



# **Financial Results Briefing Materials for the 3Q of the Fiscal Year Ending November 30, 2023**

**FP Partner Inc.**

October 11, 2023

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# Financial highlights for the nine months ended August 31, 2023

# Financial highlights for the nine months ended August 31, 2023



- Continuing into 3Q, new contracts and new customers increased due to an increase in the number of sales staff and further improvement in the level of sales employees (high equalization).
- Acquisition of high-margin contracts such as in-house customer acquisitions has contributed to an increase in profits.

## Net sales

**22,914 million yen**

[YoY change] **+22.3%**

## Operating income

**4,579 million yen**

[YoY change] **+40.2%**

## Ordinary income

**4,689 million yen**

[YoY change] **+43.4%**

## Net income

**3,160 million yen**

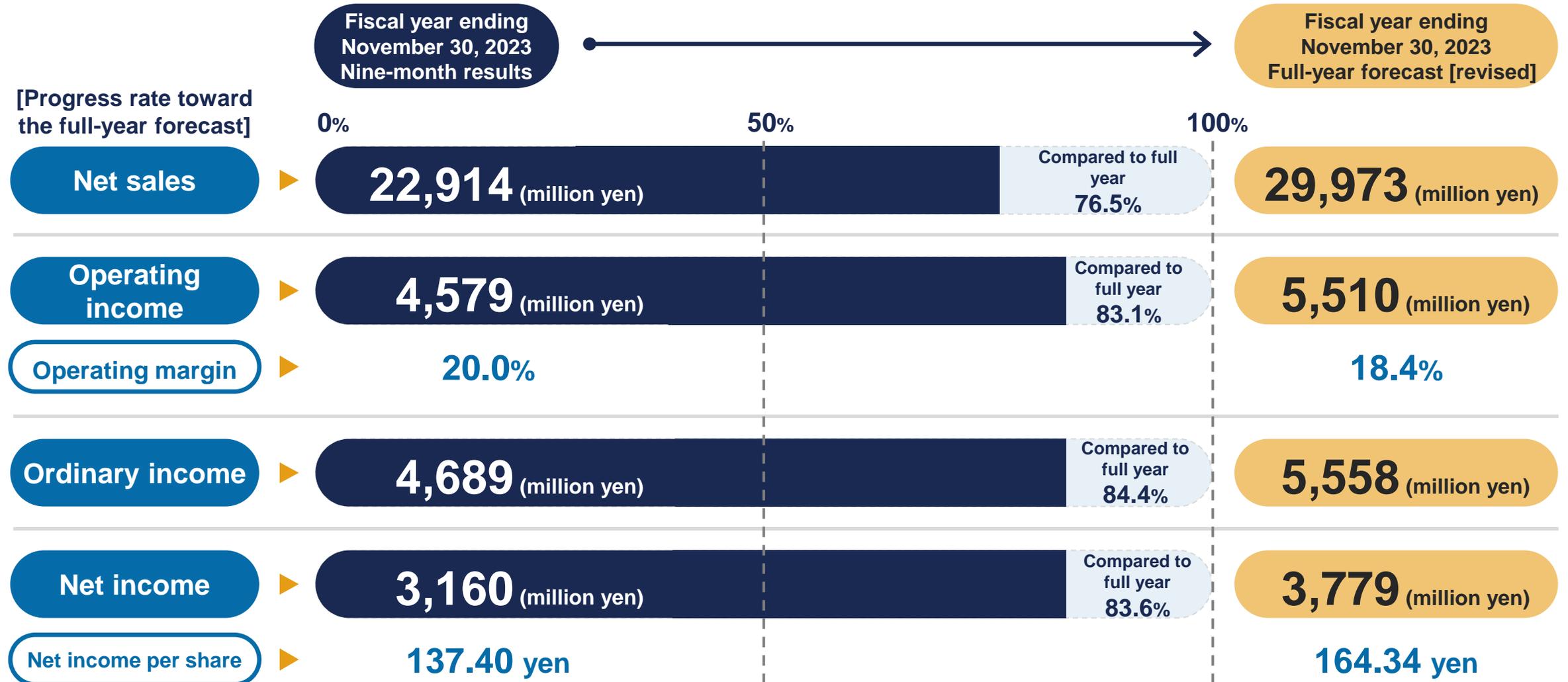
[YoY change] **+61.0%**

# Financial highlights for the nine months ended August 31, 2023

## [Progress rate toward the full-year forecast]



- Performance is progressing smoothly even after the upward revision of performance estimates.



# Financial highlights for the nine months ended August 31, 2023



## 3Q KPI results

(June to August 2023)

- The hiring of sales employees has progressed smoothly, with **133** hires in the 3Q and **434** hires in the first nine months of the year.
- Number of prospective policy customers increased to **37,732** (up **1,798** or **5.0%**) due to continued strong customer traffic.
- The number of policies in force increased steadily to **1,364,303** (up **233,245** or **20.6%**), new policies to **57,271** (up **3,387** or **6.3%**), and new customers to **34,808** (up **3,135** or **9.9%**).

Figures in parentheses and % indicate the YoY change.

## Initiatives

- Started a **financial education program on a trial basis** for employees.
- Released the **Money Doctor LINE** communication tool for customers and our sales employees.
- Recruitment & HR Development Section started full-fledged operation. Held **recruitment seminars** in various regions.

# Income statement for the nine months ended August 31, 2023



- New contracts and new customers increased as a result of an increase in high-performing sales employees. Net sales were also strong.
- Profitability improved despite an increase in SG&A expenses due to the expansion of business scale, including an increase in the number of offices (stores and branches).

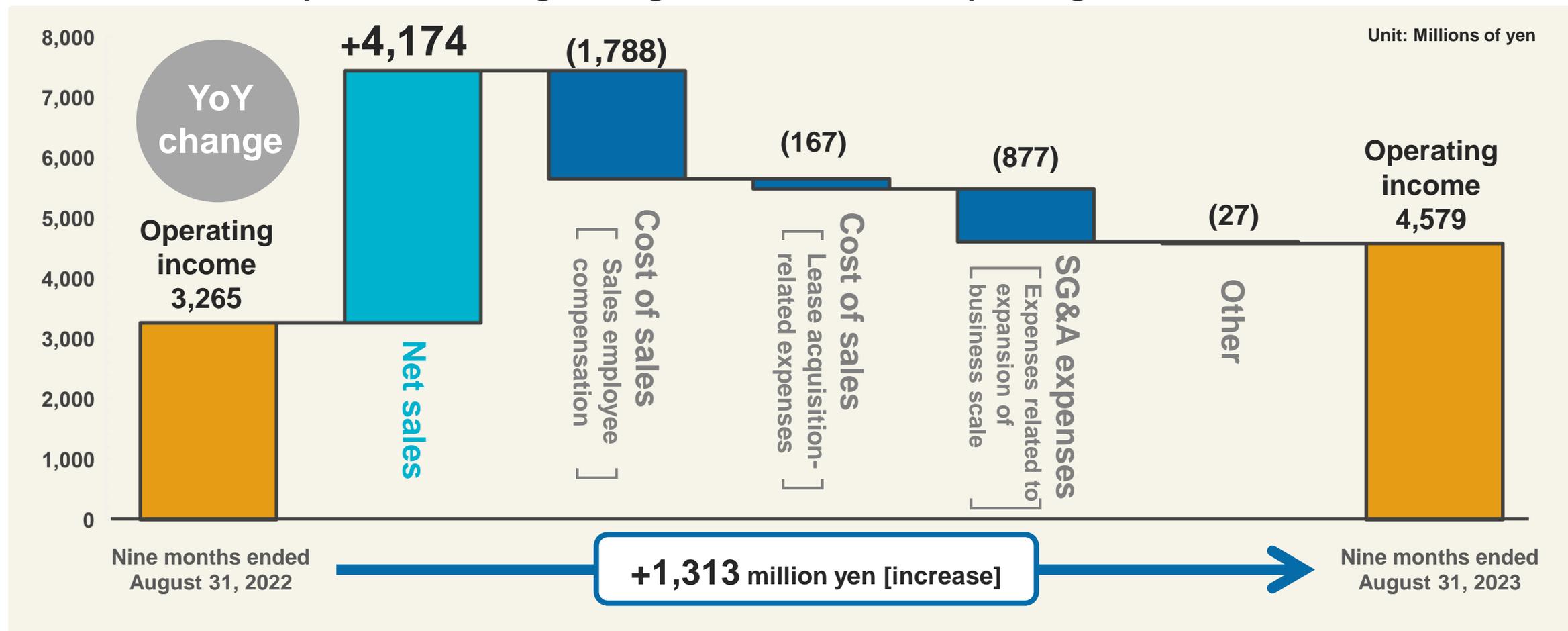
Unit: Millions of yen

Nine months ended August 31, 2022			Nine months ended August 31, 2023			
		Ratio to net sales		Ratio to net sales	Change	YoY change
<b>Net sales</b>	18,739	100.0%	<b>22,914</b>	100.0%	4,174	<b>+22.3%</b>
<b>Cost of sales</b>	11,948	63.8%	<b>13,932</b>	60.8%	1,983	<b>+16.6%</b>
<b>SG&amp;A expenses</b>	3,525	18.8%	<b>4,403</b>	19.2%	877	<b>+24.9%</b>
<b>Operating income</b>	3,265	17.4%	<b>4,579</b>	20.0%	1,313	<b>+40.2%</b>
<b>Ordinary income</b>	3,270	17.5%	<b>4,689</b>	20.5%	1,418	<b>+43.4%</b>
<b>Net income</b>	1,962	10.5%	<b>3,160</b>	13.8%	1,197	<b>+61.0%</b>

# Analysis of operating income fluctuations in the nine months ended August 31, 2023

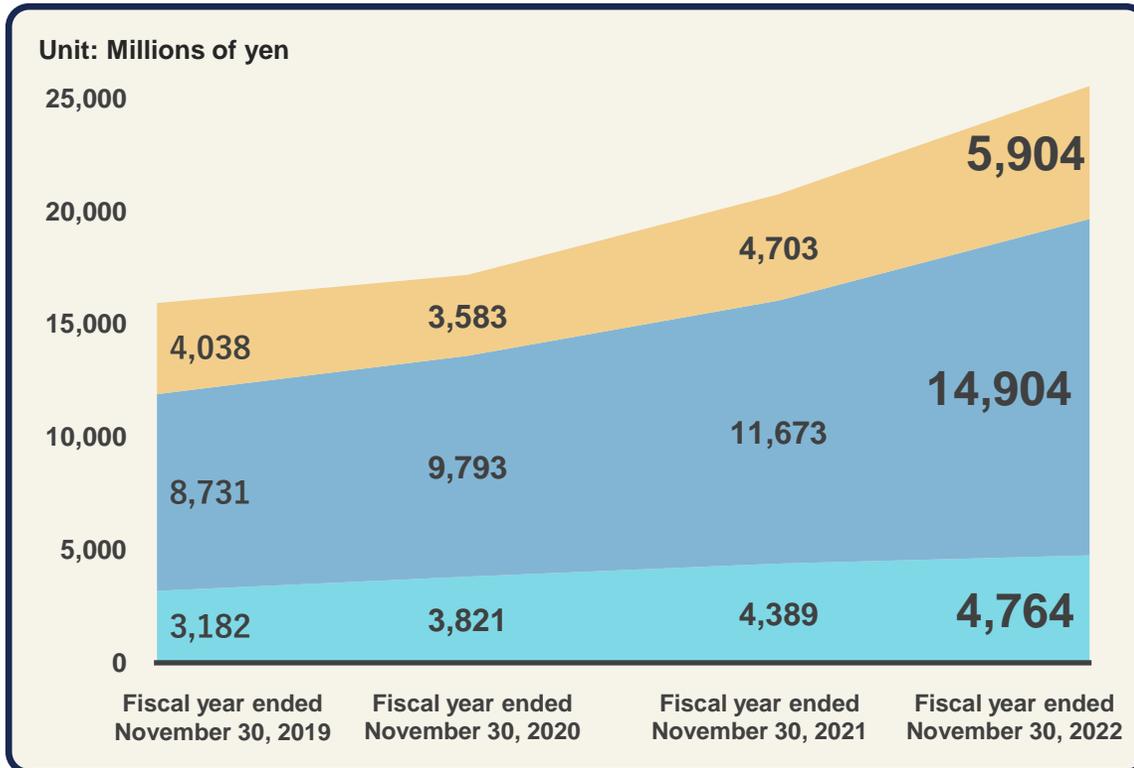
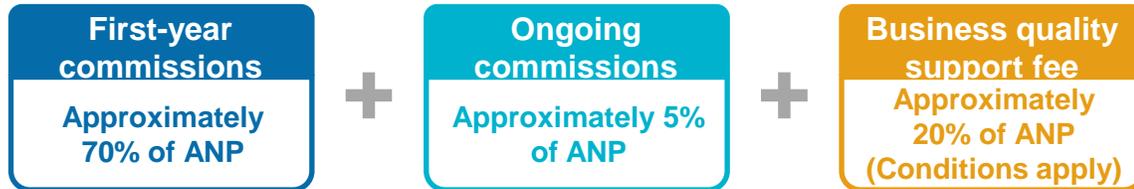


- Due to the increase in net sales, personnel expenses for canvassers (sales employees), a variable cost, also increased.
- Although expenses increased due to the expansion of business scale, the increase in net sales absorbed the increase in expenses, resulting in a significant increase in operating income.



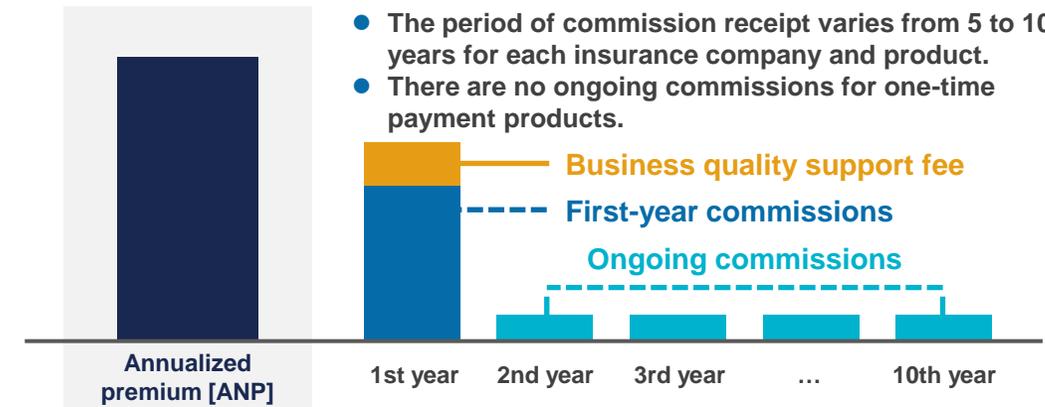
# Earnings model [life and non-life insurance]

## Breakdown of commission income and trends from life insurance sales



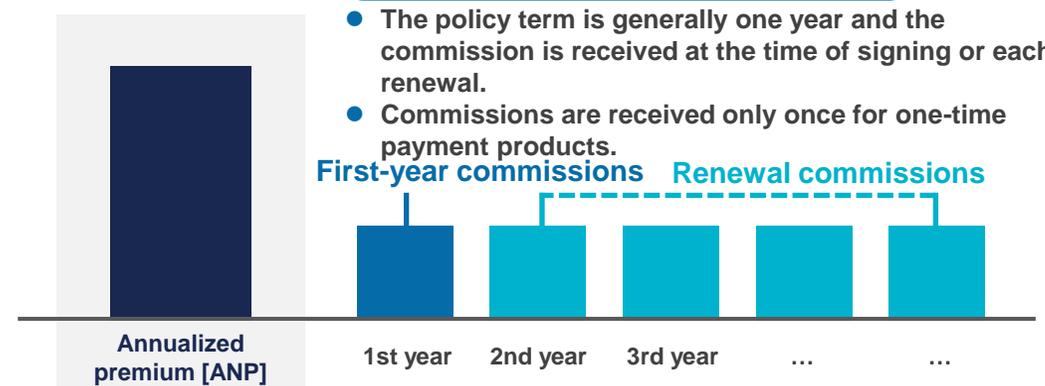
### In the case of life insurance

- The period of commission receipt varies from 5 to 10 years for each insurance company and product.
- There are no ongoing commissions for one-time payment products.



### In the case of non-life insurance

- The policy term is generally one year and the commission is received at the time of signing or each renewal.
- Commissions are received only once for one-time payment products.



※ Each commission rate and business quality support fee rate varies depending on the insurance company and product.

# Quarterly performance trends



- Factors such as the increase in high-margin new contracts has resulted in record-high first-year commissions.
- The business quality support fee has increased steadily as per the upward revision announced in 2Q.

## Life insurance commissions income



※ Reversal refers to the refund of part or all of the commission received to the insurance company when a policy lapses due to early termination or lapse of a policy after the receipt of commission from the insurance company.

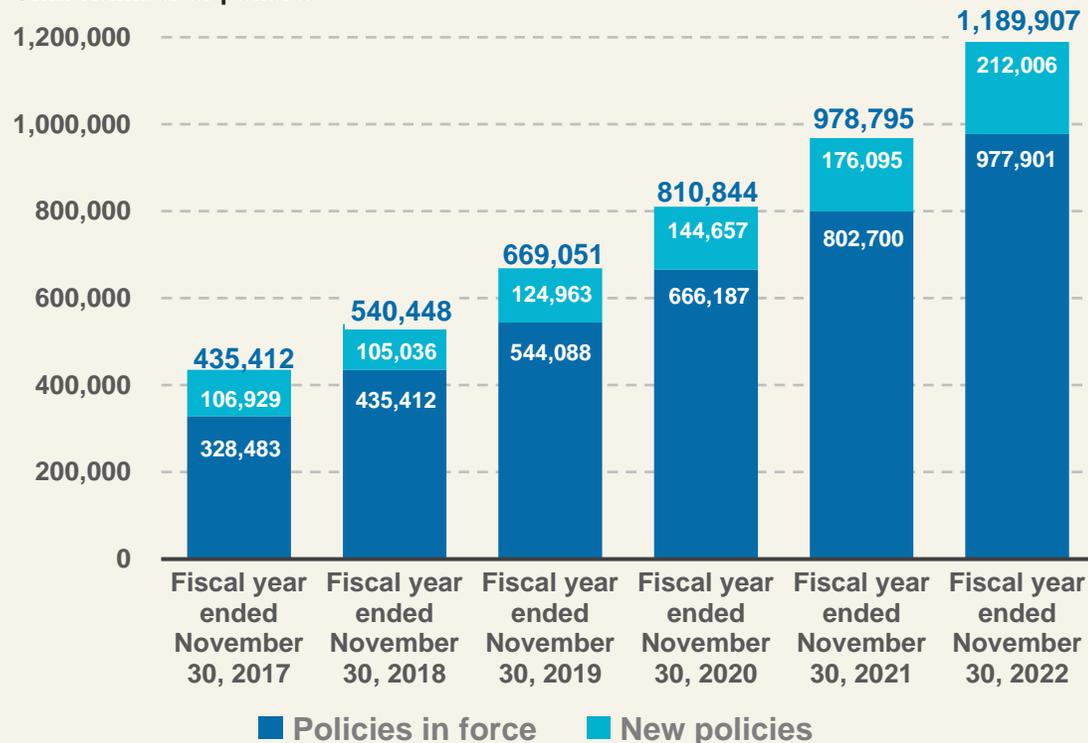
# Key KPI trends [Number of policies/number of customers]



## Number of new policies and policies in force

- Sales volume increased mainly in savings and investment products to meet asset building needs such as retirement savings.
- Acquisition of new policies through follow-up with existing policyholders was also a factor behind the increase.

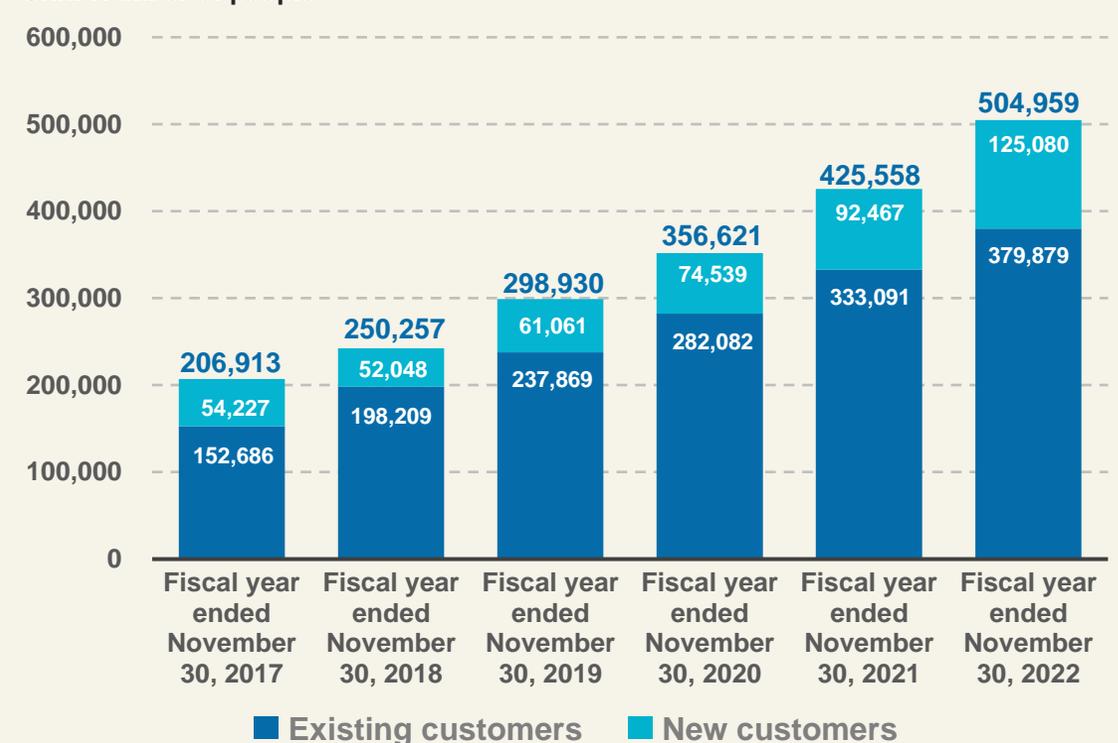
Unit: Number of policies



## Number of customers [new and existing]

- New customers increased in line with the increase in the number of prospective policy customers.
- Policy transfers also contributed to the increase in the number of existing customers.

Unit: Number of people

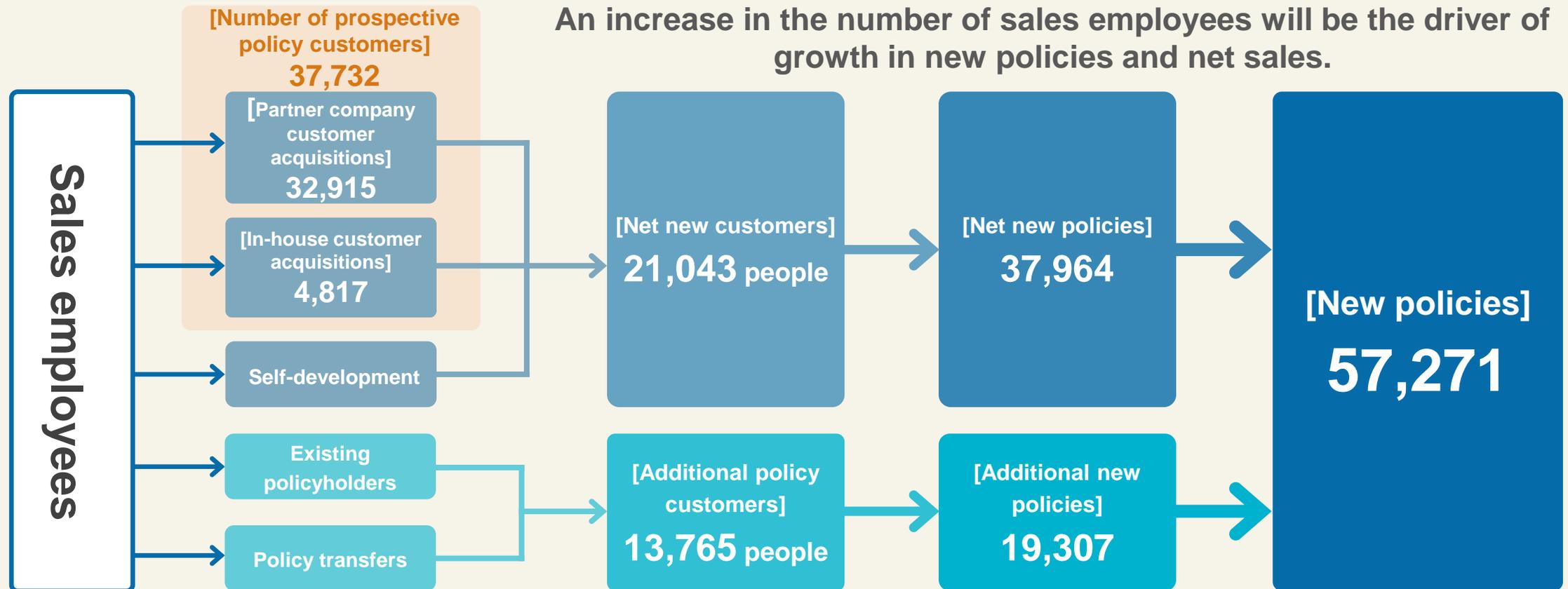


※ Figures are cumulative totals as of the end of each period

# New policy acquisition flow

## Results for the 3Q of the fiscal year ending November 30, 2023

An increase in the number of sales employees will be the driver of growth in new policies and net sales.



- ※ Self-development refers to prospective customers acquired by sales employees themselves, such as through referrals from existing customers.
- ※ The number of net new policies refers to the number of new policies from customers who have no existing policies with the Company, and the number of additional new policies refers to the number of additional policies from customers who have existing policies with the Company.
- ※ The number of net new customers refers to the number of customers with net new policies. The number of additional policy customers refers to the number of customers with additional new policies, and is included in the number of existing customers (existing policyholders).
- ※ Results are for the 3Q of the fiscal year ending November 30, 2023 (June 1, 2023 to August 31, 2023). Details, past results, etc. are shown in 4. Data.

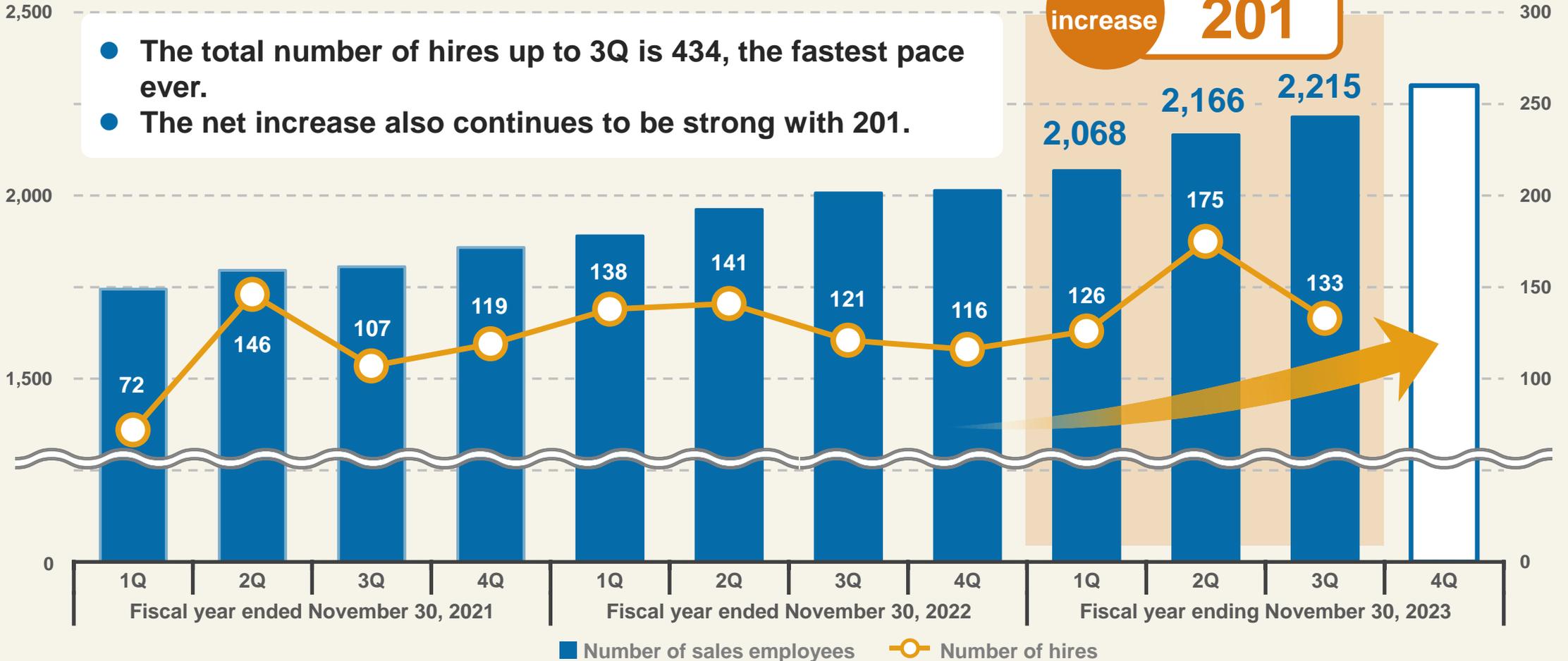
# Number of sales employees and hires



## Number of sales employees and hires

Number of sales employees  
Unit: Number of people

Number of hires  
Unit: Number of people



- The total number of hires up to 3Q is 434, the fastest pace ever.
- The net increase also continues to be strong with 201.

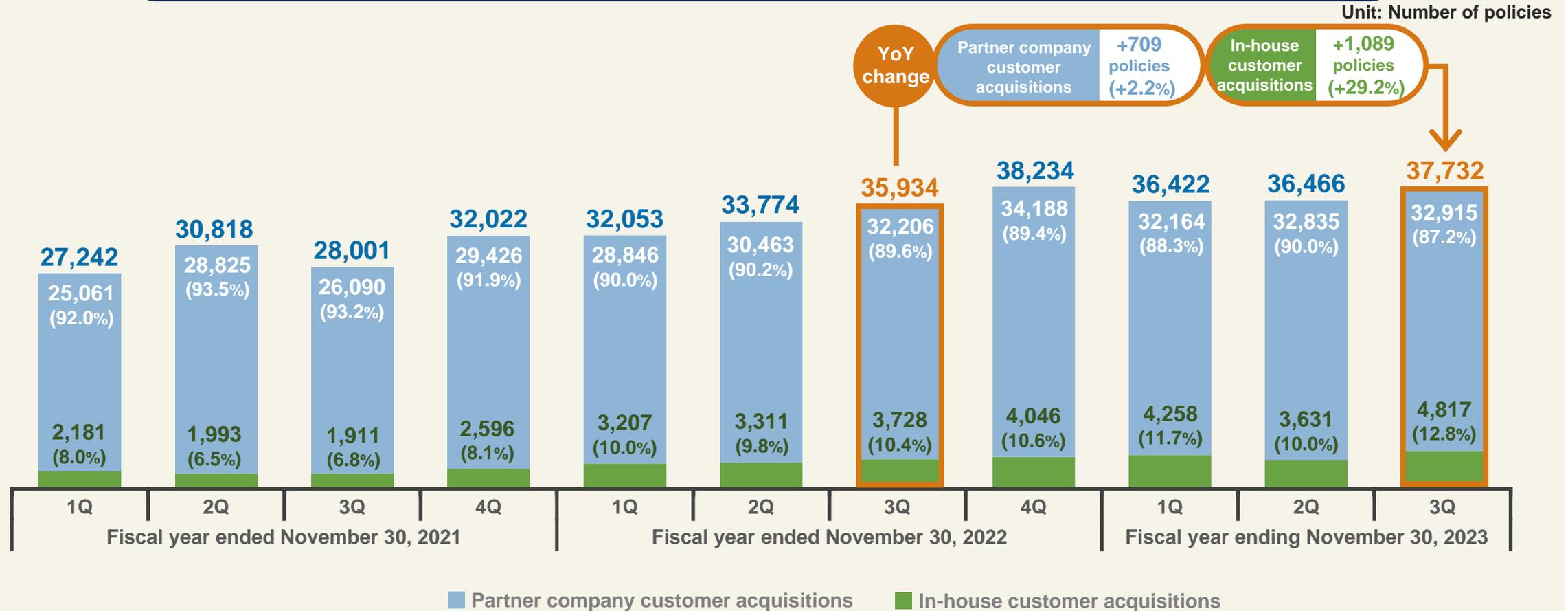
# Key KPI trends

## [Number of company customer acquisitions (quarterly)]



- Increased appointments from policy transfers contributed to the rise in the number of in-house customer acquisitions and their ratio. Partner company customer acquisitions were also strong.

### Partner company customer acquisitions and in-house customer acquisitions



※ Company customer acquisitions: partner company customer acquisitions + in-house customer acquisitions

\*Partner company customer acquisitions: customers acquired through partner companies

\*In-house customer acquisitions: customers acquired through TV commercials, web ads, etc.

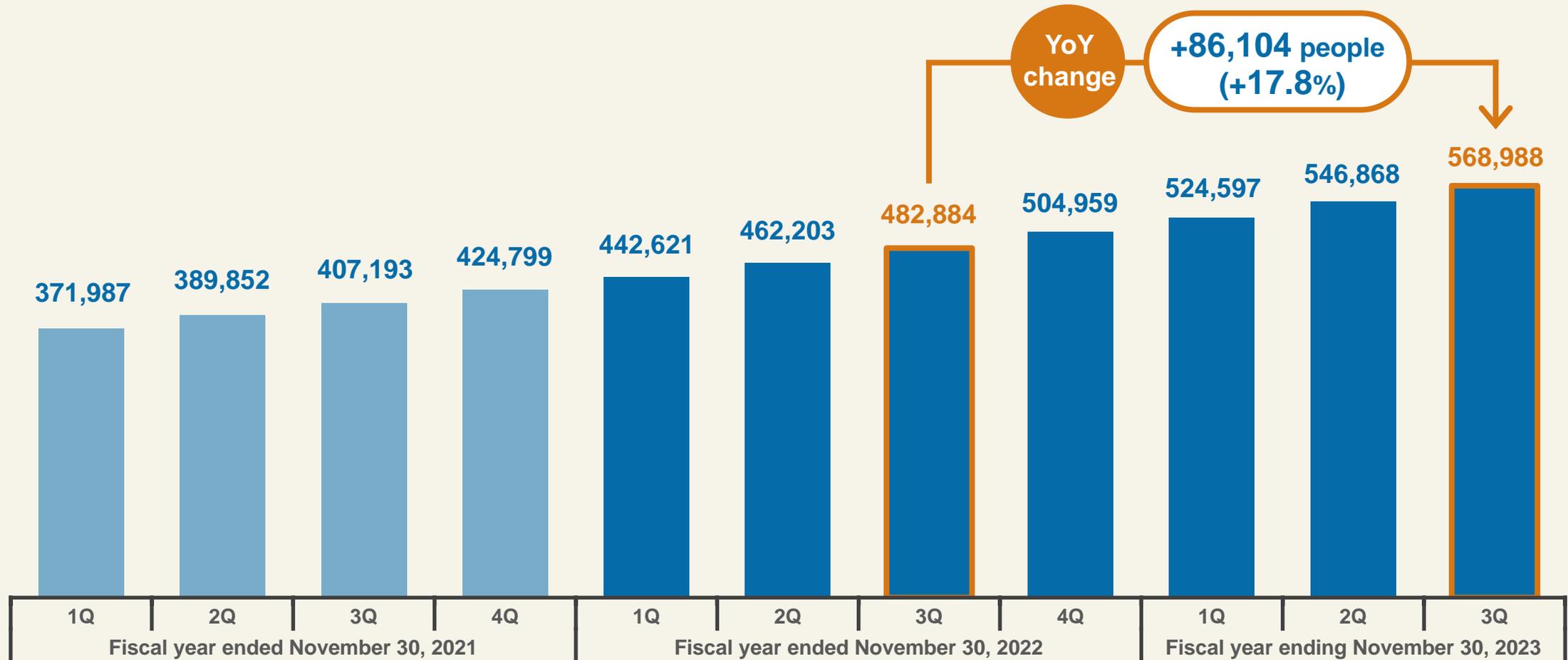
※ The figures in parentheses are the ratio of partner company customer acquisitions and in-house customer acquisitions to total company customer acquisitions.

# Key KPI trends [Number of existing customers (quarterly)]

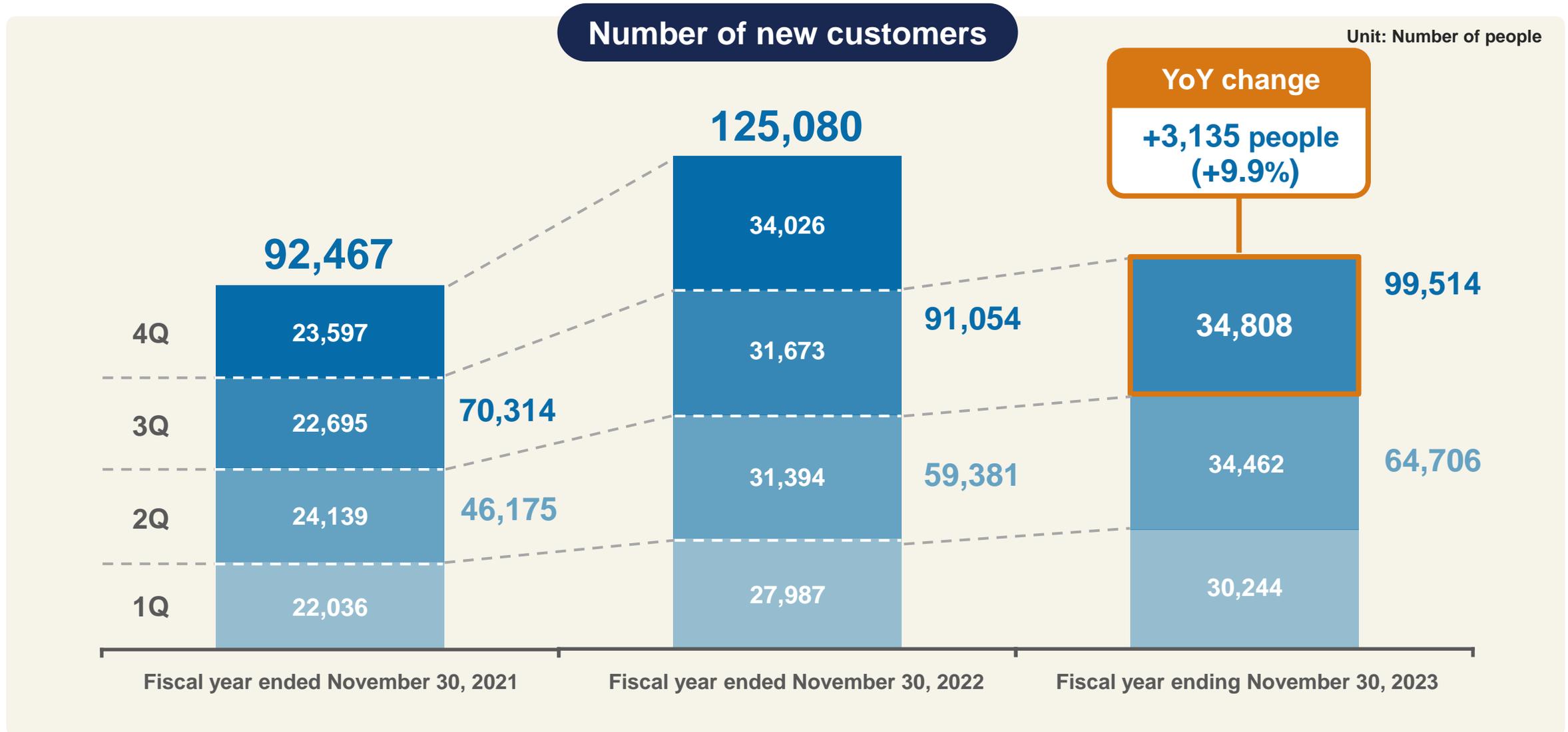


## Number of existing customers

Unit: Number of people

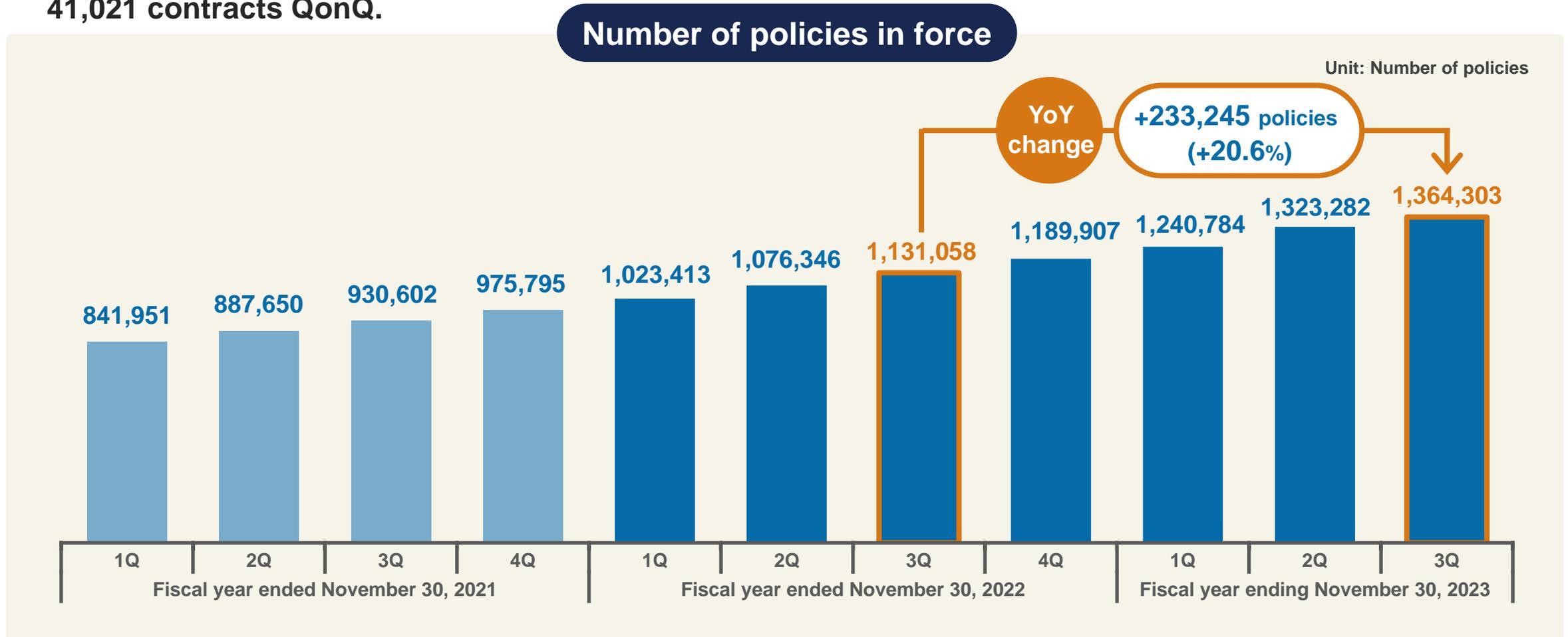


# Key KPI trends [Number of new customers (quarterly)]



# Key KPI trends [Number of existing policies (quarterly)]

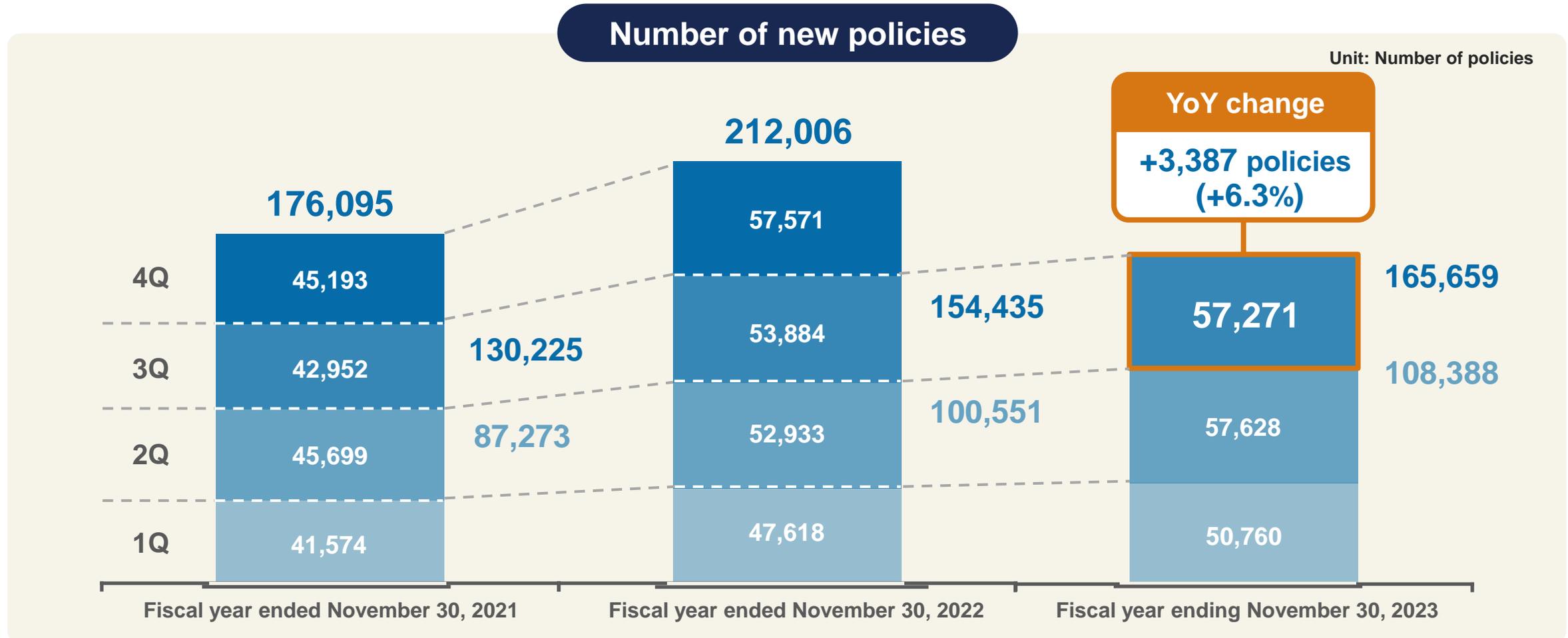
- Policies-in-force increased due to steady accumulation of new policies in conjunction with an increase in the number of sales employees.
- The transfer of 6,477 policies, including policy transfers in 3Q, was completed, resulting in an increase of 41,021 contracts QonQ.



# Key KPI trends [Number of new policies (quarterly)]



- Continuing in 3Q, sales of savings and investment products were strong to meet asset building needs such as retirement savings.



# 02



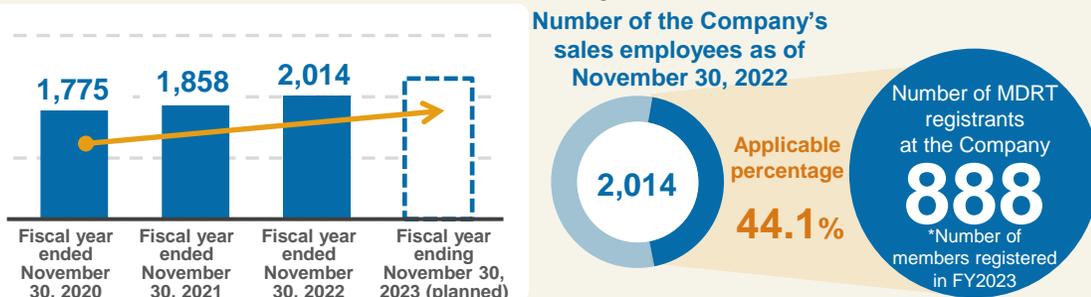
## **Progress of priority measures and initiatives for the fiscal year ending November 30, 2023**

# Priority measures for the fiscal year ending November 30, 2023



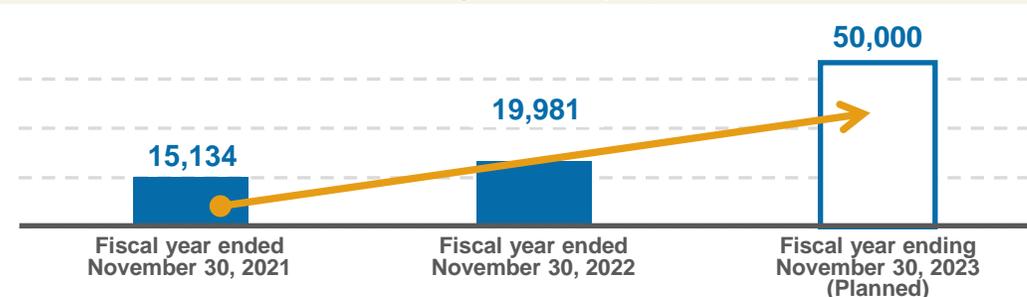
## Increase in sales employees

Continue to increase the number of sales employees and promote high equalization.  
Respond to the high needs of customers with the industry's highest ratio of MDRT-certified personnel.



## Policy transfers

The number of agents has been decreasing due to the return to the core business, change in business type, and closure of some businesses, and the Company has been chosen as a destination for transfer of agents and job changes for employees.



## Money Doctor Premier

Improve recognition through TV commercials.  
Furthermore, we will develop more advanced comprehensive money services with Money Doctor Premier.

Plans to open 30 branches

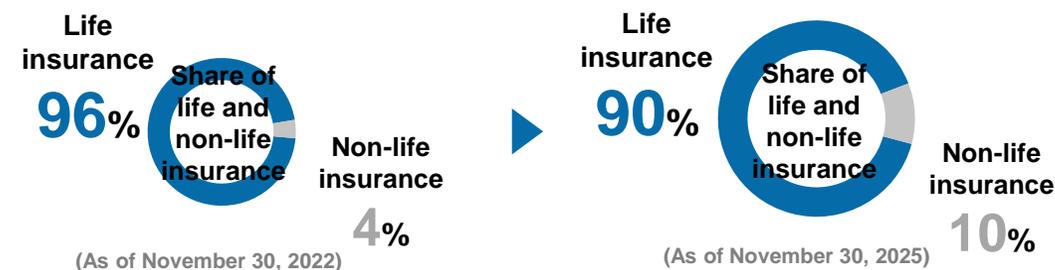
(by November 2024)



Free FP consultation service

## Non-life insurance

Implement new initiatives to improve business performance.  
We will strive to increase non-life insurance net sales at the same time as expanding life insurance.



# Number of offices

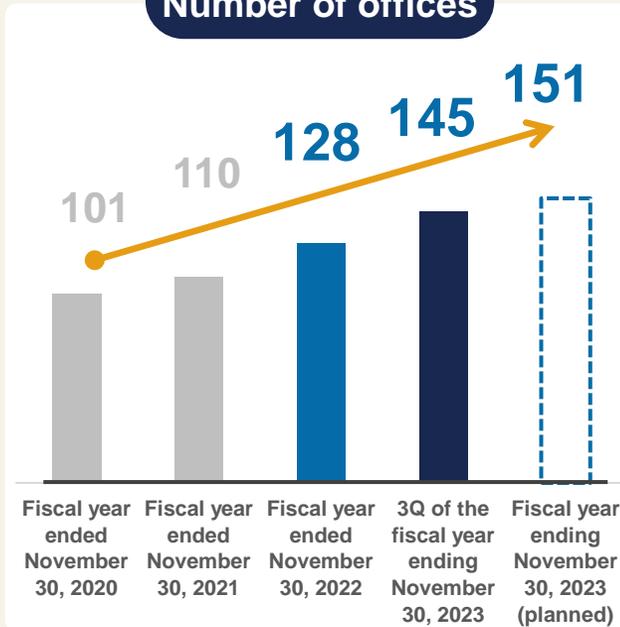
New offices were opened in line with the increase in sales employees. In 3Q, the number of offices increased by 8 from 2Q. (\*)

Nationwide **145** offices

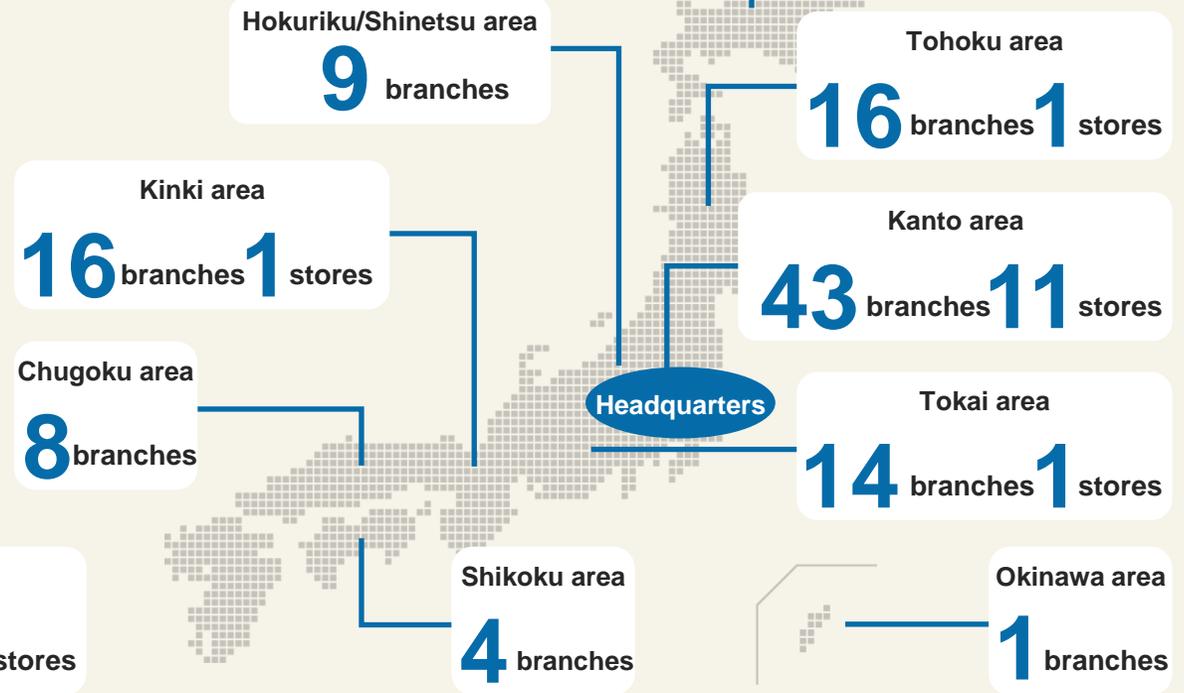
**129** branches + **16** stores

※ As of August 31, 2023

Number of offices



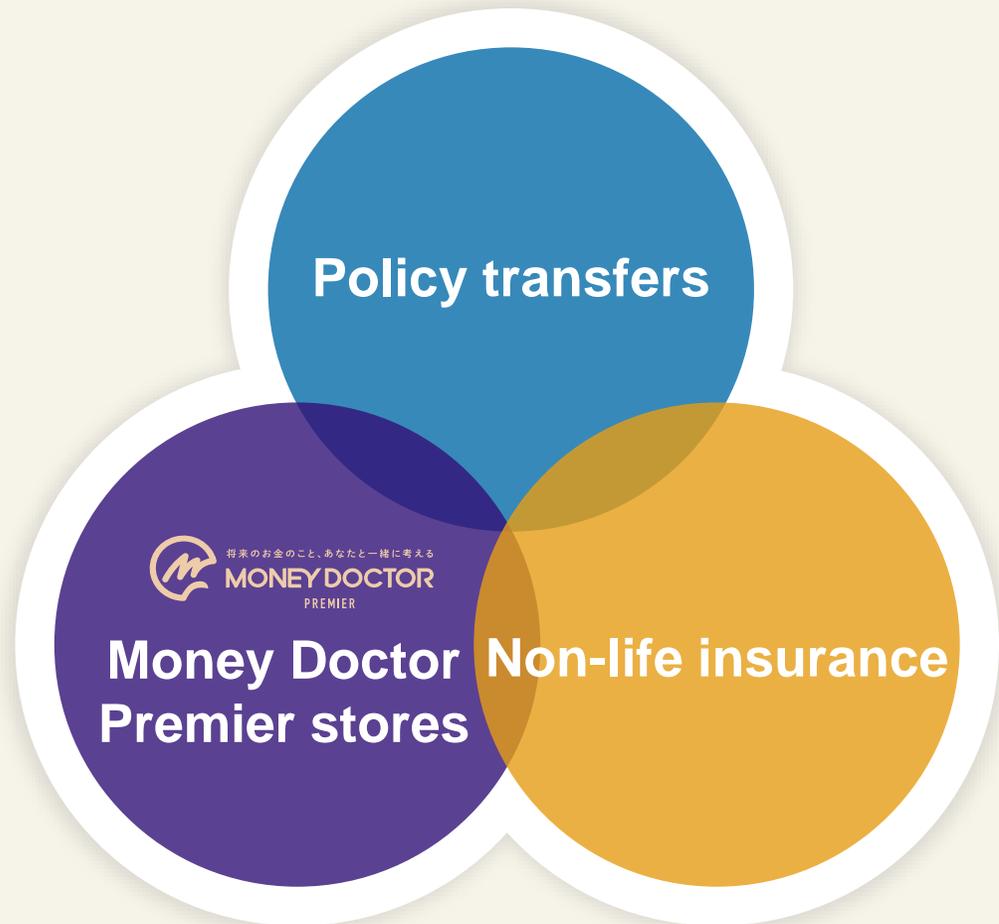
Kyushu area  
**12** branches **1** stores



※ Effective from the second quarter of the fiscal year ending November 30, 2023, the definition of the number of offices has been changed as follows.

(Before change): Each office (branch or store) to which sales employees belong is counted as one office.

(After change): Each office (branch or store) to which sales employees belong is counted as one office. **However, IFA offices attached to branches and stores are not counted.**



**We will develop three pillars that will support future growth.**

**To further accelerate growth, the three pillars will drive future performance starting from the fiscal year ending November 30, 2023.**

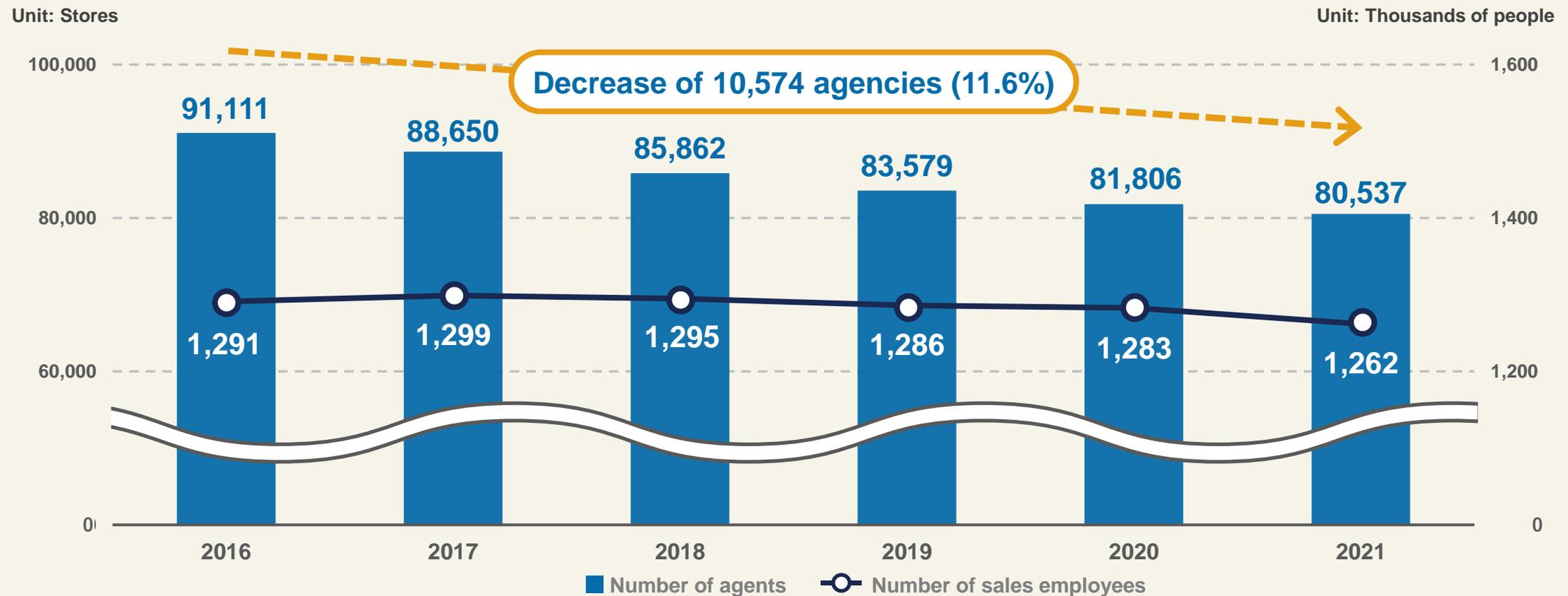
# Priority initiatives for the fiscal year ending November 30, 2023



## (1) Expansion of policy transfer business

- The downward trend in the number of registered agents in Japan continues. Over the past five years, the number has decreased by 10,575 agents (11.6%).
- This is due to factors such as increased costs for system development and issues of successors for agents.

### Trends in the life insurance industry



# Priority initiatives for the fiscal year ending November 30, 2023

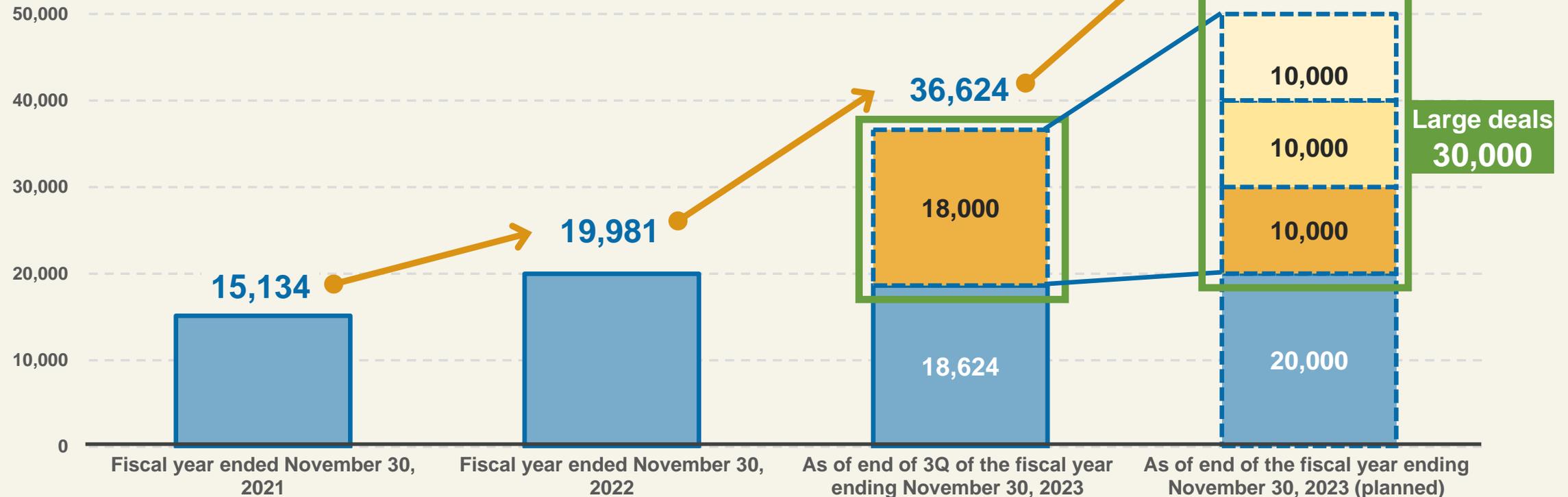


## (1) Expansion of policy transfer business

- There was a steady increase in the number of transfer agreements. In the 3Q, agreements were reached with 11 companies, the highest number ever (1Q: 6 companies, 2Q: 8 companies).
- The number of inquiries to our website and referrals from insurance companies, etc. in 3Q totaled 20 companies (60 companies in total for the current fiscal year).

### Number of policy transfers agreed to

Unit: Number of policies



## (2) Expansion of Money Doctor Premier business



将来のお金のこと、あなたと一緒に考える

### MONEY DOCTOR

PREMIER

Provide free consultations on all money-related issues, including life planning, advice on asset formation, and money for end of life such as retirement funds and inheritance.

OPEN on  
June 3

**Yokohama Landmark  
Plaza Store** **First in Kanagawa**

OPEN on  
October 20

**Jiyugaoka Store**

OPEN on  
November 2

**MARK IS Fukuoka-  
Momochi Store**

OPEN  
next spring

**LaLa Terrace HARUMI  
FLAG Store**

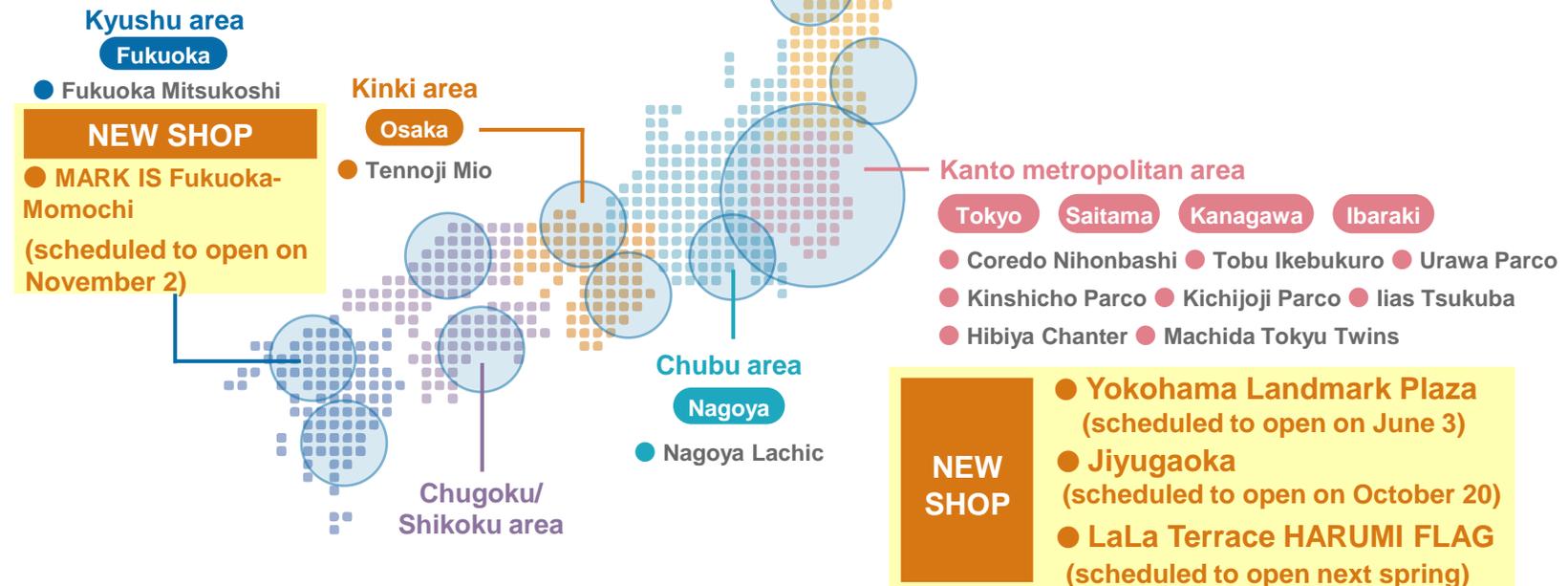




## Covering all major areas in Japan

### Effect of store openings

- Improve recognition of the Money Doctor brand in areas where stores are located.
- Increase in sales of savings-type products due to needs for asset formation, retirement, and education funds



\*Figures for store opening plans and plans for number of employees in Store Business Department are cumulative totals as of the end of each fiscal year.

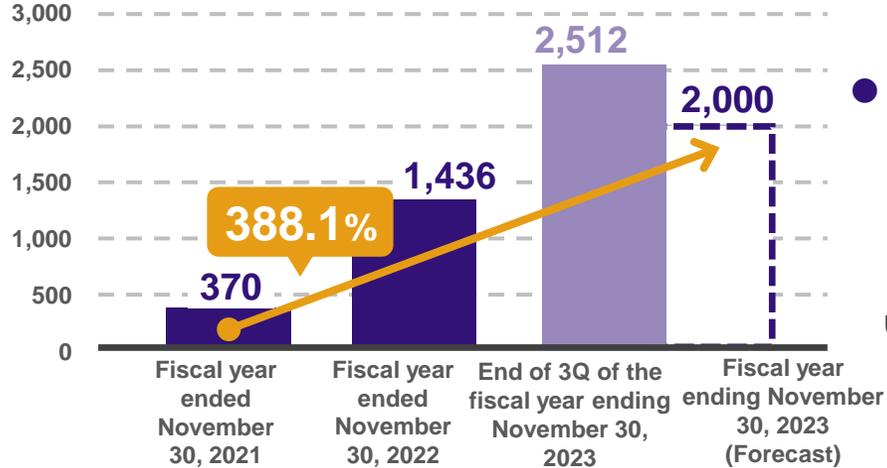
# Priority initiatives for the fiscal year ending November 30, 2023



## (2) Expansion of Money Doctor Premier business

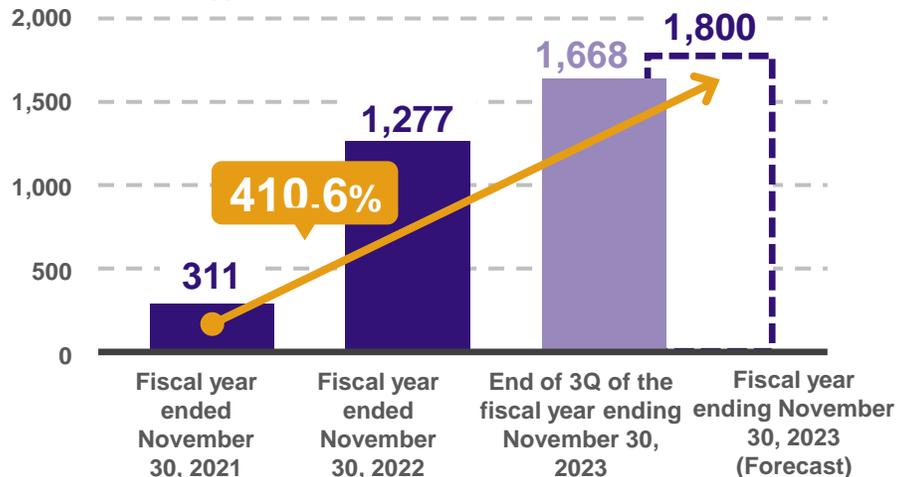
### Number of bookings for store visits

Unit: Number of bookings



### Number of online consultation applications

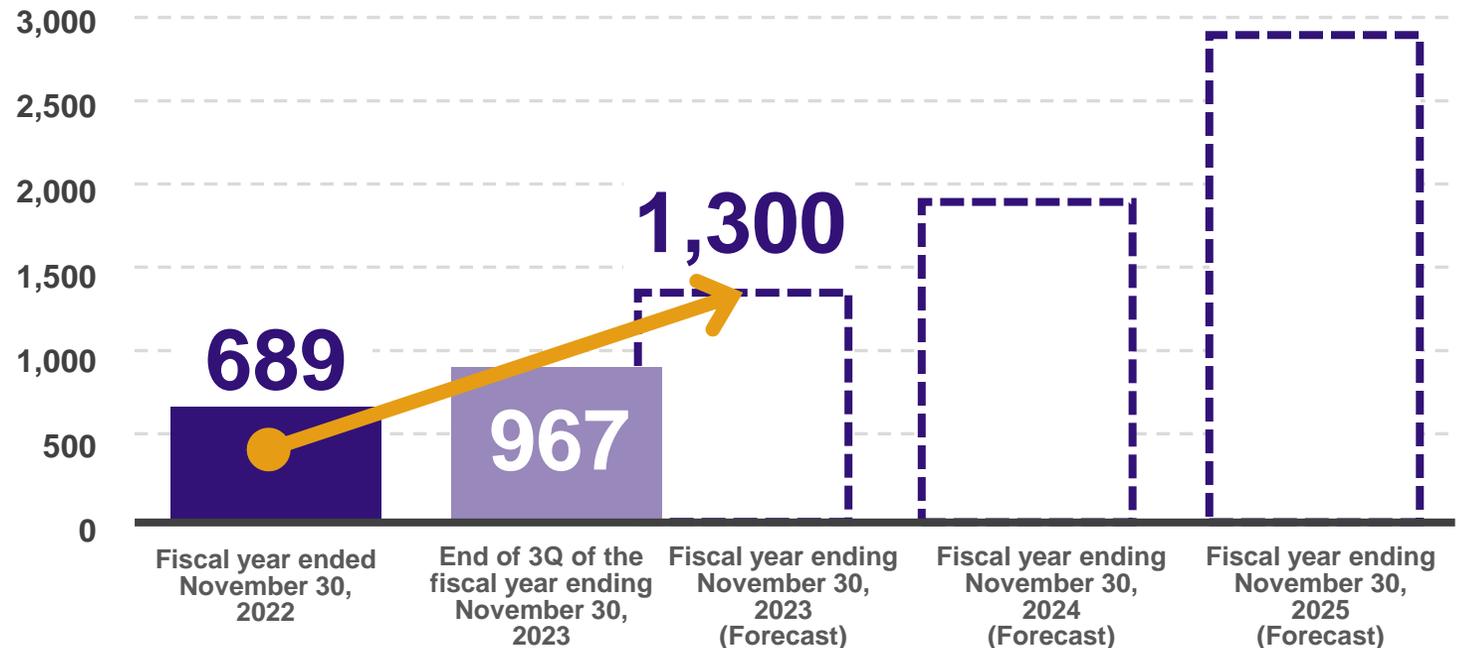
Unit: Number of applications



- The number of bookings for store visits has remained steady in line with the increase in the number of stores. 909 bookings in 3Q alone, the highest number ever, achieving this fiscal year's target.
- Sales of savings-type products from consultations on asset formation and retirement funds continued to be strong. Annualized new business premium (ANP\*) also remained strong.

### Annualized New business Premium (ANP)

Unit: Millions of yen



\*ANP: An indicator that refers to the annualized amount of premiums for new policies

## (3) Improvement of non-life insurance business performance

Started in March

Roll out of non-face-to-face sales through the establishment of the Direct Center (DC) Section

- With full-scale operation of the DC Section, 3,115 new policies were acquired in 3Q, mainly fire insurance (2Q results: 1,001 policies).

Started in June

Roll out of non-life insurance policy transfers through establishment of new dedicated non-life insurance sales employees

- Full-scale operation from September 2023 Improved internal structure and started preparations for handling policy transfers
- Implemented approaches to acquire automobile insurance for corporate contracts

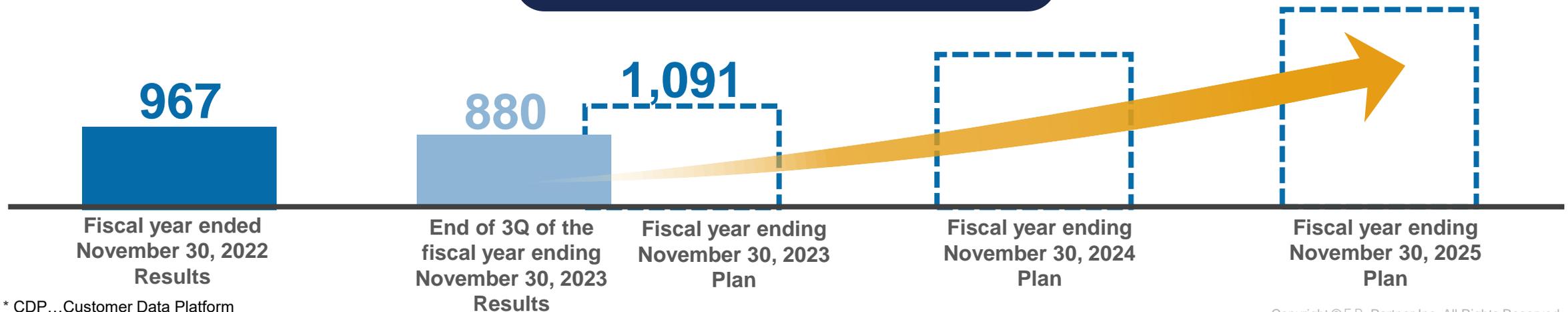
Planned for second half

Cross-selling support through direct measures to households with existing policyholders

- Implemented effective cross-selling by acquiring knowledge of sales employees focusing on automobile insurance
- Started preparations for after CDP\* establishment

Unit: Millions of yen

### Non-life insurance commissions



\* CDP...Customer Data Platform

We will continue with existing growth strategies and aim to further improve business performance.



- Posting of roll plays and data from top performers and MDRT members on a portal site
- Creation of a cash flow chart using the Company's financial planning tool, Money Karte



- Improve customer satisfaction by estimating customer buying patterns and preferences and providing services needed at each age.
- Reach out to existing customers by creating resale opportunities through customer follow-up.



- Request financial planning consultation to a representative with one tap
- Provides information tailored to the customer's situation, such as renewal of insurance policy
- Easy to request consultations to confirm policy details, benefit claims, etc.

※ We believe that high equalization means raising the level of knowledge and skills of all sales employees and setting a high standard.

# New business - Advertising business and financial literacy education business



## Growth of new highly profitable businesses (besides insurance sales) that contribute to a higher operating margin

### Advertising business

Ordered advertisements are displayed on the Money Doctor website 24 hours a day, and at Money Doctor Premier stores on sign boards installed in the storefronts, targeting a wide range of visitors to the stores and users of commercial facilities.

Examples of sign board usage



### Financial literacy education business

We have agreed to be commissioned by a number of financial institutions to provide training curriculum for their employees to acquire know-how and knowledge of our financial planning services.

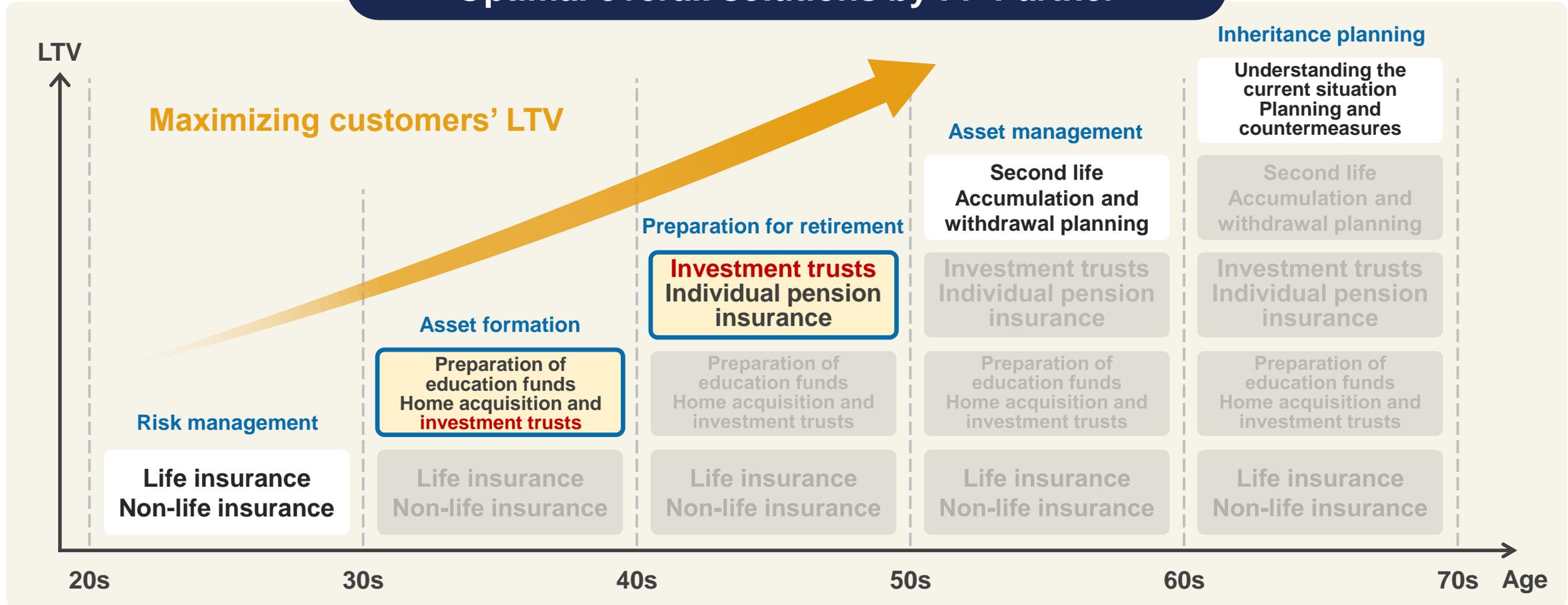
Examples of recent initiatives

Started a financial education program on a trial basis for employees for the purpose of improving financial literacy

- New orders in the advertising business totaled approximately 20 million yen in 3Q.
- Financial education program to full-scale operation after trials and verification.

## Started handling financial products besides insurance through IFAs

### Optimal overall solutions by FP Partner



※ LTV (lifetime value): Customer lifetime value is a calculation of how much profit can be generated from transactions between a company and a customer during the period from the beginning to the end of the transaction (customer lifecycle).

## Preparations for the new NISA starting in 2024

### IFA business overview [as of August 31, 2023]



Number of securities accounts

**1,325** accounts



Balance of assets under custody

**9,146** million yen



IFA offices

Branch offices and stores including annexes

**23** offices



### Affiliated financial instruments firm

- PWM Japan Securities Co., Ltd.
- Rakuten Securities, Inc.
- SBI SECURITIES Co., Ltd.



### Number of registered sales representatives

As of September 30, 2023

**224** people

In registration process

**282** people  
[As of September 30]

[As of October 31, 2023]

**506** people  
[Planned]

## Money Doctor LINE

Supports comfortable communication between customers and their sales representatives.



## Main features of Money Doctor LINE

- Connecting customers and sales employees with LINE allows for more casual consultations.
- Requests for consultations to confirm policy details, benefit claims, etc. can be made with a single tap.
- Accessible simply by adding the official Money Doctor LINE via a QR code provided by the sales employee.

Strengthens the relationship with customers for quicker responses to their needs.

## IR website

# Renewed to improve convenience along with the change in listing to the Tokyo Stock Exchange Prime Market.

### New content added

- 最新決算情報一括ダウンロード
- 四半期決算Q&A
- Quick Answer (2023年04月25日更新)
- 中期経営計画
- 株主還元(配当金・株主優待)
- IRメール配信登録

Easy to view even for first-time visitors, offers access to desired information with one click

### New English website

Financial Results

Aug. 08 2023 (テスト) 2023 4Q Financial Results (17KB)

Aug. 08 2023 (テスト) 2023 3Q Financial Results (17KB)

Operating Results

Net sales (Millions of yen)

Operating income (Millions of yen)

Information provision expanded to overseas shareholders and investors through the establishment of an English IR site

# 03



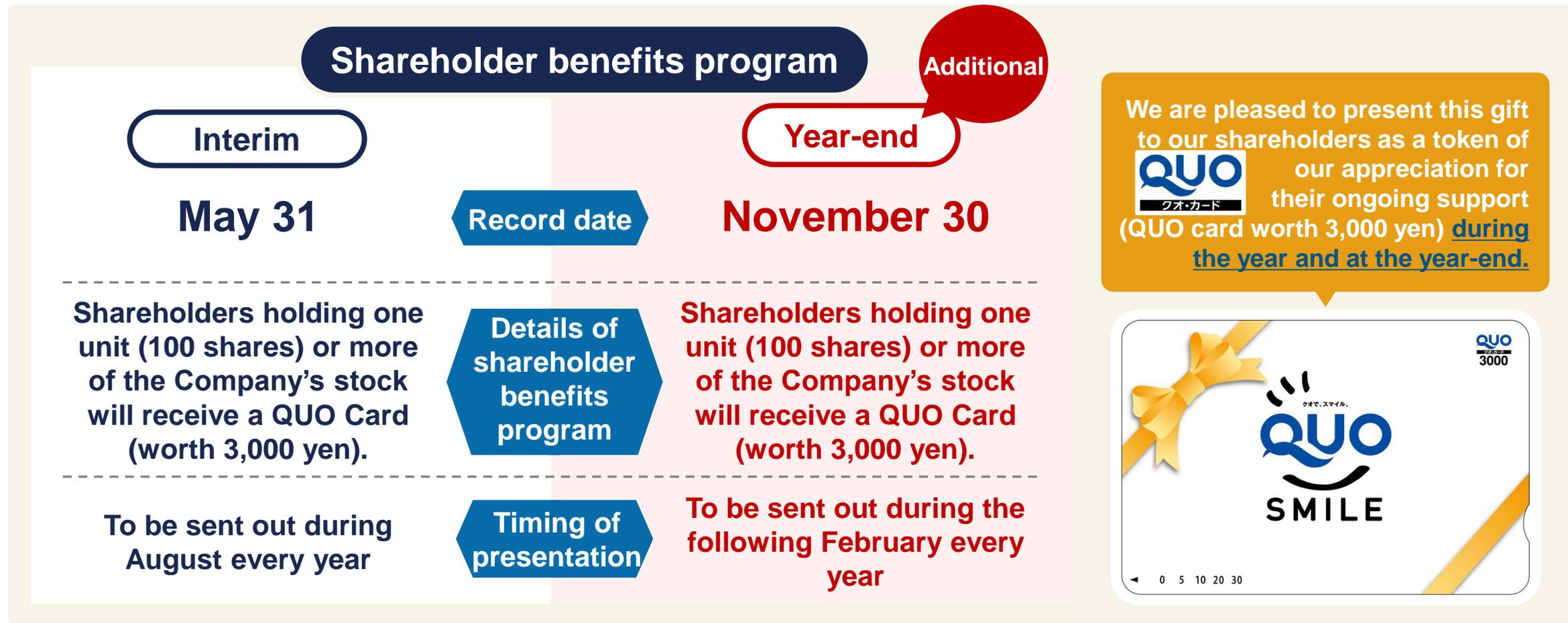
## **Shareholder returns and dividend policy for the fiscal year ending November 30, 2023**

# Expansion of shareholder benefits [start of year-end benefits]



## Shareholder benefits

Expanded to twice a year, interim and year-end. Each time shareholder will receive a QUO Card worth 3,000 yen.



The program will begin for shareholders listed or recorded in the shareholders' register as of November 30, 2023.

## Changed listing to Tokyo Stock Exchange Prime Market on September 11, 2023

Shareholder returns policy

We aim for long-term sustainable shareholder returns.

[Basic dividend policy]

Dividend payout ratio

**45%** as a target

[Dividend forecast for the fiscal year ending November 30, 2023]

Year-end dividend

**75 yen/share**

[Interim: 0 yen/share  
Year-end: 75 yen/share]

+

Market change commemorative dividend

**15 yen/share**

=

Total

**90 yen/share**

## Strategy in Prime Market

Management  
philosophy

We will pursue the true form of the insurance business, commit ourselves, and continue to protect the precious lives of our customers.



### Further development of initiatives up until now

1

Enhancing the hiring and quality of sales employees

2

Development of new businesses, including IFA

3

Expansion of policy transfers

4

**Business expansion through M&As**

**04**

|

**Data**

# Balance sheet for the 3Q of the fiscal year ending November 30, 2023



Unit: Millions of yen

	Fiscal year ended November 30, 2022	3Q of the fiscal year ending November 30, 2023	Change	Change from the end of the previous year (%)
<b>Current assets</b>	10,150	<b>13,429</b>	+3,278	+32.3%
Cash and deposits	8,848	<b>10,850</b>	+2,001	+22.6%
<b>Non-current assets</b>	4,114	<b>4,377</b>	+262	+6.4%
<b>Total assets</b>	14,265	<b>17,806</b>	+3,541	+24.8%
<b>Current liabilities</b>	4,743	<b>5,144</b>	+401	+8.5%
<b>Non-current liabilities</b>	865	<b>845</b>	(20)	(2.3%)
<b>Net assets</b>	8,656	<b>11,817</b>	+3,160	+36.5%
<b>Liabilities and net assets</b>	14,265	<b>17,806</b>	+3,541	+24.8%
(Equity ratio)	(60.6%)	<b>(66.3%)</b>	(+5.7pt)	

# Key KPIs for the fiscal year ending November 30, 2023 [cumulative]



Item	Fiscal year ended November 30, 2022					Fiscal year ending November 30, 2023			QonQ
	1Q	2Q	3Q	4Q	Year-end cumulative total	1Q	2Q	3Q	Number of increase/decrease
Number of policies in force	1,023,413	1,076,346	1,131,058	1,189,907	1,189,907	1,240,784	1,323,282	1,364,303	+41,021
Of which, new policies	47,618	100,551	154,435	212,006	212,006	50,760	108,388	165,659	+57,271
Number of existing customers	442,621	462,203	482,884	504,959	504,959	524,597	546,868	568,988	+22,120
Of which, new customers	27,987	59,381	91,054	125,080	125,080	30,244	64,706	99,514	+34,808
Number of prospective policy customers	32,053	65,827	101,761	139,995	139,995	36,422	72,888	110,612	+37,724
Number of partner companies	93	100	105	100	100	100	100	96	-4

Item	Fiscal year ended November 30, 2022					Fiscal year ending November 30, 2023			QonQ
	1Q	2Q	3Q	4Q	Year-end cumulative total	1Q	2Q	3Q	Number of increase/decrease
Number of new life insurance policies	41,727	87,277	134,823	185,911	185,911	45,185	94,806	144,226	+49,420
Number of new non-life insurance policies	5,891	13,274	19,612	26,095	26,095	5,575	13,582	21,433	+7,851

# Key KPIs for the fiscal year ending November 30, 2023 [cumulative]



Item	Fiscal year ended November 30, 2022					Fiscal year ending November 30, 2023			QonQ	
	1Q	2Q	3Q	4Q	Year-end cumulative total	1Q	2Q	3Q	Number of increase/decrease	Percentage change
Number of sales employees	1,890	1,962	2,007	2,014	2,014	2,068	2,166	2,215	+49	+2.3%
Number of offices (locations)*	111	119	124	128	128	132	137	145	+8	+5.8%
Of which, Money Doctor Premier stores	1	3	5	9	9	10	13	14	+1	+7.7%
Of which, IFA offices attached to branches and stores (locations)	1	4	4	4	4	5	17	23	+6	+35.3%

※ Effective from the second quarter of the fiscal year ending November 30, 2023, the definition of the number of offices has been changed as follows.  
 [Definition of the number of offices calculated] Before change: Each office (branch or store) to which sales employees belong is counted as one office.  
 After change: Each office (branch or store) to which sales employees belong is counted as one office.  
**However, IFA offices attached to branches and stores are not counted.**

# New policies and new customers for the fiscal year ending November 30, 2023 [quarterly]



Item	Fiscal year ended November 30, 2022					Fiscal year ending November 30, 2023			QonQ	
	1Q	2Q	3Q	4Q	Year-end total	1Q	2Q	3Q	Number of increase/decrease	Percentage change
<b>Number of new policies</b>	47,618	52,933	53,884	57,571	<b>212,006</b>	<b>50,760</b>	<b>57,628</b>	<b>57,271</b>	<b>-357</b>	<b>-0.6%</b>
Number of net new policies	33,694	37,557	39,845	41,665	<b>152,761</b>	<b>34,579</b>	<b>38,411</b>	<b>37,964</b>	<b>-447</b>	<b>-1.2%</b>
Number of additional new policies	13,924	15,376	14,039	15,906	<b>59,245</b>	<b>16,181</b>	<b>19,217</b>	<b>19,307</b>	<b>90</b>	<b>+0.5%</b>
<b>Number of new customers</b>	27,987	31,394	31,673	34,026	<b>125,080</b>	<b>30,244</b>	<b>34,462</b>	<b>34,808</b>	<b>346</b>	<b>+1.0%</b>
Number of net new customers	17,546	19,826	20,882	21,856	<b>80,110</b>	<b>18,891</b>	<b>21,084</b>	<b>21,043</b>	<b>-41</b>	<b>-0.2%</b>
Number of additional policy customers	10,441	11,568	10,791	12,170	<b>44,970</b>	<b>11,353</b>	<b>13,378</b>	<b>13,765</b>	<b>387</b>	<b>+2.9%</b>

- ※ The number of net new policies refers to the number of new policies from customers who have no existing policies with the Company, and the number of additional new policies refers to the number of additional policies from customers who have existing policies with the Company.
- ※ The number of net new customers refers to the number of customers with net new policies. The number of additional policy customers refers to the number of customers with additional new policies, and is included in the number of existing customers (existing policyholders).

**05**



**Appendix**

## Business concept

**We always stand by the customer's side and work with them to create a lifetime money plan together.**

Our future ideal vision is to

**improve the financial literacy of everyone in Japan.**

We will play a role in helping people achieving financial wealth and peace of mind, and helping people choose financial products that make them affluent.



**FP Partner Inc.**

**Consult with a long-term perspective on the future.**

**In addition to life insurance and non-life insurance, we offer consultations on all aspects of financial planning related to money.**



将来のお金のこと、あなたと一緒に考える

**MONEY DOCTOR**

# Company profile



Company name	FP Partner Inc.
Established	December 2009
Representative	Representative Director and President Tsutomu Kuroki
Nature of business	Insurance agency
Address	1-5-3, Koraku, Bunkyo-ku, Tokyo 112-0004
Number of employees	2,483 (as of August 31, 2023, excluding part-time employees)
Number of offices	145 offices (as of August 31, 2023)

## Officers

Representative  
Director and President

**Tsutomu Kuroki**

Director and General  
Manager of New Business  
Development Department

**Takashi Kuwabara**

Outside  
Director

**Yoshihiro Isaka**

Audit &  
Supervisory  
Board Member

**Yoshitaka Ota**

Senior Managing  
Director and General  
Manager of Corporate  
Planning Department

**Katsuyuki Tanaka**

Director

**Takumi Saito**

Outside  
Director

**Nobuyasu Ogata**

Outside Audit &  
Supervisory  
Board Member

**Atsuo Kurosu**

Director

**Kenji Adachi**

Director and General  
Manager of Sales  
Headquarters

**Yoshihiro Fujii**

Outside  
Director

**Makiko Nakagawa**

Outside Audit &  
Supervisory  
Board Member

**Asami Kuwabara**



We sell life and non-life insurance to customers mainly in their 30s and 40s by attracting customers mainly from partner companies, and we sell investment trusts according to their life planning, and we provide free financial planning consultation services throughout Japan.

## Development of prospective customers for insurance consultation



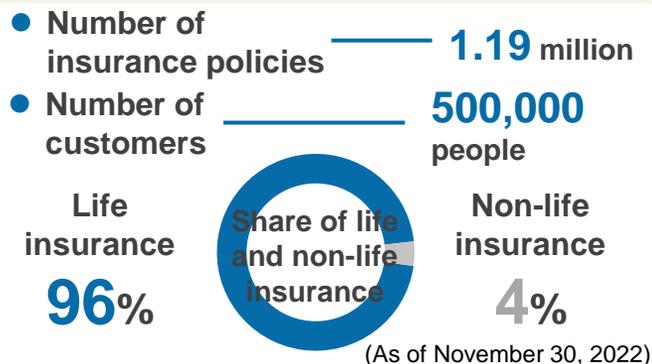
### Customer development route

- 1 Corporate tie-ups Insurance agencies, operating companies
- 2 In-house customer acquisitions\* TV commercials, web advertisements
- 3 Self-development by sales employees Introductions from existing customers and customers of 1 and 2, etc.

## Door-to-door sales-type FP consultation [insurance solicitation]



### Current status of insurance sales



## Nationwide service system

- The product we handle is a relationship of trust between the customer and the insurance representative.
- A relationship of trust means standing on the customer's side and being someone who is always there for the customer.

### What is really required for customer service

- Framework Nationwide local hiring, no transfers
- System Responding to customers' life changes in a timely manner
- Service variations Life and non-life insurance sales, mortgage counseling, inheritance planning, household budget counseling, asset building (investment trusts) \*In some areas

\*This refers to insurance consultation cases directly applied for on our website or through web advertisements.

# Partner companies



We are generating a steady stream of prospective customers by attracting customers from our partner companies.

Number of customers attracted from in-house customer acquisitions

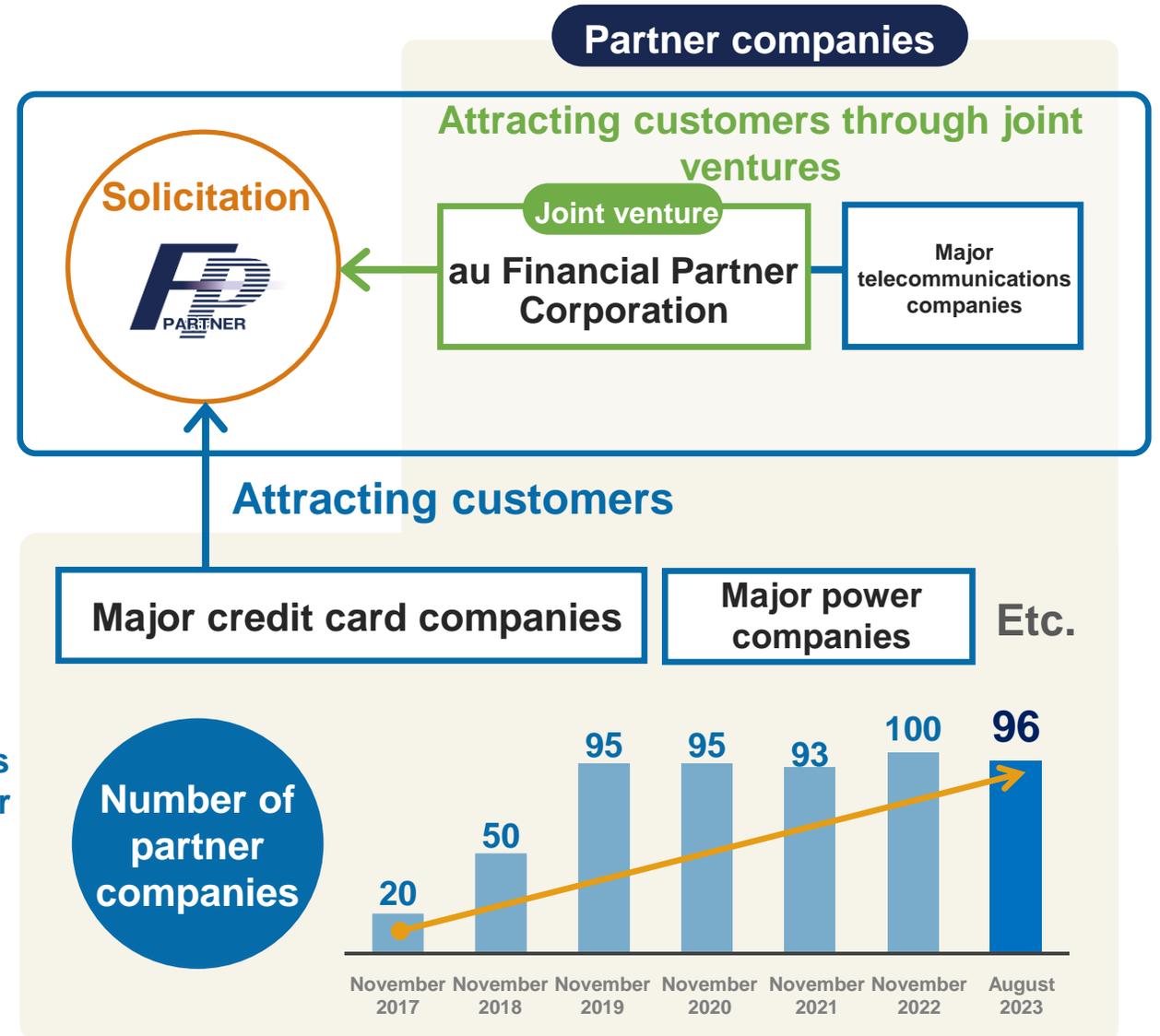
12,706 (11.5%)

Number of company customer acquisitions

110,612

Number of customers attracted from partner companies

97,906 (88.5%)



※ The number of customer acquisitions is the cumulative total from December 2022 to August 2023.

\*The number of partner companies is the figure as of the end of each month.

# Our strengths and features



We not only sell insurance, but also provide comprehensive services to meet the needs of our customers.



## We offer a wide range of services that go beyond insurance.

### Asset formation and inheritance planning

- Utilization of investment trusts, foreign currency insurance, etc.
- Money trusts and testamentary trusts
- Preparation of funds for retirement

### Household budget counseling, education funds, mortgage loans

- Leisure activities
- Buying, rebuilding, or selling a house
- Purchasing a car ● Utilities and cell phone bills
- Hobbies ● Preparation for children's education

### Life insurance and non-life insurance

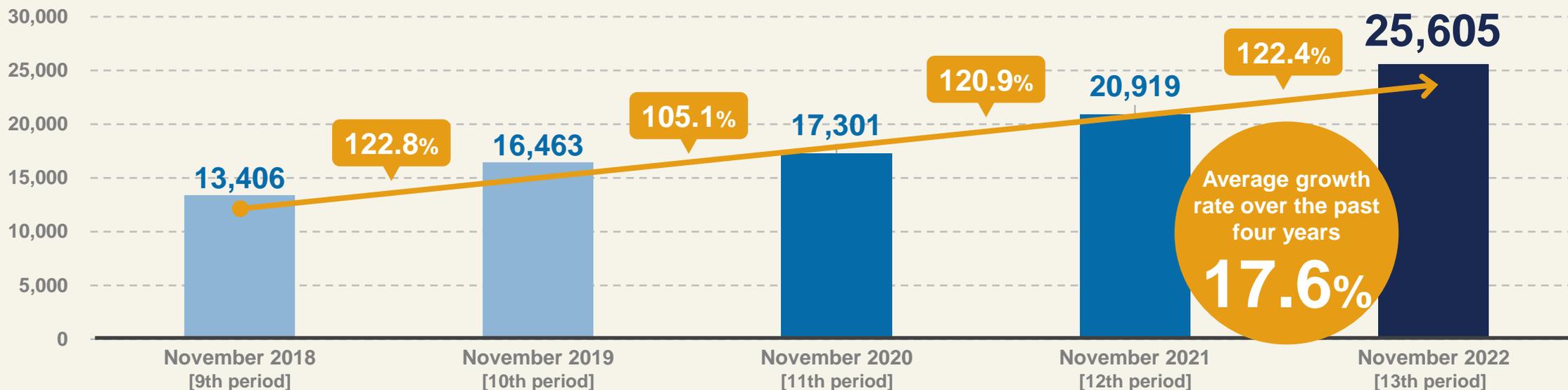
- Understanding of life cycle and lifestyle
- Regular maintenance
- Close communication through visits, communication, etc.

# Net sales, ordinary income, and net income [past five fiscal years]



## Trends in net sales

Unit: Millions of yen



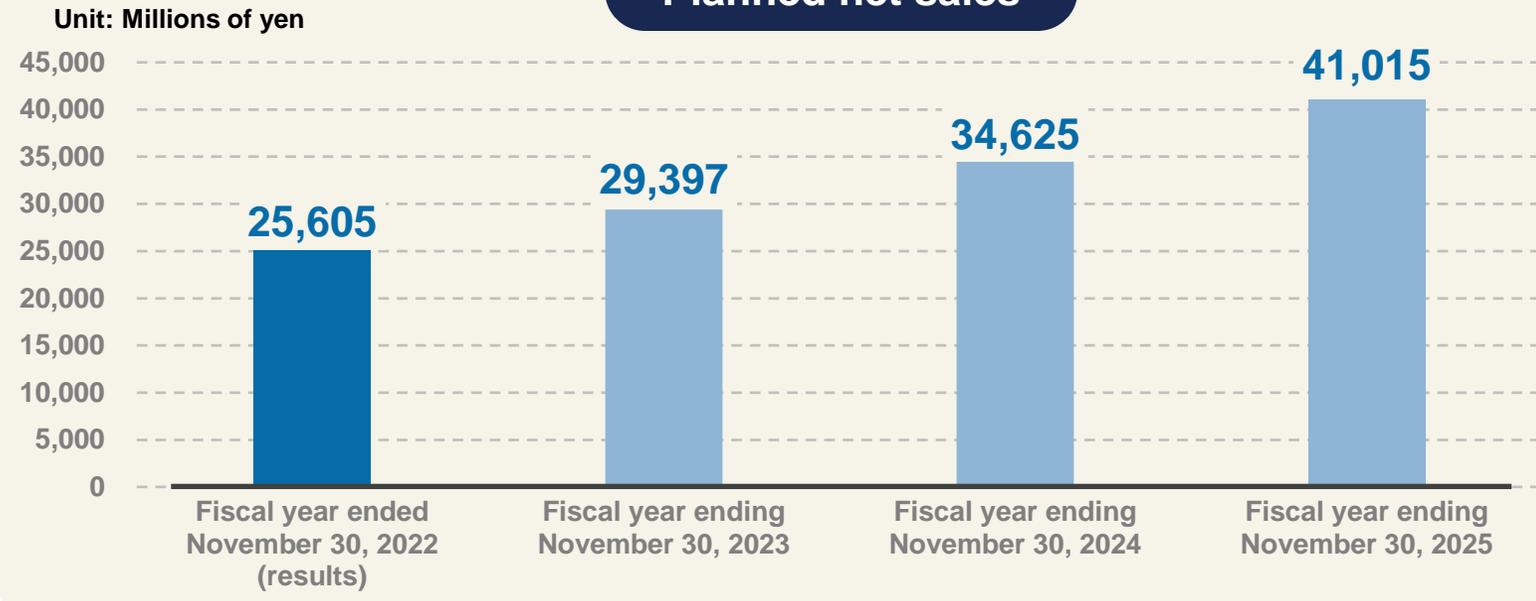
	Fiscal year ended November 30, 2018 [9th period]	Fiscal year ended November 30, 2019 [10th period]	Fiscal year ended November 30, 2020 [11th period]	Fiscal year ended November 30, 2021 [12th period]	Fiscal year ended November 30, 2022 [13th period]
<b>Net sales</b>	13,406	16,463	17,301	20,919	25,605
<b>Ordinary income</b>	-8	1,187	718	1,814	3,813
<b>Net income</b>	238	658	424	1,224	2,366

# Business plan values [Fiscal year ending November 30, 2023 (14th period) to fiscal year ending November 30, 2025 (16th period)]



\*This page is a continuation of the announcement made in January 2023. Business plan values will be updated and announced at the time of the announcement of financial results in January each year.

## Planned net sales



## Details of revision

- The business plan was revised upward by continuing the expansion measures formulated for the fiscal year ended November 30, 2022, while strengthening efforts to attract customers from business partners and policy transfers.
- At the same time, we will lay the foundation for further growth by nurturing the three pillars as a new growth strategy for the fiscal year ending November 30, 2023.

## YoY growth rate

YoY change	Fiscal year ending November 30, 2023	Fiscal year ending November 30, 2024	Fiscal year ending November 30, 2025
Net sales	114.8%	117.8%	118.5%
Gross profit	117.0%	117.8%	119.3%
Operating income	115.4%	120.1%	120.4%
Net income	116.2%	120.1%	120.3%

Unit: Millions of yen

	Fiscal year ended November 30, 2022 [13th period] (results)	Fiscal year ending November 30, 2023 [14th period]	Fiscal year ending November 30, 2024 [15th period]	Fiscal year ending November 30, 2025 [16th period]
Net sales	25,605	29,397	34,625	41,015
Gross profit	8,805	10,299	12,129	14,469
Operating income	3,824	4,413	5,302	6,384
Net income	2,366	2,749	3,301	3,971

# Business plan values [Fiscal year ending November 30, 2023 (14th period) to fiscal year ending November 30, 2025 (16th period)]



\*This page is a continuation of the announcement made in January 2023. Business plan values will be updated and announced at the time of the announcement of financial results in January each year.

We will strive to expand net sales by increasing personnel, increasing the number of customers acquisitions, and expanding policy transfers.

Unit: Millions of yen

## Business expansion measures

- 1** **Achieve hiring of 500 sales employees per year**  
At the same time, we aim to further increase customer satisfaction by improving the quality of employees.

Continue  
Strengthen


- 2** **Stable supply of prospective customers through cultivation of new business partners and deepening of existing business partners**  
We aim to secure the number of prospective customers and improve the quality of customer attraction along with the increase in the number of sales employees.

Continue  
Strengthen


- 3** **Expand prospective customer market and ongoing commission income through policy transfers**  
We aim to create destinations for insurance consultations and at the same time increase ongoing commissions.

Continue  
Strengthen


- 4** **Strengthen customer contacts and acquire new consultation projects by establishing a CDP customer follow-up system**  
We aim to improve customer convenience and sales productivity.

Continue  
Strengthen


- 5** **Strengthen compliance system**  
We aim to strengthen communication with sales departments to eliminate complaints and misconduct accidents, and support sound growth by improving business quality.

Continue  
Strengthen



	Results	Business plan values [Rolling, fiscal year ending November 30, 2023]		
	Fiscal year ended November 30, 2022	Fiscal year ending November 30, 2023	Fiscal year ending November 30, 2024	Fiscal year ending November 30, 2025
Net sales	25,605	29,397	34,625	41,015
Gross profit	8,805	10,299	12,129	14,469
Operating income	3,824	4,413	5,302	6,384
Net income	2,366	2,749	3,301	3,971



	Business plan values [Fiscal year ended November 30, 2022]		
	Fiscal year ended November 30, 2022	Fiscal year ending November 30, 2023	Fiscal year ending November 30, 2024
Net sales	24,048	27,062	31,394
Gross profit	8,153	9,018	10,535
Operating income	3,328	3,557	4,041
Net income	2,008	2,121	2,354

We provide our shareholders and investors with extensive IR information.

## Key points

We offer three types of content to help investors deepen their understanding of the Company.

### Web shareholders' newsletter

Contains the **Top Interview**, a message from Representative Director and President Kuroki, as well as **Financial Results Summary** and **FP Partner in Figures** to help investors understand the Company in figures.

[https://fpp.jp/ir/fpptimes\\_202303/](https://fpp.jp/ir/fpptimes_202303/)



### IR email distribution

We automatically deliver timely disclosure materials, PR information, etc. in real time to people who have registered their email addresses. This makes it possible to obtain information from the Company promptly. <https://fpp.jp/ir/>

\*To register, please go to the registration page on the top of the IR website.



### Quick Answer

We also provide answers to questions frequently asked by our shareholders and investors as appropriate. Quick answers to questions will be provided.

<https://fpp.jp/ir/quickanswer/>



- The information contained in this document includes forward-looking statements such as earnings forecasts and business plans.
- Such information is based on information available to the Company at the present time and on certain assumptions that are judged to be reasonable and include risks and uncertainties. Please note that the Company does not guarantee their realization or future performance, and that actual results may differ from these forward-looking statements.
- Information contained in this document that relates to other companies is based on publicly available information, and the Company has not verified and does not guarantee the accuracy or appropriateness of such information.
- Management indicators that are considered important information, such as number of new sales employees hired, number of new policies, number of new customers, and status of prospective customers, will be disclosed periodically in the Company's financial statements and quarterly financial results, or in the form of supplementary explanatory materials for each such report.
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