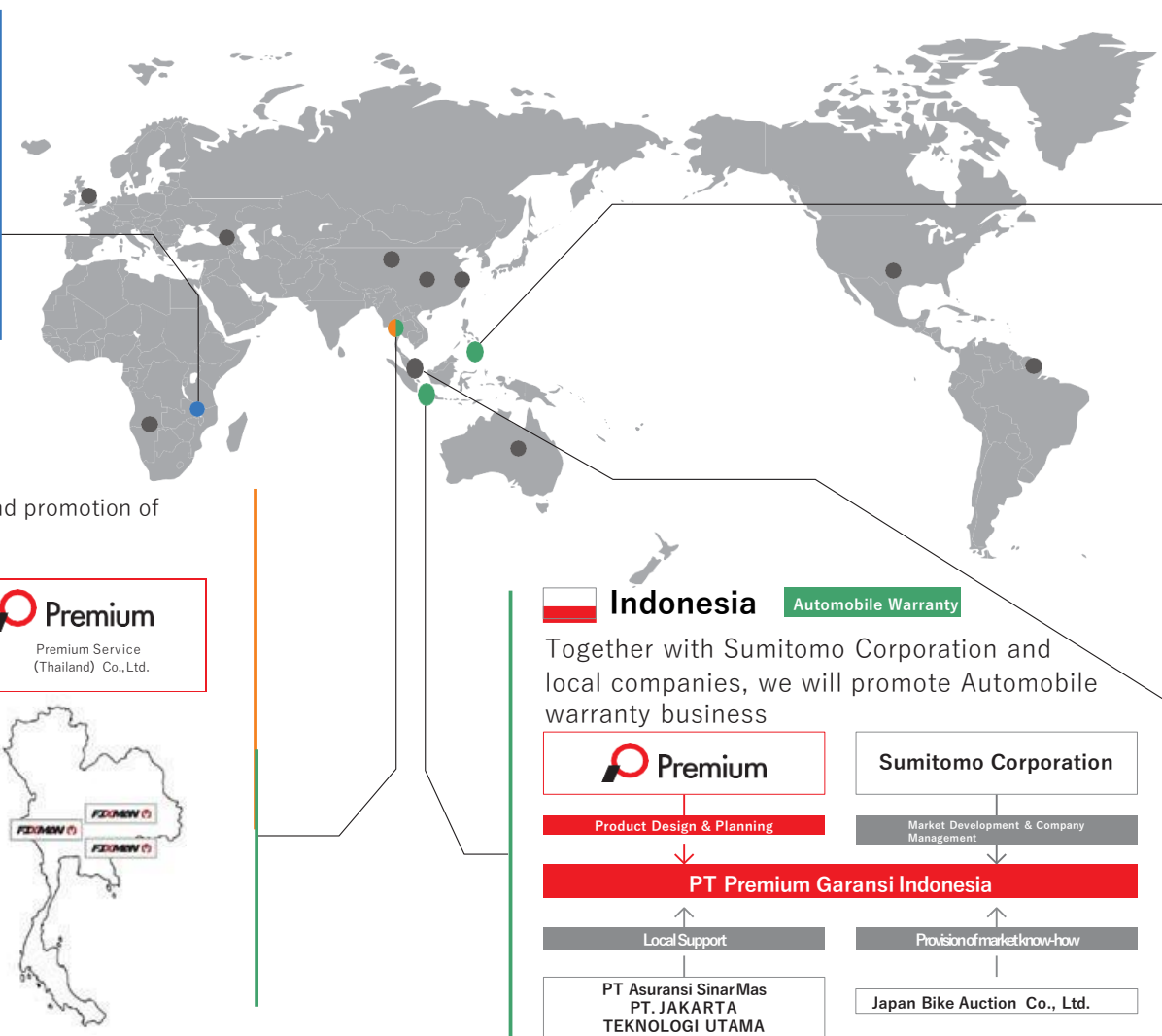
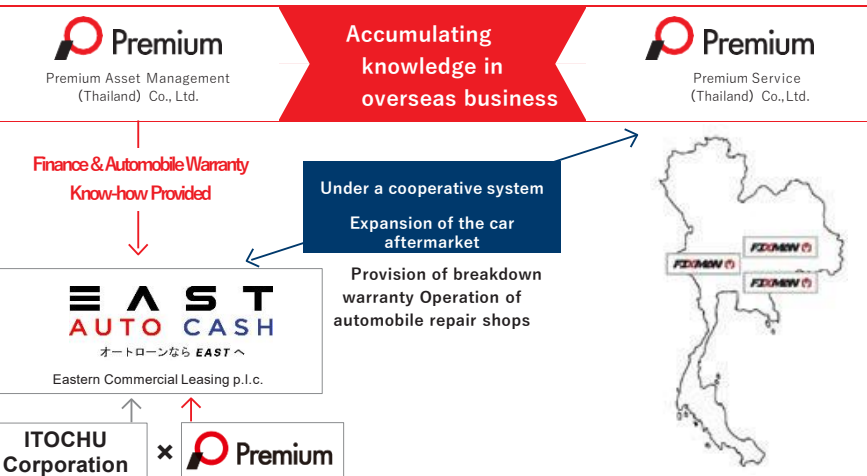
Export of recycled parts and development of automobile repair shops. We have also expanded into Central and South America. We will continue to expand into other countries.



\*From April 1, 2024, the Auto Parts business has been transferred to the Auto Mobility Service business.

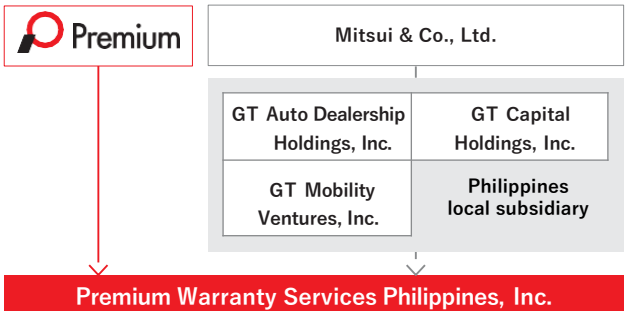
### Thailand Finance Automobile Warranty

Provision of finance and automobile warranty know-how, and promotion of automobile warranty and maintenance services.



### Philippines Automobile Warranty

Together with Mitsui & Co., Ltd. and local companies, we entered the Philippines as a leading provider of automobile warranty services.



### Philippines Other

Invested in Etomo Financing Corporation, which develops a consumer finance business that utilizes digital technology, to expand the company's business development

### Singapore Other

Establishment of a local subsidiary in Singapore as a base for research and information gathering on the Asian market, management of overseas subsidiaries, and strategic activities

### Indonesia Automobile Warranty

Together with Sumitomo Corporation and local companies, we will promote Automobile warranty business



### 3. Mid-Term Management Plan

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# Summary of Medium-Term Management Plan: Change & Prove 2030

## Management's Numerical Targets

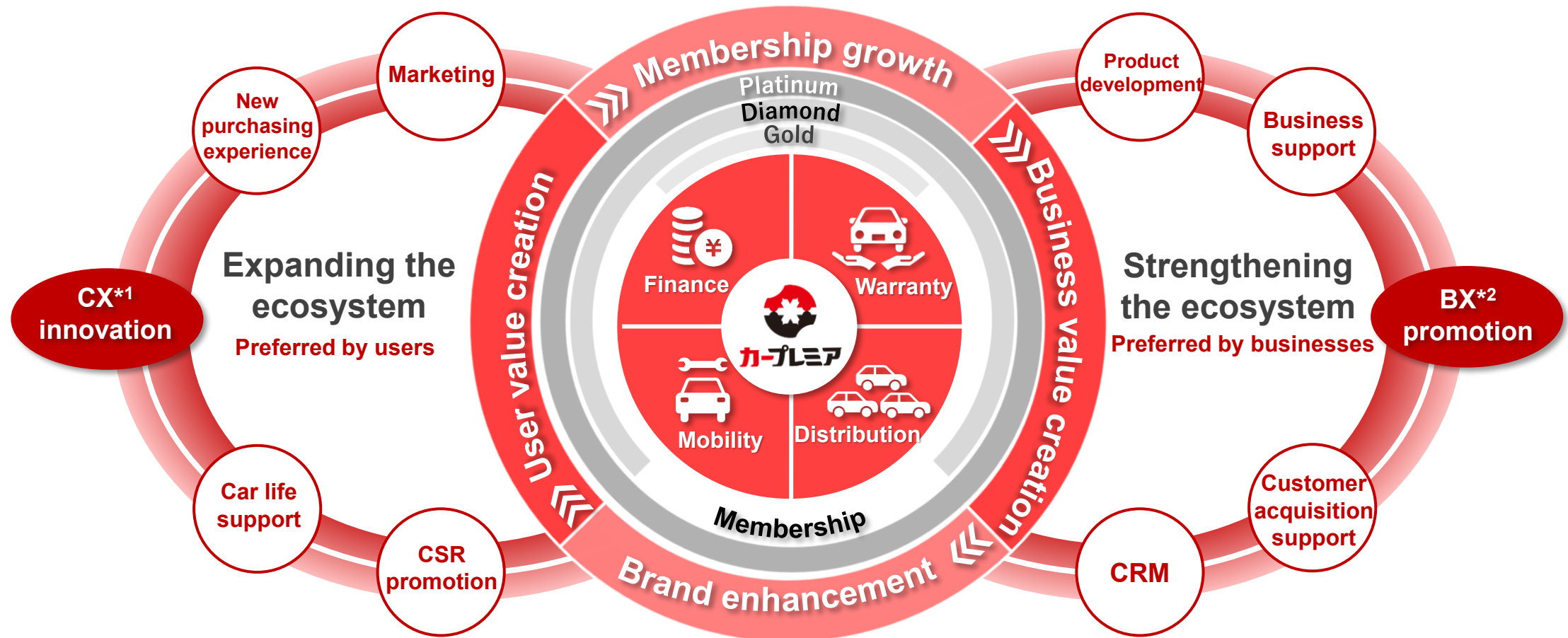
| Operating revenue                                 | Profit before tax                                  | Profit attributable to owners of parent            | P/E ratio                                          | Market cap                                          |
|---------------------------------------------------|----------------------------------------------------|----------------------------------------------------|----------------------------------------------------|-----------------------------------------------------|
| ¥ <b>84.0</b> billion<br>vs. FY2026: + <b>91%</b> | ¥ <b>21.0</b> billion<br>vs. FY2026: + <b>144%</b> | ¥ <b>14.0</b> billion<br>vs. FY2026: + <b>133%</b> | <b>22</b> times<br>FY2026 results: <b>11</b> times | ¥ <b>300.0</b> billion<br>vs. FY2026: + <b>343%</b> |

## Materiality and KPIs

| Key Issues                                                                                                                    | Vision 2030                                                                                                                                                                                                                                    | Main KPIs                                                                      | FY2030 targets       |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------|
| <b>Strengthen Car Premium Membership organization</b><br>Growth in both the membership organization's revenue and services    |  <p><b>Completing the Auto Mobility Ecosystem</b></p> <p><b>Change &amp; Prove</b><br/>Resolved for <b>Change</b>, <b>Proof</b> of Being One of a Kind.</p> | <b>Car Premium Club membership revenue</b><br>—Shift to recurring revenue—     | ¥ <b>5.0</b> billion |
| <b>Essential infrastructure for businesses</b><br>Support businesses with strong customer attraction and service capabilities |                                                                                                                                                                                                                                                | <b>Churn rate</b><br>—Proof of stable ecosystem—                               | <b>1.0%</b> or less  |
| <b>Incorporate users into the ecosystem</b><br>Toward a brand everyone knows and wants to use                                 |                                                                                                                                                                                                                                                | <b>LTV of existing Diamond Members</b><br>—Proof of deep engagement per store— | <b>2.5</b> times     |
| <b>IT enhancements and data strategies to support services</b><br>Source of overwhelming differentiation within the industry  |                                                                                                                                                                                                                                                |                                                                                |                      |

# Completing the Auto Mobility Ecosystem

Providing services as the one-and-only platform provider essential to both users and businesses



\*1. CX: Customer experience  
\*2. BX: Business transformation

# Numerical Targets

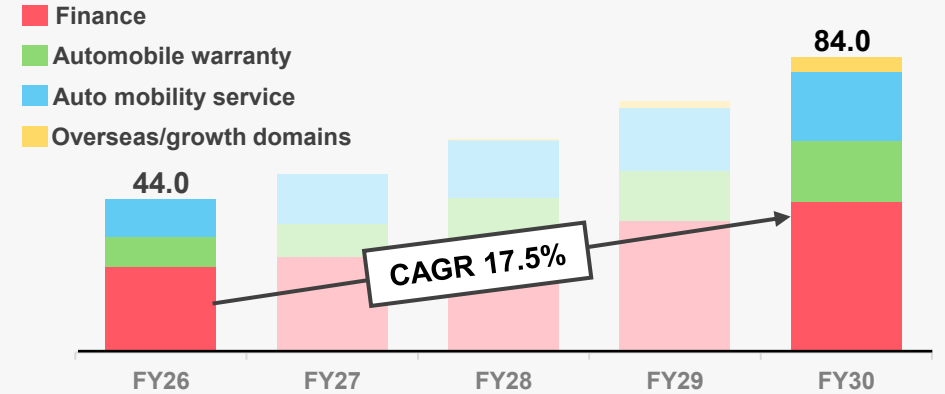
Profit growth for existing businesses at a CAGR of approximately 20%, while creating new revenue opportunities via aggressive investment

## Major indicators

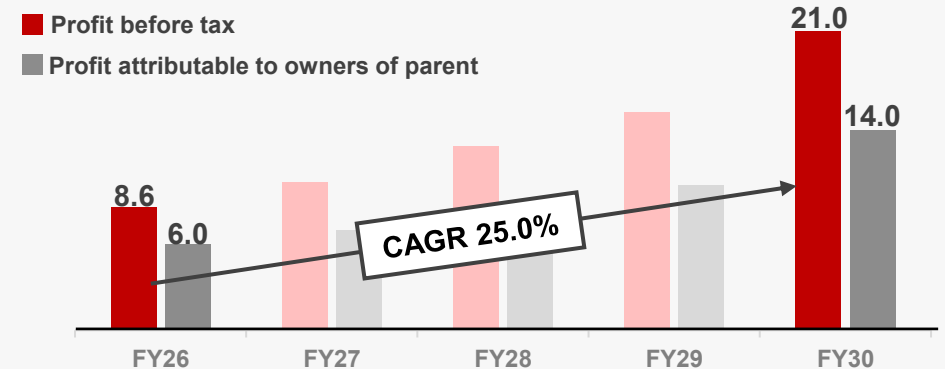
(Billions of yen)

|                                         | FY2026 results | FY2030 targets | Change<br>(vs. FY2026) | Growth rate<br>(vs. FY2026) |
|-----------------------------------------|----------------|----------------|------------------------|-----------------------------|
| Operating revenue                       | 44.0           | 84.0           | +40.0                  | +90.9%                      |
| Profit before tax                       | 8.6            | 21.0           | +12.4                  | +144.2%                     |
| Profit attributable to owners of parent | 6.0            | 14.0           | +8.0                   | +133.3%                     |
| P/E ratio                               | 11 times       | 22 times       | —                      | —                           |
| Market cap                              | 67.8           | 300.0          | +232.2                 | +342.5%                     |

## Operating revenue (Billions of yen)



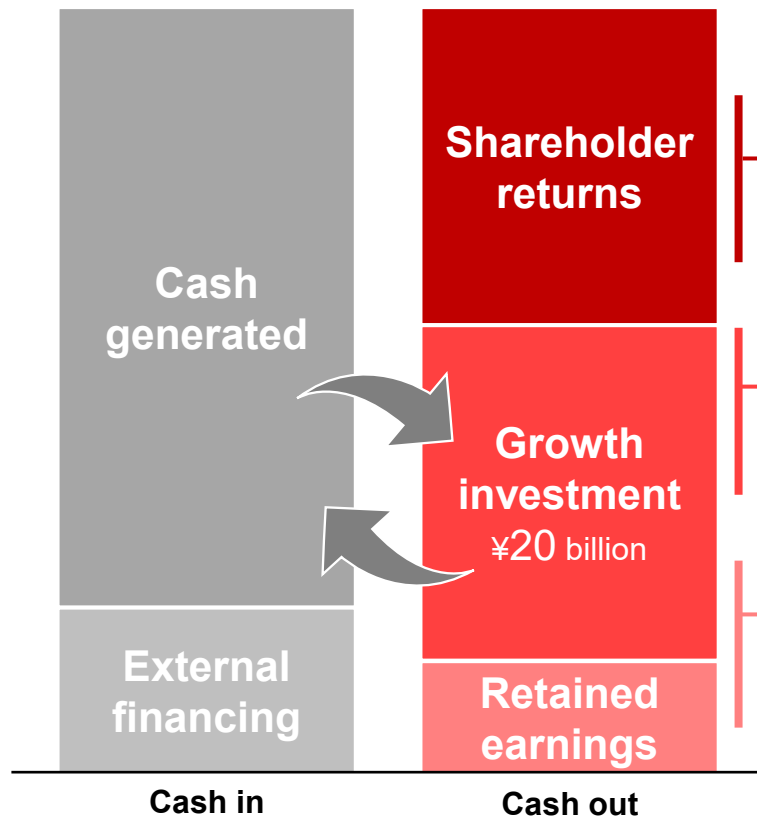
## Profit before tax / Profit attributable to owners of parent (Billions of yen)



# Financial Policy

Appropriately allocating cash generated over four years toward growth investments, shareholder returns, and ensuring financial soundness

## ■ Cash allocation



### Targeting 50% total return ratio for FY30

- Continuing dividend increases (payout ratio over 30%)
- Planning to continue share buybacks

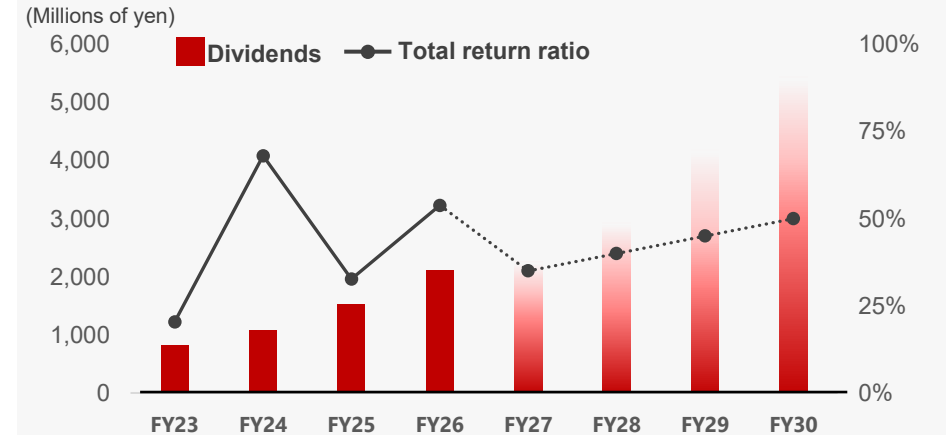
### Expanding core businesses/investing in sustainable growth

- Investments in M&A and new businesses (domestic and overseas)
- Investments in DX and human resources, capital investment

### Ensuring financial soundness

- Improving financial stability
- Achieving a higher rating

## ■ Shareholder returns



## Other financial policies

### Optimizing fundraising through enhanced direct sourcing

- ✓ Achieving an A+ rating

### Timely cancellation of treasury shares

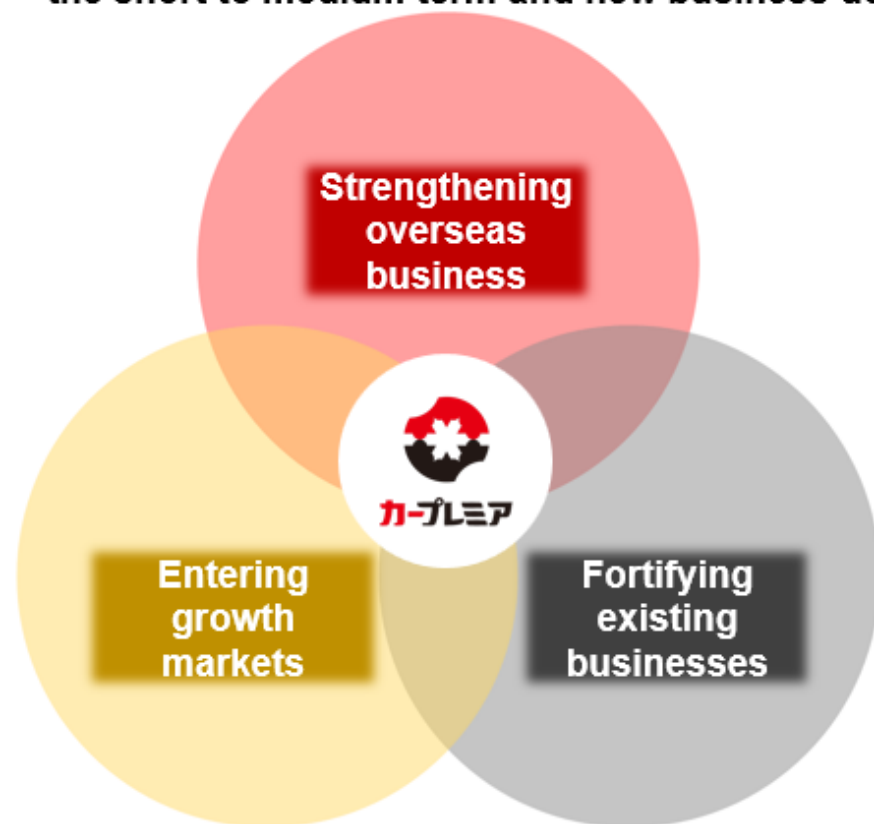
- ✓ Making dynamic decisions regarding share buybacks based on business environment and financial conditions
- ✓ Regularly cancelling shares exceeding 5% of the total issued shares

# Growth Investment and Overseas Business Expansion

While advancing our existing business domains, we are cultivating new growth pillars in overseas markets and new domains to prepare for the contraction of the domestic used car market

## Investment strategy

Optimally allocating management resources between existing business domains in the short to medium term and new business domains in the medium to long term



### Overseas markets domain

- Full-scale entry into the Southeast Asia finance segment
- Leveraging insights gained from ECL in Thailand to accelerate independent expansion

### Promising growth domain

- Long-term-oriented investments beyond the framework of existing businesses
- Incorporating a sustainable perspective that pursues both social value and economic benefits

### Existing business domain

- Enhancing existing businesses such as mobility and fintech
- Investments in DX and human resources, capital and technological investment

## Revenue contribution

Overseas markets/promising growth domains

Operating revenue **¥4.0 billion**

Profit before tax **¥0.5 billion**

## Future initiatives

- Placing overseas business directly under the holding company to strengthen the promotion structure
- Securing and developing global and local talent
- Promoting domestic and overseas expansion through business alliance with ITOCHU Corporation
- The Growth Investment Committee assesses and prioritizes prospective businesses



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# APPENDIX.

# Company Profile

|                                       |                                                                                                                                                                                                                                                                                                             |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name                                  | Premium Group Co., Ltd.                                                                                                                                                                                                                                                                                     |
| Securities Code / Exchange            | 7199 / Prime Market of Tokyo Stock Exchange                                                                                                                                                                                                                                                                 |
| Established                           | May 25, 2015<br><small>Note: 2007: Established Premium Co., Ltd. (Former name: G-ONE Credit Services Co., Ltd.)</small>                                                                                                                                                                                     |
| Head Office                           | The Okura Prestige Tower, 2-10-4 Toranomom, Minato-ku, Tokyo                                                                                                                                                                                                                                                |
| President and Representative Director | Yohichi Shibata                                                                                                                                                                                                                                                                                             |
| Number of Issued Shares               | 40,710,663 (As of March 31, 2026)                                                                                                                                                                                                                                                                           |
| Capital                               | ¥1,817 million (non-consolidated: as of March 31, 2026)                                                                                                                                                                                                                                                     |
| Number of Employees                   | 899 (consolidated; as of March 31, 2026)<br><small>(Note) Number of persons employed by the Group excluding temporary workers</small>                                                                                                                                                                       |
| Description of Business               | Businesses in Japan and overseas* <ul style="list-style-type: none"><li>• Car Premium (building a membership organization of automobile dealers and garages)</li><li>• Finance</li><li>• Automobile warranty</li><li>• Auto mobility</li></ul> <small>* Overseas (Thailand, Indonesia, Philippines)</small> |

# Group structure with over 20 companies in Japan and overseas

## Premium Group Co., Ltd.

VALUE Co., Ltd.

Internal education and training institution

Premium Asset Management (Thailand) Co., Ltd.

Consulting business in Thailand



President and Representative Director  
Yohichi Shibata

### Biography

Leveraging expertise in finance and mobility, he leads the Group as its founder

|      |                                                                                                       |
|------|-------------------------------------------------------------------------------------------------------|
| 1982 | Joined Sato Shoji Corporation                                                                         |
| 1985 | Joined Aplus Co., Ltd.                                                                                |
| 2003 | Joined IDOM Inc.                                                                                      |
| 2007 | Established Premium Co., Ltd. and assumed the position of President and Representative Director       |
| 2016 | Established Premium Group Co., Ltd. and assumed the position of President and Representative Director |

## Premium Co., Ltd.

### Finance Segment

Central Servicer Corporation

Collections and vehicle repossession business

Eastern Commercial Leasing p.l.c. \*

Auto credit and automobile warranty business  
(listed on the Stock Exchange of Thailand)

CIFUT Co., Ltd. \*

Development and provision of automotive-related IoT devices

Etomo Financing Corporation \*

Consumer finance business

### Automobile Warranty Segment

Premium Service (Thailand) Co., Ltd.

Automobile maintenance and automobile warranty business in Thailand

PT Premium Garansi Indonesia \*

Automobile warranty business in Indonesia

Premium Warranty Services Philippines, Inc. \*

Automobile warranty business in the Philippines

### Auto Mobility Segment

PLS Co., Ltd.

Auto leasing business for consumers

Premium Soft Planner Co., Ltd.

B2B software development and sales business

Premium Auto Parts Co., Ltd.

Auto parts-related business

Car Premium Co., Ltd.

Development and operation of membership organizations for mobility operators

PAS Co., Ltd.

Automobile maintenance, body work, and paint business

Note : Affiliated company accounted for using the equity method

# History: Achieved listing on the Tokyo Stock Exchange within 10 years of founding

|      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2007 | Established G-ONE Credit Services Co., Ltd. (currently Premium Co., Ltd.) as a sub-subsidiary of Gulliver International Co., Ltd. (currently IDOM Inc.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2010 | SBI Holdings, Inc. became the parent company, and the company name was changed to SBI Credit Co., Ltd.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2013 | i-Sigma Capital Co., Ltd., managed by a 100% subsidiary of Marubeni Corporation, became the parent company, and the company name was changed to Premium Financial Services Co., Ltd. (currently Premium Co., Ltd.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2015 | Established AZS No. 1 Co., Ltd. (currently Premium Group Co., Ltd.) as a vehicle for accepting investment in conjunction with a change in shareholders to a fund managed by AZ-Star Co., Ltd.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 2016 | <ul style="list-style-type: none"> <li>• [Thailand] Concluded a business alliance agreement with Eastern Commercial Leasing p.l.c., a company listed on the Stock Exchange of Thailand that provides auto finance and automobile warranty services, and made it an affiliated company</li> <li>• [Thailand] Established the first overseas local subsidiary, PFS (Thailand) Co., Ltd. (currently Premium Asset Management (Thailand) Co., Ltd.)</li> <li>• Transitioned to a holding company structure with Premium Group Co., Ltd. as the holding company</li> <li>• Established PAS Co., Ltd. to provide automobile maintenance services</li> <li>• [Thailand] Established a joint venture, Eastern Premium Services Co., Ltd. (currently Premium Service (Thailand) Co., Ltd.), to provide automobile warranty and automobile maintenance services</li> </ul> |
| 2017 | <ul style="list-style-type: none"> <li>• Established a joint venture, CIFUT Co., Ltd., to develop and provide automotive-related IoT devices</li> <li>• Established Premium Lease Co., Ltd. (currently PLS Co., Ltd.) to provide automobile leasing</li> <li>• [Indonesia] Established a joint venture, PT Premium Garansi Indonesia, to provide automobile warranty services</li> <li>• Listed on the Second Section of the Tokyo Stock Exchange</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2018 | <ul style="list-style-type: none"> <li>• Established Premium System Services Co., Ltd. to plan, develop, and operate systems for our Group</li> <li>• Acquired Soft Planner Co., Ltd., which develops and sells software for automobile providers, as a subsidiary</li> <li>• Market change to the First Section of the Tokyo Stock Exchange</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2019 | Acquired Loperio Solutions Co., Ltd. (currently EGS Co., Ltd.), which provides automobile warranty services primarily for used imported cars, as a subsidiary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 2020 | <ul style="list-style-type: none"> <li>• Established VALUE Co., Ltd. to plan and implement training for our Group's officers and employees</li> <li>• Established Premium Mobility Services Co., Ltd. to operate auto mobility services-related businesses</li> <li>• Established Premium Auto Parts Co., Ltd. to operate auto parts-related businesses</li> <li>• Acquired Central Servicer Corporation, which performs collections and vehicle repossession services through purchases and outsourcing, as a subsidiary</li> <li>• Established Premium Warranty Services Co., Ltd. to operate the automobile warranty business</li> </ul>                                                                                                                                                                                                                      |
| 2021 | [Philippines] Established a joint venture, Premium Warranty Services Philippines, Inc., to provide automobile warranty services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2022 | <ul style="list-style-type: none"> <li>• Established Car Premium Co., Ltd. to operate the business of developing and promoting membership organizations for automobile providers</li> <li>• Market change to the Prime Market of the Tokyo Stock Exchange</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2024 | Established a local subsidiary in Singapore to promote global expansion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2025 | <ul style="list-style-type: none"> <li>• [Thailand] Third-party allotment of shares by Eastern Commercial Leasing p.l.c.</li> <li>• [Philippines] Participated in investment in Etomo Financing Corporation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2026 | Integrated four companies—Premium Co., Ltd., Premium Warranty Services Co., Ltd., Premium Mobility Services Co., Ltd., and Car Premium Co., Ltd.—into Premium Co., Ltd.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

# Disclaimer

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It does not constitute a representation or guarantee of the accuracy of its contents.

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