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困っている人を  
助ける。 WE HELP  
PEOPLE IN NEED.

JAPAN BEST RESCUE SYSTEM

JBR

JAPAN BEST RESCUE SYSTEM

## Business Results Summary < FY2022/Q3 >

August 5, 2022  
Japan Best Rescue System Co., Ltd.

Theme	Page
Business Result	1 - 4
KPIs	5 - 8
Topics	9 - 11
FAQ	12
Data	13 - 15

YouTube Briefing  
Available

JBR Best IR Channel



Net sales & operating profit progressed as planned to reach record highs. Recorded expenses to optimize operations for the next FY and beyond.

	FY20/Q3	21/Q3	22/Q3	Change	Forecast Achievement
Net Sales	9,023	10,222	13,377	+3,155 +30.9%	<b>NEW RECORD</b> Stable growth in existing business in addition to the benefits of the ACTG* acquisition 74.3%
Operating Profit ( Margin )	1,048 (11.6%)	1,124 (11.0%)	1,174 (8.8%)	+49 +4.4%	<b>NEW RECORD</b> ACTG moved forward and achieved its annual plan in Q3 67.9%
Ordinary Profit	1,103	1,307	899	-407	<b>Terminated stock forward contract</b> To avoid the impact from market conditions on business performance in the next FY and beyond 47.4%
Net Profit	510	877	373	-503	<b>Avoid double investments resulting from mergers</b> Suspend ACTG system development and unify with JBR 31.2%
EBITDA ( Margin )	1,201 (13.3%)	1,303 (12.8%)	1,612 (12.1%)	+309 +23.7%	<b>NEW RECORD</b> Continuous improvement in profitability —

\*ACTCALL INC. &amp; TSUNAGU CO.

## Business competence has grown beyond the disclosed value

Actuality profit = Operating profit<sub>(disclosed value)</sub> - ① Special factors + ② Burden of allocated cost

### Membership segment

< Special factor > Segment burden increased due to restructuring

	FY20/Q3	21/Q3	22/Q3
Actuality profit YoY	1,478 +5.5%	1,520 +2.9%	1,725 +13.5%

Operating profit (disclosed value) YoY	1,161 +5.6%	*1,262 +8.7%	728 -42.3%
① Restructuring -	361	439	31
② Allocated cost +	678	697	1,028

\*Figures in FY21/Q3 results disclosure

① Restructuring	Segment business changed during FY21-22 OUT >> Warranty(JMS), Others (COVID prevention) IN << Repair seg, organization of Life-tech seg
② Allocated cost	JBR allocates expenses incurred across the company in proportion to the number of employees, etc. The cost increased due to an increase in the ratio of Membership to the entire company. Total allocated expenses also increased due to the start of ERP amortization, etc.

### Insurance segment

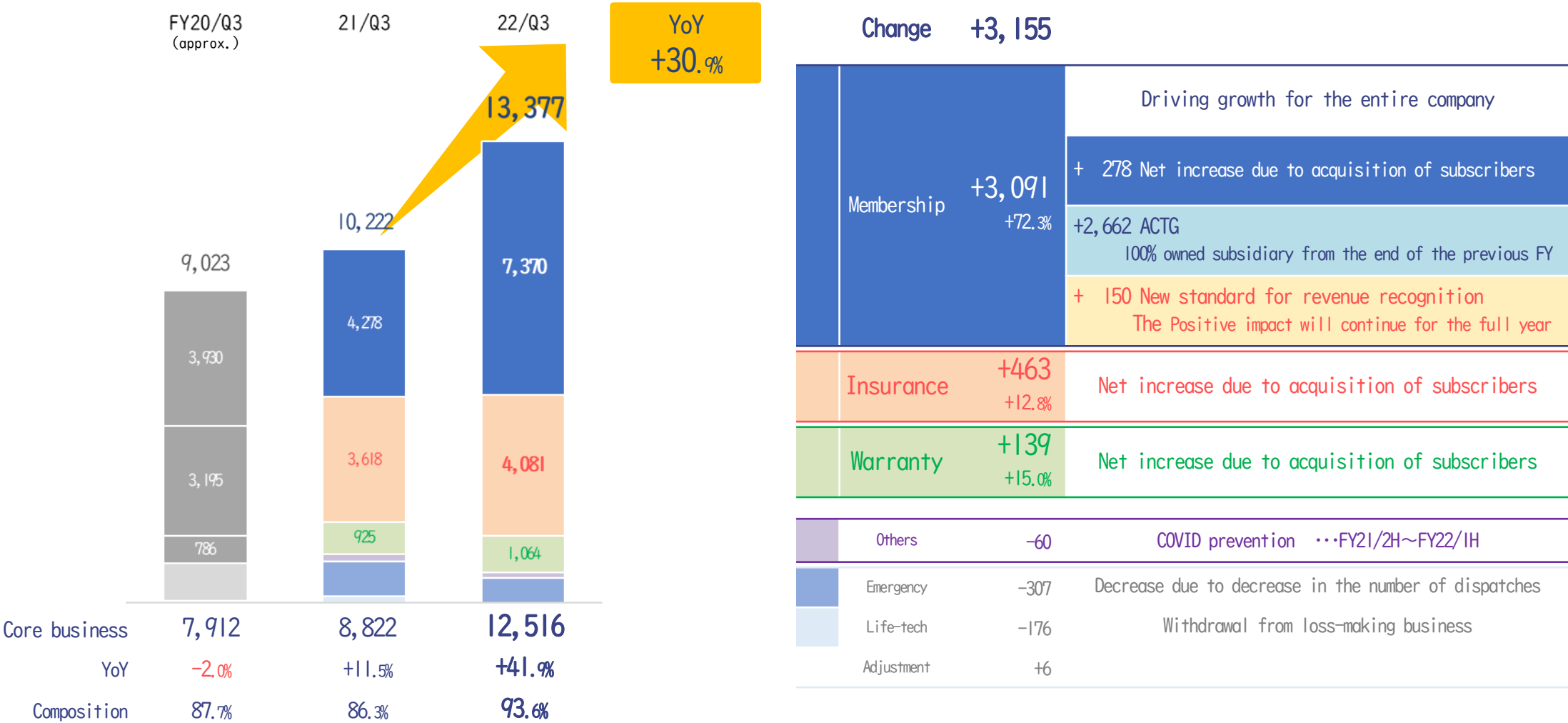
< Special factor > Increase/decrease in reserve for insurance payment

	FY20/Q3	21/Q3	22/Q3
Actuality profit YoY	282 +3.6%	330 +17.0%	465 +40.5%

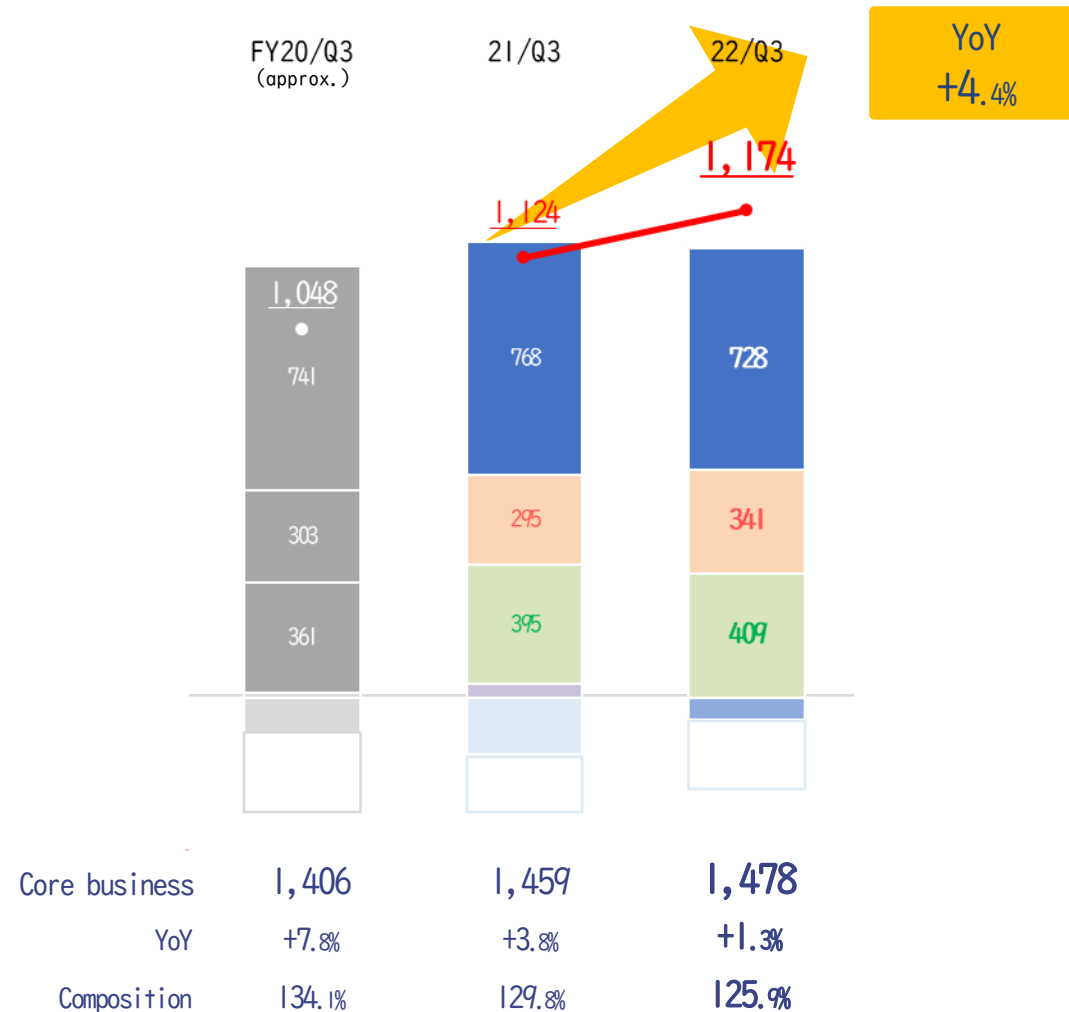
Operating profit (disclosed value) YoY	303 +28.6%	295 -2.6%	341 +15.5%
① Policy Reserves -	+26	-32	-119
② Allocated cost +	5	2	3

① Policy Reserves	In accordance with the accounting treatment stipulated in the Insurance Business Law, positive or negative impact occurs each quarter  As a general, when contract awards are... active >> Negative impact calm >> Positive impact
② Allocated cost	Since the Insurance business is operated by a group company, the burden is minimal than that of the Membership segment.

The core business with a stock-type profit structure is growing strongly. Exceeding the seasonal decline in revenue(Q2→Q3), Insurance achieved a significant increase.



Steady growth in Actuality profits from the core business. The slump in the Emergency business has bottomed out. Reducing unprofitable business will be promoted for the next FY.

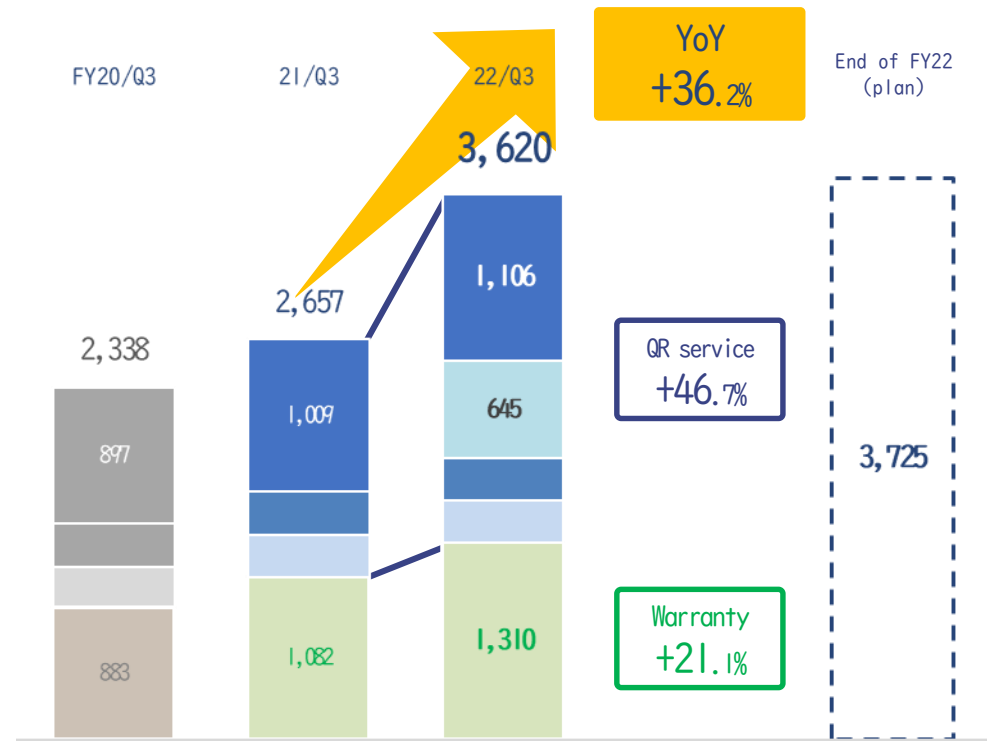


Change		+49
Membership	-40 -5.2%	+126 Net increase of Actuality profit
		-362 Increased burden from the allocated cost
		+196 ACTG Profit:334 million - Goodwill:138 million
Insurance	+45 +15.5%	+133 Net increase of Actuality profit
		- 87 Provision of contract reserves <FY21> -32 million → <FY22> -119 million
Warranty	+13 +3.4%	Net increase due to acquisition of subscribers
Others	-45	Developing new business following COVID prevention
Emergency	-64	Decrease due to decrease in the number of dispatches
Life-tech	+186	Withdrawal from loss-making business
Adjustment	-45	

Together with the effect of the ACTG acquisition, the subscribers increased: +36% YoY  
with profitability improvement revenues: +61% vs. dispatching fee: only +43%

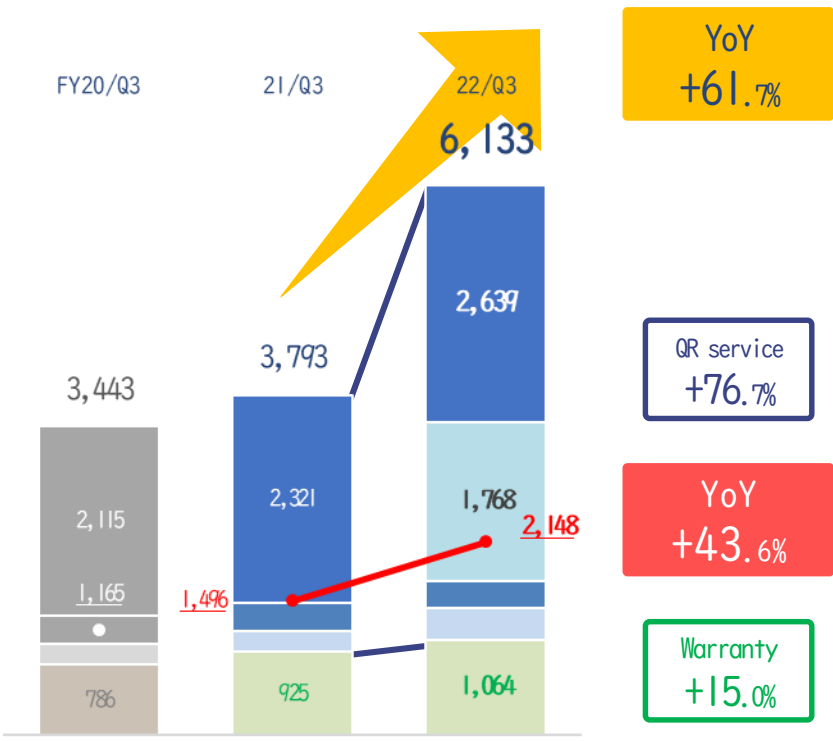
Subscribers( k )

Accelerating subscribers acquisition



Membership & Dispatching Fee(JPY M)

Dispatching fees are adequately controlled



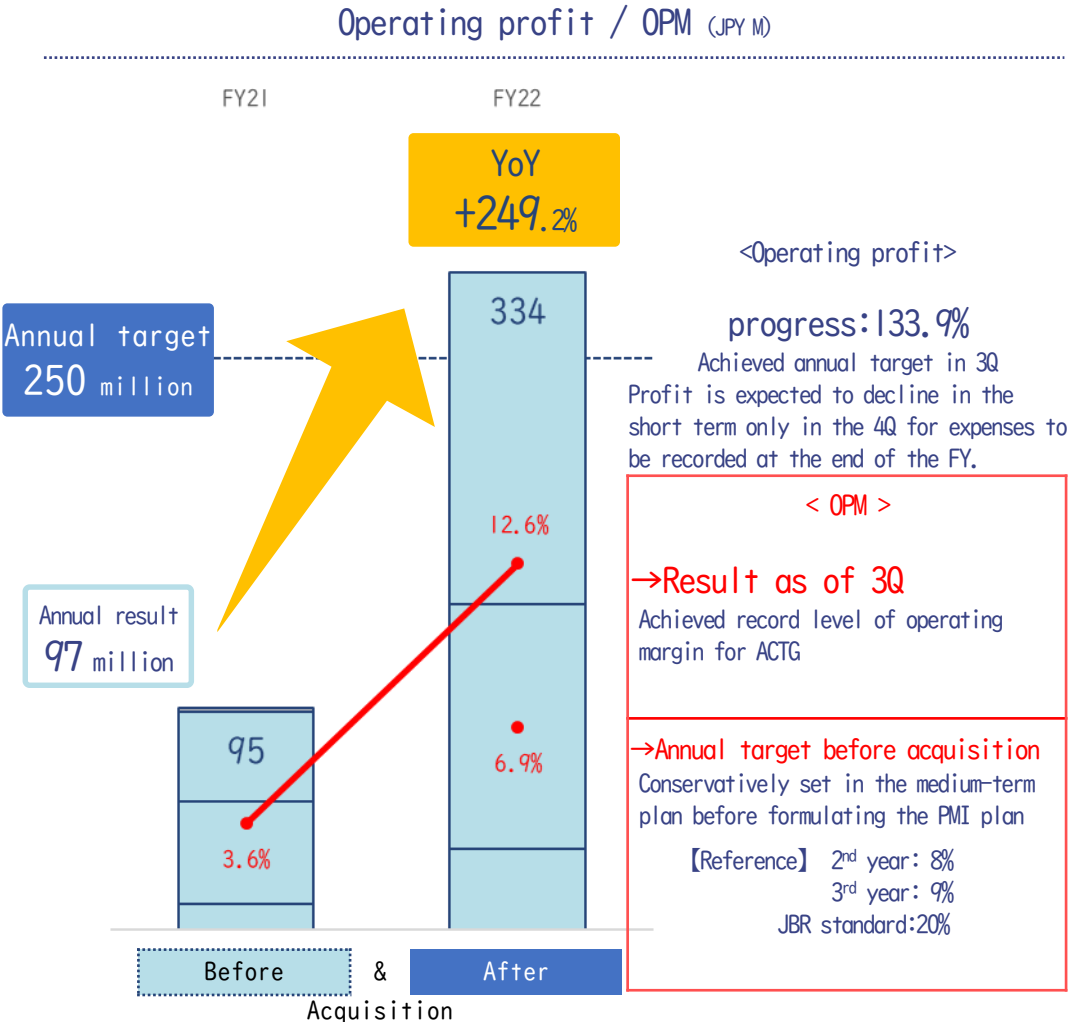
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Collective housing	ACTG	University	Others
QR service*			

Warranty extension    Dispatching fee

\*QR; Quick Response for daily life trouble

Achievement of the full-year plan is almost assured.  
The three-year target level (OPM: 9.0%) will also be significantly exceeded.



PMI activities		Impact
JBR Group		
Absorption-type Merger		Large
Progress is being made on organizational optimization, etc. toward the effective date of Oct. 1.		
Improvement of the entire group		Large
Streamlining sales, administrative, and call center operations Advance consideration of system integration, etc.		
Call Center		
Improving the efficiency of operations		Large
Sales Partner		
Negotiation for correction of unprofitable projects		Large
Operation Partner		
Negotiation for correction of work cost		Medium
Back Office		
Incorporating outsourced operations		Small

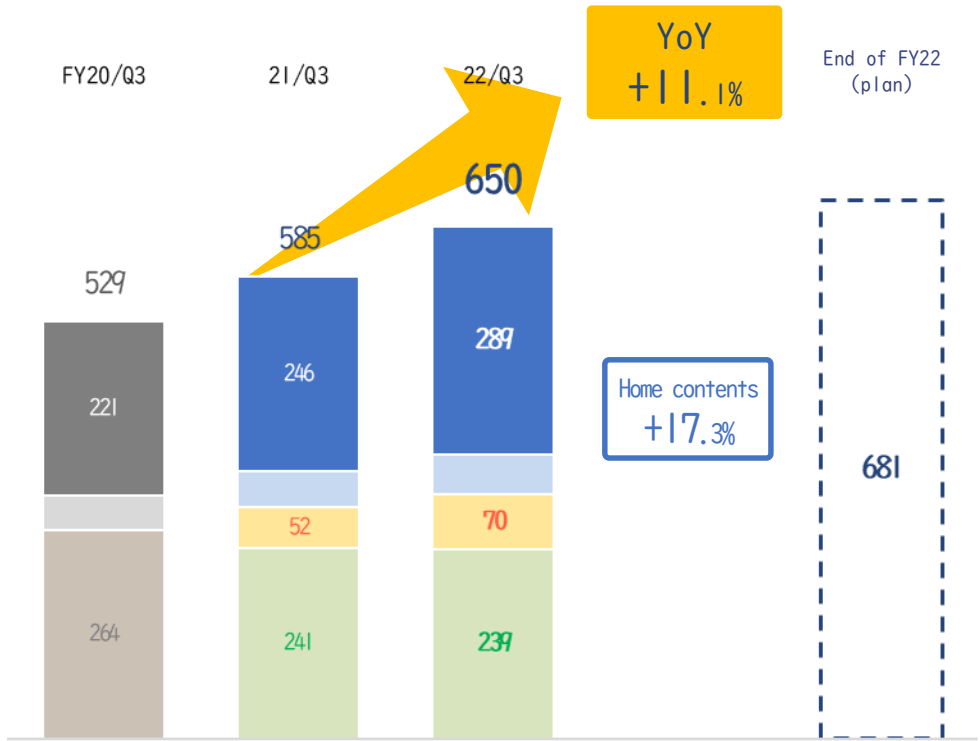


The number of home contents insurance sales partners\* increased significantly due to the influx of new agents from another company. YoY:40%+ <Reference> FY20→FY21: +13%

\* Equivalent to the number of sales agents in the average insurance industry

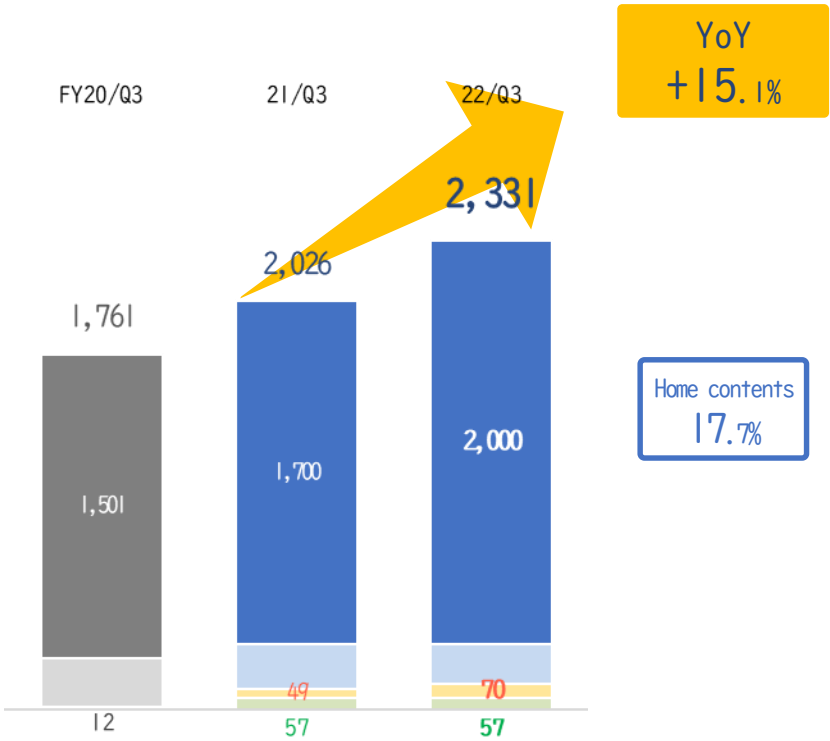
Subscribers( k )

Home contents are expected to increase significantly over the next year



Insurance premium(JPY M)

Revenue growth is linked to the pace at Home contents insurance

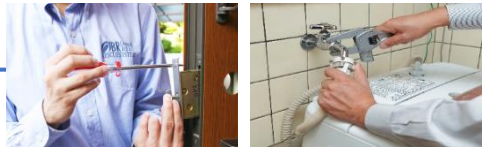


<Legend> Home contents Others Smartphone Sports club

Our “Best Rescue System” provides reassurance for 4.2 million+ subscribers and contributes to local development.

We create the Best Rescue System  
The best framework and services for reassuring people  
by getting close to their daily lives

Service example



Mission

We help people in need

Vision

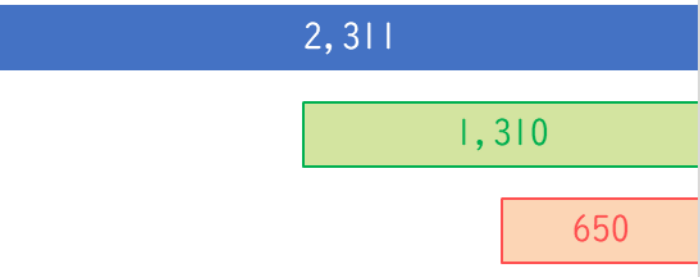
Value

Be fair: Stay loyal to customers, colleagues, and yourselves  
Be generous: Respect others, don't be conceited, be humble  
Be a challenger: To cherish advancing ahead, not to be afraid of failure

Subscribers

4,271k

(As of the end of June 2022)



QR service

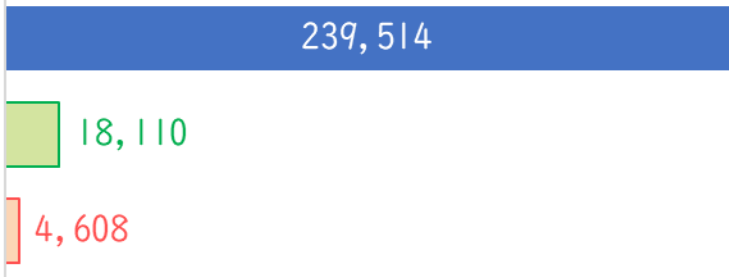
Warranty

Insurance

People we helped

262,232cases

(For the nine months ended June 2022)

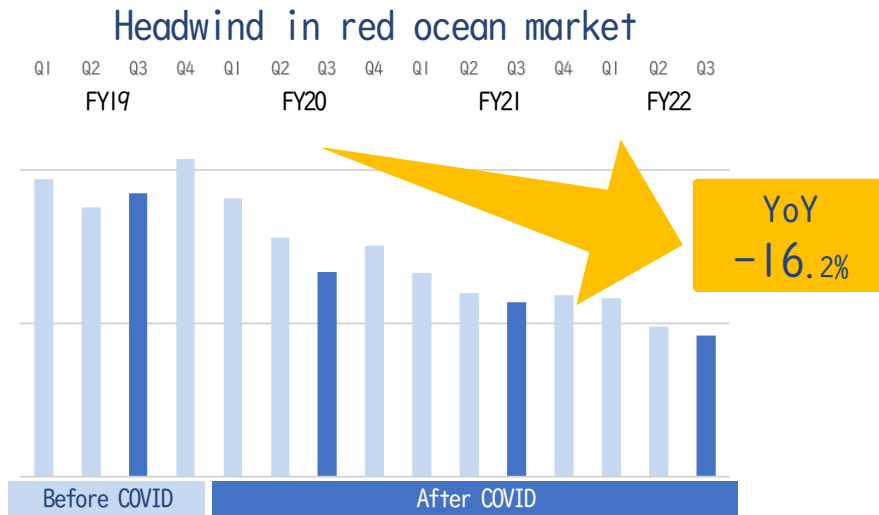


Aiming to maximize earnings from the next FY onward, we will proceed with the disposal of assets & others during this FY. In addition, an extraordinary loss will be recorded in connection with the ACTG merger, postponing the return of the Emergency to profitability.

	Previous forecast	Revised forecast	Change	Major item
Net sales	18,000	18,000	±0	Expected to continue the trend of insurance recovering from the poor performance of Emergency for the full year
Operating profit ( Margin )	1,730 (9.6%)	1,420 (7.9%)	-310	-260 Postponed a return to profitability in the Emergency, where the number of dispatches continues to decline. -50 Q4: Increase policy reserves due to active acquisitions of Ins.
Ordinary profit	1,900	1,180	-720	-310 Operating profit -240 Terminating stock forward contract -170 Portfolio transformation costs (JWS listing costs, equity method)
Net profit	1,200	430	-770	-720 Ordinary profit -170 Asset optimization for the future (ACTG system integration, abolition of Osaka office) +120 Reduction of tax burden due to profit reduction, etc.

Based on the changes made so far, we are reconsidering our business plan and forecasts for the next fiscal year and beyond.

## Emergency segment



The number of dispatches continues to decline in the Emergency segment triggered by COVID

The general public's mindset is expected to remain cold due to a series of government alerts to malicious contractors that charge unreasonable fees.

It is also an opportunity to stimulate demand for membership from the general public. Future operations for the Emergency segment is being discussed along with the changes in other segments listed on the right.

## Other changes

Multiple occurrences, including self-initiated changes

Segment	Detail
Membership	Steady PMI, ACTG contributes to earnings earlier than expected. Merges at Year-End. Despite the slump of Emergency segment, the number of incoming calls is on the rise.
Warranty	Listed on Tokyo Stock Exchange with a view to overseas expansion
Insurance	New inflows of household contents insurance accelerated quickly.
Others	Alliance with major partners like JAF & ITOCHU Last mile business to leverage partner network New project with ITOCHU to be announced soon

Preparing to launch a series of new projects with ITOCHU, wide range of services not limited to stock-type.

New projects

Starting	Partners/Business	Service	Market size
Started	JAF	QR service	20 M
	Watami	QR service	190 k
Upcoming	ITOCHU ①	QR service	※
	ITOCHU ②	Last One-mile	※
	Home security	QR service	※

Homelife support by JAF

As of the end of June: 644 subscribers

Promoting membership acquisition through a mail magazine for JAF members, and has been increasing steadily since the service started in early April.

We will build a full-fledged acquisition scheme and utilize abundant touchpoints in the next FY (e.g. car sales & various nationwide events)

Development policy

Service	Policy
QR Service	Accelerate development for the owner-occupied home market Enhancing the service attached with repair service as well
Warranty	Focus on sales to housing & equipment manufacturers Pursuing efficient sales expansion by holding down the upstream of the commercial flow
Insurance	Develop new products utilizing the alliance relationship Also cultivates large channels such as ITOCHU & Mini-Mini
Last mile	Develop new services using existing infrastructure Back-up of food delivery, Patrolling restaurants, Monitoring of the elderly, after-sales service of bicycles, etc.

<< To whom considering partnering with JBR >>

Please feel free to contact us. We have formed alliances with a wide range of industries and sectors.  
[info@jbr.co.jp](mailto:info@jbr.co.jp)

### 1. How is the business so far?

Although net sales & operating profit have been in line with plans through Q3, the forecast for this fiscal year has been revised. The forecast for the next FY and beyond is now being formulated.

### 2. What is New Revenue Recognition Standard?

Some of the IFRS have been mandatorily applied from this FY and it has already been considered in the forecast.

### 3. How is the PMI going with Actcall?

ACTG exceeded our initial expectations and achieved an annual operating profit target in 3Q. To further promote improvement, Actcall & TSUNAGU will be merged into JBR next October.

### 4. Any impact from PPS business withdrawal?

This has led to early avoidance of global power supply & demand risks. We expect its contribution of about ¥150M in profit for the full year.

### 5. Future plans with ITOCHU?

We are in discussions with ITOCHU Group companies for about 20 projects. As mentioned in P.11, some projects shall be released so soon.

### 6. Any impact from the 7th coronavirus wave in Japan?

We have had no impact on our business so far from the latest COVID situation. As of August 5, we have not received any new orders for the COVID prevention.

### 7. Any impact from the situation in Ukraine?

We have had no impact on our business so far from the change in the situation in Ukraine. We announced our support for refugees on Mar 7.

### 8. Where is the company presentation?

We set the document separately to enrich each content. Please wait for its latest version to be released.

<https://www.jbr.co.jp/en/>

### 9. Planning to hold a financial results briefing?

The briefing of Q3 results is provided on our YouTube channel.

[【JBR Best IR Channel】](#)

### 10. Contact for unclear matters?

If you have any inquiries, please contact us on the last page.

## Continuous growth along with the number of subscribers in core business

	FY18				FY19				FY20				FY21				FY22		
( k )	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Subscribers	2,506	2,575	2,521	2,522	2,531	2,583	2,428	2,482	2,508	2,605	2,867	2,950	3,049	3,176	3,243	3,940	4,005	4,175	4,271
(JPY M)																			
Net sales	2,795	3,112	2,957	2,901	2,945	3,166	3,074	2,824	2,871	3,124	3,027	3,033	3,156	3,481	3,584	3,238	4,330	4,476	4,570
Operating profit	267	383	345	433	352	386	385	513	307	343	398	318	375	296	452	283	403	334	436
Ordinary profit	347	382	475	438	396	481	374	714	323	342	437	695	432	382	492	433	369	326	203
Net profit	281	282	335	292	257	754	105	521	143	116	250	487	302	238	335	-820	317	201	-144
EBITDA	308	423	385	472	395	429	428	559	352	391	456	378	430	354	518	349	546	478	587
(JPY M)																			
Total assets	13,281	13,556	14,243	14,865	14,728	14,865	17,599	18,761	19,075	19,518	20,146	21,204	21,494	22,249	22,903	28,175	27,694	28,276	29,080
Total liabilities	7,846	7,946	8,357	8,823	8,703	10,549	9,905	10,657	10,810	12,964	12,835	13,296	13,551	13,954	14,546	16,507	16,763	17,445	18,165
Total unearned revenue	4,704	5,019	5,381	5,661	5,803	6,095	6,332	6,710	6,807	6,985	7,442	7,640	7,806	8,054	8,616	9,266	9,843	9,992	10,548
Unearned revenue	1,347	1,494	1,594	1,658	1,655	1,751	1,770	1,824	1,815	1,846	1,976	1,982	1,982	2,034	2,173	2,698	3,048	3,089	3,121
Long-term unearned revenue	3,356	3,525	3,786	4,003	4,148	4,343	4,561	4,885	4,992	5,138	5,465	5,657	5,823	6,019	6,443	6,567	6,794	6,903	7,426
Net assets	5,430	5,609	5,885	6,042	6,024	6,926	7,693	8,104	8,265	6,553	7,310	7,907	7,942	8,295	8,357	11,668	10,930	10,831	10,914
Equity ratio	40.9%	41.4%	41.3%	40.6%	40.8%	39.5%	42.5%	42.1%	41.7%	32.0%	34.7%	35.8%	35.5%	35.8%	35.0%	40.2%	38.2%	36.5%	34.4%

Total unearned revenue, equivalent to future sales has exceeded 10 billion

Entering the high-growth phase after the liquidation of unprofitable projects, etc.

( k )	FY18				FY19				FY20				FY21				FY22		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Subscribers	2,233	2,305	2,247	2,247	2,259	2,310	2,168	2,222	2,245	2,347	2,338	2,399	2,492	2,601	2,657	3,347	3,411	3,569	3,620
QR Service	1,755	1,786	1,699	1,664	1,636	1,646	1,464	1,464	1,441	1,500	1,454	1,465	1,506	1,565	1,575	2,214	2,226	2,330	2,310
Collective housing	811	840	822	830	840	865	854	870	864	909	897	913	930	964	1,009	1,020	1,038	1,100	1,106
ACTG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	630	624	640	645
University Student	252	286	271	273	273	300	285	286	286	314	289	290	290	318	288	288	288	316	282
d-living	251	241	214	189	166	145	-	-	-	-	-	-	-	-	-	-	-	-	-
Others	439	417	391	371	356	335	323	308	290	275	267	261	285	282	277	275	275	272	276
Warranty Extension	477	519	547	583	622	663	704	758	804	846	883	934	986	1,036	1,082	1,132	1,185	1,239	1,310

(JPY M)

Membership fee	988	1,130	1,156	1,081	1,109	1,214	1,215	1,108	1,088	1,184	1,169	1,146	1,188	1,280	1,324	1,296	1,997	2,034	2,100
QR Service	819	948	965	884	893	987	985	857	832	919	904	874	887	972	1,008	969	1,652	1,680	1,736
Collective housing	506	631	660	601	626	729	729	669	652	735	727	696	706	786	828	790	847	874	917
ACTG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	581	586	600
University Student	91	96	96	97	97	101	100	101	100	104	100	102	103	108	102	102	103	105	102
d-living	112	111	101	89	78	68	66	-	-	-	-	-	-	-	-	-	-	-	-
Others	109	109	105	96	90	87	88	85	80	79	76	76	77	78	77	76	120	113	115
Warranty Extension	168	182	191	197	215	226	230	250	255	265	265	271	300	308	315	326	345	354	364
Dispatching fee	538	498	532	554	573	520	536	397	392	396	376	443	488	519	489	524	701	734	712



## Launching new products rapidly with top-level development capabilities

	FY18				FY19				FY20				FY21				FY22		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Products*1	9	9	9	9	9	9	9	11	12	14	14	14	17	17	17	17	17	18	18
Small amount Short term	9	9	9	9	9	9	9	9	9	10	10	10	11	11	11	11	11	12	12
Casualty	-	-	-	-	-	-	-	2	3	4	4	4	6	6	6	6	6	6	6
( k )																			
Subscribers	272	269	274	274	272	272	259	259	262	258	529	550	556	574	585	593	593	606	650
Home contents	175	180	184	187	182	194	197	201	207	215	221	226	231	240	246	251	257	272	289
Sports club	-	-	-	-	-	-	-	-	-	-	264	264	246	242	241	240	228	222	239
Smartphone	-	-	-	-	-	-	-	-	-	-	-	15	34	46	52	55	60	63	70
Others	97	89	89	87	89	78	61	58	55	42	43	43	44	44	45	46	47	48	50
( JPY M )																			
Insurance premium	450	581	534	463	484	629	570	493	509	654	597	561	590	734	701	616	638	822	870
Home contents	345	484	419	366	389	533	471	404	422	574	504	465	490	630	579	502	527	713	759
Sports club	-	-	-	-	-	-	-	-	-	-	12	17	18	18	19	20	18	18	20
Smartphone	-	-	-	-	-	-	-	-	-	-	-	4	11	17	20	21	23	23	23
Others	104	97	115	96	94	96	99	89	86	80	81	73	70	67	81	72	69	66	66
Policy reserves*2	-3	+35	-3	+1	+0	-8	-13	-127	+15	-18	+28	-38	+15	-7	-39	-52	-7	-38	-73

\*1 Number of ordinary insurance policies at the end of each term

\*2 Operating profit in each quarter may fluctuate due to accounting treatment based on the Insurance Business Act



## JAPAN BEST RESCUE SYSTEM

Forecasts and estimates described in this presentation material are based on JBR's judgment 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.

Inquiry on this presentation material and IR: Corporate Planning Department,  
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