



Premium

Premium Group Co., Ltd.

Q3 Financial Results Briefing for the Fiscal Year Ending March 2022

February 1, 2022

Event Summary

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[Number of Speakers]	1 Yohichi Shibata President and CEO

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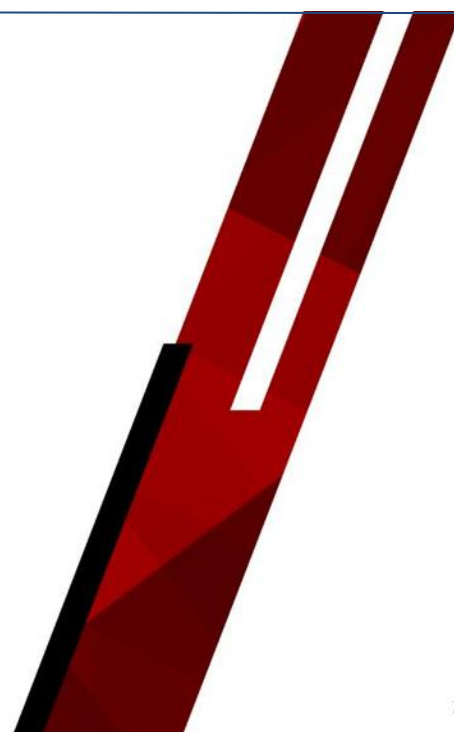
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Presentation



1. Summary of Financial Results for Q3 [P. 3](#)
2. Segment Overview [P. 9](#)
3. Other Topics [P. 15](#)



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For today's agenda, as is written here, I will give an overview of the financial results, then an overview of each of the segments, and cover a few miscellaneous topics of interest.

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Highlights from Q3 of FY Ending March 31, 2022



- ✓ Markets of both new and used passenger vehicles have bottomed out despite the **ongoing decline in inventory and soaring prices for used cars**
- ✓ Both credit finance and automobile warranty segments **recorded growth in volume** that outpaced the market, despite the negative impacts
- ✓ The strong performance of our three core businesses resulted in **higher revenue and profits**

Market	<ul style="list-style-type: none"> ■ Number of new passenger vehicles registered: Q3 YTD : Down 5.5% YoY Q3 alone : Down 18.5% YoY ■ Number of used passenger vehicles registered: Q3 YTD : Down 4.8% YoY Q3 alone : Down 8.6% YoY <small>(Statistical data from the Japan Automobile Dealers Association)</small>
KPIs	<ul style="list-style-type: none"> ■ Total volume of new loans: 3Q YTD: Up 25.4% YoY / 3 Q alone: Up 18.2% YoY ■ Total volume of automobile warranties: Q3 YTD: Up 14.4% YoY / Q3 alone: Up 17.3% YoY <small>Total volume of products developed in-house (automobile warranties): Q3 YTD: Up 29.6% YoY / Q3 alone: Up 30.7% YoY</small>
Performance	<ul style="list-style-type: none"> ■ Operating income: ¥15,331 million (up 19.9% YoY) ■ Profit before tax: ¥2,920 million (up 4.3% YoY) (Up 28.1% YoY when excluding one-off factors) ■ Future expected earnings (deferred profit): ¥34,391 million stocked on B/S (up 18.8% YoY) <small>Credit finance business: ¥28,597 million, Automobile warranty business: ¥5,486 million, Other businesses: ¥308 million</small>
Topics	<ul style="list-style-type: none"> ■ Profit before tax revised upward to ¥3,900 million in the full-year earnings forecast and the annual dividend will increase to ¥51 ■ Transition to Prime Market from April 4, 2022 ■ Organizational restructuring and execution of long-term financing for the Group's medium- to long-term growth and enhancement of corporate value

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This is a summary of the highlights.

First, the market itself continues to be affected by supply chains, particularly for semiconductors, with distribution volume itself on a continued decline. Given that development, the price for used cars is still quite high, as it was last year, because sales for new cars in particular have stopped. As a result, the number of both new and used cars on register has been extremely low. I believe this means things may be bottoming out.

As far as the market bit explained here in blue, the cumulative total over the last three quarters for new cars was 94.5%, and for used cars it was 95.2%. If you look at the third quarter alone, the figures are just over 80% for new cars and just over 90% for used cars, which I believe backs up what I just said about the market remarkably well.

Amid these circumstances, our two core businesses, our finance business and our automobile warranty business, recorded figures that greatly surpassed those of last year, with a 125.4% total increase over the first three quarters for the finance business, and a 114.4% increase for the automobile warranty business, compared to the same period of the previous year, as shown here.

Although the growth rate for the automobile warranty business was slightly lower than that of the finance business, by about 10%, the cumulative total for the first three quarters of the year for in-house guarantees and in-house products grew by about 130%, so our sales operations are producing significant results.

I will explain our business performance in detail later, but our operating revenue is 120% of what it was for the same period last year. We were able to catch up with last fiscal year's performance in the first three quarters. In the previous fiscal year, there was a one-time profit of about JPY500 million in the first quarter, so if we exclude that, profits have increased by 28.1%.

In addition, since we operate on a stock revenue model, we have quite a bit laid away on hand, with JPY34.4 billion in deferred revenue.

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As for the other topics, based on these results, we have made an upward revision to our full-year forecast for income before taxes from JPY3.5 billion to JPY3.9 billion. As for annual dividends, we will increase the dividend by JPY1, from JPY50 to JPY51, or JPY26 for the third and fourth quarters, as we already paid out JPY25 in the second quarter for the first half.

We will also be moving to the Prime Market in April. There are no conditions attached to this, either, but the transition is based on meeting all the current criteria for the Prime Market.

We are also implementing organizational restructuring and long-term fund procurement in the third quarter in order to achieve medium- to long-term growth and increase the corporate value of the entire Group.

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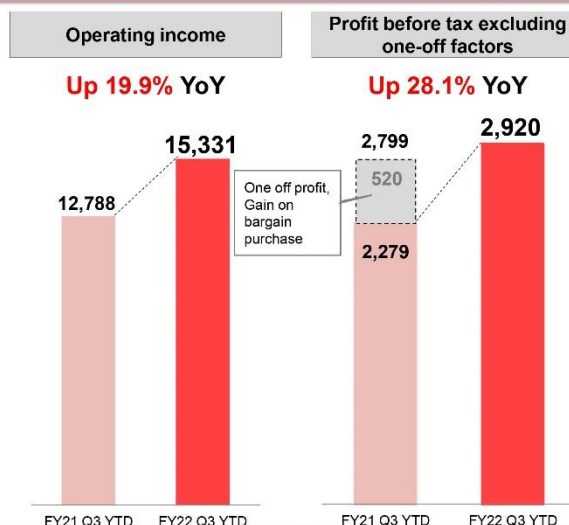
Consolidated Performance

(Graph/table unit: millions of yen)



- ✓ Expansion of the three core businesses drove **operating income higher by 19.9% YoY to ¥15,331 million**
- ✓ **Profit before tax increased 4.3% YoY to ¥2,920 million** due to steady growth in operating income and operating expense reduction
- ✓ Profit before tax of core business excluding one-off factors was **up 28.1% YoY**

	FY21 Q3 YTD	FY22 Q3 YTD	YoY change
Operating income	12,788	15,331	+19.9%
Other income	653 <small>Includes gain on bargain purchase of 5594 million</small>	49	-92.5%
Operating expenses	10,602	12,494	+17.8%
Profit before tax	2,799	2,920	+4.3%
Profit before tax of core business	2,279	2,920	+28.1%
Profit attributable to owners of parent	1,835	2,047	+11.5%
Basic earnings per share (yen)	143.86	159.75	+11.1%



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Here is a rundown of the consolidated financial results.

In our three main businesses, which I will explain separately by category, business expansion contributed to an operating revenue of JPY15.33 billion, which is approximately 20% higher than the same period last year.

Operating revenue is growing steadily, and we have been working to reduce operating expenses in a way that includes a solid DX strategy, putting gross income right on track at JPY2.92 billion.

As I explained earlier, one-time factors excluded, our income before taxes, when compared with profits from our core business, showed a significant increase at 28%.

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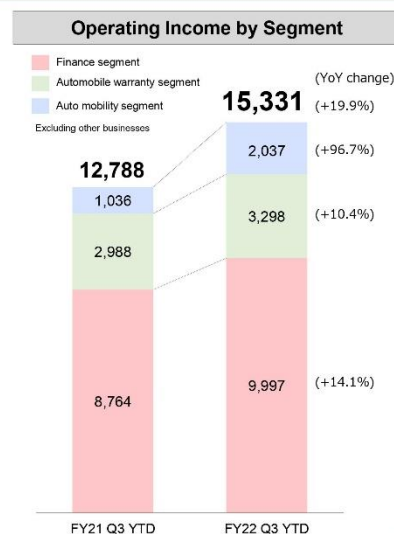
Performance by Segment

(Graph/table unit: millions of yen)



- ✓ Each segment steadily posting **growth in both operating income and profit before tax**
- ✓ Profit growth of new auto mobility segment results driven by sales of parts and automobile wholesaling

	FY22 Q3	
	Operating income	Profit before tax
Finance segment –Composition– Credit, lease, servicer	9,997 Up 14.1% YoY	2,283
	Growth of loan receivables and performance of servicer contributed to revenue	
Automobile warranty segment –Composition– Automobile warranty services	3,298 Up 10.4% YoY	389
	Warranty growth and control of cost due to inter-Group synergies contributed	
Auto mobility segment –Composition– Parts sales, software sales, automobile wholesaling, automobile maintenance, etc.	2,037 Up 96.7% YoY	46
	Profit grew despite being in business investment phase. Contribution of parts business.	
Other businesses	0.6	201
Total	15,331	2,920



Notes: 1. Includes profits and losses from other businesses not included in reporting segments, netting of inter Group transactions and company wide profits and losses.
2. Segment classification was changed from FY22. Profits and losses for each segment in FY21 is reflected only to the extent practicable.

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Now for a breakdown of the results by segment.

Here, too, all three businesses have shown steady growth in both operating revenue and income before taxes.

In particular, as regards the new auto mobility service business, not only parts sales, which has been our main business for a long time, but also wholesale sales of automobiles have been driving the growth in earnings, and although we still have a long way to go in terms of profit margins, profits have increased compared to the second quarter.

This project was in the red in the first quarter, so the fact that it turned profitable in the second quarter and yielded an increased surplus in the third quarter means that it is growing in profitability, although it is still in the investment phase of the project.

As far as our financing business and our automobile warranty business, as I mentioned in the previous section, profits are growing steadily as planned.

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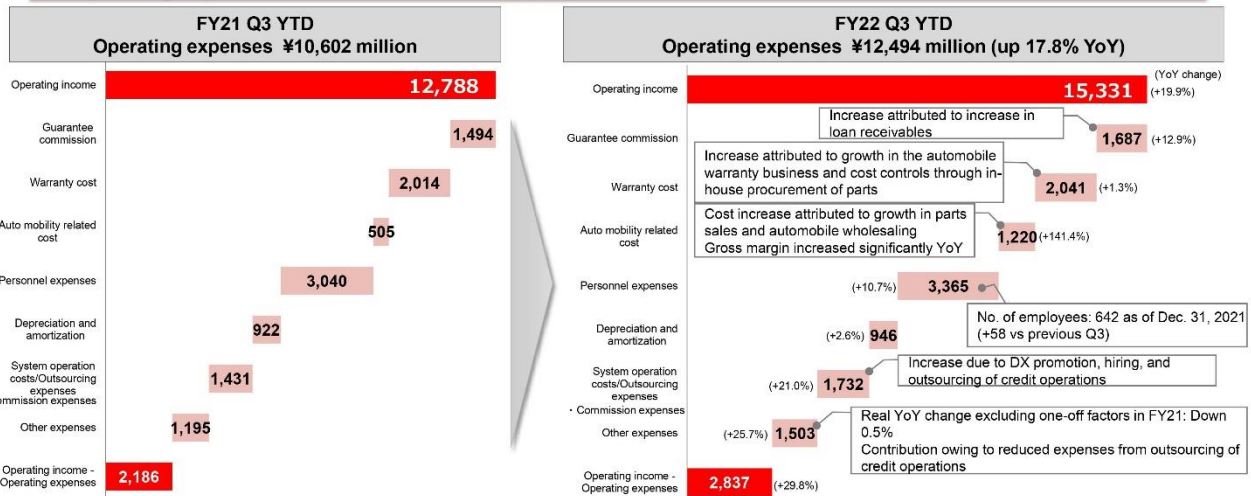


Operating Expenses (Consolidated)

(Graph unit: millions of yen)



- ✓ Operating expenses totaled ¥12,494 million (up 17.8% YoY)
- ✓ Variable costs increased due to higher operating income in the auto mobility segment, but **cost cutting measures**, such as promoting inter Group transactions and paperless services, **helped to control growth in operating expenses**



Note: Since it is a preliminary value, we will promptly notify you on our website when any corrections or changes occur.

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Next, here is how operating expenses are shifting.

Operating expenses totaled JPY1.25 billion, or 117.8% of the previous year's figure, and we were able to keep it lower than the growth in operating revenue, which was approximately 120%.

Operating income is growing for our auto mobility service business, our finance business, and our automobile warranty business. Of course, there will be an increase in variable costs that comes with that, and that is happening at a natural rate, but in terms of what are generally referred to as fixed costs, we have been able to keep a good balance in spending on running costs, personnel costs, and the introduction of new personnel, as well as the development of systems, so things are moving according to plan.

In terms of overall SGA expenses, we also made use of outsourcing and DX, putting them effectively at 99.5% of what they were for the same period of last year, making it likely the first time since the Company was founded that we have been able to reduce fixed costs, which I believe is one thing that makes this third quarter stand out.

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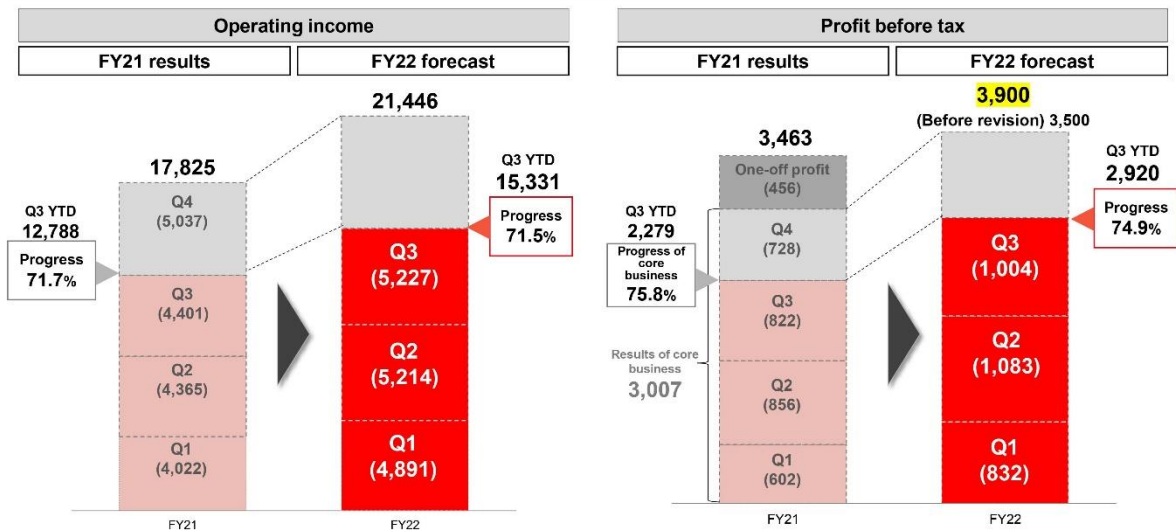


Full-Year Performance Outlook

(Graph unit: millions of yen)



✓ **Upward revisions and dividend hike** made based on growth of the three core businesses, realization of inter-Group synergies, and cost reductions using DX, etc.



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Here is our full-year earnings forecast.

In the second quarter, we left our full-year forecast unchanged, but based on the results of the third quarter, we have revised it upward to JPY3.9 billion. This is in light of the progress made up to the third quarter, with our three main businesses growing steadily, synergy among the Group companies being attained, and cost reductions progressing favorably.

We can count on increases in both sales and profits, which we have been achieving since our establishment and since listing. In addition, as I explained in the previous section, we will increase the dividend from JPY50 to JPY51.

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Finance Segment: Total Volume of New Loans

(Graph unit: billions of yen)



Total volume of new loans

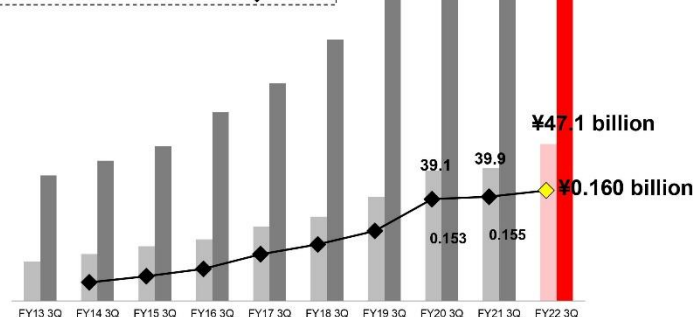
Auto loan PH

Auto loan PH...The average monthly total volume of new loans per sales staff

Q3 alone

Q3 YTD

Q3 alone auto loan PH



Notes: 1. "Total volume of new loans" refers to the total amount of credit and lease contracts newly signed in the period. The figures are inclusive of the total volume of new loans of products other than automotive credit financing (Ecology Credit, etc.), and are the actual results of Premium Co., Ltd.
2. "PH" stands for "Per Head," which refers to the average monthly total volume of new loans or warranties per sales staff. The monthly total volume of new loans refers to the total of the amount of credit contracts newly signed in a month. The amount of credit contracts refers to the total amount of the balance of charges for the product and the split commission. Furthermore, PH represents the actual results of Premium Co., Ltd.

Total volume of new loans:

+25.4% YoY

Auto loan PH:

+3.4%

Factors driving change

- **Achieved efficient sales activities through DX measures and sales organization restructuring**
Paperless introduction rate among total loan volume (as of end of FY22 Q3: 83%)
Number of sales offices: 24 (+9 YoY)
- **Loan volume and auto PH both grew despite the negative impacts of the used automobile market**
- **Nearly reached sales staff of 100**
Sales staff at end of Q3: 94

Strategy

- **Solicit new members for PFS Premium Club membership service**
Seek to achieve target of 1,000 companies **ahead of schedule** and increase loan volume

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The second portion of our presentation is an overview of the segments.

First, here is the total volume of new loans.

The top line here is 125.4%, thanks in part to the results of DX, which included, for example, a switch to more efficient sales operations by making the entire Company paperless, and reorganization of operations. Take into consideration that we have surpassed not only last year's figures, but also those of the year before that, before COVID-19. As I mentioned at the beginning of the fiscal year, we have by-and-large achieved our vision of a 100-person sales structure, which is now being put in place.

As our strategy, we have been able to advance the recruitment of members for our membership service, which has some bearing on our mid-term management plan, and we have achieved our target of 1,000 members in the third quarter, which is ahead of schedule. We are of the opinion that we can expect an increase in total volume of new loans in the future.

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Finance Segment: Loan Receivables

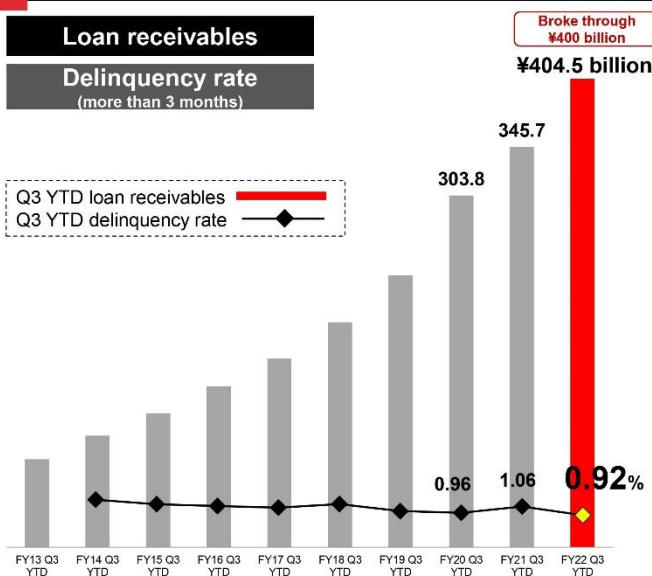
(Graph unit: billions of yen, %)



Loan receivables

Delinquency rate
(more than 3 months)

Q3 YTD loan receivables —
Q3 YTD delinquency rate —◆—



Notes: 1. "Loan receivables" refers to the total amount of credit and lease contracts that has not been repaid or for which the warranty period has not elapsed from the end of the period. The figures are inclusive of the receivables balance of products other than automotive credit financing (Ecology Credit, etc.), and are the actual results of Premium Co., Ltd.
2. "Delinquency rate" refers to the total amount of receivables that are more than 3 months in arrears and special loan receivables (with judicial intervention), expressed as a percentage of the loan and lease receivables at the end of the period.

Loan receivables:
+17.0% YoY
Delinquency rate
0.92%

Factors driving change in delinquency rate

- **Achieved operational innovation through DX measures**
Efficiently eliminated initial arrears by introducing IVR (auto calling system)
- **Continuing collection activities for medium- to long-term delinquencies jointly with Central Servicer Corporation**

Strategy

- **Thoroughly control initial arrears**
- **Control medium- to long-term delinquencies through synergies with Central Servicer Corporation**
- **Introduce additional DX measures for even more efficient collection of receivables**
Further strengthen collections capabilities by introducing predictive calling (calling system with AI features) and combining this with IVR

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As a result, the balance for accounts receivable on loans has exceeded JPY400 billion, and the ratio of delinquent loans, which is the percentage of the total balance remaining unpaid for three months or more, has fallen below 1% for all loans. This is partly due to the fact that we have been working very hard in the early stages to thoroughly control delinquent loans, and partly due to the fact that CENTRAL SERVICER CORPORATION, a loan service company, has joined our group, and we have been able to team up with them to control delinquent loans over the medium- to long-term.

In addition, for efficient debt collection, we are introducing a new predictive call system, which is an AI-based telephone system, and of course we are still using IVR. By introducing these DX measures, we hope to create a system that will enable us to accumulate good credits more efficiently.

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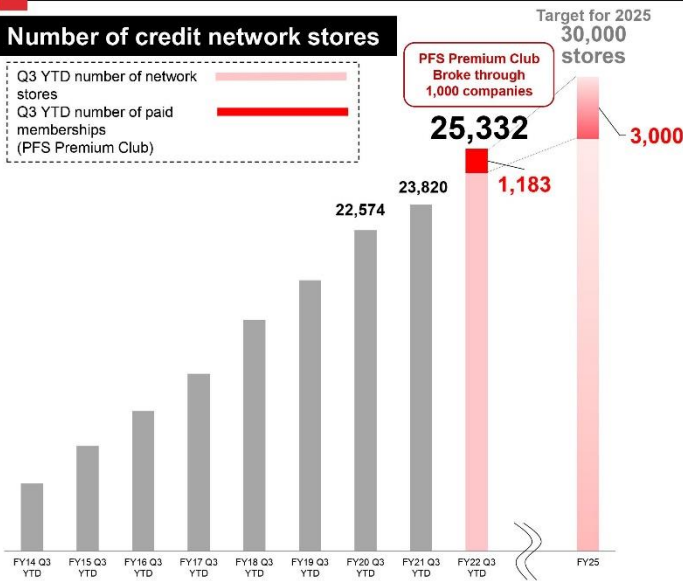


Finance Segment: Number of Network Stores



Number of credit network stores

Q3 YTD number of network stores
 Q3 YTD number of paid memberships (PFS Premium Club)



Notes: 1. "Number of network stores" refers to the number of companies that have signed a network store contract, counting company as one network store even if that company has several stores, and are the actual results of Premium Co., Ltd.
 2. Calculation criteria for PFS Premium Club memberships was revised in Q3 FY22. The new criteria is used to calculate the figures appearing here.

Number of credit network stores:
+6.3% YoY

Factors driving change

- **Prioritizing efforts** to encourage existing network stores to **become paid members**
- **Cultivation of new network stores** progressing generally as planned

Strategy

- **Focus on promoting utilization and soliciting new members** for PFS Premium Club membership service while continuing to tap into new network stores
Reach the target of 1,000 companies ahead of plan and aim to reach 1,500 companies by the end of Q4
 Diamond members: 88 companies (+3 vs. Q2)
 Gold members : 1,095 companies (+425 vs. Q2)

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The number of finance member stores is 106.3%, which is less than a double-digit increase, but we do not consider this a loss in terms of the plan. As I explained earlier, we are putting a lot of effort into gaining fee-based members, into converting clients into paid members.

We have 1,183 of these companies as of the third quarter, which the initial target for the fiscal year was 1,100 companies, but we have surpassed this target by a large margin in the third quarter, three months ahead of schedule. We have revised our target for the second half of this fiscal year, at the end of the fourth quarter, upward to 1,500, and we plan to go on increasing the number of our member stores. We believe that we have been successful in keeping both of these efforts afloat. Our thinking is that by the fiscal year ending March 2025, we would like to have 3,000 paid members, which is 10% of the total 30,000 companies.

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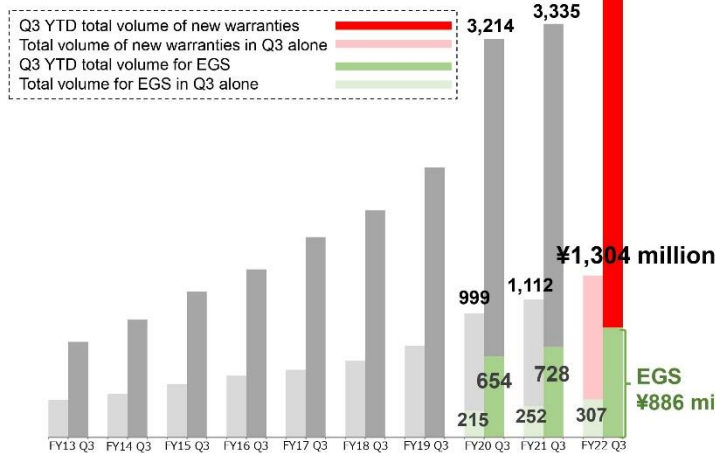


Automobile Warranty Segment: Total Volume of New Warranties

(Graph unit: millions of yen)



Total volume of new warranties



Notes: 1. "Total volume of new warranties" refers to the total amount of warranty contracts newly signed in the period.
 2. "Total volume of Premium" refers to the total volume of Premium warranties among total automobile warranty volume. "Total volume of EGS" refers to the total volume of EGS warranties among total automobile warranty volume.
 3. Calculation criteria for EGS warranty volume was revised in Q3 FY22. The new criteria is used to calculate the figures appearing here.

Automobile warranty total volume of new warranties

Up 14.4% YoY

Total volume of products developed in-house: +29.6% YoY

Factors driving change

- Focused on growing sales of products developed in-house leading to growth as planned
- Affiliated products saw weaker growth amid the market downturn
Rising trend in some affiliated products from assignment of sales staff specializing in affiliated products

Strategy

- Promote use of maintenance network and used parts procurement in-house aimed at further cost reductions
- Strengthen new products for EVs and new partnerships (tie-up with JA Mitsui Leasing Auto, Ltd.)
For details, see TOPICS (P.17)
- Integrate EGS into Premium Warranty Services following the completion of back office and sales staff integration
For details, see TOPICS (P.17)

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Next, the volume of business related to automobile warranties were 114.4%. The growth rate is slightly lower than that of the loans, but this is very much affected by the number of units in the market itself, as we have a market share of nearly 70% for warranties. However, if the market is growing at about 95%, 114% is not a bad figure.

In addition, total volume of products developed is growing by 130%.

In addition, the cost of goods sold has been greatly reduced, which is the same as with profits. The number of repairs incurred has not changed significantly, but we have established a maintenance network, so we have been able to promote stocking for that network in order to procure and utilize used parts within our group, which has resulted in a steady reduction in costs.

We have also launched a new product, an automobile warranty for EVs. The number of EVs will likely increase dramatically in the future. We have established a system that allows us to provide a solid warranty for EV automobiles as they do become more prominent, and we are also making more and more new business alliances.

In addition, we have been operating under two brands of EGS, but in the future we will have a company called Premium Warranty Services, which creates a separate category for warranties, and we will integrate these together. The back office has already been integrated, but we will also unify the sales structure and work to expand further.

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Performance in the Auto Mobility Segment

(Graph unit: millions of yen)



Operating income

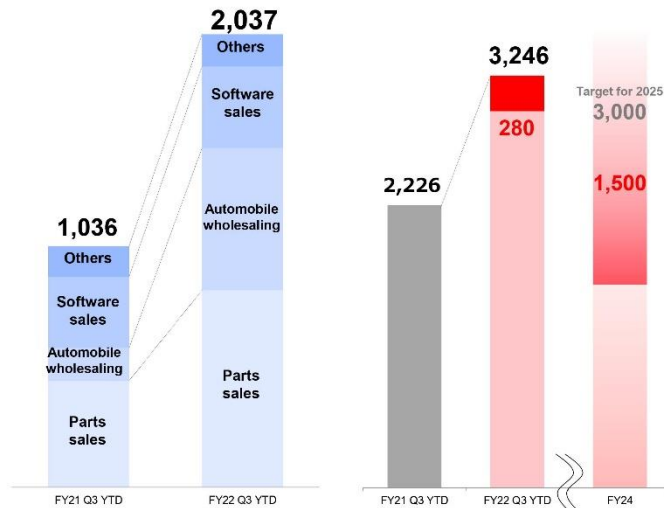
Others: Directly managed maintenance facilities and membership organizations, etc.

Number of maintenance network companies

Q3 YTD number of network stores
Q3 YTD Number of paid memberships (FIXMAN Club)

Operating income:
+96.7% YoY

Number of maintenance network companies:
+45.8% YoY



Factors driving change

- The volume of each service increased following expansion of paid membership organizations
- Accelerating speed of membership growth after adding membership types to FIXMAN CLUB exclusive to new products

Strategy

- Work to increase paid memberships by expanding contents for members
Develop customer traffic support service through the website for consumers
- Make SOFTPLANNER, which sells software to maintenance facilities, a wholly owned subsidiary to generate greater operational streamlining synergies within the Group

For details, see TOPICS (P.17)

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Next is the auto mobility service business.

First of all, as you can see from the operating revenue, parts sales have continued to grow significantly. Automobile sales themselves are just starting to be made as a full-fledged operation this fiscal year, and they are growing very markedly. We are still in the development and testing stages, but we believe that we will have a very large portfolio in the future.

In addition to our network of so-called used-car dealers, we are also creating a network of maintenance shops and garages. On this front, we have already been able to build a network of over 3,000 companies nationwide., for a current total of 3,246 companies. From here on out, we will continue to offer paid services, and also expand our paid membership organization. Of those 3,000 companies, we want to make half of them, or 1,500 companies, into paid garages or maintenance shops, and we currently have 280 companies, which is a good pace for things to be growing at.

We intend to keep working to take these even further, and we also intend to make this software sales company, SOFTPLANNER, a wholly owned subsidiary in June to bring this part even higher.

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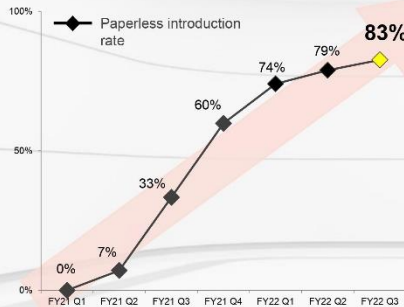
Progress of DX Strategy



- ✓ Transaction value of finance, automobile warranty and auto mobility services achieved through DX was set as KGI
- ✓ The **introduction rate** of paperless contracts, which were launched in FY21, **grew**

Finance Segment: Total Volume of Paperless Applications

The introduction rate of paperless contracts, which were launched in FY21, grew to 83%
Achieved efficient sales activities

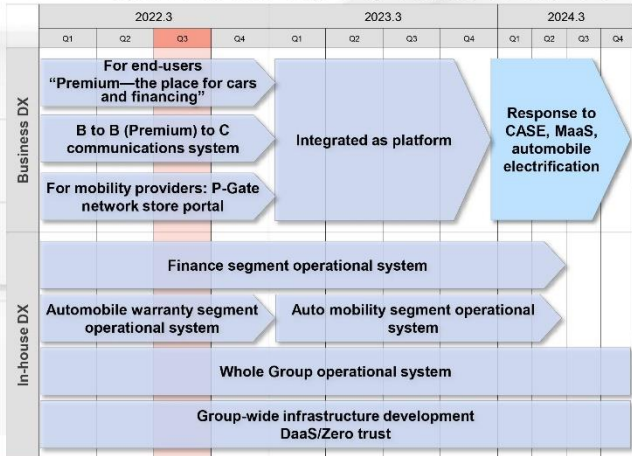


Managing total volume of each business online as KPI of DX Strategy *System currently under development

Finance segment	Automobile warranty segment	Auto mobility segment
Total volume of new auto credit	Total volume of new warranties*	Total volume of each transaction through platforms*
Total volume of auto leases*		

Timeline of DX Strategy

FY22/FY23 positioned as development phase; each development



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Finally, here are the other topics.

First is the DX strategy.

First of all, I would like to set the number of total volumes of new loans achieved thanks to DX in the finance, automobile warranty, and auto mobility service businesses as a KGI and monitor its progress.

Last fiscal year, we went paperless for credit contracts, and the adoption rate for this was 83%, which we hope to eventually bring to 100%. This is another spot that has seen a large amount of growth.

This will provide us with a variety of positive benefits. Since we will no longer receive faxes during the screening process, we can eliminate the need for paper output, eliminate the need for printed contracts, and reduce the cost of mailing contracts. Since we won't use paper at all, we believe that we will have a positive impact on the environment, albeit a small one. In the future, we will continue to set these KGIs and make them public.

Also, the DX strategy is in motion in big ways and in various project formats. There are still a lot of things to be done, but we have a timeline that we want to follow in line with the mid-term plan, and we intend to proceed in accordance with this timeline.

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December 2021			
<p>Introduction of RPA for Automation of Routine Tasks</p> <p>DX</p> <p>We introduced robotic process automation (RPA) for automating routine tasks in customer management departments, reducing work hours by around 120 days/year. This initiative not only increased productivity but also facilitated work style reforms.</p>	<p>First in Industry to Launch of Automobile Warranty Plan for EVs</p> <p>We established a dedicated automobile warranty service plan for EVs ahead of their full-fledged spread in the marketplace. Through this plan, we will support automobile dealers in attracting customers and provide a car life with peace of mind to customers. Going forward, we will contribute to the realization of a decarbonized society by supporting and energizing the EV market in Japan.</p>	<p>Corporate Governance Code Revisions</p> <p>Going forward, we will continue to build a transparent and fair management system, including promoting sustainability and building positive relationships with stakeholders, while maintaining a high level of governance.</p>	<p>Launch of Car Premium Magazine</p> <p>DX</p> <p>Through Car Premium Magazine, we will provide sufficient information that delivers peace of mind, supporting a vibrant car life.</p>
December 2021	January 2022	February 2022	
<p>Tie-up with JA Mitsui Leasing Auto Launch of New Automobile Warranty Services</p> <p>We have teamed up with JA Mitsui Leasing Auto to offer an automobile warranty services that can be purchased not only at the time of vehicle purchase, but also at vehicle inspections and maintenance or when leasing a vehicle. Through these services, automobile dealers will be able to increase customer traffic and build stronger relationships with existing customers. Also, customers will be able to lead a car life with greater peace of mind knowing they are always protected and can get their vehicle repaired if need be.</p>	<p>Our Transition to the Prime Market Decided</p> <p>The Tokyo Stock Exchange (TSE) announced our transition to the Prime Market will take place on April 4, 2022 (as part of its transition to new market segments). Through our inclusion, we will aim for the Group's sustainable growth and enhanced corporate value going forward.</p>	<p>Organizational Restructuring for More Efficient Management Structure</p> <p>Integration of EGS and Acquisition of SOFTPLANNER</p> <p>Since progress has been made with integration of back office and sales structures between SOFTPLANNER and EGS, which joined the Group after M&A, the Board of Directors has resolved the integration of EGS with Premium Warranty Services and making SOFTPLANNER a wholly owned subsidiary. Going forward, we will strive to further streamline management and maximize synergistic effects.</p>	<p>Earlier Announcement of Financial Results</p> <p>In order to deliver financial results information to investors quicker, we moved up our disclosure timeline, with the Q3 financial results announcement held four business days ahead of Q3 FY21. This places us in the top one-third of companies listed on the First Section of the Tokyo Stock Exchange. Going forward, we continue working on the proactive disclosure of information.</p>

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In December last year, we introduced RPA to reduce person-hours by about 120 days per year in financing and credit operations, and we also started offering a plan exclusively for EV car warranties. These are very promising for the future, and as we get more and more, I believe our market share will expand.

In addition, we will make firm revisions to the Governance Code, and to develop a management system that is more transparent and fairer.

As part of our DX efforts, we have also launched Car Premium Magazine, which we hope to continue in future mid-term management plans.

In January, the decision was made to move to the Prime Market, which was announced by the TSE, and in order to achieve the more efficient management structure I mentioned earlier, we started moving to integrate EGS and Premium into one company, and to make SOFTPLANNER, a software sales company, a wholly owned subsidiary.

In addition, as is the case today, we have been aiming for earlier disclosure of financial results, and we were able to bring it forward by four business days from the previous year, putting us in the top 30% in terms of early disclosure in the First Section of the Tokyo Stock Exchange. We will continue our efforts to proactively disclose information in the future.

This concludes my briefing of the third quarter financial results.

If there is anything missing from today's presentation, or if you require more detailed explanation, we are happy to arrange individual meetings for institutional investors and analysts, so please contact us through our investor relations contact page.

Although the Omicron variant has not yet peaked out, we are working towards the realization of the mid-term business plan for 2023. We believe that the current situation in the supply chain will continue, but we are making steady progress. As an auto mobility company, we are aiming for further expansion, and we hope that you will continue to have high expectations for us.

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Thank you very much for your time and attention today.

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