

First Section of Tokyo Stock Exchange  
First Section of Nagoya Stock Exchange

Ticker : 2453

# JBR

## JAPAN BEST RESCUE SYSTEM Company Presentation

### FY2022/Q1

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.

February 22, 2022  
Japan Best Rescue System Co., Ltd.

# Index

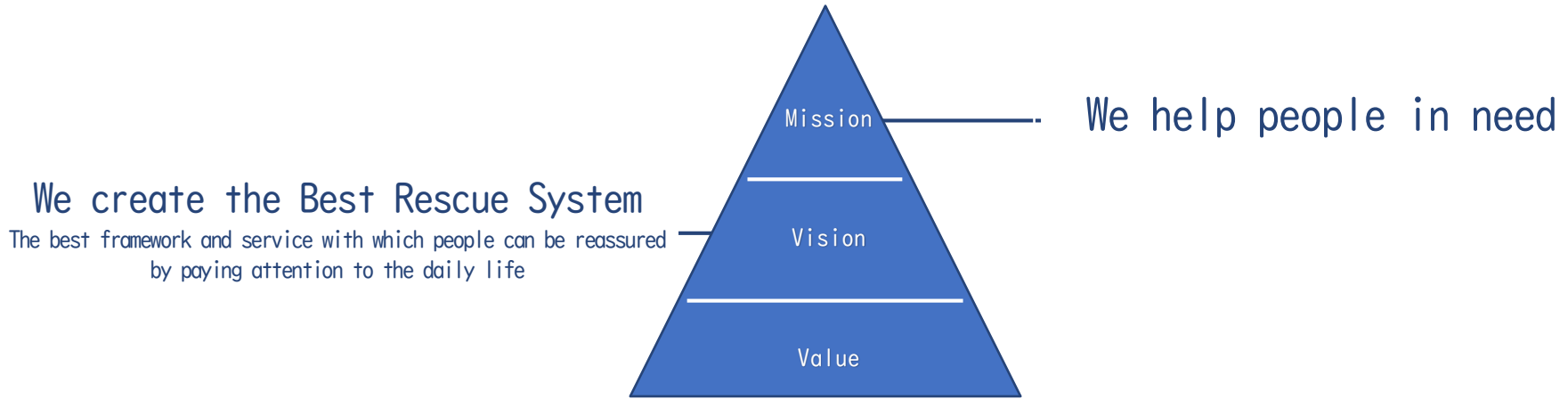
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# What is JBR?

A leading company of Housing-related services

We continue to grow with membership-based services that provide reassurance to our customers



Subscribers  
( thousand )

Service Example  
( image )

QR service\*

2,226

Warranty

1,185

Insurance

593

4,005 k

(As of Dec. 2021)

\*Quick Response for daily life trouble

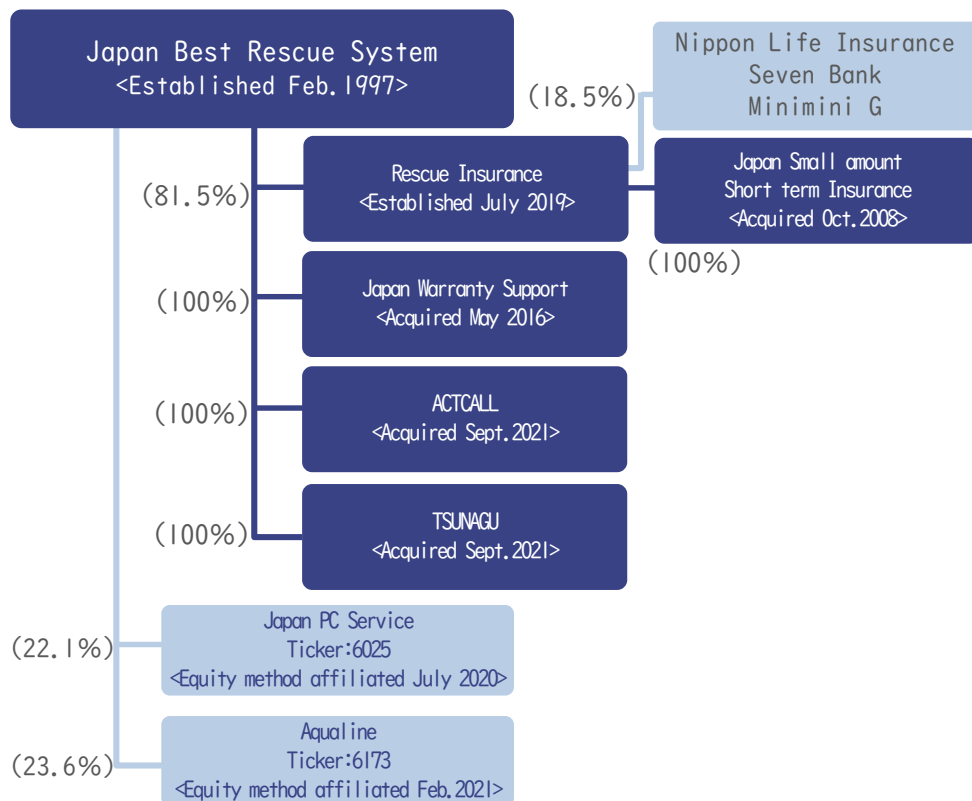


# Organization

## Developing business under top-level governance system in Japan

“We help people in need” is our unchanging management philosophy for 25 years

### Group Structure



(Shareholding ratio)

### Board Member & Executive Officer

Companies with a majority of outside directors are only 10.3%\* of companies on the 1<sup>st</sup> section of the TSE

Name	Title
Mr. Nobuhiro Sakakibara	Representative Director, CEO
Mr. Mitsuhiro Wakatsuki	Director, COO, GM of Management Strategy
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.

\*Japan Association of Corporate Directors “Corporate Governance Survey of Listed Companies” (Aug. 2021)

# Business Trend

## Build a profitable structure after a reorganization phase

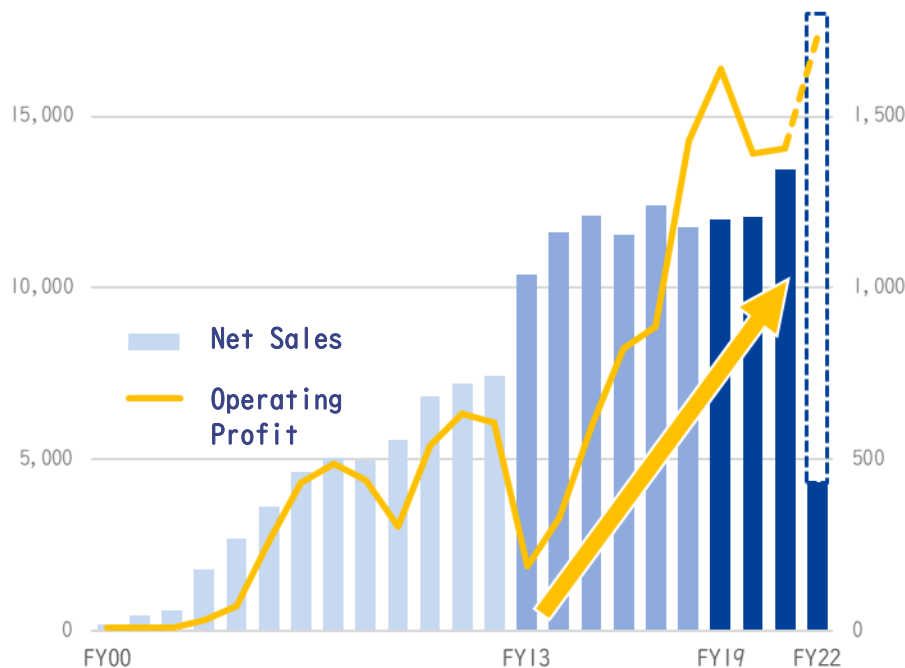
Stable revenue structure with over 90% of revenue coming from stock-type products

Net Sales · Operating Profit  
(JPY million)

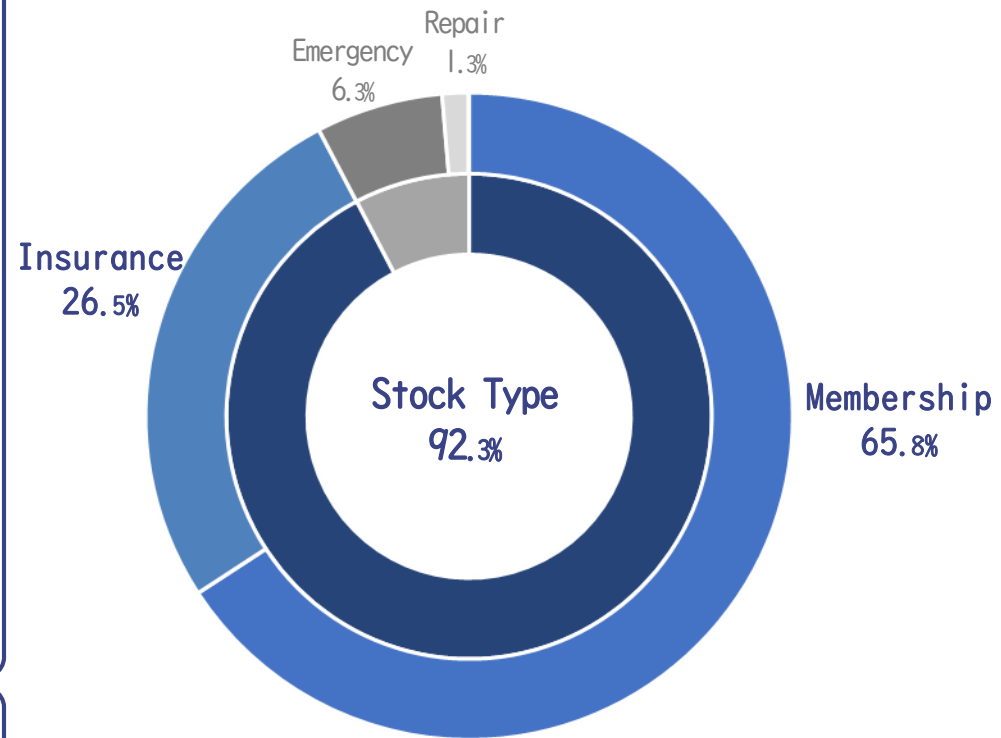
Sales Composition  
( Segment )

<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



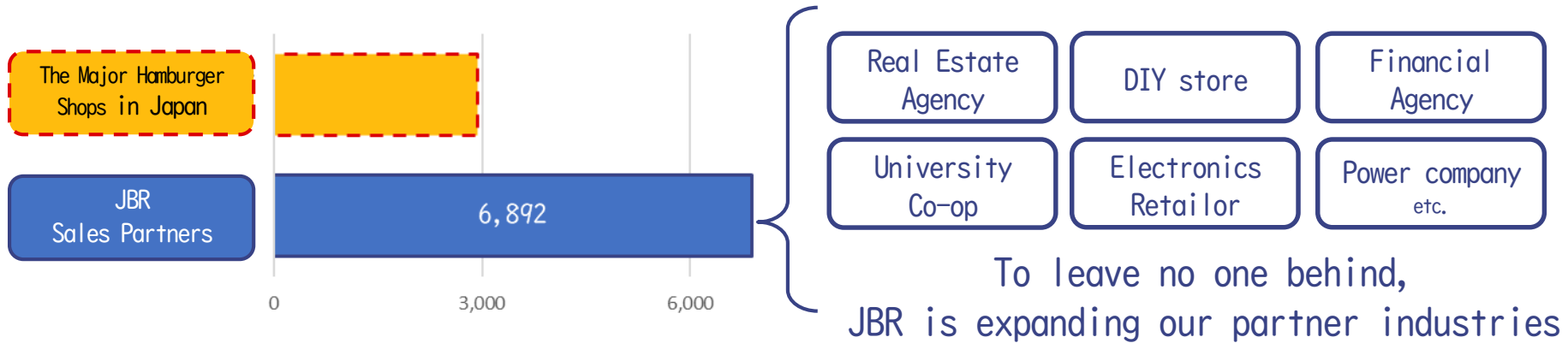
FY22/Q1 Net Sales: **4,330** million



# Business Model

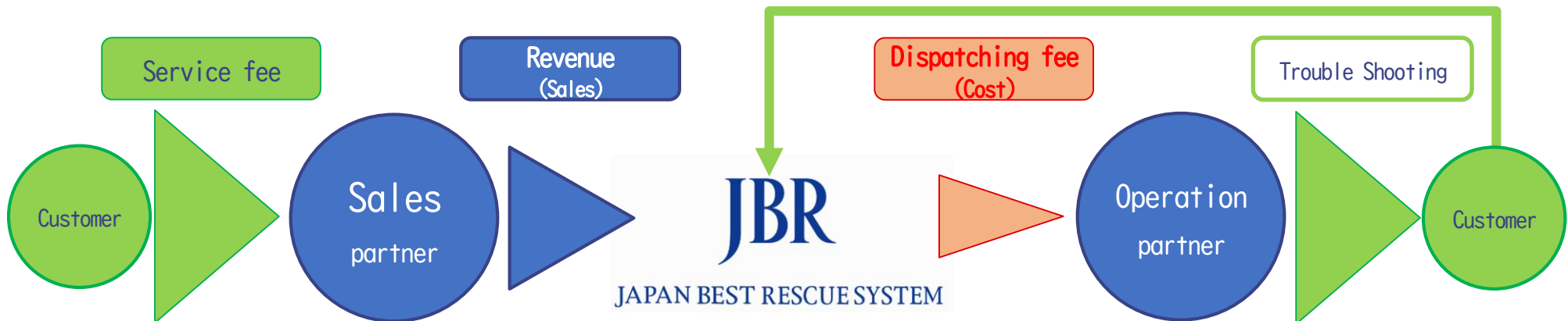
Achieving high OPM while working behind the scene of our partners

JBR's services are sold all over Japan



**When selling**  
The partner sell JBR's services along with their own services

**When trouble occurred**  
Provide services to customers in need



# Membership

## Entered high growth phase

Quickly improving profitability of acquired competitors by investing know-how of JBR

### Service detail

#### <<QR service>>

<Legend>	<Sales Partner>	<Notes>
Collective Housing	Real estate Agency	OPM 20%(approx.)
ACTG*	Real estate Agency	OPM 6.9%(target)
University	University Co-op	Partnered with almost all university co-ops
Others	Subscription Services etc.	Accelerating development for homeowners

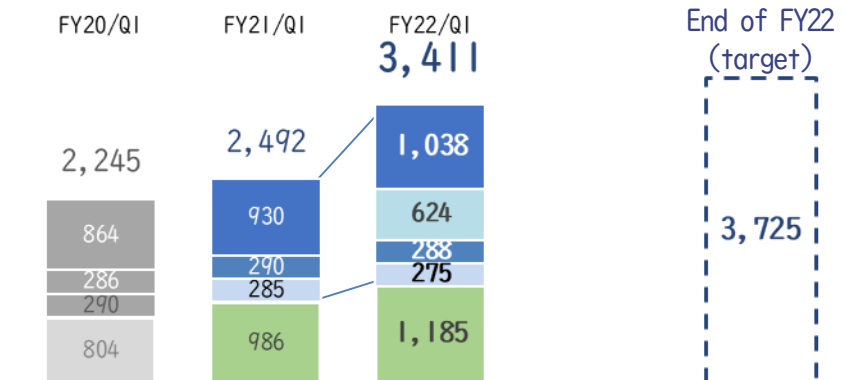
\*ACTCALL & TSUNAGU

#### <<Warranty Extension>>

<Legend>	<Sales Partner>	<Notes>
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"

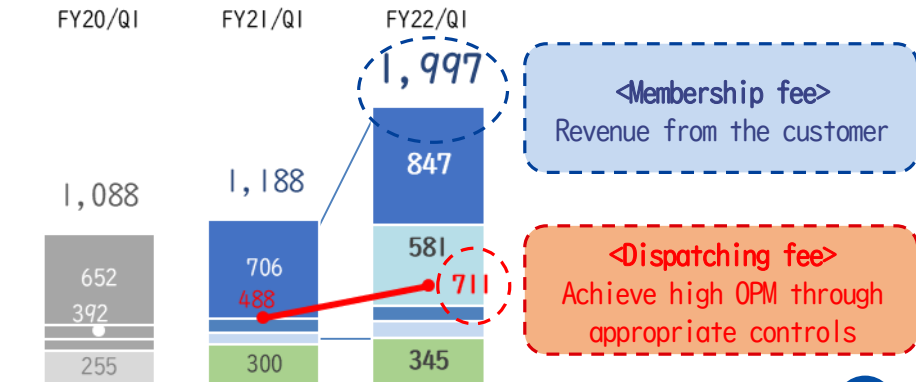
### Number of Subscribers

( thousand )



### Membership fee · Dispatching fee

(JPY million)



<Membership fee>  
Revenue from the customer

<Dispatching fee>  
Achieve high OPM through appropriate controls

# Insurance

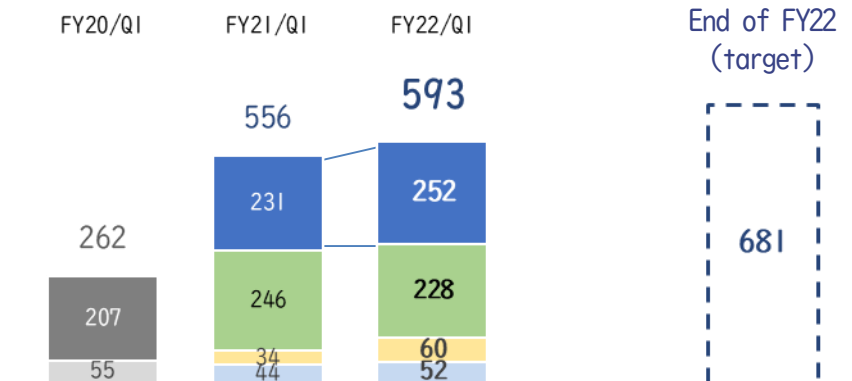
Stable growth with home contents insurance as the core business  
 leveraging product development capabilities, accelerating growth by launching new products

## Service detail

## Number of Subscribers ( thousand )

### <<Small amount Short term Insurance>>

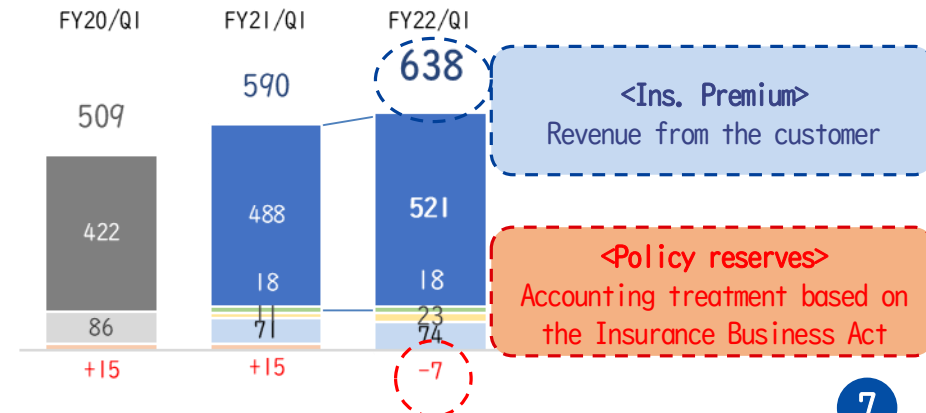
<Legend>	<Sales Partner>	<Notes>
Home contents Insurance	Real estate Agency	Utilizing same sales channel with QR service
Others	Travel Agency Wedding hall etc.	Number of ordinary insurance policies: It shall be the top level in Japan



### <<Casualty Insurance>>

<Legend>	<Sales Partner>	<Notes>
Sports club Insurance	Sports club Operators	Efficient contract acquisition through group contracts
Smartphone Insurance	Paid Wi-Fi (Electronics retailer)	Sales promotion by stimulating replacement demand

## Insurance premium · Policy reserves ( JPY million )





# Market Conditions

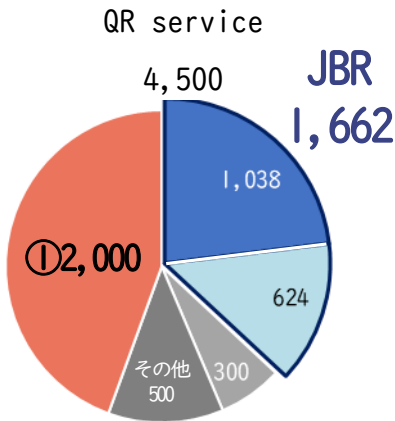
Social changes are strongly driving our business growth in Japan

Declining birthrate & Aging population, rising needs and increasing number of households are major tailwinds

Market Share\*1

( thousand )

**SAM**  
Service Available Market

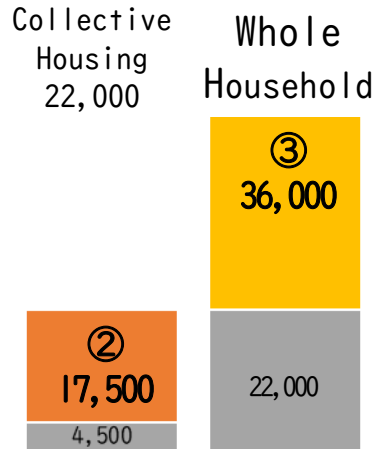


<Legend>

①Real estate Agency	Responding to outsourcing demand from major companies
②Unintroduced	Continue to expand sales to real estate agency
③Detached Housing	Attaching JBR services to services in other industries (mortgage loan, subscription service, others)

**TAM**

Total Available Market

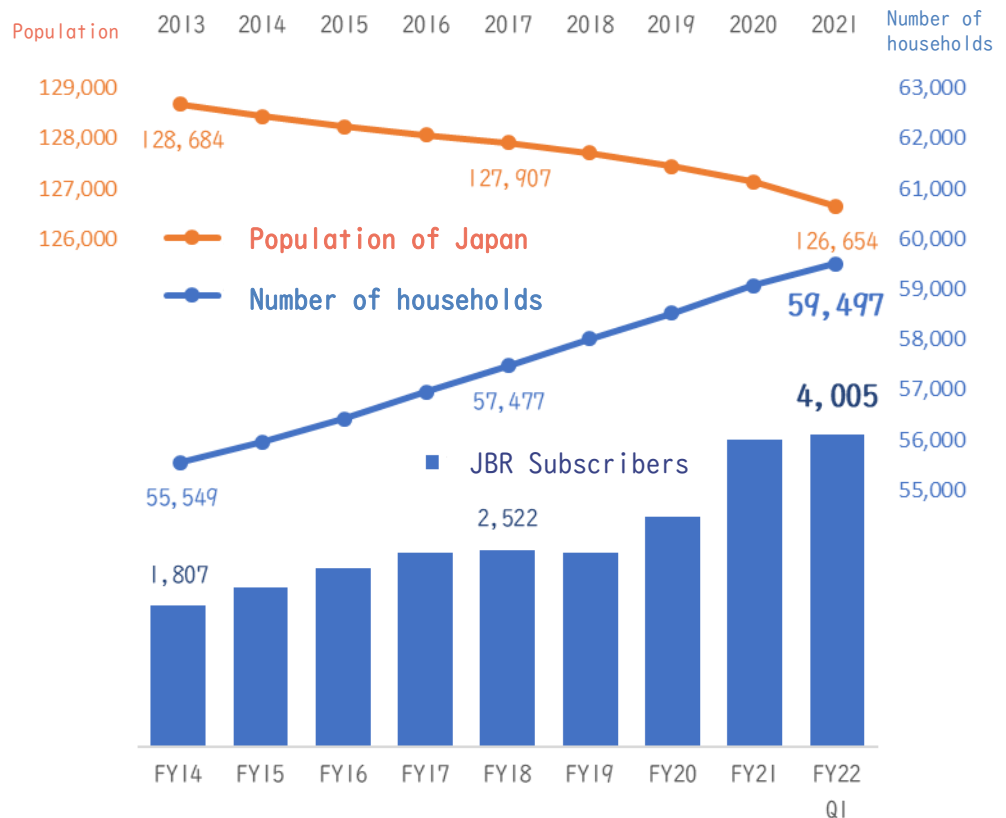


<Development policy>

\*1 An internal investigation

Trend of Market Size\*2

( thousand )



\*2 Ministry of Internal Affairs and Communications

"Population, demographics, and number of households based on the Basic Resident Ledger" (As of January 1 2021)

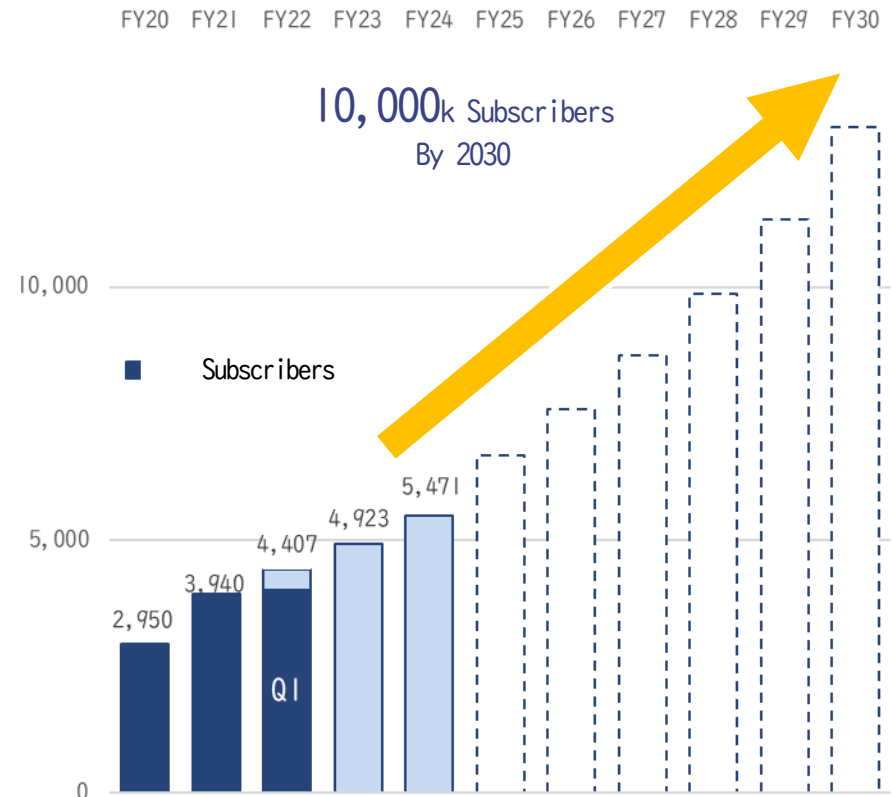
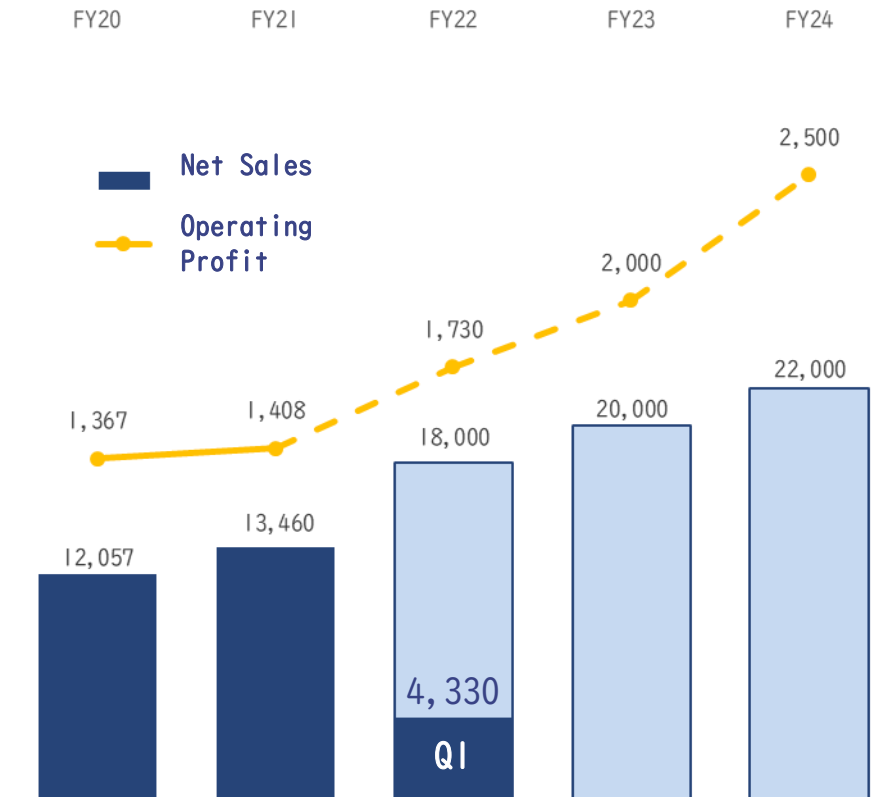
# Mid-term Business Plan

Growth of existing business & investment effects are conservatively calculated in the plan

Acquisition of new projects & realization of investment effects should contribute in upward adjustment

Net Sales · Operating Profit  
( JPY million )

KPI Target  
( thousand )



# FAQ

## 1. What is your important KPI?

The number of subscribers for membership and insurance business is the important KPI. As at the end of December 2021, we have 4,000k subscribers.

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

We have set the goal to acquire 5 million subscribers by FY24.  
We have also shown the image of goal by 2030 (the details are on slide 9)

## 3. What is your management risk?

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

## 4. Business impact from COVID-19?

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

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

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

## 6. How is the dialogue status with investors?

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

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

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

## 8. Where are the Business Results Summary?

We made separate version to enrich the content.  
Please refer from the link below with this document.

<https://ssl4.eir-parts.net/doc/2453/tdnet/2079758/00.pdf>

## 9. Any plans to hold financial result briefing?

The video presentation of Q1 result is available on YouTube.  
English transcript is available on the link below.

<https://www.youtube.com/watch?v=JK6Zat6LGc4&t=3s>

## 10. Contact for unclear matters?

Any inquiries, please contact us on the final page.

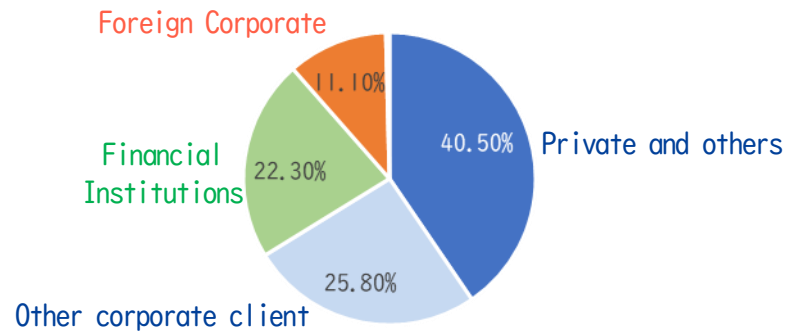
# Data① Shareholders

Continued to increase dividend for 8 consecutive fiscal year (plan)

Actively promoting approach to overseas investors

## Shareholder Composition

( As of Sept. 2021 )

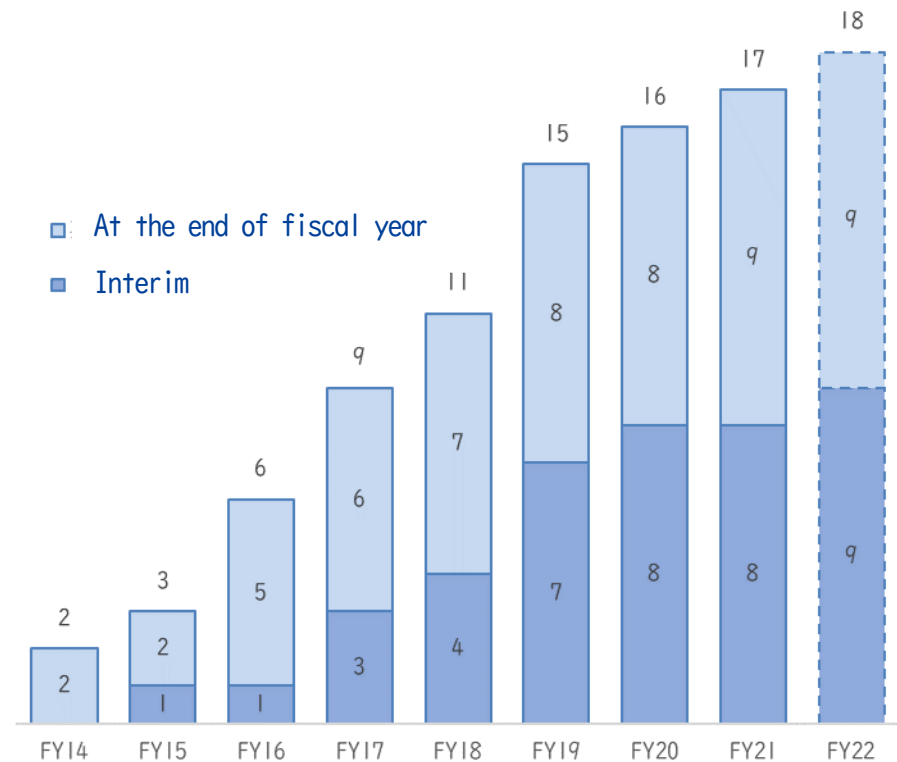


## Major Shareholders

	Major Shareholders	Ratio
1	Nobuhiro Sakakibara	30.74%
2	CHIC holdings INC.	8.67%
3	Custody Bank of Japan (trust account)	7.93%
4	HIKARI TSUSHIN, INC.	6.07%
5	The Master Trust Bank of Japan, Ltd. (trust account)	5.49%
6	Custody Bank of Japan (trust account #9)	4.42%
7	NOMURA PB NOMINEES LIMITED OMNIBUS-MARGIN(CASHPB)	4.19%
8	UH Partners 2, Co, Ltd.	3.51%
9	Sumitomo Realty & Development Co., Ltd.	2.88%
10	Custody Bank of Japan (security investment trust account)	2.60%

## Dividend Trend

( JPY/Share )



# Data② Business Result

Profitability is growing continuously

(million yen)	FY17				FY18				FY19				FY20				FY21				FY22
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Net Sales	2,972	3,240	3,144	3,038	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
Membership	1,333	1,436	1,430	1,404	1,449	1,590	1,607	1,578	1,568	1,665	1,675	1,499	1,431	1,554	1,524	1,548	1,591	1,707	1,930	1,744	2,850
Insurance	726	941	897	766	768	1,005	899	815	858	1,068	972	859	958	1,143	1,093	990	1,083	1,317	1,218	1,058	1,148
Emergency	833	748	713	720	469	426	375	434	439	355	339	362	399	355	330	403	374	319	318	313	275
Repair	101	137	124	161	123	108	93	89	91	87	90	101	80	69	56	59	64	69	63	69	57
Life-tech	-	-	-	-	-	-	-	-	1	2	8	10	10	11	27	36	46	73	56	53	-
Adjustment	-21	-22	-20	-14	-15	-18	-18	-15	-13	-14	-11	-10	-8	-10	-5	-4	-4	-5	-3	-1	-1
Operating Profit	189	189	269	240	267	383	345	433	352	386	385	513	307	343	398	318	375	296	452	283	403
Membership	299	213	289	278	323	348	361	447	366	357	376	411	384	367	409	382	410	378	474	382	440
Insurance	51	82	80	22	38	125	81	63	61	98	75	122	58	111	134	35	79	124	92	65	84
Emergency	23	13	27	38	32	41	21	44	53	23	37	47	28	-1	-9	33	10	-9	-11	-15	-23
Repair	-74	-16	-20	16	-11	-15	-12	-10	-18	-9	-3	-2	-19	-18	-20	-19	-19	-20	-15	-18	-21
Life-tech	-	-	-	-	-	-	-	-	-1	-7	-5	-6	-40	-35	-39	-38	-41	-117	-26	-36	-
Adjustment	-110	-104	-107	-114	-115	-116	-106	-112	-108	-75	-95	-58	-103	-80	-74	-75	-63	-58	-61	-94	-75
Ordinary Profit	202	197	312	241	347	382	475	438	396	481	374	714	323	342	437	695	432	382	492	433	369
Net Profit	271	284	180	149	281	282	335	292	257	754	105	521	143	116	250	487	302	238	335	-820	317
EBITDA	226	226	305	281	308	423	385	472	395	429	428	559	352	391	456	378	430	354	518	349	546

# JBR

## Disclaimer

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

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Mr. Reo Shinya TEL:+81-52-212-9908 E-mail:ir@jbr.co.jp



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