

# Earnings Release Presentation

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The Third Quarter Financial Results for the Fiscal Year Ending March 2026



January 30, 2026

## ■ 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  
MUCG  
YoY  
YTD  
(E)  
EB, EASY BUY  
ACF  
ACM

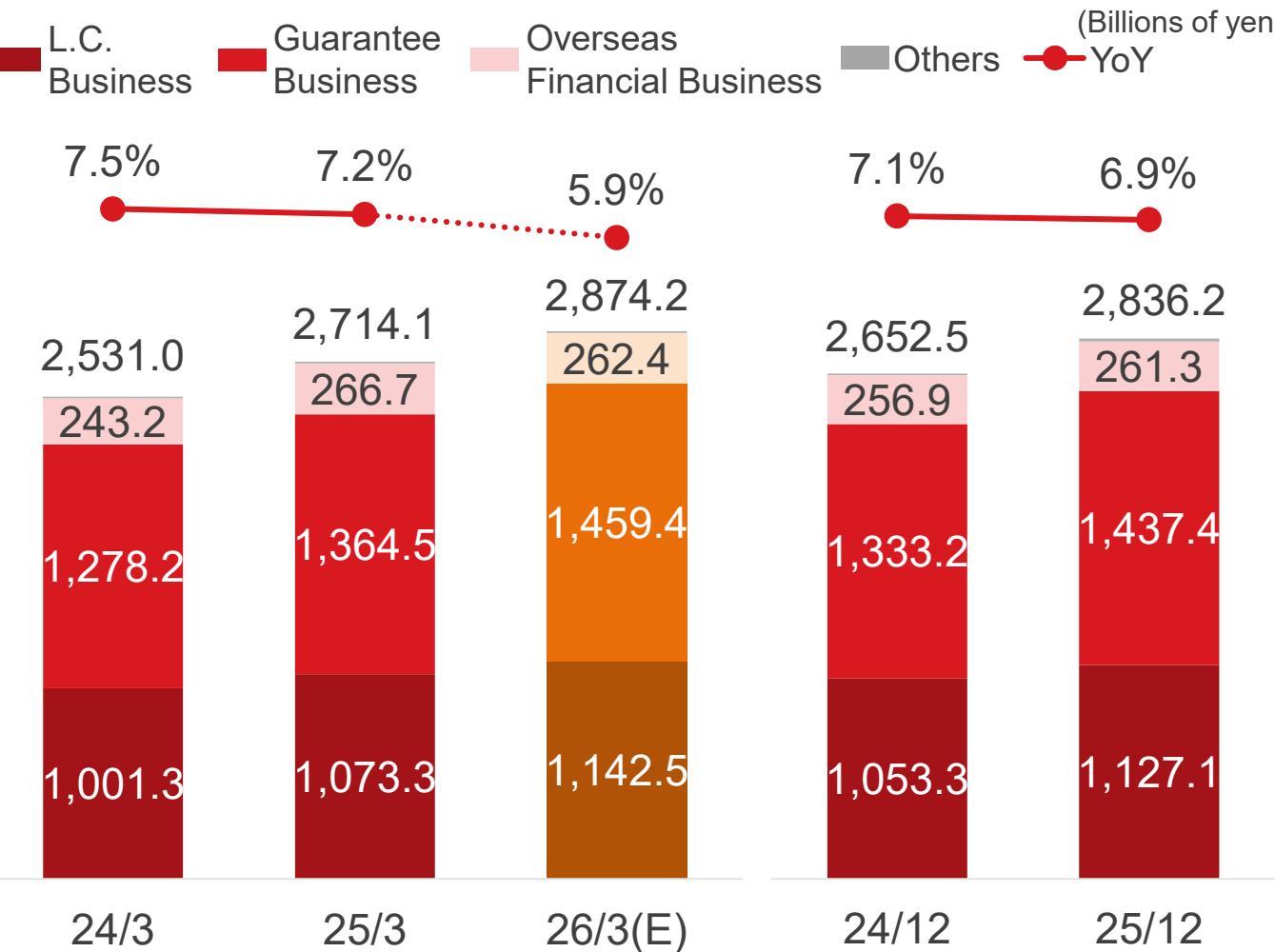
Loan and Credit Card Business  
MU Credit Guarantee Co., LTD.  
year on year percentage point  
year to date percentage point  
estimates  
EASY BUY Public Company Limited  
ACOM CONSUMER FINANCE CORPORATION  
ACOM (M) SDN. BHD.

## ■ Reference

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# Q Consolidated Financial Summary (Business Scale)

- Steady business expansion, driven by a favorable trend in domestic borrowings by existing customers.
- Consolidated Receivables Outstanding improved by 6.9% YoY to ¥2,836.2 billion.



Consolidated Receivables Outstanding

**¥2,836.2bn**  
(YoY +6.9%)

L.C. Business

**¥1,127.1bn**  
(YoY +7.0%)

Guarantee Business

**¥1,437.4bn**  
(YoY +7.8%)

Overseas Financial Business

**¥261.3bn**  
(YoY +1.7%)

# Q Consolidated Financial Summary (Performance)

(Millions of yen, %)

	2024/12 Results	2025/12 Results	YoY	2026/3 Forecasts	YoY	Progress
1 Operating Revenue	236,825	251,268	6.1	331,800	4.4	75.7
2 Loan and Credit Card Business	126,812	136,312	7.5	179,900	6.1	75.8
3 Guarantee Business	56,436	60,006	6.3	80,800	5.9	74.3
4 Overseas Financial Business	48,699	49,498	1.6	64,100	-2.0	77.2
5 Operating Expenses	162,145	169,283	4.4	243,200	-6.2	69.6
6 Financial Expenses	4,250	5,371	26.4	7,200	25.3	74.6
7 Provision for Bad Debts	79,499	81,057	2.0	111,800	5.8	72.5
8 Provision for Loss on Interest Repayment	-	-	-	8,300	-79.3	-
9 Other Operating Expenses	78,395	82,853	5.7	115,900	7.6	71.5
10 Operating Profit	74,679	81,984	9.8	88,600	51.3	92.5
11 Ordinary Profit	74,965	82,196	9.6	88,900	50.9	92.5
12 Profit Before Income Taxes	74,837	82,433	10.1	88,900	51.6	92.7
13 Profit	50,300	72,531	44.2	76,100	108.1	95.3
14 Profit Attributable to Owners of Parent	46,915	68,688	46.4	72,200	124.8	95.1

# Q Loan and Credit Card Business | Business Scale

- Receivables Outstanding improved by 7.0% YoY to ¥1,127.1 billion, reflecting strong usage from existing customers.
- No. of Customer Accounts for loans increased by 5.6% YoY to 1,978 thousand.

## ■ Receivables Outstanding

■ Loan ■ Credit Card ● YoY

9.5%  
(8.4%) 7.2%  
(6.5%) 6.4%  
(5.6%)

1,001.3  
122.3  
879.0

1,073.3  
137.3  
936.0

1,142.5  
153.6  
988.9

24/3 25/3 26/3(E)

(Billions of yen)  
<() shows Loans>

7.9%  
(7.0%) 7.0%  
(6.4%)

1,053.3  
134.4  
918.9

1,127.1  
149.5  
977.6

24/12 25/12

## ■ No. of Customer Accounts\*

■ Loan ■ Credit Card ● YoY

11.2%  
6.6%  
5.4%  
7.6%  
5.6%

1,790  
822

1,908  
913

2,012  
975

1,874  
893

1,978  
999

(Thousands)

\*No. of users in the credit card business refers to the number of active cardholders.

# Q Loan and Credit Card Business | Business Scale (ACOM)

- Receivables Outstanding improved by 6.6% YoY to ¥1,121.7 billion, reflecting strong usage from existing customers.
- No. of Customer Accounts for loans increased by 4.5% YoY to 1,953 thousand.

## ■ Receivables Outstanding

■ Loan ■ Credit Card ● YoY

9.5%  
(8.4%) 7.0%  
(6.3%) 5.9%  
(5.1%)

1,001.3  
122.3  
879.0

1,071.4  
137.3  
934.0

1,135.2  
153.6  
981.6

(Billions of yen)  
<() shows Loans>

7.8%  
(6.9%) 6.6%  
(5.9%)

1,052.4  
134.4  
918.0

1,121.7  
149.5  
972.2

## ■ No. of Customer Accounts\*

■ Loan ■ Credit Card ● YoY

11.2%  
6.0%  
3.9%

1,790  
(490)  
822

1,897  
(491)  
913

1,971  
(497)  
975

1,868  
(490)  
893

1,953  
(497)  
999

(Thousands)

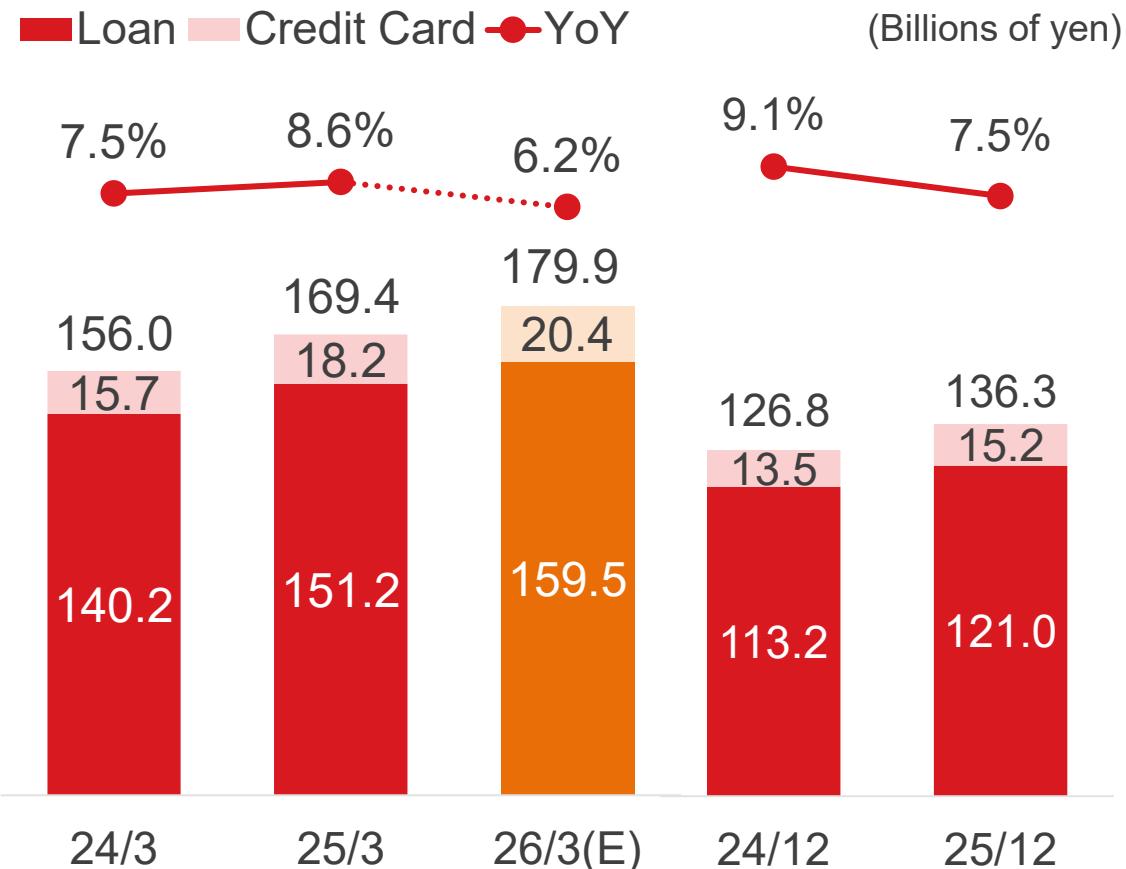
<() shows average balance per account (Thousands of yen)>

\*No. of users in the credit card business refers to the number of active cardholders.

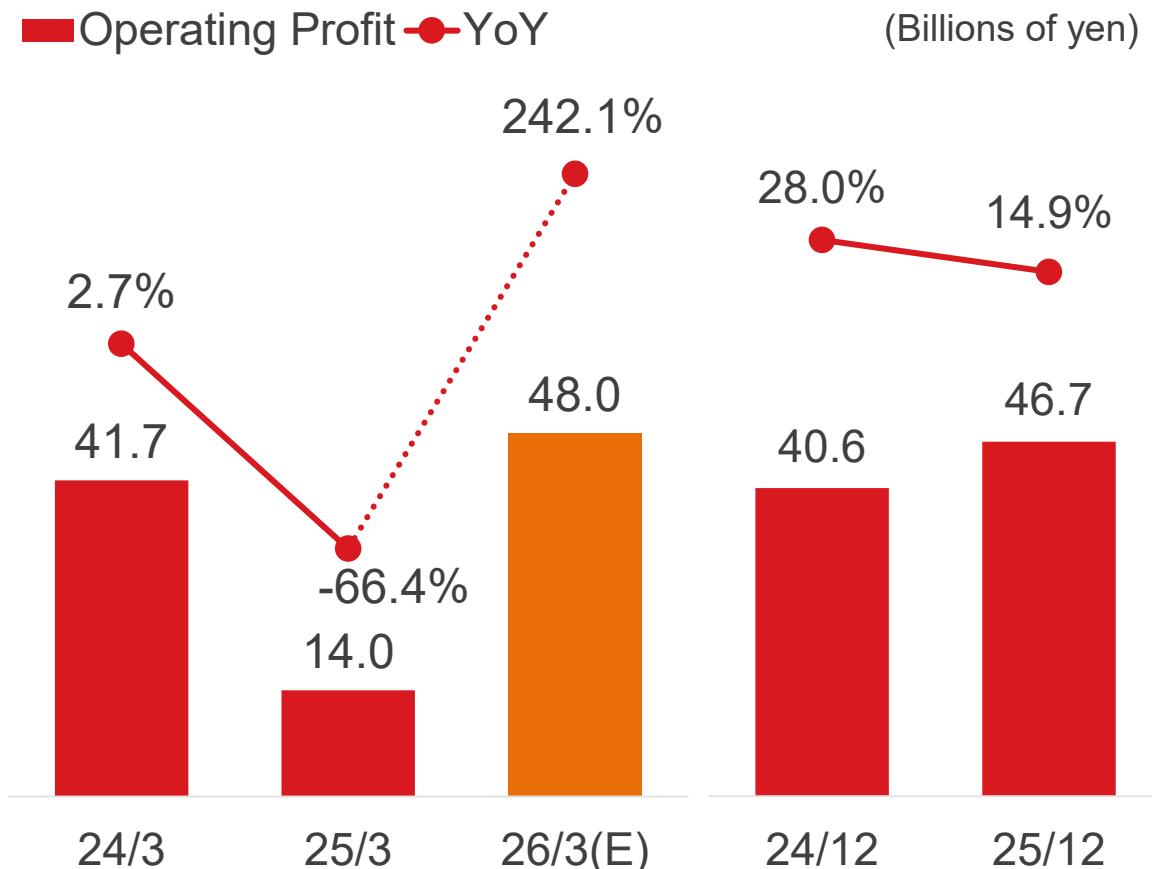
# Q Loan and Credit Card Business | Business Performance

- Operating Revenue improved by 7.5% YoY to ¥136.3 billion, driven by the expansion of business scale.
- Operating Profit improved by 14.9% to ¥46.7 billion.

## ■ Operating Revenue



## ■ Operating Profit

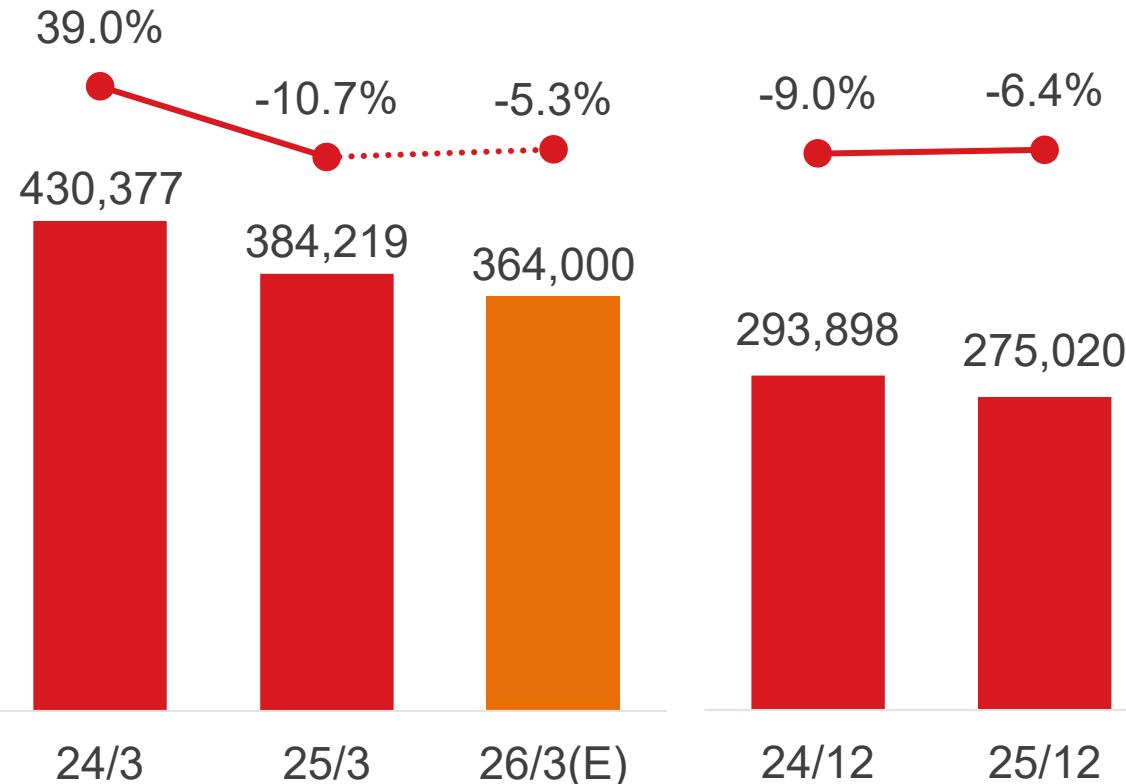


# Q Loan and Credit Card Business | No. of New Customers (ACOM)

- No. of New Customers decreased by 6.4% YoY to 275,020.
- Advertising Expenses decreased by 0.2% YoY to ¥12.7 billion.

## ■ No. of New Customers (Unsecured)

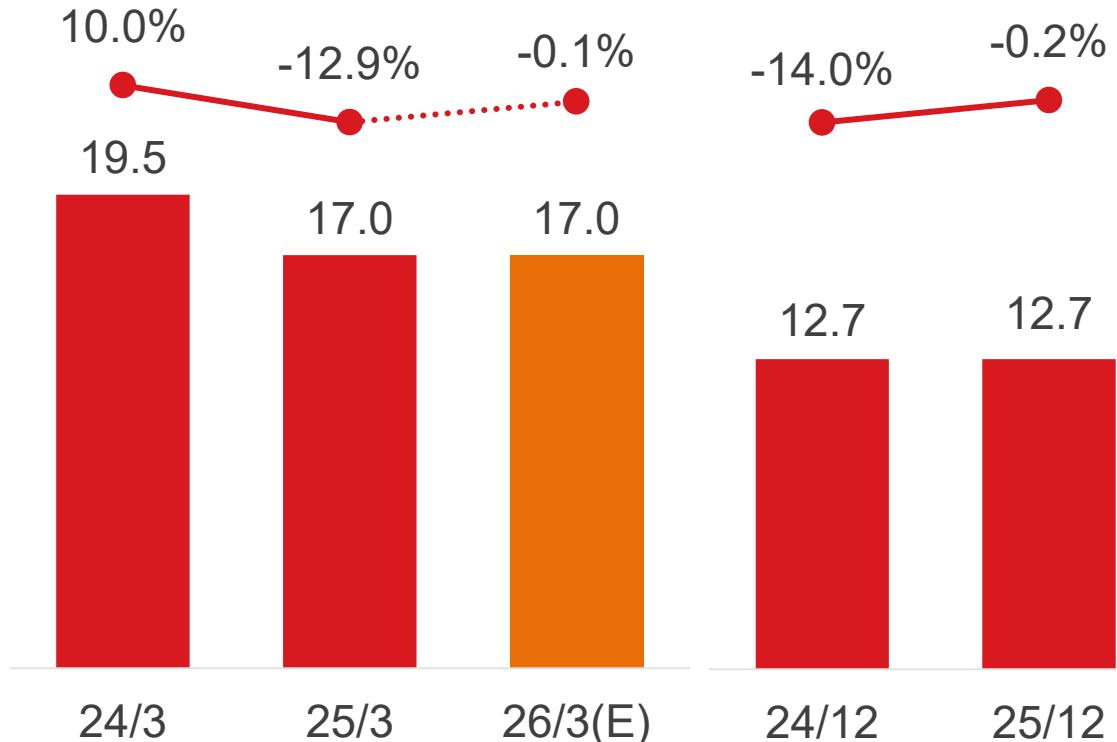
■ No. of New Customers ● YoY



## ■ Advertising Expenses (ACOM)

■ Advertising Expenses ● YoY

(Billions of yen)

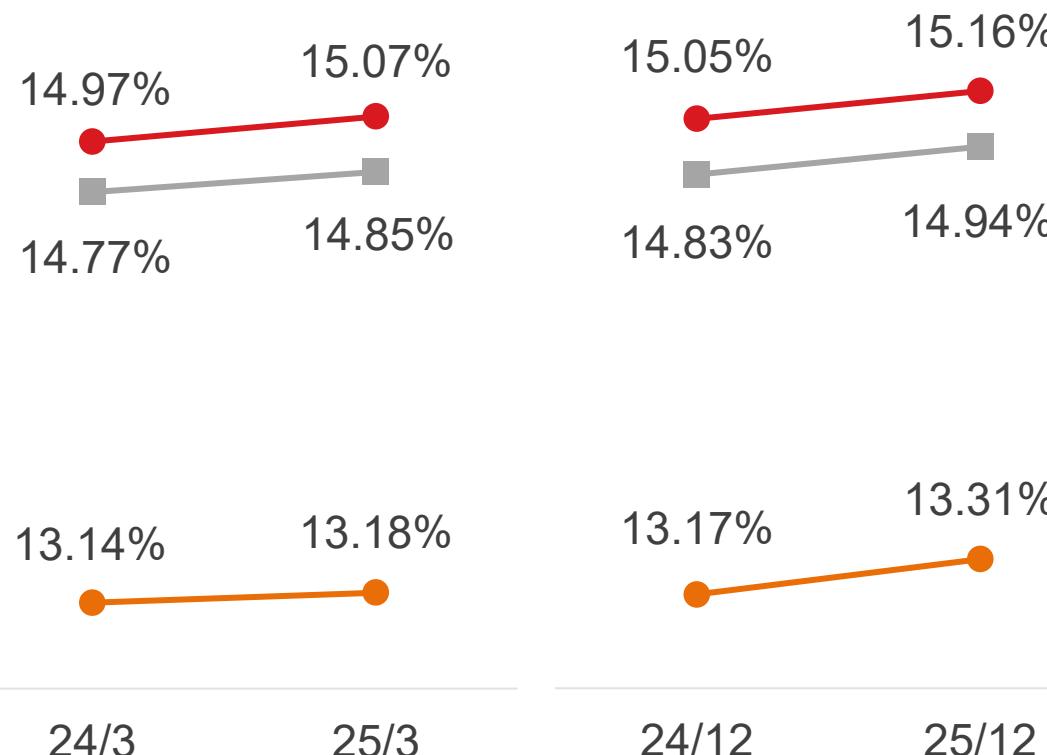


# Q Loan and Credit Card Business | Yield · Bad Debt Expenses (ACOM)

- Average Loan Yield in L.C. Business increased by 11 bps YoY to 14.94%.
- Ratio of Bad Debt Expenses decreased by 15 bps YoY to 3.59%.

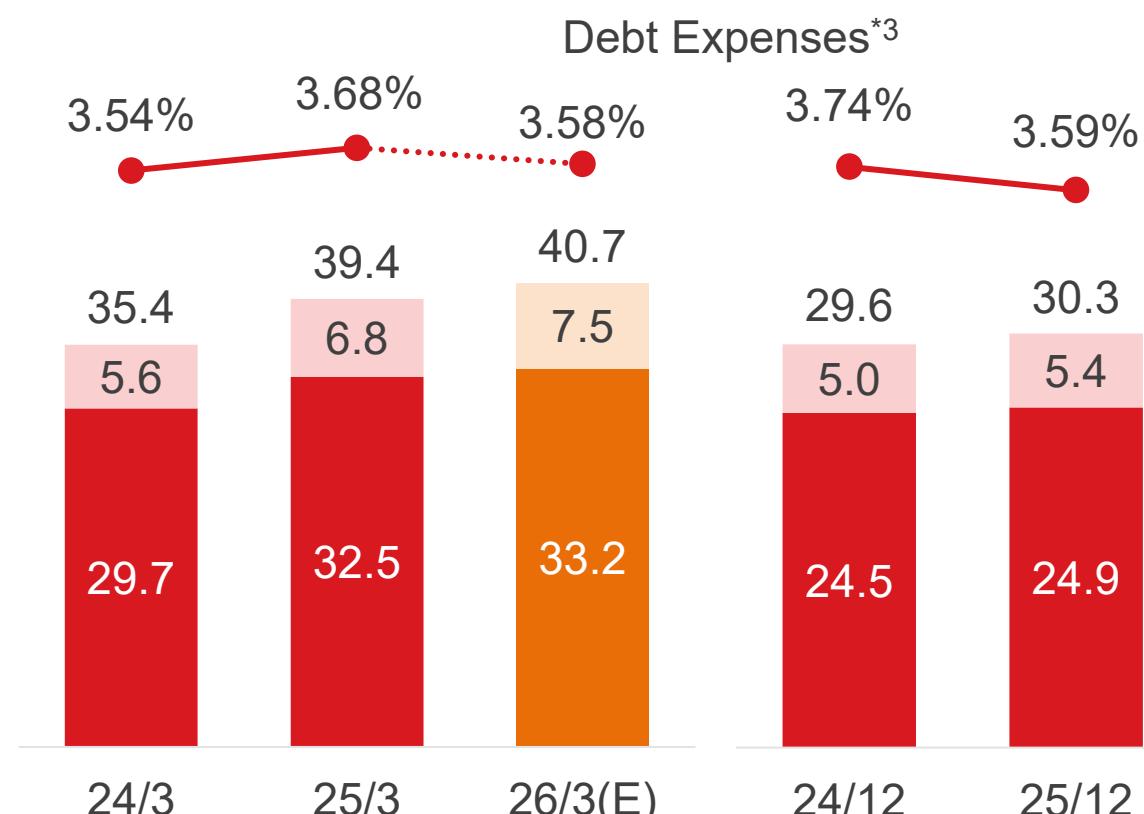
## ■ Average Loan Yield\*<sup>1</sup>

● 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)



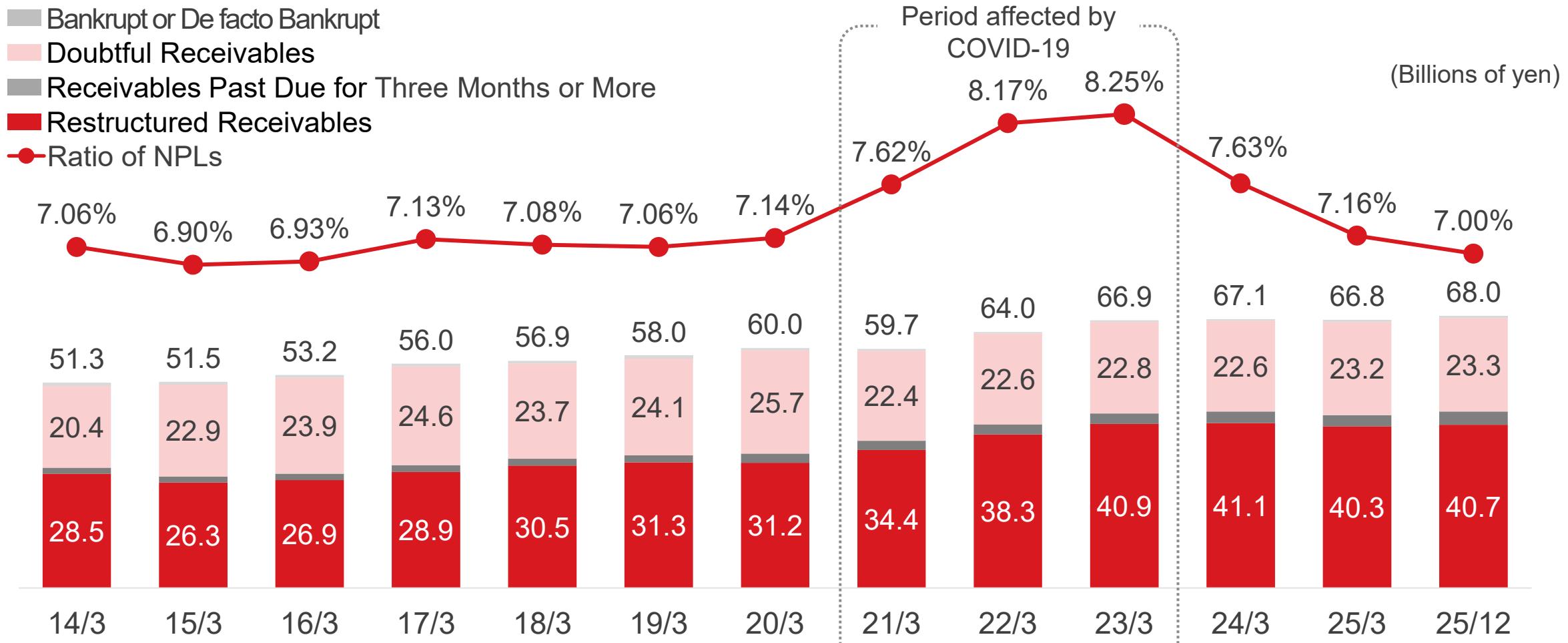
\*1 Yield in the Credit Card Business is calculated based on revolving balances and related fees.

\*2 Amount and Ratio of Bad Debt Expenses exclude waiver of repayments with Requests for Interest Repayment.

\*3 The Ratios of Bad Debt Expenses for 24/12 and 25/12 are recalculated on an annual basis.

# Q Loan Business | Non-performing Loans

- NPLs were ¥68.0 billion.
- As the credit portfolio improved, the ratio of NPLs declined to 7.00%.

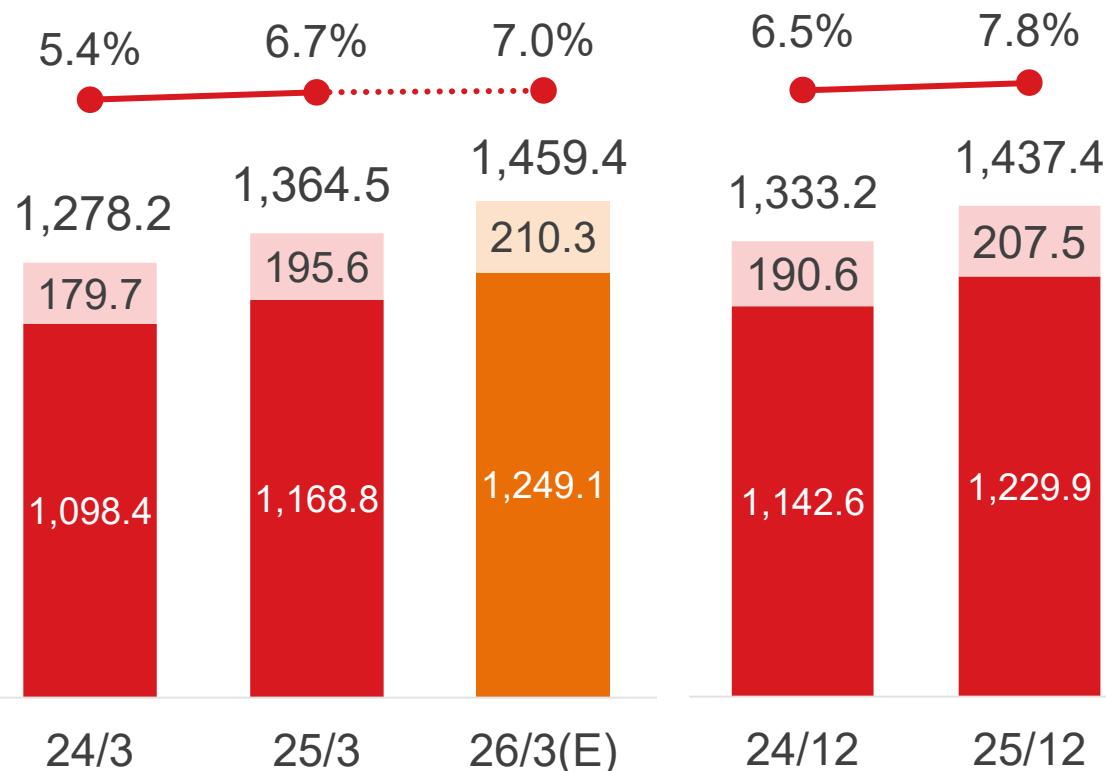


# Guarantee Business | Business Scale

- Guaranteed Receivables improved by 7.8% YoY to ¥1,437.4 billion, reflecting strong demand from new and existing customers.
- No. of Customer Accounts increased by 7.7% YoY to 2,143 thousand.

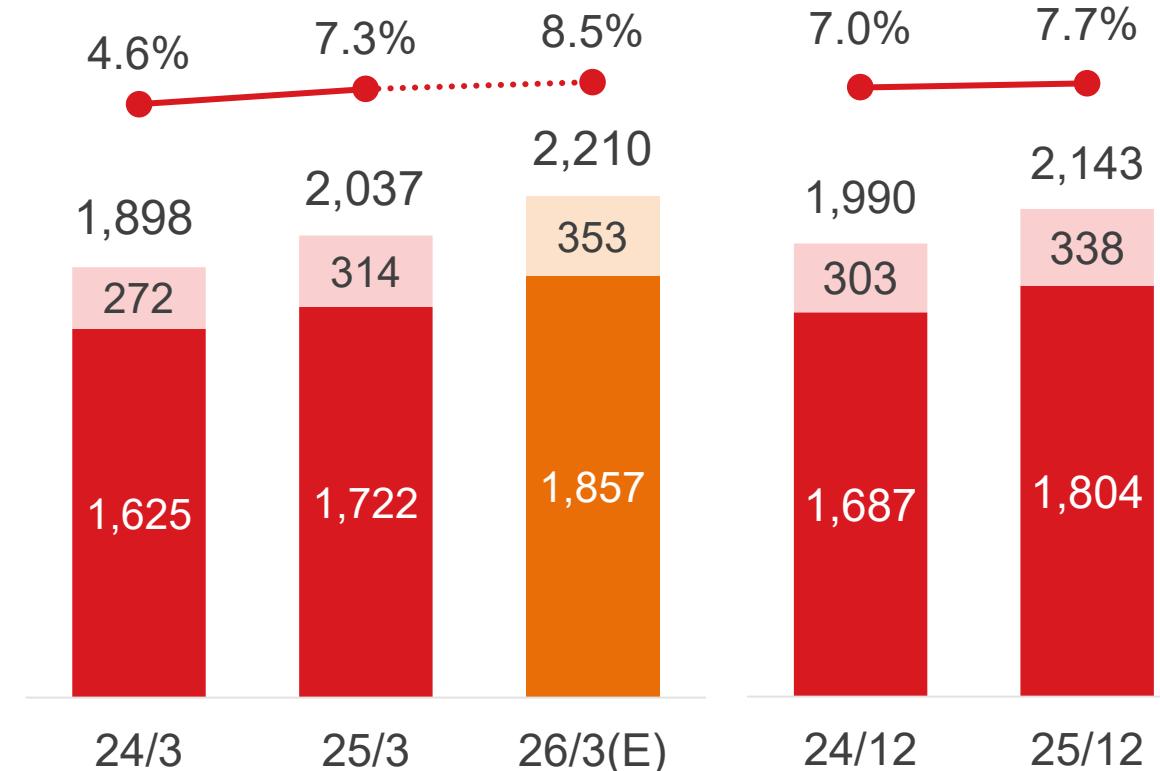
## Guaranteed Receivables

■ ACOM ■ MUCG ● YoY



## No. of Customer Accounts

■ ACOM ■ MUCG ● YoY

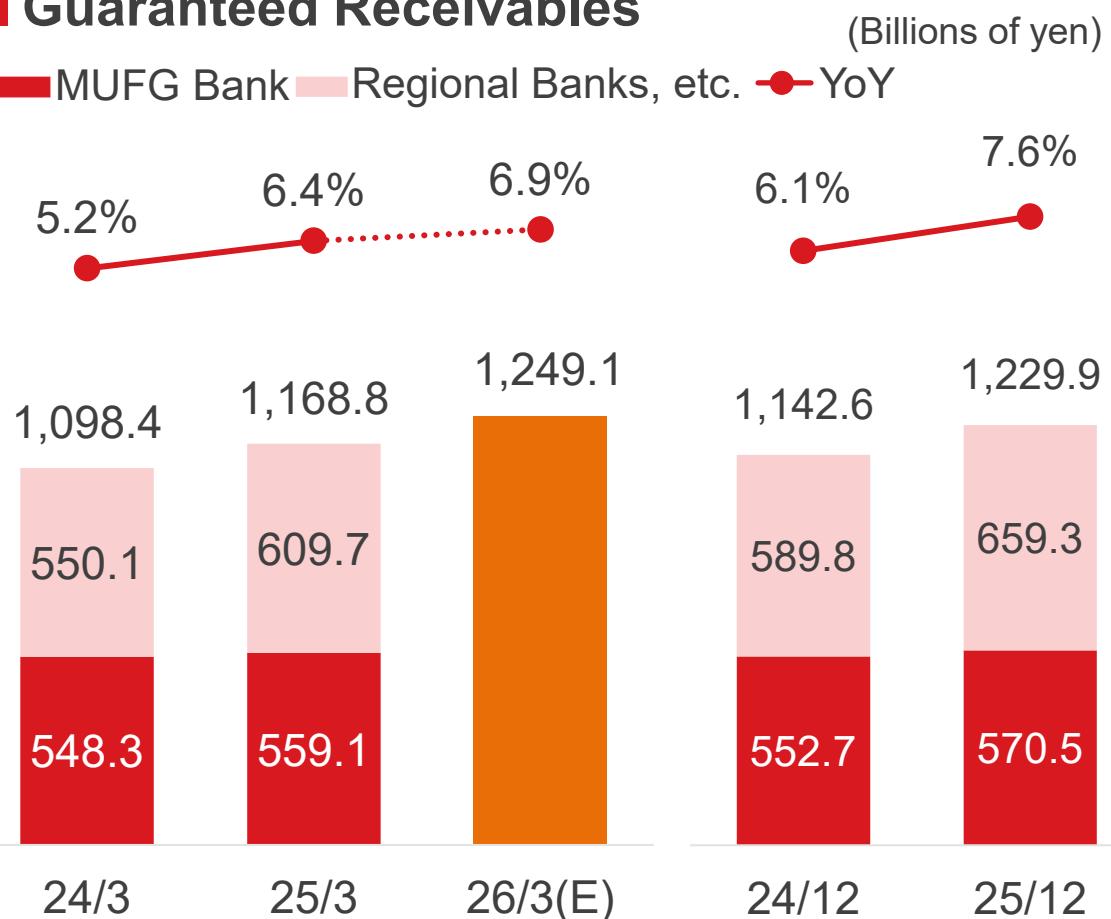


# Guarantee Business | Business Scale (ACOM)

- Guaranteed Receivables for ACOM improved by 7.6% YoY to ¥1,229.9 billion.
- No. of Customer Accounts increased by 7.0% YoY to 1,804 thousand.

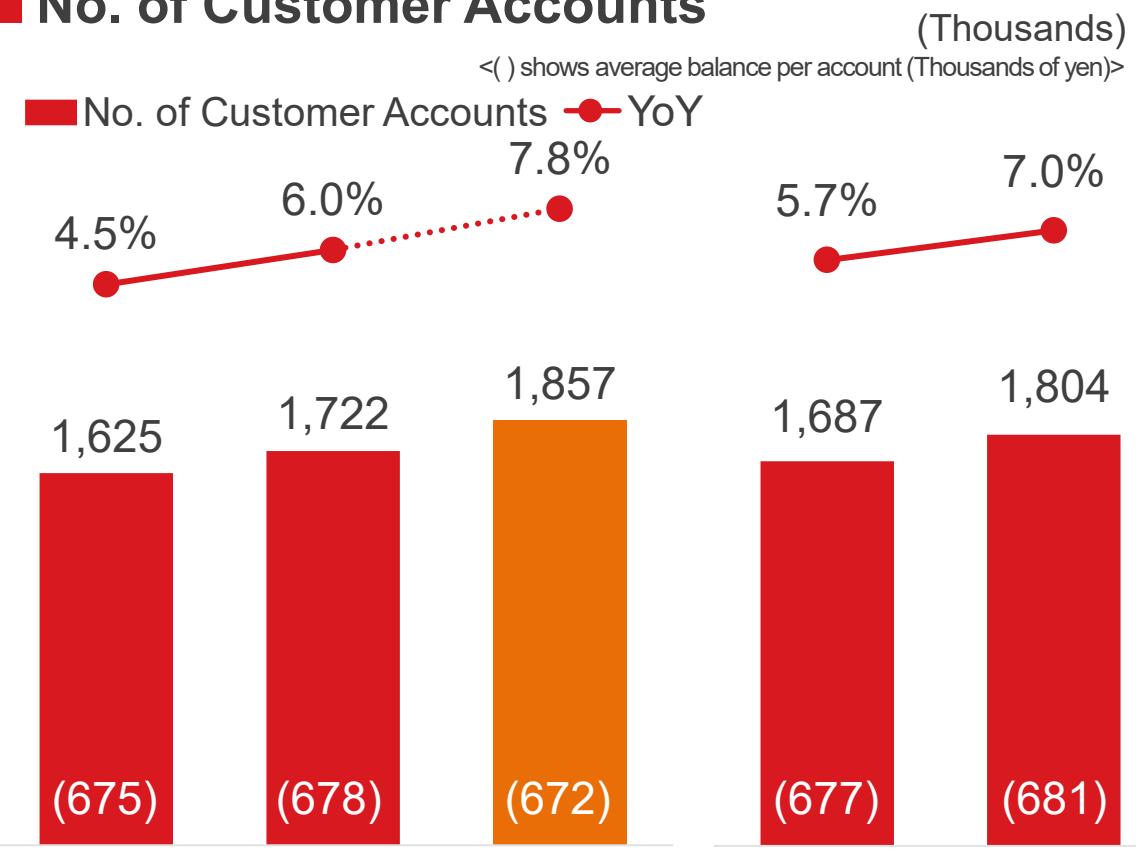
## Guaranteed Receivables

MUFG Bank Regional Banks, etc. ● YoY



## No. of Customer Accounts

No. of Customer Accounts ● YoY

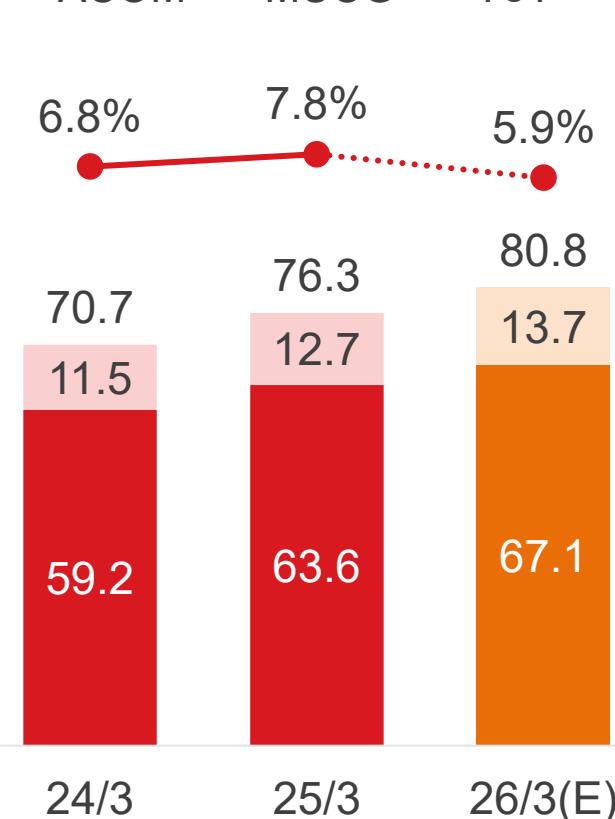


# Guarantee Business | Business Performance

- Operating Revenue improved by 6.3% YoY to ¥60.0 billion, supported by the expansion of business scale.
- Operating Profit decreased by 5.9% YoY to ¥17.0 billion, mainly due to an increase in Provision for Bad Debts.

## Operating Revenue

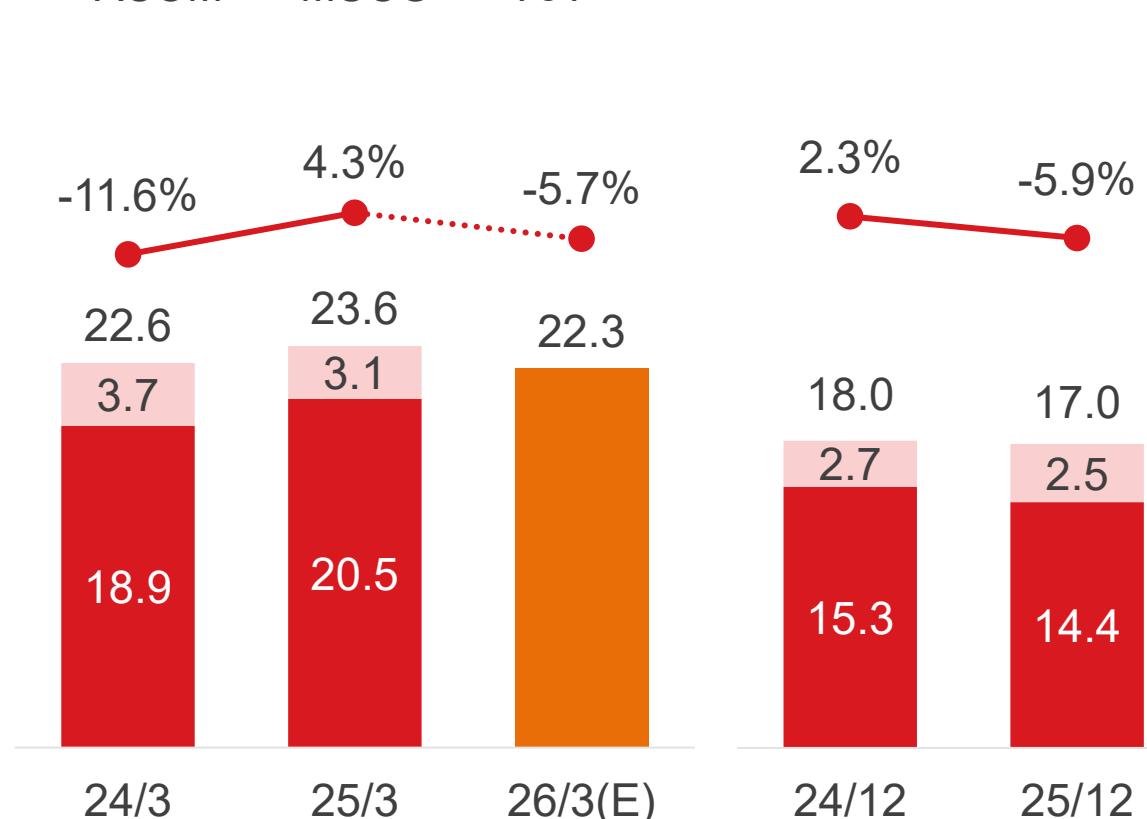
■ ACOM ■ MUCG ● YoY



(Billions of yen)

## Operating Profit

■ ACOM ■ MUCG ● YoY

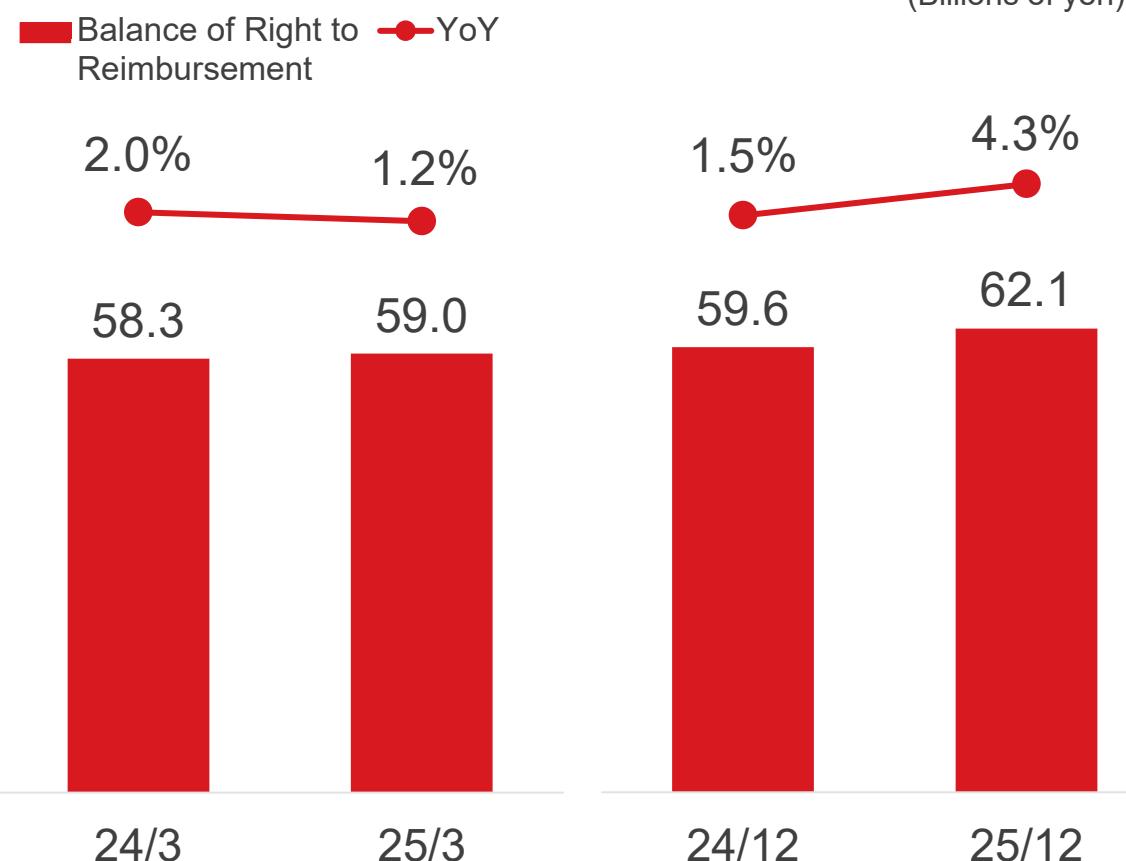


(Billions of yen)

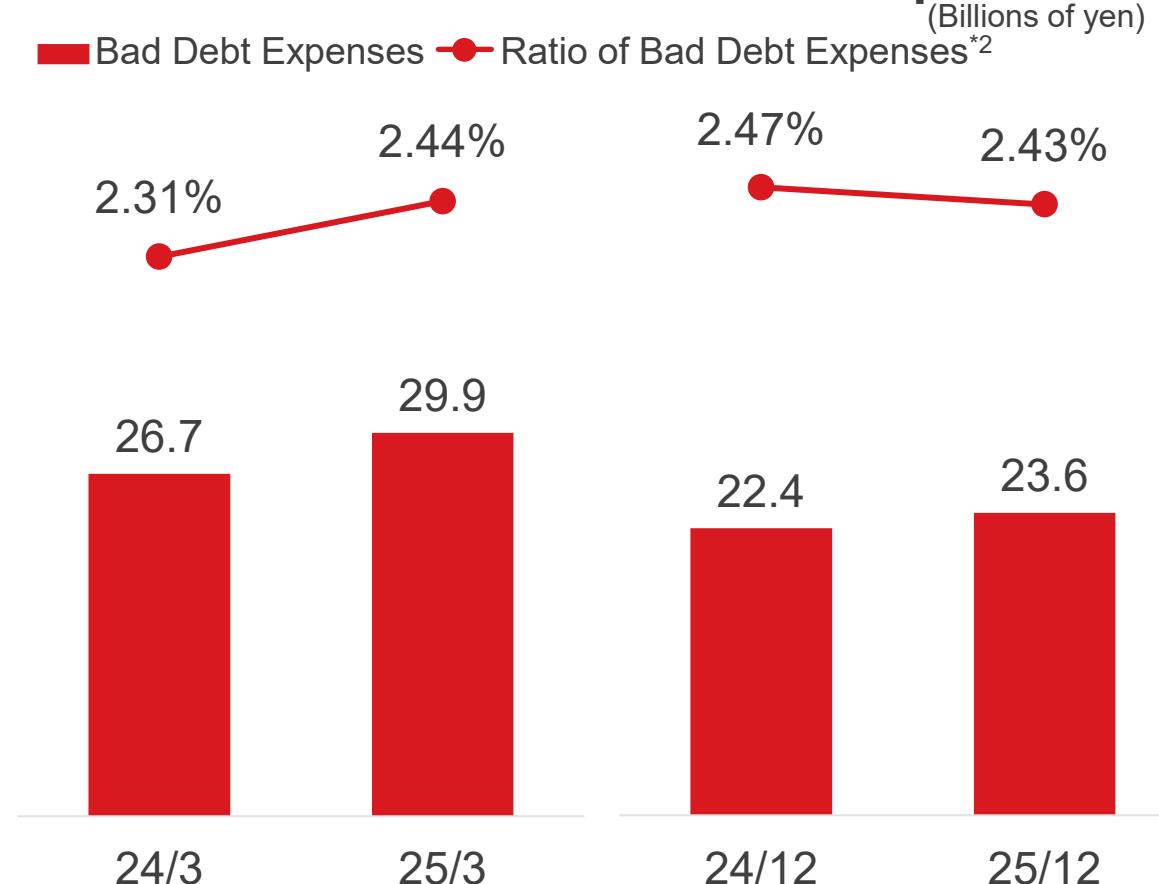
# Guarantee Business | Right to Reimbursement・Bad Debt Expenses (ACOM)

- Balance of Right to Reimbursement amounted to ¥62.1 billion, an increase of 4.3% YoY.
- Ratio of Bad Debt Expenses decreased by 4 bps YoY to 2.43%.

## ■ Right to Reimbursement \*1

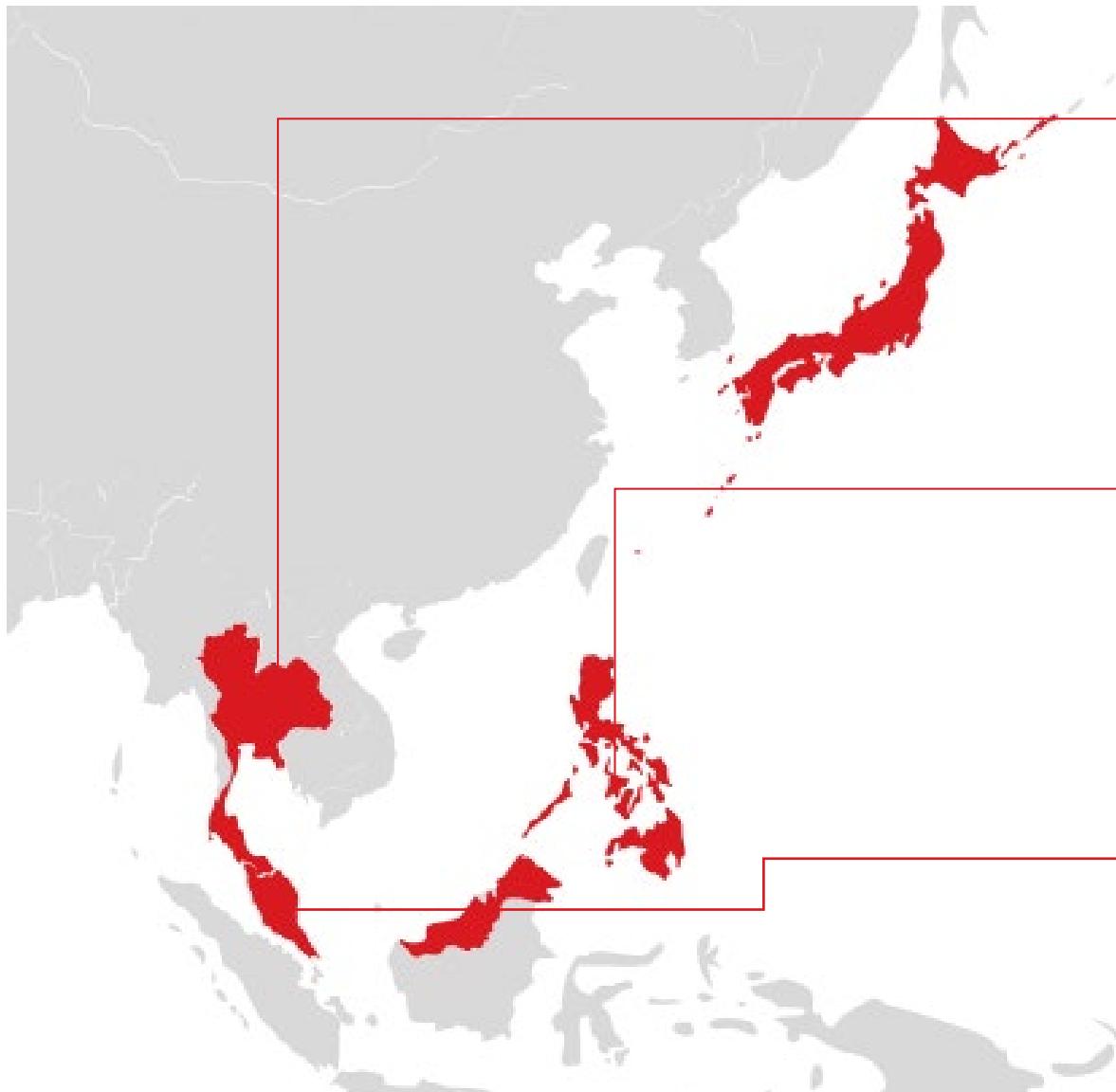


## ■ Amount and Ratio of Bad Debt Expenses



\*1 Right to Reimbursement refers to loans for which guarantee obligations have been performed by ACOM but have not yet been written-off.

\*2 The Ratios of Bad Debt Expenses for 24/12 and 25/12 are recalculated on an annual basis



## Kingdom of Thailand EASY BUY Public Company Limited

Investment Ratio : 71.00%

Incorporated : September 1996

Business Outline : Unsecured Loan, Installment Loan

## Republic of the Philippines ACOM CONSUMER FINANCE CORPORATION

Investment Ratio : 80.00%

Incorporated : July 2017

Business Outline : Unsecured Loan

## Malaysia ACOM (M) SDN. BHD.

Investment Ratio : 100.00%

Incorporated : July 2021

Business Outline : Unsecured Loan

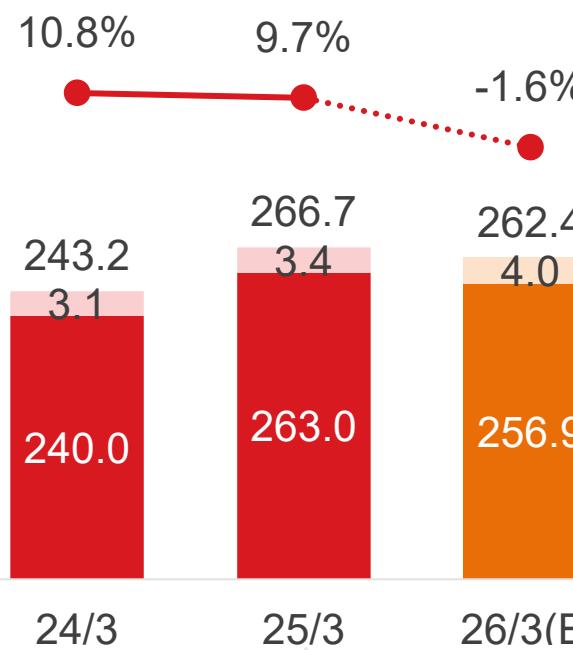
# Overseas Financial Business | Receivables Outstanding\*<sup>1</sup>

- Receivables Outstanding (Yen Basis) increased by 1.7% YoY to ¥261.3 billion, reflecting the impact of yen depreciation.
- Receivables Outstanding (Local Currencies Basis) at EASY BUY in Thailand deteriorated by 3.6% YoY to 55.4 billion baht.

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

EASY BUY ACF YoY

(Billions of yen)



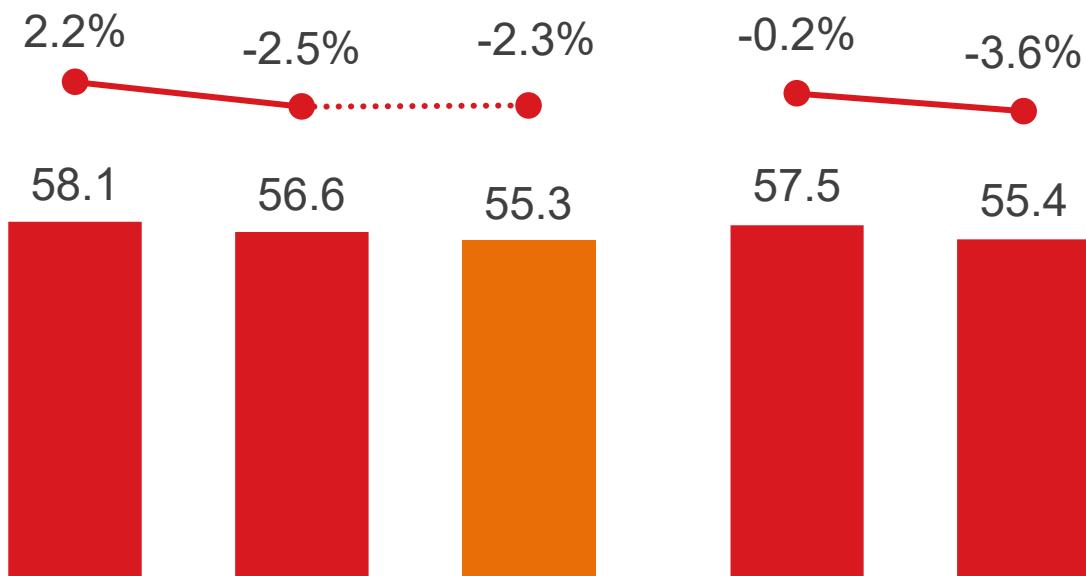
+¥29.1bn

Exchange Fluctuation

## EASY BUY (Local Currencies Basis)

Receivables Outstanding YoY

(Billions of baht)



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

\*2 Exchange rates : Baht ¥4.41(24/12), ¥4.62(25/12)、Exchange fluctuation : +¥0.21

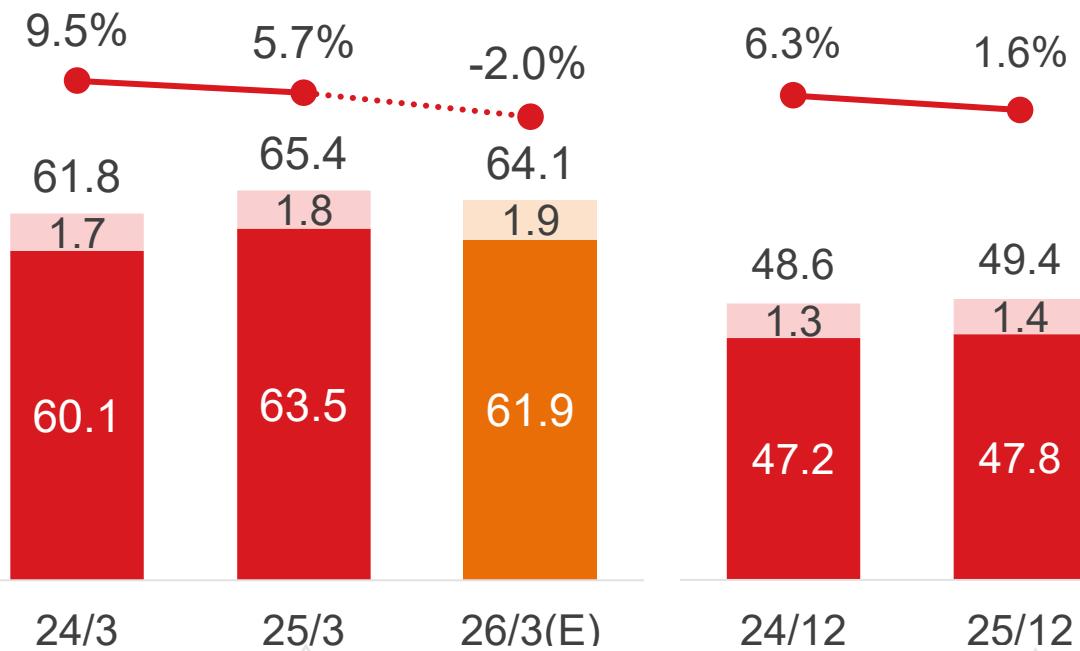
# Overseas Financial Business | Operating Revenue

- Operating Revenue (Yen Basis) improved by 1.6% YoY to ¥49.4 billion, reflecting the impact of yen depreciation.
- Operating Revenue (Local Currencies Basis) at EASY BUY deteriorated by 4.1% YoY to 10.6 billion baht.

## Overseas Financial Business (Yen Basis)<sup>\*1\*2</sup>

EASY BUY ACF YoY

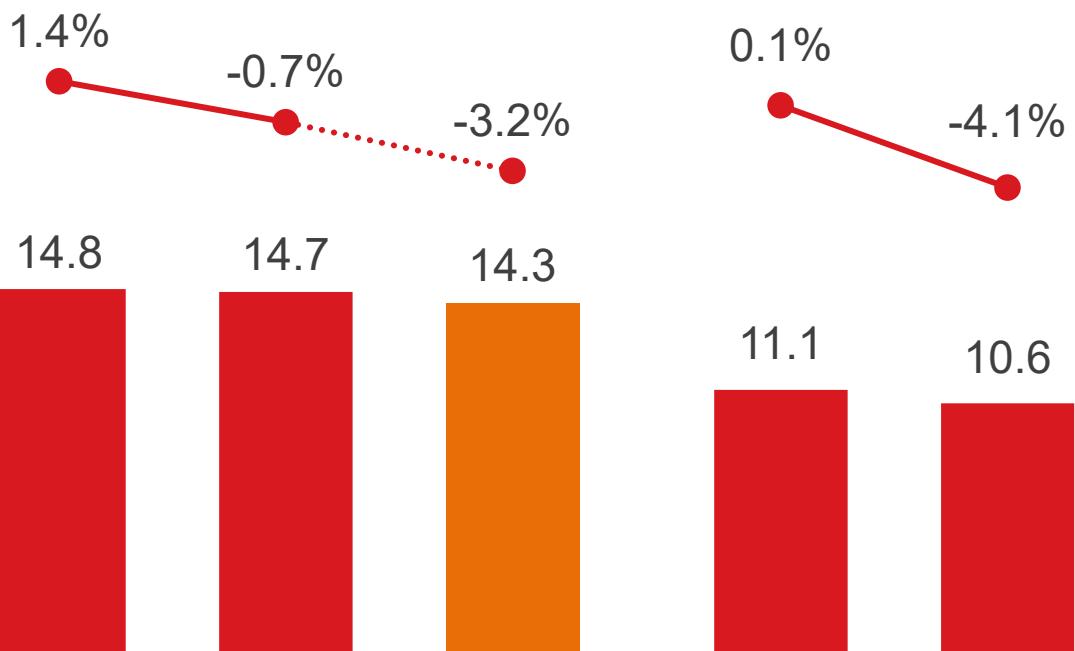
(Billions of yen)



## EASY BUY (Local Currencies Basis)

Operating Revenue YoY

(Billions of baht)



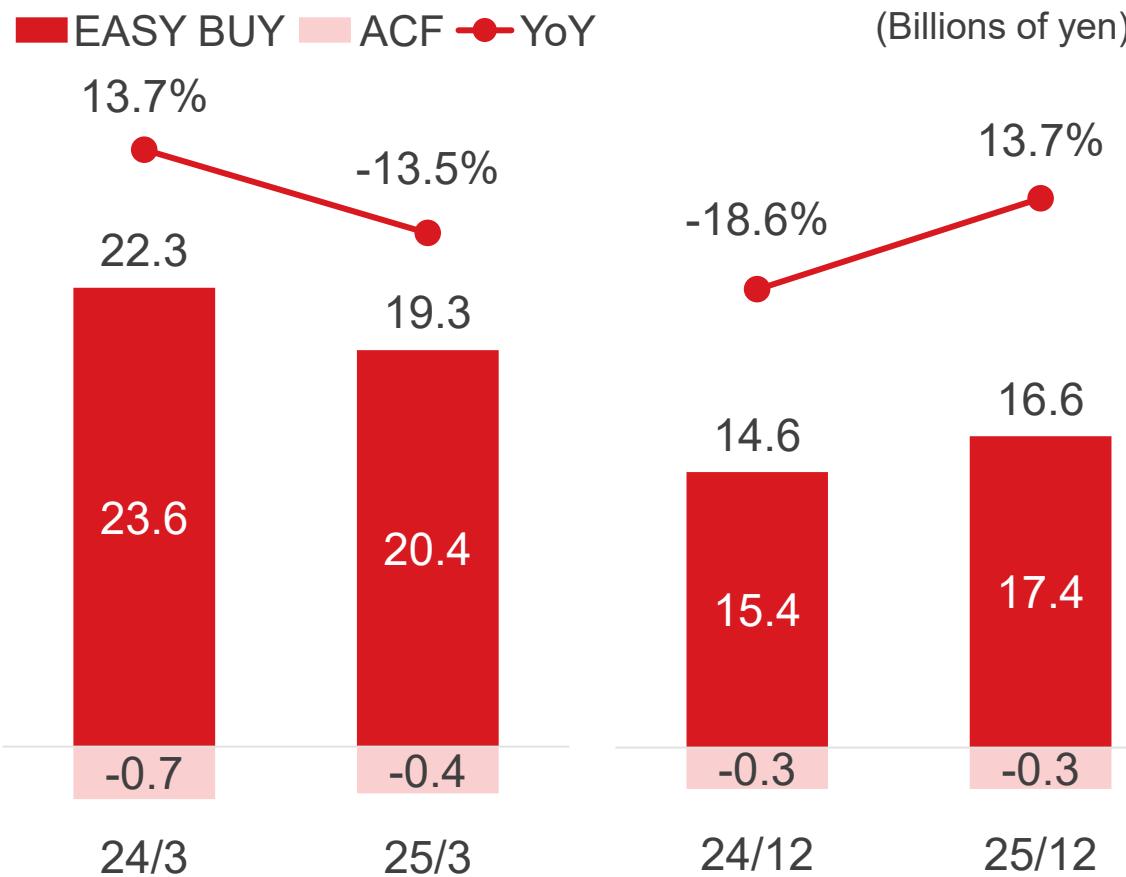
\*1 Profit by segment

\*2 Exchange rates : Baht ¥4.24(24/12)、¥4.47(25/12)、Exchange fluctuation : +¥0.23

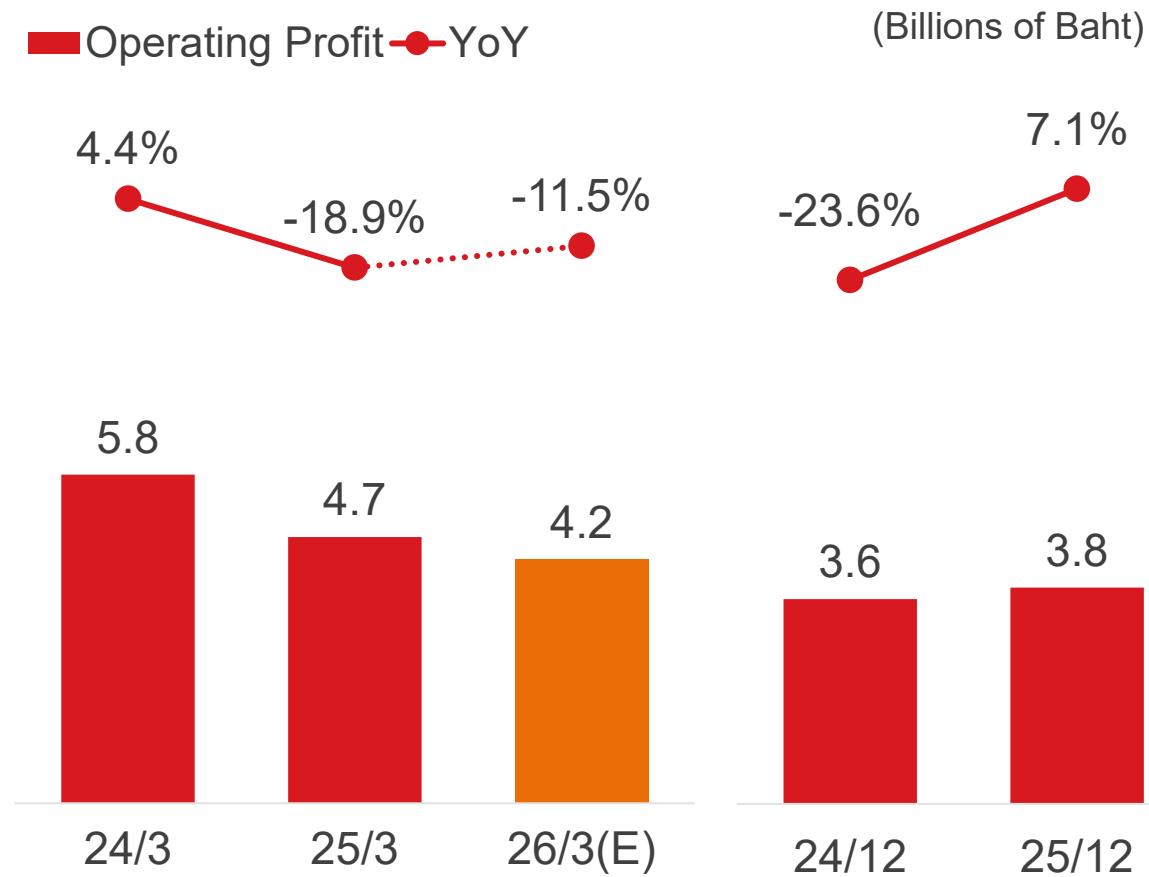
# Overseas Financial Business | Operating Profit

- Operating Profit (Yen Basis) improved by 13.7% YoY to ¥16.6 billion.
- Operating Profit (Local Currencies Basis) at EASY BUY improved by 7.1% YoY to 3.8 billion baht, driven by a decrease of Provision for Bad Debts.

## Overseas Financial Business (Yen Basis)\*

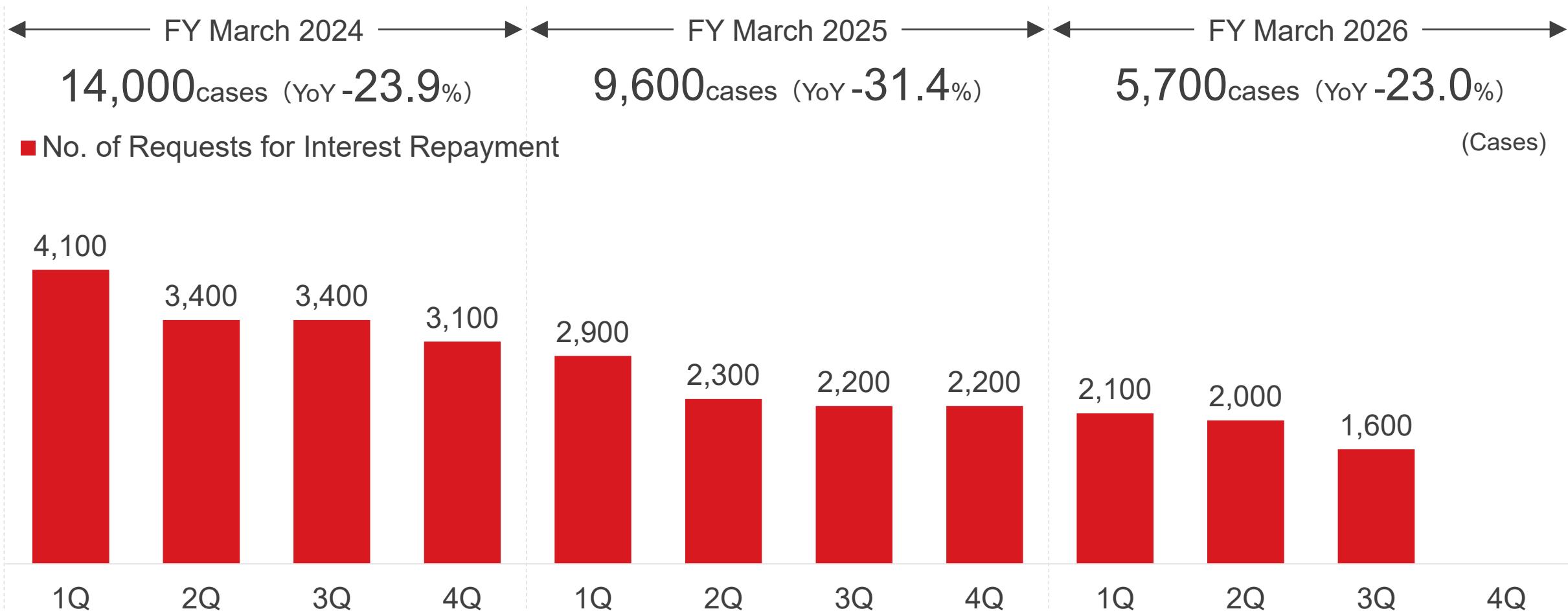


## EASY BUY (Local Currencies Basis)



# Q No. of Requests for Interest Repayment\*

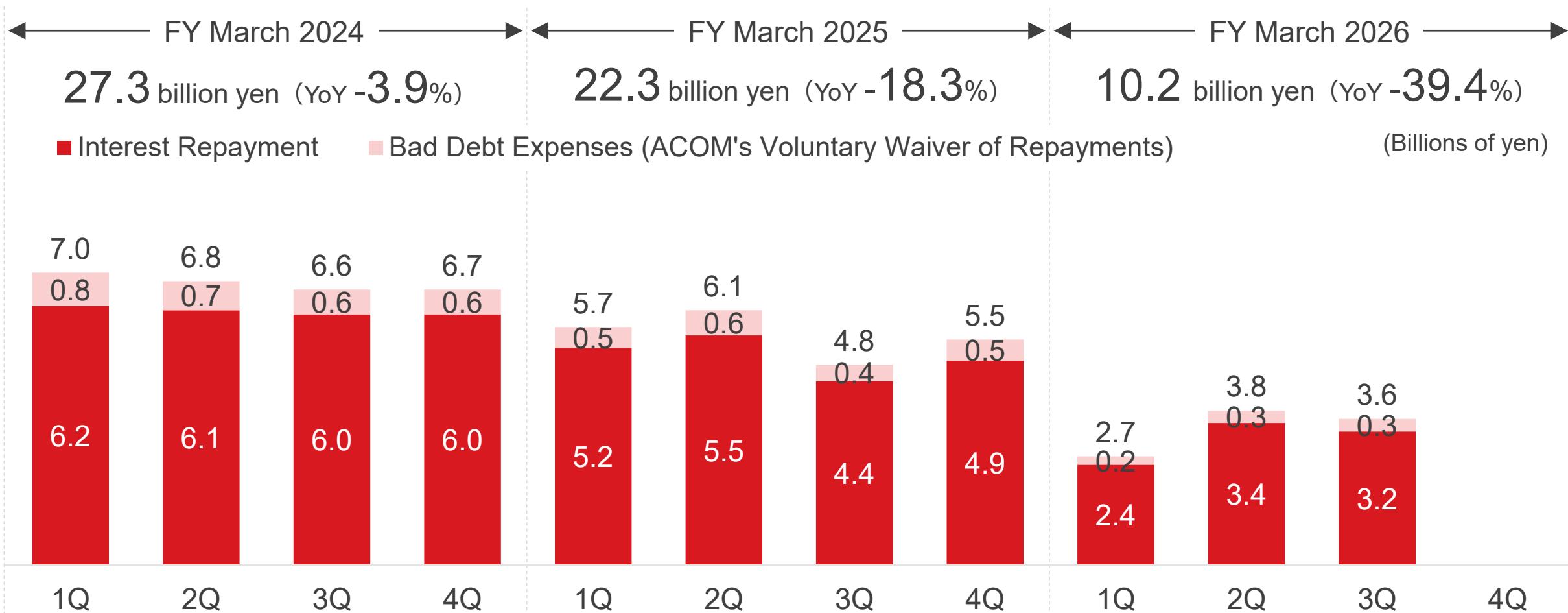
- No. of Requests by 3Q decreased by 23.0% YoY to 5,700.
- No. of Requests in FY March 2026 is expected to decrease by around 20% YoY.



\*No. of Requests for 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 of Provision in 3Q decreased by 39.4% YoY to ¥10.2 billion.
- Balance of Provision for Loss on Interest Repayment is ¥37.7 billion.
- Amount of Drawdown of Provision is expected to decrease by around 25% YoY in FY March 2026.

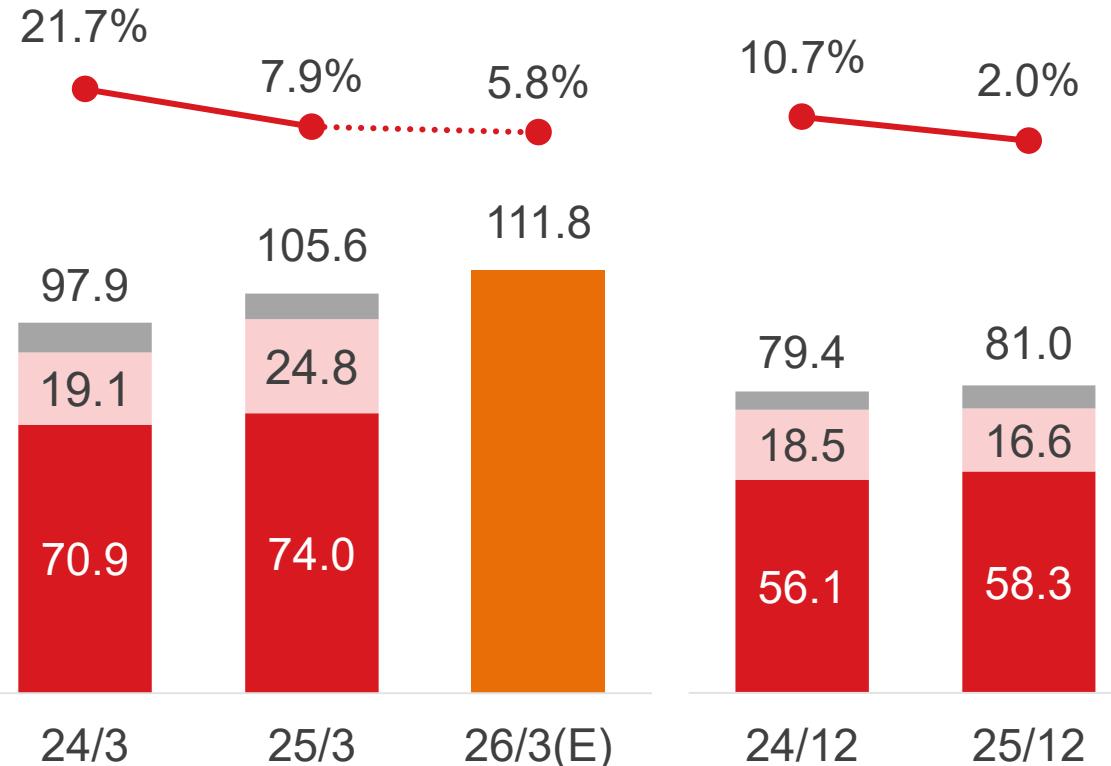


# Q Provision for Bad Debts

- Provision for Bad Debts (Consolidated) increased by 2.0% YoY to ¥81.0 billion.
- Provision for Bad Debts at EASY BUY decreased by 10.2% YoY to ¥16.6 billion.

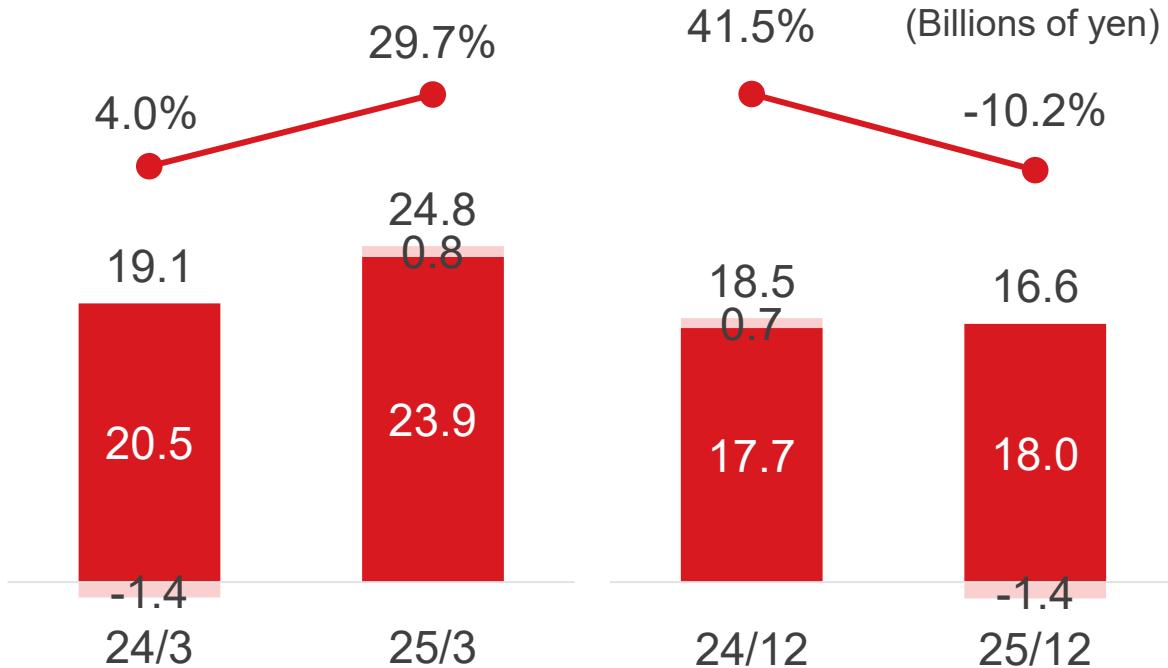
## ■ Provision for Bad Debts (Consolidated)

■ ACOM ■ EASY BUY ■ Others ■ YoY (Billions of yen)



## ■ Provision for Bad Debts (EASY BUY)

■ Bad Debt Expenses ■ Change in Allowance ■ YoY (Billions of yen)



“YoY” local currencies basis

-3.4%

21.9%

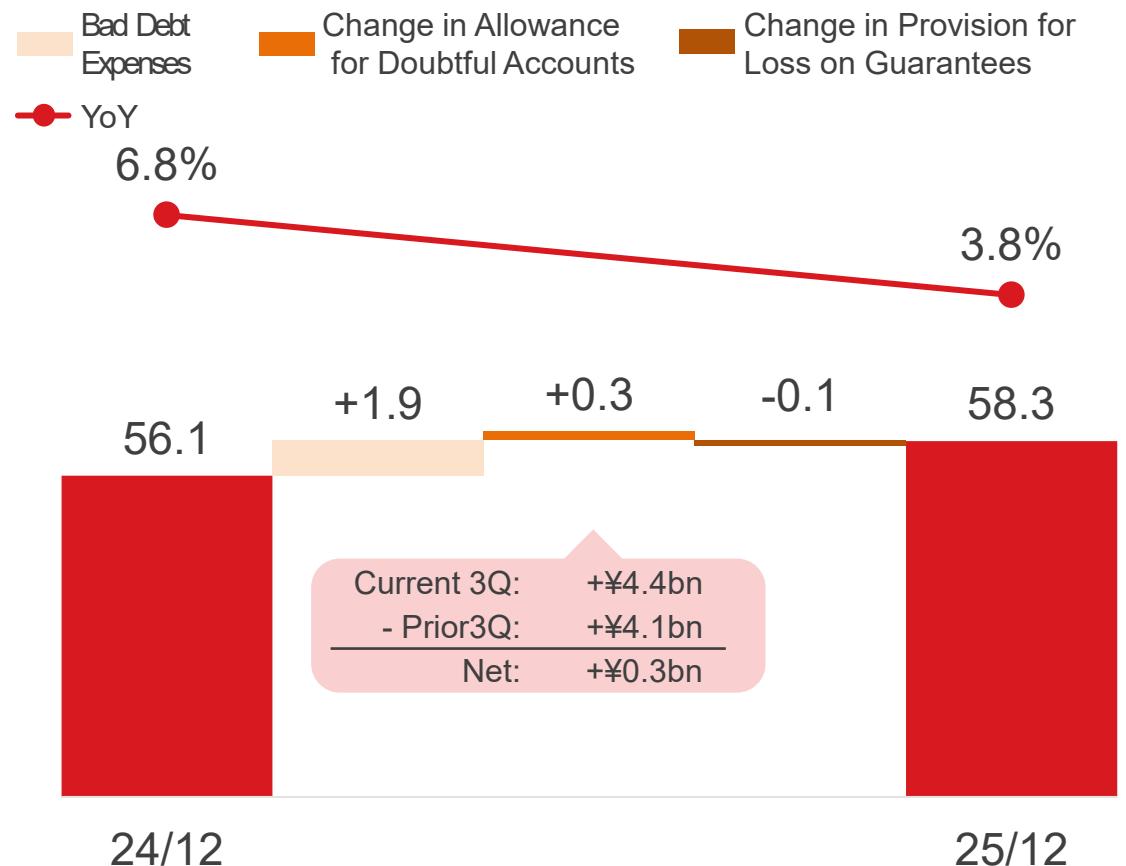
33.5%

-14.8%

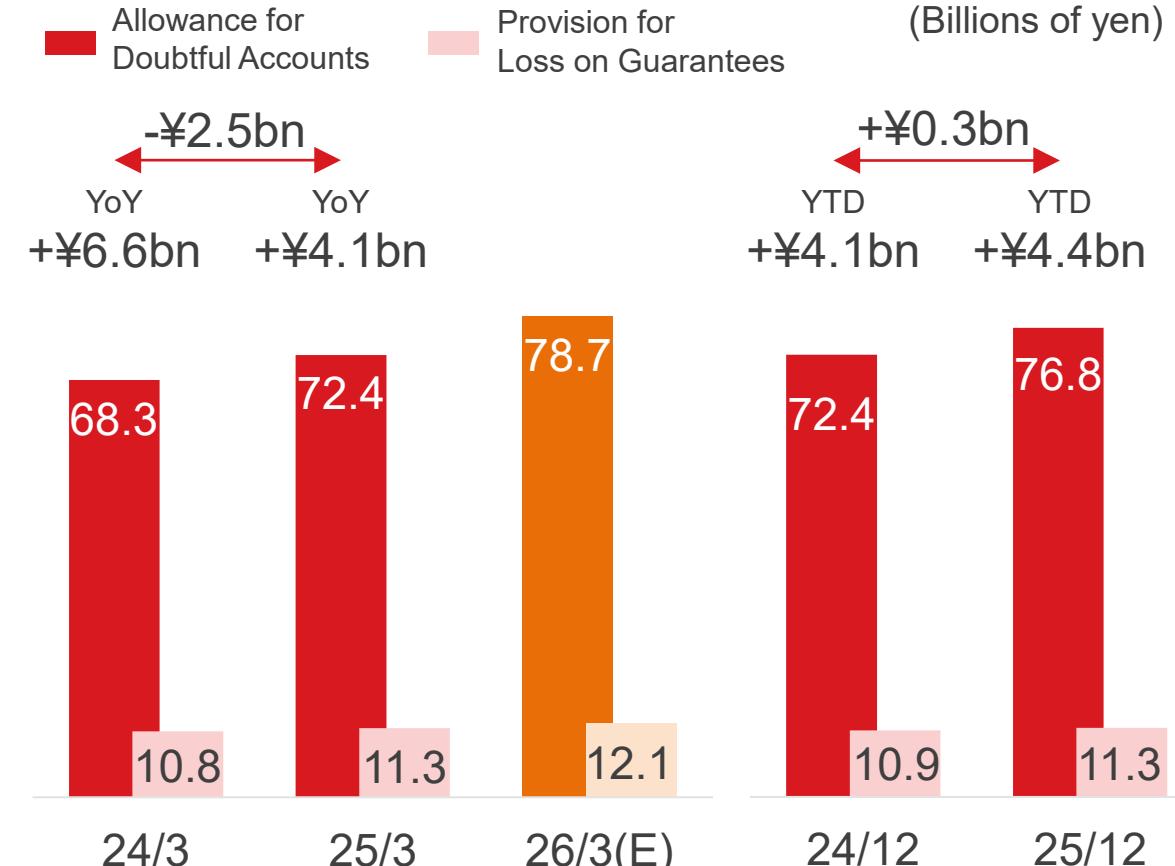
# Q Provision for Bad Debts (ACOM)

- Provision for Bad Debts increased by 3.8% YoY to ¥58.3 billion.
- Allowance for Doubtful Accounts increased by ¥44.1 billion YTD to ¥76.8 billion, driven by the expansion of business scale.

## ■ Provision for Bad Debts



## ■ Reserves for Loan and Guarantee

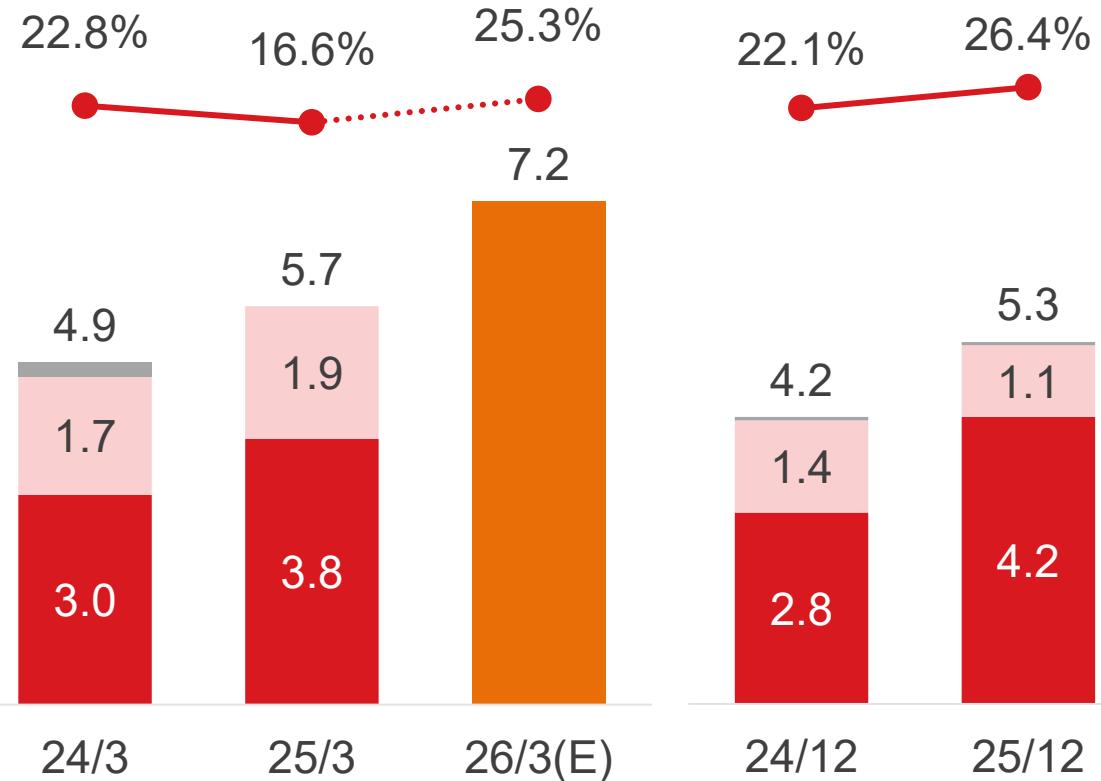


# Financial Expenses

- Financial Expenses (Consolidated) increased by 26.4% YoY to ¥5.3 billion.
- Financial Expenses (ACOM) increased by 50.9% YoY to ¥4.2 billion.

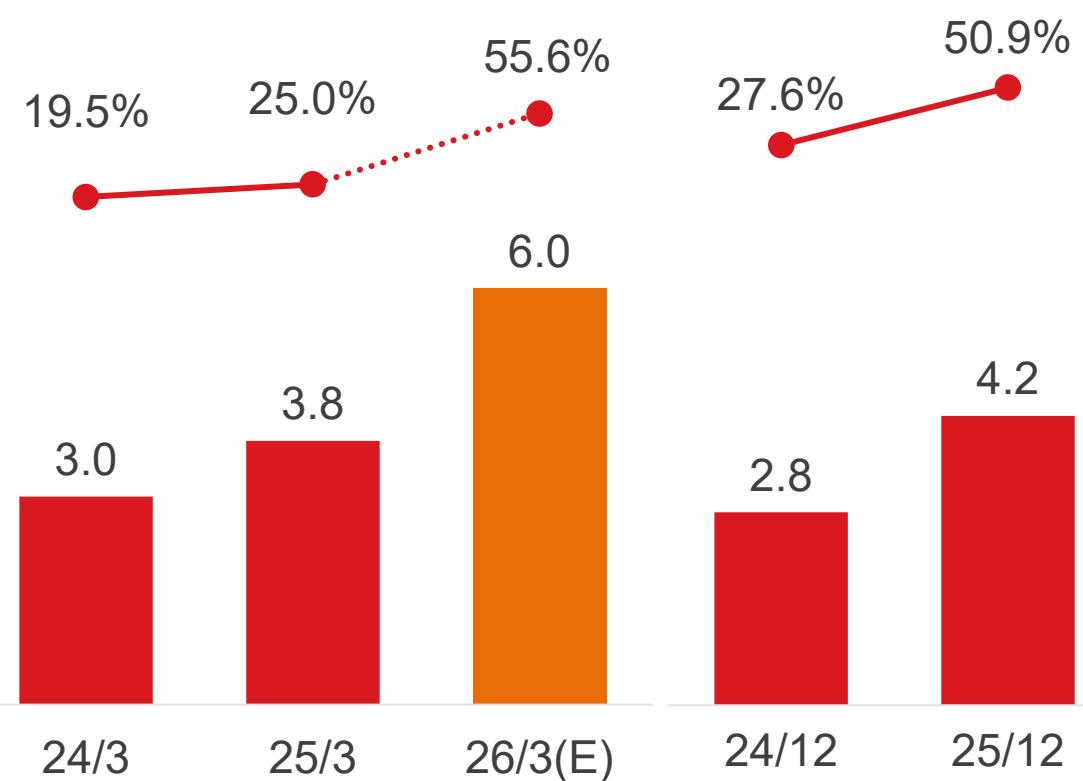
## ■ Financial Expenses (Consolidated)

■ ACOM ■ EASY BUY ■ Others ■ YoY (Billions of yen)



## ■ Financial Expenses (ACOM)

■ Financial Expenses ■ YoY (Billions of yen)

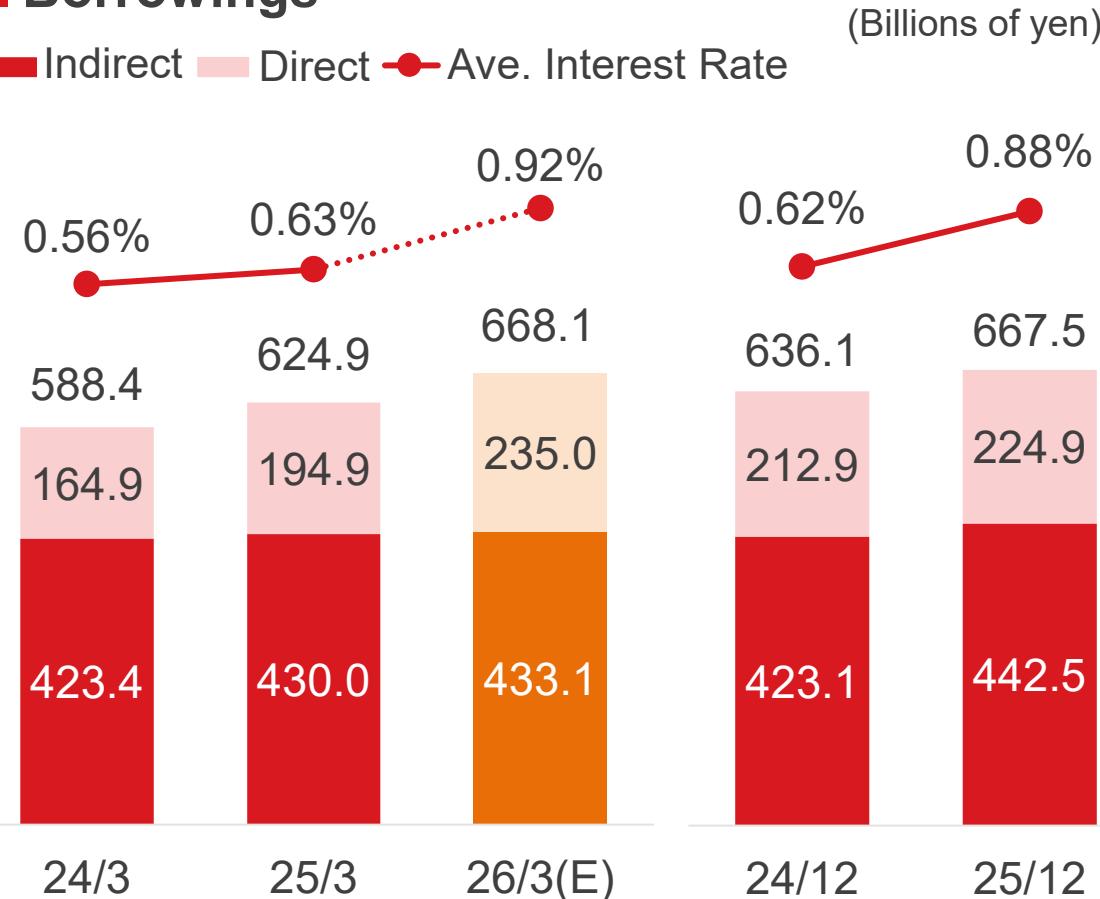


# Financial Expenses | Borrowings (ACOM)

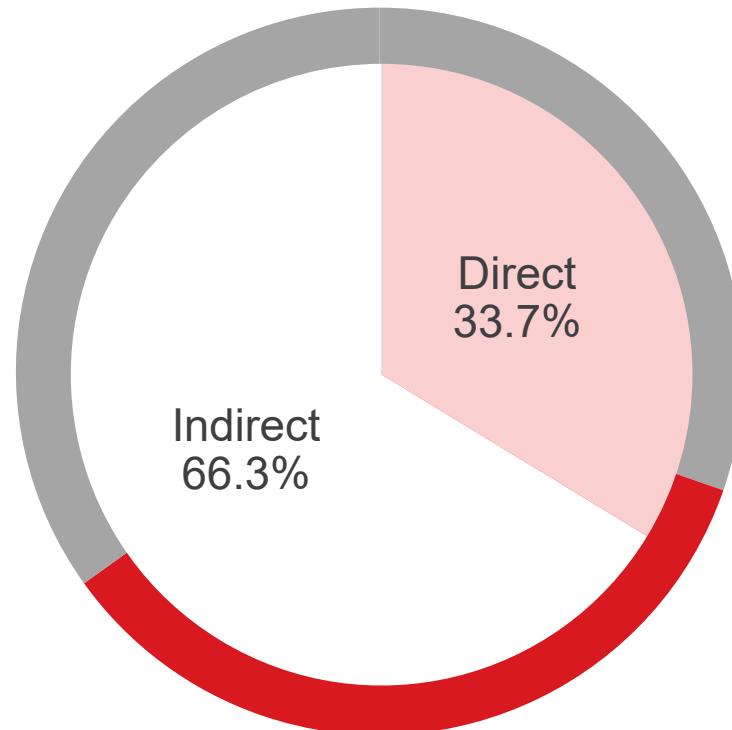
- Borrowings increased by ¥31.4 billion YoY to ¥667.5 billion.
- Average Interest Rate on Funds Procured During the Year increased by 26 bps YoY to 0.88%.

## ■ Borrowings

■ Indirect ■ Direct • Ave. Interest Rate



## ■ Composition Ratio by Funding Sources



MUFG Bank 32.0%

Ratio of Fixed Interest Rate 79.6%

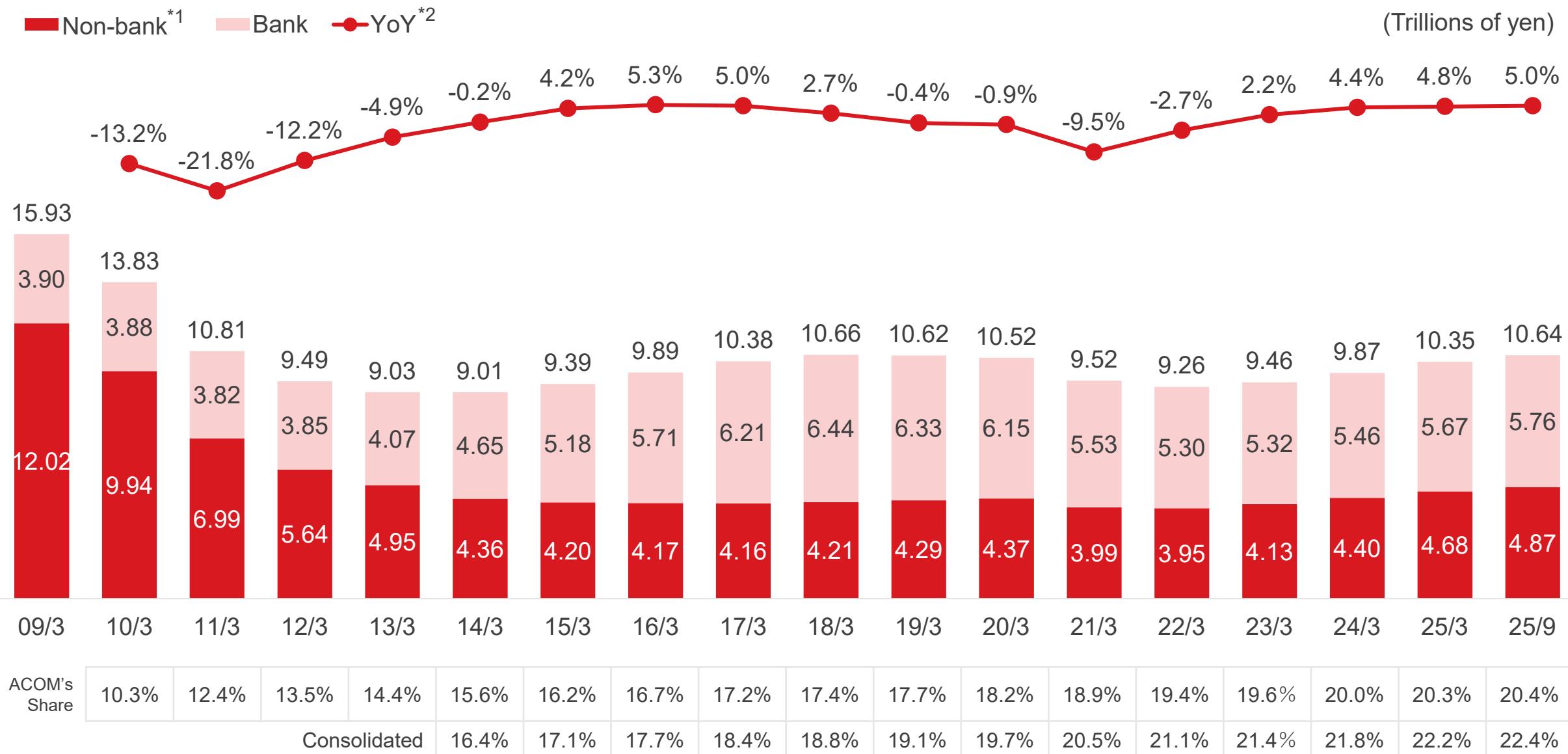
Ratio of Long-term 91.0%

Current portion of loans payable  
¥292.9 billion

# Appendix



# Market Volume of Domestic Personal Card Loan

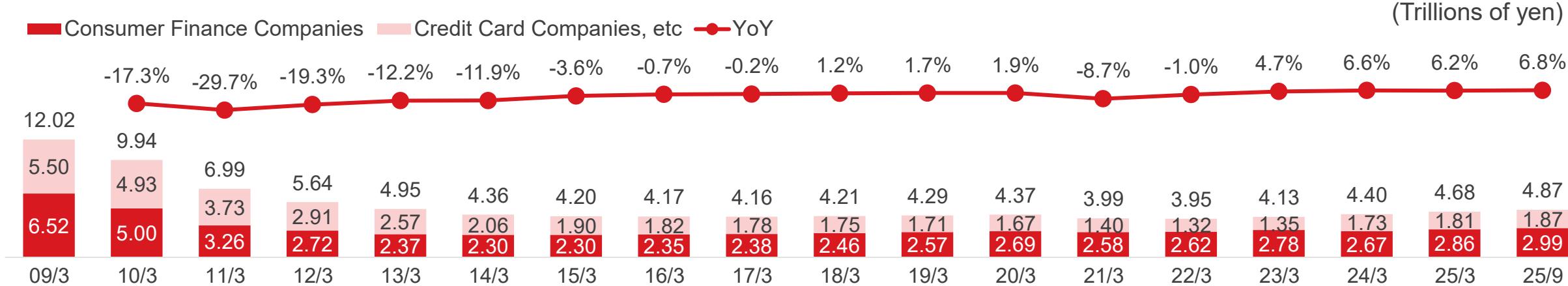


\*1 Non-bank refers to Receivables Outstanding (include loan on deeds) in statistics by Japan Financial Services Association (JFSA). JFSA's figure for 2025/9 is preliminary.

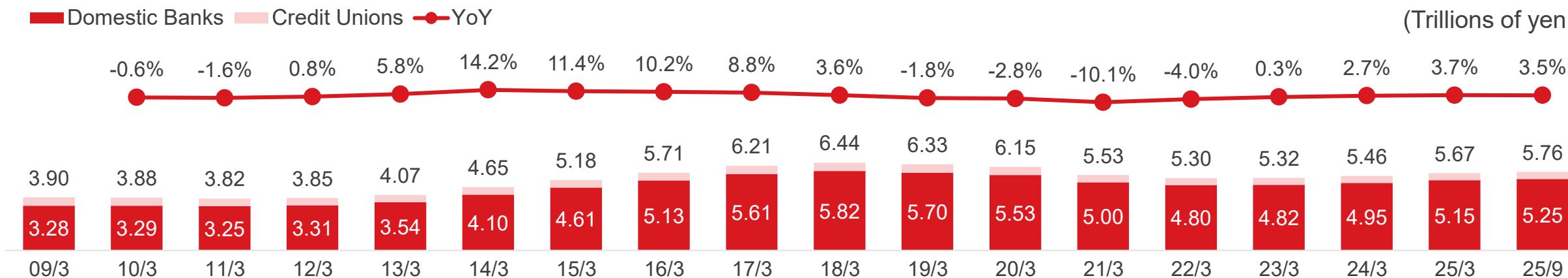
\*2 Bank refers to the volume of personal card loans provided by domestic banks and credit unions in statistics by The Bank of Japan.

# Market Volume of Domestic Personal Card Loan by Business Type

## Non-bank\*1



## Bank\*2



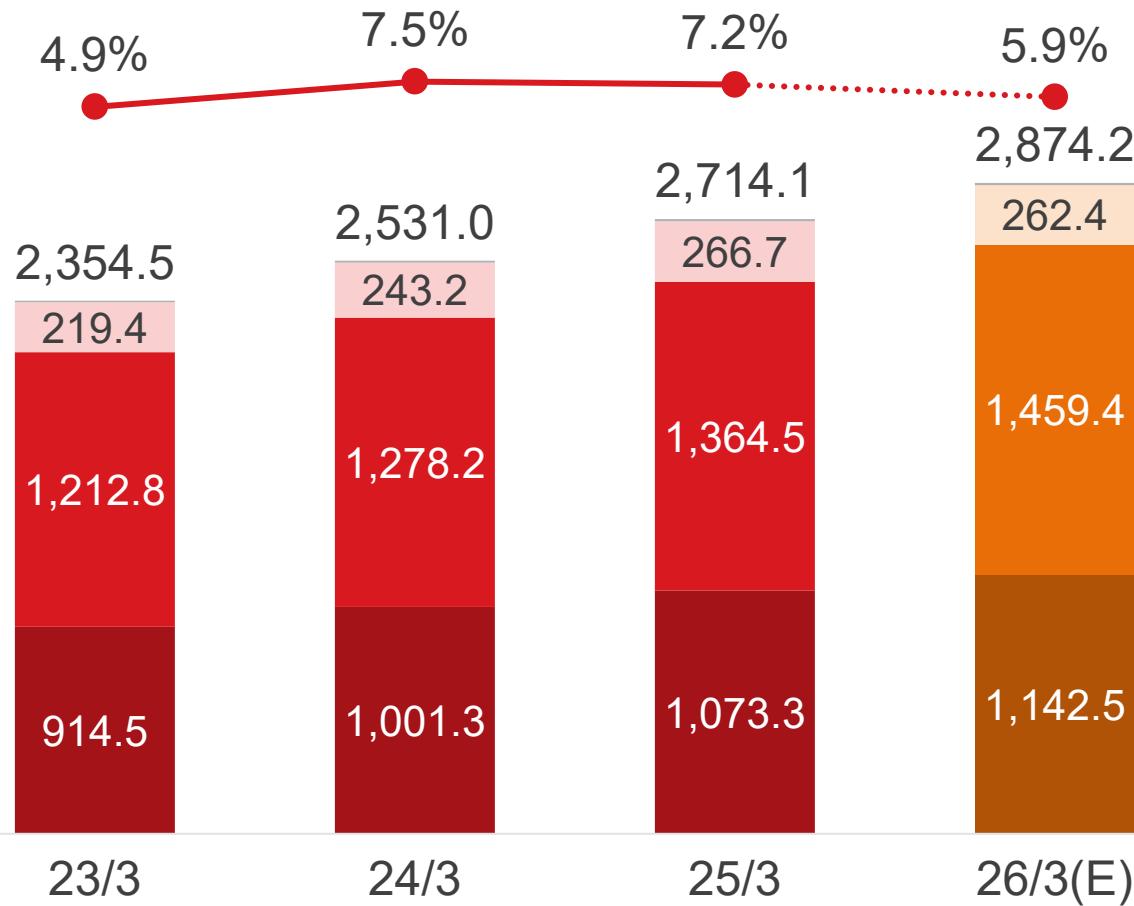
\*1 Non-bank refers to Receivables Outstanding (include loan on deeds) in statistics by Japan Financial Services Association (JFSA). JFSA's figure for 2025/9 is preliminary.

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

# Q Annual Forecast for the FY March 2026 (Business Scale)

█ L.C. Business      █ Guarantee Business  
█ Overseas Financial Business    █ Others      (Billions of yen)

—●— YoY



Consolidated  
Receivables  
Outstanding

**¥2,874.2bn**  
(YoY +5.9%)

L.C. Business

**¥1,142.5bn**  
(YoY +6.4%)

Guarantee  
Business

**¥1,459.4bn**  
(YoY +7.0%)

Overseas  
Financial  
Business

**¥262.4bn**  
(YoY -1.6%)

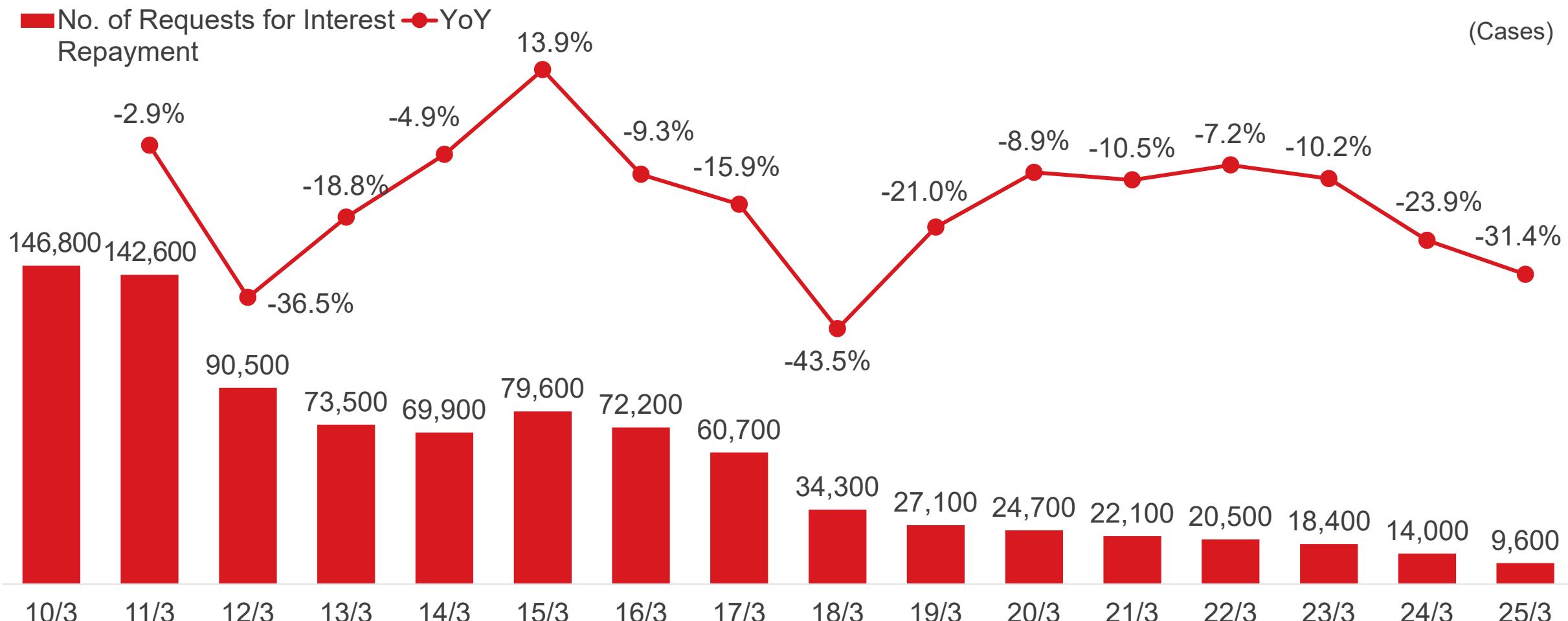
# Annual Forecast for the FY March 2026 (Performance)

(Millions of yen, %)

	2025/3 Results	2026/3 Forecasts	YoY	YoY
1 Operating Revenue	317,742	331,800	7.8	4.4
2 Loan and Credit Card Business	169,464	179,900	8.6	6.1
3 Guarantee Business	76,332	80,800	7.8	5.9
4 Overseas Financial Business	65,449	64,100	5.7	-2.0
5 Operating Expenses	259,181	243,200	24.4	-6.2
6 Financial Expenses	5,747	7,200	16.6	25.3
7 Provision for Bad Debts	105,676	111,800	7.9	5.8
8 Provision for Loss on Interest Repayment	40,033	8,300	-	79.3
9 Other Operating Expenses	107,723	115,900	2.1	7.6
10 Operating Profit	58,561	88,600	-32.2	51.3
11 Ordinary Profit	58,919	88,900	-32.1	50.9
12 Profit Before Income Taxes	58,641	88,900	-32.4	51.6
13 Profit	36,571	76,100	-36.8	108.1
14 Profit Attributable to Owners of Parent	32,124	72,200	-39.5	124.8 29

# Q Trend of No. of Requests for Interest Repayment

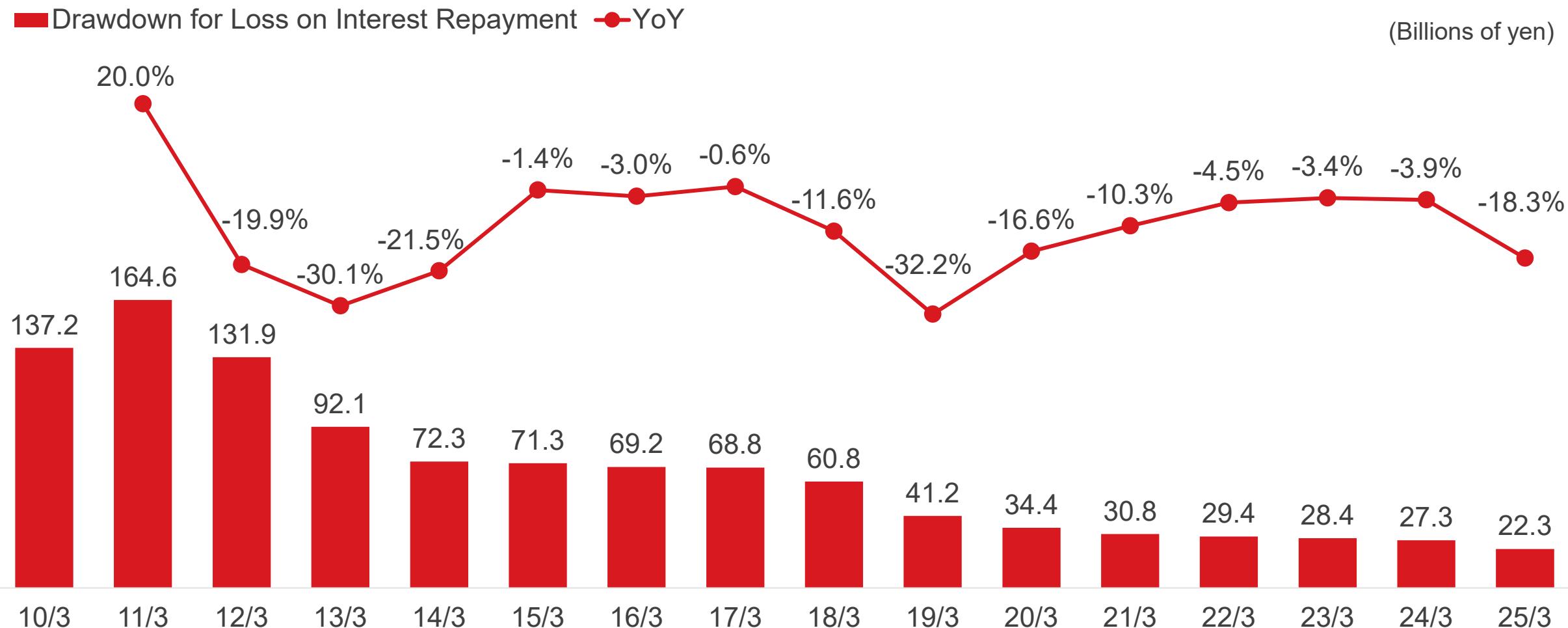
- No. of Requests for Interest Repayment in FY March 2025 declined by 31.4% YoY to 9,600 cases, against the expected decrease of around 25%.
- No. of Requests for Interest Repayment in FY March 2026 is expected to decline by around 20% YoY.



\*No. of Requests for 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).

# Q Trend of Loss on Interest Repayment

- Amount of Drawdown of Provision decreased by 18.3% YoY to ¥22.3 billion in FY March 2025, against the expected decrease of around 15%.
- Amount of Drawdown of Provision is expected to decrease by around 25% YoY in FY March 2026.

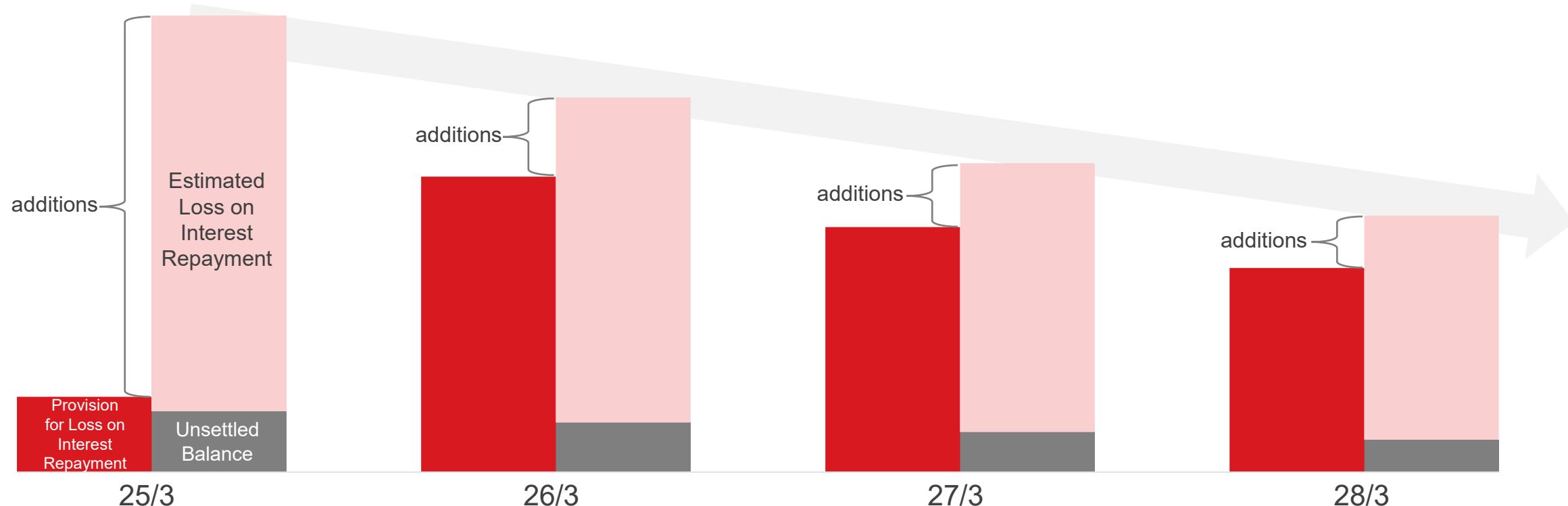




# Evaluation Method of Provision for Loss on Interest Repayment

## Evaluation method of Provision for Loss on Interest Repayment

- Evaluation of Estimated Loss on Interest Repayment will be conducted at the end of each fiscal year.
- The estimated amounts of additions to Provision for Loss on Interest Repayment will be incorporated into the earnings forecast and the Medium-term Management Plan, which will be announced publicly.



# Q Yardstick for Return on Assets (ROA) by Business Segment

## ■ L.C. Business

■ Financial Expenses

16.5%

1.0%

3.5%

7.0%

5.0%

Operating Revenue

Operating Expenses

Operating Profit(ROA)

11.5%

## ■ Guarantee Business

■ Provision for Bad Debts

5.0%

0%

2.5%

1.0%

1.5%

Operating Revenue

Operating Profit(ROA)

Operating Expenses

3.5%

■ Other Operating Expenses

■ Other Operating Expenses

## ■ Overseas Financial Business

27.0%

1.5%

8.0%

7.5%

10.0%

17.0%

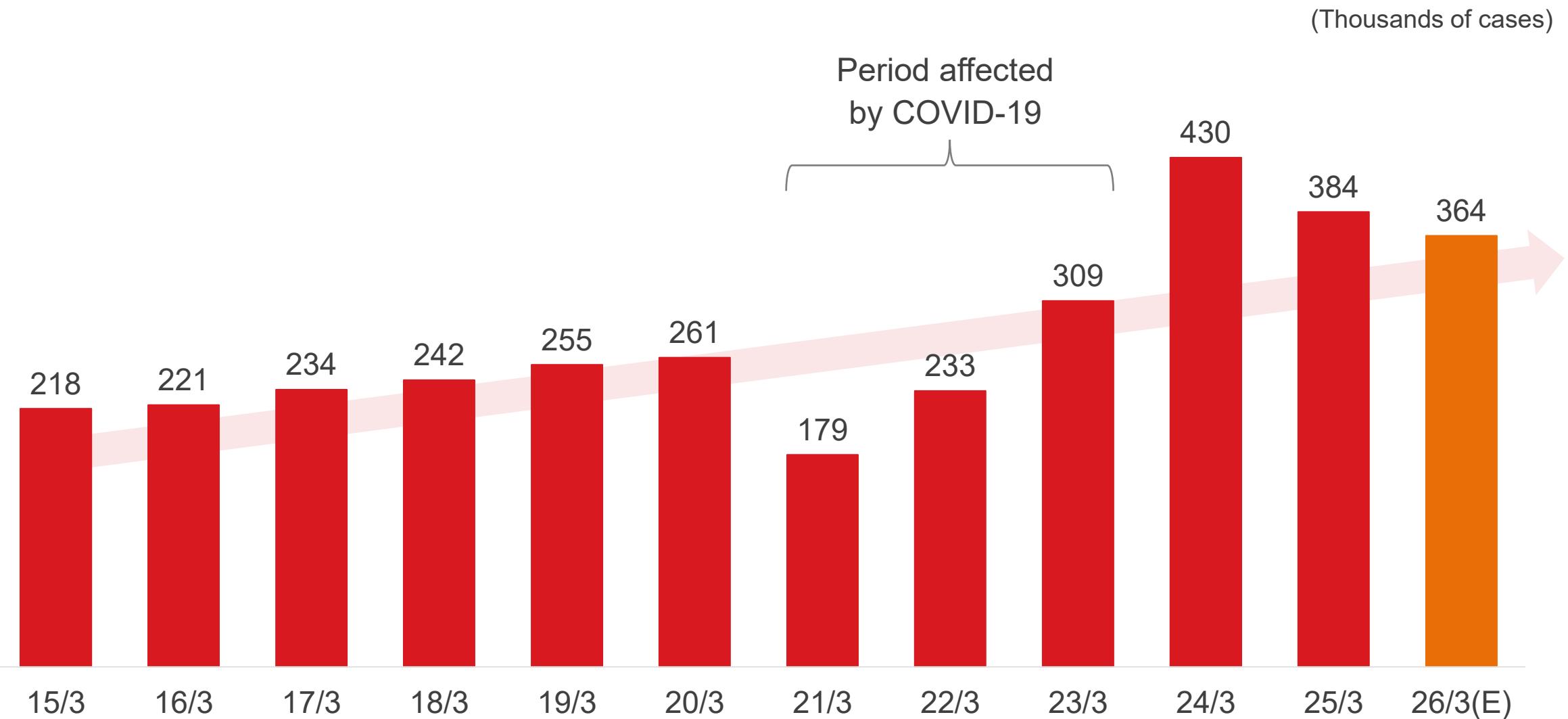
Operating Expenses

Operating Revenue

Operating Profit(ROA)

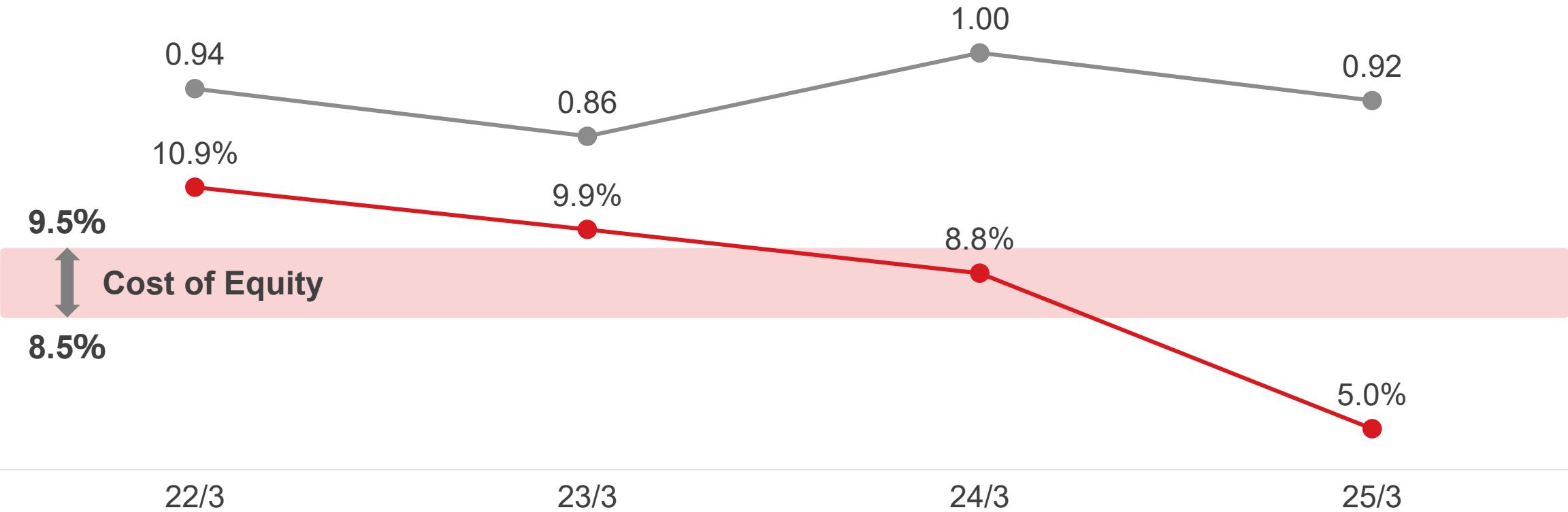


# Trend of No. of New Customers

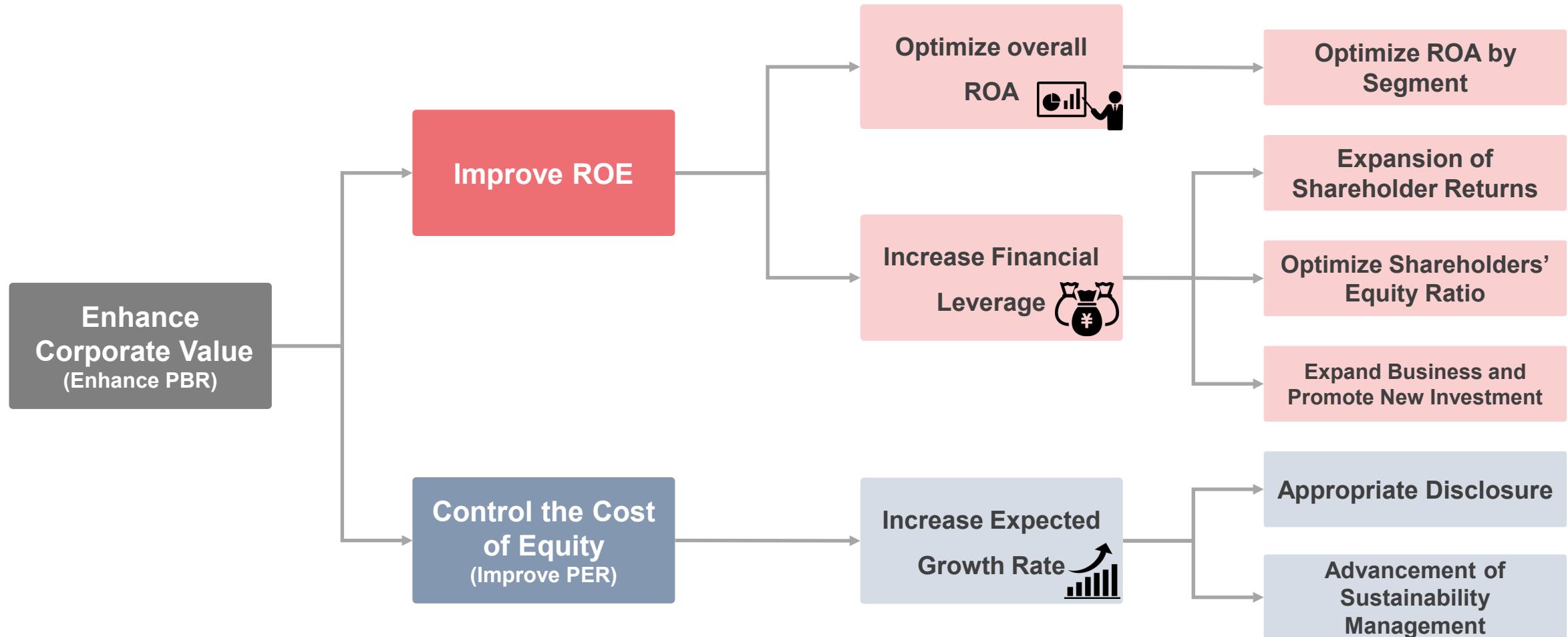


# Q Trend of PBR and ROE

● PBR   ● ROE

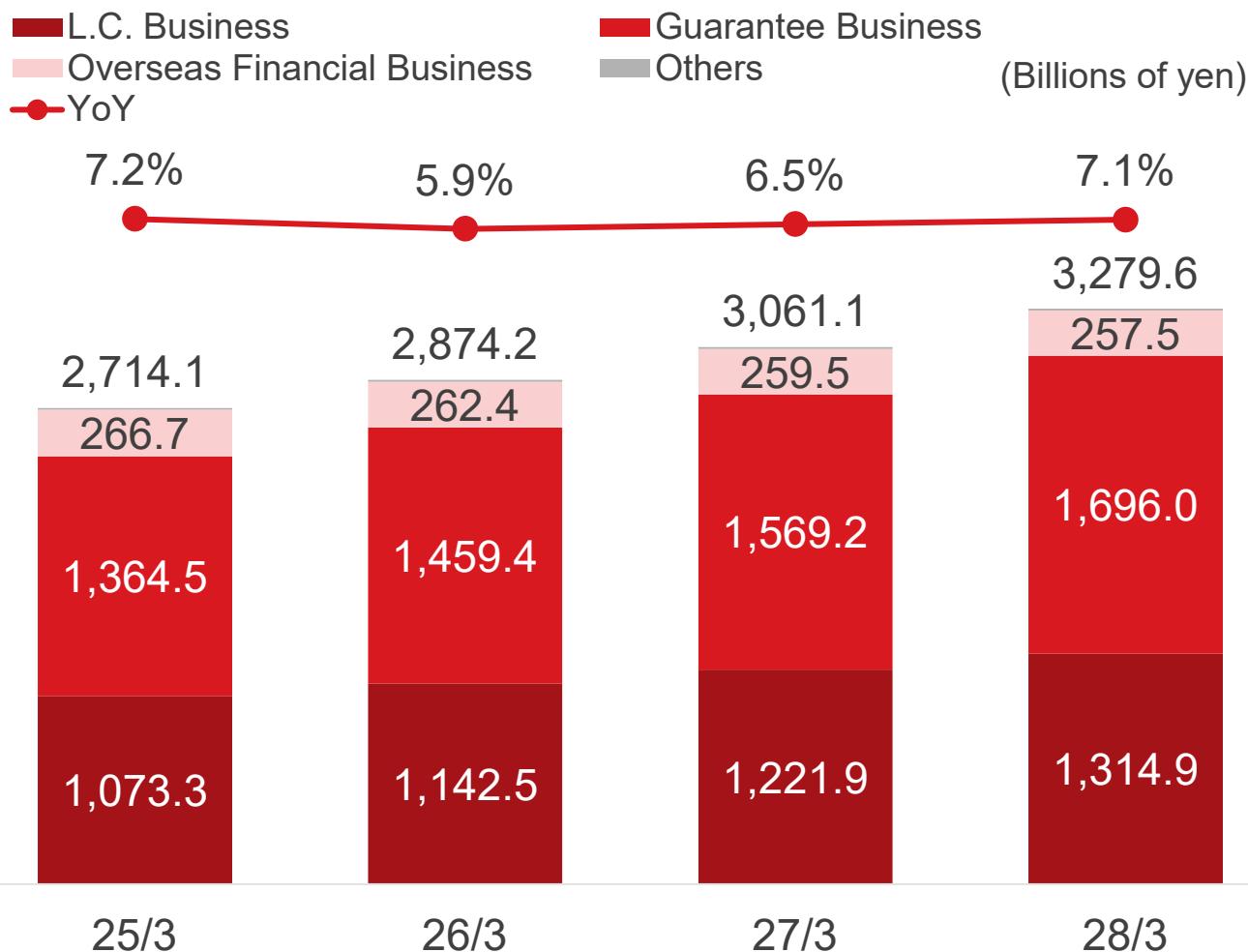


# Corporate Value Enhancement Logic Tree



# Q New Mid-term Management Plan | Business Scale

As pent-up demand shrinks, we will steadily expand the size of our Loan and Credit Card Business and Guarantee Business by improving our brand power and forming new guarantee alliances, aiming for business volume of ¥3.2 trillion, a 1.2-fold increase over the three years of the Medium-term Management Plan.



Consolidated Receivables Outstanding

**¥3,279.6bn**  
(CAGR 5.9%)

L.C. Business

**¥1,314.9bn**  
(CAGR 7.0%)

Guarantee Business

**¥1,696.0bn**  
(CAGR 7.5%)

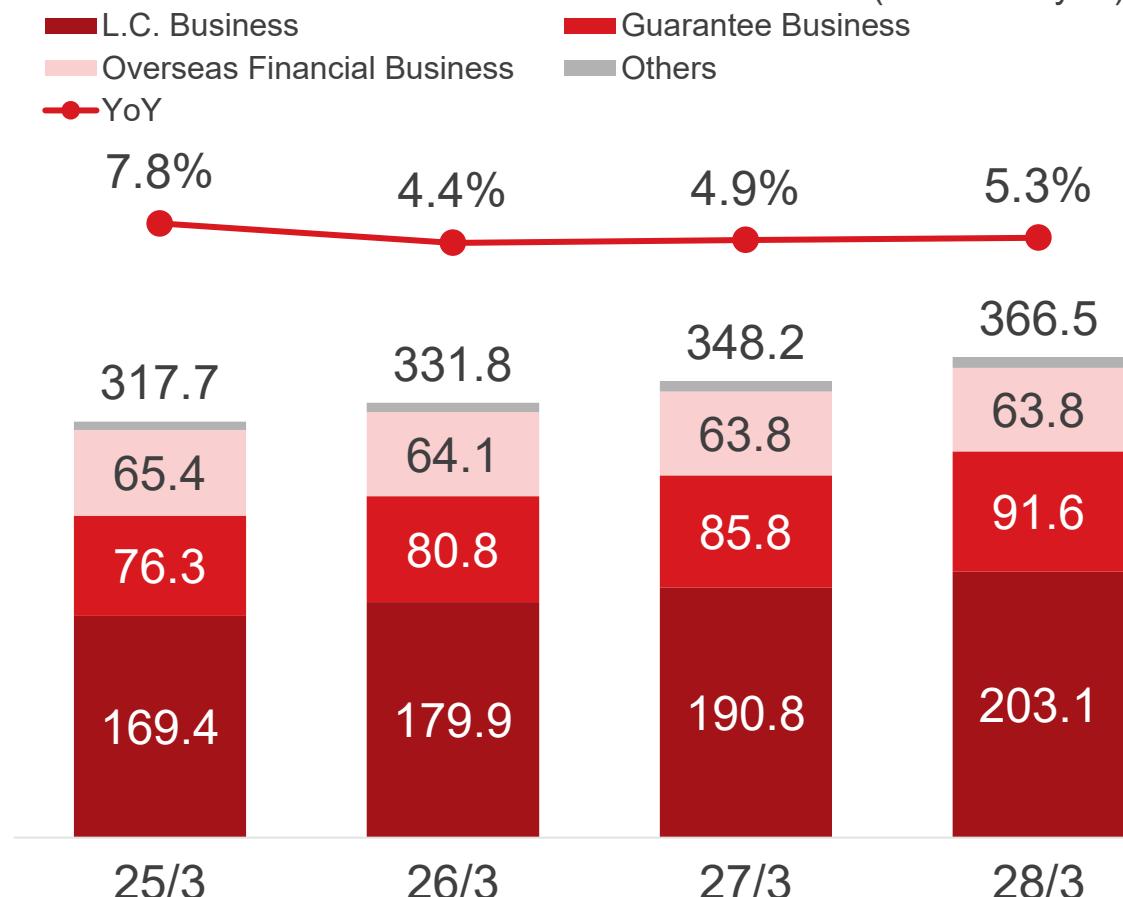
Overseas Financial Business

**¥257.5bn**  
(CAGR -1.2%)

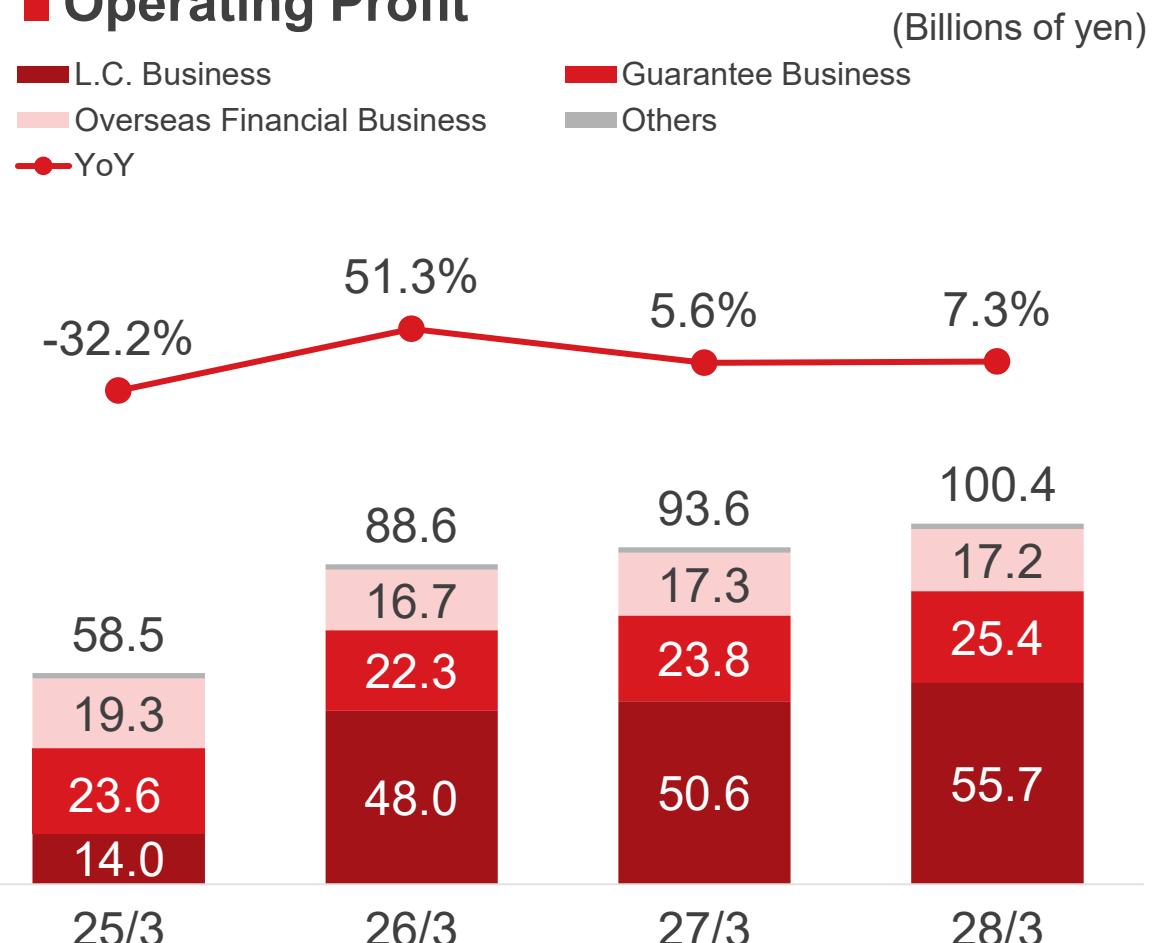
# Q New Mid-term Management Plan | Business Performance

- Operating Revenue is expected to improve steadily, supported by business expansion.
- Aiming to improve Operating Profit for three consecutive fiscal years.

## ■ Operating Revenue



## ■ Operating Profit

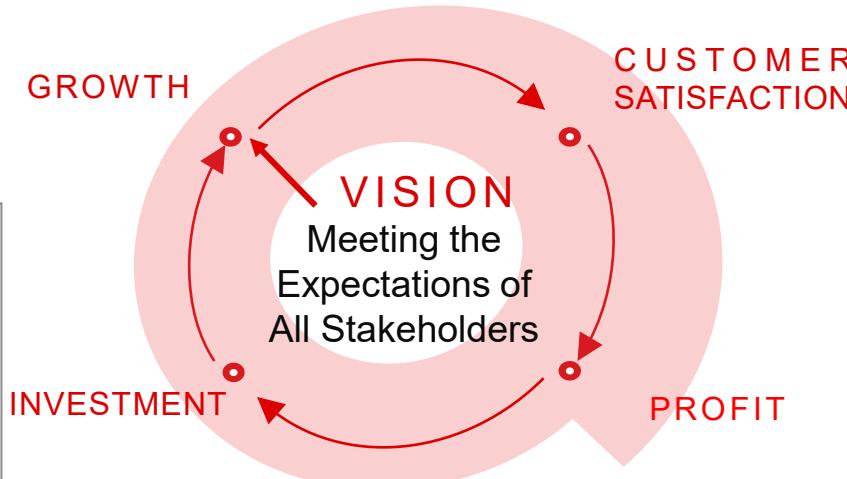


# Key Themes for the Medium Term

(From FY March 2026 to FY March 2028)

Medium-term Policy

## Accelerating Our Growth Cycle to Achieve Our Vision



Foundation for All Activities

● Foster a Compliance Culture

### Business Strategies

- Enhance brand strength by rebuilding perception\*
- Provide a high-quality customer experience by good responses and speedy credit screening
- Expansion of business alliance partners by Gennie, Inc.
- Further strengthening cooperation with existing guarantee partners and expand new guarantee alliances
- Strengthen group collaboration with IR Loan Servicing Inc.
- Appropriate responses to regulations and maintaining a high-quality portfolio by EASY BUY (Thailand)
- Aiming to turn profits by ACF (Philippines) and ACM (Malaysia) at an early stage
- Expansion into new countries
- Challenge for new business

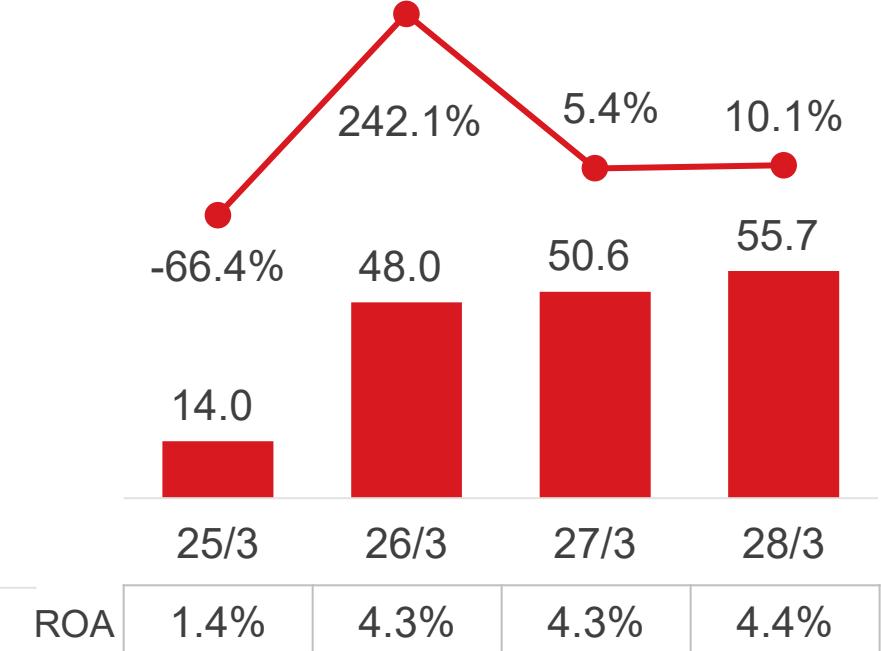
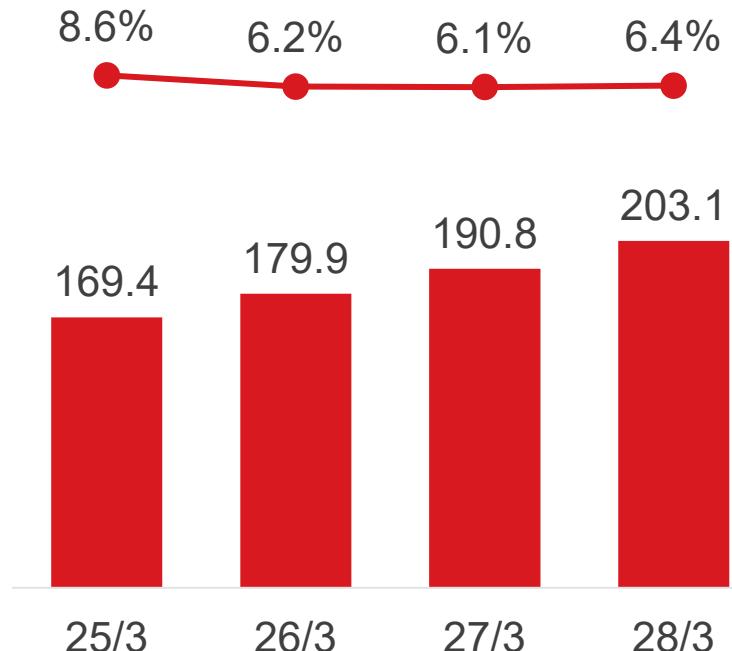
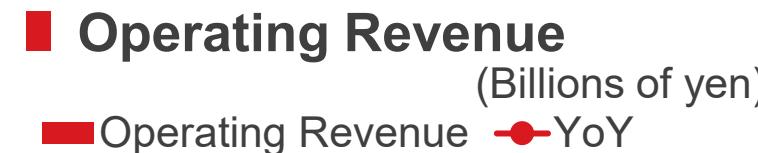
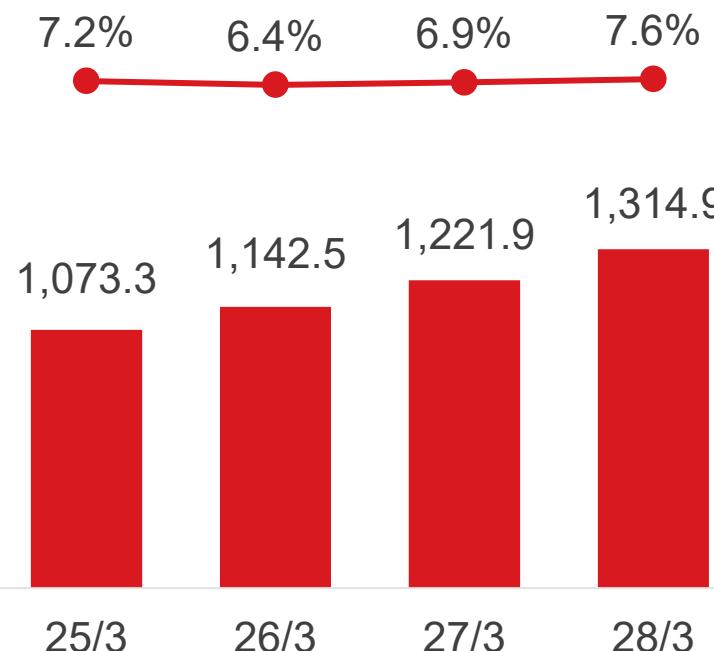
### Function Strategies

- Building a system infrastructure that can respond flexibly and quickly to changes in the environment and reinforcement of cyber security
- Establish the base of human resource by strengthening recruitment, training and retention
- Provide optimal credit and rebuild credit protection system
- Strengthen internal penetration to establish sustainable management
- Enhancement of risk management and governance
- Creating a highly productive environment by improving business efficiency
- Maintain stability and improve cost efficiency through optimal financing
- Improve decision-making speed and accuracy through data utilization
- Implement new action guidelines

\* Perception: Consumers' impressions, as well as awareness, recognition and perception of companies and brands that become causal factors in purchasing decisions.

# Mid-term Management Plan | Business Scale and Performance by Segment (Loan and Credit Card Business)

- ACOM : Promoting various sales measures, stronger brand, and providing a high-quality customer experience.
- GeNiE : Focusing on expanding business alliance partners and aiming for a leading position in the embedded finance market.
- Aiming for Receivables Outstanding of ¥1.3 trillion, including embedded finance business.

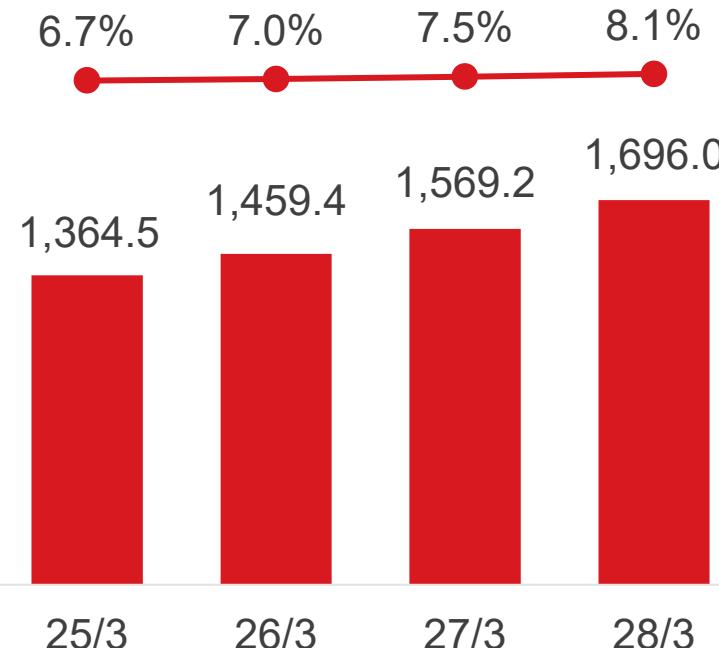


# Mid-term Management Plan | Business Scale and Performance by Segment (Guarantee Business)

- Targeting business expansion by expanding new guarantee alliance partners and strengthening cooperation with existing guarantee partners.
- Aiming for Consolidated Guaranteed Receivables of ¥1.6 trillion.

## Guaranteed Receivables (Billions of yen)

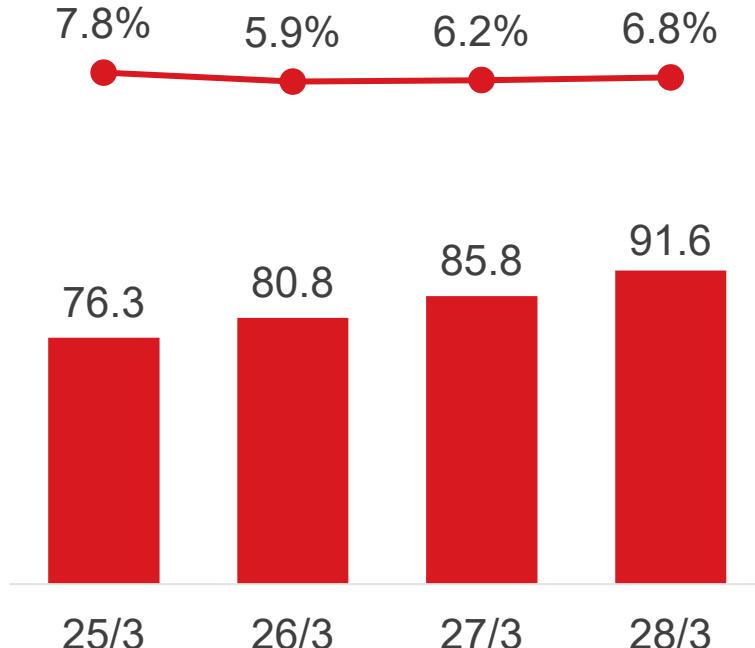
Guaranteed Receivables ● YoY



CAGR 7.5%

## Operating Revenue (Billions of yen)

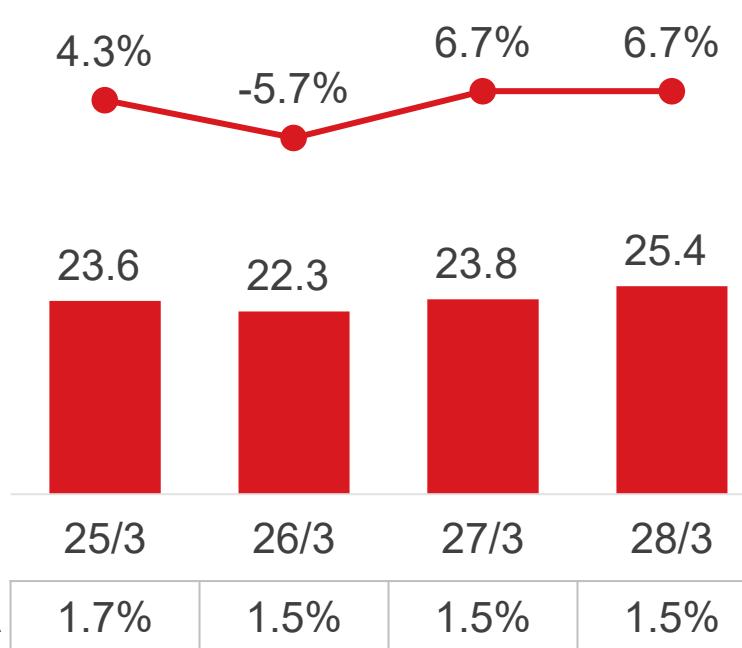
Operating Revenue ● YoY



CAGR 6.3%

## Operating Profit (Billions of yen)

Operating Profit ● YoY



CAGR 2.4%

# Mid-term Management Plan | Business Scale and Performance by Segment (Overseas Financial Business)

- ACF (Philippines) : Aiming to turn profits by the final year of the Medium-term Management Plan by strengthening new customer acquisitions and focusing on additional financing.
- ACM (Malaysia) : Aiming to turn profits by the final year of the Medium-term Management Plan by expanding customer acquisition areas and upgrading the credit models.

