

The ACOM Standard

Annual Report 2006

Year ended March 31, 2006

ACOM CO., LTD.

Corporate Philosophy

Based on our twin mottos of
“respecting other people” and “putting the customer first,”
we will continue to
pursue an innovative and creative style of
corporate management aimed at
helping our customers realize happier and
more fulfilling personal lives.

In 1936, ACOM was founded on the ideal of
“extending the feeling of confidence from people to people.”
Since then, we have always sought to develop our business
by establishing an unshakable mutual trust between us and our customers.

ACOM is an acronym created from
the following three words:



Contents

| | |
|-----|--|
| 2 | <i>Financial Highlights</i> |
| 4 | <i>Message from the Management</i> |
| 9 | <i>Special Feature:</i> |
| | 1. <i>Progress Report on Alliance with Mitsubishi UFJ Financial Group, Inc.</i> |
| | 2. <i>The ACOM Standard</i> |
| 15 | <i>Overview of Businesses</i> |
| 23 | <i>ACOM's Management Structure</i> |
| 29 | <i>ACOM in Figures</i> |
| | <i>Related Macroeconomic Data/Six-Year Consolidated Financial Summary/ Seven-Year Non-Consolidated Financial Summary/Other Business-Related Data</i> |
| 55 | <i>Financial Section</i> |
| 104 | <i>The ACOM Group</i> |
| 106 | <i>Organization Chart</i> |
| 107 | <i>Corporate Data</i> |

Notes:

1. Forward-Looking Statements

The figures contained in this annual report with respect to ACOM's plans and strategies and other statements that are not historical facts are forward-looking statements about the future performance of ACOM which are based on management's assumptions and belief in light of the information currently available to management and involve risks and uncertainties and actual results may differ from those in the forward-looking statements as a result of various facts. Potential risks and uncertainties include, without limitation, general economic conditions in ACOM's market and changes in the size of the overall market for consumer loans, the rate of default by customers, the level of interest rates paid on ACOM's debt and legal limits on interest rates charged by ACOM.

2. All amounts are truncated to the nearest expressed unit.
3. Percentage figures are a result of rounding.

Financial Highlights

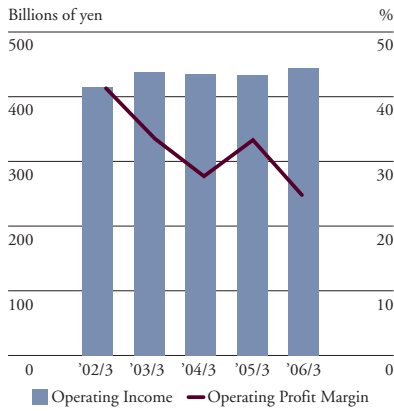
ACOM CO., LTD. and Subsidiaries

Millions of yen

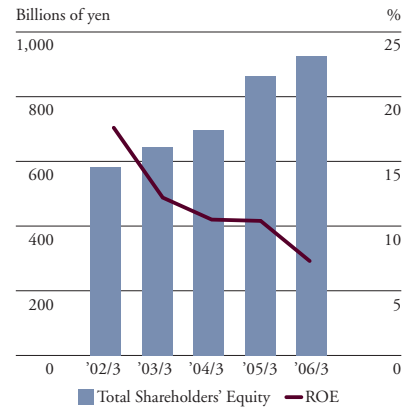
| | 2002 | 2003 | 2004 | 2005 | 2006 |
|--|-----------|-----------|-----------|-----------|-----------|
| Profit and Loss Related: | | | | | |
| Operating Income | 414,918 | 437,572 | 434,968 | 433,965 | 445,431 |
| Operating Expenses | 243,669 | 290,877 | 314,577 | 289,604 | 335,039 |
| Bad-debt-related Expenses ¹ | 72,047 | 115,671 | 140,505 | 108,453 | 117,125 |
| Interest-repayment-related Expenses ² | — | — | — | — | 37,228 |
| Other Operating Expenses | 171,622 | 175,206 | 174,072 | 181,151 | 180,685 |
| Operating Profit | 171,248 | 146,695 | 120,391 | 144,361 | 110,392 |
| Net Income | 95,637 | 75,096 | 70,319 | 81,533 | 65,595 |
| Cash Flow Related: | | | | | |
| Net Cash Provided by (Used in) Operating Activities | (46,554) | 47,550 | 164,158 | 141,014 | 100,226 |
| Net Cash Provided by (Used in) Investing Activities | (5,590) | (8,191) | (5,398) | (17,350) | (44,973) |
| Net Cash Provided by (Used in) Financing Activities | 67,639 | 7,906 | (166,105) | (136,508) | (104,389) |
| Free Cash Flow | (52,144) | 39,359 | 158,760 | 123,664 | 55,253 |
| Balance Sheet Related: | | | | | |
| Total Assets | 2,166,865 | 2,183,414 | 2,075,389 | 2,077,334 | 2,106,681 |
| Receivables Outstanding ³ | 1,888,265 | 1,940,055 | 1,851,454 | 1,856,962 | 1,834,628 |
| Total Amount of Bad Debts | 44,516 | 60,791 | 80,259 | 83,961 | 114,371 |
| Allowance for Bad Debts | 81,064 | 112,549 | 135,350 | 130,532 | 131,620 |
| Total Shareholders' Equity | 582,737 | 644,431 | 697,166 | 863,760 | 927,722 |
| Per Share: | | | | | |
| | Yen | | | | |
| Net Income, Basic | 653.18 | 513.08 | 487.77 | 516.23 | 416.69 |
| Total Shareholders' Equity | 3,983.61 | 4,405.08 | 4,855.98 | 5,456.39 | 5,901.69 |
| Cash Dividends | 80 | 80 | 80 | 100 | 140 |
| Financial Ratios: | | | | | |
| | % | | | | |
| Profitability | | | | | |
| Operating Profit Margin | 41.3 | 33.5 | 27.7 | 33.3 | 24.8 |
| ROE ⁴ | 17.6 | 12.2 | 10.5 | 10.4 | 7.3 |
| Efficiency | | | | | |
| Operating Efficiency ⁵ | 9.5 | 9.2 | 9.2 | 9.8 | 11.8 |
| ROA1 (Net Income to Total Assets) ⁴ | 4.7 | 3.5 | 3.3 | 3.9 | 3.1 |
| ROA2 (Net Income to Receivables Outstanding) ⁴ | 5.3 | 3.9 | 3.7 | 4.4 | 3.6 |
| Stability (Non-consolidated) | | | | | |
| Ratio of Shareholders' Equity | 26.9 | 29.5 | 33.6 | 41.6 | 44.0 |
| Bad Debt Ratio (Gross Basis) [Non-consolidated] ⁶ | 2.7 | 3.7 | 4.9 | 5.1 | 6.9 |
| Bad Debt Coverage Ratio [Non-consolidated] ⁷ | 177.8 | 178.0 | 162.2 | 150.7 | 112.0 |

- Notes: 1. The amount of bad-debt-related expenses is the sum of bad debt write-offs, additional allowance for bad debts, and additional allowance for loss on debt guarantees.
2. Interest-repayment-related expenses indicates the sum of interest repayments and additional allowance for loss on interest repayments
3. Receivables outstanding indicates the sum of receivables outstanding of the loan business, credit card business, and installment sales finance business.
4. ROE and ROA are calculated using the simple average of beginning and end of term balance sheet figures.
5. Operating efficiency = Operating expenses excluding bad-debt-related expenses / Average of beginning and end of term receivables outstanding
6. Bad debt ratio (Gross basis) = Total amount of bad debts / Receivables outstanding plus Loans to borrowers in bankruptcy or under reorganization
7. Bad debt coverage ratio = Allowance for bad debts / Total amount of bad debts

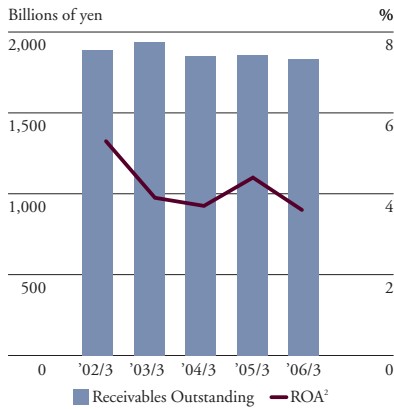
Operating Income and Operating Profit Margin



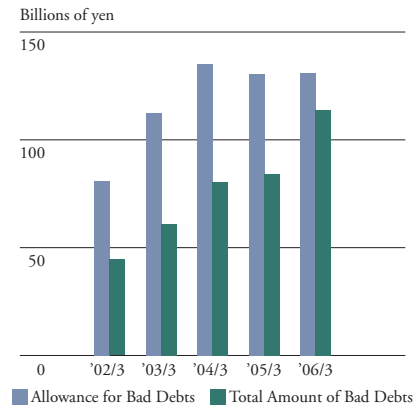
Total Shareholders' Equity and ROE



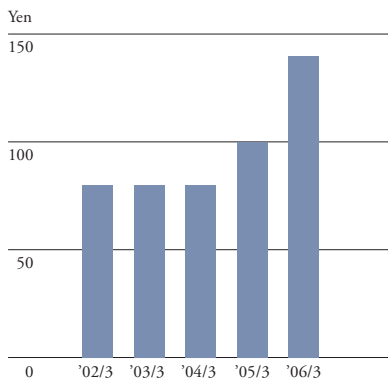
Receivables Outstanding and ROA²



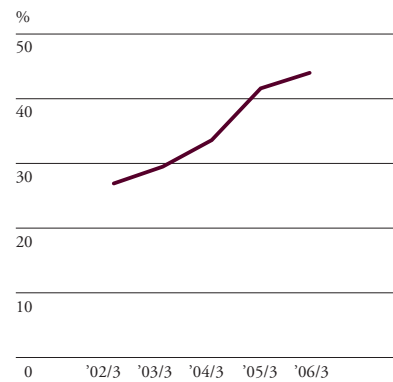
Allowance for Bad Debts and Total Amount of Bad Debts



Cash Dividends per Share



Shareholders' Equity Ratio



Message from the Management



Shigeyoshi Kinoshita President & CEO

Taking advantage of alliances with Mitsubishi UFJ Financial Group, Inc. and other prominent entities, we will further reinforce our loan business and cultivate new businesses.

Fiscal 2005 in Review

Increasingly Difficult Business Conditions Despite a Strengthening Economic Recovery

Of the “the three excesses” —excessive capital equipment, employment and debt— that have fettered the Japanese economy since the end of the “bubble” era, in big business and manufacturing, two—excessive capital equipment and employment — have, after nearly 14 years, reversed into shortages, and the outlook for a medium-to-long-term recovery has become stronger. In addition, wages are recovering in the wake of high corporate earnings, and personal consumption is also on a moderate upward trend. However, these positive factors have failed to compensate for various negative aspects stemming from a dramatically changing business environment. These include a more rapidly aging population, low birthrate, intensified competition due to entry of companies from other sectors, diversification of consumer needs, and a sharp increase in legal debt arrangements in the loan business.

The Birth of Mitsubishi UFJ Financial Group, Inc.

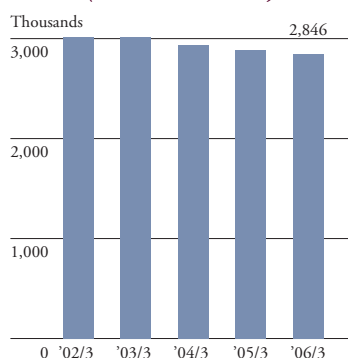
The consumer finance market is approaching a major transitional period amid sharply changing business conditions. However, this situation offers increased opportunities for the ACOM Group. For example, October 2005 saw the birth of Mitsubishi UFJ Financial Group, Inc. (hereinafter MUFG), with total assets of ¥192 trillion. Prior to that, the ACOM Group formed a business alliance with Mitsubishi-Tokyo Financial Group, Inc. (hereinafter MTFG), covering the retail finance category. We expect our relationship with MUFG to grow beyond the initial expectations we had when we tied up with MTFG.

Higher Income But Lower Earnings Due to Allowance for Loss on Interest Repayments (Consolidated)

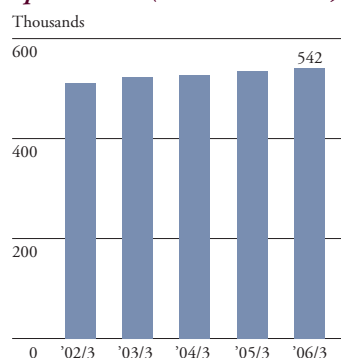
In fiscal 2005, ended March 31, 2006, the ACOM Group reported consolidated operating income of ¥445.4 billion, up 2.6% from the previous year. However, operating profit declined 23.5%, to ¥110.3 billion, and net income fell 19.5%, to ¥65.5 billion.

The increase in operating income stemmed from several factors, including the transformation of DC Cash One Ltd. (hereinafter DC Cash One), into a consolidated subsidiary in January 2005 (contributing ¥11.3 billion to the loan business segment in fiscal 2005); business expansion of EASY BUY Public Company Limited (hereinafter EASY BUY), our consolidated subsidiary in Thailand (¥6.7 billion); and growth in the business of IR Loan Servicing, Inc. (¥5.3 billion). While operating income of the parent company

Change in Number of Customer Accounts of Unsecured Consumer Loan Business (Non-consolidated)



Change in Average Balance of Unsecured Loans for Consumers per Account (Non-consolidated)



declined ¥6.0 billion, the Group achieved an increase in consolidated operating income.

The main reason for the major declines in operating profit and net income was the setting aside of a ¥23.7 billion allowance for loss on interest repayments, to cover the risk of future repayments of excess interest charged, which accompanied a stepping up of legal debt arrangements in the loan business. Nevertheless, financial expenses declined ¥1.8 billion, or 8.1% year-on-year, owing to the generally low interest rate environment for fund procurement.

Loan Business (Non-Consolidated): Volume Expansion is the Theme

A look at the parent company's loan business in fiscal 2005 reveals steady progress made in upgrading the quality of credit. Having improved our credit screening procedures, we set strict lending guidelines and provided interest incentives for high-quality customers. The number of high-quality customers taking advantage of such incentives increased, enabling us to maintain an upward trend in the average balance of loans per account. However, from the point of view of quantitative expansion, the number of customers at fiscal year-end slipped 1.5% from a year earlier, and the number of new customers fell by approximately 10 thousand, to 330 thousand, doing nothing to stop the gradual downward trend.

Loan Business (Affiliates): Rapid Growth for DC Cash One; EASY BUY's Profits Down Due to Maximum Interest Rate Regulations

In Japan, we focused on strengthening our alliance with DC Cash One, which is now a consolidated subsidiary. To this end, we set up dedicated service counters at 117 of ACOM's staffed outlets. We also began accepting new loan applications via all of our QUICK MUJIN machines, which total 201. Consequently, the number of customer accounts grew 14.7% from the previous year, to 172 thousand.

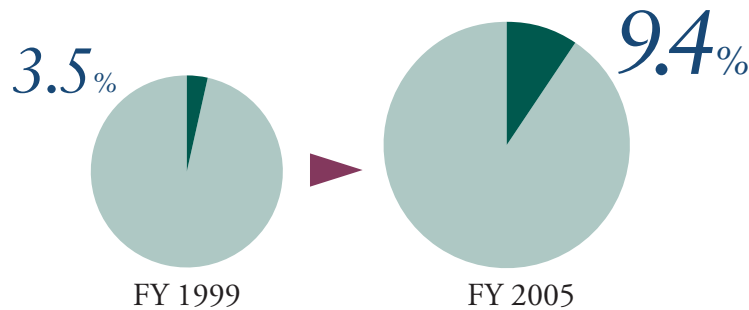
During the year, we pursued a two-brand strategy, focusing on ACOM and DC Cash One, aimed at cultivating new customer niches and increasing the total loan balance. While this approach enabled us to boost the number of loan customer accounts of DC Cash One by 22,109, the number of customer accounts for unsecured loans of the parent company declined by 43,477. Therefore, our two-brand strategy has yet to provide real value to the Group.

Overseas, EASY BUY, our consolidated subsidiary in Thailand, reported a ¥0.5 billion decline in operating profit, to ¥1.4 billion, due to regulations imposed by the Bank of Thailand capping the maximum allowable loan interest rate at 28%. Nevertheless, the number of people using EASY BUY's services continues to expand favorably, and we are confident of sustained growth over the medium to long terms.

Diversified Financial Services: Steady Progress in Diversifying Our Earnings Base, Spearheaded by the Guarantee and Loan Servicing Businesses

We formed alliances in the guarantee business with three new regional banks, bringing the number of partners with which we have tie-ups to 13 banks and one corporation. In addition, in February 2006, DC Cash One began providing guarantee services for the Super IC Card, "Tokyo-Mitsubishi UFJ-VISA" issued by The Bank of Tokyo-Mitsubishi UFJ, Ltd. (hereinafter The Bank of Tokyo-Mitsubishi UFJ) In other highlights, IR Loan Servicing, Ltd., which spearheads the Group's loan servicing business, merged with DC Servicer company, Ltd. (hereinafter DC Servicer), in an effort to broaden the scale of this business and boost efficiency. (DC Servicer

*Composition Ratio of Operating Income
by Segment(Consolidated)-Diversified Financial Services*



was a wholly owned subsidiary of DC Card Co., Ltd., an equity-method affiliate of ACOM.) In the credit card business, we promoted issuance of ACOM MasterCard® via immediate card-issuing machines linked to our MUJINKUN network of automatic contract machines. We also issued alliance cards with two new partners. As a result, the number of cardholders at the end of fiscal 2005 grew 5.2% from the previous year, to 1,253 thousand. In the installment sales finance business, as a top priority, we reassessed contracts with affiliated merchants whose profitability has declined significantly, reinforced arrangements with existing affiliated merchants, and stepped up our search for new ones.

Together, these diversified financial services accounted for 9.4% of consolidated operating income in fiscal 2005, up from 3.5% in fiscal 1999, reflecting the success of measures to broaden our earnings base.

Future Growth Strategies and Outlook for Fiscal 2006

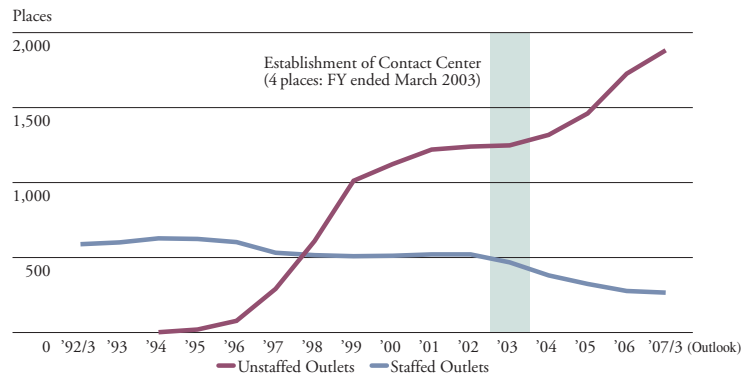
Seize Opportunities Provided by Alliance with MUFG

While the benefits of our alliance with MUFG have taken slightly longer to materialize than initially planned, we are reassessing the arrangement with a view to expanding the scheme beyond our original expectations. (For more details on the progress of the alliance, please refer to Special Feature 1 on pages 10 to 11 of this report.) So far, we have built a two-brand organization in the unsecured consumer loan business by transforming DC Cash One, which had been already holding a MUFG brand, into a subsidiary of ACOM. In the guarantee business, contracts from regional banks have grown sharply owing to support from The Bank of Tokyo-Mitsubishi UFJ. In these ways, our alliance is producing steady synergistic benefits. In order to resume a stable growth path in a consumer finance industry that has been under circumstances more severe than previously anticipated, the ACOM Group will seize opportunities arising from the MUFG alliance as it strives to restore its core loan business and expand its involvement in diversified financial services.

Loan Business: Focus on Quantitative Expansion

In the domestic unsecured loan business, the core business of the ACOM Group, we further reinforced the quality of credit, an area where ACOM already predominated, and concentrated on enhancing our creditworthiness. While we do not intend to relax our policy of upgrading the quality of credit, we recognize the importance of maintaining a balanced approach that also emphasizes quantitative expansion, namely the broadening of our operating foundation. Under our basic strategy, employing the two brands of ACOM and DC Cash One, the entire Group will enlarge its customer base and cultivate high-quality customers. Here, we will take a number of steps aimed at making ACOM the “first choice” of customers in the consumer finance market. These include (1) raising recognition of the two brands via effective advertising tailored to regional characteristics; (2) expanding interest incentives for high-quality customers to raise the continuity ratio; (3) developing sales channels by upgrading unstaffed outlets and extending operating hours to enhance convenience and achieve low-cost operations; and (4) building a team of highly skilled financial counselors capable of providing advice and proposals from the customer’s standpoint (at fiscal year-end, we had 442 ACOM Authorized Counselors). In the future, the ACOM Group must leverage its alliance with MUFG to turn the difficult environment to its advantage in its quest to get its loan business back on track.

Loan Business Outlets



The Strategy of Diversified Financial Services: Significantly Increase the Balance of Guaranteed Receivables

In our diversified financial services, we will target further quantitative expansion, propelled by the credit card, guarantee, and loan servicing businesses. The guarantee business, in particular, is an area in which we can manifest our credit-screening expertise in personal unsecured loans—a major competitive strength of the ACOM Group. Here, our alliance with MUFG is already producing considerable synergistic benefits. In fiscal 2006, we plan to form guarantee alliances with five or six new partners, centering on regional banks, and dramatically increase the balance of guaranteed receivables. In Japan, card loans and credit cards are becoming a powerful source of income for the retail finance operations of banks. It is estimated that the balance of free unsecured loans extended by Japan's 64 regional banks has reached ¥3 trillion. Taking advantage of this situation, in March 2005 we established RELATES CO., LTD. (hereinafter RELATES), a wholly owned subsidiary specializing in call center services related to unsecured loans, card issuance and other back office operations, marketing, and other outsourcing services. In fiscal 2006, ACOM, DC Cash One, RELATES, and MUFG will cooperate to accelerate growth of the Group's guarantee business.

Outlook for Fiscal 2006

As stated above, against the background of economic recovery, the ACOM Group will pursue our theme strategy of quantitative expansion. However, the environment surrounding our loan business has turned out to be more severe than we had anticipated. For this reason, for fiscal 2006 we are forecasting operating income of ¥438.3 billion, a 1.6% decline compared to the previous period. By contrast, we expect earnings to benefit from qualitative improvements and our pursuit of low-cost operations, and we are forecasting operating profit of ¥111.3 billion, a 0.8% increase compared to the previous period, and net income of ¥66.6 billion, a 1.5% rise over the previous period.

Capital Strategies and Returns to Shareholders

Capital Strategy: Maintain Consolidated Shareholders' Equity Ratio above 40% for the Time Being

The Group's consolidated shareholders' equity ratio rose to 44%, boosted by steady increases in profits and a capital injection accompanying the alliance with MTFG (currently MUFG). Our policy going forward is to maintain the shareholders' equity ratio (including guaranteed receivables) at above 30%, based on consideration of our operating stability and capital efficiency. In the near term, however, our policy is to aim for a level above 40%, given our capital requirements to fund future growth strategies, as well as the need to retain ample room for interest rate increases amid economic recovery.

Shareholder Return Policy: Maintain Ratio of Profit Distribution to Shareholders Above 30%

We have set a shareholder return policy that targets a ratio of profit distribution to shareholders of 30% or higher on a non-consolidated basis over the medium term. ("Ratio of profit distribution to shareholders" refers to the sum of dividends paid and share buy-backs as a percentage of net income.) Despite posting a net income decline in fiscal 2005, we plan to pay a year-end dividend of ¥70.00 per share. Combined with the ¥70.00 interim dividend already paid, this will result in full-year dividends of ¥140.00 per share, up ¥40.00 from fiscal 2004.

The ACOM Standard – Being Ourselves

Lying at the heart of ACOM's management is an enduring corporate philosophy based on three important values: (1) respecting other people, (2) putting the customer first, and (3) pursuing an innovative and creative style of corporate management. The first two values—respecting other people and putting the customer first—mean taking action only after giving careful thought to the customer's standpoint. These are inextricably linked to ACOM's key strength, which is its ability to continually enhance its competitive edge in terms of service capabilities, quality of credit, business efficiency, and financial position. They are thus key to ACOM's quest to always be the “brand of choice” among customers. To date, we have developed our business based on a commitment to constant change in the face of shifting business conditions, markets, and customer requirements. MUJINKUN, developed from an idea of single employee, is one of many examples where ACOM has led the industry in innovation. Then, there is our large scale alliance—a strategic business and capital alliance with MTFG (currently MUFG). This is a true illustration of our third value: pursuing an innovative and creative style of corporate management. Without relaxing our commitment to this value, we will target growth in all of our businesses, including diversified financial services, while mobilizing the skills and expertise we have accumulated thus far.

This stance is truly ACOM; it is “The ACOM Standard.”

We have striven hard to evolve from a major player in the consumer finance market into a winning leader in the retail finance industry. By adhering resolutely to The ACOM Standard, we are confident of achieving consistent growth no matter how business conditions might change.

On behalf of the ACOM Group, I look forward to your ongoing understanding and support.



Shigeyoshi Kinoshita
President & Chief Executive Officer

Special Feature

I

*Progress Report on Alliance with
Mitsubishi UFJ Financial Group, Inc.*

2

The ACOM Standard

*Ever since ACOM's establishment,
"respecting other people", "putting the customer first", and
"pursuing an innovative and creative style of corporate management"
have been a part of ACOM's corporate philosophy,
with the company constantly striving to be
"brand of choice" of customers.
ACOM's strategic business and capital alliance with
Mitsubishi Tokyo Financial Group, Inc.
(currently Mitsubishi UFJ Financial Group, Inc. :hereinafter MTFG)
has also been made possible by ACOM's basic philosophy,
inherited over the past 70 years. In this Special Feature,
we report on the progress of the strategic tie-up with MTFG,
and on our fundamental philosophy,
"The ACOM Standard."*

10

Progress Report on Alliance with Mitsubishi UFJ Financial Group, Inc.

12

The ACOM Standard

Progress Report on Alliance with Mitsubishi UFJ Financial Group, Inc.

Background and Significance of Alliance with Mitsubishi UFJ Financial Group, Inc.

Amid a changing business environment characterized by diversifying consumer lifestyles, the domestic market for loans to individuals is expected to expand considerably in the future. With this in mind, ACOM and Mitsubishi Tokyo Financial Group, Inc. (currently Mitsubishi UFJ Financial Group, Inc.; hereinafter MTFG), agreed in March 2004 to form a strategic and capital alliance in the retail sector. By making the most effective use of the expertise and business bases of both groups, our intention was to reinforce the competitive strength of both groups in the retail sector and improve their earnings, thus contributing to the sound development of the Japanese consumer finance market. In October 2005, MTFG merged with UFJ Holdings, Inc., to form Mitsubishi UFJ Financial Group, Inc. (hereinafter MUFG). We expect to form a close-knit relationship with MUFG that exceeds the scope of the initial expectations we had when we tied up with MTFG.

Exploiting ACOM's Distinctive Expertise in Unsecured Loans

ACOM's greatest strength is its superlative knowledge of the unsecured loan business. Compared with banks, which rely on collateral when extending loans, ACOM has a history of building a top-class position in the consumer finance sector with its core business of small-lot personal unsecured loans collateralized by "people's good faith". We have also developed an advanced credit screening model, based on transaction data for more than 8 million customers we have served in the past. We use this model to undertake appropriate credit

management. Moreover, by conducting risk-specific analyses of each loan application and rigorously employing various indicators, we are working to improve and better manage our loan portfolio.

Unsecured loans require not only credit screening expertise but also know-how gained through experience in credit management. In follow-up services, which require particular care, observance of compliance-related issues is naturally important, and when loan repayments fall into arrears, we must have staff capable of adopting the customer's perspective and proposing a reasonable repayment schedule accordingly. For this reason, we record all conversations between call center staff and customers, and apart from carrying out strict checks for legal violations, we also have a customer response manual containing detailed rules about our policy of "putting the customer first" policy. To ensure such a policy is actually put into practice, we provide extensive staff education and training programs (see "Human Resource Management" section on page 14 for more details).

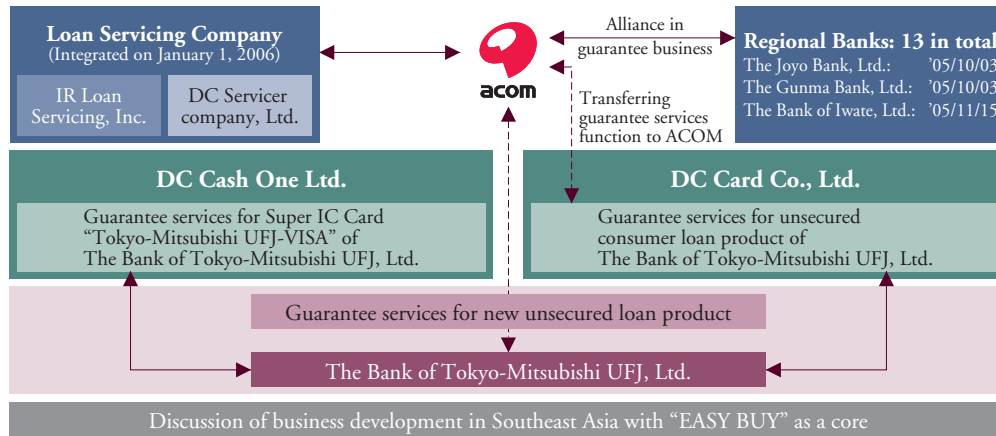
In the unsecured loan business, these two attributes—credit screening expertise and the ability to nurture staff who can build relationships of trust with customers—represent valuable assets for ACOM. We believe such assets give us a competitive advantage over banks and other financial institutions.

Alliance Scheme in Action

Two-Brand Structure with DC Cash One

In January 2005, ACOM increased its stake in Tokyo-Mitsubishi Cash One Ltd. (hereinafter Tokyo-Mitsubishi Cash One), a joint investment with MTFG (currently MUFG), from 38.85% to 54.73%, making Tokyo-Mitsubishi Cash One our consolidated subsidiary, DC Cash One Ltd. (hereinafter DC Cash One). Since then,

Alliance Scheme with MUFG: Capital Diagram



we have, among other things, promoted a reciprocal agency strategy, based on a two-brand structure comprising ACOM and DC Cash One, in an effort to restore growth in this business. At present, there is a customer overlap of around 20% between the two brands. Our plan is for DC Cash One to utilize ACOM's expertise in unsecured consumer loans to cultivate customer niches that we were not able to cover under the ACOM brand.

Changing of DC Card Co., Ltd. to an Equity-method Affiliate

On January 31, 2005, ACOM purchased a 20.33% stake in DC Card Co., Ltd. (hereinafter DC Card), a credit card company which was under the umbrella of MTFG (currently MUFG), making DC Card an equity-method affiliate of ACOM. Improving the ACOM Group's business expertise vis a vis the whole consumer credit market, by deploying the skills and expertise developed by DC Card over its many years in the credit card business, is a major goal. Those skills and expertise have been put to good use since February 2006, when DC Cash One started providing guarantee services for shopping and cashing by cardholders of the "Super IC Card" issued by The Bank of Tokyo-Mitsubishi UFJ, Ltd. (hereinafter The Bank of Tokyo-Mitsubishi UFJ).

Business to Benefit Greatly from MUFG Alliance

MUFG and other financial institutions are increasingly focusing on unsecured loans to individuals, which represent a highly profitable business. Market activity is growing more and more brisk as institutions strive to swiftly provide highly convenient loan products. Against this background, ACOM formed alliances in the guarantee business with three new regional banks in fiscal 2005, with the support of The Bank of Tokyo-Mitsubishi UFJ. In fiscal 2006, we hope to form new guarantee alliances with five or six more regional banks as we seek to further increase the balance of guaranteed receivables.

Alliance in the Loan Servicing Business

Based on ACOM's basic agreement with MTFG (currently MUFG), DC Servicer company, Ltd. (hereinafter DC Servicer company), formerly a member of the MTFG Group, became a subsidiary of ACOM in October 2005. Seeking to further reinforce our servicing business, in January 2006 we merged the operations of DC Servicer company and IR Loan Servicing, Inc., the latter being the surviving entity. We will integrate the skills of both merging partners to boost market share, enhance business efficiency, and improve profitability.

Guaranteed Receivables Expected to Grow Significantly over the Medium to Long Term

Although several schemes in our alliance with MTFG (currently MUFG) are taking longer to materialize than initially planned when we tied up with MTFG, there is no change in the fact that the ACOM Group will play an important role in the MUFG Group's retail financial strategy. As mentioned earlier, we are steadily moving forward with some schemes, including in the guarantee and loan servicing businesses. Furthermore, the transfer of DC Card's business providing guarantees for The Bank of Tokyo-Mitsubishi UFJ's unsecured loan products is scheduled to take place towards the middle of fiscal 2006, and early in the latter half of the year, DC Cash One intends to start providing guarantee services for personal unsecured loans extended by The Bank of Tokyo-Mitsubishi UFJ.

The ACOM Standard



Box (left) and wrapping paper (right) for storing kimonos as used at Maruito Gofuku Ten

This year, ACOM celebrated 70 years since it got its start as a shop, Maruito Gofuku Ten, founded by Masao Kinoshita in 1936. Right from the beginning, the founder conducted business with a firm commitment to the spirit of reciprocal trust—trusting people and being trusted by people.

The name maruito (literally “circular weave”) was derived from a combination of two textile-related terms, tateito (vertical weave) and yokoito (horizontal weave), and was decided upon because it signified a “harmony of mutual trust.” According to the founder, “If you trust people from your heart, they will always respond.” He put this philosophy into practice as he sought to expand the “circle of trust” in his business activities. When visitors to his shop could not make up their mind, he would lend them high-priced garments to try on at home. This was the case even for first-time visitors. Such a spirit of deep trust was warmly embraced by people, and in a short time Maruito Gofuku Ten had gained a reputation built on trust. The founder brought his “circle of trust” to his subsequent financial businesses, notably pawn-broking, bill discounting, and commercial loans.

It was not long before Japan entered a period of mass production and mass consumption, and the value of goods suddenly declined. The founder decided to leave the pawn-broking business and take the challenge of providing loans to salaried workers. In effect, he shifted from a business based on “trust in goods” to one founded on “trust in people.” Despite skepticism from others about this new paradigm, the founder began offering loans on a trial basis to salaried workers from his Kobe-Motomachi branch in 1960, drawing on his strong belief in “trusting customers.” In 1963, he discontinued his bill discounting and commercial loan activities and publicized his new business concept focusing on loans to salaried workers. Unlike pawn-broking, the lending business was based on a new business model

emphasizing “trust in people,” where visitors could arrive with nothing and swiftly receive their required funds. This intelligent concept was well received, quickly winning the hearts of consumers.

Believing that trust is built by working hard and sparing no effort, the founder set out his “three business ideals”:

- (1) adopt the correct procedures with a professional attitude,
- (2) choose innovative methods, and
- (3) always do your best.

These ideals, together with the enduring “circle of trust,” are embodied in ACOM’s current corporate philosophy, and even now, 70 years since ACOM’s founding, continue to guide our actions.

The ACOM Standard

At the heart of ACOM’s management the values of respecting other people, putting the customer first, and pursuing an innovative and creative style of corporate management continue to pulsate with vitality. Putting the customer first and respecting other people mean taking action only after giving careful thought to the customer’s position. These are inextricably linked to ACOM’s core strength, which is its ability to continually enhance its competitive edge in terms of service capabilities, quality of credit, business efficiency, and financial health, and they are connected to ACOM’s quest to always be the “brand of choice” among customers.

To date, we have developed our business based on a commitment to constant change in the face of shifting business conditions, markets, and customer requirements. Our automated contract machine, MUJINKUN, which developed from the idea of a single employee, is

one of many examples where ACOM has led the industry in innovation. We have also established a large scale alliance—a strategic business and capital alliance with MTFG (currently MUFG). This is a true illustration of our third value: pursuing an innovative and creative style of corporate management. In our current position, without slackening, we will target growth in all of our businesses, including diversified financial services, while mobilizing the skills and expertise we have cultivated thus far. This stance is truly ACOM; it is “The ACOM Standard.”

Putting the Customer First

Based on its founder’s “circle of trust” spirit, ACOM has a corporate philosophy focused on “putting the customer first”—which remains in place to this day. The Japanese translation of “putting first” is derived from a Buddhist term that also means “ultimate truth” and “true value.” A similar phrase in Japanese translates as “customerism,” which involves strong elements of subjectivity and will. “Putting the customer first,” by contrast, has no place for such subjectivity or will. From ACOM’s viewpoint, it incorporates a belief in the true and absolute value of customers.

Respecting Other People

Just as we respect our own viewpoints, we should respect the viewpoints and privacy of others. In other words, we should think from the perspective of our customers. At ACOM, we treat customers not as a general group of people but as individuals. With this in mind, we

place high priority on customer satisfaction (CS)—earning the true satisfaction of each and every individual customer. This philosophy is also linked to the spirit of respecting employees, and for this reason we are conducting grass-roots employee satisfaction (ES) activities throughout the Group. Our ES activities are based on the view that “proud, satisfied, and motivated employees are more attuned to the needs of customers,” and serve as the backbone of our CS-oriented management approach.

Pursuing an Innovative and Creative Style of Corporate Management

Throughout its history, ACOM has boldly embraced challenges that others at the time were unwilling to tackle, overturning commonly accepted industry dogma time and again in the process. In short, we have maintained a tradition of “pursuing an innovative and creative style of corporate management.” This means being the first to make a new move. If we had opted to wait and see how things were turning out for those who had moved first, being the second or third to player to make a move, perhaps we would not have evolved into the present-day ACOM. There is a common element to all of our actions. Put simply, we must put the customer first, irrespective of the situation or the innovativeness of the idea. What can I do to satisfy the customer? This question provides the motivation for developing ACOM’s products and services. Our most formidable challenges do not come from our competitors but from the ever-changing needs of our customers.

Staff Training System

| Education Level | Skill |
|---------------------|---|
| Excellent Leader | Possesses a broad range of knowledge and skills; can manage and control an organization with strong leadership; motivated and eager to embrace challenges; capable of formulating and executing plans incorporating innovative concepts |
| Executive Candidate | Candidate for near-future or next-generation executive position; capable of management leadership |
| Professional | Possesses highly specialized knowledge and expertise; has specialized capabilities in specific areas, such as personal communications, complaints handling, and counseling |

Human Resource Management

Based on its corporate philosophy of respecting other people, putting the customer first, and pursuing an innovative and creative style of corporate management, the ACOM Group is nurturing the professionals who will inherit its expertise in the future. Our employees are taught to carefully consider the perspective of the customer before taking action, and to build ACOM into the “brand of choice” among consumers.

System of ACOM Authorized Counselors

The introduction in 1993 of MUJINKUN automated contract machines prompted ACOM to think more closely about using the concept of man-machine interface to enhance convenience for customers. Since then, we have created a succession of revolutionary, systematic services. Warmly received by customers, these services have enabled us to expand our business scope. Admittedly, however, systemization has led us to become increasingly uniform in our responses to customer needs. For this reason, we set up program of counseling activities aimed at providing specialist advice to customers about loan payments and other matters, with the intention of helping customers maintain normal and sound household finances. In October 2005, we established an internal system for granting official counselor authorization. Employees who have completed a set training program, covering legal and other education, are given the title of ACOM-Certified Counselor if they meet certain requirements. Specifically, they must prove their ability to accurately address customer needs from various angles and possess the knowledge and skills necessary to provide advice and make proposals as financial professionals. At the end of fiscal 2006, we had 442 ACOM Authorized Counselors. We also display certificates at outlets and on counters to highlight our initiatives in this area.

All Outlets Nationwide Seek to Be No. 1 in Their Area

We have a nationwide network of outlets that specialize in addressing customer needs, and provide face-to-face services tailored closely to regional characteristics. Now that back-office operations are centralized at our contact centers, our outlets can concentrate on delivering professional financial services. In addition to loans, they offer advice on financial products and household budgeting to suit the specific life stage of each customer. Counselors at our outlets also work hard to become the best possible advisors to our customers.

Human Resource Training Geared to Modern Times

To keep up with changes in society and the operating environment, the ACOM Group must acquire advanced knowledge and a variety of skills. Previously, our educational programs to raise knowledge and skill levels tended to focus on intellectual capacity, or IQ (intelligence quotient). More recently, however, we have shifted our focus to EQ (emotional quotient)—centering on rationality, popularity, and virtue—as well as SQ (sensitivity quotient), emphasizing compassion. People with a high BQ (business quotient)—EQ and SQ together with IQ—promise to play a central role in creating new levels of corporate value for the ACOM Group. With this in mind, we have carefully studied the best possible staff training methods and are promoting a training program that will nurture the quality of human resources for which must aim.

Overview of Businesses

The business environment surrounding the consumer finance industry is growing increasingly severe against a backdrop including diversifying consumer needs, an acceleration in the decrease of the birth rate and the aging of the population, and increasing competition due to the entry of new players from other industries. Against this adversity, we are aiming to make full use of our expertise and skill gained from our core unsecured loan business, and expand into diversified business domains where we can expect synergistic results, in order to become the leader in the consumer credit market.

16

Business Highlights

18

Operations by Business Segment

For detailed information including customer attributes, please refer to pages 29-54 of ACOM in Figures.

Business Highlights

Segment

Business Overview and Market Position

Loan Business

Our core business, a loan business centering on unsecured loans for consumers, accounted for 89.0% of the Group's consolidated operating income in fiscal 2005. ACOM has established an advanced credit screening model based on data from the 8 million customers it has served in the past. We are utilizing this expertise through our various loan application channels, including our outlets, automated contract machines, the Internet, and mobile phones. Moreover, we are striving to enhance customer services by expanding our network of newly introduced QUICK MUJIN, automated loan application machines and extending operating hours. Meanwhile, two consolidated subsidiaries—DC Cash One Ltd. in Japan and EASY BUY Public Company Limited, which is developing business in Thailand—are steadily broadening the scope of their operations.

According to the 2006 edition of Consumer Credit Statistics of Japan (published by the Japan Consumer Credit Industry Association), the domestic consumer loan market is currently worth ¥10 trillion in terms of loan receivables outstanding. With a share of around 16%, ACOM is one of the leading players in this market.

Diversified Financial Services

Credit Card Business

In 1998, ACOM acquired principal membership of MasterCard International and entered the credit card business the following year with the issue of the ACOM MasterCard®. In addition to promoting sales via MUJINKUN with instant card-issuing capabilities, we are working to reinforce ties with partners who are strong in their respective fields. At the end of fiscal 2005, ACOM had 31 cards issued via alliances with 31 affiliated merchants. We also had over 680 thousand tie-up cardholders, representing around half of all our 1,253 thousand cardholders of credit cards.

According to Consumer Credit Statistics of Japan, the Japanese credit card market is worth around ¥29.1 trillion in terms of total credit extended. We estimate our share of the market to be around 0.2%.

Installment Sales Finance Business

In this segment, ACOM specializes in installment sales services to facilitate the purchase of individual items. Under our system, we have agreements with affiliated merchants. When a customer wishes to purchase a high-priced item, we pay the merchant in advance, and the customer reimburses us in subsequent installments. According to Consumer Credit Statistics of Japan, the Japanese market is estimated to be worth around ¥10 trillion, and the ACOM Group's share is around 0.6%. In Asia, where the potential for market growth is high, we are expanding our hire purchase business via EASY BUY Public Company Limited, our consolidated subsidiary in Thailand.

Guarantee Business

ACOM provides guarantees on unsecured personal loans via alliances with financial institutions, centering on prominent regional banks. By combining the loyalty and sales channels offered by banks with ACOM's credit screening and collection expertise related to unsecured consumer loans, we are able to provide guarantee arrangements tailored to the needs of alliance partners, covering everything from product planning to loan collection. At the end of fiscal 2005, we had tie-ups with 13 banks and one corporation, and the balance of guaranteed receivables continues to show real growth.

Loan Servicing Business

ACOM entered the loan servicing business by taking an equity stake in IR Loan Servicing, Inc. (hereinafter IR Loan Servicing) In addition to the purchase of loans and debt collection services, IR Loan Servicing is developing a comprehensive loan servicing business, loan-servicing-related clerical work outsourcing services, temporary staffing services, and corporate revitalization support services. At the end of fiscal 2005, its total principal of consigned and purchased receivables surpassed ¥2.4 trillion. With such remarkable growth, we are now cementing a presence as a mainstay player in the industry. In the year under review, DC Servicer company, Ltd., became a subsidiary of ACOM and subsequently merged with IR Loan Servicing. We look forward to significant progress in the future as we combine the expertise and functions of both companies. According to The Ministry of Justice, the balance of receivables in the market at the end of December, 2005 was ¥164 trillion.

Other Businesses

Rental Business

ACOM operates a business renting out goods used in daily life and leisure equipment, and also provides support for event planning.

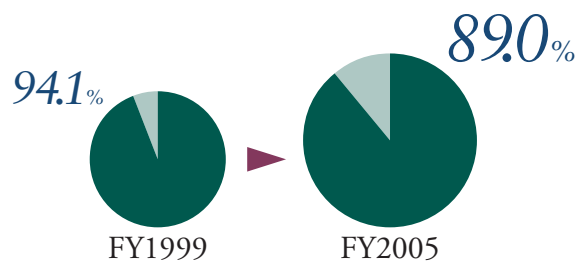
Other Businesses

ACOM is also conducting business activities in other areas, including advertising agency services, life and non-life insurance agency services, and real-estate-related activities.

Major Group Companies

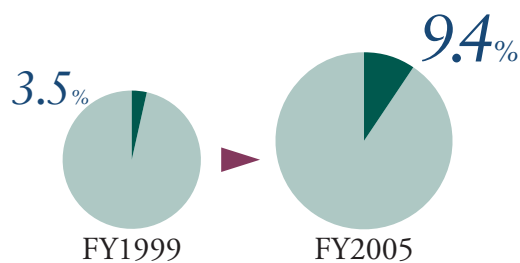
Composition of Operating Income

- ACOM CO., LTD.
- DC Cash One Ltd.
- EASY BUY Public Company Limited
- JCK CREDIT CO., LTD.



- ACOM CO., LTD.

- ACOM CO., LTD.
- EASY BUY Public Company Limited
- JCK CREDIT CO., LTD.

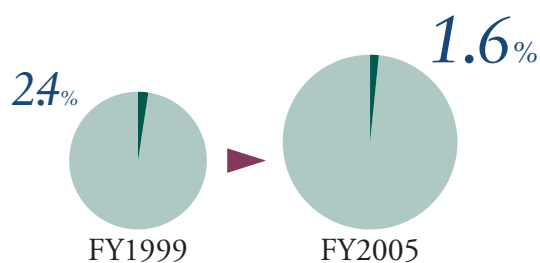


- ACOM CO., LTD.
- DC Cash One Ltd.

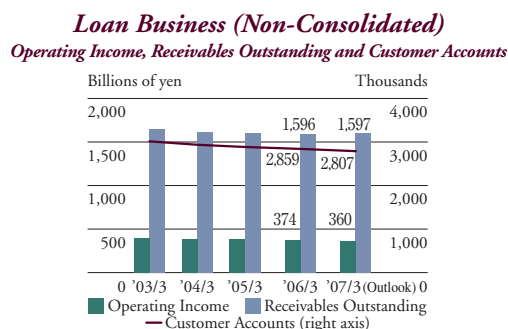
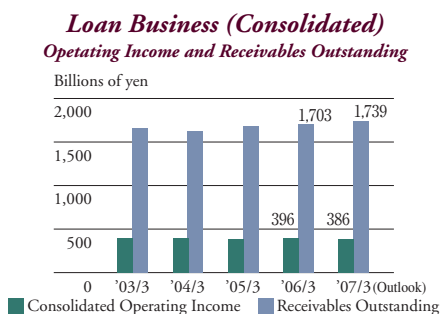
- IR Loan Servicing, Inc.

- ACOM RENTAL CO., LTD.

- RELATES CO., LTD.
- AC Ventures Co., Ltd.
- JLA INCORPORATED
- AJAST Ltd.
- ACOM ESTATE CO., LTD.
- ABS CO., LTD.
- AB PARTNER CO., LTD.
- ACOM FUNDING CO., LTD.
- ACOM PACIFIC, INC.
- ACOM (U.S.A.) INC.



Operations by Business Segment



Loan Business

Features and Basic Strategies

The Group provides loan services in Japan under two brands—ACOM and DC Cash One, spearheaded by the parent company and DC Cash One Ltd. (hereinafter DC Cash One), respectively. Overseas, EASY BUY Public Company Limited (hereinafter EASY BUY), our subsidiary in Thailand, holds a prominent position in that market. It has been intended that all three entities expand their businesses, centering on unsecured loans for consumers, with an emphasis on upgrading the quality of credit, reinforcing customer-drawing power, and constructing an even more efficient sales system.

Fiscal 2005 Highlights

Upgrading the Quality of Credit

ACOM's quest to improve the quality of credit is showing steady results. We have strengthened our loan management capabilities by analyzing customer segments more meticulously, and we now provide more extensive and friendlier follow-up and counseling services for customers. Moreover, our ongoing effort to promote more rigorous credit screening has led to an increase in high-quality customers. In fiscal 2005, the average loan yield for unsecured loans extended by the parent company was 23.32%, down 23 basis points from the previous fiscal year, reflecting our increasing adoption of interest incentives for high-quality customers. Owing to a rise in the number of high-quality customers using our services, the average loan balance per account is rising. For the year, the ratio of bad-debt write-offs for unsecured loans declined 0.08 percentage points, to 6.15%.

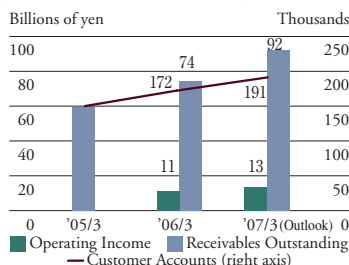
Strengthening Our Ability to Attract New Clients and Retaining Existing Clients

During the year, we began full-scale introduction of QUICK MUJIN, automated loan application machines, which require just one-third of the cost of setting up MUJINKUN facilities, the predecessor of QUICK MUJIN. We also extended the operating hours of unstaffed outlets, dramatically revamped our advertising program, and reinforced our customer-drawing power. In addition, we promoted a reciprocal agency strategy with DC Cash One, a consolidated subsidiary, and expanded our network of ATMs in alliances with other financial institutions.

Constructing an Efficient Sales System

Customer tastes are changing, evidenced by the growing use of unstaffed outlets to conclude loan contracts and ATMs to deposit and withdraw funds. Our full-scale introduction of QUICK MUJIN machines and the rising number of ACOM and linked ATMs also reflect this trend, which is sparking a change in the role of our staffed outlets. Taking these factors into consideration, we decided to drastically reassess our sales system and processes, culminating in our establishment of the Nishi Nippon Service Center in Fukuoka City. The functions of four previous service centers (concentrated operation centers of MUJINKUN etc.)—in Fukuoka, Hiroshima, Kumamoto, and Okinawa—are now centralized at the new facility. In this way, we further improved operating efficiency and strengthened the competitiveness of our services. Going forward, our staffed outlets will increasingly specialize in consulting services for customers and conducting maintenance on nearby unstaffed outlets. Our plan is to further promote unstaffed operations while expanding sales channels by positioning existing staffed outlets as core operations and setting up QUICK MUJIN machines in proximity to those outlets. In the process, we hope to cut various operating costs such as personnel costs in the loan business, and enhance administrative efficiency, enabling us to better nurture our human resources and improve our service capabilities.

DC Cash One
Operating Income, Receivables Outstanding and Customer Accounts



“CROSS FIVE MasterCard®” (left) &
 “LINK UP BEAUTY MasterCard®” (right)

Performance and Outlook

In fiscal 2005, consolidated operating income in this segment totaled ¥396.4 billion, up 2.4% from the previous year. The year-end balance of loan receivables stood at ¥1,703.1 billion, up 1.4%. These results stemmed from growth in the operations of two consolidated subsidiaries—DC Cash One in Japan and EASY BUY in Thailand—which compensated for a sluggish performance by the parent company’s loan business.

In fiscal 2006, due to our increasing adoption of interest incentives for high-quality customers, we expect the average loan yield for unsecured loans extended by the parent company to decline 72 basis points, to 22.60%. In this light, we forecast a 2.5% decline in segment operating income, to ¥386.4 billion. Nevertheless, we expect to increase the year-end balance of loan receivables by 2.1%, to ¥1,739.2 billion, owing to the full-scale implementation of our two-brand strategy, centering on ACOM and DC Cash One.

According to its business plan, in fiscal 2006 the parent company forecasts financial expenses of ¥19.7 billion (up 8.3%), bad-debt-related expenses of ¥109.9 billion (up 1.6%), and interest-repayment-related expenses of ¥23.7 billion. Overseas, the Bank of Thailand introduced restrictions on maximum interest rates in July 2005, prompting EASY BUY to reduce its rate for unsecured loans, from about 43% to 28%. This will slow the projected growth rate for operating income to 9.2% (¥11.9 billion) in fiscal 2006, from 34.6% in the year under review. Nevertheless, we expect continued expansion of EASY BUY’s business, with the number of accounts growing 59.3%, to 653 thousand, and the year-end balance of loan receivables rising 50.8%, to ¥44.6 billion.

Credit Card Business

Features and Basic Strategies

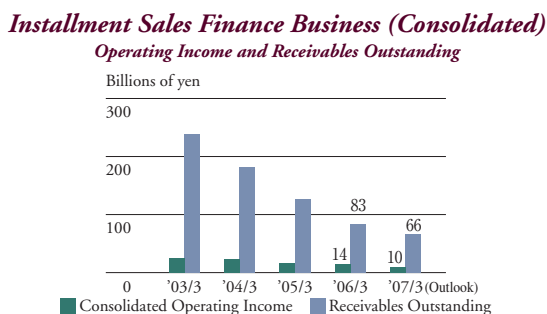
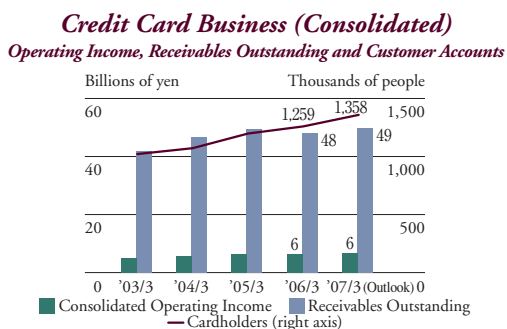
ACOM’s credit card business offers considerable synergies with its core loan business. Typically, we issue cards under two formats: (1) as a value-added service for loan customers, and (2) in alliance with large-scale retail chains and other companies. We are focusing particular energy on expanding the number of alliance card partners under the latter format, because it allows us to cultivate a customer base that is different from our loan business.

Fiscal 2005 Highlights

Two New Alliance Card Partners/ FIFA Official Card

In fiscal 2005, we promoted issuance of ACOM MasterCard® via immediate card-issuing machines linked to our MUJINKUN network of automatic contract machines. We also formed alliance card agreements with two new partners. The new cards were CROSS FIVE MasterCard®, issued in alliance with Cross Five Co., Ltd., an event production company, and LINK UP BEAUTY MasterCard®, issued with Link Up Beauty Co., Ltd., which operates a chain of beauty salons and imports and sells beauty-related devices. At March 31, 2006, we had 31 affiliated cards with 31 alliance card partners.

To celebrate the 2006 soccer World Cup in Germany, we issued an official-design FIFA World Cup™ version of ACOM MasterCard®. The new card is available for a limited period, from December 2005 to July 2006.



Performance and Outlook

In fiscal 2005, consolidated operating income from our credit card business rose 2.4% from the previous year, to ¥6.4 billion. The year-end balance of installment receivables edged down 2.6%, to ¥48.1 billion. Nevertheless, the number of cardholders of the parent company grew 5.2%, to 1,253 thousand at fiscal year-end. Within this total, the number of alliance cardholders steadily increased by 177 thousand, to 688 thousand. During the year, we focused on upgrading the quality of credit in our credit card business—as we did throughout the ACOM Group’s operations. As a result, the ratio of bad-debt write-offs in this segment declined 0.78 percentage points, to 8.20%.

In fiscal 2006, we will continue promoting issuance of credit cards in alliance with companies that are prominent in their respective fields, with the aim of expanding access to a new customer base. For the year, we forecast a 3.7% rise in operating income, to ¥6.7 billion, and a 3.7% increase in the balance of installment receivables, to ¥49.9 billion.

Installment Sales Finance Business

Features and Basic Strategies

ACOM is working to expand medium- and long-term earnings by generating synergies between its installment sales finance and credit card businesses in a way that meets the shopping-related needs of consumers. We have arrangements with some credit card alliance partners, whereby we issue credit cards to customers seeking to enter installment sales finance agreements. At the same time, our alliance partners cross-sell our installment sales finance services to their cardholders. At present, we are working to upgrade the quality of credit as a top priority, by reviewing existing arrangements with affiliated merchants.

Fiscal 2005 Highlights

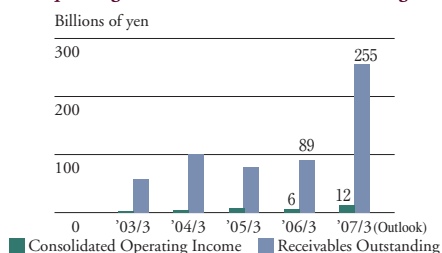
EASY BUY Adopts Balanced “Offensive-Defensive” Strategy

In Japan, ACOM’s installment sales finance business is built on a relatively defensive strategy. Overseas, however, we have pursued an offensive strategy through EASY BUY, our consolidated subsidiary in Thailand. Consequently, EASY BUY generated operating income of ¥6.7 billion in fiscal 2005, a 2.4-fold jump from the previous year. As mentioned earlier, however, the Bank of Thailand lowered the maximum interest rate that lenders can charge. In response, EASY BUY reduced its interest rate on hire purchase arrangements to 28%, down from between 33% and 39%, in order to focus on upgrading the quality of credit. It also switched to a more balanced “offensive-defensive” strategy aimed at building a foundation for stable medium- and long-term growth.

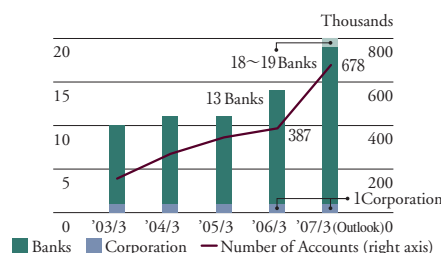
Performance and Outlook

Due to our ongoing restructuring program designed to upgrade the quality of credit, consolidated operating income in this segment declined 10.7% from the previous year, to ¥14.8 billion, and the year-end balance of installment receivables fell 34.6%, to ¥83.3 billion. The ratio of bad-debt write-offs by the parent company was up 0.14 percentage points, to 4.53%. At present, we are accelerating our search for new affiliated merchants and reinforcing cross-selling arrangements with card alliance partners. At the same time, we are screening potential affiliated merchants more meticulously and placing top priority on reviewing contracts with high-risk affiliated merchants. We are also reassessing the quality of EASY BUY’s credit, as mentioned earlier. For fiscal 2006, therefore, we forecast a 31.3% decline in segment operating income, to ¥10.2 billion, and a 20.8% fall in the year-end balance of installment receivables, to ¥66.0 billion.

Guarantee Business (Consolidated) Operating Income and Receivables Outstanding



Number of Guarantee Business Partners and Accounts



Guarantee Business

Features and Basic Strategies

ACOM provides guarantee services, mainly on unsecured personal loans.

It is an area in which we can utilize our credit screening and management expertise related to unsecured consumer loans, accumulated over many years. Through alliances with The Bank of Tokyo-Mitsubishi UFJ, Ltd. (hereinafter The Bank of Tokyo-Mitsubishi UFJ), as well as prominent regional banks, we will position this segment as a new growth area and driver of diversified financial services. Moreover, the guarantee business generates attractive income with low levels of risk related to bad-debt write-offs.

Fiscal 2005 Highlights

Three New Alliance Partners

Combining the extensive customer bases of banks with ACOM's credit screening and management expertise related to unsecured consumer loans, we are able to provide guarantee arrangements tailored to the needs of alliance partners. In fiscal 2005, we formed guarantee business alliances with three new regional banks—The Joyo Bank, Ltd., The Gunma Bank, Ltd., and The Bank of Iwate, Ltd.—with the cooperation of The Bank of Tokyo-Mitsubishi UFJ. At fiscal year-end, the parent company had tie-ups with 13 banks and 1 corporation.

DC Cash One Launches Guarantee Business

In February 2006, DC Cash One started providing guarantee services for the Super IC Card, "Tokyo-Mitsubishi UFJ-VISA" issued by The

Bank of Tokyo-Mitsubishi UFJ. At fiscal year-end, DC Cash One's balance of guaranteed receivables stood at ¥0.25 billion—after only two months in the business. In fiscal 2006, we expect DC Cash One to enter a full-scale growth period, with the balance forecast to reach ¥41.7 billion.

Stronger Organization through Alliance with RELATES CO., LTD.

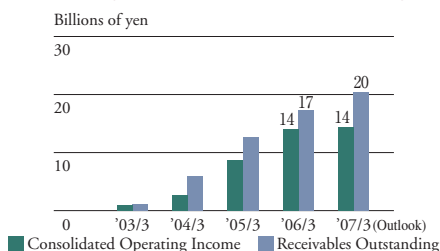
In March 2005, RELATES CO., LTD. (hereinafter RELATES), a wholly owned subsidiary, commenced operations. The new company specializes in providing call center services for regional banks and other guarantee business alliance partners of ACOM, as well as personnel dispatch services and consulting. The launch of RELATES will further strengthen the guarantee businesses of both ACOM and DC Cash One, and we expect the expansion of all three companies to generate synergistic benefits.

Performance and Outlook

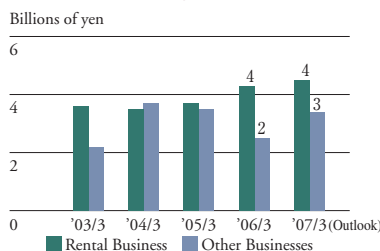
In fiscal 2005, DC Cash One became a consolidated subsidiary, and internal transactions with that company were subsequently eliminated in consolidation. As a result, consolidated operating income in this segment declined 12.8% from the previous year, to ¥6.6 billion. By contrast, the year-end balance of guaranteed receivables rose 15.2%, to ¥89.8 billion, owing to steady real growth in this business, including through the aforementioned alliance with three new regional banks. The ratio of bad-debt write-offs of the parent company in this segment rose 0.50 percentage points, to 3.18%.

In fiscal 2006, we expect to form guarantee alliances with five or six more regional banks. We forecast a 1.9-fold jump in segment operating income, to ¥12.7 billion, and a 2.8-fold surge in the balance of guaranteed receivables, to ¥255.3 billion.

Loan Servicing Business (Consolidated)
Operating Income and Receivables Outstanding



Other Businesses (Consolidated)
Operating Income



Loan Servicing Business

Features and Basic Strategies

ACOM entered the loan servicing business by taking an equity stake in IR Loan Servicing, Inc. (hereinafter IR Loan Servicing). In this segment, we are steadily expanding the scope of our business, centering on the purchase of loans and debt collection services, as well as clerical agency services and personnel dispatch services. We also have a 20% stake in RISA Partners, Inc. (hereinafter RISA Partners), which has a wealth of expertise in corporate loan management. By fusing the expertise of ACOM, IR Loan Servicing, and RISA Partners, we are building a comprehensive loan servicing business, covering loans to both individuals and companies.

Fiscal 2005 Highlights

Merger with DC Servicer

In October 2004, ACOM and Mitsubishi Tokyo Financial Group, Inc. (MTFG, currently Tokyo-Mitsubishi UFJ Financial Group, or MUFG), formed a basic agreement on combining operations and reorganizing to strengthen the consumer finance business. Based on this agreement, DC Servicer company, Ltd. (hereinafter DC Servicer), formerly a member of MTFG, became a subsidiary of ACOM in October 2005. Seeking to further reinforce our loan servicing capabilities, in January 2006 we merged the operations of DC Servicer and IR Loan Servicing. As the surviving entity, IR Loan Servicing will take advantage of the merger to fortify and enhance the efficiency of its loan servicing business. It will also strive to boost market share and upgrade its earnings foundation as a comprehensive loan servicing company that addresses the wide-ranging needs of customers, both inside and outside the industry.

Privacy Mark Certification Received

In June 2005, IR Loan Servicing acquired Privacy Mark accreditation, bestowed by the Japan Information Processing Development Corporation (JIPDEC) upon businesses with appropriate mechanisms in place to protect personal information. As of May 23, 2006, IR Loan Servicing and eight other companies in the loan servicing business have received Privacy Mark certification.

Performance and Outlook

In fiscal 2005, we actively capitalized on business opportunities in the loan servicing industry. For the year, this segment generated a 61.1% rise in consolidated operating income from the previous year, to ¥14.1 billion; a 71.7% jump in the collection of purchased receivables, to ¥13.3 billion; and a 36.9% increase in the year-end balance of receivables outstanding, to ¥17.4 billion. These figures reflect solid growth far exceeding our initial projections. In fiscal 2006, we expect the market to shrink in line with economic recovery, leading to stiffer competition with other companies. However, the merger with DC Servicer has given us a new asset base and new customers. By also enhancing business efficiency, we look forward to further growth. For the year, we forecast a 2.0% increase in operating income, to ¥14.4 billion, and a 17.1% rise in the year-end balance of receivables outstanding, to ¥20.4 billion.

Other Businesses

In fiscal 2005, consolidated operating income from rental business rose 14.2% from the previous year, to ¥4.3 billion, and operating income from other businesses—mainly life and nonlife insurance agency services and real estate-related activities—declined 27.2%, to ¥2.5 billion. In fiscal 2006, we forecast a 4.2% increase in operating income from rental business, to ¥4.5 billion, and a 32.9% increase in operating income from other businesses, to ¥3.4 billion.

ACOM's Management Structure

Complete corporate governance and compliance are indispensable in order for ACOM to broaden its business domains and achieve sustainable growth.

To this end, along with our compliance program, we are strengthening our checking and auditing functions via our internal control systems to improve the solidity and transparency of management.

24

*Corporate Governance
Compliance*

27

Social Contribution

28

Board of Directors

Corporate Governance Compliance

ACOM is committed to building stronger relationships with its stakeholders by actively addressing their expectations. To this end, we place high priority on upgrading our corporate governance systems. Our fundamental stance is to achieve sustained increases in shareholder value by ensuring sound, transparent, and efficient management through expansion of our internal control systems, focusing on rigorous compliance awareness, more advanced risk management, stronger monitoring, and proactive information disclosure. We have adopted an auditor system, whereby the Board of Directors, led by internal directors highly attuned to the Company's operations, ensures swift decision-making and business execution. We are also reinforcing the auditing function by prioritizing appointment of outside auditors, as well as successive appointments of outside directors. In addition, we have introduced an executive officer system, with the intention of clearly separating the supervision and business execution functions.

Board of Directors

When we introduced the executive officer system, we reduced the size of the Board of Directors in order to speed up decision-making and ensure effective mutual monitoring among directors. The Board now has 11 members, including one outside director. In addition to deciding important business management matters such as management planning, the Board of Directors determines basic policies for building corporate governance and internal control systems, and on the basis of these management plans and fundamental policies, it monitors the performances of the President & CEO and executive officers.

Board of Statutory Auditors

The Board of Statutory Auditors consists of four statutory auditors, including three independent ones. It receives reports concerning important audit-related matters, holds discussions, and passes resolutions. Its members attend all key meetings, including those of the Board of Directors. Working in cooperation with ACOM's Internal Audit Department and accounting auditors, the Board of Statutory Auditors keeps closely abreast of the Company's operating condition. It also evaluates the status of the Company's internal control system and audits the job performance of directors and executive officers through investigations of ACOM's business progress and financial position.

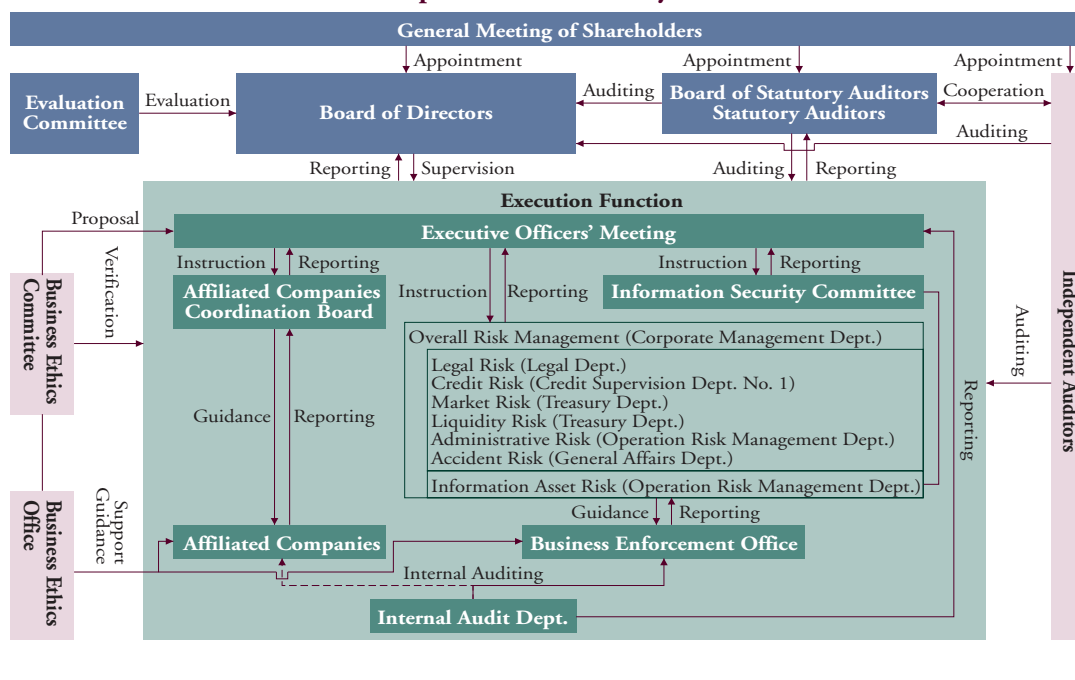
Executive Officers' Meeting

The Executive Officers' Meeting, which consists of senior-level executive officers, discusses important matters and makes decisions concerning the management of ACOM and its affiliated companies, in accordance with basic policies determined by the Board of Directors. It also coordinates key matters related to business execution at the Company's departments and divisions.

Affiliated Companies Coordination Board

The Affiliated Companies Coordination Board consists of senior-level executive officers and representatives of other ACOM Group companies. It discusses important matters concerning the management of affiliated companies, and coordinates, and communicates and reports on, important matters pertaining to the execution of their business.

Corporate Governance System



Business Ethics Committee

The Business Ethics Committee, which is made up of senior-level executive officers appointed at the Executive Officers' Meeting, discusses and verifies basic policies on the practice of business ethics (compliance), with the aim of improving ethical awareness among directors and employees. It also carries out verification of and makes recommendations on ways to entrench ethical practices, educate directors and employees, correct ethical violations and improve compliance systems.

Information Security Committee

The task of the Information Security Committee, consisting of senior-level executive officers, is to rigorously protect personal information and other information assets of the Company, in order to keep information asset risk within acceptable limits and improve the Company's soundness. The Committee deliberates and decides on matters for maintaining and enhancing information security, as well as the adjustment of control systems and the formulation and promotion of medium-term plans to raise the levels of such systems.

Strengthening and Expansion of Internal Control Systems

ACOM is fully aware that internal control systems are indispensable in assuring proper corporate governance. Based on this awareness, the Board of Directors takes the lead in ensuring that all members of each internal organization play an active role in the construction and effective operation of their internal control systems. All members also constantly evaluate and verify the effectiveness of internal control systems and make continual improvements accordingly.

In view of the publication of suggested "Guidelines for Evaluating Internal Controls (Public Draft)" by the Financial Services Agency, as

well as an interim report on "Framework for Disclosure and Evaluation of Corporate Governance, Risk Management and Internal Control" by the Ministry of Economy, Trade and Industry, the ACOM Group has organized project teams, each dedicated to important themes such as establishing an internal control review system for financial reporting, reinforcing corporate governance, establishing a risk-management-oriented mindset, and expanding and upgrading internal auditing.

Promoting Entrenched Business Ethics (Compliance)

The ACOM Group places high priority on promoting entrenched compliance-oriented awareness. With this in mind, we formulated ACOM's Ethical Codes for Business and a set of business ethics regulations, with the aim of clarifying behavioral principles and best practices when applying business ethics. At the same time, we set up the Business Ethics Committee and Business Ethics Office and appointed Business Ethics Officers and Compliance Officers, in an effort to ensure ethical practices in an organized, well-planned manner. We also devised basic Group-wide policies for supervising affiliated companies and supported the construction of practical business ethics systems, beginning with the formulation of compliance-related rules, at each affiliate. In these ways, directors and employees of all Group companies are united in promoting ethical business practices.

In addition, ACOM has set up business ethics offices at locations inside and outside the company for people who have information or issues they wish to discuss, with the aim of prevention, early detection, and correction of misconduct. To ensure appropriate operation of the internal reporting system and protect the identity of informants, we have formulated internal reporting protection regulations.



Top page of IR site
<http://www.acom.co.jp/ir/english/index.html>



The page of Financial Statements
<http://www.acom.co.jp/ir/english/pageobj102.html>

Reinforcing and Strengthening Our Risk Management System

Fundamental items related to risk management are identified in ACOM's operating risk management regulations, which clarify risks that need to be addressed and appropriate risk management methods. The Corporate Management Department, responsible for overall control of the Company's risk management, undertakes comprehensive and unified management of risks affecting execution of business, reflecting an ongoing effort to upgrade and reinforce the Company's overall risk management system. We have also devised information security management rules to protect personal information and other informational assets held by the Company. Based on these rules, we implement various measures to address perceived risks, including establishment of appropriate safety and control mechanisms. At the same time, we have established an information security committee and appointed Information security management officers, determining the roles of each organization as well as those of directors and employees. ACOM is working systematically across the whole organization to ensure information security.

Reinforcing and Strengthening Our Monitoring System

Regarding the development and application of ACOM's internal control systems, in addition to the monitoring which takes place at each internal organization, the Internal Audit Department undertakes independent monitoring activities. It is responsible for verifying and evaluating observance of relevant laws and regulations by the business execution departments, as well as the status of internal con-

trol initiatives, and proposes actions to take when problems are detected. In addition to verifying conformity with rules, the Internal Audit Department checks to ensure whether or not risk management is being conducted appropriately at each organization, and whether or not internal control systems are being put in place to ensure proper risk management. The Department reports the results of its findings to the Board of Directors and statutory auditors on a regular basis. To strengthen the monitoring function, we work together with external specialists to improve audit-related knowledge and skills, and strive to nurture auditing staff with high ethical standards and specialist capabilities.

Promoting Prompt and Accurate Fair Disclosure

ACOM promotes proactive fair disclosure and is working to maintain transparency of management from the perspective of stakeholders by disclosing information to investors and securities analysts through its domestic and overseas IR activities and Internet IR. In addition to earnings release conferences for domestic analysts and investors, we hold one-on-one meetings and visit investors. For overseas investors, we conduct telephone and video conferences, as well as Investor Relations' road shows.

As a global corporation, ACOM attracts attention from foreign investors, and every year, ACOM sends representatives to visit various countries in North America, Europe and Asia, proactively developing its overseas IR activities. In 2005, we visited 46 companies in 10 major North American cities, 46 companies in 9 major European cities, and 17 companies in 4 major Asian cities, explaining our financial results and making presentations concerning our future management strategies.

Social Contribution



“Miru Concert Monogatari”

Based on the “circle of trust” spirit on which it was founded, the ACOM Group is committed to serving society through its corporate activities and building close relationships with local communities. We believe that such an approach is essential to our sustained corporate growth.

Long-running “Miru Concert Monogatari” passes 100th Performance Milestone

Since 1994, we have hosted public performances, in the form of “barrier-free” concerts to maximize the enjoyment of all visitors throughout Japan, of “Miru Concert Monogatari,” an innovative artistic event that combines ancient Japanese silhouettes, live music, and storytelling. ACOM has been organizing the concerts assisted by many people including local volunteers, who serve as operations staff, and regional government agencies, which offer sponsorships. In fiscal 2005, we held 13 such concerts, bringing the cumulative total to 101 performances, attended by audiences totaling 95,289 people.

Volunteer Activities by Employees

ACOM Bluebird Fund

The ACOM Bluebird Fund was set up in 1984 at the suggestion of a single employee. Contributions made by employees are donated to social welfare organizations such as the Japan National Organization Welfare of the Victims of Automotive Accidents. Fiscal 2005 marked the 22nd year of the fund’s existence.

Sporting Events

Sapporo Festival Marathon

For more than ten years, we have been special sponsors of the Sapporo Marathon, which has close ties to the region as a traditional event of the Sapporo festival.

ACOM International Golf Tournament

Since it was started in 1983 with the aim of fostering golfers capable of playing at the international level, the ACOM International Golf Tournament has been held 23 times and has established a position as one of Japan’s representative golf events.

More than just a supporter of sport, the tournament is open to spectators and has other activities making it a fun family event. Charity drives are held as part of the event, and funds raised are donated to regional welfare organizations in order to “give something back” to local communities.

Board of Directors

As of June 22, 2006

Directors

Chairman

Kyosuke Kinoshita

Deputy Chairman

Yuji Ohashi

President

Shigeyoshi Kinoshita

Senior Managing Director

Masayoshi Tatsuta

Kazuhiro Shimada

Managing Director

Shigeru Akaki

Junya Fukuda

Osamu Moriya

Satoru Tomimatsu

Kiyoshi Tachiki

Director

Katsunori Nagayasu (Outside)

Statutory Auditors

Tatsuaki Murata

Koichi Shimizu

Satoshi Ito (Independent)

Norikatsu Takahashi (Independent)

Executive Officer

President & Chief Executive Officer

Shigeyoshi Kinoshita

Senior Executive Managing Officer

Masayoshi Tatsuta

General Affairs Department
Credit Supervision Department No.1
Credit Supervision Department No.2

Kazuhiro Shimada

Corporate Planning Department
Corporate Management Department
Overseas Business
Development Department
Affiliated Enterprises &
Business Development Department
Guarantee Business Department

Executive Managing Officer

Shigeru Akaki

Treasury Department
Human Resources Department

Junya Fukuda

Customer Relations Department
Operation Risk Management
Department
System Development &
Administration Department

Osamu Moriya

Internal Audit Department
Legal Department
Business Ethics Office
Employment Counseling Office

Satoru Tomimatsu

Advertising Department
Business Planning Department
Business Promotion Department
Business Promotion Department No.1
Business Promotion Department No.2
Business Promotion Department No.3
Business Promotion Department No.4
Credit Card/Installment Business Department

Kiyoshi Tachiki

Retail Strategy Planning Office
(Chief General Manager)
Public Relations Department

Executive Officer

Zenichi Hioki

Shozo Tanaka

Kenji Ando

Shigeru Sato

Masahiko Shinshita

Tsukasa Ashizuka

Etsuro Tabuchi

Kazuo Fukumoto

ACOM in Figures

30

Related Macroeconomic Data

32

Operating Income, Receivables Outstanding, and Number of Customer Accounts by Segment (Consolidated)

36

Six-Year Financial Summary (Consolidated)

38

Seven-Year Financial Summary (Non-Consolidated)

40

Other Business and Financial Data (Non-Consolidated)

54

Investor Information

Related Macroeconomic Data (Yearly)

| | 2001/3 | 2002/3 | 2003/3 | 2004/3 |
|--|--------|--------|--------|--------|
| 1. Employment-Related Statistics | | | | |
| The Number of Unemployed People (Millions) | 3.20 | 3.48 | 3.59 | 3.42 |
| The Ratio of Unemployed People (%) | 4.7 | 5.2 | 5.4 | 5.1 |
| The Ratio of Job Offers to Job Seekers (Times) | 0.62 | 0.56 | 0.55 | 0.69 |
| The Total Cash Wage Amount (yoy %) | 0.5 | -2.1 | -2.6 | -0.9 |
| Regular Employment Index (yoy %) | -0.3 | -0.4 | -0.7 | -0.3 |
| 2. Consumption-Related Statistics | | | | |
| Consumer Spending (yoy %) | -1.2 | -3.4 | -0.6 | -0.2 |
| Retail Sales (yoy %) | -0.8 | -3.3 | -3.2 | -1.4 |
| 3. Financial-Related Statistics, etc. | | | | |
| Ten-year Government Bond Yield (%) | 1.270 | 1.400 | 0.700 | 1.435 |
| Nikkei 225 (Yen) | 15,616 | 11,468 | 9,611 | 9,939 |

Source: Nihon Keizai Shimbun, Inc.

Related Macroeconomic Data (Monthly)

| | 2004 | | 2005 | | | |
|--|----------|---------|----------|--------|--------|--------|
| | December | January | February | March | April | May |
| Unemployment Rate (%) | 4.5 | 4.5 | 4.7 | 4.5 | 4.4 | 4.4 |
| Personal Bankruptcy Applications | 19,820 | 10,856 | 14,415 | 18,002 | 16,522 | 14,126 |

Source: Ministry of Public Management, Home Affairs, Posts and Telecommunications (Unemployment Rate)

Source: Supreme Court of Japan (Personal Bankruptcy Applications)

| 2005/3 | 2006/3 |
|--------|--------|
| 3.08 | 2.74 |
| 4.6 | 4.4 |
| 0.86 | 0.98 |
| -0.3 | 0.7 |
| 0.7 | 0.5 |
| -0.2 | -1.4 |
| -0.7 | 1.3 |
| 1.320 | 1.770 |
| 11,321 | 17,059 |

| | | | | | | | 2006 | | |
|--------|--------|--------|-----------|---------|----------|----------|---------|----------|--------|
| June | July | August | September | October | November | December | January | February | March |
| 4.2 | 4.4 | 4.3 | 4.2 | 4.5 | 4.6 | 4.4 | 4.5 | 4.1 | 4.1 |
| 17,193 | 15,614 | 15,523 | 15,250 | 15,141 | 15,291 | 16,361 | 10,479 | 14,359 | 16,001 |

Operating Income by Segment (Consolidated)

| | Millions of yen | | | | | |
|---|-----------------|-------|---------|-------|---------|-------|
| | 2002/3 | | 2003/3 | | 2004/3 | |
| | | yoy % | | yoy % | | yoy % |
| Operating Income | 414,918 | 10.4 | 437,572 | 5.5 | 434,968 | -0.6 |
| Loan Business | 380,553 | 9.3 | 398,057 | 4.6 | 391,259 | -1.7 |
| ACOM CO., LTD. | — | — | — | — | 386,217 | -2.4 |
| DC Cash One Ltd. | — | — | — | — | — | — |
| EASY BUY Public Company Limited *1 ... | — | — | — | — | 5,028 | 129.5 |
| JCK CREDIT CO., LTD. | — | — | — | — | 13 | -65.8 |
| Credit Card Business | 3,771 | 60.2 | 5,096 | 35.1 | 5,876 | 15.3 |
| ACOM CO., LTD. | — | — | — | — | 5,782 | 15.4 |
| JCK CREDIT CO., LTD. | — | — | — | — | 93 | 10.7 |
| Installment Sales Finance Business | 23,595 | 35.2 | 25,725 | 9.0 | 22,738 | -11.6 |
| ACOM CO., LTD. | — | — | — | — | 14,002 | -14.4 |
| EASY BUY Public Company Limited *1 ... | — | — | — | — | 1,975 | 18.5 |
| JCK CREDIT CO., LTD. | — | — | — | — | 6,761 | -12.2 |
| Guarantee Business | 319 | — | 1,866 | 483.8 | 5,037 | 169.8 |
| ACOM CO., LTD. | — | — | — | — | 5,037 | 169.8 |
| DC Cash One Ltd. | — | — | — | — | — | — |
| Loan Servicing Business | 191 | — | 925 | 383.9 | 2,786 | 201.2 |
| Collection of Purchased Receivables | — | — | 436 | 192.1 | 2,088 | 377.9 |
| Rental Business | 3,853 | -30.8 | 3,629 | -5.8 | 3,527 | -2.8 |
| Others | 2,634 | 31.1 | 2,271 | -13.8 | 3,742 | 64.8 |

Notes: 1. SIAM A&C CO., LTD. changed its corporate name to EASY BUY Public Company Limited on April 1, 2005.

| Millions of yen | | | | | | | | |
|-----------------|-------|-------------|-------------|-------------|--------------------------|-----------|---------|-------|
| 2005/3 | | 2006/3 | | | | 2007/3(E) | | |
| | yoy % | 1st quarter | 2nd quarter | 3rd quarter | 4th quarter full term | yoy % | | yoy % |
| 433,965 | -0.2 | 110,512 | 222,182 | 336,123 | 445,431 | 2.6 | 438,300 | -1.6 |
| 387,348 | -1.0 | 99,428 | 199,358 | 299,790 | 396,485 | 2.4 | 386,400 | -2.5 |
| 379,248 | -1.8 | 94,359 | 188,899 | 283,610 | 374,233 | -1.3 | 360,800 | -3.6 |
| — | — | 2,596 | 5,388 | 8,356 | 11,354 | — | 13,700 | 20.7 |
| 8,095 | 61.0 | 2,471 | 5,070 | 7,823 | 10,895 | 34.6 | 11,900 | 9.2 |
| 4 | -69.2 | 0 | 0 | 0 | 0 | -77.5 | 0 | — |
| 6,311 | 7.4 | 1,631 | 3,265 | 4,921 | 6,462 | 2.4 | 6,700 | 3.7 |
| 6,227 | 7.7 | 1,613 | 3,229 | 4,867 | 6,389 | 2.6 | 6,600 | 3.3 |
| 84 | -9.7 | 17 | 35 | 53 | 72 | -14.0 | 100 | 38.2 |
| 16,622 | -26.9 | 4,006 | 7,759 | 11,488 | 14,839 | -10.7 | 10,200 | -31.3 |
| 9,456 | -32.5 | 1,740 | 3,264 | 4,630 | 5,802 | -38.6 | 4,000 | -31.1 |
| 2,827 | 43.1 | 1,540 | 3,159 | 5,008 | 6,762 | 139.2 | 5,100 | -24.6 |
| 4,339 | -35.8 | 725 | 1,335 | 1,849 | 2,275 | -47.6 | 1,100 | -51.6 |
| 7,627 | 51.4 | 1,345 | 3,013 | 4,469 | 6,651 | -12.8 | 12,700 | 90.9 |
| 7,627 | 51.4 | 1,345 | 3,013 | 4,469 | 6,244 | -18.1 | 9,700 | 55.3 |
| — | — | — | — | — | 406 | — | 3,000 | 638.3 |
| 8,762 | 214.5 | 2,466 | 5,323 | 10,229 | 14,117 | 61.1 | 14,400 | 2.0 |
| 7,757 | 271.5 | 2,289 | 4,936 | 9,565 | 13,322 | 71.7 | 13,700 | 2.8 |
| 3,781 | 7.2 | 1,041 | 2,119 | 3,285 | 4,318 | 14.2 | 4,500 | 4.2 |
| 3,511 | -6.2 | 591 | 1,343 | 1,937 | 2,557 | -27.2 | 3,400 | 32.9 |

Receivables Outstanding by Segment (Consolidated)

| | Millions of yen | | | | | |
|------------------------------------|-----------------|-------|-----------|-------|-----------|-------|
| | 2002/3 | | 2003/3 | | 2004/3 | |
| | | yoy % | | yoy % | | yoy % |
| Receivables Outstanding | 1,888,413 | 9.8 | 1,941,244 | 2.8 | 1,857,536 | -4.3 |
| Loan Business | 1,618,660 | 8.1 | 1,660,256 | 2.6 | 1,623,154 | -2.2 |
| ACOM CO., LTD. | 1,616,837 | 8.1 | 1,652,890 | 2.2 | 1,612,799 | -2.4 |
| JCK CREDIT CO., LTD. | 327 | -59.5 | 153 | -53.1 | 66 | -56.8 |
| EASY BUY Public Company Limited | 1,495 | — | 7,212 | 382.3 | 10,289 | 42.7 |
| DC Cash One Ltd. | — | — | — | — | — | — |
| Credit Card Business | 32,102 | 62.7 | 41,850 | 30.4 | 46,731 | 11.7 |
| ACOM MasterCard® | 31,388 | 63.8 | 41,114 | 31.0 | 45,941 | 11.7 |
| JCK CREDIT CO., LTD. | 624 | 54.1 | 684 | 9.6 | 758 | 10.8 |
| Installment Sales Finance Business | 237,502 | 16.5 | 237,948 | 0.2 | 181,567 | -23.7 |
| ACOM CO., LTD. | 161,247 | 7.1 | 153,203 | -5.0 | 113,934 | -25.6 |
| JCK CREDIT CO., LTD. | 69,996 | 42.5 | 77,338 | 10.5 | 59,785 | -22.7 |
| EASY BUY Public Company Limited | 6,258 | 51.1 | 7,406 | 18.3 | 7,847 | 6.0 |
| Loan Servicing Business | 147 | — | 1,189 | 706.5 | 6,082 | 411.1 |
| Guaranteed Receivables | 9,539 | — | 57,926 | — | 100,971 | 74.3 |
| ACOM CO., LTD. | 9,539 | — | 57,926 | — | 100,971 | 74.3 |
| DC Cash One Ltd. | — | — | — | — | — | — |

Number of Customer Accounts by Segment (Consolidated)

| | 2002/3 | | 2003/3 | | 2004/3 | |
|---------------------------------------|------------------|-----------|-----------|-----------|-----------|-----------|
| | | yoy % | | yoy % | | yoy % |
| | Loan Business *1 | 3,058,274 | 5.5 | 3,161,304 | 3.4 | 3,161,894 |
| ACOM CO., LTD. | 3,035,706 | 4.9 | 3,032,330 | -0.1 | 2,954,073 | -2.6 |
| JCK CREDIT CO., LTD. | 2,719 | -45.3 | 1,122 | -58.7 | 422 | -62.4 |
| EASY BUY Public Company Limited | 19,849 | — | 127,852 | 544.1 | 207,399 | 62.2 |
| DC Cash One Ltd. | — | — | — | — | — | — |
| Credit Card Business *2 | 1,016,544 | 30.1 | 1,021,131 | 0.5 | 1,071,681 | 5.0 |
| ACOM MasterCard® | 1,004,118 | 33.4 | 1,014,845 | 1.1 | 1,064,492 | 4.9 |
| JCK CREDIT CO., LTD. | 4,952 | 52.9 | 6,004 | 21.2 | 6,982 | 16.3 |
| Installment Sales Finance Business *3 | 905,725 | 17.8 | 991,162 | 9.4 | 886,110 | -10.6 |
| ACOM CO., LTD. | 486,532 | 9.0 | 479,182 | -1.5 | 387,261 | -19.2 |
| JCK CREDIT CO., LTD. | 246,786 | 16.4 | 263,202 | 6.7 | 222,424 | -15.5 |
| EASY BUY Public Company Limited | 172,407 | 55.9 | 248,778 | 44.3 | 276,425 | 11.1 |
| Loan Servicing Business *4 | 1,468 | — | 10,540 | 618.0 | 31,851 | 202.2 |

Notes: 1. Loan Business: Number of customer accounts with outstanding that includes non-interest bearing balance

2. Credit Card Business: Number of cardholders

3. Installment Sales Finance Business: Number of contracts with receivables outstanding

4. Loan Servicing Business: Number of accounts for purchased loans

| Millions of yen | | | | | | | | |
|-----------------|-------|-------------|-------------|-------------|--------------------------|-------|-----------|--------|
| 2005/3 | | 2006/3 | | | | | 2007/3(E) | |
| | yoy % | 1st quarter | 2nd quarter | 3rd quarter | 4th quarter full term | yoy % | | yoy % |
| 1,869,685 | 0.7 | 1,873,667 | 1,871,972 | 1,852,470 | 1,852,053 | -0.9 | 1,875,500 | 1.3 |
| 1,680,184 | 3.5 | 1,688,899 | 1,697,962 | 1,692,016 | 1,703,172 | 1.4 | 1,739,200 | 2.1 |
| 1,601,773 | -0.7 | 1,603,842 | 1,606,799 | 1,593,832 | 1,596,276 | -0.3 | 1,597,600 | 0.1 |
| 33 | -49.8 | 28 | 24 | 22 | 20 | -38.7 | 0 | -100.0 |
| 17,163 | 66.8 | 19,040 | 20,504 | 24,541 | 29,564 | 72.3 | 44,600 | 50.8 |
| 59,246 | — | 63,701 | 68,103 | 70,768 | 74,142 | 25.1 | 92,100 | 24.2 |
| 49,399 | 5.7 | 49,392 | 49,129 | 49,323 | 48,120 | -2.6 | 49,900 | 3.7 |
| 48,833 | 6.3 | 48,822 | 48,579 | 48,739 | 47,537 | -2.7 | 49,200 | 3.5 |
| 546 | -27.9 | 556 | 538 | 569 | 568 | 4.1 | 700 | 23.1 |
| 127,378 | -29.8 | 121,313 | 108,949 | 96,379 | 83,335 | -34.6 | 66,000 | -20.8 |
| 70,014 | -38.5 | 64,128 | 56,783 | 51,840 | 45,769 | -34.6 | 39,000 | -14.8 |
| 33,607 | -43.8 | 29,576 | 24,521 | 20,702 | 17,335 | -48.4 | 9,700 | -44.0 |
| 23,756 | 202.7 | 27,608 | 27,645 | 23,837 | 20,229 | -14.8 | 17,300 | -14.5 |
| 12,723 | 109.2 | 14,061 | 15,930 | 14,751 | 17,423 | 36.9 | 20,400 | 17.1 |
| 78,015 | -22.7 | 80,856 | 83,580 | 86,134 | 89,894 | 15.2 | 255,300 | 184.0 |
| 78,015 | -22.7 | 80,856 | 83,580 | 86,134 | 89,639 | 14.9 | 213,600 | 138.3 |
| — | — | — | — | — | 254 | — | 41,700 | — |

| 2005/3 | | 2006/3 | | | | 2007/3(E) | | |
|-----------|-------|-------------|-------------|-------------|--------------------------|-----------|-----------|--------|
| | yoy % | 1st quarter | 2nd quarter | 3rd quarter | 4th quarter full term | yoy % | yoy % | |
| 3,406,054 | 7.7 | 3,423,022 | 3,443,070 | 3,442,555 | 3,450,636 | 1.3 | 3,666,100 | 6.2 |
| 2,902,916 | -1.7 | 2,894,869 | 2,888,690 | 2,870,024 | 2,859,176 | -1.5 | 2,807,200 | -1.8 |
| 167 | -60.4 | 132 | 98 | 64 | 40 | -76.0 | 0 | -100.0 |
| 347,003 | 67.3 | 363,317 | 383,168 | 396,057 | 410,142 | 18.2 | 653,400 | 59.3 |
| 150,074 | — | 157,849 | 163,612 | 168,082 | 172,183 | 14.7 | 191,300 | 11.1 |
| 1,197,784 | 11.8 | 1,209,028 | 1,226,580 | 1,240,513 | 1,259,509 | 5.2 | 1,358,700 | 7.9 |
| 1,191,975 | 12.0 | 1,203,179 | 1,220,853 | 1,234,566 | 1,253,603 | 5.2 | 1,351,300 | 7.8 |
| 5,609 | -19.7 | 5,650 | 5,528 | 5,750 | 5,709 | 1.8 | 7,200 | 26.1 |
| 958,768 | 8.2 | 960,816 | 924,944 | 809,563 | 671,742 | -29.9 | 589,600 | -12.2 |
| 284,782 | -26.5 | 265,708 | 244,575 | 226,289 | 205,783 | -27.7 | 205,900 | 0.1 |
| 148,059 | -33.4 | 133,652 | 120,214 | 107,363 | 96,023 | -35.1 | 53,500 | -44.3 |
| 525,927 | 90.3 | 561,456 | 560,155 | 475,911 | 369,936 | -29.7 | 330,200 | -10.7 |
| 137,808 | 332.7 | 161,588 | 190,900 | 183,854 | 200,662 | 45.6 | — | — |

Six-Year Financial Summary (Consolidated)

Years ended March 31

| | Millions of yen |
|--|-----------------|
| | 2001 |
| 1. For the Year: | |
| Operating Income | 375,674 |
| Operating Expenses | 215,363 |
| Bad-debt-related Expenses *1 | 52,420 |
| Interest-repayment-related Expenses *2 | — |
| Operating Profit | 160,310 |
| Net Income | 81,369 |
| 2. At Year-end: | |
| Total Assets | 1,943,836 |
| Receivables Outstanding *3 | 1,720,616 |
| Total Amount of Bad Debts | 34,819 |
| Loans to Borrowers in Bankruptcy or Under Reorganization | 3,650 |
| Loans in Arrears | 16,897 |
| Loans Past Due for Three Months or More | 684 |
| Restructured Loans | 13,587 |
| Allowance for Bad Debts | 64,360 |
| Total Shareholders' Equity | 503,335 |
| Interest-bearing Debts | 1,333,568 |
| 3. Per Shares: | |
| | Yen |
| Net Income, Basic | 554.92 |
| Total Shareholders' Equity | 3,432.67 |
| Cash Dividends | 65.00 |
| 4. Key Financial Ratios: | |
| | % |
| Operating Profit Margin | 42.7 |
| ROE *4 | 17.5 |
| ROA *4 | 4.2 |

Notes: 1. The amount of bad-debt-related expenses is the sum of bad debt write-offs, additional allowance for bad debts, and additional allowance for loss on debt guarantees.

2. The amount of interest-repayment-related expenses is the sum of interest repayments and additional allowance for loss on interest repayments.

3. Receivables outstanding indicates the total amount of Loan Business, Credit Card Business and Installment Sales Finance Business.

4. ROE and ROA are calculated using the simple average of beginning and end of term balance sheet figures.

| Millions of yen | | | | |
|-----------------|-----------|-----------|-----------|-----------|
| 2002 | 2003 | 2004 | 2005 | 2006 |
| 414,918 | 437,572 | 434,968 | 433,965 | 445,431 |
| 243,669 | 290,877 | 314,577 | 289,604 | 335,039 |
| 72,047 | 115,671 | 140,505 | 108,453 | 117,125 |
| — | — | — | — | 37,228 |
| 171,248 | 146,695 | 120,391 | 144,361 | 110,392 |
| 95,637 | 75,096 | 70,319 | 81,533 | 65,595 |
| 2,166,865 | 2,183,414 | 2,075,389 | 2,077,334 | 2,106,681 |
| 1,888,265 | 1,940,055 | 1,851,454 | 1,856,962 | 1,834,629 |
| 44,516 | 60,791 | 80,259 | 83,961 | 114,371 |
| 7,204 | 9,227 | 9,280 | 8,906 | 7,707 |
| 21,751 | 31,302 | 36,966 | 37,077 | 49,904 |
| 519 | 1,139 | 1,787 | 1,781 | 1,995 |
| 15,041 | 19,122 | 32,225 | 36,196 | 54,764 |
| 81,064 | 112,549 | 135,350 | 130,532 | 131,620 |
| 582,737 | 644,431 | 697,166 | 863,760 | 927,722 |
| 1,470,366 | 1,439,905 | 1,294,571 | 1,128,226 | 1,064,585 |
| Yen | | | | |
| 653.18 | 513.08 | 487.77 | 516.23 | 416.69 |
| 3,983.61 | 4,405.08 | 4,855.98 | 5,456.39 | 5,901.69 |
| 80.00 | 80.00 | 80.00 | 100.00 | 140.00 |
| % | | | | |
| 41.3 | 33.5 | 27.7 | 33.3 | 24.8 |
| 17.6 | 12.2 | 10.5 | 10.4 | 7.3 |
| 4.7 | 3.5 | 3.3 | 3.9 | 3.1 |

Seven-Year Financial Summary (Non-Consolidated)

Years ended March 31

| | Millions of yen | |
|--|-----------------|-----------|
| | 2000 | 2001 |
| 1. For the Year: | | |
| Operating Income | 341,767 | 366,712 |
| Operating Expenses | 197,392 | 208,205 |
| Bad-debt-related Expenses *1 | 47,461 | 51,654 |
| Interest-repayment-related Expenses *2 | — | — |
| Operating Profit | 144,374 | 158,507 |
| Net Income | 74,038 | 80,757 |
| 2. At Year-end: | | |
| Total Assets | 1,700,322 | 1,876,210 |
| Receivables Outstanding *3 | 1,476,050 | 1,666,149 |
| Total Amount of Bad Debts | 34,077 | 34,596 |
| Loans to Borrowers in Bankruptcy or Under Reorganization | 3,776 | 3,650 |
| Loans in Arrears | 13,408 | 16,866 |
| Loans Past Due for Three Months or More | 498 | 518 |
| Restructured Loans | 16,394 | 13,561 |
| Allowance for Bad Debts | 54,300 | 61,900 |
| Total Shareholders' Equity | 427,716 | 502,833 |
| Interest-bearing Debts | 1,192,926 | 1,283,167 |
| 3. Per Shares: | | |
| | Yen | |
| Net Income, Basic | 504.93 | 550.75 |
| Total Shareholders' Equity | 2,916.96 | 3,429.24 |
| Cash Dividends | 55.00 | 65.00 |
| 4. Key Financial Ratios: | | |
| | % | |
| Operating Profit Margin | 42.2 | 43.2 |
| ROE *4 | 19.2 | 17.4 |
| ROA *4 | 4.5 | 4.5 |
| Ratio of Bad Debt Write-offs | 2.7 | 2.9 |
| Bad Debt Ratio (Gross basis) *5 | 2.5 | 2.3 |
| Bad Debt Ratio (Net basis) *6 | -1.5 | -1.8 |

Notes: 1. The amount of bad-debt-related expenses is the sum of bad debt write-offs, additional allowance for bad debts, and additional allowance for loss on debt guarantees.

2. The amount of interest-repayment-related expenses is the sum of interest repayments and additional allowance for loss on interest repayments.

3. Interest-repayment-related expenses indicates the sum of interest repayment and additional allowance for loss on interest repayments.

4. ROE and ROA are calculated using the simple average of beginning and end of term balance sheet figures.

5. Bad debt ratio (Gross basis) = Total amount of bad debts / Receivables outstanding plus Loans to borrowers in bankruptcy or under reorganization.

6. Bad debt ratio (Net basis) = (Bad debts - Allowance for bad debts) / Receivables outstanding plus Loans to borrowers in bankruptcy or under reorganization.

| Millions of yen | | | | |
|-----------------|-----------|-----------|-----------|-----------|
| 2002 | 2003 | 2004 | 2005 | 2006 |
| 400,818 | 419,258 | 411,799 | 402,734 | 396,637 |
| 231,857 | 276,677 | 295,918 | 262,500 | 290,512 |
| 69,997 | 112,108 | 135,474 | 102,462 | 108,183 |
| — | — | — | — | 37,227 |
| 168,961 | 142,581 | 115,880 | 140,234 | 106,124 |
| 94,777 | 77,489 | 65,648 | 83,001 | 64,152 |
| 2,095,251 | 2,110,009 | 2,019,648 | 1,951,625 | 1,961,462 |
| 1,809,564 | 1,847,259 | 1,772,706 | 1,720,641 | 1,689,598 |
| 43,691 | 60,491 | 79,754 | 81,210 | 109,573 |
| 7,204 | 9,227 | 9,280 | 8,377 | 7,000 |
| 20,972 | 31,128 | 36,632 | 35,310 | 46,709 |
| 497 | 1,036 | 1,638 | 1,345 | 1,110 |
| 15,016 | 19,099 | 32,204 | 36,177 | 54,752 |
| 77,700 | 107,700 | 129,400 | 122,400 | 122,700 |
| 580,716 | 645,386 | 694,082 | 862,301 | 923,408 |
| 1,417,966 | 1,384,848 | 1,260,090 | 1,028,722 | 945,208 |
| Yen | | | | |
| 647.31 | 529.45 | 455.36 | 525.53 | 407.52 |
| 3,969.80 | 4,411.62 | 4,834.50 | 5,447.18 | 5,874.25 |
| 80.00 | 80.00 | 80.00 | 100.00 | 140.00 |
| % | | | | |
| 42.2 | 34.0 | 28.1 | 34.8 | 26.8 |
| 17.5 | 12.6 | 9.8 | 10.7 | 7.2 |
| 4.8 | 3.7 | 3.2 | 4.2 | 3.3 |
| 3.2 | 4.6 | 6.4 | 6.1 | 6.0 |
| 2.7 | 3.7 | 4.9 | 5.1 | 6.9 |
| -2.1 | -2.9 | -3.1 | -2.6 | -0.8 |

Receivables Outstanding (Non-Consolidated)

| | Millions of yen | | | | | |
|------------------------------------|-----------------|-------|-----------|-------|-----------|-------|
| | 2003/3 | | 2004/3 | | 2005/3 | |
| | | yoy % | | yoy % | | yoy % |
| Receivables Outstanding | 1,847,259 | 2.1 | 1,772,706 | -4.0 | 1,720,641 | -2.9 |
| Loan Business | 1,652,890 | 2.2 | 1,612,799 | -2.4 | 1,601,773 | -0.7 |
| Unsecured Loans | 1,582,751 | 2.2 | 1,548,616 | -2.2 | 1,545,493 | -0.2 |
| Consumers | 1,582,125 | 2.2 | 1,548,274 | -2.1 | 1,545,295 | -0.2 |
| Commercials | 625 | -40.1 | 341 | -45.4 | 197 | -42.3 |
| Secured Loans | 70,139 | 3.2 | 64,183 | -8.5 | 56,280 | -12.3 |
| Real Estate Card Loan | 56,852 | 6.2 | 52,781 | -7.2 | 47,135 | -10.7 |
| Credit Card Business | 41,166 | 30.8 | 45,973 | 11.7 | 48,853 | 6.3 |
| ACOM MasterCard® | 41,114 | 31.0 | 45,941 | 11.7 | 48,833 | 6.3 |
| Installment Sales Finance Business | 153,203 | -5.0 | 113,934 | -25.6 | 70,014 | -38.5 |
| Average Balance of | | | | | | |
| Unsecured Loans for Consumers | | | | | | |
| per Account (Thousands of yen) | 524 | 2.3 | 527 | 0.6 | 535 | 1.5 |
| <Reference> | | | | | | |
| Guaranteed Receivable | 57,926 | — | 100,971 | 74.3 | 137,261 | 35.9 |

Number of Customer Accounts (Non-Consolidated)

| | 2003/3 | | 2004/3 | | 2005/3 | |
|---------------------------------------|------------------|-----------|-----------|-----------|-----------|-----------|
| | | yoy % | | yoy % | | yoy % |
| | Loan Business *1 | 3,032,330 | -0.1 | 2,954,073 | -2.6 | 2,902,916 |
| Unsecured Loans | 3,017,837 | -0.1 | 2,940,345 | -2.6 | 2,890,353 | -1.7 |
| Consumers | 3,017,176 | -0.1 | 2,939,945 | -2.6 | 2,890,120 | -1.7 |
| Commercials | 661 | -24.2 | 400 | -39.5 | 233 | -41.8 |
| Secured Loans | 14,493 | 4.1 | 13,728 | -5.3 | 12,563 | -8.5 |
| Credit Card Business *2 | 1,015,127 | 0.3 | 1,064,699 | 4.9 | 1,192,175 | 12.0 |
| ACOM MasterCard® | 1,014,845 | 1.1 | 1,064,492 | 4.9 | 1,191,975 | 12.0 |
| Installment Sales Finance Business *3 | 479,182 | -1.5 | 387,261 | -19.2 | 284,782 | -26.5 |

Notes: 1. Loan Business: Number of customer accounts with outstanding balance

2. Credit Card Business: Number of cardholders

3. Installment Sales Finance Business: Number of contracts with receivables outstanding

Millions of yen

| 2006/3 | | | | | | | | 2007/3(E) | |
|-------------|-------|-------------|-------|-------------|-------|--------------------------|-------|-----------|-------|
| 1st quarter | yoy % | 2nd quarter | yoy % | 3rd quarter | yoy % | 4th quarter full term | yoy % | yoy % | |
| 1,716,806 | -2.5 | 1,712,174 | -2.3 | 1,694,425 | -2.2 | 1,689,598 | -1.8 | 1,685,800 | -0.2 |
| 1,603,842 | -0.5 | 1,606,799 | -0.5 | 1,593,832 | -0.6 | 1,596,276 | -0.3 | 1,597,600 | 0.1 |
| 1,548,745 | -0.1 | 1,551,716 | -0.2 | 1,539,522 | -0.4 | 1,542,256 | -0.2 | 1,546,000 | 0.2 |
| 1,548,565 | -0.1 | 1,551,549 | -0.1 | 1,539,372 | -0.4 | 1,542,121 | -0.2 | 1,545,900 | 0.2 |
| 179 | -40.5 | 167 | -38.0 | 149 | -37.2 | 134 | -31.5 | 100 | -25.9 |
| 55,097 | -10.8 | 55,083 | -8.4 | 54,310 | -5.9 | 54,020 | -4.0 | 51,600 | -4.5 |
| — | — | — | — | — | — | 46,210 | -2.0 | — | — |
| 48,836 | 3.8 | 48,591 | 0.5 | 48,753 | -0.4 | 47,551 | -2.7 | 49,200 | 3.5 |
| 48,822 | 3.8 | 48,579 | 0.5 | 48,739 | -0.4 | 47,537 | -2.7 | 49,200 | 3.5 |
| 64,128 | -37.3 | 56,783 | -36.4 | 51,840 | -35.3 | 45,769 | -34.6 | 39,000 | -14.8 |
| 537 | 1.5 | 539 | 1.3 | 539 | 1.3 | 542 | 1.3 | 553 | 2.0 |
| 144,558 | 30.8 | 151,684 | 25.0 | 156,903 | 21.5 | 163,782 | 19.3 | 305,600 | 86.6 |

| 2006/3 | | | | | | | | 2007/3(E) | |
|-------------|-------|-------------|-------|-------------|-------|--------------------------|-------|-----------|-------|
| 1st quarter | yoy % | 2nd quarter | yoy % | 3rd quarter | yoy % | 4th quarter full term | yoy % | yoy % | |
| 2,894,869 | -1.6 | 2,888,690 | -1.5 | 2,870,024 | -1.5 | 2,859,176 | -1.5 | 2,807,200 | -1.8 |
| 2,882,435 | -1.6 | 2,876,210 | -1.5 | 2,857,629 | -1.5 | 2,846,796 | -1.5 | 2,795,300 | -1.8 |
| 2,882,229 | -1.5 | 2,876,016 | -1.5 | 2,857,465 | -1.5 | 2,846,643 | -1.5 | 2,795,200 | -1.8 |
| 206 | -41.1 | 194 | -37.2 | 164 | -40.6 | 153 | -34.3 | 100 | -34.6 |
| 12,434 | -6.8 | 12,480 | -4.8 | 12,395 | -2.9 | 12,380 | -1.5 | 11,900 | -3.9 |
| 1,203,378 | 12.7 | 1,221,052 | 2.6 | 1,234,763 | 3.2 | 1,253,800 | 5.2 | 1,351,500 | 7.8 |
| 1,203,179 | 12.7 | 1,220,853 | 2.6 | 1,234,566 | 3.2 | 1,253,603 | 5.2 | 1,351,300 | 7.8 |
| 265,708 | -26.2 | 244,575 | -26.4 | 226,289 | -26.8 | 205,783 | -27.7 | 205,900 | 0.1 |

Number of New Loan Customers (Non-Consolidated)

| | 2003/3 | | 2004/3 | | 2005/3 | |
|------------------------------------|---------|-------|---------|--------|---------|-------|
| | | yoy % | | yoy % | | yoy % |
| Number of New Loan Customers | 408,146 | -8.0 | 359,311 | -12.0 | 340,033 | -5.4 |
| Unsecured Loans | 406,693 | -8.0 | 358,570 | -11.8 | 339,567 | -5.3 |
| Consumers | 406,685 | -8.0 | 358,570 | -11.8 | 339,567 | -5.3 |
| Commercials | 8 | -57.9 | 0 | -100.0 | 0 | — |
| Secured Loans | 1,453 | 7.3 | 741 | -49.0 | 466 | -37.1 |

Number of Loan Business Outlets (Non-Consolidated)

| | 2003/3 | | 2004/3 | | 2005/3 | |
|---------------------------------------|--------|-----|--------|-----|--------|-----|
| | | yoy | | yoy | | yoy |
| Number of Loan Business Outlets | 1,716 | -45 | 1,699 | -17 | 1,785 | 86 |
| Staffed | 468 | -53 | 381 | -87 | 324 | -57 |
| Unstaffed | 1,248 | 8 | 1,318 | 70 | 1,461 | 143 |
| QUICK MUJIN Machine | — | — | — | — | 38 | 38 |

MUJINKUN (Non-Consolidated)

| | 2003/3 | | 2004/3 | | 2005/3 | |
|----------------------------------|--------|-----|--------|-----|--------|-----|
| | | yoy | | yoy | | yoy |
| Number of MUJINKUN Outlets | 1,705 | -44 | 1,691 | -14 | 1,782 | 91 |
| Number of | | | | | | |
| MUJINKUN Machine | 1,706 | -45 | 1,692 | -14 | 1,783 | 91 |
| QUICK MUJIN Machine | — | — | — | — | 38 | 38 |

Cash Dispensers and ATMs (Non-Consolidated)

| | 2003/3 | | 2004/3 | | 2005/3 | |
|---------------------------|--------|--------|--------|-------|--------|-------|
| | | yoy | | yoy | | yoy |
| Number of Cash Dispensers | | | | | | |
| and ATMs | 69,215 | 19,438 | 76,282 | 7,067 | 81,736 | 5,454 |
| Proprietary | 2,026 | -42 | 1,961 | -65 | 1,891 | -70 |
| Open 365 Days/Year | 2,020 | -39 | 1,957 | -63 | 1,888 | -69 |
| Open 24 Hours/Day | 1,749 | -24 | 1,705 | -44 | 1,662 | -43 |
| Tie-up | 67,189 | 19,480 | 74,321 | 7,132 | 79,845 | 5,524 |
| Others *1 | 7,621 | 10 | 8,424 | 803 | 8,684 | 260 |

Note: 1. "Others" indicates receipt of payment by convenience stores under an agency agreement.

| 2006/3 | | | | | | | | 2007/3(E) | |
|-------------|-------|-------------|-------|-------------|-------|--------------------------|-------|-----------|-------|
| 1st quarter | yoy % | 2nd quarter | yoy % | 3rd quarter | yoy % | 4th quarter full term | yoy % | yoy % | |
| 84,943 | -5.3 | 168,888 | -4.1 | 247,630 | -4.0 | 330,385 | -2.8 | 346,500 | 4.9 |
| 84,816 | -5.3 | 168,600 | -4.1 | 247,198 | -4.0 | 329,814 | -2.9 | 346,000 | 4.9 |
| 84,816 | -5.3 | 168,600 | -4.1 | 247,198 | -4.0 | 329,814 | -2.9 | 346,000 | 4.9 |
| 0 | — | 0 | — | 0 | — | 0 | — | 0 | — |
| 127 | 24.5 | 288 | 24.1 | 432 | 31.3 | 571 | 22.5 | 500 | -12.4 |

| 2006/3 | | | | | | | | 2007/3(E) | |
|-------------|-----|-------------|-----|-------------|-----|--------------------------|-----|-----------|-----|
| 1st quarter | YTD | 2nd quarter | YTD | 3rd quarter | YTD | 4th quarter full term | yoy | yoy | |
| 1,835 | 50 | 1,901 | 116 | 1,938 | 153 | 2,003 | 218 | 2,148 | 145 |
| 310 | -14 | 299 | -25 | 288 | -36 | 277 | -47 | 266 | -11 |
| 1,525 | 64 | 1,602 | 141 | 1,650 | 189 | 1,726 | 265 | 1,882 | 156 |
| 73 | 35 | 111 | 73 | 138 | 100 | 194 | 156 | 298 | 104 |

| 2006/3 | | | | | | | | 2007/3(E) | |
|-------------|-----|-------------|-----|-------------|-----|--------------------------|-----|-----------|-----|
| 1st quarter | YTD | 2nd quarter | YTD | 3rd quarter | YTD | 4th quarter full term | yoy | yoy | |
| 1,832 | 50 | 1,898 | 116 | 1,939 | 157 | 2,007 | 225 | 2,151 | 144 |
| 1,833 | 50 | 1,899 | 116 | 1,940 | 157 | 2,008 | 225 | 2,152 | 144 |
| 73 | 35 | 111 | 73 | 142 | 104 | 201 | 163 | 305 | 104 |

| 2006/3 | | | | | | | | 2007/3(E) | |
|-------------|------|-------------|------|-------------|-----|--------------------------|-------|-----------|----|
| 1st quarter | YTD | 2nd quarter | YTD | 3rd quarter | YTD | 4th quarter full term | yoy | yoy | |
| 81,020 | -716 | 81,493 | -243 | 81,923 | 187 | 83,868 | 2,132 | — | — |
| 1,905 | 14 | 1,932 | 41 | 1,941 | 50 | 1,952 | 61 | 2,033 | 81 |
| 1,904 | 16 | 1,931 | 43 | 1,940 | 52 | 1,951 | 63 | — | — |
| 1,680 | 18 | 1,705 | 43 | 1,716 | 54 | 1,727 | 65 | — | — |
| 79,115 | -730 | 79,561 | -284 | 79,982 | 137 | 81,916 | 2,071 | — | — |
| 8,746 | 62 | 8,814 | 130 | 8,883 | 199 | 8,903 | 219 | — | — |

Employees (Non-Consolidated)

| | 2003/3 | | 2004/3 | | 2005/3 | |
|-------------------------------------|--------|-----|--------|------|--------|------|
| | | yoy | | yoy | | yoy |
| Number of Employees *1 | 4,405 | 39 | 4,238 | -167 | 4,096 | -142 |
| Head Office | 869 | 113 | 932 | 63 | 925 | -7 |
| Credit Supervision Related | 302 | 61 | 345 | 43 | 336 | -9 |
| Financial Service Business Division | 3,536 | -74 | 3,306 | -230 | 3,171 | -135 |
| Contact Center | 1,059 | 724 | 943 | -116 | 887 | -56 |
| Credit Card / | | | | | | |
| Installment Business Dept. | 228 | -3 | 346 | 118 | 317 | -29 |
| Guarantee Business Dept. | — | — | — | — | 48 | 48 |

Note: 1. The number of employees as of March 2003 is adjusted based on new organization as of June 2003.

Average Loan Yield (Non-Consolidated)

| | % | | | | | |
|------------------|--------|----------|--------|----------|--------|----------|
| | 2001/3 | | 2002/3 | | 2003/3 | |
| | | yoy p.p. | | yoy p.p. | | yoy p.p. |
| Average Yield *1 | 24.08 | -0.78 | 23.80 | -0.28 | 23.47 | -0.33 |
| Unsecured Loans | 24.75 | -0.95 | 24.32 | -0.43 | 23.96 | -0.36 |
| Consumers | 24.76 | -0.94 | 24.32 | -0.44 | 23.96 | -0.36 |
| Commercials | 22.88 | -1.20 | 21.59 | -1.29 | 20.04 | -1.55 |
| Secured Loans | 11.33 | 0.13 | 12.13 | 0.80 | 12.15 | 0.02 |

Note: 1. Average yield = Interest on loans receivable / Term average of receivables outstanding at the beginning of the year

Unsecured Loans Receivable Outstanding for Consumers by Interest Rate (Non-Consolidated)

| Effective Annual Interest Rate | Millions of yen | | | | | |
|--------------------------------|-----------------|---------|-----------|---------|-----------|---------|
| | 2003/3 | | 2004/3 | | 2005/3 | |
| | | C.R.(%) | | C.R.(%) | | C.R.(%) |
| Loans Receivable Outstanding | 1,582,125 | 100.0 | 1,548,274 | 100.0 | 1,545,295 | 100.0 |
| 28.470% and Higher | 49,475 | 3.1 | 39,701 | 2.5 | 31,483 | 2.1 |
| 27.375% | 639,356 | 40.4 | 642,084 | 41.5 | 652,293 | 42.2 |
| 25.000% - 26.500% | 345,529 | 21.9 | 338,972 | 21.9 | 343,838 | 22.3 |
| 20.000% - 24.820% | 332,760 | 21.0 | 312,491 | 20.2 | 304,686 | 19.7 |
| 18.250% - 19.000% | 96,294 | 6.1 | 87,939 | 5.7 | 79,546 | 5.1 |
| 15.000% - 18.000% | 99,223 | 6.3 | 92,256 | 6.0 | 91,183 | 5.9 |
| Less than 15.000% | 19,485 | 1.2 | 34,827 | 2.2 | 42,263 | 2.7 |

| 2006/3 | | | | | | | | 2007/3(E) | |
|-------------|-----|-------------|-----|-------------|------|--------------------------|------|-----------|------|
| 1st quarter | YTD | 2nd quarter | YTD | 3rd quarter | YTD | 4th quarter full term | yoy | yoy | |
| 4,129 | 33 | 4,067 | -29 | 4,004 | -92 | 3,911 | -185 | 3,772 | -139 |
| 930 | 5 | 925 | 0 | 939 | 14 | 937 | 12 | 994 | 57 |
| 343 | 7 | 338 | 2 | 347 | 11 | 346 | 10 | 361 | 15 |
| 3,199 | 28 | 3,142 | -29 | 3,065 | -106 | 2,974 | -197 | 2,778 | -196 |
| 895 | 8 | 962 | 75 | 973 | 86 | 964 | 77 | — | — |
| 310 | -7 | 305 | -12 | 293 | -24 | 281 | -36 | 260 | -21 |
| 52 | 4 | 53 | 5 | 55 | 7 | 59 | 11 | 110 | 51 |

| % | | | | | | | |
|----------|-------|----------|-------|----------|-------|-----------|-------|
| 2004/3 | | 2005/3 | | 2006/3 | | 2007/3(E) | |
| yoy p-p. | | yoy p-p. | | yoy p-p. | | yoy p-p. | |
| 23.23 | -0.24 | 23.13 | -0.10 | 22.94 | -0.19 | 22.25 | -0.69 |
| 23.72 | -0.24 | 23.55 | -0.17 | 23.32 | -0.23 | 22.60 | -0.72 |
| 23.72 | -0.24 | 23.55 | -0.17 | 23.32 | -0.23 | 22.60 | -0.72 |
| 18.96 | -1.08 | 17.12 | -1.84 | 16.63 | -0.49 | 12.03 | -4.60 |
| 12.16 | 0.01 | 12.27 | 0.11 | 12.38 | 0.11 | 12.21 | -0.17 |

| Millions of yen | | | | | | | | | |
|-------------------------|---------|-------------|---------|-------------|---------|--------------------------|---------|-----------|-------|
| 2006/3 | | | | | | | | 2007/3(E) | |
| Receivables Outstanding | | | | | | | | | |
| 1st quarter | C.R.(%) | 2nd quarter | C.R.(%) | 3rd quarter | C.R.(%) | 4th quarter full term | C.R.(%) | C.R.(%) | |
| 1,548,565 | 100.0 | 1,551,549 | 100.0 | 1,539,372 | 100.0 | 1,542,121 | 100.0 | 1,545,900 | 100.0 |
| 29,804 | 1.9 | 28,331 | 1.8 | 26,767 | 1.7 | 25,418 | 1.6 | 14,000 | 0.9 |
| 645,180 | 41.7 | 642,272 | 41.4 | 632,361 | 41.1 | 623,676 | 40.4 | 532,900 | 34.5 |
| 346,281 | 22.4 | 346,465 | 22.3 | 341,621 | 22.2 | 338,043 | 21.9 | 315,300 | 20.4 |
| 308,868 | 19.9 | 311,909 | 20.1 | 311,174 | 20.2 | 314,393 | 20.4 | 298,000 | 19.3 |
| 77,374 | 5.0 | 75,824 | 4.9 | 73,717 | 4.8 | 73,732 | 4.8 | 73,200 | 4.7 |
| 92,117 | 5.9 | 94,872 | 6.1 | 96,444 | 6.3 | 104,125 | 6.8 | 246,700 | 16.0 |
| 48,938 | 3.2 | 51,872 | 3.4 | 57,284 | 3.7 | 62,731 | 4.1 | 65,800 | 4.2 |

Unsecured Loans Receivable Outstanding by Classified Receivable Outstanding (Non-Consolidated)

| Classified Receivable Outstanding (Thousands of Yen) | Millions of yen | | | | | |
|---|-------------------------|-------------|-----------|-------------|-----------|-------------|
| | 2003/3 | | 2004/3 | | 2005/3 | |
| | Receivables Outstanding | | | | | |
| | | C.R. (%) | | C.R. (%) | | C.R. (%) |
| ≤ 100 | 20,603 | 1.3 | 20,278 | 1.3 | 19,936 | 1.3 |
| 100 < ≤ 300 | 125,037 | 7.9 | 124,248 | 8.0 | 116,143 | 7.5 |
| 300 < ≤ 500 | 631,290 | 39.9 | 599,785 | 38.7 | 599,363 | 38.8 |
| 500 < ≤ 1,000 | 326,476 | 20.6 | 307,933 | 20.0 | 295,102 | 19.1 |
| 1,000 < | 478,716 | 30.3 | 496,029 | 32.0 | 514,749 | 33.3 |
| Total | 1,582,125 | 100.0 | 1,548,274 | 100.0 | 1,545,295 | 100.0 |

Number of New Customers by Annual Income [Unsecured Loans] (Non-Consolidated)

| Annual Income (Millions of Yen) | 2002/3 | | | 2003/3 | | |
|------------------------------------|--------------------|-------------|--|--------------------|-------------|--|
| | Number of Accounts | C.R. (%) | Initial Average Lending Amount Thousands of yen | Number of Accounts | C.R. (%) | Initial Average Lending Amount Thousands of yen |
| | ≤ 2 | 101,134 | 22.9 | 133 | 96,455 | 23.7 |
| 2 < ≤ 5 | 276,288 | 62.5 | 158 | 255,555 | 62.9 | 161 |
| 5 < ≤ 7 | 42,720 | 9.6 | 204 | 36,465 | 8.9 | 204 |
| 7 < ≤ 10 | 18,054 | 4.1 | 227 | 15,014 | 3.7 | 225 |
| 10 < | 3,969 | 0.9 | 246 | 3,196 | 0.8 | 239 |
| Total | 442,165 | 100.0 | 161 | 406,685 | 100.0 | 162 |

Composition Ratio of Customer Accounts by Age [Unsecured Loans] (Non-Consolidated)

| | % | | | |
|-------------------|----------------------|-----------------------|----------------------|-----------------------|
| | 2001/3 | | 2002/3 | |
| | Existing Accounts | Write-offs Account | Existing Accounts | Write-offs Account |
| Under 29 | 27.2 | 22.1 | 26.3 | 22.9 |
| Age 30 - 39 | 27.4 | 26.8 | 28.1 | 27.3 |
| Age 40 - 49 | 21.2 | 22.4 | 20.7 | 21.7 |
| Age 50 - 59 | 17.4 | 19.8 | 17.7 | 19.6 |
| Over 60 | 6.8 | 8.9 | 7.2 | 8.5 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 |

| Millions of yen | | | | | | | | | |
|-------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------|-------------|-----------|-------------|
| 2006/3 | | | | | | 2007/3(E) | | | |
| Receivables Outstanding | | | | | | | | | |
| 1st quarter | C.R. (%) | 2nd quarter | C.R. (%) | 3rd quarter | C.R. (%) | 4th quarter full term | C.R. (%) | | C.R. (%) |
| 19,886 | 1.3 | 20,019 | 1.3 | 19,821 | 1.3 | 20,000 | 1.3 | 20,000 | 1.3 |
| 114,984 | 7.4 | 114,092 | 7.4 | 111,640 | 7.2 | 110,773 | 7.2 | 109,500 | 7.1 |
| 599,356 | 38.7 | 598,441 | 38.6 | 592,406 | 38.5 | 591,294 | 38.4 | 589,200 | 38.1 |
| 288,916 | 18.7 | 286,293 | 18.4 | 281,774 | 18.3 | 278,185 | 18.0 | 277,400 | 17.9 |
| 525,422 | 33.9 | 532,701 | 34.3 | 533,728 | 34.7 | 541,866 | 35.1 | 549,800 | 35.6 |
| 1,548,565 | 100.0 | 1,551,549 | 100.0 | 1,539,372 | 100.0 | 1,542,121 | 100.0 | 1,545,900 | 100.0 |

| 2004/3 | | | 2005/3 | | | 2006/3 | | |
|--------------------|-------------|--|--------------------|-------------|--|--------------------|-------------|--|
| Number of Accounts | C.R. (%) | Initial Average Lending Amount Thousands of yen | Number of Accounts | C.R. (%) | Initial Average Lending Amount Thousands of yen | Number of Accounts | C.R. (%) | Initial Average Lending Amount Thousands of yen |
| 86,242 | 24.1 | 123 | 83,370 | 24.5 | 134 | 82,914 | 25.1 | 139 |
| 227,416 | 63.4 | 151 | 214,180 | 63.1 | 158 | 207,675 | 63.0 | 158 |
| 30,252 | 8.4 | 193 | 28,065 | 8.3 | 199 | 26,279 | 8.0 | 192 |
| 12,214 | 3.4 | 217 | 11,712 | 3.4 | 230 | 10,746 | 3.2 | 220 |
| 2,446 | 0.7 | 229 | 2,240 | 0.7 | 247 | 2,200 | 0.7 | 243 |
| 358,570 | 100.0 | 151 | 339,567 | 100.0 | 158 | 329,814 | 100.0 | 159 |

| % | | | | | | | | | |
|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|
| 2003/3 | | 2004/3 | | 2005/3 | | 2006/3 | | | |
| Existing Accounts | Write-offs Account | Existing Accounts | Write-offs Account | Existing Accounts | Write-offs Account | Existing Accounts | Write-offs Account | Existing Accounts | Write-offs Account |
| 25.3 | 21.8 | 24.2 | 21.6 | 23.1 | 21.6 | 22.1 | 22.5 | | |
| 28.7 | 28.0 | 29.3 | 28.5 | 29.5 | 28.7 | 29.3 | 28.1 | | |
| 20.5 | 21.7 | 20.5 | 21.5 | 20.7 | 21.3 | 20.9 | 21.6 | | |
| 17.9 | 19.7 | 18.0 | 19.3 | 18.3 | 19.0 | 18.9 | 18.7 | | |
| 7.6 | 8.8 | 8.0 | 9.1 | 8.4 | 9.4 | 8.8 | 9.1 | | |
| 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | | |

Composition Ratio of Customer Accounts by Gender [Unsecured Loans] (Non-Consolidated)

| | % | | | |
|--------------|----------------------|-----------------------|----------------------|-----------------------|
| | 2001/3 | | 2002/3 | |
| | Existing Accounts | Write-offs Account | Existing Accounts | Write-offs Account |
| Male | 73.2 | 70.7 | 73.3 | 70.0 |
| Female | 26.8 | 29.3 | 26.7 | 30.0 |

Bad Debt Write-offs (Non-Consolidated)

| | Millions of yen | | | | | |
|--|-----------------|-------|---------|-------|---------|-------|
| | 2003/3 | | 2004/3 | | 2005/3 | |
| | yoy % | | yoy % | | yoy % | |
| Bad Debt Write-offs | 81,608 | 50.4 | 112,598 | 38.0 | 108,446 | -3.7 |
| Loans Receivable | 75,428 | 47.9 | 103,093 | 36.7 | 97,166 | -5.7 |
| Unsecured Loans | 75,039 | 50.9 | 100,781 | 34.3 | 96,415 | -4.3 |
| Secured Loans | 388 | -69.9 | 2,312 | 494.8 | 750 | -67.5 |
| ACOM MasterCard® | 3,344 | 89.2 | 4,745 | 41.9 | 4,394 | -7.4 |
| Installment Sales Finance | 2,457 | 66.6 | 2,890 | 17.6 | 3,095 | 7.1 |
| Guarantee | 306 | — | 1,860 | 506.1 | 3,785 | 103.5 |
| Average Amount of Bad Debt Write-offs per Account for Unsecured Loans (Thousands of yen) | 363 | 9.3 | 395 | 8.8 | 408 | 3.3 |
| <Reference> | | | | | | |
| Average Balance of Unsecured Loans for Consumers per Account (Thousands of yen) | 524 | — | 527 | 0.6 | 535 | 1.5 |

Ratio of Bad Debt Write-offs (Non-Consolidated) *1, 2

| | % | | | | | |
|---------------------------------|----------|---------|----------|--------|----------|---------|
| | 2003/3 | | 2004/3 | | 2005/3 | |
| | yoy p.p. | | yoy p.p. | | yoy p.p. | |
| Loans Receivable | 4.56 | (1.41) | 6.38 | (1.82) | 6.05 | (-0.33) |
| Unsecured Loans | 4.74 | (1.53) | 6.50 | (1.76) | 6.23 | (-0.27) |
| Secured Loans | 0.54 | (-1.30) | 3.55 | (3.01) | 1.31 | (-2.24) |
| ACOM MasterCard® | 8.13 | (2.50) | 10.32 | (2.19) | 8.98 | (-1.34) |
| Installment Sales Finance | 1.60 | (0.69) | 2.54 | (0.94) | 4.39 | (1.85) |
| <Reference> | | | | | | |
| Guarantee | 0.52 | (0.39) | 1.80 | (1.28) | 2.68 | (0.88) |

Notes: 1. Ratio of bad debt write-offs

Loan Business = Bad Debt Write-offs of Loan Business / (Receivables Outstanding plus Loans to Borrowers in Bankruptcy or Under Reorganization)

ACOM MasterCard® = Bad Debt Write-offs of ACOM MasterCard® / Card Shopping Receivables

Installment Sales Finance Business = Bad Debt Write-offs of Installment Sales Finance / Installment Receivables

Guarantee = Bad Debt Write-offs of Guarantee / (Guaranteed Receivables plus Payments in Subrogation)

2. Figures in brackets indicate year-on-year change in percentage points.

| % | | | | | | | | | |
|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| 2003/3 | | 2004/3 | | 2005/3 | | 2006/3 | | | |
| Existing Accounts | Write-offs Account | Existing Accounts | Write-offs Account | Existing Accounts | Write-offs Account | Existing Accounts | Write-offs Account | Existing Accounts | Write-offs Account |
| 73.3 | 69.2 | 73.4 | 69.0 | 73.5 | 69.5 | 73.3 | 69.8 | | |
| 26.7 | 30.8 | 26.6 | 31.0 | 26.5 | 30.5 | 26.7 | 30.2 | | |

| Millions of yen | | | | | | | | | |
|-----------------|-------|-------------|-------|-------------|-------|-----------------------|-------|-----------|-------|
| 2006/3 | | | | | | | | 2007/3(E) | |
| 1st quarter | yoy % | 2nd quarter | yoy % | 3rd quarter | yoy % | 4th quarter full term | yoy % | yoy % | |
| 25,503 | -8.5 | 51,819 | -4.2 | 79,963 | -2.3 | 107,239 | -1.1 | 112,500 | 4.9 |
| 22,708 | -9.2 | 46,204 | -4.7 | 71,412 | -2.7 | 95,826 | -1.4 | 98,600 | 2.9 |
| 22,594 | -9.0 | 45,892 | -4.6 | 70,857 | -2.7 | 95,053 | -1.4 | 97,800 | 2.9 |
| 113 | -34.8 | 312 | -22.4 | 554 | -5.3 | 772 | 2.9 | 800 | 3.6 |
| 1,002 | -14.6 | 1,961 | -13.9 | 2,933 | -13.0 | 3,905 | -11.1 | 4,000 | 2.4 |
| 595 | -31.8 | 1,144 | -28.9 | 1,680 | -28.4 | 2,088 | -32.5 | 1,700 | -18.6 |
| 1,196 | 44.3 | 2,507 | 44.4 | 3,936 | 43.4 | 5,409 | 42.9 | 8,200 | 51.6 |
| — | — | 424 | 4.2 | — | — | 425 | 4.2 | — | — |
| 537 | 1.5 | 539 | 1.3 | 539 | 1.3 | 542 | 1.3 | 553 | 2.0 |

| % | | | | | | | | | |
|-------------|----------|-------------|----------|-------------|----------|-----------------------|----------|-----------|---------|
| 2006/3 | | | | | | | | 2007/3(E) | |
| 1st quarter | yoy p.p. | 2nd quarter | yoy p.p. | 3rd quarter | yoy p.p. | 4th quarter full term | yoy p.p. | yoy p.p. | |
| 1.41 | (-0.14) | 2.87 | (-0.13) | 4.47 | (-0.10) | 5.99 | (-0.06) | 6.16 | (0.17) |
| 1.46 | (-0.14) | 2.95 | (-0.14) | 4.60 | (-0.11) | 6.15 | (-0.08) | 6.32 | (0.17) |
| 0.20 | (-0.08) | 0.56 | (-0.10) | 1.01 | (0.01) | 1.41 | (0.10) | 1.53 | (0.12) |
| 2.05 | (-0.44) | 4.03 | (-0.67) | 6.01 | (-0.88) | 8.20 | (-0.78) | 8.11 | (-0.09) |
| 0.92 | (0.07) | 2.00 | (0.20) | 3.22 | (0.29) | 4.53 | (0.14) | 4.32 | (-0.21) |
| 0.80 | (0.07) | 1.60 | (0.21) | 2.42 | (0.35) | 3.18 | (0.50) | 2.60 | (-0.58) |

Bad Debts (Non-Consolidated)

| | Millions of yen | | | | | |
|---|-----------------|------|--------|------|--------|------|
| | 2002/3 | | 2003/3 | | 2004/3 | |
| | | % | | % | | % |
| Total Amount of Bad Debts | 43,691 | 2.70 | 60,491 | 3.65 | 79,754 | 4.93 |
| Loans to Borrowers in Bankruptcy or Under Reorganization | 7,204 | 0.45 | 9,227 | 0.56 | 9,280 | 0.57 |
| Applications for Bankruptcy are Proceeded | 3,292 | 0.20 | 3,540 | 0.21 | 2,951 | 0.18 |
| Applications for the Civil Rehabilitation are Proceeded | 1,659 | 0.10 | 2,853 | 0.17 | 3,633 | 0.22 |
| Applications for the Civil Rehabilitation are Determined | 131 | 0.01 | 815 | 0.05 | 1,775 | 0.11 |
| Loans in Arrears | 20,972 | 1.30 | 31,128 | 1.88 | 36,632 | 2.27 |
| Loans Past Due for Three Months or More | 497 | 0.03 | 1,036 | 0.06 | 1,638 | 0.10 |
| Restructured Loans | 15,016 | 0.93 | 19,099 | 1.15 | 32,204 | 1.99 |

Loans in Arrears for Less Than 3 Months [excluding balance held by headquarters' collection department] (Non-Consolidated)

| | Millions of yen | | | | | |
|----------------------|-----------------|------|--------|------|--------|------|
| | 2002/3 | | 2003/3 | | 2004/3 | |
| | | % | | % | | % |
| 11 days ≤ < 3 months | 13,605 | 0.84 | 18,971 | 1.15 | 19,475 | 1.21 |
| 31 days ≤ < 3 months | 7,468 | 0.46 | 9,761 | 0.59 | 11,076 | 0.69 |
| 11 days ≤ < 31 days | 6,136 | 0.38 | 9,210 | 0.56 | 8,399 | 0.52 |

Allowance for Bad Debts (Non-Consolidated)

| | Millions of yen | | | | | |
|---|-----------------|-------|---------|-------|---------|-------|
| | 2002/3 | | 2003/3 | | 2004/3 | |
| | | yoy % | | yoy % | | yoy % |
| Allowance for Bad Debts | 77,700 | 25.5 | 107,700 | 38.6 | 129,400 | 20.1 |
| Ratio of Allowance for Bad Debts (%) *1 | 4.36 | — | 5.91 | — | 7.37 | — |
| General Allowance for Bad Debts | — | — | 67,127 | — | 82,898 | — |
| Unsecured Consumer Loans | — | — | 59,980 | — | 74,888 | — |
| Specific Allowance for Bad Debts | — | — | 40,184 | — | 44,929 | — |
| Additional Allowance for Bad Debts | 15,800 | 107.9 | 30,000 | 89.9 | 21,700 | -27.7 |
| Allowance for Loss on Debt Guarantees | 12 | — | 474 | — | 1,865 | 293.5 |
| Additional Allowance | 12 | — | 461 | — | 1,391 | 201.7 |

Note: 1.

Ratio of allowance for bad debts (%) = $\frac{\text{Allowance for bad debts}}{\text{Loans receivable outstanding at the fiscal year-end plus Installment receivables (excluding deferred income on installment sales finance)}} \times 100$

Allowance for Loss on Interest Repayments (Non-Consolidated)

| | Millions of yen | | | | | |
|--|-----------------|-------|--------|-------|--------|-------|
| | 2002/3 | | 2003/3 | | 2004/3 | |
| | | yoy % | | yoy % | | yoy % |
| Allowance for Loss on Interest Repayments | — | — | — | — | — | — |
| Additional Allowance for Loss on Interest Repayments | — | — | — | — | — | — |

| Millions of yen | | | | | | | | | |
|-----------------|------|-------------|------|-------------|------|-------------|------|-----------------------|------|
| 2005/3 | | | | 2006/3 | | | | | |
| % | | 1st quarter | % | 2nd quarter | % | 3rd quarter | % | 4th quarter full term | % |
| 81,210 | 5.06 | 87,698 | 5.46 | 91,438 | 5.68 | 94,483 | 5.92 | 109,573 | 6.85 |
| 8,377 | 0.52 | 8,232 | 0.51 | 7,924 | 0.49 | 7,595 | 0.48 | 7,000 | 0.44 |
| 2,026 | 0.13 | 1,759 | 0.11 | 1,691 | 0.11 | 1,630 | 0.10 | 1,307 | 0.08 |
| 3,176 | 0.20 | 3,128 | 0.19 | 2,984 | 0.19 | 2,910 | 0.18 | 2,716 | 0.17 |
| 2,328 | 0.15 | 2,499 | 0.16 | 2,491 | 0.15 | 2,415 | 0.15 | 2,358 | 0.15 |
| 35,310 | 2.20 | 33,978 | 2.11 | 35,943 | 2.23 | 32,535 | 2.04 | 46,709 | 2.92 |
| 1,345 | 0.08 | 2,295 | 0.14 | 2,066 | 0.13 | 3,848 | 0.24 | 1,110 | 0.07 |
| 36,177 | 2.25 | 43,191 | 2.69 | 45,504 | 2.83 | 50,503 | 3.16 | 54,752 | 3.42 |

| Millions of yen | | | | | | | | | |
|-----------------|------|-------------|------|-------------|------|-------------|------|-----------------------|------|
| 2005/3 | | | | 2006/3 | | | | | |
| % | | 1st quarter | % | 2nd quarter | % | 3rd quarter | % | 4th quarter full term | % |
| 17,239 | 1.07 | 21,075 | 1.31 | 22,587 | 1.40 | 21,145 | 1.32 | 12,968 | 0.81 |
| 9,902 | 0.62 | 11,777 | 0.73 | 11,557 | 0.72 | 12,976 | 0.81 | 7,289 | 0.46 |
| 7,337 | 0.46 | 9,298 | 0.58 | 11,030 | 0.69 | 8,168 | 0.51 | 5,679 | 0.36 |

| Millions of yen | | | | | | | | | | | |
|-----------------|--------|-------------|--------|-------------|-------|-------------|-------|-----------------------|-------|-----------|-------|
| 2005/3 | | | | 2006/3 | | | | | | 2007/3(E) | |
| yoy % | | 1st quarter | yoy % | 2nd quarter | yoy % | 3rd quarter | yoy % | 4th quarter full term | yoy % | yoy % | |
| 122,400 | -5.4 | 116,500 | -10.9 | 117,000 | -5.4 | 118,600 | -4.2 | 122,700 | 0.2 | 117,600 | -4.2 |
| 7.15 | — | 6.82 | — | 6.86 | — | 7.02 | — | 7.26 | — | 6.99 | — |
| 76,870 | — | 72,436 | -15.7 | 71,207 | -8.7 | 77,062 | -4.4 | 66,810 | -13.1 | 69,100 | — |
| 69,348 | — | 65,264 | -16.1 | 64,375 | -8.0 | 70,396 | -3.1 | 61,187 | -11.8 | 63,600 | — |
| 43,657 | — | 42,349 | -1.3 | 44,129 | 0.7 | 39,799 | -3.4 | 54,276 | 24.3 | 46,800 | — |
| -7,000 | -132.3 | -5,900 | -553.8 | -5,400 | 5.3 | -3,800 | 32.1 | 300 | 104.3 | -5,100 | — |
| 2,880 | 54.4 | 2,960 | 36.5 | 2,990 | 17.7 | 3,140 | 14.6 | 3,330 | 15.6 | 5,830 | 75.1 |
| 1,015 | -27.0 | 80 | -73.7 | 110 | -83.7 | 260 | -70.3 | 450 | -55.7 | 2,500 | 455.6 |

| Millions of yen | | | | | | | | | | | |
|-----------------|---|-------------|-------|-------------|-------|-------------|-------|-----------------------|-------|-----------|---|
| 2005/3 | | | | 2006/3 | | | | | | 2007/3(E) | |
| yoy % | | 1st quarter | yoy % | 2nd quarter | yoy % | 3rd quarter | yoy % | 4th quarter full term | yoy % | yoy % | |
| — | — | — | — | — | — | — | — | 23,700 | — | 23,700 | — |
| — | — | — | — | — | — | — | — | 23,700 | — | — | — |

Funds Procurement (Non-Consolidated)

| | Millions of yen | | | | | |
|--|-----------------|---------|-----------|---------|-----------|---------|
| | 2001/3 | | 2002/3 | | 2003/3 | |
| | | C.R.(%) | | C.R.(%) | | C.R.(%) |
| Borrowings | 1,283,167 | 100.0 | 1,417,966 | 100.0 | 1,384,848 | 100.0 |
| Indirect | 971,367 | 75.7 | 1,035,186 | 73.0 | 1,053,068 | 76.0 |
| City Banks | 28,798 | 2.3 | 37,017 | 2.6 | 35,065 | 2.5 |
| Regional Banks | 47,576 | 3.7 | 56,634 | 4.0 | 58,300 | 4.2 |
| Long-term Credit Banks | 67,638 | 5.3 | 85,608 | 6.0 | 93,880 | 6.8 |
| Trust Banks | 457,598 | 35.7 | 433,001 | 30.5 | 409,257 | 29.6 |
| Foreign Banks | 17,000 | 1.3 | 46,000 | 3.3 | 63,000 | 4.5 |
| Life Insurance Companies | 270,883 | 21.1 | 268,215 | 18.9 | 263,779 | 19.0 |
| Non-Life Insurance Companies | 55,711 | 4.3 | 51,434 | 3.6 | 50,043 | 3.6 |
| Others | 26,163 | 2.0 | 57,277 | 4.1 | 79,744 | 5.8 |
| Direct | 311,800 | 24.3 | 382,780 | 27.0 | 331,780 | 24.0 |
| Straight Bonds | 245,000 | 19.1 | 295,000 | 20.8 | 295,000 | 21.3 |
| Convertible Bonds | 50,000 | 3.9 | 50,000 | 3.5 | — | 0.0 |
| Commercial Paper | 12,000 | 0.9 | 10,000 | 0.7 | 10,000 | 0.7 |
| Securitization of Installment Sales | | | | | | |
| Finance Receivable | 4,800 | 0.4 | 3,900 | 0.3 | 2,900 | 0.2 |
| Others | — | — | 23,880 | 1.7 | 23,880 | 1.7 |
| Short-term | 19,188 | 1.5 | 13,562 | 1.0 | 16,400 | 1.2 |
| Long-term | 1,263,980 | 98.5 | 1,404,403 | 99.0 | 1,368,448 | 98.8 |
| Fixed | 978,647 | 76.3 | 1,154,619 | 81.4 | 1,171,837 | 84.6 |
| Interest Rate Swaps (Notional) | 88,577 | 6.9 | 96,648 | 6.8 | 142,310 | 10.3 |
| Interest Cap (Notional) | 110,000 | 8.6 | 117,000 | 8.3 | 117,000 | 8.4 |
| Average Interest Rate | | | | | | |
| on Funds Procured During the Year (%) *1 | 2.37 | — | 2.13 | — | 2.10 | — |
| Average Nominal Interest Rate | | | | | | |
| on Funds Procured During the Year *2 | 2.17 | — | 1.88 | — | 1.85 | — |
| Floating Interest Rate | 2.20 | — | 1.77 | — | 1.89 | — |
| Fixed Interest Rate | 2.38 | — | 2.21 | — | 2.14 | — |
| Short-term | 1.21 | — | 1.07 | — | 0.56 | — |
| Long-term | 2.43 | — | 2.19 | — | 2.11 | — |
| Direct | 1.76 | — | 1.88 | — | 1.86 | — |
| Indirect | 2.52 | — | 2.21 | — | 2.18 | — |
| <References> | | | | | | |
| Term Average of Long-term Prime Rate | 2.17 | — | 1.80 | — | 1.79 | — |

Notes: 1. From the interim accounting period ended September 30, 2001, average interest rate on funds procured during the year include bond issue expenses.

2. Financial expenses pertaining to derivatives have been excluded from the calculation of average nominal interest rate on funds procured during the year.

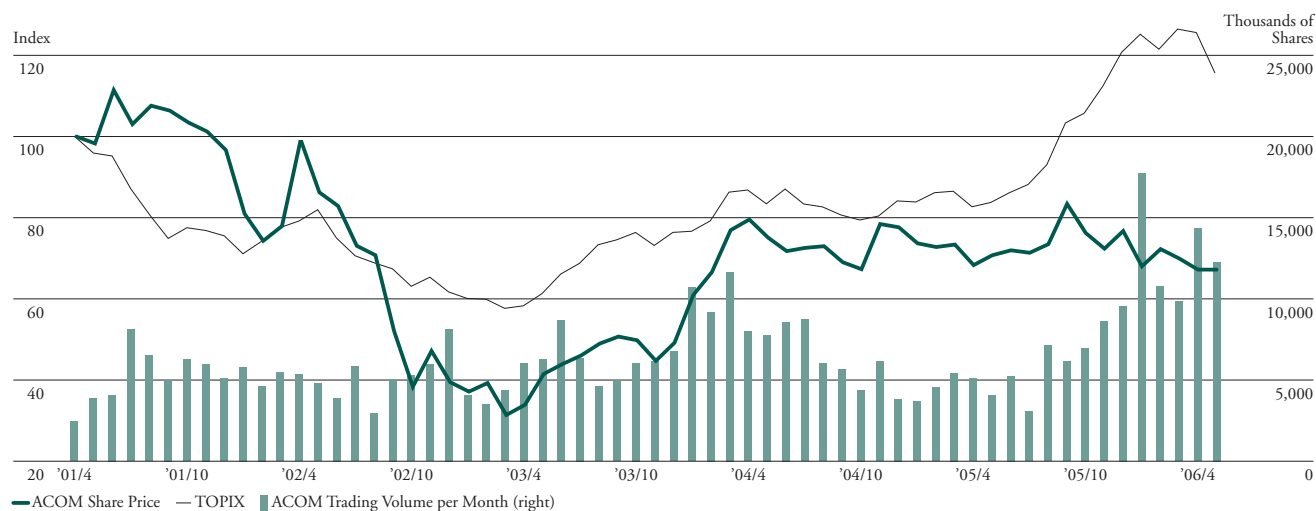
Millions of yen

| 2004/3 | | 2005/3 | | 2006/3 | | | 2007/3(E) | | |
|-----------|-------|-----------|-------|---------|---------|-------|-----------|------|---------|
| C.R.(%) | | C.R.(%) | | yoy % | C.R.(%) | | yoy % | | C.R.(%) |
| 1,260,090 | 100.0 | 1,028,722 | 100.0 | 945,208 | -8.1 | 100.0 | 885,000 | -6.4 | 100.0 |
| 951,210 | 75.5 | 719,842 | 70.0 | 614,288 | -14.7 | 65.0 | 557,000 | -9.3 | 62.9 |
| 35,386 | 2.8 | 21,430 | 2.1 | 24,487 | 14.3 | 2.6 | — | — | — |
| 51,147 | 4.1 | 32,791 | 3.2 | 19,330 | -41.1 | 2.0 | — | — | — |
| 76,968 | 6.1 | 53,979 | 5.2 | 41,049 | -24.0 | 4.3 | — | — | — |
| 403,081 | 32.0 | 337,951 | 32.9 | 290,093 | -14.2 | 30.7 | — | — | — |
| 37,500 | 3.0 | 6,500 | 0.6 | 6,500 | — | 0.7 | — | — | — |
| 245,773 | 19.5 | 189,090 | 18.4 | 152,749 | -19.2 | 16.2 | — | — | — |
| 44,723 | 3.5 | 29,439 | 2.9 | 21,659 | -26.4 | 2.3 | — | — | — |
| 56,632 | 4.5 | 48,662 | 4.7 | 58,421 | 20.1 | 6.2 | — | — | — |
| 308,880 | 24.5 | 308,880 | 30.0 | 330,920 | 7.1 | 35.0 | 328,000 | -0.9 | 37.1 |
| 285,000 | 22.6 | 265,000 | 25.8 | 265,000 | — | 28.0 | — | — | — |
| — | — | — | — | — | — | — | — | — | — |
| — | — | 20,000 | 1.9 | 50,000 | 150.0 | 5.3 | — | — | — |
| — | — | — | — | — | — | — | — | — | — |
| 23,880 | 1.9 | 23,880 | 2.3 | 15,920 | -33.3 | 1.7 | — | — | — |
| 11,500 | 0.9 | 22,500 | 2.2 | 51,000 | 126.7 | 5.4 | 51,000 | — | 5.8 |
| 1,248,590 | 99.1 | 1,006,222 | 97.8 | 894,208 | -11.1 | 94.6 | 834,000 | -6.7 | 94.2 |
| 1,093,395 | 86.8 | 900,468 | 87.5 | 805,086 | -10.6 | 85.2 | 770,000 | -4.4 | 87.0 |
| 188,321 | 14.9 | 161,712 | 15.7 | 207,053 | 28.0 | 21.9 | — | — | — |
| 82,000 | 6.5 | 82,000 | 8.0 | 7,000 | -91.5 | 0.7 | — | — | — |
| 1.96 | — | 1.92 | — | 1.84 | — | — | 2.13 | — | — |
| 1.67 | — | 1.61 | — | 1.47 | — | — | 1.76 | — | — |
| 1.55 | — | 1.66 | — | 1.33 | — | — | 2.13 | — | — |
| 2.04 | — | 1.96 | — | 1.69 | — | — | 1.93 | — | — |
| 0.64 | — | 0.80 | — | 0.19 | — | — | 0.70 | — | — |
| 1.96 | — | 1.92 | — | 1.90 | — | — | 2.21 | — | — |
| 1.82 | — | 1.80 | — | 1.64 | — | — | 1.67 | — | — |
| 2.00 | — | 1.97 | — | 1.94 | — | — | 2.39 | — | — |
| 1.58 | — | 1.69 | — | 1.76 | — | — | — | — | — |

Investor Information

As of March 31, 2006

1. Stock Index and Trading Volume

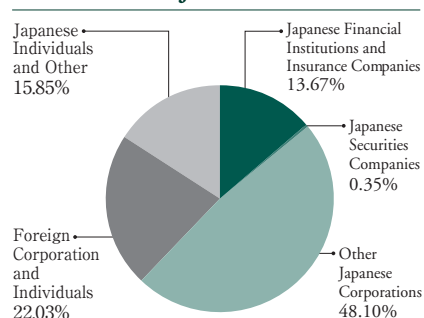


2. Principal Shareholders

| Name | Number of shares held | % of ownership of voting right |
|---|-----------------------|--------------------------------|
| Maruito Shokusan Co., Ltd. | 27,346,755 | 17.40 |
| Mitsubishi UFJ Financial Group, Inc. | 20,732,340 | 13.19 |
| Maruito Co., Ltd. | 12,553,343 | 7.99 |
| Kinoshita Memorial Foundation | 9,219,232 | 5.87 |
| Hero & Co.* | 7,361,121 | 4.68 |
| Maruito Shoten Co., Ltd. | 3,873,320 | 2.46 |
| Japan Trustee Services Bank, Ltd. (Trust Accounts) | 3,445,340 | 2.19 |
| Kyosuke Kinoshita | 3,240,321 | 2.06 |
| Katsuhiro Kinoshita | 3,230,368 | 2.06 |
| Shigeyoshi Kinoshita | 3,220,164 | 2.05 |

*Hero & Co. is a nominee of The Bank of New York, which is a depository and transfer agent for American Depositary Receipts (ADR).

3. Breakdown of Shareholders



4. ADR (American Depositary Receipts) Information

| | |
|------------------|---|
| Type: | Sponsored Level-1 Program |
| ADR Ratio: | 4ADRs : 1 Ordinary Share |
| Symbol: | ACMUY |
| CUSIP: | 004845202 |
| Market: | The U.S. Market for OTC (Over-the-Counter) |
| Depository Bank: | The Bank of New York 101 Barclay Street, 22W, NEW YORK, NY 10286, U.S.A. TEL: 1-212-815-2042 Toll-free number from the United States 888-269-2377 (888-BNY-ADRS) URL: http://www.adrbny.com |

5. Other Data

| | |
|--------------------------------|--|
| Transfer Agent: | Mitsubishi UFJ Trust and Banking Corporation |
| Stock Listing: | First Section of Tokyo Stock Exchange |
| General Shareholders' Meeting: | June 22, 2006 |
| Shares and Shareholders: | Number of Stock Issued 159,628,280 |
| Number of Shareholders: | 12,242 |