

# Financial Results Presentation

for FY Ended March 31, 2023

May 2, 2023

**TSE Prime Section: 7199** 

Premium Group Co., Ltd.



- 1. Summary of Financial Results for FY Ended March 31, 2023
- 2. Finance Segment
- 3. Automobile Warranty Segment
- 4. Auto Mobility Segment
- 5. Car Premium Segment
- 6. Earnings and Dividend Forecast for FY Ending March 31, 2024
- 7. New Medium-Term Management Plan, ONE&ONLY 2026
- 8. Appendix

# **Key Messages**



#### **Market Environment**

- Used car prices appear to be normalizing and market conditions gradually recovered up to Q4
- Interest rates are rising, but over the short-term there should not be any sudden spikes

#### **Our KPIs and Performance**

- Credit finance and automobile warranty both recorded double-digit operating top line growth
- Operating income/profit were steady, while profit before tax was up 33%

#### Review of Medium-Term Management Plan (MTP), VALUE UP 2023

- Focused on building Car Premium Club (membership organization), increasing membership to around 3,000 companies
- Launched the Car Premium website for customers, building the foundations for achieving the platform concept
- Announced a new MTP as FY2023 was the final year of the current MTP

#### **New Medium-Term Management Plan, ONE&ONLY 2026**

- Forecast calls for operating income of ¥44.0 billion and profit before tax of ¥10.2 billion in FY2026, the final fiscal year of the plan
- Establishment of Car Premium business model engaging in all types of mobility services
- Sustainable growth of existing businesses, growth of each mobility business, and operational efficiency through DX

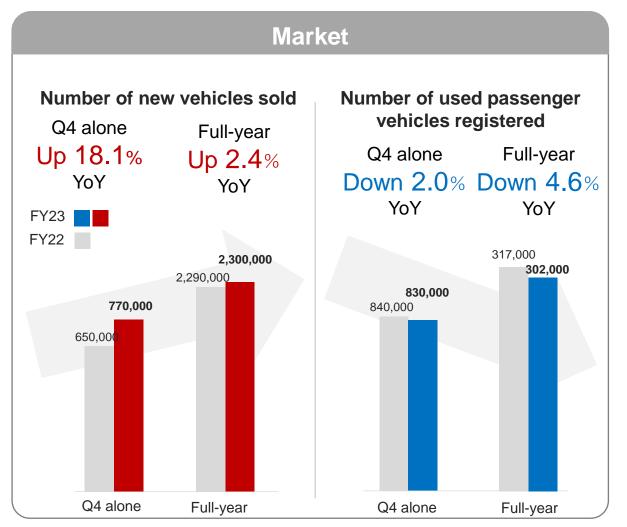


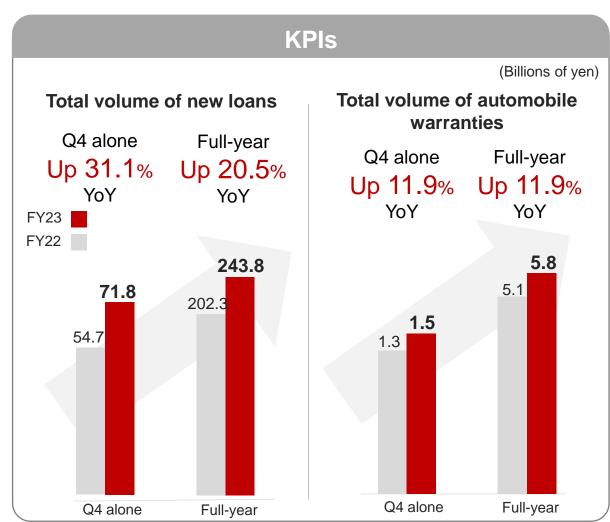
1. Summary of Financial Results for FY Ended March 31, 2023

# Highlights from FY Ended March 31, 2023 (1)



- New vehicle production generally recovered. The used car market also gradually recovered up to Q4.
- New loans and automobile warranty both recorded double-digit growth in total volume, a core KPI

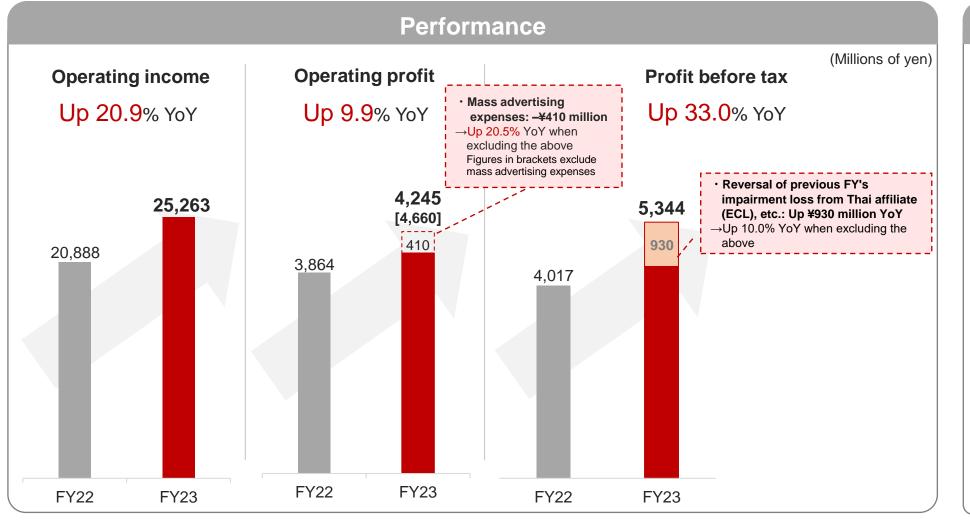




# Highlights from FY Ended March 31, 2023 (2)



- Each segment grew steadily, resulting in the sixth straight year of higher profits and sales since our IPO. Profit before tax was up 33% YoY.
- Future expected earnings (deferred profit) also grew steadily. Stable earnings in the next FY and beyond to be stocked on BS (¥43.9 billion)



**Future expected earnings** (deferred profit) Whole Group ¥43,900 million Up 21.5% YoY **Finance** ¥36,800 million Up 22.5% YoY **Automobile warranty** ¥6,600 million Up 16.2% YoY Other ¥400 million Up 25.3% YoY

# Highlights from FY Ended March 31, 2023 (3)



#### ■ Implemented various stakeholder measures for medium- to long-term growth

#### **Main Topics**

**Car Premium** 

#### Aired TV commercial



Began airing TV commercials to increase Car Premium's brand visibility. Contributed to growth of Car Premium Club (membership organization).

For details, see p. 32

**Car Premium** 

# Final fiscal year of the MTP



Profit before tax reached ¥5.3 billion, surpassing the target of ¥4.9 billion.

Largely achieved profit targets despite unexpected downturn in the used car market caused by the COVID-19 pandemic and semiconductor shortages.

**ESG** 

# Participated in environmental cleanup activities













Participated in environmental cleanup activities on Ishigaki Island to raise awareness about environmental pollution and contribute to realizing a sustainable society.

**Human Capital** 

# Increased initial salary for new graduate hires



Raised the initial monthly salary of new graduate hires by up to ¥33,000 (up 17.4%) to increase employee well-being, secure talent, and increase the retention rate.

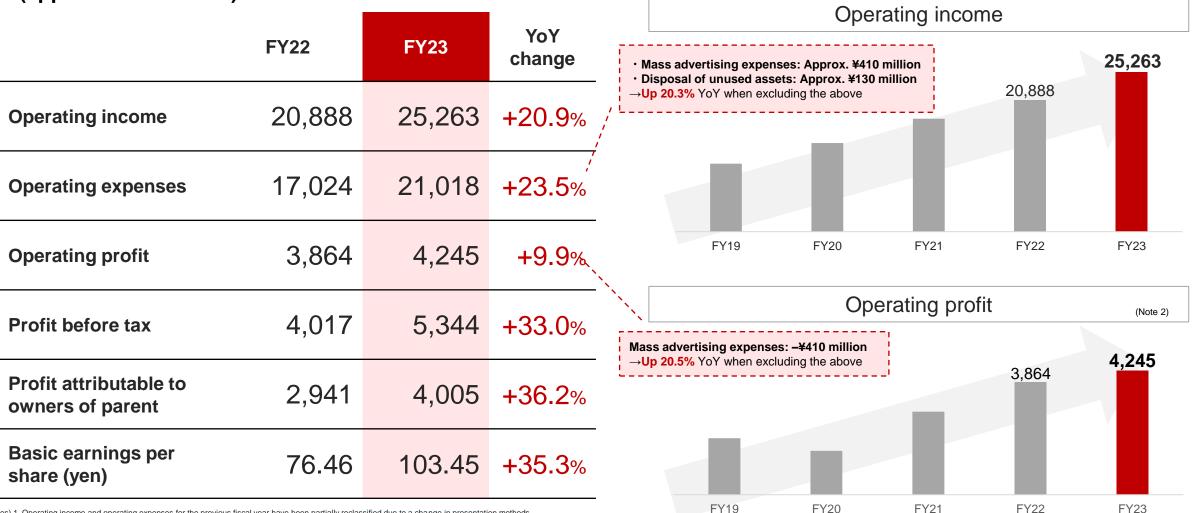
### **Consolidated Performance**



■ Operating income of ¥25,263 million, up 20.9% YoY

Maintained growth as operating profit rose 9.9% YoY while making upfront investments including mass advertising

(approx. ¥400 million)



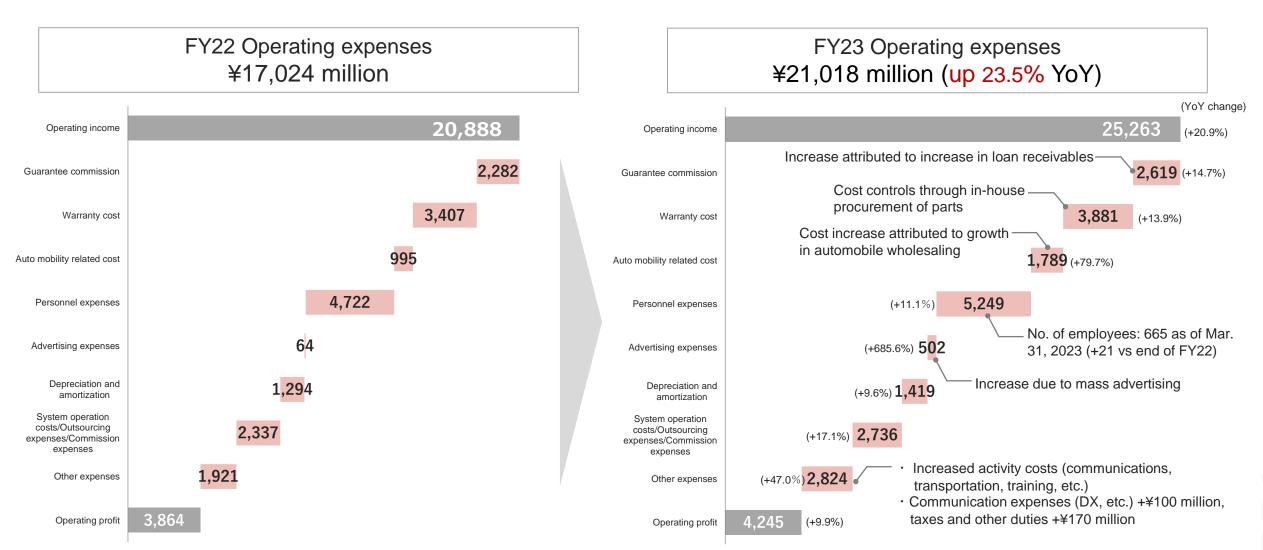
<sup>(</sup>Notes) 1. Operating income and operating expenses for the previous fiscal year have been partially reclassified due to a change in presentation methods.

<sup>2.</sup> Gain on valuation of insurance assets (FY2020) and gain on bargain purchase (FY2021) due to a change in accounting estimates are not included in operating profit as they are non-recurring items 3. The Company conducted a 3-for-1 stock split of common shares effective September 1, 2022, and basic earnings per share for FY2022 is calculated assuming that the stock split had taken place.

# **Operating Expenses (Breakdown)**



#### ■ Made upfront investments in mass advertising, etc., aimed at medium- to long-term growth



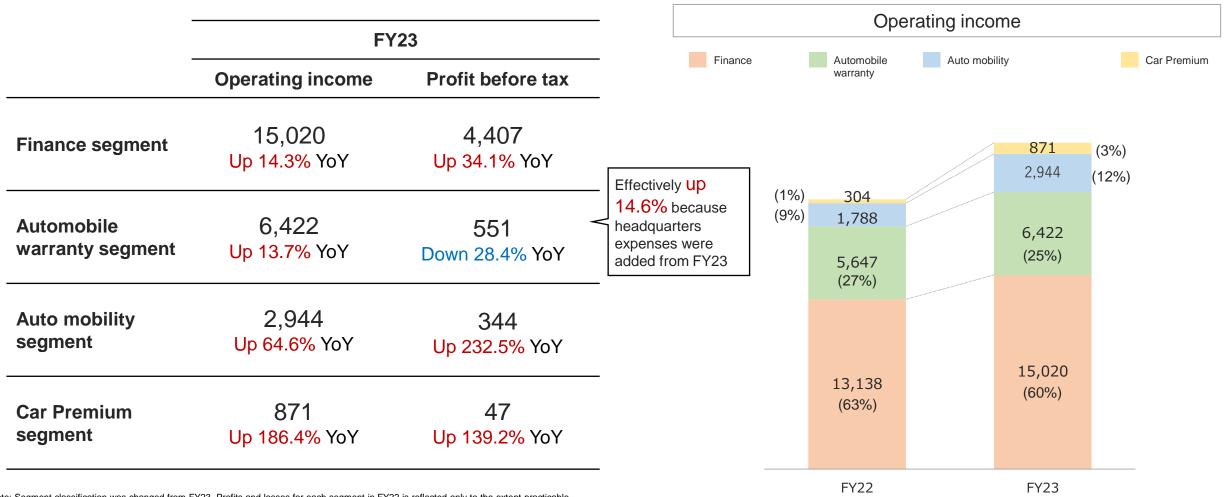
<sup>(</sup>Notes) 1. Operating income and operating expenses for the previous fiscal year have been partially reclassified due to a change in presentation methods.

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

# **Performance by Segment**



- Each segment growing steadily and setting record highs for operating income
- Auto mobility and Car Premium segments providing greater share of operating income



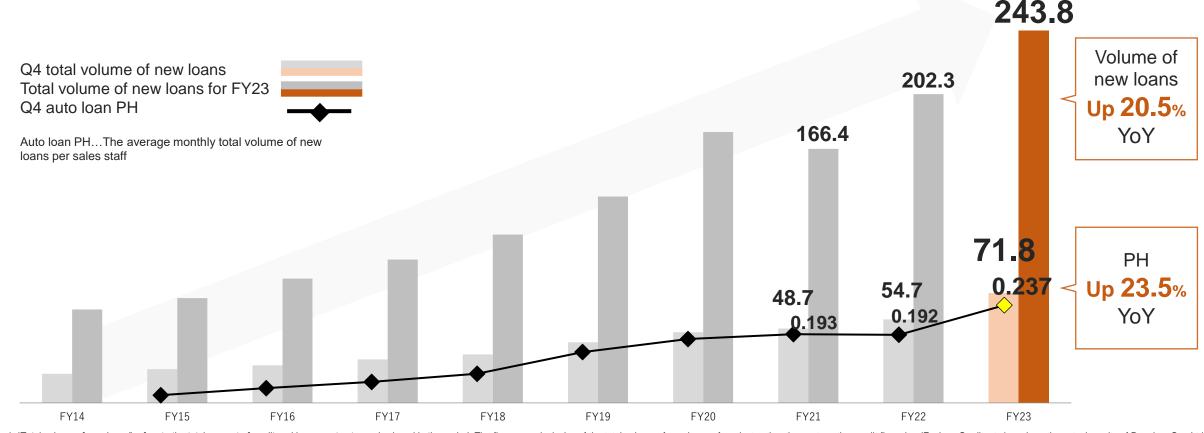


# 2. Finance Segment

### **Total Volume of New Loans**



- Despite a sluggish market, volume of new loans grew, up 20.5% YoY
- Auto loan PH broke through the ¥200 million mark. Continued to promote sales efficiency.
- Retained dealers through conversion to paid memberships (Car Premium Dealer) and continued with efforts to maintain our competitive advantage and expand new loan volumes



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.

3. In the FY ended March 31, 2021, the volume of new loans temporarily decreased due to voluntary restraint of sales operations amid the COVID-19 pandemic.

#### **Loan Receivables**



**Broke through** 

¥500 billion mark

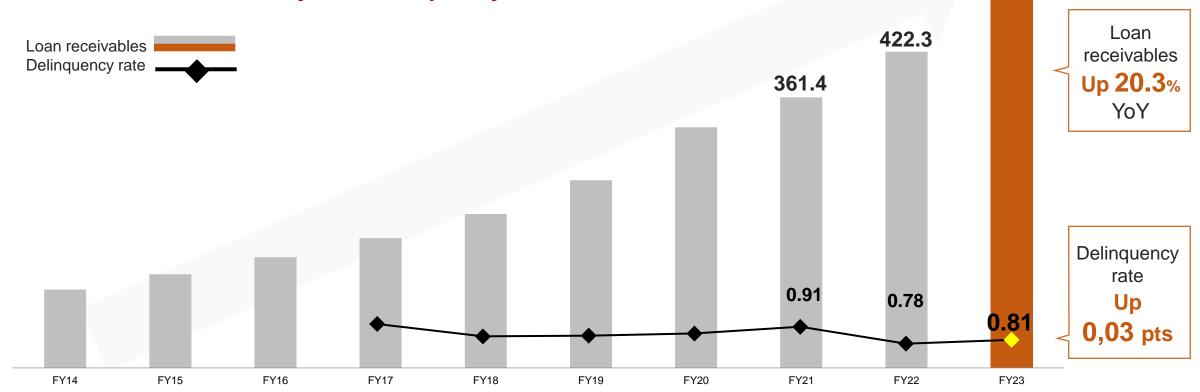
507.8

■ Loan receivables broke through the ¥500 billion mark and grew, up 20.3% YoY

 Continued elimination of initial arrears reduction by achieving efficient calling through DX measures

■ Strengthened collection activities for medium- to long-term delinquencies jointly with servicer subsidiary

■ Maintained a consistently low delinquency rate thanks to the above initiatives



(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.

<sup>2. &</sup>quot;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.

### Other Indicators



- Gave priority to converting existing network stores to paid memberships, while also continuing to grow new network stores
- As in FY2023, no plan to significantly increase sales staff in FY2024
  Aiming to increase the volume of new loans by establishing mechanisms and making sales activities more efficient

Number of network stores

**Up 6.3%** YoY

26,958

Of which, Car Premium dealers/share 2,581/9.6%

- Continuing to develop new network stores
- Striving to expand share and promote utilization by encouraging conversion to paid memberships

Number of sales staff

Up 5 YoY

100

 Growing volume of new loans by converting to paid memberships and establishing mechanisms in the platform concept **Paperless introduction rate** 

Up 9.4 pts YoY

96.4%

 Achieving more efficient sales activities through ongoing efforts to promote going paperless Al credit screening introduction rate

Up 21.2 pts YoY

39.1%

- Expanding conditions for automated loan screenings and contributing to higher introduction rate
- Increasing screening accuracy and increasing cases where AI credit screening is applicable

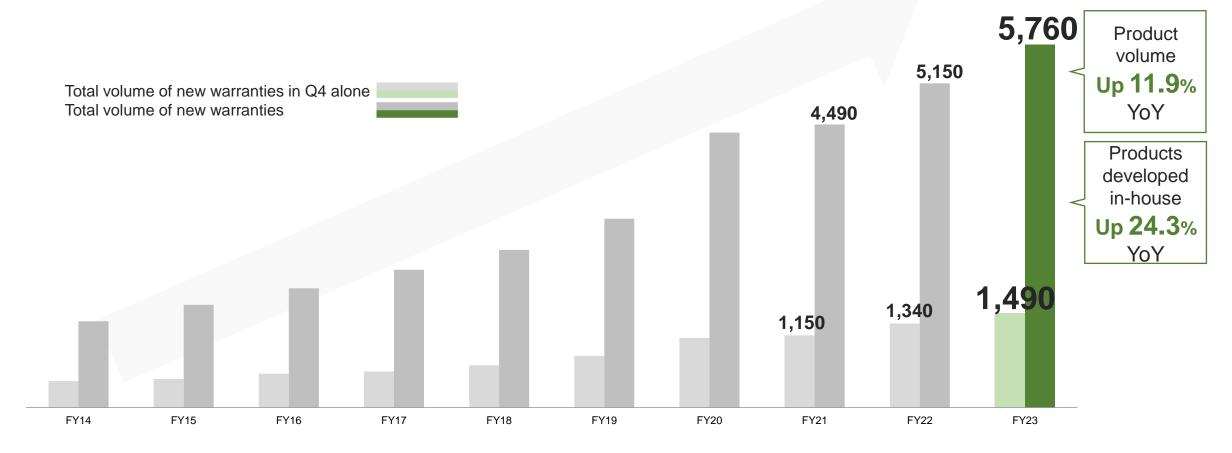


# 3. Automobile Warranty Segment

### **Total Volume of New Warranties**



- Despite a sluggish market, the total volume of new warranties was up 11.9% YoY
- Volume of products developed in-house continued to grow, up 24.3% YoY
- Began encouraging conversion to Car Premium Club, aiming to increase volume of warranty services

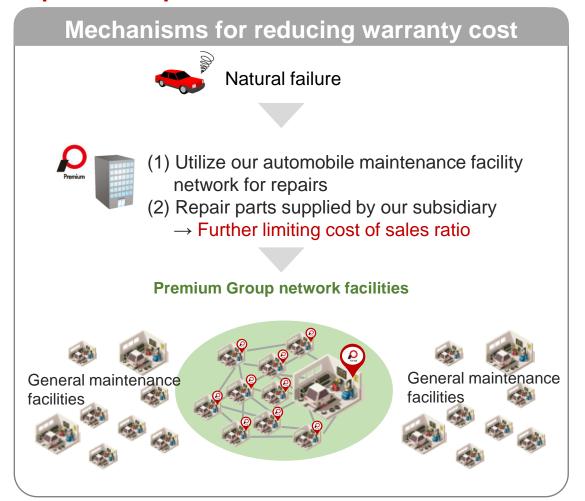


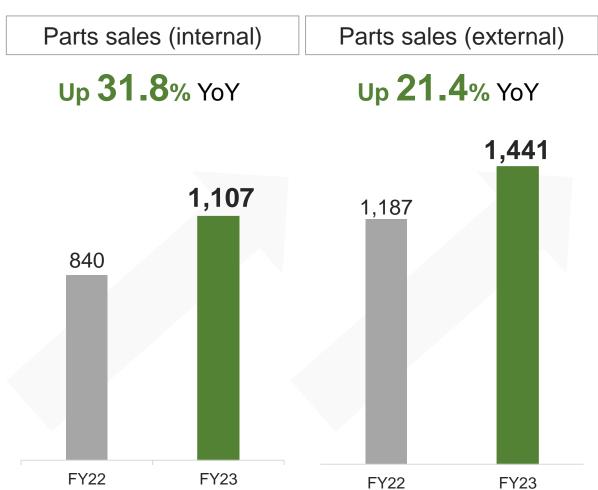
Notes: 1. "Total volume of new warranties" refers to the total amount of warranty contracts newly signed in the period

# **Cost Reduction Measures/Parts Sales**



- Expanded lineup of parts handled and increased parts provided for warranty repair (internal parts sales) and encouraged use of our automobile maintenance facility network, reducing cost of sales ratio
- Continued growth in parts sales outside of inter-Group transactions (outside parts sales) by expanding parts lineup







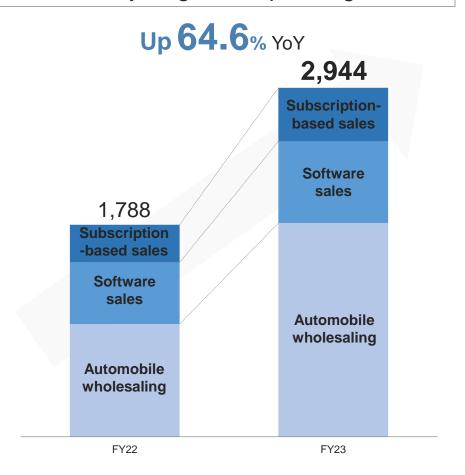
# 4. Auto Mobility Segment

### **Performance**



- Focused on developing services for paid members and creating new businesses
- Software sales to Premium network stores and vehicle wholesaling contributing to increased sales
- Expanded Car Premium website services to drive more traffic to paid members

Auto Mobility Segment Operating Income





Up **43.0**%

Increased operating income from original lease products by boosting Car Premium Club memberships

#### Software sales

Up **31.8**%

Increased operating income by bolstering sales to Premium network stores

#### **Automobile wholesaling**

Up **89.9**%

Car Premium internal distribution volume grew and operating income expanded



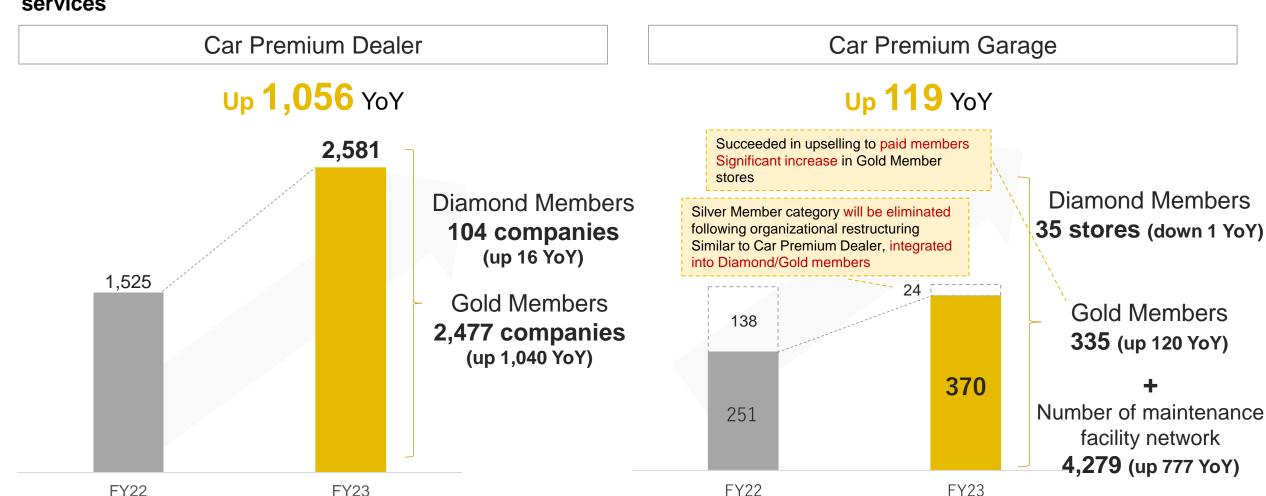
# 5. Car Premium Segment

# Car Premium Segment

# **Car Premium Club Memberships**



- Steady progress in building Car Premium Club, a paid membership organization for car dealers and maintenance facilities
- Car Premium Dealer: 2,500 companies
- Aim to upsell to paid memberships, increase membership growth and boost membership fee revenue by reinforcing services





6. Earnings and Dividend Forecast for FY Ending March 31, 2024

# Earnings and Dividend Forecast for FY Ending March 31, 2024 (Millions of year)



- Forecast calls for operating income of ¥30,500 million, profit before tax of ¥6,000 million, and for increased sales and profits for seventh straight year
- Forecast is annual dividend increase of ¥5 per share

		For	ecast for FY	24	Operati	ng income	Profit before tax
	FY23		YoY net change	YoY change	un <b>20</b>	. <b>7</b> % YoY	Up <b>12.3</b> % YoY
Operating income	25,263	30,500	+5,237	+20.7%	op <b>20</b>	30,500	Reversal of previous FY's impairment loss from Thai affiliate (ECL), etc.: Approx. ¥930 million →Up 35.8% YoY when excluding the above
Profit before tax	5,344	6,000	+656	+12.3% - Up 35.8% YoY wher excluding reversal or			6,000
Profit attributable to owners of parent	4,005	4,200		+4.9% - This is because tax exfor FY2023 declined di	enses		930
Basic earnings per share (yen)	103.45	107.37	· · · · · · · · · · · · · · · · · · ·	reversal of impairment			
Annual dividend (yen)	21	26	+5	+23.8%			
otes) 1. The above consolidated performance forec the publication date of this document. Actua			Company and on certain assi	umptions judged to be reasonable	as of FY23	FY24 Forecast	FY23 FY24 Forect

the publication date of this document. Actual figures may differ from the forecast due to various factors.

2. Tax expenses for FY2023 were calculated with the effective tax rate of 25%, which was affected by one-off profit due to the reversal of previous FY's impairment loss on our Thai



# 7. New Medium-Term Management Plan, ONE&ONLY 2026

### Medium-Term Management Plan, ONE&ONLY 2026: Summary

#### **Medium-Term Vision**

### Establishing the Car Premium business model,

seeking to become the ONE & ONLY auto mobility company

#### **Numerical Targets**

**Operating income** 

¥44.0 billion

vs. FY23: +74.6%

**Profit before tax** 

¥10.2 billion

vs. FY23: +91.0%

Profit attributable to owners of parent

¥7.0 billion

vs. FY23: +75.0%

ROE

30-39%

**FY23 results: 34.7%** 

Market cap

¥140–175 billion

vs. FY23: 204-255%

#### Key Issues



Car Premium

- Expanding the Car Premium Club
- Establishing the Car Premium brand
- · Strengthening ability to attract in-person/online customers



**Finance** 

- Expanding Car Premium Dealers
- Increasing transaction volume per network store



Automobile warranty

- Expanding third-party warranties market Expanding sales focused on products developed in-house
- Reducing repair costs

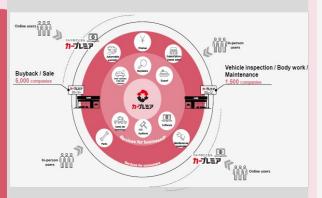


Auto mobility services

- · Enhancing auto mobility services
- Expanding scale of each auto mobility
- Developing differentiated products

- Expanding volume
- Strengthening DX talent
- Ongoing investment in DX
- Using DX promotion to streamline operations and save labor

#### **Establishing the Car** Premium business model





# **Segments in FY2024**



Segments will be reorganized to establish the Car Premium business model

Auto mobility and Car Premium segments will be merged to create further Group synergies





(Notes) 1. "\*" indicates an affiliate.



# **Company Profile**



Name	Premium Group Co., Ltd.
Securities Code / Exchange	7199 / Prime Market of Tokyo Stock Exchange
Established	May 25, 2015  Note: 2007 Established Premium Co., Ltd. (Former name: G-ONE Credit Services Co., Ltd.)
Head Office	The Okura Prestige Tower, 2-10-4 Toranomon, Minato-ku, Tokyo
President and Representative Director	Yohichi Shibata
Number of Issued Shares	40,327,770 (As of March 31, 2023)
Capital	¥1,674 million (non-consolidated: as of March 31, 2023)
Number of Employees	665 (consolidated; as of March 31, 2023)  Note: Number of persons employed by the Group excluding temporary workers
Main Shareholders	<ul> <li>Nomura Securities Co., Ltd. (Nomura Asset Management Co., Ltd. and Nomura International PLC): 7.67%</li> <li>Coupland Cardiff Asset Management: 5.97%</li> <li>Sumitomo Mitsui Trust Asset Management Co., Ltd. and Nikko Asset management Co., Ltd.: 4.13%</li> <li>(As of February 8, 2023; referencing the report on changes in large volume holdings, etc.)</li> </ul>
Description of Business	<ul> <li>Finance</li> <li>Automobile warranty</li> <li>Auto mobility</li> <li>Car Premium (Building a membership organization of auto dealers and garages)</li> <li>Finance, automobile warranty, auto mobility overseas (Thailand, Indonesia, the Philippines)</li> </ul>

# **Company Profile**



Premium Group is an auto mobility company offering customers a vibrant car life alongside our network of car dealers and garages.

#### **Main Business**

#### **Finance**

#### >Main business

- · Auto credit
- Ecology credit
- · Shopping credit
- · Collection Agency

#### **►** Main business connection

· Used car dealer

#### **Auto Mobility**

#### >Main business

- · Sales of software
- · Wholesale of automobiles
- · Auto lease

#### **►** Main business connection

Garage

# Automobile Warranty

#### Main business

- · Automobile warranty
- Overseas expansion of automobile warranty (Thailand, Indonesia, Philippines)
- Sales of used parts to domestic and overseas

#### Main business connection

· Used car dealer, garage

#### Car Premium

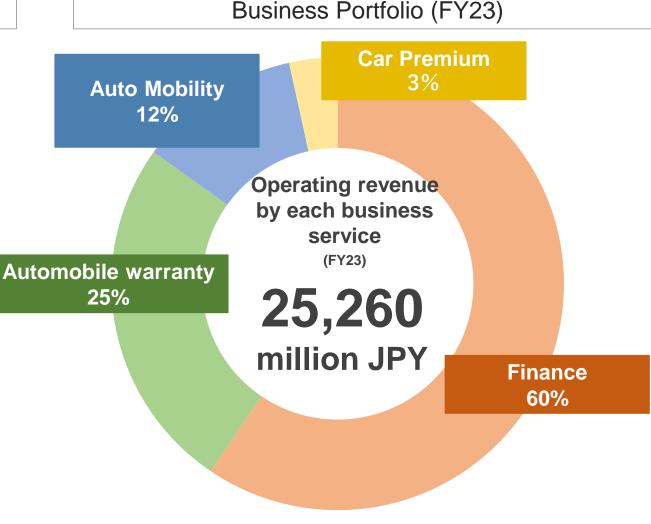
#### >Main business

- Building a membership organization
- · Operating in-house garages

#### > Main business connection

· Used car dealer, garage

Launched on April 1, 2022

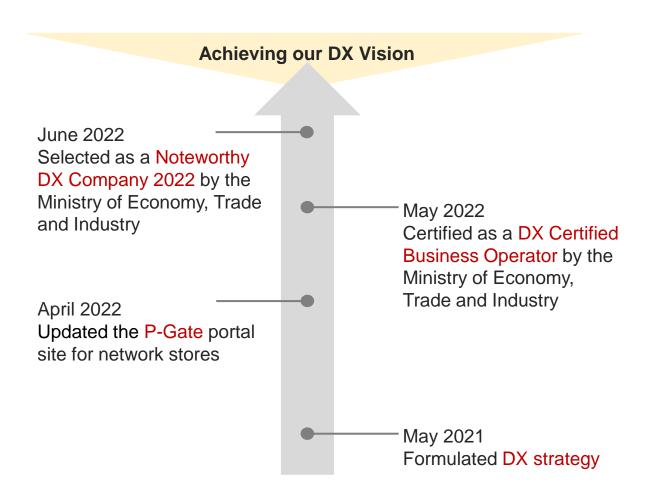


# **Our DX Strategy**



In approximately one year from formulating our DX strategy, we built our DX initiative platform and became a Noteworthy DX Company 2022 and a DX Certified Business Operator

Seeking to realize our concept as a platform provider of connecting end-users and mobility providers



#### **DX** for end-users



Website for individual customers launches on July 22, 2022

- This site offers:
- Options to get the best out of our customers' cars using our wide range of services
- Extensive after-sales support

#### DX for auto mobility providers



Login rates\* for mobility provider portal sites:

As of March 31, 2023

- · All network stores: 94.6%
- · Car Premium Dealer: 88.4%
- → Functions as a tool for communication with dealers

\* Effective October 2022, we made partial changes to the way the login rate is calculated.

# (FY2023 Q3) Our Actions to Address Changes in the External Environment



- **Exchange rates:** Very small number of transactions in foreign currency
  - Little to no impact on earnings

Agilely responding to rising interest rates and inflation

#### (1) FX fluctuations



Small number of transactions denominated in foreign currency

→Little to no impact

#### (2) Inflation



Agilely modify commissions and product pricing

→Little to no impact

#### (3) Rising interest rates

Interest rates for funding auto loans

>Loans under contract



Fixed rates for both funding and loans

→No impact

>New loans to be contracted



Agilely pass on higher interest rates

→Little to no impact

#### **Financial strategy**



- Increase share of fixed rate funding
- Promote diversification of funding methods (Accounts receivable securitization, corporate bonds, commercial paper, etc.)



Achieve funding at even lower interest rate and with more stability

### (FY2023 Q3) Measures to Increase Car Premium Brand Visibility



- Appointed celebrities to increase exposure and expand the visibility of the Car Premium brand
  - → Increase online traffic and grow paid membership organizations by fostering the Car Premium brand

#### **Celebrity appointment**



# Appointed **GENERATIONS from EXILE TRIBE**

The group's adventurous and ambitious spirit matches our ideal corporate image

Increasing visibility using both online and real advertising

Created TV commercial, online commercial, and posters for public transportation
Utilizing collaborative merchandise



	FY22	Q1_FY23	Q2_FY23	Q3_FY23	FY23	T	
	(As of March 31,	(As of June 30,	(As of September 30,	(As of December 31,	(As of March 31,	YoY	QoQ
	2022)	2022)	2022)	2022)	2023)		
Assets							
Cash and cash equivalents	11,433	10,040	11,796	10,437	14,857	+30.0%	+42.3%
Financing receivables	35,733	37,314	39,301	41,190	45,003	+25.9%	+9.3%
Other financial assets	5,786	6,114	6,306	6,586	6,758	+16.8%	+2.6%
Property, plant and equipment	3,648	3,415	3,439	3,282	3,074	△15.7%	△6.3%
Intangible assets	6,279	6,678	7,108	7,586	7,930	+26.3%	+4.5%
Goodwill	3,958	3,958	3,958	3,958	3,958	+0.0%	+0.0%
Investments accounted for using equity method	1,600	1,647	2,497	2,546	2,624	+64.0%	+3.0%
Deferred tax assets	3	3	4	3	5	+44.4%	+77.0%
Insurance assets	3,284	3,814	3,776	4,432	4,465	+35.9%	+0.7%
Other assets	10,075	9,631	9,293	9,485	13,317	+32.2%	+40.4%
Total assets	81,800	82,616	87,477	89,505	101,992	+24.7%	+14.0%
Liabilities							
Financial guarantee contracts	30,065	31,718	33,342	34,675	36,818	+22.5%	+6.2%
Borrowings	23,759	23,396	23,236	24,498	31,682	+33.3%	+29.3%
Other financial liabilities	7,248	6,841	7,352	6,359	7,879	+8.7%	+23.9%
Provisions	366	341	373	363	363	△0.7%	+0.1%
Income taxes payable	720	192	607	293	603	△16.2%	+106.2%
Deferred tax liabilities	1,238	1,371	1,453	1,484	1,305	+5.4%	△12.1%
Other liabilities	8,590	8,343	8,860	9,053	9,935	+15.7%	+9.7%
Total liabilities	71,987	72,203	75,223	76,724	88,585	+23.1%	+15.5%
Equity							
Equity attributable to owners of parent							
Share capital	1,700	1,700	1,700	1,700	1,700	+0.0%	+0.0%
Capital surplus	1,295	1,347	1,359	1,371	1,415	+9.3%	+3.2%
Retained earnings	7,722	8,228	10,029	10,498	11,006	+42.5%	+4.8%
Treasury shares	△ 1,201	△ 1,150	△ 1,129	△ 1,100	△ 1,088	△9.4%	△1.1%
Other components of equity	194	259	268	281	343	+76.9%	+21.9%
Total equity attributable to owners of parent	9,710	10,385	12,228	12,751	13,376	+37.7%	+4.9%
Non-controlling interests	103	28	27	30	31	△69.8%	+2.6%
Total equity	9,814	10,413	12,254	12,781	13,407	+36.6%	+4.9%
Total liabilities and equity	81,800	82,616	87,477	89,505	101,992	+24.7%	+14.0%

# P/L (Consolidated Cumulative Period)



(Consolidated cumulative period)	FY22	FY23	YoY
Operating income	20,888	25,263	+20.9%
Operating expenses	17,024	21,018	+23.5%
Operating profit	3,864	4,245	+9.9%
Share of profit of investments accounted for using equity method	213	1,075	+405.0%
Other finance income	3	59	+1951.0%
Other finance costs	63	35	△45.1%
Profit (loss) before tax	4,017	5,344	+33.0%
Income tax expense	1,053	1,330	+26.3%
Profit (loss)	2,964	4,014	+35.4%
Profit (loss) attributable to:			
Owners of parent	2,941	4,005	+36.2%
Non-controlling interests	23	9	△61.8%

# P/L (Consolidated Cumulative Period)



(Consolidated cumulative period)	FY22	FY23	YoY
Operating income			
Finance income	10,615	12,576	+18.5%
Impairment gain on financial assets	435	293	△32.7%
Warranty revenue	5,595	6,357	+13.6%
Other commission sales	2,099	2,277	+8.5%
Automobility-related sales	1,482	2,504	+69.0%
Revenue from the exercise of insurance policies	224	246	+9.7%
Other	438	1,010	+130.4%
Total	20,888	25,263	+20.9%
(Consolidated cumulative period)	FY22	FY23	YoY
Operating expenses			
Finance costs	149	191	+27.9%
Guarantee commission	2,282	2,619	+14.7%
Warranty cost	3,407	3,881	+13.9%
Automobility-related costs	995	1,789	+79.7%
Employee benefit expenses	4,591	4,942	+7.6%
System operation costs	801	825	+3.0%
Depreciation	1,294	1,419	+9.6%
Taxes and dues	686	861	+25.4%
Commission expenses	959	1,114	+16.2%
Rent expenses on land and buildings	47	64	+35.2%
Outsourcing expenses	577	797	+38.1%
Other operating expenses	1,233	2,516	+104.0%
Total	17,024	21,018	+23.5%

# P/L (Consolidated Accounting Period)



(Consolidated accounting period)	4Q_FY22 (January 1, 2022 - March 31, 2022)	1Q_FY23 (April 1, 2022 - June 30, 2022)	2Q_FY23 (July 1, 2022 - September 30, 2022)	3Q_FY23 (October 1, 2022 - December 31, 2022)	4Q_FY23 (January 1, 2023 - March 31, 2023)	YoY	QoQ
Operating income	5,527	5,719	6,168	6,499	6,878	+24.4%	+5.8%
Operating expenses	4,475	4,616	4,896	5,338	6,169	+37.9%	+15.6%
Operating profit	1,052	1,103	1,272	1,161	709	△32.6%	△38.9%
Share of profit of investments accounted for using equity method	104	63	936	25	52	△50.6%	+108.0%
Other finance income	△ 23	1	122	△ 21	△ 44	+91.2%	+115.1%
Other finance costs	36	9	26	△ 13	12	△66.1%	△194.5%
Profit (loss) before tax	1,097	1,157	2,304	1,178	704	△35.8%	△40.2%
Income tax expense	192	312	504	318	196	+1.6%	△38.5%
Profit (loss)	905	845	1,801	860	509	△43.8%	△40.9%
Profit (loss) attributable to:							
Owners of parent	894	841	1,801	856	508	△43.2%	△40.7%
Non-controlling interests	10	4	△ 0	4	1	△90.2%	△74.0%

# P/L (Consolidated Accounting Period)



(Consolidated accounting period)	4Q_FY22 (January 1, 2022 - March 31, 2022)	1Q_FY23 (April 1, 2022 - June 30, 2022)	2Q_FY23 (July 1, 2022 - September 30, 2022)	3Q_FY23 (October 1, 2022 - December 31, 2022)	4Q_FY23 (January 1, 2023 - March 31, 2023)	YoY	QoQ
Operating income						-	_
Finance income	2,777	2,962	3,080	3,231	3,302	+18.9%	+2.2%
Impairment gain on financial assets	56	55	117	112	8	△85.2%	△92.6%
Warranty revenue	1,418	1,532	1,594	1,615	1,617	+14.0%	+0.1%
Other commission sales	528	543	559	579	596	+12.9%	+2.9%
Automobility-related sales	474	443	531	656	874	+84.2%	+33.2%
Revenue from the exercise of insurance policies	115	-	121	-	125	+8.6%	-
Other	157	184	165	306	355	+126.2%	+16.3%
Total	5,527	5,719	6,168	6,499	6,878	+24.4%	+5.8%

(Consolidated accounting period)	4Q_FY22 (January 1, 2022 - March 31, 2022)	1Q_FY23 (April 1, 2022 - June 30, 2022)	2Q_FY23 (July 1, 2022 - September 30, 2022)	3Q_FY23 (October 1, 2022 - December 31, 2022)	4Q_FY23 (January 1, 2023 - March 31, 2023)	YoY	QoQ
Operating expenses							
Finance costs	39	47	46	48	50	+27.4%	+4.2%
Guarantee commission	595	617	643	667	692	+16.2%	+3.7%
Warranty cost	804	911	1,042	1,025	903	+12.3%	△12.0%
Automobility-related costs	325	305	343	473	668	+105.2%	+41.2%
Employee benefit expenses	1,226	1,120	1,225	1,274	1,323	+8.0%	+3.9%
System operation costs	192	199	195	201	231	+19.8%	+14.6%
Depreciation	349	350	340	361	368	+5.5%	+2.1%
Taxes and dues	171	218	189	198	255	+49.6%	+28.6%
Commission expenses	257	275	301	291	247	△3.7%	△15.2%
Rent expenses on land and buildings	12	14	14	16	20	+71.0%	+21.4%
Outsourcing expenses	156	170	177	182	268	+72.0%	+47.3%
Other operating expenses	349	390	381	601	1,144	+227.6%	+90.5%
Total	4,475	4,616	4,896	5,338	6,169	+37.9%	+15.6%



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