

Fiscal Year Ending June 30, 2021

Financial Results Presentation Materials

WILLPLUS Holdings Corporation
(First Section of the Tokyo Stock Exchange: 3538)

Organized by The Securities Analysts Association of Japan

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Outline of 2Q Financial Results

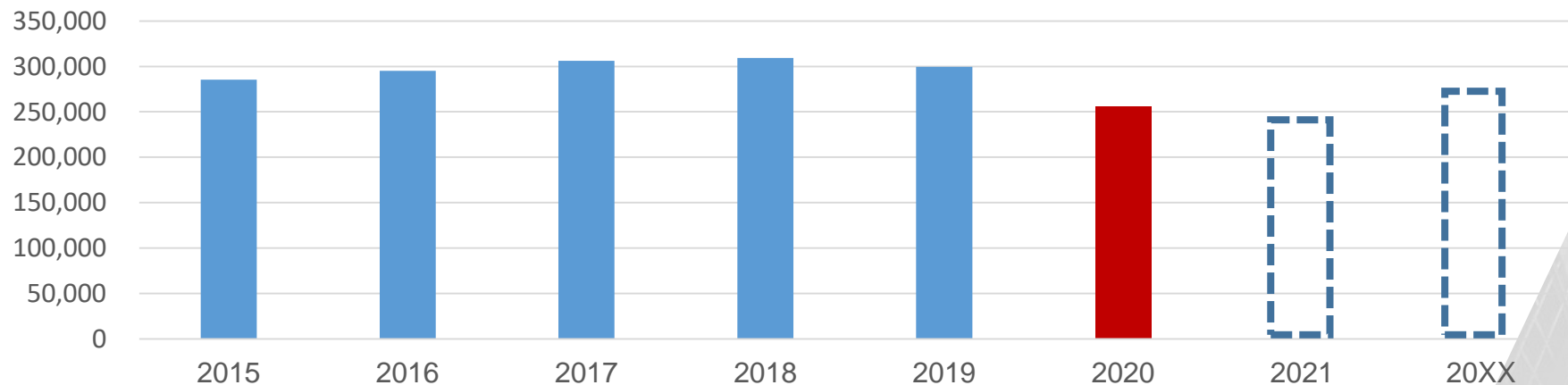
Japan's Market for Imported Vehicles

- COVID-19 cases surged once again starting in the 2nd half of November, as the end of the pandemic remains difficult to predict
- In recent months, the market for imported new cars has almost completely recovered to previous-year levels. However, on a full-year basis, vehicle purchases and registrations remain down, YoY
- Forecast 2020 levels during the pandemic; then a gradual convergence to the annual average

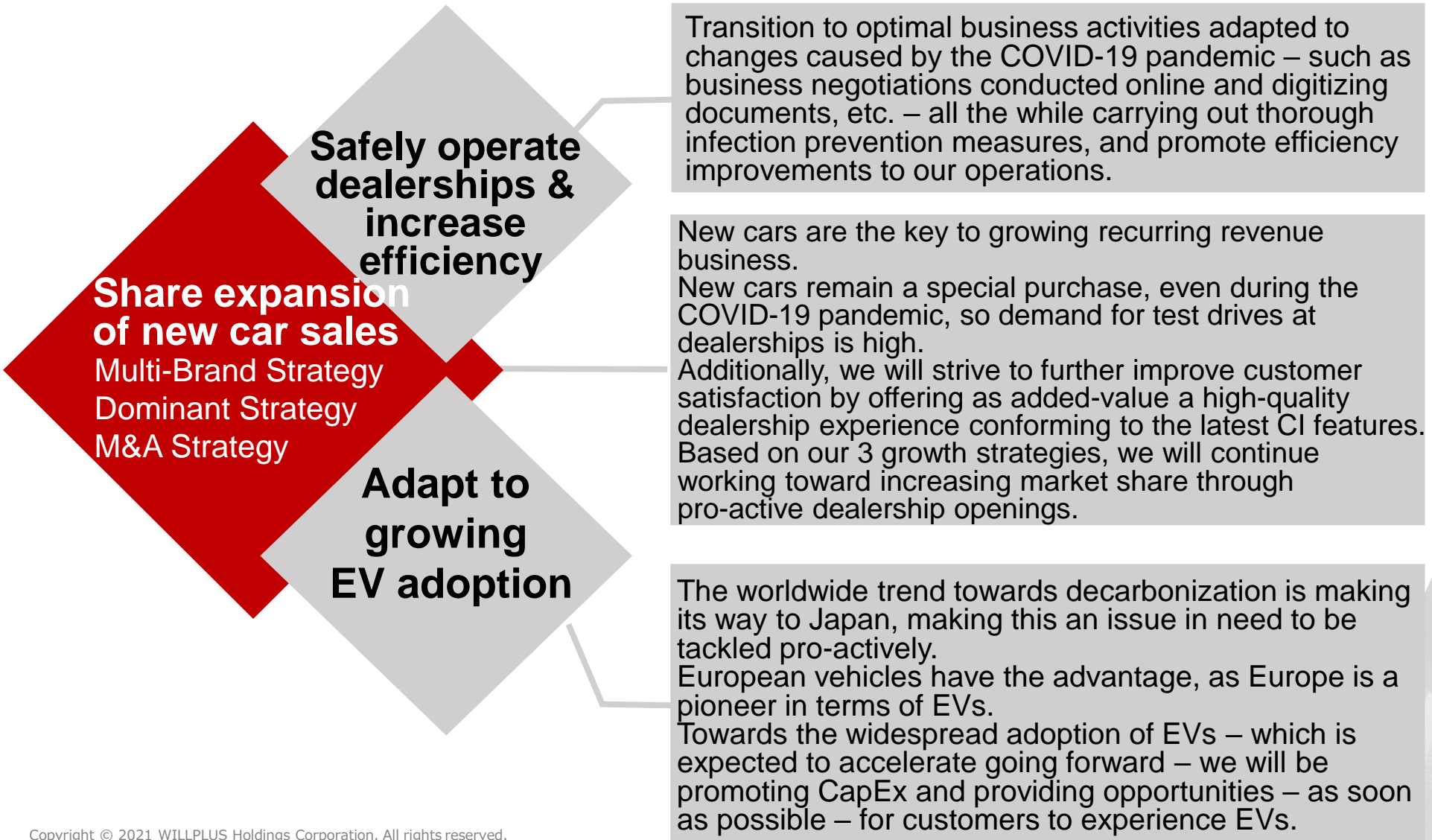
(Oct ~ Dec) Domestic Imported Vehicle Registrations

Oct	YoY	Nov	YoY	Dec	YoY	Jan~Dec Cumul.
30,003	154.3%	31,927	119.2%	36,455	110.9%	91.3%

Imported Vehicle Registrations (Yearly)



WILLPLUS HD's Initiative Policies



Initiatives Amidst the COVID-19 Pandemic

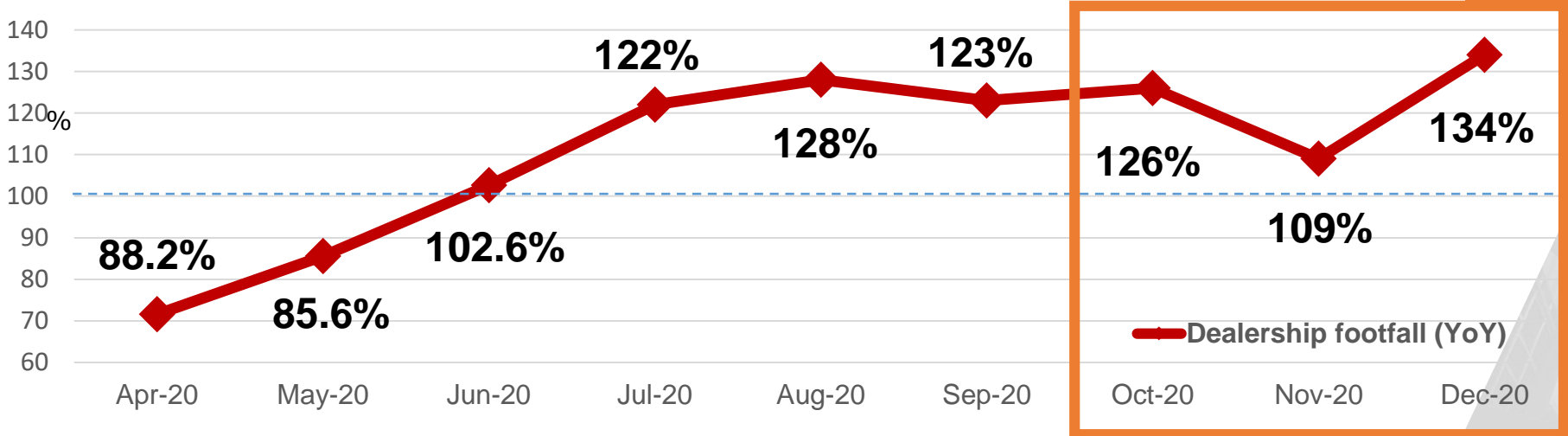
- Continued focusing on new car sales, towards the expansion of recurring revenue business
- Advance both COVID-19 countermeasures and optimize internal corporate functions
- Customer footfall increased YoY for October and November, with December registering record YoY growth

Initiatives by the WILLPLUS Holdings Corporation

→ **Execute preparations allowing for maximum performance, even amidst COVID-19**

- Thorough countermeasures
- Shorter business hours
- Business discussions by reservation
- Digitalize insurance-related work, review the workflow
- Promote a paperless office
- Use online meetings
- ...etc.

Trend in monthly WILLPLUS HD dealership footfall (YoY) * Existing dealership basis



Accelerating Trend Toward Decarbonization Also in Japan

World

December 2015 ~
Following the signing of the Paris Agreement, countries around the world – with Europe at the forefront – started formulating targets and initiatives towards a decarbonized society

2020

EU: Reduce greenhouse gas emissions by at least 40% from 1990-levels; 30 million EVs

2030

UK : Ban the sale of new gasoline and diesel vehicles

UK : Ban the sale of new hybrid vehicles

US : (State of California, etc.):
Ban the sale of new gasoline vehicles (including HVs)

2035

China : All new vehicles sold to be hybrid or electric-powered
Share of NEV(EV/PHV/FCV) above 50%

France / Spain : Ban the sale of all non-EV vehicles (including PHV)

2040

EU: Reduce greenhouse gas emissions by 80~95% from 1990-levels (Effectively net zero)

2050

Japan

Japan also formulated its “Green Growth Strategy”

Decarbonization target:
“2nd half of the 21st Century” →
“Within the next 30 years”

Reduce CO2 emissions by 26% from 2013-levels
(Expected to revise this in 2021, to a more ambitious target)

All new passenger cars sold are expected to be electric-powered by the mid-2030s at the latest

Share of electric-powered vehicles through to 2019: approx. 35%)

* Electric-powered = EV / PHV / FCV

Achieve a “Decarbonized Society”
(Zero net emissions of greenhouse gases)

Initiatives Towards the Transition to EVs

European countries are ahead in decarbonization, with auto makers moving to EVs ahead of Japan

WILLPLUS has already carried out CapEx towards the transition to EVs, and we will continue expanding this into the future

EVs from brands carried * Example

2020~

- JEEP 『Renegade 4Xe』 *PHV
- FIAT 『500e』
- BMW 『iX』 『iX3』

Model based on the popular X3

- MINI 『MINI Cooper SE』
- VOLVO 『XC40 Recharge』
- PORSCHE 『Taycan』

Porsche's first full EV

Initiatives by us

- Promote installing the latest charging infrastructure at all our dealerships
Charging infrastructure already installed at 84% of our dealerships
Additionally, we are in the process of installing quick chargers

Cutting-edge quick charger at Porsche Center Sendai →

175w
Approx. 400km of range after charging for 15 minutes

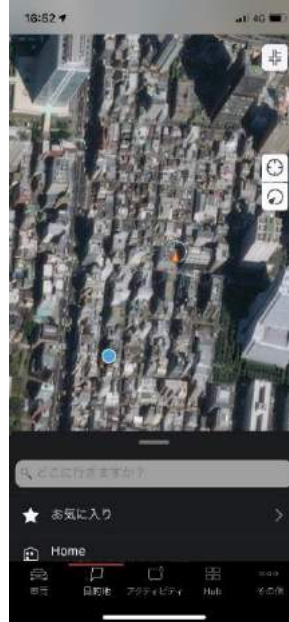


- Introduce full-featured demonstration cars giving customers the experience of test driving EVs

...etc.

Technological Innovation

CASE connected



An increasing number of repairs will only be possible at dealerships, as these will require exclusive diagnosis tools offered by manufacturers.
→ **The importance of official dealerships will grow**



Vehicles incorporating SIM cards and allowing users to check up on the status of their vehicle or control it remotely are on the rise.




Some manufacturers offer over-the-air updates for the car navigation system and vehicle control program.

Initiatives in the Fiscal Year Ending June 30, 2021

Initiatives in the Fiscal Year Ending June 30, 2021

- Focus on the sale of new cars – primarily of new models
- We expect continued instability in the supply of new cars, so we will also be focusing on used car sales
- Further strengthen recurring revenue-based businesses

FY 2021

Main New Model Launches	LAND ROVER		DEFENDER
	BMW		5 Series
	JEEP		RENEGADE 4 xe
	PORSCHE		Taycan 

Initiatives Related to Opening Dealerships

Relocated and reopened the Jaguar/Land Rover Approved Shonan and Jaguar/Land Rover Shonan Service dealerships on December 5, 2020

Conforming to the latest corporate identity (CI) features



Proactively Invest in Dealerships



Increase the number of repeat customers by increasing the number of customers visiting dealerships, and by improving customer satisfaction

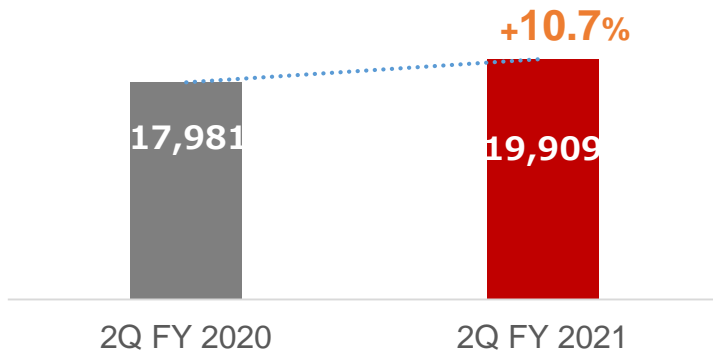
 **Enhance earnings**

Consolidated Financial Results

Consolidated Financial Highlights

- **Net Sales: ¥19,909 million (Up 10.7% YoY)**
- **Operating Profit: ¥1,205 million (Up 61.0% YoY)**

Net Sales (Millions of yen)

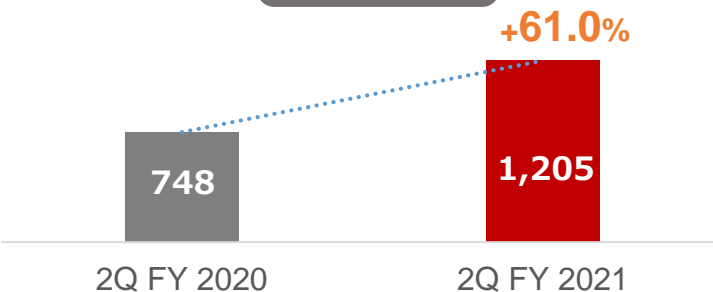


Reasons for the increase in net sales

- Delays in new car shipments on a slight recovery trend
- Sales of used cars were also strong
- Recurring revenue-based business like vehicle maintenance and insurance were also strong

Record 2Q performance

Operating Profit



Reasons for the increase in operating profit

- Increase in used car sales – which offer high levels of profitability
- Efficiency improvements through the effective use of resources and by reviewing workflows
- Employee training expenses and travel expenses decreased due to the COVID-19 pandemic

Record 2Q performance

Consolidated Statements of Income

(Millions of yen)	2Q FY 2020	2Q FY 2021	Change	Percent Change
Net Sales	17,981	19,909	+1,927	10.7%
Operating Profit	748	1,205	+456	61.0%
Operating Profit Margin	4.2%	6.1%	+1.9Pt	-
Ordinary Profit	754	1,204	+449	59.6%
Ordinary Profit Margin	4.2%	6.1%	+1.9Pt	-
Profit	490	800	+310	63.3%
Profit Margin	2.7%	4.0%	+1.3Pt	-

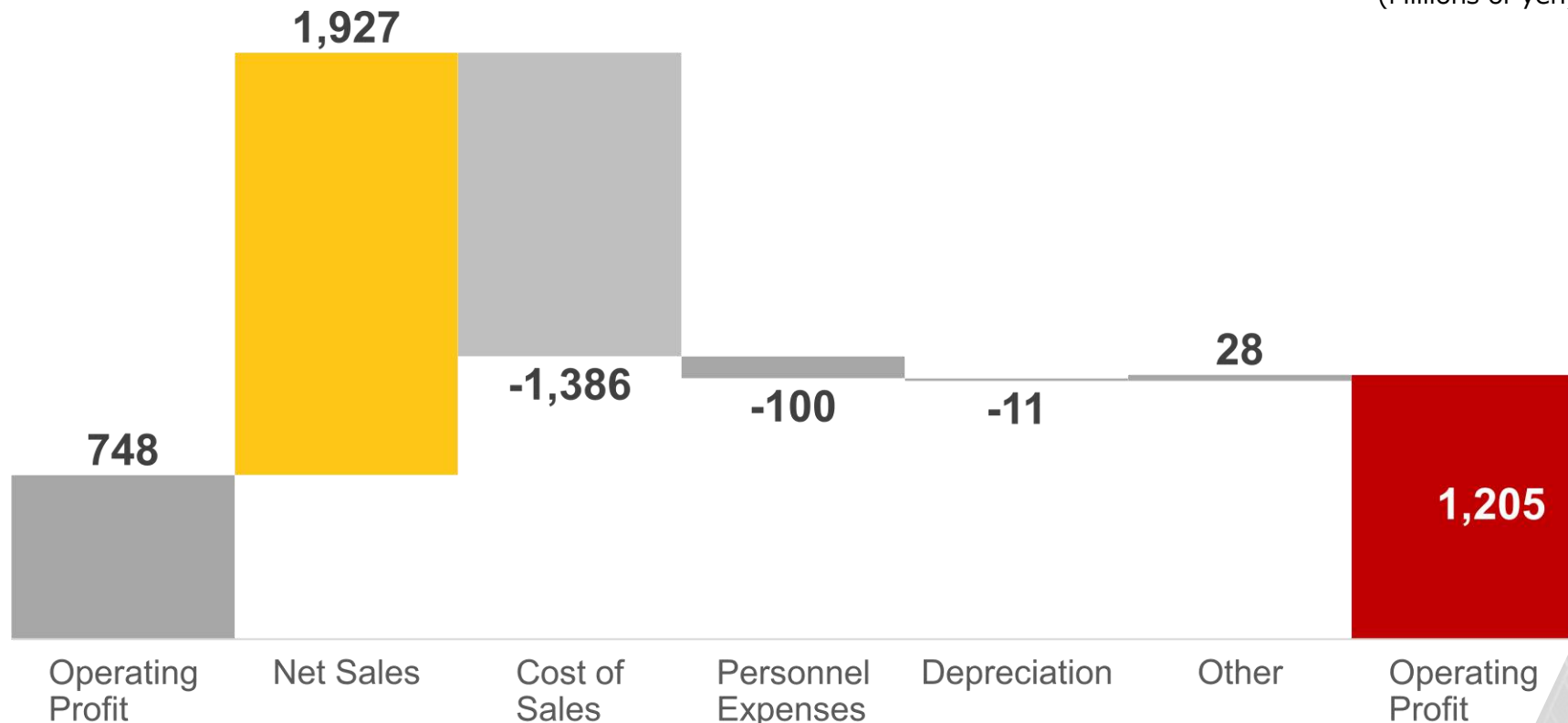
Record 2Q net sales performance thanks to a recovery trend in new car shipments and to strong used car sales

Operating profit margin continued improving, following an improvement in 1Q

Trend in Operating Profit (Analysis of Changes)

Net sales were up YoY across almost all categories,
primarily used cars
Increase in expenses due to an increase in the number of
dealerships and personnel

(Millions of yen)

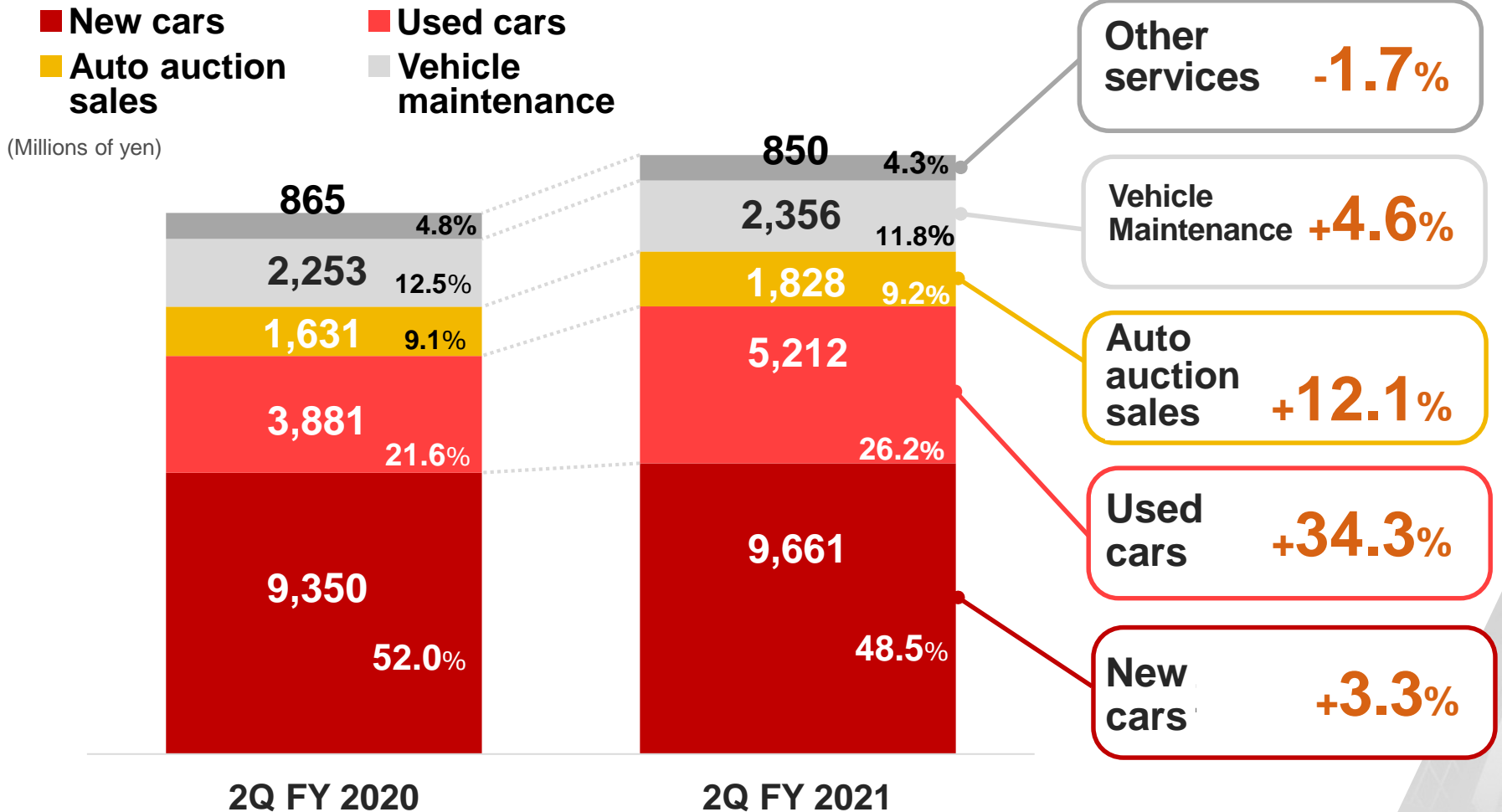


2Q FY 2020

2Q FY 2021

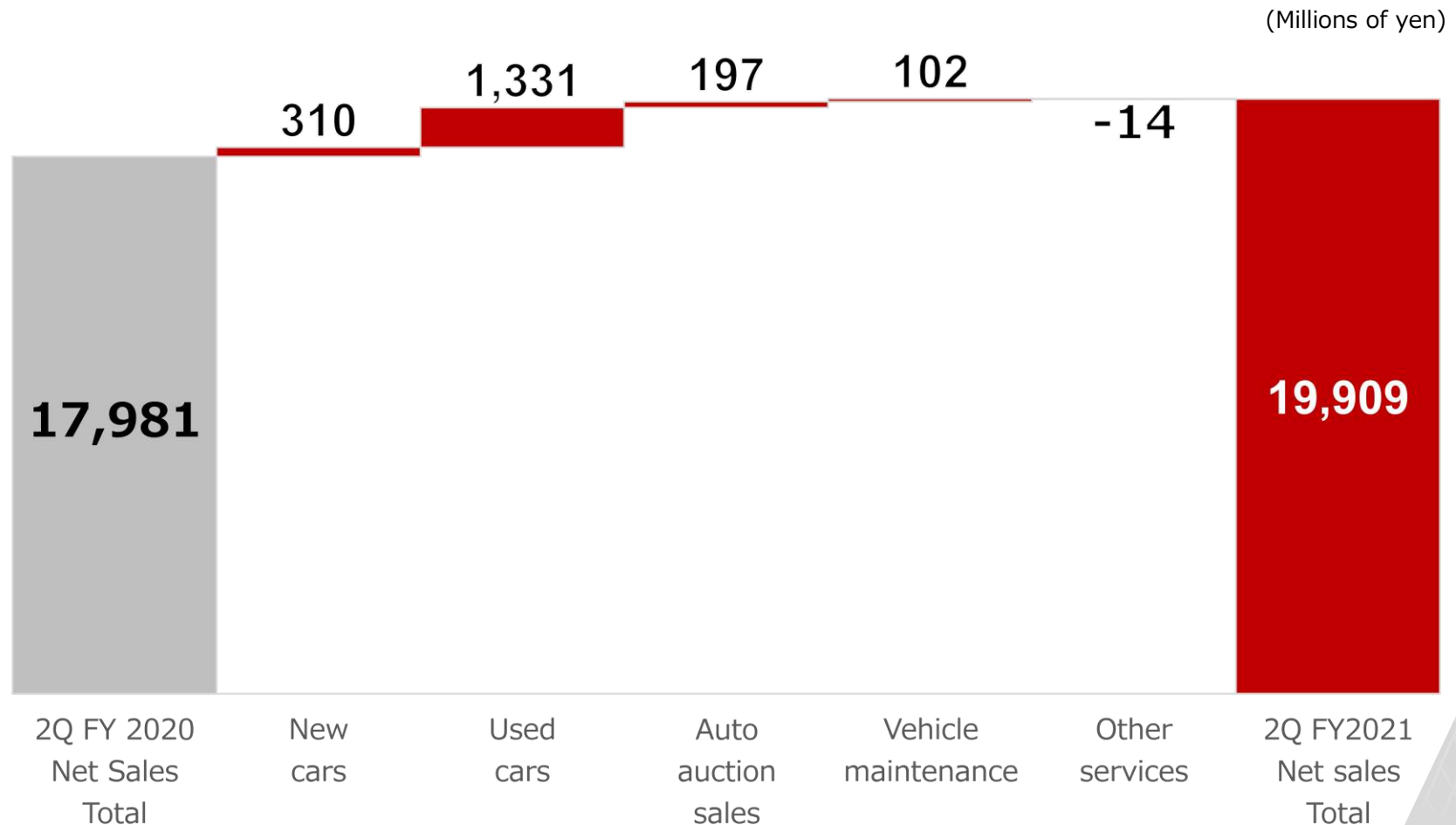
Net Sales by Category

Increase in the percentage of used cars in vehicle sales

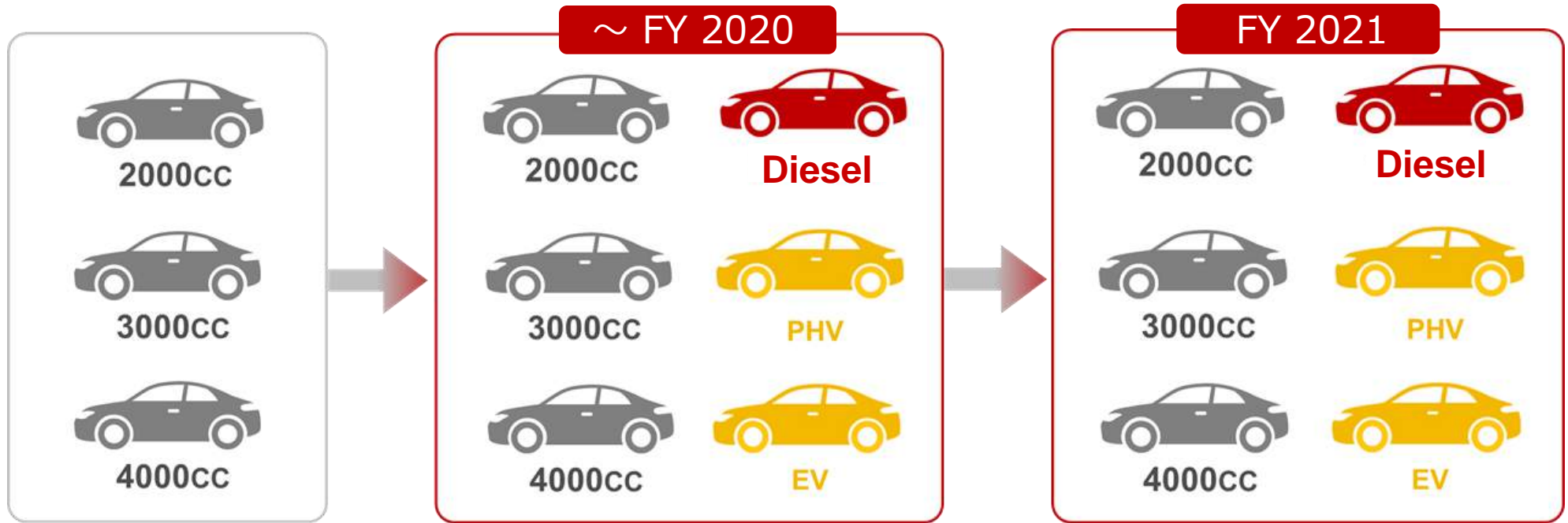


Analysis of Changes in Net Sales by Category

Net sales increased across almost all categories, centered on used cars



Increase in depreciation for demonstration cars



We have caught up on our efforts to address a wider variety of engine types. This resulted in a flat growth trend in the number of demonstration cars per dealership.


The percentage of vehicle depreciation expenses out of total depreciation expenses decreased slightly.

However, total amounts increased as a result of an increase in the number of dealerships and the handling of high-priced vehicles.

Consolidated Balance Sheets (Assets)

(Millions of yen)	FY 2020	2Q FY 2021	Change	Percentage change
Current assets	9,269	9,199	-69	-0.8%
Cash and deposits	2,522	3,109	+587	+23.3%
Merchandise	5,492	4,730	-762	-13.9%
Non-current assets	7,376	7,299	-77	-1.0%
Buildings and structures	3,313	3,456	+143	+4.3%
Total assets	16,645	16,498	-146	-0.9%
Ordinary profit to total assets (ROA)	7.6%	<small>*As of the end of 2Q</small> 7.3%	-0.3pt	

Total assets decreased by ¥146 million

 While cash and deposits increased by ¥587 million, merchandise decreased by ¥762 million

Consolidated Balance Sheets (Liabilities and Net Assets)

(Millions of yen)	FY 2020	2Q FY 2021	Change	Percentage change
Current Liabilities	9,261	8,598	-662	-7.2%
Accounts payable-trade	3,081	1,766	-1,315	-42.7%
Other current liabilities	1,700	2,181	+481	+28.3%
Non-current liabilities	1,261	1,061	-199	-15.8%
Total liabilities	10,522	9,660	-861	-8.2%
Net Assets	6,123	6,837	+714	+11.7%
Return on equity (ROE)	13.9%	<small>*As of the end of 2Q</small> 12.4%	-1.5pt	
Equity to total assets	36.8%	41.4%	+4.6pt	

Net assets increased by ¥714 million

Consolidated Statement of Cash Flows

(Millions of yen)	2Q FY 2020	2Q FY 2021	Change
Operating CF	-448	1,145	+1,592
Investing CF	-649	-214	+435
Financing CF	526	-344	-870
Net increase (decrease) in cash and cash equivalents	-570	587	+1,157
Cash and cash equivalents Balance	843	3,109	+2,267

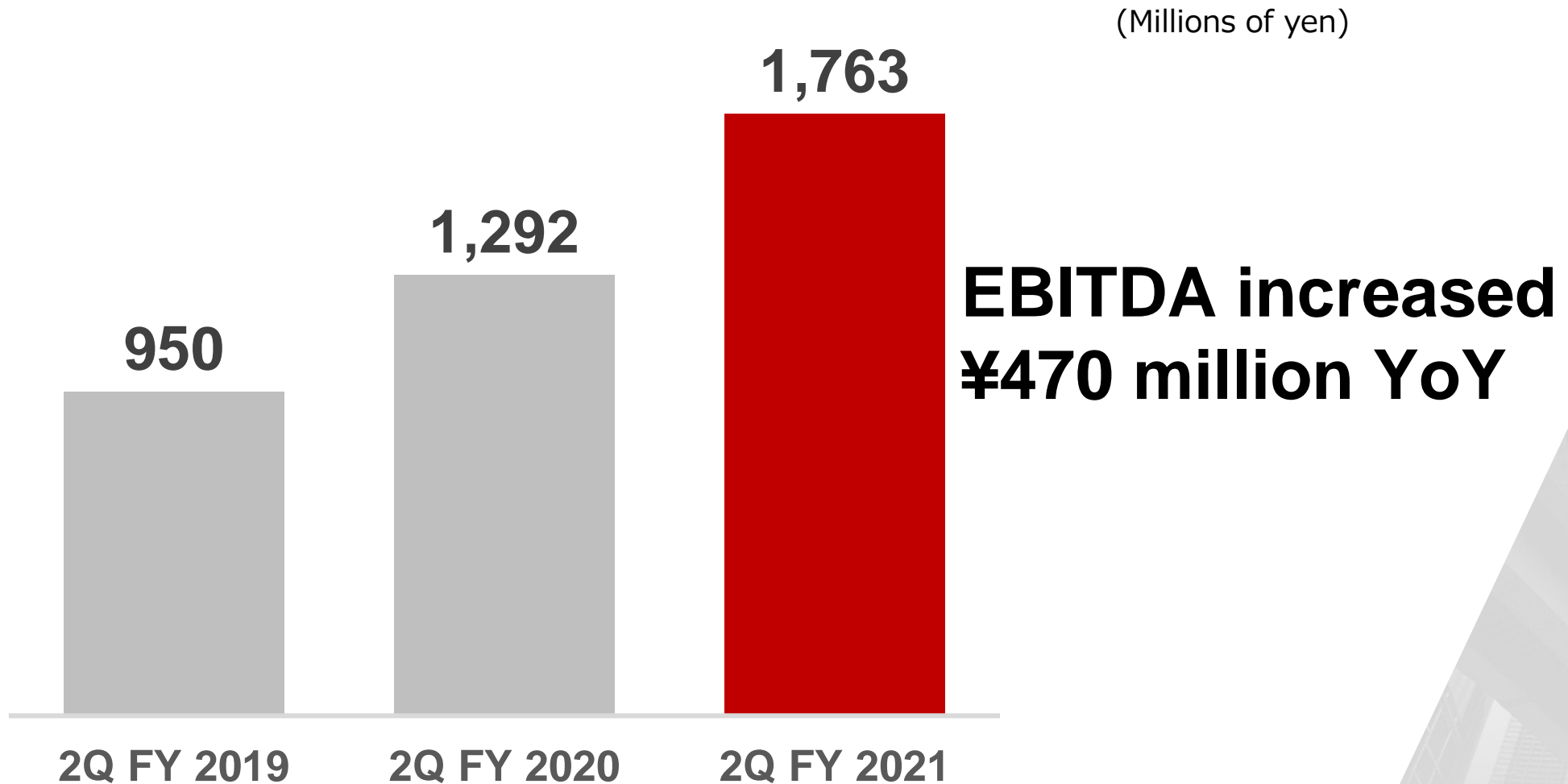
Main reasons for an increase in Operating CF

- + Decrease in notes and accounts payable-trade: ¥1,305 million

Main reasons for a decrease in investing CF

- + Expenses for the acquisition of non-current assets: ¥259 million... Expenses related to dealership relocations

EBITDA



Consolidated Financial Forecasts for the Fiscal Year Ending June 30, 2021

On the Upward Revision of the Full-Year Financial Forecast

(Millions of yen)	FY 2020 (Results)	Initial Forecast	Revised Forecast	Change	Percent Change
Net Sales	35,068	36,134	38,344	+2,209	6.1%
Operating Profit	1,160	1,180	1,836	+655	55.5%
Operating Profit Margin	3.3%	3.3%	4.8%	+1.5Pt	-
Ordinary Profit	1,196	1,170	1,830	+659	56.3%
Ordinary Profit Margin	3.4%	3.2%	4.8%	+1.6Pt	-
Profit	802	737	1,180	+443	60.1%
Profit margin	2.2%	2.0%	3.1%	+1.1Pt	-

In addition to an increase in net sales, we are progressing above initial forecast levels thanks to profit margin improvements, etc., allowing us to exceed the initial forecast

Based on the recent level of orders and 2Q results, we have revised the forecast as shown above

Highlights of Consolidated Financial Forecasts

Net sales: ¥38,344 million (Up 9.3% YoY)

Operating profit: ¥1,836 million (Up 58.2% YoY)

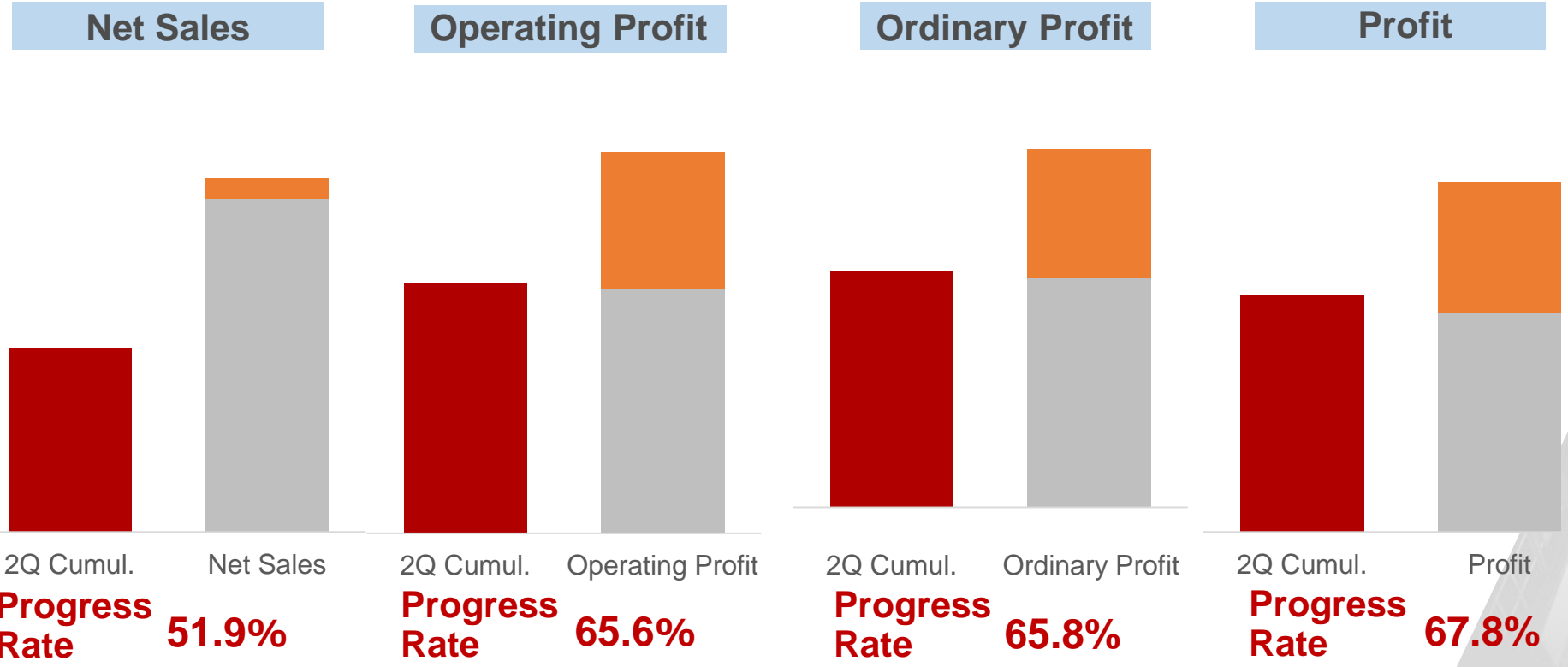
- We expect the impact of COVID-19 to continue being felt at least during the current fiscal year
- Focus on the sale of new cars – primarily of new models
- We expect continued instability in the supply of new cars, so we will also be focusing on used car sales
- Expansion of Recurring revenue-based businesses
- Improve inventory rotation and aim for management with high capital efficiency

Progress as of the End of 2Q

**Shipments for new cars on a recovery, following delays;
Used car sales also strong**

2Q progress rates versus the full-year forecast

■ Results
 ■ Initial Forecast
 ■ Revised Forecast (Cumul.)
 (Millions of yen)



Shareholder Returns

Shareholder Returns

- Raised the dividend payout ratio target from **15.0%→17.5%**, starting in fiscal year 2021
- We expect to raise the annual dividend for fiscal year 2021, to **¥21.77**, on the basis of an upward guidance revision

(Per share)	FY 2020 (Results)	FY 2021 (Initial forecast)	FY 2021 (Revised forecast)
Interim dividend	¥5.00	¥5.00	¥5.00
Year-end dividend	¥9.00	¥8.59	¥16.77
Annual dividend	¥14.00	¥13.59	¥21.77

Ordinary Shareholder Benefits

Number of shares held*	Record Date	Description of benefits
100 shares	June 30	QUO Card worth ¥1,000

* For shareholders holding at least one share unit (100 shares) and who are stated or recorded in the shareholder registry of the Company on the record date

APPENDIX

Corporate Outline and History

Corporate Outline

Tradename	WILLPLUS Holdings Corporation
Representative	Takaaki Naruse, President
Established	October 25, 2007
Head office	Shiba Mita Mori Building 8th Floor, 5-13-15, Shiba, Minato-ku, Tokyo, Japan
Capital	¥218 million (as of December 31, 2020)
Listed stock exchange	First Section, Tokyo Stock Exchange (Securities code: 3538)

WILLPLUS Holdings Corporation

CHECKER MOTORS CORPORATION

Importers: FCA JAPAN Limited
Jaguar Land Rover Japan Limited

Number of dealerships: 17 (As of June 30, 2020)

Brands carried:



Willplus Motoren Corporation

Importers: BMW Japan Corporation

Number of dealerships: 9 (As of June 30, 2020)

Brands carried:



Teio Auto Corporation

Importers: Volvo Car Japan Limited

Number of dealerships: 4 (As of June 30, 2020)

Brands carried:



Willplus Eins Corporation

Importers: Porsche Japan KK

Number of dealerships: 2 (As of June 30, 2020)

Brands carried:



Corporate History

July 2008
Made CHECKER MOTORS CORPORATION a subsidiary

⇒ Entered the Kanto area in earnest
⇒ Began carrying the FIAT and Alfa Romeo brands

July 2009

Took over two directly operated dealerships from Chrysler Japan Co., Ltd.

September 2009

Willplus Motoren Corporation took over the business of 5 BMW/MINI dealerships
⇒ Began carrying the BMW and MINI brands

April 2014
Made Teio Auto Corporation a subsidiary
⇒ Began carrying the VOLVO brand

November 2017
Established Willplus Eins Corporation

April 2018

Took over the business of Jaguar/Land Rover Shonan
⇒ Began carrying the JAGUAR and LANDROVER brands

December 2018
Took over the business of Porsche Sendai

⇒ Began carrying the PORSCHE brand
⇒ Entered the Tohoku area for the first time

March 2019

Newly opened MINI Yamaguchi, MINI NEXT Shunan
⇒ Entered the Chugoku area for the first time

April 2019

Took over the business of Jaguar/Land Rover Mitaka

As of June 30, 2007

3 dealerships



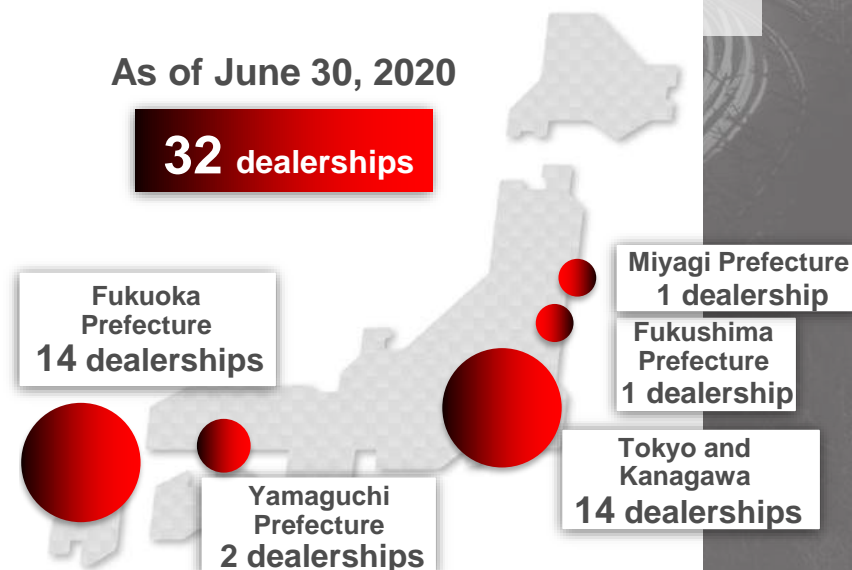
As of June 30, 2010

19 dealerships



As of June 30, 2020

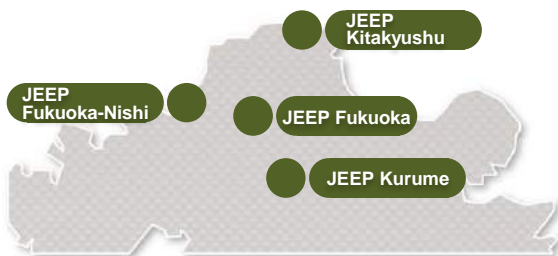
32 dealerships





Jeep **JEEP**
Wrangler

KYUSHU AREA



JEEP Fukuoka

3-19-3, Mugino, Hakata-ku,
Fukuoka
TEL: 092-574-4301



JEEP Fukuoka-Nishi

4-5-3, Fukushige, Nishi-ku,
Fukuoka
TEL: 092-894-5030



JEEP Kurume

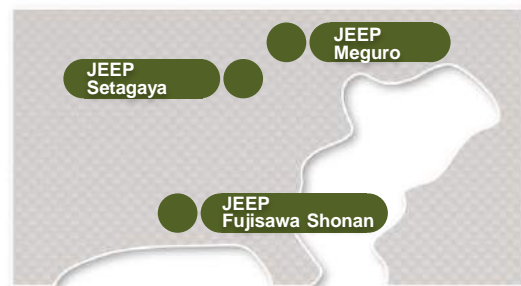
7-1-1, Higashiaikawa,
Kurume
TEL: 0942-40-7775



JEEP Kitakyushu

1-8-3, Kimachi,
Kokurakita-ku, Kitakyushu
TEL: 093-583-0770

TOKYO AREA



JEEP Setagaya

1-34-11, Kaminoge,
Setagaya-ku
TEL: 03-3704-1261



JEEP Fujisawa Shonan

6-50, Akamatsucho, Chigasaki
TEL: 0467-50-1411



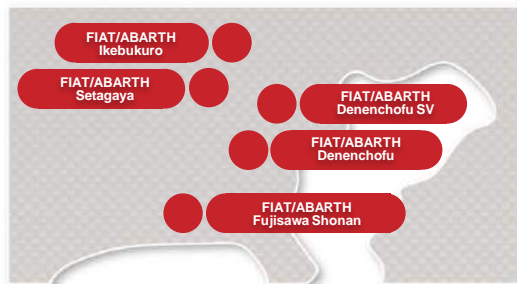
JEEP Meguro

2-23-18, Shimomeguro,
Meguro-ku
TEL: 03-5436-6631

FIAT/ABARTH



TOKYO AREA



FIAT/ABARTH Denenchofu

2-7-19, Tamagawadenenchofu,
Setagaya-ku
TEL: 03-3722-3722



FIAT/ABARTH Setagaya

2-4-11, Setagaya, Setagaya-ku
TEL: 03-5426-4301



FIAT/ABARTH Ikebukuro

4-9-2, Komone, Itabashi-ku
TEL: 03-5917-0377



FIAT/ABARTH Fujisawa Shonan

6-50, Akamatsucho, Chigasaki
TEL: 0467-50-1421



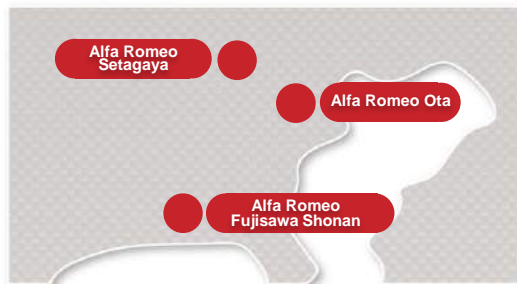
FIAT/ABARTH Denenchofu Service

1-3-8, Minamisenzoku, Ota-ku
TEL: 03-5754-3722

Alfa Romeo



TOKYO AREA



Alfa Romeo Ota

1-3-8, Minamiszozoku, Ota-ku
TEL : 03-5754-3728



Alfa Romeo Setagaya

2-4-11, Setagaya, Setagaya-ku TEL:
03-5426-4301



**Alfa Romeo
Fujisawa Shonan**

6-50, Akamatsucho, Chigasaki
TEL: 0467-50-1421

JAGUAR/LAND ROVER



JAGUAR
F-TYPE



LAND ROVER
DIFFENDER

TOKYO AREA



Jaguar/Land Rover Mitaka

3-25-12, Nozaki, Mitaka
TEL: 0422-31-1120



Jaguar/Land Rover Shonan Showroom

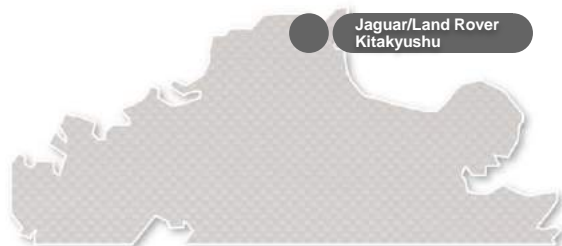
2-22, Shiomidai, Chigasaki
TEL: 0467-39-5517



Jaguar/Land Rover Shonan Approved/ Service Center

3277, Kameino, Fujisawa
TEL : 0463-51-4088

KYUSHU AREA



Jaguar/Land Rover Kitakyushu

30-1, Nishiminatomachi, Kokurakita-ku,
Kitakyushu
TEL: 093-562-0707



BMW BMW 5 Series Sedan

KYUSHU AREA

Willplus BMW Yahata

Willplus BMW Kokura

BMW Premium Selection Yahata



Willplus BMW Kokura

1-1-25, Tatemachi, Kokurakita-ku,
Kitakyushu
TEL: 093-591-1166



Willplus BMW Yahata

2-1-1, Momozono, Yahatahigashi-ku,
Kitakyushu
TEL: 093-663-6555



BMW Premium Selection Yahata

2-1-1, Momozono, Yahatahigashi-ku,
Kitakyushu
TEL: 093-663-6555

KYUSHU AREA



MINI
MINI 3 DOOR

CHUGOKU AREA



MINI Kokura

1-7-10, Kimachi, Kokurakita-ku,
Kitakyushu
TEL: 093-571-4132



MINI Fukuoka-Nishi

3-33-11, Fukushige, Nishi-ku,
Fukuoka
TEL: 092-892-8132



MINI Hakata

3-19-5, Mugino, Hakata-ku,
Fukuoka
TEL: 092-593-9832



MINI Shinjuku

6-14-1, Nishi-Shinjuku,
Shinjuku-ku
TEL: 03-5909-8632

TOKYO AREA



MINI NEXT Nakano/ MINI Shinjuku Service Center

2-28-10, Eharacho, Nakano-ku
TEL: 03-3954-5021



MINI Yamaguchi

939-1, Asada, Yamaguchi
TEL: 083-901-3132



MINI NEXT Shunan

13-7, Yokohamacho, Shunan
TEL: 0834-33-6800



VOLVO
XC40

KYUSHU AREA



Volvo Car Fukuoka

3-20-38, Iikura, Sawara-ku, Fukuoka
TEL: 092-832-2233



Volvo Car Fukuoka-Minami

4-12-1, Mikasagawa, Onojo
TEL: 092-504-8800



Volvo Car Kitakyushu

4-7-22, Ichieda, Tobata-ku,
Kitakyushu
TEL: 093-873-3838



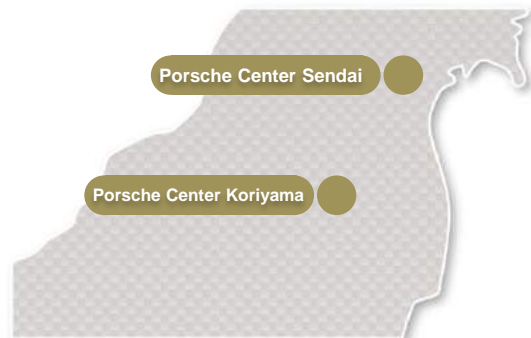
Volvo Car Kurume

4-1-27, Higashiaikawa, Kurume
TEL: 0942-45-0960



PORSCHE
Taycan

TOHOKU AREA



Porsche Center Sendai

2-1-13, Yamanotera, Izumi-ku, Sendai
TEL: 022-375-0911



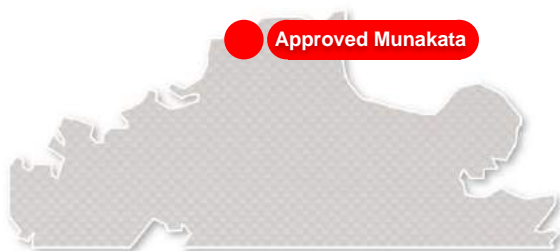
Porsche Center Koriyama

16-200, Matsugasaku, Kikutamachi,
Koriyama
TEL: 024-963-1911

CHECKER MOTORS Co., LTD.



KYUSHU AREA



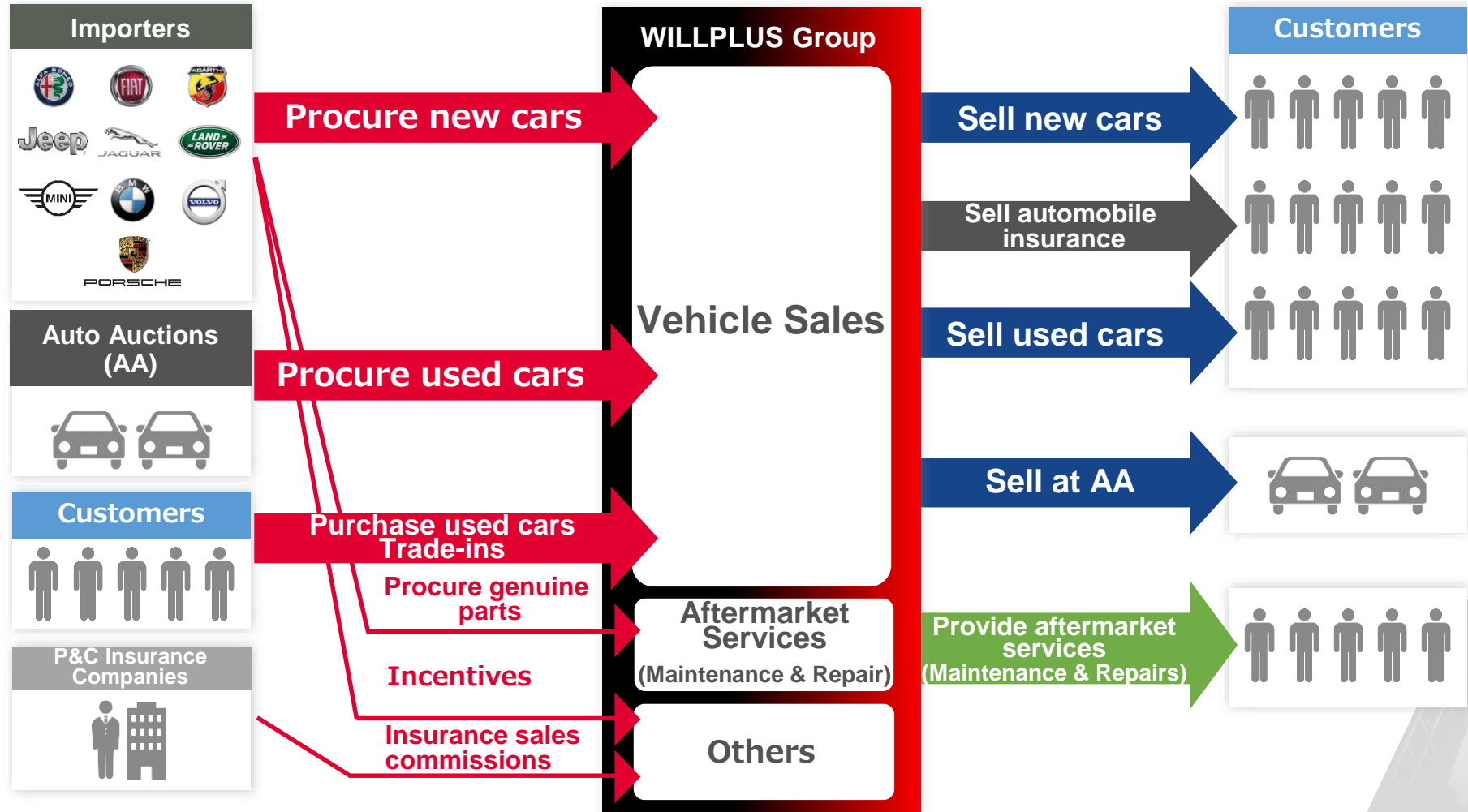
Approved Munakata

786-4, Omaru, Munakata, Fukuoka
Prefecture
TEL: 0940-37-7007

Description of Business

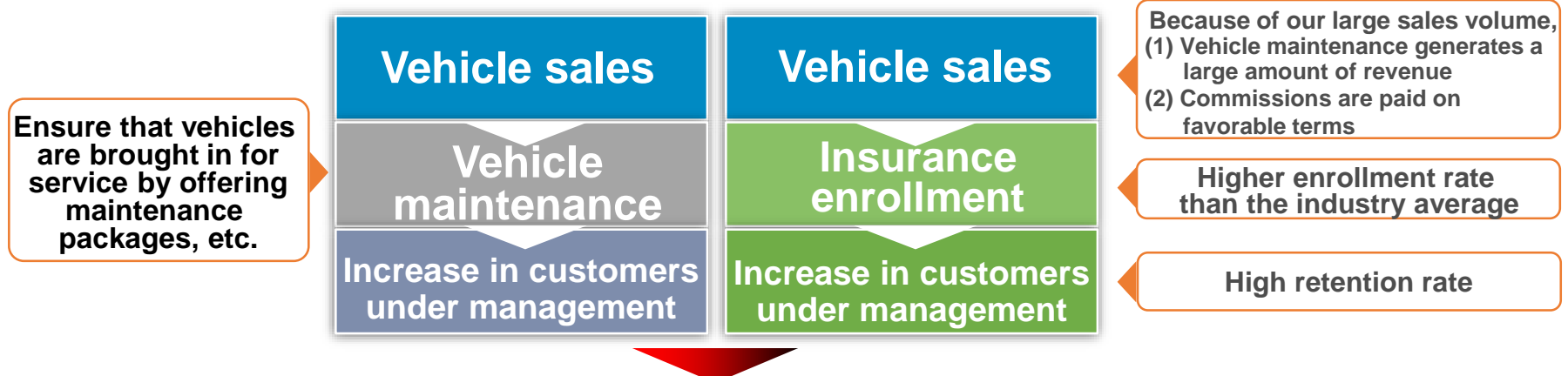
Description of Business

Engaged in new cars, used cars, auto auction sales, vehicle maintenance, and other services

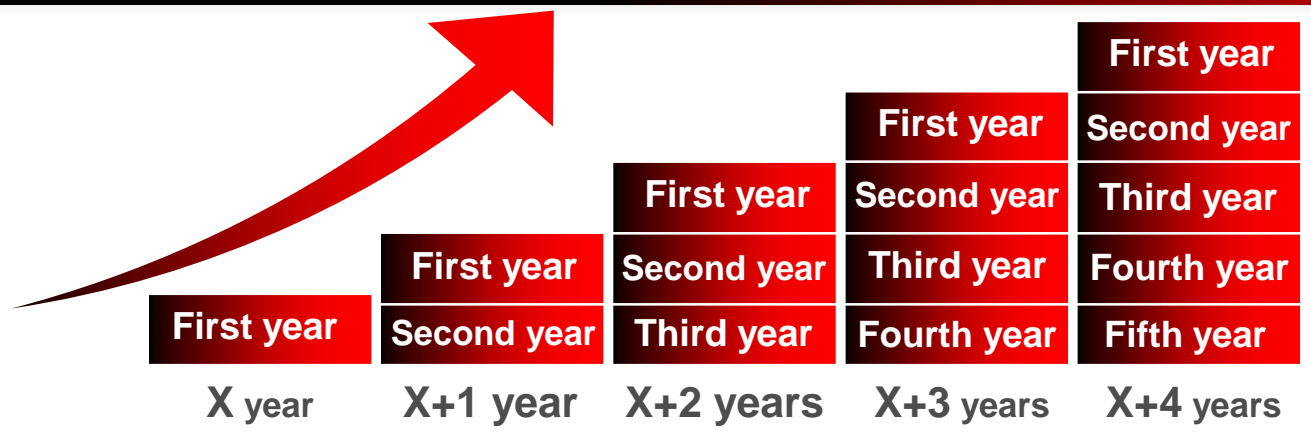


Recurring Revenue-Based Businesses

The vehicle maintenance and other business has a recurring revenue-based business model



Steady revenues from a recurring revenue-based business model



Growth Strategies

Group Growth Strategies

Multi-brand Strategy

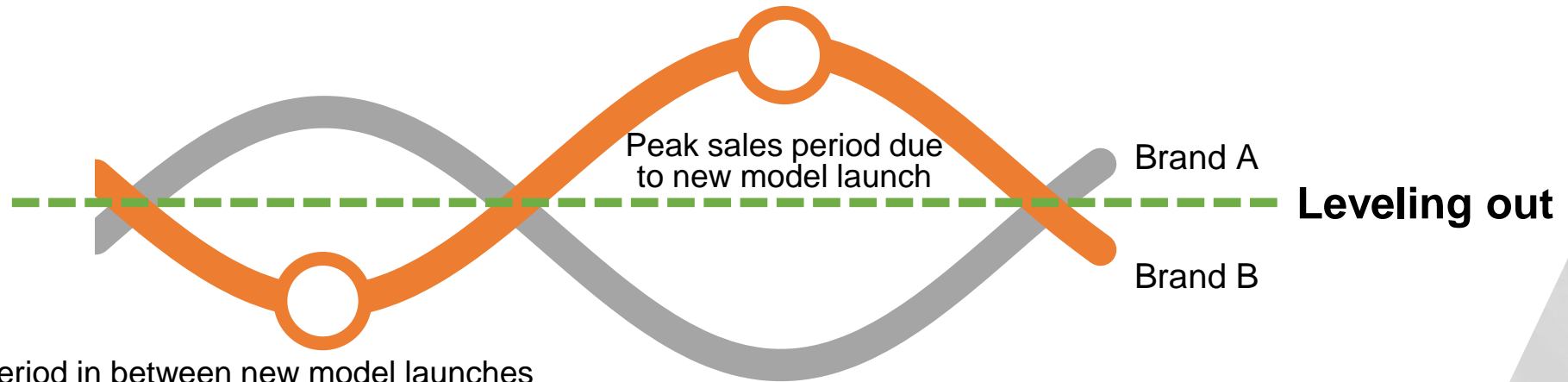
Dominant Strategy

M&A Strategy

Multi-Brand Strategy

Level out the impact of differences in the timing of launching new models among brands by carrying a total of ten brands

Illustration of how the impact of differences in the timing of launching new models is leveled out



X Year New Models

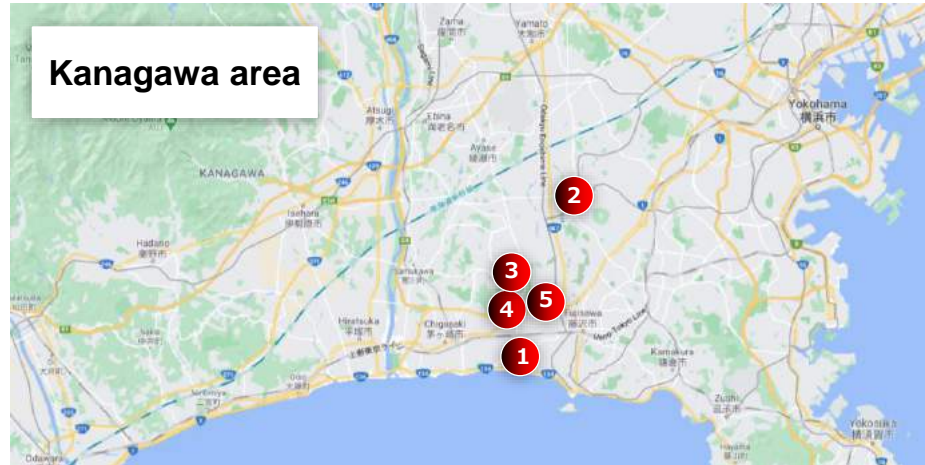
EVOQUE	1 Series	560

X+1 Year New Models

DEFENDER	RENEGADE 4xe	Taycan

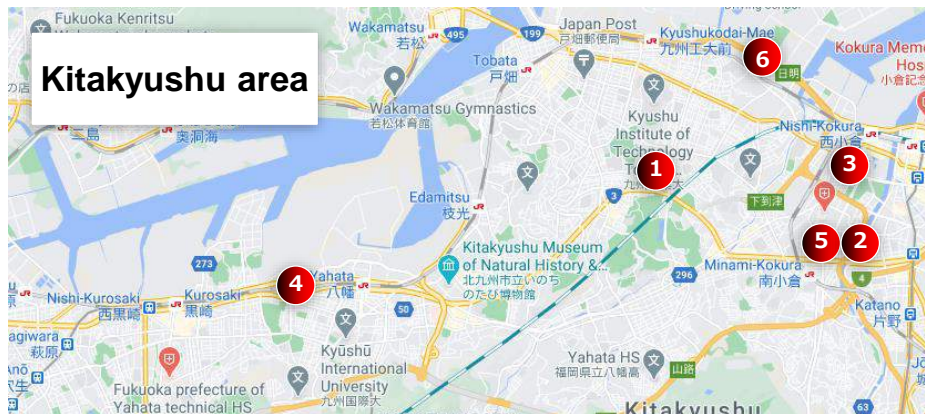
Dominant Strategy

Dominant dealer networks (examples)



Kanagawa area dealer network

- ① Jaguar/Land Rover Shona (Shonan Showroom)
- ② Jaguar/Land Rover Shonan (Approved Shonan /Service Center)
- ③ JEEP Fujisawa Shonan
- ④ Alfa Romeo Fujisawa Shonan
- ⑤ FIAT/ABARTH Fujisawa Shonan



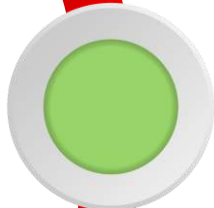
Kitakyushu area dealer network

- ① Volvo Car Kitakyushu
- ② JEEP Kitakyushu
- ③ BMW Kokura
- ④ BMW Yahata
- ⑤ MINI Kokura
- ⑥ Jaguar/Land Rover Kitakyushu

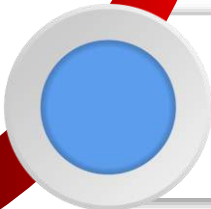
M&A Strategy



Expanding into new areas



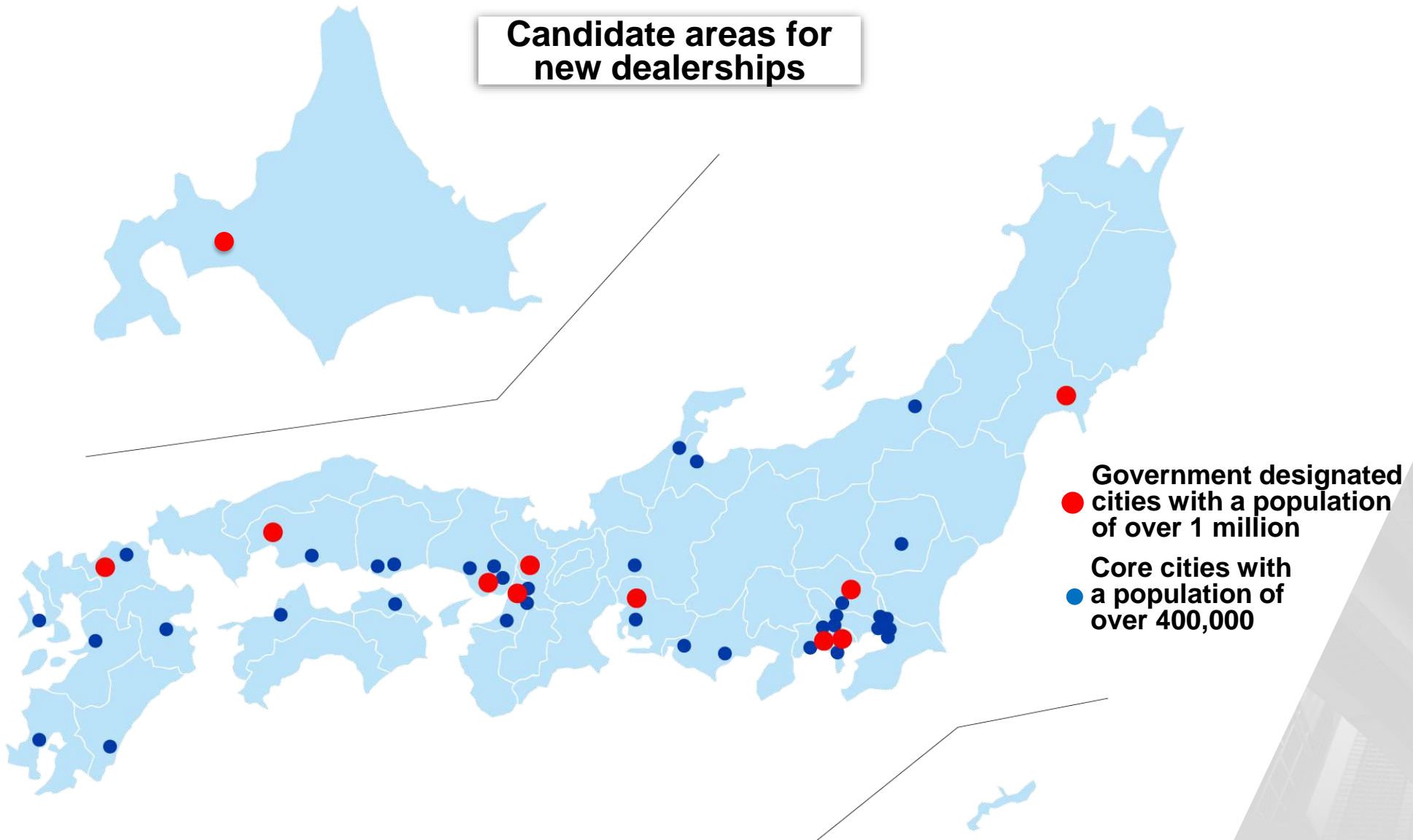
**Acquisition of new brands
(Multi-brand strategy)**



**Expanding the market share
of existing brands**

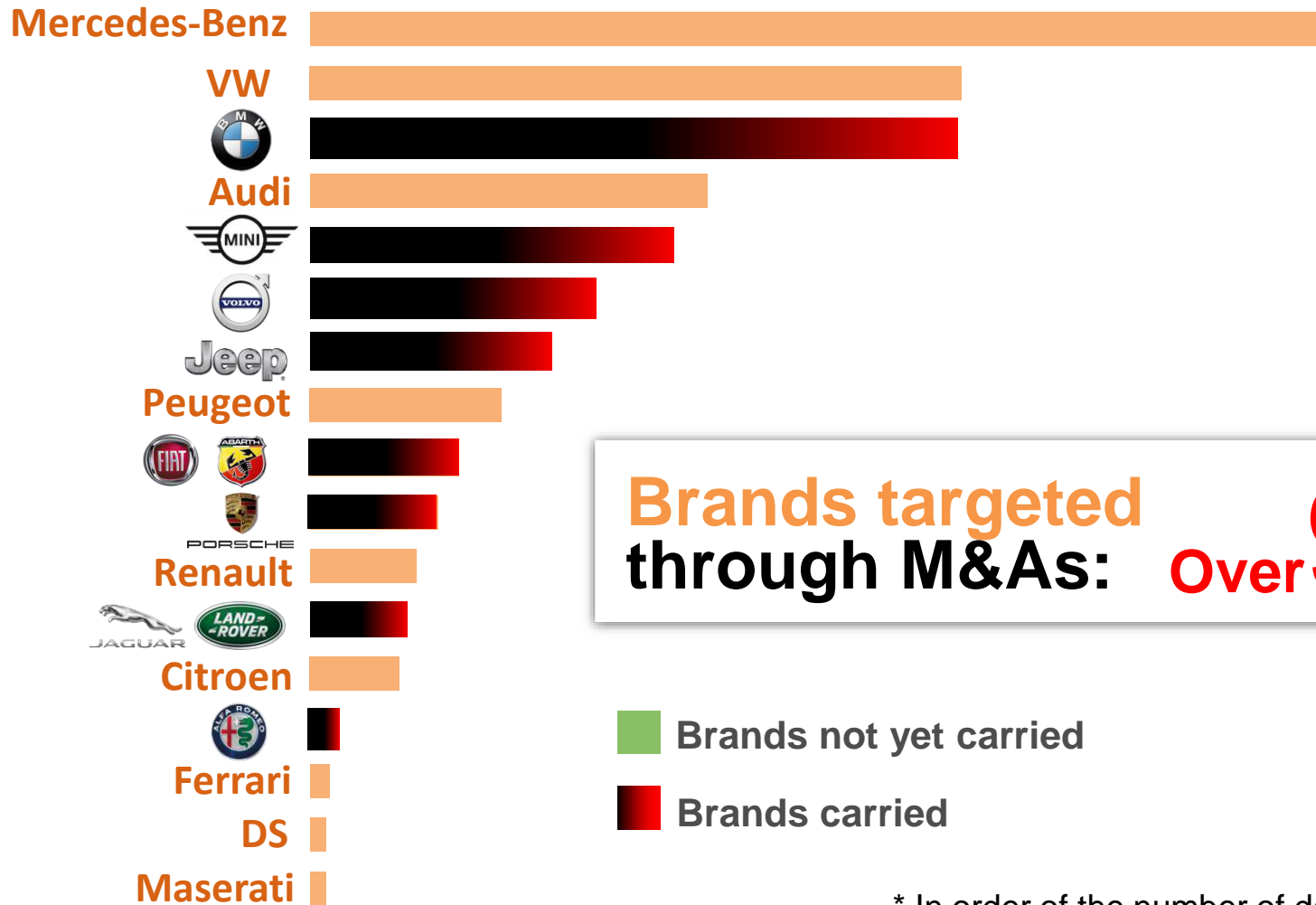
M&A Strategy

Candidate areas for
new dealerships



M&A Strategy

Brands not yet carried



Brands targeted through M&As: **Over 9**

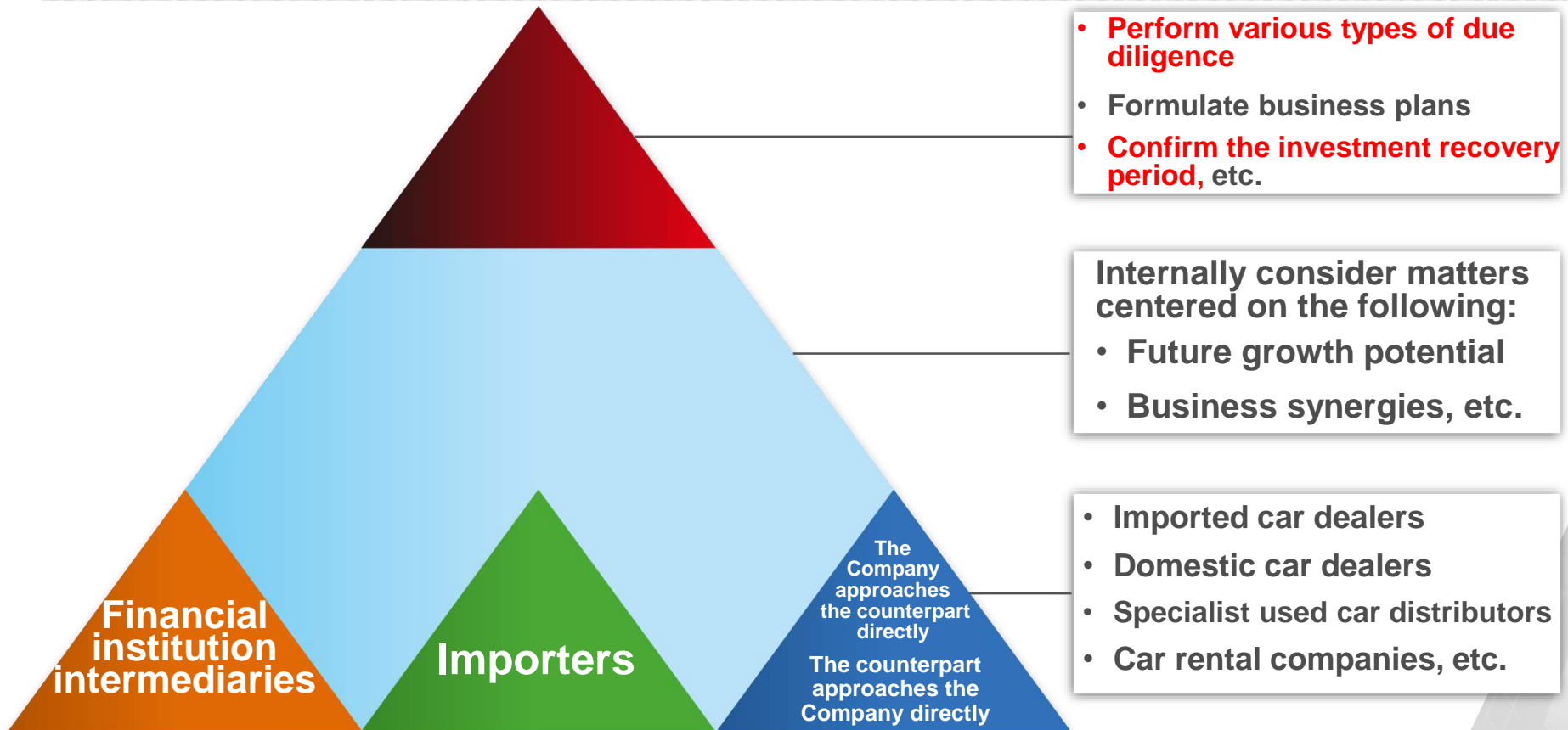
■ Brands not yet carried
■ Brands carried

* In order of the number of domestic new vehicle registrations

M&A Strategy

Identification and execution of M&A deals

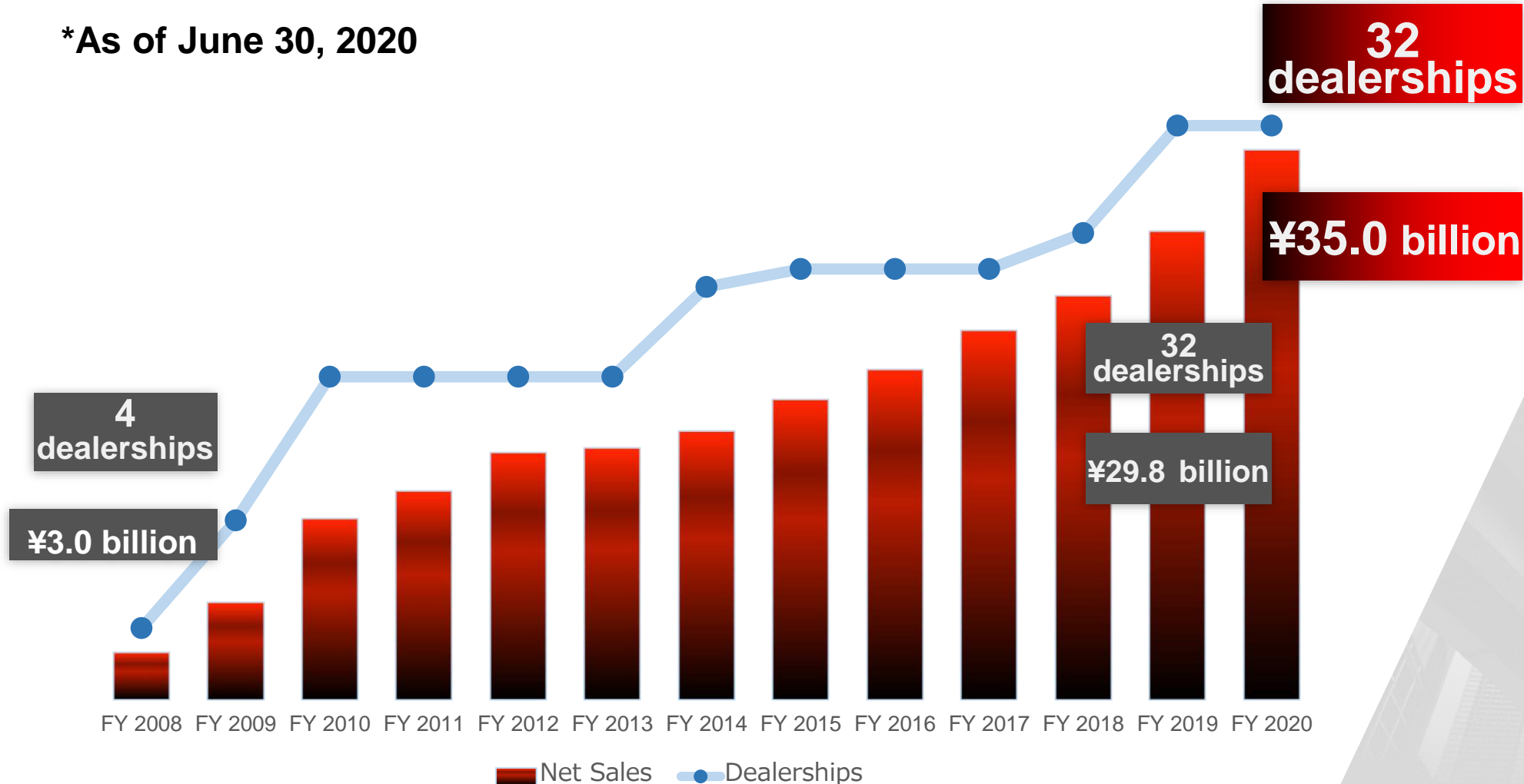
- Identify deals through such means as referrals from financial institutions and other intermediaries, and proposals put forward by importers and business owners
- Conduct due diligence only on M&A deals that meet the Company's criteria for recovering investment, and execute the M&A deals following negotiations



Trend in the Number of Dealerships and Net Sales

Net sales increased due to proactive M&A and new dealership openings

*As of June 30, 2020



Market Trends

Japan's Automobile Market

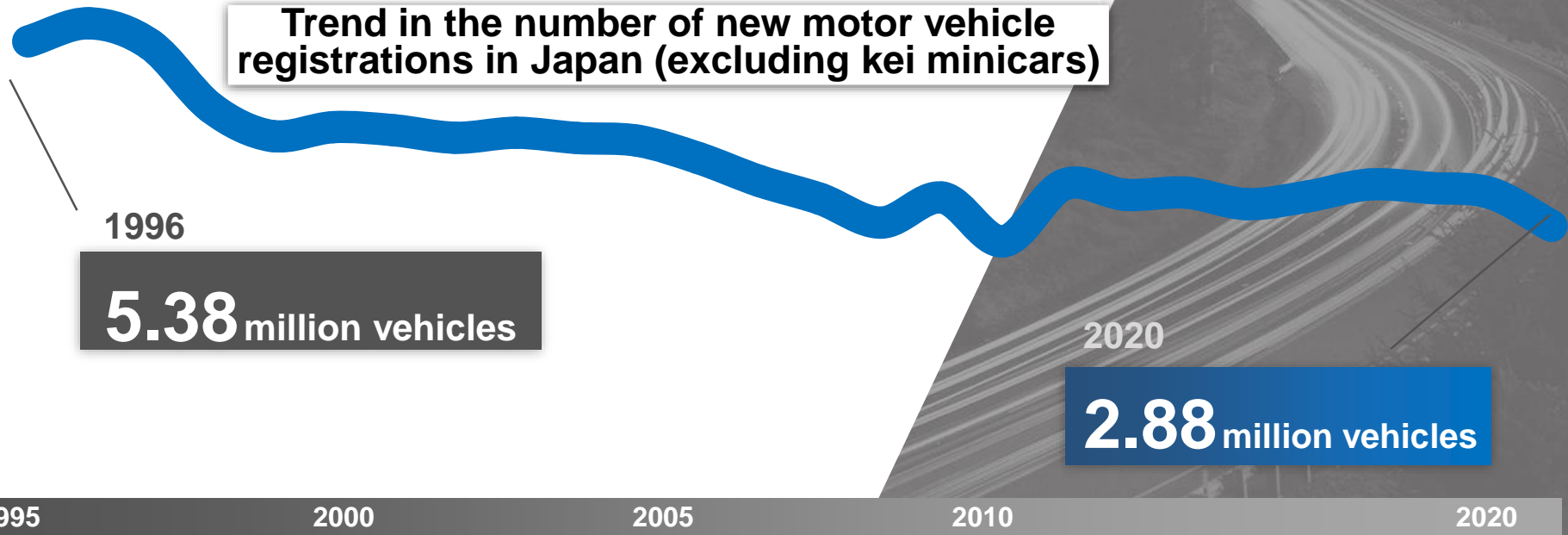
A declining trend in the number of new motor vehicle registrations in Japan

Aging society with fewer children

Lengthening periods of vehicle ownership due to improved vehicle performance

Changes in consumption styles and preferences

Trend in the number of new motor vehicle registrations in Japan (excluding kei minicars)



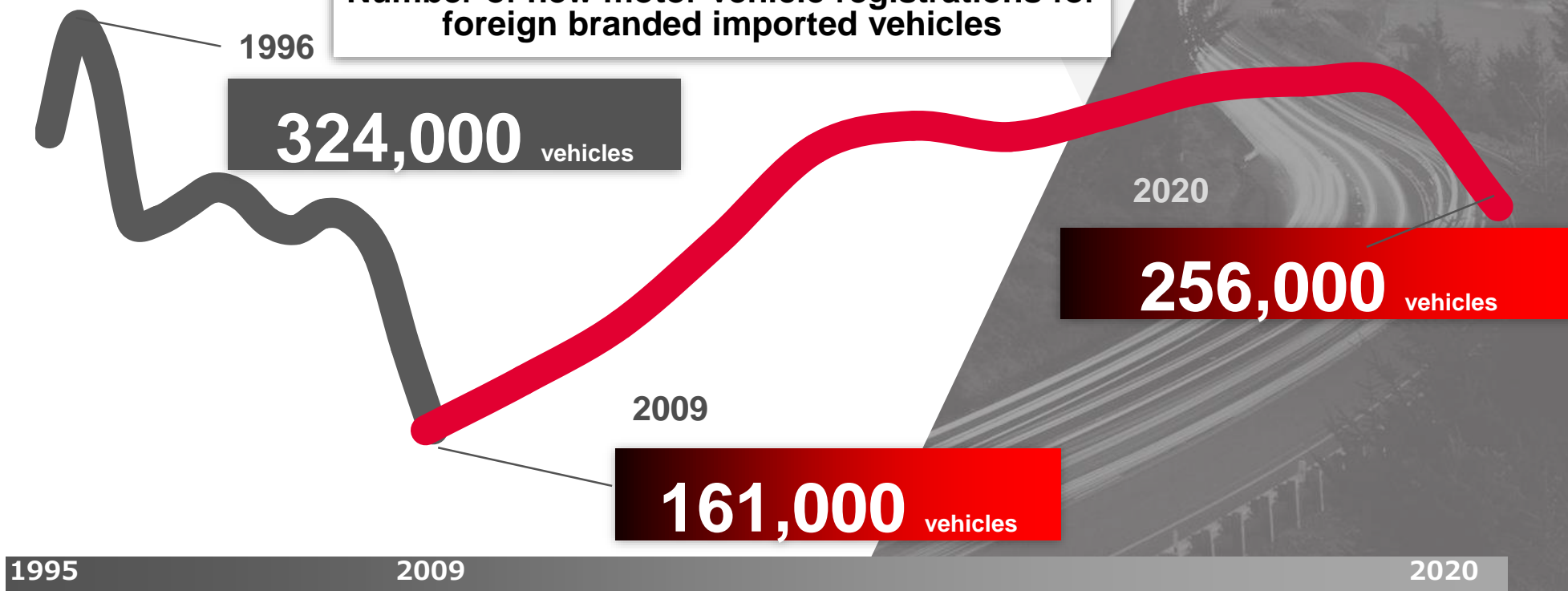
Source: Prepared by WILLPLUS Holdings based on reports issued by the JAPAN AUTOMOBILE DEALERS ASSOCIATION

Japan's market for Imported Vehicles

Growth trend in Japan's market for imported vehicles

The number of new motor vehicle registrations has increased since the Lehman Brothers bankruptcy

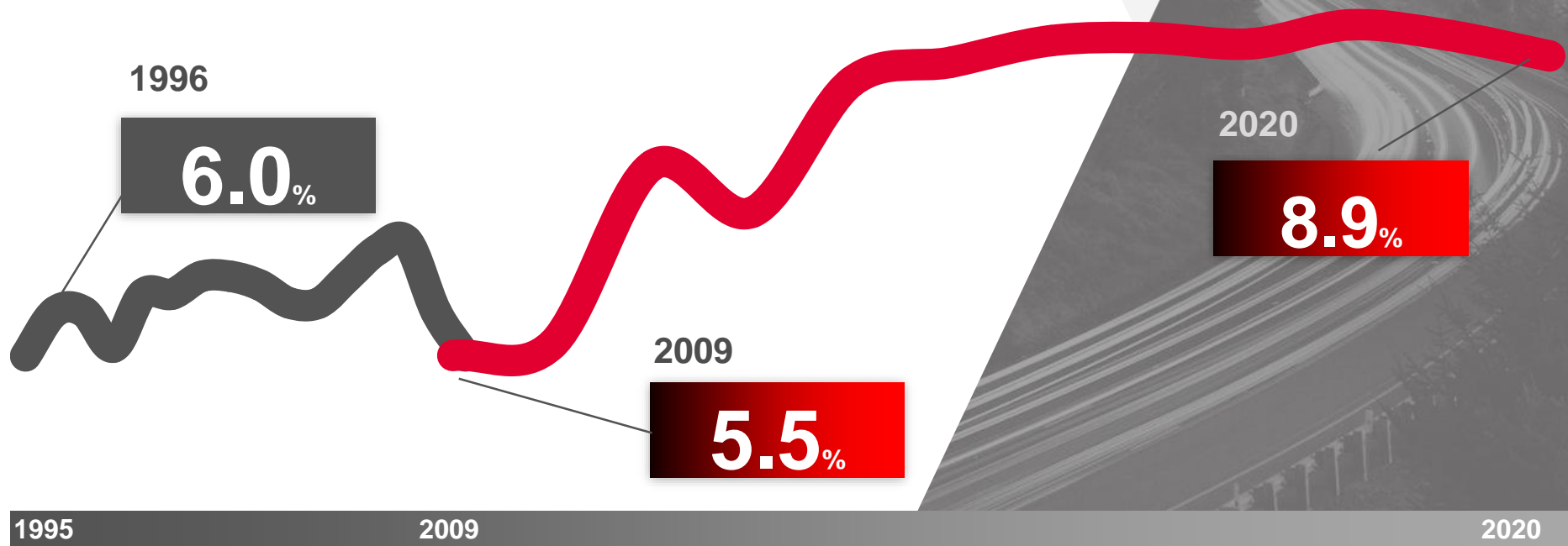
Number of new motor vehicle registrations for foreign branded imported vehicles



Japan's Market for Imported Vehicles

The share of imported vehicles in the domestic passenger vehicle market (excluding kei minicars) has increased

Share of imported vehicle registrations in the number of new motor vehicle registrations in Japan (excluding kei minicars)

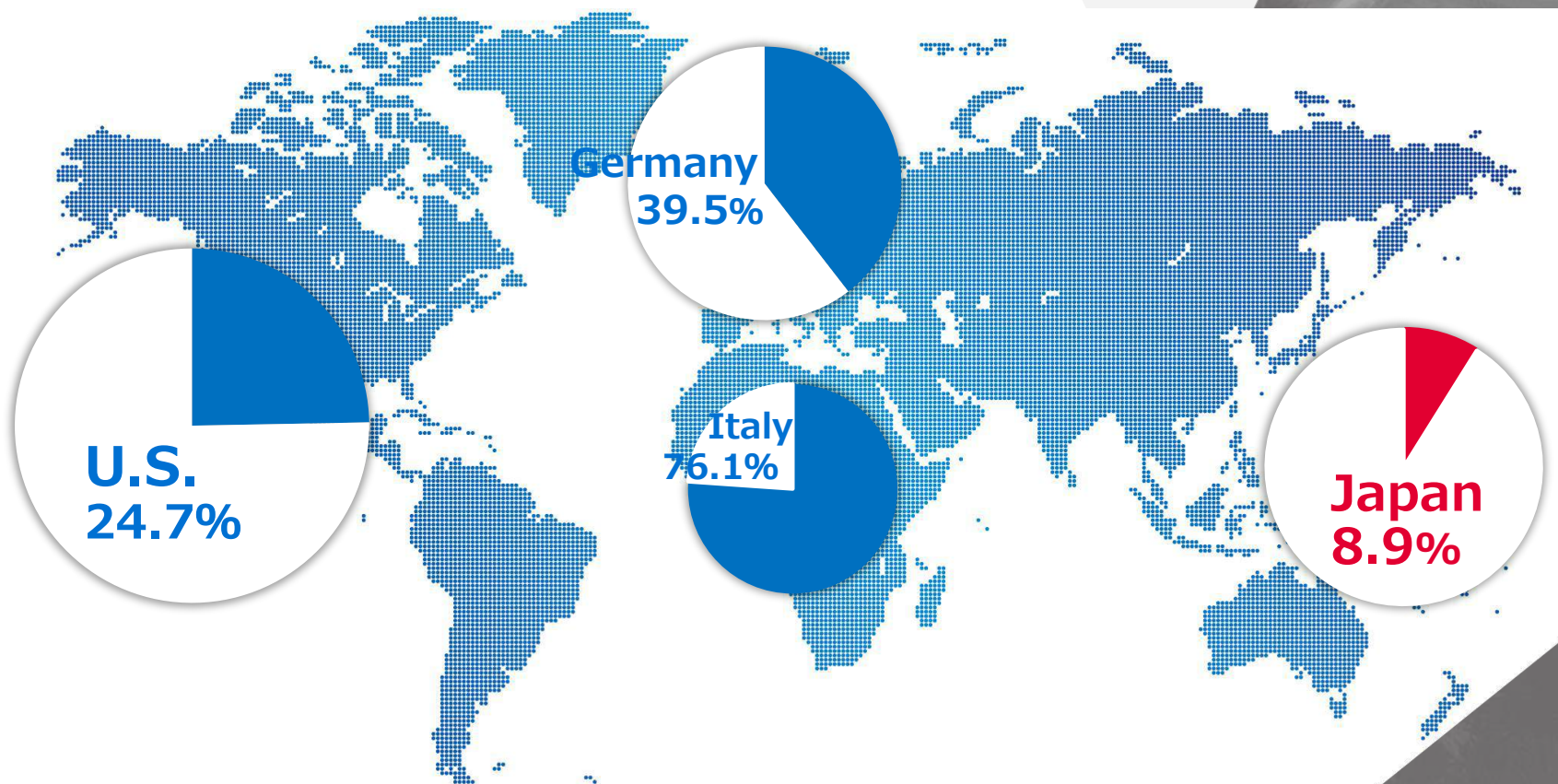


Market Share Expansion of Imported Vehicles in Japan

The market share of imported vehicles in Japan is growing, but it is still lower than in various other countries



Germany has these brands and a market share of imported vehicles of 39.5%



The Importance of the Recurring Revenue-Based Business Model Going Forward

The automobile industry is about to undergo a period of great change

Longer vehicle longevity
Technological innovation
Increase in the number of vehicles owned

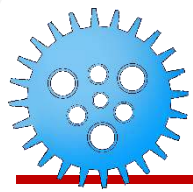
Expansion of the recurring revenue-based business model



1970



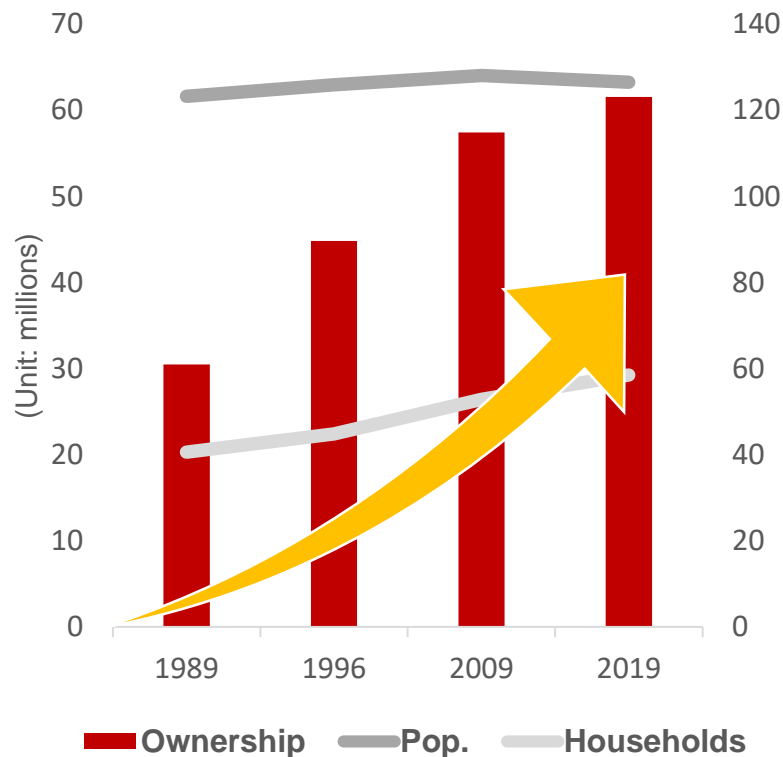
2020



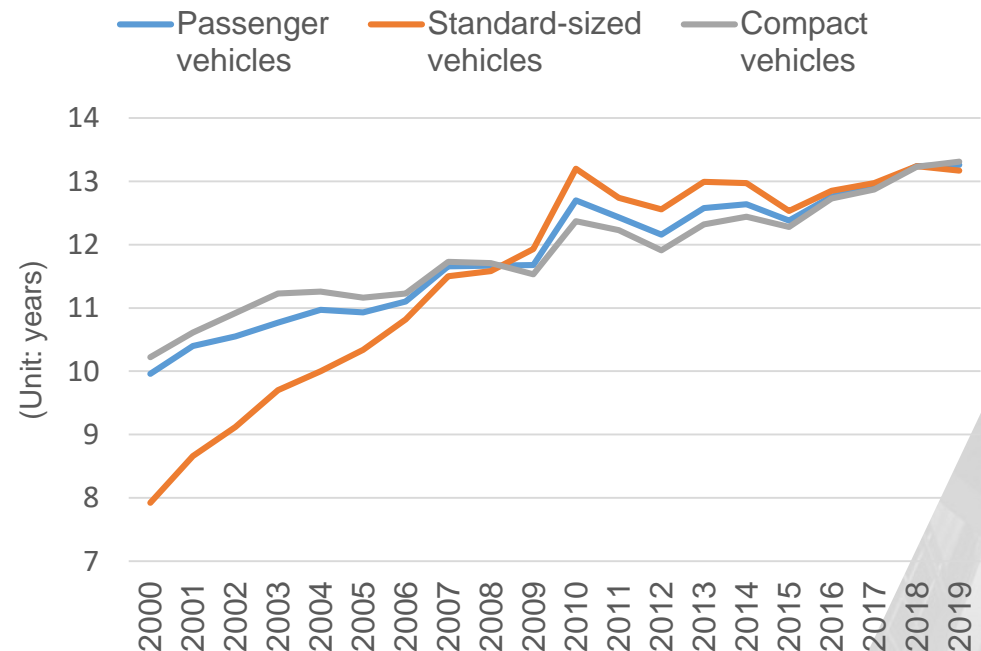
Changes in the Market Environment

Upward trend in vehicle ownership numbers and average automobile lifespan, despite stagnant population growth

Changes in domestic population and vehicle ownership numbers



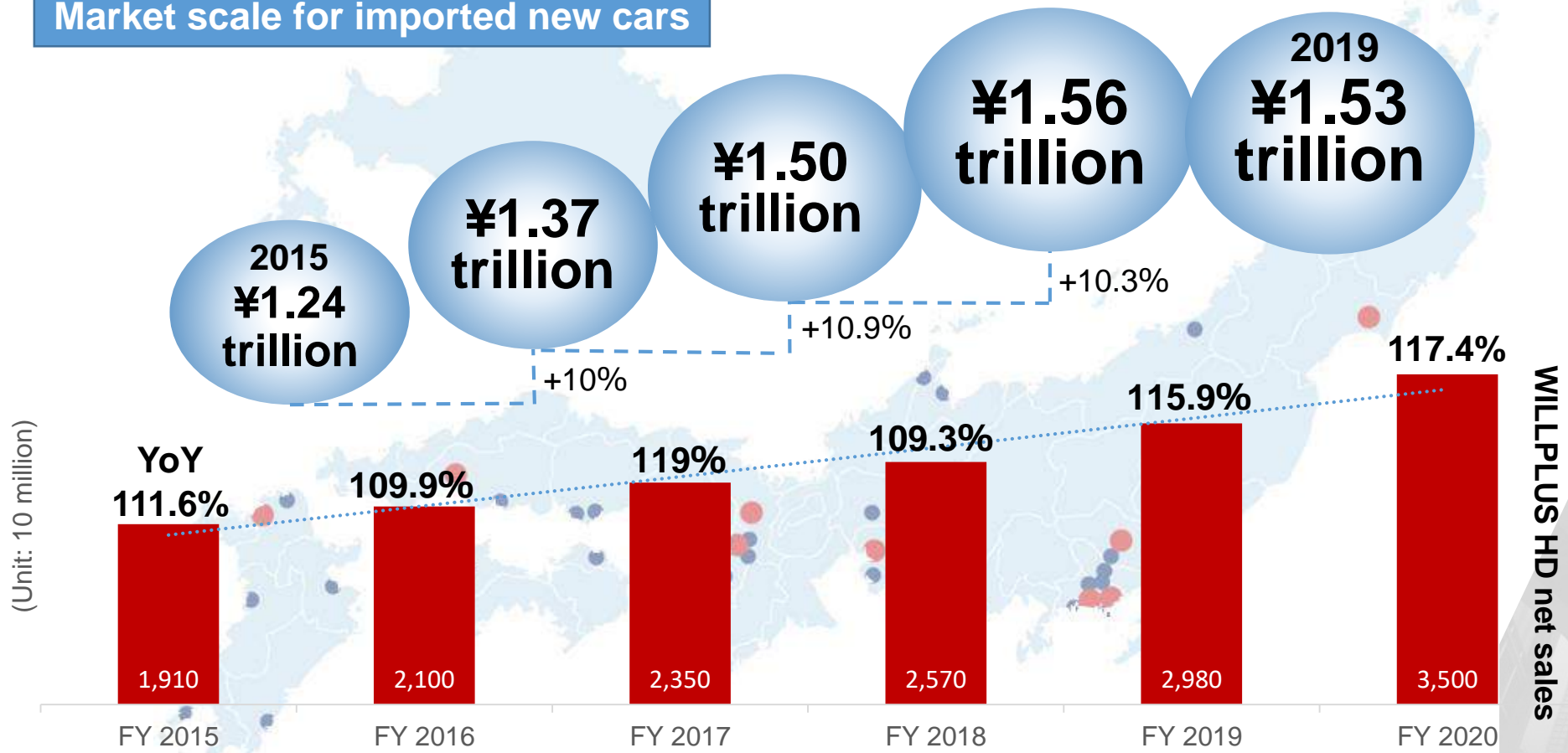
Trend in average automobile lifespan



Market Scale and Future Outlook

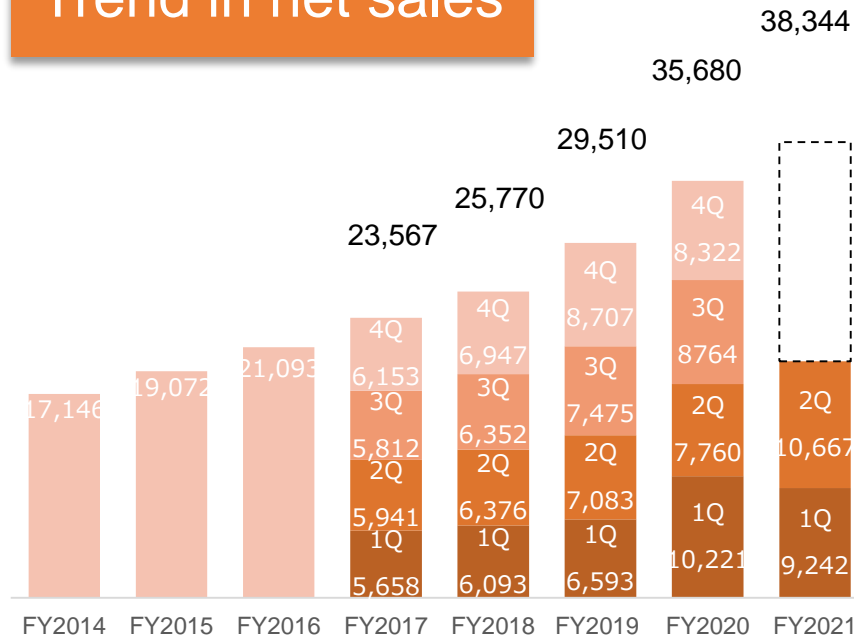
Continued robust growth in the market scale and WILLPLUS HD's net sales. Amidst a consolidation trend amongst small-to-medium-sized dealers, we will aim to expand our share through M&A

Market scale for imported new cars

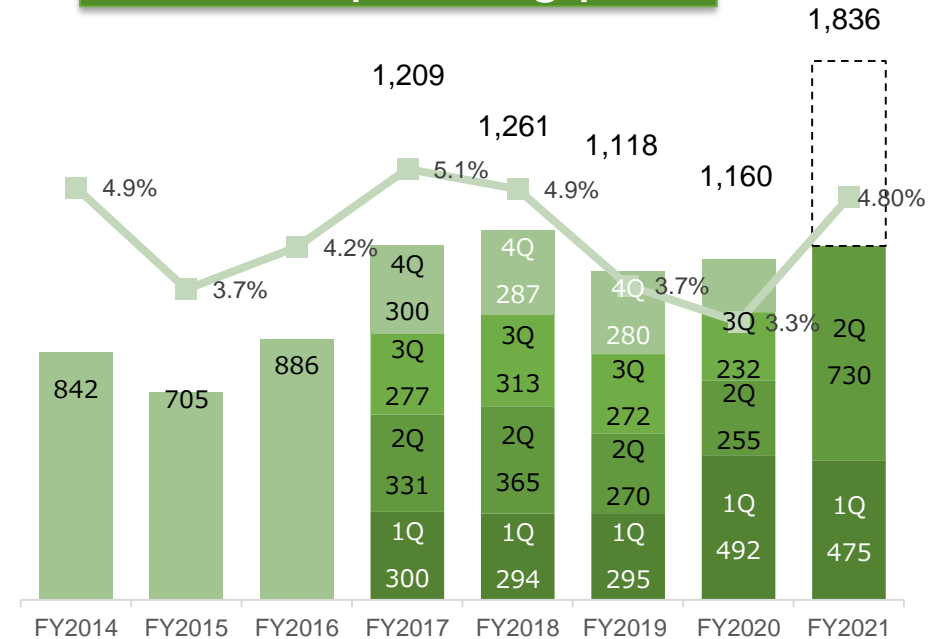


Results and Stock Price Data

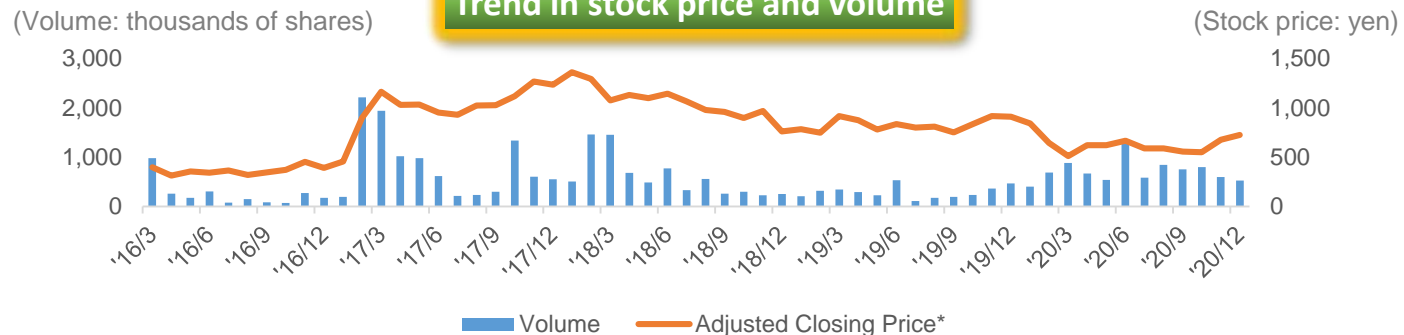
Trend in net sales



Trend in operating profit



Trend in stock price and volume



Disclaimer and Contact Information

These presentation materials contain forward-looking statements such as the forecasts of the Company (including consolidated subsidiaries).

The forward-looking statements concerning plans, forecasts, strategies, and other matters in these presentation materials are based on the judgments and assumptions of management, reflecting information currently available to the company. In light of the uncertainties inherent in these judgements and assumptions, and the possibility of changes in future business management and internal and external conditions, the Company's actual financial results could differ materially from those forward-looking statements. In addition, information on companies and other entities other than the Company and the WILLPLUS Holdings Group, are derived from published information and related sources. Accordingly, the Company cannot guarantee the accuracy of this information.

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Tel.: (+81)3-5730-0589 (10 a.m. – 5 p.m. excluding weekends and holidays)

URL : <https://www.willplus.co.jp>

+More pleasure for your future

We will continuously tackle the challenge of presenting customers with lifestyle proposals featuring imported cars, thereby contributing to the happiness of everyone we serve