PORT INC.

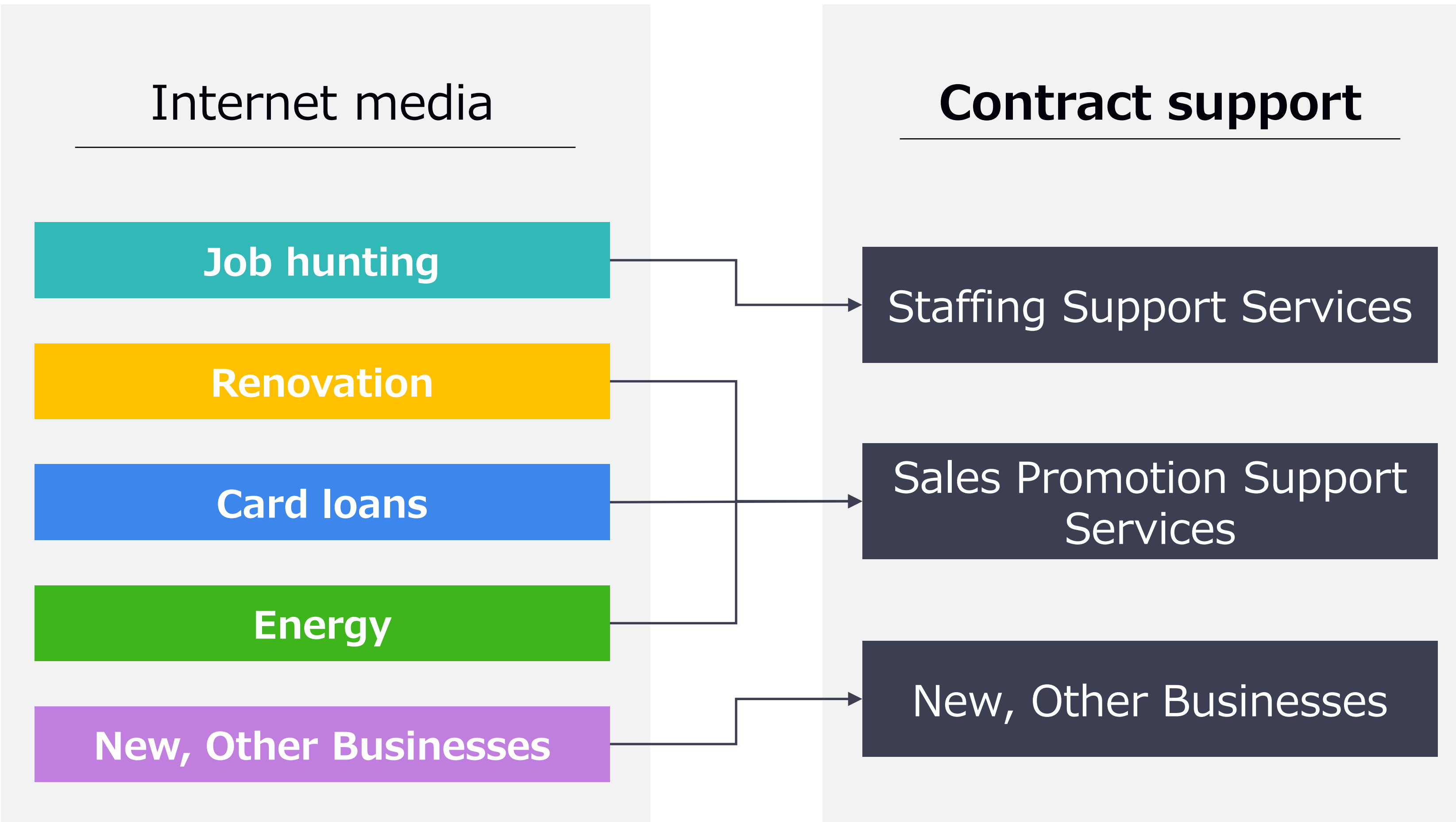
Third Quarter of the Fiscal Year Ending March 31, 2023 Financial Results Briefing

PORT INC. Securities Code: 7047

February 13, 2023

Segment Change

- Following the transition from the Internet media business to the contract support business, the reportable segments have been reorganized into the Staffing Support Services and the Sales Promotion Support Services.



Sales Breakdown of Contract Support Business

- In society where the working population is decreasing, we operate a contract support business that helps increase the efficiency of corporate recruitment and sales promotion activities.

Contract support

Staffing Support Services

Sales ratio

35%

キャリアパーク! 就活会議

Personnel referral services

Recruitment support services in an alliance with staffing agencies

Sales Promotion Support Services

Sales ratio

65%

エネチョイス 業界最大級の外壁塗装専門サイト 外壁塗装の窓口 マネット

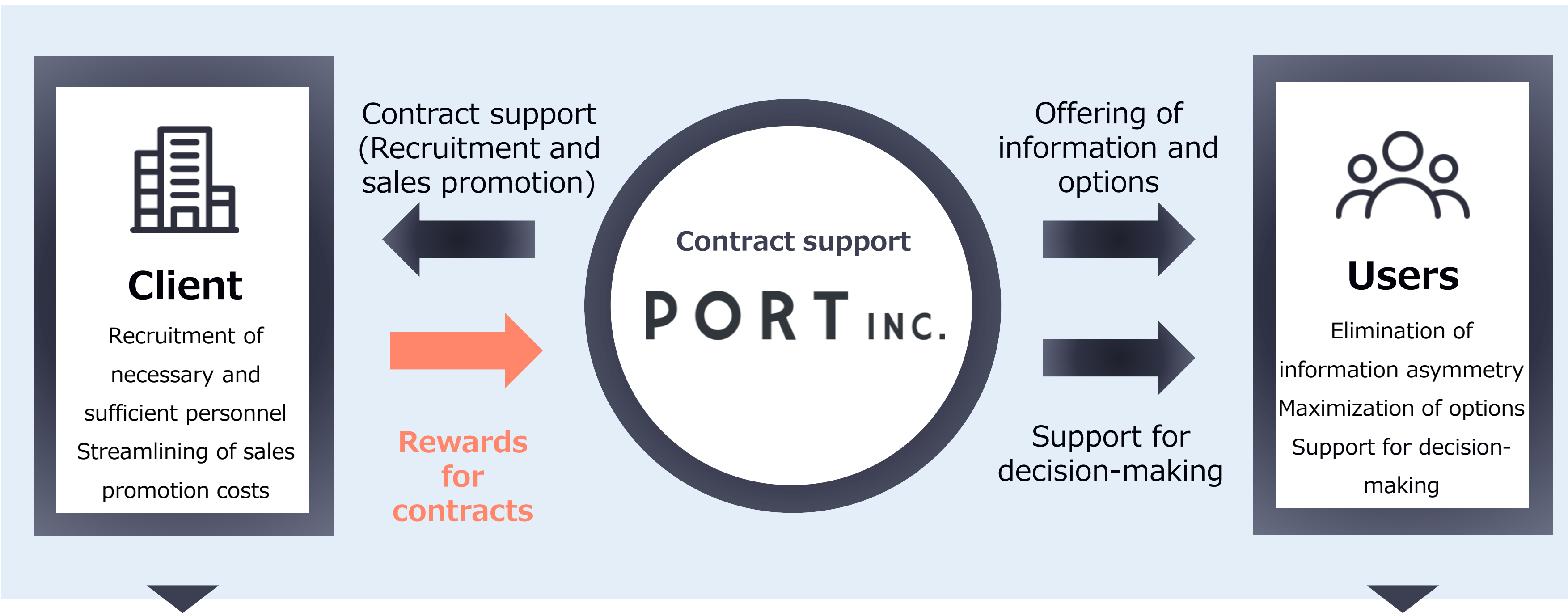
Sales and sales promotion support services

Services supporting streamlining of sales and sales promotion processes

＊ The sales revenue ratio has been calculated exclusive of sales revenues of new and other businesses.

Common Business Model in Contract Support Business

- We adopt a common business model in which we are deeply involved in clients' recruitment and sales promotion processes to earn rewards for their new contracts.
- We form a population of users and provide support until new contracts are concluded in a bid to maximize clients' recruitment and sales promotion activities.



Outcomes

Productivity and profitability improvement

Outcomes

Satisfactory decision-making

Common Business Model in Contract Support Business

- Total sales are calculated by multiplying the number of contracting companies by the average revenue per user (ARPU).
- Keys to increasing the aforementioned indicator are the ability to attract users, to win contracts and to negotiate pricing.

Sales revenue = Number of contracting companies ✖ ARPU

Key factors	Ability to attract users	Ability to win contracts	Ability to negotiate pricing
Approaches	• Offer effective information to users through the stock of data • Provide users with plenty of options	• Support clients in sales (recruitment and sales promotion) activities • Support users' decision-making	• Build long-term relationships with clients • Increase added value • Cross-selling

News

- On February 13, 2023, we disclosed a material on progress of the Medium-Term Management Plan and on the future growth strategy.

Material on the progress of the Medium-Term Management Plan and on the future growth strategy

Contents

- **Highlights of the medium-term management plan**
- **Future growth strategy**
  - Business model of the contract support business
  - Competitive advantages
  - Growth Strategy
  - Corporate governance, SDGs and ESG

The material includes highlights of the past three years as well as the future growth strategy and growth potential.
Specific numerical targets (in the medium-term management plan) will be separately disclosed after the full-year financial results.

Contents

01

Summary of Results in the Third Quarter of Fiscal Year Ending March 31, 2023

Executive Summary

Total

Sales revenue: **2,707** million yen (up 80% yoy)
Adjusted EBITDA: **662** million yen (up 73% yoy) EBITDA: **423** million yen (up 127% yoy)

Sales revenue and EBITDA reached record highs on a quarterly basis. In particular, the Staffing Support Services achieved outstanding organic growth, with sales revenue up 71% year on year.
With results progressing as expected, we announced a second upward revision to the results forecast in the current fiscal year.

Staffing Support Services

Sales revenue: **957** million yen (up 71% yoy) Operating income: **469** million yen (up 103% yoy)

· Sales revenue were up 71% year on year. All indicators in alliance services and personnel referral services were strong.
· Especially in personnel referral services, career advisors introduced increased the ratio of contracts gained and prices for individual contracts. That led to a high growth rate.
· With regard to the user base, we are succeeding in obtaining not only new graduates but also working adults. Sales of cross-selling with members rose steadily.

Sales Promotion Support Services

Sales revenue: **1,581** million yen (up 109% yoy) Operating income: **304** million yen (up 64% yoy)

· Sales revenue leaped 109% year on year, due partly to consolidation of INE in the energy domain.
· In the energy domain, the number of contracts won increased considerably year on year, despite difficult circumstances arising from soaring purchase prices of power producers.
· With respect to card loans domain, sales revenue and operating income increased markedly year on year and quarter on quarter, while advertising efficiency was maintained. The trend is upward.

Q3 Results for FY Ending March 2023

- For Q3, staffing support services drove the growth. Sales revenue increased 80% year on year.
- Profitability indicators also showed a significant year-on-year rise in profitability, reflecting steady increases in operating income in respective businesses.

*Accounting standards: IFRS	Q3 Result for FY Ending March 2023	Q3 Result for FY Ending March 2022	YoY Change (%)
Sales revenue	2,707	1,500	+80%
Adjusted EBITDA	662	382	+73%
EBITDA	423	185	+127%
Operating profit	332	134	+148%
Profit before tax	319	131	+142%
Profit	244	105	+133%
Profit attributable to owners of parent	194	105	+85%

* EBITDA = Operating profit + depreciation + stock-based compensation expenses (The figure for Q3 of the year ended March 2022 does not include stock-based compensation expenses.)
* EBITDA after adjustment = EBITDA + Account investment + Content investment + System investment

(Million yen)

First Nine Months of the Fiscal Year Ending March 31, 2023

- Sales revenue increased 81% year on year and profitability indicators showed a significant increase in profitability.

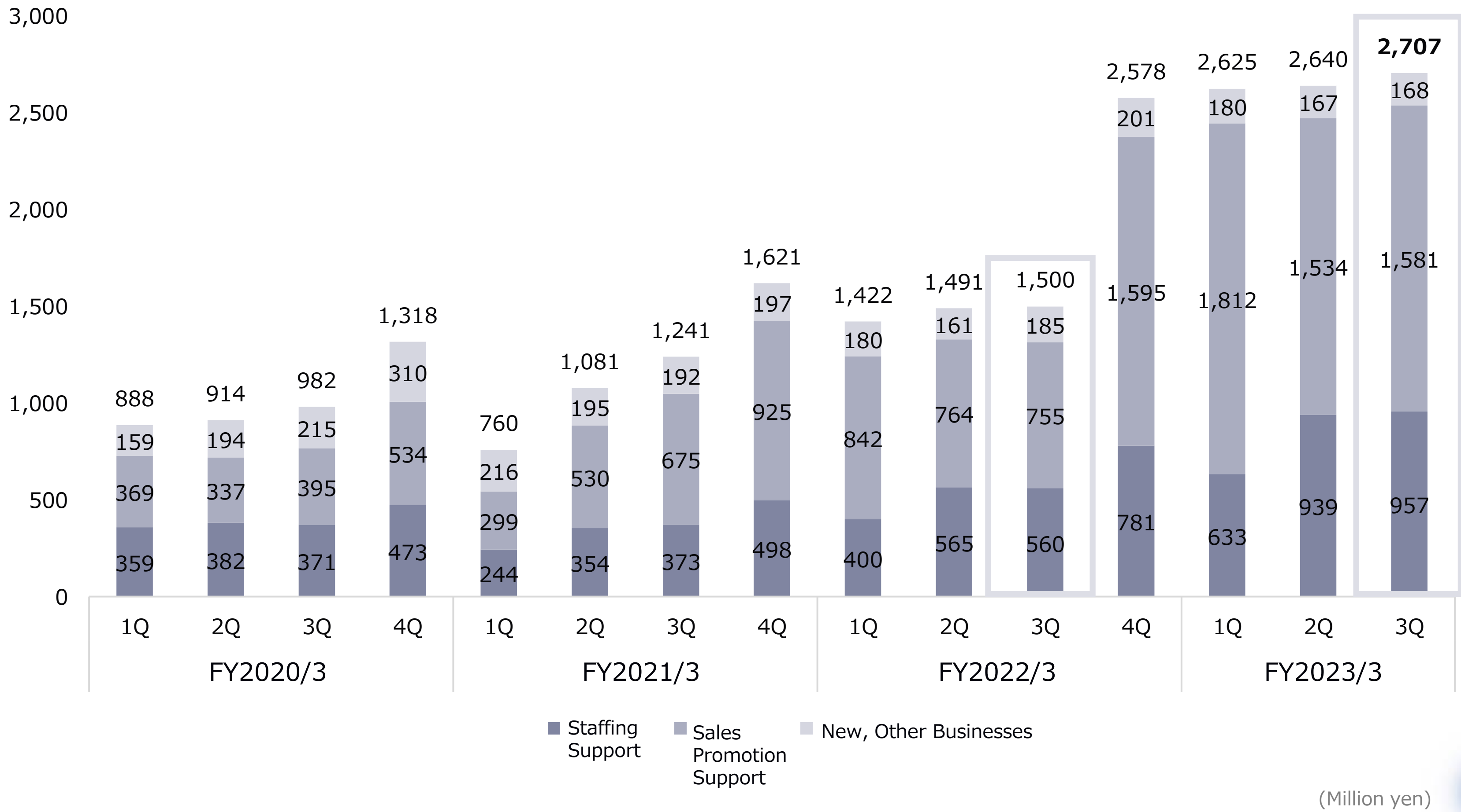
*Accounting standards: IFRS	Nine-month Result for FY Ending March 2023	Nine-month Result for FY Ended March 2022	YoY Change (%)
Sales revenue	7,973	4,415	+81%
Adjusted EBITDA	2,056	982	+109%
EBITDA	1,337	407	+228%
Operating profit	1,124	257	+336%
Profit before tax	1,097	237	+363%
Profit	845	162	+422%
Profit attributable to owners of parent	729	162	+350%

* EBITDA = Operating profit + depreciation + stock-based compensation expenses (The figure for Q3 of the year ended March 2022 does not include stock-based compensation expenses.)
* EBITDA after adjustment = EBITDA + Account investment + Content investment + System investment

(Million yen)

Trends in Quarterly Sales Revenue by Service Segment

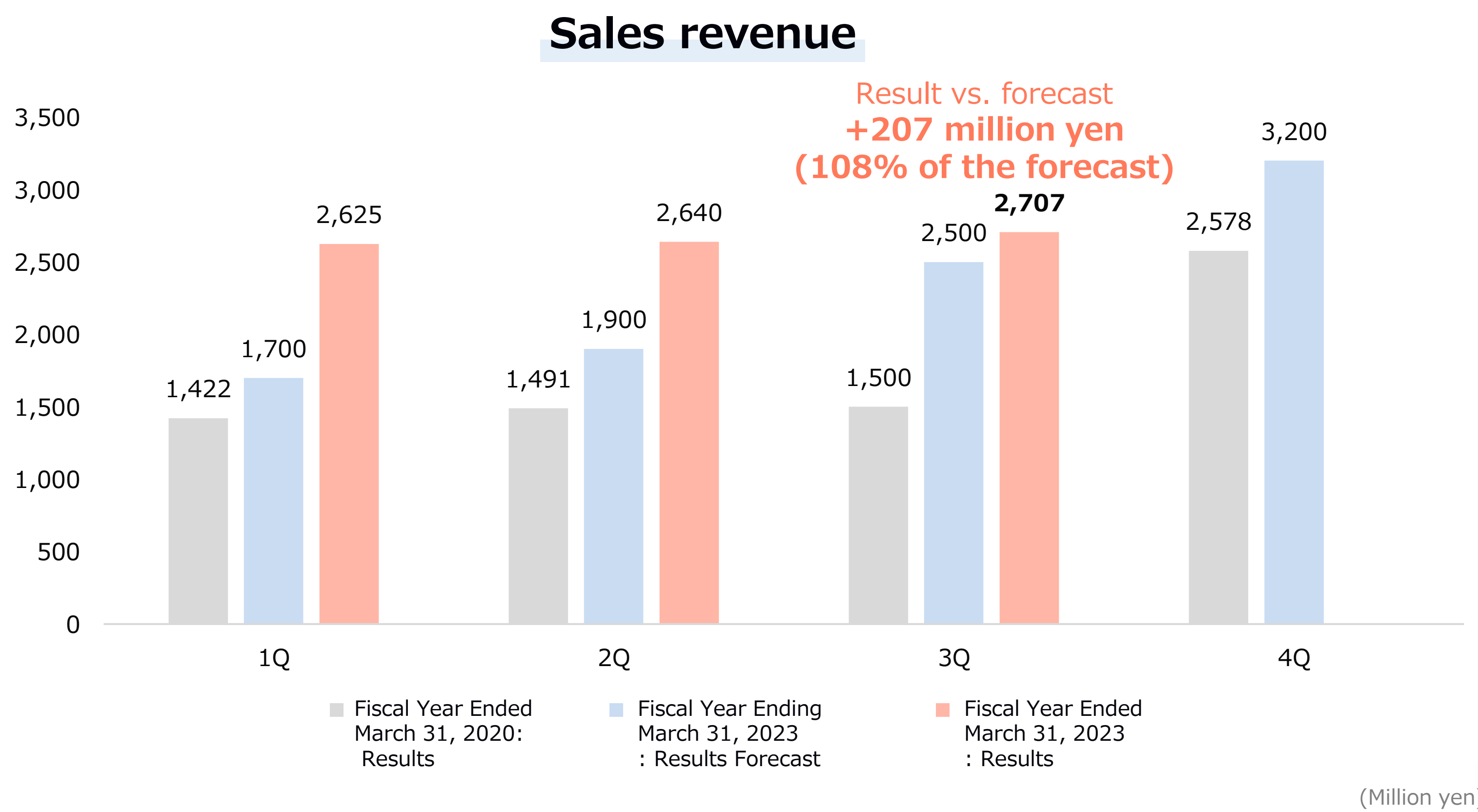
- Sales revenue surpassed the level for Q2 of the year ending March 2023 and hit a record high on a quarterly basis.
- Staffing Support Services saw sales revenue up 71% year on year. Sales revenue of existing businesses including renovation and card loans climbed 36% year on year.



Trends in Quarterly Sales Revenue

- It was 8% higher than the initial forecast.

	Q3 Results Forecast	Q3 Results	Difference	Achievement Rate
Sales revenue	2,500	2,707	207	108%

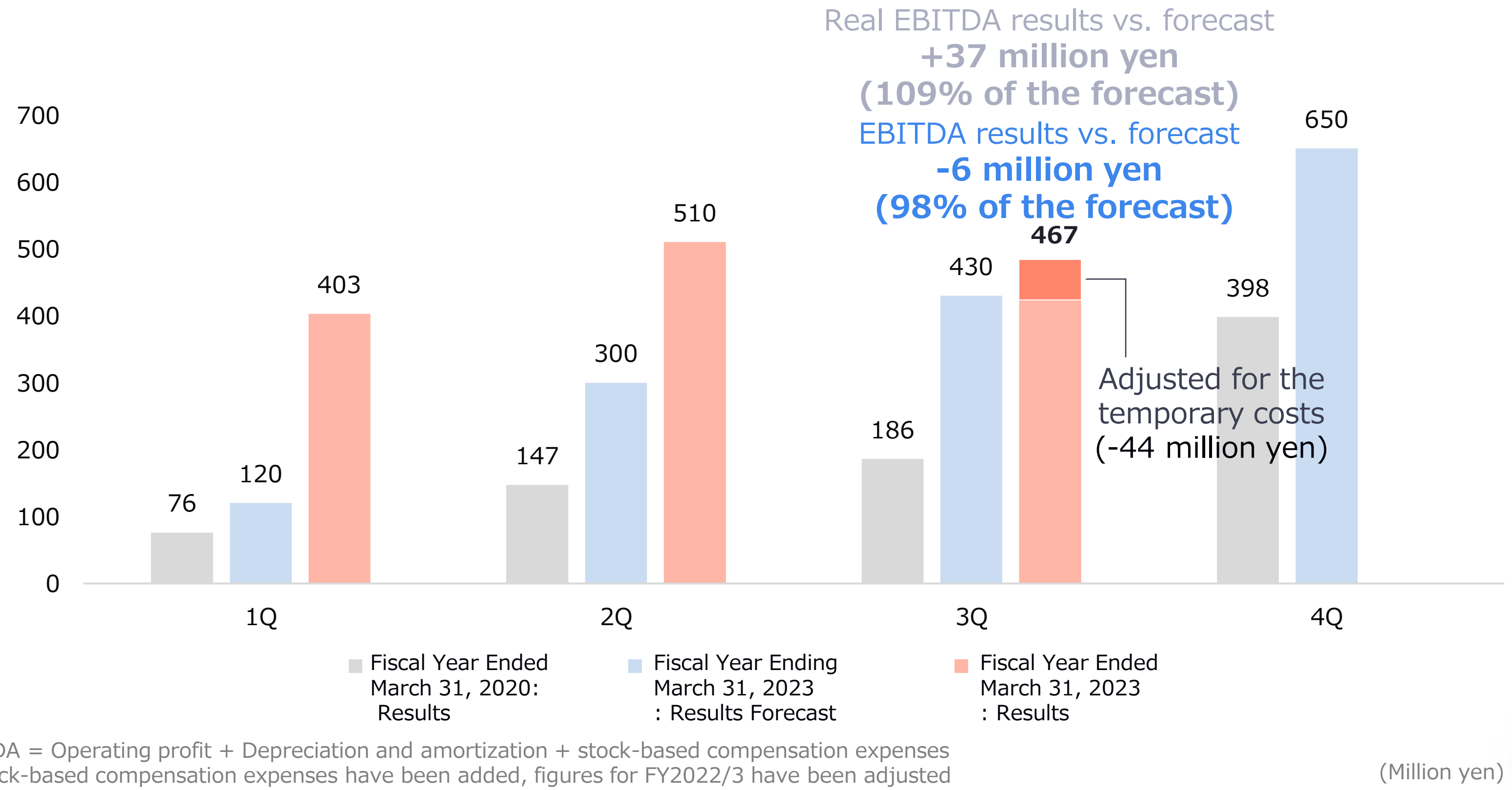


Quarterly Results Forecast for EBITDA

- EBITDA was 98% of the initial target, falling short. This reflects approximately 44 million yen in temporary costs for office relocation, M&A sourcing, the development of strategies and other factors. However, real EBITDA showed a significant growth to 467 million yen.

	Q3 Results Forecast	Q3 Results	Difference	Achievement Rate
EBITDA	430	423	▲6	98%

EBITDA



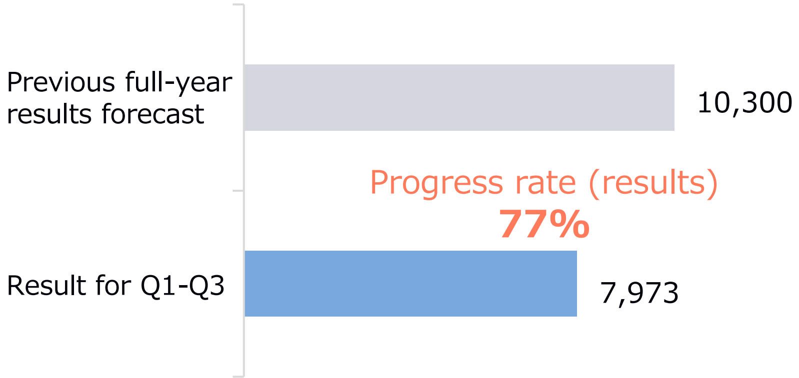
* EBITDA = Operating profit + Depreciation and amortization + stock-based compensation expenses
As stock-based compensation expenses have been added, figures for FY2022/3 have been adjusted

Full-Year Results Forecast (changes from the previous results forecast)

- The full-year results forecast was again revised upwards in light of healthy results and solid progress for the nine months.

Sales revenue

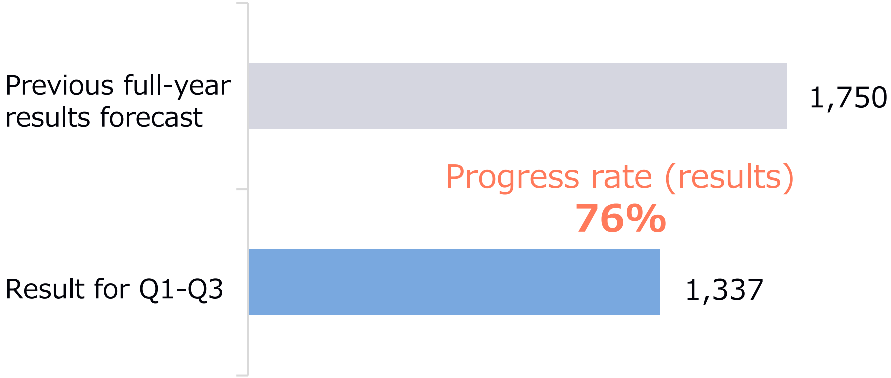
	Previous full-year results forecast Announced on November 7, 2022	Result for Q1-Q3	Progress in Q1-Q3
Sales revenue	10,300	7,973	77%



* Reference: Progress rate for Q3 of the previous fiscal year: 63%

EBITDA

	Previous full-year results forecast Announced on November 7, 2022	Result for Q1-Q3	Progress in Q1-Q3
EBITDA	1,750	1,337	76%



* Reference: Progress rate for Q3 of the previous fiscal year: 50%

* The progress rates for Q3 of the previous fiscal year was calculated based on the results for the previous fiscal year.

(Million yen)

Revisions to the full-year forecast

Achievement of the Medium-Term Management Plan well in sight

The achievement of the ambitious Medium-Term Management Plan announced in September 2020, setting targets of 10 billion yen in sales revenue and 2 billion yen in EBITDA, is finally in sight after a process of trial and error and two upward revisions, despite the adverse impact of the global circumstances, including the prolongation of the COVID-19 pandemic and the energy market situation.

	Sales revenue	EBITDA	Operating profit	Profit	Profit attributable to owners of parent
Result in the fiscal year ended March 2020 *Japan GAAP	4,103	792	699	382	382
Medium-term Management Plan (Announced on September 2020)	10,000	2,000	-	-	-
Forecast for FY2023/3 (Announced on May 2022)	9,300	1,500	1,200	800	700
Forecast for FY2023/3 (Announced on November 2022)	10,300	1,750	1,450	975	850
Forecast for FY2023/3 (Announced on February 13, 2023)	**11,100**	**2,000**	**1,710**	**1,210**	**1,060**

* EBITDA = Operating profit + Depreciation and amortization + Goodwill amortization + Stock-based compensation expenses

(Million yen)

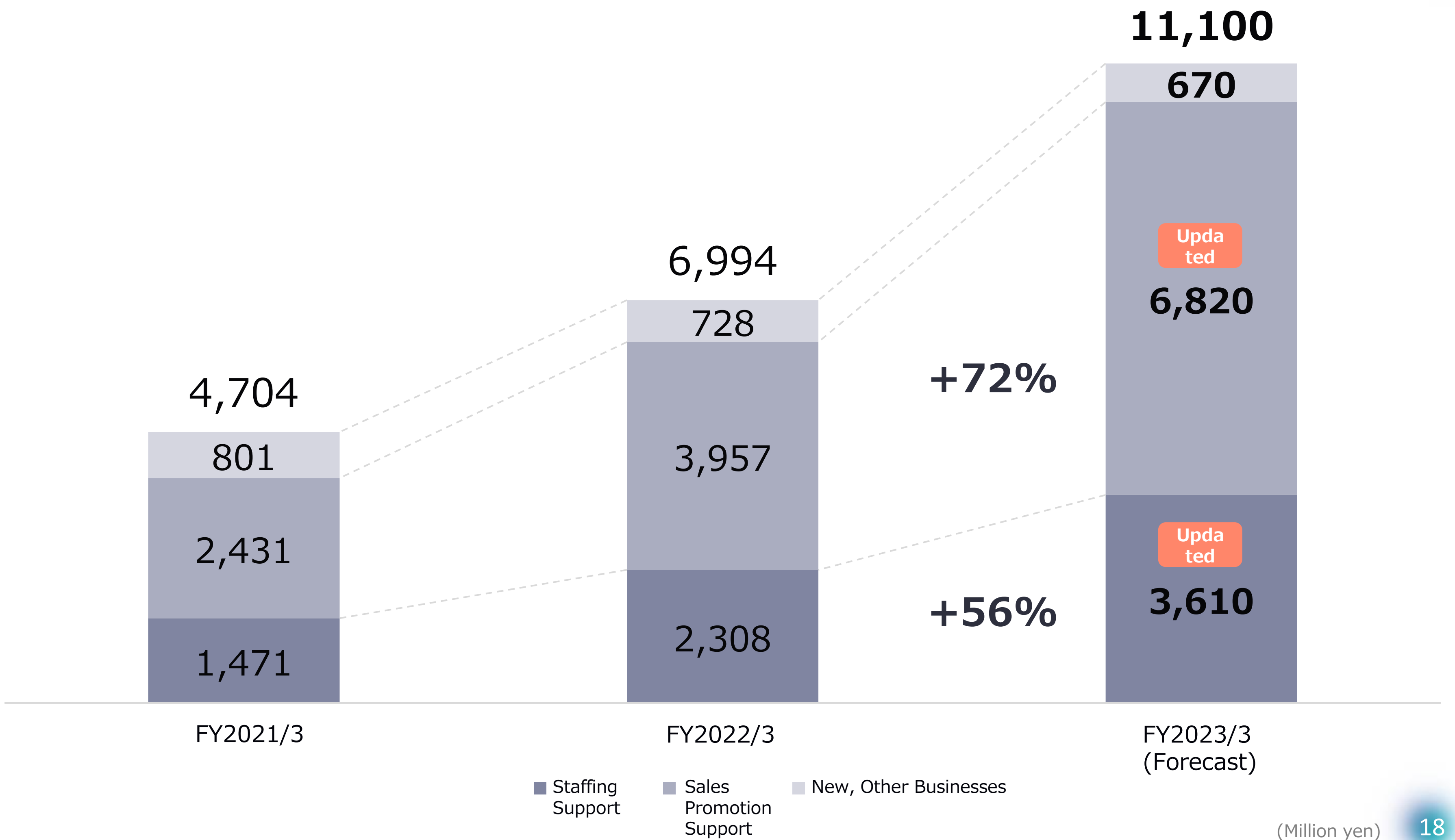
Reason for the Revision of Results Forecasts

- Progress exceeded the initial forecast in both Staffing Support Services and Sales Promotion Support Services.

Staffing Support	Sales revenue for Q3 climbed 71% year on year. It is expected to achieve massive year-on-year growth for Q4. ➢ The external environment is improving, reflecting firm corporate hiring needs and rising competition in recruiting, coupled partly with a recovery in inbound tourism. Against this background, both alliances and Staffing Support Services achieved very positive results on the basis of a solid membership base accounting for approximately 75% of users who are new graduates. ➢ Operating income was also strong after capturing investments in the expansion of development of personnel with digital skills through re-skilling for Q3.
Sales Promotion Support	**Forecasts for both sales revenue and operating income have been revised** upward, reflecting solid performances in energy despite harsh environments. ➢ While electric power providers' surplus capacity is declining in terms of new customer acquisition, demand for reviewing electricity is growing among users. ➢ The number of power contracts won increased year on year because the contract rate remained at a high level and efforts to strengthen cross-selling of gas and other services started to produce an effect.

Forecast of Sales Revenue by Service Segment

- The results forecast for both Staffing Support Services and Sales Promotion Support Services were revised upwards.

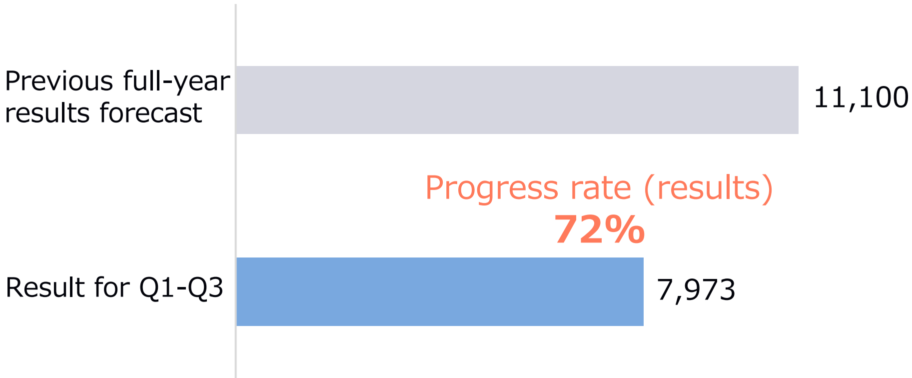


Full-Year Results Forecast Progress Rate (reflecting the upward revision)

- Good progress has been made towards the forecast after the revision in comparison with the previous fiscal year.

Sales revenue

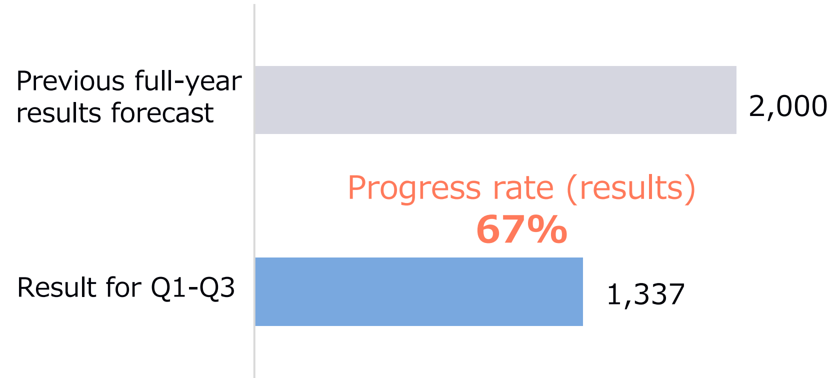
	Full-year results forecast	Result for Q1-Q3	Progress in Q1-Q3
Sales revenue	11,100	7,973	72%



*Reference: Progress rate for Q3 of the previous fiscal year: 63%

EBITDA

	Full-year results forecast	Result for Q1-Q3	Progress in Q1-Q3
EBITDA	2,000	1,337	67%



*Reference: Progress rate for Q3 of the previous fiscal year: 50%

※The progress rates for Q3 of the previous fiscal year was calculated based on the results for the previous fiscal year.

(Million yen)

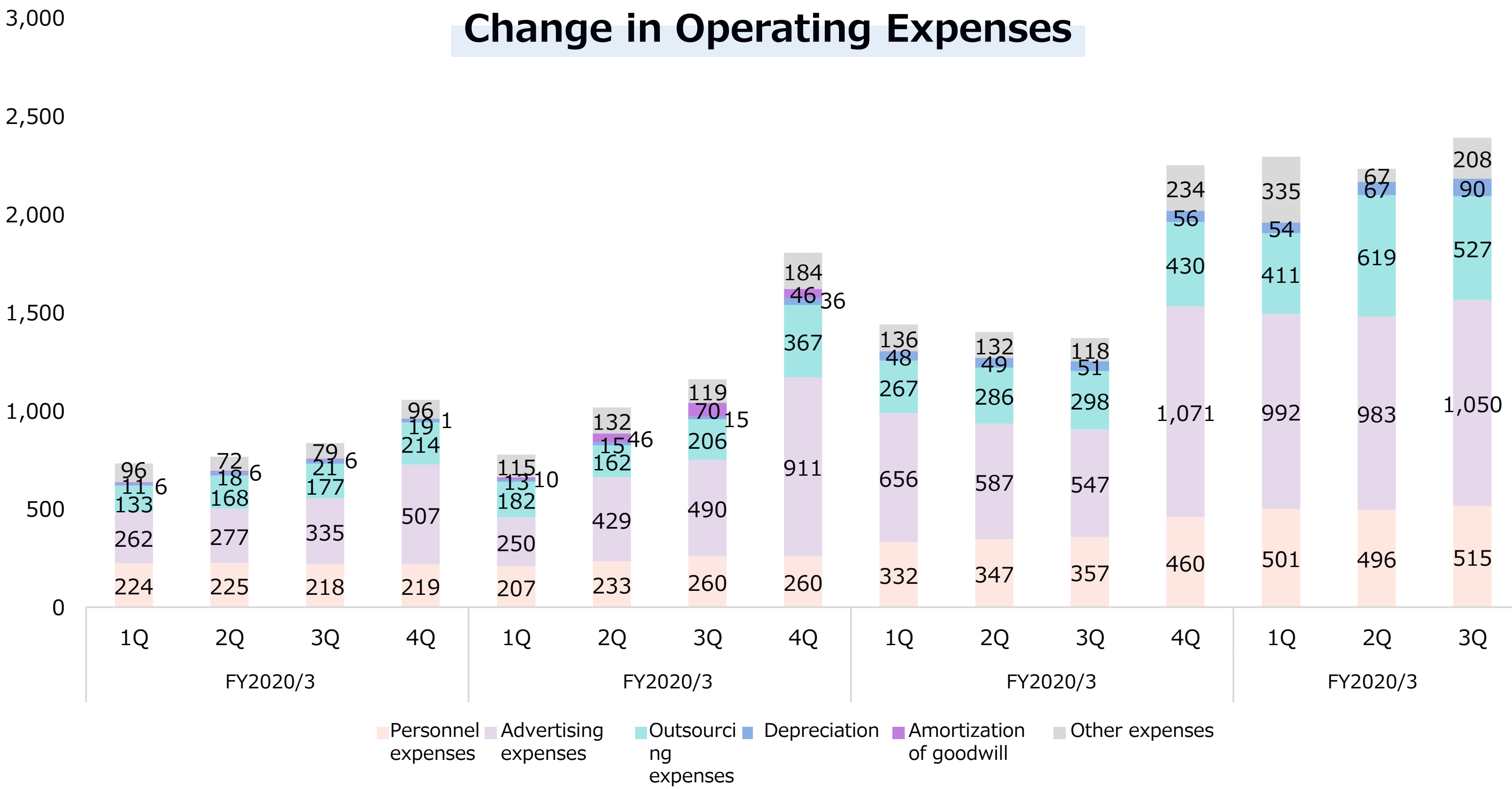
Medium-term Management Plan Investment Progress

- Total investments of 238 million yen were made in Q3 in line with the initial plan.

Investment Type	Investment Amount Q3 of the year ending March 2023	Investment Details (in and after the year ended March 2021)	Additional investment details (to be started in FY2023/3 and later)
Content Investment	33 million yen	• Creation of video content (Staffing Support and Sales Promotion Support (renovation)) • Creation of online learning content (Staffing Support) • Creation of job hunting diagnostic content (Staffing Support) • Creation of original content (Sales Promotion Support (renovation)) • Creation of alliance media content (Sales Promotion Support (card loans)) • Joint service development (Staffing Support) • Book publication (Sales Promotion Support (renovation)) • Port brand (all segments)	• Creation of illustration content (Staffing Support) • Collection of job hunting data about people obtaining informal job offers (Staffing Support) • Development of new services (Sales Promotion Support (energy)) • Development of tools to deal with job hunting activities (Staffing Support) • Development of reskilling content (Staffing Support) • Development of alliance products (Staffing Support)
Account Investment	38 million yen	• New customer development (Staffing Support and Sales Promotion Support (renovation)) • R&D into new sales channels (Staffing Support and Sales Promotion Support (renovation)) • Development of alliances (all segments)	• Development of partners (Sales Promotion Support (energy))
Matching system investment	166 million yen	• Strengthening of personnel for matching operations (Staffing Support) • Development of tools to reduce expense s(Staffing Support) • Development of tools to boost sales (Sales Promotion Support (card loans)) • Improvements to matching efficiency (Sales renovation (reform and card loans) • Development of sales management system for member companies (Sales Promotion Support (renovation)) • Building of operational system for cross-selling (Sales Promotion Support (renovation)) • Creation of Port brand website (all segments) • Development of alliance media (Sales Promotion Support (renovation)) • Development of job hunting metaverse (Staffing Support)	• Construction of an operation system for increasing the contract success rate (Sales Promotion Support (renovation) and energy) • Building of systems to strengthen recruiting operations (Staffing Support) • Verification of inside sales efficiency using ChatGPT (all segments) • Reforms to user management systems for clients (Staffing Support)

Change in Major Expenses

- Mostly unchanged from the 4Q of the previous fiscal year.
- Other expenses were transferred partially to outsourcing expenses in the 2Q of the FY ending March 2023.



*In and before the fiscal year ended March 31, 2021, Japan GAAP had been applied. From the fiscal year ended March 31, 2022, IFRS is applied.

(Million yen)

Operating Expenses: Year-on-Year Comparison

- While expenses soared after the consolidation of INE, which operates in the energy market in Sales Promotion Support Services, the ratios of all expenses to sales revenue declined. Productivity improved significantly.
- We have not restrained expenses, including investment activities. We expect expenses to remain at the same level in the fiscal year under review.

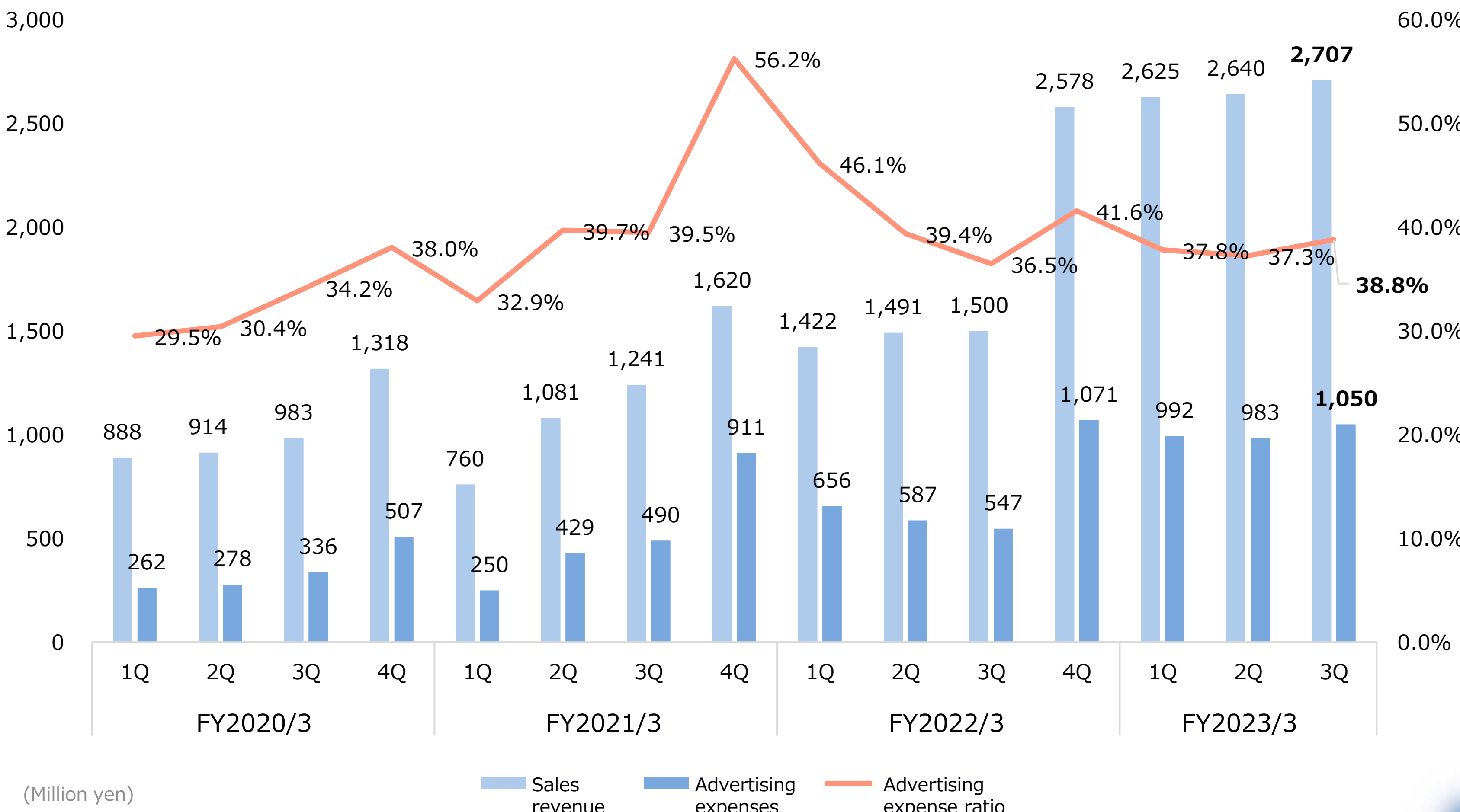
	Q3, Year Ending March 2023	Vs. Sales	Q3, Year Ended March 2022	Vs. Sales	Amount of Change	Vs. Sales
Personnel expenses	515	19%	357	23%	+157	▲4%
Advertising expenses	1,050	38%	547	36%	+503	▲2%
Outsourcing expenses	527	19%	298	19%	+228	▲0%
Depreciation	90	3%	51	3%	+39	▲0%
Other expenses	208	7%	118	7%	+90	▲0%

(Million yen)

Expenses

Change in Ratio of Advertising Expenses to Sales Revenue

- In Sales Promotion Support Services, the ratio of advertising expenses remained high in the energy market.
- The ratio of advertising expenses rose quarter on quarter following significant sales growth in the card loans market.



Financial Position

- Property, plant and equipment increased 252 million yen after office relocation in Q3.
- With solid income results, financial indicators improved: The ratio of equity attributable to owners of parent stood at 26.9%, up 0.7 percentage points from the previous quarter, and the ratio of goodwill to equity attributable to owner of parent at 114.6%, down 8.1 percentage points from the previous quarter.

	(Million yen)	Q3, Year Ending March 2023 (December 31, 2022)	Q2, Year Ending March 2023 (September 30, 2022)	Compared with September 30, 2022
	Cash and cash equivalents	3,900	3,718	181
	Total Current Assets	5,371	5,222	149
	Goodwill	3,399	3,399	–
	Total Non-current Assets	5,427	5,160	266
Total Assets		**10,798**	**10,382**	**415**
	Total Current Liabilities	2,719	2,439	280
	Total Non-current Liabilities	4,435	4,541	▲106
Total Liabilities		**7,154**	**6,980**	**174**
Equity Attributable to Owners of Parent		2,908	2,716	191
Total Equity		**3,643**	**3,402**	**241**

(Million yen)

The Company's Valuation of Goodwill

- At present, there is no sign of impairment or other change of goodwill.

Goodwill

Acquired in January 2022

ina

Approx. 1.5 billion yen

Market	△	Agency contract unit prices are trending downward as the cost of acquiring customers incurred by electric power companies dropped for reasons including the increase of resource prices and wholesale electricity prices. However, soaring electricity rates are increasing people's need to change electric power companies.
Results	○	Despite being negatively impacted by the market to a degree, the impact was minimized and has not led to a material worsening of business performance, with a rise in the number of the intermediary transactions.
Outlook	△	Despite uncertainty regarding recovery of the market environment, we expect to enhance normal earnings power and achieve growth by improving matching rates, enhancing recurring revenue and strengthening cross-selling

Acquired in August 2020

DOORS

Approx. 1.3 billion yen

Market	◎	Despite a declining trend in new construction projects, demand for renovation is strong. In addition, due to the development of online renovation applications, the market related to the Company is expanding.
Results	◎	Despite the range of issues that we faced in the fiscal year ended March 2022, sales revenue and operating income have been strong, aided by various PMI measures such as the improvement of marketing efficiency and the facilitation of DX to support contracting.
Outlook	◎	In FY2023/3, efficiency-focused management is expected to lead to a greater increase in profit

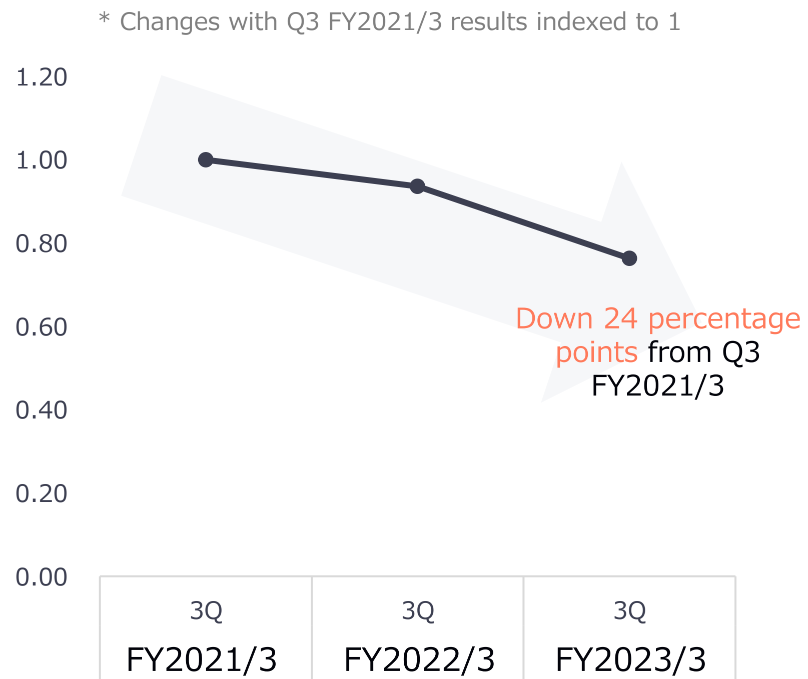
Other

Total **Approx. 3.4 billion yen**

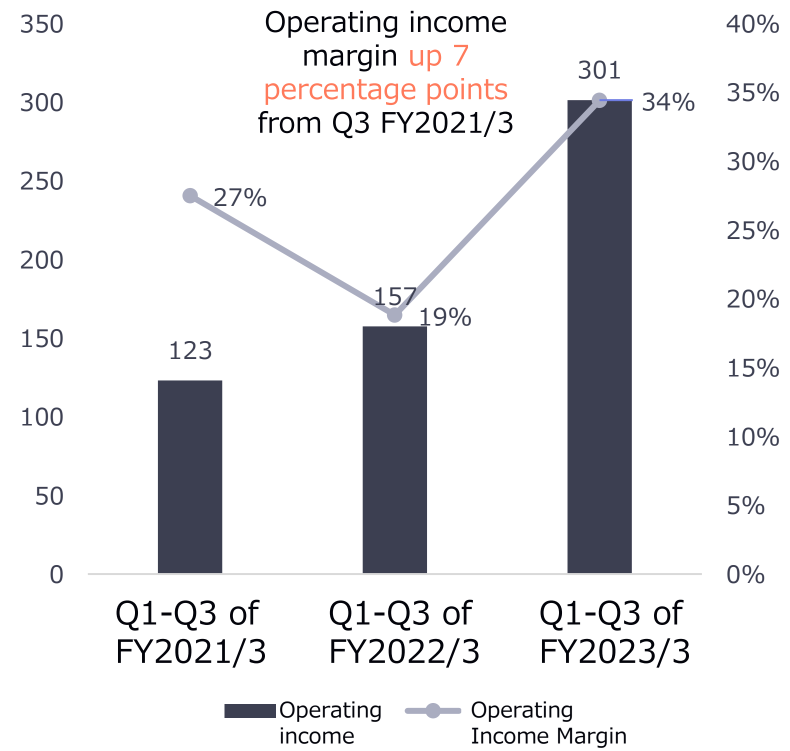
Inorganic Growth: Progress in Post-Merger Integration (Doors)

- We introduced expertise in the contract support business to successfully lower the cost per user acquisition and increase income efficiency.

Trend in cost per user acquisition (CPA)



Trend in comparison with operating income



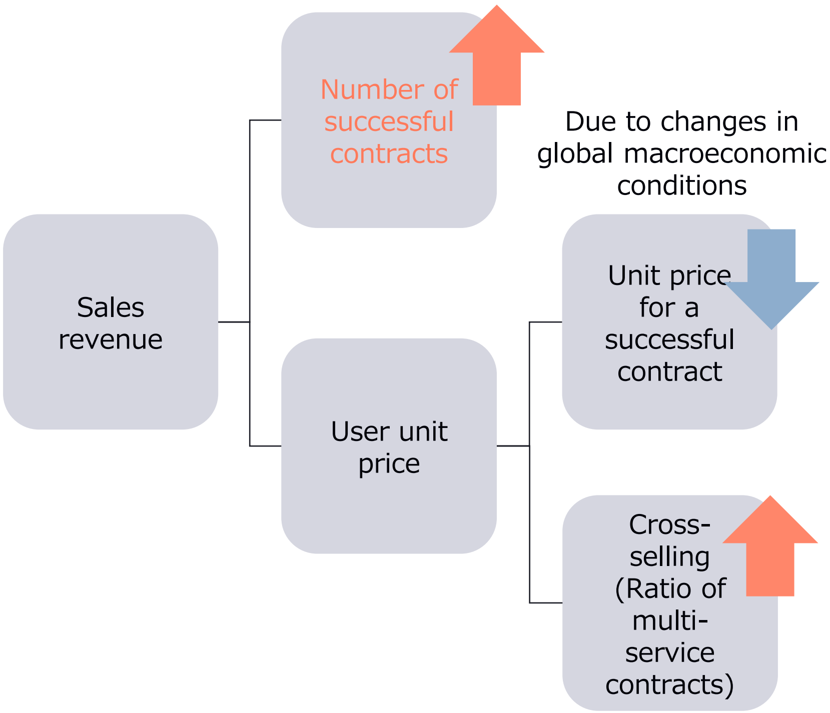
(Million yen)

* Figures for FY2021/3 are calculated from August, when consolidated accounting was commenced.

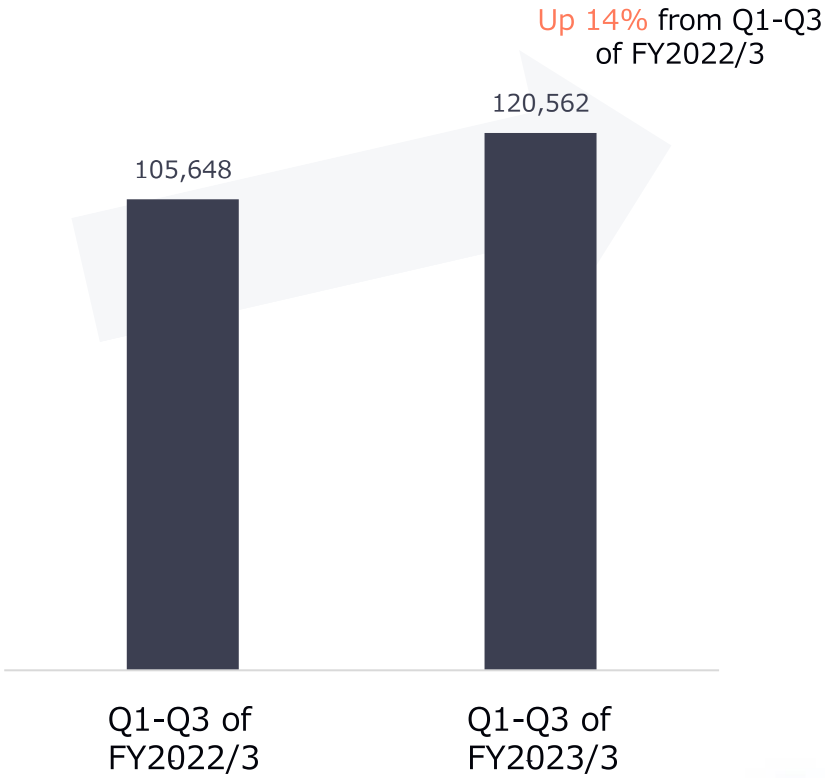
Inorganic Growth: Progress in Post-Merger Integration (INE)

- While the unit price for a successful contract decreased due to the external environment, the number of successful contracts, which is the top priority indicator, and sales of cross-selling (e.g. gas in addition to electric power) rose. Performance is expected to grow significantly along with market stabilization.

INE's KPI tree



Change in number of power contracts



02

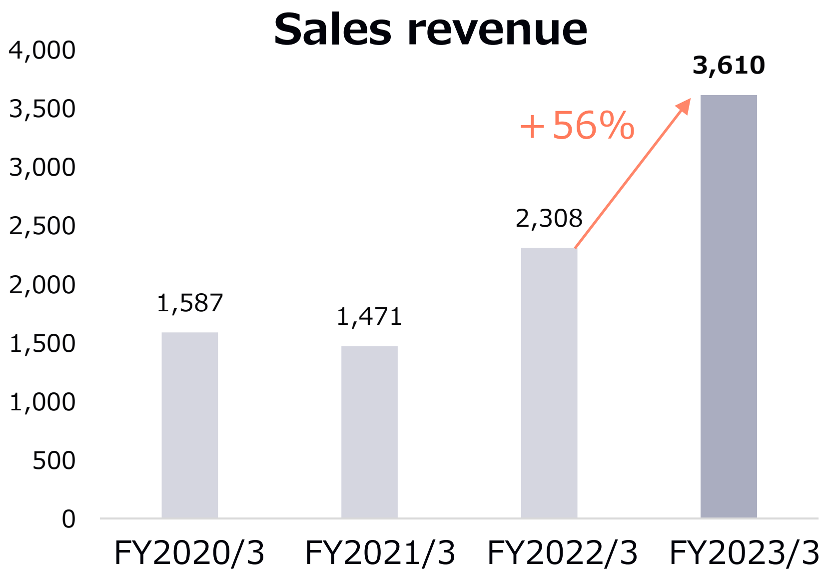
New, Other Businesses

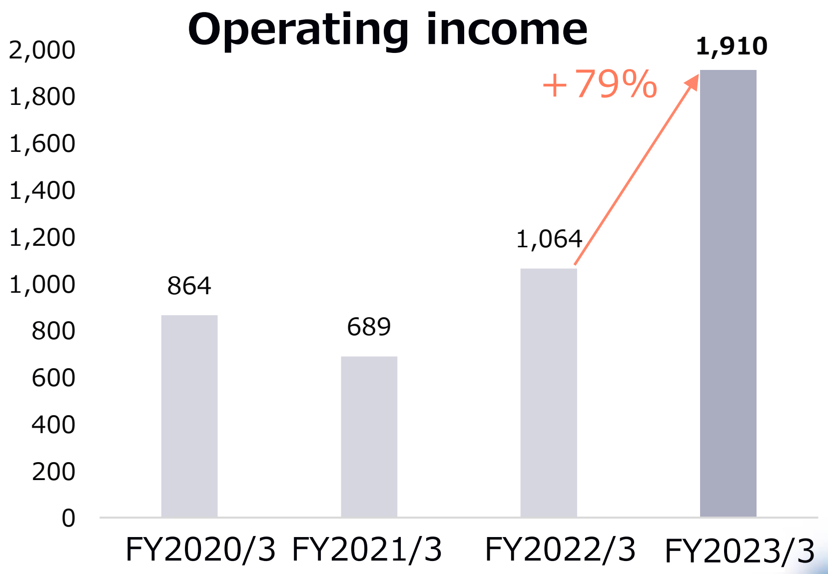
Staffing Support Services

Fiscal Year Ending March 31, 2023
: Results Forecast for Staffing Support Services

- The full-year results forecast has again been revised upward, reflecting strong performances in Q1-Q3.
- Operating income is expected to far exceed the forecast at the time of announcing the Medium-Term Management Plan.

	FY2022/3	FY2023/3			YoY	Compared with FY2020/3 prior to the medium-term management plan
	Results	Initial plan Announced on September 18, 2020	Previously announced forecasts Announced on November 14, 2022	Revised forecast Announced on February 13, 2023		
Sales revenue	2,308	3,650	3,300	3,610	+56%	+127%
Operating income	1,064	1,610	1,800	1,910	+79%	+121%





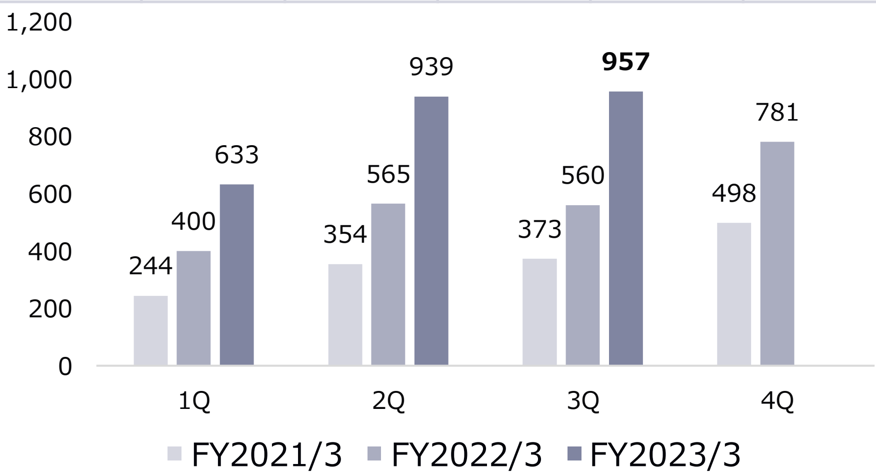
(Million yen)

Third Quarter Results for the Fiscal Year Ending March 31, 2023

- Both alliance services and personnel referral services were brisk. Sales revenue grew 71% year on year and operating income rose 103% year on year.
- The second half remains a high demand season. Good progress is being made towards the full-year results forecast after the upward revision.

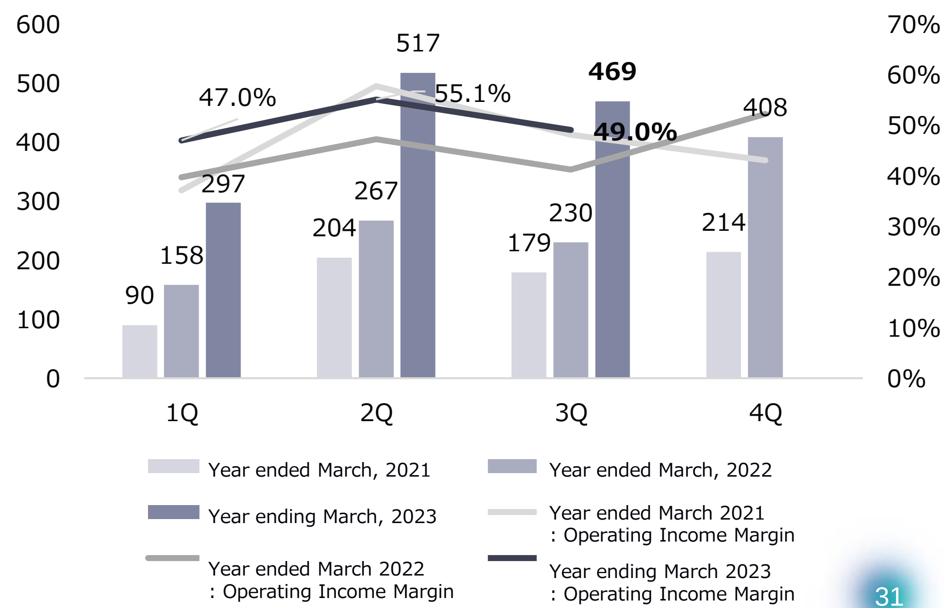
Sales revenue

	Updated Full-year results forecast	3Q	Change from the 3Q of the previous fiscal year	9-month total	Progress in Q1-Q3
	Year ending March 2023				
Total	3,610	957	+71%	2,529	70%
Alliance	-	585	+67%	1,492	-
Recruitments	-	331	+78%	952	-
Other		39	▲1.6%	85	-



Operating income

	Updated Full-year results forecast	3Q	Change from the 3Q of the previous fiscal year	9-month total	Progress in Q3
	Year ending March 2023				
	1,910	469	+103%	1,284	67%

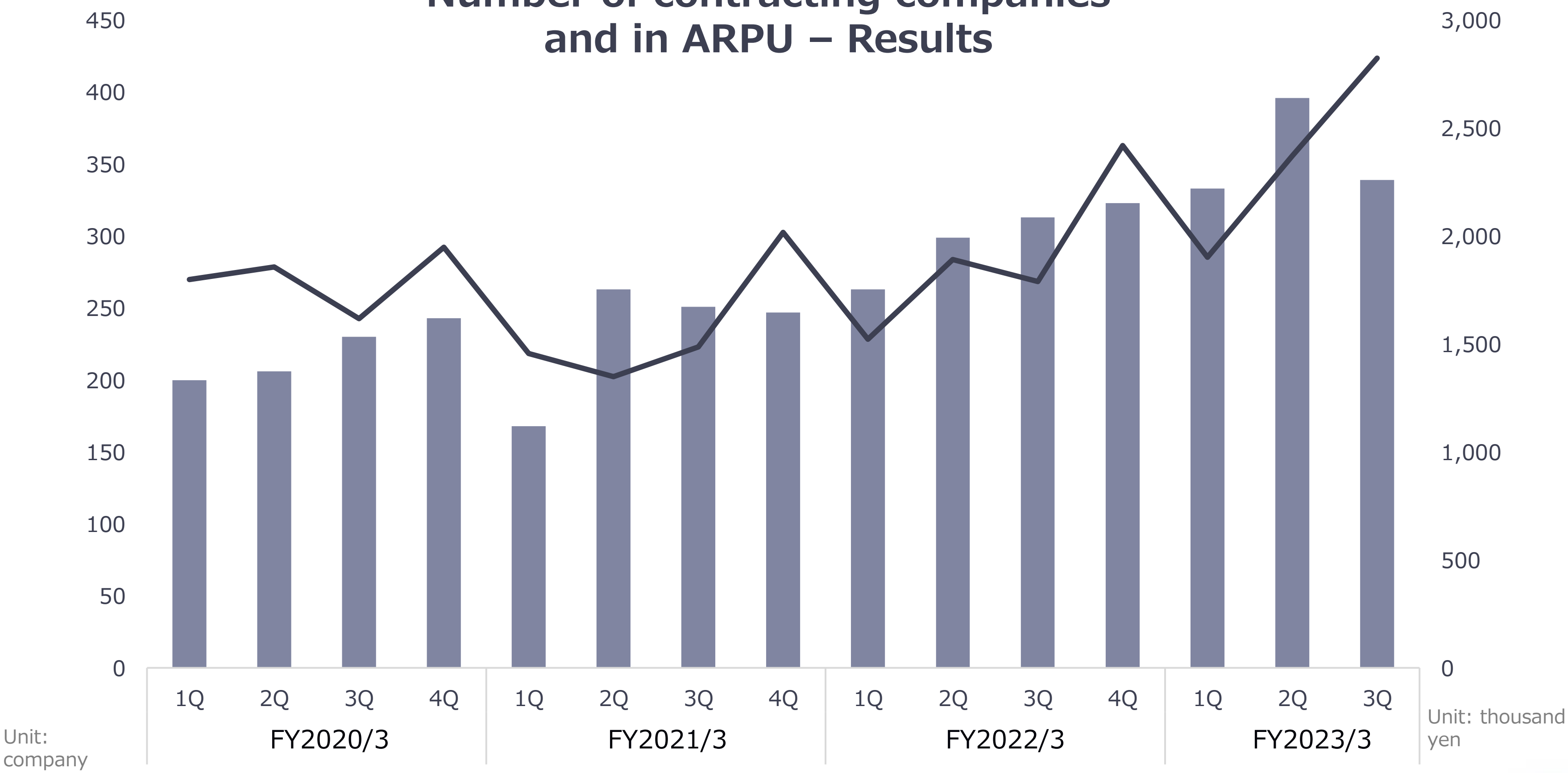


(Million yen)

KPIs: Number of Contracting Companies and ARPU

- The number of contracting companies for Q3 increased 4.7% year on year.
- ARPU increased a substantial 187% year on year, reflecting rises in the number of contracting persons per company and in unit prices for successful contracts.

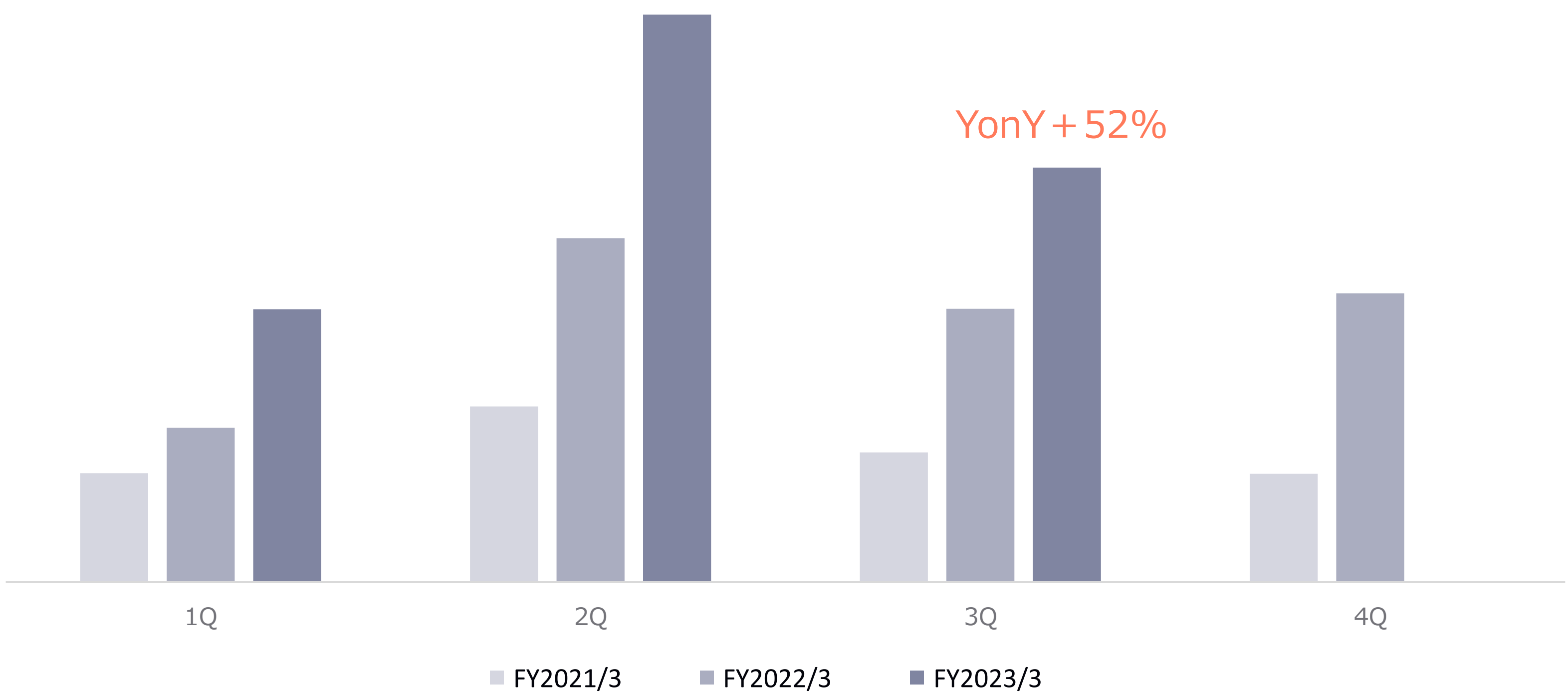
Number of contracting companies and in ARPU – Results



KPI: Number of Contracts Won in Personnel Referral Services

- The figure for Q3 grew 52% year on year, following an increase in the number of career advisors and a rise in the contract rate. The hike in number of contracts won led to an improvement in client satisfaction and a rise in unit prices.
- Contracts for personnel with a science and engineering background and those through re-skilling-type digital professionals training schools increased to help improve business results.

Number of contracts won in personnel referral services – Results

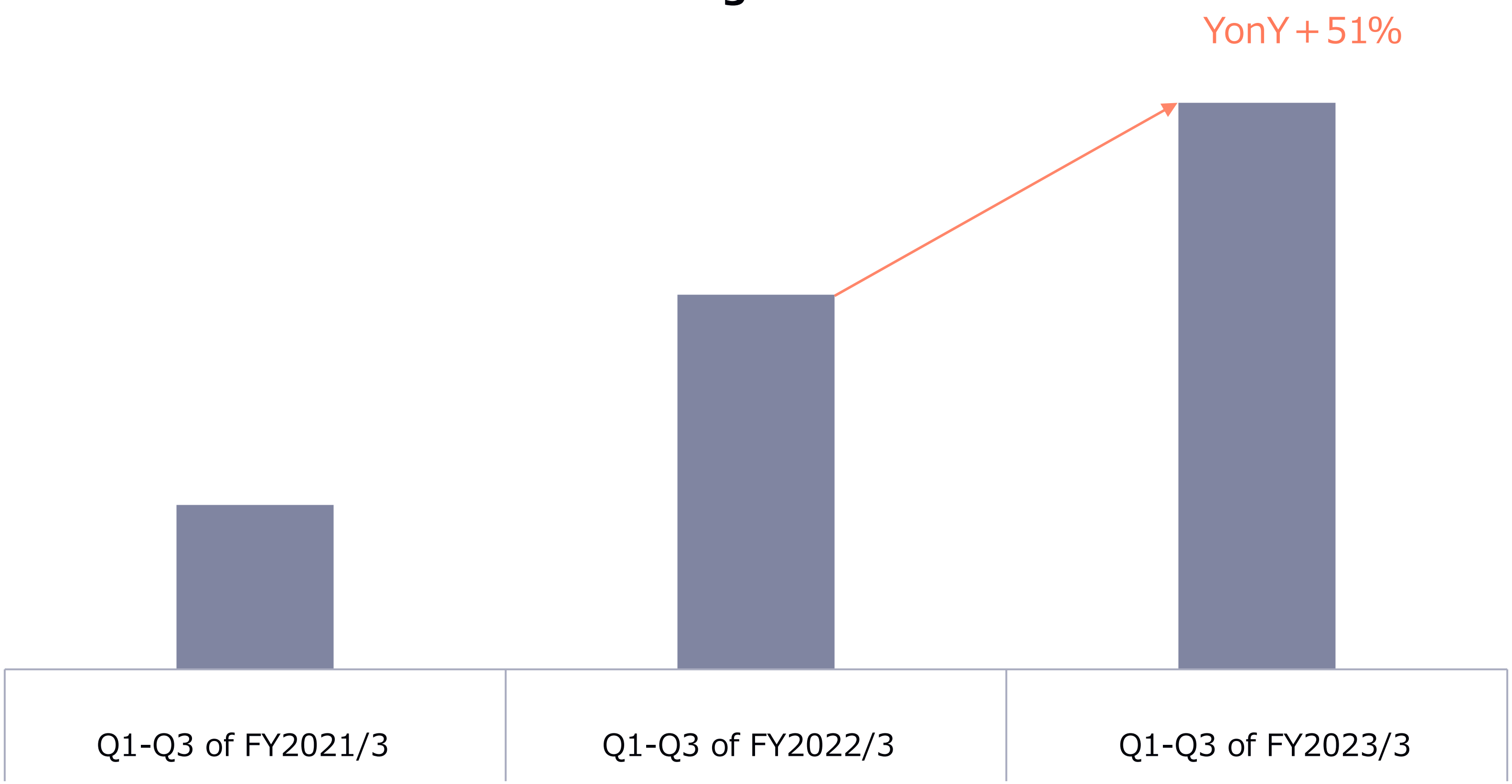


※The number of contracts won was slightly adjusted from the figure at the time when the full-year results for the year ended March 2022 were announced due to the re-examination of data including referrals of graduates, recent graduates, part-time workers and digital professionals.

Sales of Cross-Selling with Members

- For Q1-Q3, cross-selling sales to operators of staffing services mainly for graduates, recent graduates, part-time workers and other young people grew 51% year on year. We expect to achieve results growth by continuously expanding the member base.

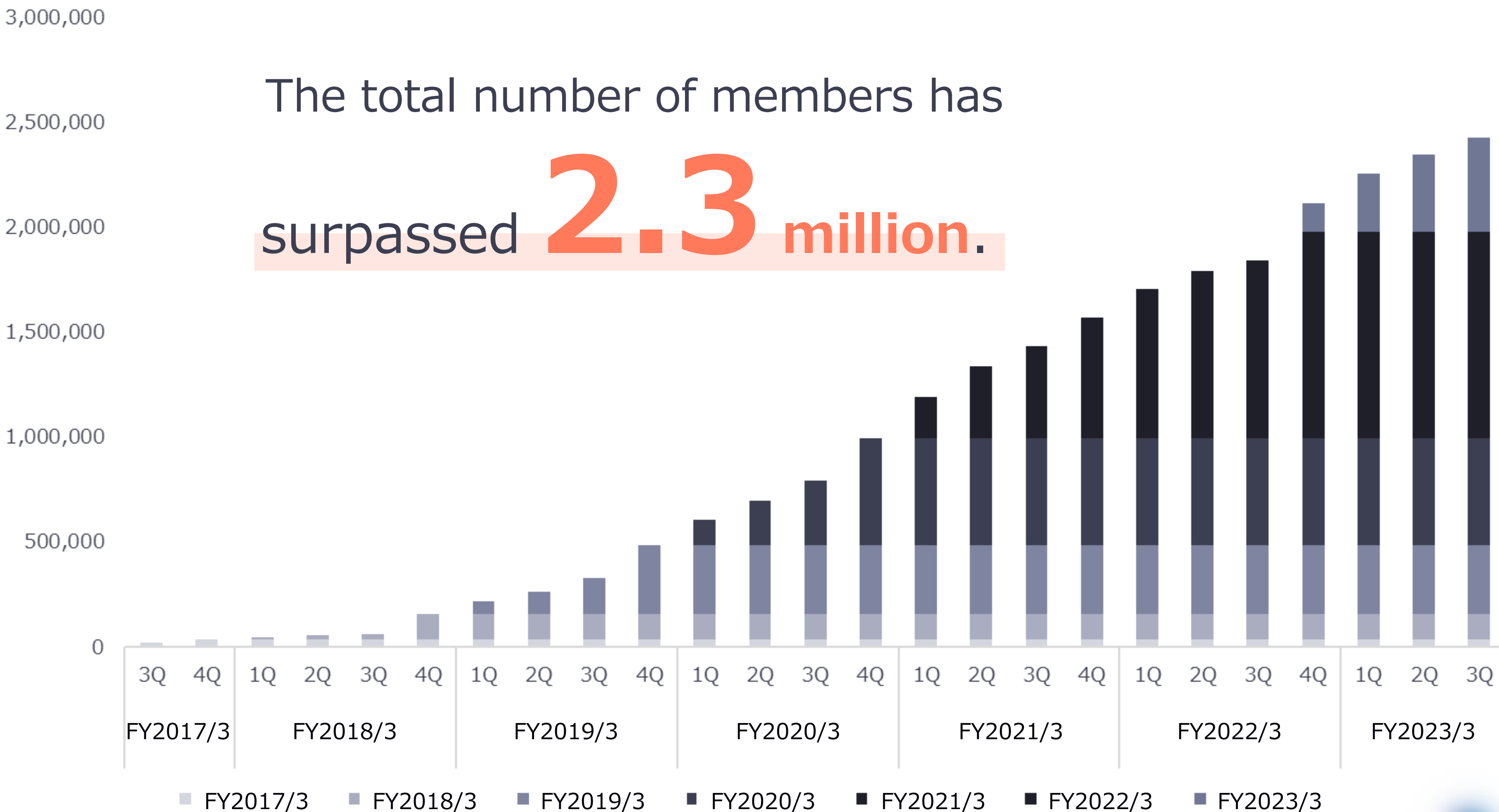
Cross-Selling Sales Results



* Staffing services mainly for graduates, recent graduates, part-time workers and other young people target those who remain unemployed or under non-regular employment after graduation from universities and other institutions, those who quit their job in early days after employment and equivalents. Year ended March 2021

Change in Numbers of Members

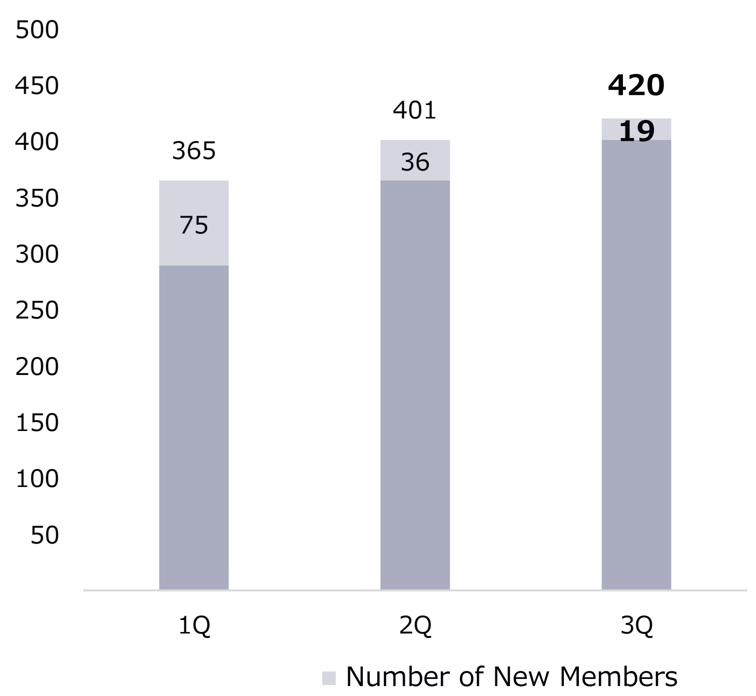
- The number of users increases every fiscal year. The total number of young unemployed and unexperienced members has surpassed 2.3 million.
- During Q3, the number of members increased by around **90,000** in total.



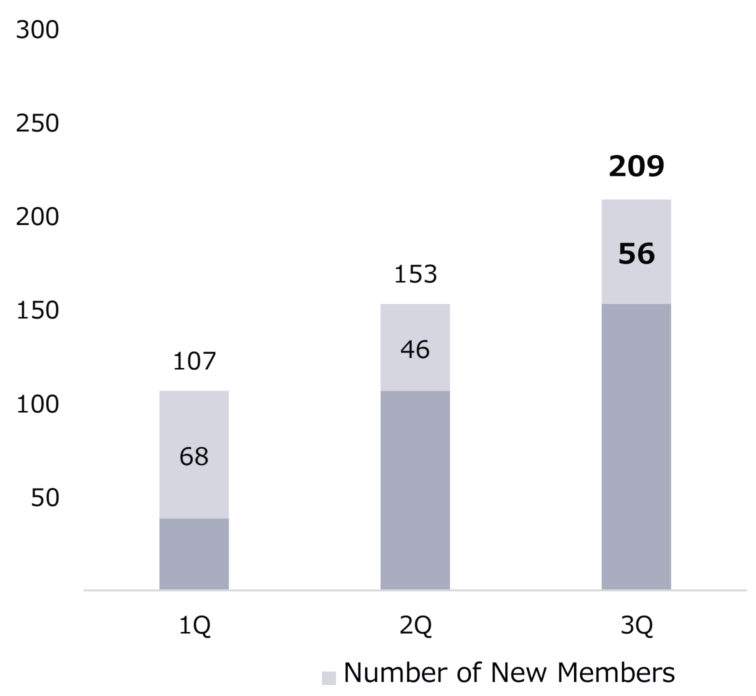
Trends in New Graduate Members Expected to Graduate in Specific Years

- The number of new graduate members expected to graduate in 2023 increased around **20,000** to an approximate cumulative total of **420,000**.
- The number of new graduate members expected to graduate in 2024 increased around **60,000** to an approximate cumulative total of **210,000**.
- The utilization rate among new graduate users remains at 70% or higher. In both groups, good progress is made in acquisition.

Number of Members (2023 Graduates)



Number of Members (2024 Graduates)



* Utilization rate of new graduate users: Share of our members in an approximate total of 600,000 new graduate users
* The number of members is calculated based on the number of unique members of Career Park and Syukatsu Kaigi.

Unit: thousand people

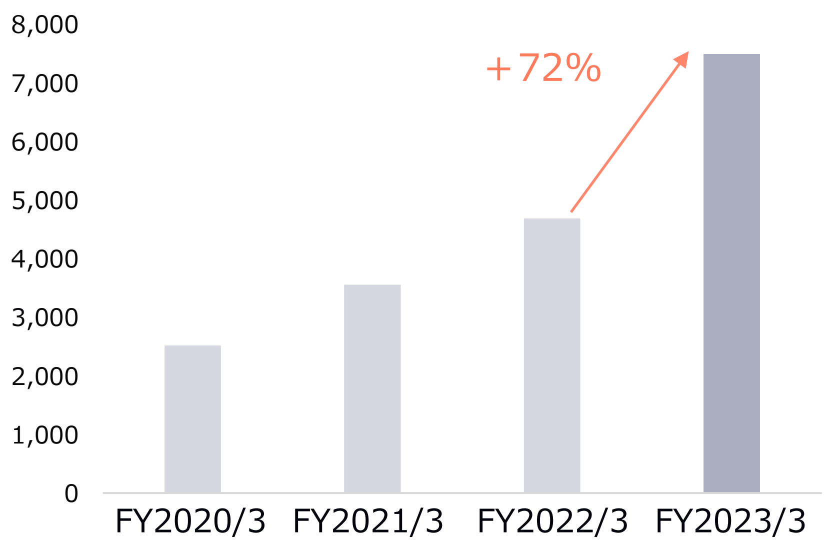
Sales Promotion Support Services

Fiscal Year Ending March 31, 2023
: Results Forecast for Sales Promotion Support Services

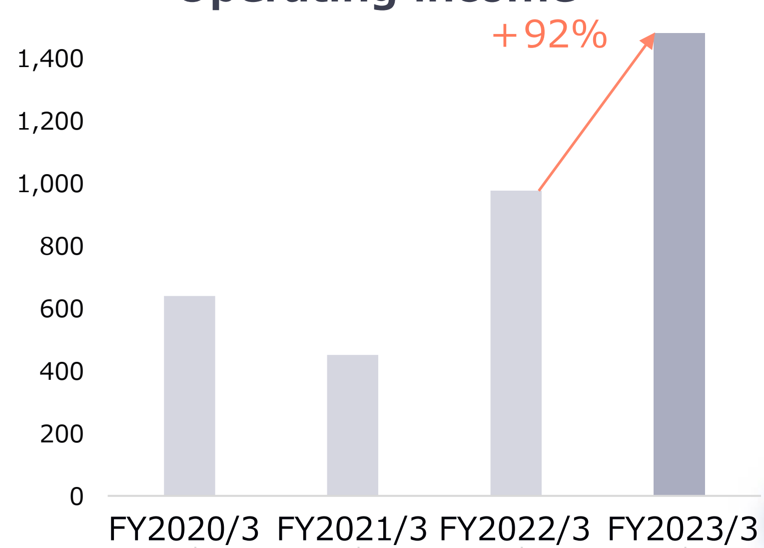
- The year-on-year increase jumped following the acquisition of services in the energy market in FY2022/3.
- The operating income forecast is revised upwards in view of growth in sales revenue and in the income margin.

	FY2022/3	FY2023/3			YoY	Compared with FY2020/3 prior to the medium-term management plan
	Results	Initial plan Announced on September 18, 2020	Previously announced forecasts Announced on November 14, 2022	Revised forecast Announced on February 13, 2023		
Sales revenue	3,957	4,870	6,620	6,820	+72%	+675%
Operating income	751	1,140	1,230	1,440	+92%	+270%

Sales revenue



Operating income



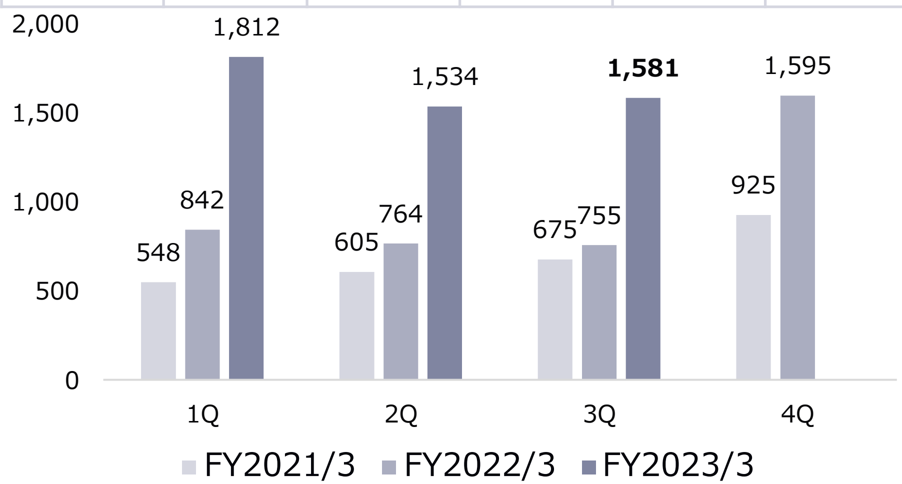
(Million yen)

Third Quarter Results of Sales Promotion Support Services for the Fiscal Year Ending March 31, 2023

- In the energy market, the number of contracts won was strong despite a temporary decline in unit price.
- In the card loans market, major income growth was attained in Q3 after optimizing advertising in the first half.

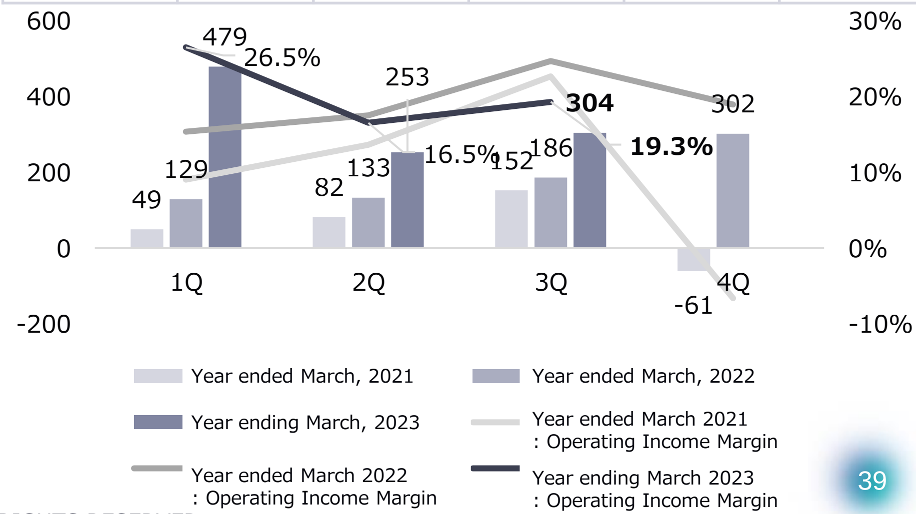
Sales revenue

Updated	Year ending March 2023				
	Full-year results forecast	3Q	Change from the 3Q of the previous fiscal year	9-month total	Progress in Q1-Q3
Total	6,820	1,581	+71%	4,927	72%
Energy	3,500	747	-	2,456	70%
Renovation	1,190	258	▲14%	875	74%
Card loans	2,130	575	+27%	1,595	75%



Operating income

Updated	Year ending March 2023				
	Full-year results forecast	3Q	Change from the 3Q of the previous fiscal year	9-month total	Progress in Q1-Q3
Total	1,440	304	+64%	1,037	72%
Energy	660	130	–	447	68%
Renovation	380	72	▲21%	301	79%
Card loans	400	101	+7%	289	72%



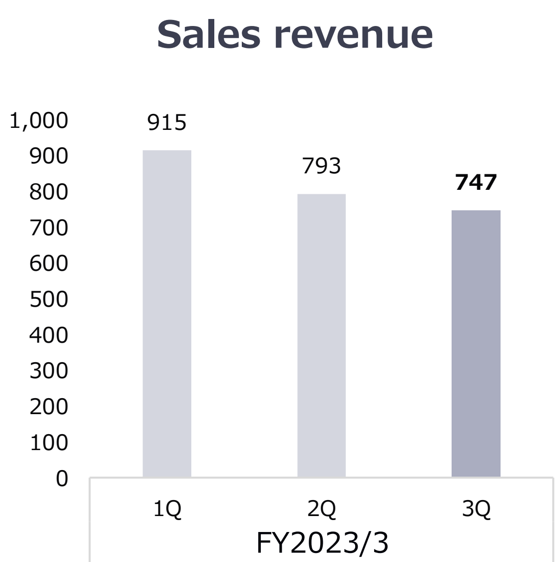
(Million yen)

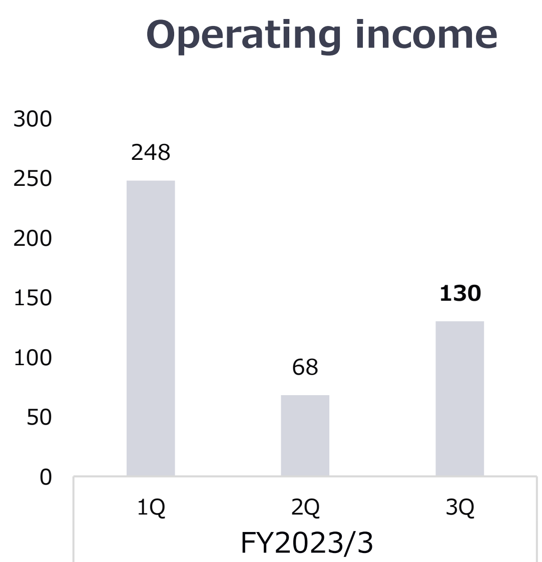
Third Quarter Results in Energy for the Fiscal Year Ending March 31, 2023

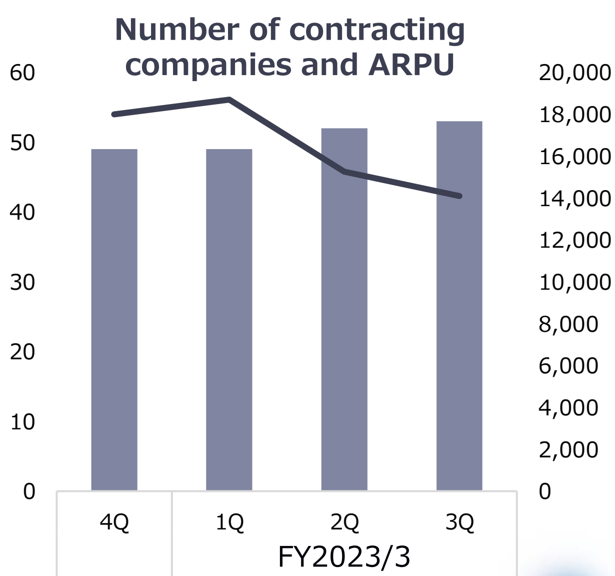
- The full-year results forecast has been revised upward, reflecting solid performances despite the harsh environment.
- The number of contracts won was strong, despite a temporary decline in unit price. The progress rate was high at 70% following the significant upward revision.

	Year ending March 2023				
	Updated Full-year results forecast	3Q	Change from the 3Q of the previous fiscal year	9-month total	Progress in Q1-Q3
Sales revenue	3,500	747	-	2,456	70%
Operating income	660	130	-	447	68%

	Year ending March 2023		
	Q3	Q3 of the previous fiscal year	Change from the 3Q of the previous fiscal year
Number of contracting companies	53	-	-
ARPU (Million yen)	14	-	-







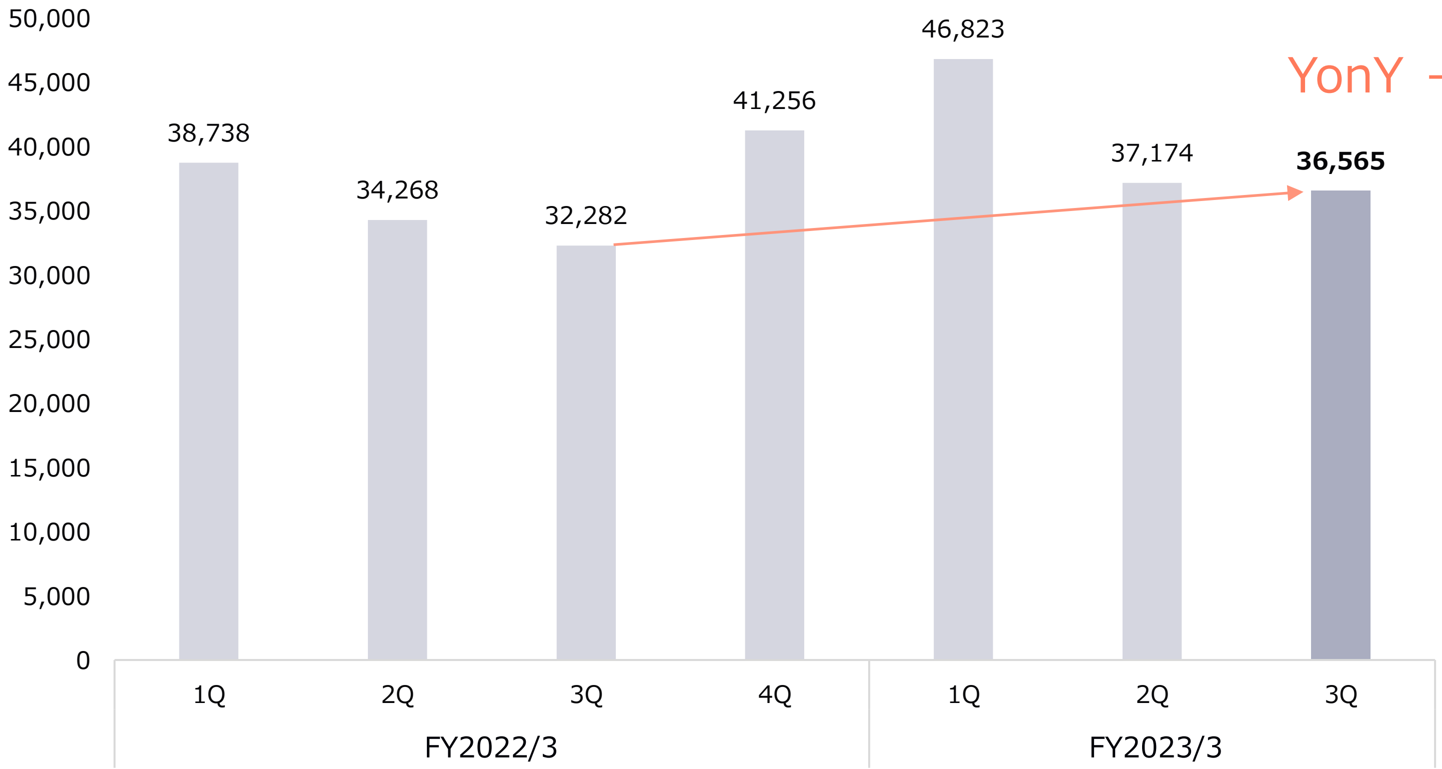
*As there were changes to revenue recognition standards due to adapting the Company's accounting standards, comparisons with the preceding year are not disclosed.

(Million yen)

Number of Contracts Won in Energy

- The number of contracting companies was up 13% year on year, although it was expected to be at the same level as in the previous year. This increase resulted mainly from people's need to change electric power companies as electricity bills soared, solid demand for new contracts at the time end users move, and a rise in the contract success rate by our concierges.

Number of power contracts won *1



*1: Calculated by multiplying the number of orders, which is INE's important index, by the average rate of openings

Units: number of contracts

Market Environment in Energy

- The unit prices of power contracts won fell within the forecast range. The decline is expected to continue. It will normalize and sales revenue and the operating income margin will increase if markets in the energy sector regain stability in the future.

	Environment in the Q3 of the FY ending March 2023	Impact in Q4 of the FY ending March 2023 and later
Minus	• Electric power companies became less willing to develop new customers and their surplus capacity to cover customer acquisition costs declined, reflecting changes in the international situation such as the Russia-Ukraine situation and surging resource prices attributable to the weak yen. • Some power producers and suppliers withdrew or discontinued their business operations. (We had no recent transactions with any company that withdrew or discontinued their business operations.) • Some major electric power companies temporarily stopped acquiring new customers. • Th electricity agency contract unit price dropped (within the forecast range as of the time of announcing full-year targets).	• As indicated on the left, agency contract unit prices for electric power companies will fall as expected. • Electric power shortages are expected to occur in TEPCO's service areas during the winter. • The market enters a period when electric power companies will step up efforts to acquire new customers and make price adjustments with other operators. If the stance of acquiring new customers is restrained, that may have a negative impact for a short while.
Plus	• Due to soaring electricity fees in this summer, the needs of users who are eager to change electric power companies grew further. • There were needs for new contracts at the time the customer moved and because of other changes in lifestyles. • Our concierges achieved high rates of successful contracts by responding to user needs. • The strengthening of cross-selling produced effects.	• We will aim to maintain the number of agency contracts at least at the same level as the previous fiscal year while also further strengthening the cross-selling of gas and other services. • We will achieve the results targets for the current fiscal year and seek to expand revenue stably and continuously, going forward. With this in mind, we will actively promote the agency service for recurring revenue contracts in electricity agency contracts for household users. • An appropriate price increase matched with the soaring costs will restore the capacity of electric power companies to acquire new contracts.

Third Quarter Results in Renovation for the Fiscal Year Ending March 31, 2023

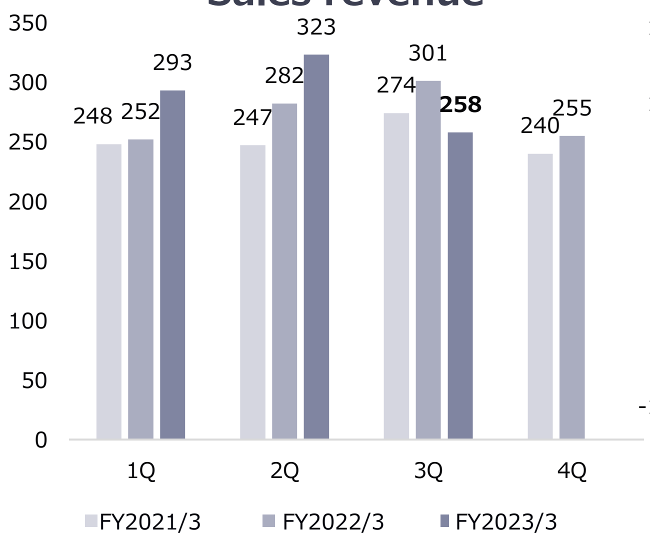
- Sales revenue slid 14% year on year after a temporary fall in advertising efficiency.
- Operating income continued to be at a high level on a quarterly basis, which led to the creation of a revenue structure similar to that in the Staffing Support Services in terms of the operating income ratio.

	Year ending March 2023				
	Updated Full-year results forecast	3Q	Change from the 3Q of the previous fiscal year	9-month total	Progress in Q1-Q3
Sales revenue	1,190	258	▲14%	875	74%
Operating income	380	72	▲21%	301	79%

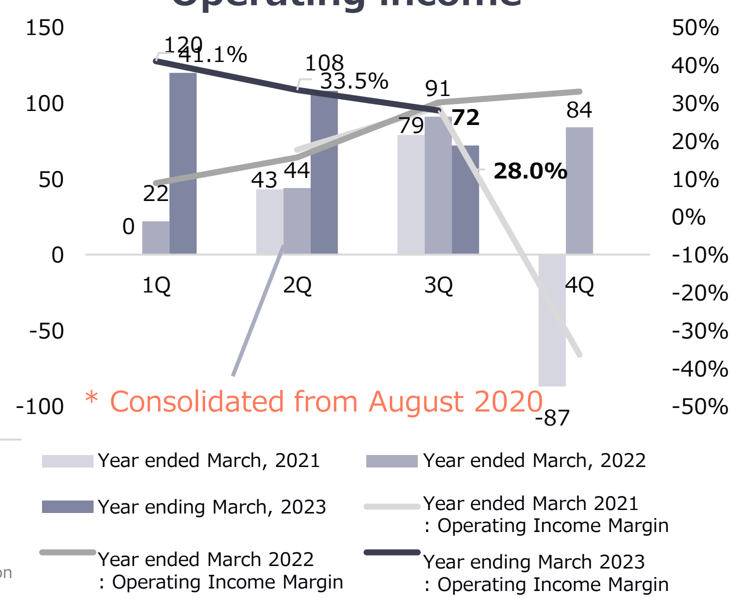
(Million yen)

	Year ending March 2023		
	3Q	Q3 of the previous fiscal year	Change from the 3Q of the previous fiscal year
Number of contracting companies	817	872	+4.5%
ARPU (Million yen)	0.3	0.3	▲18%

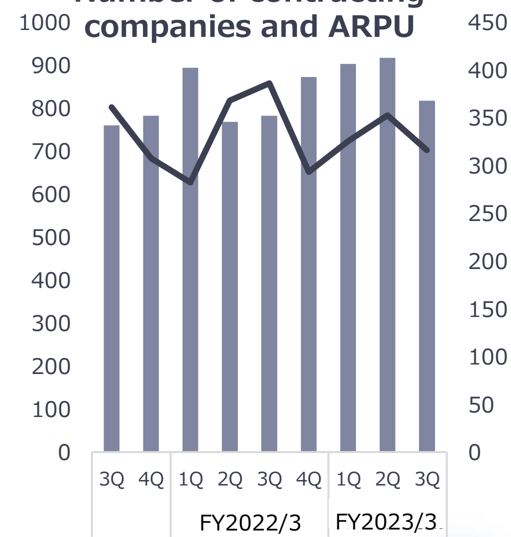
Sales revenue



Operating income



Number of contracting companies and ARPU



* As we acquired the Gaihekitoso-no-madoguchi outer wall painting consultation service at the end of July 2020, results from August 2020 onwards are consolidated, but the results prior to the acquisition are disclosed for reference purposes.

* The figure for Q2 of FY2021/3 represents operating income for two months because consolidated accounting was introduced in August 2020.

Cost per User Acquisition (CPA) in Renovation

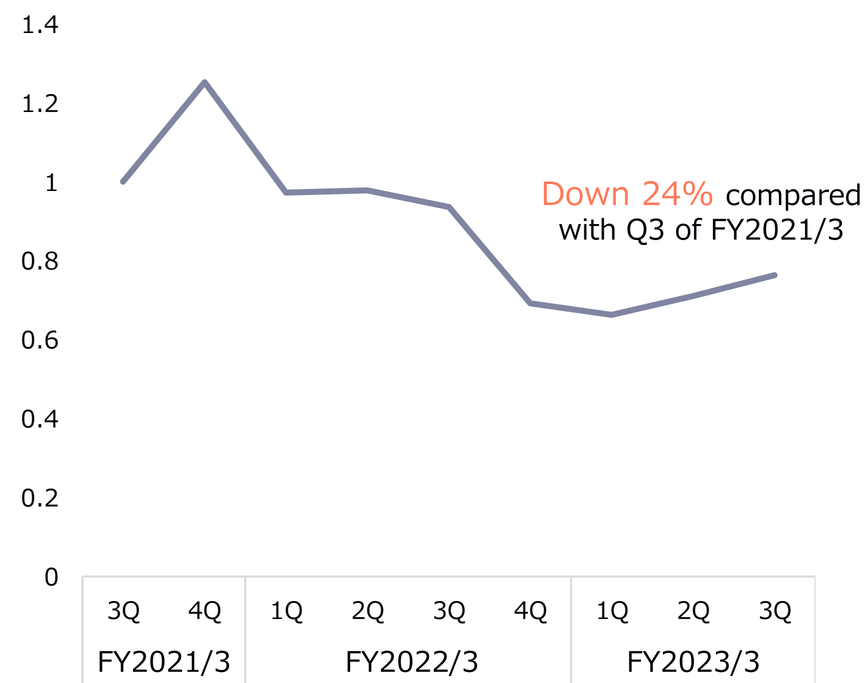
- The CPA remained at consistently low levels, reflecting progress in the improvement of market efficiency due to the implementation of PMI measures after acquisition.
- The cost was down 24% compared with the level in the Q3 of FY ended March 2021.

Basic policy

- ➢ The per-user cost of attracting customers (cost per user acquisition) has steadily fallen due to the Company's strength in improving the efficiency of web marketing
- ➢ The CPA is trending downwards following new marketing measures implemented, an enhancement in the productivity of the team responding to user inquiries, and the execution of a quality enhancement project.

Cost per user acquisition (CPA)

* Changes with Q3 FY2021/3 results indexed to 1

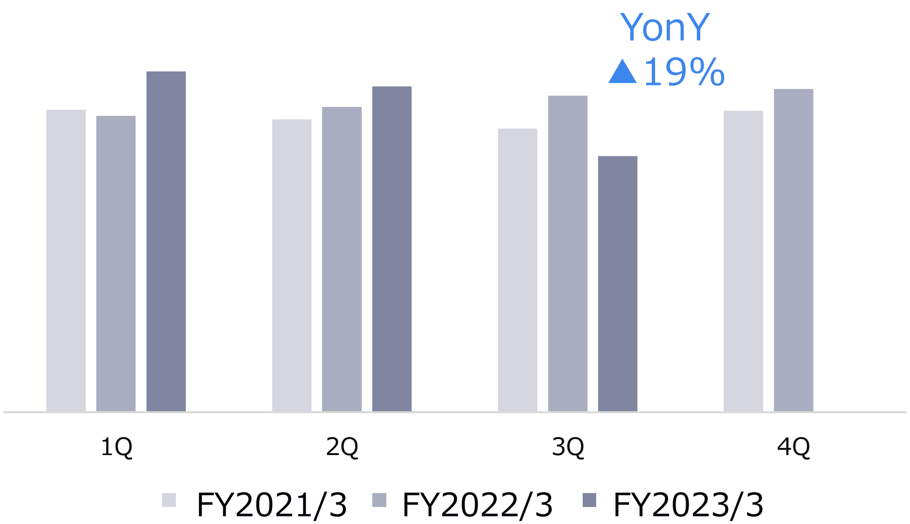


*1: CPA - cost per user acquisition. The cost required to acquire one user.

Numbers of Customers Sent and Successful Contracts in Renovation

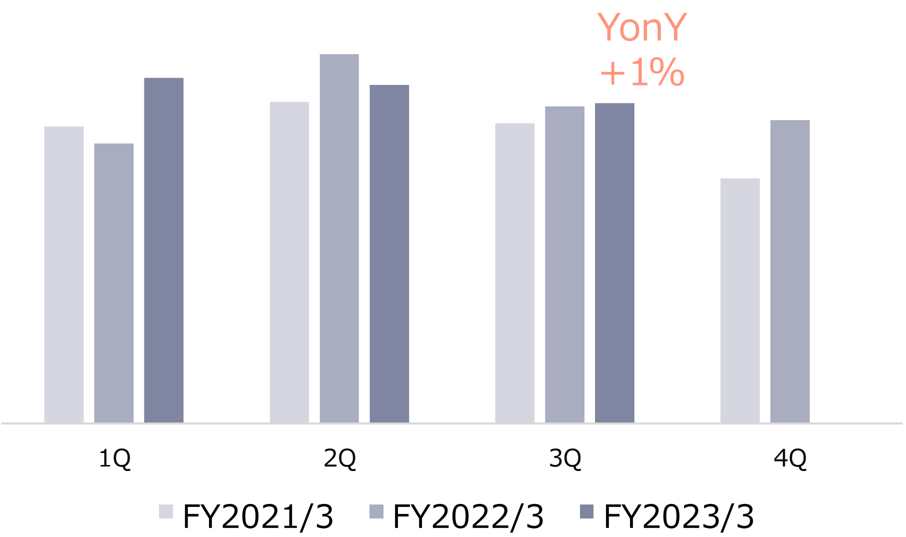
- The number of customers sent in Q3 was down 19% year on year, while the number of successful contracts was up 1% year on year as a result of a rise in the successful contract rate.
- As a result of operation with an overall focus on income efficiency, the number of customers sent decreased and the increase in the number of successful contracts was limited.

Number of customers sent – Results



* Number of sent customers: The number of users with construction needs who were sent to affiliate stores

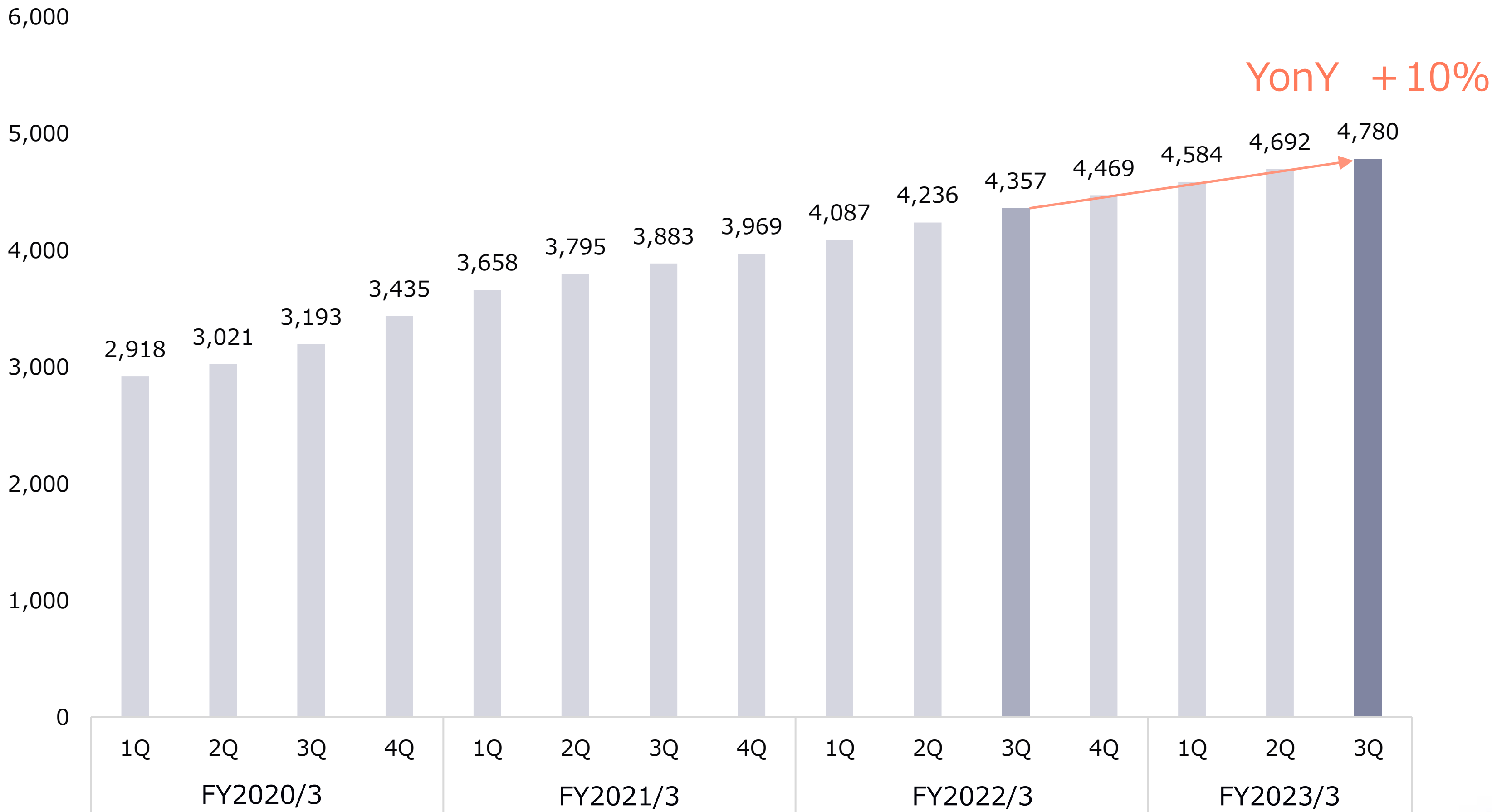
Number of successful contracts – Results



*Number of successful contracts: The number of customers sent who have signed contracts and seen construction completed

Cumulative Total Number of Clients Won in Renovation

- The total number of clients was 4,780 companies as of December 31, 2022, a year-on-year increase of 10% (423 companies).



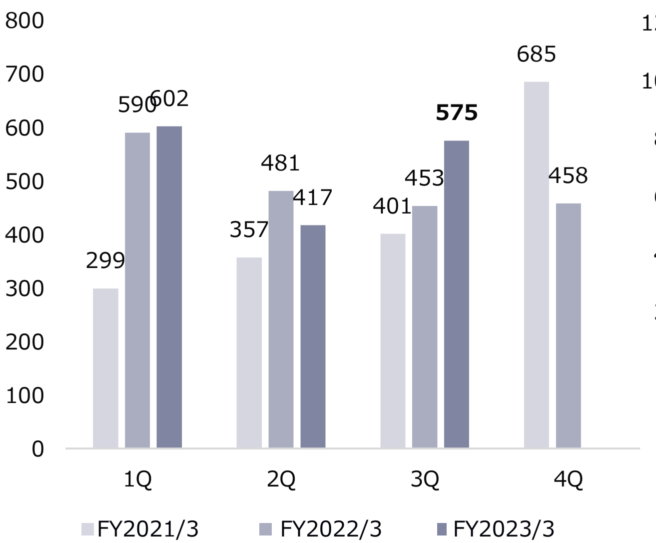
Third Quarter Results in Card Loans for the Fiscal Year Ending March 31, 2023

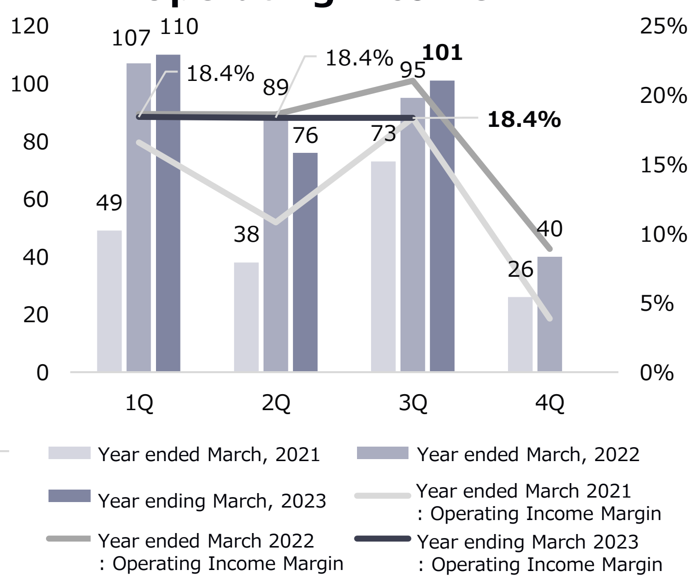
- Considerable income growth was achieved after advertising was optimized in the first half.

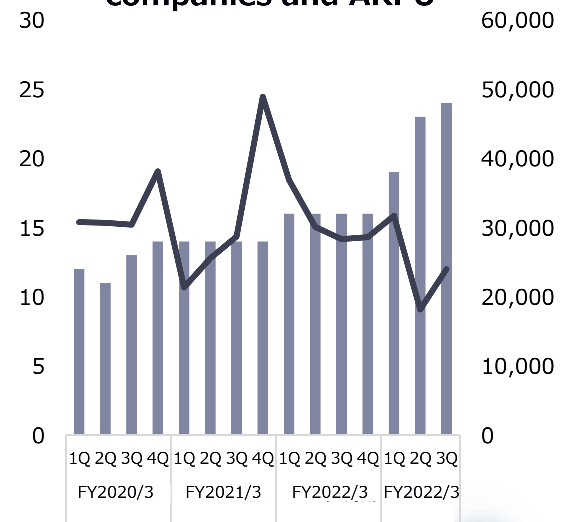
	Updated Full-year results forecast	Year ending March 2023 3Q	Change from the 3Q of the previous fiscal year	9-month total	Progress in Q1-Q3
Sales revenue	2,130	575	+27%	1,595	75%
Operating income	400	101	+7%	289	72%

(Million yen)

	Year ending March 2023 3Q	Q3 of the previous fiscal year	Change from the 3Q of the previous fiscal year
Number of contracting companies	24	16	+39%
ARPU (Million yen)	23	28	▲8%



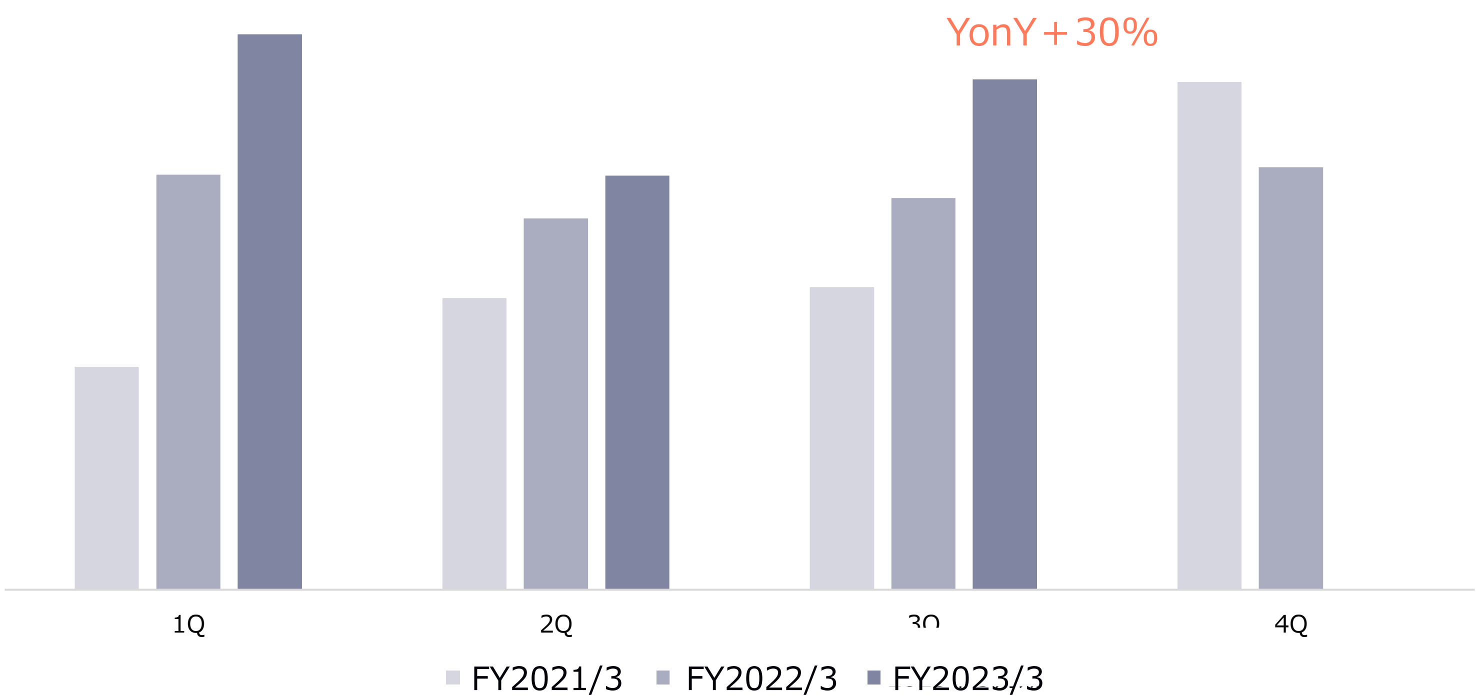




Number of Successful Contracts in Card Loans

- The number of successful contracts increased 30% year on year amid a turnaround in the market environment.

Number of Successful Contracts - Results



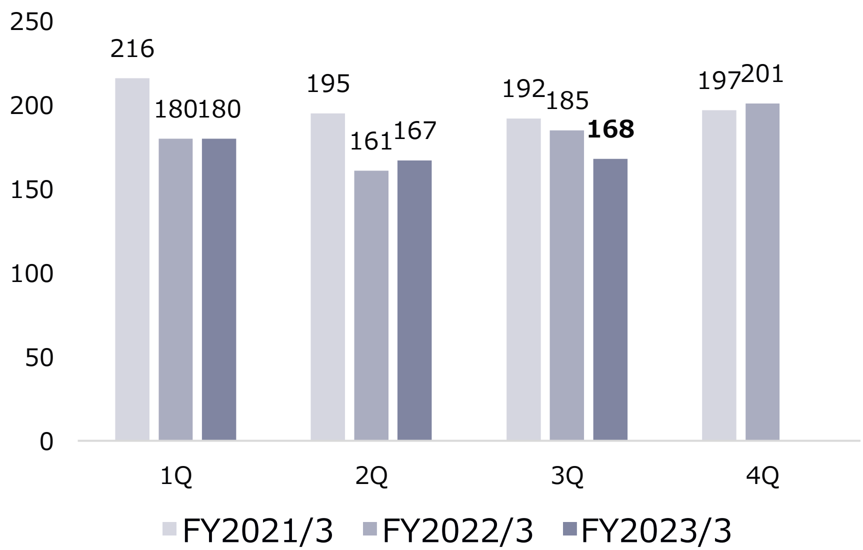
New, Other Businesses

Third Quarter Results for the Fiscal Year Ending March 31, 2023 in New and Other Businesses

- Operating income tumbled due to the revision of the business portfolio, including withdrawal from businesses.

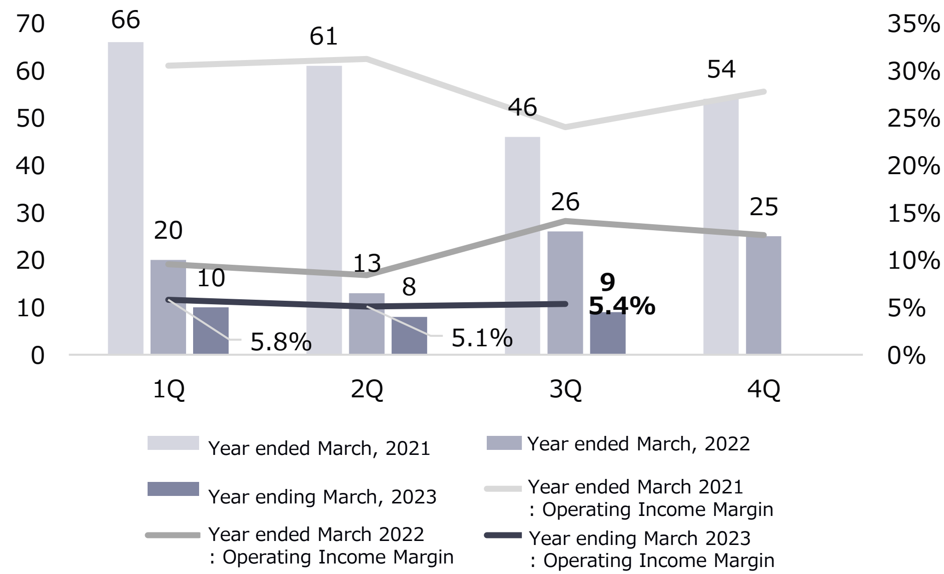
Sales revenue

Year ending March 2023				
Full-year results forecast	3Q	Change from the 3Q of the previous fiscal year	9-month total	Progress in Q1-Q3
670	168	▲3	516	77%



Operating income

Year ending March 2023				
Full-year results forecast	3Q	Change from the 3Q of the previous fiscal year	9-month total	Progress in Q1-Q3
40	9	▲65%	27	70%



Disclaimer

■ Note on forward-looking statements

- The materials and information provided in this presentation include so-called forward-looking statements.

- These statements are based on assumptions associated with current expectations, forecasts and risks, and include uncertainties that could cause actual results to differ substantially from them.

- These risk and uncertainties include regular economic conditions in Japan and overseas, including regular industry and market conditions, interest rates and currency fluctuations.

- The Company does not assume any obligations to update or revise the forward-looking statements contained in this presentation even in response to new information or future events.