

acom Integrated Report 2026

Fiscal Year Ended
March 2026

Celebrating 90 Years and Looking to the Future

Vision Structure

ACOM's management philosophy is based on mutual trust—trusting others and earning their trust. Our founder, who started his business as a draper, expressed this philosophy with the term "Circle of Trust" and reflected on it in his memoir Zuien as follows:
"Business should be a way of first benefiting suppliers, then offering consumers benefits that win their patronage, and then earning profits oneself. The theory is simple, but everyone struggles to put it into practice. To do so, we must devote ourselves to this theory and put it into practice with conviction."
Believing that trust is built through unstinting effort and hard work, he adopted three precepts to guide his conduct:

- As a merchant, conduct business by proper means
- Choose new methods
- Persevere continuously in your efforts



These precepts have profoundly influenced ACOM's subsequent innovations.

Integrated Report 2026 Highlights

1 Sources of Value Creation Cultivated over 90 Years

Looking back on the years leading up to the 90th anniversary of our founding, we explore the sources of value creation that have supported ACOM's sustainable growth, including our corporate culture and unique strengths.

2 Perspectives on ACOM from the Front Lines and Management

Through the voices of our outside directors and employees, we demonstrate how our corporate philosophy and values are embodied in everyday operations, conveying a sense of ACOM's character from diverse perspectives.

3 Growth Strategies Ahead of the 100th Anniversary of Our Founding and the 50th Anniversary of Our Establishment

Through messages from our president and the executive officers in charge of our three core businesses, we present our medium- to long-term vision and describe our endeavors as we work toward the 100th anniversary of our founding and the 50th anniversary of ACOM's establishment.

Celebrating 90 Years

The Spirit of Foundation

Circle of Trust

Origin of Company Name

acom

affection
confidence
moderation

Corporate Philosophy

ACOM, based on the spirit of human dignity and in putting customers first, is contributing to the realization of an enjoyable and affluent personal life, and to improving lifestyles, through creative and innovative management

Vision

Meeting the expectations of all our stakeholders

Customers	Respond to the customer's desires of "what they want" and "the services they would like to get" with speed and always putting the customer first in Japan and overseas
Alliance Partners	Contribute to the enhancement of the corporate value of our alliance partners by providing our accumulated know-how
Employees	Make our employees and their families happier tomorrow than today
Society	Contribute to the realization of a sustainable society through corporate activities
Shareholders & Investors	Achieve stable and continuous returns through sustained growth in corporate value
Partners	Build a strong relationship of trust and mutual development

Action Guidelines

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Editorial Policy

ACOM publishes an integrated report to provide shareholders, investors, and other stakeholders with information on management policies, business strategies, and medium- and long-term value creation. In the editing of this report, we have referred to the IFRS Foundation's reporting framework and the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation.

Scope of this Report

This report contains information on ACOM CO., LTD. and its consolidated subsidiaries. "ACOM" refers to ACOM CO., LTD. whereas "ACOM Group" refers to ACOM CO., LTD. and its group companies.

Period of this Report

Fiscal Year 2025 (April 1, 2025 to March 31, 2026), with some information from fiscal 2026 also included

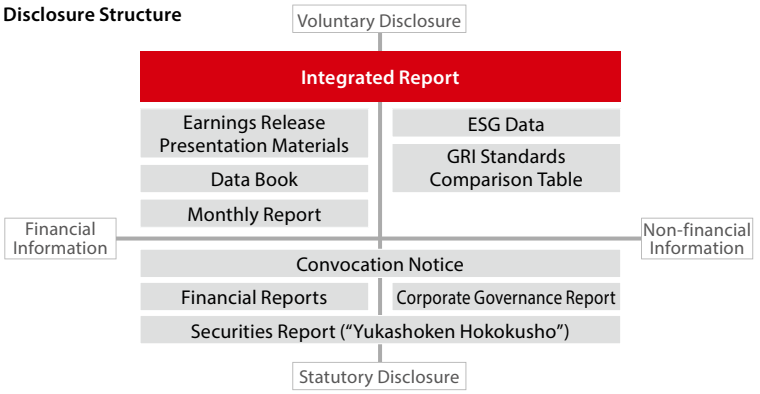
Issue Date

September 2026

Note on Forecasts

Performance forecasts contained within this report are based on the information available at the time of publishing. There are, however, multiple potential risks involved in our business development, and actual results may differ from forecast values due to various factors, not limited to those risks mentioned above.

Disclosure Structure



90 Years of ACOM's History

Since our founding in 1936 as Maruito Gofuku Ten in Kobe, we have continued to take on challenges ahead of the industry under our spirit of foundation, "Circle of Trust." This spirit embodies the belief that "When one trusts another from the bottom of one's heart, that trust is reciprocated without fail." By following this spirit, we have continued to expand and evolve our businesses, and are now celebrating our 90th anniversary. Going forward, we will continue co-creating value with our stakeholders and striving for sustainable growth and increased corporate value.

Widening the Circle of Trust through challenge and growth.

90th

Founding

1936
Founded as a wholesale and retail textiles business

The Spirit of Foundation
Circle of Trust

Establish

1960
Started "Salary-Man Loan," a type of consumer finance business



1970
Developed Japan's first automated cash loan machine

1973
Developed a 24-hour cash dispenser (CD)



1978
Established ACOM

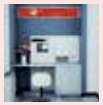
1979
Installed the industry's first 24-hour, 365-day ATM



1983
Registered as a money lender with the Kanto Local Finance Bureau following the enactment of "Money-Lending Business Control and Regulation Law"

Growth

1993
Introduced "MUJINKUN", the first automatic contract machine in the industry



1994
Started hosting ACOM "Miru" Concert Monogatari as part of our social contribution activities

1996
Established EASY BUY Public Company Limited (hereinafter "EASY BUY") in the Kingdom of Thailand

Listed ACOM stock on the First Section of the Tokyo Stock Exchange



1999
Launched the industry's first credit card business



2001
Invested capital in IR Loan Servicing, Inc. and entered the servicing business

Launched Guarantee Business for unsecured loans



2004
Reached an agreement with respect to a strategic business and capital alliance with MUFG



2007
Lowered the maximum lending interest rate to 18.0% at ACOM

2008
Became a consolidated subsidiary of MUFG

2013
Established MU Credit Guarantee



2017
Established ACOM CONSUMER FINANCE CORPORATION (hereinafter "ACF") in the Republic of the Philippines



2021
Established ACOM (M) SDN. BHD. (hereinafter "ACM") in Malaysia



2022
Established GeNiE Inc., an embedded finance company



Boost

Optimized the business portfolio and deepened our core businesses in response to a changing business environment



Trends in Operating Revenue

90 Years of ACOM's History

1970

Developed
Japan's first
automated cash loan machine

Inspired by a desire to provide the same convenience as vending machines, which rapidly became popular in the 1960s, we developed Japan's first automated cash loan machine.
As a pilot initiative for future automation, we introduced CDs at selected branches and launched a 24-hour, 365-day card loan service. We responded to customers' needs for cash borrowing at night and on holidays, thereby improving convenience and expanding opportunities to use our services.

1979

Installed the
industry's first
24-hour, 365-day ATM

With the aim of providing customers with even greater convenience through technological innovation as an industry leader, we installed the industry's first 24-hour, 365-day ATM.
The introduction of ATMs dramatically improved convenience for our customers. The improved operational efficiency of deposits and withdrawals led to the installation of ATMs at branches throughout Japan.

1993

Introduced "MUJINKUN", the first automatic contract machine in the industry

The automatic contract machine originated from an idea conceived by an employee who viewed things from the customer's perspective.
At a time when staffed branches were the norm, we believed that customers who felt nervous or uneasy might find it less stressful to interact with a machine, making them more comfortable visiting our branches. This led us to develop the industry's first such machine.
The name "MUJINKUN" became widely established in Japanese society through the expansion of branches and the broadcasting of television commercials.

Thank You for 90 Years
90th
ACOM Firsts

1999

Launched the industry's first credit card business

We entered the credit card business in earnest after obtaining a license to issue Mastercard®. The credit card, which centered on a cash advance function, was the first initiative of its kind in the credit card industry. We also developed the world's first instant credit card issuance machine and installed it adjacent to automatic contract machines nationwide.
In addition, we developed a credit card system incorporating the unique strengths of a consumer finance company, with the aim of gaining competitive advantages in our Loan Business.

2000

Launched "ACOM for the First Time" commercials

In 2000, we began broadcasting "ACOM for the First Time" TV commercials based on the concept of ACOM supporting the dreams of young people while depicting the authentic everyday lives of young people from diverse backgrounds. The phrase "ACOM for the First Time" was born from our desire for people to experience ACOM's services and discover what makes ACOM appealing. For more than 25 years, we have conducted marketing using this phrase as our key message.

2022

Began providing
Japan's first
embedded finance service specializing in personal loan services

The challenge of embedded finance began with a proposal from an employee. GeNiE partners with various businesses trusted by end users to provide embedded finance functions. This enables alliance partners to embed financial functions into their own services without obtaining a license*.

* The legal license necessary for operating a money lending business (money lending business registration). This is subject to certain regulations in Japan.

Strengths and Management Capital Built Over Time

ACOM's Strengths	How Was This Strength Developed?	How Will This Strength Be Enhanced?
Powerful brand image as a leading company	●Drove penetration of "ACOM for the first time" message through awareness advertising such as TV commercials ●Fostered a sense of security and trust backed by the brand strength of MUFG	●Enhance brand strength by restructuring perceptions* ▶p.32 * Corporate and brand awareness, recognition and perception that reflect consumer impressions and purchase-determining factors
Ability to provide loans and swift screening powered by extensive data resources	●Established a credit screening model using the transaction data of more than 13 million people in Japan	●Advance analytical methods to deepen customer understanding ●Deepen feature engineering and optimize the model implementation environment
Service quality and responsiveness that exceed customer expectations	●Pursued CS* management for more than 30 years * Customer Satisfaction ●Responses delivered by employees with extensive knowledge gained through many years of experience in the loan business	●Continuously improve customer service skills through the selection of senior customer service consultants, monitoring of customer service logs, and related activities
Counseling tailored to the individual (repayment consultations)	●A corporate culture that aims to rebuild the household and individual finances of each customer - a culture fostered through CS management	●Provide high-quality customer experience through the optimization of "human" and "digital" resources (strive to increase operational efficiency through the use of digital technology and focus on repayment consultations that can only be provided by people) ▶p.43
Adaptability to change and a spirit of taking on challenges	●Took on the challenges of achieving industry firsts, such as automated contract machines ●Established a business structure suited to the times (GeNiE)	●Create opportunities for employees to willingly take on challenges such as the business contest DRIVE and Job Challenge ▶p.28

ACOM Group by the Numbers

Receivables Outstanding

2.9 trillion yen

Our receivables outstanding (consolidated) exceed 2.9 trillion yen.

Operating Profit

100.3 billion yen

Operating profit exceeds 100 billion yen through business operations in Japan and overseas.

Guarantee Partners

63 companies

We have 63 companies who are guarantee partners, with guaranteed receivables exceeding 20.0 billion yen per company.

Total Number of Users

6.09 million

Our total number of users exceeds 6.0 million in Japan and overseas.

Global Business Platform

Thailand
EASY BUY Public Company Limited
Investment ratio: 71.0%
Established: Sept. 1996
Business outline: Unsecured loan business, Installment loan business

Malaysia
ACOM (M) SDN. BHD.
Investment ratio: 100.0%
Established: July 2021
Business lines: Unsecured loan business

The Philippines
ACOM CONSUMER FINANCE CORPORATION
Investment ratio: 80.0%
Established: July 2017
Business lines: Unsecured loan business



Strengths and Management Capital Built Over Time

	Competitive Advantages of This Capital	Issues	Measures to Enhance This Capital
Human capital	●Human resources who can realize our Corporate Philosophy ●Customer-first service delivered primarily by full-time employees ●High level of work engagement	■Advancement in securing human resources ■Growth of employees ■Further improvement of work engagement	●Establishing a human resource base by strengthening recruitment, training, and retention ▶p.25
Financial capital	●Receivables outstanding of more than 2.9 trillion yen ●Credit ratings AA- (R&I, JCR) ●Treasury shares: 719.0 billion yen	■Further expansion of market share	●Enhance brand strength by restructuring perceptions ▶p.32 ●Further strengthening cooperation with existing guarantee partners and expanding new guarantee alliances ▶p.35
Manufacturing capital	●Digital channels provide the same services as in-person channels	■Channel strategy that adapts to current trends	●Providing a high-quality customer experience by enhancing customer service quality and the speed of credit screening
Intellectual capital	●Japan's No.1 brand strength and customer appeal ●Expertise in credit screening and debt collection	■Establish dominant brand strength by enhancing top-of-mind awareness	●Enhance brand strength by restructuring perceptions ▶p.32
Social capital	●Number of GeNiE partners: 29 companies ●Number of guarantee partners: 63 companies ●Overseas markets: 3 countries ●Total number of users Loan Business 2.01 million Guarantee Business 2.18 million Overseas Financial Business 1.44 million	■Expand business fields to strengthen profitability	●Expansion of GeNiE Inc.'s business alliance ▶p.32 ●Further strengthening cooperation with existing guarantee partners and expanding new guarantee alliances ▶p.35 ●Expansion into new countries ▶p.38

Message from the President

Become the Top Company for Each of Our Stakeholders: ACOM Aims to Become a Dominant Presence



President & CEO
Masataka Kinoshita

Message from the President

Reflecting on Our 90-Year Journey and Legacy

On April 2, 2026, ACOM marked the 90th year of its founding. We are deeply delighted and proud to have reached this milestone. The Company owes its success today to the support of all its stakeholders, including customers, alliance partners, employees, shareholders and investors, society, and partners, and we are sincerely grateful to each and every one of you.

Looking back on this journey, we can see that a corporate culture of constantly embracing challenges regardless of circumstances has long prevailed at ACOM. In 1993, we worked to create a new business model by introducing MUJINKUN, an automatic contract machine. Then, in 1996, we took on the challenge of expanding into the Kingdom of Thailand as our first overseas venture. In 2001, we invested in IR Loan Servicing, Inc. and launched our loan servicing business. In the same year, we recognized the growth potential of bank card loans and also entered the guarantee business. Although initially there were concerns that it would compete with our loan business, we concluded that we could create new value by applying the know-how we had cultivated in that business, and came together as a company to take on the challenge. Not stopping at finance, we boldly entered different fields of business such as video and CD rentals, bridal services, and even internet cafes.

Out of these various businesses, the ones that continue to operate to this day are the loan and credit card business, guarantee business, overseas financial business, and loan servicing business; thus, not all of the ventures were necessarily successful. Nevertheless, these ventures provided us with a wealth of experience, which has proven to be a major asset because it contributed to the formation of our current businesses. And I believe the most significant outcome was fostering throughout the Company a spirit of constantly taking on new challenges.

Twenty years ago, the consumer finance industry went through a major turning point. In January 2006, the Supreme Court passed a ruling on interest repayment claims, holding that the collection of interest exceeding the limit prescribed by the Interest Rate Restriction Act was, in principle, invalid. There was consequently a rapid increase in interest repayment claims, which had a significant impact on the operations of money lenders. This trend also led to the phased implementation of the amendment of the Money Lending Business Act, as well as the introduction of various regulations in 2010 such as limits on total borrowing and a reduction in the maximum lending interest rate. Together, these brought structural change to the entire industry.

To overcome this significant change in circumstances, the Board of Directors approved the Group Management Reformation initiative in 2006. We made a series of difficult decisions to radically reorganize our business foundation, including closing or automating half of our approximately 300 existing manned stores around Japan, implementing a voluntary retirement program for some 700 employees, and consolidating our contact centers and subsidiaries. I believe that, after undergoing these reforms, we have been able to continue operating to this day thanks to the efforts of each of our employees, who persevered with a strong determination to ensure that the Company would survive no matter the circumstances.

In addition, to strengthen our relationship with MUFG Group, we entered into a strategic business and capital alliance in 2004. As a result, we became an equity-method affiliate of MUFG, and in 2008, we became its consolidated subsidiary. The deepening of this partnership helps us to secure a stable funding base even amid difficult business conditions, while also supporting the continuity and growth of our business.

The Medium-term Management Plan: First-Year Results and Initiatives for Growth

Although we projected that the personal loan market would grow by approximately 3% year on year by the end of the fiscal year ended March 2026, actual growth was approximately 7%, exceeding our projection. Furthermore, our business volume and performance also finished the fiscal year higher than planned.

Medium-term Policy **Accelerating Our Growth Cycle to Achieve Our Vision**

Key Themes for the Medium Term

The Foundation of Everything

- Fostering a compliance culture

Business Strategies

- Enhance brand strength by restructuring perceptions
- Providing a high-quality customer experience by enhancing customer service quality and the speed of credit screening
- Expansion of GeNiE Inc.'s business alliance
- Further strengthening cooperation with existing guarantee partners and expanding new guarantee alliances
- Strengthen group collaboration with IR Loan Servicing, Inc.
- Appropriately responding to regulations and maintaining a high-quality portfolio under EASY BUY (Thailand)
- Aiming to turn a profit at ACF (Philippines) and ACM (Malaysia) at an early stage
- Expansion into new countries
- Challenge for new business

Functional Strategies

- Strengthening cybersecurity while building a system infrastructure that can respond flexibly and quickly to environmental changes
- Establishing a human resource base by strengthening recruitment, training, and retention
- Provide optimal credit and rebuild credit protection system
- Strengthening awareness across the company in order to establish sustainability management
- Enhancement of risk management and governance
- Creating a highly productive environment by improving business efficiency
- Maintain stability and improve cost efficiency through optimal financing
- Improve decision-making speed and accuracy through data utilization
- Implement new action guidelines

Message from the President

Looking at the composition of new customers, we can see that in 2019, before the COVID-19 pandemic, approximately 70% of customers were male, and approximately 30% were female. The ratio of women to men has since increased, and currently approximately 65% of customers are male, and approximately 35% are female. We attribute this to a change in attitudes toward borrowing among women, who had previously held a conservative view toward taking out loans. We also recognize that, due to an increase in convenience as a result of shifting application and contract channels to the internet, consumption behaviors have changed to emphasize immediate purchases and experiences.

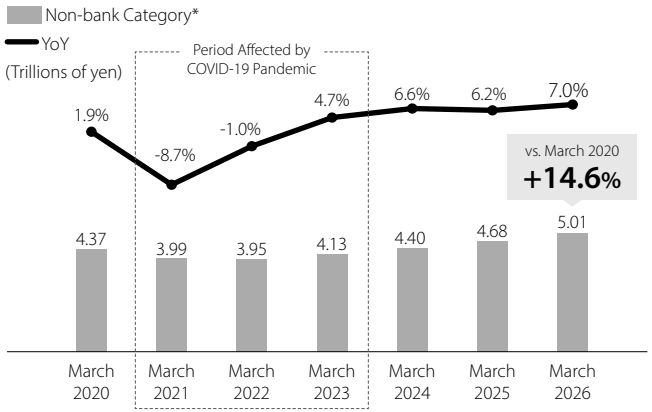
In formulating our Medium-term Management Plan, we defined our vision for ACOM as being the preferred service provider for our customers, the preferred contract partner for our alliance partners, and the preferred employer for our employees. The greater the gap between this vision and our present state, the greater the issues that must be overcome to implement our business strategies and functional strategies. However, these are hurdles that must be overcome to build the next evolution of ACOM, and I am confident that, through the collective efforts of our employees, we will realize this vision.

At the end of the first year of our Medium-term Management Plan, both our business strategies and functional strategies progressed largely as planned, and the business volume and business performance of our three core businesses continued to develop steadily.

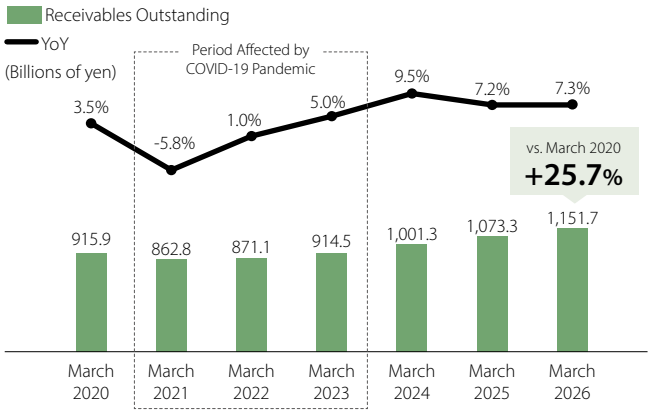
First of all, the balance of receivables outstanding in the loan and credit card business increased by 25.7% compared with the pre-COVID-19 fiscal year ended March 2020, outpacing the 14.6% growth in the market size of the non-bank category during the same period. Furthermore, although our consolidated subsidiary GeNiE, tasked with providing embedded finance since October 2024, had aimed to establish partnerships with 16 companies as of the end of the fiscal year ended March 2026, it actually established partnerships with 29 companies—almost twice as many.

Business Volume of Loan and Credit Card Business

Personal Loan Market



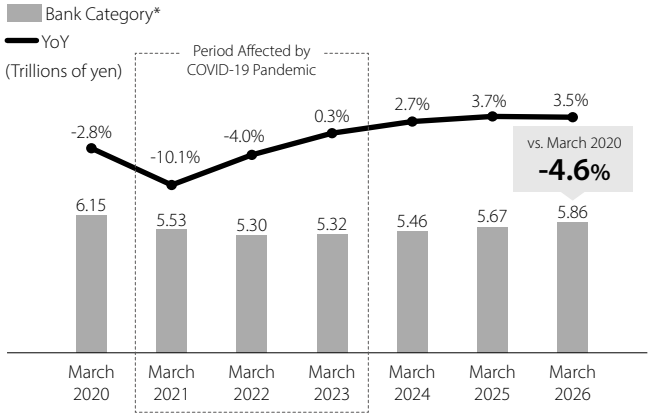
Loan and Credit Card Business



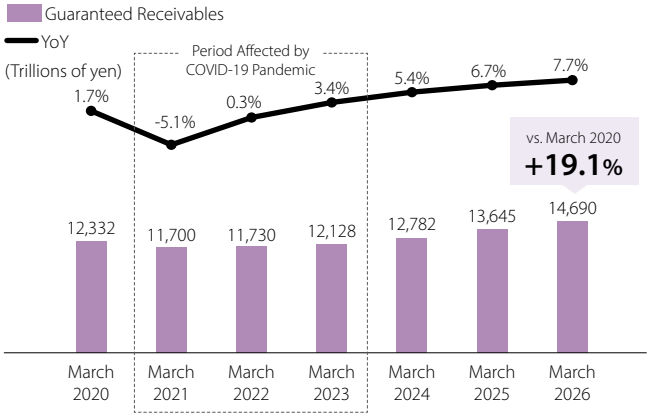
* The non-bank category represents receivables outstanding (including loans by deed) based on statistics issued by the Japan Financial Services Association. Figures for March 2026 are preliminary.

Business Volume of Guarantee Business

Personal Loan Market



Guarantee Business



* The bank category represents the personal card loan receivables of domestic banks and shinkin banks based on statistics issued by the Bank of Japan. Figures for March 2026 are preliminary.

Moving on to the guarantee business, although the market size of the bank category decreased by 4.6% compared with the fiscal year ended March 2020, we achieved 19.1% growth during the same period. We also made steady progress in expanding new guarantee alliances, adding one company and five banks for a total of six new alliance partners (The Mortgage Corporation of Japan, Resona Bank, Saitama Resona Bank, Kansai Mirai Bank, AEON Bank, and PayPay Bank). In addition, we established a guarantee partnership with Tomato Bank in April 2026, and are scheduled to establish a partnership with ORIX Bank in October. Furthermore, we reached agreements regarding partnerships with several financial institutions, and are steadily expanding our business foundation.

In our overseas financial business, the non-bank sector in the Kingdom of Thailand has been contracting due to various regulations introduced against the backdrop of a persistently high household debt ratio.* Yet even amid these circumstances, EASY BUY has been increasing its market share by leveraging its position as a top brand to attract new customers. Moreover, we are considering entering a new business compatible with money-lending in order to secure a new revenue base.

At ACF in the Republic of the Philippines, loan receivables have been steadily increasing. We will work to expand the balance of receivables outstanding while maintaining and improving the quality of loans with the aim of achieving single-year positive profits in the final fiscal year of the Medium-term Management Plan.

At ACM in Malaysia, we had previously only served Kuala Lumpur, but have since expanded part of our customer attraction area. As a result, applications as of the end of March 2026 have increased to approximately 3.7 times the previous level. We plan to gradually expand the customer attraction area to cover all of Peninsular Malaysia over the three-year period of the Medium-term Management Plan. This will expand the reach of our services from Kuala Lumpur's population of approximately 2 million to the approximately 20 million people living in Peninsular Malaysia. The data accumulated from this venture will be leveraged to refine our credit models with the aim of achieving single-year positive profits in the final fiscal year of the Medium-term Management Plan.

We also aim to expand into at least one more country during the current Medium-term Management Plan, and in August 2026, we entered into an agreement to acquire shares in a Cambodian microfinance institution as part of our efforts to enter the country's financial services market. Going forward, we will actively work to expand into new countries and markets in order to grow the revenue base of our overseas financial business.

* The household debt ratio is an indicator of financial soundness that measures the debt burden of households (individuals and families) relative to gross domestic product (GDP).

The Next Ten Years: Making ACOM a Dominant Presence

In hindsight, our management flexibility was highly constrained for about a decade following the 2006 Supreme Court ruling on interest repayment. With interest repayments placing a major burden on our business and leaving us with little spare cash, we prioritized strengthening our defensive posture to protect the Company.

Beginning in the fiscal year ended March 2018, a return to positive business performance allowed us to gradually shift from defense to offence, and we pursued new initiatives such as expanding into the Republic of the Philippines and Malaysia, as well as taking on the challenge of embedded finance.

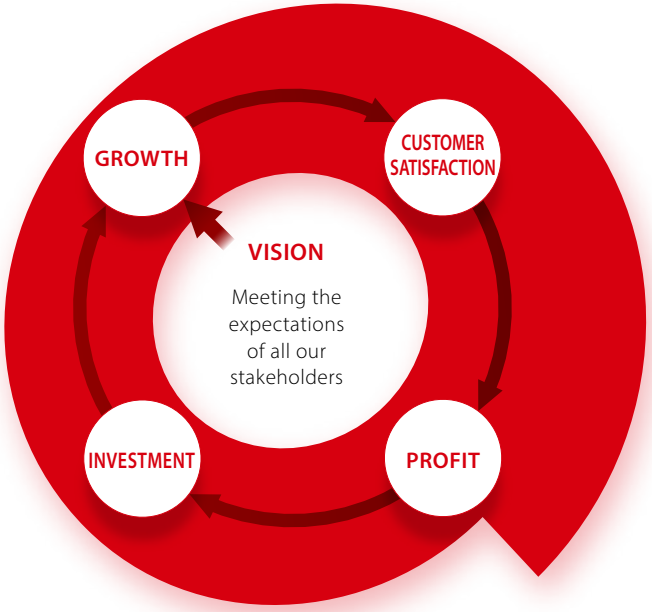
However, in order to achieve vigorous growth, we must restore the entrepreneurial "can-do" spirit that once permeated the Company, and boldly seek to create new value through rapid decision-making and execution.



The markets in which we operate still offer opportunities for growth. The personal loan market in Japan is valued at 5.8 trillion yen in the bank category and 5 trillion yen in the non-bank category, for a total market size of 10.8 trillion yen. With the market expected to continue expanding, our Group will work to achieve growth in receivables exceeding the market growth rate in both the loan and credit card business and the guarantee business, and steadily increase our market share. There is also room for growth beyond the domestic market. We currently operate businesses in four countries—Japan, the Kingdom of Thailand, the Republic of the Philippines, and Malaysia—which have a combined total population of 340 million people. Meanwhile, the wider world has a population of approximately 8.3 billion people, each

of whom wants financial services that meet their needs. Although we do not anticipate offering services to all 8.3 billion, we believe it is possible to reach about three times the current figure of 340 million, i.e., 1 billion people. In order to triple our current market population in the next ten years, we will proceed to expand into new countries. Achieving these goals moves us closer to becoming a dominant presence. By "dominant," we mean a company that is the first choice of all our stakeholders, including customers, alliance partners, and employees. To realize a "dominant ACOM," we must accelerate our growth cycle. This requires reforming the awareness of all Company employees and further accelerating decision-making and execution.

The Growth Cycle of ACOM Group



We must further strengthen our corporate culture in which every employee takes action on their own initiative with a strong commitment to see things through. It will also be important for employees to not keep necessary information to themselves, but instead share their knowledge and expertise throughout the Group. We believe these initiatives will help to increase the overall competitive strength of our organization by improving operational efficiency and enhancing expertise. Furthermore, by sharing the resulting knowledge with our business partners, we can earn their trust and build stronger relationships with them. I believe that we can become an even stronger company by acting with a commitment to deepen our ties with business partners beyond mere commercial interests.

Becoming the Company We Aspire to Be: What Must Be Preserved, and What Must Be Changed

What must be preserved is our commitment to deeply understand our customers and always put them first. In the B2C business, it is essential to engage with customers sincerely, accurately grasp the intentions and objectives behind their use of our services, and respond to their needs. Unless we can do that, customers will not continue to choose us. As the digitalization of society continues, customer contact points are shifting from physical stores to the internet. To gain a better understanding of our customers, it is important for employees to review and evaluate our online services as they would a physical store, and continuously work to improve service quality. We must proactively consider our services from various perspectives, asking ourselves questions such as "Is any aspect inconvenient?" "Do the services meet customers' expectations and take their feelings into consideration?" and "What measures are our competitors taking?" We must make gaining a deep understanding of our customers a fundamental part of our work.

Meanwhile, we are conducting a radical revision of our operational processes in our loan and credit card business. Since April 2026, we have engaged external consultants to advance our business process reengineering (BPR) initiatives. We recognize that as this business has been expanding for many years, the number of employees and range of business processes have grown, resulting in some duplication of work and divergence of processes from their original purposes. To address these issues, we are undertaking a radical reorganization of our business processes, making use of digital technologies including generative AI, with the aim of increasing productivity, optimizing our cost structure, and strengthening our competitiveness. Through these efforts, we aim to build a structure that enables us to provide higher-quality services to customers with greater speed.

To make these operational reforms more effective, it is essential to transform each employee's awareness and behavior. Each employee must be attuned to changes in the external environment as we proceed with this transformation. A mindset that constantly asks "Are there areas where we are falling behind other companies?" and "Are there fields where we should be doing more?" can only be developed by staying attuned to changes in society such as new technologies and services. We believe that giving each employee a broad perspective and strengthening their ability to accurately apprehend changes will help to establish a competitive advantage and drive sustainable growth. To deliver greater value, we must also further strengthen our synergy with MUFG. Our business is to provide our customers with methods of payment such as cash and credit cards. We recognize that what our customers seek are solutions for situations where they wish to buy a product or service, but lack the immediate means to pay for it. To better meet this need, we will build more effective collaborations with MUFG's diverse range of business

partners. As a member of MUFG, we want to jointly provide new services that delight MUFG's customers. For example, if MUFG undertakes a new venture in the digital field, then we will purse opportunities to roll out services that leverage our strengths in support of that venture. We will continue to explore new opportunities both in Japan and overseas with a broad perspective.

Continuing to Grow by Contributing to People, Regions, and Society

Among ACOM's material issues, "provide safe and secure financial services" is a key theme at the core of our business that we are addressing as a top priority. With regard to "promote environment-friendly business activities," we are working to conserve resources and reduce greenhouse gas (GHG) emissions by switching the electricity procured by the Company to renewable energy for approximately 500 automatic contract machines located across Japan. Due to the nature of the finance industry, direct GHG emissions associated with business activities are limited, and there are few opportunities for us to take action toward decarbonization. However, despite these circumstances, we are working to reduce our environmental impact by steadily advancing the initiatives available to us. We are also advancing various initiatives to "deepen corporate culture that respects human rights," positioning respect for the human rights of not only our customers, but also each of our employees and business partners as an important management issue. Furthermore, in order to "strengthen our human resource base for sustainable growth," we are working to enhance our strength as an organization with emphasis on developing human resources that can support business growth, as well as securing diverse talent. As a result of our recruitment initiatives, we ranked 60th among companies preferred by humanities students and second in its industry category in a survey of employer popularity among university students graduating in 2027, jointly conducted by Mynavi Corporation and Nikkei Inc. We were the only company from the consumer finance industry to be selected, which indicates to us that our brand is steadily growing in awareness and recognition in the employment market.

ACOM promotes social contribution initiatives on an ongoing basis. It is thanks to everyone in society that we are able to sustainably operate, and we consider contributing back to society to be an important responsibility for us as a corporation.

One example of our efforts in this domain is the ACOM "Miru" Concert Monogatari, a barrier-free concert held for all to enjoy, which we have been holding around Japan from Hokkaido to Okinawa for over 30 years. Through this activity, we bring people inspiring experiences different from everyday life.

In addition, through the "Challenge What You Want to Start!" Project, we dispatch professional coaches to support the efforts of people who want to take on a challenge but are struggling to take the first step. The initiatives are intended to help enhance people's quality of life, such as by supporting them in realizing personal dreams like playing the piano to mark a special family occasion.

These activities are not simply philanthropic, but are relevant to our main business in the sense that they support individuals in making their aspirations a reality.

Our social contribution activities go beyond simply providing financial support, and emphasize the proactive involvement of each of our employees. At ACOM "Miru" Concert Monogatari events, employee volunteers handle tasks such as venue operation, which creates opportunities to interact directly with customers. ACOM employees also proactively take part as volunteers in our forest conservation activities by planting trees and performing maintenance work on site. Through these initiatives, we not only strengthen our ties with society, but also facilitate transformations in the awareness and behavior of our employees.

Concluding Remarks

We are sincerely grateful to each of our stakeholders for their constant, generous support and guidance. While flexibly responding to changes in the market environment, we will continue to take on challenges and evolve in order to help realize a sustainable society through our loan and credit card business, guarantee business, and overseas financial business. Going forward, we will continue to create new value by practicing highly transparent management and steadily producing results through sincere and agile business management. We look forward to your continued support in this endeavor.

Material Issues (Priority Areas)

Area of Contribution

Provide Safe and Secure Financial Services

Foundation

- **Promote environment-friendly business activities**
- **Deepen corporate culture that respects human rights**
- **Strengthen human resource base for sustainable growth**
- **Strengthen corporate governance**

Value Creation Process

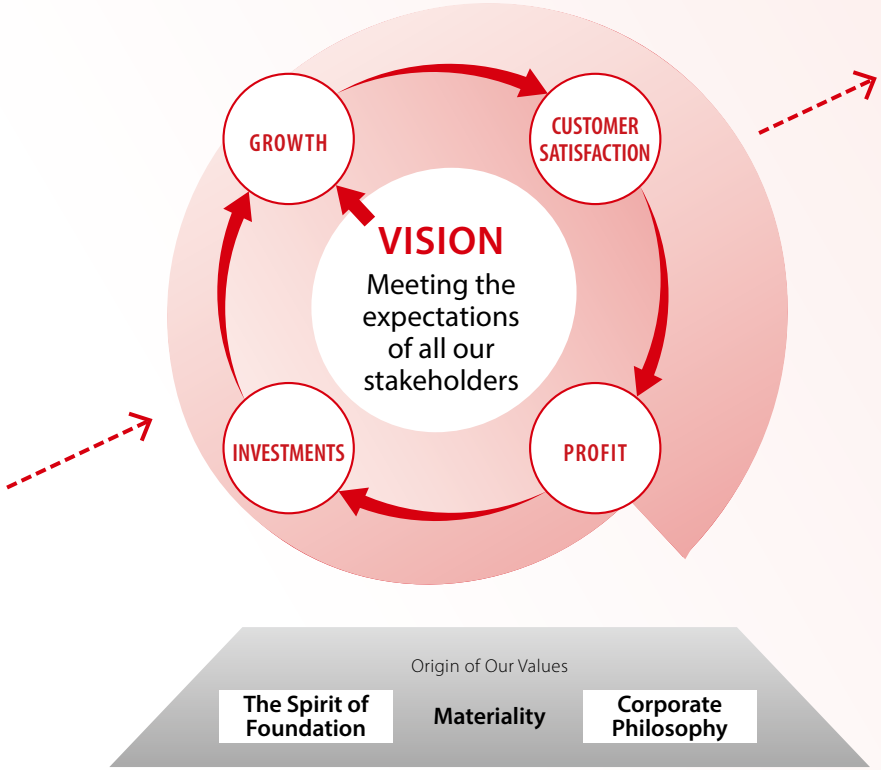
Contribute to the Realization of an Enjoyable and Affluent Personal Life, and to Improving Lifestyles

External environment

- Demographic change in Japan
- Economic growth in Asia
- Lifestyle change
- Digitalization
- Growth of cashless payments
- Climate change

Management capital

Human capital	Employees In Japan: 2,395 Overseas: 3,231
Financial capital	Consolidated receivables outstanding: 2,911.4 billion yen Treasury shares: 719.0 billion yen Credit ratings: AA- (R&I, JCR)
Manufac-turing capital	Sales network Japan: 501 locations Overseas: 105 locations Instant credit card issuance machines: 503 Digital channels (website, app) that provide the same services as in-person channels
Intellectual capital	Brand strength and customer appeal Expertise in credit screening Expertise in debt collection
Social capital	GeNiE partners: 29 companies Guarantee Partners: 63 companies (consolidated) Overseas markets: 3 countries Users Loan Business: 2.01 million Guarantee Business: 2.18 million Overseas Financial Business: 1.44 million



Achieve our vision / Demonstrate our raison d'etre

Meeting the expectations of all our stakeholders

- **Customers**: Respond to the customer's desires of "what they want" and "the services they would like to get" with speed and always putting the customer first in Japan and overseas
- **Alliance Partners**: Contribute to the enhancement of the corporate value of our alliance partners by providing our accumulated know-how
- **Employees**: Make our employees and their families happier tomorrow than today
- **Shareholders & Investors**: Achieve stable and continuous returns through sustained growth in corporate value
- **Society**: Contribute to the realization of a sustainable society through corporate activities
- **Partners**: Build a strong relationship of trust and mutual development

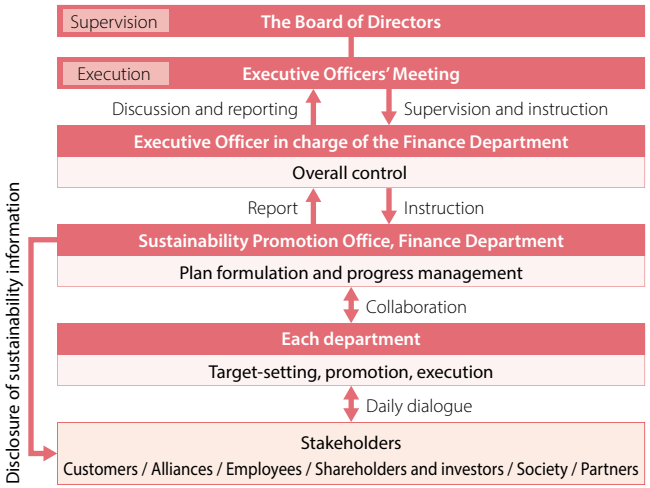
Sustainability

Basic Policy on Sustainability

Under our founding spirit of the "Circle of Trust," we aim to both solve social issues and raise enterprise value, and realize a sustainable society, through our corporate philosophy of "The Spirit of Human Dignity," "Customers First," and "Creative and Innovative Management."

Sustainability Promotion Organization

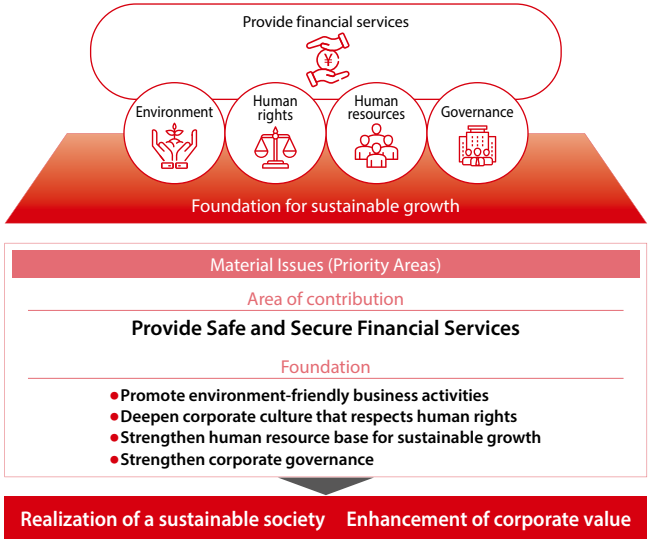
Under our sustainability promotion organization, the Sustainability Promotion Office, which is part of the Finance Department, studies and formulates company-wide sustainability plans, while key matters are examined and decided by the Executive Officers' Meeting and the Board of Directors. The KPIs and progress reports for identified material issues (priority areas) are reported to the Executive Officers' Meeting and the Board of Directors on a quarterly basis.



Materiality

Social issues are reviewed both in terms of priority considering our business characteristics and in terms of importance for stakeholders. In this way, our priority areas have been identified.
We will contribute to resolving issues and advancing society in a way that only ACOM can.

Sustainable business growth through the resolution of social issues



Process for Identifying Materiality

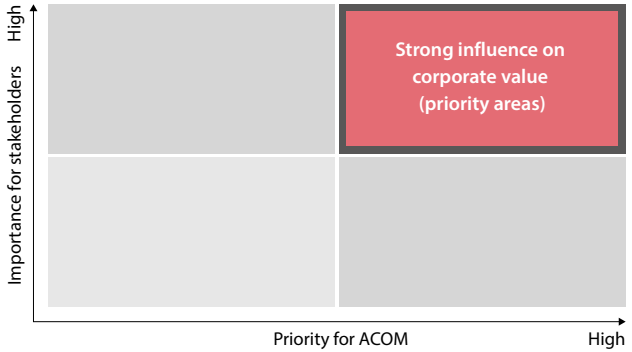
ACOM's material issues are identified in the following four-step process described below. Once identified, goals and directions are set for the initiatives associated with each material issue, and progress is managed on a yearly basis.

STEP 1 — Identification of Social Issues
Consult international guidelines such as the SDGs and the GRI standards based on the MUFG Group's priority issues.
Identify the social issues applicable to us

STEP 2 — Review the Importance and Priority
Review the social issues identified in STEP 1 from two perspectives: the priority for us and the importance for stakeholders

STEP 3 — Organization and Integration
The Medium-term Management Plan development review meetings, consisting of the president and executive officers, extensively discuss the prioritized social issues and select the issues in line with our business strategy

STEP 4 — Identify Materiality
Organize common themes across individual items under the selected issues and discuss them at the executive officers' meeting and the board of directors to identify material issues



Sustainability Goals and Results of Initiatives

	Main Initiatives	Goals and direction of initiatives	Results of Efforts in FY2025	Achievement Level
Provide safe and secure financial services	Promoting CS management	Improving customer satisfaction (CS) awareness	●Held CS Awards in February 2026, viewed by all employees	○
			●Total of 3,812 CS experience cards submitted under a system that enables employees to share CS experiences internally	○
	Reflecting customer feedback	Ongoing implementation of improvement activities based on CS improvement cards	●Total of 1,412 CS improvement cards submitted by employees with insights from daily operations and proposals for improvement, of which 64 were adopted	○
		Ongoing implementation of customer feedback review meetings	●Customer feedback review meetings held a total of 12 times	○
	Enhancing brand strength by rebuilding perceptions Providing a high-quality customer experience by enhancing customer service quality and the speed of credit screening	Loan and Credit Card Business outstanding balance: 1,314.9 billion yen at the end of the fiscal year ending March 2028	●Loan and Credit Card Business outstanding balance: 1,151.7 billion yen at the end of the fiscal year ended March 2026	—
	Further strengthening cooperation with existing guarantee partners and expanding new guarantee alliances	Guarantee Business outstanding balance: 1,696.0 billion yen at the end of the fiscal year ending March 2028	●Guarantee Business outstanding balance: 1,469.0 billion yen at the end of the fiscal year ended March 2026	—
	Appropriately responding to regulations and maintaining a high-quality portfolio under EASY BUY (Thailand) Aiming to turn a profit at ACF (Philippines) and ACM (Malaysia) at an early stage	Overseas Financial Business outstanding balance: 257.5 billion yen at the end of the fiscal year ending March 2028	●Overseas Financial Business outstanding balance: 280.0 billion yen at the end of the fiscal year ended March 2026	—
	Expansion of GeNiE Inc.'s business alliance	Gaining more partners in pursuit of a leading position in the embedded finance market (aiming for business alliances with approximately 60 companies by the end of the fiscal year ending March 2028)	●Business alliances with 29 companies as of the end of the fiscal year ended March 2026	—
	Promoting initiatives to ensure that no one suffers from financial fraud	Taking steps against fraudulent contracts and unauthorized use	●Implemented measures to control the fraud detection rate through rapid rule-setting in the fraud detection system ●Set appropriate rules for risks associated with 3-D Secure	○
		Promoting proper financial education that addresses social issues that the Company should prioritize	●Held a total of 105 financial education program lectures, attended by a total of 6,345 people ●Created new video content and posted it on our corporate profile website	○
Promote environment-friendly business activities	Taking steps to achieve net-zero greenhouse gas (GHG) emissions in-house	Achieving net-zero GHG emissions from own operations by 2030	●Continued the transition to renewable electricity, with renewable energy accounting for 50.7% of electricity use through the fiscal year ended March 2026 (down 3.4% year on year)	○
	Increasing and improving environmentally friendly initiatives	Energy use intensity: 1% year-on-year reduction	●88.8% compared to the fiscal year ended March 2025	○
		Encouraging green procurement and calculating and disclosing purchase ratios	●Achieved 100% green purchasing for business cards and copy paper used internally, and disclosed it on our corporate profile website	○
Deepen corporate culture that respects human rights	Taking actions on human rights policy and human rights due diligence	Formulating human rights policy	●Formulated a human rights policy in June and disclosed it on our corporate profile website	○
		Developing human rights due diligence	●Assessed and identified key human rights risks in preparation for establishing a human rights due diligence framework	○
	Managing employees' health	Number of employees working long hours (over 80 hours of monthly overtime): 0 as of the end of the fiscal year ending March 2028	●Nine employees as of the end of the fiscal year ended March 2026	×
		Reducing absenteeism*1 to 1.0% or less by the end of the fiscal year ending March 2028	●1.04% as of the end of the fiscal year ended March 2026	—
	Promoting diversity	Increasing the proportion of female workers in managerial positions (assistant manager level or higher: 26.5%; chief manager level or higher: 11.0% by the end of the fiscal year ending March 2028)	●Assistant manager level or higher: 25.0%; chief manager level or higher: 10.0% as of the end of the fiscal year ended March 2026	—
		Taking steps to maintain and increase the motivation of young employees	●Held meetings with career consultants for 52 employees	○
		Promoting measures to better motivate middle-aged employees (including those reaching retirement age for a managerial position)	●Held career training sessions a total of 4 times for employees reaching the retirement age for a managerial position	○
	Support for persons with disabilities	Percentage of employees with disabilities (upholding the statutory ratio)	●2.71% as of the end of the fiscal year ended March 2026 (statutory employment rate: 2.50%)*2	○
	Revitalizing communication	Implementing measures to revitalize communication	●Developed and implemented communication measures in each department and office	○

*1 Rate of sick leave or absence from work due to illness (total annual days of absence or leave due to physical or mental illness / total working days of directly employed employees × 100)
*2 Statutory employment rate as of the end of March 2026

Sustainability Goals and Results of Initiatives

	Main Initiatives	Goals and direction of initiatives	Results of Efforts in FY2025	Achievement Level
Deepen corporate culture that respects human rights	Zero harassment	Promoting measures for ensuring zero harassment throughout the company	●Held a total of 16 harassment training sessions, with a total of 305 participants	○
			●Regularly provided information on harassment and related matters through channels such as the company intranet	○
	Promoting measures for enhancing engagement	Improving employee attitude survey scores	●Achieved an engagement score of 62.2 points, rated AA (+2.1 points year on year)	○
Strengthen human resource base for sustainable growth	Improving the brand of ACOM as a working company	Strengthening measures such as events for new graduates with job offers and family visits to workplaces to deepen and spread understanding about the company	●Refreshed job fair booth decorations in conjunction with new TV commercial to boost the appeal of our brand image	○
		Using social media to convey our corporate culture and job satisfaction with the aim of boosting our brand image and presence as a working company	●Released workplace introduction videos and short employee interview videos on YouTube ●Held the company's first YouTube Live event in February (live stream with real-time two-way participation) ●Established an official Instagram account and posted workplace introduction videos, etc.	○
	Developing human resources for each theme	Promoting the development of human resources with business skills that serve as a foundation for different talent segments	●Provided support for obtaining IT- and statistics-related qualifications and held regular study sessions on generative AI in order to develop digital human resources ●Promoted the creation of educational content and participation in external training sessions to develop IT human resources ●Provided support for language learning to develop overseas human resources ●Conducted external training aimed at acquiring sales skills for the B2B business	○
	Visualizing and increasing human capital	Organizing a database of human resources (HR transparency)	●Upgraded the human resources system ●Began considering the introduction of a talent management system	○
		Refining disclosure items associated with personnel-related nonfinancial data while taking into consideration the perspectives of stakeholders	Added the following content to disclosure items on our corporate profile website and securities report ●Statement on human capital strategy linked to corporate strategy ●Statement on decision policies for employee salaries, etc. ●Statement regarding support for improvement and challenges ●Information on fairness in assessment ●Statement regarding development of specialized talent	○
Strengthen corporate governance	Advancing Corporate Governance Code compliance	Properly complying with the Corporate Governance Code	●Updated corporate governance report in response to the Tokyo Stock Exchange's request for "Action to Implement Management That is Conscious of Cost of Capital and Stock Price"	○
		Establishing organizations and meeting bodies	●Conducted questionnaire on the effectiveness of the Board of Directors, then analyzed and evaluated the results	○
	Risk Management	Implementing company-wide activities to foster a risk-aware culture	●Appointed risk management promotion officers at each department ●Held a total of 277 internal study sessions and training sessions, with a total of 2,203 participants	○
		Practicing risk management based on risk ownership	●The Risk Management Department monitored the risk assessments of the Department in Charge of Corresponding Risk ●Established evaluation standards aimed at assessing the status of risk ownership initiatives at each department	○
		Compliance with cybersecurity guidelines	●Established regulations concerning third-party management	○
	Compliance	Preventing money laundering and other financial crimes, and responding to prevent and mitigate resulting damage	●Coordinated with the Financial Literacy Improvement Consortium to establish a new framework for coordinating with credit information agencies to share information on applicants suspected of impersonation	○
		Fostering a corporate culture in which employees can speak up (increase willingness to use the whistleblowing system)	●Used company intranet and other channels to raise awareness of the whistleblowing system	○

Message from the Executive Officer in Charge of Finance

Increase Financial Soundness and Social Trust to Realize Stable and Continuous Shareholder Returns and Corporate Value Enhancement



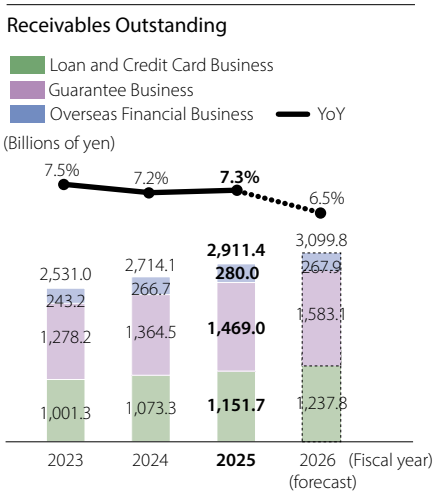
Executive Managing Officer
Kazuki Morishita

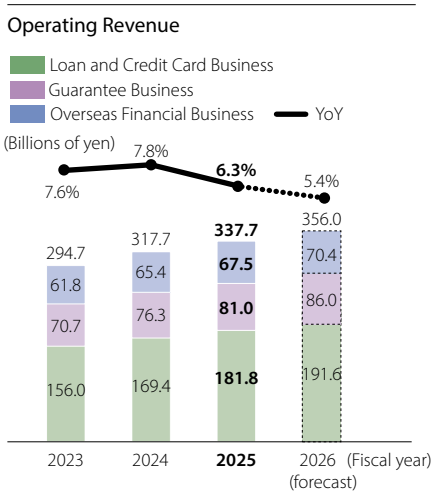
Steady Business Expansion Delivered a Strong First Year for the Medium-term Management Plan

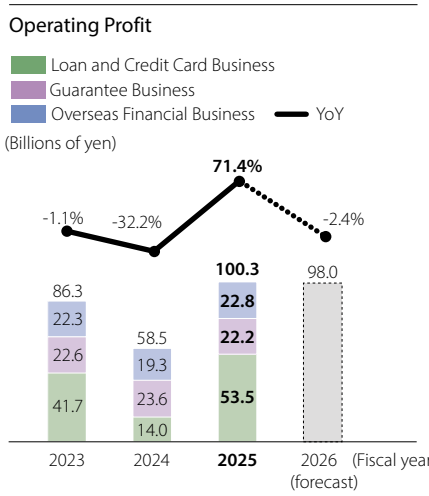
We view the fiscal year ended March 2026, the first fiscal year of our Medium-term Management Plan, as having delivered extremely favorable financial results.

Across the Loan and Credit Card Business, Guarantee Business, and Overseas Financial Business, the foundation for revenue growth is provided by steadily increasing our receivables outstanding and guaranteed receivables. In the fiscal year ended March 2026, utilization by existing customers in the Loan and Credit Card Business remained solid. In the Guarantee Business, we were able to expand our guarantee alliance, and also increase our guaranteed receivables by strengthening coordination with our guarantee alliance partners.

As a result, growth in consolidated receivables outstanding exceeded the plan, contributing to an increase in operating revenue. In addition, provision for bad debts and provision for loss on interest repayment







finished the fiscal year short of plan, greatly contributing to business performance in terms of profit.
In the fiscal year ending March 2027, although we anticipate increased revenue driven by continued expansion in receivables outstanding, we are forecasting lower profits due to higher financial expenses and provision for bad debts. We anticipate a certain increase in provision for bad debts, not because of a deterioration in our loan portfolio, but as a rebound from the limited increase in the allowance for doubtful accounts recorded in the previous fiscal year.
During periods of rising interest rates, expansion in receivables outstanding increases the outstanding balance of funds procured, while policy interest rate hikes lead to higher funding rates, increasing financial expenses. In consideration of these changes in the business environment, we believe that it is important to drive medium- to long-term profit growth from the sides of both revenue and cost, by controlling increases in general expenses while reviewing business processes to improve efficiency.
Going forward, we will continue to drive revenue growth by expanding receivables outstanding, while also continuing to review our cost structure, with the aim of realizing sustainable profit growth.

Balance Capital Efficiency and Financial Soundness to Provide Stable Returns to Shareholders

At ACOM, our basic approach to capital policy is to achieve sustainable enhancement of corporate value, maintain financial soundness, enhance profitability and firmly maintain stable and continuous dividends to shareholders.
The indicators we focus on to achieve this are the shareholders' equity ratio, return on equity (ROE), and the dividend payout ratio. Rather than



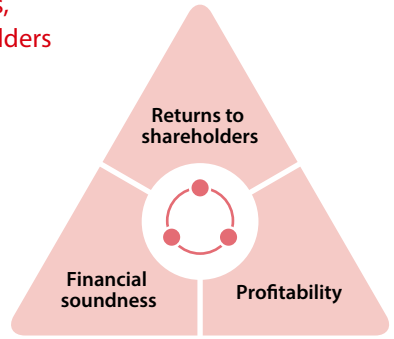
Capital Policy

Basic Approach to Capital Policy

To achieve sustainable enhancement of corporate value, maintain financial soundness, enhance profitability and firmly maintain stable and continuous dividends to shareholders

As of March 31, 2026			Targets for March 31, 2028	
Shareholders' Equity Ratio*	**23.3%**	Achieved the target of 23%	Shareholders' Equity Ratio*	Approx. **23%**
ROE	**11.6%**	Operating revenue: 337.7 billion yen Operating profit: 100.3 billion yen	ROE	Approx. **10%**
Dividend Payout Ratio	**43.3%**	Dividend increased by 2 yen compared to previous year-end dividend forecast	Dividend Payout Ratio	Approx. **50%**

Dividend Per Share **22 yen**: interim 10 yen, year-end 12 yen



* Shareholders' equity ratio, calculated by adding guaranteed receivables to consolidated total assets

Message from the Executive Officer in Charge of Finance

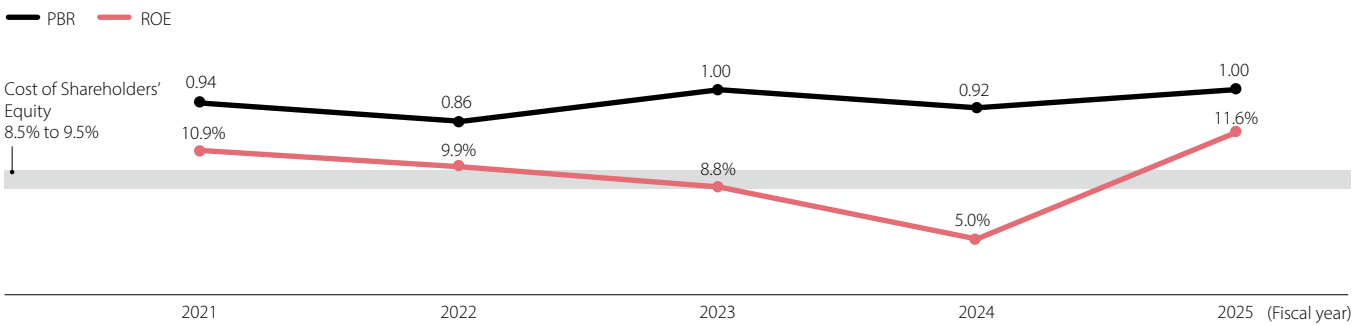
seeking to optimize any one of these alone, we consider it necessary to strike a balance that takes their interrelationships into consideration. For example, increasing the shareholders' equity ratio can increase financial soundness. However, increasing shareholders' equity also has a suppressive effect on ROE. We sometimes receive feedback from our investors saying that we should make more effective use of our capital. However, considering the matter from the perspective of financial soundness in the eyes of financial institutions and credit rating agencies, we believe that it is necessary to maintain a certain level of shareholders' equity.

Taking this into account, our Medium-term Management Plan targets a shareholders' equity ratio of approximately 23%, ROE of approximately 10%, and a dividend payout ratio of approximately 50%.

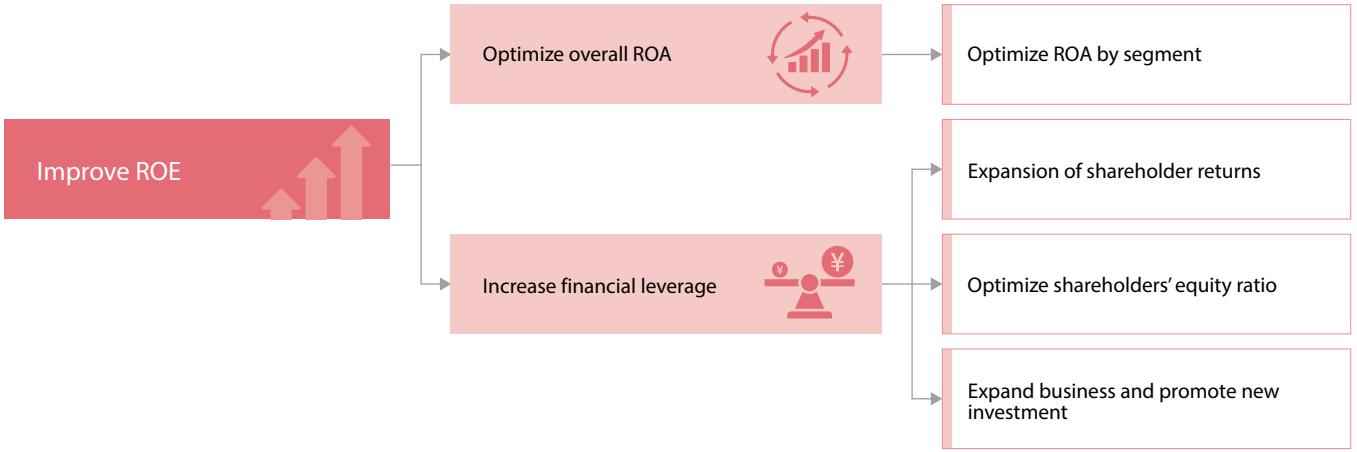
Based on information such as dialogues with credit rating agencies, we set the shareholders' equity ratio target at approximately 23% to provide a level of financial soundness expected by external stakeholders and a buffer for new investments and other purposes. ROE exceeded our target level of approximately 10% on better-than-expected results in the fiscal year ended March 2026. In the fiscal year ending March 2027, ROE is expected to decline due to higher costs and the absence of one-off factors.* In order to maintain ROE at around 10%, it will be important not only to achieve stable revenue growth through expansion of receivables outstanding, but also increase profit by controlling provision for bad debts and improving the efficiency of general expenses.

* In the fiscal year ended March 2026, a change in the Company's classification relating to the recoverability of deferred tax assets resulted in an adjustment to income taxes-deferred that increased profit.

Trends in PBR/ROE



Logic Tree for Improving ROE



Message from the Executive Officer in Charge of Finance

We set the dividend payout ratio at approximately 50% taking into account feedback from investors, and in consideration of the balance between ROE and the accumulation of shareholder's equity and profits over the term of the Medium-term Management Plan.
The year-end dividend for the fiscal year ended March 2026 was raised by 2 yen per share from our initial forecast in light of strong business performance, bringing our annual dividend to 22 yen per share. Our dividend policy uses the term "firmly maintain" to affirm our intention to provide stable dividends on an ongoing basis while avoiding dividend reductions. Accordingly, we plan to maintain the previous fiscal year's annual dividend of 22 yen per share for the fiscal year ending March 2027, despite forecasting lower profits. As for the possibility of future dividend increases, in cases where profit exceeds the plan, we will appropriately consider the dividend amount using the target payout ratio of 50% as a guideline.
Going forward, we will appropriately control shareholder's equity through shareholder returns while steadily accumulating profits by increasing profitability. While aiming to strike a balance between financial soundness and capital efficiency, we will firmly maintain stable and continuous shareholder dividends and drive sustainable growth in corporate value.

Growth Initiatives Ahead of the 100th Anniversary of our Founding and the 50th Anniversary of ACOM's Establishment

With regard to future growth investments, we intend to invest in areas that will contribute to our future revenue base, such as the Overseas Financial Business, new businesses, and human capital, while maintaining a balance with financial soundness.
The Overseas Financial Business currently operates in three countries: the Kingdom of Thailand, the Republic of the Philippines, and Malaysia. We aim to expand into at least one more country during the current Medium-term Management Plan, and are presently intensively assessing Cambodia for this purpose. We are cautiously proceeding with measures such as evaluating investment candidates and completing procedural arrangements to prepare for future overseas expansion.
In developing our business in ASEAN, it will be important to not only expand into new countries, but also create and expand new business opportunities in countries where we already operate. For example, EASY BUY in Thailand is entering a phase where it will secure stable profits while maintaining the current scale of its business, and is also exploring new business opportunities in the local market.
In Japan, we are working to build a new revenue base through initiatives such as GeNiE's embedded finance operations. GeNiE has a business model that will require time to absorb fixed costs until the business reaches a certain scale, but is expected to continuously contribute to profits as its outstanding balance grows. We view this as an important initiative that paves the way for the Group's growth five to ten years in the future.

Leveraging Human and Digital Capabilities to Build the Next Foundation for Growth

We consider human capital developed on business front lines to be a major factor underpinning ACOM's competitiveness. Developed over our history, know-how such as customer service and credit assessment practices spreads throughout the business front lines in day-to-day operations. New employees gain a practical grasp of ACOM's service



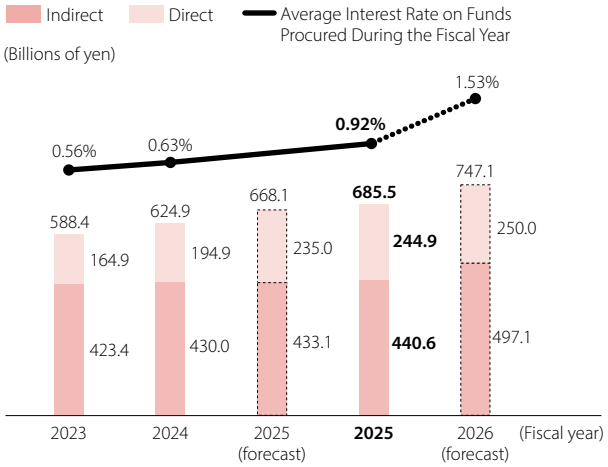
skills and decision-making ability through hands-on experience in frontline environments.
However, rather than relying on people to handle all operations, we will promote digitalization and automation in areas that can be handled through means such as email, app notifications, and automated voice calling systems, in order to establish a system where employees can focus on areas where human capabilities are needed more.
In areas handled by humans, it will be increasingly important to have customer service skills for engaging customers emotionally through conversation and encouraging them to take the next step. These skills are systematically reinforced through frontline sales training and initiatives that celebrate superior customer service. Accumulating this human capital not only contributes to business performance, but also helps strengthen relationships with alliance partners in the Guarantee Business. We believe that working to increase profitability and productivity while appropriately leveraging human and digital capabilities will help build a foundation for growth unique to ACOM.

Using Stable Financing to Strengthen the Financial Foundation Supporting Growth

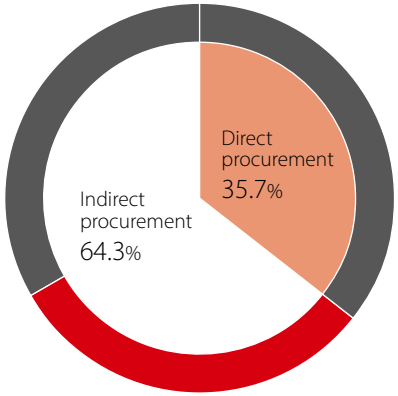
It is our view that in periods of rising interest rates, the manner in which funds are procured becomes more important than ever. At ACOM, expanding receivables outstanding forms the foundation for revenue growth, but also increases the outstanding balance of funds procured. Furthermore, as higher interest rates on funds procured lead to increased financial expenses, it is important to secure stable funding while keeping financial expenses under control.
Our basic policy on financing is to maintain a balance, procuring approximately one-third of funding from MUFG Bank, one-third from other financial institutions, and one-third directly via corporate bonds and commercial paper.
Funding from MUFG Bank plays an important role in ensuring stable fund procurement. When procuring funds from other financial institutions, we aim to keep financial expenses under control by doing business with a sufficient number of financial institutions and comparing their terms. In procuring funds directly, we believe it is

Outstanding Balance of Funds Procured / Composition of Funding Sources (Fiscal Year Ended March 2026)

Outstanding Balance of Funds Procured



Composition of Funding Sources



Ratio of Fixed-Rate Borrowings
75.4%

Ratio of Long-Term Borrowings
87.6%

Current Portion of Borrowings
328.4 billion yen

necessary to access the corporate bond market regularly and maintain contact with investors. It is also important to diversify funding sources while securing a range of financing methods in this way, in order to enhance the stability of our financial management.
With regard to the balance between fixed-rate and floating-rate borrowings, and long-term and short-term borrowings, our basic policy is to favor long-term, fixed-rate borrowings. Even so, it will be necessary to adjust this balance in a timely and appropriate manner, taking into account the pace of interest rate increases and their impact on financial expenses.
At the same time, we will move quickly to maintain and improve our credit rating, and further diversify our financing methods. While working to ensure stable financing and control financial expenses, we will strengthen the financial foundation that supports our growth, and drive sustainable corporate value enhancement.

Refining Our Financial and Business Foundations to Continue Being a Trusted Company

As a company engaged in the money-lending business, we consider it important to fulfill our responsibilities as a lender and continue operating our business in a way that earns society's trust. In the past, there was a period when issues such as excessive lending and multiple debt led to public scrutiny of lender responsibility across the industry. To prevent such a situation from recurring, we coordinate with industry organizations such as the Japan Financial Services Association, working steadily to raise awareness on an ongoing basis about money management and preventing financial fraud, by providing educational material and holding financial education programs at universities and high schools.

We have also experienced a period when the business environment was greatly changed by a sharp increase in interest repayment claims. We navigated that difficult time by rigorously cutting costs while relying on our relationship with MUFG Group for support. Today, our relationship with MUFG Group goes beyond financing and encompasses not only the Guarantee Business, but also aspects such as risk management, compliance, and human resources. The sense of unity resulting from coordination across the entire Group also contributes to the stability of our management foundation.

In supporting this management foundation, we consider it crucial to visit frontline sites in person and observe the actual operations and issues before making management decisions. It is also important, when reviewing restaffing plans and business processes, to not base decisions on numbers alone, but to consider feedback from the front line and incorporate it in the responses required.
We have celebrated our 90th anniversary. In order to build on the experience and management foundation developed over the years and achieve sustainable growth toward our 100th anniversary and beyond, we must not only work toward numerical financial indicators, but also build up the trust and confidence that people place in us as a company. For example, in the capital markets, companies with the same credit rating may be assessed differently depending on industry category and public perception. We consider social trust to be an important issue that is also relevant to financing and perception in capital markets.
There is no shortcut that can build social trust in a sudden leap. It is important to ensure a stable financial foundation and accumulate profits continuously, rather than on a one-off basis. In order to do this, we must steadily grow our existing businesses while also launching new businesses and continuously developing pillars for subsequent growth.

Our long experience navigating difficult business environments has instilled a cautious style of business management in our organization. However, I feel that it will also be necessary going forward to encourage proactive pursuit of growth. As more young and new employees join ACOM every year, the atmosphere in the Company is gradually changing. We are already seeing interest within the Company in proactively pursuing new businesses, and I expect that this will help expand our potential for the next stage of growth.
Beyond these changes and expectations, we want to be a company where everyone working for us can take pride in our businesses and speak openly about their work to their family and friends. As the Executive Officer in Charge of Finance, I will continue working to increase ACOM's financial soundness and the trust society places in us, while contributing to the sustainable enhancement of the Company's corporate value.

Deepen Corporate Culture that Respects Human Rights

Basic Approach

We uphold "The Spirit of Human Dignity" as our corporate philosophy. This means that we have a constant sense of gratitude to all stakeholders, extending to shareholders and business partners as well as customers and employees, as we build relationships of mutual respect. We place respect for the fundamental human rights of all people at the core of our actions. By respecting, recognizing, and embracing diverse attributes and values, including gender, age, disability, marital status, and nationality, we strive to create an equitable environment in which everyone can realize their full potential and thrive.

Human Rights Policy

We have established a human rights policy to clarify our basic approach to respecting human rights based on our corporate philosophy of "The Spirit of Human Dignity." The ACOM Human Rights Policy respects international human rights standards, including the United Nations Guiding Principles on Business and Human Rights and the ILO Core Labour Standards, and applies to all stakeholders with whom we interact through our business activities, including our officers and employees, customers, and business partners. This policy was approved by the Board of Directors, and we work to ensure its effectiveness through human rights due diligence.

For more information about the ACOM Human Rights Policy, please refer to our website.
https://www.acom.co.jp/corp/english/csr/theme/staff/

Process for Identifying Human Rights Issues

STEP 1
Catalogue Human Rights Issues and Value Chain
Catalogue human rights issues and value chain relevant to the Company, taking into account its business activities and relationships with stakeholders

STEP 2
Catalogue Adverse Impacts and Rights Holders
For each human rights issue, identify who could be impacted and what adverse effects could occur

STEP 3
Identify Salient Human Rights Issues
Assess each human rights issue in terms of severity and likelihood of occurrence, and determine which issue the Company should prioritize

STEP 4
Adjust Prioritization Based on ACOM's Circumstances
Adjust the priorities by taking into account the initiatives already implemented by the Company, the status of its responses, and the potential for remediation

Main Human Rights Risks and Countermeasures

Stakeholders	Human Rights Risks	Measures to Address Human Rights Risks
Customers	Risks relating to consumer interactions (products, advertising, and communication), discrimination, and the handling of personal information	We have established systems for managing personal information and external communications, and conduct appropriate operations and monitoring. We also gather customer feedback via channels such as reporting hotlines, and use it to improve our services.
Business Partners and Alliance Partners	Risks relating to work environments (long working hours etc.), harassment, discrimination, and the handling of personal information	We have established frameworks for managing contracts and subcontractors, and conduct appropriate operations and monitoring. We also regard respect for human rights in our relationships with business partners and alliance partners as an important consideration. Going forward, we will take further steps, including considering appropriate policies and communicating them to these partners.
Employees	Risks relating to work environments (long working hours, etc.), harassment, discrimination, and the handling of personal information	We have established frameworks for managing work and preventing harassment, and conduct appropriate operations and monitoring. In addition, we are working to maintain and improve appropriate work environments through training and the establishment of consultation channels and whistleblowing hotlines.
Society	Risks relating to discriminatory expressions and the handling of personal information	We have established systems for managing information and reviewing external communications, and conduct appropriate operations and monitoring. We also strive to give consideration to human rights when disseminating information, and work to prevent inappropriate expressions and discriminatory treatment by providing training and raising awareness among officers and employees.
Shareholders & Investors	Risks relating to fair information provision and the handling of personal information	We have established systems for managing investor information, and conduct appropriate operations and monitoring, including access rights management. In addition, we strive to provide timely, appropriate, and fair disclosure and work to maintain appropriate communication with shareholders and investors.

Deepen Corporate Culture that Respects Human Rights

Diversity & Inclusion

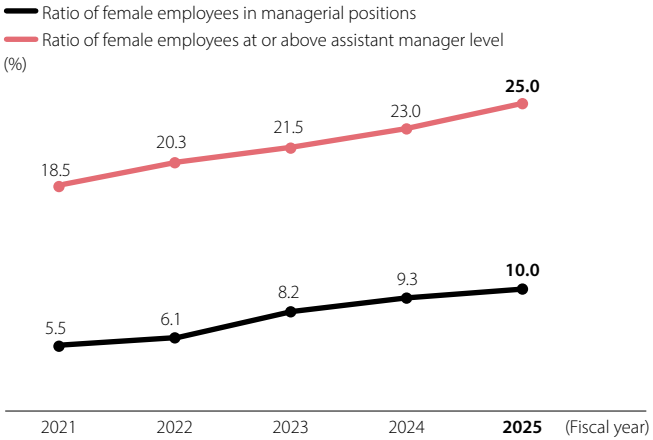
Promoting Women's Empowerment

To create an environment where female employees can independently develop their careers and fully realize their potential, we offer the Woman Career Program, a training program that supports career development. Among program participants, about half of the employees eligible to apply for a selective training program have voluntarily applied for our training program for future management candidates. In this way, the program is expanding opportunities for diverse personnel to pursue decision-making roles.

As a result of these initiatives, progress has been made in appointing women to managerial positions, and the ratio of female employees in managerial roles has improved, along with the ratio of female employees at or above assistant manager level. Going forward, we will continue to foster an environment where diverse personnel have equitable access to opportunities, in order to improve the quality of corporate decision-making and contribute to sustainable value creation.



Trends in the Ratios of Female Employees in Managerial Positions and in Positions at or above Assistant Manager Level



Follow-Up for Employees with Disabilities

To cultivate an environment where employees with disabilities can experience job satisfaction and work comfortably while making the most of their individual abilities, we have established a follow-up system that aligns with the employees' individual circumstances. Aspects include an annual questionnaire on the work environment and job responsibilities, consultations with supervisors and the Human Resources Department, and a reporting hotline.

We also undertake initiatives to promote and establish diversity and inclusion while fostering an organizational culture that respects diversity. These include workplace training on universal manners and efforts to disseminate information on various relevant programs.

	FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of Employees with Disabilities	2.35%	2.65%	2.65%	2.70%	2.71%

Zero Harassment

Initiatives to Prevent Harassment

From the perspective of respecting human rights, we are striving to create a work environment where people can work with peace of mind under a policy that has no tolerance for any kind of harassment. Specifically, we have established internal rules, and seek to promote understanding of harassment and raise awareness about its prevention through training and educational efforts.

Measures Against Harassment

Policy	Establishment of the ACOM Group Code of Ethics and the Code of Conduct, as well as messages from the company president
Training	Harassment training sessions (total of 16 held in fiscal year ended March 2026)
Reporting & Consultation	Whistleblowing system (ethics hotline)
Fair disciplinary action	Disciplinary measures

Approach to Customer Harassment

Guided by our principles of "The Spirit of Human Dignity" and "Customers First," we use customer feedback to improve our products and services and work to ensure satisfaction for each of our customers. At the same time, we recognize that protecting the dignity of our employees and providing a safe work environment are important corporate responsibilities. Therefore, working from the perspective of respecting the human rights of both customers and employees, we have established and implemented a policy for addressing customer harassment.

For more information about the ACOM Group Policy on Customer Harassment, please refer to our website.
https://www.acom.co.jp/corp/english/csr/theme/customer/

Strengthen Human Resource Base for Sustainable Growth

Message from the Executive Officer in Charge of Human Resources

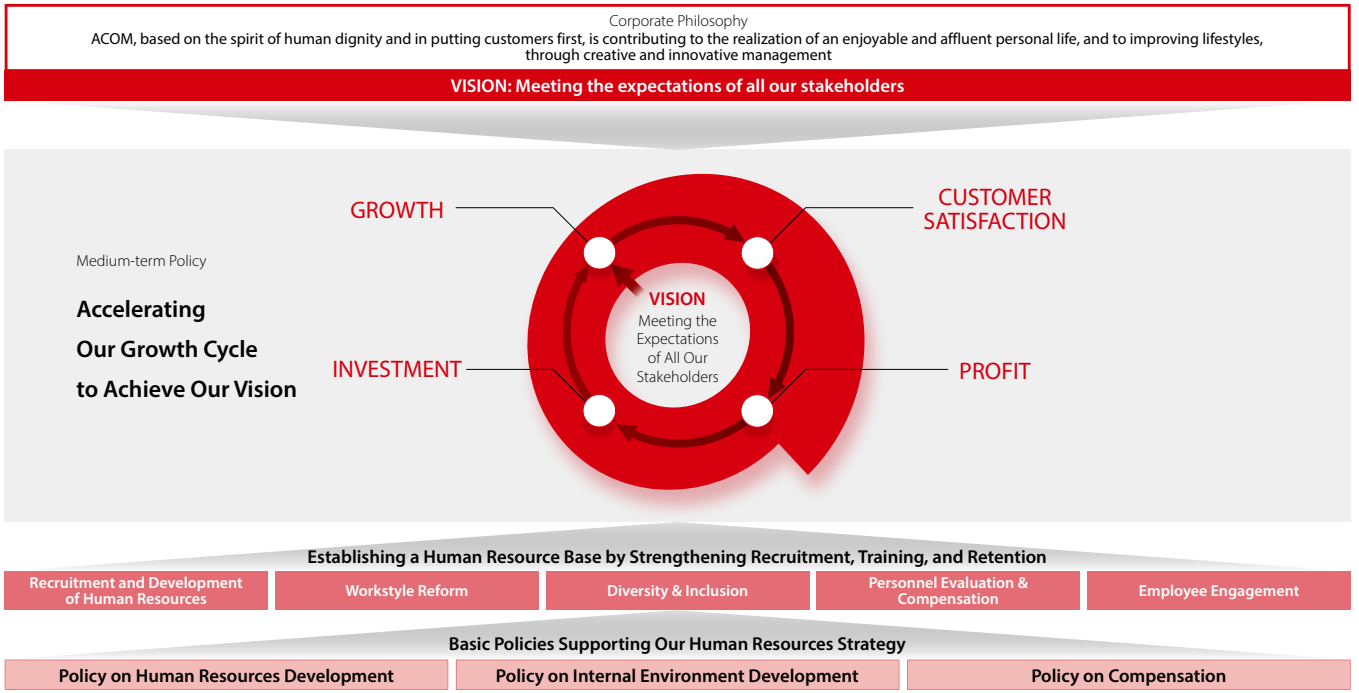
Toward Enhanced Corporate Value Through Human Capital Management

Executive Managing Officer
Kazuki Morishita



In order to achieve our vision of meeting the expectations of all our stakeholders, we are working to enhance the value of our human capital in line with our Policy on Human Resources Development, Policy on Internal Environment Development, and Policy on Compensation.
Under the Medium-term Management Plan launched in the fiscal year ended March 2026, we advanced a range of human resource initiatives with our policy of "accelerating our growth cycle." In terms of securing human resources, we achieved our recruitment target while improving the environment and opportunities that support employees' independent learning, with the aim of fostering a culture of proactive personal growth. In addition to establishing a framework for developing the next generation of leaders and expanding opportunities for gaining practical experience, we are working to increase employees' engagement and their desire to take on new challenges with various initiatives, including the introduction of a program that rewards results and a program for certifying skills relating to IT and systems.
As a result of these initiatives, employee engagement reached its highest-ever score in our employee attitude survey. Our initiatives to improve employee benefits also received an award under the employee welfare recognition program Hataraku Yell for a fifth consecutive year. In addition, we were selected for the first time as a 2026 Certified KENKO Investment for Health Outstanding Organization (White 500), an award given to the top 500 companies recognized in the large enterprise category of the Outstanding Organizations of KENKO Investment for Health Program. In this way, steady progress is being made on creating an environment where employees can work comfortably and experience satisfaction in their job.
Meanwhile, completing the first year of our Medium-term Management Plan has made various issues clear. Amid rapid changes in the business environment, further efforts are needed to develop more advanced digital skills and secure enough specialized human resources of the required quality. In response to these circumstances, we are strengthening our recruitment activities and improving the digital literacy of our entire workforce. Meanwhile, although steady progress is being made in the appointment of women, we consider it essential to increase the pace of promotions.
With this understanding, we will further accelerate the virtuous cycle of recruitment, training, and retention. In particular, we will focus on fostering a culture that encourages employees to learn on their own initiative and constantly take on challenges, while also increasing our ability to create value by combining digital and human capabilities. We will also strengthen the cohesion of the organization as a whole by developing human resources through cooperation between officers and frontline staff, and sharing values across the Group.
We position human capital at the core of our approach to sustainability, and will continue to create an environment where employees can work comfortably and find job satisfaction. We aspire to be a company that continues to create new value for society by enabling each employee to experience tangible growth and realize their full potential. Going forward, we will enhance our corporate value over the medium- to long-term by promoting deeper integration of human capital management.

Overall View of Our Personnel Strategy



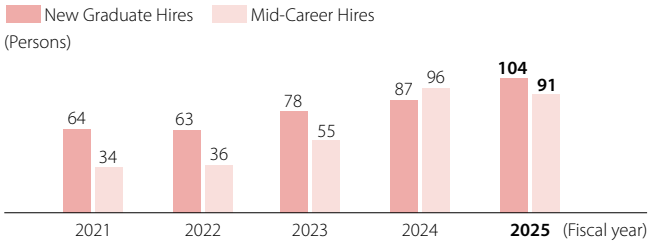
Strengthen Human Resource Base for Sustainable Growth

Recruitment and Development of Human Resources

Strengthening New Graduate and Mid-Career Recruitment Activities

In order to implement the "creative and innovative management" advocated in our corporate philosophy and continue to meet the expectations of our stakeholders, even amid intensifying competition between companies and accelerating changes in external conditions, we must create new value by respecting the abilities, ideas, and values of diverse personnel. Accordingly, we are advancing initiatives to recruit new graduates and mid-career professionals in order to secure the human resources that are necessary for executing our business strategy.
In new graduate recruitment, we are focusing on securing diverse talent while taking our human resource portfolio into account from the perspective of building a talent pool for future business development. In addition, we actively disseminated information via platforms such as YouTube and Instagram to enhance our brand image and increase awareness. As a result, in the Mynavi and Nikkei 2027 Graduate Employment Company Popularity Rankings, we ranked 60th in the General Humanities Category and second in the Credit, Leasing, and Other Financial Category.
In mid-career recruitment, we are strengthening recruitment of personnel with specialized skills who can make an immediate contribution, enabling us to respond rapidly to increasingly complex business challenges. Going forward, we will work to further increase the agility and competitiveness of our organization by acquiring diverse talent.

New Graduate Hires / Mid-Career Hires

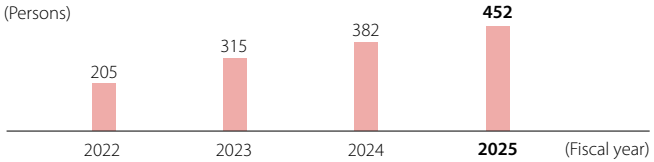


* The figure for new graduate hires represents the number of new graduate hires in the following fiscal year

Developing Digital Human Resources to Optimize Human and Digital Capabilities

As a leading company in the consumer finance industry, our strengths lie in our expertise cultivated in many years of business, and in our credit and collection capabilities. Even so, we are strengthening efforts to develop digital human resources, positioning the establishment of a framework for rapidly responding to progress in digitalization, technological innovation, and changes in the market environment as an urgent issue. In April 2023, we launched our Digital Human Resource Development Program. In the fiscal year ended March 2026, employees selected from among those who had completed basic training in digital skills were provided with advanced training in professional skills such as data analysis, programming, AI, and UI/UX, or sent to attend cross-boundary learning programs.
In addition, we are working to increase digital literacy and adaptability to change across the entire Company by providing support for obtaining IT- and statistics-related qualifications and holding study sessions on generative AI.

Change in Cumulative Number of Employees Holding Digital-Related Qualifications (Data Collected Since FY2022)



* Digital-related qualifications included in the data include Information Technology Engineer Examinations, Japan Statistical Society Certificates, AI certifications, and Python-related certifications

Developing the Next Generation of Leaders

Since the fiscal year ended March 2026, we have been promoting the early development of ACOM Group's next generation of leaders under the following two pillars.

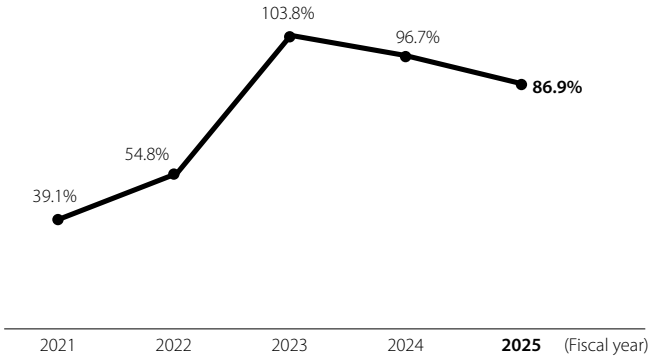
Executive-Led Measures	In addition to strengthening on-the-job training, we are providing opportunities to gain practical experience managing subsidiaries or on stretch assignments (assignment to key projects), while also endeavoring to pass on a management perspective through one-on-one meetings and dialogue sessions with executives.
HR-Led Initiatives	In addition to our existing training, we are promoting growth through practical experience by providing opportunities for employees to share knowledge in internal lectures and interact with external professionals.

Workstyle Reform

Childcare Leave Initiatives

ACOM is building an environment where employees feel comfortable taking childcare leave. Initiatives include the introduction of a tool that provides management with information to promote an understanding of male childcare leave, as well as information on diversity, inclusion, and healthcare, with the aim of achieving 100% childcare leave uptake among male employees.
Furthermore, we have revised our support system for early returnees as an initiative to facilitate smooth reinstatement and support career development. Previously provided as a bonus, financial support is now paid with monthly wages in order to promptly reduce economic burdens such as childcare fees, helping employees to continue pursuing their desired career development paths. In addition, we are strengthening our support system for addressing diverse needs through initiatives such as offering the Children and Families Agency's babysitter dispatch service discount coupons as an employee benefit.

Change in the Ratio of Male Employees Taking Childcare Leave



* The number of male employees who took childcare leave in the relevant fiscal year, divided by the number of male employees whose spouses gave birth in the relevant fiscal year (figures calculated at the end of each fiscal year). The male employee childcare leave uptake ratio is affected by differences between the fiscal year in which an employee's spouse gives birth and the fiscal year in which the employee actually takes childcare leave.

Strengthen Human Resource Base for Sustainable Growth

Promoting Health and Productivity Management

Believing that physical and mental health is essential to employees' happiness and sustainable corporate development, we have established a policy on health and productivity management—our Declaration on Health and Productivity Management. Under this policy, we promote the early detection and prevention of illness through initiatives such as subsidies for comprehensive medical checkups and cancer screening. We also aid employees in improving their exercise and dietary habits via a health management portal, encourage regular exercise with walking events, and jointly hold health and productivity management events with business partners. Through these multifaceted initiatives, we aim to create a work environment where employees can enjoy work and demonstrate their full capabilities.

As a result of our continued promotion of these initiatives, we were selected as a 2026 Certified KENKO Investment for Health Outstanding Organization (White 500), an award given to the 500 most outstanding companies recognized in the large enterprise category of the Outstanding Organizations of KENKO Investment for Health Program, which is jointly operated by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi. This is the fifth consecutive year in which we have been certified as a KENKO Investment for Health Outstanding Organization (Large Enterprise Category). Going forward, we will strive to enhance our corporate value by further expanding our health promotion initiatives.

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500



Health and productivity management event held jointly with a partner



Health event organized by employees

Personnel Evaluation & Compensation

Increasing Employee Compensation

We consider the recruitment and retention of talented personnel who will drive sustainable growth to be a top priority along with enhancing employee engagement. Accordingly, we have raised overall wage levels and implemented base salary adjustments with the aim of renewing our remuneration system to ensure competitiveness in the market.

Strengthening Recruitment Competitiveness through Higher Starting Salaries

To enhance our competitiveness in the labor market, we have increased starting salaries. (E.g., career-track employees who graduated from university: 270,000 yen → 300,000 yen)

Base Salary Adjustments for Existing Employees (Corrective Measures and Basic Salary Raise Excluding Regular Pay Raise)

Following the increase in starting salaries, we implemented base salary adjustments of 18,000 to 30,000 yen, primarily for younger and mid-career employees, to maintain appropriate compensation levels aligned with each qualification and role.

Optimizing the Remuneration System

We expanded the range of individual performance pay increases and increased differentiation in bonus multipliers for managers (chief manager level and above). This shift provides attractive compensation commensurate with the responsibilities of higher-level roles, while moving toward a remuneration system that provides greater rewards for individual performance and contributions.

Rate of pay increase (rate of increase in base pay) *1

April 2023	April 2024	April 2025	April 2026
5.2%*2	4.9%	4.1%*3	5.4%

*1 The increase rate includes regular salary increases
*2 Base salary increases, excluding regular salary increases, were brought forward from payment of October 2022
*3 In addition to revising base salaries, beginning with the summer bonus for the fiscal year ended March 2026, we have raised the standard amount for individual performance pay (the base amount used for bonus calculations) for nearly all job grades, thereby improving compensation on an annual income basis

Building a System to Reward Good Outcomes

By building a remuneration system that appropriately recognizes and rewards employees' efforts and achievements, we aim to improve motivation and job satisfaction and create an organization where all employees can maximize their individual potential. In the fiscal year ended March 2026, we not only increased wages, but also introduced a new system to accurately recognize employees who take on challenges, with the aim of boosting employee growth and accelerating the Company's growth cycle.

Through these measures, we will encourage employees to take on challenges on their own initiative, while creating an environment where they can perform at a high level, with the aim of increasing productivity across the whole organization and sustainably enhancing corporate value.

Introduction of the IT and System Skills Certification Program

We have introduced our IT and System Skills Certification Program with the aim of supporting the shift to digital solutions and strengthening the recruitment and retention of IT talent. Under this program, employees with advanced expertise are certified according to their skill level, and allowances based on market standards are provided to ensure a competitive remuneration system. Through rigorous annual skill assessments, including renewals and revocations, we encourage employees to independently pursue self-development and maintain a performance-driven environment that rewards challenge and achievement.



Strengthen Human Resource Base for Sustainable Growth

Employee Engagement

Sharing the New Action Guidelines

To embed the newly updated action guidelines introduced in the fiscal year ended March 2026, the Company is promoting initiatives that unite management and frontline employees in driving their adoption across the organization.

In roundtable discussions between the president and managers at the deputy general manager level and above, participants declared the principles they would personally lead by and shared best practices from within their departments, fostering a shift in mindset among our leadership.

In addition, we conducted an "Action Guideline Embedding Program" across all departments, in which the president explained the background of the reform and his expectations for employees through a video message, after which departments conducted dialogue-focused workshops to deepen understanding. Employees recorded their insights in a "Notebook for Creating the Future"* and made concrete action declarations. By translating these principles into daily workplace behavior, we are working to enhance engagement across the entire organization.

* A workbook designed to systematically organize the vision and action guidelines



Message from the President



Notebook for Creating the Future

Supporting Improvement and Challenges

We believe that providing incentives for employees to take on challenges and fostering an organizational culture of creative and innovative management directly drive the enhancement of corporate value. DRIVE, a business contest held across the entire ACOM Group, received 71 applications in the fiscal year ended March 2026, which marked the second round of the program. Aiming to create a culture that celebrates taking on challenges, we promote initiatives with a bottom-up structure that enables anyone to make suggestions regardless of position.

In the fiscal year ended March 2026, we launched the PRO Conference, an executive-led innovation forum involving executive officers and select employees. Of the seven proposals adopted through the conference, two have already been approved for implementation, with others under continued review.

Through these multilayered initiatives, we aim to foster an organizational culture where every employee continually takes on challenges.

DRIVE



Primary screening for DRIVE

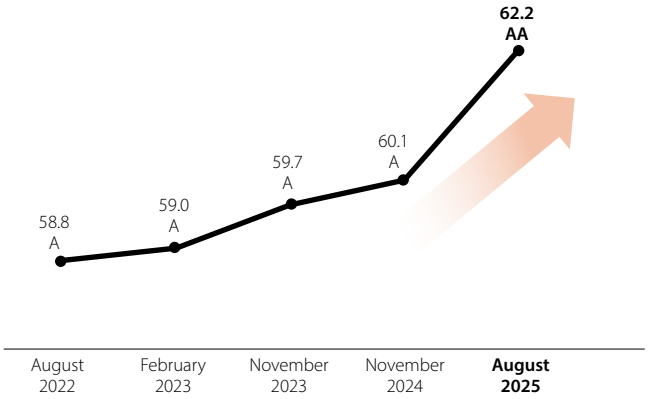


The PRO Conference in progress

Employee Attitude Survey

Since 2019, we have been conducting employee engagement surveys using Motivation Cloud, a service provided by Link and Motivation Inc. These surveys conduct a fixed-point observation of engagement across the organization by measuring the level of employees' expectations and satisfaction. For seven consecutive years, ACOM has been recognized in the major company (fewer than 5,000 employees) division of the Best Motivation Company Award hosted by Link and Motivation. Based on the survey results, our officers, managers of sections and divisions and the Human Resources Department communicate with one another to drive initiatives that enhance engagement for both employees and the organization.

Change in Engagement Score and Rating

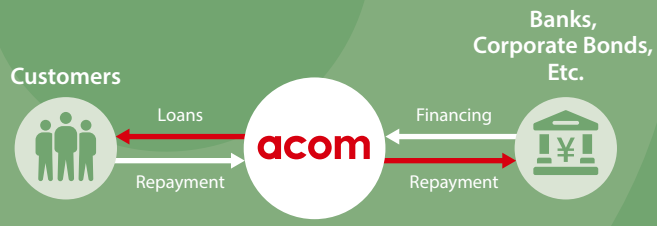


* The standard engagement score is 50.0
* The engagement rating is divided into eleven levels from AAA (67.0 or higher) to DD (lower than 33.0)
* The graph shows overall figures, including those of employees assigned to ACOM and ACOM Group companies

Provide Safe and Secure Financial Services

Loan and Credit Card Business

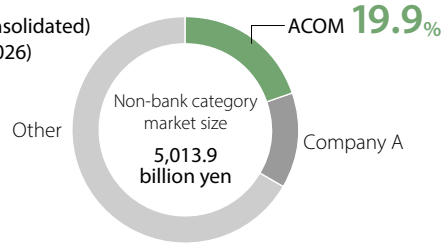
Through our Loan and Credit Card Business, we provide safe and secure financial services that solve issues faced by customers, such as an urgent need for funds or a lack of payment options, and enable customers to make the purchases and enjoy the experiences they ultimately seek.
Our loan service provides small, unsecured loans to customers based on their credit profile, and has provisions in place to meet urgent funding needs as quickly as the same day. We also offer the ACOM Mastercard, which has both cash advance and credit payment functions, to provide greater convenience in payment and meet a wide range of needs.



Market Environment and Outlook

At the end of March 2026, the size of the market for personal card loans in the non-bank industry was approximately 5 trillion yen, of which ACOM had around a 20% share. While declining birthrate and aging population trends continue and the workforce shrinks, competition in the personal card loan market is continually intensifying as new players from other business types enter the market.
At present, the market size continues to expand as the employment and income environment continues to improve. In addition to continued increases in demand for funds for leisure, travel, dining, and other purposes, customer resistance toward personal card loans is declining with the shift in the contract channel to the Internet. We anticipate continued annual market growth of around 3%.

Market Share (Consolidated)
(as of March 31, 2026)



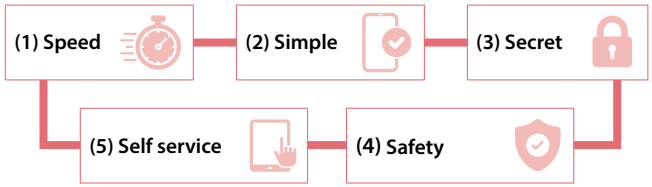
* The market size of the non-bank category represents receivables outstanding (including loans by deed) based on statistics issued by the Japan Financial Services Association

Business Strengths and Features

1) Loan and Credit Card Business

The chief strength of the Loan and Credit Card Business is the wealth of data it has amassed through business with a cumulative total of more than 13 million customers. Leveraging machine learning to analyze this data, we have developed advanced expertise in credit screening. By screening loan applications in as little as 20 minutes via "instant credit," and offering a range of sign-up channels including the internet and automatic contract machines, we are able to provide loans with a short turnaround time.
Furthermore, with approximately 500 instant credit card issuing machines nationwide, we are able to offer a degree of service unmatched by our competitors, including same-day credit card issuance in some cases.
Our Loan and Credit Card Business is characterized by the Five Ss: (1) Speed, (2) Simplicity, (3) Secrecy, (4) Safety, and (5) Self Service. In other words, we are able to provide loans swiftly and conveniently. This enables customers to enjoy a service that is safe and suits their own requirements.



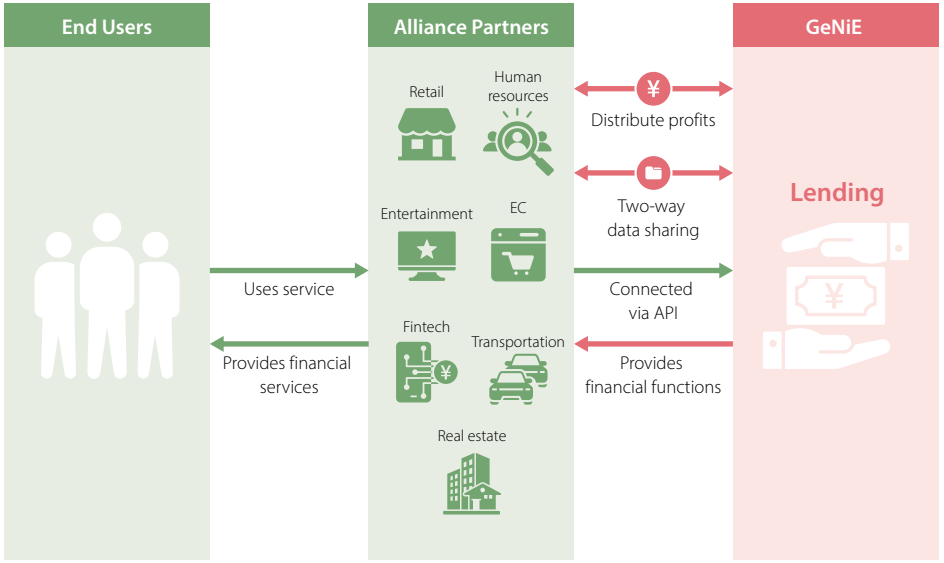


Provide Safe and Secure Financial Services | Loan and Credit Card Business

2) Embedded Finance

Embedded finance, offered by our consolidated subsidiary GeNiE, which was established in April 2022, enables companies to provide seamless financial services to customers by incorporating finance functions into their own services. Strict laws and regulations such as the Money Lending Business Act present a high barrier to the entry of regular businesses in this field. By using such systems, customers can access financial services through services they are already familiar with using. Embedded finance also enables regular businesses to launch legally compliant financial services under their own branded web services without making a major investment. Complex, highly challenging backend operations such as credit management can be entrusted to the experienced financial service provider.

GeNiE's embedded finance services have an overwhelming competitive advantage in three areas: speed, cost, and quality. First, even companies without a financial license can implement the system in as little as two months, significantly shortening the lead time to business launch. Another major advantage is that there are no upfront implementation or operating costs, allowing companies to begin at no cost. In addition, GeNiE offers high-quality lending functionality that leverages expertise developed through ACOM's industry-leading loan business, enabling companies to incorporate financial services with confidence.



Able to use financial services with familiar services

Able to offer financial services under own brand without a financial license

Provides a seamless customer experience by leveraging ACOM's expertise and user-friendly systems

Speed
2 MONTHS
Can be implemented in as little as two months even without a financial license

Cost
0 YEN
No upfront or operating fees for entering into an alliance
* Additional fees may apply if custom system development is required

Quality
NO. 1
High-quality lending functionality that leverages ACOM's expertise

TOPIC

Initiatives to Prevent Financial Fraud

Financial Education Programs

To protect the interests of consumers and promote the sound development of the consumer finance market, we have been holding financial education programs at universities and high schools since 2013. In addition to providing in-person lectures, we are working to expand our communication with initiatives such as publishing educational videos on our own website in order to provide more people with opportunities to learn. In our lectures, we present real examples of financial troubles involving card loans, which are becoming an increasingly familiar matter to young people, and warn of the risks.

Moreover, we are cooperating with the Financial Literacy Improvement Consortium* and our parent company, MUFG, to hold financial education programs. In recent years, financial crimes have become increasingly sophisticated and complex, and a growing number of people, especially young people, are falling victim to schemes such as scams involving start-ups, side jobs, part-time jobs, or investments. As a member of the card loan industry, we will continue with our financial education efforts to help prevent financial trouble.

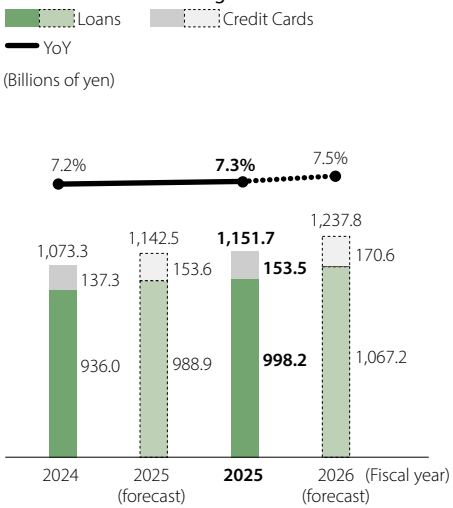
* A group established in June 2023 as a cooperative effort between the Japan Financial Services Association and four major money lenders to prevent financial trouble and improve financial literacy.

Social Media Initiatives

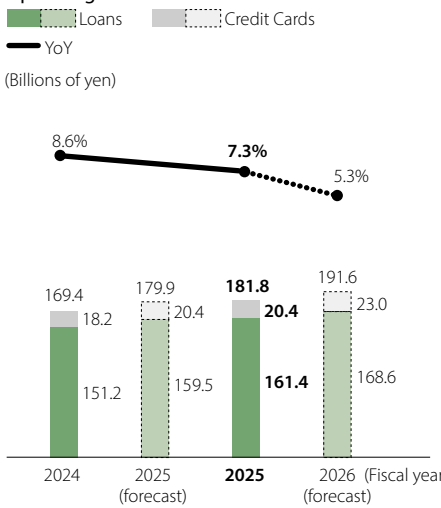
On TikTok, which is widely used by young people, we are working with well-known creators to produce educational short videos aimed at preventing financial fraud. By increasing exposure to this content using a platform familiar to young people, we hope to prevent financial fraud before it can occur.

Provide Safe and Secure Financial Services | Loan and Credit Card Business

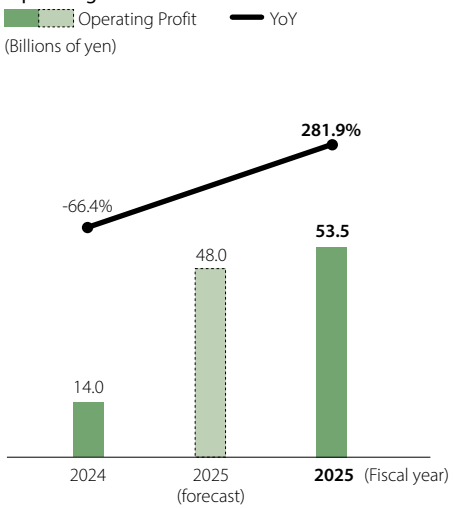
Receivables Outstanding



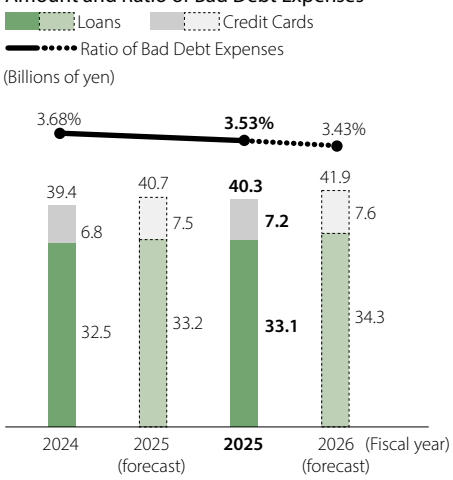
Operating Revenue



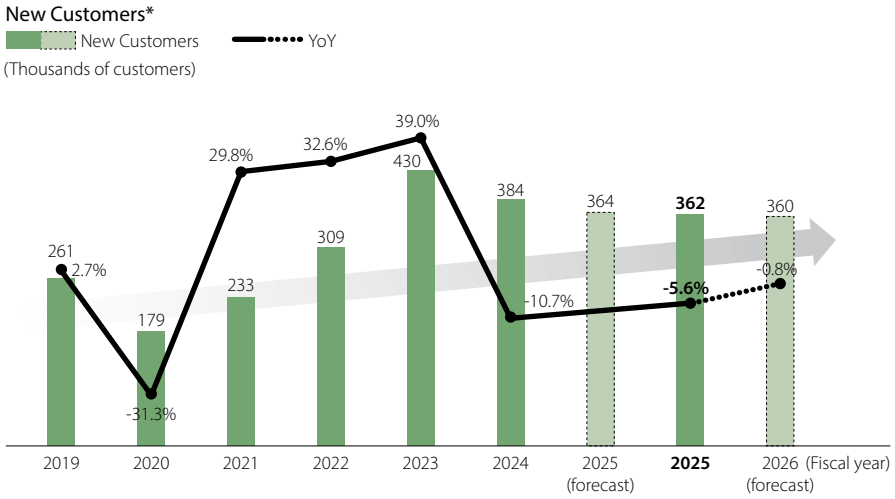
Operating Profit



Amount and Ratio of Bad Debt Expenses*



New Customers*



* The amount and ratio of bad debt expenses exclude receivables waived due to interest repayment claims

* Unsecured

Financial Results

In the fiscal year under review, receivables outstanding exceeded our initial forecast. The increase was attributable to strong additional borrowing by existing customers amid a recovery in consumer spending, various promotional campaigns, and the continued appropriate extension of credit through the proactive collection of income certificates.

Operating revenue outperformed expectations amid a rise in receivables outstanding. Operating profit exceeded plan on lower interest repayment expenses and successful control of provision for bad debts. Interest repayment expenses declined because the provision for loss on interest repayments was decreased based on a comprehensive consideration of factors such as the external environment and a greater-than-expected decline in interest repayment claims and the corresponding reversal amount.

The main factor contributing to control of provision for bad debts was a decline in the ratio of customers with a short transaction history, who have a relatively high default rate. Customers with a short transaction history tend to have unstable borrowing behavior and a higher rate of default because their repayment habits are insufficiently established. Once customers have been using our services for more than a certain period, their repayments stabilize and their default rate steadily decreases.

In FY2023 and FY2024, the release of pent-up demand following the end of the COVID-19 pandemic resulted in a surge of new customers, which temporarily increased the ratio of customers with a short transaction history. However, in recent years, customer acquisitions have decreased as pent-up demand diminished, resulting in a lower ratio of customers presenting a high rate of default. This change in the composition of our customer base enabled us to control provision for bad debts in recent times.

Message from the Director

Senior Managing Director
Yuji Kinoshita



Key Themes for the Medium Term

- **Enhance brand strength** by rebuilding perceptions
- Provide a **high-quality customer experience** by enhancing customer service quality and the speed of credit screening
- Expand **GeNiE Inc.'s** business alliances

Targets for March 31, 2028

- **Ensure that ACOM is always chosen by customers** by delivering peace of mind and fulfilling desires for immediate purchases and experiences
- Expand GeNiE's alliance to **approximately 60 partners**
- Aim for receivables outstanding of **1,314.9 billion yen**

The Loan and Credit Card Business finished the first year of the Medium-term Management Plan ahead of target. In the second year of the plan and onward, we will maintain this momentum and continue to accelerate initiatives centered around medium-term key themes in order to deliver results exceeding the plan.

One of our medium-term key themes in our current Medium-term Management Plan is "Enhance brand strength by rebuilding perceptions." This theme is rooted in our desire to establish a strong brand that inspires customers to see ACOM as their first choice when wanting to make a purchase or enjoy an experience immediately.

In rebuilding perceptions, one indicator we consider to be important is the ratio of customers with zero loans at other companies. This indicates the ratio of customers with no experience of card loans at other consumer finance or credit card companies using ACOM as their first loan provider, and is closely related to the "first time" key message that we have been presenting in our branding activities. Customers with no loans at other companies tend to steadily increase their borrowing from us as they build a relationship with us. These customers make up approximately half of our new contracts—this is one of ACOM's strengths. It is our medium- to long-term mission to further increase this ratio.

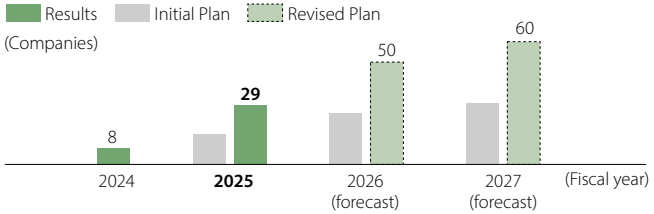
However, we recognize that consumer awareness surveys show that a certain fraction of people still feel resistance toward using consumer finance. In response to these circumstances, we are working to rebuild perceptions through our branding activities. Specifically, we intend to accelerate our brand penetration by communicating a sense of security and trust at every consumer touchpoint.

One initiative in this area is our commercials, which present relatable situations where ACOM can be relied on together with the sound bite "ACOM for the First Time," which we have been using for some time. In addition, we are actively emphasizing our position as a member of MUFG Group in order to promote recognition of ACOM as a company that can be used with peace of mind. Through these efforts, we aim to shift popular awareness to the point that the idea of borrowing money brings ACOM to mind.

With regard to GeNiE, we set a target for achieving partnerships with 30 or more companies in the final year of the Medium-term Management Plan, but have already achieved partnerships with 29 companies in the first year of the plan. Given this progress, we have revised our target for alliance partnerships and will now aim for approximately 60 partnerships by the end of the final year of the Medium-term Management Plan.

Even so, it is a fact that ties with some alliance partners are stronger than with others. When we form a partnership with a company in an industry highly compatible with lending that has strong funding needs, the resulting number of new applications can be several tens of times the figure received via another company.

Expansion of GeNiE Inc.'s Business Alliance



We think that one key to business growth going forward will be to not only expand our alliance, but also emphasize relationships and find ways to secure more partners that we can build strong partnerships with.

In the two remaining years of the plan, we will work to steadily expand our network of strong partnerships with a view to achieving single-year positive profits during the period of the next Medium-term Management Plan as early as possible.

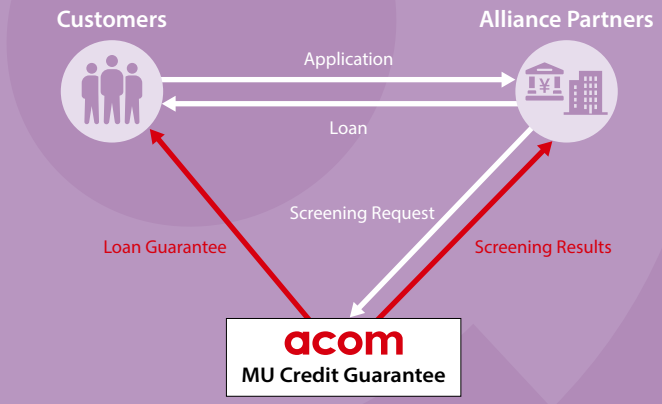
From a medium- to long-term perspective, we aim to achieve a society where people can choose to borrow money with peace of mind when the need truly arises. We think that finance should be a tool that enables people to take on challenges and fulfill their aspirations in life. GeNiE aims to be a presence that seamlessly blends into all kinds of familiar services and can be used, when necessary, without any sense of excessive burden.

GeNiE's product range will not be limited to loans. We launched a deferred payment service in 2026, and will expand into new fields such as wallet services, increasing the range of industries we can form partnerships with. In addition, we will work to leverage the data exchanged with alliance partners and "reinvent loans" by offering optimal conditions to each customer. We will create new models and contribute to invigorating the market as a whole.

Provide Safe and Secure Financial Services

Guarantee Business

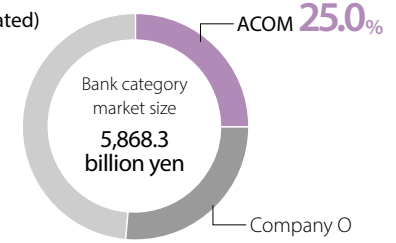
The Guarantee Business provides credit guarantees, underwriting customers' repayment of card loans taken out with our alliance partners in return for fees based on the outstanding amounts. This is a cooperative business, in which we provide support tailored to each alliance partner's requirements and work together with them to achieve growth in loan products. ACOM Group's Guarantee Business is centered on ACOM and one of the Group's consolidated subsidiaries, MU Credit Guarantee.



Market Environment and Outlook

The market size of the bank category as of the end of March 2026 is approximately 5.8 trillion yen, of which ACOM Group has a 25% share.
At present, the market size continues to expand as the employment and income environment continues to improve, with increased demand for funds for leisure, travel, and dining, and other purposes.
Given the robust demand for funds, we anticipate continued annual market growth of around 3%.

Market Share (Consolidated)
(as of March 31, 2026)



* The market size of the bank category represents the personal card loan receivables of domestic banks and shinkin banks based on statistics issued by the Bank of Japan

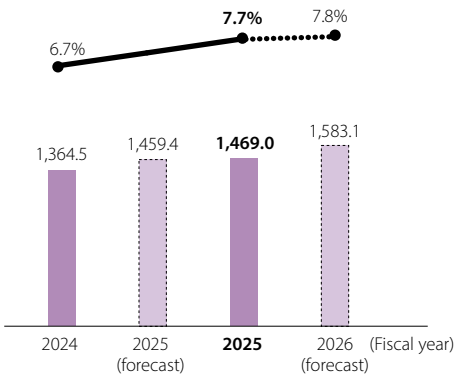
Business Strengths and Features

The chief strengths of the Guarantee Business are our expertise in credit screening and loan servicing that we have developed in the loan business over the years.
Using this expertise as a foundation, we offer credit screening systems and support for promoting sales. In addition, we second employees with expertise in ACOM's loan business to alliance partners to provide human support such as guidance for telemarketing. Approximately 200 employees are currently working on secondment at alliance partners to promote sales of loan products.
Furthermore, by avoiding service area overlap under our "one prefecture, one bank" alliance policy, we maintain a close relationship with our alliance partners while controlling competition over customers. We offer meticulous support that suits each alliance partner's requirements and circumstances. Aspects include market analysis insights, support for promotions, marketing ideas, and workflow optimization. As a result of these efforts, guaranteed receivables now exceed 20.0 billion yen per alliance partner.

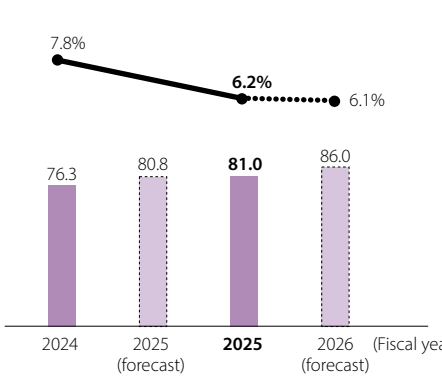
Expertise from Loan Business	"One Prefecture, One Bank" Alliance Policy
Provision of credit screening systems	Prevention of trade area cannibalization
Secondment of experienced personnel	Meticulous service through close partnerships

Provide Safe and Secure Financial Services | Guarantee Business

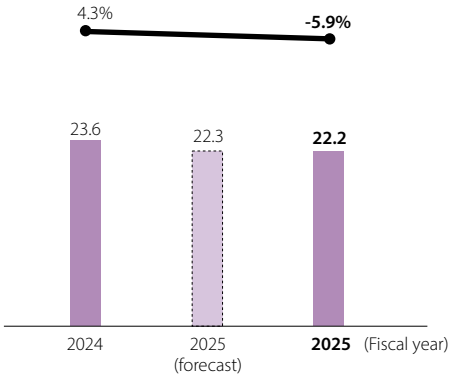
Guaranteed Receivables



Operating Revenue

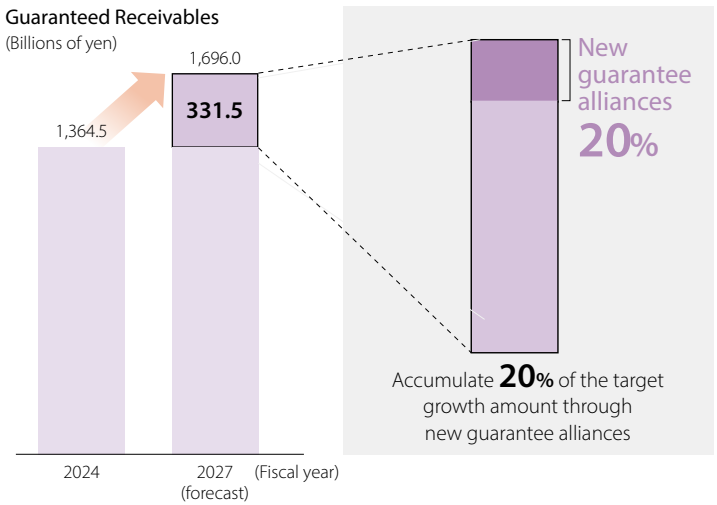


Operating Profit



Expansion of New Guarantee Alliances





Financial Results

Guaranteed receivables benefited from an increase in new customers and strong additional use by existing customers amid a recovery in consumer spending. Progress exceeded plan as a result of strengthened new customer acquisition through joint advertisements by multiple alliance partners using common advertisement materials, the promotion of various marketing initiatives through channels such as technical guidance secondments, and the development of new alliance partners including business companies.

Operating revenue was slightly higher than the initial forecast due to an increase in guaranteed receivables. Meanwhile, operating profit was more or less in line with plan, mainly as a result of an increase in provision for bad debts accompanying growth in the number of new loans and guaranteed receivables.

Regarding the expansion of new guarantee alliances—one of our key themes for the medium term—we formed guarantee partnerships with one business company and five financial institutions in the fiscal year ended March 2026. During the three years of the Medium-term Management Plan, we aim to accumulate 20% of the target growth amount of 330.0 billion yen from new guarantee alliances, and progress with respect to balance growth is largely on track. We recently established an alliance partnership with Tomato Bank, Ltd. in April 2026, and are scheduled to establish a partnership with ORIX Bank in October 2026. Going forward, we will continue with negotiations to expand our network of alliance partners.

Message from the Executive Officer

Executive Managing Officer
Wataru Yoshioka



Key Themes for the Medium Term

- Further strengthen cooperation with existing guarantee partners and expand new guarantee alliances

Targets for March 31, 2028

- Build unwavering partnerships with all-round support, and establish a brand image that **encourages companies to partner with ACOM and continue working together as partners**
- Aim for a credit guarantee balance of **1,696.0 billion yen**
- Accumulate 20% of the 331.5 billion yen increase in guaranteed receivables through new guarantee alliances

Strengthening cooperation with existing guarantee partners was a key theme for the medium term in initiatives for the fiscal year ended March 2026. In line with this theme, we have produced advertisements, provided advertising support centered around joint advertising for alliance partners to use, improved UI and UX, and developed seamless contract schemes. Furthermore, to increase customer utilization of card loans, we not only shared operational expertise through our usual technical guidance secondments, but also deployed personnel who could make immediate contributions toward addressing alliance partners' issues, providing focused support on practical levels such as sales. It is our view that by building support frameworks tailored to each alliance partner's characteristics, we were able to build a foundation for energizing alliance partners on an ongoing basis.

In terms of expanding new guarantee alliances, we formed new guarantee partnerships with one company and five banks: The Mortgage Corporation of Japan, Resona Bank, Saitama Resona Bank, Kansai Mirai Bank, AEON Bank, and PayPay Bank. Making progress on partnering with financial institutions with different business conditions and business characteristics has helped to strengthen our foundation for medium- to long-term growth.
As a result of these initiatives, in the fiscal year ended March 2026, which was the first year of the Medium-term Management Plan, we achieved growth in excess of our plan, with 1,469.0 billion yen in guaranteed receivables.

Partnered with One Company and Five Banks in 2025

The Mortgage Corporation of Japan	Kansai Mirai Bank
Resona Bank	AEON Bank
Saitama Resona Bank	PayPay Bank

Turning to the market environment, competition has intensified, and we understand that this trend will continue. In addition, the increase in financing costs accompanying the rise in the policy rate is becoming increasingly salient as a key issue in maintaining alliance partners' profitability.

Given these circumstances, in the fiscal year ending March 2027, we will leverage the foundation we have established to redouble our support of our alliance partners. Specifically, we will expand support for advertising, and also support a shift to digital solutions to increase convenience for customers through UI and UX enhancements. At the same time, we will work to optimize cost efficiency and increase profitability by redoubling efforts to upgrade credit assessment practices and provide focused support for alliance partners' sales activities.

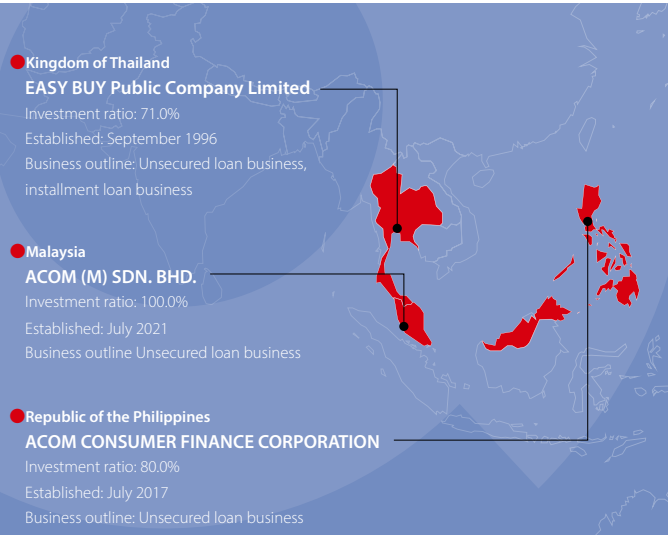
With regard to new guarantee alliances, we will work to further expand opportunities for growth by continuing to form new guarantee alliances with emerging financial institutions such as online banks, in addition to forming alliances with regional financial institutions in blank areas while firmly maintaining the Guarantee Business' basic policy of "one prefecture, one bank."

Going forward, we will work to build unwavering partnerships by providing our alliance partners with continuously updated ACOM expertise, while establishing a brand image that encourages companies to partner with ACOM and continue working together as partners. We will press on as an ideal business partner, aiming to achieve the No. 1 market share in guaranteed receivables and make ACOM a dominant presence.

Provide Safe and Secure Financial Services

Overseas Financial Business

We established loan businesses in the Kingdom of Thailand, the Republic of the Philippines, and Malaysia with a view to capitalizing on the strong growth of the retail finance sector in the ASEAN region markets. Though ASEAN is experiencing rapid economic development, the region faces challenges; for instance, many in the region do not have bank accounts or credit cards and lack access to financial services. By providing services to a wide range of customers and meeting their needs, the Group has contributed to the development of the ASEAN economy. Businesses in this area have grown to account for around 20% of ACOM Group's operating revenues.



Business Strengths and Features

The strengths of the Overseas Financial Business are our experience and expertise, gained not only in the Japanese loan business, but also through approximately three decades of business operations overseas in the Thai personal loan industry, which has enabled us to become the number one brand in terms of local non-bank market share.
In expanding our business domain centered on ASEAN and making inroads into new countries, we believe that another of our strengths is our ability to build a business foundation at a relatively early stage by leveraging the expertise gained through these successes.

In Japan:
Extensive experience in the loan business

×

In Thailand:
Approx. 30 years of business development



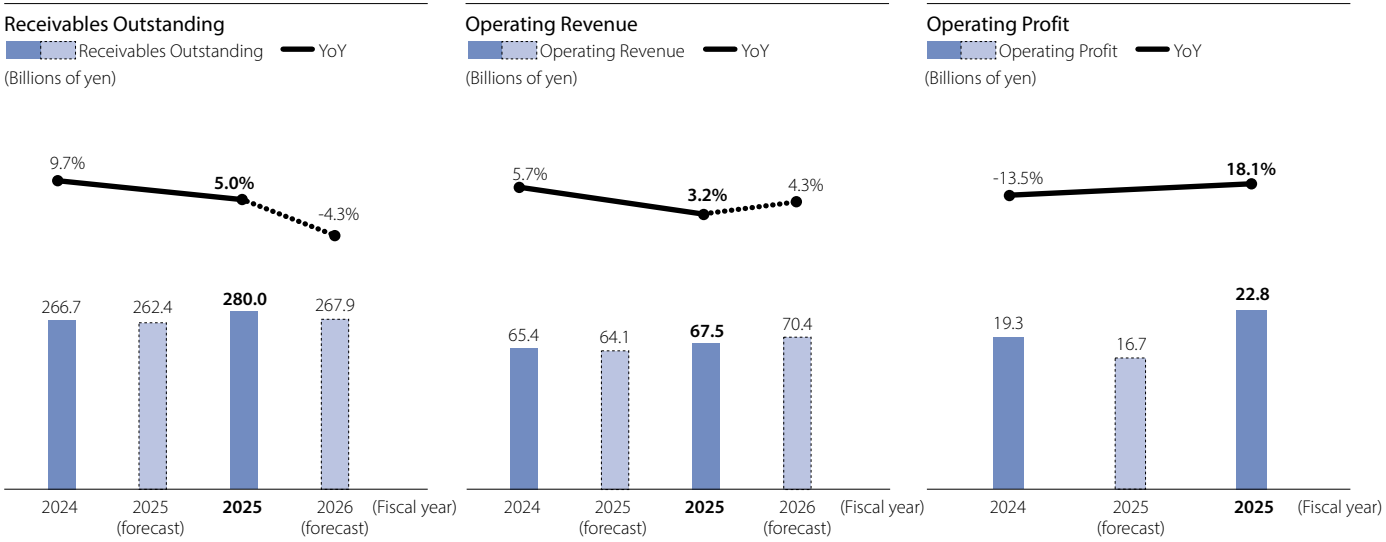
EASY BUY 30th anniversary celebration

Market Environment and Outlook

In the Overseas Financial Business, Thailand accounts for a significant fraction of receivables outstanding. As of December 31, 2025, the size of the personal loan market in Thailand was approximately 470.0 billion baht (approximately 2,300 billion yen). Out of this figure, the market size of the non-bank category was approximately 300.0 billion baht (approximately 1,500 billion yen). EASY BUY is a top brand with the number one market share in the non-bank category.
Going forward, the personal loan market is expected to contract due to the effect of various regulations introduced against the backdrop of a persistently high household debt ratio; however, we will drive business forward to maintain the top market share.
The size of the unsecured personal loan market in the Philippines is approximately 580 billion pesos (approximately 1,550 billion yen). This market is anticipated to grow given the country's continued population growth and relatively large young generation, which is expected to drive future demand for financing.
The market in Malaysia is also expected to expand against a backdrop of rising incomes underpinned by a stable economy.

* Figures for market size are as of December 31, 2025

Provide Safe and Secure Financial Services | Overseas Financial Business



Financial Results

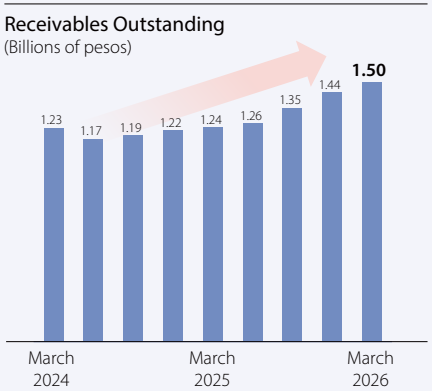
Although due to the effect of various regulations, business volume contracted at EASY BUY, which comprises the majority of the Overseas Financial Business, receivables outstanding significantly exceeded our forecast on greater-than-expected yen depreciation.
Operating revenue showed more progress than expected as a result of the foreign exchange impact of the weaker yen. Meanwhile, ACF and ACM both saw increased revenue on a local currency basis against a backdrop of growth in receivables outstanding.
Operating profit exceeded plan on a decline in provision for bad debts at EASY BUY.

TOPIC

Aiming to Turn a Profit at ACF and ACM at an Early Stage

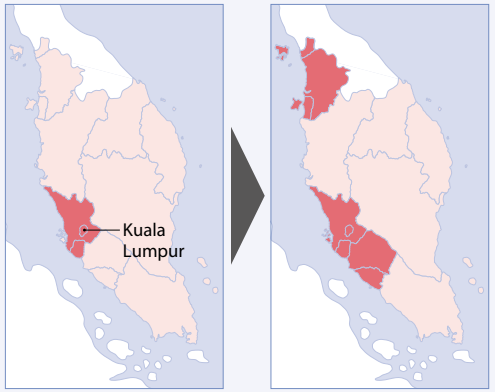
ACF (Philippines)

- Gradually expand balance on a local currency basis
- Continue strengthening controls on delinquency with the aim of turning a profit at an early stage



ACM (Malaysia)

- Gradually expand customer attraction area
- Continue to expand customer attraction area with the aim of providing services across all of Peninsular Malaysia



Expansion Into New Countries

Cambodia

- Entered into an agreement to acquire shares in a Cambodian microfinance institution as part of our efforts to enter the country's financial services market.



Message from the Executive Officer

Executive Managing Officer
Masahiko Ota



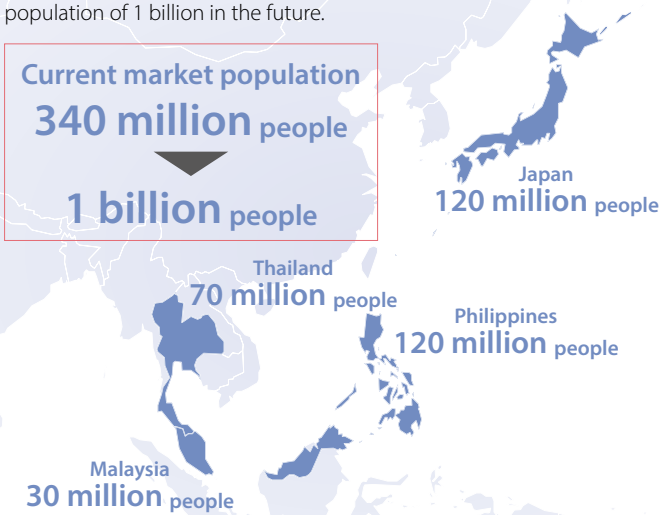
Key Themes for the Medium Term

- Appropriately responding to regulations and maintaining a high-quality portfolio under EASY BUY (Thailand)
- Aiming to turn a profit at ACF (Philippines) and ACM (Malaysia) at an early stage
- Expanding into new countries

Targets for March 31, 2028

- Aim to start new businesses in **one or more countries during the three years** of the Medium-term Management Plan
- Aim for receivables outstanding of **257.5 billion yen**
- Aim for single-year positive profits at ACF (Philippines) and ACM (Malaysia) in the final year of the Medium-term Management Plan

Currently, ACOM Group operates in Japan, the Kingdom of Thailand, the Republic of the Philippines, and Malaysia. The combined population of these countries is around 340 million. We aim to expand into one or more new countries during the Medium-term Management Plan period, with a view to achieving a market population of 1 billion in the future.



Developing New Markets

When we consider entering a new country, whether by developing a business from scratch or undertaking a merger or acquisition, we set certain conditions for entry and carefully evaluate how appropriate the venture is as an investment and what potential it has to sustainably enhance corporate value. Two evaluation criteria that we have positioned as particularly important are market size and regulatory environment. Specifically, we consider factors such as demographics, economic growth, prospects for growth in demand for financing, and the feasibility of offering unsecured card loans, and identify candidate countries and regions that have business potential.
We will work to expand into new countries at an early stage while appropriately managing investment risk based on these requirements.

Existing Markets

・EASY BUY (Thailand)
Since January 2024, various regulations aimed at controlling the household debt ratio have progressively come into effect, including stricter rules on credit extension and solicitation. Even amid this challenging environment, operating profit exceeded plan in the first fiscal year of the Medium-term Management Plan as a result of a decline in provision for bad debts due to control of delinquencies. Going forward, we will promote business activities with a view to tackling peripheral financial businesses.

・ACF (Philippines)
Shortly after the business was launched, the quality of loans declined due to the COVID-19 pandemic. To overcome this situation, we tightened credit standards with the aim of stabilizing the receivables portfolio, which had the effect of temporarily reducing receivables outstanding.
At present, we are steadily increasing the balance of receivables while maintaining loan quality, and the scale of the business has grown significantly larger than during the pandemic.
We will continue to steadily expand the business with the aim of achieving single-year positive profits in the final fiscal year of the Medium-term Management Plan.

・ACM (Malaysia)
At the time of its launch, ACM operated with a customer attraction area limited to Kuala Lumpur, but this was expanded to Malacca in January 2025, and Penang in July of the same year. Going forward, we will expand the customer attraction area to extend service coverage across all of Peninsular Malaysia within the period of the Medium-term Management Plan.
We will continue to steadily expand the business with the aim of achieving single-year positive profits in the final fiscal year of the Medium-term Management Plan.

Promote Environment-friendly Business Activities

Initiatives to Address Environmental Issues

Environmental issues, including climate change, are important matters that affect the stability of society and the economy, and are also closely linked to the sustainability of business activities and changes in the business environment. Rather than addressing environmental issues merely in response to societal demands, we consider such action to be an important management challenge that helps to maintain and strengthen our business foundation in the medium to long term. Accordingly, we have positioned "Promote environment-friendly business activities" as a material issue.
We aim to fulfill our social responsibilities and enhance corporate value over the medium to long term by promoting environment-friendly business activities in line with our Environment Policy.

Environment Policy

In recent years, environmental problems such as global warming have become more serious, and companies are being required to take environmentally friendly measures such as reducing their emissions of CO_2 and other greenhouse gases. As a member of society, we will not only make effective use of limited resources and reduce the environmental impact of our corporate activities, but also actively engage in environmental preservation activities as part of our social contribution activities.

1. We will promote environmentally friendly corporate activities and strive to reduce environmental risks to society.
2. We will comply with environment-related laws and regulations, and proactively respond to societal expectations.
3. We will assess and review the impact of our corporate activities on the environment and strive for continuous improvement.
4. We will endeavor to ensure that our employees understand this policy and to educate them about the environment.
5. We will publish this policy on our website and through other channels, making it widely available to the public.

Approach to Environmental Issues in Light of Business Characteristics

Although our business has only a limited direct impact on the environment via greenhouse gas emissions and similar factors, it is indirectly linked to the environment through office operations, use of IT infrastructure, and the supply chain.
In consideration of these business characteristics, we appropriately assess and manage the impact our business activities have on the environment, and strive to minimize that impact.

Environmentally Friendly Initiatives

Efforts to Achieve Net-zero GHG Emissions

Although our GHG emissions under Scope 1 (direct emissions) are limited, emissions under Scope 2 (indirect emissions) arising from electricity use associated with business operations account for a certain fraction of our emissions profile. In consideration of these characteristics, we are working toward achieving net-zero GHG emissions with initiatives centered around reducing Scope 2 emissions. As part of these efforts, in the fiscal year ended March 2023, we switched all electricity used at outlets and corporate locations that contract directly with electric power companies to renewable energy. We are now gradually switching to renewable energy at the outlets and locations where the electricity contracts are held by management companies.

Expanding Cardless Transaction Functions

As one of our initiatives for reducing environmental impact through products and services, we are providing services that enable cardless transactions and payments. Our card loan service enables cardless ATM transactions using a smartphone app, and our credit card service supports virtual cards and smartphone payments. Furthermore, in February 2026, we introduced integration with PayPay accounts, enabling customers to top up their PayPay Money balances using our smartphone app and use PayPay Money to make repayments. Through these initiatives, we intend to control resource use associated with card issuance while improving convenience for customers.



Borrowing and repayment using PayPay Money

Consideration for Resource Circularity in Equipment Renewal

As part of our disaster safety measures, we replaced the emergency helmets at all our locations in the fiscal year ended March 2026. Rather than discarding the 2,662 helmets that had reached the end of their service life, we recycled them to put the resources to good use.
We also undertake initiatives to reduce waste and promote resource circularity in regular business activities.

Compliance with Environmental Laws and Regulations

We strive to appropriately manage and conduct our business activities in line with environmental laws and regulations, including those concerning the prevention of global warming and proper waste disposal. As a result of this effort, there were no major violations of environmental laws and regulations in the fiscal year ended March 2026.

Promote Environment-friendly Business Activities

Information Disclosure Based on TCFD Recommendations

Using the disclosure framework recommended by the Task Force on Climate-related Financial Disclosures (TCFD), we are working to strengthen our climate-related governance and enhance our risk management through scenario analysis.

Governance

We have established a governance system under which the Sustainability Promotion Office within the Finance Department takes the lead in presenting matters concerning our climate change response policies and the status of related initiatives to the Executive Officers' Meeting and the Board of Directors for deliberation or reporting, and the Board of Directors oversees our responses to climate-related risks and opportunities.

Strategy

We believe that achieving a sustainable global environment is important to the continuity of our business activities. Accordingly, we have identified "Promote environment-friendly business activities" as one of the material issues that we must address as a priority.
We identify and recognize risks and opportunities related to climate change in our business activities, qualitatively analyze their impacts, and confirm the resilience of our management strategies. In response to the transition and transformation toward a decarbonized society, we aim to increase our corporate value by providing financial services and improving their market appeal.

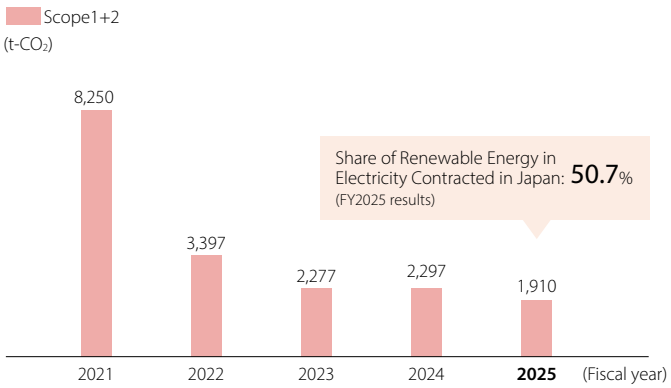
Risk Management

At ACOM, the relevant departments and sections identify, assess, and control the risks designated for management under the Risk Management Regulations. Furthermore, our Compliance and Risk Management Department provides integrated management of risks. Risk management activities in business execution are reported at Risk Management Report Meeting. The Corporate Risk Committee discusses and examines important matters concerning risk, monitors the risk management situation, and submits recommendations and reports its findings to the Board of Directors.
Within this risk management system, climate-related risks are managed under our integrated risk management framework, as they can give rise to or amplify credit risk, market risk, and other types of risk.

Metrics and Targets

We have set a target of achieving net zero greenhouse gas emissions (Scope 1 and 2) by the fiscal year ending March 2031. To achieve this target, we are promoting the use of renewable energy and implementing energy-saving measures.

Trends in Greenhouse Gas Emissions



Recognition of Risks

For more information on our TCFD-aligned disclosures, please refer to our website. https://www.acom.co.jp/corp/english/csr/theme/environment/

Risk Categories		Examples of Risks	Damage	Risk	Time Frame
Transition risks	Policy, legal, and regulatory risk	Increases in business costs due to the tightening of regulations related to climate change and changes in the tax system, such as the introduction of a carbon tax	Direct	Low	Medium to long term
	Market risk	Decline in outstanding loan and other balances due to economic deterioration caused by global warming and reduced demand for funds	Indirect	Medium	Medium to long term
	Reputation risk	Decline in share price due to stakeholder criticism of an inadequate response to global warming or insufficient disclosure	Direct	Low	Medium to long term
Physical risks	Acute risk	Impact on business continuity due to damage to offices and facilities from extreme windstorms and floods	Direct	Medium	Short to long term
	Chronic risk	Business relocation costs due to a rise in sea level	Direct	Medium	Long term

Recognition of Opportunities

Opportunities	Examples of Opportunities	Time Frame
Resource efficiency Energy sources	● Promotion of resource and energy conservation ● Use of renewable energy	Short to long term
Products and services	● Contributing to the environment and society through investment in green bonds, etc.	Short term
Markets	● Earning the trust of business partners and capital markets through appropriate initiatives and disclosures on climate-related issues	to long term
Resilience	● Ensuring business continuity by building a robust BCP system	Short to long term

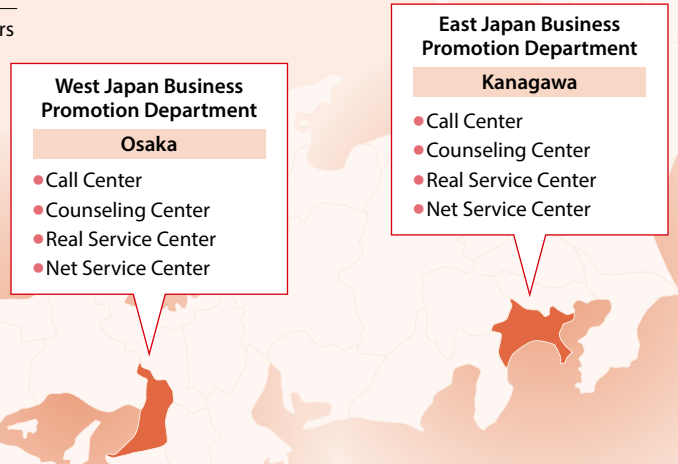
Ensure Customer Satisfaction and Trust

Initiatives on the Business Front Line

ACOM operates contact centers in Kanagawa Prefecture and Osaka Prefecture. As frontline sales offices, these are the source of our customer satisfaction. The term "contact center" collectively refers to the Call Center, Counseling Center, Real Service Center, and Net Service Center, which interact directly with customers and provide services tailored to the needs of each customer.
Employees working at our contact centers must have strong dialogue skills in order to accurately grasp customers' needs and suggest optimal services. Furthermore, as ACOM's business operations are regulated by the Money Lending Business Act, specialized expertise and high-level skills based on an understanding of the law are essential. As we believe that employees display these abilities best when they are employed full-time, permanent employees comprise over 90% of our contact center workforce. This is one feature that characterizes ACOM's customer satisfaction (CS) management.

Ratio of Permanent Employees at Contact Centers





Roles of Contact Centers

Call Centers

Responding to customer inquiries and providing information on services

Responds to customer inquiries concerning contracts and service usage.
Also contacts customers by telephone to provide information on changes to their credit limits and request the submission of income certificates.

1 Application → 2 Screening → 3 Contract → 4 Loan → 5 Repayment

Real Service Center

Automatic contract machine reception services and document management

Processes new applications via nationwide automatic contract machines and handles various procedures such as contract reactivation, contract renewal, and card issuance.
Also handles registration and verification of income certificates submitted by customers across the country.

Net Service Center

Processing online applications

Responsibilities are centered on completing contract procedures and reporting screening results to new customers who applied online.
Also reviews and registers application information and submitted documents, provides telephone support, and approves credit for new contracts.

Counseling Center

Repayment consultations and receivables management

Reminds customers of repayment dates and confirms the status of overdue payments via telephone, email, and an automated calling system.
Also provides consultation for customers experiencing difficulty making repayments, suggests repayment plans, and handles administrative procedures relating to payment processing and refunds.

Ensure Customer Satisfaction and Trust

Comments from Contact Center Employees

——What kind of value does your work offer stakeholders, and how is it affecting the world as a result?

Otake Whether it's an urgent expense, an unexpected necessity, or preparation for the future, I strive to alleviate customers' economic concerns by providing swift, reassuring services that enable them to afford the purchases and experiences they desire. At the same time, I conduct appropriate credit assessments based on application information and interviews, and if there seems to be a risk of financial fraud, it's my job to act as a brake and check that the customer isn't being defrauded. I feel that in addition to stimulating economic activity, I'm contributing to a healthy financial environment by reducing financial trouble, which is a problem in society.

Sagawa I think that by carefully listening to customers' wishes and offering proposals tailored to their circumstances, I'm giving customers peace of mind and helping them live an abundant life. Improving the soundness of our transactions with customers helps consumer finance to be perceived as a more familiar presence. I think this will help build relationships where ACOM is seen as a company that's there to help in difficult times.

Kubo By alleviating customers' financial concerns, I give customers greater peace of mind and contribute to improving their quality of life. Reviewing interest rates, monthly repayment amounts, and repayment plans frees up space in household budgets, which helps to stabilize people's lives. I also think that reviewing repayment plans to make them more manageable contributes to realizing a more sound financial environment for society as a whole.



East Japan Business Promotion Department
Net Service Center
Shiho Otake

Manager of the department responsible for processing and screening online customer applications



East Japan Business Promotion Department
Counseling Center
Daichi Sagawa

Responsible for providing repayment consultation for customers

——What do you personally consider to be important when providing this value or fulfilling your role?

Sagawa For me, it's considering a customer's situation even more than the customer does. Because we communicate over the phone, most customers initially feel nervous when they talk to me. I make a point of listening carefully and seriously considering what the best option would be for each customer. When customers sense this intent, they tend to gradually open up and share their circumstances and thoughts. I find it greatly rewarding when, through such dialogue, I'm able to develop a plan with the customer that they are satisfied with.

Kubo Even while working to increase the number of contracts and balance of receivables, I pay attention to improving customer understanding and satisfaction. First, I listen carefully to gain an accurate picture of each customer's life circumstances, including their personal situation and repayment plans. Then I explain both the advantages and disadvantages in a way that's easy to understand. I feel that these efforts help to build lasting relationships of trust with customers.

Otake I emphasize having a "Customers First" stance. There are many reasons why customers apply to use our services. While of course I process applications promptly to suit customers' spending plans, I also focus on creating an environment where customers can use ACOM with peace of mind, by supporting them if they feel anxious or uncertain and listening attentively to what they have to say.

——Amid a changing society, what role will your work fulfill going forward? And how do you want your work to transform society?

Kubo Going forward, customers' household budgetary circumstances will continue to change due to changes in the social landscape, inflation, and the diversification of lifestyles. Amid this changing environment, refinancing loans will become even more important as a way to optimize repayment burdens and stabilize customers' livelihoods. By fulfilling that role, ACOM will contribute to the realization of a society where anyone can make assured, positive decisions without being affected by financial anxieties.

Otake An increasing number of customers are applying online. This means that it is more important than ever for each of us to improve our judgment, build up our expertise, and assess customers' credit-worthiness appropriately. I want to help eliminate the social issue of financial fraud by maintaining a strong awareness of lender responsibility and providing detailed explanations and information to customers at risk of falling victim to fraud. And I want to contribute to creating a culture where people can seek advice when they need to, without keeping their anxieties to themselves.

Sagawa Digital transformation is making progress in our operations. However, digital technology alone can't draw out customers' true intentions and perceive their unspoken thoughts. Even in the future, addressing each customer's individual concerns and providing optimal solutions will be an important role for us. By continuing to fulfil this role, I hope to realize a society where the name "ACOM" carries similar connotations to "family," in the sense that it is a partner one can turn to in times of trouble.



West Japan Business Promotion Department
Call Center
Toshiki Kubo

Responsible for recommending and providing information on refinancing loans

Ensure Customer Satisfaction and Trust

Fusing Human and Digital Capabilities

Guided by our philosophy of "Customers First," we are working to enhance customer convenience by expanding our use of digital technologies through means such as introducing automated voice calling and self-service automated contracting, while providing meticulous human support as the foundation of our service.
Although we use digital technology in areas calling for routine procedures and prompt responses, we focus human resources in areas where attentive communication is required, such as in providing consultation or proposals that consider individual customers' circumstances. Combining human and digital capabilities enables us to provide optimal services and a better customer experience.

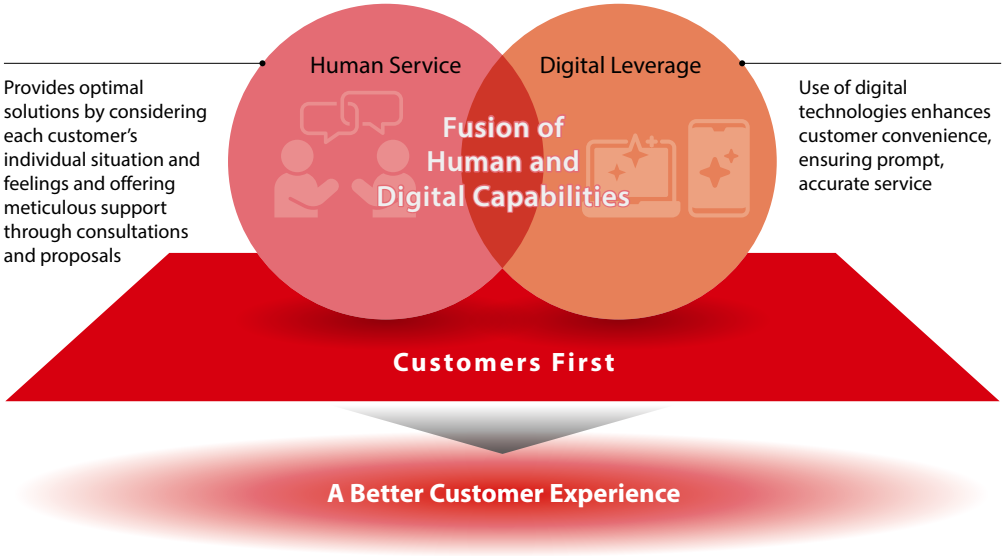
Automated Voice Calling System

We have introduced an automated calling function into our repayment consultation operations to automate contact with customers in the early stages of delinquency. This has enabled us to optimize resource allocation by reassigning personnel from these customers to customers with long-term delinquencies. Assigning personnel to customers requiring more intensive support has enabled us to make repayment consultations more efficient, and also helps to control provision for bad debts.

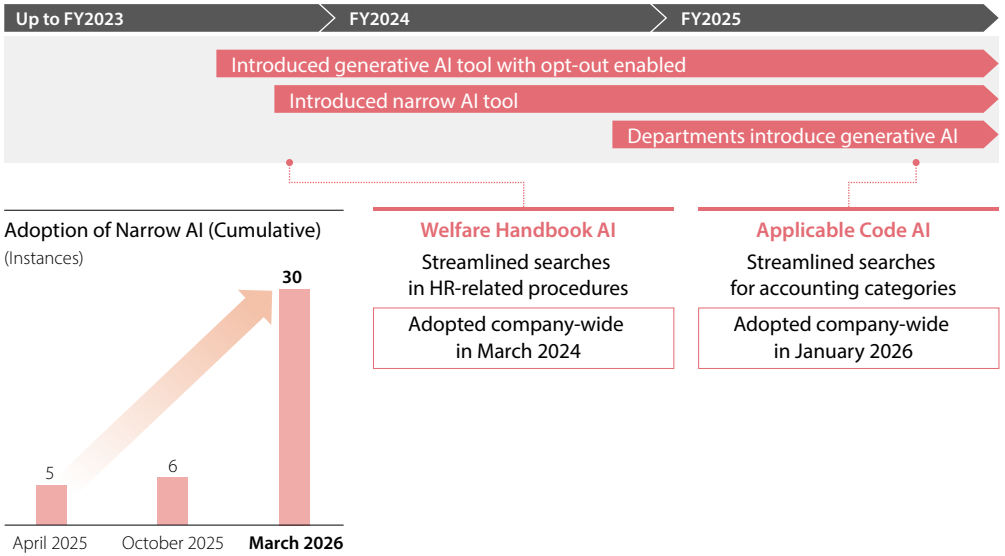
Use of AI in Business Operations

In December 2023, we released an AI tool based on ChatGPT set to opt out of training, and have since introduced various AI tools for specialized tasks, always working to foster a culture in which every employee makes use of AI. However, the use of AI in customer-facing operations remains a challenge for the future. Going forward, we will promote the use of AI agents and similar tools to improve convenience for customers and employees and increase operational efficiency.

Supporting Customers by Fusing Human and Digital Capabilities



ACOM's Initiatives



Dialogue Between Audit and Supervisory Committee Members (Outside Directors)

ACOM's strengths are rooted in a Corporate Philosophy that is embraced by employees and supported by governance

We asked two Outside Directors who are Audit and Supervisory Committee Members to discuss ACOM's strengths as seen from the workplace, the effectiveness of the governance that supports these strengths, and the principles that should be upheld even in an era of change.



——What are your impressions of ACOM after observing the Company as Outside Directors who are Audit and Supervisory Committee Members?

Asano During my first year as an Outside Director and Audit and Supervisory Committee Member, I have placed great importance on visiting the actual workplace where business is conducted. I worked for a life insurance company for many years. Although life insurance and consumer finance are both part of the financial industry, their business characteristics differ significantly. For this reason, I believe that in order to understand ACOM, it is important not only to attend meetings and review materials, but also to visit the actual workplace, see things with my own eyes, and listen to feedback from those working on the front lines.

Through visits to the workplace, dialogue with managers and employees working on the front lines, and participation in the CS Awards*, I was particularly impressed by how the people working at ACOM place great importance on communication with customers. It was clear to me that the Corporate Philosophy of "Customers First" has been firmly instilled throughout the Company. I feel that one of ACOM's major strengths is that its Corporate Philosophy does not remain an abstract concept, but is manifested concretely in our day-to-day work.

Akiyama I have observed many companies from an external perspective during my career at an audit firm. I believe that a company's strength lies in having its corporate philosophy firmly rooted in its actual management. What Mr. Asano has observed on the front lines is precisely a reflection of ACOM's Corporate Philosophy existing not merely as words, but also impacting day-to-day decision-making and the actions of employees on the front lines. I believe this represents one aspect of ACOM's strengths.

Since taking office, I too have placed importance on seeing the realities of ACOM's operations with my own eyes by repeatedly conducting on-site audits at sales offices, individual business divisions, and domestic and overseas subsidiaries. Like Mr. Asano, I have gained a strong appreciation for the capabilities of ACOM's front-line operations.

*An annual company-wide ceremony at which outstanding initiatives and customer service logs relating to customer satisfaction (CS) are shared and recognized

Dialogue Between Audit and Supervisory Committee Members (Outside Directors)

——What is your opinion of governance at ACOM?

Akiyama One point that should be considered when evaluating ACOM's governance is that the Company is both a consolidated subsidiary of MUFG and a listed company. In other words, I believe that whether the rights of minority shareholders are respected is an important issue in ACOM's governance. As an Outside Director and Audit and Supervisory Committee Member, I recognize that I have the important role of independently monitoring whether objectivity is ensured in the appointment and dismissal of the management team and in determining their compensation. I must also evaluate whether the effectiveness of the Board of Directors is ensured, and protect the interests of minority shareholders. Against this backdrop, ACOM has established systems for the Conflict of Interest Advisory Committee and the Appointment and Remuneration Committee, and I believe that each is functioning appropriately.

Asano I would like to discuss governance from the perspective of the effectiveness of the Board of Directors. As a company with an Audit and Supervisory Committee, ACOM has established corporate governance that incorporates an external perspective, together with committees with a high level of expertise such as the Corporate Risk Committee. I feel that these mechanisms are functioning effectively and ensuring fair management. This framework has fostered a culture of free and open discussion at meetings of the Board of Directors, creating an environment in which it is easy to voice opinions. ACOM also responds sincerely to the opinions of Outside Directors. These factors contribute to improving the effectiveness of the Board of Directors.

Akiyama I feel that the Corporate Philosophy of "Customers First" that Mr. Asano observed on the front lines also serves as a guiding principle for decision-making at meetings of the Board of Directors. The fact that this philosophy continues to be upheld as a core principle of management and functions fully in the decision-making process is what supports the foundation of ACOM's governance.

Asano I agree. I believe that the Spirit of Foundation and Corporate Philosophy, embodied in concepts such as the "Circle of Trust," "The Spirit of Human Dignity," and "Customers First," have permeated ACOM. This in itself is a strength supporting the effectiveness of our governance. The fact that ACOM's Corporate Philosophy is not merely a set of words, but lives in the operation of the Company and its day-to-day decisions, can also be said to be a distinctive feature and strength of the Company's governance.

——An important role of Audit and Supervisory Committee Members is monitoring for misconduct. What are your thoughts on this matter?

Asano In general, when the three elements of the fraud triangle (opportunity, motivation, and rationalization) are present, the possibility of fraud occurring cannot be ruled out at any company. Therefore, when fraud occurs, it is necessary to identify the root cause and promptly formulate measures to prevent recurrence. Furthermore, it is important not only to formulate measures to prevent recurrence, but also to implement them steadily while ensuring their effectiveness. Specifically, it is important for the entire organization to work to prevent recurrence by providing compliance training for officers and employees and strengthening internal controls to eliminate opportunities for fraud. At the same time, these efforts must be monitored by the Board of Directors to ensure their effectiveness. To eradicate fraud, it is extremely important not only to implement institutional measures to prevent recurrence, but also to foster a corporate culture that places importance on compliance. At ACOM, the Spirit of Foundation and Corporate Philosophy have become firmly established as part of our organizational culture. I believe that this makes ACOM a company where fraud is less likely to occur. Nevertheless, it is also important to further instill these principles and values throughout the Company.



Akiyama I believe that fraud is the greatest risk to corporate value. We must remain vigilant not only against organizational misconduct, such as accounting and quality fraud, but also individual misconduct, such as the unauthorized removal of information and embezzlement of funds. Strengthening internal controls is essential from the perspective of preventing such misconduct. However, the effectiveness of internal controls is greatly influenced by the integrity of top management.

Dialogue Between Audit and Supervisory Committee Members (Outside Directors)

As Mr. Asano pointed out, compliance cannot be achieved through systems and mechanisms alone. Embedding compliance into the organizational culture is of paramount importance. At ACOM, I believe that President Kinoshita has consistently emphasized throughout the Company that we must never lie, cheat, or deceive others, and that such behavior must never be tolerated. This has helped foster a corporate culture in which misconduct is unlikely to occur.



——The first year of the Medium-term Management Plan has now ended. How do you assess its progress?

Asano Since becoming an Outside Director and Audit and Supervisory Committee Member, I have objectively monitored the progress of the Medium-term Management Plan. I recognize that both business performance and priority measures are ahead of plan and that the plan is progressing smoothly. In addition to Thailand and the Philippines, the newly established subsidiary in Malaysia is beginning to gain traction. The progress of new initiatives in Japan and overseas also indicates steady growth. I believe these developments demonstrate that ACOM is taking a comprehensive approach to management while balancing offensive and defensive approaches.

Akiyama I also evaluate the first year of the Medium-term Management Plan as having progressed ahead of plan, thanks to the efforts of each business division and related department. As an Outside Director and Audit and Supervisory Committee Member, I have objectively monitored the process of implementing the Medium-term Management Plan, checking whether there were any issues with its direction and whether any risks had been overlooked.
In particular, when discrepancies arise between the plan and actual results, I place importance on clearly identifying the issues based on an analysis of the factors behind the discrepancies and thoroughly discussing how ACOM should respond going forward. Even from this perspective, I believe the Medium-term Management Plan is progressing steadily.

——What is necessary for ACOM to achieve sustainable growth in an era of major change?

Akiyama For ACOM to achieve sustainable growth going forward, it is essential to move forward while taking the necessary risks appropriately amid a rapidly changing business environment. In particular, it will be important to proactively embrace environmental changes such as digital technology and AI, and to sustain growth by taking on challenges in new business domains. Another important issue is responding to the increase in financial crime in recent years. Initiatives are under way to detect signs of financial crime through customer interactions and provide financial education programs to improve financial literacy among younger people. Nevertheless, a response across the entire industry will be required to further enhance the effectiveness of such measures. From this perspective as well, I expect ACOM to continue playing a leading role at the forefront of the industry.

Asano As Mr. Akiyama pointed out, in addition to the technological innovations driven by the rapid advancement of AI, we need to consider issues unique to Japan. These include population decline and the risk of a major earthquake, as well as the need for the consumer finance industry to further improve public awareness and understanding. Taking these factors into account, I believe it is important to carefully consider the ideal form that ACOM should take and the direction it should pursue from a medium- to long-term perspective, looking at least ten years ahead.
On the other hand, I believe that what ACOM must not change, no matter how much society changes, are the Spirit of Foundation and Corporate Philosophy represented by "Customers First." When I had the opportunity to observe frontline customer service at the CS Awards, I was deeply impressed by the commitment to understanding each customer's circumstances and working together with them to determine the best course of action. I hope that ACOM will continue to grow and develop towards its 100th anniversary and beyond while continuing to value this corporate culture and tradition.

Corporate Governance

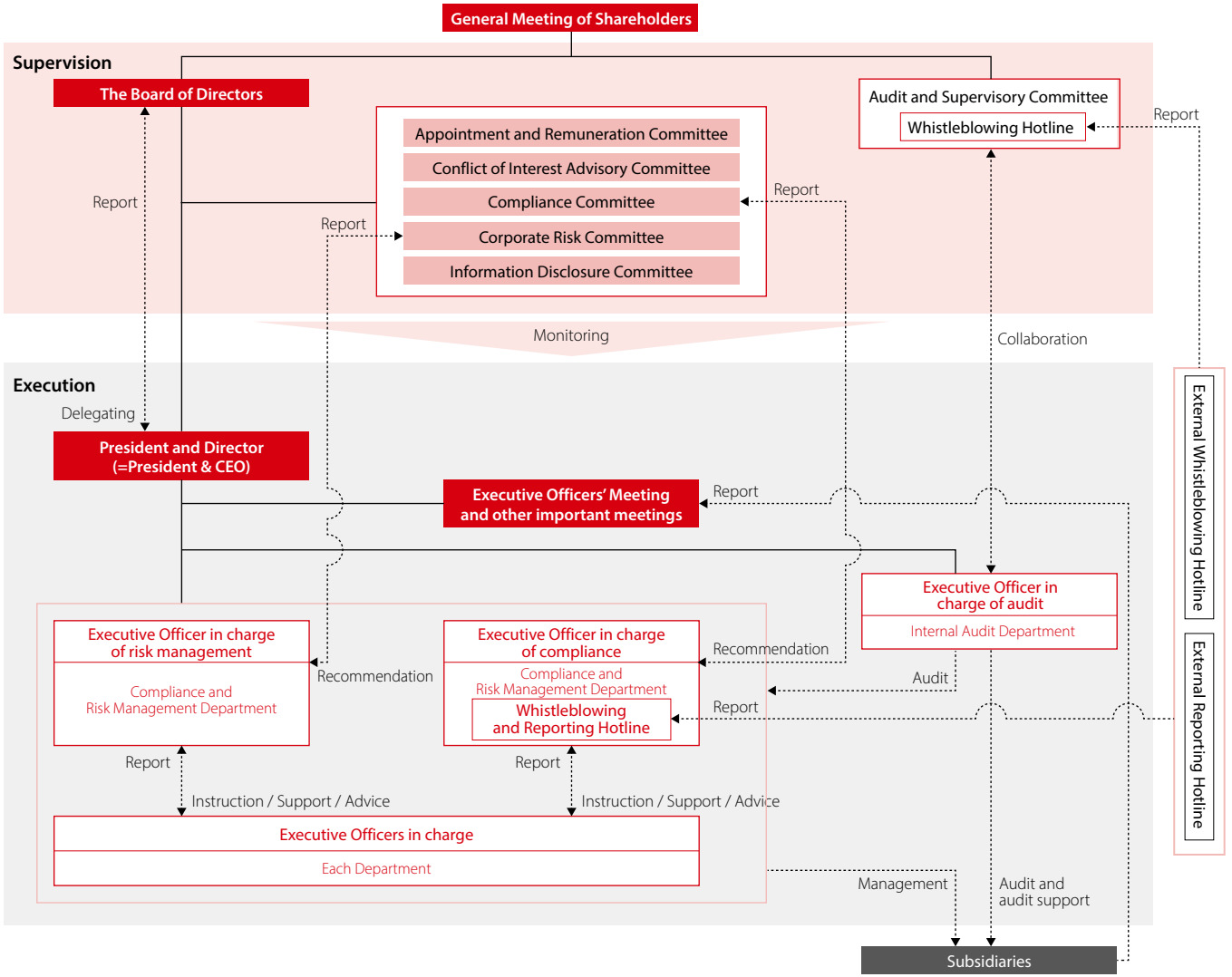
Basic Approach

ACOM Group, guided by its founding spirit—the Circle of Trust, maintains an ongoing corporate philosophy, the spirit of human dignity, customers first, and creative and innovative management. Based on this commitment, we are seeking to deepen mutual trust between our stakeholders and ourselves and thus progress in partnership with society.
In order to meet the expectations of stakeholders and build stronger trust, we will strengthen corporate governance as a key management priority. To this end, we will take steps to enhance the soundness, transparency, and efficiency of our operations and achieve sustained increases in our shareholder value.
We recognize that effective internal control systems are essential to creating an appropriate corporate governance framework. Based on this recognition, we are encouraging all members of our organization to join forces in building internal control systems and assuring their effectiveness, under the leadership of the management. At the same time, we are constantly evaluating, verifying, and improving the effectiveness of internal control systems already in place.

Reasons for Selection of Current Corporate Governance Structure

ACOM is a company with an Audit and Supervisory Committee. To speed up decision-making processes and strengthen the supervisory function of the Board of Directors, we have substantially delegated authority for making decisions on the execution of important business operations from the Board of Directors to Directors, while the Board of Directors monitors matters that have been delegated, among other activities.
In addition, to enhance management transparency and objectivity, the Audit and Supervisory Committee, which is comprised of a majority of Outside Directors, exercises its audit and supervisory functions.

Corporate Governance Structure



Corporate Governance

Internal Outside Outside (female)

The Board of Directors

Chair	President & CEO Masataka Kinoshita
Meeting frequency	At least once every three months, in principle
Number of meetings in FY2025	10
Number of attendees	10 persons
Role	● The Board deliberates on and decides important business management matters, such as management strategies and business planning, and basic policies for building corporate governance and internal control systems, while ensuring objective and rational judgment. ● The Board delegates decision-making on matters related to the execution of business operations other than matters to be resolved at the Board of Directors to the President and Director, and monitors and supervises the execution of duties by thorough monitoring and other measures on delegated matters.

Main topics considered in FY2025

Management strategies
- Single-year management plan
- Medium-term Management Plan
- Interim and year-end dividends
- Human rights policy
- Updating materiality

Business management
- Basic policy on the creation of an internal control system
- Status of response to the Corporate Governance Code

Accounting and financial affairs
- Financial statements
- Business reports

Personnel
- Selection of Directors' positions
- Directors' basic and performance-based remuneration as well as stock-based remuneration

Audit and Supervisory Committee

Chair	Director, Full-time Member of the Audit and Supervisory Committee Kikuo Asano
Number of meetings in FY2025	14
Number of attendees	3 persons
Role	● Receives reports concerning important audit-related matters, holds discussions, and passes resolutions

Key audit items

- Effectiveness of the operation of the Board of Directors and the fulfilment of its supervision duties
- Appropriateness of deliberations and other matters at each committee and management-related meeting
- Appropriateness of the development and operation of internal control systems pursuant to the Companies Act and the Financial Instruments and Exchange Act
  - Operation of Group governance structure
  - Promotion of risk management structure and qualitative improvement measures
  - Status of efforts to enhance the quality of the cyber security management framework
  - Qualitative improvement measures for internal audits
  - Response to legal violations, whistleblowing, unforeseen circumstances, and issues identified through internal audits
  - Qualitative improvement measures for information disclosure
  - Adequacy of loss on interest repayments and allowance for doubtful accounts
- Status of progress for Medium-term Management Plan

Key activities

- Attendance at Board of Directors meetings, committee meetings, and management-related meetings
- Exchange of opinions with Representative Directors, Directors, and Executive Officers
- Inspection of important approval documents, etc.
- Examination of operations and assets at head office, business sites, and subsidiaries based on audit plans
- Exchange of opinions with Representative Directors and Full-time Auditors at main subsidiaries
- Collaboration with Accounting Auditors, receipt of accounting audit reports, and exchange of opinions
- Collaboration with Internal Audit Department, receipt of internal audit reports, and exchange of opinions

Corporate Governance

Internal Outside Outside (female)
Outside expert Person other than Director (internal)

Committees

Appointment and Remuneration Committee

Chair	President & CEO Masataka Kinoshita
Meeting frequency	3 times per year, in principle
Number of meetings in FY2025	4
Number of attendees	6 persons
Role	● Reviews and proposes the appointment of candidates and remuneration for Directors (excluding Directors serving as Members of the Audit and Supervisory Committee) for resolution at the Board of Directors Meeting ● Checks the status of training for both management and management candidates, and provides an overview to the Board of Directors

Main topics considered in FY2025

- Director evaluations
- Director candidates and Representative Director candidates at subsidiaries
- Selection of Directors' positions
- Directors' basic and performance-based remuneration as well as stock-based remuneration
- Development of management team and management candidates

Conflict of Interest Advisory Committee

Chair	Director, Full-time Member of the Audit and Supervisory Committee Kikuo Asano
Number of meetings in FY2025	1
Number of attendees	3 persons
Role	● Deliberates on material transactions, etc., where the interest of controlling shareholders conflicts with the interest of minority shareholders from the perspective of protecting the interests of minority shareholders, and makes recommendations to the Board of Directors, etc.

In the fiscal year ended March 2026, there were no relevant transactions throughout the year, but the Conflict of Interest Advisory Committee met once to report on the results. All members of the committee were in attendance.

Compliance Committee

Chair	Outside Director Michelle Tan
Meeting frequency	4 times per year, in principle
Number of meetings in FY2025	4 times
Number of attendees	5 persons
Role	● Deliberates on compliance-related matters, and makes recommendations to the Board of Directors as necessary

Corporate Risk Committee

Chair	Deputy Chairman Hiroshi Naruse
Meeting frequency	Once every quarter, in principle
Number of meetings in FY2025	4 times
Number of attendees	5 persons
Role	● Discusses important items related to risk management and makes proposals and reports to the Board of Directors as deemed necessary ● Monitors the status of risk management and other matters and reports the results to the Board of Directors

Information Disclosure Committee

Chair	Deputy Chairman Hiroshi Naruse
Meeting frequency	Twice every quarter, in principle
Number of meetings in FY2025	7
Number of attendees	6 persons
Role	● To ensure accurate, timely and appropriate information disclosure, the Committee deliberates on matters such as statutory disclosure materials based on the Companies Act and Financial Instruments and Exchange Act, timely disclosure materials based on the Securities Listing Regulations, and matters related to the development of information disclosure systems.

Executive Officers' Meeting and other important meetings

Chair	President & CEO Masataka Kinoshita
Meeting frequency	Three times a month, in principle
Number of attendees	10 persons
Role	● With Audit and Supervisory Committee Members in attendance and in accordance with basic policies determined by the Board of Directors, discusses and makes decisions related to the execution of important business operations delegated by the Board of Directors to the President and Director ● Deliberates on management policies and management plans in advance for resolution at the Board of Directors

Corporate Governance

Director Appointment Process

In appointing directors, the Appointment and Remuneration Committee selects candidates in light of our management strategies and based on the Policy of the Composition of the Board of Directors, and resolutions are passed by the Board of Directors. Candidates are appointed from among those who meet the following criteria.

Criteria for Candidate Nomination

Director (Excluding Directors who are Members of the Audit and Supervisory Committee)	Member of the Audit and Supervisory Committee
● Possesses ample corporate management experience, a high level of knowledge, and advanced expertise, in order to raise the effectiveness of management supervision	● Possesses a high degree of expertise, knowledge, and experience regarding management, law, finance, accounting, and other matters necessary for achieving transparency and objectivity in management
● Is well-respected, of excellent character, and has high ethical standards	
● Is in good physical and mental health, and able to perform their duties without any problems	
● Has never violated laws, regulations, or compliance standards (including harassment) or caused significant loss to the Company or any company or organization to which they previously belonged	
● Has no ties to anti-social forces	

Policy for Nominating Candidates

Director (Excluding Directors who are Members of the Audit and Supervisory Committee)	Member of the Audit and Supervisory Committee
Based on the above criteria, the Appointment and Remuneration Committee considers and recommends candidates, which are approved by the Board of Directors	Based on the above criteria, the president considers and recommends candidates, which are approved by the Board of Directors with the consent of the Audit and Supervisory Committee

Policy of the Composition of the Board of Directors

(1) Balance of expertise, experience, and ability

The key skills that our directors shall possess in light of our management strategies are defined as follows, and the overall composition of the Board of Directors shall be appropriately balanced in terms of these skills.

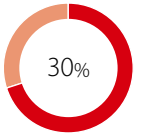
(2) Diversity

The Board of Directors shall be comprised of a diverse range of individuals in terms of gender, international experience, professional background, and age, etc.

(3) Scale

To speed up decision-making processes and to ensure effective mutual supervision of director duties, the scale of the Board of Directors shall be relative to the range and size of the Company's business.

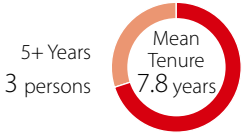
Outside Directors



Diversity



Tenure



Required Skills and Definitions

Skill	Definition
Corporate Management and Planning	The individual has experience as a director or experience in the formulation and implementation of management strategies, either in-house (includes subsidiaries) or at another company, and boasts a high level of relevant insight.
Business Management	The individual has experience in corporate governance or personnel management, and boasts a high level of relevant insight.
Execution of Business	The individual has experience in one of our core businesses—namely the Loan and Credit Card Business, the Guarantee Business, or the Overseas Financial Business—and boasts a high level of relevant insight.
System and Digital	The individual has experience with our system- and digital-related projects, and boasts a high level of relevant insight.
Finance and Accounting	The individual has experience in financial affairs and accounting and boasts a high level of relevant insight, or the individual is a certified public accountant and is well-versed in accounting with a high level of expertise.
Law, Compliance, and Risk Management	The individual has experience in corporate legal affairs, compliance, and risk management, and boasts a high level of relevant insight, or the individual is a qualified lawyer and is well-versed in law with a high level of expertise.

* In principle, directors who are members of the Audit and Supervisory Committee shall also have a wealth of knowledge in financial affairs and accounting, while independent outside directors shall have experience in management at other companies.

Corporate Governance

Directors and Audit and Supervisory Committee Members / Skills Matrix (as of June 23, 2026)

For brief biographies of Directors and a list of Executive Officers, please refer to the list of officers on our website.
https://www.acom.co.jp/corp/english/about-us/company/officer/

Position/ Name No. of Company shares held											
		Chairman **Shigeyoshi Kinoshita** 3,507,260 shares	Deputy Chairman **Hiroshi Naruse** 0 shares	President & CEO **Masataka Kinoshita** 1,203,120 shares	Deputy President **Takashi Kiribuchi** 16,300 shares	Senior Managing Director **Yuji Kinoshita**[*3] 2,700 shares	Director **Tadashi Yamamoto** 0 shares	Director (Outside/Independent) **Michelle Tan** 0 shares	Director, Full-time Member of the Audit and Supervisory Committee (Outside/Independent) **Kikuo Asano**[*4] 0 shares	Director, Full-time Member of the Audit and Supervisory Committee **Akihiro Kiyooka** 15,500 shares	Director, Member of the Audit and Supervisory Committee (Outside/Independent) **Takuji Akiyama** 0 shares
Cumulative years of service as Director of the Company		43	5	11	6	Newly appointed	3	2	1	2	5
Age		77	67	48	64	61	57	64	67	58	68
Corporate Management and Planning		●	●	●	●	●	●	●	●	●	
Business Management		●				●	●		●		●
Execution of Business				●		●					
System and Digital			●	●	●						
Finance and Accounting		●			●				●	●	● (Certified public accountant)
Law, Compliance, and Risk Management			●				●	●		●	●
Member committees and attendance (★: Chair of Board / Chair of Committee)	The Board of Directors	10/10 (100%)	10/10 (100%)	★10/10 (100%)	10/10 (100%)	—	10/10 (100%)	10/10 (100%)	6/6 (100%)	10/10 (100%)	10/10 (100%)
	Appointment and Remuneration Committee	4/4 (100%)	4/4 (100%)	★4/4 (100%)	—	—	—	—	1/1 (100%)	4/4 (100%)	4/4 (100%)
	Audit and Supervisory Committee	—	—	—	—	—	—	—	★10/10 (100%)	14/14 (100%)	14/14 (100%)

*1 The Skills Matrix shown above is a list of three major skills marked that each Director possesses. It does not represent all the skills that each Director possesses.
*2 Michelle Tan, Kikuo Asano and Takuji Akiyama have been appointed as independent officers as they meet the Company's criteria for assessing the independence of Outside Directors.
*3 Took office as Director effective June 23, 2026.
*4 Took office as Director effective June 20, 2025. Appointed as Full-time Member of the Audit and Supervisory Committee effective April 1, 2026.

Corporate Governance

Evaluation of Effectiveness of the Board of Directors

The Company distributes a questionnaire regarding the effectiveness of the Board of Directors to all Directors every year, and conducts an analysis and evaluation of the effectiveness of the Board of Directors based on the responses to the questionnaire. The Company addresses any issues identified based on responses to the questionnaire, and works to increase the effectiveness of the Board of Directors.

Effectiveness Evaluation Process

STEP 1 **Self-evaluation**
Each Director responds to questionnaire

STEP 2 **Overall evaluation**
The Board of Directors discusses how to address issues identified through the questionnaire results

STEP 3 **Disclosure of evaluation results**
Disclose evaluation methodology and evaluation results in Corporate Governance Report

Evaluation Results

The Company conducted the analysis and evaluation of the effectiveness of the Board of Directors this fiscal year. Consequently, the Company assessed that the Board of Directors effectively fulfills all of its functions, including the formulation of management strategies and targets, resolving management challenges, supervising risk management and business executives. Thus, the Company concluded that the current Board of Directors functions sufficiently and is effective.
At the same time, with a view to further improving the effectiveness of the Board of Directors, we recognize the need to further enhance the content of discussions by continuing to advance the operation of the Board of Directors.

Operation Policy for Ensuring Effectiveness

Going forward, the Company operates the Board of Directors as described below, while the Company will regularly analyze and evaluate the effectiveness of the Board of Directors, and continue efforts to ensure enhanced effectiveness of the Board of Directors.

(1) The Board of Directors will deliberate on and decide material business management matters, such as management strategies and business plans, while ensuring objective and rational decisions, and will also determine basic policies for corporate governance and building internal control systems, as it monitors and supervises the execution of business.
(2) Material matters will be exhaustively selected as agenda items based on regulations for matters to be resolved at the Board of Directors meeting, as stipulated in the rules of the Board of Directors. The Board of Directors will discuss such selected material in a timely and appropriate manner.
(3) The Company will distribute materials to be used at Board of Directors meetings prior to the meeting, in order to ensure smooth and lively discussions. Explanations on the content will be provided in advance when deemed necessary.
(4) The Board of Directors will receive periodic reports on the status of management, etc., and monitor the execution of business.

Policy on Strategic Shareholdings

The Company currently does not have any strategic shareholdings and does not plan to do so in the future.

Training for Officers

We hold study sessions for officers in order to improve the skills of Directors and Executive Officers who are Director candidates and to improve the effectiveness of the Board of Directors. In the fiscal year ended March 2026, we held study sessions for officers on the following topics.

- Sustainable management
- Management producing new business
- Corporate response to business and human rights
- Method of utilizing generative AI
- Crisis management communications
- Trend analysis in marketing to young people
- Cyber security
- Strategy for use of next-generation AI

Succession Plan

At ACOM, the Appointment and Remuneration Committee reviews the status of development of management and management candidates, as well as the content of training provided to Directors and evaluates its appropriateness. After receiving the opinions of the independent Outside Directors who are members of the Committee, an overview is reported to the Board of Directors.
Currently, ACOM's Appointment and Remuneration Committee is comprised of six Directors, including two independent Outside Directors. Although the independent Outside Directors do not constitute a majority of the Appointment and Remuneration Committee, appropriate involvement and advice is obtained from the independent Outside Directors through the above operations.

Amount of Remuneration and Policy for Deciding on Calculation Method

The benchmark for remuneration of Directors is the remuneration level at companies with the same business scale as the Company, and belonging to a related industry type or category, and the remuneration system is structured to adequately function as an incentive for continually improving corporate value.
Remuneration for individual Directors is provided only monetarily.
Remuneration for Representative Directors and Directors who serve concurrently as Executive Officers consists of basic remuneration, performance-based remuneration, and stock-based remuneration, while remuneration for other Directors consists only of basic remuneration.
Basic remuneration is fixed remuneration paid every month, performance-based remuneration is variable remuneration paid once a year based on performance, and stock-based remuneration is variable remuneration paid upon retirement based on stock prices.

Overview of remuneration system for Directors*

Fixed remuneration	Basic remuneration	The Appointment and Remuneration Committee reviews and proposes an amount suited to the Director's position, taking into account levels at other companies, performance at the Company, employee salary levels, and so on, and then a decision is made by the Board of Directors.
Variable remuneration	Performance-based remuneration	The basic funds for distribution are calculated using profit attributable to owners of the parent as an index for comprehensively measuring the management performance, and then the Appointment and Remuneration Committee reviews and proposes an amount suited to the Director's position and personal evaluation, etc., and a decision is made by the Board of Directors.
	Stock-based remuneration	Virtual stock is awarded annually and multiplied by the stock price three years later. In line with management conditions, the Appointment and Remuneration Committee discusses and proposes the amount of virtual stock, and the final decision is made by the Board of Directors.

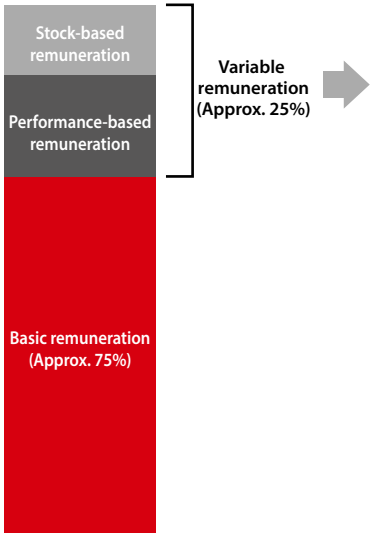
*Excluding Directors who are Members of the Audit and Supervisory Committee

Total amount of remuneration, etc., for Directors in FY2025

Category	Total amount of remuneration (million yen)	Breakdown (Millions of yen)			Personnel
		Fixed remuneration	Performance-based remuneration	Stock-based remuneration	
Director (excluding Member of the Audit and Supervisory Committee and Outside Director)	253	179	53	20	7 persons
Member of the Audit and Supervisory Committee (excluding Outside Director)	21	21	—	—	1 person
Outside Officer	33	33	—	—	4 persons
Total	308	234	53	20	12 persons

* A target for the performance-based remuneration index has not been set for the fiscal year ended March 2026, but in terms of track record, in the past there have been basic funds for distribution of 60 million yen for a range of 60–70 billion yen profit attributable to owners of the parent for the year serving as a basis.

Method of determining amount of variable remuneration



Performance-based remuneration	The range of profit attributable to owners of the parent for the year which serves as the standard for basic funds for distribution is determined by the Appointment and Remuneration Committee while taking into account extraordinary income or losses and other special factors, and then the amount is determined by the Board of Directors by multiplying by a multiplier commensurate with the position specific distribution ratio and personal evaluation of the Director with the basic funds for distribution.
Stock-based remuneration	The Appointment and Remuneration Committee determines the number of virtual shares calculated based on the base amount set for each Director who concurrently serves as a Representative Director or an Executive Officer each year, and the Board of Directors decides on the allotment of those shares. The virtual shares are converted into points by multiplying them by the stock price three years later, and the points accumulated during the term of office are converted into a monetary amount and paid at the time of retirement.

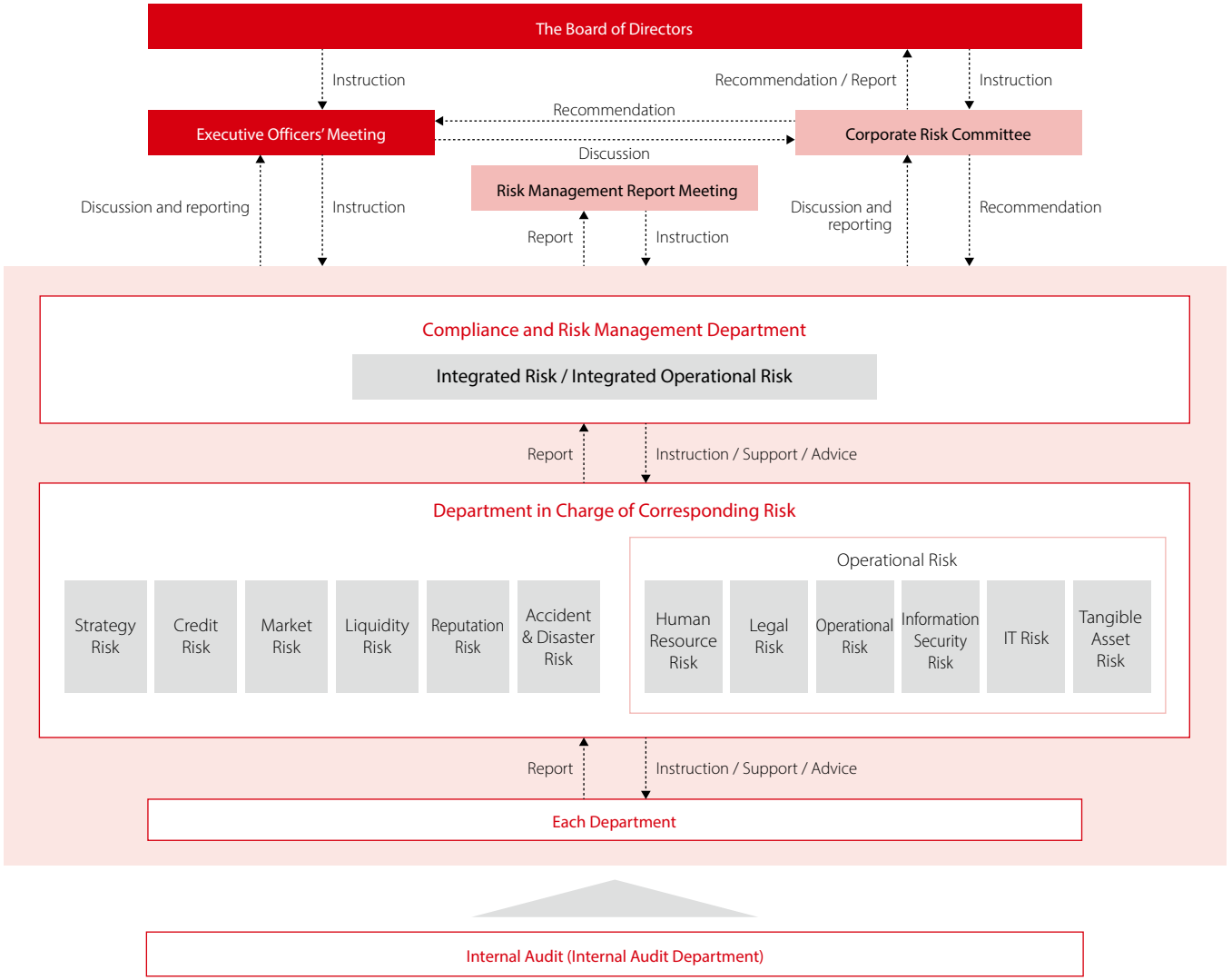
Risk Management

Risk Management System

The risks to be managed are becoming more complex and diverse as the management environment surrounding the Company changes. In this context, we are aware that one of our most vital management tasks is to build and reinforce a risk management system to fully recognize risks and make sure that management soundness is maintained, together with stable profitability, and growth potential. Furthermore, against the backdrop of advances in digital technology in recent years, we regard risks that may arise from the use of new technologies, including AI, as well as risks associated with delays in their introduction, as one of the changes in the business environment surrounding ACOM. With this in mind, we are gradually developing the necessary systems and structures.
Our departments and sections in charge periodically identify, evaluate, and control all the risks that are identified in the Risk Management Regulations as requiring management. Also, our Compliance and Risk Management Department aggregates the risk management status of departments in charge and provides integrated management of risks. Risk management activities in business execution are reported at Risk Management Report Meetings. The Corporate Risk Committee examines important matters concerning risk, monitors the risk management situation, and reports results and advice to the Board of Directors.

For details, please refer to the securities report.
https://pdf.irpocket.com/C8572/xoA3/Ef45/QpAF/Ztre.pdf

Risk Management System Structure



Compliance Activities

The Company regards compliance as one of its most important management issues. The establishment of "ACOM's Ethical Code for Business" (currently ACOM Group Code of Ethics and Code of Conduct) in 1998 positioned the Company as a forerunner in the industry, and since then, the Company has continued to focus on building and maintaining a robust compliance system.

Compliance System

The Compliance and Risk Management Department supervises compliance throughout the Company. The Compliance and Risk Management Department is in charge of the following: developing, reviewing, and following up on implementation plans related to compliance with relevant laws and regulations; establishing, updating, and disseminating our Compliance Handbook which summarizes laws and regulations employees must abide by; raising awareness by conducting various training courses; and responding to reports and inquiries submitted through the Ethics Hotline by executives and employees.

In addition, Compliance Offices established within the Credit Business Promotion Division, Credit Management Department, and Guarantee Business Division collaborate with the Compliance and Risk Management Department in implementing a compliance system that allows for more task-focused compliance. Furthermore, our Compliance Committee, which consists mainly of experts from outside the Company, operates according to a framework for deliberation of matters important for establishing and strengthening compliance. In this way, the Committee strives to ensure that the compliance system is effective.

As outlined above, the Company is engaged in a continuous challenge to strengthen the structure of its corporate culture of compliance, as well as improve every employee's awareness.

Ethics Hotline (Whistleblowing)

The Company has established an Ethics Hotline as a contact point for executives and employees to report information regarding compliance violations or possible violations. The Ethics Hotline aims to prevent scandals and minimize the impact and damage caused by them through early detection of internal problems regarding compliance and appropriate corrective measures. The Ethics Hotline strictly prohibits acts of retaliation, as well as searching for and identifying anyone who has reported information or made an inquiry to the Hotline. Any information received is managed with strict security. We are working to improve the usefulness and reliability of the entire whistleblowing system, including the Ethics Hotline, so that it is easier for executives and employees to use.

Action to Strengthen Financial Crime Countermeasures

There are demands for financial institutions to adopt even more sophisticated countermeasures against money laundering and terrorist financing amid the increasing threat of organized crime, terrorism, etc., in the international community.

In order to respond to the current situation, the Company established a Financial Crime Prevention Office in April 2019 that aims to construct a system to prevent our products and services from being used for illegal activities involving money laundering or financing of terrorists.



Message from the Chair of the Compliance Committee

Director (Independent/Outside)

Michelle Tan

Michelle Tan was born in Australia. She came to Japan in 1985. Since attending graduate school at Osaka University, she has worked in research on consumer policy and compliance in Japan and overseas, particularly in Australia. After working as a professor at Tezukayama University, Tan served as Chair of the Japan Consumer Network, before taking on her current role as Director of the Ethical Business Research Institute. She became a Director at ACOM on June 21, 2024.

Compliance is the foundation for ACOM to achieve sustainable growth and continue to meet the trust placed in us by society. In the second year of the Medium-term Management Plan, we are continuing to build an organization in which each officer and employee can act with a high level of ethical standards, with a focus on fostering a compliance culture, one of our priority themes.

In light of recent misconduct, we have once again recognized the importance of not only developing our compliance framework but also further strengthening awareness among all officers and employees of social norms, rules, and ethical standards of each officer and employee. To prevent the recurrence of misconduct, it is essential not only to understand and comply with rules, but also to think for ourselves about the right thing to do and act accordingly; in other words, to act with integrity. To this end, ACOM provides integrity training for all employees and is working to establish a corporate culture in which appropriate judgement and action are consistently practiced. Going forward, we will continue to place compliance at the core of management and pursue initiatives to enhance the effectiveness of our compliance framework.

Moreover, preventing financial fraud is an urgent priority in response to growing demands from society. Fraudulent schemes are becoming increasingly sophisticated and diverse each year, including special fraud and financial crimes using social media and the internet. Amidst such trends, the role expected of financial institutions is becoming increasingly important. The industry as a whole has worked to prevent such harm. Even so, going forward, we need to address financial fraud prevention from a broader perspective rather than limiting our efforts to existing frameworks. While deepening collaboration with relevant organizations and industry associations, ACOM will strive to create an environment in which customers can use financial services with peace of mind.

IR Activities and External Evaluation

Basic Policy of IR Activities

We strive for the appropriate disclosure of accurate and timely corporate information. In disclosing information, in addition to statutory disclosures and timely disclosure based on laws and regulations, we actively strive to disclose information that we believe to be important or useful for shareholders, investors, securities analysts, rating agencies, and other stakeholders to deepen their understanding of ACOM. In addition, toward sustainable growth and the enhancement of corporate value over the medium to long term, we will engage in constructive dialogue with shareholders and seek to enhance IR activities that contribute to increasing shareholder value and corporate value by reflecting market assessments of ACOM in management.

Initiatives for Constructive Dialogue

Overseen by the Executive Officer in charge of the Finance Department, the Public & Investor Relations Office of the Finance Department cooperates daily with related departments to engage in dialogue with domestic and overseas investors through interim and fiscal year-end financial results briefings, conferences hosted by securities firms, overseas IR roadshows, and one-on-one interviews. Investor concerns and opinions obtained through dialogue are fed back to the Board of Directors and used to improve future corporate management and information disclosure.

Results of IR Activities in FY2025

Activity	Number of times	Overview
Briefings for institutional investors (including for foreign investors)	6	Held quarterly for analysts and institutional investors. Briefing given by the President in the second and fourth quarters
Overseas roadshows	2	Dialogue with foreign institutional investors by the President or Executive Officer in charge of the Finance Department
Conferences hosted by securities firms	3	Dialogue with institutional investors by the Executive Officer in charge of finance
Briefings for individual investors	2	Holding briefings by live streaming or face-to-face
Number of Dialogues with shareholders / investors	161	Total number of dialogues through the above activities, one-on-one interviews, etc.

Awards related to IR website

External institutions	Content
Daiwa Investor Relations Co., Ltd.	Daiwa Internet IR Awards 2025: Excellence Award
Nikko Investor Relations Co., Ltd.	FY2025 Website Ranking of All Listed Companies – Overall Category / Other Financial Services Category: Best Website Award
BroadBand Security, Inc.	Gomez IR Site Ranking 2025: Silver Award

Other external evaluations/accreditations

External institutions	Content
FTSE Russell	FTSE Blossom Japan Sector Relative Index
Osaka Prefecture	FY2025 Osaka Environment Awards: Encouragement Prize
Rouken	Hataraku-Yell 2026: Outstanding Employee Benefits Corporation Award (General Category)
Ministry of Economy, Trade and Industry/ Nippon Kenko Kaigi	Certified KENKO Investment for Health Outstanding Organization 2026: White 500
Japan Sports Agency	Sports Yell Company 2026, Japan Sports Agency
Link and Motivation Inc.	Best Motivation Company Award 2025: 5th Place / Large Corporation Category (less than 5,000 employees)
Ministry of Health, Labour and Welfare	Kurumin

CSR Activities

Social Contribution Policy

ACOM upholds the circle of trust, rooted in our founding spirit, and "improving lifestyle," as our business philosophy. Guided by these principles, our CSR activities encompass a wide range of initiatives in social welfare and community engagement. Through these efforts, we aim to build strong ties with local communities, while striving to be both "ACOM close at hand" and a corporate citizen in harmony with society.

Three Priority Areas

Based on the social issues identified through our materiality (priority areas) assessment, we have established three priority areas for our social contribution activities: Community (Development), Environment, and Disaster. Based on these three priority areas, we will contribute to the realization of a sustainable society through employee participation in activities.

Three Priority Areas



Priority Areas and Main Activities

Community (Development)	●Blood Donation Drives ●ACOM "Miru" Concert Monogatari ●Challenge What You Want to Start! Project
Environment	●Community Cleanup Activities ●Forest Conservation Activities
Disaster	●ACOM BlueBird Fund ●Donation of disaster supplies

Blood Donation Drives

Since 2012, many ACOM employees have voluntarily participated each year in blood donation drives organized by the Japanese Red Cross Society. Blood donation is an important part of social infrastructure that saves lives in the medical field, and contributing to the spread and promotion of blood donation by companies leads to the fulfillment of corporate social responsibilities. Blood donation activities in which employees participate also offer opportunities to deepen cooperation with local communities, such as through blood donation centers and local governments. These activities involve not only ACOM employees but also employees of companies located near the event venues, who are invited to participate and support the initiative. In the fiscal year ended March 2026, activities were held at our head office building, Fujimi Building, Harumi Building, Yokohama Business Park, and Osaka Crystal Tower, with a cumulative total of 442 employees participating.

Results from Past Drives

	FY2023	FY2024	FY2025
Number of drives	9	10	8
Number of participants	509	458	442

ACOM "Miru" Concert Monogatari

We host the ACOM "Miru" Concert Monogatari in communities across Japan, inviting local residents to attend free of charge. The event has exceeded 290 performances since the first concert in 1994, and has been enjoyed by around 260,000 people. This unique concert combines vividly colored shadow theater, live performances by a piano trio (piano, violin, and cello), and storytelling. A distinctive feature of the concert is that it is held as a "barrier-free concert," designed so that everyone can enjoy it together. We incorporate sign-language interpretation on stage and provide accessibility support services, including captioning glasses and wheelchair-accessible seating, so that everyone can enjoy the concert together.
In addition, as part of our support for people with disabilities, we provide attendees of the ACOM "Miru" Concert Monogatari with gifts made at local facilities that support people with disabilities. Insertion of pamphlets and other materials is entrusted to a work facility for people with intellectual disabilities in Ota-ku, Tokyo.



CSR Activities

Challenge What You Want to Start! Project

For many years, ACOM has carried out marketing with the key message of "ACOM for the First Time." However, our support for "firsts" extends beyond the field of card loans. To support people taking a new step toward a bright future and create a society where everyone can take on the challenges of doing what they want to do, we carry out the Challenge What You Want to Start! Project. In this project, we recruit people who want to try new things. For those who are selected, we dispatch "first-time coaches" who are professionals in their respective fields, and provide opportunities for selectees to take on the challenges of "starting what they want to start" with a dedicated coach.

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PROJECT

Community Cleanup Activities

ACOM employees participate in community cleanup projects around office locations with a large employee presence, helping to beautify the local environment while strengthening communication with the community.
In the fiscal year ended March 2026, a cumulative total of 201 employees participated in community cleanup activities in Tokyo (Minato, Chiyoda, and Chuo wards), Kanagawa Prefecture (Yokohama City), and Osaka Prefecture (Suita City).

Events Participated in During FY2025

Minato Ward	Clean Campaign – A Town with Zero Street Smoking!
Chiyoda Ward	Chiyoda Ward Cleanup Day
Chuo Ward	Green Day on the Street Corner
Yokohama City	Hama Road Supporter Activities
Suita City	My City Big Cleanup

Forest Conservation Activities

We began our forest conservation activities in June 2022 for purposes such as cutting greenhouse gas emissions and preserving biodiversity. We conduct activities in Kanagawa Prefecture and Osaka Prefecture, where our contact centers are located.
This activity contributes to the maintenance and conservation of healthy forests through work by employee volunteers. In Kanagawa, activities mainly include pruning branches[*1] and thinning trees[*2], and in Osaka, we are clearing underbrush[*3] and planting trees. In the fiscal year ended March 2026, we held the activity five times in Kanagawa and eight times in Osaka. A cumulative total of 206 employees and their family members participated. These initiatives were recognized, and our activities in Osaka Prefecture received the Encouragement Award in the Business Activities Category of the FY2025 Osaka Environment Award.
Through this activity, we are maintaining and conserving the environment in Kanagawa and Osaka, as well as fostering environmental awareness among our employees.

*1 Cutting off excess branches
*2 Cutting down some trees in areas of excess density to create adequate spacing
*3 Trimming weeds and bushes around planted saplings until they have grown

Results from Past Activities

	FY2023	FY2024	FY2025
Kanagawa Prefecture	4	8	5
Osaka Prefecture	7	12	8





ACOM BlueBird Fund

The ACOM Bluebird Fund was launched in 1984 at the initiative of employees and continues to this day. We provide relief donations in the event of large-scale natural disasters using funds collected through workplace donation boxes, payroll deductions, and commissions from vending machines installed in our offices.

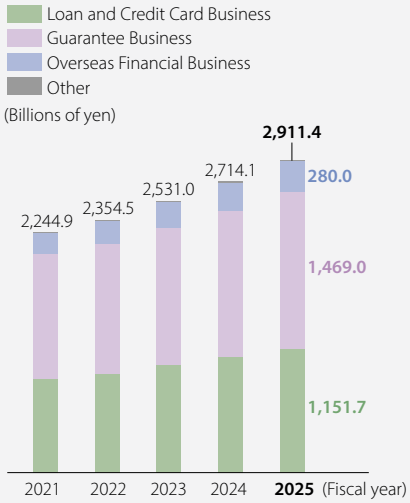


FY2025 Results

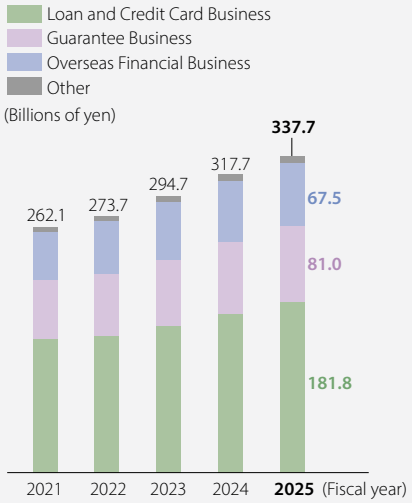
Relief Fund for the 2025 Earthquake off the Tokara Islands	100,000 yen
Okinawa Prefecture Typhoon Disaster Relief Fund	100,000 yen
Kumamoto Prefecture Heavy Rain Disaster Relief Fund	200,000 yen
Kagoshima Prefecture Heavy Rain Disaster Relief Fund	200,000 yen
Kumamoto Prefecture Heavy Rain Disaster Relief Fund	400,000 yen
Kagoshima Prefecture Heavy Rain Disaster Relief Fund	400,000 yen
Shizuoka Prefecture Typhoon Disaster Relief Fund	200,000 yen
Kagoshima Prefecture Typhoon Disaster Relief Fund	100,000 yen
Tokyo Typhoon Disaster Relief Fund	100,000 yen
Large-scale Fire Disaster Relief Fund for Saganoseki, Oita City	100,000 yen
Aomori Prefecture East Coast Earthquake Disaster Relief Fund	100,000 yen

Financial Highlights

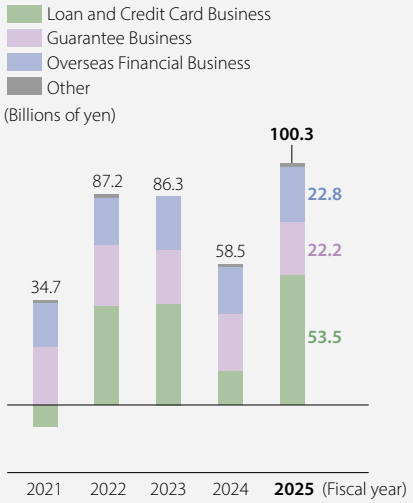
Receivables Outstanding



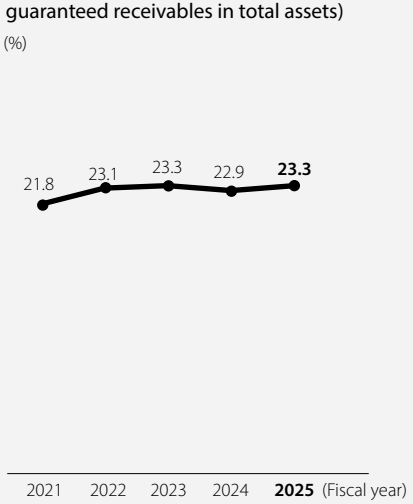
Operating Revenue



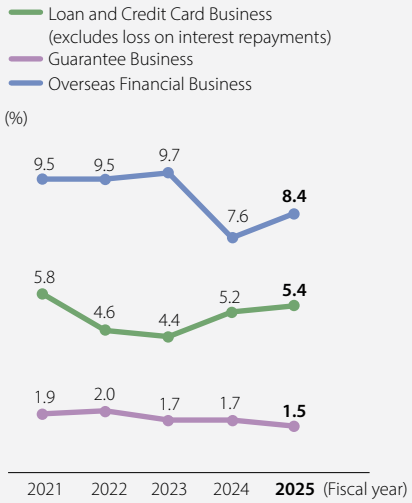
Operating Profit



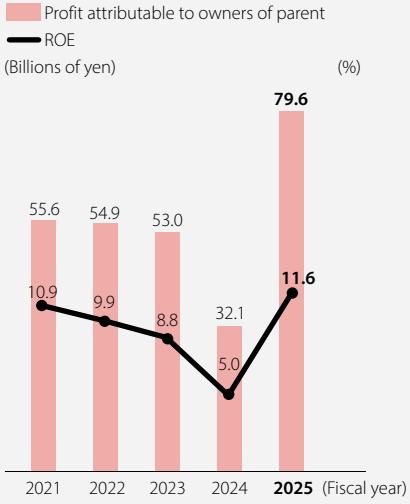
Shareholders' Equity Ratio (includes guaranteed receivables in total assets)



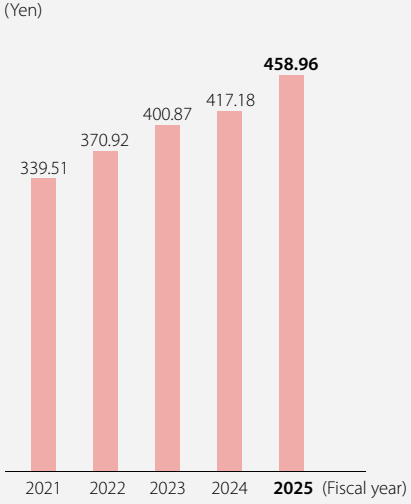
Operating Profit to Receivables Outstanding (ROA)



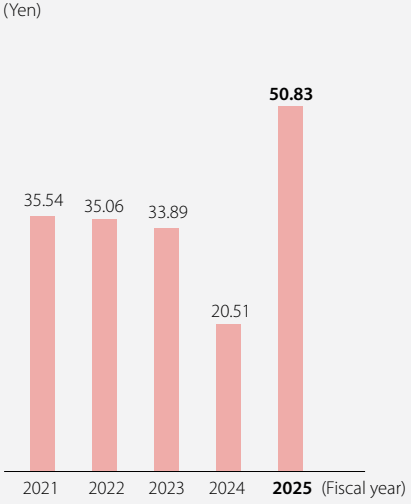
Profit Attributable to Owners of Parent / ROE



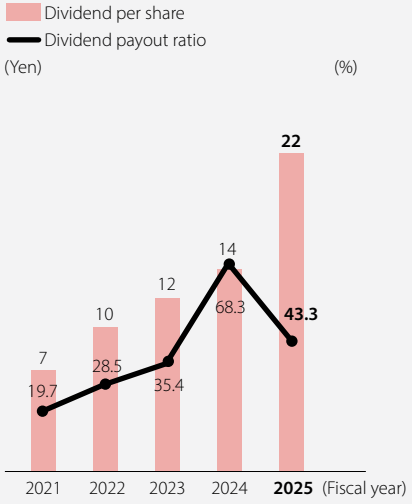
Book-value per Share (BPS)



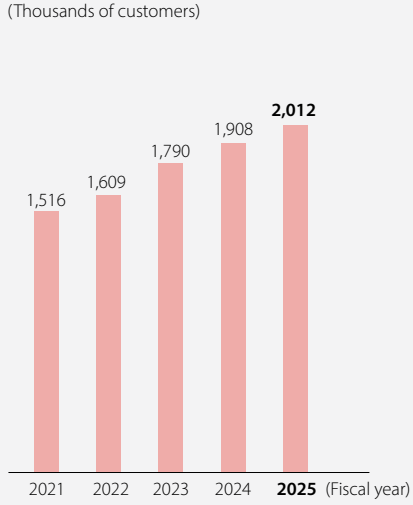
Earnings per Share (EPS)



Dividend per Share / Dividend Payout Ratio

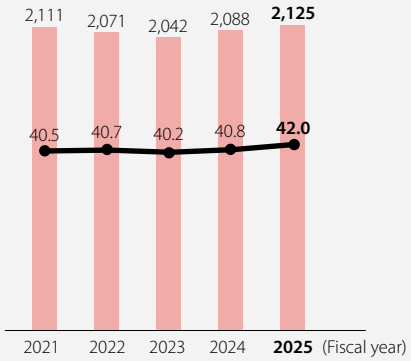


Loan Business Customers



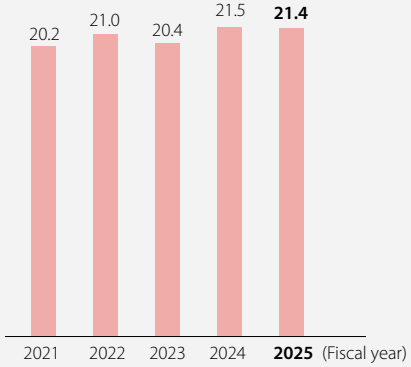
Non-financial Highlights

Number of Employees / Percentage of Female Employees



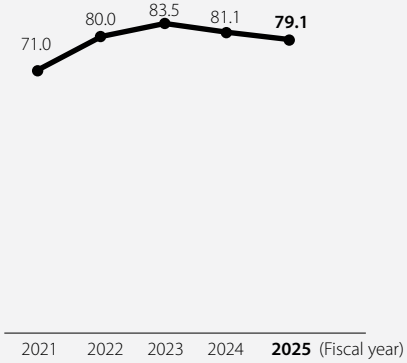
Average Overtime Working Hours

(Hours)

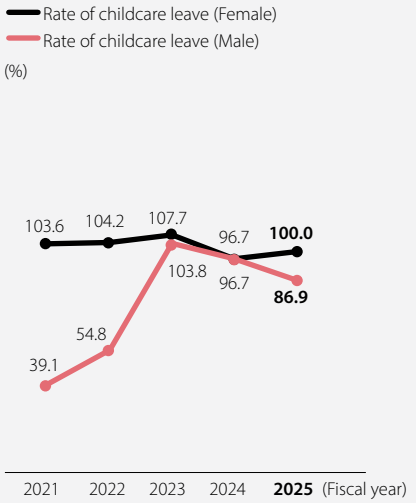


Rate of Annual Paid Leave Taken

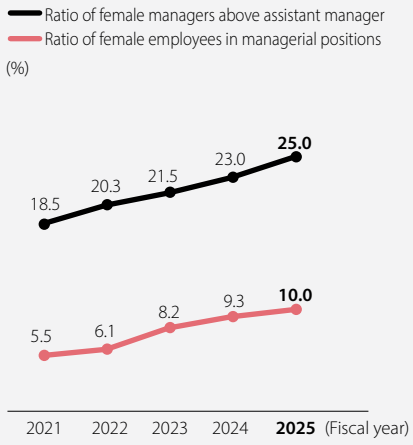
(%)



Rate of Childcare Leave (Female & Male)



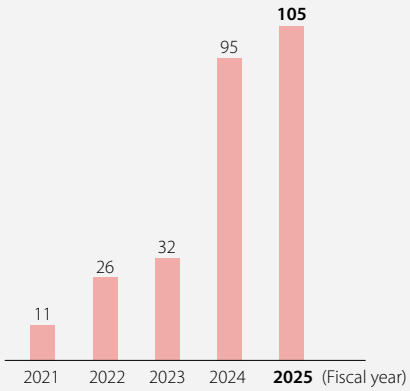
Ratio of Female Managers Above Assistant Manager / Ratio of Female Employees in Managerial Position*



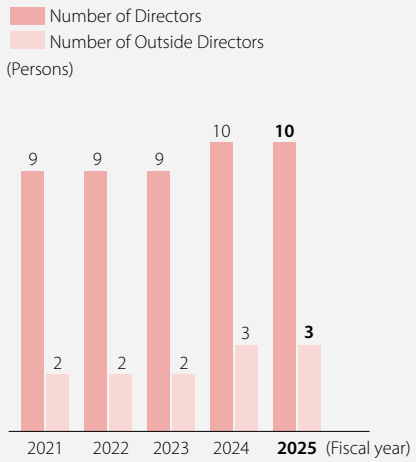
* Managerial positions mean employees equivalent to or above Chief Manager

Number of Financial Education Activities

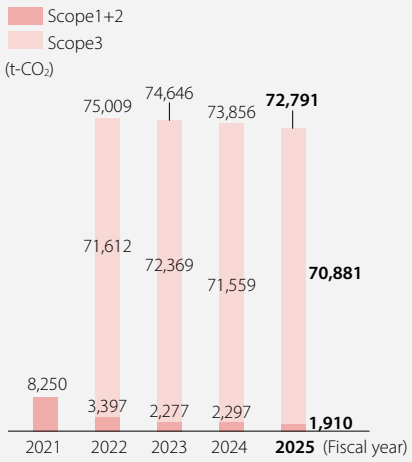
(Times)



Directors / Outside Directors



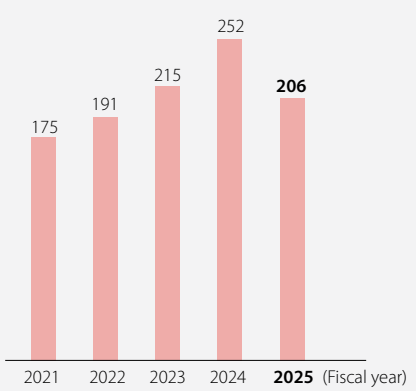
Greenhouse Gas Emissions (Scope 1, 2 and 3)



*Scope 3 emissions calculated since FY2022

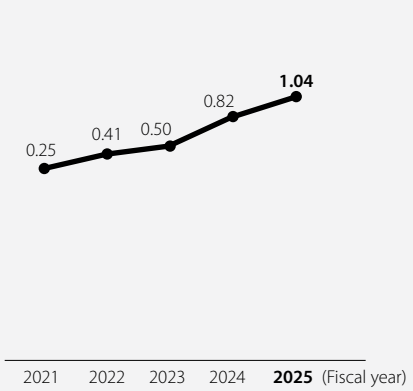
Training Expenses

(Millions of yen)



Absenteeism*

(%)



* Number of days absent from work due to injury or illness (including absences and leaves of absence) / Total number of working days of directly employed employees × 100

Key Financial Data for Eleven Years

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated Business Performance Summary											(Millions of yen)
Operating revenue	237,683	245,148	263,453	277,069	279,510	266,316	262,155	273,793	294,730	317,742	337,709
Operating expenses	222,166	315,315	182,511	219,461	203,873	167,419	227,376	186,506	208,383	259,181	237,315
Operating profit	15,516	-70,166	80,942	57,607	75,636	98,896	34,779	87,287	86,347	58,561	100,394
Loan and Credit Card Business	-11,841	-93,373	46,864	11,804	28,056	52,725	-8,879	40,686	41,771	14,033	53,588
Guarantee Business	14,466	9,614	17,808	25,241	25,000	25,041	23,991	25,643	22,673	23,657	22,269
Overseas Financial Business	11,138	12,640	15,478	19,802	22,394	19,879	18,347	19,681	22,374	19,355	22,865
Profit attributable to owners of parent	14,598	-72,187	70,572	37,781	59,600	78,864	55,678	54,926	53,091	32,124	79,635
Ratio of net income to operating revenue	6.1	-29.4	26.8	13.6	21.3	29.6	21.2	20.1	18.0	10.1	23.6
From operating activities	-43,045	-37,451	-32,634	7,329	19,698	113,179	46,089	-1,318	-36,759	876	12,096
From investing activities	-2,368	-2,858	-1,711	-1,165	6,214	-4,566	-4,032	-2,692	-6,178	-6,478	-4,910
From financing activities	6,589	58,863	21,259	-12,573	-24,339	-108,786	-50,162	-12,933	57,163	-6,410	13,105
Consolidated Balance Sheet Summary											(Millions of yen)
Total assets	1,175,063	1,228,930	1,275,957	1,301,908	1,282,389	1,219,109	1,263,296	1,297,316	1,417,403	1,486,409	1,616,379
Net assets	338,132	267,226	344,437	381,501	442,496	515,128	563,963	619,837	674,175	709,035	782,455
Loan and Credit Card Business receivables outstanding	795,051	822,967	855,851	885,113	915,913	862,866	871,137	914,550	1,001,336	1,073,396	1,151,756
Guaranteed receivables	987,508	1,129,773	1,199,644	1,212,255	1,233,228	1,170,094	1,173,059	1,212,883	1,278,261	1,364,525	1,469,006
Overseas Financial Business receivables outstanding	192,068	191,845	221,107	227,387	201,524	193,709	192,784	219,473	243,277	266,794	280,079
Financial Indices, etc.											
Shareholders' equity ratio (includes guaranteed receivables in total assets) (%)	15.0	10.6	13.0	14.2	16.5	20.3	21.8	23.1	23.3	22.9	23.3
Dividend per share (Yen)	—	—	1	2	4	6	7	10	12	14	22
Dividend payout ratio (%)	—	—	2.2	8.3	10.5	11.9	19.7	28.5	35.4	68.3	43.3
Book-value per share (BPS) (Yen)	206.42	159.58	206.12	227.35	265.11	310.02	339.51	370.92	400.87	417.18	458.96
Earnings per share (EPS) (Yen)	9.32	-46.08	45.05	24.12	38.04	50.34	35.54	35.06	33.89	20.51	50.83
Return on equity (ROE) (%)	4.6	-25.2	24.6	11.1	15.5	17.5	10.9	9.9	8.8	5.0	11.6

Key Financial Data for Eleven Years

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Financial Indices, etc.												(Millions of yen)
Return on assets (ROA)	(%)	1.2	-6.0	5.6	2.9	4.6	6.3	4.5	4.3	3.9	2.2	5.1
Loan and Credit Card Business		-1.5 (5.7)	-11.5 (6.2)	5.6 (5.6)	1.4 (5.9)	3.1 (5.3)	5.9 (5.9)	-1.0 (5.8)	4.6 (4.6)	4.4 (4.4)	1.4 (5.2)	4.8 (5.4)
Guarantee Business		1.5	0.9	1.5	2.0	1.9	2.0	1.9	2.0	1.7	1.7	1.5
Overseas Financial Business		5.7	6.6	7.5	8.8	10.4	10.1	9.5	9.5	9.7	7.6	8.4
Price book-value ratio (PBR)	(Times)	2.75	2.79	2.30	1.74	1.66	1.66	0.94	0.86	1.00	0.92	1.00
Price earnings ratio (PER)	(Times)	60.84	-9.66	10.52	16.38	11.54	10.23	8.98	9.10	11.89	18.62	9.05
Non-financial Indices (Non-consolidated)												
Employees	(People)	1,892	1,854	1,936	2,020	2,063	2,112	2,111	2,071	2,042	2,088	2,125
Ratio of female employees	(%)	35.8	35.7	38.7	39.2	39.5	40.2	40.5	40.7	40.2	40.8	42.0
Ratio of female managers above assistant manager	(%)	11.3	12.1	13.8	15.1	16.3	17.0	18.5	20.3	21.5	23.0	25.0
Average length of service	(Year)	14.8	15.2	14.9	14.4	14.8	14.8	15.0	15.3	15.5	15.2	14.7
Voluntary turnover rate	(%)	—	—	—	3.9	3.4	3.1	2.8	3.8	3.8	2.9	3.3
Percentage of employees with disabilities	(%)	2.14	2.52	2.39	2.37	2.27	2.33	2.35	2.65	2.65	2.70	2.71
Number of participants in ACOM "Miru" Concert Monogatari	(People)	11,042	10,771	8,839	9,611	9,519	—	930	7,357	8,017	10,968	6,512
Number of participants in financial education activities	(People)	900	950	950	800	1,420	588	663	1,757	2,263	5,233	6,345
Number of participants in blood donation drives	(People)	253	428	487	371	305	102	393	493	509	458	442
Crude oil equivalent of energy use (total)	(kl)	7,130	6,883	6,359	5,731	5,097	4,807	4,457	4,440	3,360	2,930	2,220

Note 1: Numbers in parentheses below "Return on assets" for the Loan and Credit Card Business indicate return on operating receivables (not including loss on interest repayment).

Note 2: ACOM has applied the "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018), etc., from the beginning of the fiscal year ended March 2019. Accordingly, the figures in the balance sheet for the fiscal year ended March 2018 are after retrospective application of the relevant accounting standards.

Note 3: Based on the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy (Act on the Rational Use of Energy), ACOM compiled annual use of fuel, heat, and electricity and multiplied the amounts by a conversion factor to calculate the calorific value in gigajoules (GJ). The Company totaled the calculated calorific value (GJ) and multiplied the total use calorific value by 0.0258 (the crude oil equivalent factor) to calculate the amount of energy used in one year (crude oil equivalent).

Company Information (As of March 31, 2026)

Company name	ACOM CO., LTD.
Head office	Tokyo Shiodome Building 1-9-1, Higashi-Shinbashi, Minato-ku, Tokyo
Established	April 2, 1936
Incorporated	October 23, 1978
Capital stock	63,832,520,000 yen
Employees	2,125 (non-consolidated), 5,626 (consolidated)
Registration number	Director-General of the Kanto Local Finance Bureau (15) No. 00022 Kanto (Comprehensive) No. 5
Business outline	Loan and Credit Card Business Guarantee Business Overseas Financial Business
Main financial institutions	MUFG Bank, Ltd.
Affiliated associations	Japan Financial Services Association Japan Consumer Credit Association Japan Business Federation (Keidanren)



ACOM Corporate Profile https://www.acom.co.jp/corp/english/

Subsidiary Information

Consolidated Subsidiaries (As of March 31, 2026)

MU Credit Guarantee Co., LTD

Business lines:	Guarantee Business
Incorporated	September 2013
Share capital	¥300 million (ACOM ratio: 100.00%)
Head office	Sumitomo Fudosan Kandaizumicho Bldg. 6F, 1-9-2, Kanda Izumicho, Chiyoda-ku, Tokyo
URL	https://www.mucg.co.jp/

IR Loan Servicing, Inc.

Business lines:	Loan Servicing Business
Incorporated	June 2000
Share capital	¥520 million (ACOM ratio: 100.00%)
Head office	Nakano-sakaue Sun Bright Twin 16F, 2-46-1, Honcho, Nakano-ku, Tokyo
URL	https://www.irservicing.co.jp/

GeNiE Inc.

Business lines:	Unsecured loan business
Incorporated	April 2022
Share capital	¥250 million (ACOM ratio: 100.00%)
Head office	2-10-9, Hatchobori, Chuo-ku, Tokyo
URL	https://genie-ml.com/

EASY BUY Public Company Limited

Business lines:	Unsecured loan business and installment loan business (installment sales finance business) in Kingdom of Thailand
Incorporated	Sept. 1996
Share capital	6.0 billion Thai Baht (ACOM ratio: 71.00%)
Head office	Rasa Two, 8th - 11th Floor No.1818, Phetchaburi Road, Makkasan, Ratchathewi, Bangkok 10400, Thailand
URL	http://www.easybuy.co.th/en

ACOM CONSUMER FINANCE CORPORATION

Business lines	Unsecured loan business in the Republic of the Philippines
Incorporated	July 2017
Share capital	3.0 billion Philippine Pesos (ACOM ratio: 80.00%)
Head office	10th Floor, 45 San Miguel Building, 45 San Miguel Avenue, Ortigas Center, Pasig City 1605, Philippines
URL	https://www.acom.com.ph/

ACOM (M) SDN. BHD.

Business lines	Unsecured loan business in Malaysia
Incorporated	July 2021
Share capital	200 million RM (ACOM ratio: 100.00%)
Head office	D-07-05, D-07-06, D-07-07 & D-07-08, Menara Suezcap 1, KL Gateway No. 2, Jalan Kerinchi Gerbang Kerinchi Lestari Kuala Lumpur Wilayah Persekutuan
URL	https://acom.com.my/en

Equity-method Affiliate (As of March 31, 2026)

MU Communications Co., Ltd.

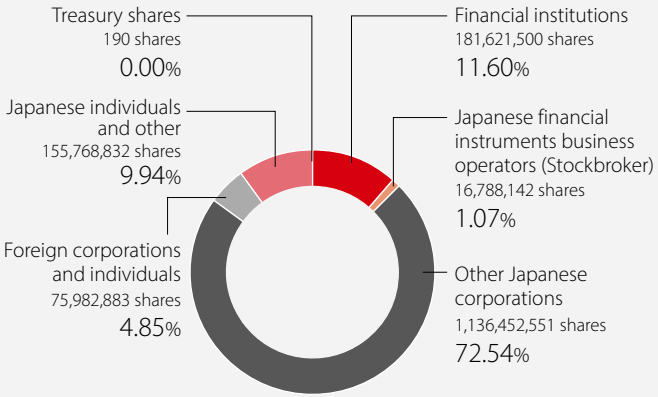
Business lines	Subcontracting contact center operations/ contract staff services
Incorporated	April 2007
Share capital	¥1,020 million (ACOM ratio: 23.15%)
Head office	Hatsudai Daiya Building, 1-3-4, Honmachi, Shibuya-ku, Tokyo
URL	http://mucc.co.jp/

Stock Information (as of March 31, 2026)

Status of Shares

Number of shares authorized	5,321,974,000 shares
Number of shares issued	1,566,614,098 shares
Number of shareholders	30,829
Stock exchange listings	Tokyo Stock Exchange (Standard Market)
Stock code	8572

Ownership and Distribution of Our Shares by Category of Shareholders



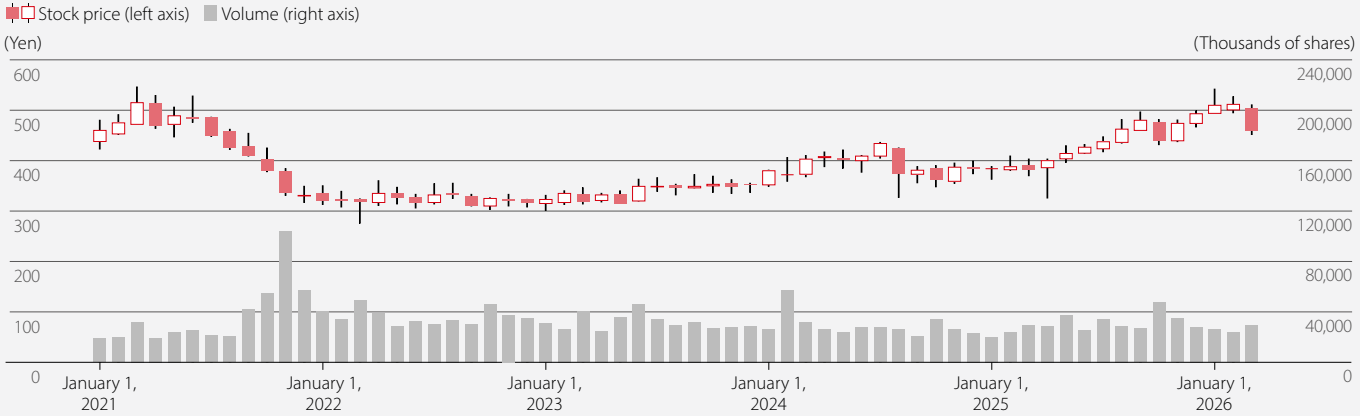
Note: % is calculated by investment ratio.

Major Shareholders (Top 10)

	Shareholder name	Number of shares held (Thousands of shares)	Percentage of ownership (%)
1	Mitsubishi UFJ Financial Group, Inc.	588,723	37.57
2	Maruito Shokusan Co., Ltd.	273,467	17.45
3	Maruito Co., Ltd.	125,533	8.01
4	The Master Trust Bank of Japan, Ltd. (Trust Account)	114,334	7.29
5	Foundation of Kinoshita Memorial Enterprise	92,192	5.88
6	Maruito Shoten Co., Ltd.	38,733	2.47
7	Mitsubishi UFJ Trust and Banking Corporation	31,572	2.01
8	Custody Bank of Japan, Ltd. (Trust Account)	16,340	1.04
9	MASA&COMPANY Co., Ltd.	11,000	0.70
10	The Nomura Trust and Banking Co., Ltd. (Employees' pension trust / Mitsubishi UFJ Trust and Banking Corporation account)	9,000	0.57

Note 1: For the number of shares held, the amount is rounded down to the nearest thousand.
Note 2: The percentage of ownership is calculated after deducting 190 treasury shares.

Historical Stock Prices



	FY2021	FY2022	FY2023	FY2024	FY2025
Annual high	529	360	409	436	539
Annual low	276	301	315	326	323
Total shareholder return (%) (Indicator for comparison: TOPIX Total Return Index (%))	63.30 (101.99)	65.24 (107.92)	83.84 (152.53)	82.49 (150.17)	101.96 (202.20)

Note: High and low stock prices are from the First Section of the Tokyo Stock Exchange up to April 3, 2022 and from the Standard Market of the Tokyo Stock Exchange since April 4, 2022.

ACOM CO., LTD.

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Public & Investor Relations Office, Finance Dept.

TEL: 03-6865-6474

E-mail: ir@acom.co.jp

https://www.acom.co.jp/corp/english/

The cover



Artwork name
Toward A Bright Future

Artist
Momotaro

Artist's comments on the artwork

I based my artwork on expressing the path from the past through the present and into the future in layers, thereby creating a dynamic composition.
Although it is a two-dimensional work, I hope it conveys vivid impressions of sound and light, as well as a sense of hope.

Cooperation Paralym Art®
障がい者アートを応援しています

Paralym Art aims to create a world in which people with disabilities use art to attain their dreams without depending on social security, by running social contribution projects which provide people with disabilities with ongoing support through cooperation between individuals and private companies. Many people with disabilities face challenges including poverty, or a lack of understanding from people around them regarding their participation in society. Systems for helping them to overcome such challenges are still inadequate.
Paralym Art serves as a bridge to have various companies and organizations use the artworks (pictures, designs, etc.) of artists with disabilities. Such usage broadcasts the abilities of these people with disabilities to society, and the social participation and economic independence of the artists are furthered by payments for the art made to them and to facilities for people with disabilities.

https://paralymart.or.jp/association/