



Financial Results for the Year Ended March 2023

PROTO CORPORATION
Securities Code: 4298

May 12, 2023
[Investor Meeting May 22, 2023]



46

YEAR OF
EXPERIENCE

To realize the No. 1 platform in the mobility field

To create value by combining master data, AI, and data

A leading company of the media for used car information, which operates the car information media "Goo-net" and boasts a share of about 60% in the number of affiliated used car dealers.

We promote DX in the fields of used cars, car maintenance, and new cars, by totally supporting DX in the mobility field.

To establish a platform by combining master data, AI, and data, with the aim of developing infrastructure in the mobility field.

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Corporate Goal

Create change by continuing to challenge itself. CHANGING COMPANY

Corporate Profile

Established	June 1, 1979	Business Description	Providing mobility-related information DX promotion in the mobility field
Head Offices	Naka-ku , Nagoya , Japan Shinjuku-ku , Tokyo , Japan	Stock Exchange Listing	Tokyo Stock Exchange Prime Market Nagoya Stock Exchange Premier Market (Securities Code: 4298)

Business Results and Indicators for the Fiscal Year Ended March 31, 2023

Net sales	105.5 billion yen	Market capitalization	495 billion yen (As of March 31, 2023)
Operating income	7.3 billion yen	PER	10.73 times
ROE	10.6%	PBR	1.10 times



President
Kenji
Kamiya

神谷健司

In the coming 10 years, the mobility environment surrounding us will change drastically. Gasoline-fueled vehicles will evolve into diverse carbon-neutral vehicles. People will shift from owning a car to sharing a car. When the times change significantly, the true value of enterprises is tested.

Our company will accumulate and utilize data on vehicles and users in the fields of used cars, new cars, maintenance, and motorcycles, create new services based on data and AI, and swiftly respond to the rapid changes in the environment.

By pursuing “dreams, inspirations, and joy,” we will become a “mobility style partner” in the new age. Then, we will create new value in the world, and become a “partner for the future society” so as to be genuinely selected by society. Our company upholds the corporate goal of being a “changing company,” and all of our staff will join hands to attain this corporate goal.

Year ended March 31, 2023 Performance Summary

FY March 2023 Performance Summary

Net sales achieved significantly and operating income reached a record high.

[unit: million yen]	FY March 2023 [revised forecast]	FY March 2023 [results]	Comparison to Plan	FY March 2022 [results]	YoY
Net sales	95,000	105,596	+11.2%	57,446	+83.8%
Operating Income	7,200	7,336	+1.9%	6,422	+14.2%
Ordinary Income	7,350	6,963	(5.3%)	6,622	+5.1%
Net Income	4,900	4,424	(9.7%)	5,880	(24.7%)
EPS	121.87yen	110.05yen	(9.7%)	146.34yen	(24.7%)
Dividend per share	35yen	35yen	-	35yen	-

Net Sales by Segment

Media and Commerce drive sales growth.

[unit: million yen]	FY March 2023 [revised forecast]	FY March 2023 [results]	Comparison to Plan	FY March 2022 [results]	YoY
Platform	30,114	30,305	+0.6%	28,775	+5.3%
Media	24,291	24,431	+0.6%	23,032	+6.1%
Services	5,823	5,873	+0.9%	5,742	+2.3%
Commerce	59,760	68,548	+14.7%	24,492	+179.9%
Sales of goods	26,947	29,573	+9.7%	24,492	+20.7%
Ticket sales	32,812	38,974	+18.8%	-	-
Other Business	5,124	6,742	+31.6%	4,178	+61.4%

Operating Income by Segment

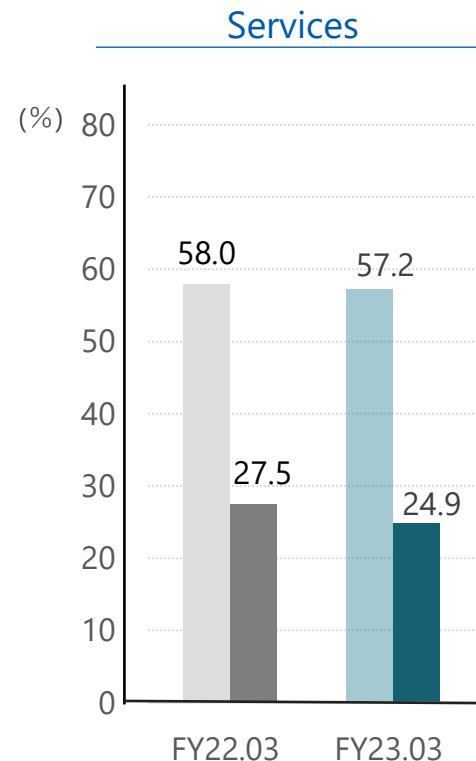
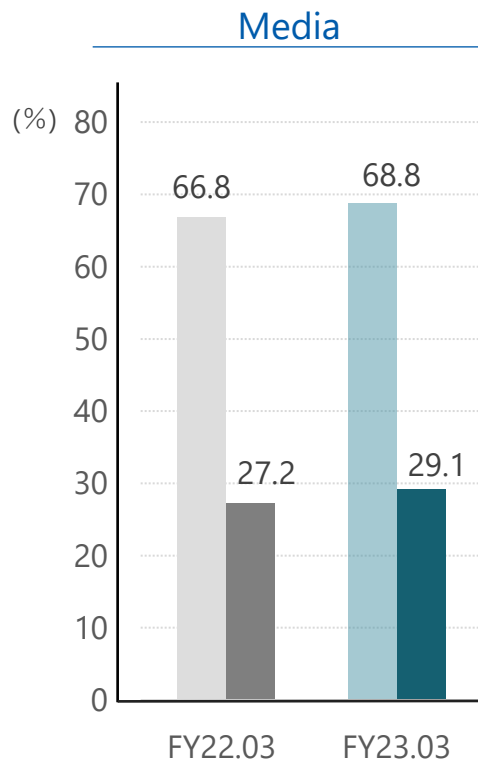
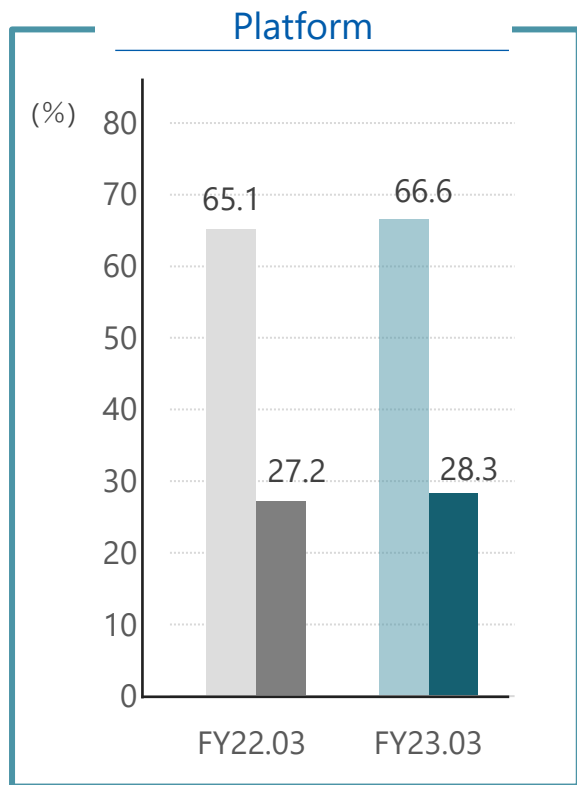
Media contributed to operating income growth.

[unit: million yen]	FY March 2023 [revised forecast]	FY March 2023 [results]	Comparison to Plan	FY March 2022 [results]	YoY
Platform	8,493	8,565	+0.9%	7,835	+9.3%
Media	6,954	7,100	+2.1%	6,258	+13.5%
Services	1,538	1,465	(4.8%)	1,576	(7.1%)
Commerce	230	417	+81.3%	66	+525.7%
Sales of goods	116	193	+65.6%	66	+189.8%
Ticket sales	113	223	+97.4%	-	-
Other Business	368	378	+2.7%	437	(13.4%)

Platform Segment Revenue Ratio

Media business steadily improves profitability, while services challenges to improve profitability.

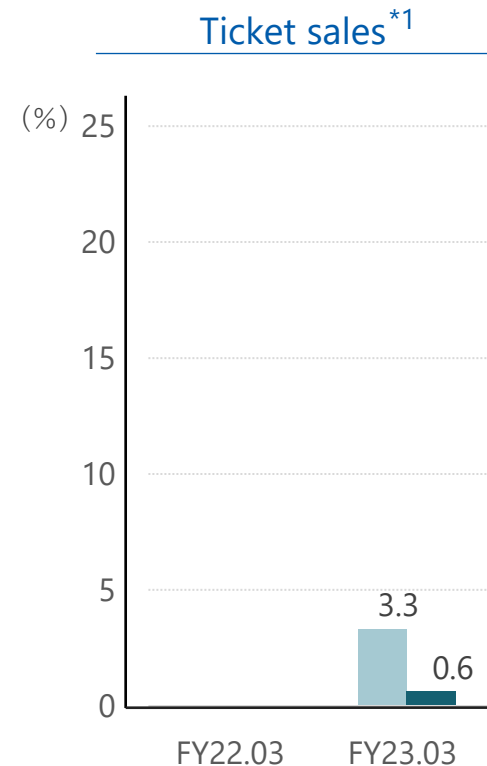
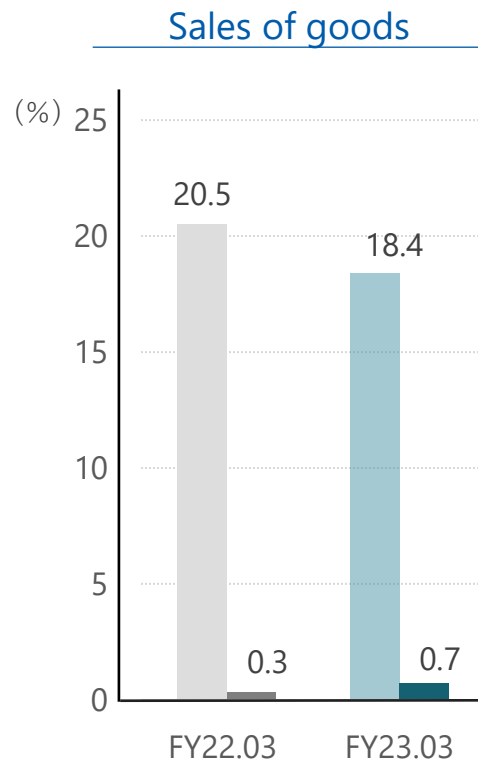
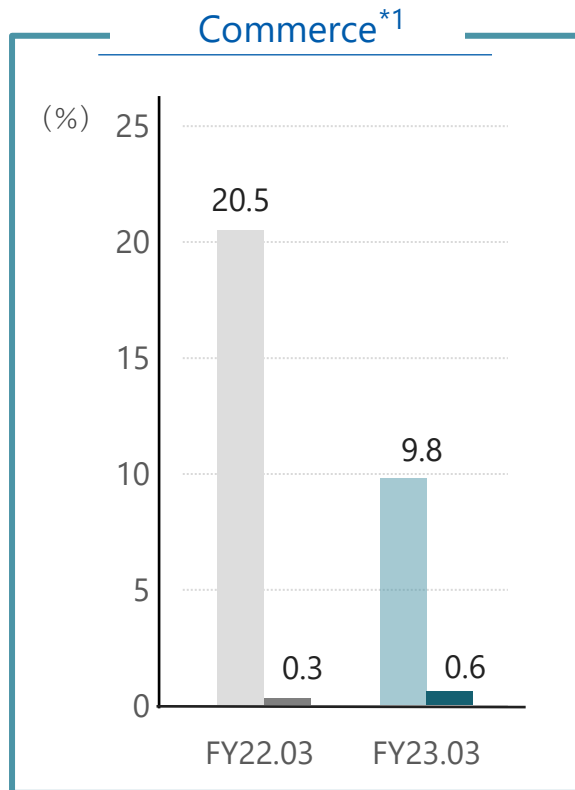
■ Gross profit margin ratio ■ Operating profit ratio



Commerce Segment Revenue Ratio

Promote profitability improvement

■ Gross profit margin ratio ■ Operating profit ratio



*1 PROTO CORPORATION acquired COSMIC RYUTSUU SANGYO CO., LTD. and COSMIC GIFT CARD SYSTEM CO., LTD. Shares on April 1, 2022s. These are included in Ticket sales segment.

Summary of Fiscal Year Ending March 31, 2023[Platform Segment]

Overview

Challenges

Used car field

Evaluation ○

Our market share was maintained, and the number of user IDs of AI Recommender Space doubled.

The effect of the violent fluctuation in the used car auction market was minor, and we kept our market share. The number of user IDs of AI Recommender Space doubled, and monthly average spending per client grew 3.5% from the previous term.

The downward trend of auction prices of used cars is expected to produce favorable effects on affiliated shops' procurement capacities. We will promote the sales of optional products to shops with a small or medium number of cars in stock. We will enhance efforts to increase new clients in areas where our market share is low.

Maintenance field

Evaluation ○

The increase of maintenance shops that have adopted MOTOR GATE PIT IN contributed to growth.

Before the adoption of OBD inspection and checkup, we released "Goo Breakdown Diagnosis" (OBD: on-board diagnostics). The number of fee-paying affiliated shops increased, and the rise in the number of shops that have adopted "MOTOR GATE PIT IN," a system for unifying car management for inspection, contributed to the growth of monthly average spending per client.

There is still room for expanding our market share, so we will develop products for promoting DX of business operations of maintenance shops, without sticking to ad media, and increase the number of affiliated maintenance shops.

New car field

Evaluation ○

Amid the insufficient supply of new cars, we secured the growth of monthly average spending per client.

Despite the harsh market environment in which the supply of new cars was insufficient due to the lack of semiconductors, we maintained our market share. "DataLine AI Appraisal" was adopted by more clients, so monthly average spending per client grew 4.2% from the previous term.

As the problem of insufficiency of new cars will be solved, it is expected that the number of products and the budgets for online ads for attracting new customers will recover. By developing and upgrading products for reeling in new customers, we will grow sales and operating income.

Summary of Fiscal Year Ending March 31, 2023[Commerce Segment]

Overview

Challenges

Tire and wheel sales

Evaluation ○

Despite the rise in costs, both sales and operating income grew.

Procurement costs augmented due to the rise in raw material prices (domestic and imported tires), the yen depreciation (imported tires), etc., but they were reflected in selling prices. We improved logistics systems and increased EC sales, so both sales and operating income exceeded the forecasts and those in the previous term.

Increase in annual sales quantities of tires and wheels. Increase of brands and products we sell exclusively. To enhance marketing targeted at corporations, because costs for increasing clients are lower and annual sales quantities can be forecast, and stabilize profitability.

Used car export

Evaluation ○

The domestic alliance-based business grew, contributing to the rise in revenues.

Due to the growth of demand for expensive vehicles due the yen depreciation, the sales and sales quantities of used cars to general consumers outside Japan via our own website increased. In addition, revenues were stabilized through the enhancement of alliances with Japanese exporters.

The sales quantities to general consumers and overseas firms grew, thanks to the improvements in our own website, in-house operations, and sales promotion. The area of export destinations expanded due to the enhancement of alliances with overseas media.

Ticket sales

Evaluation ○

As our capacities to procure and sell products via EC and real stores increased, the business grew significantly.

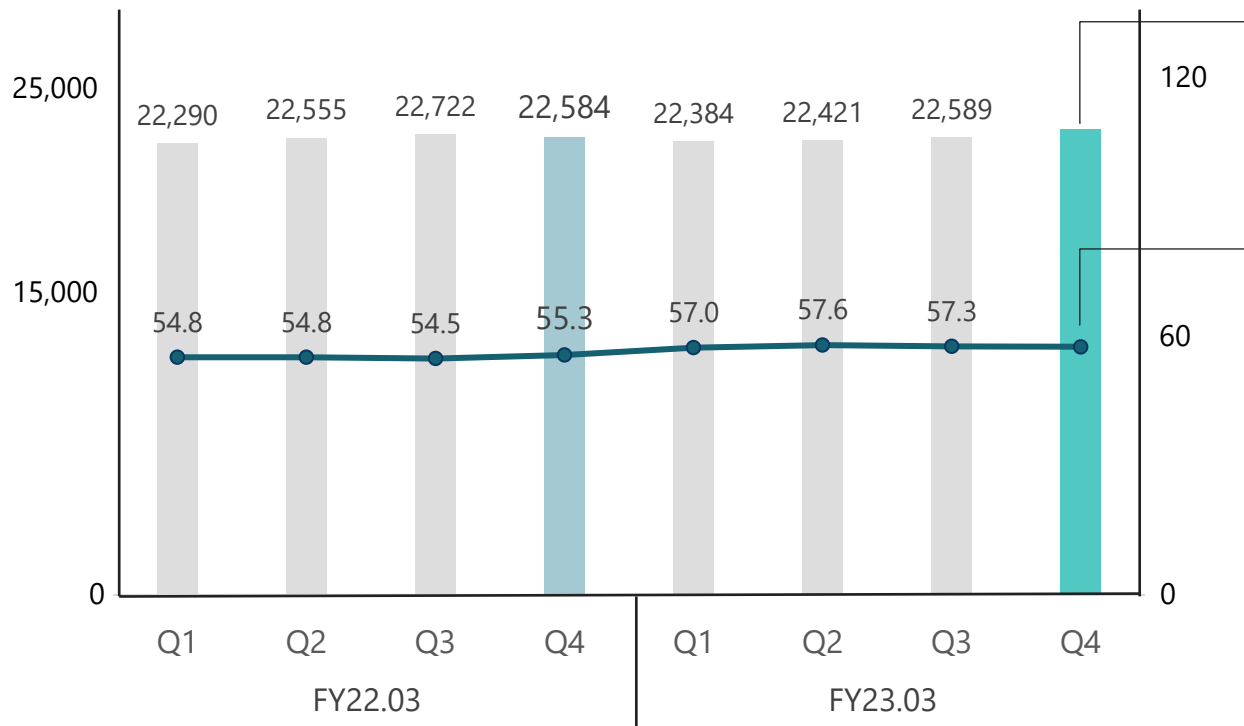
As our financial power increased, our capacity to procure products improved. Through the provision of our know-how, EC sales increased. Furthermore, sales and purchase amount were healthy after the opening of 3 new stores (Tachikawa, Nanba, and Tenjin), so sales and operating income grew considerably.

Sales volume expanded through the improvement in EC sales. We will increase the composition ratios of highly profitable products. By opening stores in major cities based on the dominance strategy, we will meet the demand from foreign visitors to Japan. In addition, we will create new services based on the synergy among group companies.

Number of dealers and ARPA/Month in the used car field

Number of dealers
[unit: dealers]

ARPA/Month
[unit: thousand yen]



Number of dealers ^{*1}

23,003 dealers

(58.9% industry share)

YoY
+1.9%

ARPA/Month

JPY57.3K

YoY
+3.5%

Churn rate ^{*2}

2.1%

(12-month average)

MRR

JPY13.2Bn

(March, 2023)

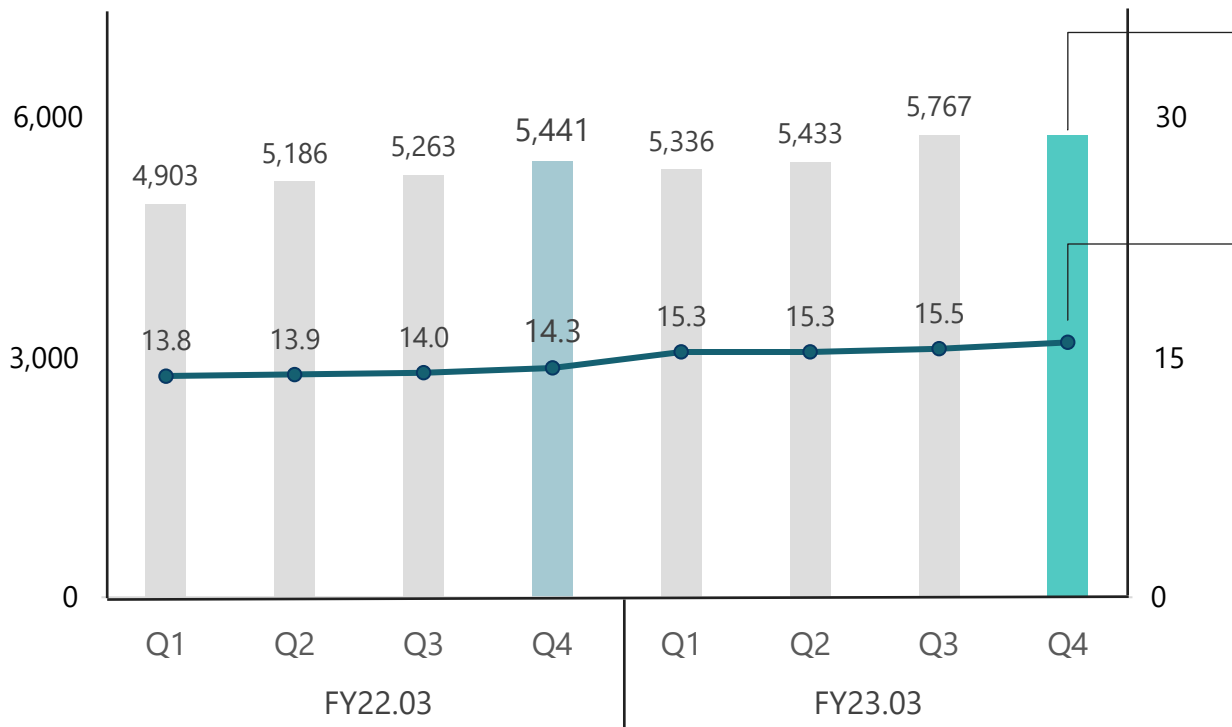
*1: Target markets (In-house research) 39,081 dealers

*2: Abbreviation for Monthly Recurring Revenue. This is the total amount of monthly fees for recurring clients as of the end of the applicable month.

Number of dealers and ARPA/Month in the maintenance field

Number of shops
[unit: shops]

ARPA/Month
[unit: thousand yen]



Number of shops ^{*1}

5,760shops

(6.3% industry share)

YoY
+5.9%

ARPA/Month ^{*2}

JPY**15.9K**

YoY
+11.8%

Churn rate

1.3%

(12-month average)

MRR ^{*3}

JPY**0.9Bn**

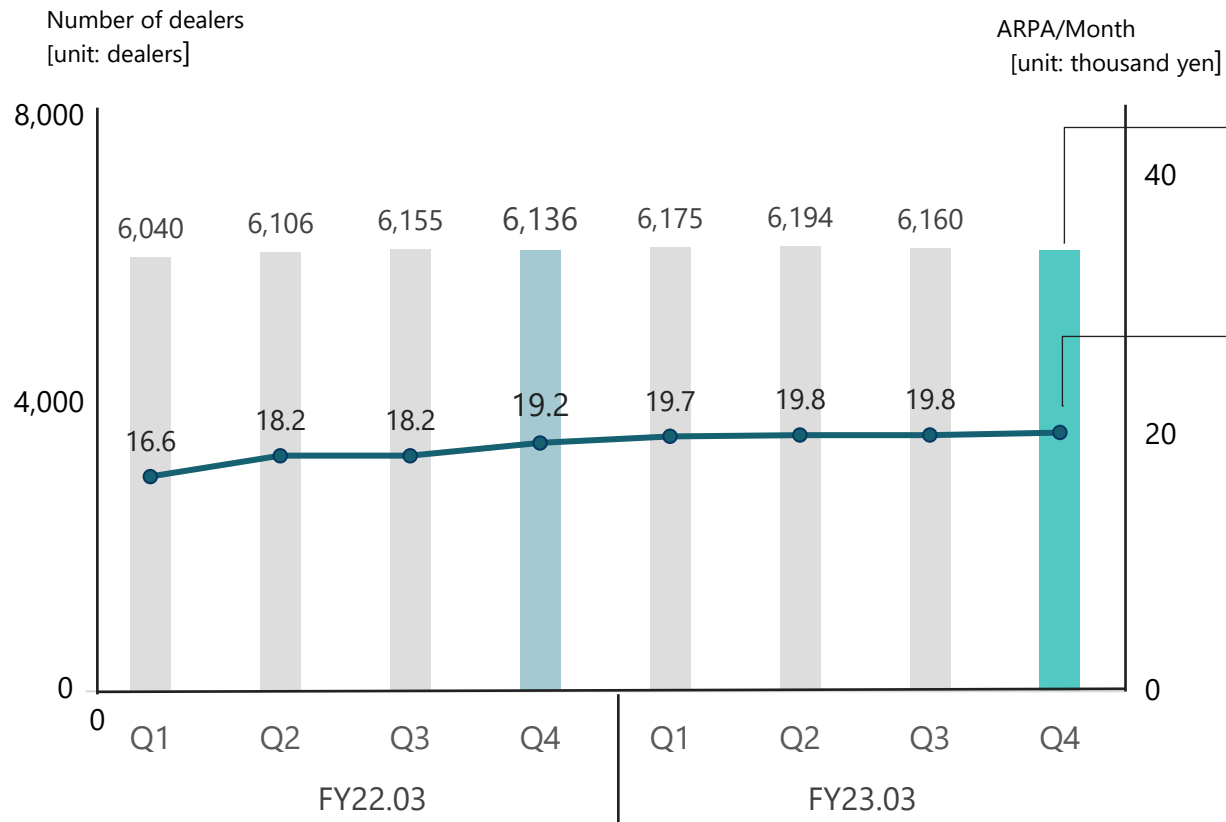
(March, 2023)

*1: Target markets (In-house research) 91,790 shops

*2: Includes monthly fee for MOTOR GATE PIT IN.

*3: Abbreviation for Monthly Recurring Revenue. This is the total amount of monthly fees for recurring clients as of the end of the applicable month.

Number of dealers and ARPA/Month in the New car field



Number of dealers ^{*1}

6,135 dealers

(42.9% industry share)

YoY
0.0%

ARPA/Month

JPY20.0K

YoY
+4.2%

Churn rate

0.4%

(12-month average)

MRR ^{*2}

JPY1.2Bn

(March, 2023)

*1: Target markets (In-house research) 14,300 dealers

*2: Abbreviation for Monthly Recurring Revenue. This is the total amount of monthly fees for recurring clients as of the end of the applicable month.

Forecast for Fiscal Year Ending March 31, 2024

FY March 2024 Performance forecast

Increase profitability, especially in the Platform Segment

[unit: million yen]	FY March 2023 [results]	FY March 2024 [forecast]	YoY
Net sales	105,596	109,380	+3.6%
Operating Income	7,336	7,740	+5.5%
Ordinary Income	6,963	7,730	+11.0%
Net Income	4,424	5,340	+20.7%
Capital investment	2,712	1,803	(33.5%)
Depreciation	988	1,226	+24.2%
E P S	110.05yen	132.81yen	+20.7%
Dividend per share	35yen	35yen	-

Net Sales Forecast by Segment

Expand sales through Media and Sales of goods

[unit: million yen]	FY March 2023 [results]	FY March 2024 [forecast]	YoY
Platform	30,305	31,570	+4.2%
Media	24,431	25,729	+5.3%
Services	5,873	5,840	(0.6%)
Commerce	68,548	70,553	+2.9%
Sales of goods	29,573	31,553	+6.7%
Ticket sales	38,974	39,000	+0.1%
Other Business	6,742	7,255	+7.6%

Operating Income Forecast by Segment

Improved operating income through Media

[unit: million yen]	FY March 2023 [results]	FY March 2024 [forecast]	YoY
Platform	8,565	8,793	+2.7%
Media	7,100	7,343	+3.4%
Services	1,465	1,450	(1.0%)
Commerce	417	881	+111.3%
Sales of goods	193	620	+221.2%
Ticket sales	223	261	+17.0%
Other Business	378	260	(31.2%)

Medium-term Management Plan

[FY March 2023 - FY March 2025]

DX promotion in the mobility field

Aiming to hold the largest market share for C and B

- ① Construction of a data platform in the mobility field, including M&A
- ② Development of new products and services that make full use of data and AI technology
- ③ Increase of our market share in used cars, maintenance, and new cars
[FY March 2025 plan : 24,000 dealers/used car field, 8,000 shops/maintenance field, 8,000 dealers/new car field]

Expansion of business field

- ① Future M&A strategy
- ② Expansion into new business fields by utilizing M&A

Future Growth Strategies -Business Strategies-

Medium-term growth strategy

Aiming for business synergies by integrating business fields

Used car field

Database of used car information

Representative
Products

ゴーネット Goo-net



Used Car Search
(Smartphones, apps, PCs,
information magazines)

Maintenance field

Database of
car maintenance-related
information

Representative
Products

ゴーネットピット Goo-net Pit



Maintenance Shop Search
(Smartphones, apps, PCs)

New car field

Database of used car
residual value information, etc.

Representative
Products

DataLine
SalesGuide



Sales support tools
for new car dealers

Integrated data platform



Building a PROTO DATA PLATFORM

To utilize failure diagnosis data and AI as growth drivers

Maintenance field

Acceleration of sophistication and digitalization of automobile maintenance

October 2021 Adoption of OBD inspection

October 2024 Adoption of OBD checkups

Released in October 2022

Goo Failure diagnosis



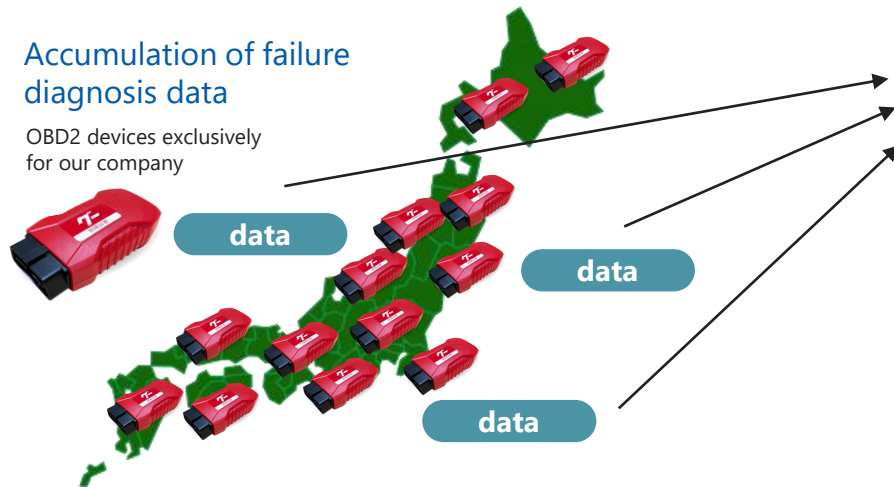
Checkup report



An app automatically issues a checkup report that enables us to understand the status of each vehicle at a glance, by utilizing an on-board diagnostic (OBD) device.

Accumulation of failure diagnosis data

OBD2 devices exclusively for our company



database



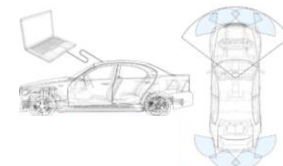
AI

Development of new products and services in various fields

Currently, we are in the phase of Collecting Failure diagnosis data

[Market scale]

No. of automobiles owned in Japan: **about 78.3 million***



*Calculated by our company with reference to the variation in the number of automobiles owned (March 2022) surveyed by Automobile Inspection & Registration Information Association.

“MOTOR GATE PIT IN,” which facilitates the DX in the mobility field

In the car maintenance field, the workload for customer management augmented through the increase of new clients and services for existing clients

Conventional

Existing clients



calls
cards



To receive calls



Management with paper

Management with a blackboard

To help attract customers

Goo-net Pit
Websites of affiliated shops
Website of car maintenance shops
etc.

New clients



Goo-net Pit



TIRE WORLD
KAN BEST



Amazon



Google



Existing clients



In-house
HP



Smart-
phone
HP



SMS
Automatic
SMS delivery
service



Maintenance
Pack



To support car maintenance shops in streamlining operations

MOTOR GATE PIT IN

SaaS

To accept applications for car maintenance in the Internet
To automate and streamline operations

“MOTOR GATE PIT IN,” which facilitates the DX in the mobility field

To provide products according to the changes in the environment and structure of the car maintenance industry, and increase business partners in the existing and new markets

- Users shifting to smartphones
- Increase of users who do not stick to a specific maintenance shop
- Diversification of methods for booking car maintenance and installment of equipment
- Adoption of OBD inspection and checkups

Customer management will be essential

To support enterprises in entering this market

To promote enterprises in other markets to enter this market, and increase clients

Business operation in the used car field

To increase our share in the existing market of car maintenance shops

MOTOR GATE PIT IN



System for managing cars for maintenance
Function to manage reservations in a unified manner



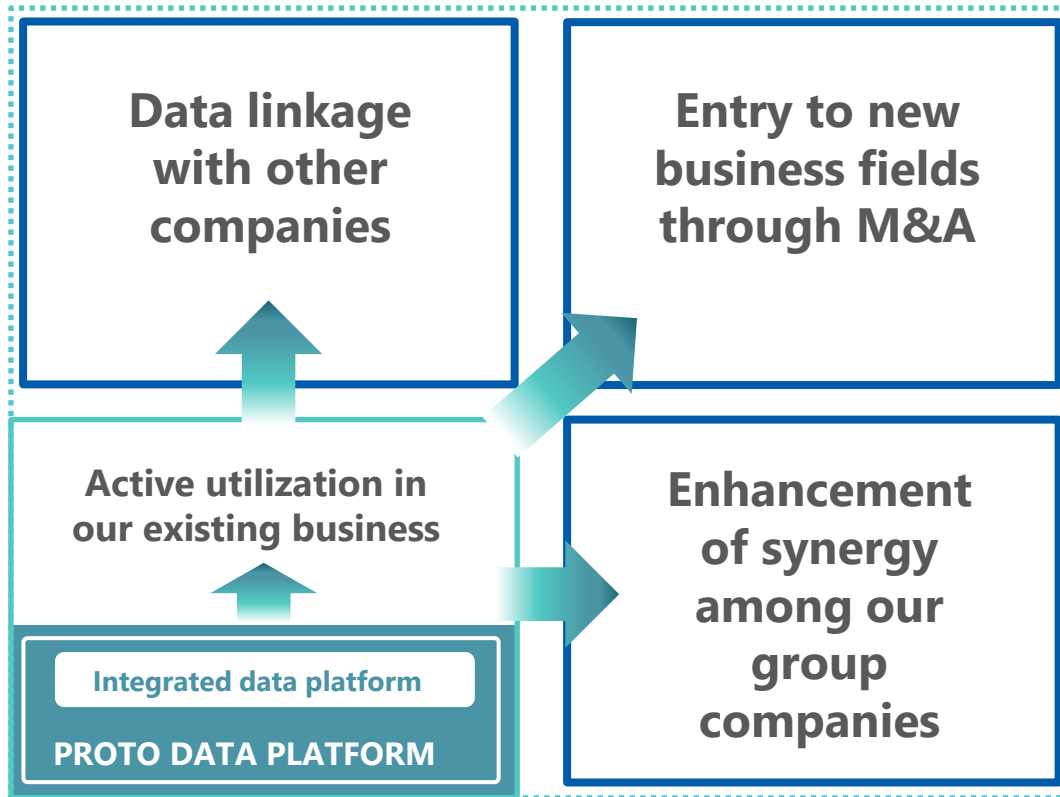
Customer management system
Function to automatically post contents in social media



Contract management system
Function to manage deposits and settle payment

Medium-term growth strategy : Expansion of Business Domain

To expand our business domain by utilizing cutting-edge technologies and know-how



Future Growth Strategies -Financial Strategies-

The Group promotes management that is conscious of the cost of capital, and aims to continuously Generate returns that exceed the cost of capital.

To achieve this goal, we will strive for business growth based on a balance between promoting investment in growth, ensuring financial soundness, and strengthening returns to our stakeholders.

Financial Policy

Sustainable enhancement of corporate value	Realization of ROE of 12% or more
Promoting investment in growth	Promote ROIC-conscious growth and business investment
Ensuring financial soundness	Cash and deposits of approximately 3 months of monthly sales Capital adequacy ratio of 50% or more
Strengthening returns to our stakeholders	Strengthen returns to customers, employees, and shareholders

Cash allocation for the period ending March 31, 2023 - March 31, 2025 (3 years)

Promote M&A and growth investments for business growth

*Figures announced on May 13, 2022.

IN

Operating Cash Flow
Approx. 20 billion yen

Appropriation of cash
and cash equivalents
carried forward
(Net cash)
Approx. 23 billion yen
As of March 31, 2022

OUT

Shareholder return
Approx. 4 billion yen

M&A Investment, CVC Investment
Capital Investment
Business Investment
Personnel investment
Approx. 14 billion yen

Cash and deposits
(working capital)
Approx. 25 billion yen

Changes in ROE and ROIC

ROE(FY22.03)

15.4%

Net income margin 10.24%

Total asset turnover 1.11

Financial leverage 1.36%

ROE(FY23.03)

10.6% YoY(4.8p)

Net income margin 4.19% YoY(6.05p)

Total asset turnover 1.84 YoY+0.73p

Financial leverage 1.38% YoY+0.02p

ROIC(FY22.03)

11.0%

ROIC(FY23.03)

11.3% YoY+0.3p

To achieve an ROE of 12% or over

In the commerce segment, we aim to optimize inventory and improve profitability.

In the platform segment, we aim to improve profitability by developing and offering products for DX.

Policy for profit sharing with shareholders

We will make efforts to return profits to shareholders while comprehensively considering continuous, stable dividends, the enrichment of internal reserve for the future growth, etc.

We will use the internal reserve effectively by investing in existing and new businesses, for further fortifying the management foundation and expanding the business scale.

Cash Dividends per Share

	FY March 2022 [results]	FY March 2023 [results]	FY March 2024 [forecast]
2 nd Quarter	17.5yen	17.5yen	17.5yen
Year-End	17.5yen	17.5yen	17.5yen
Annual	35.0yen	35.0yen	35.0yen
Consolidated dividend payout ratio	23.9%	31.8%	26.4%

Future Growth Strategies -ESG Strategies-

Environment

Governance

The Internal Control Committee, chaired by the President and Representative Director, examines and deliberates on basic policies and Items to be addressed to climate change. In addition, a subcommittee has been established under the Internal Control Committee to carry out tasks such as identifying and assessing climate change risks and opportunities. The Internal Control Committee meets monthly to review and strengthen the status of internal controls and responses to various risks. Climate change subcommittee is also considering and reporting on in conjunction with the Internal Control Committee meetings.

Strategy

In our mid-term management plan (FY March 2023 - FY March 2025), we will recognize and respond to the highly importance risks and opportunities associated with climate change. Based on the scenario analysis, we plan to study the impact on our group's business, as well as our strategies and goals.

Risk Management

We regard risk management as an important initiative to enhance corporate value. The Internal Control Committee analyzes various risks, takes action on matters that may have a Significant impact, and reports the results to the Board of Directors as appropriate. (See Figure 1 for a diagram of the governance and risk management structure.)

Indicators and Targets

Total greenhouse gas emissions for the fiscal years ending March 31, 2021 and 2022 are as follows. We will continue to work toward setting targets that contribute to the reduction of greenhouse gas emissions from a medium- to long-term perspective.

	FY March 2021	FY March 2022
Scope 1: Direct emissions (t-CO ₂)	2,941.1	3,037.0
Scope 2: Indirect emissions (t-CO ₂)	2,891.4	2,999.7
Scope 1 + Scope 2 subtotal (t-CO ₂)	5,832.5	6,036.8
Scope3* : Other than Scope 1 and 2 (t-CO ₂)	-	80,584.6

*Scope 3 results for the fiscal year ending March 31, 2022 do not include the results of COSMIC RYUTSUU SANGYO CO., LTD. and COSMIC GIFT CARD SYSTEM CO., LTD. are not included.

Social

Aiming to be a company where diverse employees can work with vigor and enthusiasm

We believe that in order to fulfill our corporate social responsibility, it is important to not only respect human rights, but also promote businesses that contribute to the sustainability of people, society, and the planet. To this end, we have established the Charter of Corporate Behavior, which serves as the foundation for all our corporate activities, and we strive to act with high ethical standards.

Regarding the promotion of women, non-Japanese nationals, and mid-career workers

We aim to realize a corporate culture in which all employees can work voluntarily, proactively, and independently in an enjoyable, lively manner, and have the basic policy of evaluating personnel and promoting employees to managerial posts according to their skills and performances regardless of nationality, gender, etc. From now on, we will actively recruit diverse personnel, including women, non-Japanese nationals, and disabled people, and work on the assignment, training, education, promotion, etc. of them.

Governance

Establishment of a discretionary nomination and remuneration committee

Our company established a discretionary nomination and remuneration committee, which deliberates and determines a policy for determining the remuneration for each executive and the actual remuneration amount of each executive. This committee is composed of 3 members: Ms. Yumiko Sakurai, who is an independent outside director and chairs the committee, the representative director & president, and Ms. Eriko Kitayama, who is an independent outside director. Executives are evaluated with five grades based on the evaluation standards specified by our company, and their remuneration amounts are determined within the range set for each position based on the evaluation results.

Appendix

— Results ・ KPI —

PROTO Group Correlations

Promote DX in the mobility domain to help customers improve their operational efficiency and contract completion rates, and To promote the construction of a data platform to further enhance the corporate value of the PROTO Group.

PROTO CORPORATION

AUTOWAY

Sales of imported tires and wheels on e-commerce sites and in stores

TIRE WORLD KAN BEST

Domestic tire and wheel sales on EC site and in stores

GOONET EXCHANGE

Engaged in export sales of used cars. Operates GOONET Exchange, an overseas version of Goo-net with access from over 120 countries.

COSMIC RYUTSUU SANGYO COSMIC GIFT CARD SYSTEM

Sales of gift certificates, etc. on e-commerce sites and in stores

Parts Purchasing Support

PROTO CORPORATION's customers can purchase products from AUTOWAY and TIRE WORLD KAN BEST at lower prices.

Sales Support

Through alliances with major exporters, cars listed on Goo-net can be exported around the world.

Create synergies in the future

Used car field

Database of used car information





Used Car Search
(Smartphones, apps, PCs, information magazines)

Maintenance field

Database of car maintenance-related information





Maintenance Shop Search
(Smartphones, apps, PCs)

New car field

Database of used car residual value information, etc.





Sales support tools for new car dealers

PROTO Ventures PROTO Ventures 2 Investment Limited Partnership

Collaboration and cooperation with venture companies, mainly in the AI and technology fields, and investment in domestic and foreign startups and other companies.

Sales Support

CAR CREDO's appraisers appraise used cars listed on Goo-net.

Business Process Outsourcing for a portion of PROTOCORPORATION's business.

Sharing of customer base

Utilize PROTO CORPORATION's customer base

CAR CREDO

Appraisal of the vehicle's condition

PROTO SOLUTION

Media management in a wide range of fields

Providing Solution Services

PROTO-RIOS

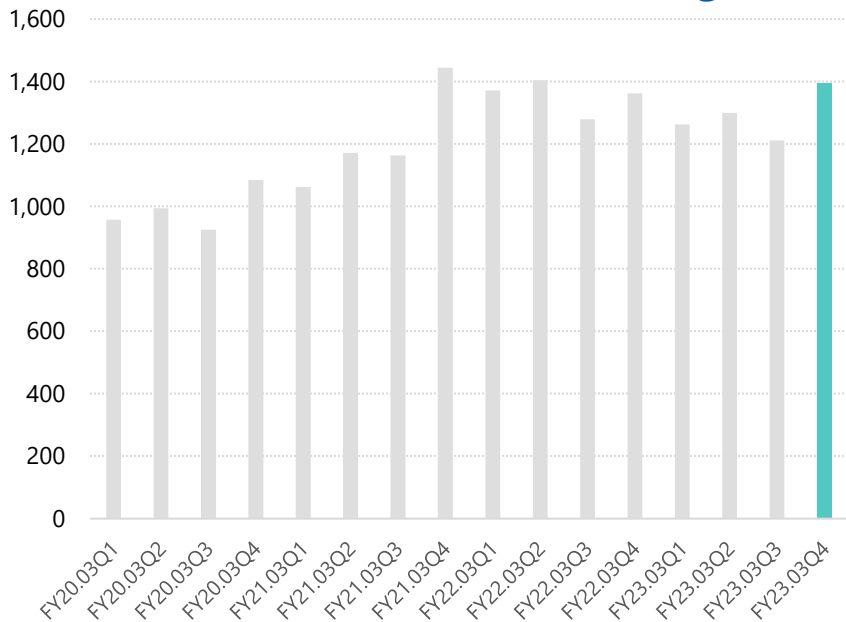
Maintenance and Sheet Metal Integration System Development for Auto Body Shop

Number of unique users

The number of UUs on Goo-net is 14 million per month, and the number of UUs on Goo-net Pit is about 3 million per month

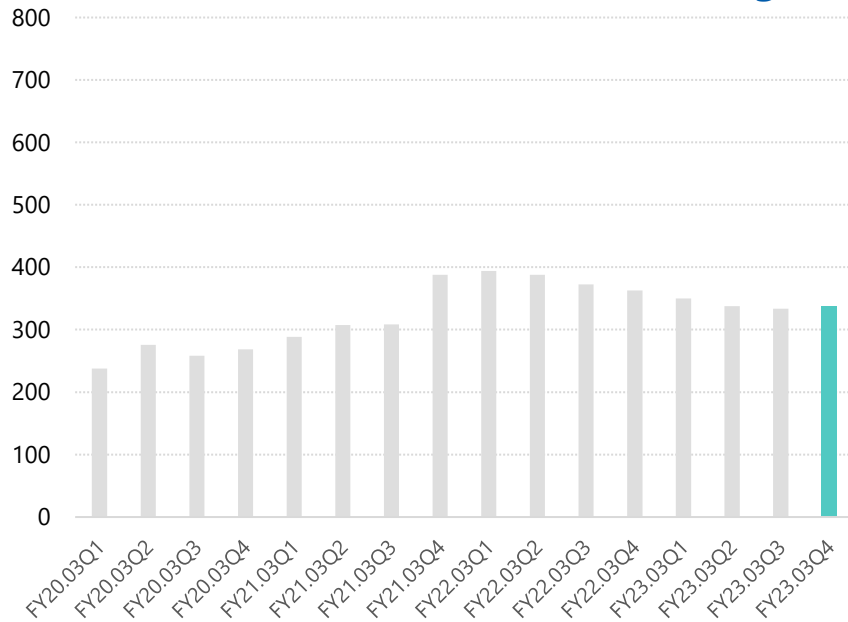
[unit: ten thousand people]

Goo-net UU/3-month average



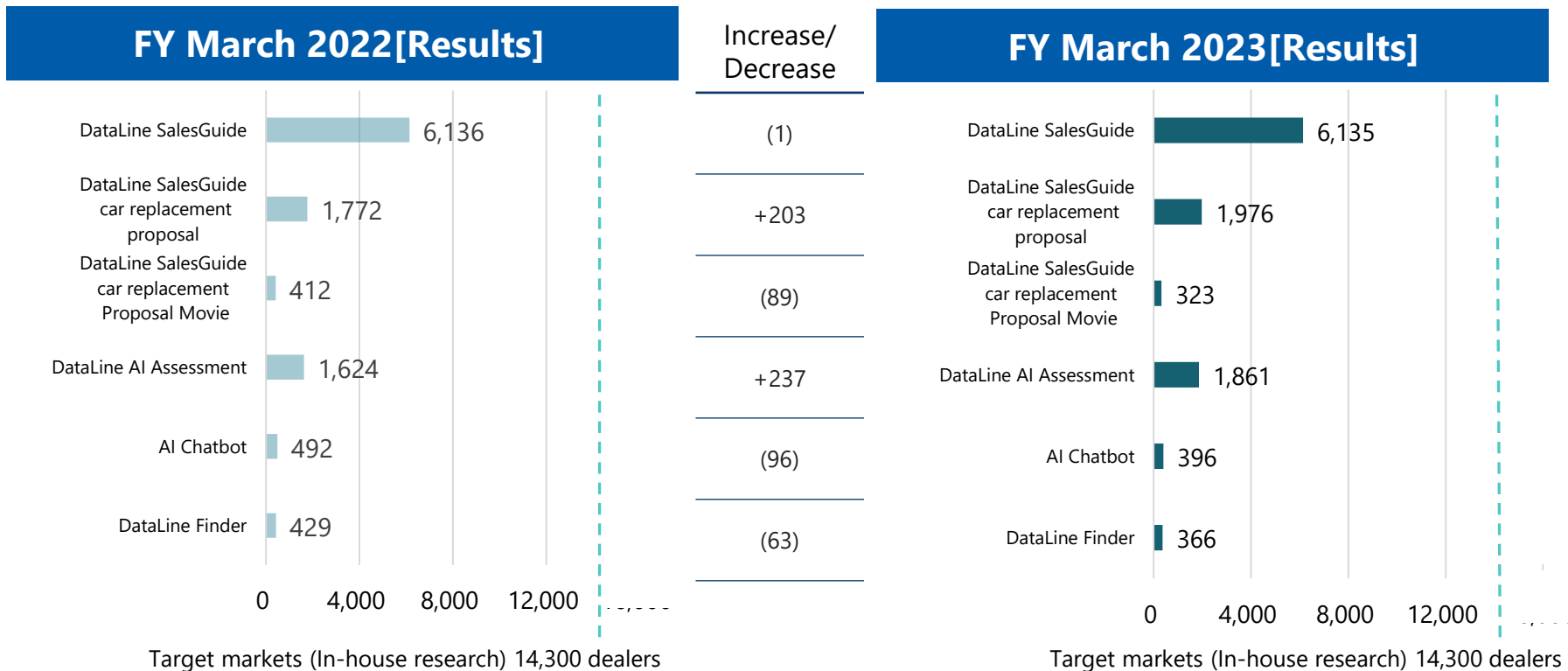
[unit: ten thousand people]

Goo-net Pit UU/3-month average



New Car field Optional Service Number of Installed dealers

Establish an absolute position in the new car field by promoting the development of DX products and expanding the number of dealers where they are introduced.



FY March 2023 Segment PL

	[unit: million yen]	FY March 2022 Result(a)	FY March 2023 Plan(b)	FY March 2023 Result(c)	YoY (c)-(a)	YoY (%)	Comparison to Plan (c)-(b)	Comparison to Plan (%)
Platform	Net sales	28,775	30,114	30,305	+ 1,530	+5.3%	+190	+0.6%
	Operating Income	7,835	8,493	8,565	+730	+9.3%	+72	+0.9%
Media	Net sales	23,032	24,291	24,431	+1,398	+6.1%	+140	+0.6%
	Operating Income	6,258	6,954	7,100	+842	+13.5%	+145	+2.1%
Services	Net sales	5,742	5,823	5,873	+131	+2.3%	+50	+0.9%
	Operating Income	1,576	1,538	1,465	(111)	(7.1%)	(73)	(4.8%)
Commerce	Net sales	24,492	59,760	68,548	+44,056	+179.9%	+8,788	+14.7%
	Operating Income	66	230	417	+351	+527.1%	+187	+81.7%
Sales of goods	Net sales	24,492	26,947	29,573	+5,081	+20.7%	+2,625	+9.7%
	Operating Income	66	116	193	+126	+189.8%	+76	+65.6%
Ticket sales	Net sales	-	32,812	38,974	-	-	+6,162	+18.8%
	Operating Income	-	113	223	-	-	+110	+97.4%
Other Business	Net sales	4,178	5,124	6,742	+2,564	+61.4%	+1,618	+31.6%
	Operating Income	437	368	378	(58)	(13.4%)	+10	+2.7%
Management Division	-	(1,917)	(1,892)	(2,025)	(107)	-	+132	-
Total	Net sales	57,446	95,000	105,596	+48,150	+83.8%	+10,596	+11.2%
	Operating Income	6,422	7,200	7,336	+914	+14.2%	+136	+1.9%

FY March 2024 Segment PL Performance forecast

	[unit: million yen]	FY March 2022 Result(a)	FY March 2023 Result(b)	FY March 2024 Plan(c)	YoY (c)-(b)
Platform	Net sales	28,775	30,305	31,570	+1,265
	Operating Income	7,835	8,565	8,793	+227
Media	Net sales	23,032	24,431	25,729	+1,298
	Operating Income	6,258	7,100	7,343	+242
Services	Net sales	5,742	5,873	5,840	(32)
	Operating Income	1,576	1,465	1,450	(15)
Commerce	Net sales	24,492	68,548	70,553	+2,004
	Operating Income	66	417	881	+464
Sales of goods	Net sales	24,492	29,573	31,553	+1,979
	Operating Income	66	193	620	+427
Ticket sales	Net sales	-	38,974	39,000	+25
	Operating Income	-	223	261	+37
Other Business	Net sales	4,178	6,742	7,225	+512
	Operating Income	437	378	260	(118)
Management Division	-	(1,917)	(2,025)	(2,195)	+170
Total	Net sales	57,446	105,596	109,380	+3,783
	Operating Income	6,422	7,336	7,740	+403

FY March 2023 Consolidated Balance Sheet

[unit: million yen]	As of March 31, 2022		As of March 31, 2023		increase and decrease	
	Results(a)	Ratio	Results(b)	Ratio	(b)-(a)	%
Current Assets	37,635	69.0%	39,537	65.3%	1,902	105.1%
Non-Current Assets	16,890	31.0%	21,016	34.7%	4,125	124.4%
Current Liabilities	13,035	23.9%	15,538	25.7%	2,503	119.2%
Non-Current Liabilities	1,093	2.0%	1,499	2.5%	405	137.1%
Net Assets	40,397	74.1%	43,515	71.9%	3,118	107.7%
Total Assets	54,525	100.0%	60,553	100.0%	6,028	111.1%

[unit: million yen]	As of March 31, 2022		As of March 31, 2023		increase and decrease	
	Results(a)	Ratio	Results(b)	Ratio	(b)-(a)	%
Cash and cash equivalents	26,159	48.0%	23,739	39.2%	(2,420)	90.7%
Interest-bearing debt	3,257	6.0%	4,446	7.3%	1,189	136.5%
Net cash	22,902	42.0%	19,292	31.9%	(3,609)	84.2%

FY March 2023 Consolidated Statements of Cash Flows

[unit: million yen]	FY March 2022	FY March 2023	increase and decrease
	Results(a)	Results(b)	(b)-(a)
Cash Flows from Operating Activities	4,533	4,330	(222)
Cash Flows from Investing Activities	1,458	(4,638)	(6,096)
Cash Flows from Financing Activities	(1,547)	(2,128)	(580)
Cash and Cash Equivalents at End of Term	25,939	23,494	(2,444)

[unit: million yen]	FY March 2022	FY March 2023	increase and decrease
	Results(a)	Results(b)	(b)-(a)
Investment Amount (Tangible/intangible fixed assets)	1,234	2,712	1,477
Depreciation	877	987	109
Amortization of Goodwill	360	521	160

Consolidated Earnings (quarterly transition)

[unit: million yen]	FY2021 March,Q1	FY2021 March,Q2	FY2021 March,Q3	FY2021 March,Q4	FY2022 March,Q1 *1	FY2022 March,Q2 *1	FY2022 March,Q3 *1	FY2022 March,Q4 *1	FY2023 March,Q1 *1	FY2023 March,Q2 *1	FY2023 March,Q3 *1	FY2023 March,Q4 *1
Net Sales	13,518	13,937	17,315	15,325	13,661	12,646	16,384	14,753	23,784	26,027	29,518	26,310
Gross Profit	5,962	5,978	6,859	6,391	6,233	5,752	6,603	6,037	6,709	6,554	7,688	6,991
EBITDA	1,829	1,667	2,418	1,347	2,096	1,606	2,366	1,591	2,415	1,907	2,760	1,763
Operating Income	1,502	1,335	2,088	1,014	1,780	1,304	2,057	1,280	2,082	1,525	2,368	1,360
Ordinary Income	1,554	1,273	2,045	1,245	1,865	1,365	2,064	1,327	2,100	1,568	1,709	1,584
Net Income	1,017	774	1,437	1,624	2,281	1,341	1,426	830	1,398	1,002	1,089	933

[unit: million yen]	FY2021 March,Q1	FY2021 March,Q2	FY2021 March,Q3	FY2021 March,Q4	FY2022 March,Q1 *1	FY2022 March,Q2 *1	FY2022 March,Q3 *1	FY2022 March,Q4 *1	FY2023 March,Q1 *1	2023.3期 Q2 *1	FY2023 March,Q3 *1	FY2023 March,Q4 *1
SG&A Expenses	4,459	4,642	4,771	5,376	4,452	4,448	4,545	4,757	4,627	5,028	5,319	5,631
Employment Cost	1,902	1,872	1,867	1,883	1,797	1,647	1,682	1,722	1,808	1,828	1,913	1,906
Advertising Cost	964	1,139	1,184	1,782	989	1,421	1,206	1,535	1,132	1,409	1,396	1,690
Other Expenses	1,593	1,630	1,719	1,710	1,665	1,379	1,656	1,500	1,687	1,790	2,010	2,033

*1: New Revenue Recognition Standard

Consolidated Earnings by Segment (quarterly transition)

Net Sales (unit: million yen)	FY2022 March,Q1 *1	FY2022 March,Q2 *1	FY2022 March,Q3 *1	FY2022 March,Q4 *1	FY2023 March,Q1 *1	FY2023 March,Q2 *1	FY2023 March,Q3 *1	FY2023 March,Q4 *1
Platform	6,986	7,210	7,203	7,375	7,364	7,478	7,622	7,839
Media	5,630	5,743	5,783	5,875	5,925	6,043	6,137	6,325
Services	1,355	1,466	1,420	1,500	1,439	1,434	1,485	1,514
Commerce	5,390	4,750	8,152	6,198	15,233	16,888	19,870	16,555
Sales of goods	5,390	4,750	8,152	6,198	6,544	6,324	9,671	7,033
Ticket sales	-	-	-	-	8,688	10,564	10,198	9,522
Other Business	1,285	685	1,028	1,178	1,186	1,659	2,025	1,871
Total	13,661	12,646	16,384	14,753	23,784	26,027	29,518	26,266

Net Sales (unit: million yen)	FY2022 March,Q1 *1	FY2022 March,Q2 *1	FY2022 March,Q3 *1	FY2022 March,Q4 *1	FY2023 March,Q1 *1	FY2023 March,Q2 *1	FY2023 March,Q3 *1	FY2023 March,Q4 *1
Platform	2,184	1,843	2,095	1,711	2,328	2,038	2,243	1,956
Media	1,816	1,412	1,716	1,313	1,937	1,694	1,867	1,600
Services	368	430	379	398	390	343	375	355
Commerce	27	(212)	307	(56)	107	(52)	434	(72)
Sales of goods	27	(212)	307	(56)	79	(137)	352	(101)
Ticket sales	-	-	-	-	28	85	81	28
Other Business	164	90	133	49	123	38	237	(19)
Management Division	(596)	(417)	(478)	(425)	(477)	(498)	(546)	(503)
Total	1,780	1,304	2,057	1,280	2,082	1,525	2,368	1,360

*1: New Revenue Recognition Standard

Consolidated Earnings (10-year transition)

[unit: million yen]	FY March 2014	FY March 2015	FY March 2016	FY March 2017	FY March 2018	FY March 2019	FY March 2020	FY March 2021	FY March 2022*1	FY March 2023*1
Net Sales	54,761	48,602	54,297	56,717	62,111	62,251	59,127	60,097	57,446	105,596
Operating Income	4,735	4,233	4,071	2,795	3,674	4,565	5,136	5,941	6,422	7,336
Net Income	2,627	2,381	(390)	1,506	519	3,159	4,991	4,853	5,880	4,424
EBITDA*2	6,483	6,039	6,149	4,547	5,396	5,920	6,455	7,262	7,660	8,845
Adjusted Net Income*3	3,555	3,308	641	2,145	1,151	3,596	5,420	5,275	6,240	4,946
Depreciation	819	879	1,046	1,113	1,089	916	890	898	877	988
Amortization of Goodwill	928	926	1,032	638	632	437	429	422	360	521

*1: New Revenue Recognition Standard

*2: EBITDA was calculated with the equation: operating income + depreciation + amortization of goodwill

*3: Adjusted Net Income was calculated with the equation: net income + amortization of goodwill

Transition of Net Sales and Operating Income

Net Sales
[billion yen]

Nationwide expansion of Goo

Series development of Goo
IT shift in services

Aggressive development of
M&As

Selection and concentration
of business portfolio

Promote data platform
construction

Operating
Income
[billion yen]

1,400

1,200

1,000

800

600

400

200

0

Net Sales

Operating
Income

120

100

80

60

40

20

0

1980.3

1990.3

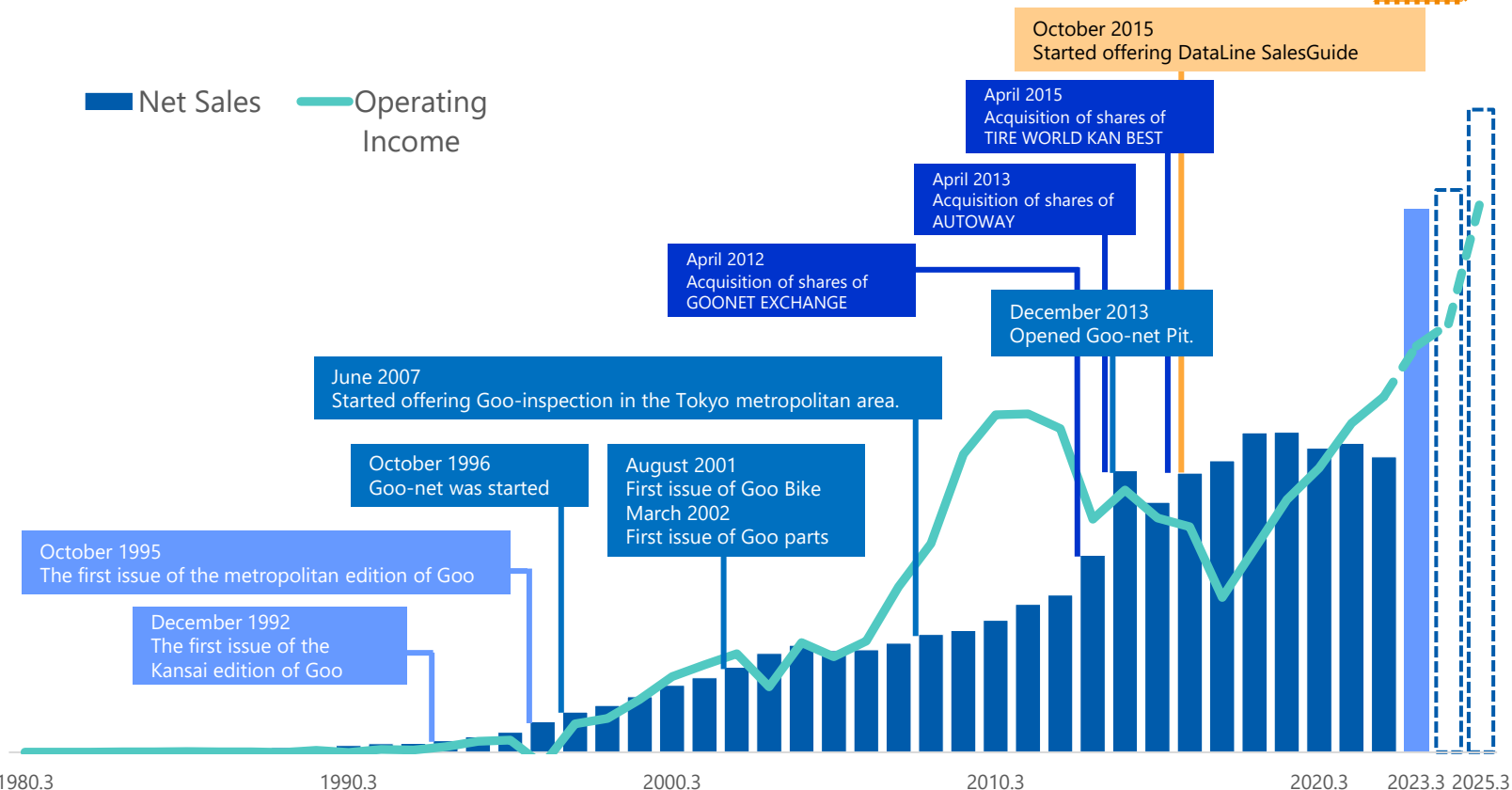
2000.3

2010.3

2020.3

2023.3

[Plan]



*1 New Revenue Recognition Standard

*2 The figures are those announced on May 13, 2022.

Appendix -Other-

Company Profile

Corporate Name	PROTO CORPORATION
Founded	October 1, 1977
Established	June 1, 1979
Common Stock	1,849 million yen (As of March 31, 2023)
Shares Outstanding	41,925,300 shares (As of March 31, 2023)
Head Offices	1-23-14 Aoi, Naka-ku, Nagoya-shi, Aichi 460-0006 Japan 6-18-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 160-0023 Japan
Branch Offices	Sapporo, Sendai, Takaskaisaaki, Nagano, Hamamatsu, Nagoya, Kanazawa, Osaka, Hiroshima, Matsuyama, Fukuoka, Kumamoto(35 Sales Outlets Nationwide)
Fiscal Year-end	March 31
Number of Employees	Consolidated: 1,468 (As of March 31, 2023)、 Parent: 534 (As of March 31, 2023)
Stock Exchange	Tokyo Stock Exchange Prime Market, Nagoya Stock Exchange Premier Market
Listing Subsidiary	1. AUTOWAY Co., Ltd. 2. TIRE WORLD KAN BEST CO., LTD. 3. GOONET EXCHANGE 4. PROTO-RIOS INC. 5. CAR CREDO Co., Ltd. 6. CAR BRICKS Co., Ltd. 7. PROTO SOLUTION Co., Ltd. 8. OKINAWA CALL STAFF SERVICE Co., LTD 9. Associe Co., Ltd 10. Onion Inc. 11. PROTO Ventures 12. PROTO Ventures 2 Investment Limited Partnership 13. COSMIC RYUTSUU SANGYO LTD., INC. 14. COSMIC GC SYSTEM LTD., INC. 15. okinawa basketball inc. 16. okinawa arena inc. 17. okinawa sports academy inc. 18. CAR CREDO (Thailand) Co., Ltd. 19. UB Datatech, Inc. (Affiliates accounted for by the equity method)

(As of March 31, 2023)

Breakdown by Major Group Companies

Segment	Sub-segment	Details
Platform	Media	PROTO CORPORATION (Media: Used cars, Maintenance,Bike) PROTO SOLUTION (Media) CAR CREDO (Appraisal Business) GOONET EXCHANGE (Alliance)
	Services	PROTO CORPORATION (New car) PROTO-RIOS (Software sales)
Commerce	Sale of goods	AUTOWAY (Tire and wheel sales) TIRE WORLD KAN BEST (Tire and wheel sales) GOONET EXCHANGE (Used car export) PROTO CORPORATION (Sale of goods) PROTO SOLUTION (Sale of goods)
	Ticket sales	COSMIC RYUTSUU SANGYO CO., LTD.(Ticket sales) COSMIC GIFT CARD SYSTEM CO., LTD.(Ticket sales)
Other Business	-	PROTO CORPORATION (Agriculture, Real Estate, Others) PROTO SOLUTION (BPO) PROTO Ventures · PROTO Ventures 2 Investment Limited Partnership (Investment) AUTOWAY (Solar power generation) okinawa basketball (Basketball team management)

Future Outlook

The IR information in this document includes a future outlook.

Such information other than the past events may be influenced by the risk and uncertainty due to the competition, market, and systems in the field of our company's business.

As a result, the outlook based on the assumption and estimation with available information may be different from actual results and performance in the future. We would appreciate your understanding.

For Inquiries

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