

<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.

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

JAPAN BEST RESCUE SYSTEM

JBR

JAPAN BEST RESCUE SYSTEM

Company Presentation  
< FY2022/Q3 >

August 19, 2022  
Japan Best Rescue System Co., Ltd.

| Theme             | Page    |
|-------------------|---------|
| Corporate Profile | 1 – 6   |
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YouTube IR movies  
Available

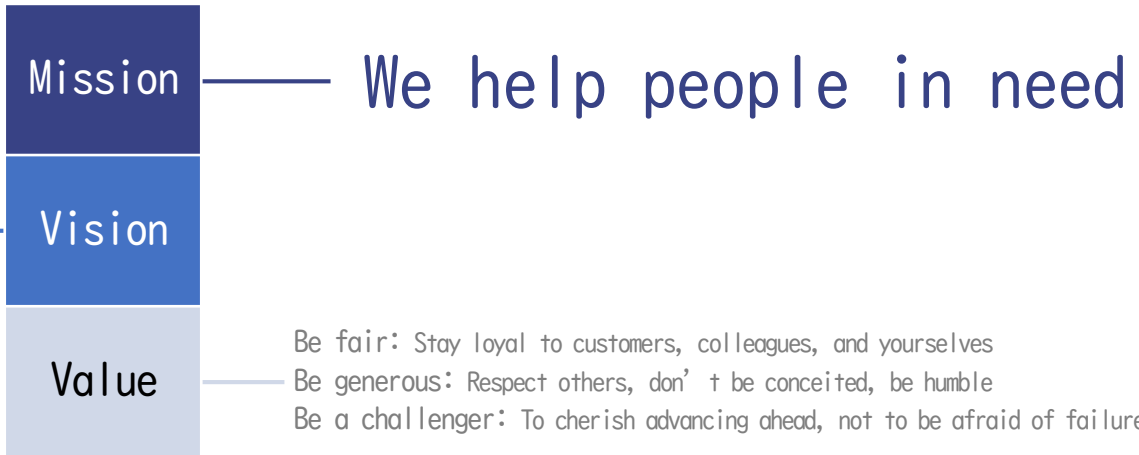
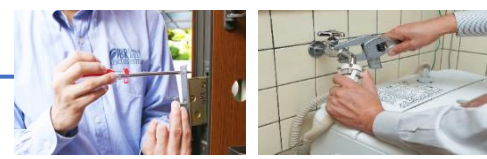
JBR Best IR Channel



JBR is a leading company of Housing-related services.  
We continue to grow with membership-based services providing reassurance to our customers.

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

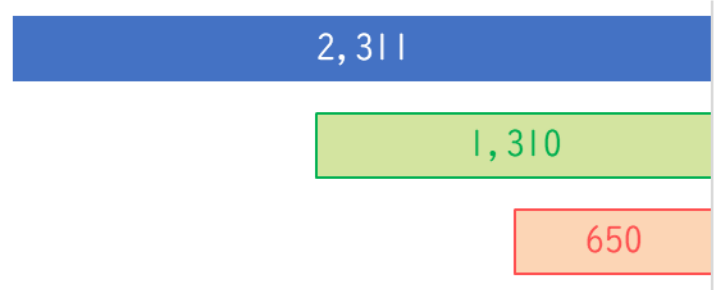
Service example



Subscribers

4,271k

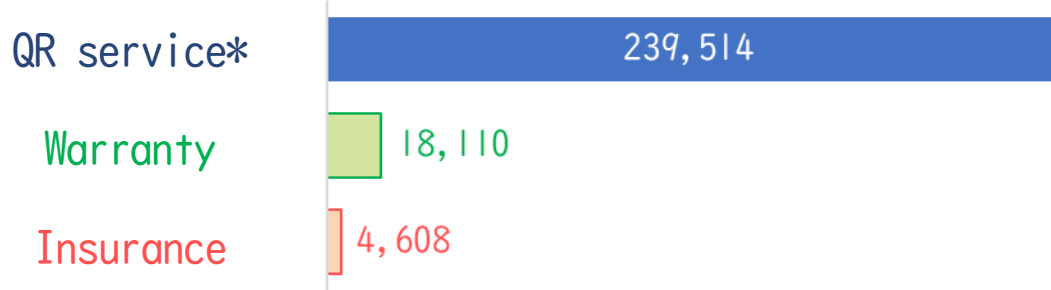
(As of the end of June 2022)



People we helped

262,232cases

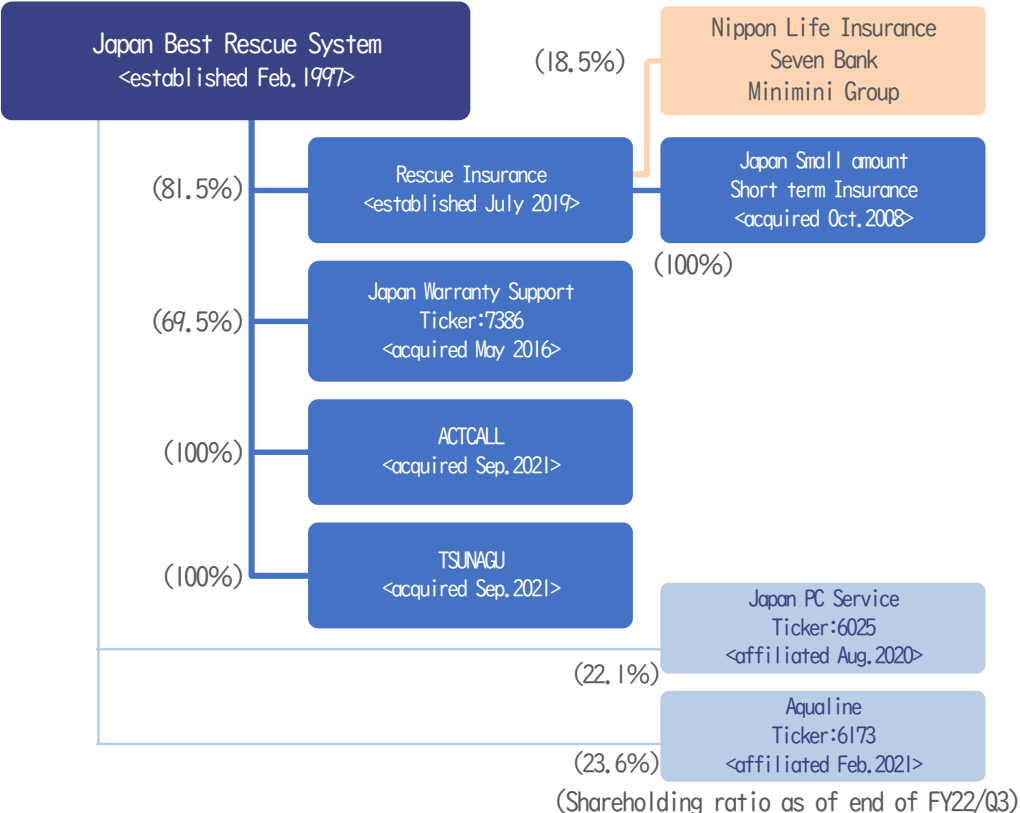
(For the nine months ended June 2022)



“We help people in need” is our unchanging management philosophy for 25 years.  
We are developing the business under a top-level governance system in Japan.

Group Structure

Number of employees: **345** (non-consolidated: **178**) as of end of Sep. 2021



Executives

Companies with a majority of outside directors are only 12.1%\* companies on the Prime market of the TSE

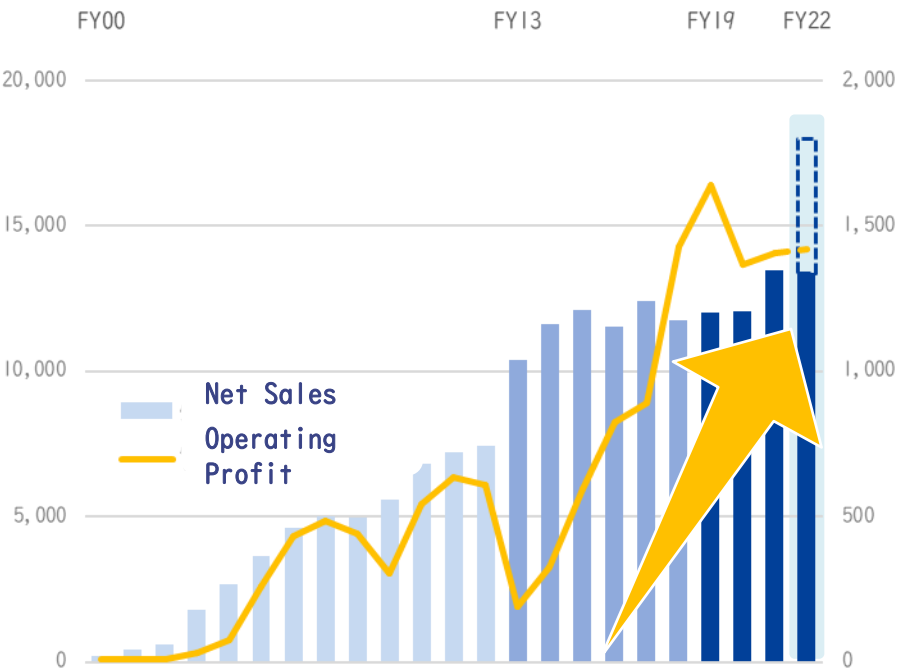
| Name                    | Title   |
|-------------------------|---|
| Mr. Nobuhiro Sakakibara | Representative Director, CEO                      |
| Mr. Mitsuhiro Wakatsuki | Director, COO                                     |
| Mr. Norio Shiraishi     | Director (Outside) (Independent)                  |
| Mr. Housei Iwamura      | Director (Outside) (Independent)                  |
| Mr. Akio Hamaji         | Director (Outside) (Independent)                  |
| Mr. Masakatsu Sawada    | Director Audit & Supervisory Committee Member     |
| Mr. Tetsuro Yoshioka    | Director A&S C Member (Outside) (Independent)     |
| Mr. Hiroyuki Oshida     | Director A&S C Member (Outside) (Independent)     |
| Ms. Kumiko Urayama      | Executive Officer, GM of Operations Div.          |
| Mr. Kei Ebata           | Executive Officer, GM of Sales Div.               |
| Mr. Fumitaka Kondo      | Executive Officer, GM of Administration Div.      |
| Mr. Yuki Matsushita     | Executive Officer, GM of Management Strategy Div. |

\*Tokyo Stock Exchange “Status of Compliance with Revised Corporate Governance Code” (July 14, 2022)

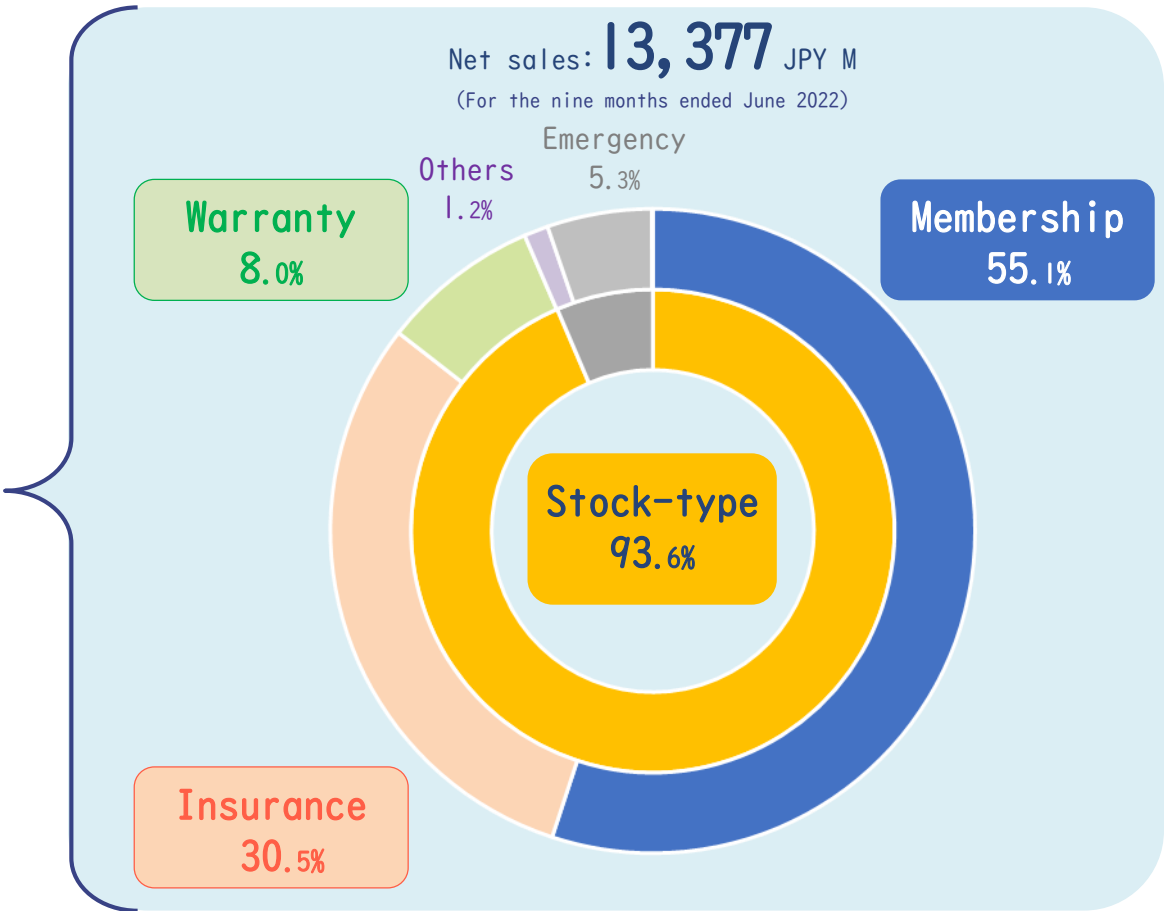
We build a profitable structure after a reorganization phase.  
The stable revenue structure with over 90% of revenue coming from stock-type products.

History

| <Phase>                    |   |
|----------------------------|---|
| Start ~ Expansion          | Established core business through alliance and M&A  |
| Reorganization             | Disposed unprofitable business under new management |
| 2 <sup>nd</sup> foundation | JBR has been reborn and moved into next phase       |



Sales Composition



JBR provides peace of mind before our customer gets in trouble.  
We are achieving high OPM while working behind the scene with our partners.



What is a Sales partner?

As of end of FY22/Q3 **7,515** stores

To leave no one behind, JBR is expanding partner industries

- |                    |                      |                    |
|--------------------|----------------------|--------------------|
| Real Estate Agency | DIY store            | Financial Agency   |
| University Co-op   | Electronics Retailor | Power company etc. |

More than twice the number of the major hamburger stores in Japan

Benefit for Stakeholders

|                   |  |
|-------------------|--|
| Customer          | Can reduce sudden payment and live with peace of mind  |
| JBR               | Can minimize sales resource<br>e.g.) Advertising cost(sales ratio) Competitor:45% >> JBR:1%                  |
| Sales Partner     | Can improve unit price & competitiveness of their own service through referral commission & service from JBR |
| Operation Partner | Can ensure a workload and receive instruction on the latest techniques & manners from JBR                    |

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

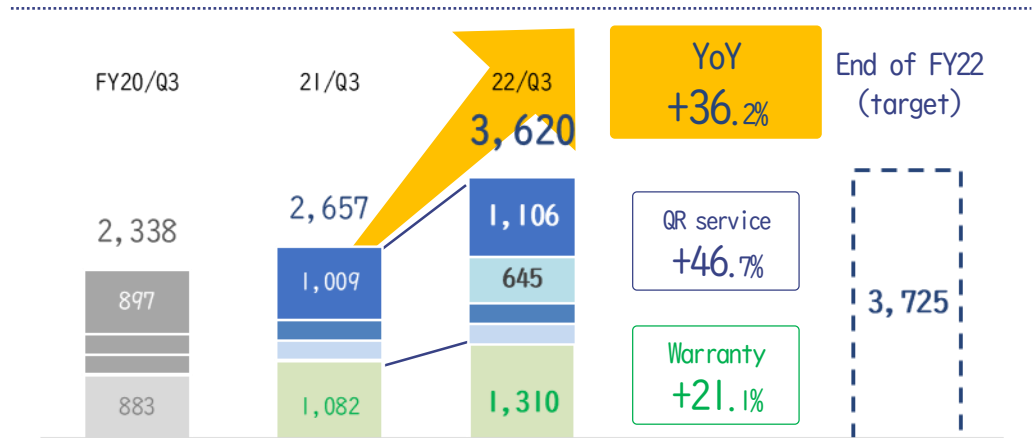
## Service detail

| Service            | Legend             | Sales partner              | notes  |
|--------------------|--------------------|----------------------------|--|
| QR service         | Collective housing | Real estate agency         | Acquired competitor, ACTG at the end of FY21 and achieved an unrivaled market share of 1.75M |
|                    | ACTG*              |                            |  |
|                    | University         | University Co-op           | Partnered with almost all university co-ops  |
|                    | Others             | Subscription Services etc. | Accelerating development for homeowners  |
| Warranty extension | Remodeling house   | Electronics Retailors      | Contributing to the growth strategy of a major partner, transferred from competitor          |
|                    |                    | DIY store                  | Partnered with almost all major companies  |
|                    | New house          | Housing Manufacturer       | Tie-up to offer "10-year warrantied house"   |

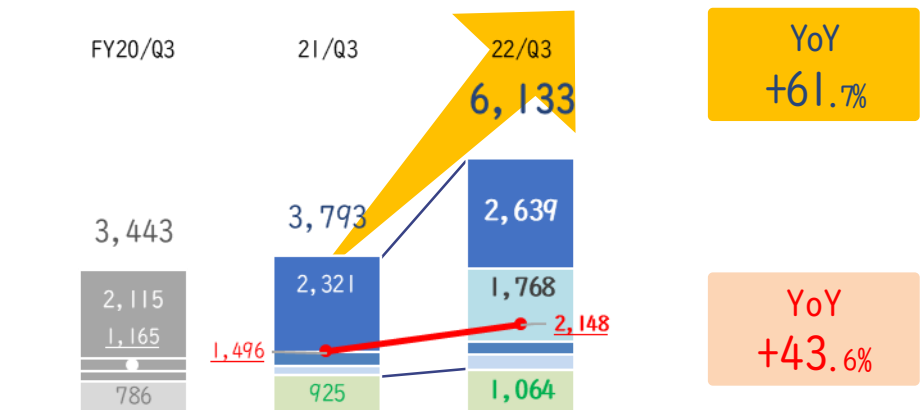
\*ACTCALL & TSUNAGU

| Revenue | Membership fee  | Revenue from the subscribers                  |
|---------|-----------------|---|
|         |                 | <Unit price> 100-300 JPY/month                |
| Cost    | Dispatching fee | Achieve high OPM through appropriate controls |

## Subscribers(k)



## Membership & Dispatching fee(JPY M)



Insurance is showing stable growth with home contents insurance as the core product.  
Leveraging product development capabilities, accelerating growth by launching new products.

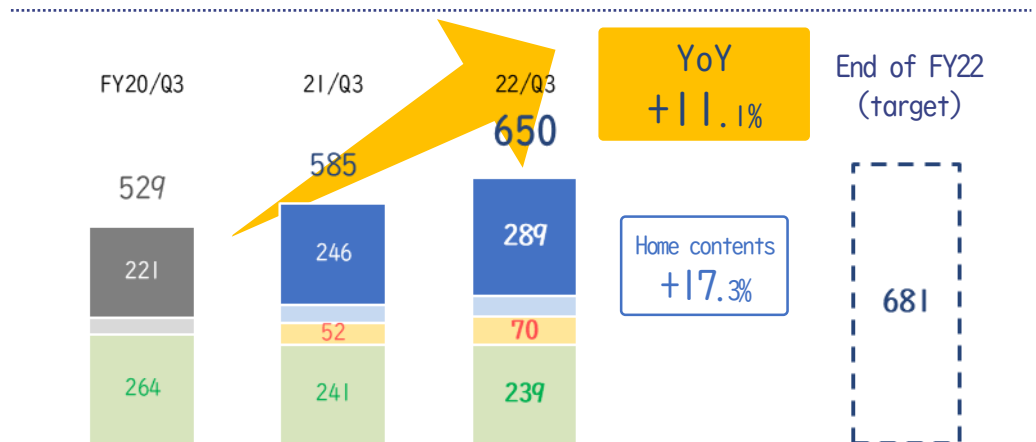
## Service detail

| Insurance type          | Legend        | Sales partner                      | Notes   |
|-------------------------|---------------|------------------------------------|---|
| Small amount short term | Home contents | Real estate agency                 | Utilizing the same sales channel as QR service. Started rapid growth at an unprecedented level inflow from other companies started from FY21/Q3 |
|                         | Others        | Travel agency<br>Wedding hall etc. | A Number of insurance policies:12 shall be the top level in Japan   |
| Casualty                | Smartphone    | Paid Wi-Fi (Electronics retailer)  | Efficient contract acquisition through group contracts  |
|                         | Sports club   | Sports club Operators              |   |

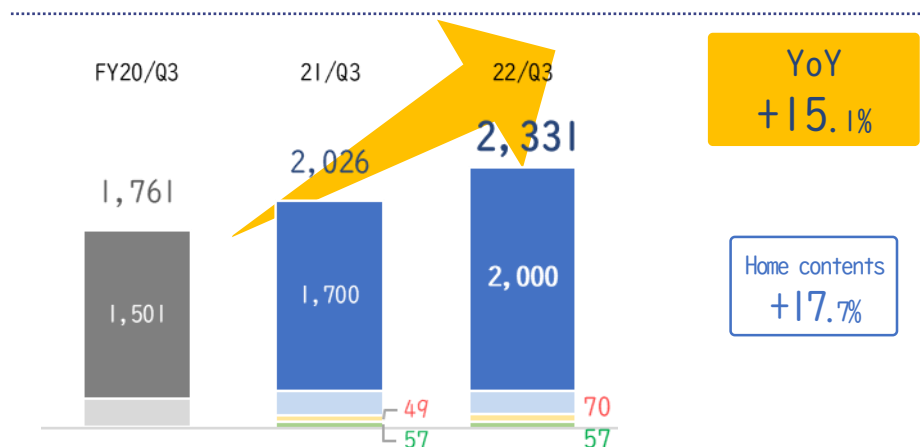
## Revenue from subscribers

| Revenue | Insurance premium | <Unit price><br>Varies as well as ins. coverage<br>Profit margins are almost at the same level<br>Home contents : 770 JPY/month<br>Smartphone : 110 JPY/month<br>Sports club : 30 JPY/month |
|---------|-------------------|---|
|---------|-------------------|---|

## Subscribers( k )



## Insurance premium(JPY M)





## 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<br>+5.5% | 1,520<br>+2.9% | 1,725<br>+13.5% |

|   |                |                 |               |
|---|----------------|-----------------|---------------|
| Operating profit<br>(disclosed value) YoY | 1,161<br>+5.6% | *1,262<br>+8.7% | 728<br>-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<br>OUT >> Warranty(JMS), Others (COVID prevention)<br>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<br>+3.6% | 330<br>+17.0% | 465<br>+40.5% |

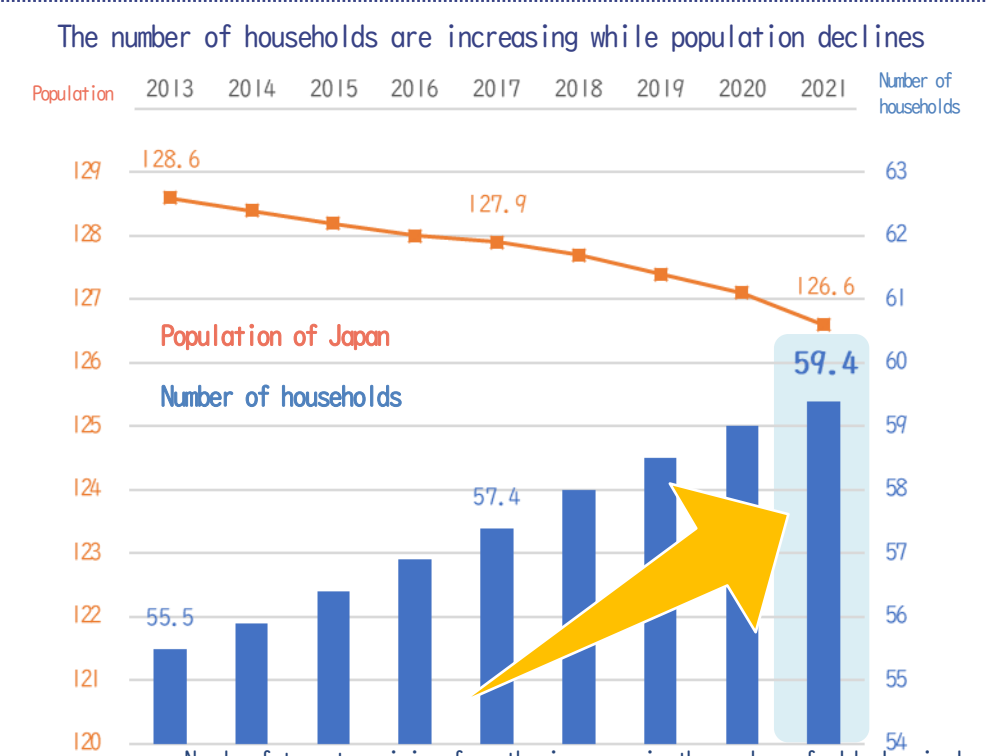
|   |               |              |               |
|---|---------------|--------------|---------------|
| Operating profit<br>(disclosed value) YoY | 303<br>+28.6% | 295<br>-2.6% | 341<br>+15.5% |
|---|---------------|--------------|---------------|

|                   |   |     |     |      |
|-------------------|---|-----|-----|------|
| 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<br><br>As a general, when contract awards are...<br>active >> Negative impact<br>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.  |

Social changes in Japan due to the declining birthrate and aging population are driving growth, and the growing need for both supply and demand is a major tailwind.

Trend of Market Size\*1 (M)



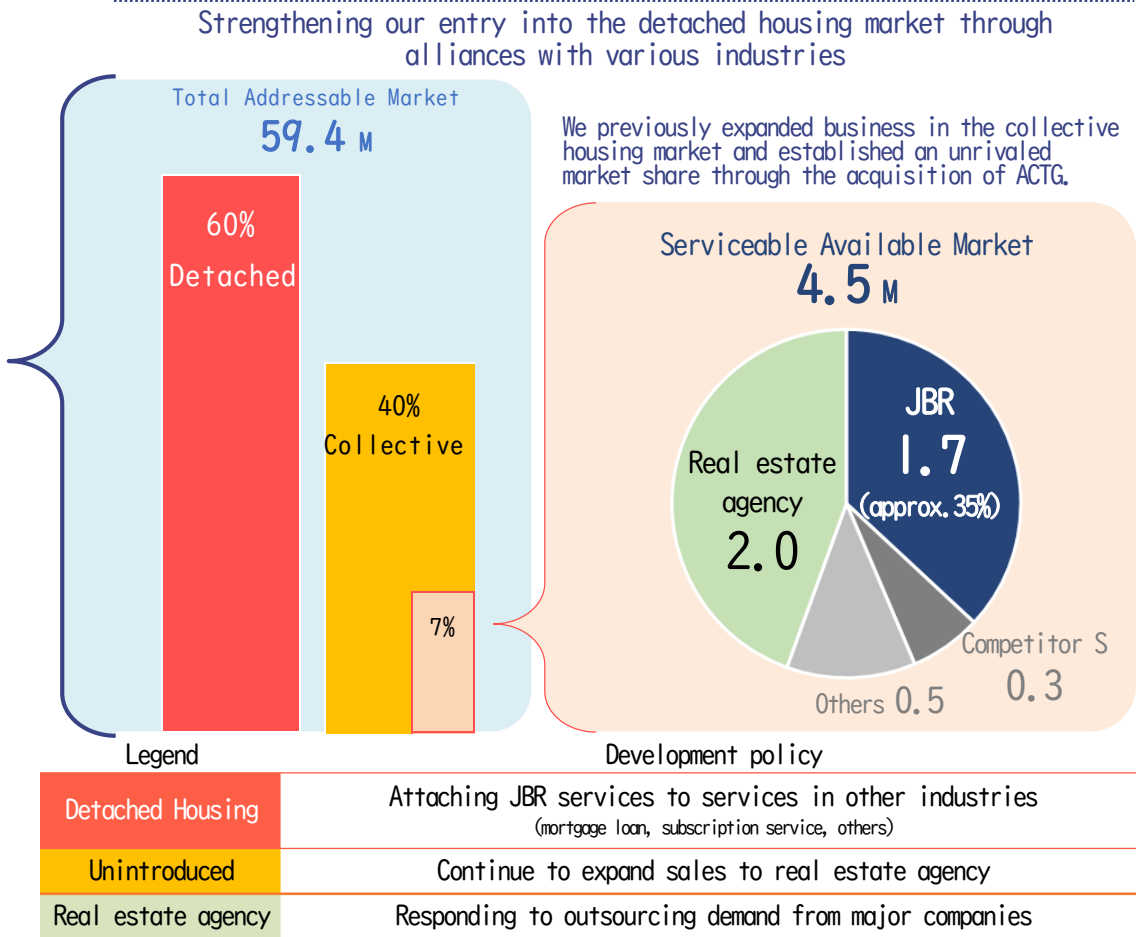
Demand

Supply

Needs of tenants arising from the increase in the number of elderly single-person households. The demand is increasing not only due to an increase in trouble but also due to an increase in awareness of the need for "security" such as protection against fraud.

Needs of property management companies and others that provide services to tenants. Outsourcing from such company has been increasing due to the declining workforce to maintain infrastructure.

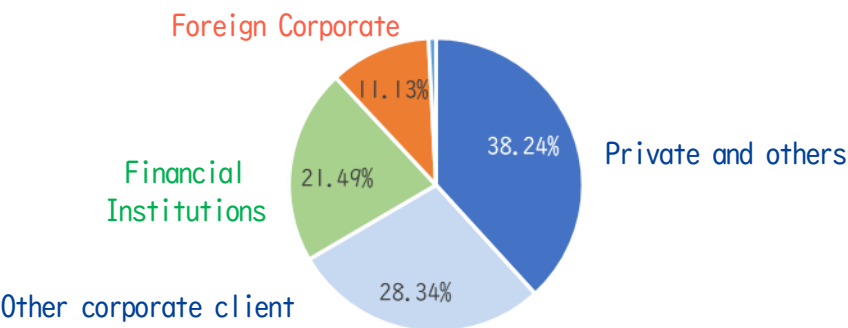
Market share of QR service\*2



\*1 Ministry of Internal Affairs and Communications  
"Population, demographics, and number of households based on the Basic Resident Ledger" (As of January 1 2021)  
\*2 An internal investigation

We are continuing to increase dividends for 8 consecutive fiscal years (plan)  
& actively promoting approach to overseas investors

Shareholder Composition( as of end of March 2022 )

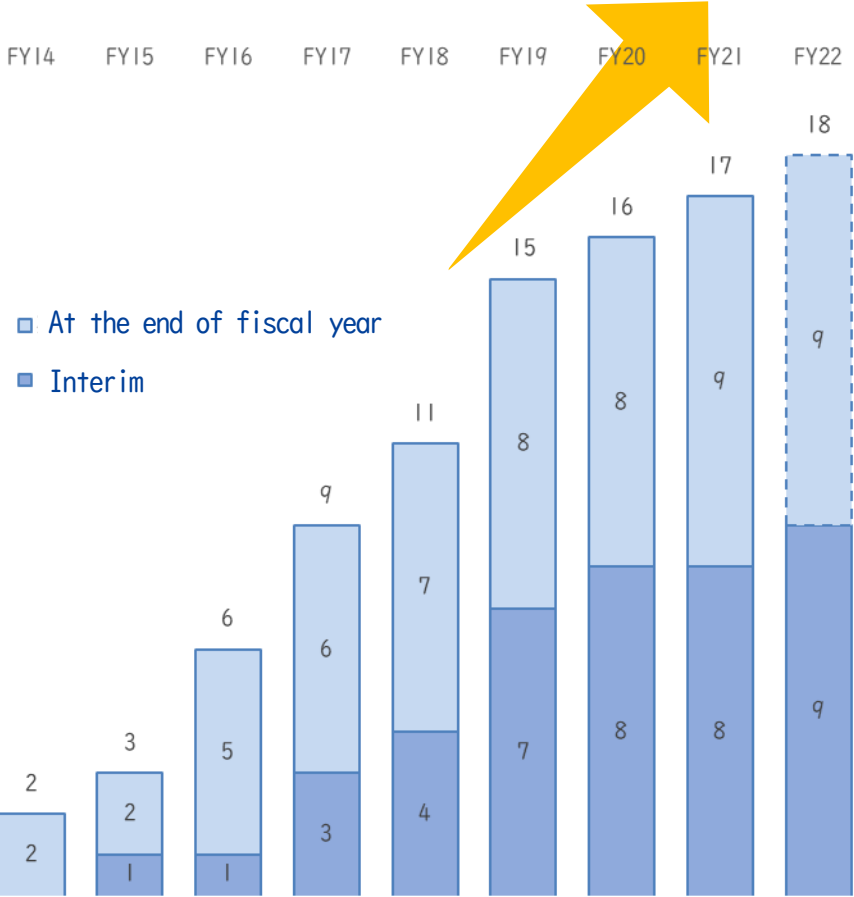


Major Shareholders

Ratio

|    |  |        |
|----|--|--------|
| 1  | Nobuhiro Sakakibara                                  | 27.57% |
| 2  | The Master Trust Bank of Japan, Ltd. (trust account) | 9.65%  |
| 3  | CHIC holdings INC.                                   | 8.67%  |
| 4  | Custody Bank of Japan (trust account)                | 7.73%  |
| 5  | NOMURA PB NOMINEES LIMITED OMNIBUS-MARGIN(CASHPB)    | 4.29%  |
| 6  | HIKARI TSUSHIN, INC.                                 | 3.79%  |
| 7  | UH Partners 2, Co, Ltd.                              | 3.51%  |
| 8  | ITOCHU Corporation                                   | 2.94%  |
| 9  | Japan Best Rescue System Co., Ltd.                   | 2.93%  |
| 10 | Sumitomo Realty & Development Co., Ltd.              | 2.88%  |

Dividend Trend( JPY/share )



## 1. What is your important KPI?

The number of subscribers for the Membership, Warranty & Insurance business is the important KPI. As of the end of June 2022, we have 4,271k subscribers.

## 2. What is your medium and long-term management goal?

We have set the goal to acquire 5 million subscribers by FY24. Through various measures, we expect to reach 10 million subscribers by 2030.

## 3. Business impact from COVID?

No impact on our existing core business, but new projects were delayed. There were positive effects from orders received from the local government.

## 4. JBR's Shareholder return policy?

The return of profits to our shareholders is an important management issue. We have a dividend payout ratio of 50% as our shareholder return policy.

## 5. How many sell-side analysts cover JBR?

1 analyst coverage by Mr. Kurahasi of Ichiyoshi Research Institute as of the end of March 2022. We also have an English report by Shared Research Inc.  
[Shared Research\(ENG\)](#)(Links to website)

## 6. Do you publish an Integrated report?

The report in English is available on our website.  
[Integrated report](#)(Links to website)



## 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 Business Results Summary?

Please refer to the link below.  
[FY22/Q3 Business Result](#)(Links to website)



## 9. JBR's disclosure policy?

We disclose information in JPN & ENG simultaneously.  
We also started a YouTube program for your better understanding.  
[JBR Best IR Channel](#)(Links to YouTube)



## 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  |

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|                   |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
|-------------------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 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.

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On the basis of the policy of universal design (UD), universal design fonts are used in order to properly provide information to more people. Easy to read character design.