

2Q FY12/2020 Business Results Briefing

Questions and Answers [Summary]

Q 1 What is the progress on the target of 27 billion yen in revenue and platform sales ratio exceeding 60% for FY12/2021, mentioned in the medium-term management plan announced in February 2019?

Given the current situation and the fact that the duration of the COVID-19 pandemic is unknowable, we have plans to reformulate the medium-term management plan. We would like to announce and discuss this revised plan as soon as possible.

Q 2 There are customer segments experiencing severe business conditions. What is the situation with credit risk, etc.?

Bus operators and travel agencies are in a difficult business situation, but we have originally entered three-party lease agreement (affiliated leasing) with leasing companies, and we are confirming the credit risk. In addition, the business conditions in the car aftermarket industry, which has a high sales composition ratio, are relatively stable.

Q 3 How do you help customers get accustomed to online negotiations, and what is the situation in that respect?

The number of customers capable of interacting online represent only a tiny fraction of the total. However, customers do have a sense of urgency and they are gradually making progress in online interactions. We offer educational guidance to customers to enable online communication with car owners and explain how to establish remote connections from our call center. We believe that these activities will eventually lead to shift of our business negotiations from face-to-face to online.

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