Results of Operations for the Fiscal Year Ended June 30, 2021

A growth strategy for creating platforms

(Three-year plan)

August 16, 2021

Nihon Jyoho Create Co., Ltd. (Tokyo Stock Exchange Mothers Market: 4054)



Contents

1. FY6/21 Financial Results		
2. Three-year Growth Strategy (including the sales and earnings plan for FY6/22)	P 13	
Three-year Growth Strategy	P14	
Explanations of Individual Strategies		
(Product Strategy / People Strategy / Customer Strategy)	P20	
Business Climate / Competitive Superiority	P26	
3. Appendix	P 29	



FY6/21 Financial Results



Become a platformer in the real estate domain

Our goal is to build platforms that transform dreams into reality and make many people happy.

Real estate transactions produce happiness and appreciation by fulfilling customers' dreams in the form of a property that precisely matches their requirements. This is our belief. Real estate companies are dedicated to achieving the simple goal of transforming customers' dreams into reality and making them happy. We play a role in this happiness by using the latest technologies to create extremely convenient platforms for real estate companies.

Yonetsu Kenichi, Representative Director, President



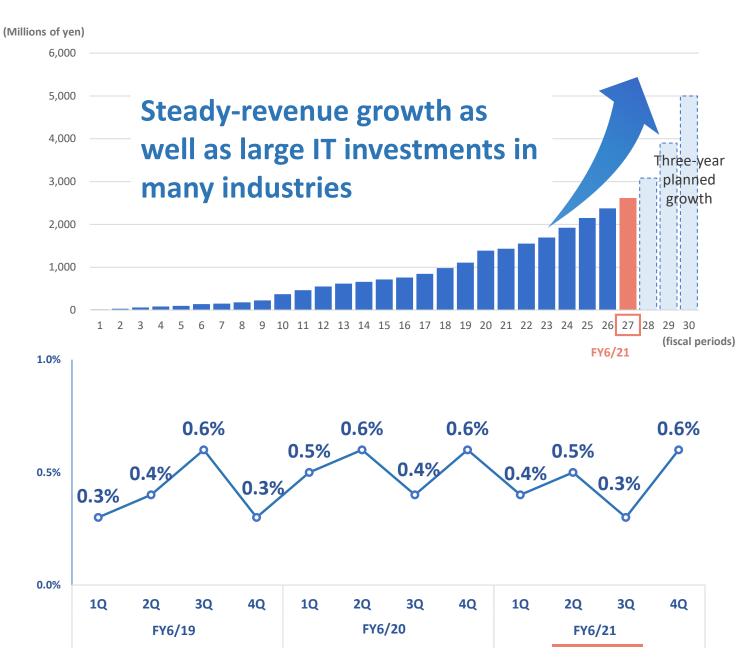


Consecutive sales growth for 27 years

since the founding in 1994

FY6/21 Cancelation Rate: 0.5%

*Average of monthly cancelation rates



The cancelation rate is the decrease in monthly fees caused by contract cancelations divided by fees in that month from existing contracts.



Financial Highlights

Both sales and earnings increased to a record high

(Millions of yen)	FY6/20	FY6/21	YoY change	Vs. NJC plan
Net sales	2,375	2,617	+10.2%	100.1%
Brokerage solutions	789	850	+7.8%	91.3%
Property management solutions	1,563	1,743	+11.6%	104.5%
Gross profit	1,744	1,929	+10.6%	101.0%
Gross profit margin	73.4%	73.7%	+0.3pt	-
Operating profit	524	585	+11.6%	100.3%
Operating margin	22.1%	22.4%	+0.3pt	-
EBITDA	560	633	-	-
Ordinary profit	565	642	+13.5%	100.5%
Profit	367	414	+12.9%	98.7%

Brokerage solutions is sales of brokerage support services provided to real estate brokers.

Property management solutions is sales of administration support services provided to rental management companies.



Financial Highlights (Quarterly)

Only a small negative impact of the pandemic; recruited people for FY6/22 ahead of schedule

(Millions of yen)	FY6/20			FY6/21				
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4 Q
Net sales	644	536	562	631	648	654	639	675
Brokerage solutions	189	196	196	206	205	211	213	220
Property management solutions	448	335	358	420	437	437	420	449
Operating profit	164	108	105	146	163	175	114	132
Operating margin	25.6%	20.2%	18.7%	23.1%	25.2%	26.9%	17.9%	19.6%
Ordinary profit	168	117	110	169	150	217	135	137
Profit	110	76	72	107	104	151	94	63

Increase in salespeople also contributed to growth

Hired more salespeople earlier than initially planned



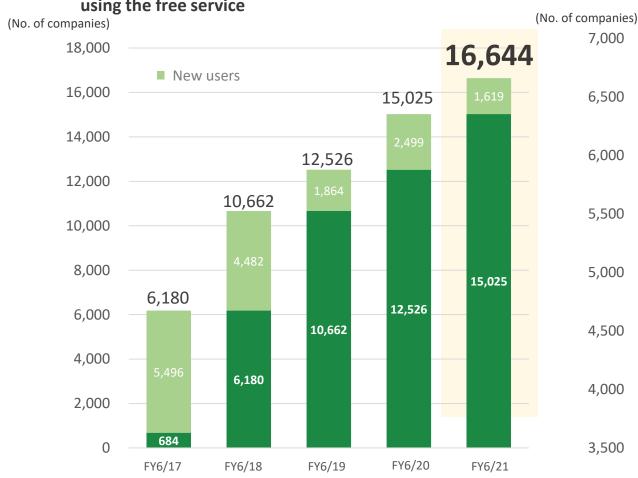
Steady Growth (1)

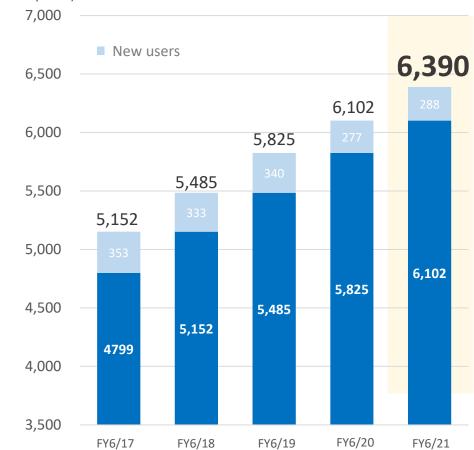
■ Companies using the free B-to-B Property Listing Platform (Fudosan BB)

Focusing on cross-selling and upselling current customers while continuing to increase the number of companies using the free service

Companies using services provided for a fee

Steady growth in the number of companies paying a fee for services as companies switch from free services to services with fees



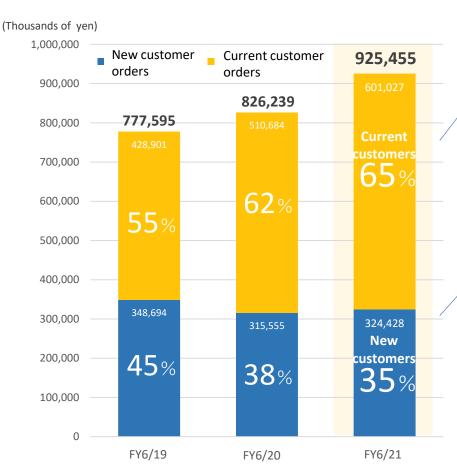




Steady Growth (1) Additional Information

Growth of initial orders

Established a successful business model in FY6/21 by placing priority on upselling and cross-selling activities for current customers



Initial orders are one-time sales, such as license and set-up fees when starting to use a product.

The sales strategy for current customers is successful

Growth backed by a larger product lineup, demand for moving some on-premise services to the cloud, and more resale upselling and cross-selling as the volume of work at customers increases.

Starting in FY6/22 to use the successful business model for current customers in order to capture orders from new customers

Started focusing in FY6/22 on sales to attract new customers due to the decision to recruit salespeople in FY6/21 2H, which was earlier than planned.



Plan to continue <u>increasing the number of</u>
<u>salespeople</u> based on the three-year plan. The goal is
placing emphasis on capturing market share in order
to grow even faster. (See the three-year plan)



150,889

68,986

81,902

68,047

77,868

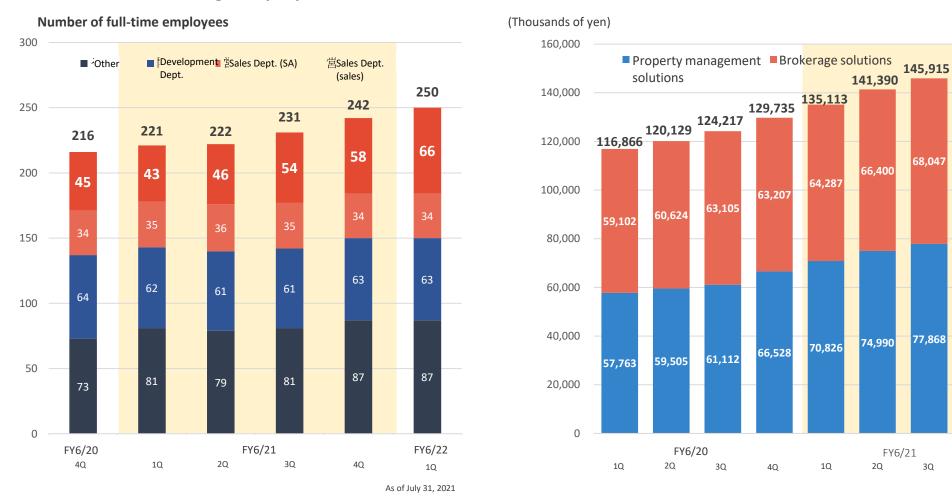
Steady Growth (2)

More salespeople and engineers

Moved up the hiring of salespeople due to the growing number of calls received from prospective customers; plan to continue recruiting salespeople

Growth of monthly recurring revenue

Steady revenue is increasing consistently as the cancelation rate remains low.



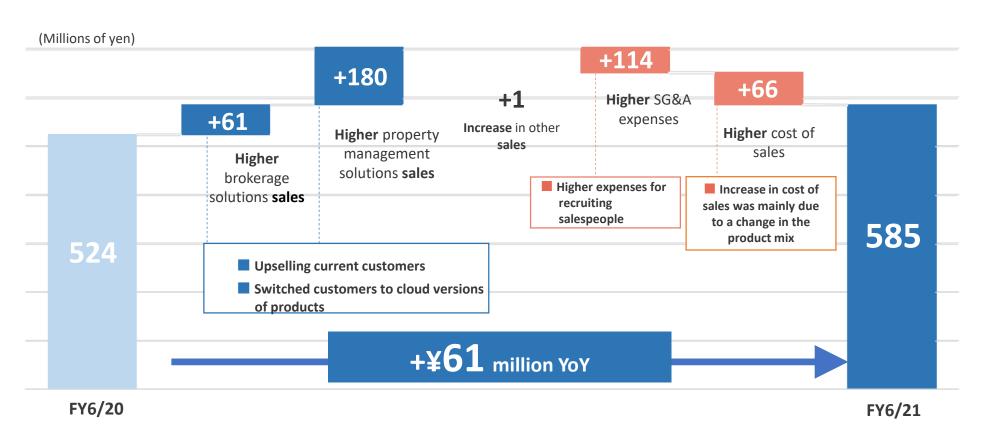
4Q



Components of Change in Operating Profit

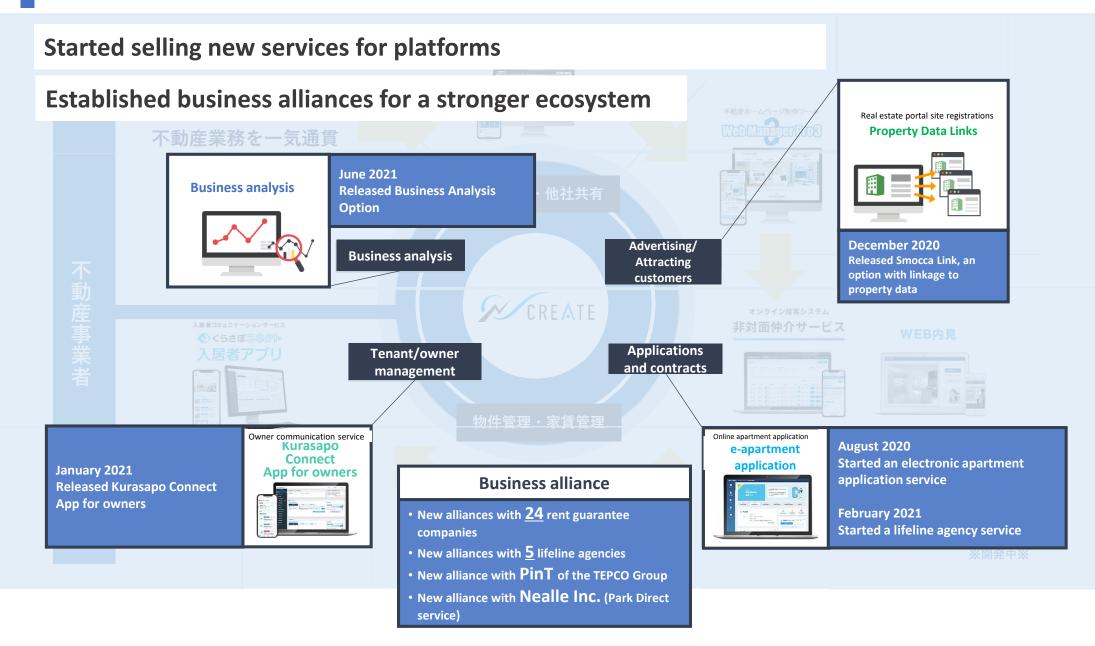
Although people were hired ahead of schedule due to DX demand in the real estate industry, sales and earnings rose to new record highs, partly because of cost control measures

Operating profit: ¥585 million Operating margin: 22.4%





Accomplishments for the Creation of Platforms (FY6/21)





Three-year Growth Strategy

(including the sales and earnings plan for FY6/22)



Targets of the Three-year Growth Strategy

Use investments for building platforms for the following goals:

- (1) Advance to <u>overall optimization</u> of customers' business processes rather than for only some processes.
- (2) Use upselling and cross-selling backed by a larger customer base and stronger lineup of products and services for the growth of sales and earnings as well as corporate value.
- (3) Step up to a First Section (Prime Market) Tokyo Stock Exchange listing by becoming a company that plays vital roles in Japan's real estate industry.

CREATE Structure of the Three-year Growth Strategy

Before

2022 - 2024

The platform building stage

Build a platform like no other by

investing in three categories

2025 -

The platformer stage

Become more than a software company

The DX of the real estate industry **Optimization of** individual business processes for customers

Stronger products

Product strategies

Use upselling and crossselling supported by even more competitive products and newly developed products for sales growth and higher profitability.

People strategies

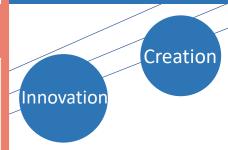
Stronger sales team

More salespeople to aim for a larger market share. Establish a training program for quickly transforming people with no experience into productive salespeople.

Customer strategies

Marketing and the sales network

Stronger marketing and more sales bases because increasing points of contact with customers is vital for differentiating Nihon Jyoho Create regarding the real estate DX.



Growth

Vision: Dedicated to the happiness of everyone we serve!

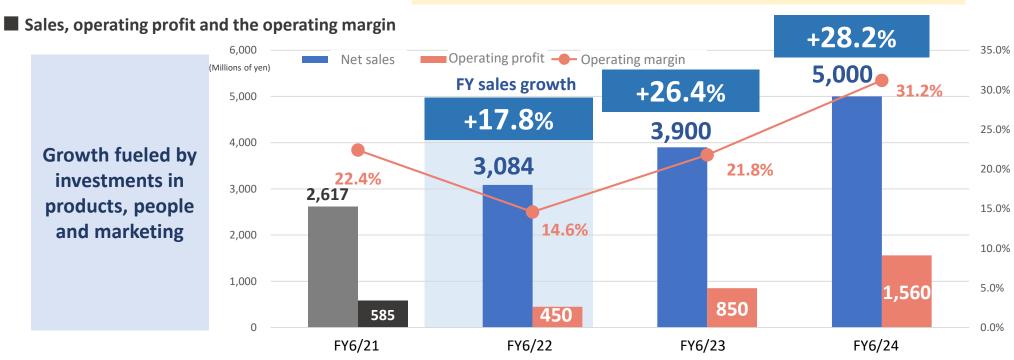


Three-year Plan for Sales and Earnings

FY6/22 is an intentional pause to set the stage for faster growth

	FY6/21 results	FY6/22 plan	FY6/23 plan	FY6/24 plan
Net sales	¥2,610 million	¥3,080 million	¥3,900 million	¥5,000 million
Gross profit	¥580 million	¥450 million	¥850 million	¥1,560 million
EBITDA	¥630 million	¥580 million	¥980 million	¥1,700 million
Ordinary profit	¥640 million	¥490 million	¥920 million	¥1,600 million

- Earnings down in FY6/22 due to investments to strengthen products and sales
- Forecast big increases in earnings starting in FY6/23 along with sales growth



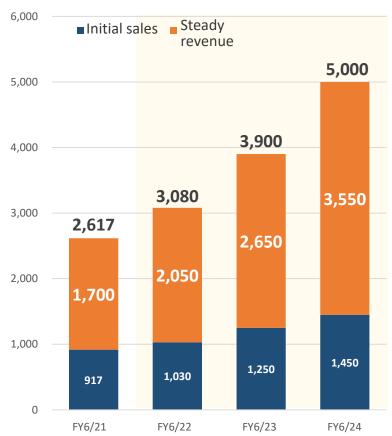


Additional Three-year Plan Information

Sales plan

More sales from steady revenue due to hiring more people, launching new services and increasing brokerage solution sales

(Millions of yen)



■ MRR plan

Upselling and cross-selling supported by more marketing activities, sales offices and salespeople

(Thousands of yen)

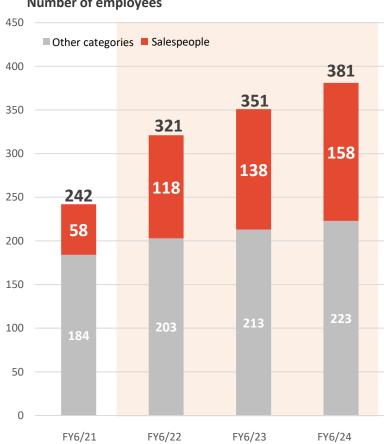




Additional Three-year Plan Information

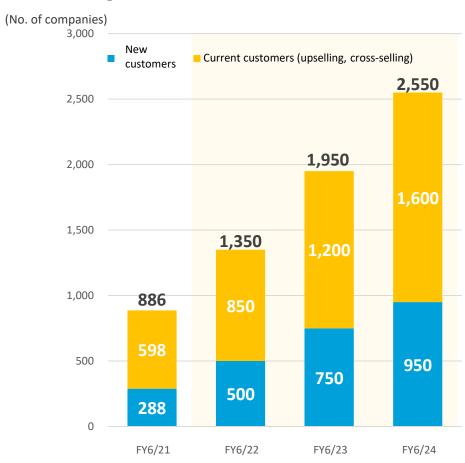
Employees (plan for salespeople) Hiring many people, training programs to make new employees productive quickly, and a low attrition rate





New customers and upselling/cross-selling to current customers

Higher sales to new and current customers due to the growth of the workforce

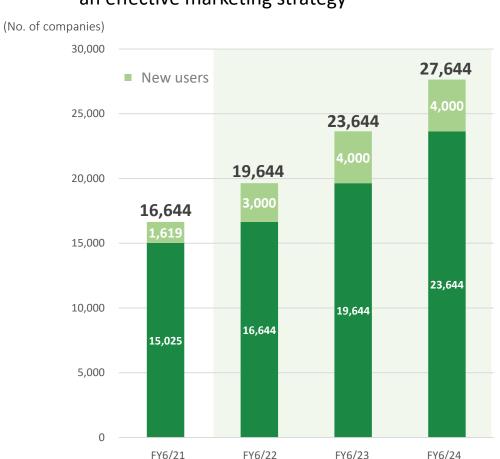




Additional Three-year Plan Information

Companies using the free B-to-BProperty Listing Platform (Fudosan BB)

Forecast growth due to more salespeople and an effective marketing strategy



■ Companies using services provided for a fee
Forecast growth due to a marketing strategy
aimed at shifting users from free services to
services with a fee





Explanations of Individual Strategies



Product Strategy

Complete linkage from B-to-B property listings to contracts

Develop products to build a platform **Upgrade of the Fudosan BB** property listing platform Stronger CRM functions **Property** Services for buying and selling **Upgraded services by using** purchasing/sharing properties big data CRM (Customer **CRM functions for managing customers and New services** listings of available properties. The update is Stronger management support service expected to speed up the process of expanding Property appraisals using artificial Advertising/ relationships with customers. intelligence **Business analysis Attracting customers** Assistance for inputting property data An integrated real Applications and Strengthen services by using the enormous estate platform volume of property data at Nihon Jyoho Create contracts Tenant/owner management **Property and rent E-contracts** management **Developed entirely by Developed a new Nihon Jyoho Create**

version of Chintai Kakumei

Developed a next-generation service that supports rental management service tasks

The new version incorporates improvements that reflect requests from customers following the release of the current Ver. 10 due to amendments to laws and other events.

Increases the UI and UX in the real estate industry

The enactment of digital reform laws in Japan made it possible for Nihon Jyoho Create to develop an e-contract service that is easy for real estate companies to use.

training



People Strategy
Established a specialized sales training unit to make new employees productive quickly

Growth in stages based on the complexity of different products Up to 3 Up to 6 **Up to 12** 2nd year and later 1 month months months months Approximate stages of Growth in stages results in steady advancement < growth of sales per employee **Brokerage solution service sales** Brokerage + property management solution service sales **Quickly become Training Unit Start selling all products** productive for Salespeople <The key to growth> **Support for** Brokerage The first priority is the skill to create product brokerage solution proposals due to relative gaining skills sales ease of this task and the large size of this market. In the second year, employees have **Property** the knowledge to create proposals that manageencompass all products, including property Brokerage ment management solutions. product product **Brokerage** training sales product Basic



People Strategy

Progress with the real estate industry DX by using consulting-linked sales closely connected to regional needs and characteristics



*Use online and face-to-face consulting to increase customer satisfaction

Identify issues by using webinars, etc.

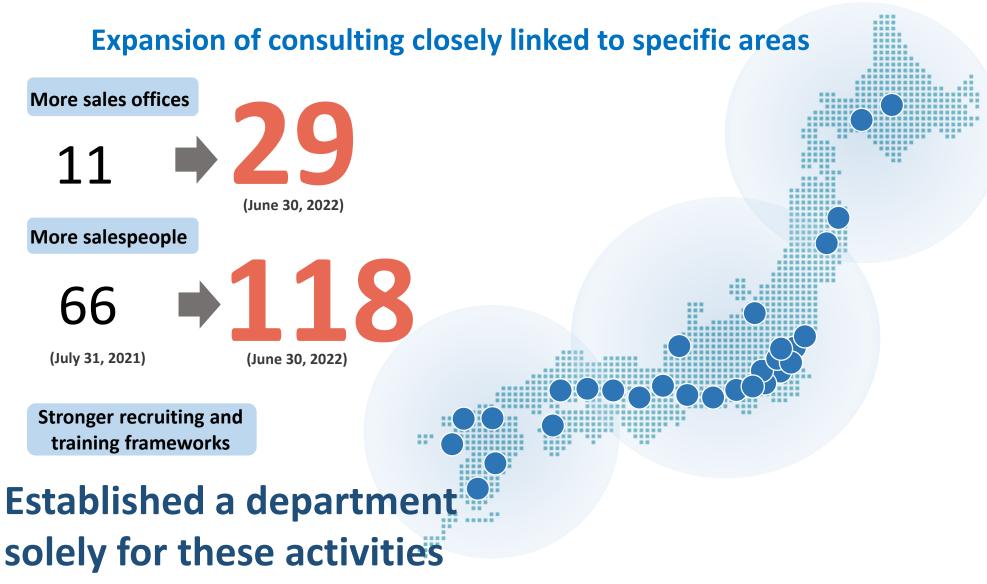
27 consecutive years of sales growth, outstanding customer satisfaction and a low cancelation rate among current users

Ad strategy using web ads and marketing automation



Customer Strategy

More sales offices and salespeople for strategic investments

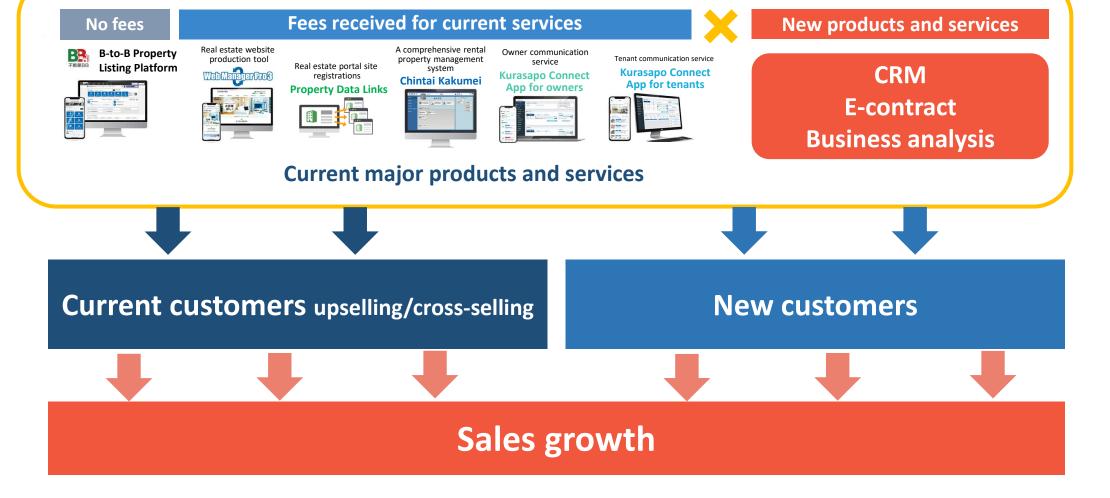




Customer Strategy

Use an expanded product lineup for cross-selling to current customers and adding new customers for sales growth







A Favorable Business Climate Too

Acceleration of the DX due to new laws involving digital reforms

Establishment of a Digital Agency and faster move to fully electronic real estate transactions

Digital technology reform laws passed in May 2021 allow an electronic format (e-contract) for important items and contracts for real estate transactions. Enactment is planned for no later than May 2022.

May 2021
Passage of digital reform laws

Parking lot contracts and renewal contracts can still be signed electronically at this time.

Enactment expected by May 2022

Completely electronic transactions

In Japan's enormous real estate sector, which has a GDP of about ¥65 trillion, the real estate industry's labor productivity index is still lower than the average for all industries. The establishment of a Digital Agency and a legal framework for fully electronic real estate transactions are expected to increase the pace of the DX in all markets.



Start of registration system for rental management companies (Enacted on June 15, 2021)

Companies managing at least 200 rental housing units must be registered with the Minister of Land, Infrastructure, Transport and Tourism.

Japan is more closely overseeing rental property management to ensure the proper operation of this business. The even greater need to conduct operations properly is expected to increase demand for support services for property management tasks at rental management companies.

In Japan, about 5,000 homebuilding companies start operating every year

The constantly changing residential construction sector is creating many potential new customers every year.

The establishment of companies by young people who grew up with digital technologies is expected to generate an even higher level of demand for the use of IT systems.

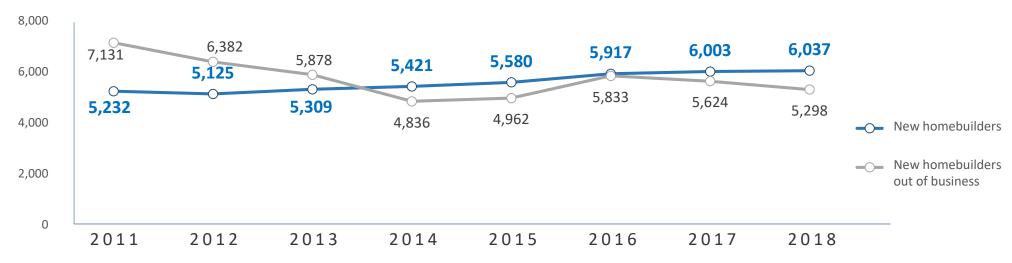


■ Labor productivity index



Source: Survey for Economic Analysis of ICT in fiscal 2018 (2019), Ministry of Internal Affairs and Communications

■ Change in number of homebuilders in Japan



Source: Statistics for Homebuilders and Residential Land and Building Transaction Brokers, end of fiscal 2018, Real Estate Transaction Improvement
Organization and Number of Residential Land and Building Transaction Companies, Ministry of Land, Infrastructure, Transport and Tourism

^{*1} GDP of Major Industries, Survey for Economic Analysis of ICT in fiscal 2018 (2019), Ministry of Internal Affairs and Communications

^{*2} Index (Year 2000=100) based on real GDP/Number of employees (2011 prices) for real labor productivity, Survey for Economic Analysis of ICT in fiscal 2018 (2019), Ministry of Internal Affairs and Communications



Competitive Superiority

Market share growth backed by superior products, sales and support capabilities, accomplishments, and experience

1	2	3	4	5
Products encompass all steps	A large sales network	Support	Market share	Expertise acquired over 27 years

A broad lineup of products for solving many issues for customers, resulting in one-stop solutions extending from brokerage to property management tasks Consulting closely linked to regional needs and characteristics for real estate companies nationwide; earns customers' trust by providing proposals as well as valuable support

A nationwide IT system advisory network to assist customers after starting to use Nihon Jyoho Create's service; support includes remote assistance by Nihon Jyoho Create's own call center and other forms of support

The rental management system market has high barriers to new entrants because of the complexity of rental management tasks. Nihon Jyoho Create has a large share of this market. Furthermore, upto-date property data is used for new analysis services.

As the speed of the DX increases, regional rules are emerging in the real estate sector and each company uses its own method for digitalization. With 27 years of experience, Nihon Jyoho Create has the knowledge needed to implement the DX in the best possible manner for the real estate industry.



Appendix



Mission & Vision

Mission Dedicated to the happiness of everyone we serve!

Vision

Use technology to create innovative platforms for the real estate sector



Company Profile

Company name	Nihon Jyoho Create Co., Ltd.
Establishment	August 1994
Location	13-18 Kanmachi, Miyakonojo-shi, Miyazaki prefecture
Number of employees	266 including 242 full-time employees (As of June 30, 2021)
Business activities	Development and sales of application systems and services for real estate industry
Executive officers	Yonetsu Kenichi, Representative Director, President
	Maruta Hideaki, Director, Head of Development Dept
	Arai Atsushi, Director, Head of Sales Dept
	Senokuchi Naohiro, Director, Head of Administration Dept
	Umino Daisuke, Director, Chair of Audit & Supervisory Committee
	Miura Hiroshi, External Director, Audit & Supervisory Committee member
	Yamamoto Osamu, External Director, Audit & Supervisory Committee member
Listed market	Tokyo Stock Exchange (Mothers) code: 4054

Offices

Miyazaki Headquarters/Sapporo/Sendai/Tokyo/Saitama /Nagoya/Hokuriku/Osaka/Hiroshima/Shikoku/Fukuoka (11 locations in Japan) As of June 30, 2021









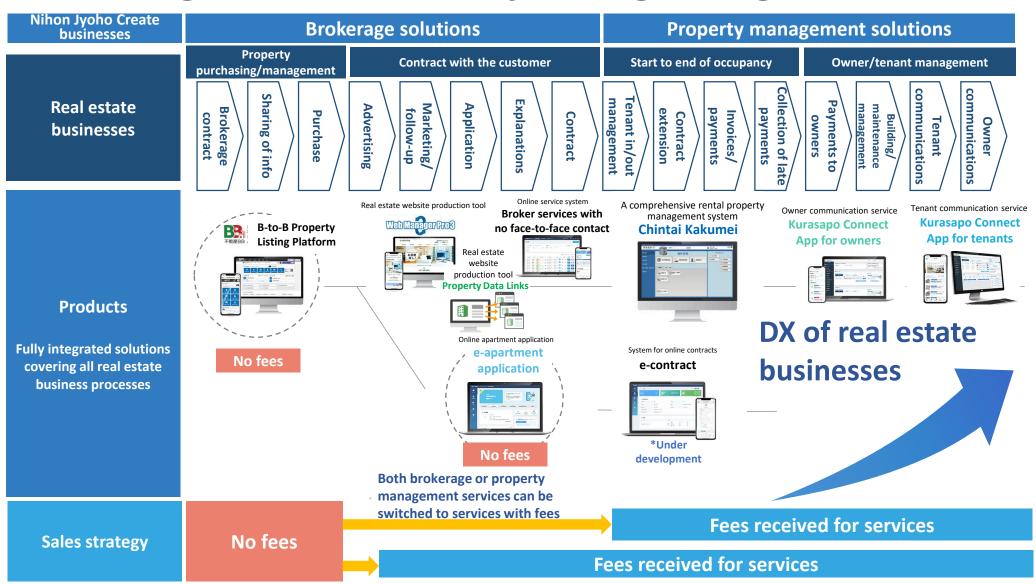






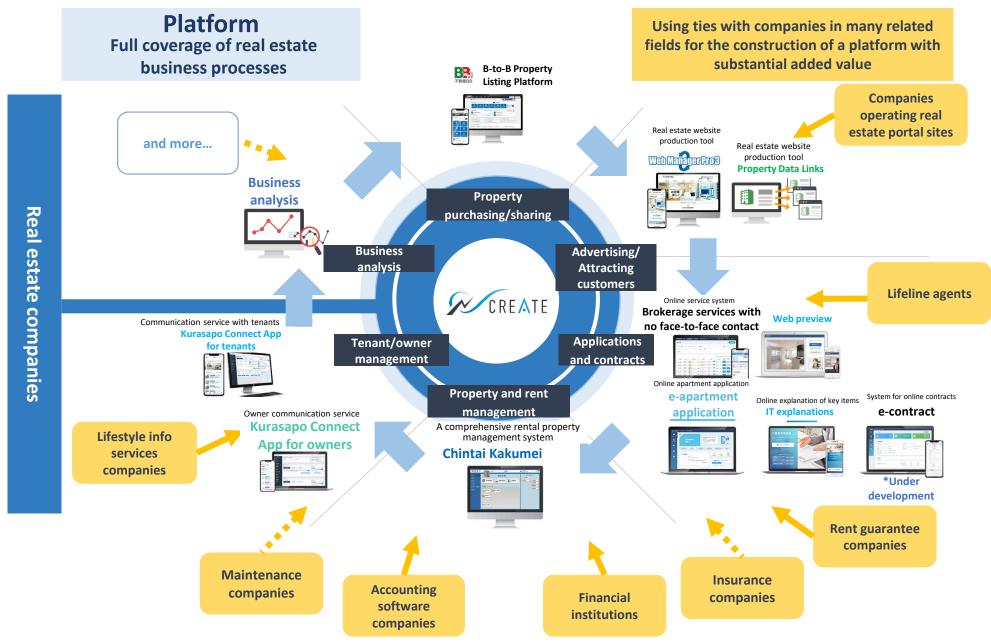
Building Platforms For the Real Estate Industry

Promoting DX in the industry through integrated solutions





Building Platforms For the Real Estate Industry

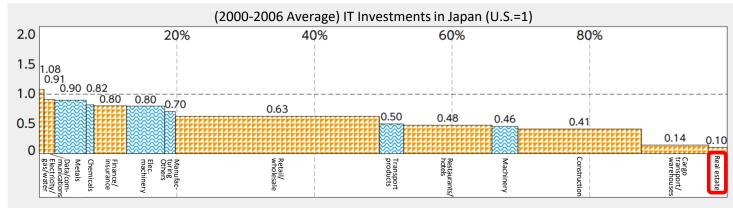




Issues in Japan's Real Estate Industry

In Japan's real estate industry, <u>IT investments are 10% and labor productivity is 40% of the levels in the U.S.</u>

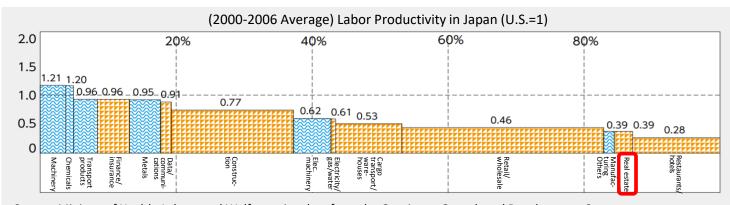
IT investments by industry (U.S.=1, 2000-2006 average)



Source: Ministry of Health, Labour and Welfare using data from the Groningen Growth and Development Center

Note: IT investments are based on manhours. Width shows the volume of labor used (working hours x number of workers).

Labor productivity by industry (U.S.=1, 2000-2006 average)



Source: Ministry of Health, Labour and Welfare using data from the Groningen Growth and Development Center

Note: Labor productivity are based on manhours. Width shows the volume of labor used (working hours x number of workers).

Source: 2015 Analysis of Labor Economics (September 2015), Ministry of Health, Labour and Welfare



Homebuilders in Japan

The number of homebuilders has increased slightly, remaining generally steady at about 120,000 The number of companies is increasing and the number of operations by individuals is decreasing

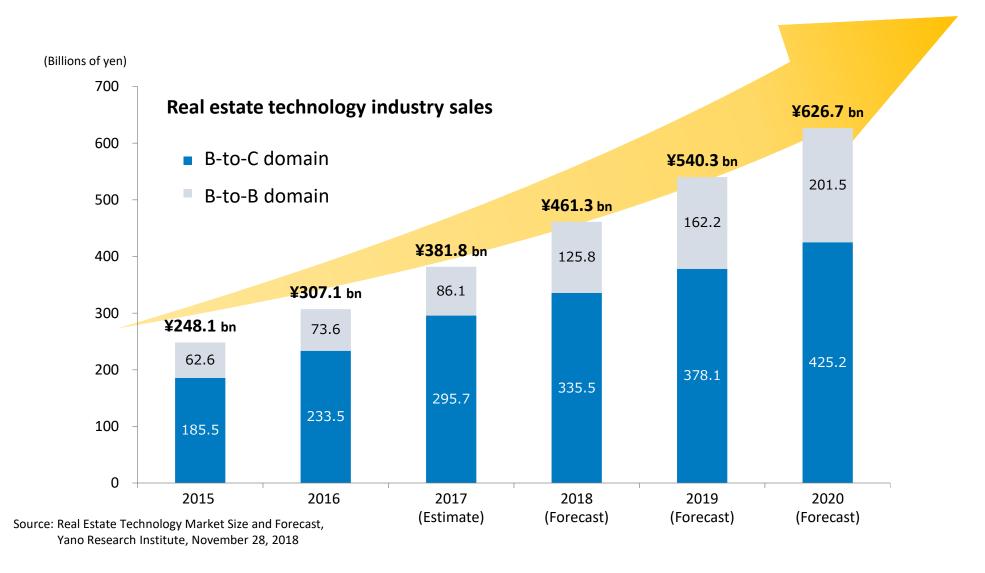


Source: Statistics for Homebuilders and Residential Land and Building Transaction Brokers, end of fiscal 2018, Real Estate Transaction Improvement Organization



The Size of Our Market Japan's Growing Real Estate Technology Industry

Rapid growth of Japan's real estate technology industry is expected, which will increase the need for the products of Nihon Jyoho Create





Japanese Government Support for Digitalization

Many government actions for the digital transformation of the real estate industry

Support for business owners to implement working style reforms



Measures to give people many choices for how to do their jobs, increase job opportunities, and create an environment where people are motivated and can achieve their full potential.



Chintai Kakumei is eligible for IT use subsidies and can contribute to improving efficiency (elimination of extended working hours).



Increase the use of cashless transactions



The number of real estate e-transactions (payments of security deposits and rent) is increasing and Nihon Jyoho Create is using e-transaction services using alliances with payment processors to play a role in the growth of cashless payments.

Declaration of creating the world's most advanced IT nation



Create a digital society where people can live with confidence by using digital technologies and data utilization as well as enjoy fulfilling life styles.

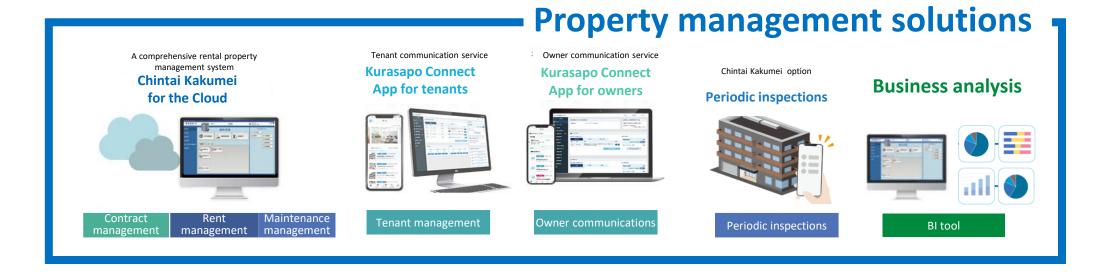


Brokerage services with no face-to-face contact is a new real estate broker format proposed by Nihon Jyoho Create, using IT explanations and other measures that can make big contributions to improving efficiency.



Product Lineup







Use of Freemiums to Attract More Users

Use free market info services to increase users as well as fee-paying users

About 120,000 homebuilders in Japan

Source: Ministry of Land, Infrastructure, Transport and Tourism
Homebuilding Company Information Search System, May 2020

Consumers

B-to-B property listing platform

Brokerage business support services

Administration support services

Consumer support services

Fudosan BB



Web Manager Pro 3

Property Data Links

Brokerage services with no face-toface contact

Web preview

e-apartment application service

IT explanations

e-contract (Under development)

Chintai Kakumei 10

Periodic inspections

Accounting Link

Kurasapo Connect

No fees

Fees received for services





Secondary use of property info for upselling to brokerage/property management services

More free users

Use property info

Upsell to services with fees

B-to-B property listing platform

Secondary use of property info

Brokerage business support services



Listing on Nihon Jyoho Create's website Listing on real estate portal sites



B-to-B Property Listing Platform **Property**

Property Data Links Real estate portal site

Administration support services

Consumer support services

Property management companies









Centralized management of property info

Chintai Kakumei



Kurasapo Connect



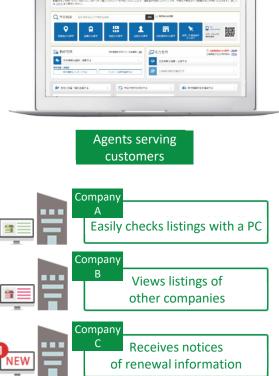
Fudosan BB – An Internet Platform for B-to-B Sharing of Property Listings

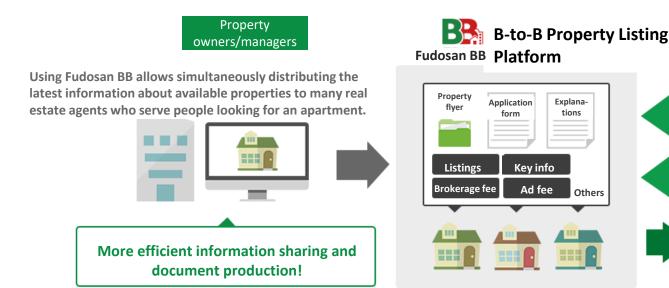
A free internet service for the real-time sharing among real estate agents of their listings

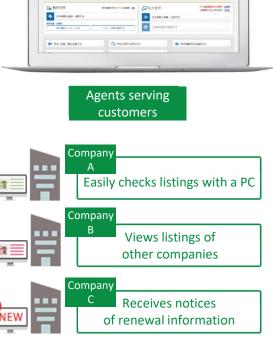


B-to-B Property Listing Platform

Fudosan BB allows real estate agents to view listings any time of the day, resulting in the more efficient sharing of information among property management companies and real estate brokers







Explana-

Others

Key info



Real estate website production tool

WebManagerPro Series

WebManagerPro was created specifically to produce real estate websites designed to attract more customers. Many templates are available for the simple production of original websites.

- Compatible with mobile phones
- Responsive web design template
- Entry form optimization (EFO)
- Long tail optimization (LTO)
- SSL for secure internet communications
- Heat map function (optional)















Property listings registered on Fudosan BB are automatically listed on real estate websites, greatly improving the efficiency of inputting information about vacancies.



Real estate portal site registrations

Property Data Links

Brokerage business support





Real estate portal site registrations







at home







CENTURY 21







Administration support

Chintai Kakumei Baibai Kakumei



This service can post property information registered on Fudosan BB, Chintai Kakumei and Baibai Kakumei simultaneously on many types of portal sites. Using this service saves time and prevents input errors because there is no need to use the input forms of each site.



Chintai Kakumei 10

Centralizes every property management task from tenant changes to rent

Seamless data linkage for B-to-B property listing sharing and support for brokerage business and consumers for all services

Chintai Kakumei





Centralized management of rent invoicing, collection and payment processing significantly reduces data processing errors and lost data.











Based on perception of rental management systems of individuals nationwide between the ages of 20 and 59.

Date: May 2018

Method: Internet questionnaire



Kurasapo Connect

A smartphone app with a link to Chintai Kakumei for simple communications with tenants about late rent payments, lease renewals and other matters





Use contactless brokerage services to attract customers Fully integrated: Web preview - e-apartment application IT explanations - e-contract (under development)











Web sales activities

Web preview

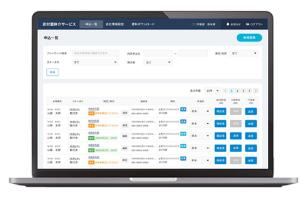
e-apartment application

IT explanations

<u>e-contract</u> (<u>Under development</u>)

An online customer interaction service for fully contactless activities for sales, previews, tenant applications and explanation of key items.

Online communication tools for previews and explanation of key items are also products developed by Nihon Jyoho Create. This ensures easy and efficient communications with customers with no need to switch to a different tool.

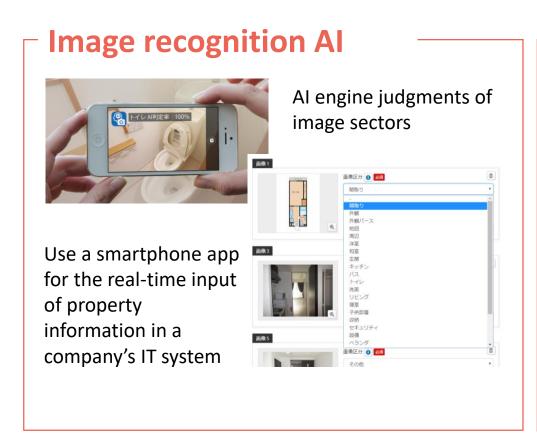


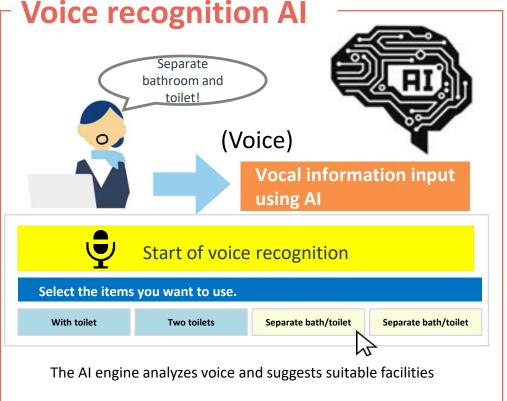


Use of the Latest Technologies

Constantly updating systems by using the latest technologies

Using artificial intelligence to make business processes more efficient







New Services that Use Big Data

Use of Fudosan BB, Chintai Kakumei and other services to accumulate an enormous volume of real estate information

Plan to **use big data** for providing services with new added value



Real estate brokers

Property management companies

Centralized management of property and administrative information by using Fudosan BB, Chintai Kakumei and other services Usage

Nihon Jyoho Create Co., Ltd.

Accumulation of statistical data through the operation of various services





Create new services

Examples of potential services

- Property database
- Detection of fraudulent properties
- Property input assistance
- Rent information in nearby areas
- Earnings forecasts for new stores
- Identify significant needs and market trends and use this information to create proposals for owners, and other services

Growth of Management Support Services

Management support linked with business support services

Plan to start a management support service for business operators

Management support

Management support services

Accounting, data utilization (under development), business matching, finance, and others

Business support





IR E-mail Service

Nihon Jyoho Create has an e-mail IR message service to maintain strong lines of communication with investors.

Simply register your e-mail address to receive the latest IR news.

- Timely disclosure announcements
- Public relations announcements

Register now

*Link to the IR mail registration screen of the Nihon Jyoho Create IR website



E-mail IR Message Service Registration

We will provide investors with our IR information by e-mail.

E-mail IR Message Service Registration



Examples of Feedback from Customers Information in the Nihon Jyoho Create corporate website about how companies are using its services.

Please read the feedback of customers.

See examples now

* Link to the Nihon Jyoho Create corporate website



Nara prefecture Kato Home Co., Ltd.

One person can perform the supervisory tasks that previously required several people.

Chintai Kakumei



Fukuoka prefecture Reliance Inc.

Management tasks were much easier after we switched from WebManagerPro2 to WebManagerPro 3.

Chintai WebMana Kakumei



Aichi prefecture Honshu Kensetsu Inc.

Confirmations of payments received, which required a lot of work by two people, is done by one person with no overtime.

Chintai Kakumei WebManagerPro



Ishikawa prefecture
Miyoshi Kaihatsu Co., Ltd.

We stopped data management using personal data and characteristics. We are also focusing on using the internet to attract customers.





Toyama prefecture FP Fudosan Center Co., Ltd.

We reduced the number of people and time needed for office work. Nihon Jyoho Create helped with brokerage operations in addition to property management tasks.

Chintai Kakumei WebManagerPro



Okayama prefecture

Fukushima Takken Co., Ltd.

We started using Nihon Jyoho
Create products to stop relying
solely on real estate portal sites.





Osaka prefecture

Soveric Corporation

Our work was much faster and there were no errors after we started using Chintai Kakumei.

Chintai Kakumei



Toyama prefecture

Aozora Fudosan Co., Ltd.

Calls from prospective customers doubled after we started using WebManagerPro3.

WebManagerPro Fudo



Saitama prefecture

Sansho Intelligent Co., Ltd.

After switching to Chintai Kaku

After switching to Chintai Kakumei, we were amazed at Nihon Jyoho Create's outstanding follow-up support.

Chintai

Many more messages from customers are on the Nihon Jyoho Create website



Sustainability (SDGs)

The corporate website includes information about activities that contribute to accomplishing the SDGs. We use our real estate support services for activities with our stakeholders for the creation of a sustainable society.

See SDG information now

* Link to the Nihon Jyoho Create SDG page

Social progress due to the real estate industry digital transformation

We are building a stronger foundation for the real estate industry by creating a real estate industry data infrastructure using IT and by incorporating the digital transformation in all aspects of this industry. Our activities are also playing a role in social progress by eliminating variations in information accessibility in different areas in order to ensure that people everywhere in Japan have equal access to real estate data.





































Examples of SDG activities

- Digitalization of real estate data in Japan
- Online real estate transactions
- One-stop solutions for real estate business processes
- Operation of a real estate portal site



Why Our Services Are Used Continuously

A Fully Integrated Infrastructure Ensures Services of a Consistently High Quality

A fully integrated internal infrastructure for planning, development, sales

and support services

Integrated operations create a powerful cycle of accumulating knowledge and using that knowhow to further upgrade products and services





Precautions Regarding This Presentation

Precautions Concerning Forward-looking Statements

- This presentation contains forecasts and other forward-looking statements based on information that is currently available. Nihon Jyoho Create Co., Ltd. (NJC) makes no guarantees of assurance for the outcome of these forecasts as they include inherent uncertainties and risks. Actual performance, therefore, may differ from these forecasts due to changes in the business environment and other factors.
- Factors that could have an impact on actual performance may include changes in the economies of Japan and other countries, industries associated with NJC's business operations or other items.
- Information in this presentation that is not related to NJC is based on information available to the public and other sources. NJC has not verified in any way the accuracy or suitability of this information and makes no guarantees about the accuracy or suitability of this information.
- Information in this presentation about companies other than NJC is based on sources available to the public.
- This presentation does not constitute a solicitation for the purchase or sale of securities of any type, even if there are statements to this effect. Furthermore, this presentation cannot be used as the basis for a contract or obligation of any type.
- Investors should rely on their judgment after reading without fail the prospectus (including amendments) on the new share issue and application for share sale prepared by NJC.



Dedicated to the happiness of everyone we serve!



Nihon Jyoho Create Co., Ltd.