First Section of Tokyo Stock Exchange
First Section of Nagoya Stock Exchange
Ticker : 2453

Investor Presentation

FY2021/4Q Result

Notice: This document is a translation of the original Japanese document and is only for reference purposes. In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

November 11, 2021
Japan Best Rescue System Co., Ltd.

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Highlights

4Q Business result

We have replaced the past highest annual sales record and achieved our business forecast in ordinary profit

We acquired competitor through equity swap and posted JPY 2.44 billion in gain on disposal of treasury stock and JPY 0.99 billion in extraordinary loss. Revising the financial forecast, we also decide to keep our cash dividend payment increase for 7 consecutive term.

Mid-term Business plan

We have set the goal of JPY 2.5 billion ordinary profit by FY24

We have hammered out a blueprint for achieving 10 million contracts on a combined basis for all our services. We will aim at further developing our business to create the best framework and service with which customers shall be able to have a sense of reassurance and security.

Others

We will continue to pursuit the fair disclosure

We shall update presentation materials promptly to obtain a better understanding of our business from a broader range of investors. We shall enhance the presentation material in both content and context by presenting FAQ and adopting the usage of UD fonts

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4Q Business result

(Full fiscal year ending September 2021)

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Summary

✓ Posted historical record high of annual sales. We expect more than 10% annual sales growth onward

After the disclosure of acquiring our competitor, the appraised value of goodwill was boosted with the consecutive rise of share price offset by extraordinary loss

(Unit:JPY million)	4th Quarter				Full year			
	FY21	FY20	YoY		FY21	FY20	YoY	
	Result	Result	Change	Change %	Result	Result	Change	Change %
Net sales	**3,238**	3,033	+204	+6.8%	**13,460**	12,057	+1,403	+11.6%
Cost of sales	**1,816**	1,653	+162	+9.8%	**7,703**	6,429	+1,273	+19.8%
Gross profit	**1,422**	1,380	+42	+3.1%	**5,757**	5,627	+129	+2.3%
SG & A	**1,138**	1,061	+77	+7.3%	**4,349**	4,259	+89	+2.1%
Operating profit	**283**	318	- 35	- 11.1%	**1,408**	1,367	+40	+3.0%
OPM	**8.8%**	10.5%	- 1.8%	-	**10.5%**	11.3%	- 0.9%	-
Ordinary profit	**433**	695	- 262	- 37.7%	**1,740**	1,798	- 58	- 3.2%
Profit attributable to owners of parent	**-820**	487	- 1,307	-	**56**	997	- 940	- 94.3%

Detail

Net sales:	Posted historical record high for 4Q. Annual sales has increased by 2 digits of more than 11%
Gross profit:	Cost of sales has increased due to soaring procurement price in PPS business during 2Q & rebound from saving on costs of dispatching staffs because of social distancing in the previous year
Operating profit:	It has declined in 4Q as the external consulting fee relating to the acquisition of the competitor was booked … SG&A: JPY 44 million Although we have impact mentioned above, we have achieved high OPM exceeding 10% for 4th consecutive term
Ordinary profit:	The gain on sales of securities was recorded all at once in 4Q of the previous FY: JPY 291 million Total amount for full fiscal year is the same as the previous FY …JPY 365 million(FY21) vs 311 million(FY20)
Net profit:	The difference of goodwill valuation occurred due to the soaring share price of JBR after fixing the equity swap ratio was booked as an extraordinary loss of JPY 995 million. As the financial base has been further strengthened by booking the gain from disposal of treasury stock on balance sheet, the board of directors made a resolution to increase the dividend.

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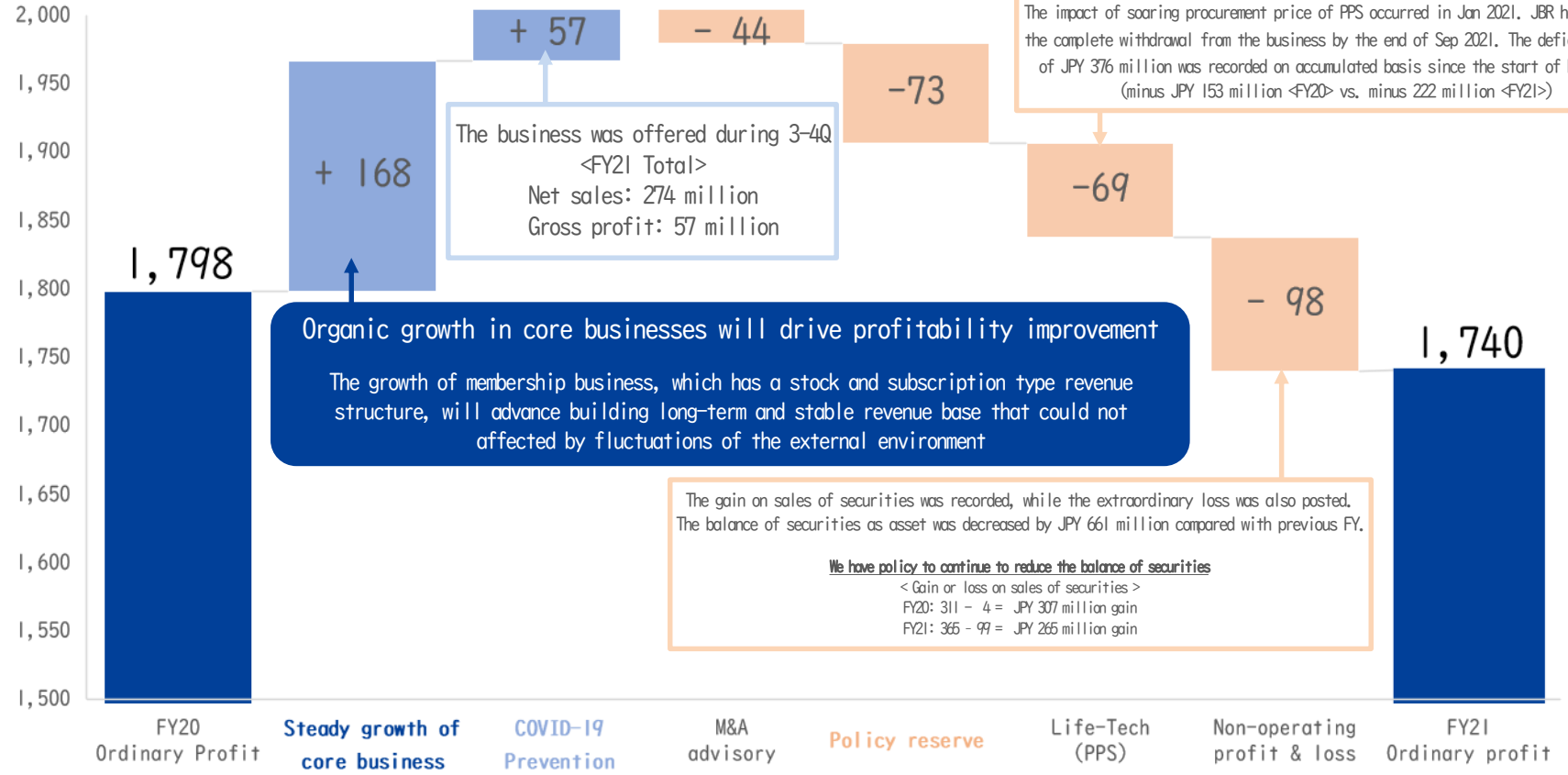
Waterfall analysis

✓ **We have established the base for further growth by concentrating on our core business segment supported by steady improvement of our earning capacity**

The ordinary profit was in line with our forecast, although the impact of soaring procurement price of PPS business occurred in 2Q remained

(Unit:JPY million)

Variable Factors of Ordinary Profit



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<Business result>

Differences from initial forecast

✓ **Revised the business result on Oct.18 for posting extraordinary loss by soaring goodwill valuation with acquiring competitor**

Despite of delay in launching new insurance products & impact from PPS, we have achieved the ordinary profit higher than our forecast

(Unit: JPY million)	FY21 Result	Full year forecast			Variable factors	
		Forecast	Change	Change %		
Net Sales	**13,460**	14,500	-1,039	-7.2%	-670	Delay in installing system for home contents insurance (group type) at the side of the business partners. Working on commencing the sales by the end of 2021
					-400	We initially set the goal of 30k members for PPS business segment
Operating profit	**1,408**	1,650	-241	-14.6%	-190	We aim at making PPS business profitable (soaring procurement price & withdrawal from PPS business)
					-44	We had expense relating to the acquisition of competitor
Ordinary profit	**1,740**	1,700	+40	+2.4%	+280	Although eliminating uncertainties such as market conditions on forecast, we have recovered the ordinary profit by posting the gain on sale of securities as firmly expected every year.
Profit attributable to owners of parent	**56**	1,100	-1,043	-94.8%	-995	Posted the soared value of goodwill in line with the hike of our share price as extraordinary loss

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<Business result>

Consolidated balance sheet

✓ The balance of net asset has exceeded JPY 10 billion by utilizing treasury stock for equity swap and posting disposal profit of JPY 2.4 billion

NC-assets: Introduced ERP to streamline our operation and strengthen the system, in which we have started depreciating on Oct. JPY 516 million on accumulated basis (5-years depreciation)
Acquisition cost: Implemented the acquisition of competitor at JPY 2.8 billion and booked JPY 1.8 billion as goodwill

Assets (Unit: JPY million)	FY20	FY21 3Q	FY21	Change
Current assets	10,897	11,815	**15,399**	+41.3%
Cash & deposits	8,770	9,530	**11,538**	+31.6%
Non-current assets	9,987	10,726	**12,391**	+24.1%
Tangible assets	157	130	**176**	+12.4%
Intangible assets	478	803	**2,849**	+495.4%
Investment securities	7,560	7,794	**6,898**	-8.8%
Allowance for doubtful accounts	-51	-62	**-72**	-
Deferred assets	319	361	**384**	+ 20.3%
Total assets	21,204	22,903	**28,175**	+ 32.9%

Liabilities / Net assets (Unit: JPY million)	FY20	FY21 3Q	FY21	Change
Current liabilities	5,083	5,847	**7,519**	+47.9%
Deferred income	1,982	2,173	**2,698**	+36.1%
Policy reserve	722	762	**804**	+11.3%
Non-current liabilities	8,212	8,699	**8,987**	+9.4%
Bonds	975	870	**785**	-19.5%
Long-term debt	1,382	1,141	**1,209**	-12.5%
Long-term deferred income	5,657	6,443	**6,567**	+16.1%
Total net assets	7,907	8,357	**11,668**	+47.6%
Total liabilities and net assets	21,204	22,903	**28,175**	+32.9%

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<Segment information>

Segment Result

✓ **Continued increasing sales and profit on full-year basis and shall bear the cost for leaping in the future**

Membership: While the burden of allocated expenses increased, we have achieved the target of the number of members far ahead of the plan due to progress in building the sales force structure

Life-Tech: Completed withdrawal from PPS at the end of Sep, where we could avoid the risk ahead of the collapse of the global supply-demand balance

(Unit: JPY million)		4Q				Full year			
		FY21	FY20	YoY		FY21	FY20	YoY	
		Result	Result	Change	Change %	Result	Result	Change	Change %
Emergency	Net sales	313	403	-89	-22.3%	1,325	1,489	-163	-11.0%
	Operating Profit	-15	33	-48	-	-25	50	-76	-
Membership	Net sales	1,744	1,548	+196	+12.7%	6,974	6,059	+915	+15.1%
	Operating Profit	382	382	+0	-0.2%	1,644	1,544	+100	+6.5%
Insurance	Net sales	1,058	990	+67	+6.9%	4,677	4,186	+490	+11.7%
	Operating Profit	65	35	+30	+87.6%	361	338	+22	+6.8%
Repair	Net sales	69	59	+10	+17.0%	266	265	+1	+0.6%
	Operating Profit	-18	-19	+0	-	-72	-77	+4	-
Life & Technology	Net sales	53	36	+17	+46.7%	230	85	+145	+169.7%
	Operating Profit	-36	-38	+1	-	-222	-153	-69	-
Adjustment	Net sales	-1	-4	+3	-	-14	-28	+14	-
	Operating Profit	-94	-75	-19	-	-276	-334	+57	-
Total	Net sales	3,238	3,033	+204	+6.8%	13,460	12,057	+1,403	+11.6%
	Operating Profit	283	318	-35	-11.1%	1,408	1,367	+40	+3.0%

※The cost burden in each segment has increased on YoY as we have readjusted the standard for cost allocation.
Breakdown of Adjustment (compared with the previous year)-19 ・・・-44: M&A advisory / +4 Emergency +13 Membership +3 Repair, +5 Net reduction

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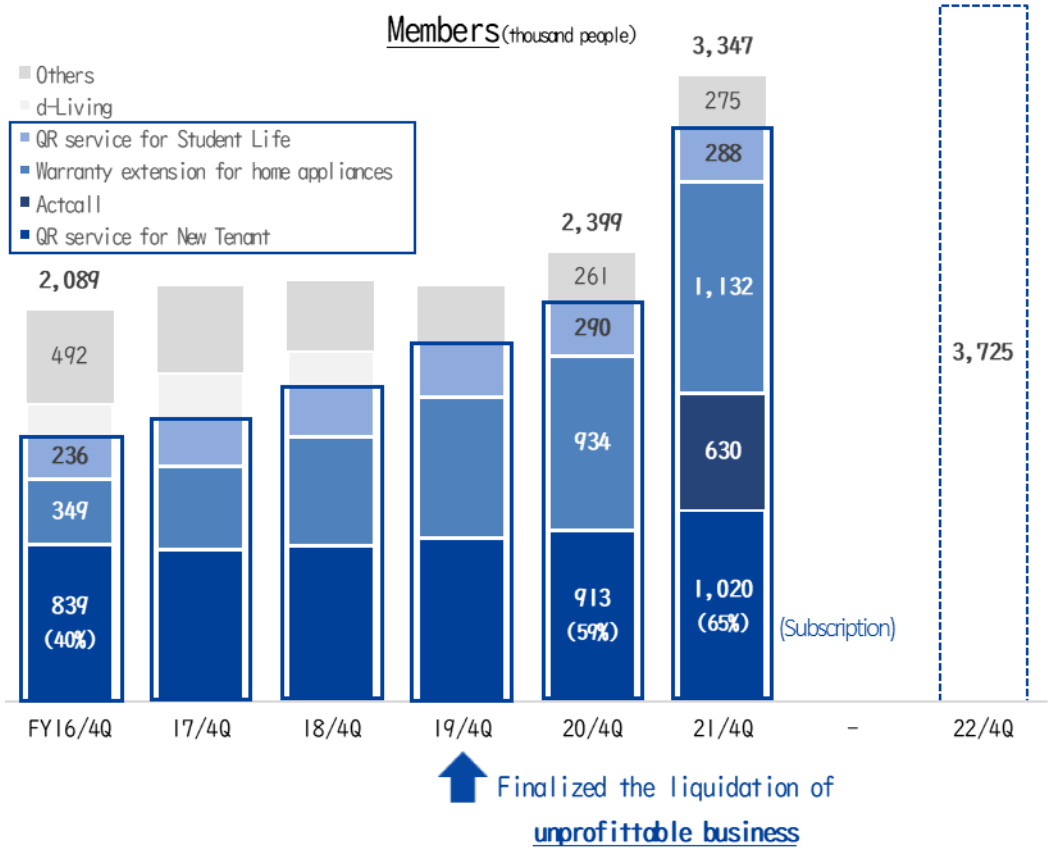
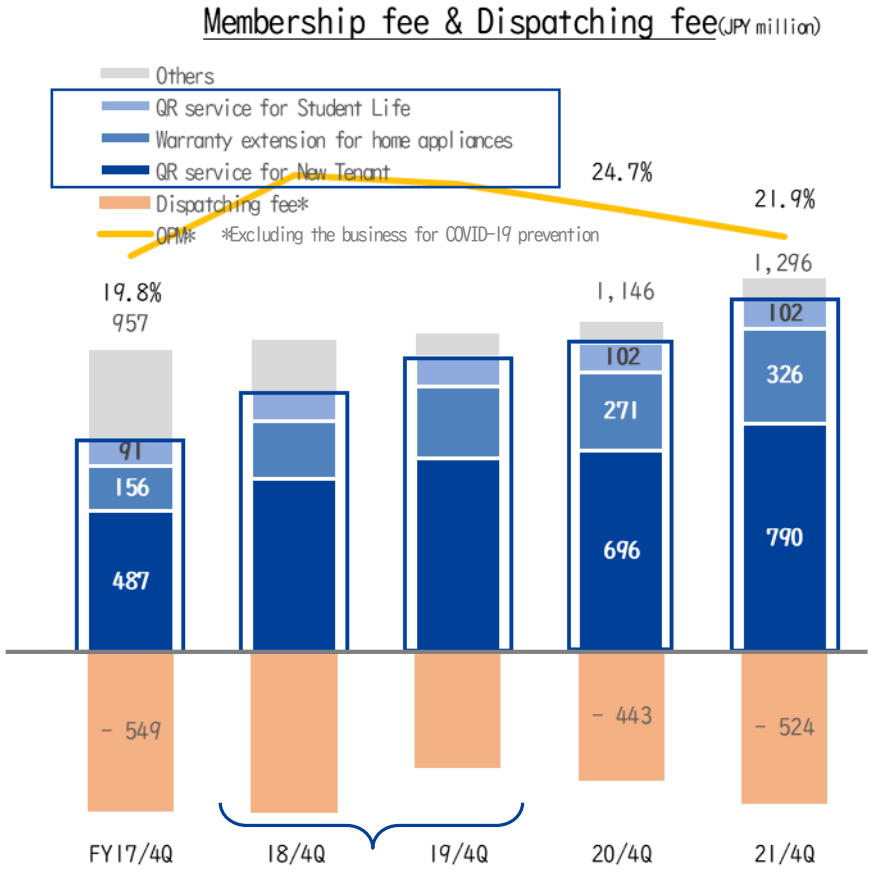
<Segment information>

Membership data

✓ Achieved 3.34 million members(YoY +39.5%), far ahead of the target <existing members: JBR 2.71 + ACTCALL: 0.63 million>

We aim at increasing the number of members with an overwhelming market share of 1.65 million real estate-related members





OPM for 4Q has improved as we have progressed unifying contracts

※ Please note that the sales of the Membership segment include the cost of parts and special work besides the membership fee (above)

<Long-term trend>

- The profitability has been continuously improving while disposing unprofitable business by FY19
- Through the increase of subscription-type contracts, the number of members can grow further

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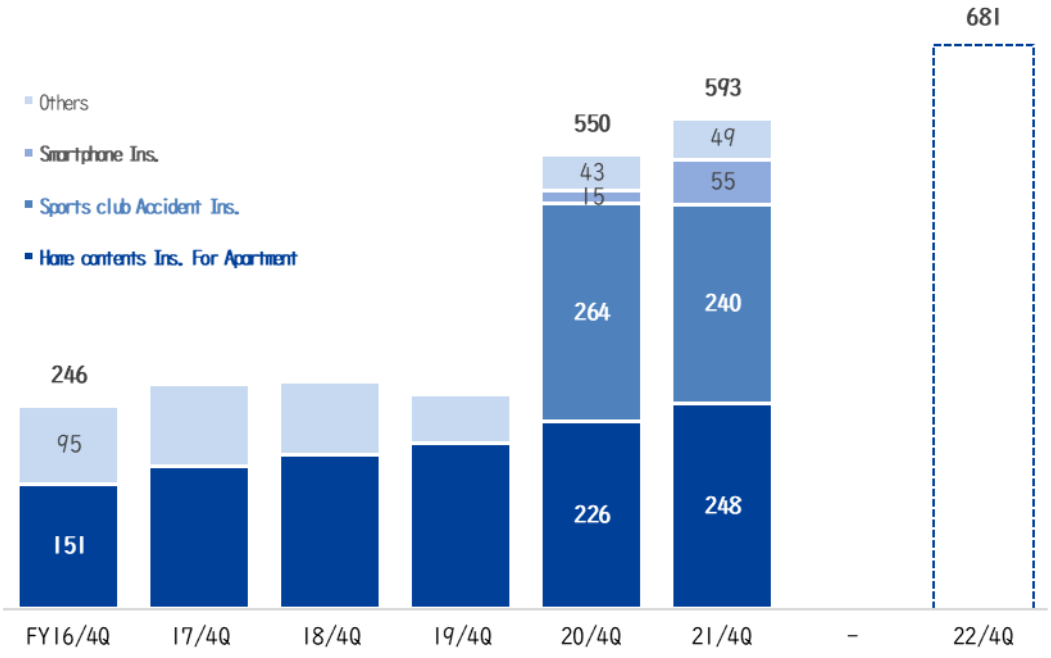
<Segment information>

Insurance data

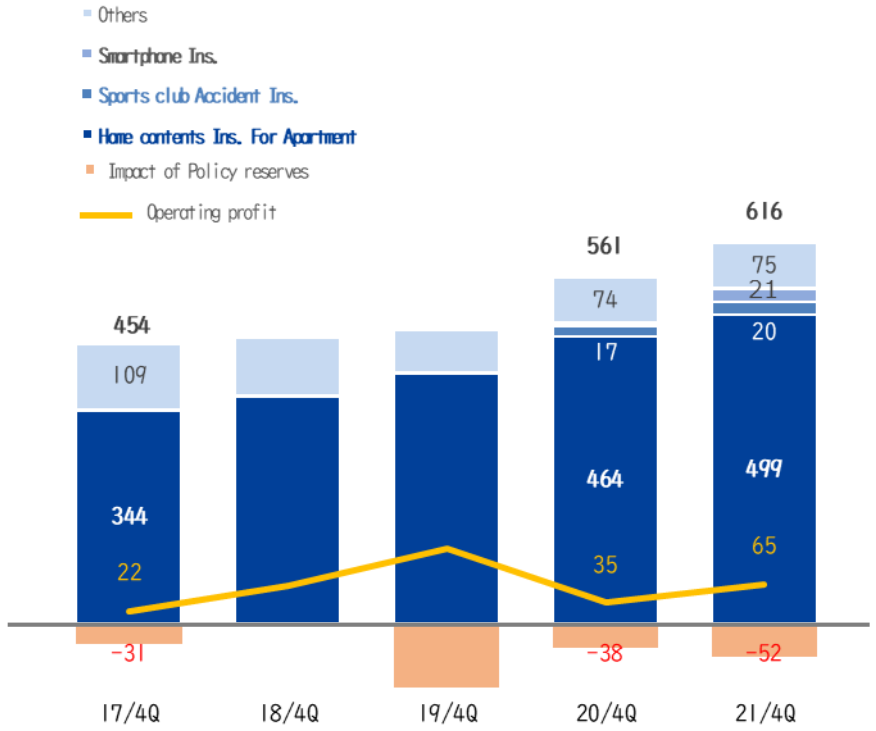
✓ The growth of home contents insurance has been progressed in line with our plan and the further expansion of the sales channel is underway through the acquisition of the competitor

New projects, especially the smartphone ins. has been steadily increasing the number of insured and contributing the result

Insured(thousand people)



Income from Insurance premium(JPY million)



Although the quarterly results fluctuate due to accounting treatment specific to the insurance business, the growth of full FY is linked to the number of insured.

※ Please note that sales of the Insurance segment include reinsurance commissions, etc. besides insurance premium (above)

<Long-term trend>

- The stable growth of home contents insurance for apartment has been driving the overall business
- The introduction of Group insurance has enabled us to acquire in the insured in a lump

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<Topics>

News

✓ We have accelerated the pace on expanding business through business alliances and launch of new services

We shall focus on information disclosure in preparation for listing on "Prime Market", which aims at listing the companies with the potential to become global investment targets

When	Content of Disclosure	Detail
July	Acquired 100% ownership of ACTCALL & TSUNAGU	With the acquisition of a competitor, the number of members in the real estate field has increased in a stroke from 1 million to 1.65 million
August	Selected as a constituent stock of JPX-Nikkei Mid and Small Cap Index	Consisting of 200 small- and mid-cap companies which may be highly attractive to investors
September	Commenced sales of glass film insurance for smartphones	Collaboration product with Elecom (6750) & Japan PC Service (6025)
	Business alliance with Joyo bank	Our 2nd alliance with a regional bank. Negotiations are in progress with plural banks for attaching our service to their loans.
October	Applied to TSE for listing on the Prime Market	We have conformed to the listing criteria in the 1st round of judgments Compliance with the revised CG Code is in progress
	Made board resolution to revise business forecast and to increase year-end dividend	We have posted extraordinary losses as we executed equity swap under the situation when our stock price is rising

Since we announced our 1st partnership with a regional bank in May, we have received many inquiries from various industries. Due to the nature of our business, which is to act as the backbone of our partners, we keep our exposure to the advertising media to a minimum.

Nevertheless, please feel free to contact us if you have any questions about business partnerships or inquiries.

Corporate Planning Office ir@jbr.co.jp

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<Topics>

Financial impact from M&A

✓ **The impact has occurred in both BS and PL aspect since we executed equity swap under the situation where the share price has been rising on long-term basis**

We have contributed to shareholder return by realizing dividend increase through effective usage of treasury stocks in addition to share price maintenance by acquiring treasury stock

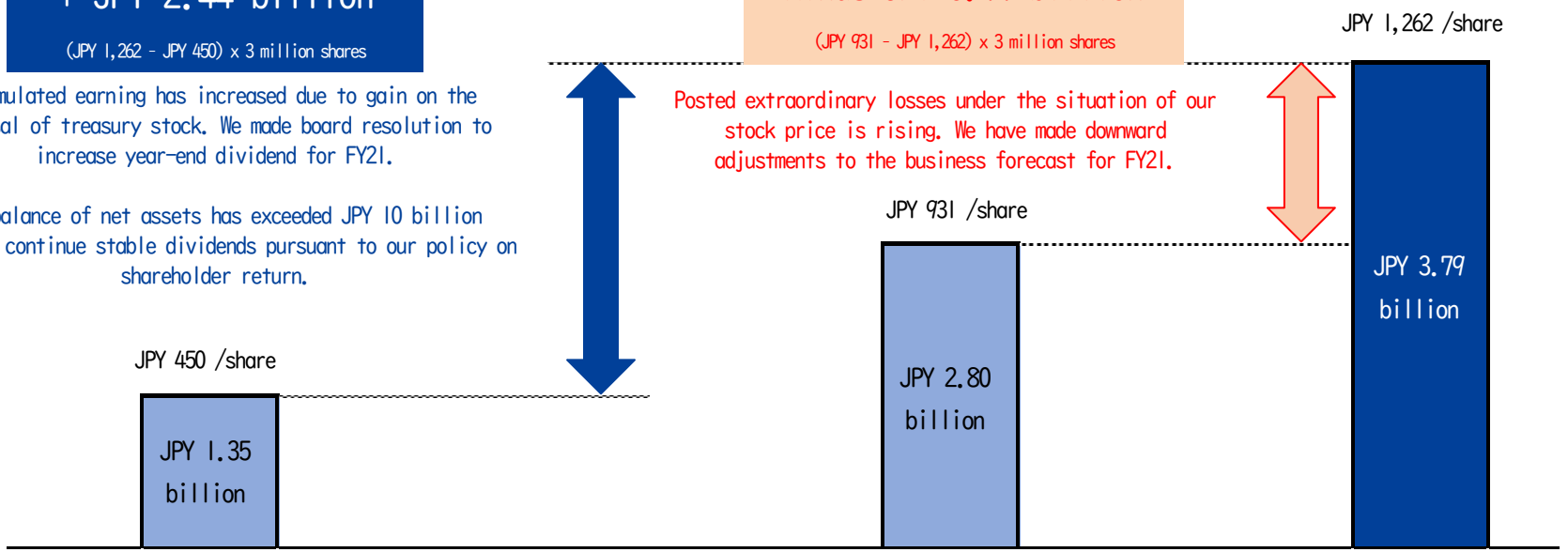
<BS>
Long-term impact
+ JPY 2.44 billion
(JPY 1,262 - JPY 450) x 3 million shares

Accumulated earning has increased due to gain on the disposal of treasury stock. We made board resolution to increase year-end dividend for FY21.

The balance of net assets has exceeded JPY 10 billion
We shall continue stable dividends pursuant to our policy on shareholder return.

<PL>
Impact only for FY21
Minus JPY 0.99 billion
(JPY 931 - JPY 1,262) x 3 million shares

Posted extraordinary losses under the situation of our stock price is rising. We have made downward adjustments to the business forecast for FY21.



Major cash-out was only JPY 1.35 billion required for acquiring treasury stock

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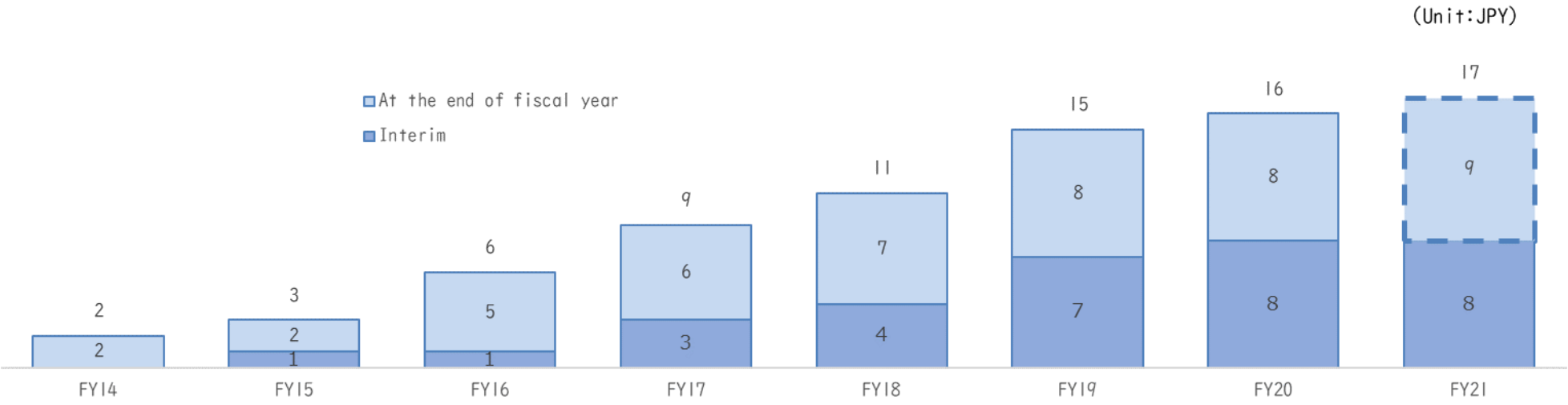
<Topics>

Dividend increase

✓ The Board decided to increase the forecast of year-end dividend since net assets have exceed JPY 10 billion

Dividends increase for 7 consecutive years since the start of dividend payments at the end of FY14 (forecast)

Growth of Dividends per Share



Shareholder Return Policy	We have regarded profit distribution as a high-priority issue. Our base policy is to make the utmost effort to develop the company and continue to pay dividends stably by standing on the long-term view. We also aim at a more than 30 % payout ratio on consolidated basis.
Shareholder Benefits	Regardless of the number of shares held, we will provide one complimentary ticket of KidZania to all shareholders as we are the official sponsor for KidZania.For more details, please refer to the following website: https://www.jbr.co.jp/ir_info/shareholder/

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<Topics>

New projects under negotiation

JBR JAPAN BEST RESCUE SYSTEM

✓ **Negotiations are underway for partnerships not just with regional banks and credit card companies but with various industries**

We have been approached by other industries for partnerships taking the opportunity of our press release, and shall continue to expand the network of partners

<Related themes>

Regional banks consolidation	Electronic settlement	Digital transformation
Regional revitalization	National resilience	Aging population
SDGs	COVID-19	Medical support
Staying-at-home	Traveling	Other

<Service>

We also create new services that utilize our existing infrastructure

QR service (Solving daily life trouble)	Insurance Small amount short-term & casualty
Warranty extension	Repair service
Monitoring service	Others

*Due to the contract with business partner, we may not be able to make press release

<Potential partners under negotiation(excerpts)>

Industry	When to start	Partners / Business	Market size (people)
Financial institutions	Within 2021	1 institution	-
	2022	3 institutions	-
	TBD	Over 20 institutions	-
Credit card	2022 1st half	Department store A	1.5 million
	TBD	Department store B	170 k
		Department store C	300 k
Medical Health care	Upcoming	Insurance with "Karadanote"	9k/year
	2022	Supporting service for patient discharged from hospital	2.5million /year
Real estate	Testing	Service designed for large real estate companies	※
	Within 2021	Home contents insurance (group type)	3k/month
Travel industry	April, 2022	Service designed for Large traveler companies	※
	2022	Web travel reservation service	250k
Other	2022 1st half	Mail order service	500k
	2022	Daily life related service A	400k
	TBD	Daily life related service B	400k
		Service for seniors	300k
		LP and town gas companies	-

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Mid-term Business plan

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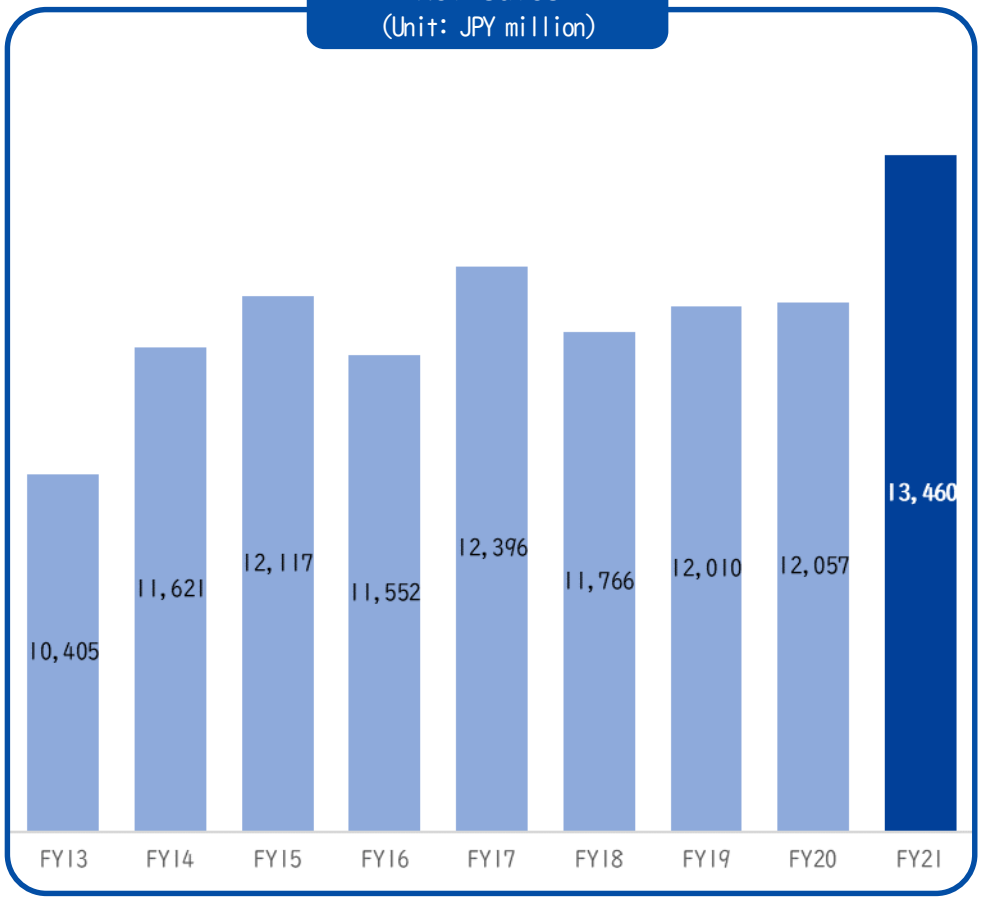
<Plan summary>

Review on business performance

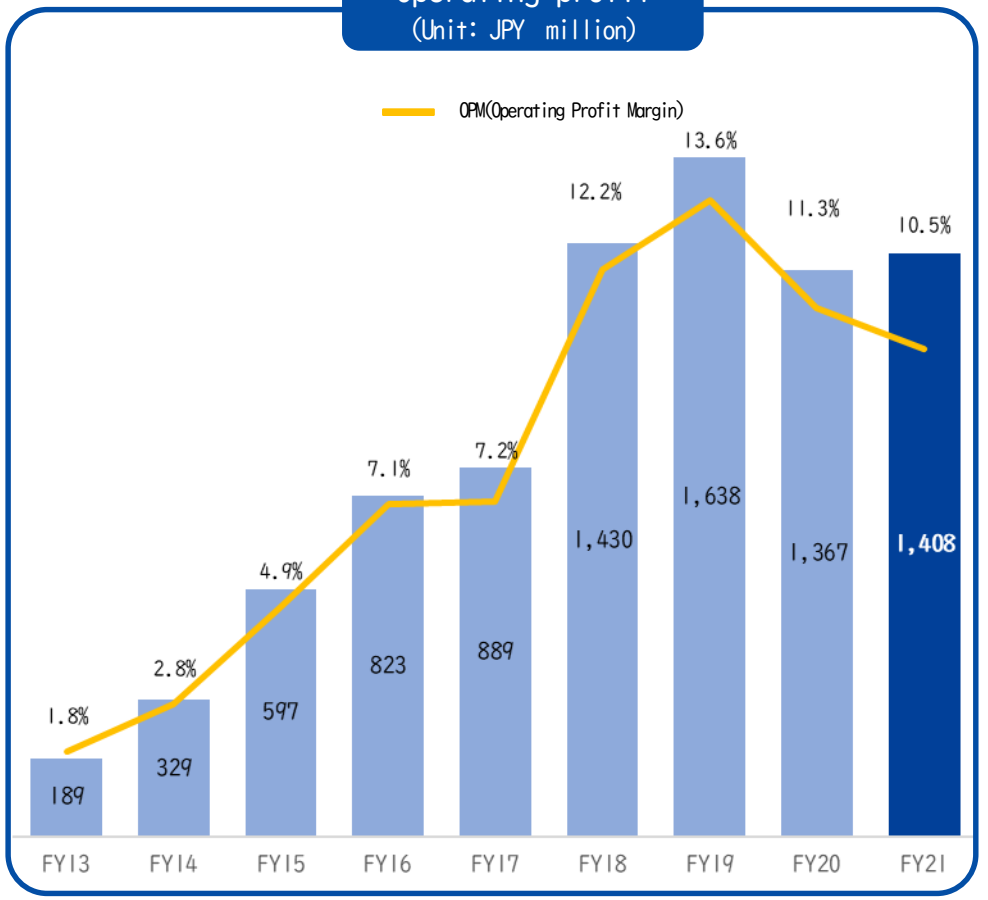
✓ **The profitability has improved to a large supported by the liquidation of unprofitable business posting the new historical record high in sales for FY21**

We have built up a solid revenue base where more than 10% OPM is secured even in the face of headwinds such as the COVID-19 and the soaring procurement price of electricity

Net sales
(Unit: JPY million)



Operating profit
(Unit: JPY million)



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<Plan summary>

Mid-Term Plan for FY24

We shall work on the issues for the growth on a mid-and long-term basis
We have solved the issues actualized during the mid-term plan for FY21

① Redefinition of corporate philosophy

To define an appropriate MVV
as the guidance for all employees

② Company-wide strategy setting

To implement mid-term plan by setting company-wide strategy and business strategy

③ Reorganization of business portfolio

To devote management resources in an efficient manner

④ Review on organizational structure

To realize business growth with a small organization efficiently by utilizing partnership network

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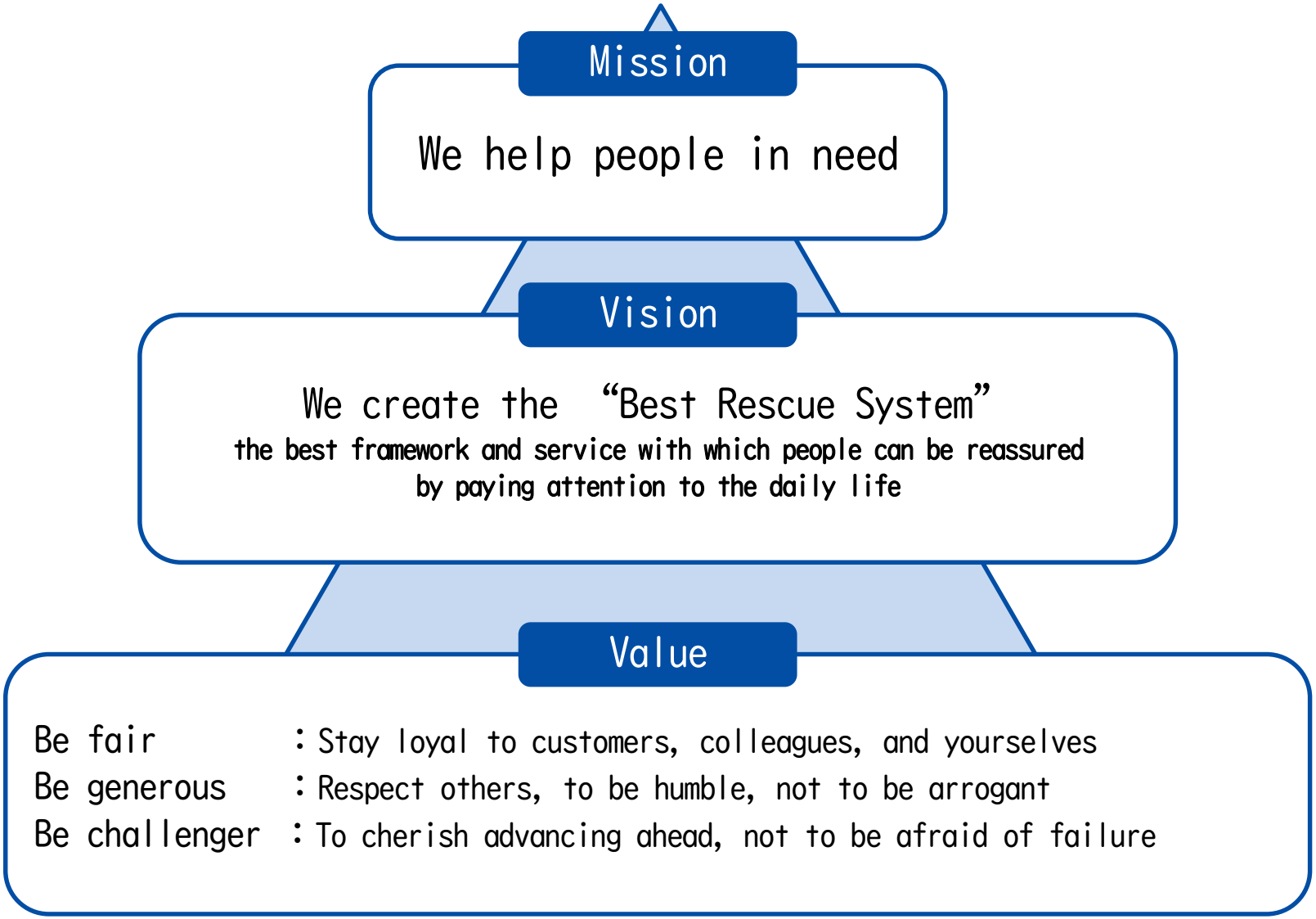
① Redefinition of corporate philosophy



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<Plan summary>

② Company-wide strategy setting

Business Strategy

We shall aim at creating maximum value with the smallest organization and resources by promoting “partnership strategy” in both marketing and operation aspects

Sales strategy

Growth of existing business

We shall expand partnership corresponding to changes of external factors by supporting revenue base through further market penetration

Promotion of new business

We shall promote creating new business proactively through M&A, making alignment with startup companies, and business development

Operation strategy

We shall achieve improvement on operational efficiency and quality and cost optimization

We shall improve the efficiency of call center operation and quality of service by centering on the usage of technology
We shall design recruitment and training policies and create the environments centering on diversity

We shall maintain and expand service infrastructure

We shall improve cost efficiency with partnership strategy and functional organization

Administration strategy

We shall become attractive company for stakeholders both in the country and overseas

Responding to the high level of governance standard required for the companies listed on Prime Market, such as establishing various committees, setting management strategies and goals to aim at juggling solution of social issues and acquisition of economic benefits, and promoting constructive communication with investors such as proactive information disclosure and continuous shareholder return.

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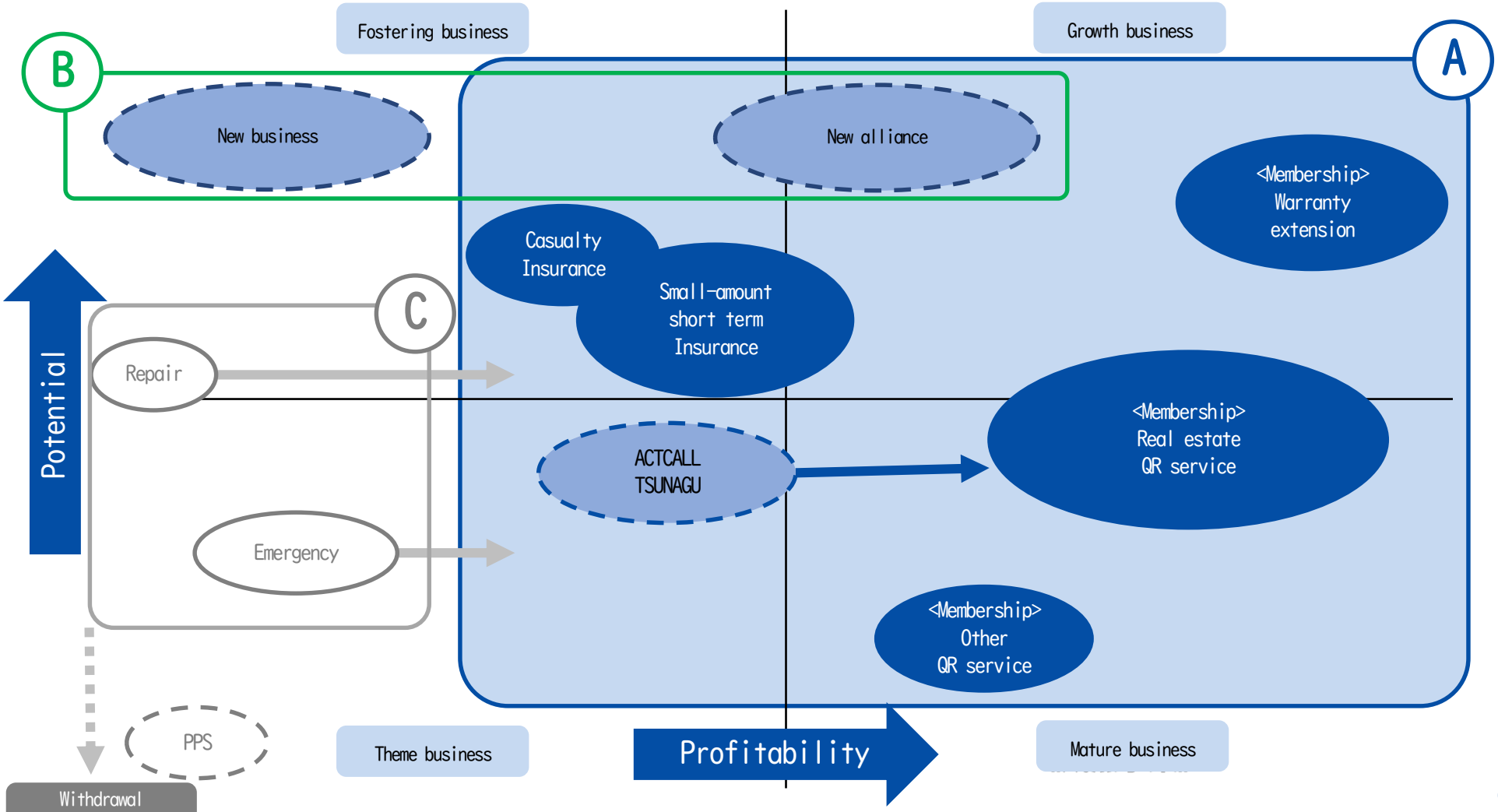
<Plan summary>

③ Reorganization of business portfolio

A. In addition to further market penetration in growth and mature business with high profitability, we shall aim at improving the profitability of 2 companies we acquired at an early stage

B. We shall forward creating fostering business by making use of resources inside and outside the company in addition to the development of new business partners network

C. As for theme business, we shall work on solving the issues and monetize them with a view to selection & concentration



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<Plan summary>

④ Review on organizational structure

"Aiming and growing business efficiently with the smallest organization by making use of partnership"
We will shift to a new regime optimal to realize it from Jan 2022

Issues under present regime

Company system
(11 companies in total)

Inefficiency due to vertical division has continued with insufficient merits

<Sales and marketing companies>

- Emergency
- Real estate
- Membership
- Warranty
- Repair
- Life-tech
- Insurance

<Administration companies>

- Corporate
- Service infrastructure
- Contact
- IT

Aim of new regime

Functional organization
(4 divisions in total & group companies)

We shall realize overall optimization on allocation of management resources and promotion of streamlining by consolidating functions

Sales Div.	Sales (market penetration of existing business)
Operations Div.	Administration of contact center and business partners
Administration Div.	Administration, IT system, governance
Management Strategy Div.	New business and partnership, corporate planning, group administration
Group companies	Insurance, warranty, ACTCALL & TSUNAGU (PMI promotion)

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<Value creation>

Shift from "Rescue System" to "Best Rescue System"

JBR JAPAN BEST RESCUE SYSTEM

<Vision>

We create the "Best Rescue System"

We aim at creating the best framework and service with which customers can be reassured by considering the daily life of customer at all times.

We are not leaving people in need

Resource	■Penetration of partner network in the existing market and expansion into a new industry ■Deep diving into "last one mile" infrastructure ■Development of new insurance products by making use of sales network of partners providing capital
Value provision	■To "help people in need" at any time, anywhere and anything ■To realize service to prevent troubles by making use of technology

Materiality

Responding to an aging society with low birthrates	Promoting the use of the latest technology	Building a higher level of governance system

Acquired top share in collective housing market

Resource	■Partner network closely related to housing life ■Holding license for small amount short-term & casualty insurance ■Abundant cash & deposits from revenue of stock & subscription type business
Value provision	■Providing reassurance to be prepared for daily life trouble occurs someday ■Solving the daily life troubles of tenants on behalf of the property management company

Rescue System
Helping people facing troubles

<Social capital>

Partner network spreading all over the country.
(construction work: 3,200 shops, sales* 6,665 shops)

Abundant service contents closely related to housing life

Number of subscribers: 3.94 million cases
(Membership: 3,34 million, Insurance: 590 k)

<Intellectual>

(Operational result : 55 million)

<Human>

(Number of employees: 344)

<Financial>

(Net asset: JPY 11.6 billion)

We shall aim to establish a better "Best Rescue System" by continuous improvement through solving various social issues.

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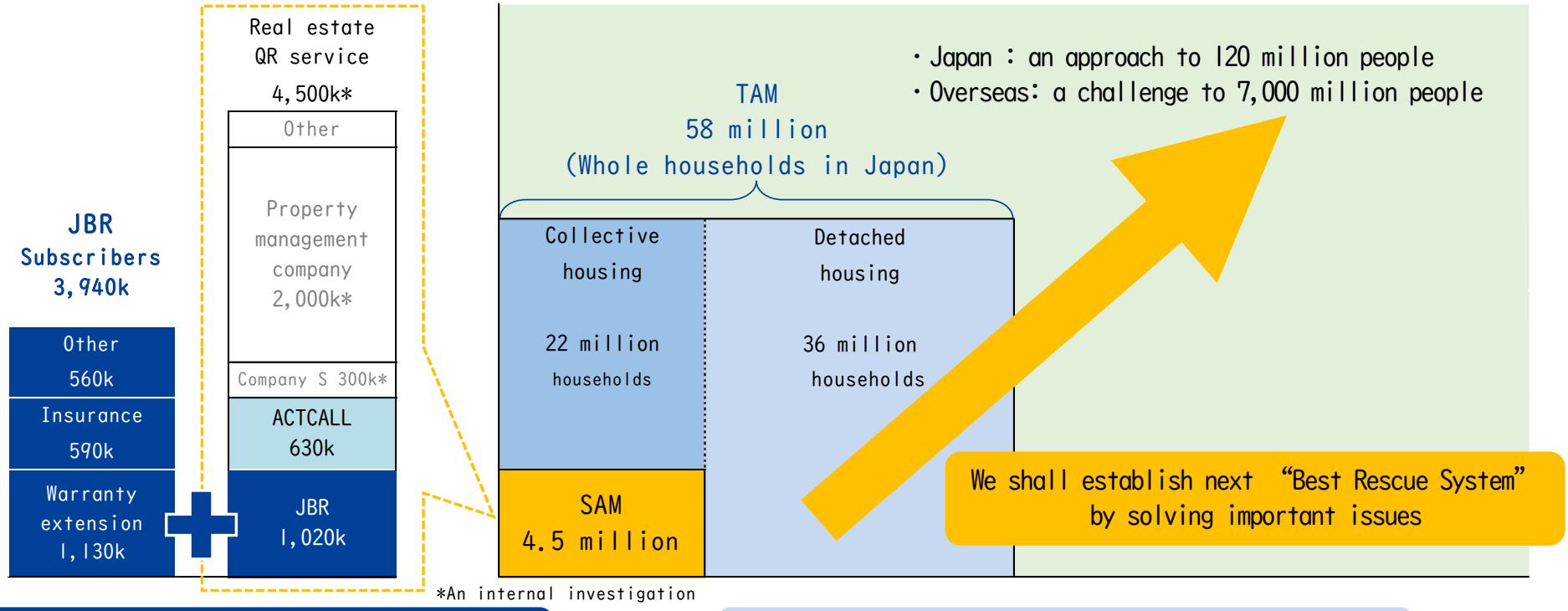
<Value creation>

Through solution of materiality

Responding to an aging society with low birthrates	We shall ■take the business chance from increasing outsourcing needs in line with the declining working population ■create new services corresponding to changes in lifestyle and industry ■maintain and expand the network of construction partners, which has the potential to shrink
Promoting the use of the latest technology	We shall ■improve the efficiency and quality of contact center operation ■realize minimizing IT risk by adopting ERP ■develop services to prevent the occurrence of troubles by using 55 million data on operational results
Building a higher level of governance system	We shall ■set management strategies and goals to juggle solutions to social issues and economic benefits ■establish audit, nomination, and remuneration committees and sustainability and internal control committees ■continue to review business portfolio & visualize the management by strengthening administrative accounting



① Only one listed company providing abundant housing life related services
② We have established overwhelming market share by acquiring 2nd largest competitor

③ We shall reap outsourcing demand in line with declining working population
④ We shall make a foray into the detached house market by exploring the partners in the industry

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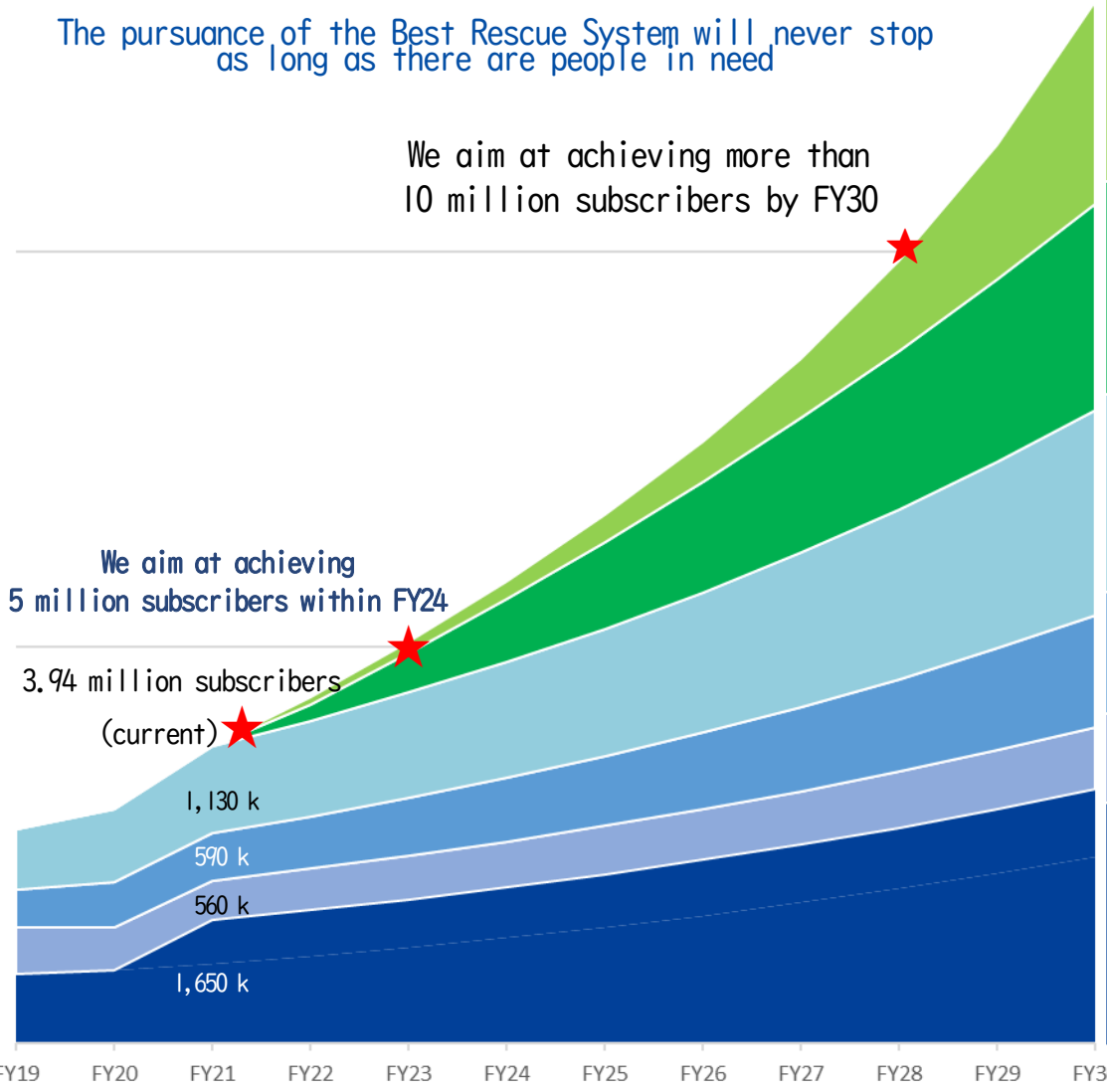
JBR for the future

Good, better, best. Never let it rest.

The pursuance of the Best Rescue System will never stop as long as there are people in need



New business A	The new business is supported by abundant cash and deposits earned from stock and subscription-type businesses.
New business B	Businesses corresponding to aging society such as monitoring services, by mainly making use of existing business infrastructure.
Warranty extension	We shall accelerate market penetration in the newly established market through market penetration in the reform market and expansion of partnership with housing makers.
Insurance	We shall proactively launch new products by making use of our development capabilities in addition to sales expansion of our core home contents insurance.
Other QR service	We shall promote new partnerships in addition to penetration to university students and sales channel expansion.
Real estate QR service	We shall accelerate the acquisition of new partnerships with real estate companies with the background of our top market share in collective housing market.

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Budget・KPI

JBR JAPAN BEST RESCUE SYSTEM

Establish the growth structure of annual profits by 20% or more

Budget(unit: JPY million)

	FY21	Change %	FY22	Change %	FY23	Change %	FY24	Change %	FY21 Change %
Net sales	13,460	+11.6%	18,000	+33.7%	20,000	+11.1%	22,000	+10.0%	+63.4%
Operating profit	1,408	+3.0%	1,730	+22.8%	2,000	+15.6%	2,500	+25.0%	+77.5%
OPM	10.5%	-	9.6%	-	10.0%	-	11.4%	-	-
Ordinary profit	1,740	-3.2%	1,900	+9.2%	2,150	+13.2%	2,650	+23.3%	+52.2%
Net profit	56	-94.3%	1,200	+2,014.4%	1,500	+25.0%	1,800	+20.0%	+3,071.6%
EBITDA	1,653	+4.7%	2,309	+39.7%	2,644	+14.5%	3,185	+20.5%	+92.6%

KPI

Subscribers (thousand)	3,940	+33.6%	4,407	+11.9%	4,923	+11.3%	5,471	+11.1%	+38.9%
Members	3,347	+39.5%	3,725	+11.3%	4,145	+10.8%	4,604	+11.1%	+37.6%
Insured	593	+7.8%	681	+14.9%	778	+14.1%	867	+11.5%	+46.2%
Number of employees	344	+41.0%	364	+5.8%	366	+0.5%	375	+2.5%	+9.0%
JBR non-consolidated	178	-8.7%	190	+6.7%	187	-1.6%	189	+1.1%	+6.2%
Group	166	+238.8%	174	+4.8%	179	+2.9%	186	+3.9%	+12.0%

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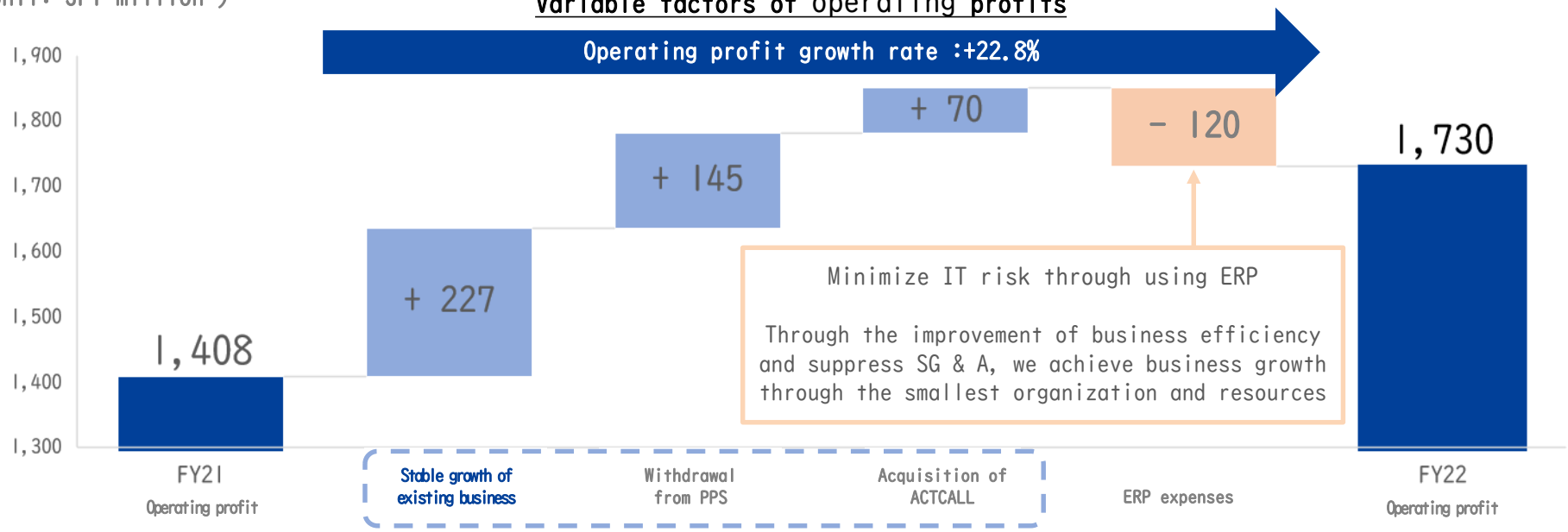
FY22 business forecast

(Unit: JPY million)

Variable factors of operating profits



(Unit: JPY million)	FY22 Forecast	FY21 Result	FY21 Change	FY21 Change %	Factors	
Net sales	18,000	13,460	+4,539	+33.7%	+3,600 +900	The effect of Acquiring ACTCALL +1,200:existing business/ -300:PPS & COVID-19 prevention
Operating profit	1,730	1,408	+321	+22.8%	+442	Accumulated amount based on profits basis above
Ordinary profit	1,900	1,740	+159	+9.2%	-130	Planned gain on sales of investment securities based on results. Because of the uncertainty of the market situation, we put the budget as 50% of results. <gain/loss on sales of investment securities> FY22:+130 / FY19:+347 20:+307 21:+265
Net profit	1,200	56	+1,143	+2,014.4%	+995	Posted the soared value of goodwill in line with the hike of our share price as extraordinary loss

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<Business objectives>

FY22 business forecast and point

As the first year that implement our mid-term business plan based on business strategies, will introduce our new business in the future

FY22 (comparison with the previous year)	Details
+JPY 372 million	**Stable growth of existing business and reviewing business portfolio**
	+227 Our main business will continue to grow under the aging society with low birthrate The increase of growth rate will be one of the major themes through achieving new alliances and projects
	+145 Withdrawal from deficit business to promote the ordinary profit
+JPY 70 million	**Distribution through acquiring competitor**
	+250 Increase in operating profits which included the number of members in ACTCALL Net sales: JPY 3,600 million / FY22 OPM: 6.9%
	+0 We will increase our profit to JPY 470 million further as the OPM increase 20% We will achieve the PMI earlier and realize the increase from FY22 as performance base
	-180 The amortization of goodwill posted JPY 1.8 billion total ・・・10-years depreciation(forecast)
-JPY 120 million	**The effect of using ERP for further expansion of business performance**
	-120 Updated all the old systems, which had maximum corporate risk
	+0 The growth rate of net sales in FY24: +60% exceed, on the other hand, we depress the labor costs to JPY 180 million, which is less than 10% increase in the number of employees as the smallest organization

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Introduction of JBR

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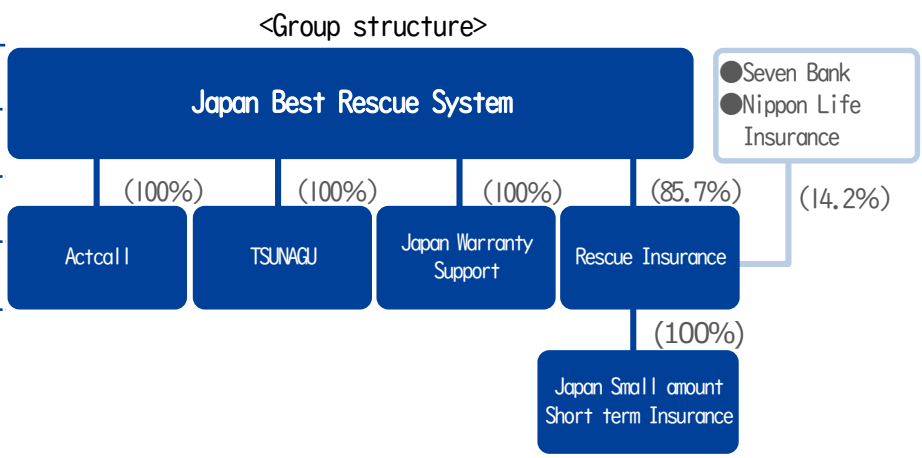
Group structure

We would like to convey our emotion of "thank you"
to more people through our corporate activity slogan

"WE HELP PEOPLE IN NEED"

Name	Japan Best Rescue System Co., Ltd.
Establishment	February 1997
Head office	Urbannet Fushimi Bldg., Nishiki 1-10-20, Naka-ku, Nagoya City
Tokyo HQ	Otemachi Nomura Bldg., Otemachi 2-1-1, Chiyoda-ku, Tokyo
Board members	Representative Director Mr. Nobuhiro Sakakibara Director Mr. Mitsuhiro Wakatsuki Director (Non-Executive) Mr. Norio Shiraishi Director (Non-Executive) Mr. Housei Iwamura Director (Non-Executive) Mr. Akio Hamaji Strengthened governance system in which 60 % of board member consist of non-executive directors Full-time auditor Mr. Masakatsu Sawada Auditor (outside) Mr. Tetsuroh Yoshioka Auditor (outside) Mr. Hiroyuki Ooshida
Employees	Consolidated : 344 Non-consolidated : 178 ※As at the end of September 2021, full-time staffs only
Capital	JPY 780 million
Listed stock exchange	1st section of Tokyo Stock Exchange (Listed in Sep 2007) 1st section of Nagoya Stock Exchange (Listed in Nov 2007)

<Group structure>





Date of shooting; 2017

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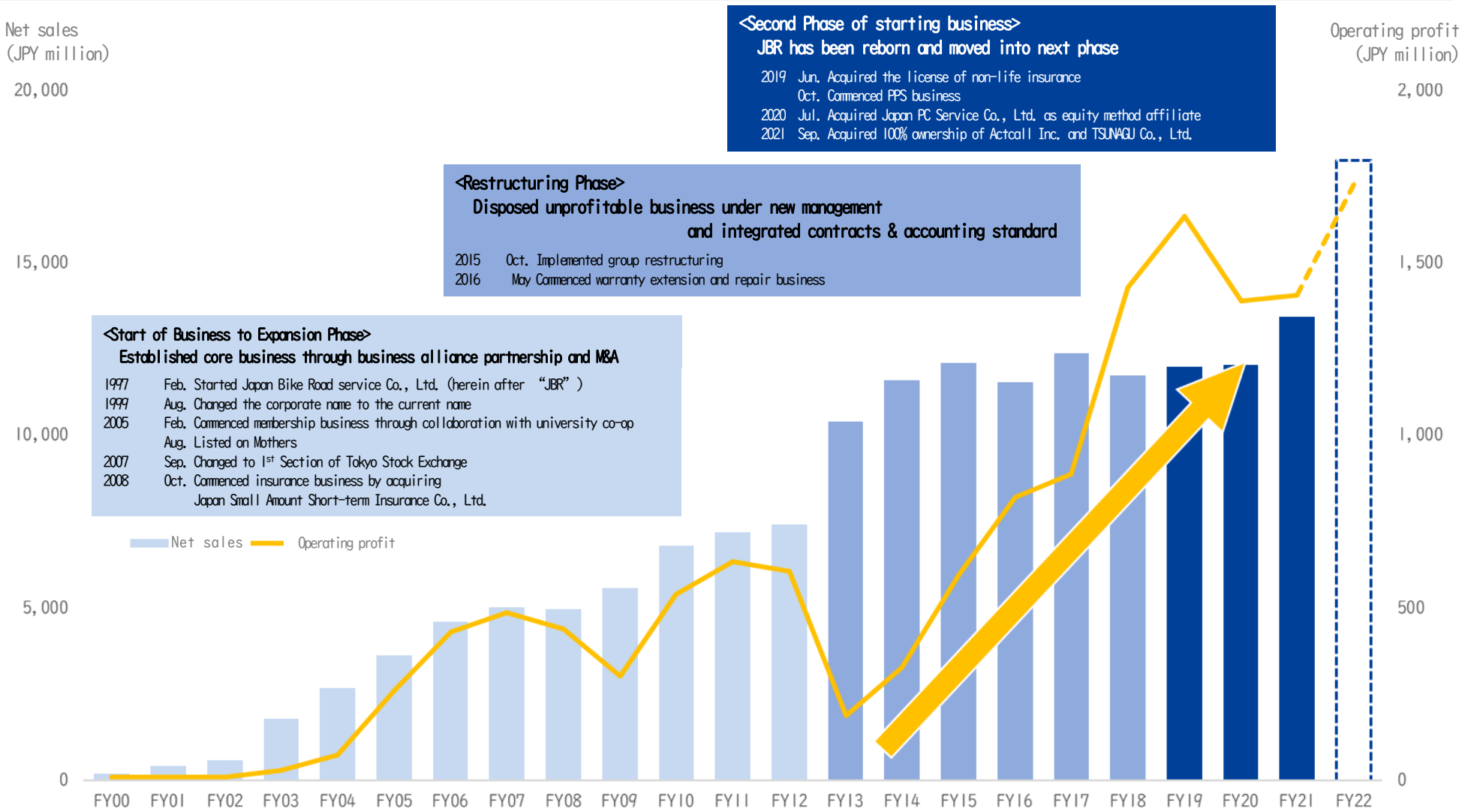
Company history

JBR JAPAN BEST RESCUE SYSTEM

✓ The business has grown to a large scale through expansion and restructuring of business over 20 years



<Second Phase of starting business>
JBR has been reborn and moved into next phase

2019 Jun. Acquired the license of non-life insurance
Oct. Commenced PPS business
2020 Jul. Acquired Japan PC Service Co., Ltd. as equity method affiliate
2021 Sep. Acquired 100% ownership of Actcall Inc. and TSUNAGU Co., Ltd.

<Restructuring Phase>
Disposed unprofitable business under new management and integrated contracts & accounting standard

2015 Oct. Implemented group restructuring
2016 May Commenced warranty extension and repair business

<Start of Business to Expansion Phase>
Established core business through business alliance partnership and M&A

1997 Feb. Started Japan Bike Road service Co., Ltd. (herein after "JBR")
1999 Aug. Changed the corporate name to the current name
2005 Feb. Commenced membership business through collaboration with university co-op
Aug. Listed on Mothers
2007 Sep. Changed to 1st Section of Tokyo Stock Exchange
2008 Oct. Commenced insurance business by acquiring Japan Small Amount Short-term Insurance Co., Ltd.

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<Corporate profile>

Business structure

✓ JBR provides “peace of mind” to our customers through our more than 9,000 alliance partners nationwide

<Our company>

JBR

Segment	Service	Customer attraction
Emergency	QR service (General customer)	Website, yellowpage, etc.
Membership	QR service (Membership customer)	Sales Partner As an intermediary connecting customers and JBR for the first time Real estate companies, Electric appliance retailors, etc. More then 6,000 stores nationwide
	Warranty extension for home appliances	
Insurance	Development & sales of Various insurance	
Repair	Repair of housing materials	
Life-tech	Development of new service	

<Customer>



Listen to customer in need
Contact Center
We have accumulated more than 20 years of know-how and have 7 operation bases nationwide

Hasten to customer in need
Operation partner
More than 3,000 stores nationwide that have passed a rigorous screening process



86.6%* of sales are from stock/subscription type revenue that are resilient to change

*End of September 2021

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<Business model>

We are acting as the backbone of partner companies

JBR JAPAN BEST RESCUE SYSTEM

✓ Our business model contribute to rationalizing operations of alliance partners

<Our company>

JBR

Customer will make contract through Sales partner

(Lump-sum or Monthly payment)

Service fee or Insurance premium

Introductory fee



<Sales partner>

<Customer>



We provide "peace of mind" for customer in need

《Membership》

Dispatching fee



Service

<Operation partner>

《Insurance》

Insurance payment

We also provide preferential services* such as housekeeping services for daily use

※The content of service varies by plan

<<Membership>>
3,340k subscribers

<<Insurance>>
590k subscribers

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<Business model>

Membership business

✓ **Our broad base services enables us to make alliance partnership with various industries**
We are expanding sales channel to cover all households across Japan

Taking advantage of expertise we acquired over 20 years, we realize high profitability of more than 20% OPM by making precise product designing

Subscribers	Membership fee
QR service for New tenant 1,020k	QR service for New tenant 61%
QR service for Student life 280k	QR service for Student life 8%
Other 270k	Other
Warranty extension for home appliances 1,130k	Warranty extension for home appliances 25%

＊As at the end of September 2021

Service detail

<QR service>

Packaged service to solve problem such as door keys, plumbing, window glass & other various daily life problems

Customers purchase this service through real estate agency when they move into a rental house or condominium
Stock type: Lump-sum advance payment for the contract period
Subscription type: Monthly payment together with the rent fee

Customers purchase this service through University Co-op when entering into the university
Covering more than 90% of the universities in Japan that have Co-ops

Expanding sales channels to reach all households in Japan
Strengthen appeals to owner-occupied households through benefit attached to credit cards, supplementary services for housing loans, etc.

<Warranty extension for home appliances>

Customers purchase this service when remodeling or building a new house
Up to 10-year warranty available for any manufacturer or product

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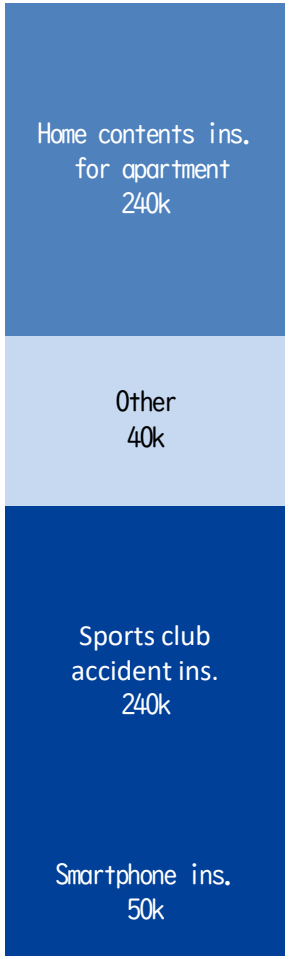
<Business model>

Insurance business

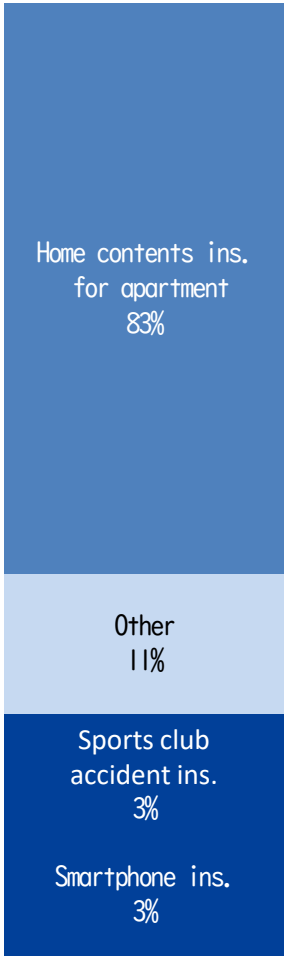
✓ **We have been developing and selling many insurance products through the collaboration with alliance partner companies with the focus on home contents insurance utilizing relationships with real estate companies**

The streamlined organization with ca. 30 staffs of 2 Insurance companies enables us to lower the cost and provide competitive products in the market

Subscribers



Insurance premium



＊As at the end of September 2021

Service detail

<Small amount short-term insurance>

Able to offer products with lower cost

Customers purchase this service through real estate agency when they move into a rental house or condominium

This insurance is sold through the same sales channel of QR service for new tenant
In addition to the existing type, casualty insurance type (group insurance) contracted with real estate companies will be launched soon

Our product development capabilities are among the best in the industry

Weather insurance, wedding cancellation insurance, and other unique product lines

On the other hand, there are several concepts that cannot be developed in the "small amount short-term" due to restriction of laws and regulations

Therefore, we have established casualty insurance company jointly with Nippon Life Insurance and Seven Bank

<Casualty insurance>

We have realized acquiring insurance contracts efficiently through group insurance

- A portion of the sport club membership fee will be used as an insurance premium payment
- An insurance attached to paid Wi-Fi services sold at electric appliance retailors

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<Supplementary material>

Approaches to Sustainability

17 パートナーシップで目標を達成しよう

It is important for JBR to build partnerships in both sales and service provision.
We will promote the "Partnership Strategy" to maximize the value with the minimum organization and resources.
Through the expansion of partnerships, we will promote regional development and build a new industrial base.

Sales partner	6,665shops	Subscribers	3,940k
QR service :	2,705	QR service :	2,214k
Warranty :	1,840	Warranty :	1,132k
Insurance :	2,120	Insurance :	593k

Operation partner	3,200shops	Customer we helped	203,586
QR service :	2,365	QR service :	170,362
Warranty :	606	Warranty :	20,706
Repair :	229	Repair :	6,704
		Insurance :	5,814

4 QUALITY EDUCATION
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

The number of items that can be contributed shall be increased through the service expansion

Environment	Balancing energy conservation and service quality	■Reduction of paper use ■FY21 Ratio of dispatching service staff through highway: 5.9%(FY20:6.1%)
	Supporting environmental preservation group	■Donation type vending machines are installed within the company
Social	Responding to an aging society	■Capturing growing outsourcing needs as the workforce shrinks ■Creating new services that capture changes in lifestyles and industries ■Maintaining and expanding the service infrastructure
	Creating a workplace to live a worthwhile life	■Employee training, Promotion of work life balance
Governance	Building a higher level of governance system	■Setting strategies and goals that balance the resolution of social issues with economic benefits ■Meeting the high governance standards required of companies listed on the prime market ■Visualizing management through business portfolio review and enhancement of management accounting
	Strengthening BCP system	■Strengthening system for receiving phone calls under COVID-19 or natural disasters
	Proactive dialogue with stakeholders	■Proactive dialogue with investors ・・・1on1 meeting with institutional investors: 218, Seminar held for individual investors: 5 ■Simultaneous disclosure for both Japanese and English

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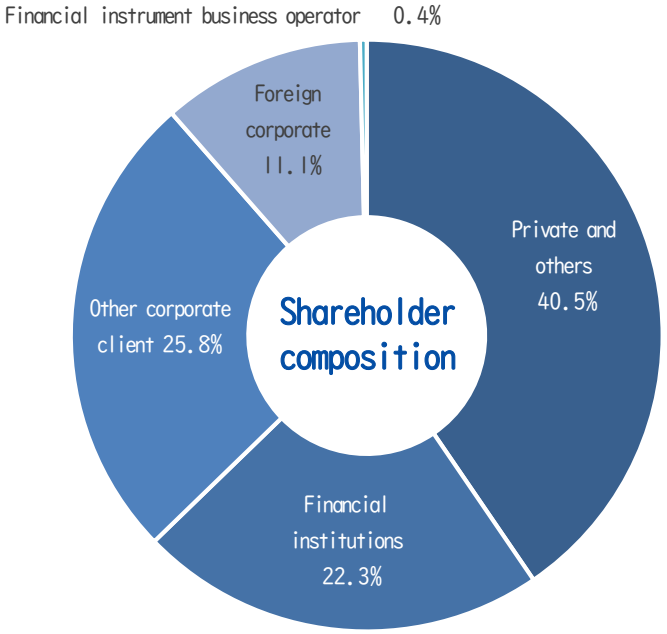
<Supplementary material>

Stock data (at the end of September 2021)

✓ Summary

34,688,000	Shares outstanding
12,445	Shareholders
JPY 43,776 million	Market value
40.2%	Equity ratio



✓ Major shareholders (number and ratio of stocks held)

1	Nobuhiro Sakakibara	10,662,900	30.74%
2	CHIC holdings INC.	3,007,519	8.67%
3	Custody Bank of Japan (trust account)	2,749,100	7.93%
4	HIKARI TSUSHIN, INC.	2,106,100	6.07%
5	The Master Trust Bank of Japan, Ltd. (trust account)	1,904,200	5.49%
6	Custody Bank of Japan (trust account #9)	1,533,800	4.42%
7	NOMURA PB NOMINEES LIMITED OMNIBUS-MARGIN(CASHPB)	1,454,400	4.19%
8	UH Partners 2, Co, Ltd.	1,218,800	3.51%
9	Sumitomo Realty & Development Co., Ltd.	1,000,700	2.88%
10	Custody Bank of Japan (security investment trust account)	901,100	2.60%

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FAQ

Q1. How was the 4th quarter result?

Trend up to 3Q, recovering operating profit with ordinary profit has continued.
The OPM for full FY exceeded 10% on 4 consecutive terms.

Q2. What is your important KPI?

The number of subscribers for membership and insurance business is the important KPI. As at the end of September 2021, we have 3,940k subscribers.

Q3. What is your Mid- and long-term management goal?

We have set the goal to acquire 5 million subscribers by FY24.
We have also shown the image of goal by 2030 (the details are on slide 24)

Q4. What is your management risk?

We had been facing the issues to renew inefficient internal system and newly introduced ERP systems since October 1st and operating them smoothly.

Q5. How will JBR respond to new market segment of TSE?

We have met the criteria and applied for listing on Prime Market on October 14th.
Currently, we are proceeding to respond to revised CG code.

Q6. How is the dialogue status with investors?

We are implementing meeting with total number of 200 institutional investors per year.
In addition, we sequentially hold IR event for individual investors.

Q7. How many sell-side analysts cover JBR?

1 analyst coverage as at the end of Sep 2021 (Mr. Kurahasi of Ichiyoshi Research Institute)
Shared Research & FISCO has also issues report on JBR.

Q8. We want JBR to unlock never-opened safe

We have many opportunities when the skill of our staffs are introduced on TV media.
However, unlocking such saves is not the object of our normal service.

Q9. When will JBR hold annual shareholders meeting?

The annual shareholders meeting is scheduled to take place in late December every year. The date for the meeting in 2021 is scheduled to be held on December 24th.

Q10. Contact for unclear matters?

Any inquiries, please contact us on the next page.

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JBR

Disclaimer

Forecasts and estimates described in this presentation material are based on JBR's judgement supported by the information currently available and contain risks and uncertain factors. Therefore, please bear in mind that actual results and business performance may differ from those forecasts and estimates.

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UD FONT

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