

# Annual Securities Report

(The 49th fiscal year)

ACOM CO., LTD.

# Annual Securities Report

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This document is a translation of the Annual Securities Report (original text: Japanese) submitted to the Prime Minister pursuant to Article 24-1 of the Financial Instruments and Exchange Act. It does not bear any responsibility pertaining to the aforementioned Financial Instruments and Exchange Act regarding the content of the English text. We recommend that the determination of the authenticity of the content be based on the Japanese text of the Annual Securities Report. The independent auditor's reports are not translated and not included in this document.

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[Cover]

[Document Submitted] Annual Securities Report (“Yukashoken Hokokusho”)

[Article of the Applicable Law Requiring Submission of This Document] Article 24, Paragraph 1 of the Financial Instruments and Exchange Act of Japan

[Submitted to] Director, Kanto Local Finance Bureau

[Date of Submission] June 16, 2026

[Accounting Period] The 49th Fiscal Year (from April 1, 2025 to March 31, 2026)

[Company Name] ACOM Kabushiki-Kaisha

[Company Name in English] ACOM CO., LTD. (the “Company”)

[Position and Name of Representative] Masataka Kinoshita, President & CEO

[Location of Head Office] 9-1, Higashi Shinbashi 1-chome, Minato-ku, Tokyo

[Phone No.] 03-6865-0001 (main)

[Contact for Communications] Akifumi Kinoshita, Executive Officer, Chief General Manager of Accounting Department

[Nearest Contact] 9-1, Higashi Shinbashi 1-chome, Minato-ku, Tokyo

[Phone No.] 03-6865-0001 (main)

[Contact for Communications] Akifumi Kinoshita, Executive Officer, Chief General Manager of Accounting Department

[Place Where Available for Public Inspection] Tokyo Stock Exchange, Inc.  
(2-1, Nihonbashi Kabutocho, Chuo-ku, Tokyo)

## Part I Information on the Company

### I. Overview of the Company

#### 1. Key Financial Data and Trends

##### (1) Consolidated financial data, etc.

(Millions of yen, unless otherwise stated)

Fiscal period	45th fiscal year	46th fiscal year	47th fiscal year	48th fiscal year	49th fiscal year
Period of account	March 2022	March 2023	March 2024	March 2025	March 2026
Operating revenue	262,155	273,793	294,730	317,742	337,709
Ordinary profit	35,441	87,485	86,715	58,919	100,513
Profit attributable to owners of parent	55,678	54,926	53,091	32,124	79,635
Comprehensive income	59,673	71,409	72,242	56,241	101,411
Net assets	563,963	619,837	674,175	709,035	782,455
Total assets	1,263,296	1,297,316	1,417,403	1,486,409	1,616,379
Net assets per share (yen)	339.51	370.92	400.87	417.18	458.96
Basic earnings per share (yen)	35.54	35.06	33.89	20.51	50.83
Diluted earnings per share (yen)	-	-	-	-	-
Shareholders' equity ratio (%)	42.10	44.79	44.31	43.97	44.48
Return on equity (%)	10.94	9.87	8.78	5.01	11.60
Price earnings ratio (times)	8.98	9.10	11.89	18.62	9.05
Net cash provided by (used in) operating activities	46,089	(1,318)	(36,759)	876	12,096
Net cash provided by (used in) investing activities	(4,032)	(2,692)	(6,178)	(6,478)	(4,910)
Net cash provided by (used in) financing activities	(50,162)	(12,933)	57,163	(6,410)	13,105
Cash and cash equivalents at end of period	74,242	57,666	71,900	60,157	80,397
Number of employees [Average number of fixed-term employees not included in the above numbers] (persons)	5,317 [113]	5,333 [122]	5,404 [131]	5,498 [127]	5,626 [122]

(Note) Diluted earnings per share is not stated because there is no dilutive security.

## (2) Financial data etc. of the Filing Company

(Millions of yen, unless otherwise stated)

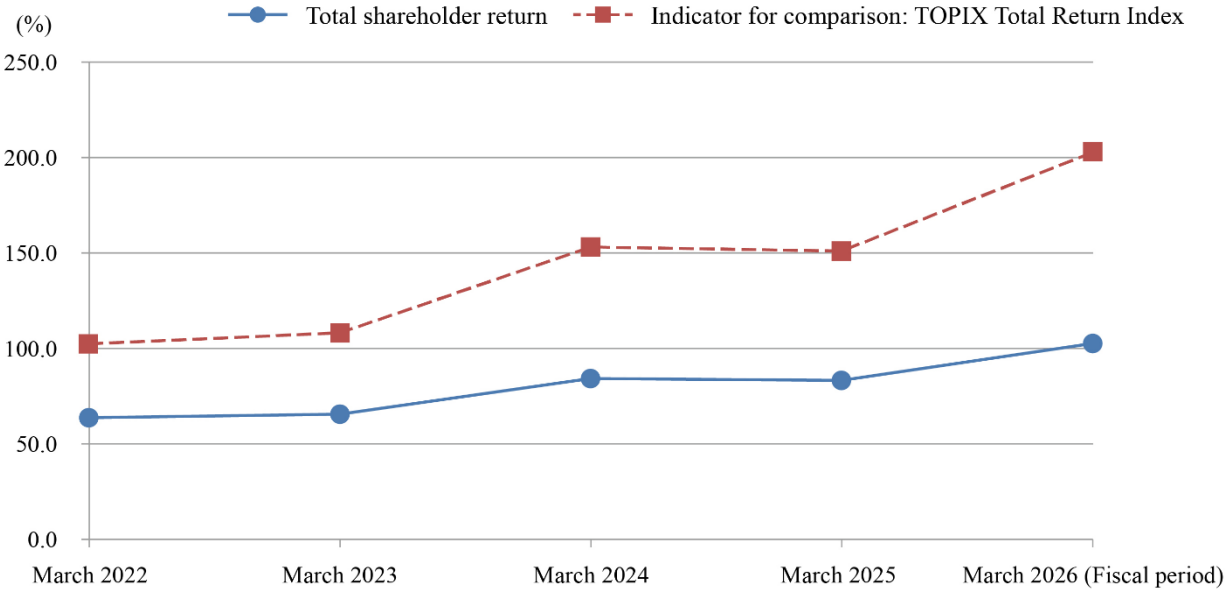
Fiscal period	45th fiscal year	46th fiscal year	47th fiscal year	48th fiscal year	49th fiscal year
Period of account	March 2022	March 2023	March 2024	March 2025	March 2026
Operating revenue	194,670	200,679	215,467	233,250	248,759
Ordinary profit	17,962	70,417	66,986	40,036	80,960
Profit	48,082	48,985	46,290	25,922	70,477
Share capital	63,832	63,832	63,832	63,832	63,832
Total number of shares issued (thousands of shares)	1,566,614	1,566,614	1,566,614	1,566,614	1,566,614
Net assets	461,531	496,416	525,474	531,031	574,876
Total assets	1,080,514	1,090,256	1,184,819	1,236,083	1,350,792
Net assets per share (yen)	294.60	316.87	335.42	338.97	366.95
Dividends per share [Of the above, interim dividends per share] (yen)	7.00 [3.00]	10.00 [5.00]	12.00 [6.00]	14.00 [7.00]	22.00 [10.00]
Basic earnings per share (yen)	30.69	31.27	29.55	16.55	44.99
Diluted earnings per share (yen)	-	-	-	-	-
Shareholders' equity ratio (%)	42.71	45.53	44.35	42.96	42.56
Return on equity (%)	10.87	10.23	9.06	4.91	12.75
Price earnings ratio (times)	10.39	10.20	13.63	23.07	10.23
Dividend payout ratio (%)	22.81	31.98	40.61	84.59	48.90
Number of employees [Average number of fixed-term employees not included in the above numbers] (persons)	2,111 [96]	2,071 [104]	2,042 [113]	2,088 [109]	2,125 [105]
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]
The highest share price (yen)	529	360	409	436	539
The lowest share price (yen)	276	301	315	326	323

(Notes) 1. Diluted earnings per share is not stated because there is no dilutive security.

2. The highest and lowest share prices were those recorded on the First Section of the Tokyo Stock Exchange before April 3, 2022, and on the Standard Market of the Tokyo Stock Exchange after April 4, 2022.

3. Of the annual dividend of 22.00 yen per share for the fiscal year ended March 31, 2026, the year-end dividend of 12.00 yen per share is subject to approval at the Ordinary General Meeting of Shareholders scheduled to be held on June 23, 2026.

4. Total shareholder return changes over the latest five years are as follows:



## 2. ACOM History

Year/Month	ACOM History
1978 Oct.	“ACOM CO., LTD.” was founded with share capital of 500 million yen as the business of consumer finance, and established its office in Nihonbashi, Chuo-ku, Tokyo.
1978 Dec.	Acquired 69 consumer finance outlets and receivable-outstanding from “Maruito Co., Ltd.” and “Joy Co., Ltd.” and started consumer finance business.
1979 Dec.	Installed an automatic teller machine (ATM), which provides a 24-hour/365-day service, at the Ginza branch (located in Ginza, Chuo-ku), as the first in the industry.
1983 Dec.	Registered to Kanto Local Finance Bureau as a money-lending company along with enforcement of “Money-Lending Business Control and Regulations Law”.
1992 Mar.	Absorbed “N. S.K. Shinpan Co., Ltd.” and started the business of installment sales finance, golf membership mortgage loan, and commercial loan.
1993 July	Installed “MUJINKUN,” automatic contract machine, at the Shinjuku branch and the Hakata branch as the first in the industry.
1993 Oct.	Listed ACOM stock on the over-the-counter market at Japan Securities Dealers Association.
1994 Dec.	Listed ACOM stock on the second section of the Tokyo Stock Exchange.
1996 Sept.	Established “SIAM A&C CO., LTD.” as a joint venture of hire purchase business in Kingdom of Thailand.
1996 Sept.	Listed ACOM stock on the first section of the Tokyo Stock Exchange.
1998 July	Acquired principal membership of MasterCard International and obtained a license to issue credit cards.
1999 Apr.	Started issuing MasterCard® and advanced into credit card business.
2000 Oct.	Acquired all shares of “JUKI CREDIT CO., LTD.”
2000 Nov.	Established “A B PARTNER CO., LTD.” as the business of temporary employment agencies and back-office services.
2001 Mar.	Invested capital in “IR Loan Servicing, Inc.” (present, a consolidated subsidiary) to advance into the servicing business.
2001 Aug.	Established “Tokyo-Mitsubishi Cash One Ltd.” with “The Bank of Tokyo-Mitsubishi, Ltd.” (present, “MUFG Bank, Ltd.”), “The Mitsubishi Trust and Banking Corporation” (present, “The Mitsubishi UFJ Trust and Banking Corporation”), “DC CARD Co., Ltd.” (present, “Mitsubishi UFJ NICOS Co., Ltd.”), and “JACCS CO., LTD.”
2001 Sept.	“JUKI CREDIT CO., LTD.” changed its corporate name to “JCK CREDIT CO., LTD.”
2004 Mar.	Reached an agreement with respect to a strategic business and capital alliance with “Mitsubishi Tokyo Financial Group, Inc.” (present, “Mitsubishi UFJ Financial Group, Inc.”).
2005 Jan.	Partially acquired shares of “Tokyo-Mitsubishi Cash One Ltd.” and changed its corporate name into “DC Cash One Ltd.”
2005 Jan.	Established “RELATES CO., LTD.” which operated entrusted call center functions from banks.
2005 Mar.	Acquired all shares of “MTB Capital Co., Ltd.” and changed its corporate name to “AC Ventures Co., Ltd.”
2005 Apr.	“SIAM A&C CO., LTD.” changed its corporate name to “EASY BUY Public Company Limited” (present, a consolidated subsidiary).
2007 Apr.	“JCK CREDIT CO., LTD.” succeeded to installment sales finance business split up from ACOM and changed its corporate name into “AFRESH CREDIT CO., LTD.”
2007 Dec.	Jointly acquired “PT. Bank Nusantara Parahyangan, Tbk.” In Republic of Indonesia with “The Bank of Tokyo-Mitsubishi UFJ, Ltd.” (present, “MUFG Bank, Ltd.”)
2008 Feb.	Acquired all shares of “IR Loan Servicing, Inc.”
2008 Sept.	Agreed upon further strengthening strategic business and capital alliance with “Mitsubishi UFJ Financial Group, Inc.” and “The Bank of Tokyo-Mitsubishi UFJ, Ltd.” (present, “MUFG Bank, Ltd.”)
2008 Dec.	Became a consolidated subsidiary of “Mitsubishi UFJ Financial Group, Inc.” as the parent company.
2009 Apr.	“RELATES CO., Ltd.” was dissolved due to absorption-type merger with “MU Communication Co., Ltd.” (present, an equity-method affiliate), a subsidiary of “The Bank of Tokyo-Mitsubishi UFJ, Ltd.” (present, “MUFG Bank, Ltd.”), where “MU Communication Co., Ltd.” was the surviving company.
2009 May	“DC Cash One Ltd.” was dissolved due to absorption-type merger with the Company where the Company was the surviving company.
2010 Aug.	“A B PARTNER CO., LTD.” was dissolved due to absorption-type merger with “IR Loan Servicing, Inc.” where “IR Loan Servicing, Inc.” was the surviving company.



Year/Month	ACOM History
2012 Apr.	“AC Ventures Co., Ltd.,” was dissolved due to absorption-type merger with the Company where the Company was the surviving company.
2013 Sept.	Established “MU Credit Guarantee Co., LTD.,” which operates in the guarantee business (present, a consolidated subsidiary).
2014 Sept.	“AFRESH CREDIT CO., LTD.” was dissolved due to absorption-type merger with “IR Loan Servicing, Inc.” where “IR Loan Servicing, Inc.” was the surviving company.
2015 Dec.	Acquired all shares of “MU Credit Guarantee Co., LTD.”
2017 July	Established “ACOM CONSUMER FINANCE CORPORATION,” a joint venture which operates the unsecured loan business (present, a consolidated subsidiary), in the Republic of the Philippines.
2019 May	“PT. Bank Nusantara Parahyangan, Tbk.” In the Republic of Indonesia merged with “PT Bank Danamon Indonesia, Tbk.” (the surviving company), a consolidated subsidiary of “Mitsubishi UFJ Financial Group, Inc.”
2021 July	Established ACOM (M) SDN. BHD., an unsecured loan business, in Malaysia (present, a consolidated subsidiary).
2022 Apr.	Established GeNiE Inc. to start an unsecured loan business promoting embedded finance (present, a consolidated subsidiary).
2022 Apr.	Shifted to the Standard Market of the Tokyo Stock Exchange (TSE) following the TSE’s transition to new market segmentation.
2022 Dec.	Moved headquarters location to Higashi Shinbashi, Minato-ku, Tokyo.

### 3. Description of Business

ACOM is a consolidated subsidiary of Mitsubishi UFJ Financial Group, Inc. (hereinafter, “MUFG”), and MUFG is the “Parent company” of ACOM.

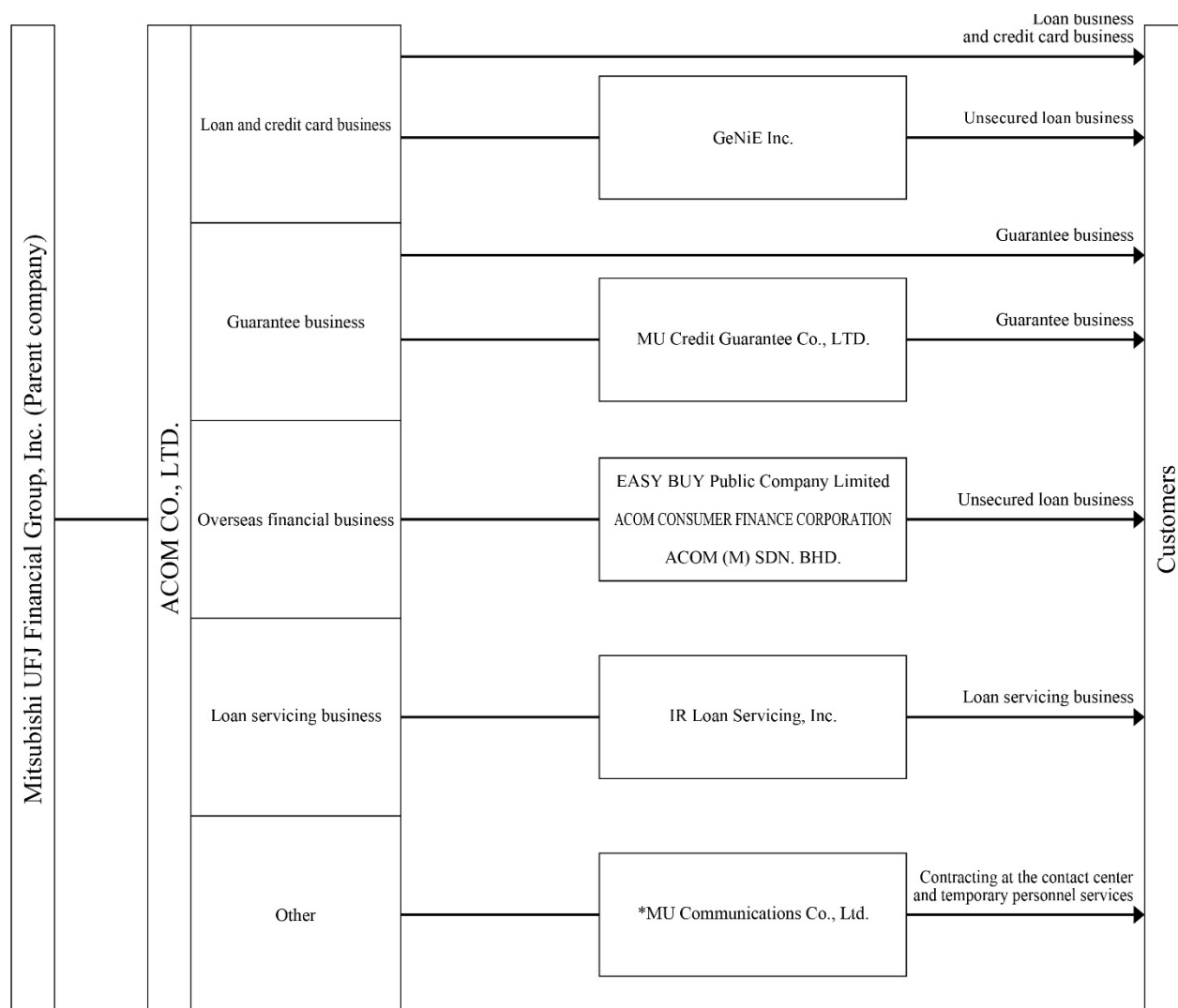
The Company Group consists of ACOM and 6 subsidiaries and 1 affiliate. The Company Group’s main lines of business are loan and credit card business, guarantee business, overseas financial business and loan servicing business.

The table below explains the positioning of group companies and their relevant segments.

The following four segments are consistent with those stated in [Notes], (1) Consolidated Financial Statements in 1. Consolidated Financial Statements, etc. of V. Financial Section.

Segment	Company Name	Business Outline
Loan and credit card business	ACOM CO., LTD.	Loan business and credit card business
	GeNiE Inc.	Unsecured loan business
Guarantee business	ACOM CO., LTD.	Guarantee business
	MU Credit Guarantee Co., LTD.	
Overseas financial business	EASY BUY Public Company Limited	Unsecured loan business and installment loan business (installment sales finance business) in Kingdom of Thailand
	ACOM CONSUMER FINANCE CORPORATION	Unsecured loan business in Republic of the Philippines
	ACOM (M) SDN. BHD.	Unsecured loan business in Malaysia
Loan servicing business	IR Loan Servicing, Inc.	Loan servicing business
Others	MU Communications Co., Ltd.	Contracting at the contact center and temporary personnel services

The diagram below illustrates the businesses of the ACOM Group companies.



Not otherwise stated: Consolidated subsidiary \* : Equity-method affiliate

#### 4. Information on Subsidiaries and Associates

Company name	Location	Paid in capital (Million yen)	Principal business	Ratio of voting rights holding or held		Relationship
				Ratio of voting rights holding (%)	Ratio of voting rights held (%)	
(Parent company) Mitsubishi UFJ Financial Group, Inc. (Note) 3	Chiyoda-ku, Tokyo	2,141,513	Bank holding company	-	40.18 (2.60)	Business management, business and capital alliance Directors with concurrent positions: 1
(Consolidated subsidiaries) GeNiE Inc.	Chuo-ku, Tokyo	250	Loan and credit card business	100.00	-	Loan of operating funds to the company
MU Credit Guarantee Co., LTD.	Chiyoda-ku, Tokyo	300	Guarantee business	100.00	-	
EASY BUY Public Company Limited (Notes) 4, 5	Bangkok, Kingdom of Thailand	(Million THB) 6,000	Overseas financial business	71.00	-	
ACOM CONSUMER FINANCE CORPORATION (Note) 4	Pasig, Republic of the Philippines	(Million PHP) 3,000	Overseas financial business	80.00	-	
ACOM (M) SDN. BHD. (Notes) 4, 6	Kuala Lumpur, Malaysia	(Million RM) 200	Overseas financial business	100.00	-	
IR Loan Servicing, Inc.	Nakano-ku, Tokyo	520	Loan servicing business	100.00	-	Partial assignment of loan receivables from the company Loans provided to the company for business funding
(Equity-method affiliate) MU Communications Co., Ltd.	Shibuya-ku, Tokyo	1,020	Other	23.15	-	Consulting contracts with companies with which the Company has dispatched workers and/or forged guarantee tie-ups

(Notes) 1. Name of business segments of consolidated subsidiaries in the box of “Principal business” are the same as those stated in the segment information.

2. The ratio of voting rights holding (held) indirectly is shown in parentheses “( )” in the boxes of “Ratio of voting rights holding or held.”

3. The Company files Securities Reports.

4. EASY BUY Public Company Limited falls under a specified subsidiary.

5. EASY BUY’s operating revenue (excluding intragroup operating revenue among consolidated subsidiaries) accounted for 10% or more of the total operating revenue for the consolidated financial statements.

Key profit/loss information:

(1) Operating revenue	65,165 million yen (14,290 million THB)
(2) Ordinary profit	23,921 million yen (5,245 million THB)
(3) Profit	18,471 million yen (4,050 million THB)
(4) Net assets	215,007 million yen (43,261 million THB)
(5) Total assets	271,244 million yen (54,576 million THB)

6. In December 2025, ACOM (M) SDN. BHD. raised funds amounting to 120 million Malaysian ringgit by carrying out a capital increase through shareholder allotment, resulting in a capital increase from 80 million Malaysian ringgit to 200 million Malaysian ringgit.

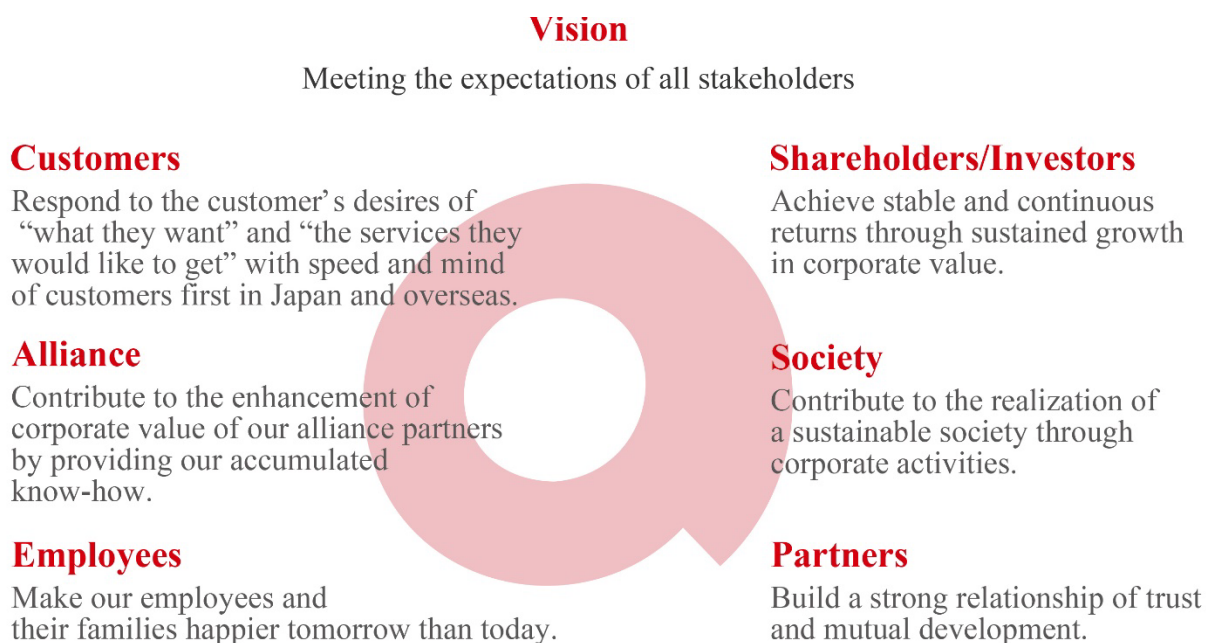
## II. Business Overview

### 1. Management Policy, Business Environment, and Issues to be Addressed

The forward-looking statements included in the following description are based on the Company Group's judgment as of the end of the fiscal year.

#### (1) Basic management policy

The Company Group has established our "Circle of Trust" spirit of foundation and a corporate philosophy that "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 lifestyle, through creative and innovative management" as universal values and beliefs, and strives to engage in activities that are "meeting the expectation of all stakeholders" based on our vision, which embodies these ideas.



#### (2) Targeted management indices

With regard to the management indices the Company Group targets, the Company Group will place an emphasis on return on equity (ROE), return on assets (ROA), earnings per share, conventional shareholders' equity ratio and the shareholders' equity ratio calculated by adding total assets to the balance of guaranteed receivables in order to increase shareholders' value and maintain stable management.

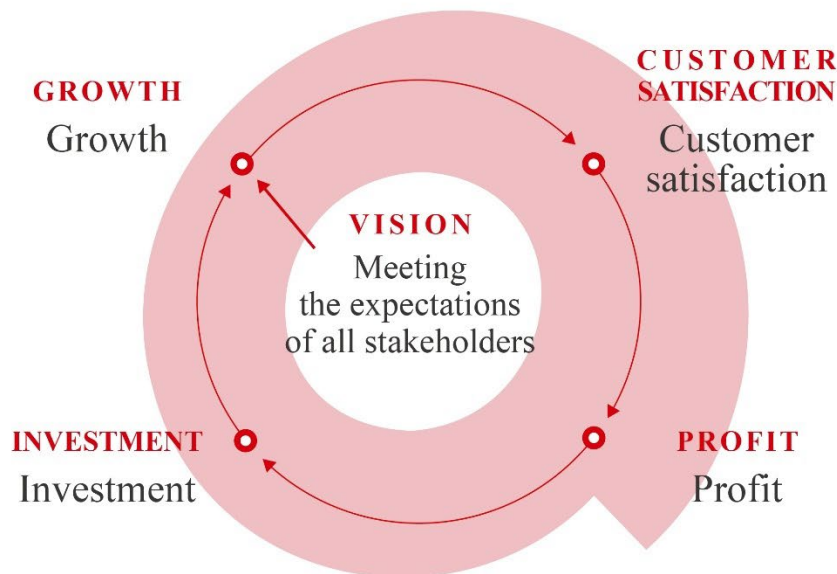
#### (3) Management strategy in the medium-to-long term

The business environment surrounding the Company Group is expected to continue facing an intensifying competitive environment, as well as changes in the social structure including the drop in birthrate coupled with aging society.

Under these circumstances, the Company Group will focus on attracting new customers by rebuilding brand perception in the loan and credit card business segment; strengthening collaboration with existing partners in the guarantee business segment; and pursuing further expansion into new countries in the Asian region in the overseas financial business segment, by drawing on the expertise it has nurtured in diverse areas, including the consumer finance business in Japan and abroad, and low-cost operations through concentration of operations and other initiatives. Also, based on the medium-term management policy outlined below, we will aim to thrive with society by addressing social issues incorporated in SDGs through a range of efforts such as the promotion of diversity and health & productivity management.

## Medium-term Policy

Accelerating the Growth Cycle to Achieve Our Vision



#### (4) Issues to be addressed

In formulating a new three-year medium-term management plan beginning with the fiscal year ending March 31, 2026, we have set forth “Accelerating the Growth Cycle to Achieve Our Vision” as our medium-term policy. In order to continuously meet the expectations of all stakeholders, “Growth” is essential, not only for our Group as a whole, but also for each of talent. To achieve such growth, it is necessary to make “Investments” in both our businesses and our employees. Furthermore, to enable such investments, it is required to achieve continuous “Profit” expansion. This profit is generated through “Customer Satisfaction,” both among our customers and alliance partners. In turn, in order to deliver such satisfaction, “Growth” is again indispensable. We refer to this cycle as the “Growth Cycle.” Further, we will focus on what we should address in order to expand the scope of each business, as well as seek to enhance corporate value.

For the medium-term management plan starting from the fiscal year ending March 31, 2026, the Group has set the targets for its consolidated outstanding balance, 1,314.9 billion yen in the balance of the loan and credit card business, and 1,696.0 billion yen in the balance of the guarantee business, totaling 3,010.9 billion yen in the domestic market; and in overseas markets, targets of 53.1 billion Thai baht in the balance of the loan business for EASY BUY Public Company Limited in the Kingdom of Thailand, 2.1 billion Philippine pesos in the balance of the loan business for ACOM CONSUMER FINANCE CORPORATION in the Republic of the Philippines, and 0.1 billion Malaysian ringgit in the balance of loan business for ACOM (M) SDN. BHD. in Malaysia.

Targets and other forward-looking statements are based on information currently available to the Company and on certain assumptions deemed to be reasonable, and do not constitute a promise by the Company that the anticipated results will be achieved. The actual results may differ due mainly to the impacts of changes in external environments unexpected by the Company.

Under the medium-term management plan, the Company will continue working to expand business and address the following issues.

#### (Loan and credit card business)

In the loan and credit card business, the Company will appropriately and speedily grasp the rapidly evolving digital landscape, and will strive to further expand the scope of our business operations by promoting efforts such as expanding transactions with existing customers, strengthening its ability to attract new customers, and

maintaining the soundness of our credit profile. In addition, in order to expand embedded finance services at GeNiE Inc. in alliance with a partner that has end users, we will deliver new experiences to the customers using the partner's services by providing them with financial services. Moreover, the Company is committed to increasing its brand strength through a range of activities, including "Challenge What You Want to Start," a project aimed at creating a society where everyone in Japan can try something new, launched in November 2021, as well as other activities contributing to society.

(Guarantee business)

In the guarantee business, we will expand the scope of our business operations by realizing guarantee partnerships with non-financial companies that serve customers in need of credit card loans and newly entering into alliance in the guarantee business with financial institutions, and will also further deepen collaboration with existing partners through in-depth communication with them. To meet the increasingly complex needs of each and every financial institution, the Company Group will make the best use of its expertise gained from its loan and credit card business to enhance and improve service functions, while working to ensure appropriate screening and responding to the customers' needs for sound financing.

(Overseas financial business)

In the overseas financial business, we will strive to expand the market share of EASY BUY Public Company Limited in the Kingdom of Thailand, and maintain the soundness of its loan portfolio, while concentrating our efforts on making ACOM CONSUMER FINANCE CORPORATION in the Republic of the Philippines and ACOM (M) SDN. BHD. in Malaysia the second and third pillars of profit in the overseas financial business.

We will also steadily pursue research and analysis activities aimed at realization of starting operations in other Asian countries with a view to expanding our overseas finance business.

## 2. Policy and Initiatives on Sustainability

The Company is promoting initiatives on sustainability to contribute to the realization of a sustainable society, aiming to reconcile solutions to social issues with enhancing corporate value.

The section “Policy and Initiatives on Sustainability” contains information on the filing company, ACOM CO., LTD. In addition, forward-looking statements are based on our judgments made as of the end of the current fiscal year.

### (1) Governance

#### (i) Basic Policy on Sustainability

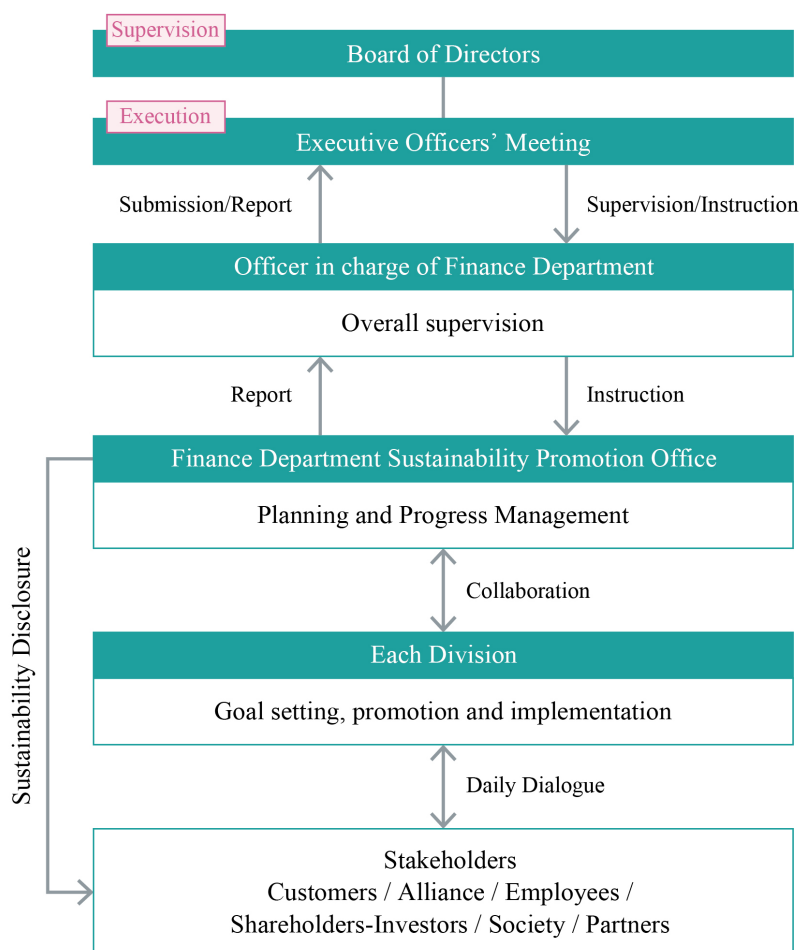
The Company has formulated its Basic Policy as follows:

Based on our founding spirit of “Circle of Trust,” and through our corporate philosophy of “The Spirit of Human Dignity,” “Customers First,” and “Creative and Innovative Management,” we aim to solve social issues and enhance corporate value, thereby contributing to the realization of a sustainable society.

#### (ii) The Sustainability Promotion Organization

The Company has established the Sustainability Promotion Office under the Finance Department to examine and formulate companywide sustainability plans. Key matters are deliberated and decided at the Executive Officers’ Meeting and Board of Directors meeting, and through this, we are working to develop the Company’s sustainability promotion organization.

#### [Sustainability Promotion Organization]





## (2) Strategy

Based on the corporate philosophy that embodies the universal values, we must give the highest priority in performing corporate activities, as well as on the expectations of our stakeholders and changes in the social conditions and business environment, etc., we have organized social issues that we need to prioritize and identified our materialities (key areas).

With such background, in formulating the medium-term management plan beginning with the fiscal year ended March 31, 2026, we reviewed and updated the materialities, from the perspective that medium- to long-term growth of the Company will contribute to enhancement of corporate value.

When identifying a critical item, the Company decides it at the Executive Officers' Meeting and Board of Directors meeting based on the sustainability promotion organization, as described in "(1) Governance." The Company will continue to review the critical items for sustainability while paying close attention to changes in the social conditions and business environment in the future.

[Materiality (key areas)]

### Sustainable business growth through the resolution of social issues



Materiality (key areas)	
Area of contribution	<u>Provide safe and secure financial services</u>
Foundation	<u>Promote environment-friendly business activities</u>
	<u>Deepen corporate culture that respects for human rights</u>
	<u>Strengthen human resource base for sustainable growth</u>
	<u>Strengthen governance</u>
Realization of a sustainable society / Enhancement of corporate value	

In this section, based on these materialities, the Company considers "human capital" to be a critical item for sustainability in view of the scale of impact on the Company's business. On the other hand, the Company considers "environment" to have limited impact on its business, based on the nature of its business.

### (3) Human Capital

#### (a) Human resource strategy

The ACOM Group promotes its operating activities with an aim toward “Contributing to the Realization of an Enjoyable and Affluent Personal Life, and to Improving Lifestyle,” based on the corporate philosophy of “The Spirit of Human Dignity,” “Customers First,” and “Creative and Innovative Management,” under our founding spirit of “Circle of Trust.” In order to achieve our vision of meeting the expectations of all stakeholders, we adopted "Accelerating our growth cycle to achieve our vision" as our medium-term policy with the fiscal year ending March 2026 as the initial year.

With respect to business promotion, we recognize that human capital management is essential, supported by human resources who can embody our corporate philosophy. In addition to hiring individuals who align with the Group’s philosophy, we have been promoting a human resource strategy associated with our business and functional strategies to address the acceleration of growth under the medium-term management plan, placing importance on employees’ continuous, self-driven growth.

In promoting our human resource strategy, we aim to strengthen foundation of human resource, with recruitment, development and retention as the core.

Regarding recruitment, we have been taking steps to further enhance our brand strength and expand information disclosure, in order to secure human resources with diverse values and ideas. With regard to development, we have been enriching our training programs while also creating an environment that supports employee’s growth, in order to develop a self-driven culture. Furthermore, in terms of retention of human resources, we have been working to enhance employees’ engagement, while developing an open corporate culture through various employee benefits and an evaluation system that rewards taking on challenges and achieving results.

For these activities, we have organized them into five domains and are promoting initiatives in the areas of “Recruitment and Development of Human Resources,” “Work Style Reform,” “Diversity and Inclusion,” “Personnel Evaluation and Compensation,” and “Employee Engagement.”

Across the ACOM Group companies both in Japan and overseas, we aim to share common values by utilizing our employees and perspectives, while hiring and developing human resources according to each business type and the characteristics of each location.

Based on this thinking, we aim to improve a sustainable corporate value within the ACOM Group.

#### (b) Overview of human resource strategy



(c) Basic policies supporting human resource strategy

(i) Policy on human resource development

Aiming for the Company Group's sustainable growth, the Company will respect the abilities, ideas, values, etc. of diverse human resources and develop personnel who can embody its corporate philosophy.

(ii) Policy on Workplace environment development

Based on the corporate philosophy of "The Spirit of Human Dignity," the Company will promote diversity and develop an internal environment in which employees can feel "motivated and comfortable."

(iii) Policy on compensation

This policy has been established to hire, develop and retain human resources who can support our sustainable business growth and the enhancement of corporate value, through a human resource strategy based on our corporate philosophy, vision and medium-term management plan. Employee compensation consists primarily of monthly salary and bonuses, which are in principle paid twice a year. Compensation is determined based on employees' roles and evaluations that appropriately reflect their performance and challenges. Our evaluation system is designed to be fair and balanced, ensuring that employees' achievements and efforts are properly recognized. Compensation levels are set in consideration of the business environment, social conditions, and other relevant factors. In addition, we work to enhance our employee benefits programs to further improve work engagement.

(d) Specific initiatives

(Recruitment and Development of Human Resources)

(i) Enhancing recruitment activities for new graduates and mid-career hires

Under the situation where competition between companies is intensifying and changes in needs are accelerating, in order to implement "creative and innovative management" and meet the expectations of stakeholders, we believe it is necessary to create a new value by fusing abilities, ideas, values, etc. of diverse human resources. Based on this thought process, we are promoting recruitment activities for new graduates and mid-career hires to secure the necessary human resources to carry out business strategies and further enhance corporate value. We engage in creating working environments which provide job satisfaction and workplace comfort.

As for recruitment activities for new graduates, in addition to our previous job requirements, we aim to secure diverse human resources by considering our human resource portfolio and building talent-pool for future business development. In addition, we have actively shared corporate information by launching our official YouTube recruitment channel and Instagram account, featuring office introduction videos, employee interviews, and more, in order to enhance our brand image and recognition among job seekers. As a result of these activities, we ranked second place in the "Credit, Consumer Credit, Leasing, and Other Finance" category of the "MyNavi/Nikkei 2027 Ranking of Popular Employers for University Graduates."

In our recruitment activities for mid-career hires, we actively recruit human resources with specialized skills to speedily respond to operational issues and seek further expansion in each business domain. We will strive to ensure diversity and maximize organizational capabilities in the future.

• Trends in the number of new graduates and mid-career hires

	FY2021	FY2022	FY2023	FY2024	FY2025
New Graduate	64	63	78	87	104
Mid-career hires	34	36	55	96	91

(Note) New graduate recruitment is the number of employees who join the company on April 1 of the next fiscal year.

(ii) Developing digital talent for optimization both human resources and digital

We are confident in the Company's credit and collection capabilities, as well as the know-how cultivated through our long-term business operations as a leading company in the consumer finance industry. On the other hand, we recognize that it is a pressing matter to build an organization that can respond quickly to digitalization, technology innovation and changes in the market environment, and we have been strengthening the development of human resources who will be part of the promotion of digital technologies. Since April 2023, we have been running the "Digital Human Resource Development Program." In this fiscal year, we provided training programs to help employees, selected based on their performance in the basic digital training, acquire more advanced professional skills (data analysis, programming, AI, UI/UX, etc.) and dispatched them to cross-boundary learning.

In addition, with the aim of improving digital literacy across the Company, we have enhanced the organization's adaptability to change through qualification programs related to both IT and statistics, as well as study programs on generative AI.

• Trend in the number of employees holding digital-related certifications (since 2022)

	FY2022	FY2023	FY2024	FY2025
No. of employees holding certifications	205	315	382	452

(Note) The digital-related qualifications counted include Japan Information Technology Engineers, Statistics certification, AI certification, Python-related certifications, etc.

(iii) Promoting development of future leaders

In this fiscal year, our executives have worked together as a unit, we have established a framework that promotes early development of future leaders who will contribute to the Company Group. Specifically, we have been promoting the following two measures.

• Executive-led initiatives

We are strengthening our traditional OJT by providing practical opportunities such as subsidiary management assignments and "tough assignments" (appointments to key projects, etc.). In addition, we have newly introduced dialogue sessions and one-on-one meetings with executives. Through direct guidance and communication from executives, we aim to ensure the transfer of management perspectives to the next generation of leaders.

• HR-led initiatives

In addition to existing training programs, we have provided opportunities for internal lecture and interactions with external professionals. Through these practical experiences, we aim to further promote employee growth.

(Work Style Reform)

(i) Promoting male employees taking childcare leave

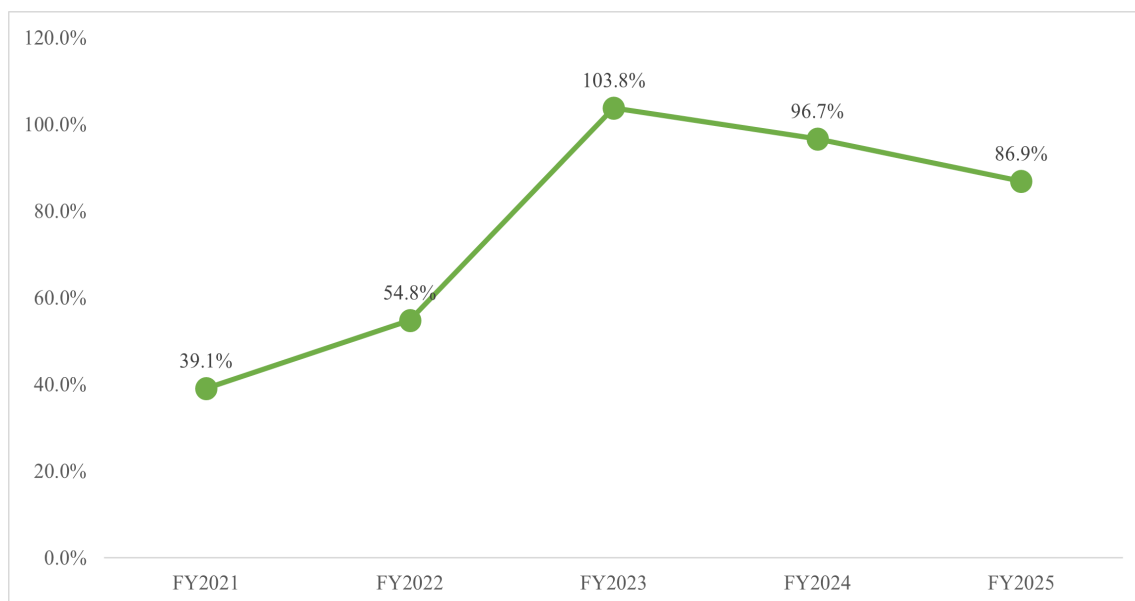
With the goal of achieving a 100% childcare leave utilization rate among male employees, we carried out efforts such as providing information for managers to promote understanding of childcare leave for male employees and introducing information tools related to DEI and healthcare, in order to create an environment that facilitates childcare leave for male employees and to promote its utilization.

Regarding the calculation of the childcare leave utilization rate for male employees, differences between the fiscal year in which a spouse gives birth and the fiscal year in which childcare leave is actually taken may affect the figures for a single year. We will continue to enhance the effectiveness of our initiatives so that all eligible employees can take childcare leave comfortably at the timing they desire.

In addition, as part of our support system for smooth returns to work and continued career development, we revised the support program for early returnees. Instead of providing benefits through bonuses as in the past, we shifted to monthly salary payments to promptly reduce financial burdens such as childcare fees, thereby supporting employees in continuing their desired career paths. Furthermore, we have strengthened our support structure to meet diverse needs, including adopting the Children and Families Agency's "Babysitter Dispatch

Program Discount Vouchers” as part of our employee benefits.

- Trends in rate of male employees taking childcare leave



(Note) Number of male employees who took childcare leave during the fiscal year / Number of male employees whose spouses gave birth during the fiscal year. (calculated as of the end of each fiscal year)

(ii) Promoting health management

We believe that the physical and mental health of employees leads to happiness for employees and progress for the company. Based on this belief, we have established our Health and Productivity Management Policy (“Declaration of Health and Productivity Management”). Under this policy, we work to promote early detection and prevention of illness by subsidizing the cost of comprehensive medical checkups and cancer screenings. We also support improvements in exercise and dietary habits through the use of a health-management portal site, encourage the establishment of exercise routines through walking events, and host health-related events in collaboration with business partners. Through these multifaceted initiatives, we strive to create a work environment where employees can thrive and fully demonstrate their abilities.

As a result of these ongoing efforts, we were selected as one of the “2026 Outstanding Organizations of KENKO Investment for Health (White 500),” an honor awarded to the top 500 companies among the large-enterprise category certified under the recognition program for a Superior Health Management Corporation jointly administered by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

In addition, the Company has been recognized as a “Superior Health Management Corporation” within the large enterprise category for the fifth consecutive year, and we will continue to enhance our health-promotion initiatives and work to further increase corporate value.

(Diversity & Inclusion)

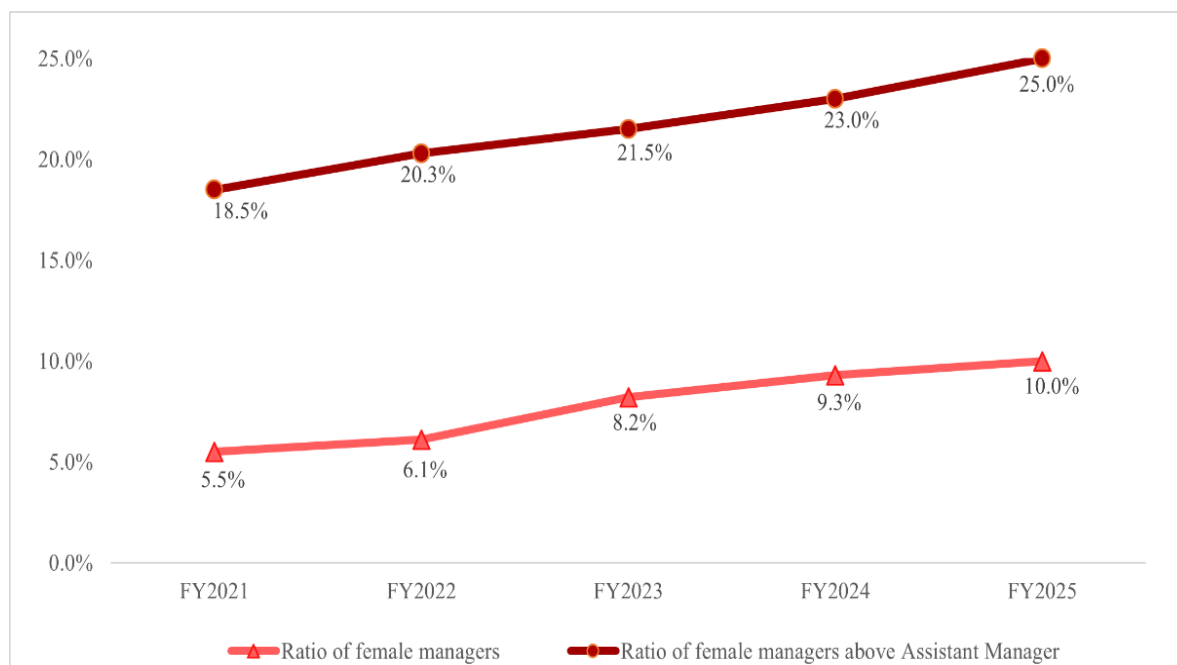
(i) Female advancement

The Company has been promoting the “Woman Career Program” since the fiscal year ended March 31, 2023. The training program is designed to create an environment where female employees can work with vitality by supporting their autonomous career development. As of the current point in time, a total of 62 female employees have completed the program. Among the 35 participants eligible to apply for selective training programs, 17 employees, which is about half of the eligible participants, voluntarily applied for the management-candidate development program. Through this program, we are fostering a mindset aimed at becoming next-generation leaders and translating it into concrete actions.

As a result of these ongoing development initiatives, the advancement of female employees has steadily

progressed. The ratio of female managers reached 10.0% (an increase of 4.5 percentage points from the fiscal year 2021), and the ratio of female employees in positions at the assistant manager level and above reached 25.0% (an increase of 6.5 percentage points from the fiscal year 2021). We will continue to strengthen the pipeline of future female leaders and accelerate efforts to ensure diversity within decision-making layers.

- Trends in ratio of female managers and ratio of female managers above assistant manager



(ii) Promoting opportunities for senior employees

To create an environment in which senior employees with specialized skills can thrive, we have introduced a system that determines compensation based on the level of specialization. In addition to the existing “Specialist Positions” (for example: system development, accounting), we newly established the “Expert Position,” which allows employees to leverage practical experience such as customer service. This system enables us to provide appropriate treatment based on each senior employee’s extensive experience and skills.

Furthermore, we expanded opportunities for long-term engagement by raising the upper age limit to 70 for employees who meet certain criteria. Through these measures, we aim to support senior employees in contributing over the long term.

(iii) Follow-up system for employees with disabilities

To ensure that employees with disabilities can feel motivated and comfortable in the work environment, we have established a support framework that includes conducting an annual workplace survey and holding multiple interviews each year with both their supervisors and the human resources department. Through these initiatives, we strive to build a workplace where employees respect one another as professional partners and where healthy, open communication is encouraged with attention to both physical and mental well-being.

In addition, in order to further promote the understanding and adoption of diversity and inclusion, we provide internal e-learning on universal manners and actively share information about programs led by MUFG. Through these ongoing efforts, we continue to foster an organizational culture that respects diversity.

(Personnel Evaluation & Compensation)

(i) Increasing employee compensation

The company positions the recruitment and retention of human resources who lead sustainable growth, as well as the enhancement of employee engagement, as one of its highest priorities. Based on this approach, we raised overall wage levels and implemented base salary adjustments with the aim of renewing our compensation

structure to ensure competitiveness in the market.

- Strengthening recruitment competitiveness through higher starting salaries

To enhance our competitiveness in the labor market, we increased starting salaries.

(for example: General affairs who graduated university: 270,000 yen → 300,000 yen)

- Base salary adjustments for existing employees (base-up and elimination of pay gaps)

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.

- Optimization of the compensation structure

We expanded the range of individual performance-based bonuses and increased differentiation in bonus multipliers for managers (section manager level and above). This shift enhances the attractiveness of compensation for higher-level roles and strengthens the link between individual performance and rewards.

- Compensation increase rate (base salary growth rate) \*1

Apr. 2023	Apr. 2024	Apr. 2025	Apr. 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 fiscal year 2025, we will raise the standard amount for individual performance-based pay (the base amount used for bonus calculations) for nearly all job grades, thereby improving compensation on an annual income basis.

#### (ii) Building a system that rewards performance

We aim to build an organization in which each employee can demonstrate even higher performance by enhancing motivation and job satisfaction through a system that better rewards individual effort and achievement. In this fiscal year, in addition to responding to compensation increases, we introduced a new framework that appropriately evaluates employees' challenges to accelerate the growth cycle.

Through these initiatives, we promote a culture that encourages autonomous challenges and create an environment where employees can deliver high performance, contributing to improved organizational productivity and sustainable corporate value.

#### (iii) Introduction of the "IT and System Skills Certification Program"

The Company has introduced the "IT and System Skills Certification Program" with the aim of supporting the digital shift and strengthening the recruitment and retention of IT talent. Under this program, employees with advanced expertise are certified according to their skill level, and compensation based on market standards are provided to ensure a competitive reward structure. Through rigorous annual skill assessments, including renewals and revocations, we encourage employees to pursue continuous self-development and maintain a performance-driven environment that rewards challenge and achievement.

#### (Employee Engagement)

##### (i) Sharing the new action guidelines

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

First, we held round-table discussions between the President and managers at the deputy general manager level and above. During these sessions, participants declared the principles they would personally lead by and

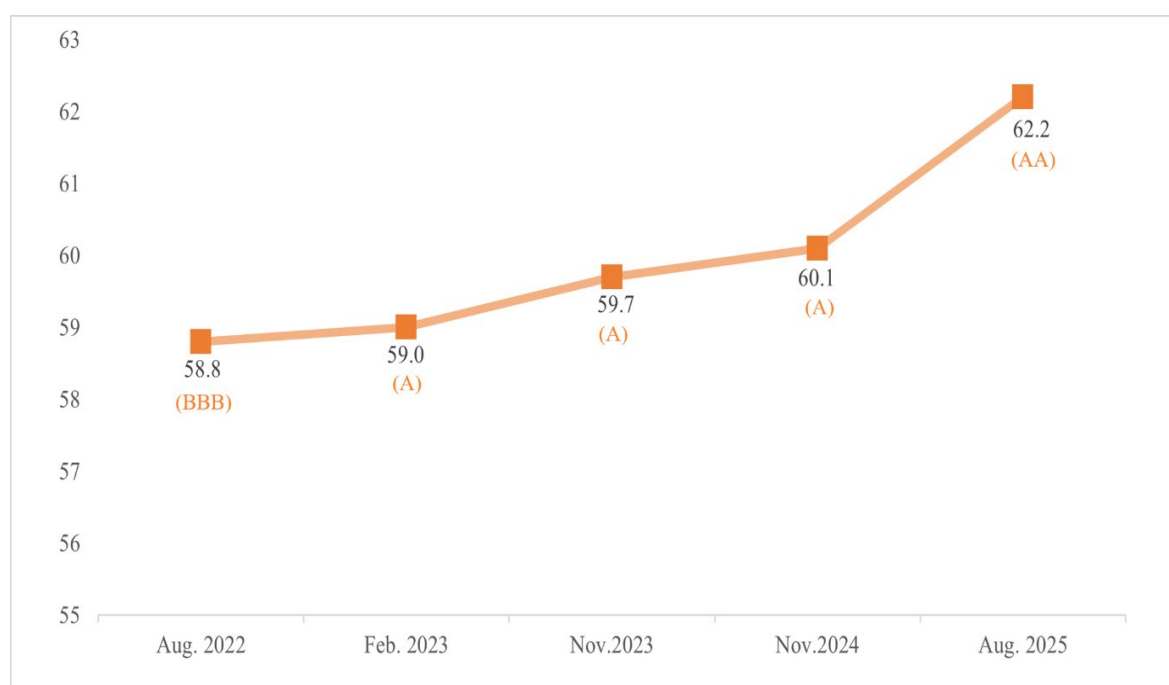
shared best practices from within their departments, fostering a shift in mindset among the leadership team.

Furthermore, all departments implemented the “Action Guideline Embedding Program.” After reaffirming the background of the initiative and the expectations for employees through a video message from the President, departments conducted dialogue-focused workshops. Through this series of activities, employees recorded their insights in the “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.

#### (ii) Employee engagement survey

Since 2019, we have conducted an annual employee engagement survey to measure expectations and satisfaction levels and to monitor organizational engagement trends. The survey utilizes “Motivation Cloud,” provided by Link and Motivation Inc. We have been recognized for seven consecutive years in the “Best Motivation Company Awards” within the large enterprise category (companies with fewer than 5,000 employees). Based on survey results, executives, division heads, and the HR department work closely together to drive initiatives that enhance engagement for both employees and the organization.

#### • Trends in engagement scores and ratings



\* 50.0 is considered to be the average engagement score (deviation value).

\* Engagement ratings are grouped into 11 ranks, from AAA (scores above 67.0) to DD (scores under 33.0).

\* Figures stated represent the entire Company, including employees to domestic Group companies and overseas Group companies.

#### (iii) Supporting growth and challenges

The Company believes that providing incentives for employees to take on challenges and aiming to be an organization that practices “Creative and Innovative Management” leads to enhancing corporate value. We have been holding a business contest “DRIVE” across the ACOM Group since the fiscal year ended March 31, 2024. In this fiscal year, which marked the second round of the program, we received 71 applications.

Additionally, we launched the “PRO Conference,” an innovation creation forum involving seven executive officers and 56 employees selected by executives. Led by executives with extensive expertise, the conference strengthens the feasibility of proposals. 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 cultivate an organizational culture where every employee continues to take on challenges.

#### (4) Risk management

The Company believes that it can create opportunities to enhance its medium- to long-term corporate value by responding in a timely and appropriate manner to various environmental, social, and other issues related to its materialities, and by disclosing useful information to stakeholders. On the other hand, insufficient efforts or disclosure may lead to risks such as damaging its brand value.

Therefore, under the overall supervision of the director in charge of the Finance Department, each division identifies, evaluates and manages risks and opportunities related to sustainability through daily dialogue with stakeholders, while deliberation, decision, supervision, and instruction are made at the Executive Officers' Meeting and Board of Directors meeting, based on its sustainability promotion organization. Please refer to "3. Risks Related to Business [Top risks]" for details of risk events that the management recognizes could have significant impacts on business in the future in the Company's business environment.

#### (5) Indicators and targets

As for the indicators related to the "Policy on Human Resource Development," including securing diversity of human resources and the "Policy on Internal Environmental Development," the Company is working on specific initiatives, in addition to data management of relevant indicators. However, not every consolidated subsidiary engages in these initiatives, making it difficult to state on a consolidated basis. Therefore, targets and results for the following indicators represent those of the filling company, which operates the main business in the consolidated group.

Indicator	Target	Result (Current fiscal year)
Rate of achievement of recruitment plan	100%	115.6%
Rate of male employees taking childcare leave	100%	86.9%(NOTE)
Ratio of female managers above Assistant Manager	26.5% by March 2028	25.0%
Ratio of female managers	11.0% by March 2028	10.0%

(Note) Number of male employees who took childcare leave during the fiscal year / Number of male employees whose spouses gave birth during the fiscal year (calculated as of the end of each fiscal year)

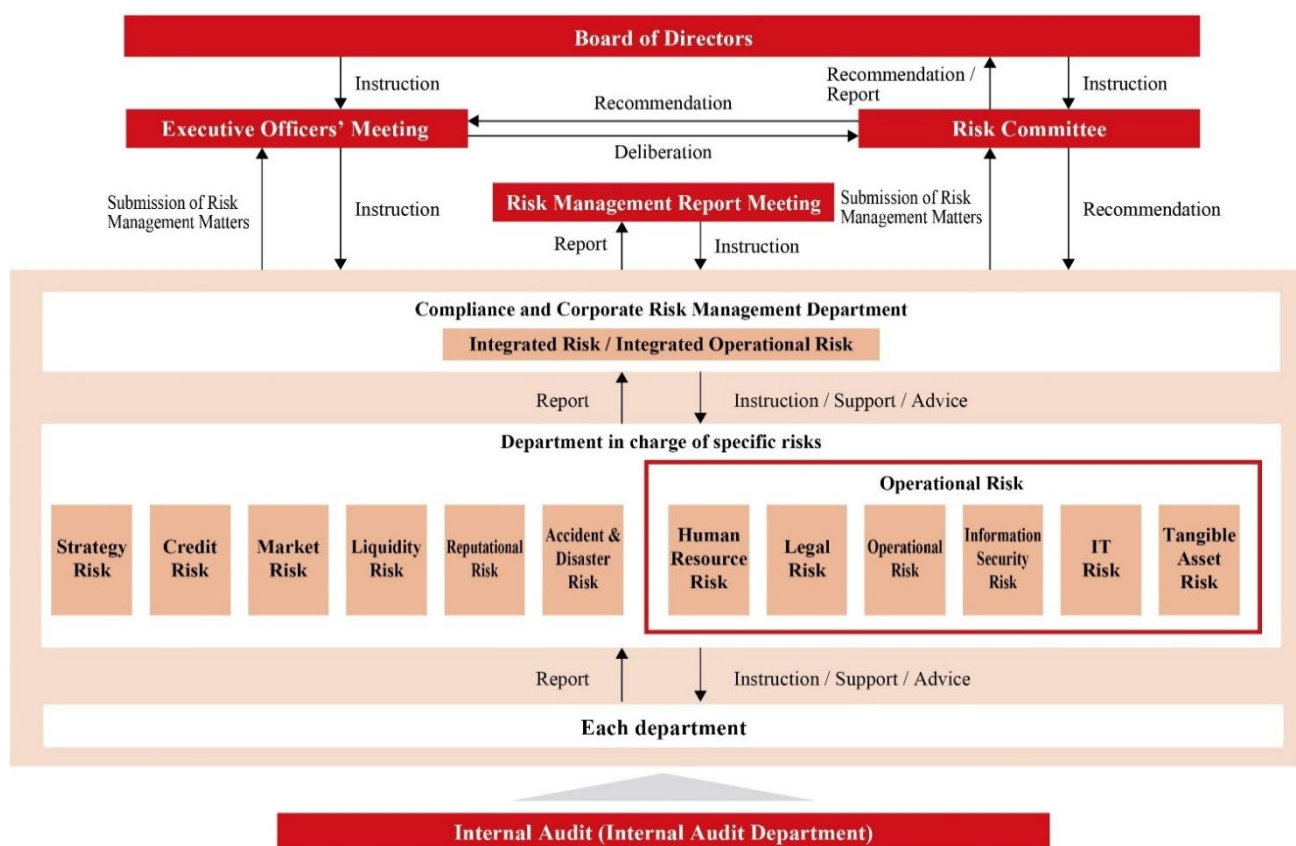
### 3. Risks Related to Business

[Risk management system of the Company]

As the management environment surrounding the Company changes, risks to be managed are becoming more complex and diverse. Under such circumstance, the Company recognizes that one of the most important management issues is to enhance and strengthen the Company's risk management system to fully recognize risks, maintain sound management, and ensure stable profitability and growth. In addition, amid advancement of digital technologies recent years, the Company recognizes risks arising from utilization and delayed introduction of AI and other new technologies as one of the changes in the management environment surrounding the Company and is gradually developing systems to address such risks.

The Company identifies, evaluates, and controls risks regularly through the departments and sections in charge of risks to be managed as stipulated in the Risk Management Regulations, and these risks are managed by the Compliance and Risk Management Department, which consolidates risk management status of the departments and sections in charge, in an integrated manner. With respect to risk management activities in business operations, reports are presented at Risk Management Reporting Meetings. The Risk Committee deliberates on important matters related to risk management, monitors the status of risk management and other activities, and reports the results or makes recommendations to the Board of Directors.

[Risk management system]



[Top risks]

The Company determines the probability of risks based on the probability of risk scenarios and the degree of their impact, and identifies the risk events that require the most attention as top risks. For the identified top risks, the Company assesses increases and signs of such risks and takes necessary countermeasures to prevent and control them. In addition, in the event that a risk materializes, the Company has a system in place to respond promptly.

Top risks are preliminarily reviewed at the Executive Officers' Meeting, discussed by the Risk Committee, and resolved by the Board of Directors each fiscal year.

Risk events	Risk scenarios
Decrease in revenues from business	Decreases in revenues from the loan and credit card business, the guarantee business, and the overseas financial business
Increase in credit costs	Increases in provision for bad debts for the loan and credit card business, the guarantee business, and the overseas financial business
Materialization of IT risk	<ul style="list-style-type: none"> <li>Situations in which the Company's business continuity is affected by delay in the planning and development of important IT system projects</li> <li>Material impact of IT system failures on customer transactions</li> </ul>
Occurrence of cyberattack damage	Leakage of customer information, and the suspension of service to customers, etc. due to cyberattacks
Shortage of human resources	Decreased competitiveness due to shortage of necessary human resources
Impact of external factors	Situations in which the Company's business performance is materially affected by external factors such as natural disaster, epidemic, and terrorist attacks
Interest repayment	Larger-than-expected amount of interest repayment resulting in an additional provision for loss on interest repayment
Materialization of conduct risk	Situations that may significantly affect stakeholders from the viewpoint of consumer protection, maintenance of market integrity, etc.
Deterioration of fund procurement	Deteriorated cash flows of the Company due to rising borrowing interest rates, declining operating results of the Company, rating downgrades, etc.

Of the risks associated with the businesses and others of the Company Group, we have listed major items that could materially affect the decision of investors based on the analysis of the top risks stated above.

This section includes forward-looking statements that are based on assumptions made as of the submission date of this securities report if not stated otherwise.

(1) Decrease in business revenue

The Company Group has positioned the loan and credit card business, the guarantee business, and the overseas financial business as its three core businesses, and is working on a range of initiatives in a bid to increase revenues from these businesses in a stable and sustainable manner. For the fiscal year ended March 31, 2026, operating revenue came in at 337,709 million yen (up 6.3% year-on-year), of which revenue from the loan and credit card business amounted to 181,889 million yen (up 7.3% year-on-year), revenue from the guarantee business amounted to 81,039 million yen (up 6.2% year-on-year), and revenue from the overseas financial business amounted to 67,526 million yen (up 3.2% year-on-year). These three core businesses represented 97.9% of the consolidated operating revenue.

Risks that could drive down revenues from these businesses are as follows:

(i) Loan and credit card business

Revenue from the loan and credit card business fluctuates depending on increases/decreases in the number of customer accounts, increases/decreases in the loan balance per customer account, the average contracted interest rates received from customers, and other factors. Therefore, external factors related to these elements could affect the segment's business performance.

In addition, a decrease in competitiveness with rival companies due to a lack of ability to provide IT services that suit to customers' needs could also affect the segment's business performance.

Such external factors include changes in judicial rulings and legal regulations applicable to the consumer finance industry, intensified competition with rival companies, entry of new companies, a slowdown in consumer spending in the wake of large-scale accidents, disasters and the spread of epidemics.

The loan and credit card business represented 53.9% of total operating revenue, and in light of the fact that a decrease in revenues from this business segment would have a significant impact, the Company is striving to attract new customers, improve product/service functions and take other initiatives.

In addition, the Group has systems to regularly manage and analyze changes in interest on operating loans from the plan and report these changes and various countermeasures to the Risk Management Report Meeting and the Risk Committee, and appropriately controls risks.

(ii) Guarantee business

Revenue from the guarantee business fluctuates depending on increases/decreases in the number of guarantee accounts, increases/decreases in the balance per account, guarantee commission rates from partnering financial institutions, and other factors. Therefore, external factors related to these matters could affect the business performance of the Company and MU Credit Guarantee Co., LTD.

Such external factors include changes in judicial rulings and legal regulations applicable to financial institutions such as banks and a slowdown in consumer spending in the wake of large-scale accidents, disasters and the spread of epidemics.

The guarantee business represented 24.0% of total operating revenue, and in light of the fact that a decrease in revenue from this business segment would have a significant impact, the Company and MU Credit Guarantee Co., LTD. worked on measures to enhance partnerships with existing partners, continued appropriate screening, provided the results of analysis about loan portfolio and the effect of advertisement, and offered various support to existing partners with a view to enhancing their business results and stabilizing their growth.

In addition, the Group has systems to regularly manage and analyze changes in revenue from credit guarantee from the plan and report these changes and various countermeasures to the Risk Management Report Meeting and the Risk Committee, and appropriately controls risks.

(iii) Overseas financial business

Revenue from the overseas financial business fluctuates depending on increases/decreases in the number of customer accounts, increases/decreases in the loan balance per customer account, the contracted interest rates received from customers and other factors. Therefore, external factors related to these matters could affect the business performance of EASY BUY Public Company Limited (hereinafter “EASY BUY”) in the Kingdom of Thailand and ACOM CONSUMER FINANCE CORPORATION (hereinafter “ACF”) in the Republic of the Philippines, in addition to ACOM (M) SDN. BHD. (hereinafter “ACM”) in Malaysia.

Such external factors include changes in the impact of interstate conflicts and resulting economic sanctions, judicial rulings and legal regulations applicable in countries where these companies operate, intensified competition with rival companies, a slowdown in consumer spending in the wake of large-scale accidents, disasters and the spread of epidemics, as well as fluctuations in foreign exchange rates.

The overseas financial business represented 20.0% of total operating revenue, and in light of the fact that a decrease in revenue from this business segment would have a significant impact, the Company is striving to attract new customers, improve product/service functions and taking other initiatives at three subsidiaries: EASY BUY, ACF and ACM.

In addition, the Group has systems to regularly manage and analyze changes in operating revenue of EASY BUY, the largest consolidated subsidiary in the overseas finance business, from the plan, and report these changes and various countermeasures to the Risk Management Report Meeting and the Risk Committee, and appropriately controls risks.

## (2) Increase in credit costs

For accounts receivable - operating loans, accounts receivable – installment and right to reimbursement, which constitute the majority of total assets of the Company Group, we have recognized provision for bad debts (the sum of provision of allowance for doubtful accounts and provision for loss on guarantees, etc.) and estimated values of collaterals pledged, etc. However, an increase of payment delays might occur as a result of decline in customers' creditworthiness due to potential future changes in economic conditions, the market environment, and the social structure in Japan as well as revisions in legislation. Such events could require further increases in provision for bad debts, and as a result, may have a negative effect on the business performance of the Company Group.

Therefore, the Group will regularly monitor customers' creditworthiness to maintain the soundness of the loan portfolio.

## (3) Materialization of IT risk

The Company Group has a large-scale computer system and processes personal data and other information using a communication network and systems at each of our business locations, as well as those of our customers and other external parties connected to our group, and strives to appropriately manage and handle information.

However, the Group may not be able to completely prevent system outages, malfunctions or unauthorized use of systems, falsification or leakage of electronic data, or the suspension of support services by telecommunications carriers and computer system companies in the event of delay in the planning and development of critical IT system projects, system failures, cyber-attacks, unauthorized access, computer virus infections, disasters, or other exogenous events.

In such cases, the provision of customer services and our group's business operations may be hindered, trust in our group may be damaged, and our business performance may be affected.

To ensure the stable operation of its systems, the Company Group has made efforts to prevent system failures and other problems by monitoring throughout system planning, development, and operation, and has put in place management structure and procedures to reallocate resources and prepare for unforeseen events, as well as training and other measures.

## (4) Occurrence of cyberattack damage

In recent years, amid the advancement of AI and other digital technologies and rising geopolitical risks, cyberattacks have been becoming increasingly sophisticated and complex on a daily basis. Cyberattack-related risks include not only system shutdowns, but also the potential leakage of customer information and other sensitive data.

If cyberattack damages are materialized, the provision of customer services and the Company Group's business operations may be hindered, trust in the Company Group may be impaired, and our business performance may be adversely affected.

The Company Group has established a cyberattack response system that functions in both normal and emergency situations in order to prevent the occurrence of damage caused by cyberattacks. As specific security measures, we are promoting the development of procedures and manuals related to cyberattacks, the collection of vulnerability information and implementation of corresponding countermeasures, as well as regular training and drills.

## (5) Shortage of human resources

If the necessary human resources cannot be adequately secured due to the external environment, such as the shrinking workforce and the mobilization of human resources, it could have an impact on the Company Group's sustainable growth.

Promoting diversity based on the corporate philosophy, we respect the abilities, ideas and values of our diverse human resources and engage in making a working environment where employees can feel job satisfaction and comfort.

We strive to improve job satisfaction and workplace comfort through various initiatives, including increases in base salary and bonuses, introduction of an IT skill certification system, improvements to personnel systems and employee benefits such as allowances and leaves, initiatives to ingrain the Vision, and support for self-development.

In addition, while securing human resources by recruiting excellent and promising new graduates and mid-career employees, we are striving to enhance the training system, including selective training and digital human resource development program, based on the Policy on Human Resource Development. Furthermore, we are actively working for human resource development aiming at improving employees' literacy, by, for example, supporting acquisition of AI-related qualifications.

(6) Situations in which the Company's business performance is materially affected by external factors, accidents, and disasters, etc.

Natural disasters, such as large-scale earthquakes, volcanic eruptions, wind and flood damage, spread of infectious diseases, conflicts, and terrorist attacks in the highest concentrated areas of our business bases such as the Tokyo metropolitan area could cause damage to our facilities and equipment or physical damage to employees or customers, and as a result, could have a negative effect on the performance and business continuity of the Company Group.

To prepare for unforeseen events such as these, the Group has formulated a business continuity plan and prepared a backup system that includes call centers and core systems.

In addition, the Group strives to develop and strengthen systems to ensure the continuity of critical business operations by defining the reporting lines and roles and responsibilities at the time of emergency, ensuring an appropriate stockpile of emergency supplies and regularly conducting education and training to improve the effectiveness of such responses.

(7) Interest repayment

The interest rates charged on some loan products by the Company, in which customers entered into contracts before June 17, 2007, exceed the interest rate ceilings specified in the Interest Rate Restriction Act. In case our customers request a reduction in the loan amount or reimbursement of excess interest paid for such cases citing past judicial rulings, the Company may accept to write off such loan or reimburse payments.

Though the costs of write-off and reimbursing repayments (hereinafter referred to as "loss on interest repayment") have steadily decreased, close attention should be paid to the number of requests for interest repayment. Future potential for loss on interest repayment, further booking of the provision for loss on interest repayment, and court rulings from lawsuits demanding refunds of interest paid that put the Company and other money lenders at a clear disadvantage, could have an impact on the Company's business performance.

Considering that loss on interest repayment has been consistently decreasing each fiscal year since the fiscal year ended March 31, 2011, the peak period, it is thought that the possibility of a sharp increase in interest repayment is limited. However, future trends need to be closely monitored on an ongoing basis, as loss on interest repayment is susceptible to the impacts of changes in the external environment.

In addition, with respect to loss on interest repayment, we reassess the provision for loss on interest repayment at the end of each fiscal year by forecasting future trends based on historical data. If the provision is deemed insufficient, additional provisions are recorded. Furthermore, we conduct appropriate risk control by monitoring on a quarterly basis whether there have been any significant changes from the future trends forecasted at the time of the most recent reassessment.

#### (8) Materialization of conduct risk

Any inappropriate behavior or deviation from social norms by an officer or employee, or any inappropriate business operation could result in an impairment of trust in the Company Group and adversely affect the Company Group's business performance and corporate value through loss of customers, decrease in trade opportunities, materialization of risk of administrative penalty, etc.

The Company Group has established the ACOM Group Code of Ethics and Code of Conduct, which set forth the basic values and policies for practicing compliance. Through training programs for officers and employees, the Company has been striving to foster a compliance culture to implement correct behavior.

In addition to development and enhancement of internal control system to prevent violations of laws and regulations and misconduct, the Company Group promoting various measures to protect customers, such as consumer education activities, stricter credit operations, and financial crime countermeasures.

#### (9) Deterioration of fund procurement

The Company Group secures the necessary funds for its operations and liabilities repayments through borrowings from financial institutions, etc. and financing from capital markets, including via bond and commercial paper issues.

On the other hand, there is a possibility that its existing main banks and lenders will change their current lending policy due to a potential reorganization of the financial industry or other factors. Furthermore, there is no assurance that capital markets will always be available as a reliable financing resource in the future.

In addition, if the funding environment were to deteriorate due to a sharp rise in market interest rates, a decline in the Company's business performance, or a downgrade in its credit rating, there is a risk that the necessary funds may not be secured or that funding may have to be obtained at significantly higher interest rates than usual, which could adversely affect the business performance of the Company Group.

Accordingly, in order to ensure appropriate and sound business operations, the Company Group promotes the diversification of funding sources, such as corporate bonds and commercial papers, and maintains an adequate level of cash on hand. In addition, the Company Group works to mitigate liquidity risk by establishing liquidity backup facilities such as commitment lines. Furthermore, the Company Group manages interest rate fluctuation risk appropriately by maintaining a certain proportion of fixed-rate funding and adjusting the balance between short- and long-term funding in accordance with market conditions.

In order to smoothly raise funds from capital markets, as of March 31, 2026, the Company has acquired ratings of AA- for long-term debt from Rating and Investment Information, INC. (R&I), AA- for long-term debt and J-1+ for commercial papers from Japan Credit Rating Agency, Ltd. (JCR).



#### 4. Analyses of Consolidated Business Results, Financial Position and Cash Flows by the Corporate Managers

The forward-looking statements included in the following description are based on the Company's judgment as of the end of the fiscal year.

##### (1) Business results

During the fiscal year ended March 31, 2026, the Japanese economy kept showing a gradual recovery partly due to improvements in the employment and income environment and the effect of various government policies. However, there are some risks that could push down Japan's economic momentum due to fluctuations in financial markets and economies in various countries, including the impact of the situation in the Middle East, in addition to the continued price increase. The impact of those factors on consumer spending and financial markets needs to be closely monitored.

In the Kingdom of Thailand, the Republic of Philippines, and Malaysia where we operate our business, steady economic growth is continuously expected, supported by expanded personal spending and other factors. However, as seen in the declaration of "national energy emergency" in the Republic of Philippines, the impacts of the situation in the Middle East are becoming visible nowadays. These impacts on each country need to be closely monitored, as they will turn into risks that could push down economic momentum in the Southeast Asia if the current situation is prolonged.

In the nonbank business sector in Japan, while it is necessary to closely monitor future trends just as with the domestic economy, demand for funds is showing signs of good conditions due to expanding consumer spending. Although requests for interest repayment are decreasing steadily, future trends need to be closely monitored on an ongoing basis as requests for interest repayment are susceptible to the impacts of changes in the external environment.

In such an environment, the Company Group has been promoting its operating activities under the medium-term management plan, in which the first year was the fiscal year ended March 31, 2026. This plan sets forth the vision of "Meeting the expectations of all our stakeholders" and defines the initiatives to be undertaken over the three-year period as its medium-term policy toward realizing this vision.

##### (i) Analyses on year-on-year basis

	Prior fiscal year (result)	Current fiscal year (result)	YoY	
	Amount (Millions of yen)	Amount (Millions of yen)	Amount (Millions of yen)	%
Operating revenue	317,742	337,709	19,966	6.3
Loan and credit card business	169,464	181,889	12,424	7.3
Guarantee business	76,332	81,039	4,706	6.2
Overseas financial business	65,449	67,526	2,076	3.2
Loan servicing business	6,517	7,211	694	10.7
Operating profit	58,561	100,394	41,832	71.4
Loan and credit card business	14,033	53,588	39,554	281.9
Guarantee business	23,657	22,269	(1,388)	(5.9)
Overseas financial business	19,355	22,865	3,510	18.1
Loan servicing business	1,277	1,348	71	5.6
Ordinary profit	58,919	100,513	41,593	70.6
Profit attributable to owners of parent	32,124	79,635	47,510	147.9

(Note) The amounts of operating revenue and operating profit for the prior fiscal year (result) and the current fiscal year (result) are different from the sum of financial service businesses. For details of the differences, please refer to "4. Reconciliation between the total amounts of reported segments and amounts in the consolidated financial statements of Segment Information, in [Segment information] in [Notes] under 1. Consolidated Financial Statements, etc. of V. Financial Section."

Consolidated operating revenue for the fiscal year ended March 31, 2026, increased to 337,709 million yen (up 6.3% year-on-year) mainly due to an increase in interest on operating loans resulting from an increase in accounts receivable - operating loans. Operating expenses decreased to 237,315 million yen (down 8.4% year-on-year), due to a decrease in addition of provision for loss on interest repayment. As a result, operating profit increased to 100,394 million yen (up 71.4% year-on-year), and ordinary profit increased to 100,513 million yen (up 70.6% year-on-year). Profit attributable to owners of parent increased to 79,635 million yen (up 147.9% year-on-year) mainly due to an increase in income taxes - deferred toward profit side as a result of a change in the company classification relating to the recoverability of deferred tax assets.

Please refer to “(2) Overview of business results in each financial service business” for the details.

(ii) Analyses on comparison with plan target

	Current fiscal year (plan)	Current fiscal year (result)	Compared to plan	
	Amount (Millions of yen)	Amount (Millions of yen)	Amount (Millions of yen)	%
Operating revenue	331,800	337,709	5,909	1.8
Loan and credit card business	179,800	181,889	2,089	1.2
Guarantee business	80,800	81,039	239	0.3
Overseas financial business	64,100	67,526	3,426	5.3
Loan servicing business	7,000	7,211	211	3.0
Operating profit	88,600	100,394	11,794	13.3
Ordinary profit	88,900	100,513	11,613	13.1
Profit attributable to owners of parent	72,200	79,635	7,435	10.3

(Note) The amounts of operating revenue for current fiscal year (result) are different from sum of financial service businesses. For details of the differences, please refer to “4. Reconciliation between the total amounts of reported segments and amounts in the consolidated financial statements of Segment Information, in [Segment information] in [Notes] under 1. Consolidated Financial Statements, etc. of V. Financial Section.”

Consolidated operating revenue for the fiscal year ended March 31, 2026 was 5,909 million yen better than the plan target (up 1.8%) mainly due to an increase in interest on operating loans resulting from an increase in accounts receivable - operating loans, and operating expenses were 5,884 million yen below the plan target (down 2.4%). As a result, operating profit was 11,794 million yen better than the plan target (up 13.3%), ordinary profit was 11,613 million yen better than the plan target (up 13.1%), and profit attributable to owners of parent was 7,435 million yen better than the plan target (up 10.3%).

Please refer to “(2) Overview of business results in each financial service business” for the details.

(2) Overview of business results in each financial service business

(i) Loan and credit card business

In the domestic loan and credit card business, we made efforts to attract new customers and provide high-quality customer experiences.

As measures to attract new customers, we have worked on initiatives to enhance the brand appeal of “Hajimete-no (First time at) ACOM” through activities such as revamping our television commercials and the “Challenge What You Want to Start” project. In addition to these marketing activities, we have endeavored to maintain the soundness of our loan portfolio and improve the customer-reception quality of our employees by improving the accuracy of credit screenings and reinforcing the development of human resources through training for credit control and customer reception. Furthermore, we have enhanced UI and UX through system development related to customer service.

In addition, GeNiE Inc., a subsidiary of the Company, launched its embedded finance services in October 2024. Entering the third year, we will continue to take efforts to strengthen the business foundation.

In the loan business, accounts receivable - operating loans at the end of the fiscal year ended March 31, 2026

increased to 998,234 million yen (up 6.6% year-on-year), amid a sign of recovery in consumer spending. In the credit card business, accounts receivable - installment increased to 153,522 million yen (up 11.8% year-on-year) driven by an increase in transaction volume.

As a result, the segment's operating revenue for the current fiscal year totaled 181,889 million yen (up 7.3% year-on-year), mainly due to increases in accounts receivable - operating loans and accounts receivable - installment. Operating expenses decreased mainly due to a decrease in addition of provision for loss on interest repayment, therefore operating profit increased to 53,588 million yen (up 281.9% year-on-year).

#### (ii) Guarantee business

In the guarantee business, both the Company and its subsidiary, MU Credit Guarantee Co., LTD., worked to deepen communication with existing partners and continued appropriate screening. We have worked on attracting new customers through joint advertisements in which multiple partners use common advertisement materials and on providing support for a variety of sales measures and improvement of business efficiency, etc., through temporary transfer of personnel for technical guidance. In addition to these initiatives, we have continued to strive to develop new partners, including non-financial companies.

The balance of guaranteed receivables for the current fiscal year increased to 1,469,006 million yen (up 7.7% year-on-year), amid a sign of recovery in consumer spending.

As a result, the segment's operating revenue for the current fiscal year totaled 81,039 million yen (up 6.2% year-on-year) due to an increase in the balance of guaranteed receivables and revision of guarantee fee rates, and operating profit totaled 22,269 million yen (down 5.9% year-on-year) due to an increase in provision for bad debts resulting from an increase in the balance of guarantee receivables and the number of new loans.

#### (iii) Overseas financial business

In the overseas financial business, we carried out business operations in the pursuit of reconciling the expansion of scale and provision of appropriate credit for relevant businesses. EASY BUY Public Company Limited, a subsidiary of the Company which engages in the loan business in the Kingdom of Thailand, actively conducted marketing activities of the "Umay+" brand with the aim of enhancing the brand image and acquiring new customers, thereby building the top-brand position in the country, while responding to changes in the business environment due to the impact of local regulations.

In addition, it has worked to promote digitalization through efforts such as organizing data within its mobile application.

ACOM CONSUMER FINANCE CORPORATION, a subsidiary of the Company which engages in the loan business in the Republic of the Philippines, has been working on improving the quality of loans through efforts such as promoting the acquisition of preferred customers. ACOM (M) SDN. BHD., a subsidiary of the Company established in Malaysia, has been working to establish its business operations and strengthen sales since starting its business in September 2023, and will continue its efforts to enhance the business foundation going forward.

In addition, we have also promoted necessary surveys in other Asian countries to explore the feasibility of business development.

The balance of the overseas financial business at the end of the fiscal year ended March 31, 2026, increased to 280,079 million yen (up 5.0% year-on-year) due to foreign exchange impact on the depreciation of the yen, although accounts receivable - operating loans on a local currency basis at EASY BUY decreased due to various regulations associated with increased household debt in the Kingdom of Thailand.

As a result, the segment's operating revenue for the current fiscal year was 67,526 million yen (up 3.2% year-on-year) due to the foreign exchange impact on the depreciation of the yen, and operating profit increased to 22,865 million yen (up 18.1% year-on-year) mainly due to a decrease in provision for bad debts.

#### (iv) Loan servicing business

In the loan servicing business, IR Loan Servicing, Inc., a subsidiary of the Company, worked to further

strengthen its sales and collection capabilities by promoting deeper relationships with existing partners and upgrading collection methods, particularly for retail receivables.

As a result, the segment's operating revenue for the current fiscal year totaled 7,211 million yen (up 10.7% year-on-year), owing to an increase in the proceeds from purchased receivables. Operating profit totaled 1,348 million yen (up 5.6% year-on-year).

### (3) Analysis of financial position

Compared with the end of the prior fiscal year, total assets increased by 129,969 million yen, total liabilities increased by 56,549 million yen, and net assets increased by 73,419 million yen as of March 31, 2026. Details of changes in assets, liabilities and net assets are as follows:

#### (Assets)

Current assets increased by 112,816 million yen, and non-current assets increased by 17,152 million yen. Consequently, total assets increased by 129,969 million yen. The breakdown of major increases in current assets is as follows: accounts receivable - operating loans (up 75,474 million yen) and accounts receivable - installment (up 16,170 million yen). The factors increasing accounts receivable - operating loans include foreign exchange impacts. The breakdown of major increases in non-current assets is as follows: deferred tax assets (up 11,395 million yen) and retirement benefit asset (up 4,985 million yen). The combined total of allowance for doubtful accounts recorded under current assets and non-current assets increased by 6,446 million yen.

#### (Liabilities)

With regard to the liabilities account, changes in current and non-current liabilities were an increase of 110,184 million yen and a decrease of 53,634 million yen, respectively, resulting in an increase of 56,549 million yen in total liabilities. The breakdown of major changes in liabilities includes the outstanding balance of funds procured mainly in the form of loans and bonds payable (up 45,127 million yen), income taxes payable (up 16,336 million yen) and provision for loss on interest repayment (down 6,500 million yen).

#### (Net assets)

In terms of net assets, shareholders' equity increased by 53,002 million yen due to an increase in retained earnings, accumulated other comprehensive income increased by 12,455 million yen due in part to an increase in foreign currency translation adjustment, and non-controlling interests increased by 7,961 million yen. As a result, total net assets increased by 73,419 million yen, and the shareholders' equity ratio increased by 0.5 percentage points to 44.5%.

### (4) Status of cash flows

Cash and cash equivalents (hereinafter, "funds") at the end of the current fiscal year increased by 20,239 million yen from the end of the prior fiscal year to 80,397 million yen. The changes in the respective cash flows and the reasons thereof are as follows:

#### (Net cash provided by (used in) operating activities)

With respect to net cash provided by operating activities, funds saw an increase of 12,096 million yen (up 11,219 million yen year-on-year). This is primarily due to profit before income taxes of 100,746 million yen, an increase in allowance for doubtful accounts of 5,179 million yen, and a decrease in provision for loss on interest repayment of 6,500 million yen, exceeding fund-decreasing factors such as an increase of 57,362 million yen in accounts receivable - operating loans, an increase of 16,121 million yen in accounts receivable - installment, and income taxes paid of 12,300 million yen.

#### (Net cash provided by (used in) investing activities)

With respect to net cash used in investing activities, funds saw a decrease of 4,910 million yen (up 1,567 million yen year-on-year). This was primarily due to funds-decreasing factors such as the purchase of intangible assets of 5,111 million yen.

(Net cash provided by (used in) financing activities)

With respect to net cash provided by financing activities, funds saw an increase of 13,105 million yen (up 19,516 million yen year-on-year). This was primarily due to the fact that the total amount of proceeds from loans and issuance of bonds was 41,447 million yen more than the amount of repayments of borrowings and payments at maturity of bonds, and that dividends paid amounted to 26,634 million yen.

With regard to the financial resources of capital, the Company Group raised funds by way of borrowings from financial institutions, bond issuance, etc. With regard to the liquidity of funds, the Group has secured sufficient liquidity through various fundraising measures, along with a commitment line agreement and overdraft agreement concluded with a major bank.

(5) Significant accounting estimates and assumptions used for the estimates

The consolidated financial statements of the Company Group are prepared on the basis of accounting principles generally accepted in Japan. In preparing the consolidated financial statements, the Group uses estimates and assumptions that have an impact on the reported amounts of assets, liabilities, revenue and expenses. However, the figures based on these estimates and assumptions may differ from the actual results.

Significant accounting estimates and assumptions used when preparing the consolidated financial statements are stated in “(Significant accounting estimates) of Notes under 1. Consolidated Financial Statements, etc. of V. Financial Section” including calculation of provision for loss on interest repayment, calculation of allowance for doubtful accounts and calculation of deferred tax assets.

(6) Consolidated operating results

(i) Operating revenue by business segment

Business segment			Prior fiscal year (From April 1, 2024 to March 31, 2025)		Current fiscal year (From April 1, 2025 to March 31, 2026)	
			Amount (Millions of yen)	Proportion (%)	Amount (Millions of yen)	Proportion (%)
Financial service businesses	Japan	Loan business	151,243	47.6	161,401	47.8
		Credit card business	18,210	5.7	20,479	6.1
		Guarantee business	76,332	24.0	81,039	24.0
		Loan servicing business	6,517	2.1	7,194	2.1
		Others	2	0.0	102	0.0
	Overseas	Loan business	65,360	20.6	67,424	20.0
		Installment loan business	75	0.0	68	0.0
Total			317,742	100.0	337,709	100.0

(Note) Category of business above applies the category of business stated in [Segment information] in [Notes] under 1. Consolidated Financial Statements, etc. of V. Financial Section.

- (ii) Transaction volume and outstanding receivables at the end of the fiscal year for the financial service business segments

a. Transaction volume

Business segment		Prior fiscal year (From April 1, 2024 to March 31, 2025)		Current fiscal year (From April 1, 2025 to March 31, 2026)	
		Amount (Millions of yen)	Proportion (%)	Amount (Millions of yen)	Proportion (%)
Japan	Loan business	475,829	63.7	504,987	63.5
	Credit card business	73,143	9.8	77,179	9.7
	Loan servicing business	4,178	0.6	4,738	0.6
Overseas	Loan business	193,376	25.9	207,352	26.1
	Installment loan business	1,007	0.1	931	0.1
Total		747,536	100.0	795,188	100.0

- (Notes) 1. Category of business above applies the category of business stated in [Segment information] in [Notes] under 1. Consolidated Financial Statements, etc. of V. Financial Section.
2. Details and transaction volume of the above financial service business segments are as follows:
- |                           |                                                                                                                                                                                                                                                               |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Loan business             | Provision of loans directly to customers. The scope of this segment's transaction volume is the amount of loans to customers during the period.                                                                                                               |
| Credit card business      | Provision of general financial services through the use of credit cards, based on comprehensive credit administration. The scope of transaction volume is the total amount of credit extended for shopping through the use of credit cards during the period. |
| Loan servicing business   | The amount of purchased receivables.                                                                                                                                                                                                                          |
| Installment loan business | Provision of financial services without using credit cards. Each transaction of this service involves customer screening and review. The scope of transaction volume is the sum of credit amount and commission fees.                                         |

b. Receivables outstanding

Business segment		Prior fiscal year (As of March 31, 2025)		Current fiscal year (As of March 31, 2026)	
		Amount (Millions of yen)	Proportion (%)	Amount (Millions of yen)	Proportion (%)
Japan	Loan business	936,025	69.4	998,234	69.2
	Credit card business	137,371	10.2	153,522	10.6
	Loan servicing business	9,388	0.7	10,623	0.7
Overseas	Loan business	266,060	19.7	279,324	19.4
	Installment loan business	734	0.0	754	0.1
Total		1,349,580	100.0	1,442,459	100.0

- (Note) Category of business above applies the category of business stated in [Segment information] in [Notes] under 1. Consolidated Financial Statements, etc. of V. Financial Section.

(iii) Number of outlets

Category	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Outlets	694	607

(iv) Number of customer accounts

Business segment		Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Japan	Loan business	1,908,282	2,012,692
	Credit card business	913,072	1,021,645
	Loan servicing business	445,448	460,843
Overseas	Loan business	1,437,615	1,430,836
	Installment loan business	10,742	9,697

(Notes) 1. Category of business above applies the category of business stated in [Segment information] in [Notes] under 1. Consolidated Financial Statements, etc. of V. Financial Section.

2. The number of customer accounts by business segment shown above is as follows:

Loan business	Number of accounts with outstanding accounts receivable - operating loans
Credit card business	Number of “MasterCard®” holders
Loan servicing business	Number of accounts with outstanding purchased receivables
Installment loan business	Number of contracts with outstanding accounts receivable - installment

(v) Breakdown of accounts receivable - operating loans

a. By loan type

Loan type		Prior fiscal year (As of March 31, 2025)					Current fiscal year (As of March 31, 2026)				
		Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Average contracted interest rate (%)	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Average contracted interest rate (%)
Consumer loans	Unsecured loans (excluding housing loans)	3,345,203	100.0	1,200,295	99.8	17.40	3,442,923	100.0	1,276,004	99.9	17.31
	Secured loans (excluding housing loans)	689	0.0	1,776	0.1	11.20	600	0.0	1,541	0.1	11.17
	Housing loans	-	-	-	-	-	-	-	-	-	-
	Subtotal	3,345,892	100.0	1,202,071	100.0	17.39	3,443,523	100.0	1,277,546	100.0	17.30
Commercial loans	Unsecured loans	1	0.0	0	0.0	15.00	1	0.0	0	0.0	15.00
	Secured loans	4	0.0	12	0.0	9.35	4	0.0	12	0.0	9.58
	Subtotal	5	0.0	13	0.0	9.57	5	0.0	12	0.0	9.79
Total		3,345,897	100.0	1,202,085	100.0	17.39	3,443,528	100.0	1,277,559	100.0	17.30

b. By industry

Industry	Prior fiscal year (As of March 31, 2025)				Current fiscal year (As of March 31, 2026)			
	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)
Agriculture, forestry and fishery	-	-	-	-	-	-	-	-
Construction	1	0.0	4	0.0	1	0.0	4	0.0
Manufacturing	-	-	-	-	-	-	-	-
Electricity; gas; heat supply; water supply	-	-	-	-	-	-	-	-
Information and communications	-	-	-	-	-	-	-	-
Transport and postal services	-	-	-	-	-	-	-	-
Wholesale and retail	-	-	-	-	-	-	-	-
Finance and insurance	1	0.0	1	0.0	1	0.0	0	0.0
Real estate, and goods rental and leasing	-	-	-	-	-	-	-	-
Accommodation, and food and beverage services	-	-	-	-	-	-	-	-
Education and educational support	-	-	-	-	-	-	-	-
Healthcare and welfare	-	-	-	-	-	-	-	-
Multiple services	-	-	-	-	-	-	-	-
Other services (Does not fall under any other category)	3	0.0	8	0.0	3	0.0	7	0.0
Individuals	3,345,892	100.0	1,202,071	100.0	3,443,523	100.0	1,277,546	100.0
Specified nonprofit organization	-	-	-	-	-	-	-	-
Others	-	-	-	-	-	-	-	-
Total	3,345,897	100.0	1,202,085	100.0	3,443,528	100.0	1,277,559	100.0

(Note) Commercial loans to sole proprietors are included in corresponding categories other than “Individuals.”

c. By collateral type

Collateral	Prior fiscal year (As of March 31, 2025)		Current fiscal year (As of March 31, 2026)	
	Outstanding balance (Millions of yen)	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)
Securities	-	-	-	-
[Stocks included in the above]	[-]	[-]	[-]	[-]
Credit	-	-	-	-
[Deposits included in the above]	[-]	[-]	[-]	[-]
Merchandise	-	-	-	-
Real estate	1,788	0.1	1,554	0.1
Foundations	-	-	-	-
Others	-	-	-	-
Subtotal	1,788	0.1	1,554	0.1
Guarantee	-	-	-	-
Unsecured	1,200,296	99.9	1,276,005	99.9
Total	1,202,085	100.0	1,277,559	100.0



d. By loan term

Loan period		Prior fiscal year (As of March 31, 2025)				Current fiscal year (As of March 31, 2026)			
		Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)
Unsecured loans	Revolving	3,160,033	94.4	1,142,735	95.1	3,255,036	94.5	1,216,187	95.2
	Due within 1 year	3,834	0.1	458	0.0	2,376	0.1	325	0.0
	Due after 1 year through 5 years	160,497	4.8	46,179	3.8	160,635	4.7	45,865	3.6
	Due after 5 years through 10 years	16,434	0.5	7,911	0.7	21,101	0.6	11,043	0.9
	Due after 10 years through 15 years	4,333	0.1	2,964	0.2	3,655	0.1	2,506	0.2
	Due after 15 years through 20 years	54	0.0	36	0.0	61	0.0	43	0.0
	Due after 20 years through 25 years	14	0.0	8	0.0	41	0.0	25	0.0
	Due after 25 years	5	0.0	1	0.0	19	0.0	7	0.0
	Subtotal	3,345,204	100.0	1,200,296	99.9	3,442,924	100.0	1,276,005	99.9
Secured loans	Revolving	537	0.0	1,360	0.1	476	0.0	1,190	0.1
	Due within 1 year	3	0.0	4	0.0	3	0.0	14	0.0
	Due after 1 year through 5 years	31	0.0	48	0.0	28	0.0	51	0.0
	Due after 5 years through 10 years	72	0.0	190	0.0	53	0.0	127	0.0
	Due after 10 years through 15 years	29	0.0	76	0.0	27	0.0	72	0.0
	Due after 15 years through 20 years	5	0.0	14	0.0	6	0.0	21	0.0
	Due after 20 years through 25 years	16	0.0	93	0.0	11	0.0	76	0.0
	Due after 25 years	-	-	-	-	-	-	-	-
	Subtotal	693	0.0	1,788	0.1	604	0.0	1,554	0.1
	Revolving	3,160,570	94.5	1,144,095	95.2	3,255,512	94.5	1,217,378	95.3
	Due within 1 year	3,837	0.1	463	0.0	2,379	0.1	340	0.0
	Due after 1 year through 5 years	160,528	4.8	46,227	3.8	160,663	4.7	45,916	3.6
	Due after 5 years through 10 years	16,506	0.5	8,102	0.7	21,154	0.6	11,170	0.9
	Due after 10 years through 15 years	4,362	0.1	3,041	0.3	3,682	0.1	2,579	0.2
	Due after 15 years through 20 years	59	0.0	50	0.0	67	0.0	64	0.0
	Due after 20 years through 25 years	30	0.0	101	0.0	52	0.0	102	0.0
	Due after 25 years	5	0.0	1	0.0	19	0.0	7	0.0
	Total	3,345,897	100.0	1,202,085	100.0	3,443,528	100.0	1,277,559	100.0
	Average term per contract	-				-			

(Note) “Average term per contract” is not calculated since revolving loan contracts are included in the table above.

(vi) Breakdown of funds

Funding sources, etc.	Prior fiscal year (As of March 31, 2025)		Current fiscal year (As of March 31, 2026)	
	Outstanding balance (Millions of yen)	Average interest rate (%)	Outstanding balance (Millions of yen)	Average interest rate (%)
Borrowings from financial institutions, etc.	473,237	0.95	470,201	1.28
Others	214,402	0.80	262,333	1.04
[Corporate bonds, CPs]	[214,402]	[0.80]	[262,333]	[1.04]
Total	687,639	0.90	732,534	1.20
Owners' equity	802,876	-	860,908	-
[Share capital]	[63,832]	[-]	[63,832]	[-]

(Note) "Owners' equity" was calculated by deducting total liabilities, the amount of non-controlling interests in the "net assets" section, and the planned amount of dividend from total assets, and then adding the total amount of reserves (including reserves under special laws).

(vii) Operating results of the Filing Company

a. The number of outlets and customer accounts by business segment

(a) The number of outlets and automated teller machines

Category		Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Unstaffed outlets		585	501
Automatic contract machines		585 locations [587]	501 locations [503]
ATMs		64,497	95,491
Proprietary		569	498
Tie-up		63,928	94,993
[Number of tie-up companies]		15	16

(Note) In addition to the above 501 loan business outlets, based on the Money Lending Business Act, we registered 1 service center (1 as of March 31, 2025) for the various applications and registration acceptance via automatic contract machines and other means as outlets.

(b) Number of customer accounts

Business segment	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Loan business	1,897,011	1,974,931
Credit card business	913,072	1,021,645

(Note) The number of customer accounts by business segment shown above is as follows:

Loan business	Number of accounts with outstanding accounts receivable - operating loans
Credit card business	Number of "MasterCard®" holders

b. Breakdown of operating revenue

Operating revenue by business segment

Business segment	Prior fiscal year (From April 1, 2024 to March 31, 2025)		Current fiscal year (From April 1, 2025 to March 31, 2026)	
	Amount (Millions of yen)	Proportion (%)	Amount (Millions of yen)	Proportion (%)
Loan business	151,176	64.8	160,678	64.6
Unsecured loans	150,968	64.7	160,508	64.5
Consumer loans	150,968	64.7	160,508	64.5
Commercial loans	0	0.0	0	0.0
Secured loans	208	0.1	170	0.1
Credit card business	18,210	7.8	20,479	8.2
Guarantee business	63,626	27.3	67,290	27.1
Others	237	0.1	310	0.1
Total	233,250	100.0	248,759	100.0

c. Transaction volume and outstanding receivables at the end of the fiscal year for the financial service business segments

(a) Transaction volume

Business segment		Prior fiscal year (From April 1, 2024 to March 31, 2025)		Current fiscal year (From April 1, 2025 to March 31, 2026)	
		Amount (Millions of yen)	Proportion (%)	Amount (Millions of yen)	Proportion (%)
Loan business	Unsecured loans	473,608	86.6	496,561	86.5
	Consumer loans	473,608	86.6	496,561	86.5
	Commercial loans	-	-	-	-
	Secured loans	7	0.0	7	0.0
	Subtotal	473,616	86.6	496,568	86.5
Credit card business		73,143	13.4	77,179	13.5
Total		546,759	100.0	573,748	100.0

(Note) Details and transaction volume of the above financial service business segments are as follows:

Loan business

Provision of loans by the Filing Company directly to customers. The scope of this segment's transaction volume is the amount of loans to customers during the period.

Credit card business

Provision of general financial services through the use of credit cards, based on comprehensive credit administration. The scope of transaction volume is the total amount of credit extended for shopping through the use of credit cards during the period.

(b) Receivables outstanding

Business segment		Prior fiscal year (As of March 31, 2025)		Current fiscal year (As of March 31, 2026)	
		Outstanding balance (Millions of yen)	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)
Loan business	Unsecured loans	932,307	87.0	988,866	86.5
	Consumer loans	932,306	87.0	988,865	86.5
	Commercial loans	0	0.0	0	0.0
	Secured loans	1,788	0.2	1,554	0.1
	Subtotal	934,096	87.2	990,420	86.6
Credit card business		137,371	12.8	153,522	13.4
Total		1,071,468	100.0	1,143,943	100.0

d. Increase/decrease and outstanding balance of accounts receivable - operating loans

Item	Prior fiscal year (As of March 31, 2025)			Current fiscal year (As of March 31, 2026)		
	Total amount (Millions of yen)	Unsecured loans (Millions of yen)	Secured loans (Millions of yen)	Total amount (Millions of yen)	Unsecured loans (Millions of yen)	Secured loans (Millions of yen)
Beginning balance	879,021	876,926	2,095	934,096	932,307	1,788
Loans made during the period	473,616	473,608	7	496,568	496,561	7
Collection during the period	383,684	383,406	278	405,680	405,453	227
Transfer of claims on bankruptcy and reorganization, etc.	495	486	9	560	553	6
Write-off of bad debts during the period	34,361	34,333	27	34,003	33,994	8
Final balance	934,096	932,307	1,788	990,420	988,866	1,554
Average loans receivable	905,905	903,957	1,947	959,737	958,054	1,682

e. Breakdown of accounts receivable - operating loans

(a) By loan type

Loan type		Prior fiscal year (As of March 31, 2025)					Current fiscal year (As of March 31, 2026)				
		Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Average contracted interest rate (%)	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Average contracted interest rate (%)
Consumer loans	Unsecured loans (excluding housing loans)	1,896,317	100.0	932,306	99.8	15.59	1,974,326	100.0	988,865	99.8	15.47
	Secured loans (excluding housing loans)	689	0.0	1,776	0.2	11.20	600	0.0	1,541	0.2	11.17
	Housing loans	-	-	-	-	-	-	-	-	-	-
	Subtotal	1,897,006	100.0	934,082	100.0	15.58	1,974,926	100.0	990,407	100.0	15.46
Commercial loans	Unsecured loans	1	0.0	0	0.0	15.00	1	0.0	0	0.0	15.00
	Secured loans	4	0.0	12	0.0	9.35	4	0.0	12	0.0	9.58
	Subtotal	5	0.0	13	0.0	9.57	5	0.0	12	0.0	9.79
Total		1,897,011	100.0	934,096	100.0	15.58	1,974,931	100.0	990,420	100.0	15.46

## (b) By industry

Industry	Prior fiscal year (As of March 31, 2025)				Current fiscal year (As of March 31, 2026)			
	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)
Agriculture, forestry and fishery	-	-	-	-	-	-	-	-
Construction	1	0.0	4	0.0	1	0.0	4	0.0
Manufacturing	-	-	-	-	-	-	-	-
Electricity; gas; heat supply; water supply	-	-	-	-	-	-	-	-
Information and communications	-	-	-	-	-	-	-	-
Transport and postal services	-	-	-	-	-	-	-	-
Wholesale and retail	-	-	-	-	-	-	-	-
Finance and insurance	1	0.0	1	0.0	1	0.0	0	0.0
Real estate, and goods rental and leasing	-	-	-	-	-	-	-	-
Accommodation, and food and beverage services	-	-	-	-	-	-	-	-
Education and educational support	-	-	-	-	-	-	-	-
Healthcare and welfare	-	-	-	-	-	-	-	-
Multiple services	-	-	-	-	-	-	-	-
Other services (Does not fall under any other category)	3	0.0	8	0.0	3	0.0	7	0.0
Individuals	1,897,006	100.0	934,082	100.00	1,974,926	100.0	990,408	100.00
Specified nonprofit organization	-	-	-	-	-	-	-	-
Others	-	-	-	-	-	-	-	-
Total	1,897,011	100.0	934,096	100.0	1,974,931	100.0	990,420	100.0

(Note) Commercial loans to sole proprietors are included in corresponding categories other than “Individuals.”

(c) Breakdown of unsecured consumer loans receivable by consumers' sex and age

Sex and age		Prior fiscal year (As of March 31, 2025)				Current fiscal year (As of March 31, 2026)			
		Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)
Male	18-19 years	4	0.0	0	0.0	-	-	-	-
	20-29	426,946	22.5	163,519	17.5	439,728	22.3	173,840	17.6
	30-39	311,689	16.4	179,843	19.3	322,374	16.3	192,374	19.5
	40-49	232,510	12.3	159,121	17.1	236,756	12.0	165,161	16.7
	50-59	203,303	10.7	150,188	16.1	209,801	10.6	156,268	15.8
	60 years and older	136,434	7.2	73,350	7.9	144,662	7.3	77,823	7.9
	Subtotal	1,310,886	69.1	726,024	77.9	1,353,321	68.5	765,467	77.4
Female	18-19 years	3	0.0	0	0.0	-	-	-	-
	20-29	196,279	10.4	59,432	6.4	203,750	10.3	63,284	6.4
	30-39	123,771	6.5	45,119	4.8	134,496	6.8	50,477	5.1
	40-49	103,637	5.5	39,751	4.3	108,468	5.5	42,355	4.3
	50-59	97,239	5.1	39,269	4.2	103,302	5.2	42,276	4.3
	60 years and older	64,502	3.4	22,709	2.4	70,989	3.6	25,004	2.5
	Subtotal	585,431	30.9	206,282	22.1	621,005	31.5	223,398	22.6
Total		1,896,317	100.0	932,306	100.0	1,974,326	100.0	988,865	100.0

(d) By collateral type

Collateral	Prior fiscal year (As of March 31, 2025)		Current fiscal year (As of March 31, 2026)	
	Outstanding balance (Millions of yen)	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)
Securities	-	-	-	-
[Stocks included in the above]	[-]	[-]	[-]	[-]
Credit	-	-	-	-
[Deposits included in the above]	[-]	[-]	[-]	[-]
Merchandise	-	-	-	-
Real estate	1,788	0.2	1,554	0.2
Foundations	-	-	-	-
Others	-	-	-	-
Subtotal	1,788	0.2	1,554	0.2
Guarantee	-	-	-	-
Unsecured	932,307	99.8	988,866	99.8
Total	934,096	100.0	990,420	100.0

## (e) By loan amount

Loan amount		Prior fiscal year (As of March 31, 2025)				Current fiscal year (As of March 31, 2026)			
		Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)
Unsecured loans	Due within 100,000 yen	313,083	16.5	18,660	2.0	327,700	16.6	19,669	2.0
	Due over 100,000 yen through 300,000 yen	478,126	25.2	100,793	10.8	503,974	25.5	106,593	10.8
	Due over 300,000 yen through 500,000 yen	598,063	31.5	257,850	27.6	597,886	30.3	256,621	25.9
	Due over 500,000 yen	507,046	26.7	555,003	59.4	544,767	27.6	605,982	61.2
	Subtotal	1,896,318	100.0	932,307	99.8	1,974,327	100.0	988,866	99.8
Secured loans	Due within 1 million yen	197	0.0	107	0.0	170	0.0	89	0.0
	Due over 1 million yen through 5 million yen	418	0.0	1,089	0.1	367	0.0	945	0.1
	Due over 5 million yen through 10 million yen	70	0.0	478	0.1	59	0.0	405	0.0
	Due over 10 million yen through 50 million yen	8	0.0	114	0.0	8	0.0	113	0.0
	Due over 50 million yen through 100 million yen	-	-	-	-	-	-	-	-
	Due over 100 million yen	-	-	-	-	-	-	-	-
	Subtotal	693	0.0	1,788	0.2	604	0.0	1,554	0.2
Total		1,897,011	100.0	934,096	100.0	1,974,931	100.0	990,420	100.0
Average loans receivable per contract (Thousands of yen)		-	-	492	-	-	-	501	-
Unsecured loans		-	-	491	-	-	-	500	-
Secured loans		-	-	2,581	-	-	-	2,572	-

## (f) By loan term

Loan term		Prior fiscal year (As of March 31, 2025)				Current fiscal year (As of March 31, 2026)			
		Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)
Unsecured loans	Revolving	1,764,522	93.0	886,307	94.9	1,842,146	93.3	942,485	95.2
	Due within 1 year	1,349	0.1	190	0.0	1,594	0.1	286	0.0
	Due after 1 year through 5 years	109,609	5.8	34,887	3.7	105,788	5.4	32,482	3.3
	Due after 5 years through 10 years	16,432	0.9	7,909	0.8	21,023	1.1	11,029	1.1
	Due after 10 years through 15 years	4,333	0.2	2,964	0.3	3,655	0.2	2,506	0.3
	Due after 15 years through 20 years	54	0.0	36	0.0	61	0.0	43	0.0
	Due after 20 years through 25 years	14	0.0	8	0.0	41	0.0	25	0.0
	Due after 25 years	5	0.0	1	0.0	19	0.0	7	0.0
	Subtotal	1,896,318	100.00	932,307	99.8	1,974,327	100.0	988,866	99.8
Secured loans	Revolving	537	0.0	1,360	0.1	476	0.0	1,190	0.1
	Due within 1 year	3	0.0	4	0.0	3	0.0	14	0.0
	Due after 1 year through 5 years	31	0.0	48	0.0	28	0.0	51	0.0
	Due after 5 years through 10 years	72	0.0	190	0.0	53	0.0	127	0.0
	Due after 10 years through 15 years	29	0.0	76	0.0	27	0.0	72	0.0
	Due after 15 years through 20 years	5	0.0	14	0.0	6	0.0	21	0.0
	Due after 20 years through 25 years	16	0.0	93	0.0	11	0.0	76	0.0
	Due after 25 years	-	-	-	-	-	-	-	-
	Subtotal	693	0.0	1,788	0.2	604	0.0	1,554	0.2
	Revolving	1,765,059	93.0	887,668	95.0	1,842,622	93.3	943,676	95.3
	Due within 1 year	1,352	0.1	195	0.0	1,597	0.1	300	0.0
	Due after 1 year through 5 years	109,640	5.8	34,936	3.7	105,816	5.4	32,534	3.3
	Due after 5 years through 10 years	16,504	0.9	8,100	0.9	21,076	1.1	11,156	1.1
	Due after 10 years through 15 years	4,362	0.2	3,041	0.3	3,682	0.2	2,579	0.3
	Due after 15 years through 20 years	59	0.0	50	0.0	67	0.0	64	0.0
	Due after 20 years through 25 years	30	0.0	101	0.0	52	0.0	102	0.0
	Due after 25 years	5	0.0	1	0.0	19	0.0	7	0.0
	Total	1,897,011	100.0	934,096	100.0	1,974,931	100.0	990,420	100.0
	Average term per contract	-				-			

(Note) “Average term per contract” is not calculated since revolving loan contracts are included in the table above.



## (g) By interest rate

Interest rate		Prior fiscal year (As of March 31, 2025)				Current fiscal year (As of March 31, 2026)			
		Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)	Number of loan contracts	Proportion (%)	Outstanding balance (Millions of yen)	Proportion (%)
Unsecured loans	Below 10.0% p.a.	125,966	6.6	55,199	5.9	128,264	6.5	64,296	6.5
	From 10.0% to 15.0% p.a.	390,138	20.6	419,915	45.0	436,112	22.1	467,165	47.2
	From 15.0% to 18.0% p.a.	1,380,214	72.8	457,192	48.9	1,409,951	71.4	457,404	46.2
	From 18.0% to 20.0% p.a.	-	-	-	-	-	-	-	-
	Above 20.0% p.a.	-	-	-	-	-	-	-	-
	Subtotal	1,896,318	100.0	932,307	99.8	1,974,327	100.0	988,866	99.8
Secured loans	Below 10.0% p.a.	188	0.0	618	0.1	161	0.0	533	0.1
	From 10.0% to 15.0% p.a.	505	0.0	1,170	0.1	443	0.0	1,020	0.1
	From 15.0% to 18.0% p.a.	-	-	-	-	-	-	-	-
	Subtotal	693	0.0	1,788	0.2	604	0.0	1,554	0.2
Total		1,897,011	100.0	934,096	100.0	1,974,931	100.0	990,420	100.0

f. Breakdown of funds

(a) Breakdown by funding sources

Funding sources	Prior fiscal year (As of March 31, 2025)		Current fiscal year (As of March 31, 2026)	
	Outstanding balance (Millions of yen)	Average interest rate (%)	Outstanding balance (Millions of yen)	Average interest rate (%)
Borrowings from financial institutions, etc.	430,085	0.76	440,608	1.21
Others	194,914	0.62	244,938	0.92
[Corporate bonds, CPs]	[194,914]	[0.62]	[244,938]	[0.92]
Total	624,999	0.71	685,546	1.11
Owners' equity	651,845	-	687,036	-
[Share capital]	[63,832]	[-]	[63,832]	[-]

(Note) "Owners' equity" was calculated by deducting total liabilities and the planned amount of dividend from total assets, and then adding the total amount of reserves (including reserves under special laws).

(b) Breakdown by financial institution

Financial institution		Prior fiscal year (As of March 31, 2025)				Current fiscal year (As of March 31, 2026)			
		Beginning balance (Millions of yen)	Amount procured (Millions of yen)	Amount repaid (Millions of yen)	Final balance (Millions of yen)	Beginning balance (Millions of yen)	Amount procured (Millions of yen)	Amount repaid (Millions of yen)	Final balance (Millions of yen)
Borrowings	City banks, etc.	313,859	136,000	138,120	311,739	311,739	207,500	193,091	326,148
	Regional banks	60,682	25,800	17,796	68,685	68,685	17,200	20,474	65,411
	Trust banks	-	-	-	-	-	-	-	-
	Foreign banks	1,000	-	1,000	-	-	-	-	-
	Life insurance companies	2,280	500	320	2,460	2,460	-	160	2,300
	Non-life insurance companies	1,500	-	-	1,500	1,500	1,000	1,500	1,000
	Business corporations (leasing and financing companies, etc.)	104	200	104	200	200	-	-	200
	Other financial institutions	44,000	10,000	8,499	45,501	45,501	10,500	10,452	45,549
Subtotal		423,425	172,500	165,839	430,085	430,085	236,200	225,677	440,608
Commercial papers		29,989	232,924	208,000	54,914	54,914	420,024	390,000	84,938
Corporate bonds (including current portion of bonds payable)		135,000	45,000	40,000	140,000	140,000	30,000	10,000	160,000
Subtotal		164,989	277,924	248,000	194,914	194,914	450,024	400,000	244,938
Total		588,414	450,424	413,839	624,999	624,999	686,224	625,677	685,546

(Notes) 1. "City banks, etc." includes SBI Shinsei Bank, Limited and Aozora Bank, Ltd.

2. "Other financial institutions" includes syndicated loans.

## 5. Critical Agreements, etc.

The Company has concluded the following agreement with Mitsubishi UFJ Financial Group, Inc. (hereinafter, “MUFG”) and the MUFG Bank, Ltd. (hereinafter, “MUFG Bank”).

### (1) Overview of the agreement

Counterparties	Location	Details of the agreement	Date of the agreement
MUFG MUFG Bank	1-4-5, Marunouchi, Chiyoda-ku, Tokyo	“Basic Agreement” The basic agreement on capital and business alliance	Date of the agreement: September 8, 2008 (automatically renewed every five years since March 2018)

Based on the Agreement and related documents thereto, MUFG and its subsidiaries shall hold shares equivalent to approximately 40% of voting rights of all shareholders of the Company, and, if the Company conducts issuance of new shares, acquisition or disposal of treasury shares, share split or consolidation, gratis allotment of shares, change in the number of shares constituting one unit of stock, or any other act that changes the number of voting rights of all shareholders of the Company, the Company shall have a prior discussion with MUFG.

In addition, if the Company conducts a share transfer, business transfer, asset transfer, company split, merger, capital alliance, business alliance, or any other transaction that may give significant impact on the execution of capital alliance or business alliance with MUFG, the Company shall obtain a prior approval of MUFG. Furthermore, in the “Memorandum of Understanding on the Consent Stipulated in Article 2, Paragraph 3 of the Basic Agreement,” it is agreed between the parties that the matters to be resolved at shareholders’ meetings of the Company shall be approved by MUFG in advance.

As long as the Agreement remains in effect, MUFG shall not sell, pledge as collateral or otherwise dispose of the issued shares of the Company held by MUFG and its subsidiaries, unless MUFG is obliged to sell or pledge as collateral the Company’s shares under laws and regulations or MUFG has obtained prior consent of the Company.

### (2) Purpose of the agreement

The Company concluded the Basic Agreement to strengthen and advance the capital and business alliance, aiming to contribute to the sound and advanced development of the consumer finance market of our country as the core company of the Consumer Finance Business of MUFG, and work together to maximize the business scale and earnings of the business under the MUFG Group’s strategy.

### (3) Status of deliberation of the Board of Directors and other processes of the Company that resulted in the decision making related to the agreement

In March 2004, the Company implemented the strategic business and capital alliance with Mitsubishi Tokyo Financial Group, Inc. (present, MUFG), for the purpose of improving its profitability by strengthening and expanding its competitiveness in the retail segment of the consumer finance markets. Determining that the alliance has helped ensure growth of the ACOM Group in the consumer finance markets, the Company concluded the agreement in September 2008 after a resolution of the Board of Directors, to further strengthen the business and capital alliance.

### (4) Impact of the agreement on corporate governance of the Company

In the memorandum of understanding for the agreement, it is agreed between the parties that MUFG shall hold a right to give prior approval on the matters to be resolved at shareholders’ meetings of the Company. Nevertheless, while decisions on matters such as management policy and business strategy reflect the corporate management policy of the parent company, these decisions are based on the Company’s own judgments, and as such a certain level of independence as a listed company is ensured.

## 6. Research and Development Activities

Not applicable

### III. Equipment and Facilities

#### 1. Status of Capital Expenditures, etc.

During this fiscal year, there were no noteworthy capital investments, etc.

#### 2. Situation of Major Equipment

The major equipment in the Company Group is the following:

##### (1) The Filing Company

As of March 31, 2026

Business Place (Location)	Name of business segments	Details of major facilities and equipment	Book value (Millions of yen)				Number of employees [Number of fixed- term employees not included in the above numbers] (persons)]
			Buildings and structures	Equipment	Leased assets	Total	
Head Office (Note) 1 (Minato-ku, Tokyo)	Corporate wide (shared)	Other facilities and equipment	151	28	7	186	394 [17]
Contact Center (Yokohama City, Kanagawa) and 671 other unstaffed outlets, data centers, etc.	Loan and credit card business	Contact center, unstaffed outlets	1,076	424	-	1,501	1,164 [46]
	Corporate wide (shared)	Data centers	44	704	794	1,543	-

- (Notes)
1. Part of the building has been on lease and the leasing fee is 404 million yen.
  2. The rent for part of the building and land on lease other than the above (Note) 1 is 2,533 million yen.
  3. There are no major facilities that are not operating.

##### (2) Domestic subsidiaries

Not applicable

##### (3) Overseas subsidiaries

Not applicable

#### 3. Plans for Equipment Introduction, Disposals, etc.

##### (1) Major equipment introduction, etc.

Not applicable

##### (2) Major equipment disposal, etc.

Not applicable

#### IV. Information on the Filing Company

##### 1. Information on the Company's Shares

###### (1) Total number of shares, etc.

###### (i) Total number of shares

Class	Total number of shares authorized to be issued
Common stock	5,321,974,000
Total	5,321,974,000

###### (ii) Issued shares

Class	As of the end of the current fiscal year (March 31, 2026)	As of the submission date (June 16, 2026)	Stock exchange on which the Company is listed	Description
Common stock	1,566,614,098	1,566,614,098	Tokyo Stock Exchange Standard Market	These are the Company's standard shares with no restricted rights. One unit of stock constitutes 100 common shares.
Total	1,566,614,098	1,566,614,098	-	-

###### (2) Status of the stock acquisition rights

###### (i) Details of stock option plans

Not applicable

###### (ii) Rights plans

Not applicable

###### (iii) Other stock acquisition rights

Not applicable

###### (3) Status in the exercise of bonds with stock acquisition rights with exercise price amendment

Not applicable

###### (4) Changes in the total number of shares issued and the amount of share capital and other

Date	Changes in the total number of shares issued (Thousands of shares)	Balance of the total number of shares issued (Thousands of shares)	Changes in share capital (Millions of yen)	Balance of share capital (Millions of yen)	Changes in legal capital surplus (Millions of yen)	Balance of legal capital surplus (Millions of yen)
June 3, 2021 (Note)	(29,668)	1,566,614	-	63,832	-	72,322

(Note) Pursuant to the resolution at the Board of Directors meeting held on May 20, 2021, the Company cancelled its treasury shares on June 3, 2021, resulting in a decrease of 29,668,702 shares in the total number of shares issued.

## (5) Status of shareholders

As of March 31, 2026

Classification	Status of shares (the number of minimum unit is 100 shares)								Status of shares below unit (Shares)
	Government and local municipalities	Japanese financial institutions and insurance companies	Financial instruments business operators	Other Japanese corporations	Foreign corporations, etc.		Individuals, others	Total	
					Others	Individuals			
Number of shareholders	0	15	39	151	244	66	30,314	30,829	-
Number of shares held (Units)	0	1,816,215	167,874	11,364,522	759,196	593	1,556,835	15,665,235	90,598
Ratio of shares held (%)	0.00	11.59	1.07	72.55	4.85	0.00	9.94	100.00	-

- (Notes) 1. 190 shares of treasury shares are included in one unit in “Individuals, others” and 90 shares in the “Status of shares below unit” box.
2. The number of shares in the “Other Japanese corporations” box includes 30 units of shares under the name of Japan Securities Depository Center, Inc.

## (6) Major shareholders

As of March 31, 2026

Name	Address	Number of shares held (Thousands of shares)	Percentage of shares held to the total number of issued shares (excluding shares of treasury shares) (%)
Mitsubishi UFJ Financial Group, Inc.	1-4-5, Marunouchi, Chiyoda-ku, Tokyo	588,723	37.57
Maruito Shokusan Co., Ltd.	1-2-3 Minato-machi, Naniwa-ku, Osaka City, Osaka	273,467	17.45
Maruito Co., Ltd.	1-2-3 Minato-machi, Naniwa-ku, Osaka City, Osaka	125,533	8.01
The Master Trust Bank of Japan, Ltd. (Trust Account)	8-1 Akasaka 1-chome, Minato-ku, Tokyo	114,334	7.29
Foundation of Kinoshita Memorial Enterprise	6-2-14 Motomachi-dori, Chuo-ku, Kobe City, Hyogo	92,192	5.88
Maruito Shoten Co., Ltd.	1-2-3 Minato-machi, Naniwa-ku, Osaka City, Osaka	38,733	2.47
Mitsubishi UFJ Trust and Banking Corporation	1-4-5, Marunouchi, Chiyoda-ku, Tokyo	31,572	2.01
Custody Bank of Japan, Ltd. (Trust Account)	1-8-12 Harumi, Chuo-ku, Tokyo	16,340	1.04
MASA & COMPANY Co., Ltd.	5-14-4, Minamiazabu, Minato-ku, Tokyo	11,000	0.70
The Nomura Trust and Banking Co., Ltd. (Retirement Benefit Trust Account for Mitsubishi UFJ Trust and Banking Corporation)	2-2-2, Otemachi, Chiyoda-ku, Tokyo	9,000	0.57
Total	-	1,300,897	83.03

(Note) In “Number of shares held,” figures less than one thousand are truncated.

## (7) Status of voting rights

## (i) Issued shares

As of March 31, 2026

Classification	Number of shares (Shares)	Number of voting rights (Units)	Details
Shares without voting rights	–	–	–
Shares with limited voting rights (treasury shares, etc.)	–	–	–
Shares with limited voting rights (others)	–	–	–
Shares with full voting rights (treasury shares, etc.)	(Treasury shares) Common stock 100	–	–
Shares with full voting rights (others)	Common stock 1,566,523,400	15,665,234	–
Shares less than one unit	Common stock 90,598	–	–
Total number of shares issued	1,566,614,098	–	–
Total voting rights held by all shareholders	–	15,665,234	–

- (Notes) 1. The number of shares of common stock in the “Shares with full voting rights (others)” box includes 3,000 shares (30 units of voting rights) held by Japan Securities Depository Center, Inc.
2. The number of shares of common stock in the “Shares less than one unit” box includes 90 shares of treasury shares held by the Company.

## (ii) Treasury shares, etc.

As of March 31, 2026

Shareholder	Address of shareholder	Number of shares held under own name (Shares)	Number of shares held under the names of others (Shares)	Total (Shares)	Percentage of shares held to the total number of issued shares (%)
(Treasury shares) ACOM CO., LTD.	1-9-1, Higashi Shinbashi, Minato-ku, Tokyo	100	–	100	0.00
Total	–	100	–	100	0.00

## 2. Status of Acquisition of Treasury Shares, etc.

Class of stocks, etc.: Acquisition of common shares pursuant to Article 155, Item 7 of the Companies Act

### (1) Status of the acquisition of treasury shares resolved at shareholders' meetings

Not applicable

### (2) Status of the acquisition of treasury shares resolved at the meetings of the Board of Directors

Not applicable

### (3) Details of the acquisition of treasury shares not based on the resolutions of shareholders' meetings or the meetings of the Board of Directors

Classification	Number of Shares	Total Amount (thousand yen)
Treasury shares acquired during the fiscal year	70	33
Treasury shares acquired during the period	—	—

(Note) The number of treasury shares acquired during the period does not include shares purchased through the buyback of fractional share units from June 1, 2026 to the submission date of this securities report.

### (4) Status of the disposition and holding of acquired treasury shares

Category	Current fiscal year		Current term	
	Number of shares (Shares)	Total amount disposed (Thousands of yen)	Number of shares (Shares)	Total amount disposed (Thousands of yen)
Acquired treasury shares for which subscribers were solicited	—	—	—	—
Acquired treasury shares that was disposed of	—	—	—	—
Treasury shares transferred due to merger, stock exchange, stock delivery or corporate separation	—	—	—	—
Others	—	—	—	—
Number of shares of treasury shares held	190	—	190	—

(Note) “The number of shares of treasury shares held” during the current term does not include the number of shares acquired for purchase of shares less than one unit from June 1, 2026, to the submission date of the Annual Securities Report.



### 3. Basic Policy on Dividends

With regard to profit distribution, we position the return of profits to shareholders as one of our important management issues, and our basic policy is to maintain stable and continuous shareholder returns by maintaining financial soundness and strengthening profitability toward sustainable enhancement of corporate value.

As for the year-end dividend for the fiscal year ended March 31, 2026, as a result of comprehensively taking into account recent full-year business results and other factors, we plan to increase the dividend by 2 yen from the dividend announced on May 12, 2025, resulting in an annual dividend of 22 yen per share and a year-end dividend of 12 yen per share. This dividend payment will be subject to approval at the ordinary general meeting of shareholders scheduled in June 2026. As for the fiscal year ending March 31, 2027, an annual dividend of 22 yen per share is planned. This consists of an interim dividend of 11 yen and a year-end dividend of 11 yen.

The Company intends to use its internal reserves to enhance its financial base.

The Company's Articles of Incorporation stipulate that the Company may pay interim dividends.

The Group intends to strive for its long-term stable growth in the future.

(Note) Dividends whose record date falls in the current fiscal year are as follows:

Date of resolution	Total amount of dividends (Millions of yen)	Dividend per share (Yen)
Resolution at the Board of Directors meeting held on November 11, 2025	15,666	10
Resolution at the Ordinary General Meeting of Shareholders held on June 23, 2026 (Planned)	18,799	12

#### 4. Corporate Governance

##### (1) Overview of Corporate Governance

###### (i) Basic Policy on Corporate Governance

The Company Group, guided by its lifelong “Circle of Trust” spirit, maintains an ongoing corporate commitment to respecting other people, putting the customer first, and conducting 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 mechanisms already in place.

###### (ii) Corporate Governance Structure

###### a. An overview of corporate governance structure and reasons for employing said structure

The Company is a company with an Audit and Supervisory Committee and aims to enable swift decision-making and enhance the Board of Directors’ supervisory functions by significantly delegating decision-making on critical business executions to directors from the Board of Directors. The Board of Directors, in turn, performs thorough monitoring and other measures on delegated matters.

The Company aims to improve the transparency and objectivity of its management by having an Audit and Supervisory Committee composed mainly of outside directors conduct audit and supervisory functions.

As of the date of submission of this Annual Securities Report (June 16, 2026), the organs installed by the Company are as follows:

###### (a) Board of Directors

The Board of Directors of the Company consists of ten members: President & CEO Masataka Kinoshita who chairs the Board, Directors Shigeyoshi Kinoshita, Hiroshi Naruse, Takashi Kiribuchi, Masashi Yoshiba, Tadashi Yamamoto, and Michelle Tan (Outside Director), and Audit and Supervisory Committee Members Kikuo Asano (Outside Director), Akihiro Kiyooka, and Takuji Akiyama (Outside Director).

The Board deliberates 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. Furthermore, 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 President and Director, and monitors and supervises the execution of duties by thorough monitoring and other measures on delegated matters.

It meets at least once every quarter, in principle, and more as deemed necessary.

During the current fiscal year, the Company held a total of ten Board of Directors meetings. Status of attendance at meetings of each Board of Directors member is as follows:

Name	Number of meetings held	Number of meetings attended	Number of attendance
Shigeyoshi Kinoshita	10	10	100%
Hiroshi Naruse	10	10	100%
Masataka Kinoshita	10	10	100%
Takashi Kiribuchi	10	10	100%
Tomomi Uchida (*1)	4	4	100%
Masashi Yoshiba (*2)	6	6	100%
Tadashi Yamamoto	10	10	100%
Michelle Tan	10	10	100%
Toshihiko Yamashita (*1)	4	4	100%
Kikuo Asano (*2)	6	6	100%
Akihiro Kiyooka	10	10	100%
Takuji Akiyama	10	10	100%

(\*1) This member has retired from the position of Director as of June 20, 2025. Thus, the status of attendance includes attendance at Board of Directors meetings held during the period prior to the retirement.

(\*2) This member was appointed to the position of Director as of June 20, 2025. Thus, the status of attendance includes attendance at Board of Directors meetings held during the period following the appointment.

The Board of Directors has determined the following items mainly as details to be deliberated in the current fiscal year.

[Details of management strategy-related matters]

- Items relating to single-year management plans
- Items relating to medium-term management plans
- Items relating to interim and year-end dividends
- Items relating to human rights policy
- Items relating to updating of materialities

[Details of business management-related matters]

- Items relating to Basic Policy of Establishing ACOM Group's Internal Control System
- Items relating to status of compliance with the Corporate Governance Code

[Details of financial results and accounting-related matters]

- Items relating to financial statements
- Items relating to business reports

[Details of human resources-related matters]

- Items relating to the selection of the positions of Representative Directors and Directors
- Items relating to basic compensation, performance-linked compensation and stock price-linked compensation for Directors

(b) Audit and Supervisory Committee

The Audit and Supervisory Committee consists of three members: Kikuo Asano (Outside Director) who chairs the committee, Akihiro Kiyooka and Takuji Akiyama (Outside Director).

It meets regularly to receive reports concerning important audit-related matters, hold discussions, and pass resolutions.

To support the Audit and Supervisory Committee's duties, the Company established "the Administration for Audit and Supervisory Committee" and assigned persons to assist its duties. Employees to assist the Audit and Supervisory Committee will be exclusively in charge of work that assists the Audit and Supervisory Committee, and will not be subject to instructions and orders from the Directors (excluding those serving as Audit and Supervisory Committee Members) and other operational organizations. Assignment, transfer, evaluation and disciplinary action of such employees are decided after consultation with the Audit and Supervisory Committee.

(c) Committees

i. Appointment and Remuneration Committee

The Appointment and Remuneration Committee consists of six members: President & CEO Masataka Kinoshita who chairs the committee, Representative Directors Shigeyoshi Kinoshita and Hiroshi Naruse, and Audit and Supervisory Committee Members Kikuo Asano (Outside Director), Akihiro Kiyooka and Takuji Akiyama (Outside Director).

The Appointment and Remuneration Committee reviews and proposes the appointment of candidates and remuneration for Directors (excluding those serving as Audit and Supervisory Committee Members) for resolution at the Board of Directors Meeting.

The Appointment and Remuneration Committee meets three times a year, in principle, and more as deemed necessary.

During the current fiscal year, the Company held a total of four Appointment and Remuneration Committee meetings. Status of attendance at meetings of each Appointment and Remuneration Committee member is as follows:

Name	Number of meetings held	Number of meetings attended	Number of attendance
Shigeyoshi Kinoshita	4	4	100%
Hiroshi Naruse	4	4	100%
Masataka Kinoshita	4	4	100%
Toshihiko Yamashita (*1)	3	3	100%
Kikuo Asano (*2)	1	1	100%
Akihiro Kiyooka	4	4	100%
Takuji Akiyama	4	4	100%

(\*1) This member has retired from the position of Director as of June 20, 2025. Thus, the status of attendance includes attendance at Appointment and Remuneration Committee meetings held during the period prior to the retirement.

(\*2) This member was appointed to the position of Appointment and Remuneration Committee Member as of June 20, 2025. Thus, the status of attendance includes attendance at Appointment and Remuneration Committee meetings held during the period following the appointment.

The Appointment and Remuneration Committee has determined the following items mainly as details to be deliberated in the current fiscal year.

- Items relating to Evaluation of Directors
- Items relating to candidates for Directors and Representative Directors of subsidiaries
- Items relating to the selection of the positions of Representative Directors and Directors

- Items relating to basic compensation, performance-linked compensation and stock price-linked compensation for Directors
- Items relating to the status of training for management and candidates for management

#### ii. Conflict of Interest Advisory Committee

The Conflict of Interest Advisory Committee consists of three independent persons, chaired by independent director (outside) Kikuo Asano, the independent director (outside) Takuji Akiyama, and lawyer from Nozomi Sogo Attorneys at Law, Hitoshi Shimbo. The Committee deliberates on critical transactions, etc. where the controlling shareholders' interest conflicts with minority shareholders' from the perspective of protecting the interests of minority shareholders and makes recommendations to the Board of Directors, etc.

The Conflict of Interest Advisory Committee meets, in principle, each time there is a critical transaction, etc. where controlling shareholder's interest conflicts with the minority shareholders' interest.

During the fiscal year ended March 31, 2026, there were no such transactions; however, one meeting of the Conflicts of Interest Advisory Committee was held to report this result, and all committee members attended.

#### iii. Compliance Committee

The Compliance Committee consists of five members: chaired by Outside Director Michelle Tan, experts from outside the Company Yasunari Takaura, Outside Director Kikuo Asano (Audit and Supervisory Committee Member) and Representative Directors Hiroshi Naruse and Masataka Kinoshita. The Committee deliberates and discusses important matters related to compliance, and makes recommendations to the Board of Directors as necessary.

The Compliance Committee meets four times a year, in principle, and more as deemed necessary.

#### iv. Risk Committee

The Risk Committee consists of five members: Deputy Chairman Hiroshi Naruse who chairs the committee, Representative Director Masataka Kinoshita, and Audit and Supervisory Committee Members Kikuo Asano (Outside Director), Akihiro Kiyooka and Takuji Akiyama (Outside Director).

The Corporate Risk Committee deliberates and discusses important items related to risk management and makes proposals and reports to the Board of Directors as deemed necessary. The Committee also monitors the status of risk management and other matters and reports the results to the Board of Directors.

The Corporate Risk Committee meets once every quarter, in principle, and more as deemed necessary.

#### v. Information Disclosure Committee

The Information Disclosure Committee consists of six members: Deputy Chairman Hiroshi Naruse who chairs the committee, Director Takashi Kiribuchi, Audit and Supervisory Committee Member Akihiro Kiyooka, and executive officers who concurrently serve as directors in charge of the relevant departments, Masaru Kuroda, Masatoshi Nabeoka and Kazuki Morishita.

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.

The Information Disclosure Committee meets twice every quarter, in principle, and more as deemed necessary.

(d) Executive Officers' Meeting ,etc.

The Executive Officers' Meeting consists of ten members: President & CEO Masataka Kinoshita who serves as the chair, Representative Directors Shigeyoshi Kinoshita and Hiroshi Naruse, executive officers who serve concurrently as directors Takashi Kiribuchi, Masashi Yoshiba, Michihito Onodera, Masaru Kuroda, Yuji Kinoshita, Masatoshi Nabeoka and Kazuki Morishita.

In the presence of Audit and Supervisory Committee Members, the Executive Officers' Meeting discusses and makes decisions related to the execution of important business operations delegated by the Board of Directors to the President and Director, and deliberates management policies and management plans in advance for resolution at the Board of Directors Meeting in accordance with basic policies determined by the Board of Directors.

The Executive Officers' Meeting assembles three times a month, in principle, and more as deemed necessary.

- \* The Company has proposed the following agenda items (matters to be resolved) for the Ordinary General Meeting of Shareholders scheduled to be held on June 23, 2026: "Election of Seven Directors (Excluding Those Serving as Audit and Supervisory Committee Members)." If these proposals are approved and adopted, the structure of the Company's corporate governance structure will be as follows.

Please note that the positions of officers and the chairs of the respective committees are described based on the resolutions to be adopted at the meeting of the Board of Directors and the Audit and Supervisory Committee scheduled to be held immediately after the aforementioned Ordinary General Meeting of Shareholders.

<Board of Directors>

It is scheduled to consist of ten members: President & CEO Masataka Kinoshita who will chair the Board, Directors Shigeyoshi Kinoshita, Hiroshi Naruse, Takashi Kiribuchi, Yuji Kinoshita, Tadashi Yamamoto, and Michelle Tan (Outside Director), and Audit and Supervisory Committee Members Kikuo Asano (Outside Director), Akihiro Kiyooka, and Takuji Akiyama (Outside Director).

<Audit and Supervisory Committee>

It is scheduled to consist of three members: Kikuo Asano (Outside Director) who will chair the committee, Akihiro Kiyooka and Takuji Akiyama (Outside Director).

<Appointment and Remuneration Committee>

It is scheduled to consist of six members: President & CEO Masataka Kinoshita who will chair the committee, Representative Directors Shigeyoshi Kinoshita and Hiroshi Naruse, and Audit and Supervisory Committee Members Kikuo Asano (Outside Director), Akihiro Kiyooka and Takuji Akiyama (Outside Director).

<Conflict of Interest Advisory Committee>

It is scheduled to consist of three independent persons, an independent director (outside) Kikuo Asano who will chair the committee, an independent director (outside) Takuji Akiyama, and a lawyer from Nozomi Sogo Attorneys at Law, Hitoshi Shimbo.

<Compliance Committee>

It is scheduled to consist of five members: Outside Director Michelle Tan who will chair the committee, expert from outside the Company Yasunari Takaura, Outside Director Kikuo Asano (Audit and Supervisory Committee Member) and Representative Directors Hiroshi Naruse and Masataka Kinoshita.

<Risk Committee>

It is scheduled to consist of five members: Deputy Chairman Hiroshi Naruse who will chair the committee, Representative Director Masataka Kinoshita, and Audit and Supervisory Committee Members Kikuo Asano (Outside Director), Akihiro Kiyooka and Takuji Akiyama (Outside Director).

<Information Disclosure Committee>

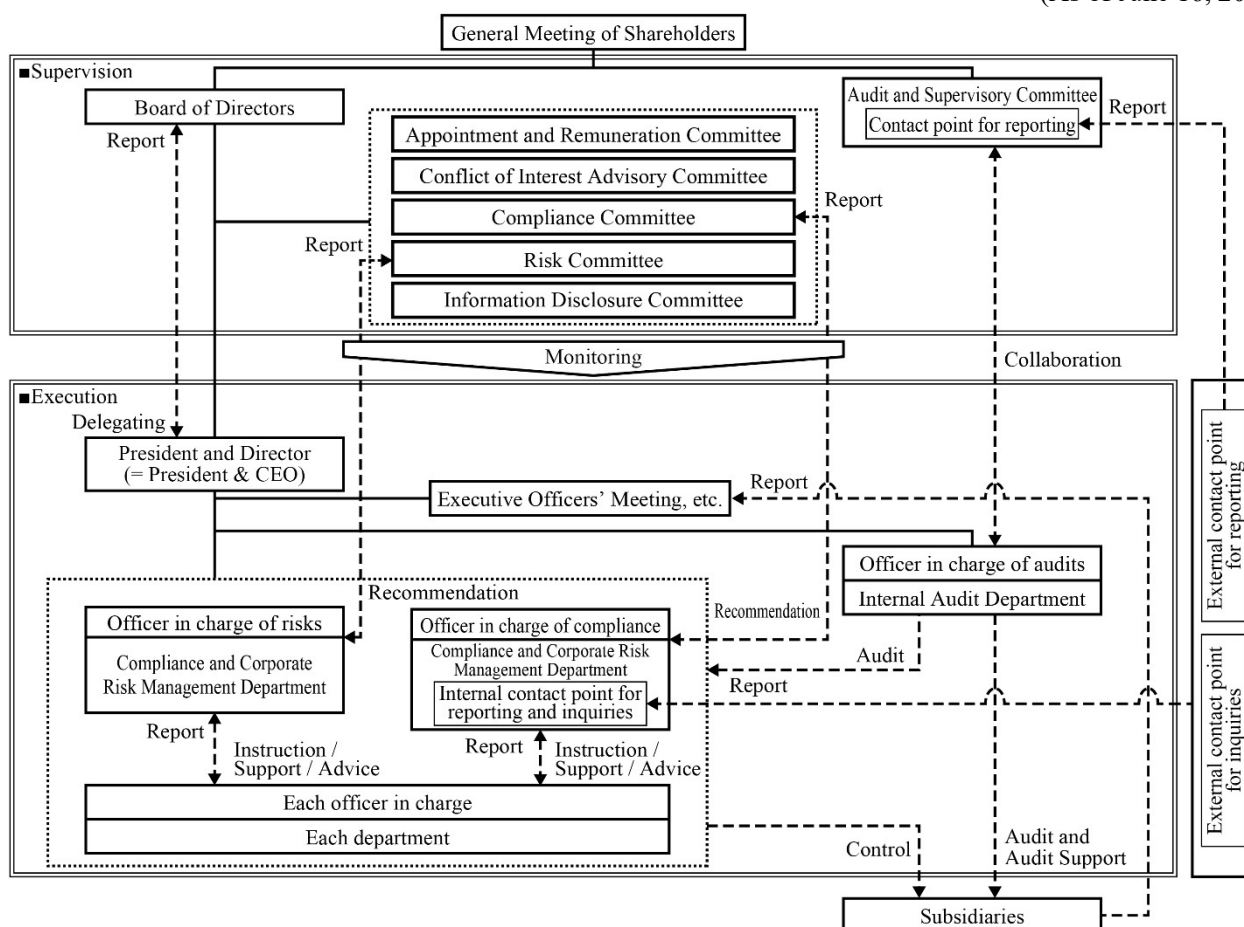
It is scheduled to consist of six members: Deputy Chairman Hiroshi Naruse who will chair the committee, Director Takashi Kiribuchi, Audit and Supervisory Committee Member Akihiro Kiyooka, and executive officers concurrently serving as directors in charge of the relevant departments, Masatoshi Nabeoka, Kazuki Morishita and Osamu Morimoto.

<Executive Officers' Meeting, etc.>

It is scheduled to consist of 10 members: President & CEO Masataka Kinoshita who will serve as the chair, Representative Directors Shigeyoshi Kinoshita and Hiroshi Naruse, executive officers who serve concurrently as directors Takashi Kiribuchi, Yuji Kinoshita, Masatoshi Nabeoka, Kazuki Morishita, Osamu Morimoto, Wataru Yoshioka and Masahiko Ota.

b. Corporate governance structure and internal control system structure

(As of June 16, 2026)



c. Other corporate governance related matters

(a) Basic stance on internal control system and the improvement of such system

The Company resolved as described below to improve its internal control system to ensure the appropriateness of its business activities, in accordance with Article 399-13, Paragraph 1, Item 1-(ii) and Item 1-(iii) of the Companies Act, as well as Article 110-4 of the Enforcement Regulations of the Companies Act.

The Company strives to periodically evaluate the status of improvement of the internal control system, take remedial measures as necessary, review the system to respond to changes in the business environment, etc. and improve the effectiveness of the internal control system.



[Basic Policy of Establishing ACOM Group's Internal Control System]

1. System to ensure that execution of duties by the Directors and employees of the Company and its subsidiaries complies with laws, regulations and the Articles of Incorporation of the Company
  - (1) The Company and its subsidiaries regard compliance as the highest priority in the corporate management, and establishes the ACOM Group Code of Ethics and Code of Conduct, while developing the rules for compliance and various internal rules and making employees fully aware of them.
  - (2) The Company and its subsidiaries establish a committee on compliance, etc. and place officers in charge of compliance and departments with across-the-board responsibilities for compliance.
  - (3) The Company and its subsidiaries formulate compliance plans, while managing their progress.
  - (4) The Company and its subsidiaries establish contact points for reporting and inquiry by employees concerning the act of violations or possible violations of compliance.
  - (5) In accordance with the ACOM Group Code of Ethics and the Company Group's basic policy with respect to antisocial forces, the Company and its subsidiaries develop a system to prevent relations with antisocial forces and ensure appropriate business operations.
  - (6) The Company and its subsidiaries shall be aware of the possibility that financial services they offer may be used for financial crimes, including money laundering and terrorism financing and will develop a system to detect, deter and prevent the crimes.
  - (7) The Company shall establish a system for accurate, timely, and appropriate disclosure of information by establishing a policy on information disclosure and a committee to deliberate on information disclosure.
  - (8) In accordance with the Company Group's basic policy for internal control over financial reporting, the Company shall strive to develop and operate internal control over financial reporting to ensure transparency, accuracy, and reliability of financial reporting.
  - (9) The Company establishes an internal audit department and ensures its independence and specialties. It also develops an internal audit system in accordance with the rules on internal audit to ensure the soundness and appropriateness of its business activities. In order to contribute to the development of internal controls at the subsidiaries of the Company, an internal audit department of the Company audits the subsidiaries and assists the subsidiaries with their audits.
2. System concerning storage and management of information on the execution of duties by Directors of the Company and its subsidiaries
  - (1) In accordance with the rules for confidential information management and related rules, the Company and its subsidiaries establish procedures for managing documents related to the execution of duties by the Directors (including electromagnetic records), store and manage such information in an appropriate manner, ensuring that such documents are available for inspection by directors when necessary.
  - (2) The Company and its subsidiaries place officers in charge of information management and establish departments with across-the-board responsibilities for information management.
  - (3) In order to maintain the appropriateness of information storage and management, the Company and its subsidiaries appoint personnel responsible for information security management, determine the roles of respective organizations, officers and employees, and store and manage information in a systematic manner. The Company and its subsidiaries regularly verify the status of information storage and management.
3. Rules concerning loss risk management and other systems of the Company and its subsidiaries
  - (1) The Company and its subsidiaries establish a system for proper and efficient risk management in accordance with the rules for risk management.
  - (2) In order to manage risks in an integrated manner, the Company and its subsidiaries establish a committee on risk management, etc. and officers and responsible departments in charge of risk management.
  - (3) The Company and its subsidiaries formulate risk management plans, while managing their progress.
  - (4) The Company and its subsidiaries establish a system to minimize economic losses and loss of credibility and to continue or swiftly resume business operations in cases where risks that may have significant internal or external impacts arise.
4. System to ensure efficient execution of duties by the Directors of the Company and its subsidiaries
  - (1) The Company Group formulates management policies and management plans of the Company Group and carries out business management based on appropriate methods.
  - (2) The Board of Directors delegates decision-making on matters related to the execution of business operations other than matters to be resolved at the Board of Directors to President and Director. The Company establishes the Executive Officer's Meeting presided over by President and Director and other bodies to discuss and decide on delegated matters.
  - (3) The Company and its subsidiaries, based on internal rules, etc., determine the division of duties by each organization and the criteria of decision making for each position so as to make decisions more quickly and execute duties more efficiently.

5. System to ensure the propriety of business carried out by the group consisting of the Company, parent company and subsidiaries
  - (1) While maintaining independence as a publicly-traded company, the Company coordinates with the parent company in accordance with the rules for consultation and reporting with the parent company. The Company Group also establishes the Group's business management systems in accordance with the parent company's policy for its group management so as to contribute to the appropriate business operations of both of the groups.
  - (2) The Company establishes departments for managing its subsidiaries, and manages its subsidiaries in accordance with the rules for management of subsidiaries, etc. The subsidiaries of the Company report important matters related to management and business execution to the Executive Officers' Meeting of the Company.
  - (3) Since the transactions with Mitsubishi UFJ Financial Group, Inc., the parent company, and its subsidiaries may cause conflicts of interest between the controlling shareholder and minority shareholders, the Company establishes a committee to deliberate and make recommendations to the Board of Directors on important transactions, etc. that may cause conflicts of interest between the controlling shareholder and minority shareholders.
6. System for employees to assist the Audit and Supervisory Committee of the Company in the execution of their duties
  - (1) The Company establishes the Administration for Audit and Supervisory Committee to assist in the Audit and Supervisory Committee's duties, and assign assistants for the Audit and Supervisory Committee.
  - (2) The number of employees to assist the Audit and Supervisory Committee and their requirements are decided after discussion with the Audit and Supervisory Committee.
  - (3) Employees to assist the Audit and Supervisory Committee will be exclusively in charge of work that assists the Audit and Supervisory Committee, and are not subject to instructions and orders from the Directors (excluding those serving as Audit and Supervisory Committee Members) and other operational organizations.
  - (4) Assignment, transfer, evaluation and disciplinary action of employees who assist the Audit and Supervisory Committee are decided after discussion with the Audit and Supervisory Committee.
7. System for reporting to the Audit and Supervisory Committee of the Company  
 The Company reports the following matters at the Company and its subsidiaries to the Audit and Supervisory Committee. In addition, the Company will not treat any person who has reported to the Audit and Supervisory Committee unfavorably as a reprisal to such reports.
  - (i) Matters which may significantly damage the company
  - (ii) Material breach of laws and regulations, etc.
  - (iii) Implementation status and results of an internal audit
  - (iv) Status of whistleblowing and the details of cases reported
  - (v) Other matters that the Audit and Supervisory Committee ask the company to report
8. Other systems to ensure that audits are effectively implemented by the Audit and Supervisory Committee of the Company
  - (1) The Company ensures a system that allows Audit and Supervisory Committee Members selected by the Audit and Supervisory Committee to: attend the Executive Officers' meetings, and other important meetings and committees; and have access to the important documents concerning the execution of duties, such as statutory documents.
  - (2) President and Director have regular meetings with Audit and Supervisory Committee Members selected by the Audit and Supervisory Committee to exchange opinions on issues with which the Company should deal, issues concerning the execution of duties, and primary issues on audits. They also take actions regarding the matters that the Audit and Supervisory Committee deems necessary to be addressed.
  - (3) Directors (excluding those serving as Audit and Supervisory Committee Members) and employees respect the rules of the Audit and Supervisory Committee and other rules, including audit policies, and cooperate with the Audit and Supervisory Committee for inspection and consultation requests.
  - (4) The internal audit department establishes a cooperation system with the Audit and Supervisory Committee in order to contribute to ensuring the effectiveness of audits by the Audit and Supervisory Committee.
  - (5) In cases where the internal audit department recognizes any breach or possible breach of laws and regulations (whether or not it is in breach of internal regulations), which is allegedly involving Directors (excluding those serving as Audit and Supervisory Committee Members), the internal audit department shall report to the Audit and Supervisory Committee before reporting to Directors (excluding those serving as Audit and Supervisory Committee Members).
  - (6) The Audit and Supervisory Committee specifies a budget for expenses acknowledged by the Audit and Supervisory Committee to be necessary for the execution of their duties. Any expenses expended urgently or extraordinarily beyond the budget can be claimed after the event.

(b) Development of risk management system

For details of development of risk management system at the Company, please refer to "[Risk management system of the Company] in 3. Risks Related to Business of II. Business Overview."

(iii) Number of Directors and Resolution Requirement for Election of Directors

The Articles of Incorporation stipulate that the number of Directors (excluding those serving as Audit and Supervisory Committee Members) shall be ten or less and that the number of Directors serving as Audit and Supervisory Committee Members shall be five or less.

The Articles of Incorporation stipulates that voting on resolutions for election of directors shall take place under the presence of shareholders who represent one-third or more of total voting rights, and the majority of the votes of those shareholders and those which are not contingent upon cumulative votes shall be the requisite for adoption of the resolution.

(iv) Purchase of Treasury Shares

Pursuant to Article 165, Paragraph 2 of the Companies Act, the Company has included in its Articles of Incorporation a clause allowing purchase of its own shares via the market, subject to a resolution of the Board of Directors. Such inclusion was made to permit flexible share buybacks according to the Company's business and financial conditions and other circumstances.

(v) Liability Exemption for Directors

a. Provisions of the Articles of Incorporation

To ensure that directors can adequately carry out the duties they are entrusted with, the Company has stipulated in its Articles of Incorporation to provide liability exemption for directors as follows:

- (A) The Company may allow the exemption of Directors (including former Directors), by decision of the Board of Directors and within the limits allowed by the law, from liability resulting from dereliction of duty, pursuant to Article 426, Paragraph 1 of the Companies Act.
- (B) The Company may conclude an agreement with each Director (excluding those with authority on business execution, etc.) to limit his/her liability resulting from dereliction of duty, pursuant to Article 427, Paragraph 1 of the Companies Act; provided, however, that the limit of the amount under this agreement shall be within the amount stipulated in the law.

b. Limited Liability Agreement

The Company has concluded a limited liability agreement with each of the four non-executive Directors (two of whom are Outside Directors), which limits the liability for damage under Article 423, Paragraph 1, of the Companies Act to the minimum amount stipulated in the law, in accordance with the provision of Article 427, Paragraph 1, of the Act.

c. Directors and Officers (D&O) Liability Insurance Contract

The Company has entered into a directors and officers (D&O) liability insurance contract with an insurance company as stipulated in Article 430-3 of the Companies Act to cover legal damages and litigation expenses incurred by the insured.

Provided, however, liability incurred by directors and officers themselves who have committed criminal offenses such as bribery or any intentional misconduct is not covered as a measure not to impair the appropriateness of the execution of duties by directors and officers.

The insurance contract insures the Company's Directors and Executive Officers, including persons who have already retired from the above positions and officers who have been newly elected during the term of the insurance contract. Insurance premiums for all of the insured are fully paid by the Company.

(vi) Interim Dividend

Pursuant to Article 454, Paragraph 5 of the Companies Act, the Company may, by a resolution of the Board of Directors, pay interim dividends each year with September 30 as the base date.

(vii) Special Resolutions at the General Meeting of Shareholders

For purpose of maintaining smooth operation of the General Meeting of Shareholders, the Articles of Incorporation stipulates that special resolutions pursuant to Article 309, Paragraph 2 of the Companies Act, shall be passed if at least two-thirds of voting rights are cast in favor, if shareholders representing at least one-third of eligible votes are present.

(2) Directors and Audit and Supervisory Committee Members

(i) List of Directors and Audit and Supervisory Committee Members

a. As of June 16, 2026 (the date of submission of this Annual Securities Report), the status of the Company's Directors and Audit and Supervisory Committee Members is as follows.

Male: 9, Female: 1 (Ratio of females to Directors and Audit and Supervisory Committee Members: 10%)

Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Chairman	Shigeyoshi Kinoshita	April 14, 1949	April 1973 April 1978 December 1980 February 1983 May 1984 August 1986 June 1988 October 1991 October 1992 October 1996 June 2000 June 2003 June 2010 June 2021	Joined Marubeni Corporation Joined Japan Consumer Finance Co., Ltd. Joined the Company Director and Chief General Manager, General Affairs Dept. of the Company Director and Chief General Manager, Accounting Dept. of the Company Managing Director of the Company Managing Director and Head of Business Promotion Division of the Company Representative and Senior Managing Director of the Company Representative and Senior Managing Director, and Head of the Loan Sales Division of the Company Deputy President of the Company Representative Director and President of the Company President and Chief Executive Officer of the Company Chairman, President and Chief Executive Officer of the Company Chairman of the Company (to present)	(Note) 3	3,507
Deputy Chairman in charge of: Internal Audit Dept.	Hiroshi Naruse	December 4, 1958	April 1981 June 2008 June 2008 May 2010 June 2010 April 2011 June 2011 June 2013 June 2013 June 2014 June 2016 May 2018 April 2019 April 2021 June 2021	Joined The Mitsubishi Trust and Banking Corporation Executive Officer, Assistant Director and General Manager, Trust Assets Planning Division of Mitsubishi UFJ Trust and Banking Corporation Director and President of Mitsubishi UFJ Global Custody S.A. Executive Officer and General Manager, System Planning Division of Mitsubishi UFJ Trust and Banking Corporation Executive Officer of Mitsubishi UFJ Financial Group, Inc. Representative Director and President of Mitsubishi UFJ Trust Systems Co., Ltd. Managing Director of Mitsubishi UFJ Trust and Banking Corporation Senior Managing Director of Mitsubishi UFJ Trust and Banking Corporation Managing Executive Officer of Mitsubishi UFJ Financial Group, Inc. Representative Director and President of MU Trust Apple Planning Company, Ltd. Director, Deputy President and Executive Officer of Mitsubishi UFJ Trust and Banking Corporation Senior Managing Corporate Executive of Mitsubishi UFJ Financial Group, Inc. Representative Director, President of The Master Trust Bank of Japan, Ltd. Advisor to The Master Trust Bank of Japan, Ltd. Deputy Chairman of the Company (to present)	(Note) 3	-

Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
President and Chief Executive Officer	Masataka Kinoshita	September 19, 1977	April 2003 September 2005 October 2009 January 2010 April 2010 April 2012 April 2013 April 2014 June 2014 April 2015 June 2015 June 2015 June 2016 June 2017 June 2017 June 2021 June 2021	Joined ABeam Consulting Ltd. Joined the Company General Manager, Credit Supervision Division of the Company General Manager, Corporate Planning Department of the Company General Manager, Guarantee Business Dept. of the Company General Manager, Business Promotion Dept. of the Company Chief General Manager, Business Planning Dept. of the Company Executive Officer and Chief General Manager, Business Planning Dept. of the Company Executive Managing Officer, Deputy Head of Credit Business Promotion Division and Chief General Manager, Business Planning Dept. of the Company Executive Managing Officer and Deputy Head of Credit Business Promotion Division of the Company Managing Director of the Company Executive Managing Officer and Head of Credit Business Promotion Division of the Company Executive Managing Officer of the Company Deputy President of the Company Deputy Chief Executive Officer of the Company President of the Company (to present) Chief Executive Officer of the Company (to present)	(Note) 3	1,203
Deputy President and Deputy Chief Executive Officer Head of System Development & Administration Division in charge of: Corporate Planning Dept., System Development Dept., System Operation Dept., System Planning Office, System Management Office, and Cybersecurity Office	Takashi Kiribuchi	October 25, 1961	March 1982 April 2004 July 2005 October 2005 April 2011 April 2015 June 2017 June 2020 June 2020 April 2021 June 2021 June 2021 June 2023 June 2023	Joined the Company General Manager, System Dept. of the Company General Manager, Public Relations Dept. of the Company Chief General Manager, Public Relations Dept. of the Company Chief General Manager, Treasury Dept. of the Company Executive Officer and Chief General Manager, Treasury Dept. of the Company Executive Officer and Chief General Manager, Corporate Planning Dept. of the Company Managing Director of the Company Executive Managing Officer and Chief General Manager, System Development & Administration Division of the Company Executive Managing Officer and Head of System Development & Administration Division of the Company Senior Managing Director of the Company Senior Executive Managing Officer and Head of System Development & Administration Division of the Company Deputy President of the Company (to present) Deputy Chief Executive Officer and Head of System Development & Administration Division of the Company (to present)	(Note) 3	16

Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Senior Managing Director and Senior Executive Managing Officer in charge of: Human Resource Dept. and Digital and Business Process Management Dept.	Masashi Yoshiba	March 26, 1963	November 1987	Joined the Company	(Note) 3	1
			April 2012	General Manager, East Japan Business Promotion Dept. Senior Manager, Business Management Group of the Company		
			April 2014	General Manager, Credit Business Promotion Division, Chief General Manager, Compliance for Credit Business Promotion Office of the Company		
			April 2015	General Manager, West Japan Business Promotion Department of the Company		
			June 2015	Chief General Manager, West Japan Business Promotion Department of the Company		
			April 2017	Executive Officer and Chief General Manager, Compliance Department of the Company		
			April 2020	Executive Officer and Chief General Manager, Business Process Management Department of the Company		
			June 2021	Executive Managing Officer of the Company		
			June 2024	Senior Executive Managing Officer of the Company (to present)		
			June 2025	Senior Managing Director of the Company (to present)		

Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Director	Tadashi Yamamoto	May 23, 1969	April 1992	Joined The Bank of Tokyo, Ltd.	(Note) 3	-
			May 2017	Deputy General Manager, East Asia Planning Division, East Asia Headquarters of The Bank of Tokyo-Mitsubishi UFJ, Ltd.		
			April 2018	Deputy General Manager, East Asia Planning Division, East Asia Headquarters of MUFG Bank, Ltd.		
			May 2018	General Manager, Credit Policy & Planning Division of MUFG Bank, Ltd.		
			May 2018	General Manager, Credit Policy & Planning Division of Mitsubishi UFJ Financial Group Inc.		
			June 2018	Executive Officer, General Manager, Credit Policy & Planning Division of MUFG Bank, Ltd.		
			June 2018	Executive Officer, General Manager, Credit Policy & Planning Division of Mitsubishi UFJ Financial Group, Inc.		
			April 2021	Executive Officer, General Manager, Corporate Planning Division of MUFG Bank, Ltd.		
			April 2021	Executive Officer, General Manager, Corporate Planning Division of Mitsubishi UFJ Financial Group Inc.		
			April 2022	Managing Executive Officer & CSO (in charge of Corporate Planning Division excluding Finances & Resources Management, Global Business, and Chairmanship Bank Office) & in charge of CPM and Corporate Administration Division, of MUFG Bank, Ltd.		
			April 2022	Managing Executive Officer & Group Deputy CSO of Mitsubishi UFJ Financial Group, Inc.		
			June 2022	Member of the Board of Directors, Managing Executive Officer & CSO (in charge of Corporate Planning Division excluding Finances & Resources Management, Global Business, and Chairmanship Bank Office) & in charge of CPM and Corporate Administration Division, of MUFG Bank, Ltd.		
			April 2023	Member of the Board of Directors, Managing Executive Officer, Unit Head, and CDTO (CEO), Digital Service Unit (in charge of Digital Service Planning Division) of MUFG Bank, Ltd.		
			April 2023	Managing Corporate Executive, Group Head and CDTO, Digital Service Business Group of Mitsubishi UFJ Financial Group, Inc.		
			June 2023	Director of the Company (to present)		
			April 2024	Managing Corporate Executive, Group Head and CDTO, Retail & Digital Business Group of Mitsubishi UFJ Financial Group, Inc.		
			April 2024	Member of the Board of Directors, Managing Executive Officer, Unit Head, and CDTO (CEO), Retail & Digital Business Group (in charge of Digital Service Planning Division) of MUFG Bank, Ltd.		
			April 2026	Senior Managing Corporate Executive, Group Head and CDTO, Retail & Digital Business Group of Mitsubishi UFJ Financial Group, Inc. (to present)		
			April 2026	Member of the Board of Directors, Senior Managing Executive Officer, Unit Co-Head, and CDTO (CEO), Retail & Digital Business Group (in charge of Digital Service Planning Division and Digital Solution Division) of MUFG Bank, Ltd. (to present)		



Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Director	Michelle Tan	July 30, 1961	<p>April 1997 Director of The Society for the Consumers of Kansai</p> <p>April 1997 Assistant Professor, Faculty of Law and Policy Studies of Tezukayama University</p> <p>April 2005 Professor, Faculty of Law and Policy Studies of Tezukayama University</p> <p>June 2007 Chief Director of NPO Japan Consumer Network (JACONET)</p> <p>April 2010 Professor, Faculty of Law of Tezukayama University</p> <p>June 2013 Trustee of The Society for the Consumers of Kansai</p> <p>June 2013 Director of IntaSect Research Institute, Inc. (Currently, IntaSect Global Solutions) (to present)</p> <p>June 2018 President of OSAKA CONSUMERS' COOPERATIVE UNION</p> <p>October 2022 Director of Ethical Business Research Institute (to present)</p> <p>June 2024 Director of the Company (to present)</p> <p>March 2025 Director of Intasect Global Solutions Australia Pty Ltd. (to present)</p>		(Note) 3	-
Director, Full-time Audit and Supervisory Committee Member	Kikuo Asano	February 13, 1959	<p>April 1982 Joined Meiji Life Insurance Company</p> <p>April 2005 General Manager, Profit Management &amp; Actuarial Department of Meiji Yasuda Life Insurance Company</p> <p>April 2012 Executive Officer, General Manager, Profit Management &amp; Actuarial Department of Meiji Yasuda Life Insurance Company</p> <p>April 2013 Executive Officer of Meiji Yasuda Life Insurance Company</p> <p>June 2013 President of The Institute of Actuaries of Japan</p> <p>July 2013 Managing Executive Officer of Meiji Yasuda Life Insurance Company</p> <p>April 2015 Senior Managing Executive Officer of Meiji Yasuda Life Insurance Company</p> <p>April 2017 Representative Director and President of Meiji Yasuda Real Estate Management Company Limited</p> <p>November 2018 Deputy Chairperson of Pension Actuarial Subcommittee of Social Security Council</p> <p>June 2019 Outside Director of The Juroku Bank, Ltd. (currently Juroku Financial Group, Inc.)</p> <p>April 2023 Representative Director and Chairman of Meiji Yasuda Real Estate Management Company Limited</p> <p>April 2024 Representative Director and Chairman of Meiji Yasuda System Technology Company Limited</p> <p>June 2025 Director, Audit and Supervisory Committee Member of the Company</p> <p>April 2026 Director, Full-time Audit and Supervisory Committee Member of the Company (to present)</p>		(Note) 4	-

Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Director, Full-time Audit and Supervisory Committee Member	Akihiro Kiyooka	December 4, 1967	April 1990 April 2006 October 2009 April 2011 April 2013 April 2014 June 2015 April 2017 June 2017 April 2019 April 2019 June 2019 June 2019 April 2020 April 2024 June 2024	Joined National Mutual Insurance Federation of Agricultural Cooperatives Joined the Company Director and General Manager, Business Administration Department of IR Loan Servicing, Inc. General Manager, Treasury Department of the Company General Manager, Corporate Planning Department of the Company Chief General Manager, Finance Department of the Company Executive Officer and Chief General Manager, Finance Department of the Company Executive Officer (Special mission, General Affairs Department) of the Company Executive Officer and Chief General Manager, General Affairs Department of the Company Executive Officer (Special mission, Corporate Planning Department) of the Company Executive Managing Officer of IR Loan Servicing, Inc. President and CEO of IR Loan Servicing, Inc. Chief Executive Officer of IR Loan Servicing, Inc. Executive Officer (Special mission, Credit Supervision Division) of the Company Executive Officer (Special mission, Credit Management Department) of the Company Director, Full-time Audit and Supervisory Committee Member of the Company (to present)	(Note) 4	15
Director, Audit and Supervisory Committee Member	Takuji Akiyama	February 17, 1958	March 1982 April 1986 August 2018 September 2018 February 2019 June 2021	Joined Tohmatsu & Aoki Audit Corporation (currently Deloitte Touche Tohmatsu LLC) Registered as a certified public accountant Retired from Deloitte Touche Tohmatsu LLC Representative of Takuji Akiyama CPA Office (to present) Outside Auditor of IWAKI & CO., LTD. (currently Astena Holdings Co., Ltd.) (to present) Director, Audit and Supervisory Committee Member of the Company (to present)	(Note) 4	-
Total						4,743

- (Notes) 1. Director Michelle Tan, Director serving as Full-time Audit and Supervisory Committee Member Kikuo Asano and Director serving as Audit and Supervisory Committee Member Takuji Akiyama are Outside Directors.
2. Director serving as Full-time Audit and Supervisory Committee Member Kikuo Asano chairs the Audit and Supervisory Committee.
3. The term of office for Directors (excluding those serving as Audit and Supervisory Committee Members) is from the end of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2025, to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2026.
4. The term of office for Directors serving as Audit and Supervisory Committee Members is from the end of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2025, to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ending March 31, 2027.
5. President Masataka Kinoshita is a biological son of Chairman Shigeyoshi Kinoshita.
6. We have an executive officer system in order to establish a corporate structure to quickly and accurately respond to issues of management by expanding the scope of corporate governance, strengthening the function of the Board of Directors, separating decision making from business execution, and reinforcing the function of audit.

Executive officers who are not Directors as of June 16, 2026 are as follows:

Title	Name	Position
Senior Executive Managing Officer	Michihito Onodera	<ul style="list-style-type: none"> <li>Head of Guarantee Business Division</li> <li>In charge of Guarantee Business Management Dept., Guarantee Business Promotion Dept. I, Guarantee Business Promotion Dept. II and Compliance for Guarantee Business Office</li> </ul>
Executive Managing Officer	Masaru Kuroda	<ul style="list-style-type: none"> <li>In charge of Overseas Business Management Dept. and Accounting Dept.</li> </ul>
Executive Managing Officer	Yuji Kinoshita	<ul style="list-style-type: none"> <li>Head of Credit Business Promotion Division</li> <li>In charge of Business Promotion Dept., East Japan Business Promotion Dept., West Japan Business Promotion Dept., Compliance for Credit Business Promotion Office, Credit Supervision Dept. and Compliance for Credit Supervision Office</li> </ul>
Executive Managing Officer	Masatoshi Nabeoka	<ul style="list-style-type: none"> <li>In charge of General Affairs Dept. and Compliance and Risk Management Dept.</li> </ul>
Executive Managing Officer	Kazuki Morishita	<ul style="list-style-type: none"> <li>In charge of Finance Dept. and Business Planning Dept.</li> </ul>
Executive Officer	Hitoshi Yokohama	<ul style="list-style-type: none"> <li>Guarantee Business Division (Special Mission)</li> </ul>
Executive Officer	Takeo Noda	<ul style="list-style-type: none"> <li>Overseas Business Management Dept. (Special Mission)</li> </ul>
Executive Officer	Akifumi Kinoshita	<ul style="list-style-type: none"> <li>Chief General Manager of Accounting Dept.</li> </ul>
Executive Officer	Osamu Morimoto	<ul style="list-style-type: none"> <li>Chief General Manager of Corporate Planning Dept.</li> </ul>
Executive Officer	Tomohiro Nakazawa	<ul style="list-style-type: none"> <li>Chief General Manager of System Development Dept.</li> </ul>
Executive Officer	Masayuki Kurita	<ul style="list-style-type: none"> <li>Corporate Planning Dept., Chief General Manager</li> </ul>
Executive Officer	Masato Takami	<ul style="list-style-type: none"> <li>Overseas Business Management Dept. (Special Mission)</li> </ul>
Executive Officer	Wataru Yoshioka	<ul style="list-style-type: none"> <li>Deputy Head of Guarantee Business Division</li> </ul>
Executive Officer	Hideo Nomura	<ul style="list-style-type: none"> <li>Chief General Manager of Internal Audit Dept.</li> </ul>
Executive Officer	Masahito Osawa	<ul style="list-style-type: none"> <li>Overseas Business Management Dept. (Special Mission)</li> </ul>
Executive Officer	Masaharu Obayashi	<ul style="list-style-type: none"> <li>Chief General Manager of Credit Management Dept.</li> </ul>
Executive Officer	Kenya Nakazawa	<ul style="list-style-type: none"> <li>Chief General Manager of System Administration Dept.</li> </ul>

7. In preparation for the contingency that the number of Directors serving as Audit and Supervisory Committee Members falls below the required number stipulated in laws and ordinances, the Company has appointed a Substitute Director serving as an Audit and Supervisory Committee Member as stipulated under the provisions in Article 329, Paragraph 3 of the Companies Act. Career summary of the Substitute Director serving as Audit and Supervisory Committee Member is as follows:

Name	Date of birth	Career summary	Number of shares of the Company held (Thousands)
Hitoshi Shimbo	July 10, 1952	<p>April 1983 Appointed Prosecutor, the Tokyo District Public Prosecutor's Office</p> <p>April 1990 Assistant Judge, Tokyo District Court</p> <p>April 1993 Prosecutor, the Tokyo District Public Prosecutor's Office</p> <p>June 1995 Registered as an attorney-at-law (Daini Tokyo Bar Association) (to present)</p> <p>June 1995 Joined Nozomi Sogo Attorneys at Law (to present)</p> <p>March 2009 Outside Company Auditor, EMCOR Holdings Co., Ltd.</p> <p>April 2012 Managing Director, Kanto Federation of Bar Associations</p> <p>April 2012 Vice President, Daini Tokyo Bar Association</p> <p>April 2012 Managing Director, Japan Federation of Bar Associations</p> <p>April 2013 Mediator, Nuclear Damage Compensation Dispute Resolution Centre</p> <p>June 2015 Outside Director of the Company</p>	-

b. The Company has proposed the following agenda item (matter to be resolved) for the Ordinary General Meeting of Shareholders scheduled to be held on June 23, 2026: “Election of Seven Directors (Excluding Those Serving as Audit and Supervisory Committee Members).” If the proposal is approved and adopted, the status of the Company’s Directors and Audit and Supervisory Committee Members will be as follows. Please note that the titles and positions of the Directors are stated based on the resolutions, including their respective positions, to be adopted at the meeting of the Board of Directors scheduled to be held immediately after the aforementioned Ordinary General Meeting of Shareholders.

Male: 9, Female: 1 (Ratio of females to Directors and Audit and Supervisory Committee Members: 10%)

Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Chairman	Shigeyoshi Kinoshita	April 14, 1949	April 1973 April 1978 December 1980 February 1983 May 1984 August 1986 June 1988 October 1991 October 1992 October 1996 June 2000 June 2003 June 2010 June 2021	Joined Marubeni Corporation Joined Japan Consumer Finance Co., Ltd. Joined the Company Director and Chief General Manager, General Affairs Dept. of the Company Director and Chief General Manager, Accounting Dept. of the Company Managing Director of the Company Managing Director and Head of Business Promotion Division of the Company Representative and Senior Managing Director of the Company Representative and Senior Managing Director, and Head of the Loan Sales Division of the Company Deputy President of the Company Representative Director and President of the Company President and Chief Executive Officer of the Company Chairman, President and Chief Executive Officer of the Company Chairman of the Company (to present)	(Note) 3	3,507

Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Deputy Chairman in charge of: Internal Audit Dept.	Hiroshi Naruse	December 4, 1958	April 1981	Joined The Mitsubishi Trust and Banking Corporation	(Note) 3	-
			June 2008	Executive Officer, Assistant Director and General Manager, Trust Assets Planning Division of Mitsubishi UFJ Trust and Banking Corporation		
			June 2008	Director and President of Mitsubishi UFJ Global Custody S.A.		
			May 2010	Executive Officer and General Manager, System Planning Division of Mitsubishi UFJ Trust and Banking Corporation		
			June 2010	Executive Officer of Mitsubishi UFJ Financial Group, Inc.		
			April 2011	Representative Director and President of Mitsubishi UFJ Trust Systems Co., Ltd.		
			June 2011	Managing Director of Mitsubishi UFJ Trust and Banking Corporation		
			June 2013	Senior Managing Director of Mitsubishi UFJ Trust and Banking Corporation		
			June 2013	Managing Executive Officer of Mitsubishi UFJ Financial Group, Inc.		
			June 2014	Representative Director and President of MU Trust Apple Planning Company, Ltd.		
			June 2016	Director, Deputy President and Executive Officer of Mitsubishi UFJ Trust and Banking Corporation		
			May 2018	Senior Managing Corporate Executive of Mitsubishi UFJ Financial Group, Inc.		
			April 2019	Representative Director, President of The Master Trust Bank of Japan, Ltd.		
			April 2021	Advisor to The Master Trust Bank of Japan, Ltd.		
			June 2021	Deputy Chairman of the Company (to present)		
President and Chief Executive Officer	Masataka Kinoshita	September 19, 1977	April 2003	Joined ABeam Consulting Ltd.	(Note) 3	1,203
			September 2005	Joined the Company		
			October 2009	General Manager, Credit Supervision Division of the Company		
			January 2010	General Manager, Corporate Planning Department of the Company		
			April 2010	General Manager, Guarantee Business Dept. of the Company		
			April 2012	General Manager, Business Promotion Dept. of the Company		
			April 2013	Chief General Manager, Business Planning Dept. of the Company		
			April 2014	Executive Officer and Chief General Manager, Business Planning Dept. of the Company		
			June 2014	Executive Managing Officer, Deputy Head of Credit Business Promotion Division and Chief General Manager, Business Planning Dept. of the Company		
			April 2015	Executive Managing Officer and Deputy Head of Credit Business Promotion Division of the Company		
			June 2015	Managing Director of the Company		
			June 2015	Executive Managing Officer and Head of Credit Business Promotion Division of the Company		
			June 2016	Executive Managing Officer of the Company		
			June 2017	Deputy President of the Company		
			June 2017	Deputy Chief Executive Officer of the Company		
			June 2021	President of the Company (to present)		
			June 2021	Chief Executive Officer of the Company (to present)		

Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Deputy President and Deputy Chief Executive Officer Head of System Development & Administration Division in charge of: System Development Dept., System Operation Dept., System Planning Office, System Management Office, and Cybersecurity Office	Takashi Kiribuchi	October 25, 1961	March 1982 April 2004 July 2005 October 2005 April 2011 April 2015 June 2017 June 2020 June 2020 April 2021 June 2021 June 2021 June 2023 June 2023	Joined the Company General Manager, System Dept. of the Company General Manager, Public Relations Dept. of the Company Chief General Manager, Public Relations Dept. of the Company Chief General Manager, Treasury Dept. of the Company Executive Officer and Chief General Manager, Treasury Dept. of the Company Executive Officer and Chief General Manager, Corporate Planning Dept. of the Company Managing Director of the Company Executive Managing Officer and Chief General Manager, System Development & Administration Division of the Company Executive Managing Officer and Head of System Development & Administration Division of the Company Senior Managing Director of the Company Senior Executive Managing Officer and Head of System Development & Administration Division of the Company Deputy President of the Company (to present) Deputy Chief Executive Officer and Head of System Development & Administration Division of the Company (to present)	(Note) 3	16
Senior Managing Director and Senior Executive Managing Officer Head of Credit Business Promotion Division in charge of: Business Promotion Department, East Japan Business Promotion Department, West Japan Business Promotion Department, Compliance for Credit Business Promotion Office, Credit Management Department, and Compliance for Credit Management Office	Yuji Kinoshita	March 25, 1965	July 1988 April 2014 April 2016 April 2017 June 2018 April 2019 June 2021 June 2025 June 2026 June 2026	Joined the Company General Manager, Business Promotion Department of the Company Chief General Manager, Business Promotion Department of the Company Chief General Manager, Business Planning Department of the Company Executive Officer and Chief General Manager, Business Planning Department of the Company Executive Officer and Chief General Manager, Business Promotion Department of the Company Executive Managing Officer of the Company Director of GeNiE Inc. (to present) Senior Managing Director of the Company (schedule) Senior Executive Managing Officer and Head of Credit Business Promotion Division of the Company (schedule)	(Note) 3	2

Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Director	Tadashi Yamamoto	May 23, 1969	April 1992	Joined The Bank of Tokyo, Ltd.	(Note) 3	-
			May 2017	Deputy General Manager, East Asia Planning Division, East Asia Headquarters of The Bank of Tokyo-Mitsubishi UFJ, Ltd.		
			April 2018	Deputy General Manager, East Asia Planning Division, East Asia Headquarters of MUFG Bank, Ltd.		
			May 2018	General Manager, Credit Policy & Planning Division of MUFG Bank, Ltd.		
			May 2018	General Manager, Credit Policy & Planning Division of Mitsubishi UFJ Financial Group Inc.		
			June 2018	Executive Officer, General Manager, Credit Policy & Planning Division of MUFG Bank, Ltd.		
			June 2018	Executive Officer, General Manager, Credit Policy & Planning Division of Mitsubishi UFJ Financial Group, Inc.		
			April 2021	Executive Officer, General Manager, Corporate Planning Division of MUFG Bank, Ltd.		
			April 2021	Executive Officer, General Manager, Corporate Planning Division of Mitsubishi UFJ Financial Group Inc.		
			April 2022	Managing Executive Officer & CSO (in charge of Corporate Planning Division excluding Finances & Resources Management, Global Business, and Chairmanship Bank Office) & in charge of CPM and Corporate Administration Division, of MUFG Bank, Ltd.		
			April 2022	Managing Executive Officer & Group Deputy CSO of Mitsubishi UFJ Financial Group, Inc.		
			June 2022	Member of the Board of Directors, Managing Executive Officer & CSO (in charge of Corporate Planning Division excluding Finances & Resources Management, Global Business, and Chairmanship Bank Office) & in charge of CPM and Corporate Administration Division, of MUFG Bank, Ltd.		
			April 2023	Member of the Board of Directors, Managing Executive Officer, Unit Head, and CDTO (CEO), Digital Service Unit (in charge of Digital Service Planning Division) of MUFG Bank, Ltd.		
			April 2023	Managing Corporate Executive, Group Head and CDTO, Digital Service Business Group of Mitsubishi UFJ Financial Group, Inc.		
			June 2023	Director of the Company (to present)		
			April 2024	Managing Corporate Executive, Group Head and CDTO, Retail & Digital Business Group of Mitsubishi UFJ Financial Group, Inc.		
			April 2024	Member of the Board of Directors, Managing Executive Officer, Unit Head, and CDTO (CEO), Retail & Digital Business Group (in charge of Digital Service Planning Division) of MUFG Bank, Ltd.		
			April 2026	Senior Managing Corporate Executive, Group Head and CDTO, Retail & Digital Business Group of Mitsubishi UFJ Financial Group, Inc. (to present)		
			April 2026	Member of the Board of Directors, Senior Managing Executive Officer, Unit Co-Head, and CDTO (CEO), Retail & Digital Business Group (in charge of Digital Service Planning Division and Digital Solution Division) of MUFG Bank, Ltd. (to present)		

Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Director	Michelle Tan	July 30, 1961	April 1997	Director of The Society for the Consumers of Kansai	(Note) 3	-
			April 1997	Assistant Professor, Faculty of Law and Policy Studies of Tezukayama University		
			April 2005	Professor, Faculty of Law and Policy Studies of Tezukayama University		
			June 2007	Chief Director of NPO Japan Consumer Network (JACONET)		
			April 2010	Professor, Faculty of Law of Tezukayama University		
			June 2013	Trustee of The Society for the Consumers of Kansai		
			June 2013	Director of IntaSect Research Institute, Inc. (Currently, IntaSect Global Solutions) (to present)		
			June 2018	President of OSAKA CONSUMERS' COOPERATIVE UNION		
			October 2022	Director of Ethical Business Research Institute (to present)		
			June 2024	Director of the Company (to present)		
			March 2025	Director of Intasect Global Solutions Australia Pty Ltd. (to present)		
Director, Full-time Audit and Supervisory Committee Member	Kikuo Asano	February 13, 1959	April 1982	Joined Meiji Life Insurance Company	(Note) 4	-
			April 2005	General Manager, Profit Management & Actuarial Department of Meiji Yasuda Life Insurance Company		
			April 2012	Executive Officer, General Manager, Profit Management & Actuarial Department of Meiji Yasuda Life Insurance Company		
			April 2013	Executive Officer of Meiji Yasuda Life Insurance Company		
			June 2013	President of The Institute of Actuaries of Japan		
			July 2013	Managing Executive Officer of Meiji Yasuda Life Insurance Company		
			April 2015	Senior Managing Executive Officer of Meiji Yasuda Life Insurance Company		
			April 2017	Representative Director and President of Meiji Yasuda Real Estate Management Company Limited		
			November 2018	Deputy Chairperson of Pension Actuarial Subcommittee of Social Security Council		
			June 2019	Outside Director of The Juroku Bank, Ltd. (currently Juroku Financial Group, Inc.)		
			April 2023	Representative Director and Chairman of Meiji Yasuda Real Estate Management Company Limited		
			April 2024	Representative Director and Chairman of Meiji Yasuda System Technology Company Limited		
			June 2025	Director, Audit and Supervisory Committee Member of the Company		
			April 2026	Director, Full-time Audit and Supervisory Committee Member of the Company (to present)		



Title and position	Name	Date of birth	Career summary		Term	Number of shares of the Company held (Thousands)
Director, Full-time Audit and Supervisory Committee Member	Akihiro Kiyooka	December 4, 1967	April 1990 April 2006 October 2009 April 2011 April 2013 April 2014 June 2015 April 2017 June 2017 April 2019 April 2019 June 2019 June 2019 April 2020 April 2024 June 2024	Joined National Mutual Insurance Federation of Agricultural Cooperatives Joined the Company Director and General Manager, Business Administration Department of IR Loan Servicing, Inc. General Manager, Treasury Department of the Company General Manager, Corporate Planning Department of the Company Chief General Manager, Finance Department of the Company Executive Officer and Chief General Manager, Finance Department of the Company Executive Officer (Special mission, General Affairs Department) of the Company Executive Officer and Chief General Manager, General Affairs Department of the Company Executive Officer (Special mission, Corporate Planning Department) of the Company Executive Managing Officer of IR Loan Servicing, Inc. President and CEO of IR Loan Servicing, Inc. Chief Executive Officer of IR Loan Servicing, Inc. Executive Officer (Special mission, Credit Supervision Division) of the Company Executive Officer (Special mission, Credit Management Department) of the Company Director, Full-time Audit and Supervisory Committee Member of the Company (to present)	(Note) 4	15
Director, Audit and Supervisory Committee Member	Takuji Akiyama	February 17, 1958	March 1982 April 1986 August 2018 September 2018 February 2019 June 2021	Joined Tohmatsu & Aoki Audit Corporation (currently Deloitte Touche Tohmatsu LLC) Registered as a certified public accountant Retired from Deloitte Touche Tohmatsu LLC Representative of Takuji Akiyama CPA Office (to present) Outside Auditor of IWAKI & CO., LTD. (currently Astena Holdings Co., Ltd.) (to present) Director, Audit and Supervisory Committee Member of the Company (to present)	(Note) 4	-
Total						4,744

- (Notes) 1. Director Michelle Tan, Director serving as Full-time Audit and Supervisory Committee Member Kikuo Asano and Director serving as Audit and Supervisory Committee Member Takuji Akiyama are Outside Directors.
2. Director serving as Full-time Audit and Supervisory Committee Member Kikuo Asano chairs the Audit and Supervisory Committee.
3. The term of office for Directors (excluding those serving as Audit and Supervisory Committee Members) is from the end of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2026, to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ending March 31, 2027.
4. The term of office for Directors serving as Audit and Supervisory Committee Members is from the end of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2025, to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ending March 31, 2027.
5. President Masataka Kinoshita is a biological son of Chairman Shigeyoshi Kinoshita.
6. We have an executive officer system in order to establish a corporate structure to quickly and accurately respond to issues of management by expanding the scope of corporate governance, strengthening the function of the Board of Directors, separating decision making from business execution, and reinforcing the function of audit.

Executive officers who are not Directors after June 23, 2026 (the Ordinary General Meeting of Shareholders) are as follows:

Title	Name	Position
Executive Managing Officer	Masatoshi Nabeoka	• In charge of General Affairs Dept. and Compliance and Risk Management Dept.
Executive Managing Officer	Kazuki Morishita	• In charge of Human Resources Dept. and Finance Dept. and Accounting Dept..
Executive Managing Officer	Osamu Morimoto	• In charge of Corporate Planning Dept. and Digital and Business Process Management Dept.
Executive Managing Officer	Wataru Yoshioka	• Head of Guarantee Business Division. • In charge of Guarantee Business Management Dept. and Guarantee Business Promotion Dept. I and Guarantee Business Promotion Dept. II and Compliance for Guarantee Business Office and Business Planning Dept.
Executive Managing Officer	Masahiko Ota	• In charge of Overseas Business Management Dept.
Executive Officer	Hitoshi Yokohama	• Guarantee Business Division (Special Mission)
Executive Officer	Takeo Noda	• Overseas Business Management Dept. (Special Mission)
Executive Officer	Akifumi Kinoshita	• Chief General Manager of Accounting Dept.
Executive Officer	Tomohiro Nakazawa	• Chief General Manager of System Development Dept.
Executive Officer	Masayuki Kurita	• Chief General Manager of Corporate Planning Dept.
Executive Officer	Masato Takami	• Overseas Business Management Dept. (Special Mission)
Executive Officer	Hideo Nomura	• Chief General Manager of Internal Audit Dept.
Executive Officer	Masahito Osawa	• Overseas Business Management Dept. (Special Mission)
Executive Officer	Masaharu Obayashi	• Chief General Manager of Credit Management Dept.
Executive Officer	Kenya Nakazawa	• Chief General Manager of System Administration Dept.

7. In preparation for the contingency that the number of Directors serving as Audit and Supervisory Committee Members falls below the required number stipulated in laws and ordinances, the Company has appointed a Substitute Director serving as an Audit and Supervisory Committee Member as stipulated under the provisions in Article 329, Paragraph 3 of the Companies Act. Career summary of the Substitute Director serving as Audit and Supervisory Committee Member is as follows:

Name	Date of birth	Career summary	Number of shares of the Company held (Thousands)
Hitoshi Shimbo	July 10, 1952	<p>April 1983 Appointed Prosecutor, the Tokyo District Public Prosecutor's Office</p> <p>April 1990 Assistant Judge, Tokyo District Court</p> <p>April 1993 Prosecutor, the Tokyo District Public Prosecutor's Office</p> <p>June 1995 Registered as an attorney-at-law (Daini Tokyo Bar Association) (to present)</p> <p>June 1995 Joined Nozomi Sogo Attorneys at Law (to present)</p> <p>March 2009 Outside Company Auditor, EMCOM Holdings Co., Ltd.</p> <p>April 2012 Managing Director, Kanto Federation of Bar Associations</p> <p>April 2012 Vice President, Daini Tokyo Bar Association</p> <p>April 2012 Managing Director, Japan Federation of Bar Associations</p> <p>April 2013 Mediator, Nuclear Damage Compensation Dispute Resolution Centre (to present)</p> <p>June 2015 Outside Director of the Company</p>	—

(ii) Outside Directors

a. As of the date of submission of this Annual Securities Report (June 16, 2026), the Company has three Outside Directors. Their relationships with the Company and reasons for appointment are as shown in the chart below. The Company has formulated the following “Independence Standards for Outside Directors,” which focuses on ensuring the independence of Independent Outside Directors.

Name of Outside Director	Relations with the Company and Reasons for Appointment
Michelle Tan	<ul style="list-style-type: none"><li>• No special interests in the Company</li><li>• She has conducted comparative research, etc. on consumer protection systems in Japan and Australia, and has many years of experience and extensive knowledge as an expert on international consumer policy. It is anticipated that she will perform her duties as an Outside Director appropriately from a neutral and global perspective as she has abundant knowledge of domestic and international consumer protection trends, gained through her career as a professor at Tezukayama University and Chief Director at non-profit organization Japan Consumer Network (JACONET), etc.</li><li>• As an Outside Director, she is expected to provide advice to be made from a standpoint of accelerating the Company’s sustainable growth and striving towards enhancement of medium- to long-term corporate value based on her insight, and to supervise the management from an independent viewpoint through important decision-making at the Board of Directors meetings.</li><li>• As she meets all requirements for “Independence Standards for Outside Directors” the Company has formulated, she has been designated as an independent director.</li></ul>
Kikuo Asano	<ul style="list-style-type: none"><li>• No special interests in the Company</li><li>• He has a wealth of knowledge and experience acquired in the finance industry over many years, and accomplishments as a corporate manager and Outside Director. He also has considerable expertise in finance and accounting, having been engaged in related operations in his previous position. Therefore, the Company believes that he can supervise and provide appropriate advice for the management of the Company from an external viewpoint based on his knowledge and experience.</li><li>• He is expected to play the role as an Outside Director to provide advice on management policies and improvements to be made from a standpoint of accelerating sustainable growth and striving towards enhancement of medium- to long-term corporate value based on his insight, and to supervise the management from an independent viewpoint through the appointment and dismissal of its members and other important decision-making at the Board of Directors meetings.</li><li>• As he meets all requirements for “Independence Standards for Outside Directors” the Company has formulated, he has been designated as an independent director.</li></ul>
Takuji Akiyama	<ul style="list-style-type: none"><li>• No special interests in the Company</li><li>• He is expected to supervise and audit the management of the Company from a neutral and objective viewpoint based on his advanced expertise and abundant experience gained in finance and accounting audits through his career as a certified public accountant over many years. Although he has not been directly involved in corporate management other than as an outside company auditor, it is anticipated that he will perform his duties as an Outside Director appropriately for the aforementioned reasons.</li><li>• He is expected to play the role as an Outside Director to provide advice on management policies and improvements to be made from a standpoint of accelerating sustainable growth and striving towards enhancement of medium- to long-term corporate value based on his insight, and to supervise the management from an independent viewpoint through the appointment and dismissal of its members and other important decision-making at the Board of Directors meetings.</li><li>• As he meets all requirements for “Independence Standards for Outside Directors” the Company has formulated, he has been designated as an independent director.</li></ul>

“Independence Standards for Outside Directors”

The Company appoints Independent Outside Directors who meet all requirement items 1 through 7 below.

1. Meet all requirements stipulated under Article 2, Paragraph 15 of the Companies Act;
2. Do not fall under any of items (1) through (3) below.
  - (1) Major creditors of the Company<sup>1</sup> or their executors of operations, and were executors of operations in the last three years;
  - (2) Those for whom the Company is a major business partner<sup>2</sup> or their executors of operations, and were executors of operations in the last three years;
  - (3) Major business partners of the Company<sup>3</sup> or their executors of operations, and were executors of operations in the three years;
3. Are not consultants, accountants or legal experts who receive, in terms of the average for the past three years, ¥10 million or more of monetary or other property benefits other than executive remunerations from the Company, nor belong to accounting or law firms where the Company is a major business partner<sup>4</sup>;
4. Are not Directors, officers or executive officers of the Company or its subsidiaries, nor spouses or relatives within the second degree of kinship of those whom the Company judges their independences are not ensured as provided in items 2 and 3;
5. Are not current major shareholders<sup>5</sup> of the Company or their executors of operations;
6. Those who do not belong to auditing firms of the Company or its subsidiaries, nor were in charge of auditing operations of the Company or its subsidiaries as employees of said auditing firms in the last three years;
7. Were not executors of operations at the parent company and/or fellow subsidiary of the Company in the last ten years.

(Notes)

1. “Major creditors of the Company” refers to those the Company procures 3% or more of its consolidated amount of borrowings.
2. “Those for whom the Company is a major business partner” refers to those the Company accounted for 2% or more of their consolidated sales.
3. “Major business partners of the Company” refers to those who accounted for 2% or more of the Company’s consolidated operating revenue.
4. “Accounting or law firms where the Company is a major business partner” refers to those the Company for 2% or more of their consolidated sales.
5. “Major shareholders” refers to those who hold 10% or more of the Company’s total voting rights.

b. The Company has proposed the following agenda items (matters to be resolved) for the Ordinary General Meeting of Shareholders scheduled to be held on June 23, 2026: “Election of Seven Directors (Excluding Those Serving as Audit and Supervisory Committee Members).” If these proposals are approved and adopted, the number of Outside Directors of the Company will be three. Their relationships with the Company and reasons for appointment are as follows.

Name of Outside Director	Relations with the Company and Reasons for Appointment
Michelle Tan	<ul style="list-style-type: none"> <li>• No special interests in the Company</li> <li>• She has conducted comparative research, etc. on consumer protection systems in Japan and Australia, and has many years of experience and extensive knowledge as an expert on international consumer policy. It is anticipated that she will perform her duties as an Outside Director appropriately from a neutral and global perspective as she has abundant knowledge of domestic and international consumer protection trends, gained through her career as a professor at Tezukayama University and Chief Director at non-profit organization Japan Consumer Network (JACONET), etc.</li> <li>• As an Outside Director, she is expected to provide advice to be made from a standpoint of accelerating the Company’s sustainable growth and striving towards enhancement of medium- to long-term corporate value based on her insight, and to supervise the management from an independent viewpoint through important decision-making at the Board of Directors meetings.</li> <li>• As she meets all requirements for “Independence Standards for Outside Directors” the Company has formulated, she has been designated as an independent director.</li> </ul>
Kikuo Asano	<ul style="list-style-type: none"> <li>• No special interests in the Company</li> <li>• He has a wealth of knowledge and experience acquired in the finance industry over many years, and accomplishments as a corporate manager and Outside Director. He also has considerable expertise in finance and accounting, having been engaged in related operations in his previous position. Therefore, the Company believes that he can supervise and provide appropriate advice for the management of the Company from an external viewpoint based on his knowledge and experience.</li> <li>• He is expected to play the role as an Outside Director to provide advice on management policies and improvements to be made from a standpoint of accelerating sustainable growth and striving towards enhancement of medium- to long-term corporate value based on his insight, and to supervise the management from an independent viewpoint through the appointment and dismissal of its members and other important decision-making at the Board of Directors meetings.</li> <li>• As he meets all requirements for “Independence Standards for Outside Directors” the Company has formulated, he has been designated as an independent director.</li> </ul>
Takuji Akiyama	<ul style="list-style-type: none"> <li>• No special interests in the Company</li> <li>• He is expected to supervise and audit the management of the Company from a neutral and objective viewpoint based on his advanced expertise and abundant experience gained in finance and accounting audits through his career as a certified public accountant over many years. Although he has not been directly involved in corporate management other than as an outside company auditor, it is anticipated that he will perform his duties as an Outside Director appropriately for the aforementioned reasons.</li> <li>• He is expected to play the role as an Outside Director to provide advice on management policies and improvements to be made from a standpoint of accelerating sustainable growth and striving towards enhancement of medium- to long-term corporate value based on his insight, and to supervise the management from an independent viewpoint through the appointment and dismissal of its members and other important decision-making at the Board of Directors meetings.</li> <li>• As he meets all requirements for “Independence Standards for Outside Directors” the Company has formulated, he has been designated as an independent director.</li> </ul>

### (3) Status of Audits

#### (i) Status of Audits by the Audit and Supervisory Committee

##### a. Organization, members, and procedures of audit by the Audit and Supervisory Committee

As of the date of submission of this Annual Securities Report, the Audit and Supervisory Committee consists of three Audit and Supervisory Committee Members, of whom two are selected as a Full-time Audit and Supervisory Committee Member. The Company has selected two Outside Audit and Supervisory Committee Members who have been registered as independent directors with the Tokyo Stock Exchange in accordance with its regulations. Furthermore, with a view to enhancing the effectiveness of audits, all Audit and Supervisory Committee Members have been selected as Selected Audit and Supervisory Committee Members who are authorized to investigate pursuant to Article 399-3 of the Companies Act. Audit and Supervisory Committee Member Kikuo Asano and Full-time Audit and Supervisory Committee Member Akihiro Kiyooka have years of experience in accounting departments, and Audit and Supervisory Committee Member Takuji Akiyama has abundant experience as a certified public accountant, whereby all of the three accumulated abundant knowledge on finance and accounting.

The Company has proposed as an agenda item (matter to be resolved) for the Ordinary General Meeting of Shareholders scheduled to be held on June 23, 2026, “Election of Three Directors Serving as Audit and Supervisory Committee Members.” If this proposal is approved and adopted, the Audit and Supervisory Committee will continue to consist of three members, two of whom will be Outside Directors serving as Audit and Supervisory Committee Members.

##### b. Status of Activities of the Audit and Supervisory Committee and Audit and Supervisory Committee Members

During the current fiscal year, the Group held a total of 14 Audit and Supervisory Committee meetings. Status of attendance at meetings of each Audit and Supervisory Committee Member is as follows:

Category	Name	Number of meetings held	Number of meetings attended	Number of attendance
Full-time Audit and Supervisory Committee Member of the Company (Outside) (*1)	Toshihiko Yamashita	4	4	100%
Audit and Supervisory Committee Member of the Company (Outside) (*2)	Kikuo Asano	10	10	100%
Full-time Audit and Supervisory Committee Member of the Company	Akihiro Kiyooka	14	14	100%
Audit and Supervisory Committee Member of the Company (Outside)	Takuji Akiyama	14	14	100%

(\*1) This member has retired from the position of Audit and Supervisory Committee Member of the Company as of June 20, 2025. Thus, the status of attendance includes attendance at Audit and Supervisory Committee meetings held during the period prior to the retirement.

(\*2) This member was appointed to the position of Audit and Supervisory Committee Member of the Company as of June 20, 2025. Thus, the status of attendance includes attendance at Audit and Supervisory Committee meetings held during the period following the appointment.

The Audit and Supervisory Committee has determined the following material audit items as details to be deliberated, and has formulated an audit plan.

- Effectiveness of operation of the Board of Directors and performance of its duty of supervision
- Appropriateness of the deliberation and other activities of committees and management-related meetings
- Appropriateness of the design and implementation of the operation of the internal control system based on the Companies Act and the Financial Instruments and Exchange Act
- Status of implementation of the operation of the Group governance system
- Status of implementation of the ingraining and qualitative improvement of risk management system
- Status of implementation of qualitative improvement of cybersecurity management framework

- Status of implementation of the qualitative improvement of internal audit
- Status of response to breach of laws and regulations, whistleblowing, unforeseen circumstances, and deficiencies detected through internal audit and other matters
- Status of implementation of the qualitative improvement of information disclosure
- Sufficiency of provision for loss on interest repayment and allowance for doubtful accounts, etc.
- Progress of the medium-term management plan

Audit and Supervisory Committee Members mainly engage in the following activities in accordance with audit plans, etc.

- Attend the Board of Directors meetings and other important meetings, committees and management-related meetings
- Exchange opinions with Representative Directors, Directors and executive officers who concurrently serve as directors
- Review important approval documents and other materials
- Examine the business and financial situation at the head offices, other offices and subsidiaries in accordance with audit plans
- Exchange opinions with representative directors and full-time corporate auditors, etc. of major subsidiaries
- Cooperate with the Accounting Auditor, receive audit reports and exchange opinions
- Cooperate with the Internal Audit Department, receive internal audit reports and exchange opinions

For key audit matters, the Committee discussed with Deloitte Touche Tohmatsu LLC, received reporting on status of the audits, and requested explanations as necessary.

## (ii) Status of Internal Audits

### a. Internal Audits

The purpose of the Company's internal audit is to "enhance the ACOM Group's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight." The internal audit aims to provide independent and objective assurance and advisory services designed to ensure it adds value to the following:

- Successful achievement of its objectives
- Governance, risk management, and control processes
- Decision-making and oversight
- Reputation and credibility with its stakeholders
- Ability to serve the public interest

The Internal Audit Department consists of 17 members. In addition to having primary responsibility for initiating and preparing plans and proposals related to internal audits, the Internal Audit Department monitors and, as necessary, guides, advises, and administers the internal audit departments of subsidiaries, and also performs internal audits to subsidiaries and each department within the Company.

The Internal Audit Department reports to the Representative Directors, the Audit and Supervisory Committee, and the Board of Directors on important matters including the results of the internal audits and basic policies for planning internal audits. In performing internal audits, the Internal Audit Department adheres to the mandatory elements of the Global Internal Audit Standards of The Institute of Internal Auditors\*, and complies with applicable laws and regulations. To ensure that internal audit processes use limited audit resources with optimal effectiveness and efficiency, the Internal Audit Department implements "risk-based internal audits," in which the nature and magnitude of the risks inherent to the departments and operations subject to internal audit are considered in determining audit priorities and the frequency and depth of internal audit activities.

The Internal Audit Department exchanges opinions and otherwise cooperates as necessary with the Audit and Supervisory Committee and Independent Auditors and work towards efficient implementation of internal audit.

\*The Institute of Internal Auditors (IIA). The organization that plays a global leadership role in internal audit.

(iii) Status of Accounting Audits

a. Name of the audit corporation

Deloitte Touche Tohmatsu LLC

b. Continuous audit period

17 years

c. Names of Certified Public Accountants (CPAs) who audited the Company's Accounts

Designated Engagement Partner: Koichiro Watanabe

Designated Engagement Partner: Hiroshi Tajima

d. Breakdown of team auditing the Company's accounts

CPAs:	12 persons
Assistant certified public accountants, etc.:	8 persons
Other staff:	24 persons

e. Reasons for selecting Certified Public Accountants

Policies set forth by the Company prescribe that if the Audit and Supervisory Committee determines that the accounting auditor falls under the provisions specified in each item of Article 340, Paragraph 1, of the Companies Act, the Audit and Supervisory Committee shall dismiss the accounting auditor conditional upon its unanimous approval, and if the Audit and Supervisory Committee determines that dismissal or non-reappointment of the accounting auditor is appropriate mainly including the fact that the accounting auditor has difficulty in execution of duties, the Audit and Supervisory Committee shall decide the contents of proposal for the General Meeting of Shareholders to dismiss or not to reappoint the accounting auditor. In accordance with these policies, the Audit and Supervisory Committee has examined the suitability of the accounting auditor mainly from a viewpoint of independence and auditing quality. As a result, the Audit and Supervisory Committee has judged that it is appropriate to reappoint the accounting auditor.

f. Evaluation of Certified Public Accountants and details of the evaluation

The Audit and Supervisory Committee has set the items for appropriately evaluating an accounting auditor and evaluates the accounting auditor by obtaining the required materials and receiving reports from directors, the relevant internal departments and offices, and the accounting auditor on the details of activities, etc. of the accounting auditor. As a result, the Audit and Supervisory Committee has judged that it is appropriate to reappoint the accounting auditor.



(iv) Details of Compensation for Auditors

a. Details of Compensation for Certified Public Accountants

Category	Prior fiscal year		Current fiscal year	
	Compensation in accordance with audit certification (Thousands of yen)	Compensation in accordance with non-audit certification (Thousands of yen)	Compensation in accordance with audit certification (Thousands of yen)	Compensation in accordance with non-audit certification (Thousands of yen)
The Filing Company	109,000	5,630	120,000	6,787
Consolidated subsidiary	23,800	-	23,750	-
Total	132,800	5,630	143,750	6,787

\* Details of non-audit work

(Prior fiscal year)

The Company entrusted certified public accountants with the preparation of a comfort letter, which are considered services other than the services prescribed in Article 2, Paragraph 1 of the Certified Public Accountant Act and paid compensation to them.

(Current fiscal year)

The Company entrusted certified public accountants with the preparation of a comfort letter, etc., which are considered services other than the services prescribed in Article 2, Paragraph 1 of the Certified Public Accountant Act and paid compensation to them.

b. Details of compensation (excluding a.) for the same network as Certified Public Accountants

Category	Prior fiscal year		Current fiscal year	
	Compensation in accordance with audit certification (Thousands of yen)	Compensation in accordance with non-audit certification (Thousands of yen)	Compensation in accordance with audit certification (Thousands of yen)	Compensation in accordance with non-audit certification (Thousands of yen)
The Filing Company	2,566	2,400	4,478	2,400
Consolidated subsidiary	24,208	-	19,080	409
Total	26,775	2,400	23,559	2,809

\* Details of non-audit work

(Prior fiscal year)

The Company entrusted the same network as certified public accountants with the tax advisory works, which are considered services other than the services prescribed in Article 2, Paragraph 1 of the Certified Public Accountant Act, and paid compensation to them.

(Current fiscal year)

The Company entrusted the same network as certified public accountants with the tax advisory works, which are considered services other than the services prescribed in Article 2, Paragraph 1 of the Certified Public Accountant Act, and paid compensation to them.

c. Details of remuneration for other important audit certification

Not applicable

d. Policies concerning auditing remuneration

Not applicable

- e. Reasons for the agreement by the Audit and Supervisory Committee on the compensation payable to Accounting Auditors

The Audit and Supervisory Committee agreed to the amount of compensation to the accounting auditor, as it decided that such amount was reasonable based on the examination thereof, following the analysis and evaluation on the results of accounting audit carried out in the prior fiscal year by the accounting auditor, as well as the verification of the audit plan for the current fiscal year and the basis for calculating the estimated compensation, etc.

(4) Compensation to Directors and Audit and Supervisory Committee Members

- (i) Matters concerning the policy for the decision on the amounts of compensation to Directors and Audit and Supervisory Committee Members or the calculation method thereof

The Board of Directors determined a policy concerning the decision on the details of individual compensation payable to Directors (excluding those serving as Audit and Supervisory Committee Members). In summary, compensation payable to Directors (excluding those serving as Audit and Supervisory Committee Members) is designed to sufficiently function as an incentive to aim for sustainable increase in corporate value by benchmarking the compensation levels of peer companies in related industries and segments with similar business scale. Compensation to Representative Directors and Directors serving as Executive Officers consists of basic compensation, performance-linked compensation and stock price-linked compensation, while compensation to part-time Directors consists of basic compensation only. Basic compensation is fixed compensation to be paid once monthly, performance-linked compensation is variable compensation to be paid once yearly according to business results, and stock price-linked compensation is variable compensation to be paid upon retirement according to stock price.

The Company determines the amount of basic compensation payable to Directors (excluding those serving as Audit and Supervisory Committee Members) at the Board of Directors after the Appointment and Remuneration Committee deliberates and proposes the respective amounts to be paid according to the position and other factors, in consideration of the compensation levels at other companies, the business results of the Company, the levels of employees' salaries and other factors. The Company determines the amount of performance-linked compensation payable to Directors (excluding those serving as Audit and Supervisory Committee Members) at the Board of Directors after the Appointment and Remuneration Committee calculates the basic source of distribution using "Profit attributable to owners of parent" as an indicator to make a comprehensive measurement of the results of the management, and deliberates and proposes the respective amounts to be paid according to the positions, individual evaluations and other factors. The amount of stock price-linked compensation is calculated by multiplying the number of phantom stocks which are granted every year by the stock price three years later and the Company determines as to the grant of phantom stocks at the Board of Directors after the Appointment and Remuneration Committee deliberates and proposes such grant in consideration of its business condition, etc.

The target percentage of variable compensation (performance-linked compensation and stock price-linked compensation) out of total compensation is approximately 25% (assuming a standard amount of performance-linked compensation and stock price-linked compensation). The amount of performance-linked compensation is decided by a method whereby the Appointment and Remuneration Committee first determines a range of profit attributable to shareholders of the parent company, which becomes a standard for basic source of distribution, by taking into consideration special factors such as extraordinary income or losses from profit attributable to shareholders of the parent company, and the Board of Directors determines a specific amount of performance-linked compensation by multiplying the basic source of distribution by a ratio corresponding to the ratio of distribution for each title and individual evaluation of Directors. The amount of stock price-linked compensation is decided by a method whereby the Appointment and Remuneration Committee first determines a number of phantom stocks calculated based on a standard amount set every year for each Representative Director and Director serving as an Executive Officer, and the Company determines as to the grant thereof at the Board of Directors. The phantom stocks are converted into points by multiplying the number of phantom stocks by the stock price three years later, and the points accumulated during the term of office are converted into a specific amount to be paid upon retirement.

While target figures for the indicator for performance-linked compensation have not been determined for the current fiscal year, the actual figure of the basic source of distribution amounted to 60 million yen, with the standard range of profit attributable to shareholders of the parent company from 60,000 million yen or more to less than 70,000 million yen.

Other details of the compensation payable to Directors are deliberated and proposed by the Appointment and Remuneration Committee and thereupon determined by the Board of Directors. The amount of compensation payable to Audit and Supervisory Committee Members is determined through consultation among Audit and Supervisory Committee Members in consideration of their duties and responsibilities. The stock price-linked compensation system (phantom stocks) decided at the Board of Directors meeting held on January 31, 2023, was introduced and started in June 2023 for the purpose of incentivizing management to demonstrate sound entrepreneurial spirit as well as further promoting value sharing with shareholders, toward the Company's sustainable growth and enhancement of medium- to long-term corporate value.

At the 40th Ordinary General Meeting of Shareholders held on June 22, 2017, it was resolved that compensation payable to Directors (excluding those serving as Audit and Supervisory Committee Members) per year shall be no more than 400 million yen (excluding the portion of employee's salary payable to Directors who concurrently serve as employees). The number of Directors (excluding those serving as Audit and Supervisory Committee Members) as of the conclusion of the above Ordinary General Meeting of Shareholders was six. In addition, at the same Ordinary General Meeting of Shareholders, it was resolved that compensation payable to Directors serving as Audit and Supervisory Committee Members per year shall be no more than 100 million yen. The number of Directors serving as Audit and Supervisory Committee Members as of the conclusion of the above Ordinary General Meeting of Shareholders was four. As of March 31, 2026, the number of Directors (excluding those serving as Audit and Supervisory Committee Members) was seven and the number of Directors serving as Audit and Supervisory Committee Members was three.

The details of the individual compensation payable to each Director for the fiscal year under review were determined by the Board of Directors within the compensation limit approved by the general meeting of shareholders respecting the proposal from the Appointment and Remuneration Committee submitted upon deliberation based on the Director's position, evaluation, and other factors. Therefore, the Company believes that the details are in line with the Policy. For the composition of the Appointment and Remuneration Committee and the Audit and Supervisory Committee and details of the committees' activities, please see i. Appointment and Remuneration Committee in 4. Corporate Governance, (1) Overview of Corporate Governance, 2) Corporate Governance Structure, a. An overview of corporate governance structure and reasons for employing said structure, (c) Committees, and (b) Audit and Supervisory Committee.

- (ii) Total amount of compensations by categories for the Filing Company, total amount of compensations by type, and the number of paid officers

Category	Total amount (Millions of yen)	Total amount of compensations by type (Millions of yen)			Number of Persons
		Fixed compensation	Performance- linked compensation	Stock price- linked compensation	
Directors (excluding Audit and Supervisory Committee Members and Outside Directors)	253	179	53	20	7
Audit and Supervisory Committee Members (excluding Outside Directors)	21	21	–	–	1
Outside Directors and Outside Audit and Supervisory Committee Members	33	33	–	–	4
Total	308	234	53	20	12

- (Notes)
1. There are no employee-directors.
  2. “Number of persons” represents the cumulative number of officers who received compensation during the current fiscal year.
  3. Stock price-linked compensation is the amount reported as expenses in the current fiscal year.

- (iii) Total amount of consolidated compensations by Filing Company’s officers

This is omitted as none of officers of the Filing Company received aggregated consolidated compensation of 100 million yen and above.

(5) Status of securities held by the Company

(i) Criteria and basic stance of classification of investment securities

For classification between investment securities held for pure investment purposes and investment securities held for other than pure investment purposes, the Company does not hold any investment securities held for other than pure investment purposes and does not have a plan to hold them in the future.

(ii) Investment securities held for other than pure investment purposes

Not applicable

(iii) Investment securities held for pure investment purposes

Category	Current fiscal year		Prior fiscal year	
	Number of names (Name)	Value in balance sheet (Millions of yen)	Number of names (Name)	Value in balance sheet (Millions of yen)
Non-listed securities	12	966	17	966
Securities other than the above	1	0	1	0

Category	Current fiscal year		
	Total dividend received (Millions of yen)	Total gain or loss on sale (Millions of yen)	Total valuation gain or loss (Millions of yen)
Non-listed securities	15	0	(Note)
Securities other than the above	-	-	-

(Note) "Total valuation gain or loss" is not shown for non-listed securities since they have no market values.

(iv) Investment securities, of which holding purpose has been changed from pure investment to other than pure investment

Not applicable

(v) Investment securities, of which holding purpose has been changed from other than pure investment to pure investment

Not applicable

## 5. Employees

### (1) Basic policy, etc. regarding human resource strategy

The information is included in “2. Policy and Initiatives on Sustainability” under “II. Overview of the Company,” therefore it is omitted here.

### (2) Employees

#### (i) Consolidated companies

As of March 31, 2026

Name of business segments	Number of employees
Loan and credit card business	1,526 [70]
Guarantee business	315 [23]
Overseas financial business	3,231 [3]
Loan servicing business	134 [8]
Corporate wide (shared)	420 [18]
Total	5,626 [122]

- (Notes)
1. The number of employees represents the number of workers employed by the consolidated companies (excluding employees from intragroup to extra-group companies and including those from extra-group to intragroup companies) but excludes fixed-term employees.
  2. The bracketed figure is the average number of fixed-term employees during the current fiscal year. (The average number of fixed-term employees was 119, converted at the rate of one person per eight hour workday.)
  3. The employees in Corporate wide (shared) section are those belonging to the administration department of the Filing Company and thus do not fall into any business segment.

#### (ii) Information on the filing company

As of March 31, 2026

Number of employees	Average age (Years old)	Average length of service (Years)	Average annual salary (Thousands of yen)	Change in average annual salary from the prior fiscal year (%)
2,125 [105]	40.7	14.7	7,215	4.5

Name of business segments	Number of employees
Loan and credit card business	1,487 [70]
Guarantee business	218 [17]
Corporate wide (shared)	420 [18]
Total	2,125 [105]

- (Notes)
1. The number of employees represents the number of workers employed by the Company (excluding employees transferred to external companies and including employees transferred into the Company) but excludes fixed-term employees.
  2. Bonus and extra remuneration are included in the average annual salary.
  3. The bracketed figure is the average number of fixed-term employees during the current fiscal year. (The average number of fixed-term employees was 103, converted at the rate of one person per eight hour workday.)
  4. The employees in the Corporate wide (shared) section are those belonging to the administration department of the Head Office and thus do not fall into any business segment.

(iii) Status of labor union

Relationship between management and labor union is stable.

(iv) Ratio of female managers, rate of male employees taking childcare leave and gender pay gap

The Filing Company

Current fiscal year				
Ratio of female managers (%) (Note 1)	Rate of male employees taking childcare leave (%) (Note 2)	Gender pay gap (%) (Note 3)		
		All employees	Of which regular employees	Of which part-time and fixed-term employees
10.0	86.9	72.0	71.8	76.5

- (Notes)
1. The rate is calculated according to the provisions of the “Act on the Promotion of Women’s Active Engagement in Professional Life” (Act No. 64 of 2015).
  2. The rate is calculated based on the percentage of employees taking childcare leave under Article 71-6, Paragraph 1 of the “Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members” (Ordinance of the Ministry of Labor No. 25 of 1991), in accordance with the provisions of the “Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members” (Act No. 76 of 1991).
  3. The rate is calculated as the average annual salary of female employees divided by the average annual salary of male employees multiplied by 100%. In addition, the average annual salary is calculated as the total amount of salaries divided by the number of employees. The same standard is applied to employees’ salary regardless of gender. The main reason for the differences in salary is the difference in the ratio of male and female managers.



## V. Financial Section

### 1. Basis of preparation of the consolidated financial statements

- (1) The consolidated financial statements of the Company are prepared in accordance with the “Regulations Concerning the Terminology, Forms and Preparation Methods of Consolidated Financial Statements” (Ordinance of the Finance Ministry No. 28 of 1976) and the “Ordinance on Reorganization of Accounting Methods for Special Finance Corporations, etc.” (Ordinance of General Administrative Agency of the Cabinet/the Finance Ministry No. 32 of 1999).
- (2) The non-consolidated financial statements of the Company are prepared in accordance with the “Regulations Concerning Terminology, Forms, and Preparation Methods of Non-Consolidated Financial Statements” (Ordinance of the Finance Ministry No. 59 of 1963) and the “Ordinance on Reorganization of Accounting Methods for Special Finance Corporations, etc.” (Ordinance of General Administrative Agency of the Cabinet/the Finance Ministry No. 32 of 1999).

### 2. Audit reports

Pursuant to the first paragraph of Article 193-2 of the Financial Instruments and Exchange Act, the Company’s consolidated financial statements and non-consolidated financial statements for the fiscal year (from April 1, 2025, to March 31, 2026) were audited by Deloitte Touche Tohmatsu LLC.

### 3. Specific efforts to ensure the appropriateness of the consolidated financial statements, etc.

As specific efforts to ensure the appropriateness of the consolidated financial statements, etc., the Company holds membership in the Financial Accounting Standards Foundation, etc., and attends seminars provided by the Accounting Standards Board of Japan, etc., to ensure an appropriate understanding of the corporate accounting standards and prepare to adopt any applicable changes in accounting standards, etc.

1 Consolidated Financial Statements, etc.

(1) Consolidated Financial Statements

1) Consolidated Balance Sheet

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
<b>Assets</b>		
Current assets		
Cash and deposits	60,268	80,397
Accounts receivable - operating loans	*3, *4, *6 1,202,085	*3, *4, *6 1,277,559
Accounts receivable - installment	*7 138,106	*7 154,277
Purchased receivables	9,388	10,623
Other	*4 99,330	*4 105,549
Allowance for doubtful accounts	(100,403)	(106,813)
Total current assets	1,408,775	1,521,592
Non-current assets		
Property, plant and equipment		
Buildings and structures	15,103	13,339
Accumulated depreciation	(12,639)	(11,231)
Buildings and structures, net	2,464	2,107
Equipment	12,457	11,124
Accumulated depreciation	(8,262)	(8,092)
Equipment, net	4,194	3,032
Leased assets	1,493	1,595
Accumulated depreciation	(538)	(794)
Leased assets, net	955	801
Total property, plant and equipment	7,614	5,941
Intangible assets		
Software	11,345	14,758
Other	13	12
Total intangible assets	11,359	14,770

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Investments and other assets		
Investment securities	*1 1,454	*1 1,479
Retirement benefit asset	10,727	15,713
Deferred tax assets	39,255	50,650
Guarantee deposits	4,006	3,627
Other	*4 3,793	*4 3,215
Allowance for doubtful accounts	(576)	(611)
Total investments and other assets	58,660	74,074
Total non-current assets	77,634	94,786
Total assets	1,486,409	1,616,379
Liabilities		
Current liabilities		
Notes and accounts payable - trade	816	609
Short-term borrowings	*5 16,054	*5 13,440
Commercial papers	54,914	84,938
Current portion of long-term borrowings	*5 179,334	*5 194,903
Current portion of bonds payable	13,248	62,455
Lease liabilities	333	370
Income taxes payable	7,843	24,179
Provision for loss on guarantees	*2 12,661	*2 13,498
Asset retirement obligations	839	424
Other	13,179	14,590
Total current liabilities	299,224	409,409
Non-current liabilities		
Bonds payable	145,727	114,660
Long-term borrowings	*5 277,848	*5 261,857
Lease liabilities	749	544
Provision for loss on interest repayment	48,000	41,500
Retirement benefit liability	1,331	1,738
Asset retirement obligations	4,043	3,681
Other	448	532
Total non-current liabilities	478,149	424,514
Total liabilities	777,374	833,924

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Net assets		
Shareholders' equity		
Share capital	63,832	63,832
Capital surplus	69,861	69,861
Retained earnings	481,608	534,610
Treasury shares	(0)	(0)
Total shareholders' equity	615,301	668,304
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	0	-
Foreign currency translation adjustment	35,736	46,057
Remeasurements of defined benefit plans	2,523	4,658
Total accumulated other comprehensive income	38,260	50,715
Non-controlling interests	55,473	63,435
Total net assets	709,035	782,455
Total liabilities and net assets	1,486,409	1,616,379

2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income  
(Consolidated Statement of Income)

(Millions of yen)

	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Operating revenue		
Interest on operating loans	196,122	207,283
Revenue from credit card business	17,033	19,144
Revenue from installment sales finance business	64	59
Revenue from credit guarantee	66,667	70,979
Proceeds from purchased receivables	4,880	5,531
Other financial revenue		
Interest on deposits	77	64
Other	6	94
Total other financial revenue	83	159
Other operating revenue	32,890	34,552
Total operating revenue	*5 317,742	*5 337,709
Operating expenses		
Financial expenses		
Interest expenses	3,538	4,957
Interest on bonds	1,339	1,533
Amortization of bond issuance costs	168	109
Other	701	723
Total financial expenses	5,747	7,323
Cost of purchased receivables	2,024	2,444
Other operating expenses		
Advertising expenses	17,266	17,788
Provision of allowance for doubtful accounts	92,881	95,779
Provision for loss on interest repayment	40,033	6,573
Provision for loss on guarantees	12,795	13,655
Employees' salaries, allowances and bonuses	24,172	25,735
Retirement benefit expenses	(85)	(333)
Welfare expenses	3,331	3,443
Rent expenses	5,622	5,536
Depreciation	3,852	3,894
Commission expenses	26,891	28,235
Amortization of goodwill	215	-
Other	24,431	27,238
Total other operating expenses	251,409	227,547
Total operating expenses	259,181	237,315
Operating profit	58,561	100,394

(Millions of yen)

	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Non-operating income		
Interest income	1	0
Dividend income	5	15
Share of profit of entities accounted for using equity method	23	25
Rental income from buildings	237	287
Other	119	116
Total non-operating income	386	446
Non-operating expenses		
Interest expenses	6	5
Foreign exchange losses	13	230
Penalty	-	63
Other	7	27
Total non-operating expenses	28	326
Ordinary profit	58,919	100,513
Extraordinary income		
Gain on sale of non-current assets	*1 159	*1 490
Total extraordinary income	159	490
Extraordinary losses		
Loss on sale of non-current assets	*2 10	*2 0
Loss on retirement of non-current assets	*3 425	*3 250
Loss on sale of investment securities	-	0
Other	*4 1	*4 6
Total extraordinary losses	437	257
Profit before income taxes	58,641	100,746
Income taxes - current	9,939	27,890
Income taxes - deferred	12,131	(12,032)
Total income taxes	22,070	15,858
Profit	36,571	84,888
Profit attributable to non-controlling interests	4,446	5,253
Profit attributable to owners of parent	32,124	79,635

## (Consolidated Statement of Comprehensive Income)

(Millions of yen)

	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Profit	36,571	84,888
Other comprehensive income		
Valuation difference on available-for-sale securities	(0)	(0)
Foreign currency translation adjustment	20,486	14,441
Remeasurements of defined benefit plans, net of tax	(815)	2,081
Total other comprehensive income	* 19,670	* 16,523
Comprehensive income	56,241	101,411
Comprehensive income attributable to		
Owners of parent	45,916	92,090
Non-controlling interests	10,325	9,321

3) Consolidated Statement of Changes in Net Assets  
For the prior fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Beginning balance	63,832	69,861	469,849	(0)	603,543
Changes of items during the period					
Dividends of surplus			(20,365)		(20,365)
Profit attributable to owners of parent			32,124		32,124
Purchase of treasury shares					-
Net changes of items other than shareholders' equity					
Total changes of items during the period	-	-	11,758	-	11,758
Ending balance	63,832	69,861	481,608	(0)	615,301

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Beginning balance	0	21,153	3,314	24,468	46,164	674,175
Changes of items during the period						
Dividends of surplus						(20,365)
Profit attributable to owners of parent						32,124
Purchase of treasury shares						-
Net changes of items other than shareholders' equity	(0)	14,583	(791)	13,792	9,309	23,101
Total changes of items during the period	(0)	14,583	(791)	13,792	9,309	34,860
Ending balance	0	35,736	2,523	38,260	55,473	709,035



For the current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Beginning balance	63,832	69,861	481,608	(0)	615,301
Changes of items during the period					
Dividends of surplus			(26,632)		(26,632)
Profit attributable to owners of parent			79,635		79,635
Purchase of treasury shares				(0)	(0)
Net changes of items other than shareholders' equity					
Total changes of items during the period	-	-	53,002	(0)	53,002
Ending balance	63,832	69,861	534,610	(0)	668,304

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Beginning balance	0	35,736	2,523	38,260	55,473	709,035
Changes of items during the period						
Dividends of surplus						(26,632)
Profit attributable to owners of parent						79,635
Purchase of treasury shares						(0)
Net changes of items other than shareholders' equity	(0)	10,320	2,134	12,455	7,961	20,416
Total changes of items during the period	(0)	10,320	2,134	12,455	7,961	73,419
Ending balance	-	46,057	4,658	50,715	63,435	782,455

## 4) Consolidated Statement of Cash Flows

(Millions of yen)

	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Cash flows from operating activities		
Profit before income taxes	58,641	100,746
Depreciation	3,852	3,894
Amortization of goodwill	215	-
Increase (decrease) in allowance for doubtful accounts	5,727	5,179
Increase (decrease) in provision for loss on interest repayment	17,653	(6,500)
Increase (decrease) in provision for loss on guarantees	687	836
Increase (decrease) in retirement benefit liability	131	96
Decrease (increase) in retirement benefit asset	(1,411)	(1,677)
Interest and dividend income	(6)	(16)
Interest expenses	6	5
Amortization of bond issuance costs	168	109
Foreign exchange losses (gains)	8	86
Share of loss (profit) of entities accounted for using equity method	(23)	(25)
Loss (gain) on sale of property, plant and equipment	(148)	(490)
Loss on retirement of property, plant and equipment	360	250
Decrease (increase) in accounts receivable - operating loans	(51,211)	(57,362)
Decrease (increase) in accounts receivable - installment	(14,963)	(16,121)
Decrease (increase) in purchased receivables	(1,176)	(1,234)
Decrease (increase) in other current assets	(2,350)	(5,665)
Increase (decrease) in trade payables	44	(207)
Loss (gain) on sale of investment securities	-	0
Increase (decrease) in other current liabilities	(1,856)	784
Increase (decrease) by other operating activities	1,960	1,696
Subtotal	16,311	24,385
Interest and dividend income received	5	16
Interest expenses paid	(6)	(5)
Income taxes paid	(15,434)	(12,300)
Net cash provided by (used in) operating activities	876	12,096

(Millions of yen)

	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Cash flows from investing activities		
Purchase of property, plant and equipment	(1,363)	(723)
Proceeds from sale of property, plant and equipment	284	1,161
Purchase of intangible assets	(6,130)	(5,111)
Purchase of investment securities	(56)	-
Proceeds from sale of investment securities	-	0
Increase (decrease) by other investing activities	788	(236)
Net cash provided by (used in) investing activities	(6,478)	(4,910)
Cash flows from financing activities		
Proceeds from short-term borrowings	372,047	256,031
Repayments of short-term borrowings	(377,532)	(259,612)
Proceeds from issuance of commercial papers	232,752	419,618
Redemption of commercial papers	(208,000)	(390,000)
Proceeds from issuance of bonds	52,787	29,890
Redemption of bonds	(61,500)	(13,192)
Proceeds from long-term borrowings	144,110	189,200
Repayments of long-term borrowings	(139,341)	(190,487)
Repayments of finance lease obligations	(354)	(347)
Purchase of treasury shares	-	(0)
Dividends paid	(20,364)	(26,634)
Dividends paid to non-controlling interests	(1,015)	(1,359)
Net cash provided by (used in) financing activities	(6,410)	13,105
Effect of exchange rate change on cash and cash equivalents	269	(52)
Net increase (decrease) in cash and cash equivalents	(11,742)	20,239
Cash and cash equivalents at beginning of period	71,900	60,157
Cash and cash equivalents at end of period	* 60,157	* 80,397

[Notes]

(Significant matters providing the basis for the preparation of consolidated financial statements)

1. Matters concerning the scope of consolidation

All subsidiaries are consolidated.

Number of consolidated subsidiaries: 6

Names of principal consolidated subsidiaries are referred to in “4. Information on Subsidiaries and Associates” under “I. Overview of the Company,” therefore they are omitted here.

2. Matters concerning application of the equity-method

Number of equity-method-affiliate: 1

Name of the equity-method-affiliate: MU Communications Co., Ltd.

3. Matters concerning accounting period of consolidated subsidiaries

Fiscal year of the following consolidated subsidiaries ends on December 31:

EASY BUY Public Company Limited

ACOM CONSUMER FINANCE CORPORATION

ACOM (M) SDN. BHD.

Consolidated financial statements hereof are prepared by using financial statements as of the abovementioned closing date and significant matters that occurred between the closing date and the consolidated closing date are subject to the adjustments necessary for consolidation.

4. Matters concerning accounting policies

(1) Evaluation standards and methods for significant assets

1) Securities

Available for sale securities

Shares, etc. that do not have a market price: Stated at cost by the moving-average method

The investments in limited investment partnerships and other similar partnerships (those deemed as “securities” according to the Article 2, Paragraph 2 of the Financial Instruments and Exchange Act) are reported, using the equity method, based on the latest financial statements available as at the closing dates stipulated by the respective partnership contracts.

2) Derivative transactions, etc.

Derivatives: Market value method

(2) Depreciation and amortization methods for significant depreciable assets

1) Property, plant and equipment (excluding leased assets)

The Company and its domestic consolidated subsidiaries use the declining balance method, and overseas consolidated subsidiaries use the straight-line method.

Useful lives of assets are principally as follows:

Buildings and structures: 3 to 39 years

Equipment: 2 to 20 years

2) Intangible assets (excluding leased assets)

The Company and its consolidated subsidiaries use the straight-line method.

Software for internal use is amortized over an estimated useful life of 3 to 10 years.

3) Leased assets

Leased assets concerning non-transfer ownership finance lease transactions:

Depreciated using the straight-line method, with the lease term of respective assets as their useful lives, without residual value

4) Long-term prepaid expenses

The Company and its consolidated subsidiaries use the equal installment method over the estimated useful life.

5) Deferred assets

Bond issuance cost:

These costs are fully charged to expenses when they are paid.

- (3) Accounting standards for significant allowances and provisions
  - 1) Allowance for doubtful accounts  
To provide for potential loss on accounts receivable - operating loans and other receivables, the Company and its consolidated subsidiaries make an allowance for the expected amount of irrecoverable loans. Allowances for general receivables are computed, based on the historical rate of default. For specific debts where recovery is doubtful, the Company considers the likelihood of recovery on an individual basis.
  - 2) Provision for loss on guarantees  
To provide for loss on guarantees, the Company and its consolidated subsidiaries make an allowance for potential losses at the end of the current fiscal year.
  - 3) Provision for loss on interest repayment  
To prepare for potential loss on interest repayment in the future, the Company estimates and provides a reasonable amount of provision for loss on interest repayment, considering the past actual results and the latest interest repayment situations.
- (4) Accounting method for retirement benefits
  - 1) Allocation of projected retirement benefits  
In calculating retirement benefit obligations, the attribution on a benefit formula basis is applied for allocation of projected benefits to the periods until the end of the current fiscal year.
  - 2) Amortization of actuarial differences and past service costs  
Past service costs are charged to expenses, using the straight-line method, over the determined years (5 years) that are not longer than average remaining service years of the employees at the time of occurrence.  
Actuarial differences are amortized evenly using the straight-line method over the determined years (5 years) that are not longer than the average remaining service years of employees at the time of occurrence in each fiscal year, beginning from the fiscal year following the time of occurrence.
- (5) Accounting standards for significant revenue and expenses
  - 1) Revenues from financial instruments transactions
    - Interest on operating loans  
Interest is recorded on an accrual basis.  
Accrued interest on operating loans is recorded using the interest rate stipulated in the Interest Rate Restriction Act or the contracted interest rate of the Company, whichever the lower.
    - Revenue from credit card business  
Fees from customers: Recorded by the credit balance method.  
Under the credit balance method, fees to be recorded as revenue are calculated pursuant to the prescribed rates applicable to the relevant credit balance.
    - Revenue from credit guarantee  
Recorded by the credit balance method.
  - 2) Fees and commissions  
Revenue from contracts with customers is recognized in the consolidated statement of income based on the progress toward satisfaction of performance obligations identified in each contract in accordance with the substance of transactions under the contract.  
Fees and commissions mainly include fees for ATM usage and fees from MasterCard member stores. Fees for ATM usage are recognized as revenue when the customers have used ATMs at partnering financial institutions. Fees from MasterCard member stores are recognized as revenue when the customers have used their credit cards (at the time of sale-on-credit transaction).
- (6) Accounting standards for the translation of significant foreign currency-denominated assets and liabilities into Japanese yen used in preparing the financial statements of consolidated companies on which consolidated financial statements are based  
Foreign currency-denominated monetary claims and obligations are translated into Japanese yen, using the spot exchange rates on the closing date of consolidated accounting and the resulting translation gains and losses are recognized as income and expenses.  
Assets and liabilities and income and expenses of overseas subsidiaries are translated into Japanese yen at the spot exchange rates on the account closing date and average exchange rates, respectively. The resulting translation gains and losses are recorded as foreign currency translation adjustments and non-controlling interests under the net assets section.

(7) Significant hedge accounting method

1) Hedge accounting method

The Company adopts the deferred hedge accounting. However, exceptional accounting treatments are applied to certain interest-rate swaps which meet specific conditions.

2) Hedging instruments and hedging items

Hedging instruments: Interest-rate swap agreements

Hedging items: Borrowings with variable interest rates

3) Hedging policy

The Company and its subsidiaries enter into derivatives contracts to hedge against various risks in accordance with its internal rules. These contracts include the following: Interest-rate swaps to hedge against the risk of fluctuations in interest rates relating to borrowings with variable interest rates for the purpose of protecting cash flows.

4) Method for evaluating hedging effectiveness

With regard to interest rate-related hedging, important requirements concerning hedging instruments and hedging items are closely matched with each other. Also, the Company can assume that fluctuations in interest rates and cash flows are fully offset by the fluctuations in hedging instruments on an ongoing basis since the implementation of hedging contracts. Therefore, the judgment of hedging effectiveness is omitted.

(8) Cash and cash equivalents in the consolidated statement of cash flows

Cash and cash equivalents include cash at hand, demand deposits at banks and highly liquid short-term investments with negligible risk of fluctuation in value and original maturities of less than three months.

(9) Other significant matters for the preparation of consolidated financial statements

1) Accounting method for consumption tax and other taxes imposed on non tax-deductible assets

Consumption tax and other taxes imposed on non tax-deductible assets are recorded as an expense for the fiscal year they were incurred.

In addition, accrued consumption taxes are included in “Other” in current liabilities on the consolidated balance sheet.

2) Adoption of the group tax sharing system

The Company and its domestic consolidated subsidiaries adopt the group tax sharing system.

(Significant accounting estimates)

1. Provision for loss on interest repayment

(1) Amount recorded on the consolidated financial statements for the fiscal year under review

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Provision for loss on interest repayment	48,000	41,500

In the loan business of the Company, the interest rates charged on some loan products in which customers entered into contracts before June 17, 2007 exceed the interest rate ceilings specified in the Interest Rate Restriction Act. In case our customers request forgiveness of the loan amount or reimbursement of excess interest paid, demanding to fulfill obligations based on these maximum interest rates, the Company may accept to write off such loan or reimburse payments in response. To provide for requests for such reimbursement, the Company provides necessary amounts of provision for loss on interest repayment estimated in consideration of the past actual results and the latest interest repayment situations.

Provision for loss on interest repayment recorded on the consolidated financial statements for the fiscal year under review was 41,500 million yen.

Provision for loss on interest repayment is calculated mainly in accordance with predetermined internal regulations and is determined based on deliberations at the Executive Officers' Meeting. Although uncertainty remains about estimates and major assumptions when calculating provision for loss on interest repayment, the Company makes the best possible estimates ensuring objectivity and reasonableness based on effective internal control. With respect to the above estimates, the Company evaluates the status of disparity between the estimates and actual results each quarter, reviews the need for additional provision, reversal, etc., and the provision for loss on interest repayment recorded in the current fiscal year.

(2) Information on the details of significant accounting estimates for identified items

1) Methods used for the calculation of an amount recorded on the consolidated financial statements for the fiscal year under review

To prepare for potential loss on interest repayment in the future, the Company makes a forecast in consideration of the past actual results and the latest interest repayment situations and estimates a reasonable amount of requests for interest repayment. When estimating the amount, the Company primarily supposes the future estimated figures of the number of requests for interest repayment and the average unit price of requests for interest repayment, respectively, from the past actual results. Then, the Company calculates an estimated number of requests for interest repayment over a certain period in the future. When projecting the future estimated figures of the number of requests for interest repayment, figures that are especially uncertain, the Company groups the future estimated figures per law firm and judicial scrivener office according to the trends in the requests for interest repayment. Then, the Company calculates the estimated amount of requests for interest repayment in the future based on the past actual rates of requests for interest repayment as calculated from the past actual results of each group as well as the latest environmental analysis and the latest trend of requests for interest repayment.

2) Major assumptions used in the methods for the calculation of an amount recorded on the consolidated financial statements for the fiscal year under review

Major assumptions are the respective future estimated figures of the number of requests for interest repayment (the estimated number of requests for interest repayment in the future per law firm or judicial scrivener office) and the average unit price of requests for interest repayment.

3) Impact on the consolidated financial statements for the next fiscal year

The major assumptions, which are the respective future estimated figures of the number of requests for interest repayment and the average unit price of requests for interest repayment per law firm or judicial scrivener office, are calculated based on the past actual rates of requests for interest repayment as calculated from past actual results as well as the latest environmental analysis and the latest trend of requests for interest

repayment. Given the uncertainty of such estimates, provision for loss on interest repayment for the next fiscal year may increase or decrease.



## 2. Allowance for doubtful accounts

### (1) Amount recorded on the consolidated financial statements for the fiscal year under review

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Allowance for doubtful accounts	100,979	(107,425)

For accounts receivable - operating loans, accounts receivable - installment and right to reimbursement, which constitute the majority of total assets of the Company Group, an allowance for doubtful accounts is provided for all or part of the outstanding balance of loans, based on the types and conditions at the end of the fiscal year under review.

Allowance for doubtful accounts recorded on the consolidated financial statements for the fiscal year under review was 107,425 million yen.

Allowance for doubtful accounts is calculated mainly in accordance with predetermined internal regulations, and the Company makes the best possible estimates ensuring objectivity and reasonableness based on effective internal control. In the case of an event not stipulated in the internal regulations and other rules, the Company will respond to the event based on deliberations at the Executive Officers' Meeting and other meetings.

### (2) Information on the details of significant accounting estimates for identified items

#### 1) Methods used for the calculation of an amount recorded on the consolidated financial statements for the fiscal year under review

Unsecured loans receivable and installments receivable with which the Company deals are classified into "General receivables" and "Specific receivables" with the aim of preventive attachment. Right to reimbursement belongs to "Specific receivables" only.

##### (a) General receivables

Unsecured loans receivable are calculated mainly using the historical rate of annual defaults according to classifications based on a credit risk management model, and installments receivable are calculated using the historical rate of annual defaults.

##### (b) Specific receivables

Receivables on which the Company has concluded out-of-court settlement agreement are calculated using the historical rate of defaults over their average remaining periods and receivables other than the above are estimated in the total amount net of that based on the collected percentage.

\*If "General receivables" and "Specific receivables" are recorded in duplicate with provision for loss on interest repayment, the relevant amount is reduced from the allowance for doubtful accounts.

#### 2) Major assumptions used in the methods for the calculation of an amount recorded on the consolidated financial statements for the fiscal year under review

With respect to the credit risk management model stated in the methods used for calculation as above, the Company comprehensively evaluates the attributes of receivables in correlation with the write-off of bad debts, the details of transactions, etc., and converts the probability of the future occurrence of write-off of bad debts to customers into a numerical value using a statistical method. Therefore, the classification based on said value is a major assumption.

#### 3) Impact on the consolidated financial statements for the next fiscal year

The Company continuously reviews and revises classifications based on a credit risk management model, a major assumption. If the above classification needs to be revised because of changes in the external management environment due to future uncertainties and other factors, it may have an impact on the amount of allowance for doubtful accounts to be recognized in the consolidated financial statements for the next fiscal year and thereafter.

### 3. Deferred tax assets

#### (1) Amount recorded on the consolidated financial statements for the fiscal year under review

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Deferred tax assets	39,255	50,650

The Company Group records deferred tax assets in the amount deemed recoverable for deductible temporary differences and retained tax losses.

Deferred tax assets recorded on the consolidated financial statements for the fiscal year under review were 50,650 million yen.

Deferred tax assets are calculated mainly in accordance with predetermined internal regulations, and the Company makes the best possible estimates ensuring objectivity and reasonableness based on effective internal control. In the case of an event not stipulated in the internal regulations and other rules, the Company will respond to the event based on deliberations at the Executive Officers' Meeting and other meetings.

#### (2) Information on the details of significant accounting estimates for identified items

##### 1) Methods used for the calculation of an amount recorded on the consolidated financial statements for the fiscal year under review

The Group has been generating stable taxable income in each of the past three fiscal years and the current fiscal year, and it expects no significant change in its business environment in near future as of the end of the current fiscal year. Accordingly, the Group determines that it falls under Category 2 under the ASBJ Guidance No. 26 "Implementation Guidance on Recoverability of Deferred Tax Assets," and estimates that all deferred tax assets for scheduled deductible temporary differences, etc. would be recoverable.

##### 2) Major assumptions used in the methods for the calculation of an amount recorded on the consolidated financial statements for the fiscal year under review

Taxable income is calculated based on the profits, etc. of the medium-term management plan, incorporating key assumptions such as plans for outstanding balances of accounts receivable - operating loans and accounts receivable - installment in the loan and credit card business, guarantee obligations in the guarantee business, and accounts receivable - operating loans in the overseas financial business.

##### 3) Impact on the consolidated financial statements for the next fiscal year

The consolidated financial statements for the next fiscal year may be affected by uncertain future changes in the business environment, an increase in requests for interest repayment, and other unforeseen reasons.

#### (Additional information)

In past years, the Company determined that it fell under the proviso to the Entity Category 4 (equivalent to Entity Category 3) under the ASBJ Guidance No. 26 "Implementation Guidance on Recoverability of Deferred Tax Assets," and assessed recoverability of deferred tax assets based on the result of scheduling of the temporary differences, etc. for the period. For the current fiscal year, the Company no longer has significant tax loss expired in the past (three years), and has classified itself as Entity Category 2.

(Unapplied accounting standards)

- “Accounting Standard for Leases” (ASBJ Statement No. 34, September 13, 2024)
- “Implementation Guidance on Accounting Standard for Leases” (ASBJ Guidance No. 33, September 13, 2024)

(1) Overview

As part of the convergence of Japanese accounting standards, the Accounting Standards Board of Japan (ASBJ) conducted a study in light of international accounting standards to develop an accounting standard that requires lessee to recognize assets and liabilities for all leases.

The Accounting Standard for Leases and Other Financial Statements was issued with the aim of being simple, convenient, and basically requiring no adjustments when the non-consolidated financial statements were prepared under IFRS 16. The accounting standard was prepared on the basis of the single lessee accounting model of IFRS 16 as a basic policy. However, it is not a full adoption of IFRS 16, only the main provisions are adopted.

A single lessee accounting model is applied for the allocation of the cost of leases by lessees, as in IFRS 16. Regardless of whether the lease is a finance lease or an operating lease, depreciation expense related to the right-of-use asset and interest expense related to the lease liability shall be recognized for all leases.

(2) Scheduled date of application

These accounting standards are scheduled to be applied from the beginning of the fiscal year ending March 31, 2028.

(3) Impact of application

The impact of applying these accounting standards is undetermined at the time of preparing this financial statement.

(Changes in Presentation)

<Consolidated Statement of Income>

“Compensation income,” which was previously presented separately in the prior fiscal year, has been included in “Other” from the current fiscal year because of its decreased quantitative significance.

As a result, in the consolidated statement of income for the previous fiscal year, “Compensation income” of 57 million yen and “Other” of 62 million yen, which had been presented under non-operating income, have been reclassified and are now presented as “Other” of 119 million yen.

## (Notes to Consolidated Balance Sheet)

## \*1. Amount of subsidiaries and associates' stocks included in investment securities

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Investment securities	486	512

## \*2. Contingent liabilities

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Outstanding guarantee obligation in the guarantee business	1,364,525	1,469,006
Provision for loss on guarantees	12,661	13,498
Net	1,351,863	1,455,507

## \*3. Commitment line contracts for accounts receivable - operating loans

## Prior fiscal year (As of March 31, 2025)

Contracts for accounts receivable - operating loans primarily take the form of revolving credit-line contracts whereby a facility indicating a maximum loanable amount is assigned to a customer who is then able to borrow repeatedly within the limit of the facility, provided that contract terms have not been violated. Outstanding unexercised portions of such facilities amounted to 827,383 million yen at the end of the fiscal year. This included a total of 626,209 million yen of unexercised amounts remaining in the accounts of customers with zero outstanding balances at the end of the fiscal year.

A certain portion of revolving credit-line contracts lapse without being used. Therefore, the amount of outstanding unexercised facilities will not necessarily affect the future cash flow of the Company and its consolidated subsidiaries.

Contracts contain provisions allowing the Company and its consolidated subsidiaries to reject applications for additional borrowing or reduce the facility in case of changes in the customer's credit standing or other material reasons. Outstanding contracts are regularly examined according to internal procedures to determine the credit standing of customers and other pertinent information. When necessary, contracts are reviewed and measures are taken to preserve loan assets.

## Current fiscal year (As of March 31, 2026)

Contracts for accounts receivable - operating loans primarily take the form of revolving credit-line contracts whereby a facility indicating a maximum loanable amount is assigned to a customer who is then able to borrow repeatedly within the limit of the facility, provided that contract terms have not been violated. Outstanding unexercised portions of such facilities amounted to 914,084 million yen at the end of the fiscal year. This included a total of 692,365 million yen of unexercised amounts remaining in the accounts of customers with zero outstanding balances at the end of the fiscal year.

A certain portion of revolving credit-line contracts lapse without being used. Therefore, the amount of outstanding unexercised facilities will not necessarily affect the future cash flow of the Company and its consolidated subsidiaries.

Contracts contain provisions allowing the Company and its consolidated subsidiaries to reject applications for additional borrowing or reduce the facility in case of changes in the customer's credit standing or other material reasons. Outstanding contracts are regularly examined according to internal procedures to determine the credit standing of customers and other pertinent information. When necessary, contracts are reviewed and measures are taken to preserve loan assets.

\*4. Status of non-performing loans

Losses on unsecured consumer loans to bankrupt parties are written off at the time bankruptcy is declared. For this reason, Bankrupt or De facto Bankrupt includes those to debtors who have petitioned for bankruptcy as of the end of the fiscal year, but have not yet been declared bankrupt. This entire amount is charged to the allowance for doubtful accounts.

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Loans to debtors who have petitioned for bankruptcy, but have not yet been declared bankrupt	268	306

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Bankrupt or De facto Bankrupt	531	596
Doubtful receivables	23,557	23,940
Receivables past due for three months or more	8,685	7,832
Restructured receivables	40,452	40,920
Performing loans (*)	1,143,362	1,219,310
Total	1,216,589	1,292,600

\* Accrued interest (prior fiscal year: 14,248 million yen, current fiscal year: 14,754 million yen) is included in Performing loans.

- (Notes)
1. Bankrupt or De facto Bankrupt are loans to borrowers who have fallen into bankruptcy due to declared bankrupt, rehabilitation and reorganization, or other similar circumstances.
  2. Doubtful receivables are other than the above, where the borrower has not yet entered into bankruptcy, but the financial condition and business performance of the borrower have deteriorated and it is highly probable that the principal of the loan will not be collected and interest will not be received in accordance with the contract.
  3. Receivables past due for three months or more are loans other than the above that are overdue by 3 months or more.
  4. Restructured receivables are loans other than the above three categories, in which favorable terms, such as the reduction of interest, have been granted with a view to promoting recovery of the loans.
  5. Performing loans are classified as other than the above as there are no particular problems with the borrower's financial condition or business performance.

\*5. Agreements for overdraft and commitment facilities

For efficient procurement of working capital, the Company and some of its consolidated subsidiaries maintain overdraft contracts and designated commitment line contracts with financial institutions and others. The unexercised portion of facilities based on these contracts is as follows:

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Amount of agreement for overdraft and commitment line	158,896	160,153
Amount of borrowing	43,152	25,123
Net	115,744	135,030

\*6. Amount of unsecured consumer loans in accounts receivable - operating loans

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Unsecured consumer loans in accounts receivable - operating loans	1,200,295	1,276,004

\*7. Balances of accounts receivable - installment by business categories

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Fees from the credit card business	137,371	153,522
Fees from installment sales finance business	734	754
Total	138,106	154,277

(Notes to Consolidated Statement of Income)

\*1. Breakdown of gain on sale of non-current assets

	(Millions of yen)	
	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Equipment	159	490

\*2. Breakdown of loss on sale of non-current assets

	(Millions of yen)	
	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Equipment	10	0

\*3. Loss on retirement of non-current assets mainly results from closing of operating outlets, remodeling of interior, etc. The breakdown thereof is set out below.

	(Millions of yen)	
	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Buildings and structures	307	137
Equipment	53	112
Software	64	-
Telephone subscription right	0	-
Total	425	250

\*4. Breakdown of other extraordinary losses

	(Millions of yen)	
	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Lump sum amortization of long-term prepaid expenses	-	0
Losses on retirement, including amortization of lease and guarantee deposits	1	6
Total	1	6

\*5. Revenue from contracts with customers

For operating revenue, revenue from contracts with customers and other revenues are not separately presented. The amount of revenue from contracts with customers is as presented in “3. Operating revenue, profit or loss, assets and other items by reported segments and disaggregation of revenue, under [Segment information], (Segments of an Enterprise and Related Information) of [Notes].”

6. Basis for classification of financial revenue and financial expenses on consolidated statement of income

(1) Financial revenue stated as operating revenue

Includes all financial revenue earned by the Company and its consolidated subsidiaries which engaged in the

financial service business, excluding dividends and interest on investment securities, etc.

(2) Financial expenses stated as operating expenses

Include all financial expenses spent by the Company and its consolidated subsidiaries which engaged in the financial service business, excluding interest expenses, etc. which have no relationship to operating revenue.



## (Notes to Consolidated Statement of Comprehensive Income)

\* Reclassification adjustments and tax effects relating to other comprehensive income:

	(Millions of yen)	
	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Valuation difference on available-for-sale securities		
Gains arising during the year	(0)	(0)
Reclassification adjustments	-	0
Amount before income tax effect	(0)	(0)
Income tax effect	-	-
Valuation difference on available-for-sale securities	(0)	(0)
Foreign currency translation adjustment		
Gains arising during the year	20,486	14,441
Reclassification adjustments	-	-
Amount before income tax effect	20,486	14,441
Income tax effect	-	-
Foreign currency translation adjustment	20,486	14,441
Remeasurements of defined benefit plans		
Gains arising during the year	(101)	4,450
Reclassification adjustments	(1,010)	(1,371)
Amount before income tax effect	(1,111)	3,079
Income tax effect	296	(997)
Remeasurements of defined benefit plans, net of tax	(815)	2,081
Total other comprehensive income	19,670	16,523

(Notes to Consolidated Statement of Changes in Net Assets)

For the prior fiscal year (From April 1, 2024 to March 31, 2025)

1. Matters related to outstanding shares

Class of shares	As of April 1, 2024	Increase	Decrease	As of March 31, 2025
Common stock (Shares)	1,566,614,098	-	-	1,566,614,098

2. Matters related to treasury shares

Class of shares	As of April 1, 2024	Increase	Decrease	As of March 31, 2025
Common stock (Shares)	120	-	-	120

(Outline of the cause of changes)

The increase of treasury shares by 70 shares was due to the purchase of treasury shares less than one unit.

3. Matters related to stock acquisition rights, etc.

Not applicable

4. Matters related to dividends

(1) Dividends paid

Resolution	Class of shares	Total amount (Millions of yen)	Dividend per share (yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 21, 2024	Common stock	9,399	6.00	March 31, 2024	June 24, 2024
Board of Directors meeting held on November 11, 2024	Common stock	10,966	7.00	September 30, 2024	December 2, 2024

(2) Dividends whose record date fell in the fiscal year, but whose effective date is after March 31, 2025

Resolution	Class of shares	Sources of dividend	Total amount (Millions of yen)	Dividend per share (yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 20, 2025	Common stock	Retained earnings	10,966	7.00	March 31, 2025	June 23, 2025

For the current fiscal year (from April 1, 2025 to March 31, 2026)

1. Matters related to outstanding shares

Class of shares	As of April 1, 2025	Increase	Decrease	As of March 31, 2026
Common stock (Shares)	1,566,614,098	-	-	1,566,614,098

2. Matters related to treasury shares

Class of shares	As of April 1, 2025	Increase	Decrease	As of March 31, 2026
Common stock (Shares)	120	70	-	190

(Outline of the cause of changes)

The increase of treasury shares by 70 shares was due to the purchase of treasury shares less than one unit.

3. Matters related to stock acquisition rights, etc.

Not applicable

4. Matters related to dividends

(1) Dividends paid

Resolution	Class of shares	Total amount (Millions of yen)	Dividend per share (yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 20, 2025	Common stock	10,966	7.00	March 31, 2025	June 23, 2025
Board of Directors meeting held on November 11, 2025	Common stock	15,666	10.00	September 30, 2025	December 1, 2025

(2) Dividends whose record date fell in the fiscal year, but whose effective date is after March 31, 2026

The following is scheduled to be submitted as a proposal to the Ordinary General Meeting of Shareholders to be held on June 23, 2026.

Resolution	Class of shares	Sources of dividend	Total amount (Millions of yen)	Dividend per share (yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 23, 2026	Common stock	Retained earnings	18,799	12.00	March 31, 2026	June 24, 2026

(Notes to Consolidated Statement of Cash Flows)

\* Relationship between the fiscal year-end balance of cash and cash equivalents and the amount of consolidated balance sheet items

	(Millions of yen)	
	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Cash and deposits	60,268	80,397
Time deposits with original maturities of more than three months	(110)	-
Cash and cash equivalents	60,157	80,397

(Notes to Lease Transactions)

1. Finance lease transactions

Finance lease transactions that do not transfer ownership

(a) Details of leased assets

Property, plant and equipment

They are mainly disk devices, etc.

(b) Depreciation of leased assets

Depreciated using the straight-line method, with the lease term of respective assets as their useful lives, without residual value

2. Operating lease transactions

The rental commitments under noncancellable operating leases are as follows:

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Due within 1 year	536	571
Due after 1 year	616	464
Total	1,153	1,036

(Notes to Financial Instruments)

1. Matters concerning the financial instruments

(1) The Group's policy for financial instruments

The Company Group conducts financial service businesses. These include loan business, credit card business, guarantee business and loan servicing business. To finance the operation of these businesses, the Group raises funds through indirect financing, i.e., borrowings from financial institutions, as well as direct financing, such as issuing bonds, etc., in light of the market situation and balance between variable interest rates and fixed interest rates. The Group conducts derivative transactions primarily for the purpose of hedging against the risk of fluctuations in interest rates associated with these financing operations, and does not have a policy to conduct speculative trading.

(2) Details of financial instruments and associated risks

Major financial assets held by the Company Group are accounts receivable - operating loans and accounts receivable - installment; these assets are exposed to credit risk resulting from customers' default of payments. In addition, the Company Group holds shares, investments in partnership, etc. on a portfolio investment basis. These assets are exposed to the risk of market price fluctuations and some are open to the risks of issuer's credit.

Financial liabilities including borrowings, bonds and commercial papers are exposed to liquidity risk, giving some indication of the possibility that the Company Group may not be able to make payment at the due date as a result of a change in the Group's credit standings or the market environment. Likewise, liabilities with variable interest rates have a certain degree of interest-rate risk, but the Group mitigates this risk through interest rate swap transactions.

Derivative transactions include interest rate swap agreements for the purpose of hedging against the risk of fluctuations in interest rates associated with borrowings. For details of hedging instruments, hedging items, hedging policy and the method for evaluating hedging effectiveness concerning hedge accounting, please refer to aforementioned "Significant matters providing the basis for the preparation of consolidated financial statements, 4. Matters concerning accounting policies, (7) Significant hedge accounting method."

(3) Risk management system for financial instruments

1) Credit risk management

According to internal rules, the Company incorporates and operates a structure to cope with individual transaction-based credit administration, credit information management, a credit rating system, a self-assessment system, problem loans and to regularly monitor its credit portfolios. The credit management and credit business promotion divisions separately conduct individual transaction-based screening and credit management, designed to facilitate a mutual surveillance function. In addition, the Company holds a regular management meeting to report and discuss important matters on credit risk management and operations. Separately it has a system under which the internal audit department reviews the appropriateness of the Company's credit business operations, ensuring that the Company engages in a proper credit business. Consolidated subsidiaries also have similar management systems in place.

2) Market risk management

The Company and some of its consolidated subsidiaries utilize interest rate swap agreements to mitigate the risk of fluctuations in interest payments on their borrowings.

The Group conducts derivative transactions primarily with the aim of optimizing financing costs and adjustment of the fixed/variable interest rates proportion. It has a policy to not conduct derivatives trading for speculative purposes. Further, execution and administration of derivatives transactions are conducted in accordance with the Company's internal rules that stipulate the trading authority, trading limits, etc., under the basic policy approved at meetings of management.

Consolidated subsidiaries also have similar market risk management systems in place.

In addition, all the accounts receivable - operating loans, which are the Company Group's principal financial assets, are fixed interest rates, and a large part of borrowings and bonds, which are the Group's principal financial liabilities, is also fixed interest rates, therefore they have low sensitivity to fluctuations in interest rates. That is why the Group does not conduct a quantitative analysis on the market risk.

With regards to the items of which fair values are determined using the market interest rate, the estimated effects of a change of 1 basis point (0.01%) in the fiscal year-end market interest rate on their net amount (asset side)—relevant financial assets after deduction of financial liabilities—are as follows. This estimation assumes that there are no changes in any risk variables other than the market interest rate.

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
higher by 1 basis point	(238)	(231)
lower by 1 basis point	238	231

3) Management of liquidity risk associated with financing activities

The Company manages the liquidity risk by reviewing its financing plan on a timely basis according to past financing results, changes in market conditions or interest rate situations, etc., based on the financing plan approved at meetings of management. Also for that purpose, it maintains a certain amount of liquidity at all times, secures commitment lines, seeking diversity and appropriate balance of financing methods in light of the market environment. Consolidated subsidiaries also have similar financing systems in place.

(4) Supplementary explanations on fair value of financial instruments

The fair value of financial instruments is calculated based on certain assumptions, and the value might differ if different assumptions are used. In addition, the contract amount of the derivative transactions described below in “Notes to Derivative Transactions” does not represent the market risk of the derivative transactions.

## 2. Matters concerning the fair value of financial instruments

The book value on the consolidated balance sheet and fair value of financial instruments, as well as the differences between these values are described below.

For the prior fiscal year (As of March 31, 2025)

(Millions of yen)

	Book value	Fair value	Difference
(1) Accounts receivable - operating loans	1,202,085		
Allowance for doubtful accounts	(59,492)		
Provision for loss on interest repayment (Amount of voluntary waiver of repayments)	(4,140)		
	1,138,452	1,442,083	303,631
(2) Accounts receivable - installment	138,106		
Allowance for doubtful accounts	(8,198)		
Deferred installment income	(26)		
	129,881	162,563	32,682
(3) Purchased receivables	9,388		
Allowance for doubtful accounts	(2,062)		
	7,326	7,326	-
(4) Marketable securities and investment securities			
Other securities (*2)	-	-	-
Total assets	1,275,660	1,611,974	336,313
(1) Current portion of bonds payable and bonds payable	158,975	156,849	(2,126)
(2) Current portion of long-term borrowings and long-term borrowings	457,183	453,015	(4,167)
Total liabilities	616,158	609,864	(6,294)
Derivative transaction (*3)	[(250)]	[(250)]	-

(\*1) "Deposits," "short-term borrowings," and "commercial papers" are omitted, because they comprise cash and short-term instruments whose book value approximates their fair value.

(\*2) Shares, etc. that do not have a market price are not included in "(4) Marketable securities and investment securities." The book values of these financial instruments are as follows:

Item	As of March 31, 2025 (Millions of yen)
(a) Unlisted shares	1,453
(b) Investments in investment partnerships	0
Total	1,454

(\*3) Receivables and payables incurred by derivative transactions are presented in net. Net payables are presented in brackets "[ ]."

For the current fiscal year (As of March 31, 2026)

(Millions of yen)

	Book value	Fair value	Difference
(1) Accounts receivable - operating loans	1,277,559		
Allowance for doubtful accounts	(61,316)		
Provision for loss on interest repayment (Amount of voluntary waiver of repayments)	(2,851)		
	1,213,391	1,500,011	286,620
(2) Accounts receivable - installment	154,277		
Allowance for doubtful accounts	(8,498)		
Deferred installment income	(28)		
	145,749	181,089	35,339
(3) Purchased receivables	10,623		
Allowance for doubtful accounts	(2,221)		
	8,401	8,401	-
(4) Marketable securities and investment securities			
Other securities (*2)	-	-	-
Total assets	1,367,542	1,689,503	321,960
(1) Current portion of bonds payable and bonds payable	177,115	174,551	(2,563)
(2) Current portion of long-term borrowings and long-term borrowings	456,761	451,797	(4,963)
Total liabilities	633,876	626,349	(7,526)
Derivative transaction (*3)	[(312)]	[(312)]	-

(\*1) "Deposits," "short-term borrowings," and "commercial papers" are omitted, because they comprise cash and short-term instruments whose book value approximates their fair value.

(\*2) Shares, etc. that do not have a market price are not included in "(4) Marketable securities and investment securities." The book values of these financial instruments are as follows:

Item	As of March 31, 2026 (Millions of yen)
(a) Unlisted shares	1,478
(b) Investments in investment partnerships	0
Total	1,479

(\*3) Receivables and payables incurred by derivative transactions are presented in net. Net payables are presented in brackets "[ ]."



(Note 1) Scheduled redemption amount of monetary claims and marketable securities with maturity

For the prior fiscal year (As of March 31, 2025)

(Millions of yen)

	Due within 1 year	Due after 1 year through 2 years	Due after 2 years through 3 years	Due after 3 years through 4 years	Due after 4 years through 5 years	After 5 years
Cash and deposits	60,268	-	-	-	-	-
Accounts receivable - operating loans (*1) (*2)	228,783	213,547	205,431	199,284	194,349	109,474
Accounts receivable - installment (*1) (*2)	26,000	25,249	25,172	25,172	25,172	3,997
Total	315,052	238,796	230,603	224,456	219,522	113,472

For the current fiscal year (As of March 31, 2026)

(Millions of yen)

	Due within 1 year	Due after 1 year through 2 years	Due after 2 years through 3 years	Due after 3 years through 4 years	Due after 4 years through 5 years	After 5 years
Cash and deposits	80,397	-	-	-	-	-
Accounts receivable - operating loans (*1) (*2)	306,520	245,108	217,765	202,634	194,085	52,615
Accounts receivable - installment (*1) (*2)	28,781	28,008	27,922	27,922	27,922	5,827
Total	415,699	273,117	245,688	230,557	222,007	58,443

(\*1) Accounts receivable - operating loans and accounts receivable - installment do not include loans whose recovery is doubtful because their redemption schedule is unclear (amounts: 57,233 million yen for the prior fiscal year and      million yen for the current fiscal year).

(\*2) The amounts of accounts receivable - operating loans and accounts receivable - installment of the credit card business are the expected amounts assuming that average minimum payments are to be made on a fixed date each month.

(Note 2) Scheduled repayment amount of bonds payable, long-term borrowings, lease obligations and other interest-bearing liabilities

For the prior fiscal year (As of March 31, 2025)

(Millions of yen)

	Due within 1 year	Due after 1 year through 2 years	Due after 2 years through 3 years	Due after 3 years through 4 years	Due after 4 years through 5 years	After 5 years
Short-term borrowings	16,054	-	-	-	-	-
Commercial papers	54,914	-	-	-	-	-
Current portion of bonds payable and bonds payable	13,248	61,960	33,767	30,000	20,000	-
Current portion of long-term borrowings and long-term borrowings	179,334	158,774	100,298	10,720	8,055	-
Lease obligations	333	334	332	82	-	-
Total	263,884	221,069	134,398	40,802	28,055	-

Current fiscal year (As of March 31, 2026)

(Millions of yen)

	Due within 1 year	Due after 1 year through 2 years	Due after 2 years through 3 years	Due after 3 years through 4 years	Due after 4 years through 5 years	After 5 years
Short-term borrowings	13,440	-	-	-	-	-
Commercial papers	84,938	-	-	-	-	-
Current portion of bonds payable and bonds payable	62,455	34,660	50,000	20,000	10,000	-
Current portion of long-term borrowings and long-term borrowings	194,903	154,655	91,147	8,055	8,000	-
Lease obligations	370	368	118	36	21	-
Total	356,106	189,683	141,266	28,091	18,021	-

### 3. Fair value information by level within the fair value hierarchy

The fair value of financial instruments is classified into the following three levels according to the observability and materiality of inputs used to measure fair value.

Level 1 fair value: Fair value measured using observable inputs, i.e., quoted prices in active markets for assets or liabilities that are the subject of the measurement.

Level 2 fair value: Fair value measured using inputs other than Level 1 inputs, out of observable inputs for fair value measurement.

Level 3 fair value: Fair value measured using unobservable inputs.

If multiple inputs are used that are significant to the fair value measurement, the fair value is classified into the lowest level of priority in the fair value measurement among the levels to which each input belongs.

(1) Financial instruments measured at fair value  
For the prior fiscal year (As of March 31, 2025)

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Derivative transactions				
Interest rate-related derivatives	-	250	-	250
Total liabilities	-	250	-	250

For the current fiscal year (As of March 31, 2026)

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Derivative transactions				
Interest rate-related derivatives	-	312	-	312
Total liabilities	-	312	-	312

(2) Financial instruments other than those measured at fair value  
For the prior fiscal year (As of March 31, 2025)

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Accounts receivable - operating loans	-	-	1,442,083	1,442,083
Accounts receivable - installment	-	-	162,563	162,563
Purchased receivables	-	-	7,326	7,326
Total assets	-	-	1,611,974	1,611,974
Current portion of bonds payable and bonds payable	-	156,849	-	156,849
Current portion of long-term borrowings and long-term borrowings	-	453,015	-	453,015
Total liabilities	-	609,864	-	609,864

For the current fiscal year (As of March 31, 2026)

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Accounts receivable - operating loans	-	-	1,500,011	1,500,011
Accounts receivable - installment	-	-	181,089	181,089
Purchased receivables	-	-	8,401	8,401
Total assets	-	-	1,689,503	1,689,503
Current portion of bonds payable and bonds payable	-	174,551	-	174,551
Current portion of long-term borrowings and long-term borrowings	-	451,797	-	451,797
Total liabilities	-	626,349	-	626,349

(Note) A description of the valuation technique(s) and inputs used in the fair value measurements

Derivative transactions

The fair value of derivative transactions is measured using the discounted cash flow method based on observable inputs, such as interest rates, and is classified as Level 2. For notes to derivative transactions, please refer to “Notes to Derivative Transactions.”

Accounts receivable - operating loans and accounts receivable - installment

Accounts receivable - operating loans and accounts receivable - installment are stated at their present values, which are calculated by discounting expected future cash flows of the potentially recoverable principal and interest by the current market interest rate. These exclude secured loans and accounts receivable - installment, which are stated at adjusted book value; the expected amount of loan losses on these assets are calculated based on the expected recoverable amount of their collateral securities, hence their fair values approximate their balance sheet values at the closing date, less the current expected amount of loan losses. These fair values are classified as Level 3. Meanwhile, accounts receivable - operating loans and the assets related to the installment sales finance business at certain consolidated subsidiaries are stated at adjusted book value, as their average remaining periods are roughly one year and their fair values approximate their balance sheet values net of an allowance for doubtful accounts. These fair values are also classified as Level 3.

Purchased receivables

These are stated at adjusted book value. The expected amount of loan losses on these assets are calculated based on either the present value of expected future cash flows or expected recoverable amount of their collateral securities or guarantees; hence their fair values approximate their balance sheet values at the closing date, less the current expected amount of loan losses. These fair values are classified as Level 3.

Current portion of bonds payable and bonds payable

Bonds with fair value are stated at market price. Bonds without market price and privately offered bonds are stated at the present value which is calculated by discounting the sum of principal and interest (the sum of exchanged principal and interest through swaps, in the case of bonds subject to the exceptional accounting treatments of interest rate swaps) by the discount rate (i.e., the current market interest rate in consideration of credit risk). These fair values are classified as Level 2.

Current portion of long-term borrowings and long-term borrowings

Long-term borrowings with fixed interest rates are stated at the present value which is calculated by discounting the sum of principal and interest (the sum of exchanged principal and interest through swaps, in the case of borrowings subject to the exceptional accounting treatments of interest rate swaps) by the discount rate (i.e., the current market interest rate in consideration of credit risk). Those with variable interest rates are stated at their book value, which approximates their fair value because they reflect market interest rates in the short term and the credit conditions of the Company and its subsidiaries have not changed significantly since they were executed. These fair values are classified as Level 2.

(Notes to Securities)

1. Other marketable securities sold in the fiscal year

For the prior fiscal year (As of March 31, 2025)

Not applicable

For the current fiscal year (As of March 31, 2026)

Category	Amount of proceeds (Millions of yen)	Total gains on sales (Millions of yen)	Total losses on sales (Millions of yen)
Acquisition cost not greater than book value			
(1) Stocks	0	-	0
(2) Bonds			
Government/municipal	-	-	-
Corporate	-	-	-
Other	-	-	-
(3) Other	-	-	-
Total	0	-	0

(Notes to Derivative Transactions)

1. Derivative transactions not subject to hedge accounting

(1) Interest rate-related derivatives

For the prior fiscal year (As of March 31, 2025)

(Millions of yen)

Category	Type of derivatives	Contract amount	Contract amount due after 1 year-period	Fair value	Unrealized gain (loss)
Over-the-counter transactions	Interest-rate swap agreements Fixed interest payments and floating interest receivables	16,750	10,161	(250)	(250)

For the current fiscal year (As of March 31, 2026)

(Millions of yen)

Category	Type of derivatives	Contract amount	Contract amount due after 1 year-period	Fair value	Unrealized gain (loss)
Over-the-counter transactions	Interest-rate swap agreements Fixed interest payments and floating interest receivables	10,884	8,796	(312)	(312)

2. Derivative transactions subject to hedge accounting

(1) Interest rate-related derivatives

For the prior fiscal year (As of March 31, 2025)

(Millions of yen)

Hedge accounting method	Type of derivatives	Major hedging items	Contract amount	Contract amount due after 1 year-period	Fair value
Interest rate swap agreements subject to the application of exceptional accounting treatments	Interest-rate swap agreements Fixed interest payments and floating interest receivables	Long-term borrowings	1,700	1,000	(Note)

(Note) Interest rate swap agreements subject to the application of exceptional treatments are recognized together with hedging items (i.e., long-term borrowings); therefore, their fair values are included in the fair value of the relevant long-term borrowings.

For the current fiscal year (As of March 31, 2026)

(Millions of yen)

Hedge accounting method	Type of derivatives	Major hedging items	Contract amount	Contract amount due after 1 year-period	Fair value
Interest rate swap agreements subject to the application of exceptional accounting treatments	Interest-rate swap agreements Fixed interest payments and floating interest receivables	Long-term borrowings	9,000	9,000	(Note)

(Note) Interest rate swap agreements subject to the application of exceptional treatments are recognized together with hedging items (i.e., long-term borrowings); therefore, their fair values are included in the fair value of the relevant long-term borrowings.

(Notes to Retirement Benefits)

1. Overview of retirement benefit plans

The Company and consolidated subsidiaries utilize funded and unfunded types of defined-benefit plans and defined-contribution plans to provide for retirement benefits to employees.

Defined-benefit pension plans, all of which are funded plans, offer retirement lump sum grants or pensions according to the salary and service period of the eligible employees.

Retirement lump sum payment plans (unfunded plans) offer retirement lump sum grants according to the salary and service period of the eligible employees.

2. Defined-benefit plans

(1) Changes in retirement benefit obligations

	(Millions of yen)	
	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Balance at the beginning of the year	23,100	22,813
Service cost	1,384	1,320
Interest cost	184	321
Actuarial differences generated	(1,048)	(990)
Retirement benefits paid	(930)	(1,424)
Other	123	78
Balance at the end of year	22,813	22,118

(2) Changes in plan assets

	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Balance at the beginning of the year	32,440	32,209
Expected return on plan assets	973	966
Actuarial differences generated	(1,140)	3,478
Contribution from employers	867	863
Retirement benefits paid	(930)	(1,424)
Balance at the end of the year	32,209	36,093

- (3) Adjustments between the ending balances of retirement benefit obligations and plan assets and the retirement benefit liability and retirement benefit asset reported on the consolidated balance sheet

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Retirement benefit obligations for funded type plans	21,482	20,380
Plan assets	(32,209)	(36,093)
	(10,727)	(15,713)
Retirement benefit obligations for unfunded type plans	1,331	1,738
Net asset and liability reported on the consolidated balance sheet	(9,395)	(13,974)
Retirement benefit liability	1,331	1,738
Retirement benefit asset	(10,727)	(15,713)
Net asset and liability reported on the consolidated balance sheet	(9,395)	(13,974)

- (4) Breakdown of retirement benefit expenses

	(Millions of yen)	
	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Service cost	1,384	1,320
Interest cost	184	321
Expected return on plan assets	(973)	(966)
Recognized actuarial gain or loss	(1,018)	(1,367)
Special severance pay premium	0	3
Retirement benefit expenses for defined benefit plans	(422)	(688)

- (5) Remeasurements of defined benefit plans

Remeasurements of defined benefit plans (before tax effect) consist of the following.

	(Millions of yen)	
	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Actuarial gain or loss	(1,111)	3,079

- (6) Remeasurements of defined benefit plans

Remeasurements of defined benefit plans (before tax effect) consist of the following.

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Unrecognized actuarial gain or loss	3,676	6,755



(7) Plan assets

(a) Components of plan assets

Plan assets consist of the following:

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Domestic stocks	22 %	21 %
Domestic bonds	29 %	25 %
Foreign stocks	20 %	20 %
Foreign bonds	12 %	9 %
Alternative investments	6 %	19 %
Insurer's general accounts	3 %	2 %
Other	8 %	4 %
Total	100 %	100 %

(b) Method for determining the long-term expected rates of return on plan assets

To determine the long-term expected rates of return on plan assets, the current and expected portfolios of the plan assets held, as well as the current and future long-term expected rates of return on the various pension plan assets, are considered.

(8) Assumptions used in actuarial calculations

The major assumptions (on the weighted average basis) used in actuarial calculations are as follows:

	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Discount rates	Primarily 1.35 %	Primarily 2.13 %
Long-term expected rates of return on plan assets	Primarily 3.00 %	Primarily 3.00 %
Expected rates of salary raises	Primarily 6.50 %	Primarily 6.50 %

(Note) Point system is used as the basis for calculation of expected rates of salary raises.

3. Defined-contribution plans

The required amounts of contribution to the defined-contribution plans of the Company and its consolidated subsidiaries were 336 million yen for the prior fiscal year and 355 million yen for the current fiscal year.

## (Notes to the Method of Tax Effect Accounting)

## 1. Breakdown of major factors that resulted in deferred tax assets and liabilities

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Deferred tax assets		
Bad debt expenses	30,261	32,689
Allowance for doubtful accounts	9,926	9,422
Provision for loss on guarantees	3,960	4,254
Provision for loss on interest repayment	14,976	13,080
Accrued bonuses	726	672
Accrued retirement benefits for directors (and other officers)	45	45
Unrecognized accrued interest	831	848
Software	7,372	7,074
Deferred assets	229	224
Deferred consumption taxes	803	840
Loss on valuation of securities	136	114
Loss on valuation of golf club memberships	11	11
Impairment loss	1,693	1,528
Asset retirement obligations	1,366	1,137
Stock dividends	3,596	3,596
Retirement benefit liability	256	334
Retained tax loss (Note 2)	688	608
Other	1,549	2,468
Deferred tax assets (subtotal)	78,432	78,953
Valuation allowance pertaining to retained tax loss (Note 2)	(688)	(608)
Valuation allowance pertaining to total deductible temporary difference	(21,945)	(7,434)
Valuation allowance (subtotal) (Note 1)	(22,634)	(8,043)
Total deferred tax assets	55,798	70,910
Deferred tax liabilities		
Retained earnings of subsidiaries	13,155	15,298
Retirement benefit asset	3,381	4,952
Other	6	8
Total deferred tax liabilities	16,543	20,259
Balance of net deferred tax assets	39,255	50,650

(Notes) 1. Valuation allowance showed an increase of 14,590 million yen composed mainly of a (39) million yen increase in valuation allowance pertaining allowance for doubtful accounts and a (1,512) million yen increase in valuation allowance pertaining provision for loss on interest repayment.

2. Amounts classified by the deadline for retention of retained tax loss and related deferred tax assets  
Prior fiscal year (As of March 31, 2025)

(Millions of yen)

	Within 1 year	After 1 year through 2 years	After 2 years through 3 years	After 3 years through 4 years	After 4 years through 5 years	After 5 years	Total
Retained tax loss (*)	-	141	435	-	-	111	688
Valuation allowance	-	(141)	(435)	-	-	(111)	(688)
Deferred tax assets	-	-	-	-	-	-	-

\*Retained tax loss is shown as an amount multiplied by the effective tax rate.

Current fiscal year (As of March 31, 2026)

(Millions of yen)

	Within 1 year	After 1 year through 2 years	After 2 years through 3 years	After 3 years through 4 years	After 4 years through 5 years	After 5 years	Total
Retained tax loss (*)	136	266	154	-	-	195	753
Valuation allowance	(136)	(266)	(154)	-	-	(195)	(753)
Deferred tax assets	-	-	-	-	-	-	-

\*Retained tax loss is shown as an amount multiplied by the effective tax rate.

2. Breakdown of items which caused the difference between the normal statutory tax rate and the effective tax rate after adoption of tax effect accounting

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Normal effective statutory tax rate	30.6 %	30.6 %
(Adjustment)		-
Changes in valuation allowance	6.1 %	(14.1) %
Amortization of goodwill	0.1 %	- %
Dividends income and other items not counted for tax purposes	0.1 %	0.0 %
Retained earnings of subsidiaries	4.2 %	2.1 %
Difference in tax rates for consolidated subsidiaries	(3.6) %	(2.5) %
Adjustment to increase deferred tax assets at year-end due to change in tax rate	(0.9) %	(1.2) %
Withholding income tax relating to dividends from overseas subsidiaries	0.4 %	0.3 %
Other	0.7 %	0.4 %
Actual effective tax rate	37.6 %	15.7 %

3. Accounting treatment of income taxes (including local income taxes) and tax effect accounting

The Company and its domestic consolidated subsidiaries adopt the group tax sharing system. The Company carries out the accounting treatment and disclosure of income taxes (including local income taxes) and tax effect accounting in accordance with the “Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System” (PITF No. 42; August 12, 2021).

(Notes to Asset Retirement Obligations)

Asset retirement obligations reported in the consolidated balance sheet

(1) Description of relevant asset retirement obligations

Asset retirement obligations are recognized for internal equipment, etc. furnished in leased properties where restoration is required in lease contracts.

(2) Calculation method for the amount of relevant asset retirement obligations

Assumed use period of 5 to 16 years following acquisition, and discount rate at market rate corresponding to rebate period are used for calculation of asset retirement obligations.

(3) Changes in asset retirement obligations

	(Millions of yen)	
	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Balance at the beginning of the year	5,641	4,882
Additional provisions associated with the acquisition of property, plant and equipment	113	73
Accretion with passage of time	7	9
Reduction associated with meeting asset retirement obligations	(707)	(876)
Changes associated with changes in estimates	(198)	-
Foreign currency translation adjustment	26	16
Balance at the end of the year	4,882	4,106

(Note to Revenue Recognition)

1. Information on disaggregation of revenue from contracts with customers

Information on disaggregation of revenue from contracts with customers is as presented in “3. Operating revenue, profit or loss, assets and other items by reported segments and disaggregation of revenue, under [Segment information], (Segments of an Enterprise and Related Information) of [Notes].”

2. Information useful in understanding revenue from contracts with customers

Information useful in understanding revenue is as presented in “[Notes], (Significant matters providing the basis for the preparation of consolidated financial statements), 4. Matters concerning accounting policies, (5) Accounting standards for significant revenue and expenses.”

(Segments of an Enterprise and Related Information)

[Segment information]

1. Summary of reported segment information

The reported segments of the Company are the business units for which the Company is able to obtain respective financial information separately in order for the Board of Directors to conduct periodic review to determine distribution of management resources and evaluate their business results.

The Company conducts finance businesses comprised mainly of loan and credit card business in Japan and overseas.

In Japan, the Company mainly conducts guarantee business and loan servicing business in addition to loan and credit card business. In overseas, the Company also conducts finance businesses in Asia.

Accordingly, the Company's four reported segments are "Loan and credit card business," "Guarantee business," "Overseas financial business" and "Loan servicing business."

2. Methods of measurement for the amounts of operating revenue, profit or loss, assets and other items by reported segments

The accounting treatment regarding the reported business segments is the same as described in the "Significant matters providing the basis for the preparation of consolidated financial statements." The profit of business segments is based on operating profit. Intersegment operating revenue is based on trading prices in the market.

3. Operating revenue, profit or loss, assets and other items by reported segments and disaggregation of revenue  
For the prior fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reported segments					Others (Note 1)	Total
	Loan and credit card business	Guarantee business	Overseas financial business	Loan servicing business	Total		
Operating revenue							
Operating revenue from external customers	169,454	76,332	65,436	6,517	317,740	2	317,742
Revenues from financial instruments transactions	165,542	74,084	64,973	6,514	311,114	2	311,117
Fees and commissions (Note 2)	3,911	2,248	462	2	6,625	-	6,625
Revenues from transactions with other operating segments	10	-	13	-	24	234	259
Total	169,464	76,332	65,449	6,517	317,764	237	318,001
Segment profit	14,033	23,657	19,355	1,277	58,324	237	58,562
Segment assets	1,055,899	44,505	263,085	9,365	1,372,855	2,009	1,374,865
Other items							
Depreciation	2,886	594	1,345	27	4,852	-	4,852
Provision for bad debts (Note 3)	41,793	36,742	26,000	1,078	105,614	-	105,614
Provision for loss on interest repayment	40,033	-	-	-	40,033	-	40,033
Increase of property, plant and equipment and intangible assets	2,988	18	291	45	3,344	-	3,344

(Notes) 1. The "Others" category represents operating revenue, profit, assets, and other items which are not included in the reported segments.

2. The "fees and commissions" is revenue from contracts with customers that are subject to the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29).

3. This item is the sum of provision of allowance for doubtful accounts and provision for loss on guarantees, etc.

4. The standard for the distribution of non-current assets to segments differs from the standard for the distribution of the relevant depreciation.

5. As Amortization of goodwill has not arisen in the current consolidated fiscal year, it has been

removed from “Other items.”

For the current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reported segments					Others (Note 1)	Total
	Loan and credit card business	Guarantee business	Overseas financial business	Loan servicing business	Total		
Operating revenue							
Operating revenue from external customers	181,880	81,039	67,493	7,194	337,607	102	337,709
Revenues from financial instruments transactions	177,914	78,744	67,085	7,194	330,939	102	331,041
Fees and commissions (Note 2)	3,966	2,294	407	-	6,668	-	6,668
Revenues from transactions with other operating segments	9	-	33	17	59	208	268
Total	181,889	81,039	67,526	7,211	337,667	310	337,977
Segment profit	53,588	22,269	22,865	1,348	100,071	310	100,382
Segment assets	1,131,219	44,924	281,879	10,921	1,468,944	3,816	1,472,761
Other items							
Depreciation	2,879	607	1,298	55	4,840	-	4,840
Provision for bad debts (Note 3)	43,167	41,564	23,499	1,227	109,459	-	109,459
Provision for loss on interest repayment	6,573	-	-	-	6,573	-	6,573
Increase of property, plant and equipment and intangible assets	1,781	164	293	167	2,407	-	2,407

(Notes) 1. The “Others” category represents operating revenue, profit, assets, and other items which are not included in the reported segments.

2. The “fees and commissions” is revenue from contracts with customers that are subject to the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29).

3. This item is the sum of provision of allowance for doubtful accounts and provision for loss on guarantees, etc.

4. The standard for the distribution of non-current assets to segments differs from the standard for the distribution of the relevant depreciation.

5. As Amortization of goodwill has not arisen in the current consolidated fiscal year, it has been removed from “Other items

4. Reconciliation between the total amounts of reported segments and amounts in the consolidated financial statements

(Millions of yen)

Operating revenue	For the prior fiscal year	For the current fiscal year
Total reported segments	317,764	337,667
Operating revenue of “Others” category	237	310
Elimination of intersegment transactions	(245)	(235)
Adjustment due to unification of accounting treatment between parent company and subsidiaries, etc.	(13)	(33)
Operating revenue in the consolidated financial statements	317,742	337,709

(Millions of yen)

Profit	For the prior fiscal year	For the current fiscal year
Total reported segments	58,324	100,071
Profit of “Others” category	237	310
Elimination of intersegment transactions	1	34
Adjustment due to unification of accounting treatment between parent company and subsidiaries, etc.	(2)	(22)
Operating profit in the consolidated financial statements	58,561	100,394

(Millions of yen)

Assets	For the prior fiscal year	For the current fiscal year
Total reported segments	1,372,855	1,468,944
Assets of “Others” category	2,009	3,816
Elimination of intersegment assets	(27,348)	(28,112)
Corporate assets	148,574	191,675
Adjustment due to unification of accounting treatment between parent company and subsidiaries, etc.	(9,681)	(19,944)
Total assets in the consolidated financial statements	1,486,409	1,616,379

(Millions of yen)

Other items	Total reported segments		Others		Adjustment amount		Amounts in the consolidated financial statements	
	For the prior fiscal year	For the current fiscal year	For the prior fiscal year	For the current fiscal year	For the prior fiscal year	For the current fiscal year	For the prior fiscal year	For the current fiscal year
Depreciation	4,852	4,840	-	-	(1,000)	(946)	3,852	3,894
Amortization of goodwill	215	-	-	-	-	-	215	-
Provision for bad debts	105,614	109,459	-	-	62	(24)	105,676	109,434
Provision for loss on interest repayment	40,033	6,573	-	-	-	-	40,033	6,573
Increase of property, plant and equipment and intangible assets	3,344	2,407	-	-	4,592	4,150	7,936	6,557

(Note) The adjustment amount of increase of property, plant and equipment and intangible assets represents the amount of capital investment in corporate assets.

[Related information]

For the prior fiscal year (From April 1, 2024 to March 31, 2025)

1. Information about products and services

Information about products and services is omitted as operating revenue from external customers in “financial service businesses” accounts for more than 90% of operating revenue in the consolidated statement of income.

2. Information about geographic areas

(1) Operating revenue

(Millions of yen)

Japan	Thailand	Others	Total
252,191	63,540	2,011	317,742

(Note) Operating revenue is categorized by country or region based on customers’ location.



(2) Property, plant and equipment

Details of property, plant and equipment are omitted as amounts of property, plant and equipment located in Japan account for more than 90% of all property, plant and equipment listed in the consolidated balance sheet.

3. Information about major customers

No single external customer accounts for more than 10% of operating revenue in the consolidated statement of income.

For the current fiscal year (from April 1, 2025 to March 31, 2026)

1. Information about products and services

Information about products and services is omitted as operating revenue from external customers in “financial service businesses” accounts for more than 90% of operating revenue in the consolidated statement of income.

2. Information about geographic areas

(1) Operating revenue

(Millions of yen)

Japan	Thailand	Others	Total
270,140	65,132	2,444	337,709

(Note) Operating revenue is categorized by country or region based on customers' location.

(2) Property, plant and equipment

Details of property, plant and equipment are omitted as amounts of property, plant and equipment located in Japan account for more than 90% of all property, plant and equipment listed in the consolidated balance sheet.

3. Information about major customers

No single external customer accounts for more than 10% of operating revenue in the consolidated statement of income.

[Information about impairment loss on non-current assets of each reported segment]

For the prior fiscal year (From April 1, 2024 to March 31, 2025)

Not applicable

For the current fiscal year (from April 1, 2025 to March 31, 2026)

Not applicable

[Information about amortization of goodwill and unamortized balance of each reported segment]

For the prior fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Loan and credit card business	Guarantee business	Overseas financial business	Loan servicing business	Other	Corporate / elimination	Total
Amortization of goodwill	-	215	-	-	-	-	215
Goodwill at the end of the fiscal year	-	-	-	-	-	-	-

For the current fiscal year (from April 1, 2025 to March 31, 2026)

Not applicable

[Information about gain on negative goodwill of each reported segment]

For the prior fiscal year (From April 1, 2024 to March 31, 2025)

Not applicable

For the current fiscal year (from April 1, 2025 to March 31, 2026)

Not applicable

[Information on related parties]

1. Transactions between related parties

(1) Transactions between the Company and related parties

(a) Subsidiaries of the Company's parent company and the subsidiaries of other related companies of the Company

For the prior fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

Type	Name	Location	Paid-in capital	Business outline	Ratio of voting rights holding (held)	Relationship	Summary of transactions	Amount of transaction	Item	Outstanding amount at the end of the fiscal year
Companies of the same parent company	MUFG Bank, Ltd.	Chiyoda-ku, Tokyo	1,711,958	Banking business	—	Borrowing	Borrowing of the capital	Borrowing 204,955	Short-term borrowings	-
									Commercial papers	14,994
								Repayment 204,656	Current portion of long-term borrowings	104,755
									Long-term borrowings	105,517
						Guarantee of liabilities	Payment of interest	1,007	Other current liabilities	14
							Receiving of guarantee fees for unsecured loans of the bank	19,773	Other current assets	5,233
							Outstanding guarantee obligation for unsecured loans issued by the bank	559,154	-	-

(Notes) Terms and conditions of transactions and their policies

- Interest rates of borrowing from MUFG Bank, Ltd. are the money market rates.
- Guarantee commission rates on the debt guarantees for consumer loan by MUFG Bank, Ltd. are determined after negotiation by taking the market of guarantee commission into consideration. In the event that consumer loan debtors of MUFG Bank, Ltd. are deemed to have difficulty in performing debt payments, in accordance with the agreement with MUFG Bank, Ltd., the Company performs subrogation. Terms and conditions of this subrogation performance are determined through mutual consultation by both parties.

For the current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

Type	Name	Location	Paid-in capital	Business outline	Ratio of voting rights holding (held)	Relationship	Summary of transactions	Amount of transaction	Item	Outstanding amount at the end of the fiscal year
Companies of the same parent company	MUFG Bank, Ltd.	Chiyoda-ku, Tokyo	1,711,958	Banking business	—	Borrowing	Borrowing of the capital	Borrowing	Short-term borrowings	-
									Commercial papers	39,990
								Repayment	Current portion of long-term borrowings	98,501
									Long-term borrowings	115,434
						Guarantee of liabilities	Payment of interest	1,984	Other current liabilities	31
							Receiving of guarantee fees for unsecured loans of the bank	19,625	Other current assets	5,031
							Outstanding guarantee obligation for unsecured loans issued by the bank	578,963	-	-

(Notes) Terms and conditions of transactions and their policies

1. Interest rates of borrowing from MUFG Bank, Ltd. are the money market rates.
2. Guarantee commission rates on the debt guarantees for consumer loan by MUFG Bank, Ltd. are determined after negotiation by taking the market of guarantee commission into consideration. In the event that consumer loan debtors of MUFG Bank, Ltd. are deemed to have difficulty in performing debt payments, in accordance with the agreement with MUFG Bank, Ltd., the Company performs subrogation. Terms and conditions of this subrogation performance are determined through mutual consultation by both parties.

(b) Directors of the Company and major individual shareholders, etc.

For the prior fiscal year (From April 1, 2024 to March 31, 2025)

Not applicable

For the current fiscal year (from April 1, 2025 to March 31, 2026)

Not applicable

(2) Transactions between consolidated subsidiaries of the Company and related parties

(a) Subsidiaries of the Company's parent company and the subsidiaries of other related companies of the Company

For the prior fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

Type	Name	Location	Paid-in capital	Business outline	Ratio of voting rights holding (held)	Relationship	Summary of transactions	Amount of transaction	Item	Outstanding amount at the end of the fiscal year
Companies of the same parent company	Bank of Ayudhya Public Company Limited	Bangkok, Kingdom of Thailand	(Million THB) 73,557	Banking business	—	Borrowing	Borrowing of the capital	Borrowing 16,278 Repayment 20,621	Short-term borrowings	1,252
									Current portion of long-term borrowings	6,588
									Long-term borrowings	9,465
							Payment of interest	114	Other current liabilities	105

(Note) Terms and conditions of transactions and their policies

Interest rates of borrowing from Bank of Ayudhya Public Company Limited are the money market rates.

For the current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

Type	Name	Location	Paid-in capital	Business outline	Ratio of voting rights holding (held)	Relationship	Summary of transactions	Amount of transaction	Item	Outstanding amount at the end of the fiscal year
Companies of the same parent company	Bank of Ayudhya Public Company Limited	Bangkok, Kingdom of Thailand	(Million THB) 73,557	Banking business	—	Borrowing	Borrowing of the capital	Borrowing Repayment	Short-term borrowings	447
									Current portion of long-term borrowings	2,087
									Long-term borrowings	8,796
							Payment of interest		Other current liabilities	57

(Note) Terms and conditions of transactions and their policies

Interest rates of borrowing from Bank of Ayudhya Public Company Limited are the money market rates.

(b) Directors of the Company and major individual shareholders, etc.

For the prior fiscal year (From April 1, 2024 to March 31, 2025)

Not applicable

For the current fiscal year (from April 1, 2025 to March 31, 2026)

Not applicable

2. Notes to the parent company or other significant affiliated companies

(1) Information on the parent company

Mitsubishi UFJ Financial Group, Inc.

(Listed on the Tokyo Stock Exchange, Nagoya Stock Exchange, and New York Stock Exchange)

(2) Financial statements of other significant affiliated company

Disclosure is omitted as the information for the current fiscal year is not significant.

(Per Share Information)

Item	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Net assets per share	417.18 yen	458.96 yen
Basic earnings per share	20.51 yen	50.83 yen

Notes: 1. Diluted earnings per share is not stated because there is no dilutive security.

2. The basis for calculation of Basic earnings per share is as follows:

(Millions of yen unless otherwise stated)

Item	Prior fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Profit attributable to owners of parent	32,124	79,635
Profit not attributable to common shareholders	-	-
Profit attributable to owners of parent in relation to common stock	32,124	79,635
Weighted average number of common stock during the fiscal year	1,566,613,978 shares	1,566,613,943 shares

3. The basis for calculation of net assets per share is as follows:

(Millions of yen unless otherwise stated)

Item	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Total net assets	709,035	782,455
Amount deducted from total net assets [Non-controlling interests included in the above]	55,473 [55,473]	63,435 [63,435]
Amounts of net assets related to common stock at the end of the fiscal year	653,561	719,019
Number of common stock used to calculate net assets per share at the end of the fiscal year	1,566,613,978 shares	1,566,613,908 shares

(Significant Subsequent Events)

Not applicable

## (e) Consolidated supplemental schedules

## [Schedule of bonds]

Company	Description	Date of issuance	Balance at the beginning of current fiscal year (Millions of yen)	Balance at the end of current fiscal year (Millions of yen)	Interest rate (%)	Collateral	Maturity
The Company	78th Issuance of Domestic Unsecured Bonds (Public Offering)	August 30, 2019	10,000	10,000 (10,000)	0.380	—	August 28, 2026
	80th Issuance of Domestic Unsecured Bonds (Public Offering)	February 26, 2021	10,000	— (—)	0.280	-	February 26, 2026
	81st Issuance of Domestic Unsecured Bonds (Public Offering)	September 3, 2021	10,000	10,000 (10,000)	0.170	-	September 3, 2026
	82nd Issuance of Domestic Unsecured Bonds (Public Offering)	July 6, 2023	10,000	10,000 (10,000)	0.340	-	July 6, 2026
	83rd Issuance of Domestic Unsecured Bonds (Public Offering)	July 6, 2023	10,000	10,000 (—)	0.530	-	July 6, 2028
	84th Issuance of Domestic Unsecured Bonds (Public Offering)	December 19, 2023	25,000	25,000 (25,000)	0.550	-	December 18, 2026
	85th Issuance of Domestic Unsecured Bonds (Public Offering)	February 29, 2024	20,000	20,000 (—)	0.742	-	February 28, 2029
	86th Issuance of Domestic Unsecured Bonds (Public Offering)	September 10, 2024	25,000	25,000 (—)	0.788	-	September 10, 2027
	87th Issuance of Domestic Unsecured Bonds (Public Offering)	November 28, 2024	20,000	20,000 (—)	1.193	-	November 28, 2029
	88th Issuance of Domestic Unsecured Bonds (Public Offering)	September 1, 2025	—	10,000 (—)	1.591	-	August 30, 2030
	89th Issuance of Domestic Unsecured Bonds (Public Offering)	November 27, 2025	—	20,000 (—)	1.532	-	November 27, 2028
EASY BUY Public Company Limited	27th privately offered unsecured bonds	April 8, 2022	3,248 [700 million baht]	- (-) [- million baht]	1.850	-	April 4, 2025
	28th privately offered unsecured bonds	March 29, 2023	6,960 [1,500 million baht]	7,455 (7,455) [1,500 million baht]	2.700	-	March 27, 2026
	29th privately offered unsecured bonds	April 5, 2024	8,767 [1,889 million baht]	9,660 (-) [1,943 million baht]	2.850	-	January 5, 2027
Total	-	-	158,975	177,115 (62,455)	—	-	-

- (Notes) 1. Figures in parentheses “( )” in the columns of “Balance at the end of current fiscal year” represent the current portions.
2. Figures in brackets “[ ]” in the columns of “Balance at the beginning of current fiscal year” and “Balance at the end of current fiscal year” are stated in a foreign currency.
3. The redemption schedule of bonds for 5 years subsequent to March 31, 2026, is summarized as follows:

(Millions of yen)

Due within 1 year	Due after 1 year through 2 years	Due after 2 years through 3 years	Due after 3 years through 4 years	Due after 4 years through 5 years
62,455	34,660	50,000	20,000	10,000

[Schedule of loans]

Category	Balance at the beginning of current fiscal year (Millions of yen)	Balance at the end of current fiscal year (Millions of yen)	Average interest rate (%)	Maturity
Short-term borrowings	16,054	13,440	1.25	-
Commercial papers	54,914	84,938	1.08	-
Current portion of long-term borrowings	179,334	194,903	1.26	-
Current portion of lease obligations	333	370	0.56	-
Long-term borrowings (excluding current portion)	277,848	261,857	1.31	From February 2, 2027 to June 20, 2030
Lease obligations (excluding current portion)	749	544	0.60	From April 30, 2027 to October 31, 2030
Other interest-bearing debt	-	—	—	-
Total	529,234	556,053	—	-

(Notes) 1. To calculate “Average interest rate,” fiscal year-end interest rates and balances are used.

2. The redemption schedule of long-term borrowings and lease obligations (excluding current portion) for 5 years subsequent to March 31, 2026, is summarized as follows:

(Millions of yen)

Category	Due after 1 year through 2 years	Due after 2 years through 3 years	Due after 3 years through 4 years	Due after 4 years through 5 years
Long-term borrowings	154,655	91,147	8,055	8,000
Lease obligations	368	118	36	21

[Schedule of asset retirement obligations]

The amounts of asset retirement obligations at the beginning and the end of the current fiscal year are not larger than 1% of the total liabilities and net assets at the beginning and the end of the current fiscal year. Therefore, the schedule of asset retirement obligations is not disclosed in accordance with Article 92-2 of the Regulations for Consolidated Financial Statements.



(2) [Others]

Quarterly Information for the current fiscal year

(Millions of yen unless otherwise stated)

Cumulative period	First Quarter (Three months ended June 30, 2025)	Second Quarter (Six months ended Sept. 30, 2025)	Third Quarter (Nine months ended Dec. 31, 2025)	Fourth Quarter (Fiscal year ended March 31, 2026)
Operating revenue	82,372	165,670	251,268	337,709
Profit before income taxes	28,620	54,534	82,433	100,746
Profit attributable to owners of parent	34,119	50,978	68,688	79,635
Basic earnings per share (Yen)	21.78	32.54	43.84	50.83

Each quarter	First Quarter (From April 1, 2025 to June 30, 2025)	Second Quarter (From July 1, 2025 to Sept. 30, 2025)	Third Quarter (From Oct. 1, 2025 to Dec. 31, 2025)	Fourth Quarter (From Jan. 1, 2026 to March 31, 2026)
Basic earnings per share (Yen)	21.78	10.76	11.30	6.99

(Note)

Review of the Japanese-language originals of the consolidated quarterly financial statements for the first quarter, three months ended June 30, 2025, and the third quarter, nine months ended December 31, 2025, by certified public accountants or an audit firm: None

2. Non-consolidated Financial Statements, etc.

(1) Non-consolidated Financial Statements

1) Non-consolidated Balance Sheet

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
<b>Assets</b>		
Current assets		
Cash and deposits	51,223	64,466
Accounts receivable - operating loans	*2, *3, *5 934,096	*2, *3, *5 990,420
Accounts receivable - installment	*6 137,371	*6 153,522
Prepaid expenses	1,087	892
Accrued income	*3 16,840	*3 17,441
Right to reimbursement	59,060	62,493
Other	8,191	6,221
Allowance for doubtful accounts	(71,840)	(77,110)
Total current assets	1,136,032	1,218,348
Non-current assets		
Property, plant and equipment		
Buildings	11,669	10,041
Accumulated depreciation	(9,968)	(8,607)
Buildings, net	1,701	1,434
Structures	1,809	1,563
Accumulated depreciation	(1,417)	(1,247)
Structures, net	391	316
Equipment	10,573	8,931
Accumulated depreciation	(6,677)	(6,296)
Equipment, net	3,895	2,634
Leased assets	1,493	1,595
Accumulated depreciation	(538)	(794)
Leased assets, net	955	801
Total property, plant and equipment	6,943	5,186
Intangible assets		
Software	10,178	13,564
Other	9	9
Total intangible assets	10,187	13,574

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
<b>Investments and other assets</b>		
Investment securities	967	967
Shares of subsidiaries and associates	23,151	26,667
Long-term loans payable to subsidiaries and affiliates	-	9,000
Distressed receivables	*3 991	*3 1,041
Long-term prepaid expenses	1,867	1,326
Deferred tax assets	45,494	58,922
Guarantee deposits	3,536	3,095
Prepaid pension costs	6,766	8,382
Other	704	4,869
Allowance for doubtful accounts	(560)	(590)
Total investments and other assets	82,920	113,682
Total non-current assets	100,051	132,443
Total assets	1,236,083	1,350,792
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable - trade	808	598
Commercial papers	54,914	84,938
Current portion of long-term borrowings	*4 167,317	*4 188,541
Current portion of bonds payable	10,000	55,000
Lease liabilities	333	370
Accounts payable - other	1,040	1,037
Accrued expenses	8,773	9,753
Income taxes payable	3,574	20,146
Deposits received	334	343
Provision for loss on guarantees	*1 11,380	*1 11,760
Asset retirement obligations	783	421
Other	279	319
Total current liabilities	259,540	373,230
<b>Non-current liabilities</b>		
Bonds payable	130,000	105,000
Long-term borrowings	*4 262,768	*4 252,066
Lease liabilities	749	544
Provision for loss on interest repayment	48,000	41,500
Asset retirement obligations	3,813	3,375
Other	179	199
Total non-current liabilities	445,511	402,685
Total liabilities	705,052	775,916

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Net assets		
Shareholders' equity		
Share capital	63,832	63,832
Capital surplus		
Legal capital surplus	72,322	72,322
Total capital surplus	72,322	72,322
Retained earnings		
Legal retained earnings	4,320	4,320
Other retained earnings		
General reserve	80,000	80,000
Retained earnings brought forward	310,555	354,400
Total retained earnings	394,876	438,721
Treasury shares	(0)	(0)
Total shareholders' equity	531,031	574,876
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	0	-
Total valuation and translation adjustments	0	-
Total net assets	531,031	574,876
Total liabilities and net assets	1,236,083	1,350,792

## 2) Non-consolidated Statement of Income

(Millions of yen)

	Prior fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Operating revenue		
Interest on operating loans	136,525	145,345
Revenue from credit card business	17,033	19,144
Revenue from credit guarantee	54,728	58,103
Other financial revenue		
Interest on deposits	2	7
Foreign exchange gains	-	94
Total other financial revenue	2	102
Other operating revenue	24,960	26,063
Total operating revenue	233,250	248,759
Operating expenses		
Financial expenses		
Interest expenses	2,263	4,034
Interest on bonds	816	1,086
Amortization of bond issuance costs	156	109
Other	617	701
Total financial expenses	3,855	5,932
Other operating expenses		
Advertising expenses	17,015	17,465
Provision of allowance for doubtful accounts	62,642	66,225
Provision for loss on interest repayment	40,033	6,573
Provision for loss on guarantees	11,380	11,760
Employees' salaries, allowances and bonuses	15,016	15,354
Retirement benefit expenses	(320)	(581)
Welfare expenses	2,589	2,609
Rent expenses	3,767	3,577
Depreciation	3,265	3,254
Commission expenses	22,165	22,873
Amortization of goodwill	215	-
Other	16,038	18,651
Total other operating expenses	193,810	167,765
Total operating expenses	197,665	173,697
Operating profit	35,585	75,061

(Millions of yen)

	Prior fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Non-operating income		
Interest income	*1 7	*1 55
Dividend income	*1 4,135	*1 5,776
Other	*1 337	*1 388
Total non-operating income	4,480	6,220
Non-operating expenses		
Interest expenses	6	5
Foreign exchange losses	15	232
Penalty	-	63
Other	7	20
Total non-operating expenses	29	321
Ordinary profit	40,036	80,960
Extraordinary income		
Gain on sale of non-current assets	*2 155	*2 490
Total extraordinary income	155	490
Extraordinary losses		
Loss on sale of non-current assets	*3 10	*3 0
Loss on retirement of non-current assets	*4 416	*4 223
Loss on sale of investment securities	-	0
Loss on valuation of shares of subsidiaries and associates	-	*5 3,099
Other	*5 1	*5 6
Total extraordinary losses	427	3,329
Profit before income taxes	39,764	78,121
Income taxes - current	3,301	21,071
Income taxes - deferred	10,539	(13,427)
Total income taxes	13,841	7,644
Profit	25,922	70,477

(3) Non-consolidated Statement of Changes in Net Assets

Prior fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity		
	Share capital	Capital surplus	
		Legal capital surplus	Total capital surplus
Beginning balance	63,832	72,322	72,322
Changes of items during the period			
Dividends of surplus			
Profit			
Purchase of treasury shares			
Net changes of items other than shareholders' equity			
Total changes of items during the period	-	-	-
Ending balance	63,832	72,322	72,322

	Shareholders' equity			
	Retained earnings			
	Legal retained earnings	Other retained earnings		Total retained earnings
		General reserve	Retained earnings brought forward	
Beginning balance	4,320	80,000	304,998	389,319
Changes of items during the period				
Dividends of surplus			(20,365)	(20,365)
Profit			25,922	25,922
Purchase of treasury shares				
Net changes of items other than shareholders' equity				
Total changes of items during the period	-	-	5,556	5,556
Ending balance	4,320	80,000	310,555	394,876

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Beginning balance	(0)	525,474	0	0	525,474
Changes of items during the period					
Dividends of surplus		(20,365)			(20,365)
Profit		25,922			25,922
Purchase of treasury shares		-			-

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Net changes of items other than shareholders' equity			(0)	(0)	(0)
Total changes of items during the period	-	5,556	(0)	(0)	5,556
Ending balance	(0)	531,031	0	0	531,031



Current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity		
	Share capital	Capital surplus	
		Legal capital surplus	Total capital surplus
Beginning balance	63,832	72,322	72,322
Changes of items during the period			
Dividends of surplus			
Profit			
Purchase of treasury shares			
Net changes of items other than shareholders' equity			
Total changes of items during the period	-	-	-
Ending balance	63,832	72,322	72,322

	Shareholders' equity			
	Retained earnings			
	Legal retained earnings	Other retained earnings		Total retained earnings
		General reserve	Retained earnings brought forward	
Beginning balance	4,320	80,000	310,555	394,876
Changes of items during the period				
Dividends of surplus			(26,632)	(26,632)
Profit			70,477	70,477
Purchase of treasury shares				
Net changes of items other than shareholders' equity				
Total changes of items during the period	-	-	43,844	43,844
Ending balance	4,320	80,000	354,400	438,721

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Beginning balance	(0)	531,031	0	0	531,031
Changes of items during the period					
Dividends of surplus		(26,632)			(26,632)
Profit		70,477			70,477
Purchase of treasury shares	(0)	(0)			(0)

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Net changes of items other than shareholders' equity			(0)	(0)	(0)
Total changes of items during the period	(0)	43,844	(0)	(0)	43,844
Ending balance	(0)	574,876	-	-	574,876

[Notes]

(Significant accounting policies)

1. Evaluation standards and methods for securities

(1) Subsidiaries and associates' stocks

Stated at cost by the moving-average method

(2) Available for sale securities

Shares, etc. that do not have a market price: Stated at cost by the moving-average method

The investments in limited investment partnerships and other similar partnerships (those deemed as "securities" according to the Article 2, Paragraph 2 of the Financial Instruments and Exchange Act) are reported, using the equity method, based on the latest financial statements available as at the closing dates stipulated by the respective partnership contracts.

2. Evaluation standards and methods for derivatives

Derivatives: Market value method

3. Depreciation and amortization methods for non-current assets

(1) Property, plant and equipment (excluding leased assets): Declining balance method

Useful lives of assets are principally as follows:

Buildings: 3 to 39 years

Structures: 3 to 45 years

Equipment: 2 to 20 years

(2) Intangible assets (excluding leased assets): Straight-line method

Period of amortization is principally as follows:

Software for internal use: Estimated useful life of 5 to 10 years

(3) Leased assets

Leased assets concerning non-transfer ownership finance lease transactions:

Depreciated using the straight-line method, with the lease term of respective assets as their useful lives, with residual value of zero

(4) Long-term prepaid expenses: Depreciated by the equal installment method

4. Accounting policies for the translation of foreign currency-denominated assets and liabilities into Japanese yen

Foreign currency monetary-denominated claims and obligations are translated into Japanese yen, using the spot exchange rates on the closing date of accounting and the resulting translation gains and losses are recognized as income and expenses.

## 5. Accounting standards for allowances and provisions

### (1) Allowance for doubtful accounts

To provide for potential loss on accounts receivable - operating loans and other receivables, the Company makes an allowance for the expected amount of irrecoverable loans. Allowances for general receivables are computed based on the historical rate of default. For specific debts where recovery is doubtful, the Company considers the likelihood of recovery on an individual basis.

### (2) Provision for loss on guarantees

To provide for loss on guarantees, the Company makes an allowance for potential losses at the end of the fiscal year.

### (3) Provision for retirement benefits

To provide for employees' retirement benefits, the Company makes a provision for retirement benefits, based on the projected amount of retirement benefit obligations and related pension assets at the end of the current fiscal year. If the projected amount of pension assets exceeds the projected amount of retirement benefit obligations after addition or deduction of unrecognized past service liabilities and unrecognized actuarial differences, the excess amount is recorded as prepaid pension cost.

#### 1) Allocation of projected retirement benefits

In calculating retirement benefit obligations, the attribution on a benefit formula basis is applied for allocation of projected benefits to the periods until the end of the current fiscal year.

#### 2) Amortization of actuarial differences and past service costs

Past service costs are charged to expenses, using the straight-line method, over the determined years (5 years) that are not longer than average remaining service years of the employees at the time of occurrence.

Actuarial differences are amortized evenly using the straight-line method over the determined years (5 years) that are not longer than the average remaining service years of employees at the time of occurrence in each fiscal year, beginning from the fiscal year following the time of occurrence.

### (4) Provision for loss on interest repayment

To prepare for potential loss on interest repayment in the future, the Company estimates and provides a reasonable amount of provision for loss on interest repayment, considering the past actual results and the latest interest repayment situations.

## 6. Accounting standards for revenue and expenses

### (1) Revenues from financial instruments transactions

#### 1) Interest is recorded on an accrual basis.

Accrued interest on operating loans is recorded using the lower of interest rate stipulated in the Interest Rate Restriction Act or the contracted interest rate of the Company.

#### 2) Revenue from credit card business

Fees from customers: Recorded by the credit balance method.

Under the credit balance method, fees to be recorded as revenue are calculated pursuant to the prescribed rates applicable to the relevant credit balance.

#### 3) Revenue from credit guarantee

Recorded by the credit balance method.

### (2) Fees and commissions

Revenue from contracts with customers is recognized in the non-consolidated statement of income based on the progress toward satisfaction of performance obligations identified in each contract in accordance with the substance of transactions under the contract.

Fees and commissions mainly include fees for ATM usage and fees from MasterCard member stores. Fees for ATM usage are recognized as revenue when the customers have used ATMs at partnering financial institutions. Fees from MasterCard member stores are recognized as revenue when the customers have used their credit cards (at the time of sale-on-credit transaction).

## 7. Hedge accounting method

### (1) Hedge accounting method

The Company adopts the deferred hedge accounting. However, exceptional accounting treatments are applied to certain interest-rate swaps which meet specific conditions.

### (2) Hedging instruments and hedging items

Hedging instruments: Interest-rate swap agreements

Hedging items: Borrowings with variable interest rates

### (3) Hedging policy

The Company enters into derivatives contracts to hedge against various risks in accordance with its internal rules. These contracts include the following: Interest-rate swaps to hedge against the risk of fluctuations in interest rates relating to borrowings with variable interest rates for the purpose of protecting cash flows.

### (4) Method for evaluating hedging effectiveness

Important requirements concerning hedging instruments and hedging items are closely matched with each other. Also, the Company can assume that fluctuations in interest rates and cash flows are fully offset by the fluctuations in hedging instruments on an ongoing basis since the implementation of hedging contracts. Therefore, the judgment of hedging effectiveness is omitted.

## 8. Other significant matters providing the basis for the preparation of financial statements

### (1) Accounting for retirement benefits

The method for accounting for unrecognized actuarial differences and unrecognized past service costs is different from that applied for the consolidated financial statements.

### (2) Accounting method for consumption tax and other taxes imposed on non tax-deductible assets

Consumption tax and other taxes imposed on non tax-deductible assets are recorded as an expense when incurred.

In addition, accrued consumption taxes are included in “Other” in current liabilities on the balance sheet.

### (3) Adoption of the group tax sharing system

The Company adopts the group tax sharing system.

(Significant accounting estimates)

1. Provision for loss on interest repayment

- (1) Amount recorded on the non-consolidated financial statements for the fiscal year under review

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Provision for loss on interest repayment	48,000	41,500

In the loan business of the Company, the interest rates charged on some loan products in which customers entered into contracts before June 17, 2007 exceed the interest rate ceilings specified in the Interest Rate Restriction Act. In case our customers request forgiveness of the loan amount or reimbursement of excess interest paid, demanding to fulfill obligations based on these maximum interest rates, the Company may accept to write off such loan or reimburse payments in response. To provide for requests for such reimbursement, the Company provides necessary amounts of provision for loss on interest repayment estimated in consideration of the past actual results and the latest interest repayment situations.

Provision for loss on interest repayment recorded on the non-consolidated financial statements for the fiscal year under review was     million yen, and provision for loss on interest repayment recorded as expense was     million yen.

Provision for loss on interest repayment is calculated mainly in accordance with predetermined internal regulations and is determined based on deliberations at the Executive Officers' Meeting. Although uncertainty remains about estimates and major assumptions when calculating provision for loss on interest repayment, the Company makes the best possible estimates ensuring objectivity and reasonableness based on effective internal control. With respect to the above estimates, the Company evaluates the status of disparity between the estimates and actual results each quarter, reviews the need for additional provision, reversal, etc., and the provision for loss on interest repayment recorded in the current fiscal year.

- (2) Information on the details of significant accounting estimates for identified items

Details are described in (Significant accounting estimates) in [Notes] under "1. Consolidated Financial Statements, etc."

2. Allowance for doubtful accounts

- (1) Amount recorded on the non-consolidated financial statements for the fiscal year under review

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Allowance for doubtful accounts	72,400	77,700

For accounts receivable - operating loans, accounts receivable - installment and right to reimbursement, which constitute the majority of total assets of the Company, an allowance for doubtful accounts is provided for all or part of the outstanding balance of loans based on the types and conditions at the end of the fiscal year under review.

Allowance for doubtful accounts recorded on the non-consolidated financial statements for the fiscal year under review was     million yen.

Allowance for doubtful accounts is calculated mainly in accordance with predetermined internal regulations, and the Company makes the best possible estimates ensuring objectivity and reasonableness based on effective internal control. In the case of an event not stipulated in the internal regulations and other rules, the Company will respond to the event based on deliberations at the Executive Officers' Meeting and other meetings.

- (2) Information on the details of significant accounting estimates for identified items

Details are described in (Significant accounting estimates) in [Notes] under "1. Consolidated Financial Statements, etc."

### 3. Deferred tax assets

#### (1) Amount recorded on the non-consolidated financial statements for the fiscal year under review

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Deferred tax assets	45,494	58,922

The Company records deferred tax assets in the amount deemed recoverable for deductible temporary differences.

Deferred tax assets recorded on the non-consolidated financial statements for the fiscal year under review were 58,922 million yen.

Deferred tax assets are calculated mainly in accordance with predetermined internal regulations, and the Company makes the best possible estimates ensuring objectivity and reasonableness based on effective internal control. In the case of an event not stipulated in the internal regulations and other rules, the Company will respond to the event based on deliberations at the Executive Officers' Meeting and other meetings.

#### (2) Information on the details of significant accounting estimates for identified items

Details are described in (Significant accounting estimates) in [Notes] under "1. Consolidated Financial Statements, etc."

(Notes to Non-consolidated Balance Sheet)

\*1. Contingent liabilities

(1) Outstanding guarantee obligation in the guarantee business

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Guarantee obligation	1,168,865	1,255,655
Provision for loss on guarantees	11,380	11,760
Net	1,157,485	1,243,895

\*2. Commitment line contracts for accounts receivable - operating loans

Prior fiscal year (As of March 31, 2025)

Contracts for accounts receivable - operating loans primarily take the form of revolving credit-line contracts whereby a facility indicating a maximum loanable amount is assigned to a customer who is then able to borrow repeatedly within the limit of the facility, provided that contract terms have not been violated. Outstanding unexercised portions of such facilities amounted to 595,143 million yen at the end of the fiscal year. This included a total of 402,963 million yen of unexercised amounts remaining in the accounts of customers with zero outstanding balances at the end of the fiscal year.

A certain portion of revolving credit-line contracts lapse without being used. Therefore, the amount of outstanding unexercised facilities will not necessarily affect the future cash flow of the Company.

Contracts contain provisions allowing the Company to reject applications for additional borrowing or reduce the facility in case of changes in the customer's credit standing or other material reasons. Outstanding contracts are regularly examined according to internal procedures to determine the credit standing of customers and other pertinent information. When necessary, contracts are reviewed and measures are taken to preserve loan assets.

Current fiscal year (As of March 31, 2026)

Contracts for accounts receivable - operating loans primarily take the form of revolving credit-line contracts whereby a facility indicating a maximum loanable amount is assigned to a customer who is then able to borrow repeatedly within the limit of the facility, provided that contract terms have not been violated. Outstanding unexercised portions of such facilities amounted to      million yen at the end of the fiscal year. This included a total of      million yen of unexercised amounts remaining in the accounts of customers with zero outstanding balances at the end of the fiscal year.

A certain portion of revolving credit-line contracts lapse without being used. Therefore, the amount of outstanding unexercised facilities will not necessarily affect the future cash flow of the Company.

Contracts contain provisions allowing the Company to reject applications for additional borrowing or reduce the facility in case of changes in the customer's credit standing or other material reasons. Outstanding contracts are regularly examined according to internal procedures to determine the credit standing of customers and other pertinent information. When necessary, contracts are reviewed and measures are taken to preserve loan assets.



\*3. Status of non-performing loans

Losses on unsecured consumer loans to bankrupt parties are written off at the time bankruptcy is declared. For this reason, Bankrupt or De facto Bankrupt includes those to debtors who have petitioned for bankruptcy as of the end of the fiscal year, but have not yet been declared bankrupt. This entire amount is charged to the allowance for doubtful accounts.

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Loans to debtors who have petitioned for bankruptcy, but have not yet been declared bankrupt	268	273

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Bankrupt or De facto Bankrupt	529	564
Doubtful receivables	23,217	23,531
Receivables past due for three months or more	2,813	2,473
Restructured receivables	40,317	40,803
Performing loans (*)	874,235	930,428
Total	941,113	997,801

\* Accrued interest (prior fiscal year: 6,760 million yen, current fiscal year: - million yen) is included in Performing loans.

- Notes:
1. Bankrupt or De facto Bankrupt are loans to borrowers who have fallen into bankruptcy due to declared bankrupt, rehabilitation and reorganization, or other similar circumstances.
  2. Doubtful receivables are other than the above, where the borrower has not yet entered into bankruptcy, but the financial condition and business performance of the borrower have deteriorated and it is highly probable that the principal of the loan will not be collected and interest will not be received in accordance with the contract.
  3. Receivables past due for three months or more are loans other than the above that are overdue by 3 months or more.
  4. Restructured receivables are loans other than the above on which favorable terms have been granted, such as the waiving of interest.
  5. Performing loans are classified as other than the above as there are no particular problems with the borrower's financial condition or business performance.

\*4. Agreements for overdraft and commitment facilities

For efficient procurement of working capital, the Company maintains overdraft contracts and designated commitment line contracts with financial institutions. The unexercised portion of facilities based on these contracts is as follows:

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Amount of agreement for overdraft and commitment line	65,000	70,000
Amount of borrowing	-	-
Net	65,000	70,000

\*5. Amount of unsecured consumer loans in accounts receivable - operating loans

	(Millions of yen)	
	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Unsecured consumer loans in accounts receivable - operating loans	932,306	988,865

\*6. Balances of accounts receivable - installment by business categories

All of accounts receivable - installment is from the credit card business.

(Notes to Non-consolidated Statement of Income)

\*1. The business operation results with subsidiaries and associates are included into non-operating income as follows:

	(Millions of yen)	
	Prior fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Interest income	6	54
Dividend income	4,130	5,760
Guarantee commission received	-	0
Part-time director's bonus	3	4
Total	4,140	5,819

\*2. Breakdown of gain on sale of non-current assets

	(Millions of yen)	
	Prior fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Equipment	155	490

\*3. Breakdown of loss on sale of non-current assets

	(Millions of yen)	
	Prior fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Equipment	10	0

\*4 Loss on retirement of non-current assets mainly results from closing of operating outlets, remodeling of interior, etc. The breakdown thereof is set out below.

	(Millions of yen)	
	Prior fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Buildings	257	75
Structures	42	45
Equipment	51	102
Software	64	-
Telephone subscription right	0	-
Total	416	223

\*5. The loss on valuation of shares of affiliated companies represents an impairment loss on shares of GeNiE Inc, a consolidated subsidiary.

	(Millions of yen)	
	Prior fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Lump sum amortization of long-term prepaid expenses	-	0
Losses on retirement, including amortization of lease and guarantee deposits	1	6
Total	1	6

6. Basis for classification of financial revenue and financial expenses on non-consolidated statement of income

(1) Financial revenue stated as operating revenue

Includes all financial revenue, excluding interest on loans and dividends income related to subsidiaries and associates, and dividends and interest on investment securities.

(2) Financial expenses stated as operating expenses

Include all financial expenses, excluding interest expenses, etc. which have no relationship to operating revenue.

(Notes to Securities)

Subsidiaries and associates' stocks

For the prior fiscal year (As of March 31, 2025)

Not applicable

(Note) Shares of subsidiaries and associates classified as shares, etc. that do not have a market price:  
(Millions of yen)

Category	Prior fiscal year (As of March 31, 2025)
Subsidiaries' stocks	22,651
Affiliates' stocks	500
Total	23,151

For the current fiscal year (As of March 31, 2026)

Not applicable

(Note) Shares of subsidiaries and associates classified as shares, etc. that do not have a market price:  
(Millions of yen)

Category	Current fiscal year (As of March 31, 2026)
Subsidiaries' stocks	26,167
Affiliates' stocks	500
Total	26,667

## (Notes to the Method of Tax Effect Accounting)

## 1. Breakdown of major factors that resulted in deferred tax assets and liabilities

(Millions of yen)

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Deferred tax assets		
Bad debt expenses	27,919	29,773
Allowance for doubtful accounts	4,823	4,068
Provision for loss on guarantees	3,559	3,706
Provision for loss on interest repayment	14,976	13,080
Accrued bonuses	638	576
Unrecognized accrued interest	827	843
Software	7,047	6,684
Deferred assets	225	220
Deferred consumption taxes	788	821
Loss on valuation of securities	136	114
Loss on valuation of shares of subsidiaries and associates	518	1,495
Enterprise tax payable	318	1,103
Impairment loss	1,693	1,528
Asset retirement obligations	1,312	1,083
Stock dividends	3,596	3,596
Other	965	751
Deferred tax assets (subtotal)	69,346	69,448
Valuation allowance pertaining to total deductible temporary difference	(21,719)	(7,884)
Valuation allowance (subtotal)	(21,719)	(7,884)
Deferred tax assets (total)	47,627	61,564
Deferred tax liabilities		
Prepaid pension costs	2,132	2,642
Total deferred tax liabilities	2,132	2,642
Balance of net deferred tax assets	45,494	58,922

## 2. Breakdown of items which caused the difference between the normal statutory tax rate and the effective tax rate after adoption of tax effect accounting

	Prior fiscal year (As of March 31, 2025)	Current fiscal year (As of March 31, 2026)
Normal effective statutory tax rate	30.6 %	30.6 %
(Adjustment)		
Changes in valuation allowance	8.2 %	(17.2) %
Amortization of goodwill	0.2 %	— %
Dividends income and other items not counted for tax purposes	(3.1) %	(2.2) %
Adjustment to increase deferred tax assets at year-end due to change in tax rate	(1.3) %	(1.5) %
Withholding income tax relating to dividends from overseas subsidiaries	0.6 %	0.4 %
Other	(0.4) %	(0.4) %
Actual effective tax rate	34.8 %	9.8 %

3. Accounting treatment of income taxes (including local income taxes) and tax effect accounting

The Company adopts the group tax sharing system. The Company carries out the accounting treatment and disclosure of income taxes (including local income taxes) and tax effect accounting in accordance with the “Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System” (PITF No. 42; August 12, 2021).

(Revenue Recognition)

Information useful in understanding revenue from contracts with customers is as presented in “[Notes], (Significant accounting policies), 6. Accounting standards for revenue and expenses.”

(Significant Subsequent Events)

Not applicable

## 1) [Supplemental schedules]

## [Schedule of securities]

## [Stocks]

Name			Number of shares (Shares)	Book value (Millions of yen)
Investment securities	Available for sale securities	Japan Credit Information Reference Center Corp.	24,912	767
		Credit Information Center CORP.	15,000	175
		Others (16 brands)	1,118,749	23
Total			1,158,661	966

## [Others]

Classification and name			Number of units invested, etc. (Units)	Book value (Millions of yen)
Investment securities	Available for sale securities	Equity in limited investment partnership (one brand)	5	0
Total			5	0

## [Schedule of property, plant and equipment, etc.]

(Millions of yen)

Type of asset	Balance at the beginning of current period	Increase during the period	Decrease during the period	Balance at the end of current period	Accumulated depreciation or amortization at the end of current fiscal year	Depreciation or amortization during the period	Balance at the end of current fiscal year, net of accumulated depreciation or amortization
Property, plant and equipment							
Buildings	11,669	47	1,674	10,041	8,607	238	1,434
Structures	1,809	11	257	1,563	1,247	41	316
Equipment	10,573	181	1,823	8,931	6,296	668	2,634
Leased assets	1,493	162	61	1,595	794	316	801
Total property, plant and equipment	25,546	402	3,816	22,131	16,945	1,265	5,186
Intangible assets							
Software	26,966	5,403	27	32,341	18,776	1,988	13,564
Other (telephone subscription right, etc.)	9	—	—	9	—	—	9
Total intangible assets	38,984	5,403	27	44,359	30,785	1,988	13,574
Long-term prepaid expenses	3,040	56	811	2,286	960	5	1,326



[Schedule of allowances]

(Millions of yen)

Category	Balance at the beginning of current fiscal year	Increase during the period	Decrease during the period		Balance at the end of current fiscal year
			Used for primary purposes	Others	
Allowance for doubtful accounts	72,400	77,611	72,305	6	77,700
Provision for loss on guarantees	11,380	11,760	11,380	—	11,760
Provision for loss on interest repayment	48,000	6,573	13,073	—	41,500

(Note) “Decrease during the period (others)” in the amount of “Allowance for doubtful accounts” consists of the following.

(2) Details of major assets and liabilities

This information is omitted because the Company prepares the consolidated financial statements.

(3) Others

Not applicable

## VI. Stock-Related Administration for the Filing Company

Fiscal year	From April 1 to March 31
Ordinary General Meeting of Shareholders	In June
Record date	March 31
Record date for distribution from surplus	September 30 and March 31
Number of shares constituting one unit	100 shares
Purchase of shares of less than one unit	
Handling office	(Special account) 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo Mitsubishi UFJ Trust and Banking Corporation Stock Transfer Agency Department
Transfer agent	(Special account) 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo Mitsubishi UFJ Trust and Banking Corporation
Forward office	-
Purchasing fee	Amount separately specified as an amount equivalent to the fees pertaining to the entrustment of sale and purchase of shares
Method of public notice	The Company's method of public notice is through electronic public notice. However, if the above-mentioned method of public notice is not possible due to an accident or through other compelling reasons, then Nihon Keizai Shimbun will be adopted as its medium. The Company's electronic public notice is posted on our home page, and the following is the address: <a href="https://www.acom.co.jp">https://www.acom.co.jp</a>
Shareholders' privileges	None

(Note) The Company's shareholders, concerning the possession of shares of less than one unit, are not able to exercise their rights other than the rights that are stipulated in the following:

- (1) The rights stipulated in each item of Article 189, Paragraph 2, of the Companies Act;
- (2) The right to demand what is stipulated under Article 166, Paragraph 1, of the Companies Act; and
- (3) The right to receive an allotment of offered shares and offered new stock acquisition rights in proportion to the number of shares held.

## VII. Reference Information on the Filing Company

### 1. Information on a Parent Company, etc. of the Filing Company

The Company does not have a parent company or other entity that is provided in Article 24-7, Paragraph 1 of the Financial Instruments and Exchange Act.

### 2. Other Reference Information

The Company submitted the following documents during the period from the starting date of the current fiscal year to the date on which the Annual Securities Report was submitted.

- (1) Annual Securities Report and documents attached thereto, and Confirmation Letter thereof  
The Annual Securities Report for the 48th fiscal year (From April 1, 2024, to March 31, 2025) and documents attached thereto, and Confirmation Letter thereof were submitted to the Director-General of the Kanto Local Finance Bureau on June 19, 2025.
- (2) Internal Control Report  
Submitted to the Director-General of the Kanto Local Finance Bureau on June 19, 2025
- (3) Semi-Annual Securities Report (“Hanki-Hokokusho”) and Confirmation Letter thereof  
The Semi-Annual Securities Report for the 49th fiscal year (From April 1, 2025, to September 30, 2025) and the Confirmation Letter thereof were submitted to the Director-General of the Kanto Local Finance Bureau on November 13, 2025.
- (4) Extraordinary Report  
The Extraordinary Report according to the provision of Article 19, Paragraph 2, Item 9-2 (Results of exercise of voting rights at the shareholders’ general meetings) of the Cabinet Office Ordinance on Disclosure of Corporate Information, etc.  
Submitted to the Director-General of the Kanto Local Finance Bureau on June 23, 2025
- (5) Shelf Registration Statement (straight bond) and documents attached thereto  
Submitted to the Director-General of the Kanto Local Finance Bureau on July 2, 2025
- (6) Shelf Registration Supplement (straight bond) and documents attached thereto  
Submitted to the Director-General of the Kanto Local Finance Bureau on August 26, 2025  
Submitted to the Director-General of the Kanto Local Finance Bureau on November 20, 2025  
Submitted to the Director-General of the Kanto Local Finance Bureau on May 21, 2026.

Part II Information on Guarantors for the Filing Company

Not applicable



