

# Earnings Release Presentation

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The Third Quarter Financial Results for the Fiscal Year Ending March 2024



January 31, 2024

## ■ Disclaimer

The figures contained in this presentation material with respect to ACOM Group's plans and strategies and other statements that are not historical facts are based on information available at the date of announcement of this presentation material. However, there are some potential risk factors in the Group's business management. Therefore, the actual results may differ from the forecast.

The trend of requests for interest repayment is also highly uncertain, due to its sensitivity to changes in external environmental changes. The Group may have to make additional provision for loss on interest repayment. Actual results may differ from forecast values due to various risk factors, not limited to those mentioned above.

## ■ Notation

L.C. Business	Loan and Credit Card Business
MUCG	MU Credit Guarantee Co., LTD.
yoy	year on year percentage point
ytd	year to date percentage point
(E)	estimates
EB、EASY BUY	EASY BUY Public Company Limited
ACF	ACOM CONSUMER FINANCE CORPORATION

## ■ Reference

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# Business Environment

## Japan

- Japanese socio-economic activities are returning to normal, resulting in economic conditions showing signs of gradual recovery.
- There are some risks that could push down Japan's economic momentum, such as a slowdown in global economy coupled with growing tension in the international situation and prolonged monetary tightening in response to high global inflation.
- In the nonbank business sector, the demand for funds is in good conditions while future trends need to be monitored as does the Japanese economy.

## Thailand

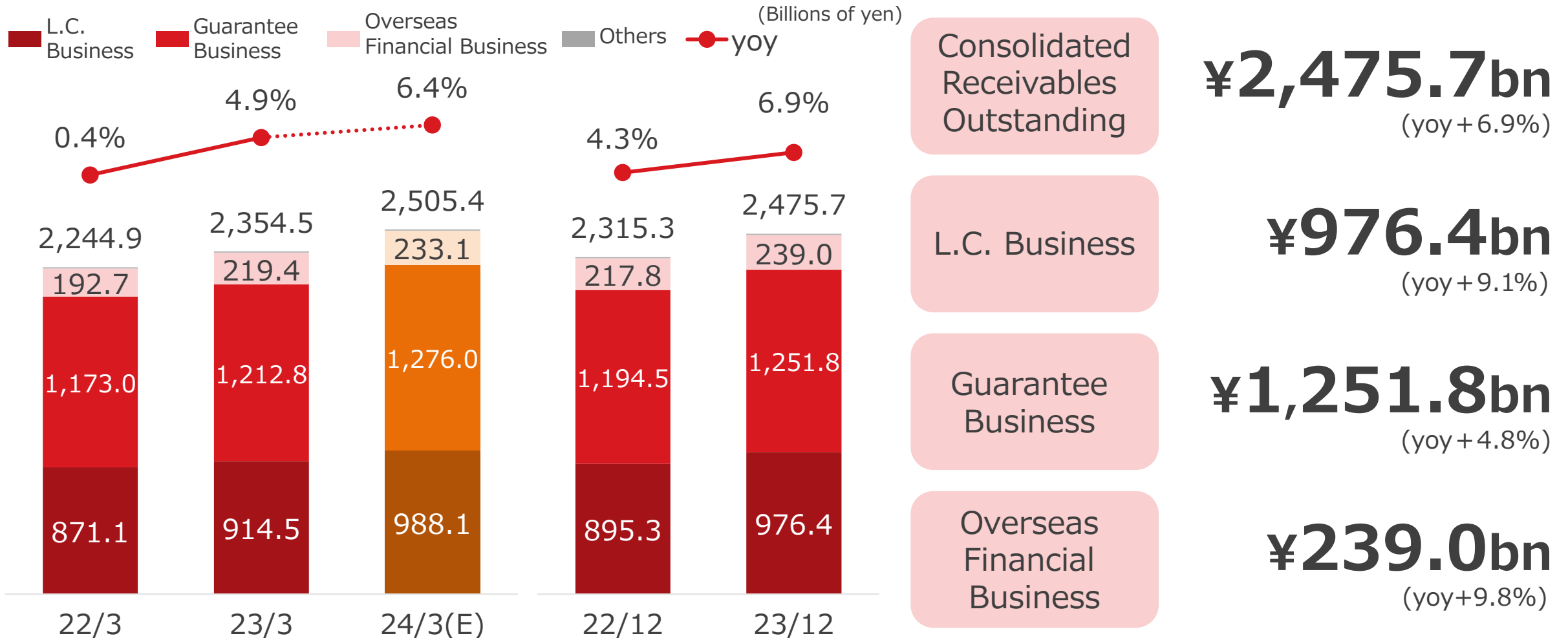
- Economic conditions continue to grow gradually led by inbound demand and recovery of consumer spending although the economic growth rate has slowed down due to slowdown of global economy.
- Future trends need to be closely monitored on an ongoing basis as political unrest associated with the change of government remains.

## Philippines

- The steady economic growth is expected associated with a recovery of inbound demand.

# Consolidated Financial Summary (Business Scale)

- Business Scale expanded steadily owing to favorable trend in borrowings by new and existing customers in domestic business and the impact of the depreciation of yen against baht.
- Consolidated Receivables Outstanding increased by 6.9% yoy to ¥2,475.7 billion.





# Consolidated Financial Summary (Business Performance)

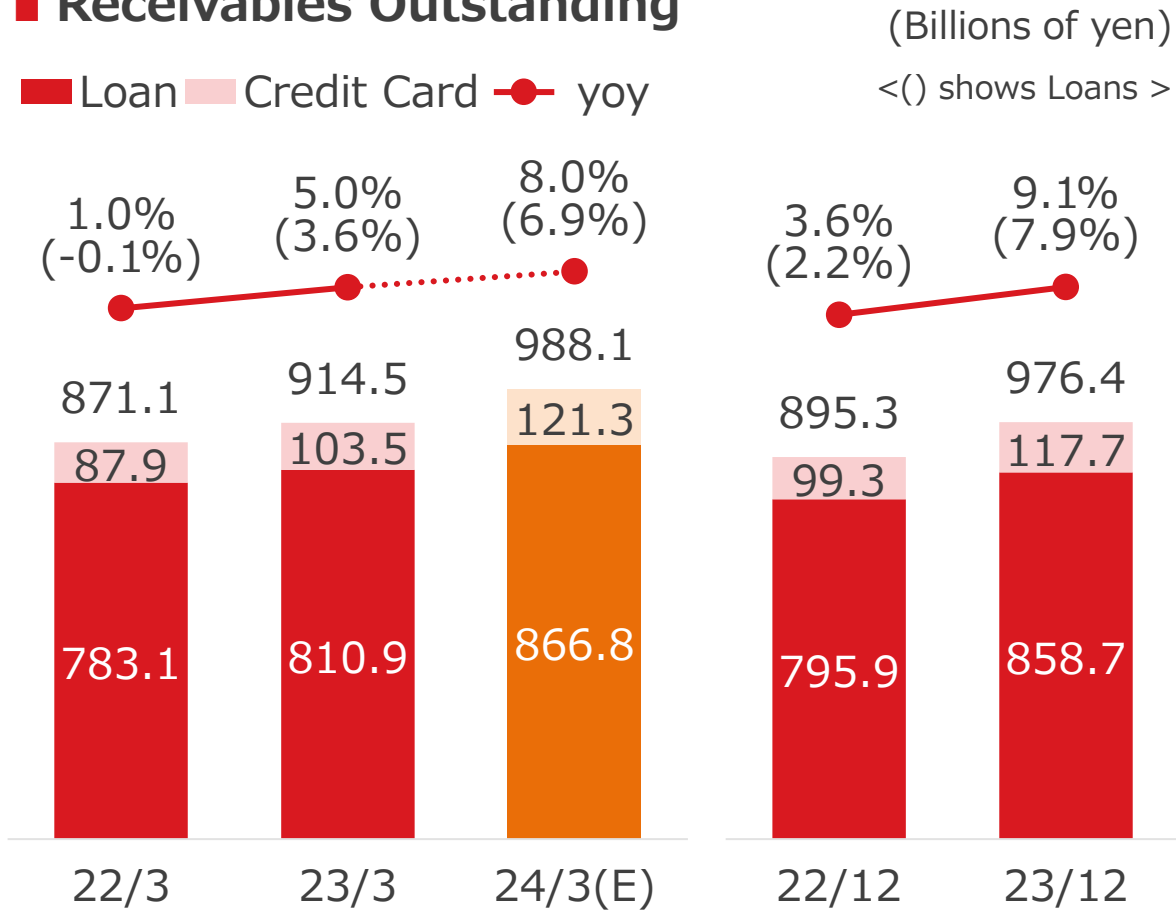
(Millions of yen, %)

	2022/12 Results	2023/12 Results	yoy	2024/3 Estimates	yoy	Progress
1 Operating Revenue	204,060	218,986	7.3	293,100	7.1	74.7
2    Loan and Credit Card Business	109,020	116,195	6.6	155,200	6.9	74.9
3    Guarantee Business	49,068	52,447	6.9	70,900	7.0	74.0
4    Overseas Financial Business	41,578	45,822	10.2	61,000	7.9	75.1
5 Operating Expenses	133,414	152,118	14.0	208,600	11.8	72.9
6    Financial Expenses	3,014	3,482	15.5	4,800	19.6	72.5
7    Provision for Bad Debts	57,904	71,831	24.1	95,800	19.0	75.0
8    Provision for Loss on Interest Repayment	-	-	-	-	-	-
9    Other Operating Expenses	72,495	76,804	5.9	108,000	5.9	71.1
10 Operating Profit	70,646	66,867	-5.3	84,500	-3.2	79.1
11 Ordinary Profit	70,766	67,013	-5.3	84,800	-3.1	79.0
12 Profit Before Income Taxes	68,114	66,818	-1.9	84,500	-0.4	79.1
13 Profit	47,925	45,484	-5.1	58,600	-1.5	77.6
14    Profit Attributable to Owners of Parent	44,333	41,717	-5.9	52,900	-3.7	78.9

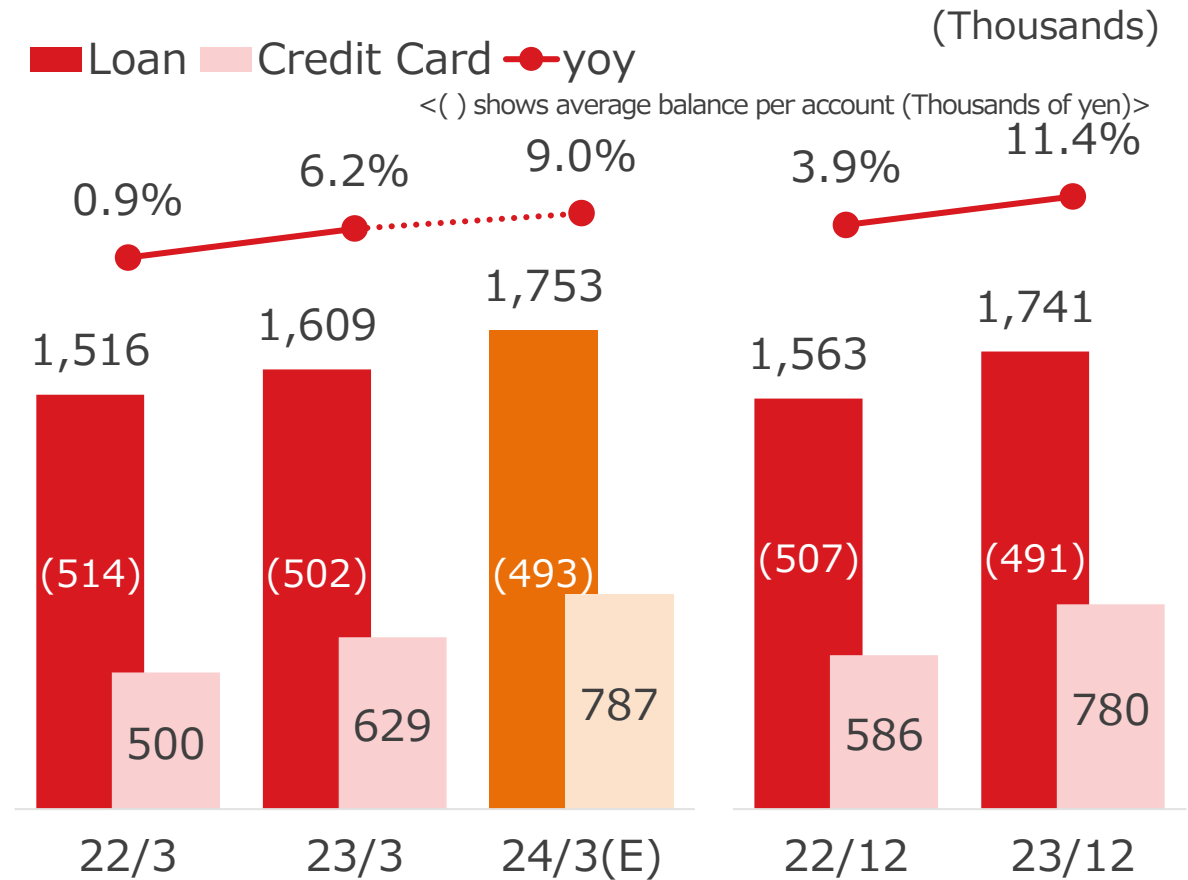
# Loan and Credit Card Business | Business Scale

- Receivables Outstanding increased by 9.1% yoy to ¥976.4 billion owing to favorable trend in borrowings by new and existing customers.
- Number of Customer Accounts increased by 11.4% yoy to 1,741 thousands.

## ■ Receivables Outstanding



## ■ Number of Customer Accounts\*

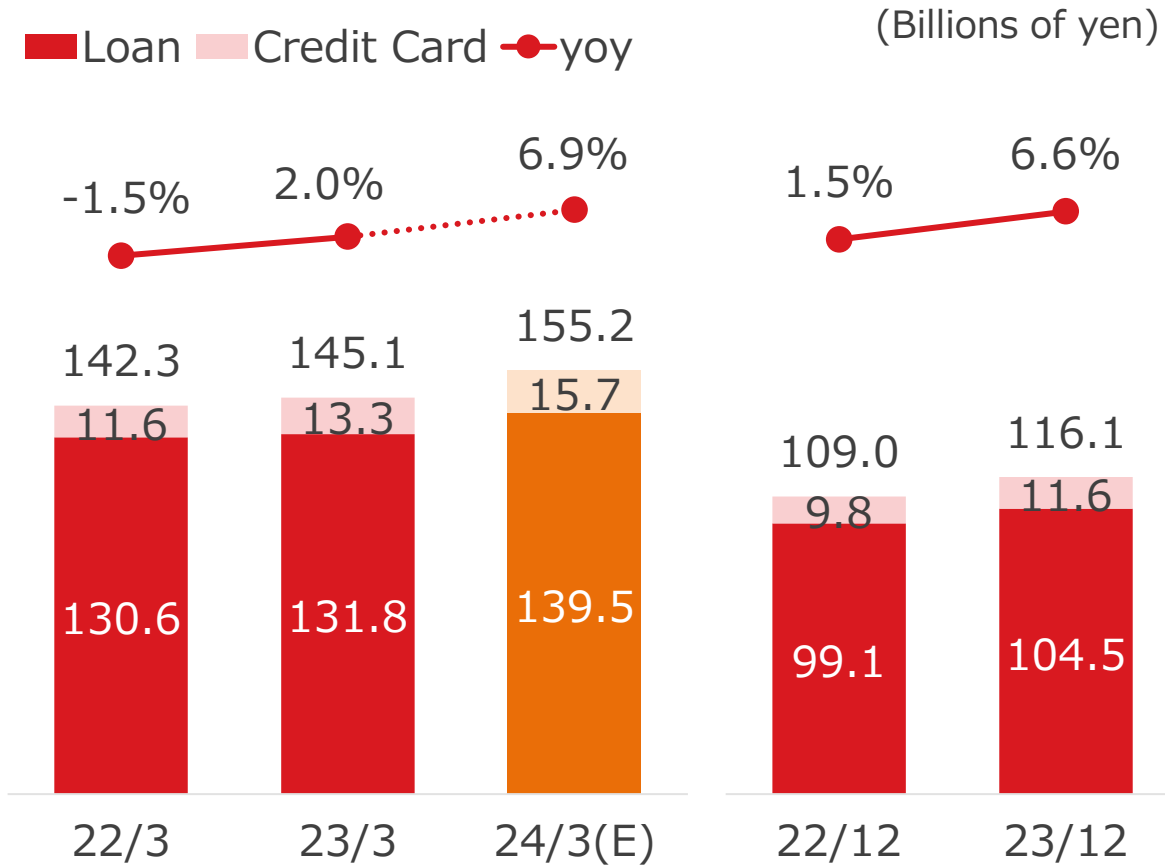


\* Credit Card Business : Number of cardholders

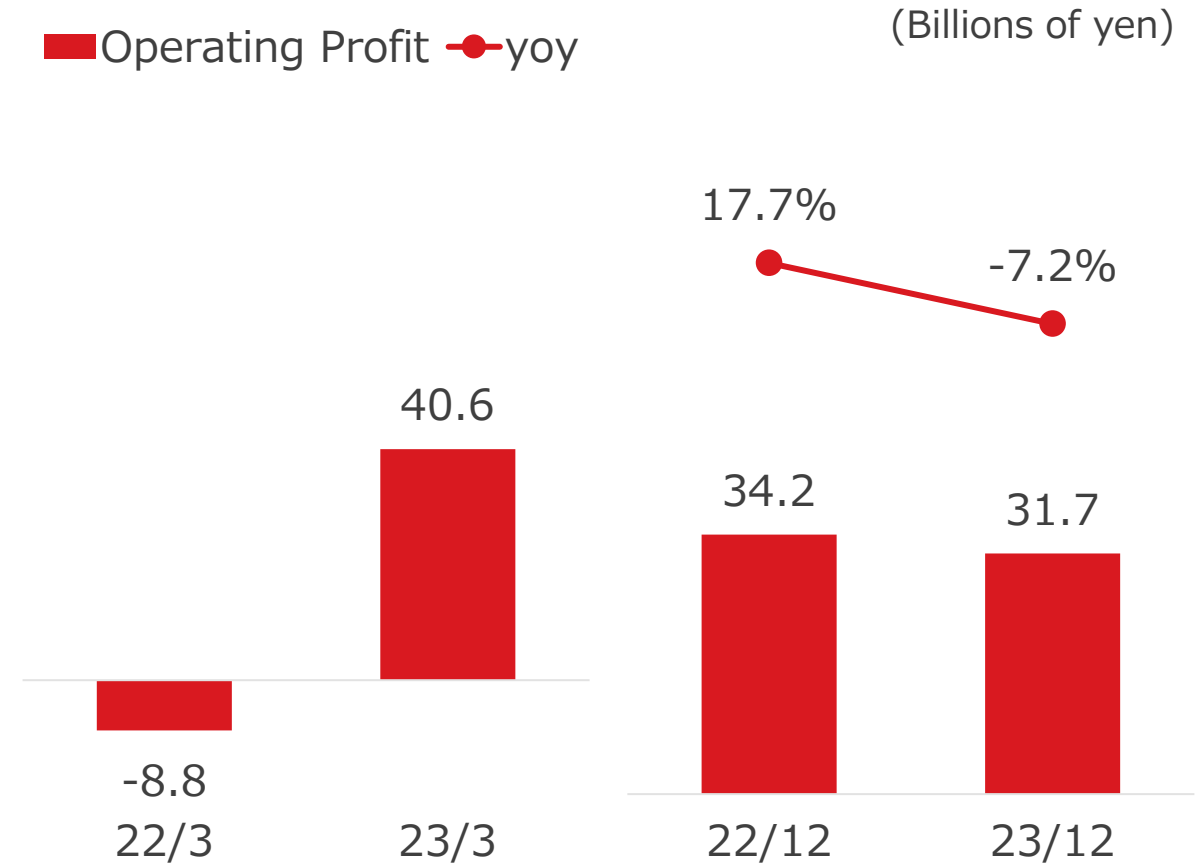
# Loan and Credit Card Business | Business Performance

- Operating Revenue increased by 6.6% yoy to ¥116.1 billion.
- Operating Profit decreased by 7.2% yoy to ¥31.7 billion due to increase in Provision for Bad Debts and Advertising Expenses.

## ■ Operating Revenue



## ■ Operating Profit

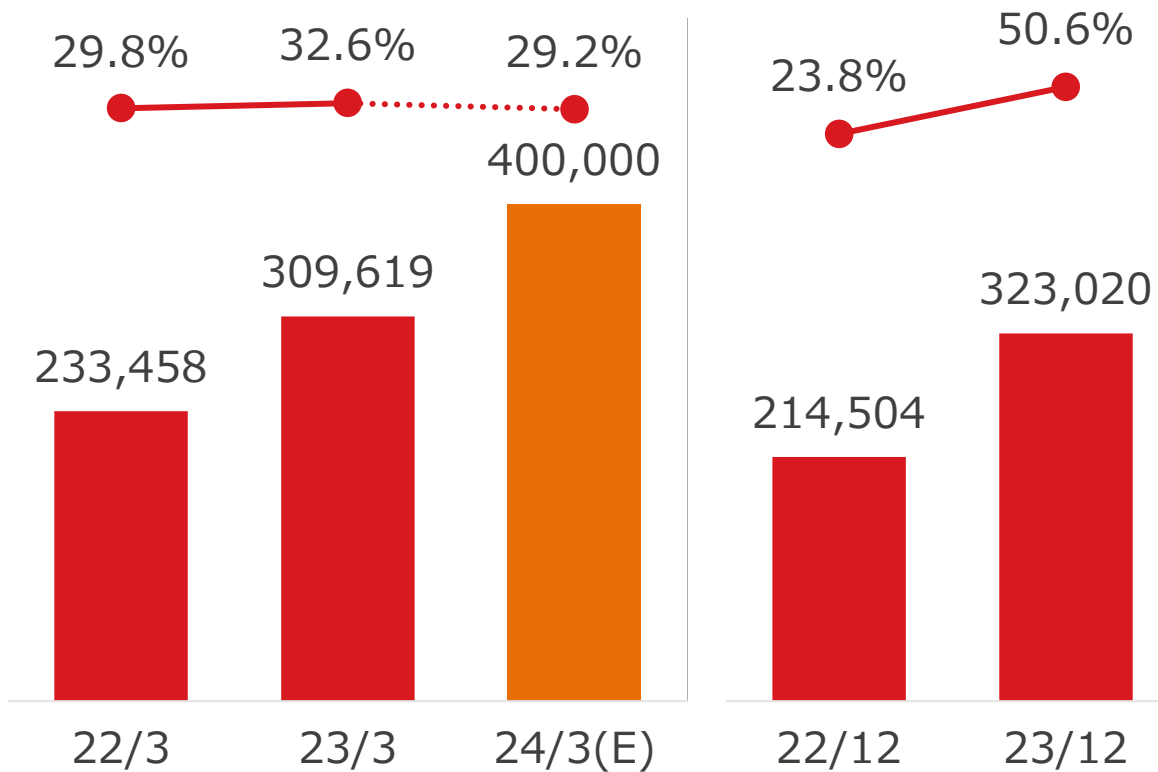


# Loan and Credit Card Business | No. of New Customers

- Number of New Customers increased by 50.6% yoy to 323,020.
- Advertising Expenses increased by 16.0% yoy to ¥14.8 billion due to increase in number of new customers.

## ■ Number of New Customers (Unsecured)

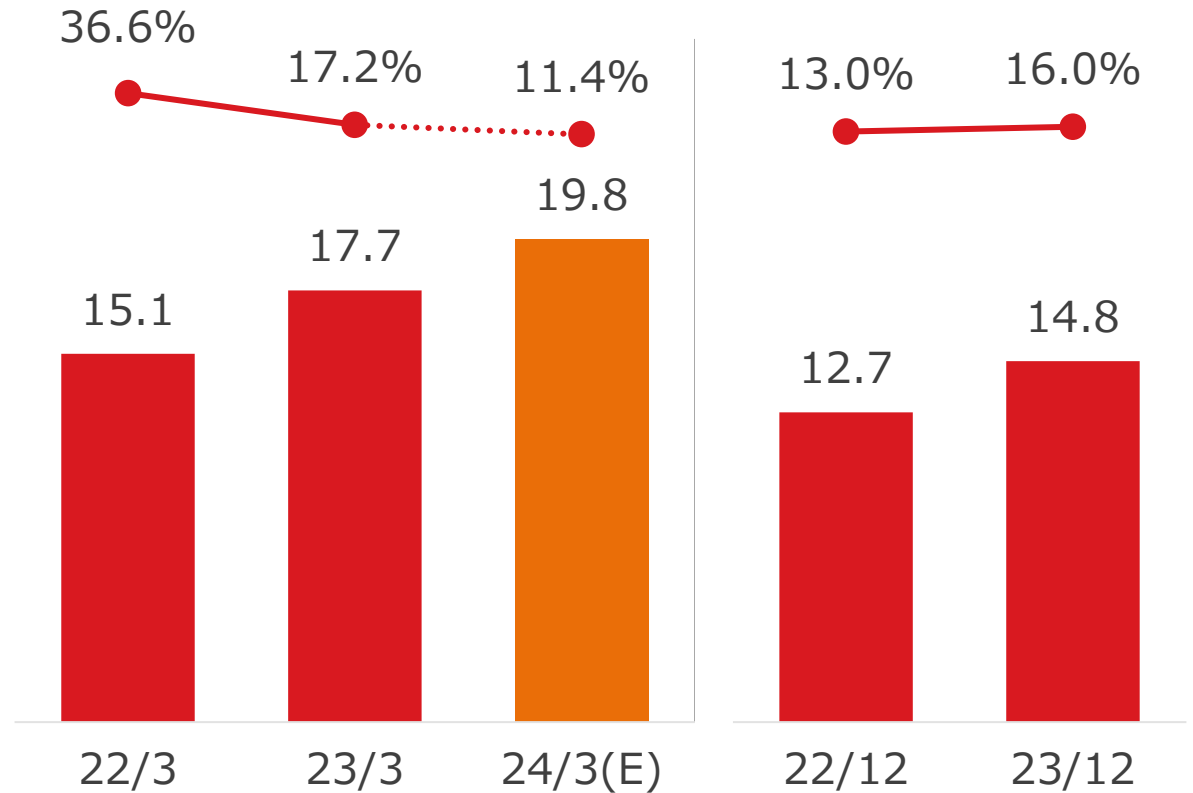
■ No. of New Customers ● yoy



## ■ Advertising Expenses (ACOM)

■ Advertising Expenses ● yoy

(Billions of yen)



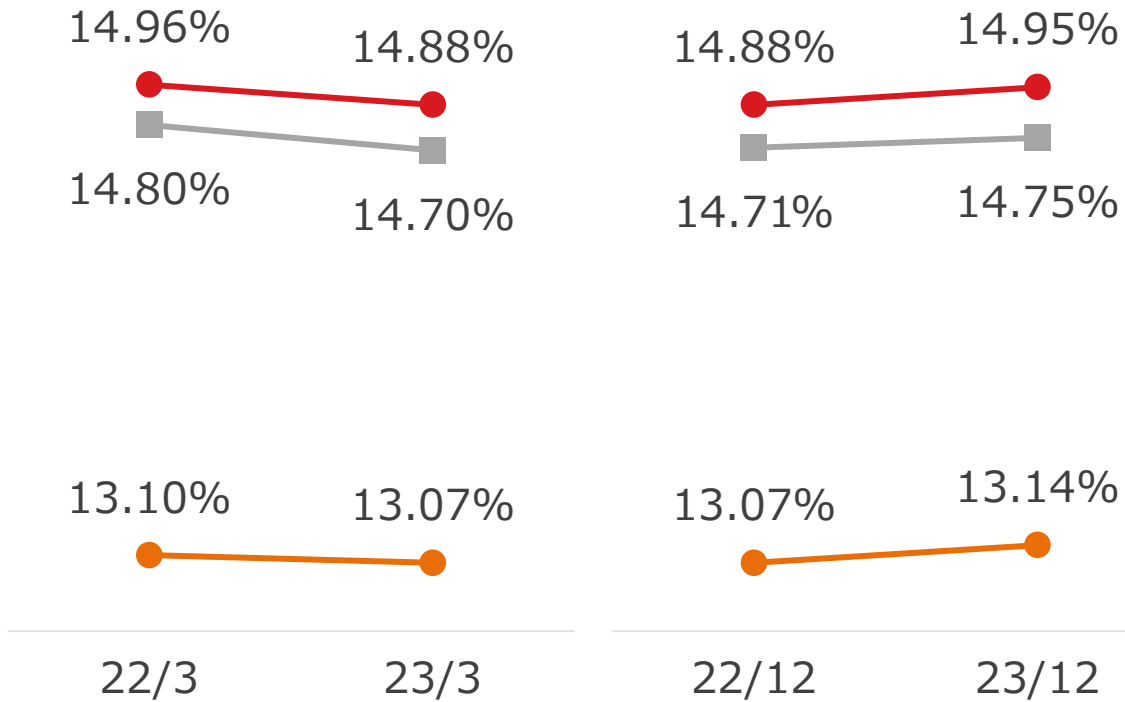


# Loan and Credit Card Business | Yield·Bad Debt Expenses

- Average Loan Yield in L.C. Business increased by 4 basis points yoy to 14.75%.
- Ratio of Bad Debt Expenses increased by 32 basis points yoy to 3.52% due to the expansion of business scale.

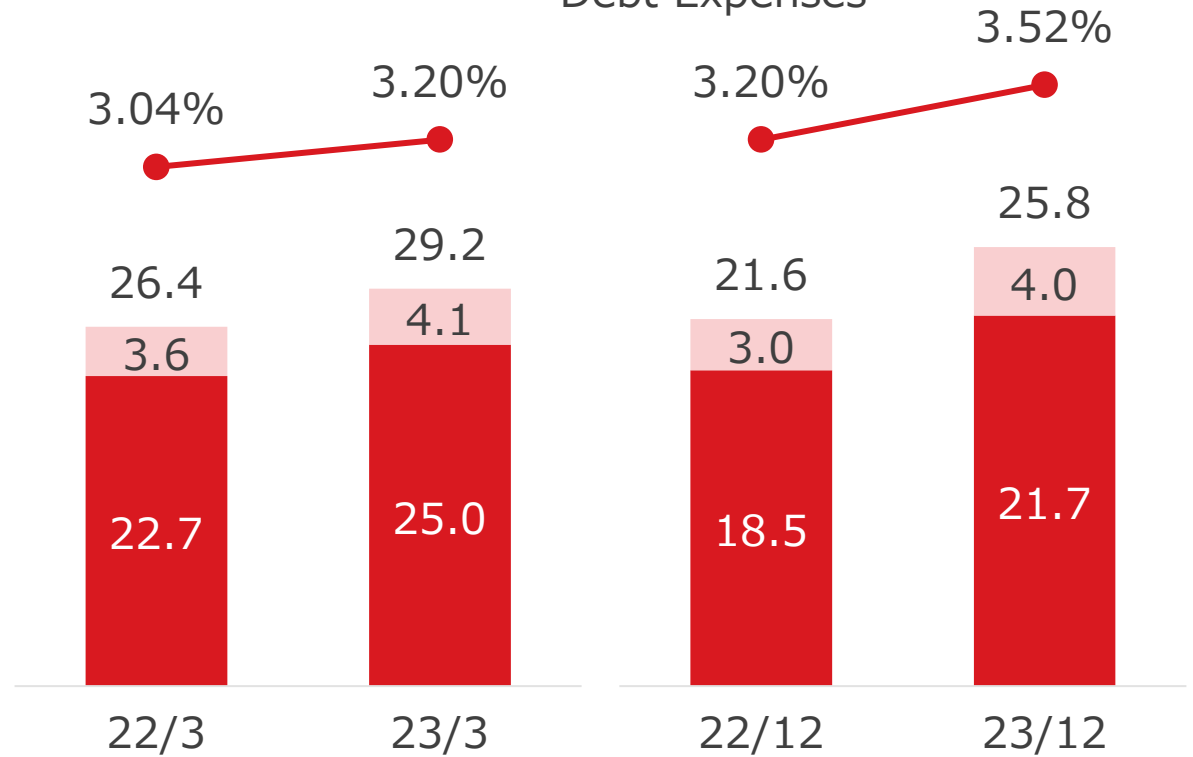
## ■ Average Loan Yield\*<sup>1</sup>

—●— Loan —●— Credit Card —■— Loan and Credit Card



## ■ Amount and Ratio of Bad Debt Expenses\*<sup>2</sup>

■ Loan ■ Credit Card —●— Ratio of Bad Debt Expenses\*<sup>3</sup> (Billions of yen)



\*<sup>1</sup> Average yield of credit card is calculated by receivables and fees of revolving.

\*<sup>2</sup> Amount and ratio of bad debt expenses exclude waiver of repayments accompanying requests for interest repayment.

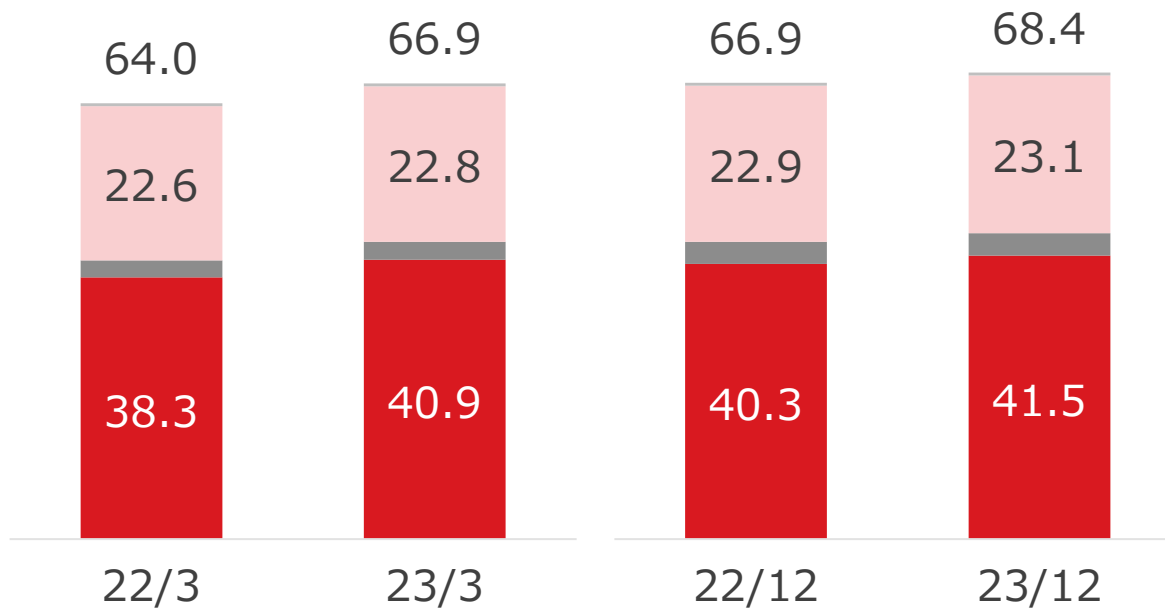
\*<sup>3</sup> The ratios of bad debt expenses for 22/12 and 23/12 are recalculated into annual basis.

# Loan Business | Non-performing Loans

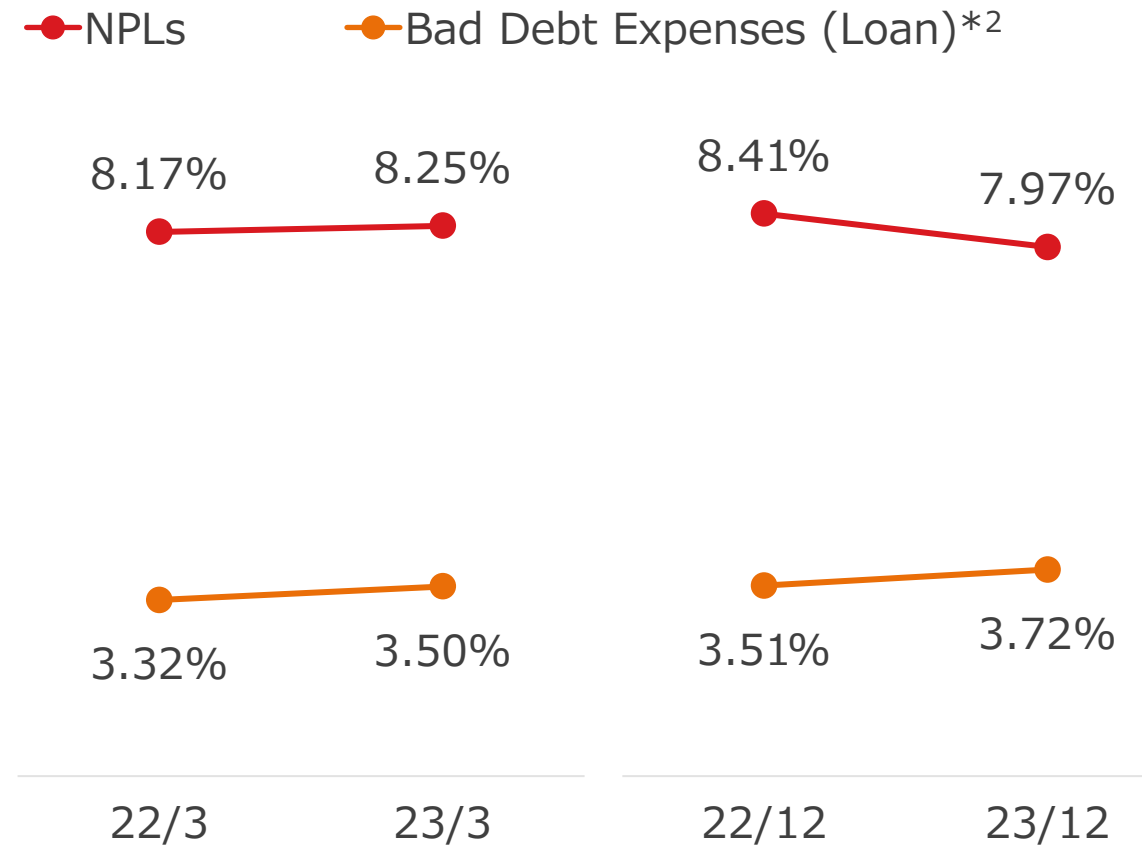
- NPLs were ¥68.4 billion, Ratio of NPLs was 7.97%.

## ■ Non-performing Loans

- Bankrupt or De facto Bankrupt
- Doubtful Receivables
- Receivables Past Due for Three Months or More
- Restructured Loans



## ■ Ratio of NPLs and Bad Debt Expenses<sup>\*1</sup>



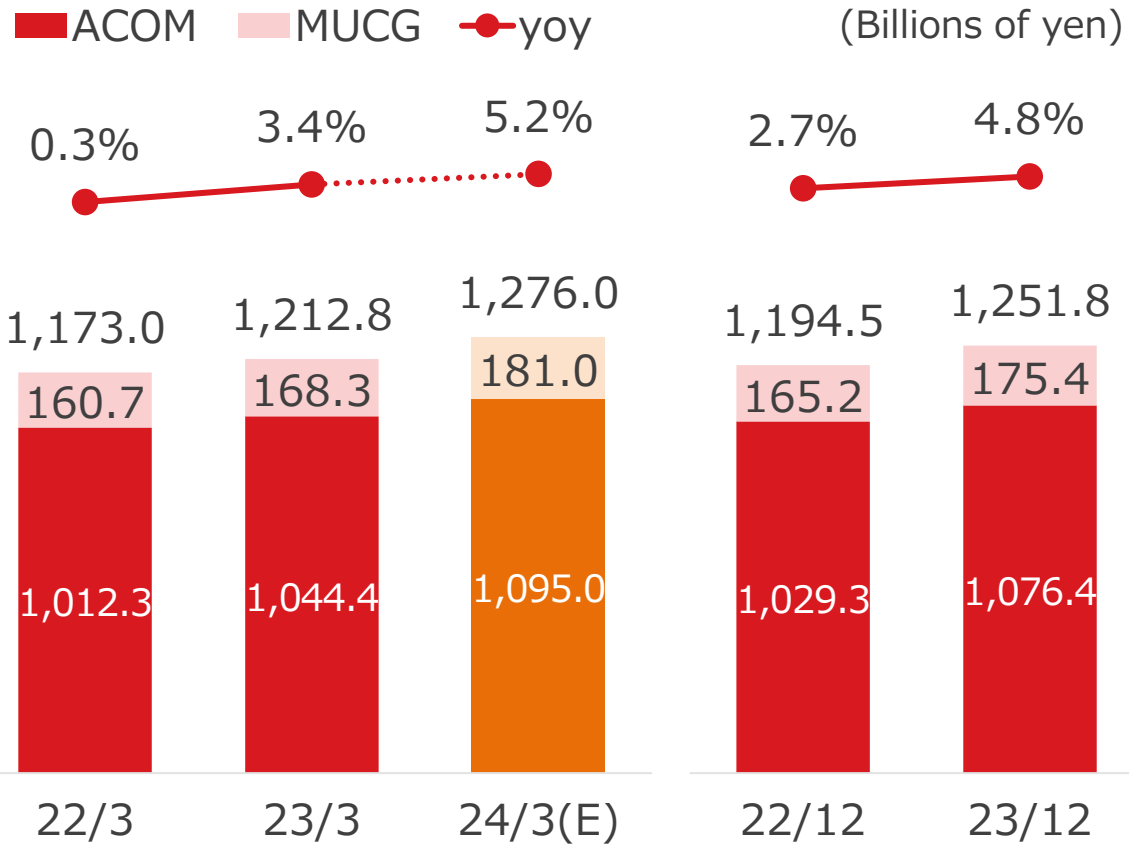
<sup>\*1</sup> Ratio of bad Debt Expenses exclude waiver of repayments accompanying requests for interest repayment.

<sup>\*2</sup> The ratios of bad debt expenses for 22/12 and 23/12 are recalculated into annual basis.

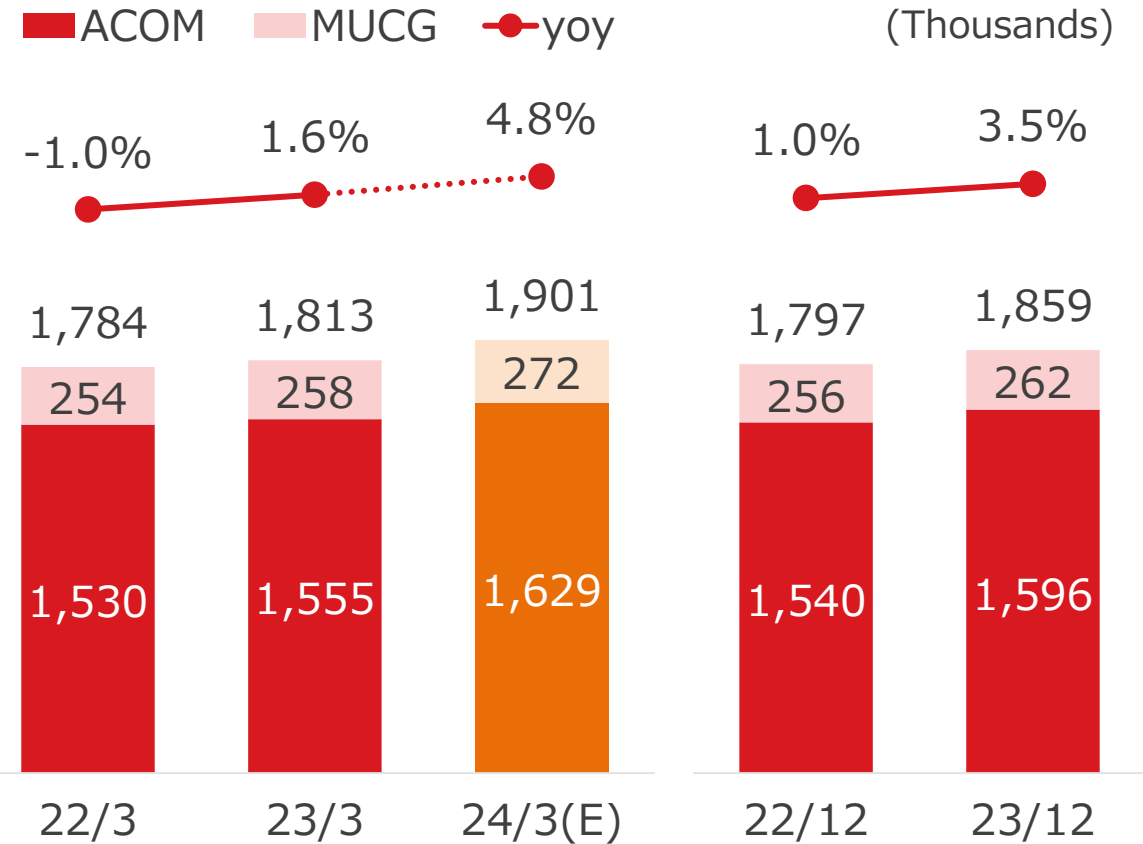
# Guarantee Business | Business Scale

- Guaranteed Receivables increased by 4.8% yoy to ¥1,251.8 billion owing to favorable trend in borrowings by new and existing customers.
- The Number of Customer Accounts increased by 3.5% yoy to 1,859 thousands.

## ■ Guaranteed Receivables



## ■ Number of Customer Accounts

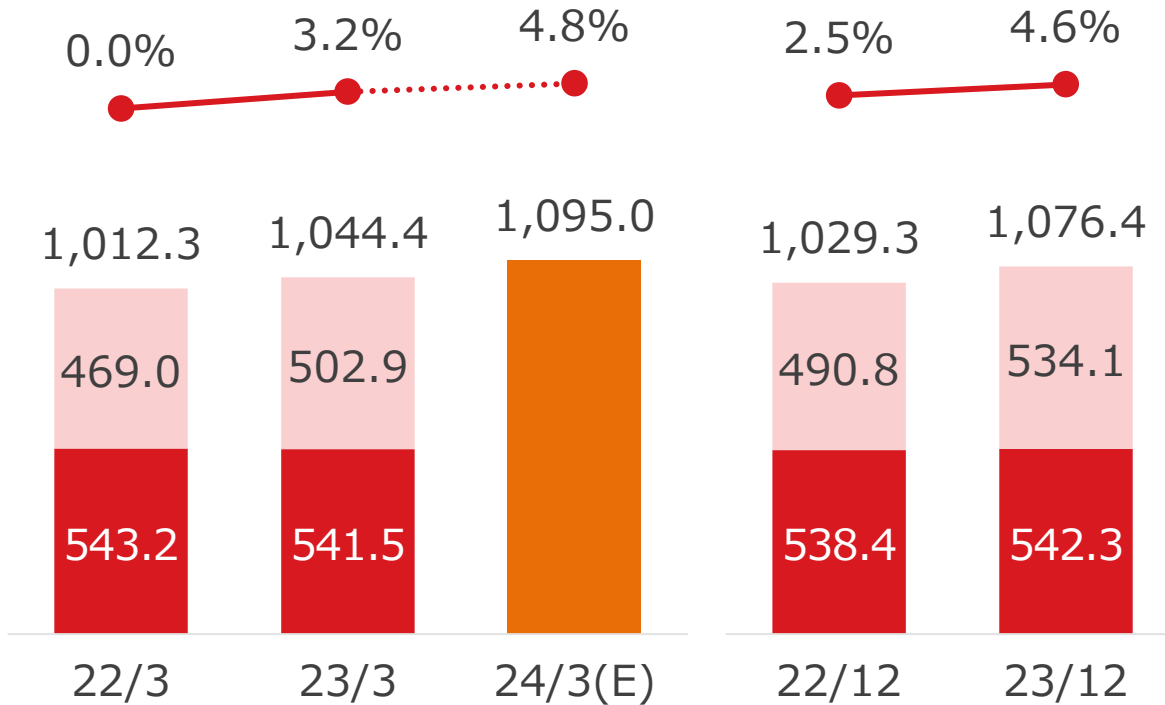


# Guarantee Business | Business Scale (ACOM)

- Guaranteed Receivables for ACOM increased by 4.6% yoy to ¥1,076.4 billion.
- The Number of Customer Accounts increased by 3.6% yoy to 1,596 thousands.

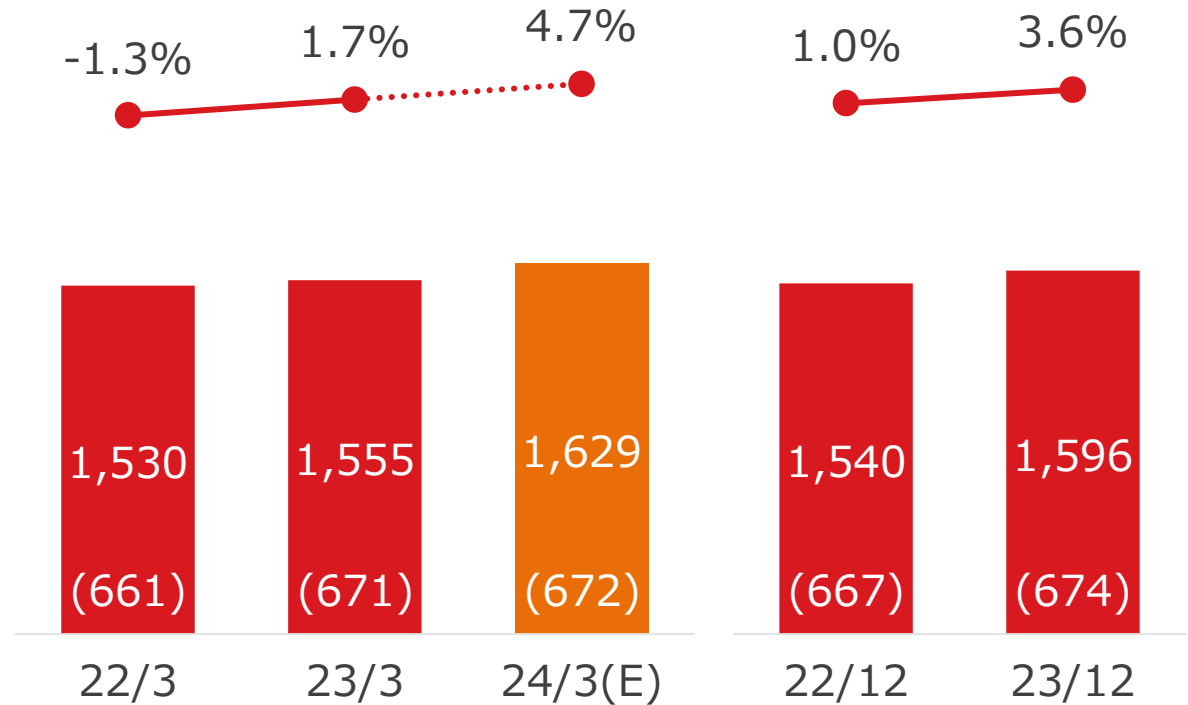
## ■ Guaranteed Receivables

■ MUFG Bank ■ Regional Banks, etc. ● yoy (Billions of yen)



## ■ Number of Customer Accounts

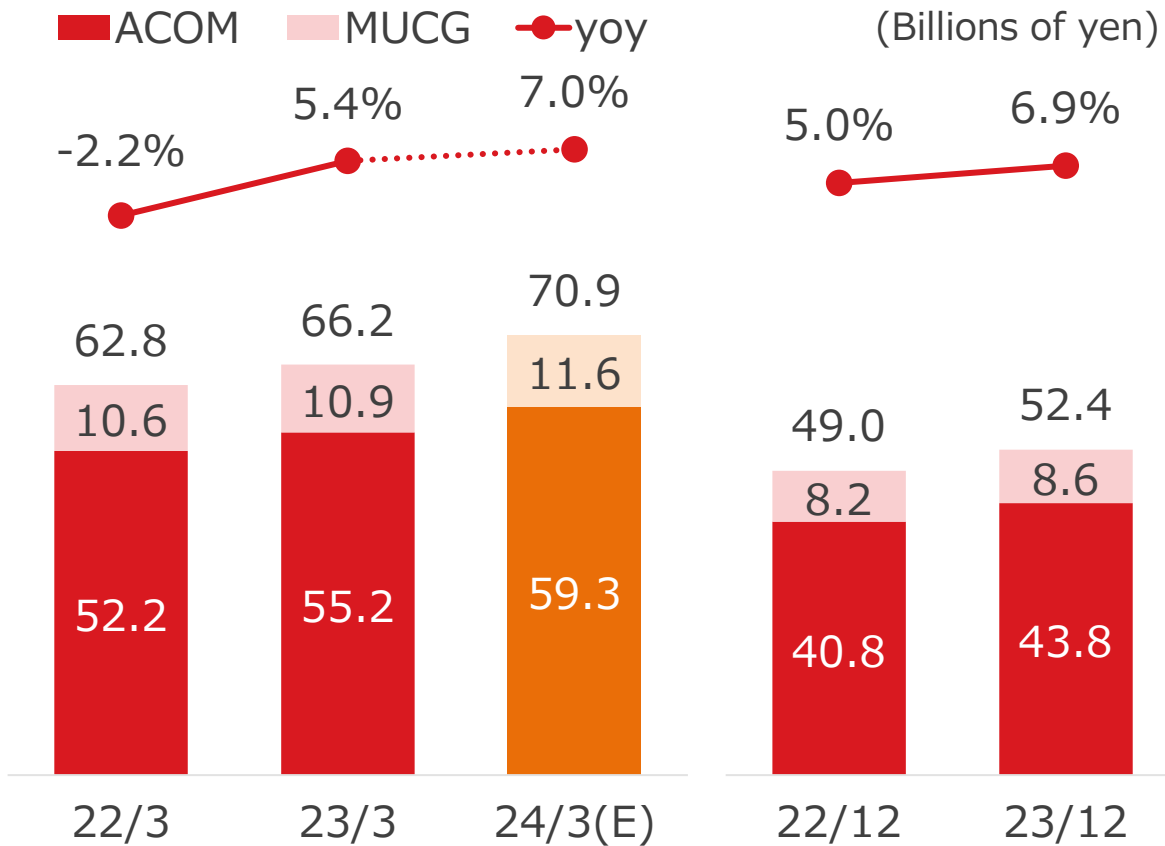
■ Number of Customer Accounts (Thousands)  
● yoy <( ) shows average balance per account (Thousands of yen)>



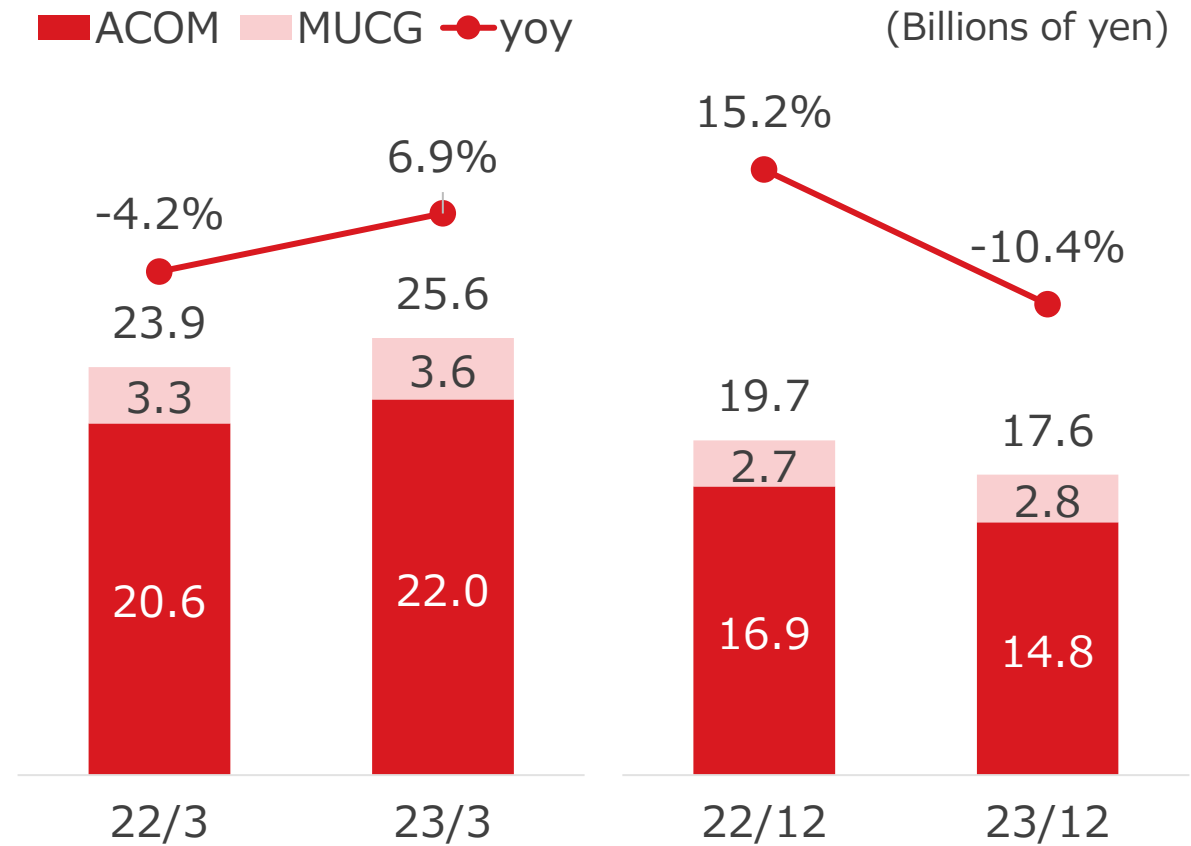
# Guarantee Business | Business Performance

- Operating Revenue increased by 6.9% yoy to ¥52.4 billion owing to expansion of business scale and revision of guaranteed fee rates.
- Operating Profit decreased by 10.4% yoy to ¥17.6 billion due to an increase in provision for bad debts.

## ■ Operating Revenue



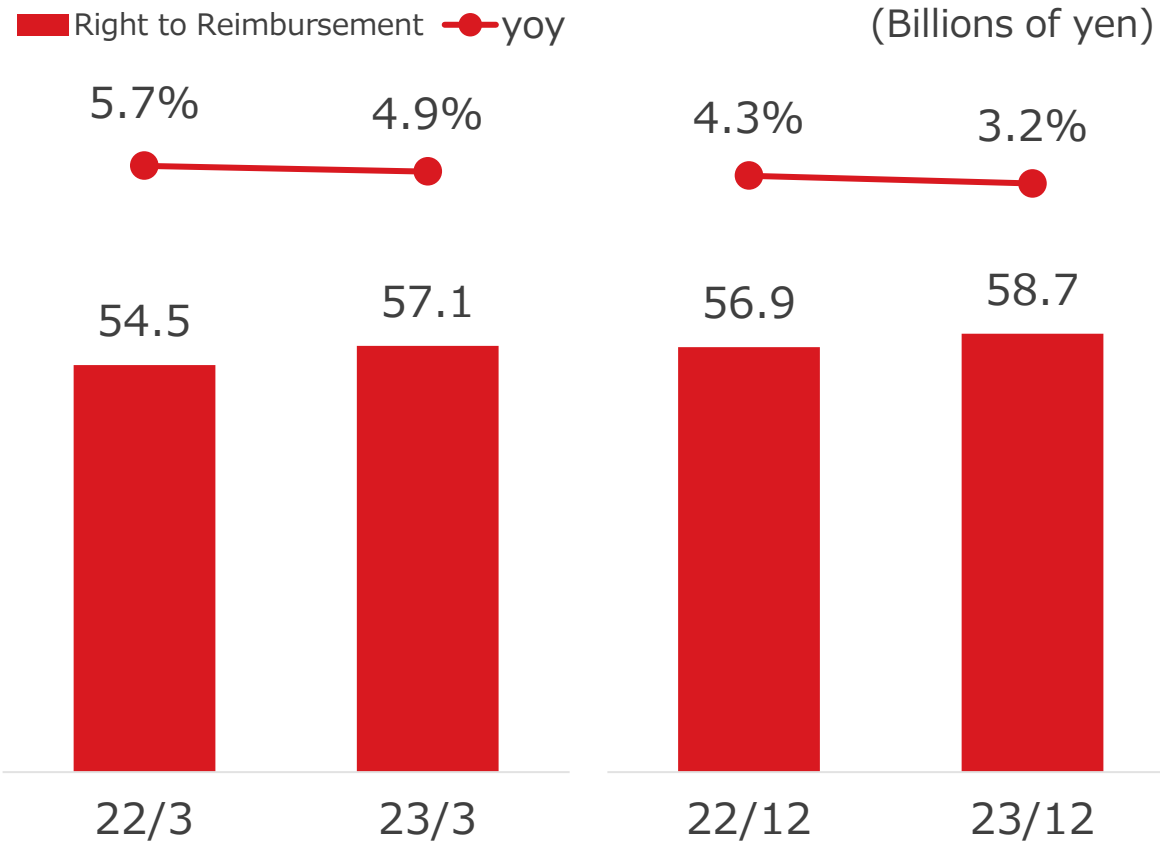
## ■ Operating Profit



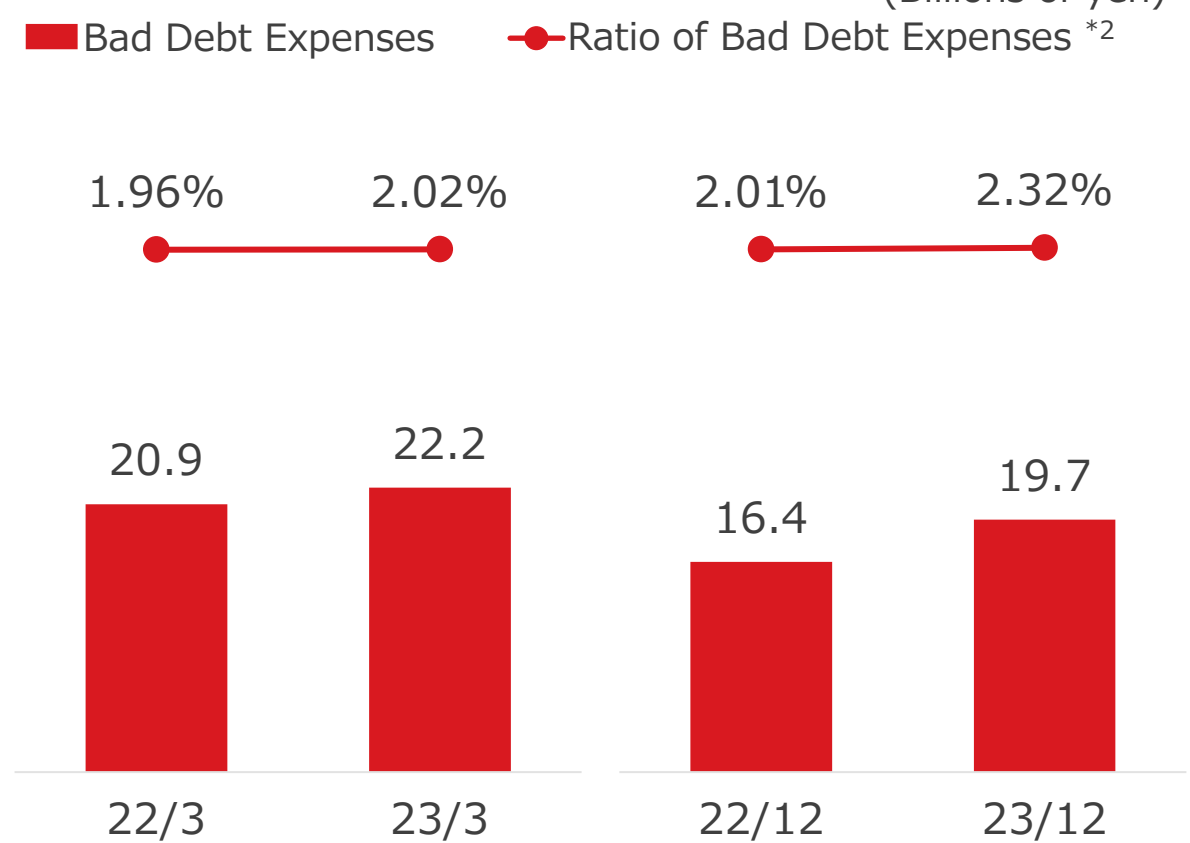
# Guarantee Business | Right to Reimbursement・Bad Debt Expenses (ACOM)

- Right to Reimbursement increased by 3.2% yoy to ¥58.7 billion, mainly due to the expansion of business scale.
- Ratio of Bad Debt Expenses increased by 31 basis points yoy to 2.32%.

## ■ Right to Reimbursement \*1



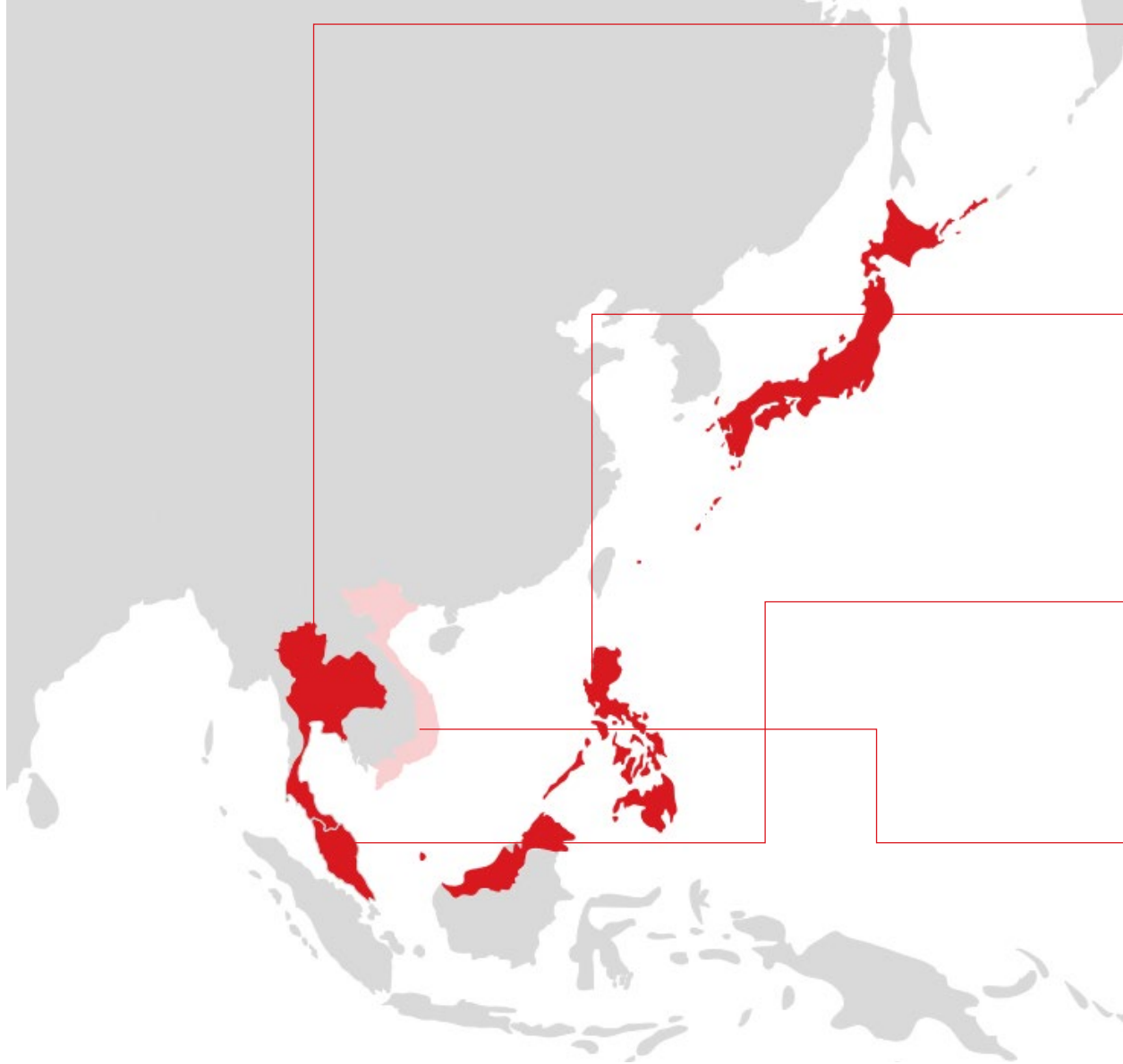
## ■ Amount and Ratio of Bad Debt Expenses (Billions of yen)



\*1 Right to reimbursement is loans in which guarantee obligations have been performed by ACOM, but not yet written-off.

\*2 The ratios of bad debt expenses for 22/12 and 23/12 are recalculated into annual basis

# Overseas Financial Business | Target Market



## Kingdom of Thailand

### EASY BUY Public Company Limited

Equity stake : 71.00%

Incorporated : September 1996

Business Outline : Unsecured Loan, Installment Loan

## Republic of the Philippines

### ACOM CONSUMER FINANCE CORPORATION

Equity stake : 80.00%

Incorporated : July 2017

Business Outline : Unsecured Loan

## Malaysia

### ACOM (M) SDN. BHD.

Equity stake : 100.00%

Incorporated : July 2021

Business Outline : Unsecured Loan

## Socialist Republic of Vietnam

### ACOM VIETNAM FINANCE COMPANY LIMITED

Equity stake : 100.00%

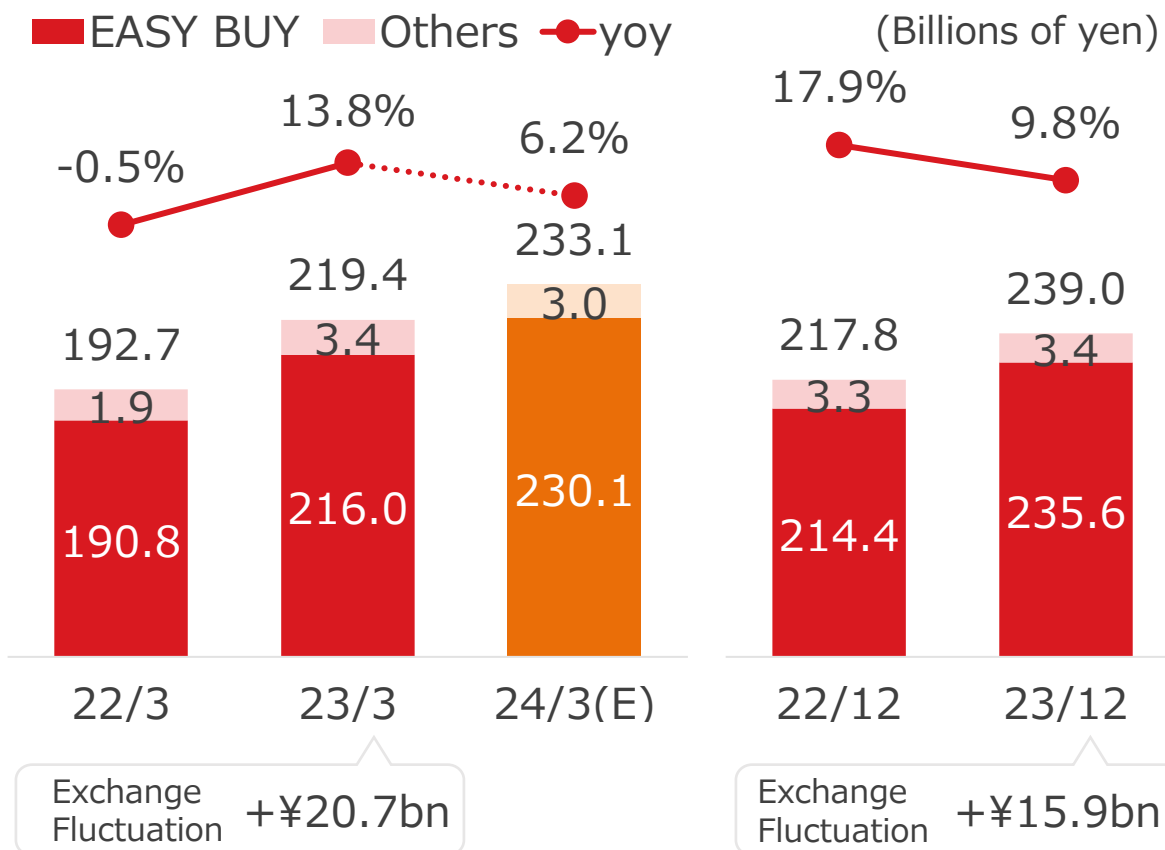
Business Outline : Unsecured Loan

Applying for license

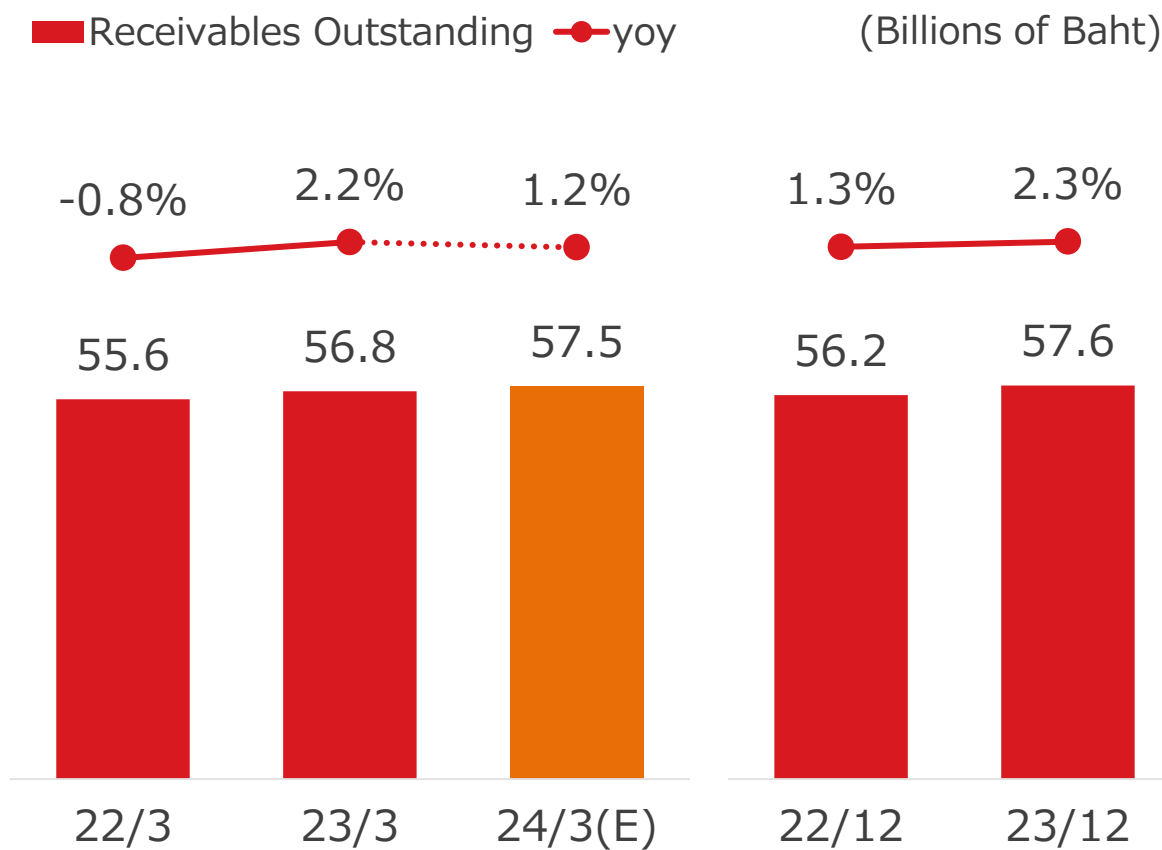
# Overseas Financial Business | Receivables Outstanding\*<sup>1</sup>

- Receivables Outstanding (Yen Basis) increased by 9.8% yoy to ¥239.0 billion owing to the impact of the depreciation of yen against baht.
- Receivables Outstanding (Local Currencies Basis) at EASY BUY increased by 2.3% yoy to 57.6 billion baht.

## ■ Overseas Financial Business(Yen Basis)\*<sup>2</sup>



## ■ EASY BUY(Local Currencies Basis)



\*1 Receivables Outstanding = "accounts receivable - operating loans" + "accounts receivable - installment"

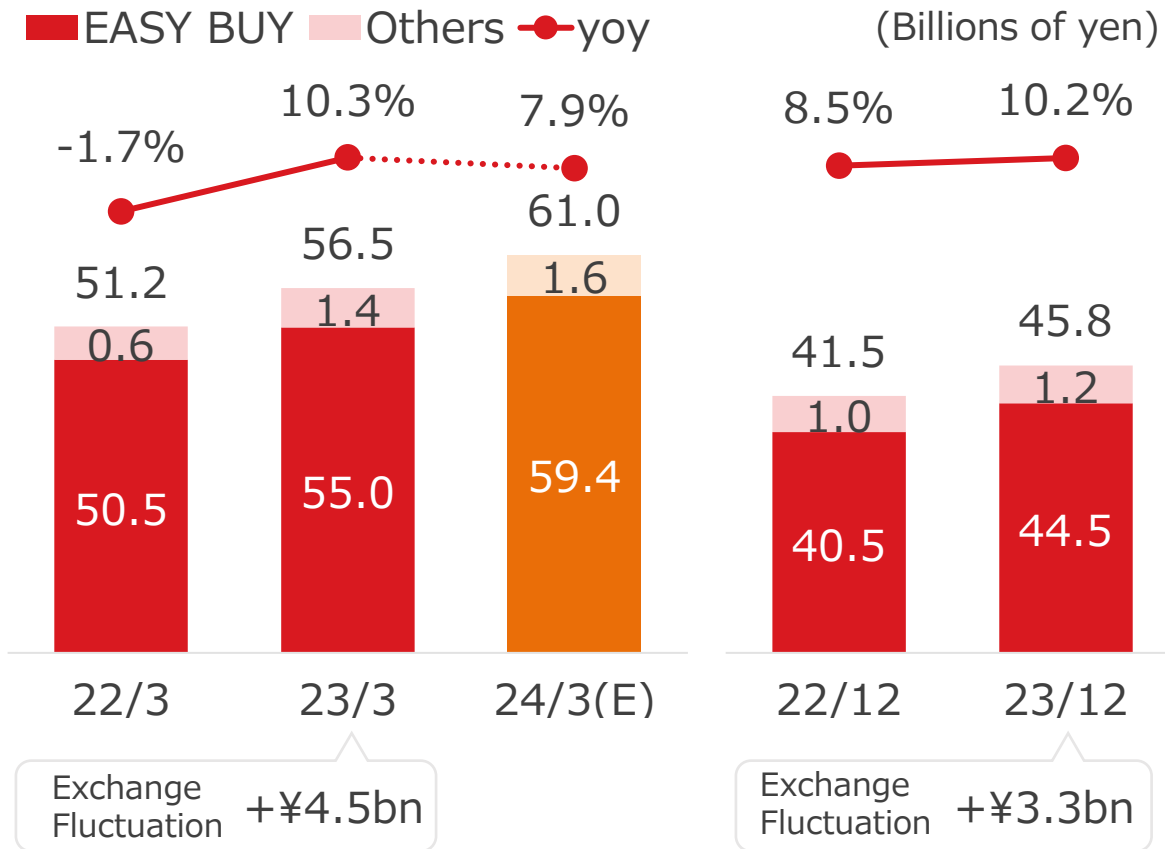
\*2 Exchange rates : Baht ¥3.81(22/12)、¥4.09(23/12) 、¥4.00(estimate) Exchange fluctuation : +¥0.28



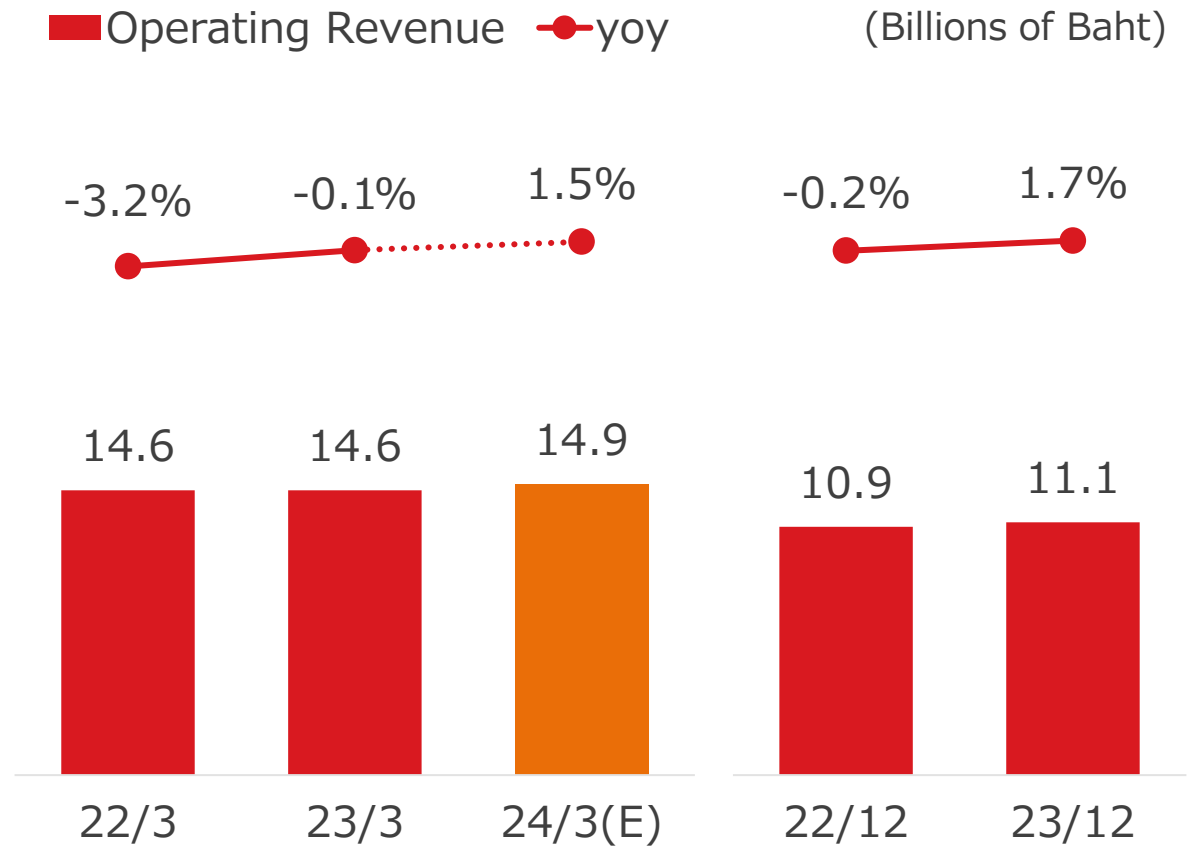
# Overseas Financial Business | Operating Revenue

- Operating Revenue (Yen Basis) increased by 10.2% yoy to ¥45.8 billion owing to the expansion of business scale at EB, and the impact of the depreciation of yen.
- Operating Revenue (Local Currencies Basis) increased by 1.7% yoy to 11.1 billion baht.

## ■ Overseas Financial Business(Yen Basis)\*1\*2



## ■ EASY BUY(Local Currencies Basis)



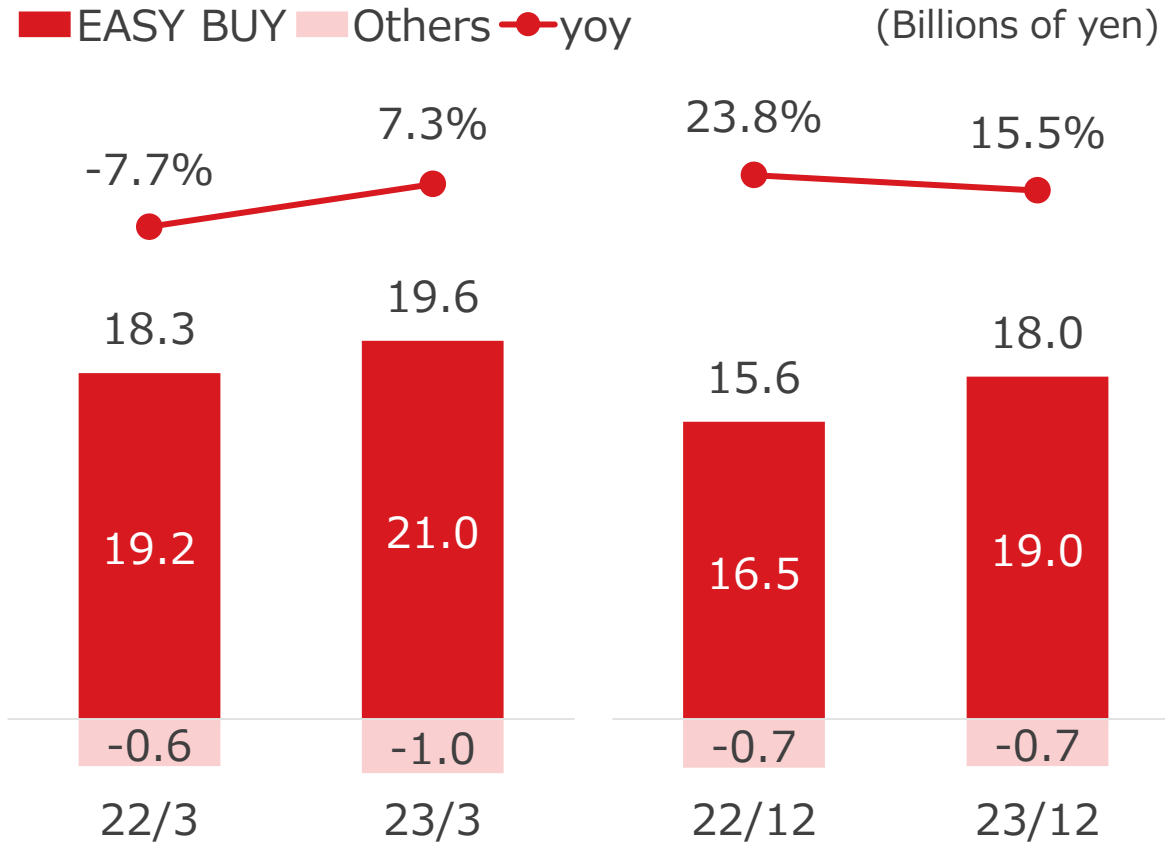
\*1 Profit by segments

\*2 Exchange rates : Baht ¥3.70(22/12)、¥4.00(23/12)、¥4.00(estimate) Exchange fluctuation : +¥0.30

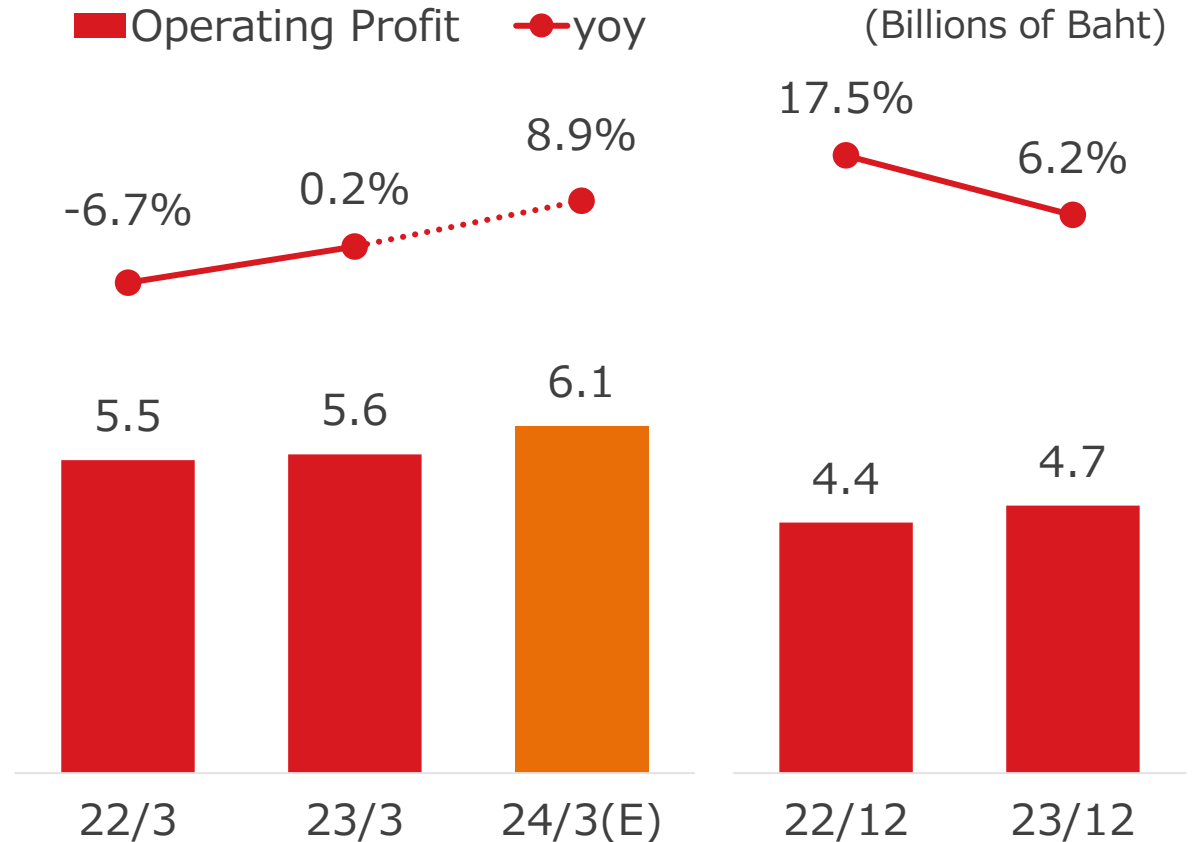
# Overseas Financial Business | Operating Profit

- Operating Profit (Yen Basis) increased by 15.5% yoy to ¥18.0 billion.
- Operating Profit (Local Currencies Basis) increased by 6.2% yoy to 4.7 billion baht.

## ■ Overseas Financial Business(Yen Basis)\*



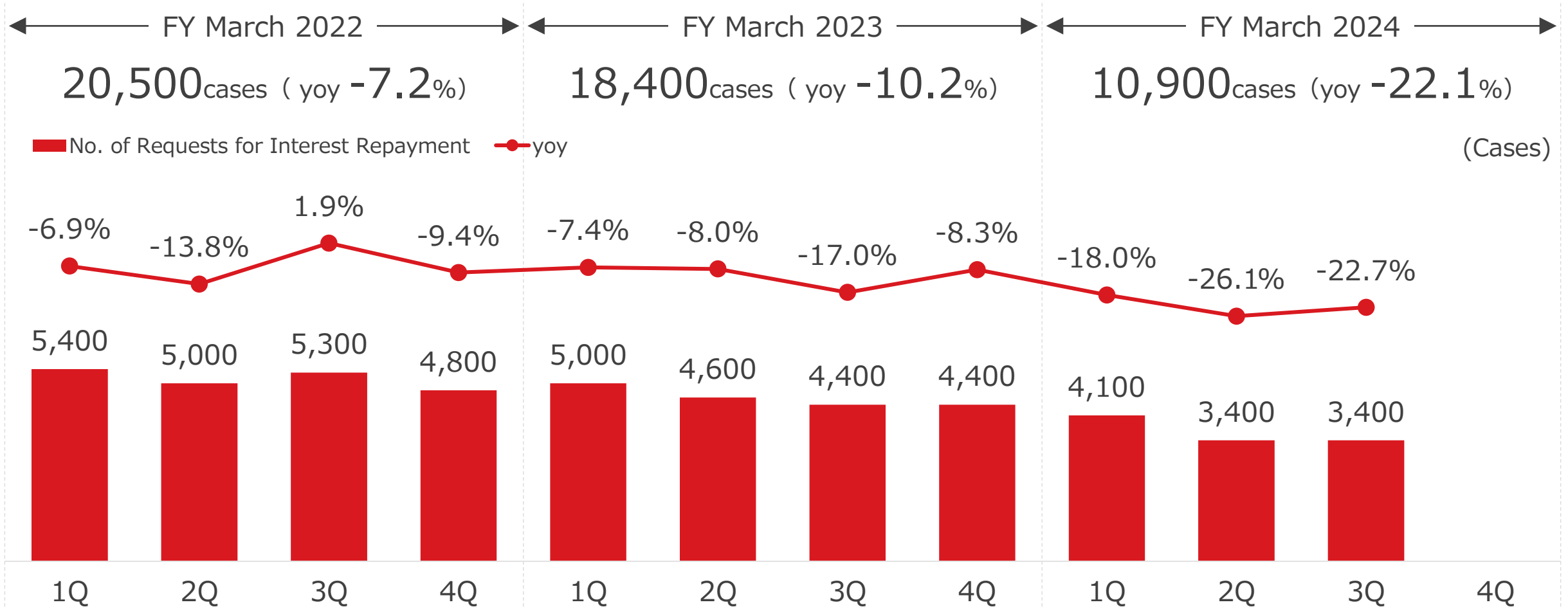
## ■ EASY BUY(Local Currencies Basis)



\*Profit by segment

# No. of Requests for Interest Repayment\*

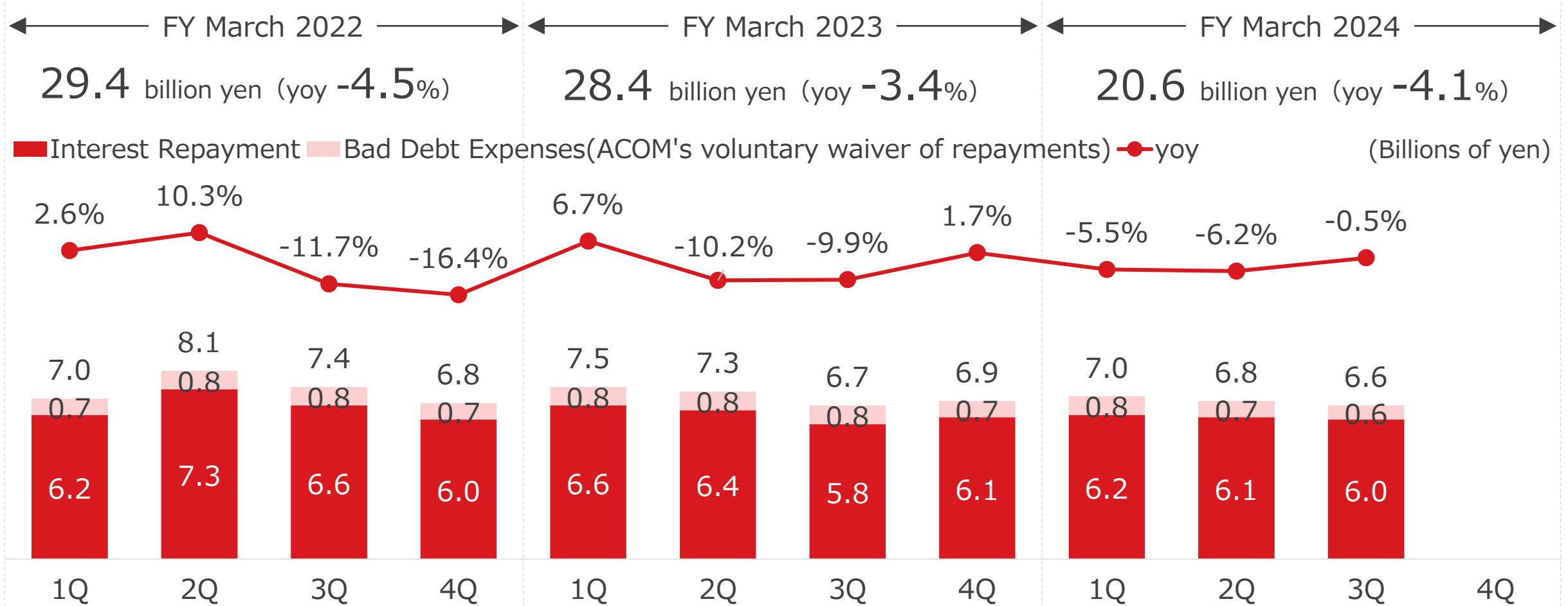
- The number of requests for 3Q decreased by 22.1% yoy to 10,900.
- The number of requests for FY March 2024 is expected to decrease around 15% yoy.



\* No. of requests which interest repayment occurs as a result of ACOM's recalculation based on the interest ceiling as specified in Interest Rate Restriction Act from claims which lawyers or judicial scriveners accept debt consolidation (including reaccepted requests).

# Loss on Interest Repayment

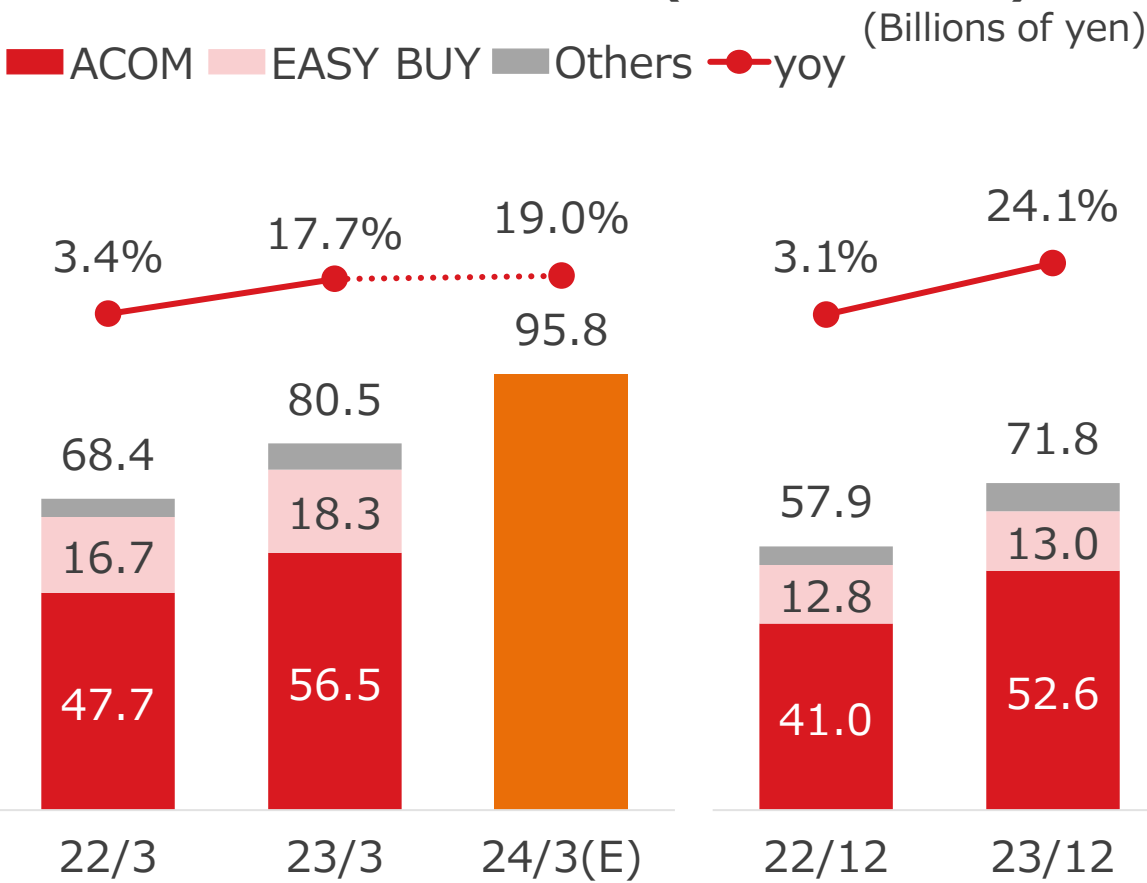
- Amount of drawdown up to 3Q was ¥20.6 billion (-4.1% yoy).
- There was no addition to provision in 3Q. Balance of provision is ¥37.0 billion. (Covers up to FY March 2026)
- Estimate amount of drawdown to decrease around 10% yoy in FY March 2024.



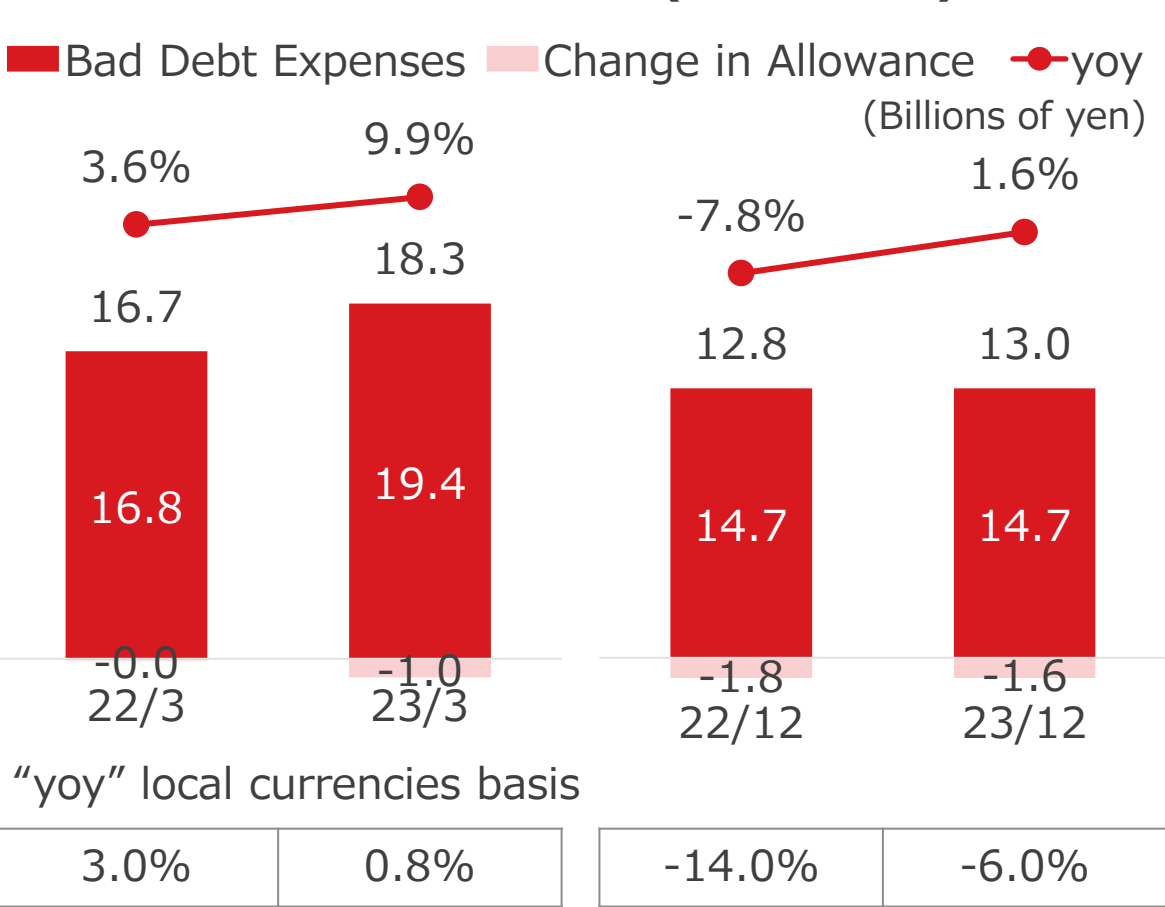
# Q Provision for Bad Debts

- Provision for Bad Debts (Consolidated) increased by 24.1% yoy to ¥71.8 billion due to an increase in ACOM.
- Provision for Bad Debts at EASY BUY increased by 1.6% yoy to ¥13.0 billion.

## ■ Provision for Bad Debts (Consolidated)



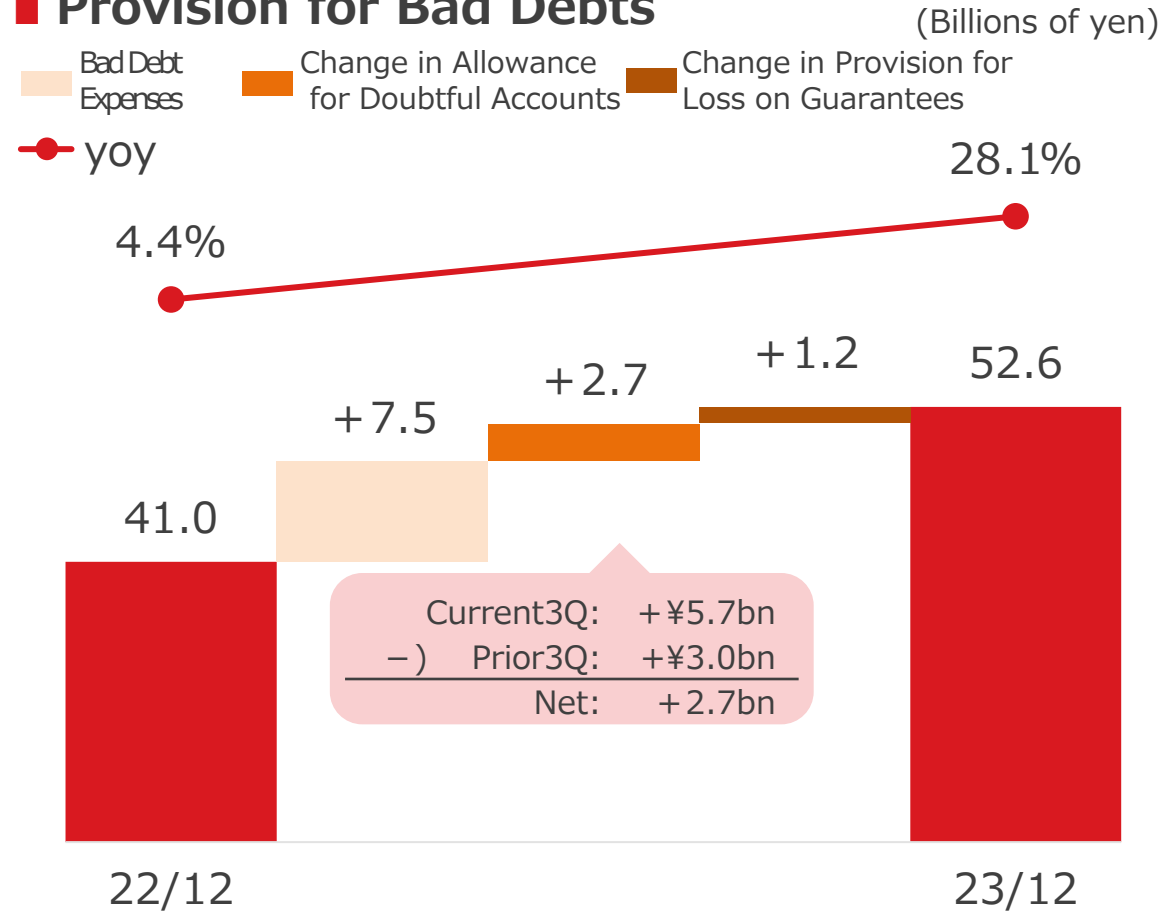
## ■ Provision for Bad Debts (EASY BUY)



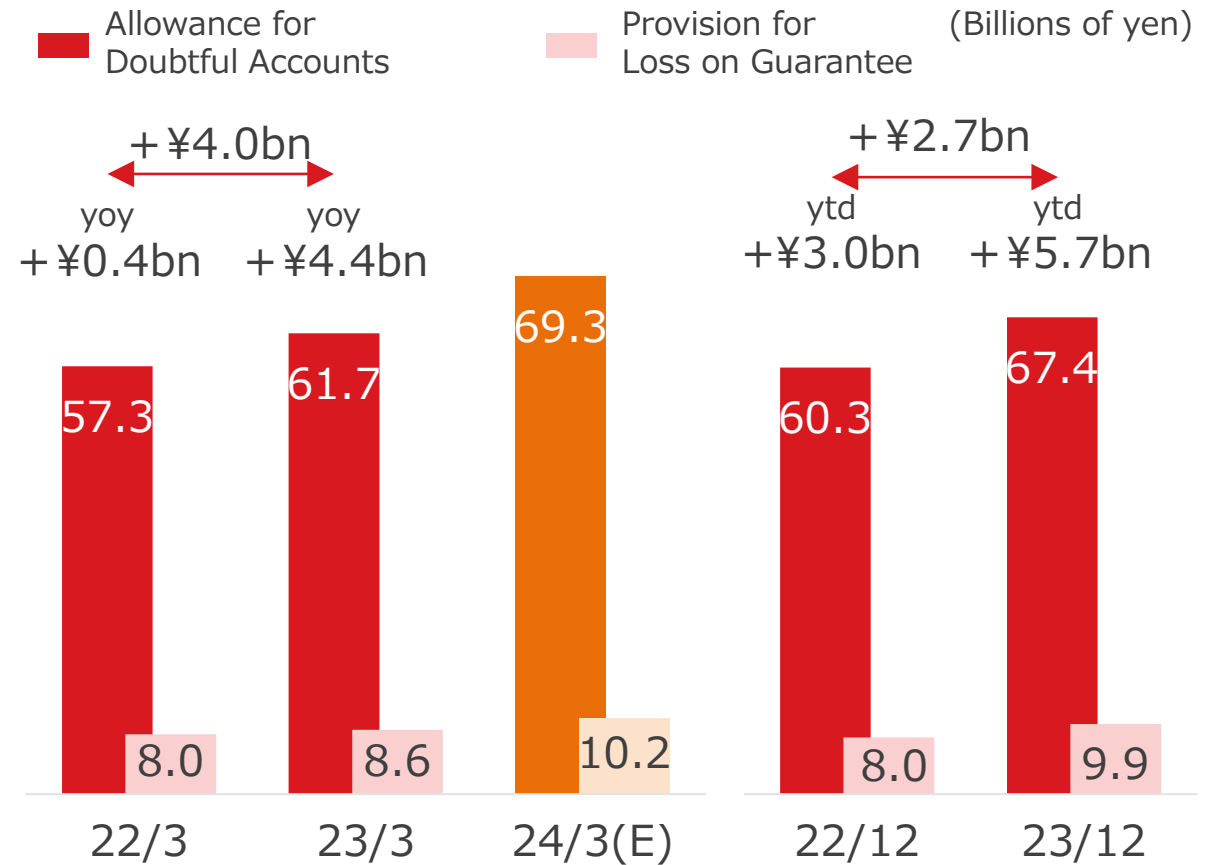
# Provision for Bad Debts (ACOM)

- Provision for Bad Debts increased by 28.1% yoy to ¥52.6 billion, mainly due to the expansion of business scale.

## ■ Provision for Bad Debts



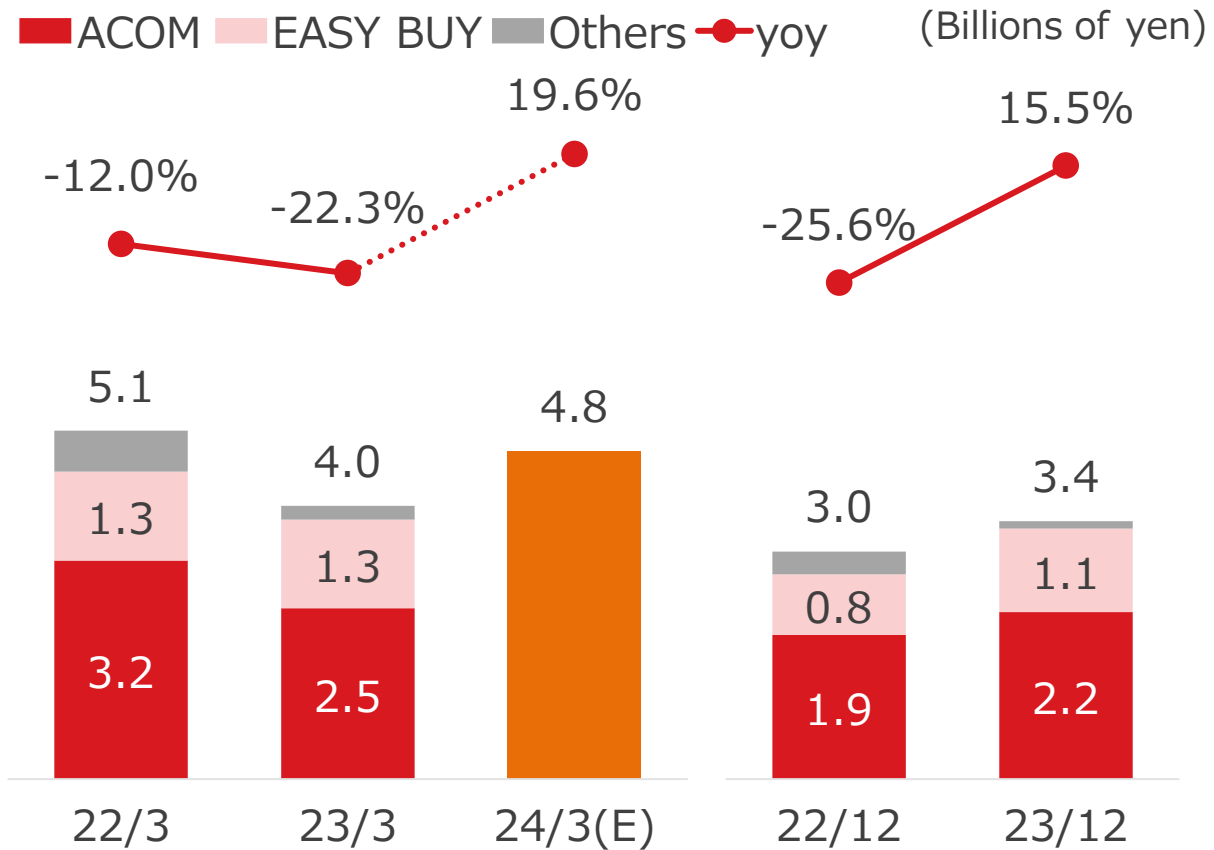
## ■ Reserves for Loan and Guarantee



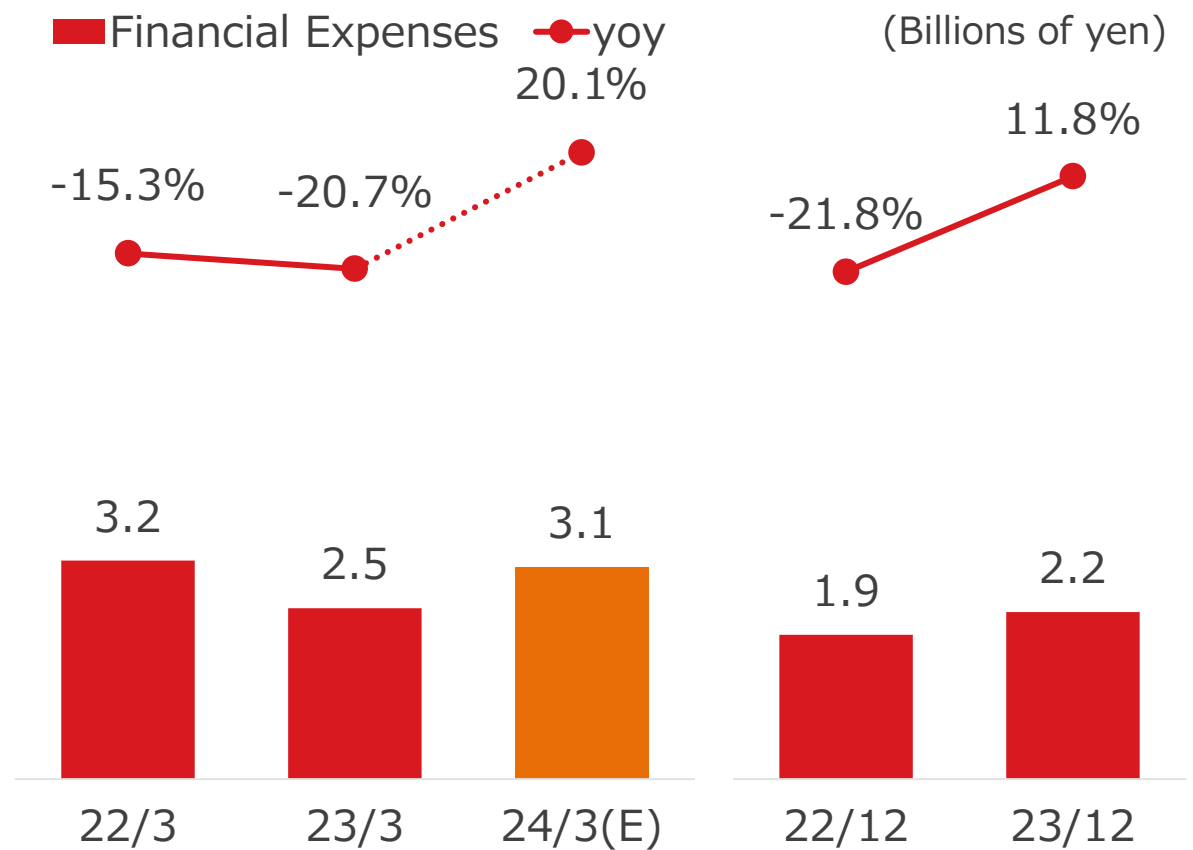
# Financial Expenses

- Financial Expenses (Consolidated) increased by 15.5% yoy to ¥3.4 billion.

## ■ Financial Expenses (Consolidated)



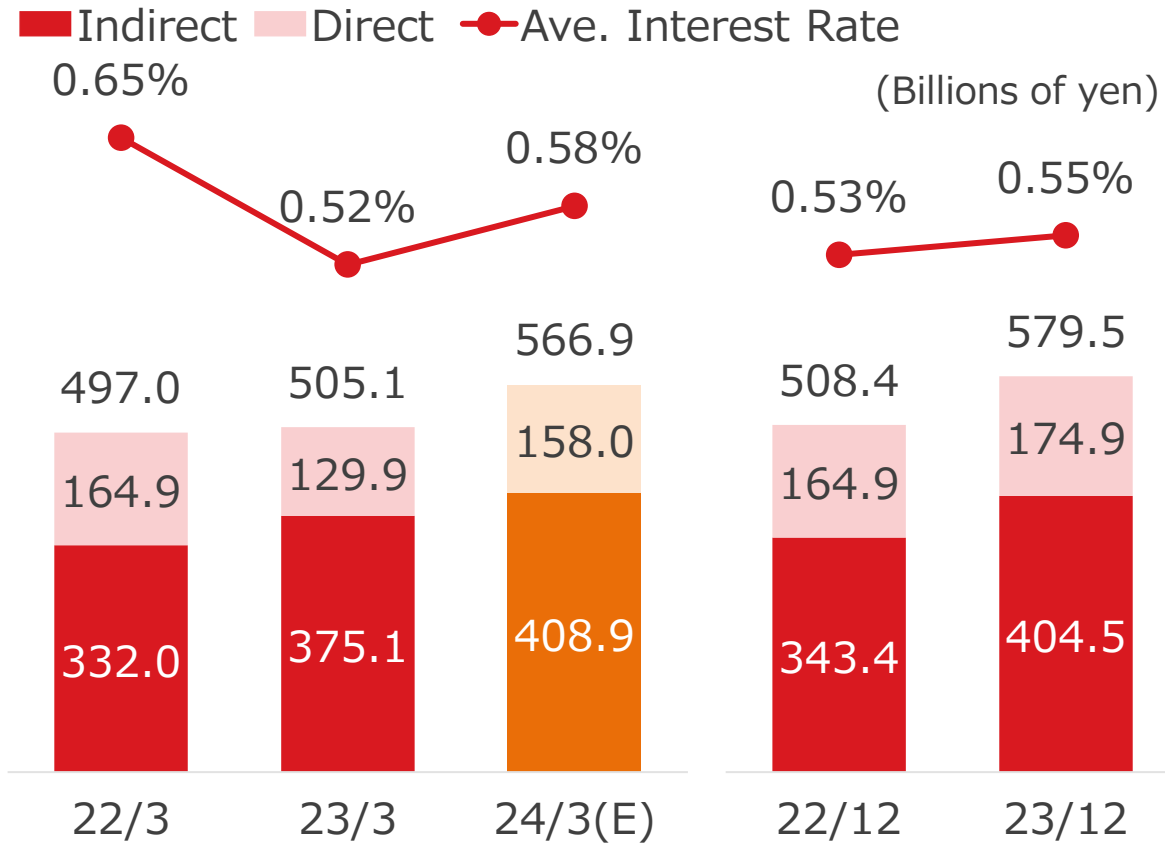
## ■ Financial Expenses (ACOM)



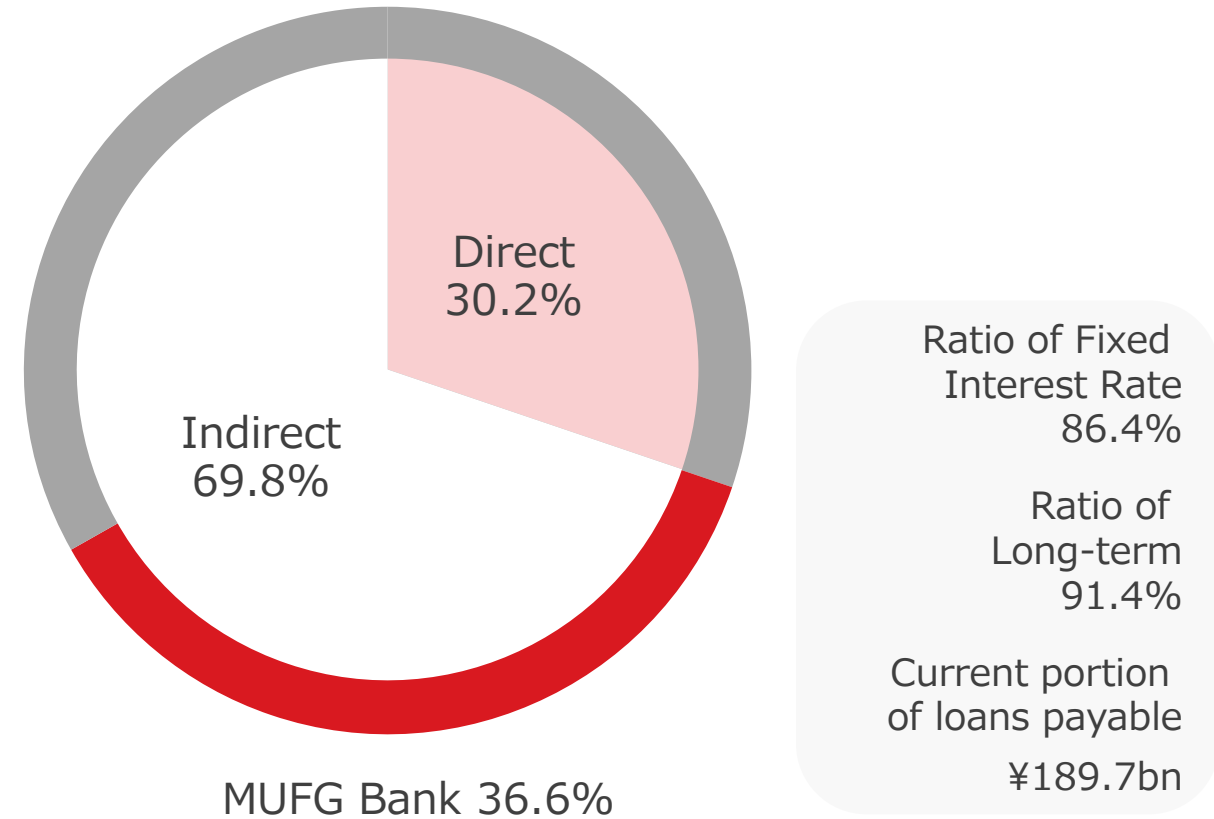
# Financial Expenses | Borrowings (ACOM)

- Borrowings increased by ¥71.0 billion yoy to ¥579.5 billion.
- Average interest rate increased by 2 basis points yoy to 0.55%.

## ■ Borrowings



## ■ Composition Ratio by Funding Sources



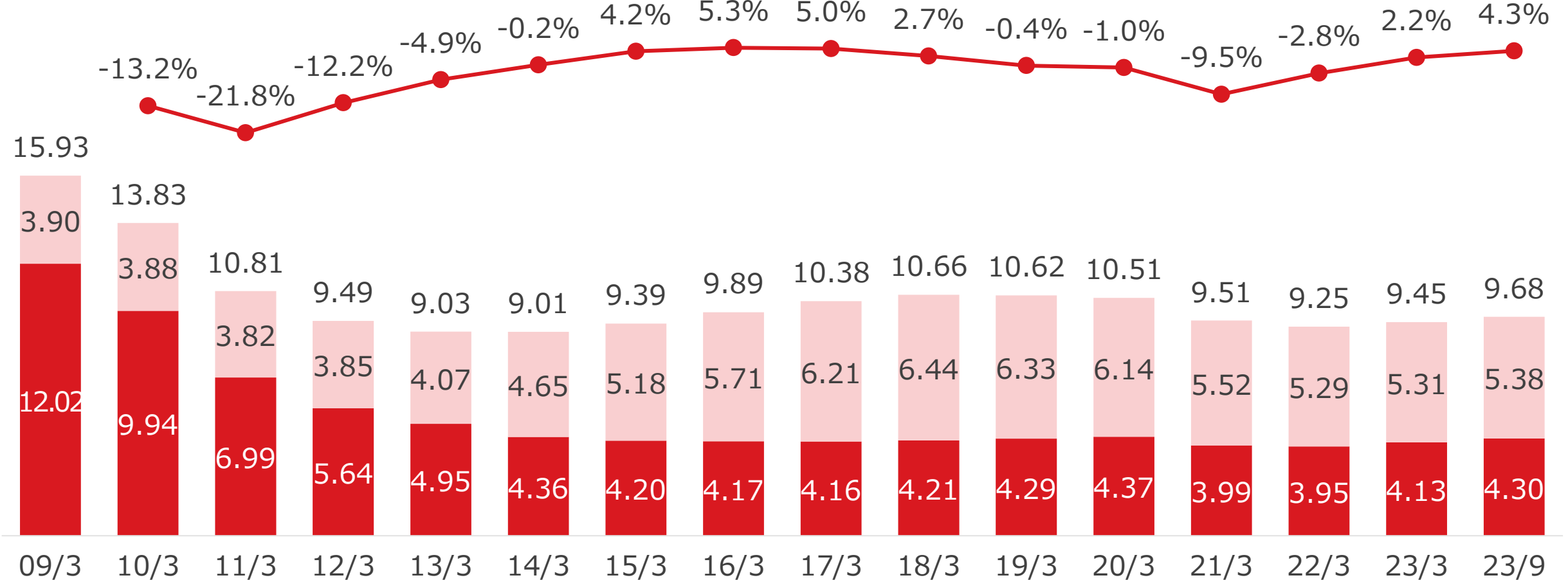


# Appendix

# Market Volume of Domestic Personal Card Loan

■ Nonbank\*<sup>1</sup> ■ Bank\*<sup>2</sup> ● yoy

(Trillions of yen)



ACOM's Share	10.3%	12.4%	13.5%	14.4%	15.6%	16.2%	16.7%	17.2%	17.4%	17.7%	18.2%	18.9%	19.4%	19.6%	19.7%
	Consolidated				16.4%	17.1%	17.7%	18.4%	18.8%	19.1%	19.7%	20.5%	21.1%	21.4%	21.5%

\*1 Nonbank refers to receivables outstanding (include loan on deeds) in statistics by Japan Financial Services Association (JFSA). JFSA's figure for 2023/9 is preliminary

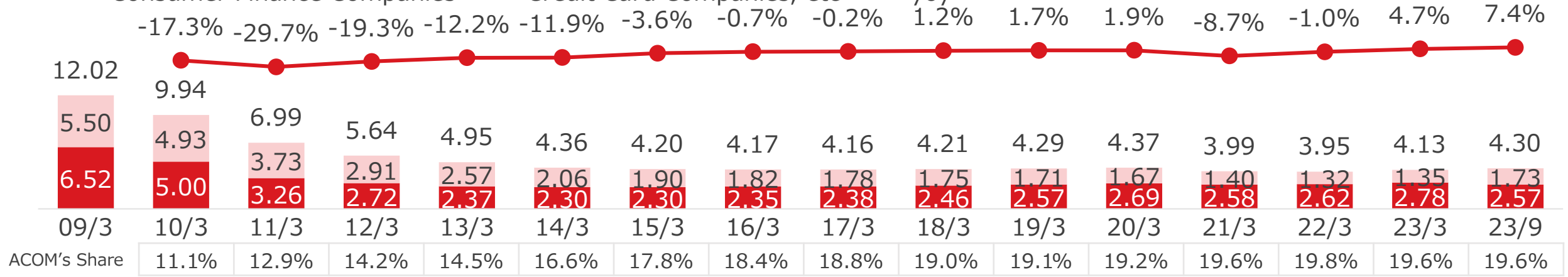
\*2 Bank refers to the volume of personal card loans provided by domestic banks and credit unions in statistics by The Bank of Japan

# Market Volume of Personal Card Loan by Business Type

## ■ Nonbank\*1

(Trillions of yen)

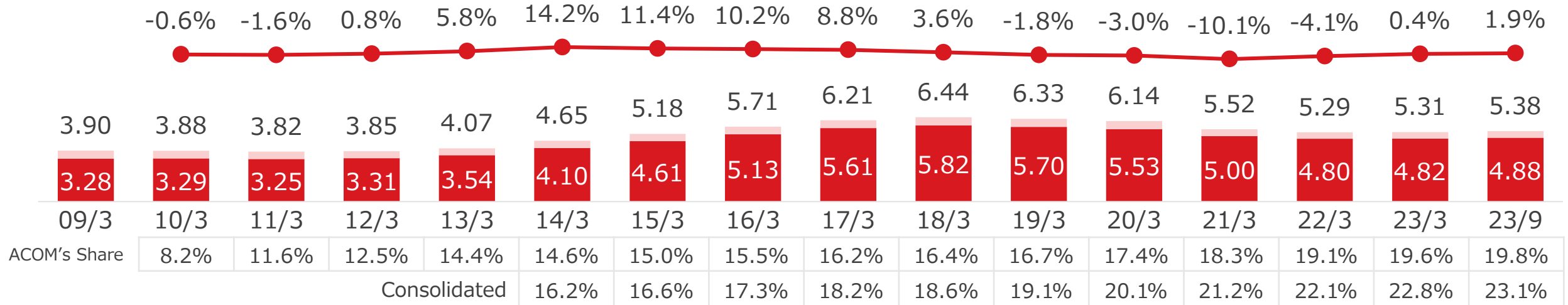
■ Consumer Finance Companies    ■ Credit Card Companies, etc    ● yoy



## ■ Bank\*2

(Trillions of yen)

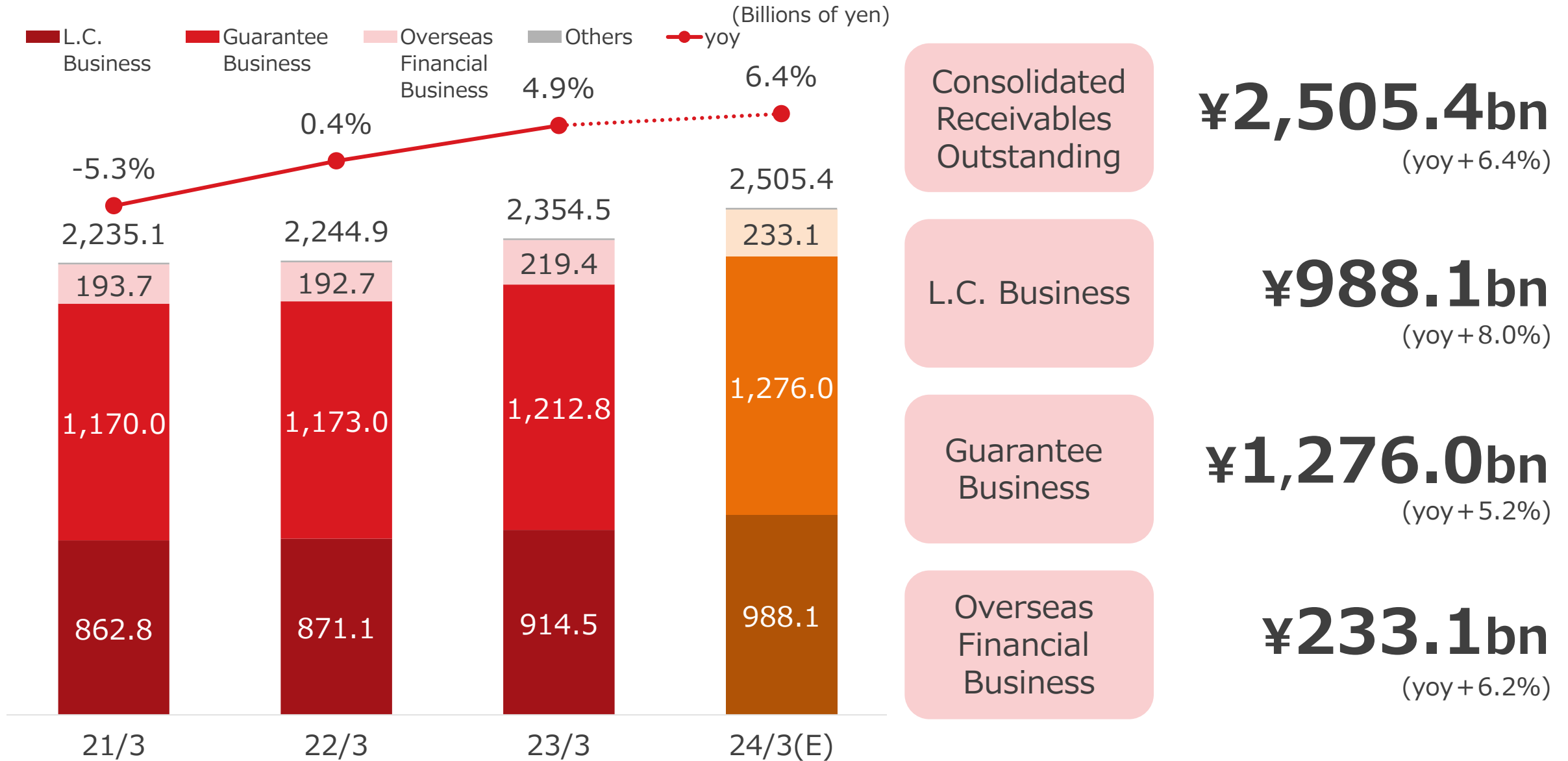
■ Domestic Banks    ■ Credit Unions    ● yoy



\*1 Nonbank refers to receivables outstanding (include loan on deeds) in statistics by Japan Financial Services Association (JFSA). JFSA's figure for 2023/9 is preliminary

\*2 Bank refers to the volume of personal card loans provided by domestic banks and credit unions in statistics by The Bank of Japan

# Annual Forecast for the FY March 2024(Business Scale)

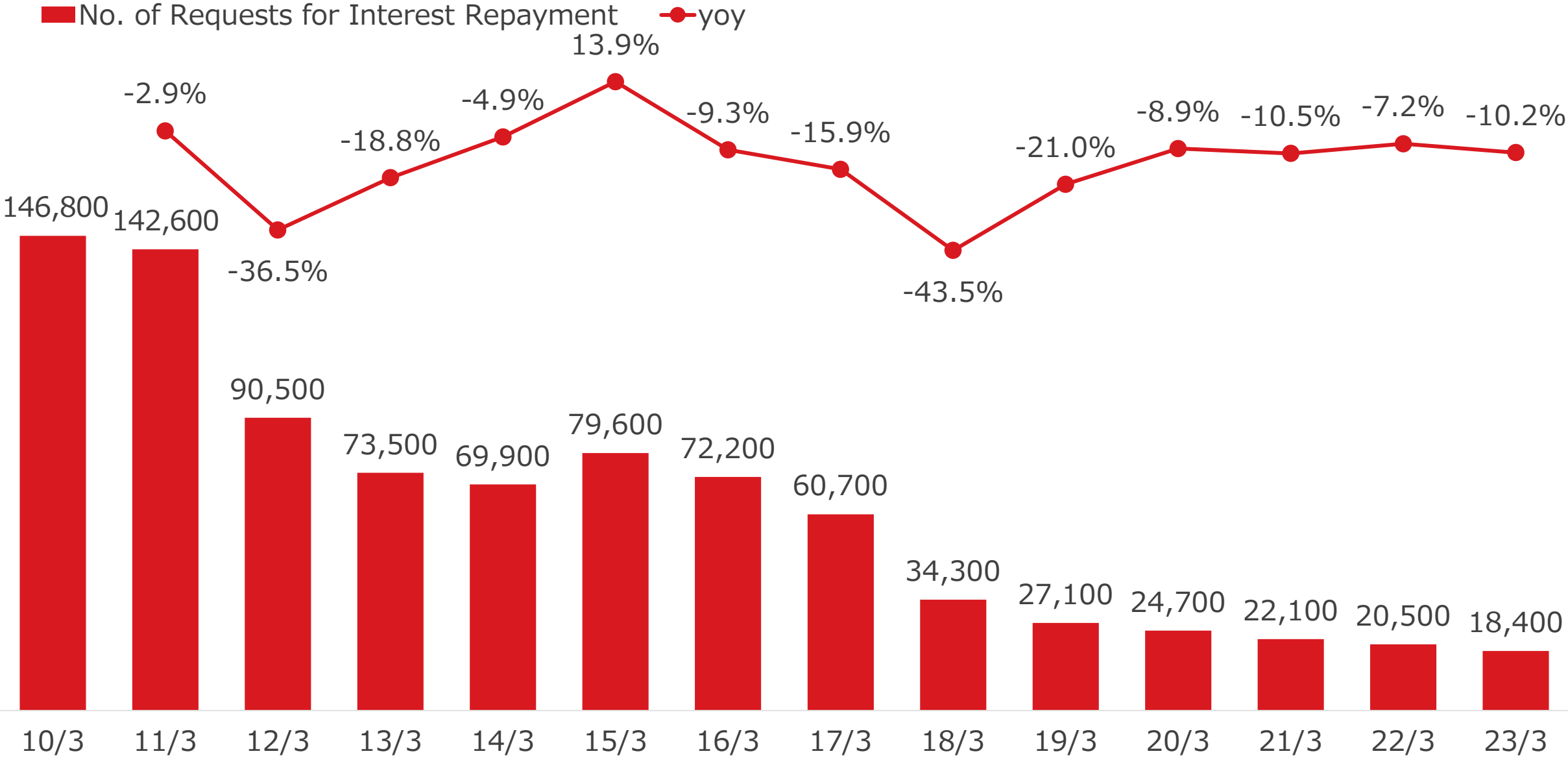




# Annual Forecast for the FY March 2024(Performance) (Millions of yen, %)

		2023/3		2024/3	
		Results	yoy	Forecast	yoy
1	Operating Revenue	273,739	4.4	293,100	7.1
2	Loan and Credit Card Business	145,174	2.0	155,200	6.9
3	Guarantee Business	66,278	5.4	70,900	7.0
4	Overseas Financial Business	56,537	10.3	61,000	7.9
5	Operating Expenses	186,506	-18.0	208,600	11.8
6	Financial Expenses	4,012	-22.3	4,800	19.6
7	Provision for Bad Debts	80,517	17.7	95,800	19.0
8	Provision for Loss on Interest Repayment	-	-	-	-
9	Other Operating Expenses	101,976	7.5	108,000	5.9
10	Operating Profit	87,287	151.0	84,500	-3.2
11	Ordinary Profit	87,485	146.8	84,800	-3.1
12	Profit Before Income Taxes	84,803	151.4	84,500	-0.4
13	Profit	59,476	-0.6	58,600	-1.5
14	Profit Attributable to Owners of Parent	54,926	-1.4	52,900	-3.7

# Trend of No. of Requests for Interest Repayment

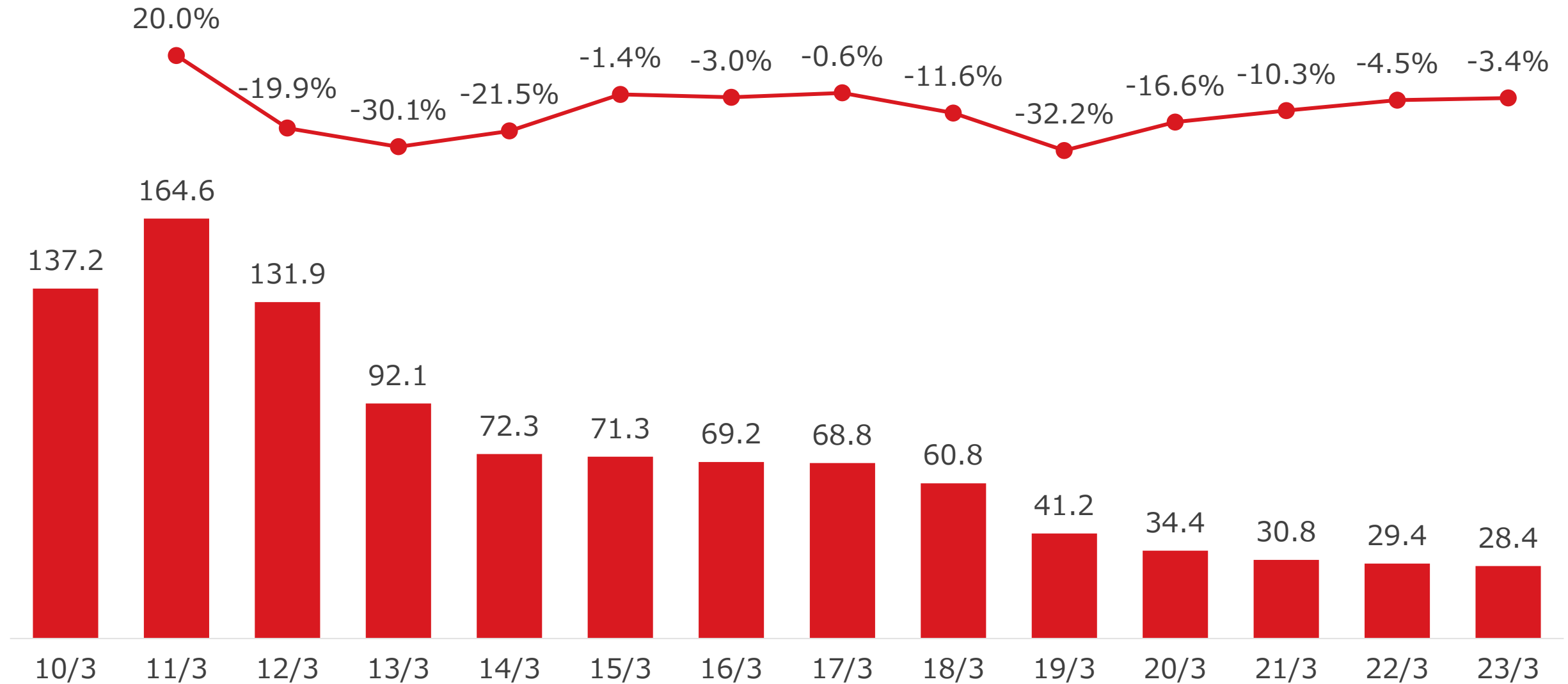


\* No. of requests which interest repayment occurs as a result of ACOM's recalculation based on the interest ceiling as specified in Interest Rate Restriction Act from claims which lawyers or judicial scriveners accept debt consolidation. (including reaccepted requests)

# Trend of Loss on Interest Repayment

■ Provision Drawdown ● yoy

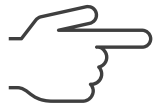
(Billions of yen)



# Key Points for Provision

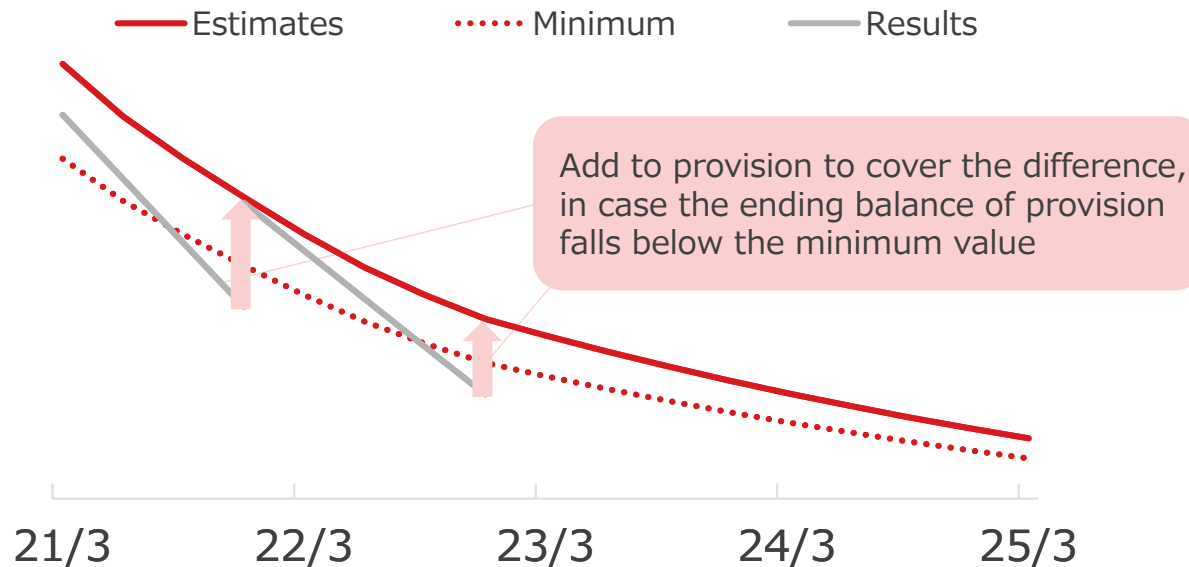
## Evaluation method of Provision for Loss on Interest Repayment

- ① When quarterly ending balance of provision falls below the minimum value of estimate, addition will be made to cover the difference between these.
- ② Reassess the necessity of changing estimation method for the provision;
  - when the quarterly ending balance of provision falls significantly below the minimum value of initial estimate
  - at formulation of medium-term management plan every 3 years

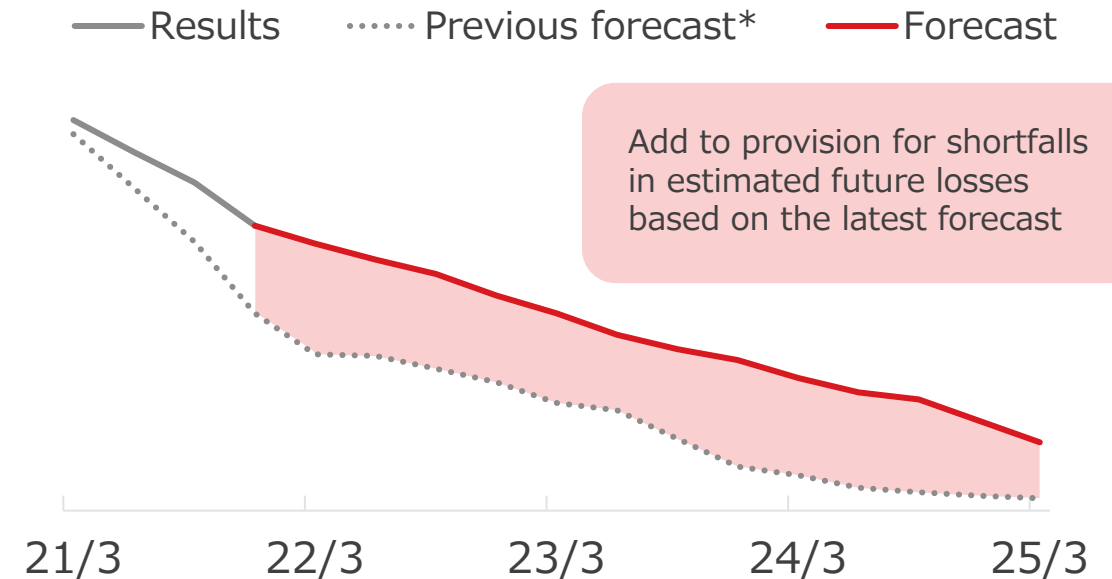


Determined that it was necessary to recalculate the future losses because actual results were lower than expected and the speed of decline slowed down considerably despite the assumption that the speed of decline in the number of requests for Interest Repayment would accelerate in the projections at the end of FY March 2020

### ■ Method of addition to Provision (above①)



### ■ Method of addition to Provision (above②)



\*The future forecast when addition of provision was made in FY March 2020.



# Background of Borrowing Behavior among Individuals

## ■ Purpose of Loan\* (Multiple answers n=2,000)

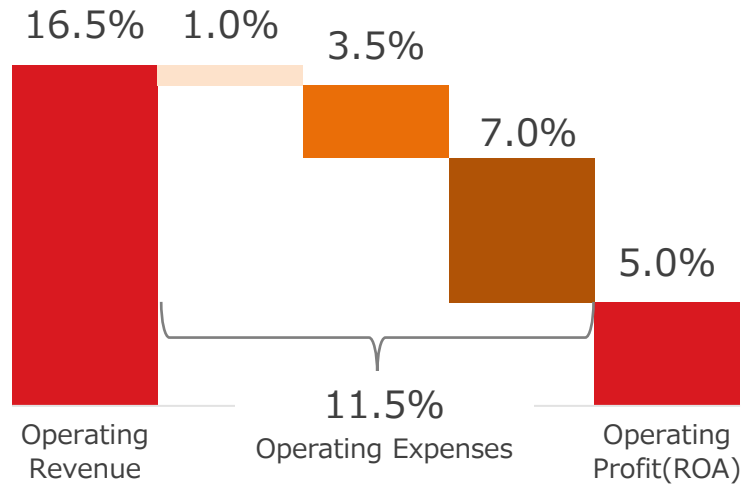


\*"The survey results report on borrowing awareness and borrowing behavior of fund demanders" dated October 31, 2023, by Japan Financial Services Association (JFSA).

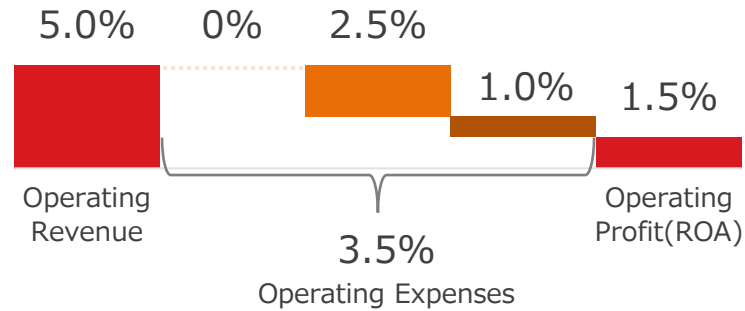
# Yardstick of Return on Assets (ROA) by business segments

## ■ L.C. Business

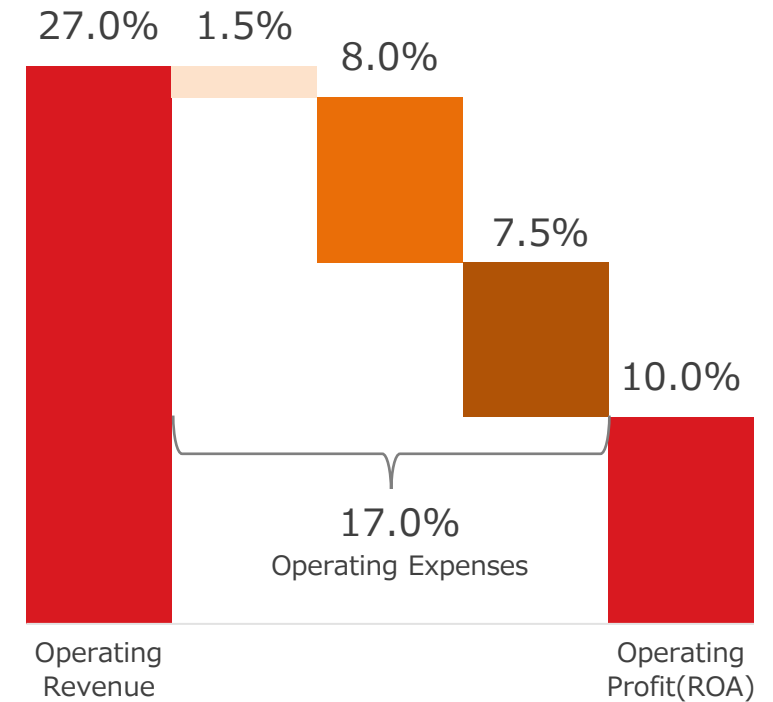
■ Financial Expenses ■ Provision for Bad Debts ■ Other Operating Expenses



## ■ Guarantee Business



## ■ Overseas Financial Business



- Clarify what the ACOM Group wants to be based on the "founding spirit," "origin of the company name," and "corporate philosophy," which are the universal values and beliefs of the ACOM Group.
- Define specifically what we promise to each stakeholder as our "Vision".

## Meeting the expectations of all stakeholders

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### Customers

Responding to the customer's desire of "what they want" and "the services they would like to get" with speed and mind of customers first in Japan and overseas

### Alliance

Contribute to the enhancement of corporate value of our alliance partners by providing our accumulated know-how

### Employees

Make our employees and their families happier tomorrow than today

### Shareholders/ Investors

Achieve stable and continuous returns through sustained growth in corporate value

### Society

Contribute to the realization of a sustainable society through corporate activities

### Partners

Build a strong relationship of trust and mutual development

# Mid-Term Policy | what we will do in the next 3 years to realize our “Vision”

## Customers

- Provide more comfortable services with speed through a superior UI that utilizes digital technology.
- As a leading company, we will continue to be easy to consult with and dependable.

## Alliance

- Work with our alliance partners to accurately understand customer needs and provide better services.
- Promote alliances not only with financial institutions but also with other companies that require the expertise of the ACOM Group.

## Employees

- Foster an open corporate culture that is free from discrimination and harassment and that recognizes diverse values.
- Mutually support each other's actions toward growth and create a workplace where people can feel pride and satisfaction in their work.

## Shareholders / Investors

- We will increase shareholder returns based on high profitability and appropriate capital adequacy.

## Society

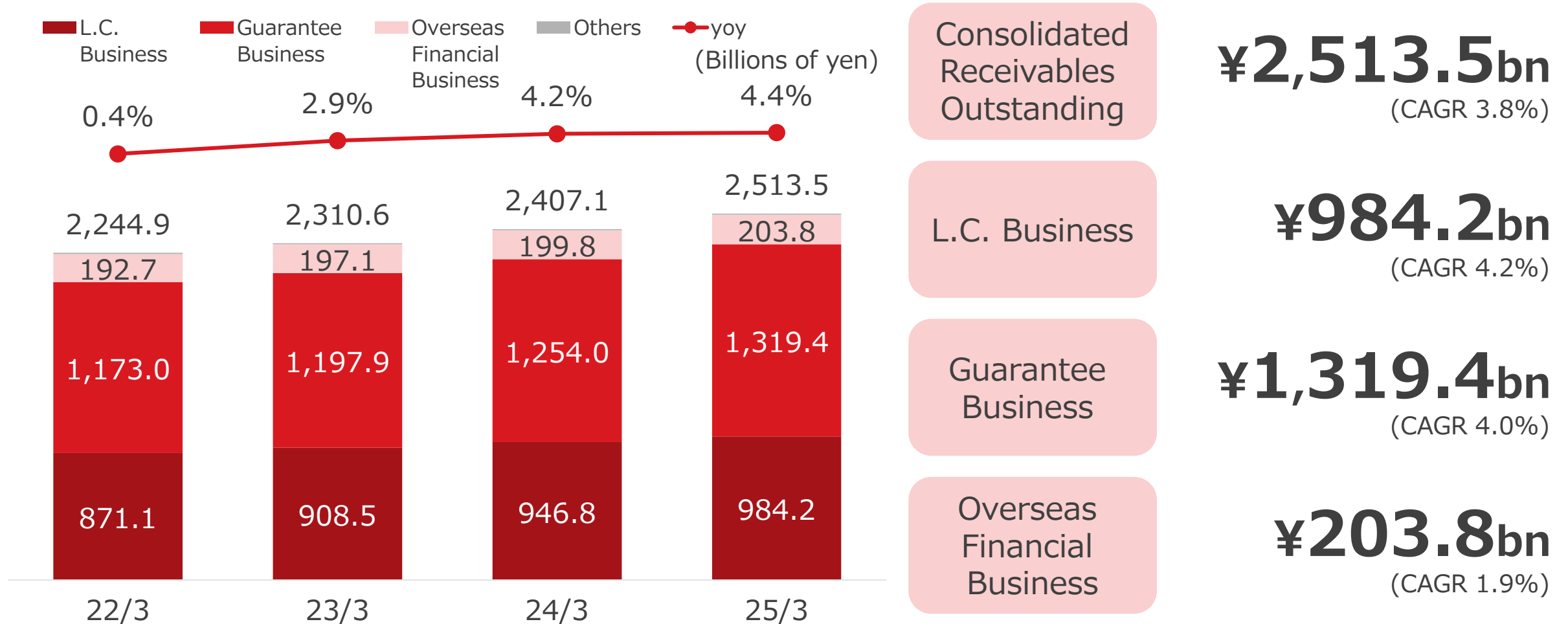
- As a member of society, actively work to resolve environmental and other social issues.

## Partners

- Work together as business partners, building trust through good communication.

# Mid-Term Management Plan | Business Scale

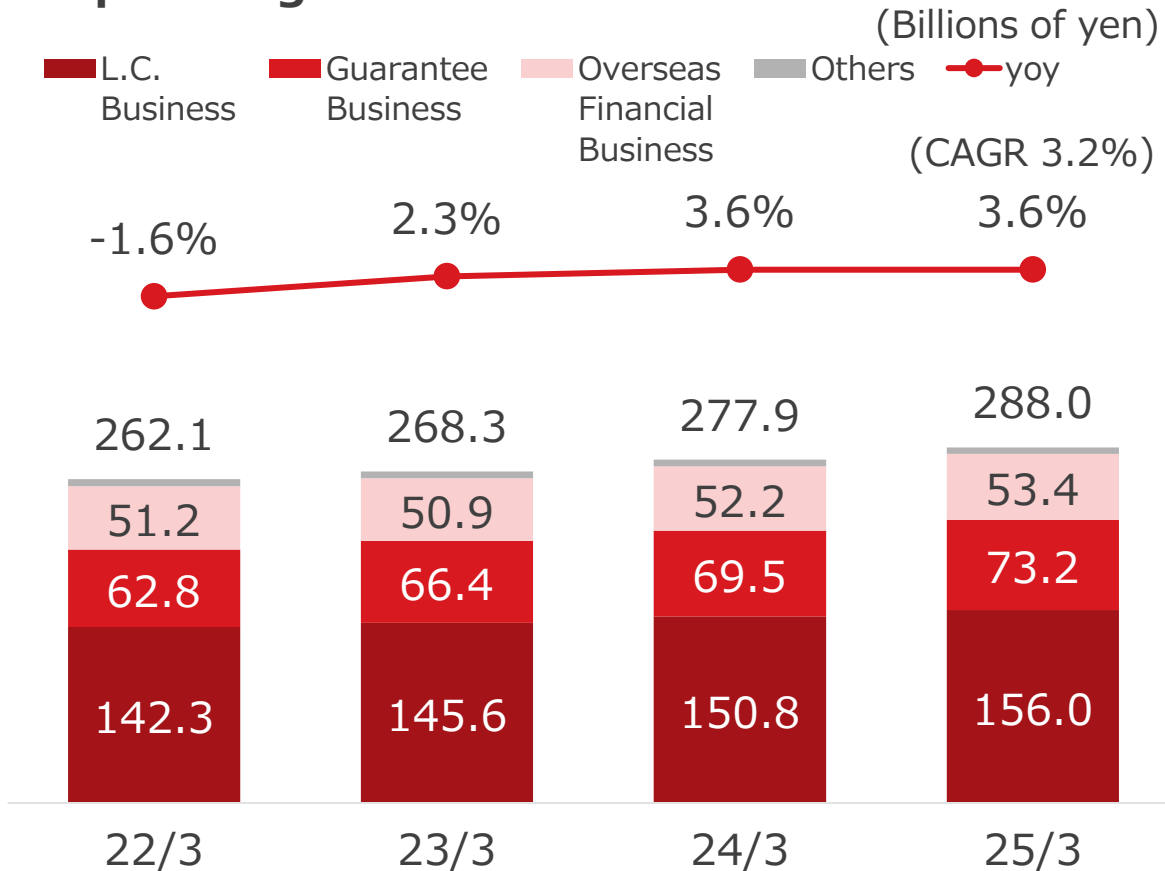
- Aiming to exceed the pre-COVID-19 scale in all 3 businesses through cashless payment support and digital investments.
- Aiming ¥2.5 trillion in total of 3 core businesses and Embedded finance business.



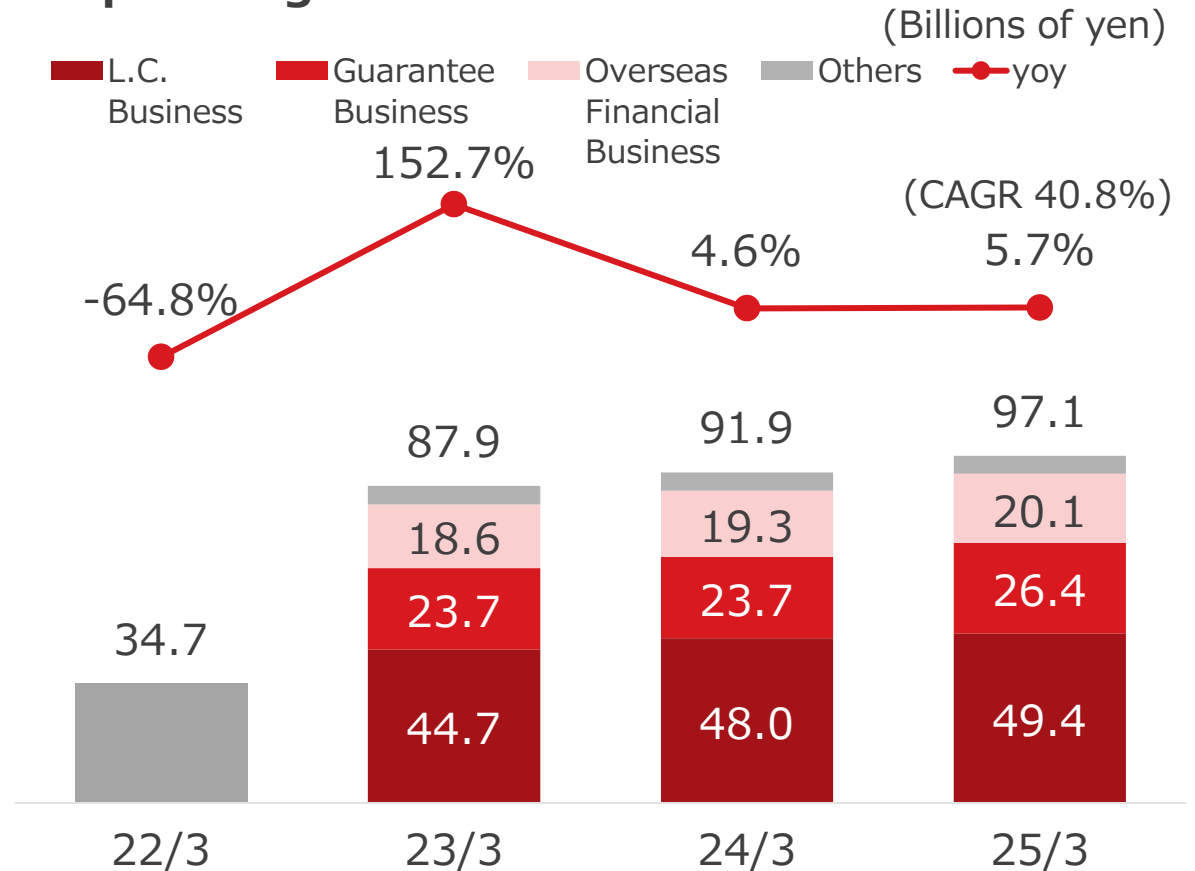
# Mid-Term Management Plan | Business Performance

- Operating revenue is expected to increase steadily with the expansion of business scale.
- Aim to increase operating income for 3 consecutive fiscal years.

## ■ Operating Revenue



## ■ Operating Profit





# Mid-Term Management Plan | Mid-Term Key Themes

Key Point of Mid-Term Management Plan

**View this period as a time to make strategic moves to expand our business domain for future growth in each of our businesses**

All Basics

- Fostering a Compliance Culture

## Business Strategy

- Enhance brand strength by rebuilding perception\*
- Provide high-quality customer experience through optimization of "human" and "digital" resources
- Challenge to create new businesses and services for next growth
- Expand guarantee tie-ups with financial institutions and realization of guarantee tie-ups with business companies
- Further strengthen ties with existing guarantee partners
- Expansion into new countries
- Expand business base in existing countries
- Optimize debt protection system

## Functional Strategy

- Build a system infrastructure that can respond flexibly and quickly to environmental changes
- Establish human resource base by strengthening recruitment, training, and retention
- Increase employee engagement through permeation of vision
- Strengthen and Expand Sustainability Promotion System and Initiatives
- Strengthen governance by upgrading risk management
- Create a highly productive work environment by improving operational efficiency
- Maintain stability and improve cost efficiency by optimizing procurement methods

\* Perception is the awareness, recognition, and perception of a company or brand that is a factor in consumers' image and purchase decisions.

# Mid-Term Management Plan | Challenges to Create New Businesses & Services for Next Growth

- To start Embedded Finance Business, GeNiE Inc. was established in April 2022.
- By steadily implementing product building to provide a new financial experience and strengthening relationships with potential alliance partners, we will build a business foundation for launching Embedded Finance Business.





# Q Mid-Term Management Plan | Realization of Guarantee Partnerships with Companies

- Guarantee business tie-up with a company that has many users and is entering card loan business.
- Of the ¥140.0 billion in balance growth over the three years of the mid-term plan, about 30% will come from new alliances with partner companies.

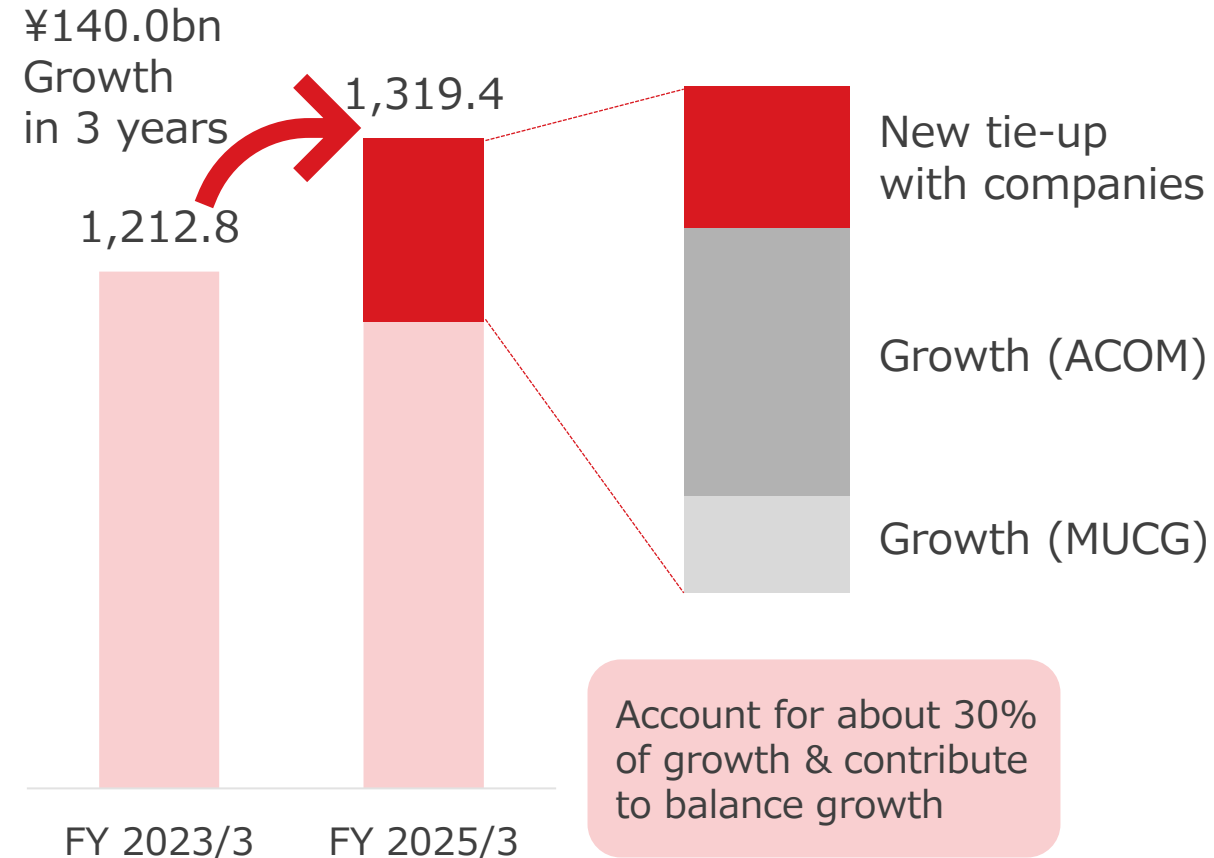
## ■ Guarantee Partnerships with Companies

Aim to realize guarantee partnerships with companies during the mid-term management plan period, although the partners in Guarantee business have been limited to financial institutions



## ■ Guarantee Balance (Plan)

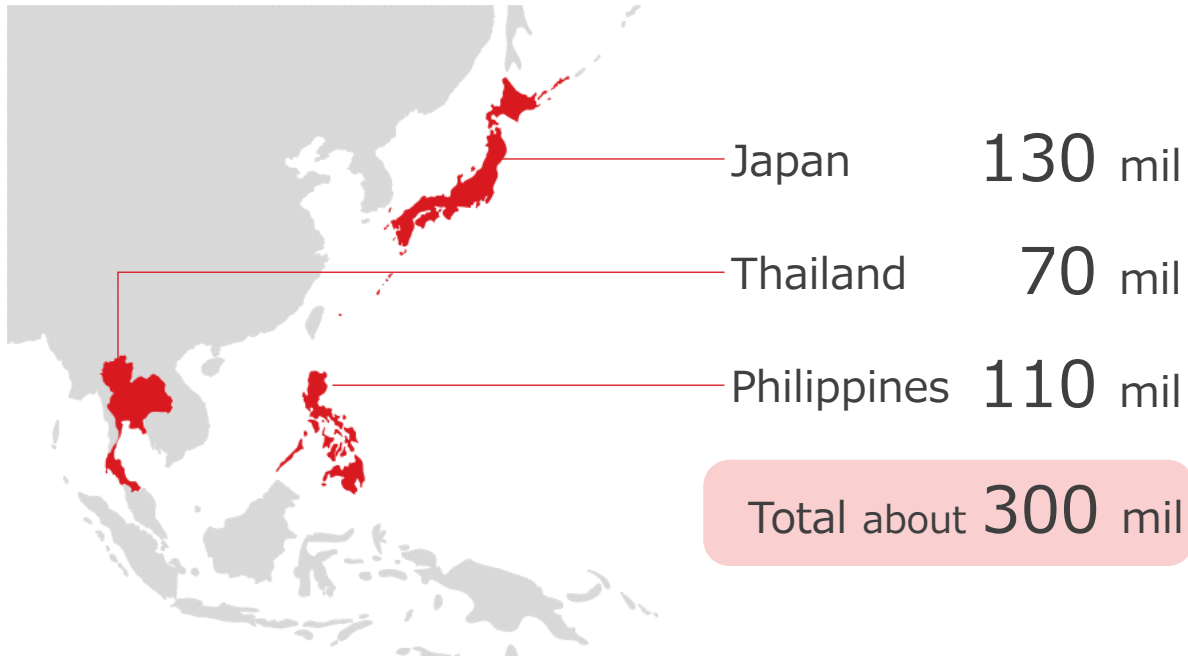
(Billions of yen)



# Mid-Term Management Plan | Realization of Expansion into New Countries

- Our Subsidiary in Malaysia, established in July 2021, started business in September 2023.
- Continue research activities, including the possibility of expanding into non-ASEAN regions.
- Aim to enter at least one more country in addition to Malaysia during the mid-term management plan period, with a view to adding to the market population of 300 million people in the future.

## ■ Market Demography



300 mil ▶ 600 mil

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Total 7,900 mil

## ■ Market Demography(Malaysia)



Applied for an online contract license, which will be launched once the license has been approved



# Mid-Term Management Plan | Reinforcement of the System to Promote Sustainability

- Basic Policy on Sustainability is newly formulated with the aim of both solving social issues and enhancing corporate value.
- Materiality is identified based on stakeholders' expectations of our universal values of "The Spirit of Human Dignity," "Customers First," and "Creative and Innovative Management" in our corporate philosophy, as well as our efforts to address social issues.

## Basic Policy on Sustainability

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.

## Materiality

- Promote environment-friendly corporate activities
- Promote diversity based on **"The Spirit of Human Dignity"**
- Provide financial services that put the **customers first**
- Pursue **creative and innovative management** utilizing digital technology
- Strengthen governance



Solve social issues

Enhance corporate value

# Mid-Term Management Plan | Sustainability Initiatives

## Offer of financial service to pursue “Customers first”

- Invigoration of local economy through Guarantee Business
- Contribution to the economic development of the ASEAN region through Overseas Financial Business



## Pursuit of creative and innovative management utilizing digital

- Enhancement of the interface of digital channels
- Foundation of new business



## Governance

- Corporate Governance
- Compliance



## Environmental conservation

- Implementation of card less transaction function
- Paperless
- Study on introduction of renewable energy



## Diversity based on the spirit of human dignity

- Enhancement of employees' engagement
- Health Management Promotion
- “ACOM Miru Concert Monogatari,” music-and-silhouette-theater show, enjoyable for all ages, genders and handicaps.



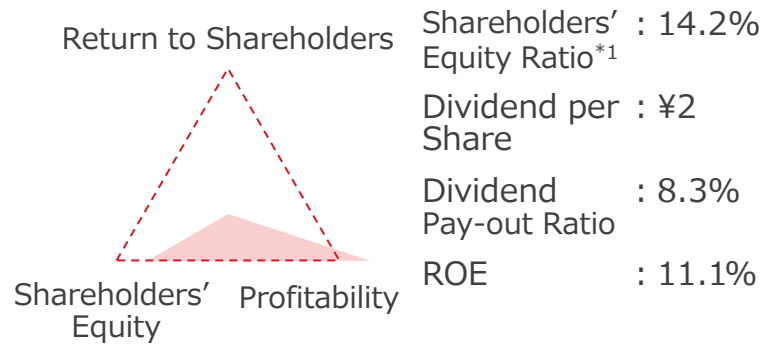
► We launched a sustainability website in 2022 to actively disclose information on our initiatives.

# Mid-Term Management Plan | Capital Policy

## Basic Policy on Capital Policy

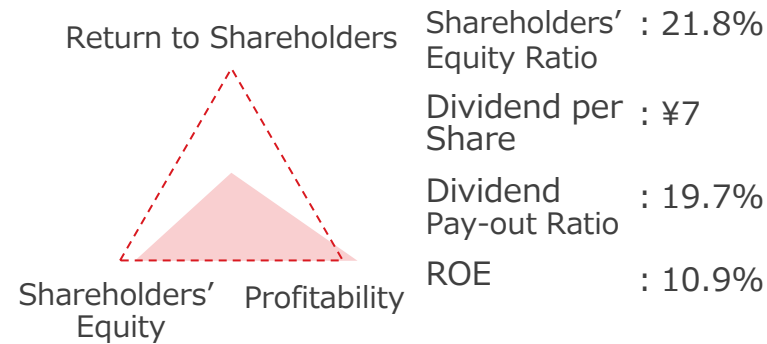
Maintain and improve financial soundness and increase shareholder returns

### Mid-Term Management Plan (FY March 2017~FY March 2019)



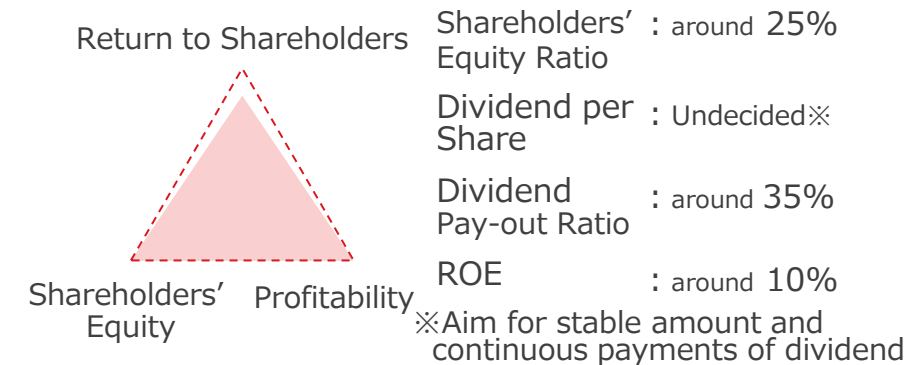
Expansion of capital adequacy is a top priority,  
Aiming to "resume dividend payments"  
once concerns about the future  
due to interest repayment claims are resolved.

### Mid-Term Management Plan (FY March 2020~FY March 2022)



Place the highest priority on optimizing  
shareholders' equity while increasing  
shareholder returns

### Mid-Term Management Plan (FY March 2023~FY March 2025)



Maintain and improve financial soundness  
and increase shareholder returns

## Basic Policy on Dividend Payment

Expand shareholder returns  
based on high profitability and appropriate capital adequacy

	FY March 2022		FY March 2023	
Dividend per Share	Interim ¥3	Year-end ¥4	Interim ¥5	Year-end ¥5
	Total ¥7		Total ¥10	
Dividend Pay-out Ratio	19.7%		28.5%	



FY March 2024	
Interim ¥6	Year-end ¥6 (Estimate)
Total ¥12 (Estimate)	
35.5% (Estimate)	

\* These values are computed using the sum of total assets and guaranteed receivables.

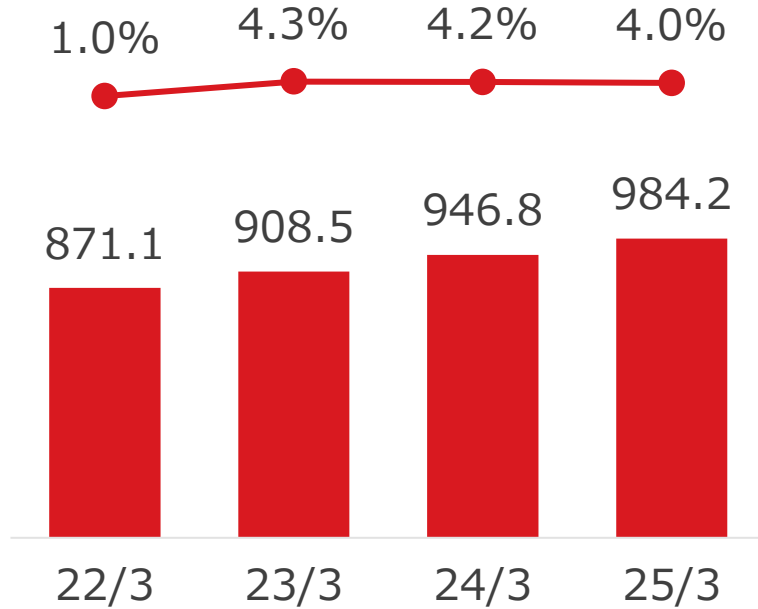
# Q Mid-Term Management Plan | Business Scale and Performance by Segments (L.C. Business)

- Focus on attracting new customers efficiently by accurately and speedily grasping the rapidly changing digital environment.
- Expand business with existing customers and quickly recover business that shrank due to COVID-19.
- Aim for ¥984.2 billion in receivables outstanding including Embedded Finance Business.

## ■ Receivables Outstanding

(Billions of yen)

■ Receivables Outstanding ● yoy

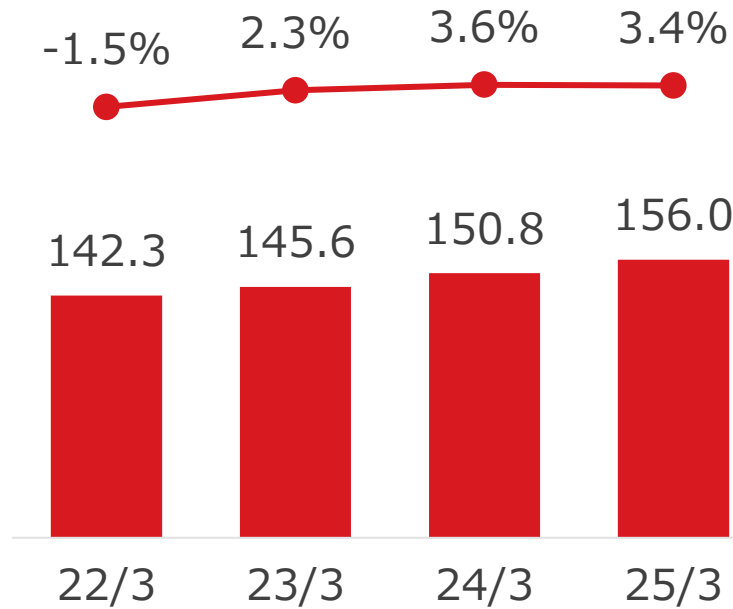


CAGR 4.2%

## ■ Operating Revenue

(Billions of yen)

■ Operating Revenue ● yoy

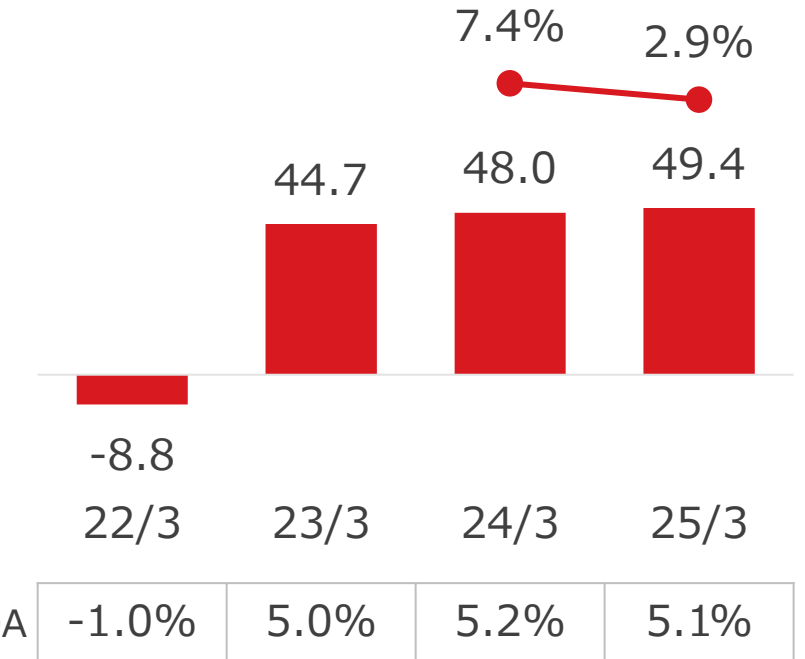


CAGR 3.1%

## ■ Operating Profit

(Billions of yen)

■ Operating Profit ● yoy

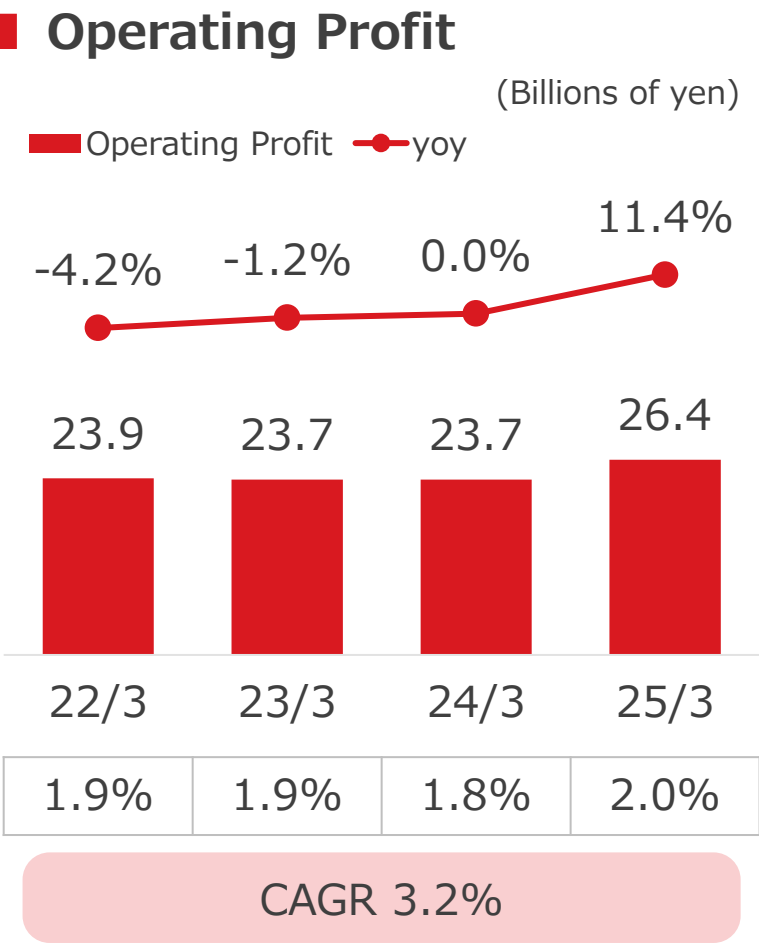
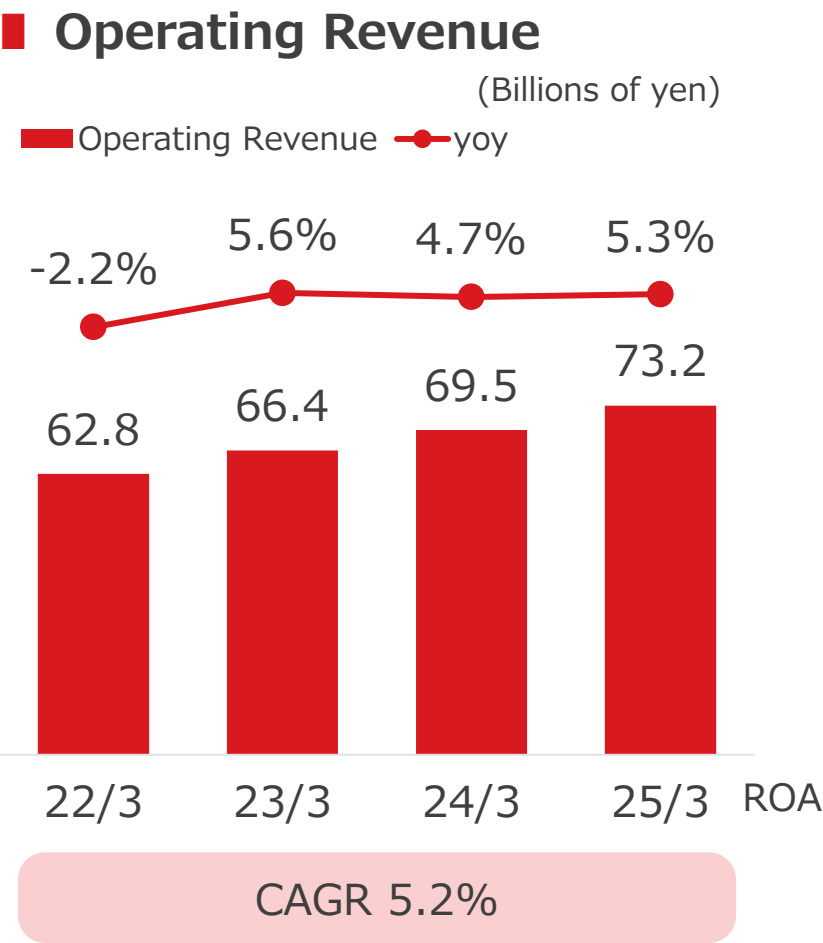
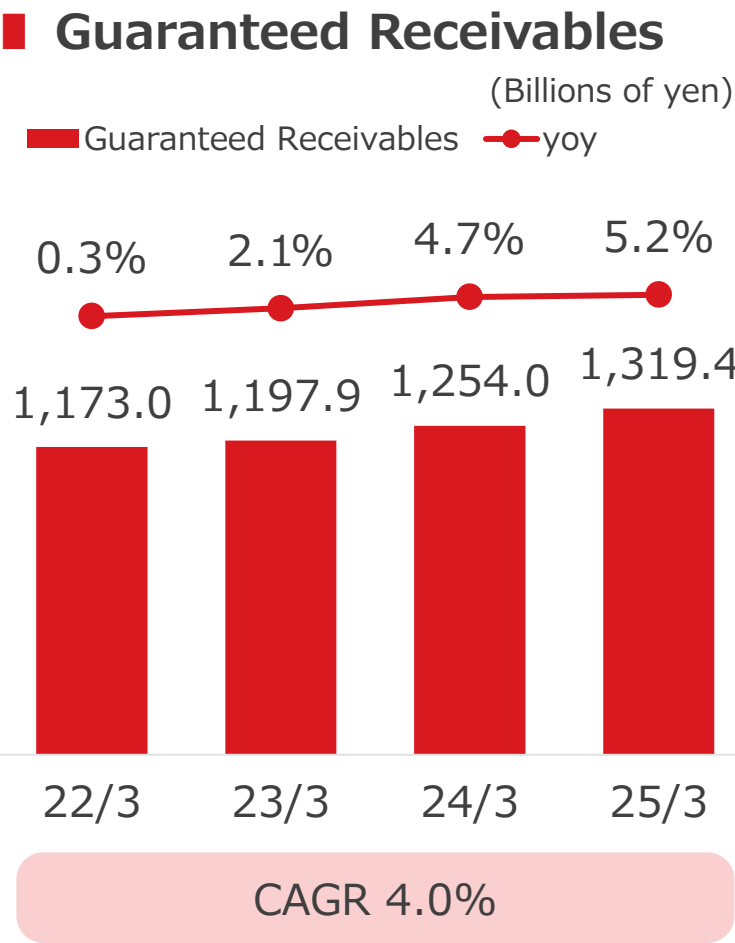


CAGR - %



# Mid-Term Management Plan | Business Scale and Performance by Segments (Guarantee Business)

- Focus on expanding business scale by guaranteed alliance with business companies and new alliance with financial institutions, and on attracting more customers in existing alliances.
- Aiming for consolidated guaranteed receivables of ¥1.3 trillion.





# Mid-Term Management Plan | Business Scale and Performance by Segments (Overseas Financial Business)

- EASY BUY (Thailand) : Regulations have reduced profitability. Promote digitalization and improve efficiency.
- ACF (Philippines) : Aim to return to profitability in a single year by steadily increasing the receivables outstanding.
- Subsidiary in Malaysia : Aim to start business as soon as possible.

