

# Earnings Release Presentation

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The Third Quarter Financial Results for the Fiscal Year Ending March 2025



Jan 31, 2025

## ■ 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

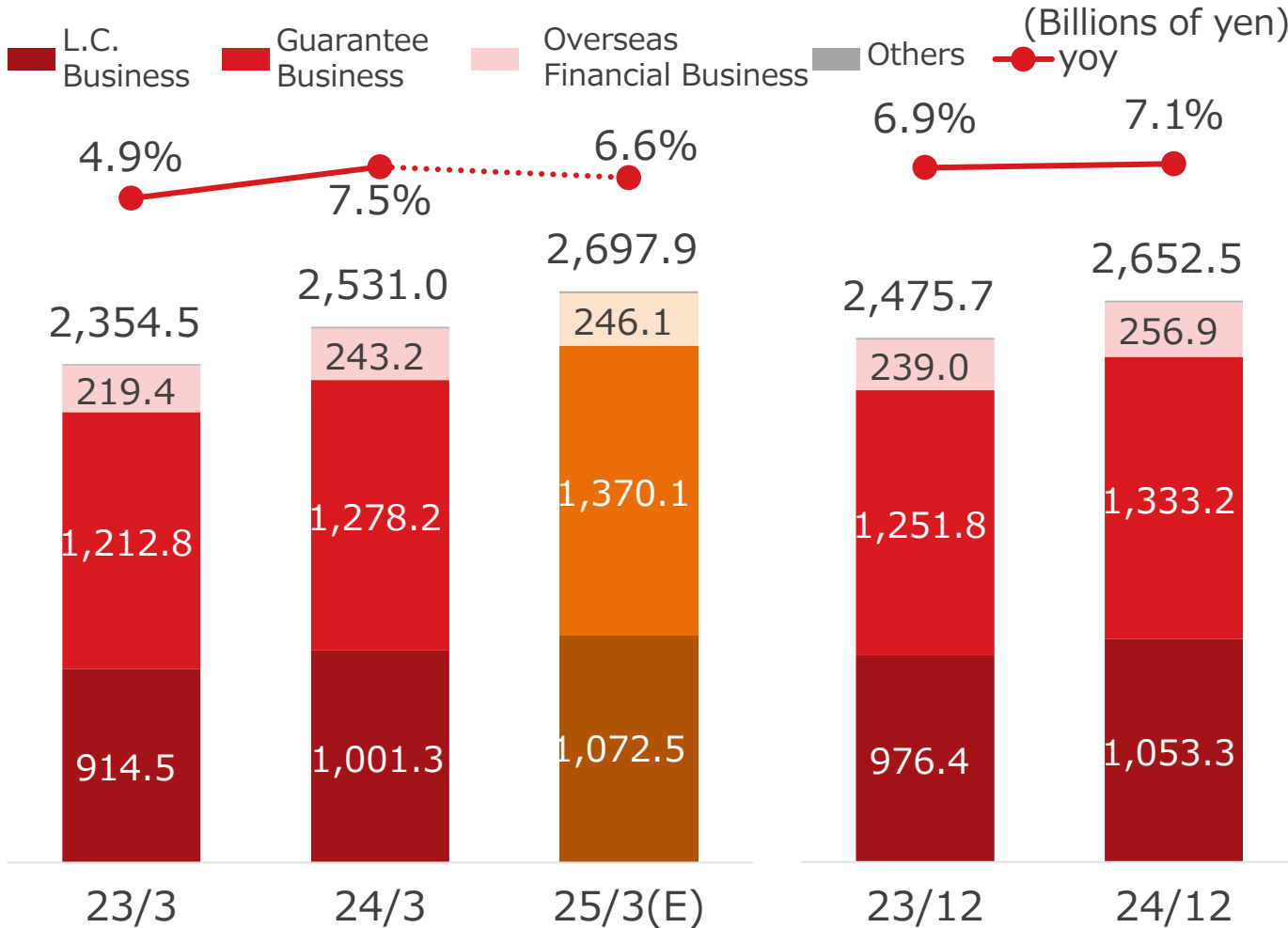
L.C. Business	Loan and Credit Card Business
MUCG	MU Credit Guarantee Co., LTD.
yoy	year on year percentage point
ytd	year to date percentage point
(E)	estimates
EB、EASY BUY	EASY BUY Public Company Limited
ACF	ACOM CONSUMER FINANCE CORPORATION

## ■ Reference

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# Consolidated Financial Summary (Business Scale)

- Consolidated Receivables Outstanding increased smoothly owing to favorable trend in domestic borrowing by new and existing customers and the impact of the depreciation of yen against baht.
- Consolidated Receivables Outstanding increased by 7.1% yoy to ¥2,652.5 billion.



Consolidated Receivables Outstanding

**¥2,652.5bn**  
(yoy + 7.1%)

L.C. Business

**¥ 1,053.3bn**  
(yoy + 7.9%)

Guarantee Business

**¥ 1,333.2bn**  
(yoy + 6.5%)

Overseas Financial Business

**¥ 256.9bn**  
(yoy + 7.5%)



# Consolidated Financial Summary (Business Performance)

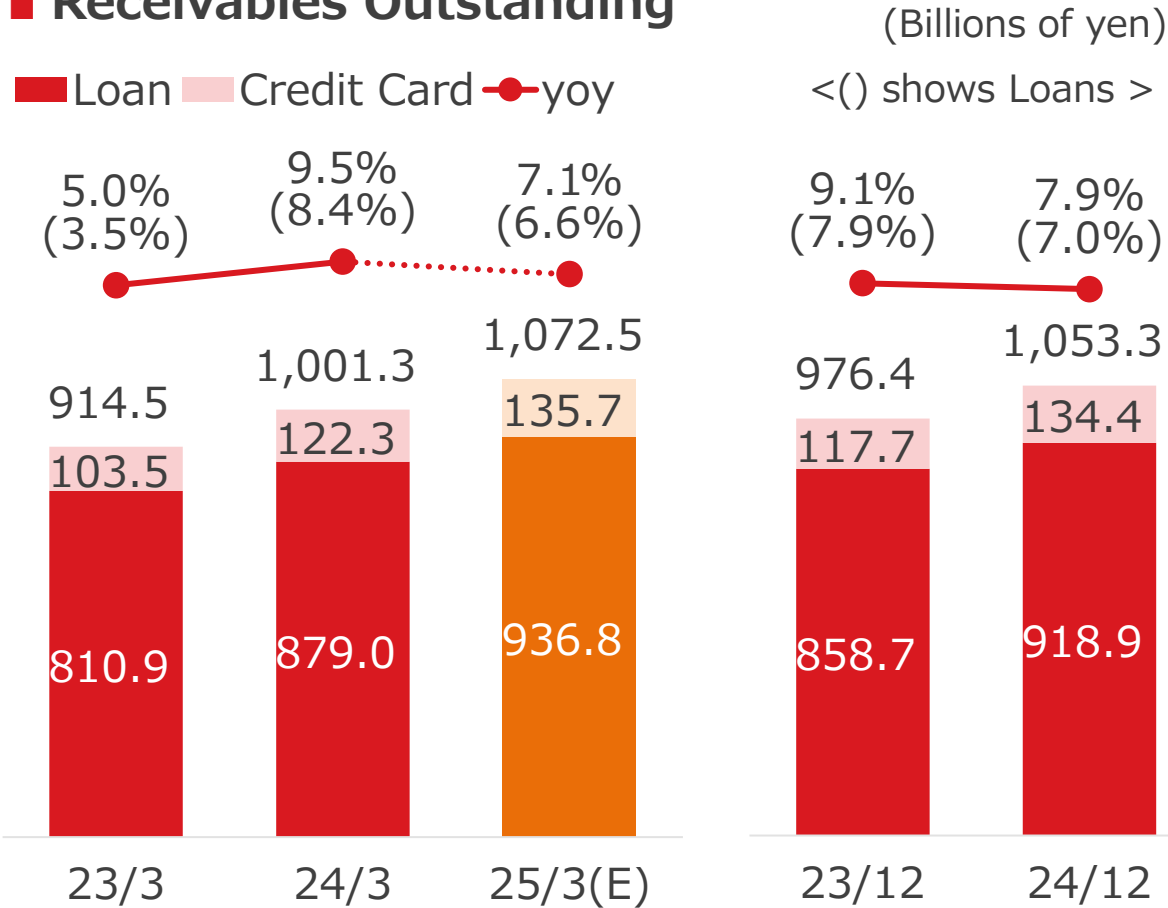
(Millions of yen, %)

	2023/12	2024/12		2025/3		Progress
	Results	Results	yoy	Forecast	yoy	
1 Operating Revenue	218,986	236,825	8.1	313,500	6.4	75.5
2    Loan and Credit Card Business	116,195	126,812	9.1	168,500	8.0	75.3
3    Guarantee Business	52,447	56,436	7.6	76,800	8.5	73.5
4    Overseas Financial Business	45,822	48,699	6.3	62,100	0.3	78.4
5 Operating Expenses	152,118	162,145	6.6	226,400	8.6	71.6
6    Financial Expenses	3,482	4,250	22.1	5,800	17.7	73.3
7    Provision for Bad Debts	71,831	79,499	10.7	108,900	11.2	73.0
8    Provision for Interest Repayment	-	-	-	-	-	-
9    Other Operating Expenses	76,804	78,395	2.1	111,700	5.9	70.2
10 Operating Profit	66,867	74,679	11.7	87,100	0.9	85.7
11 Ordinary Profit	67,013	74,965	11.9	87,500	0.9	85.7
12 Profit Before Income Taxes	66,818	74,837	12.0	87,300	0.7	85.7
13 Profits	45,484	50,300	10.6	59,400	2.7	84.7
14    Profit Attributable to Owners of Parent	41,717	46,915	12.5	55,600	4.7	84.4

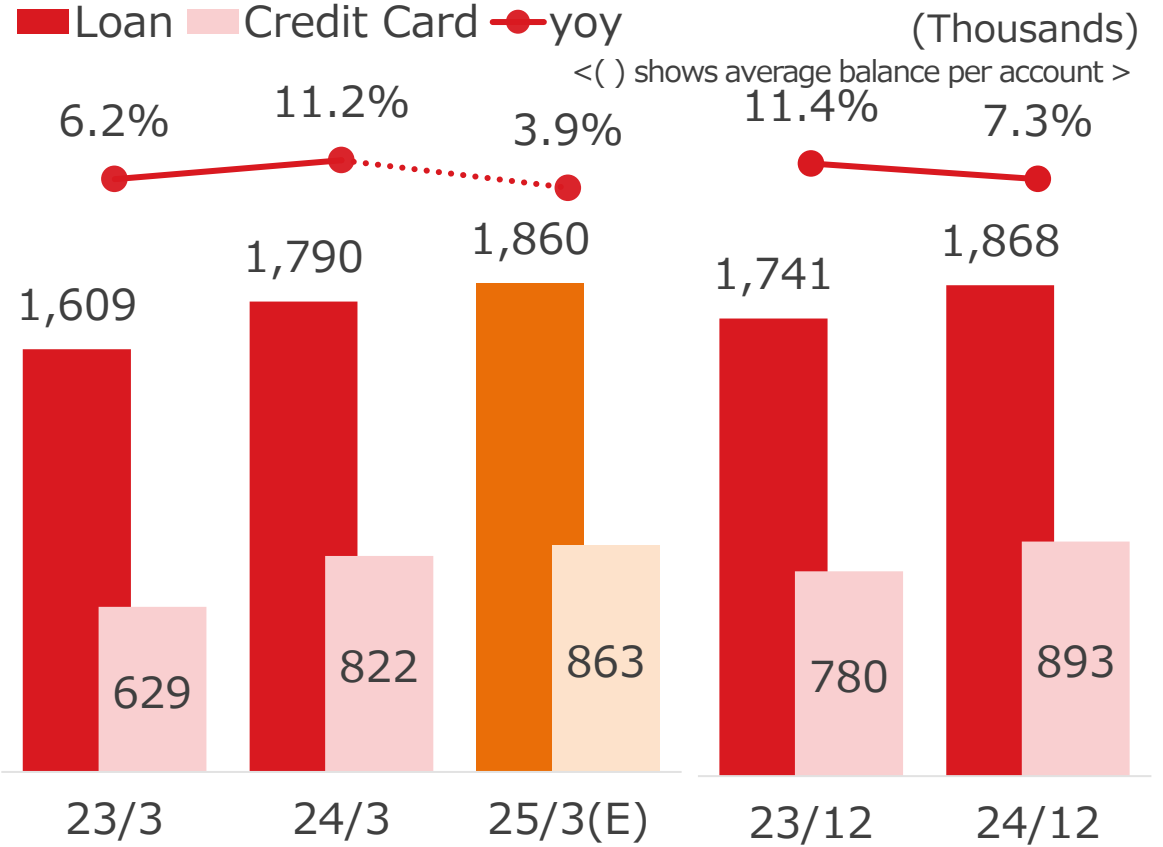
# Loan and Credit Card Business | Business Scale

- Receivables Outstanding increased by 7.9% yoy to ¥1,053.3 billion owing to favorable trend in borrowings by new and existing customers.
- Number of Customer Accounts increased by 7.3% yoy to 1,868 thousands.

## Receivables Outstanding



## Number of Customer Accounts\*

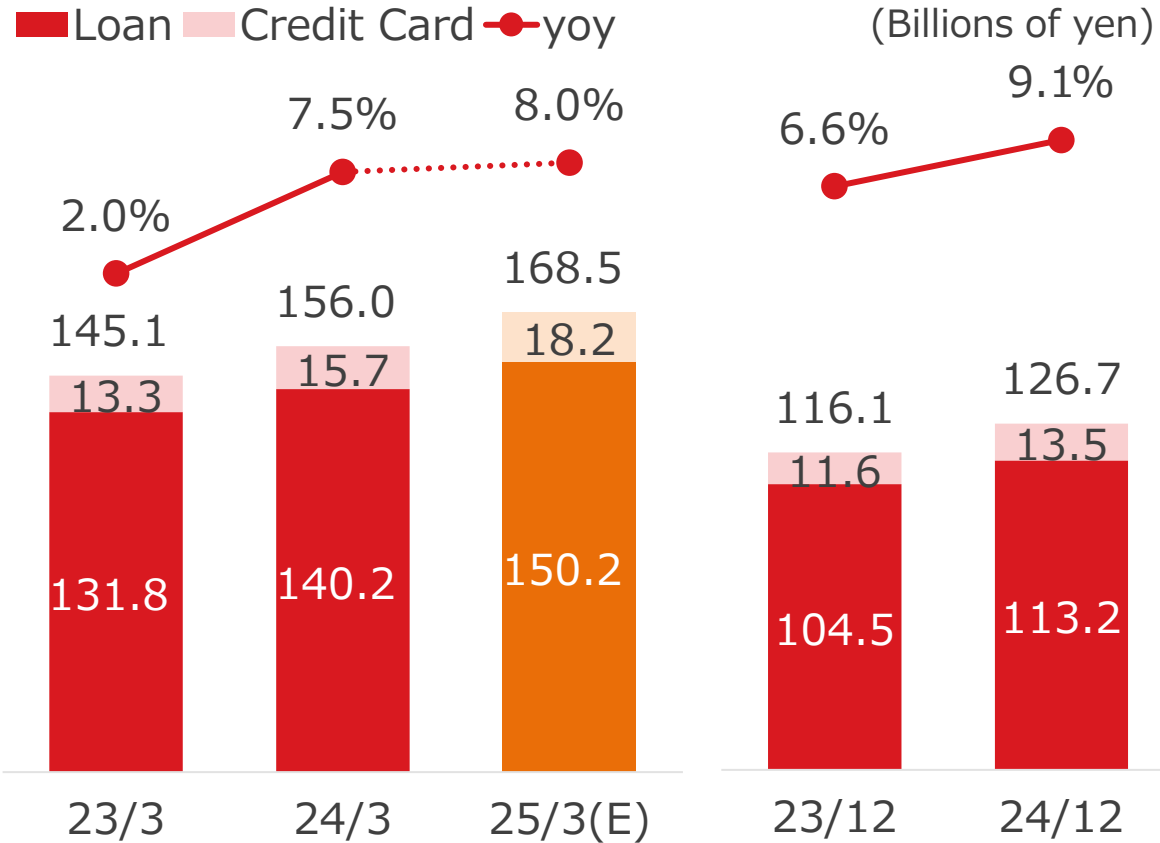


\* Credit Card Business : Number of cardholders

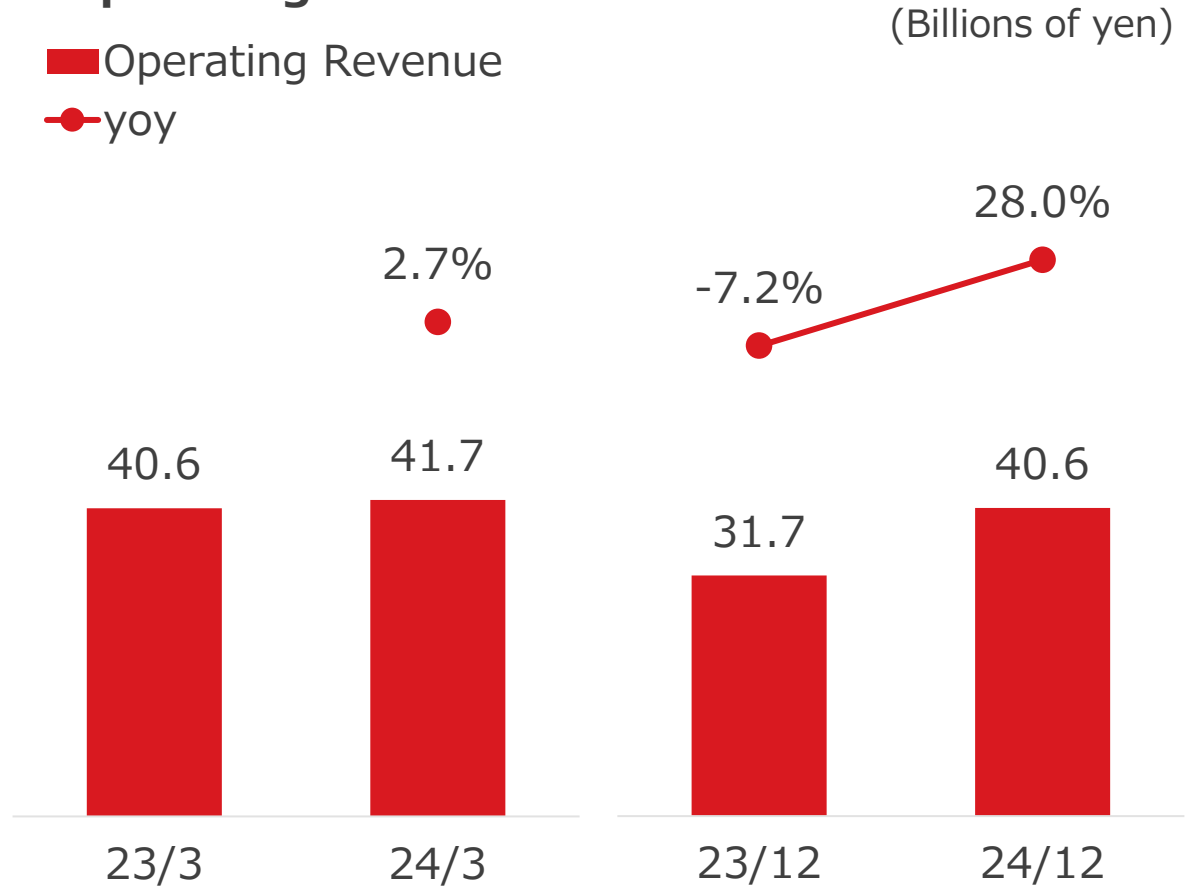
# Q Loan and Credit Card Business | Business Performance

- Operating Revenue increased by 9.1% yoy to ¥126.7 billion, mainly owing to the expansion of business scale.
- Operating Profit increased by 28.0% yoy to ¥40.6 billion.

## ■ Operating Revenue



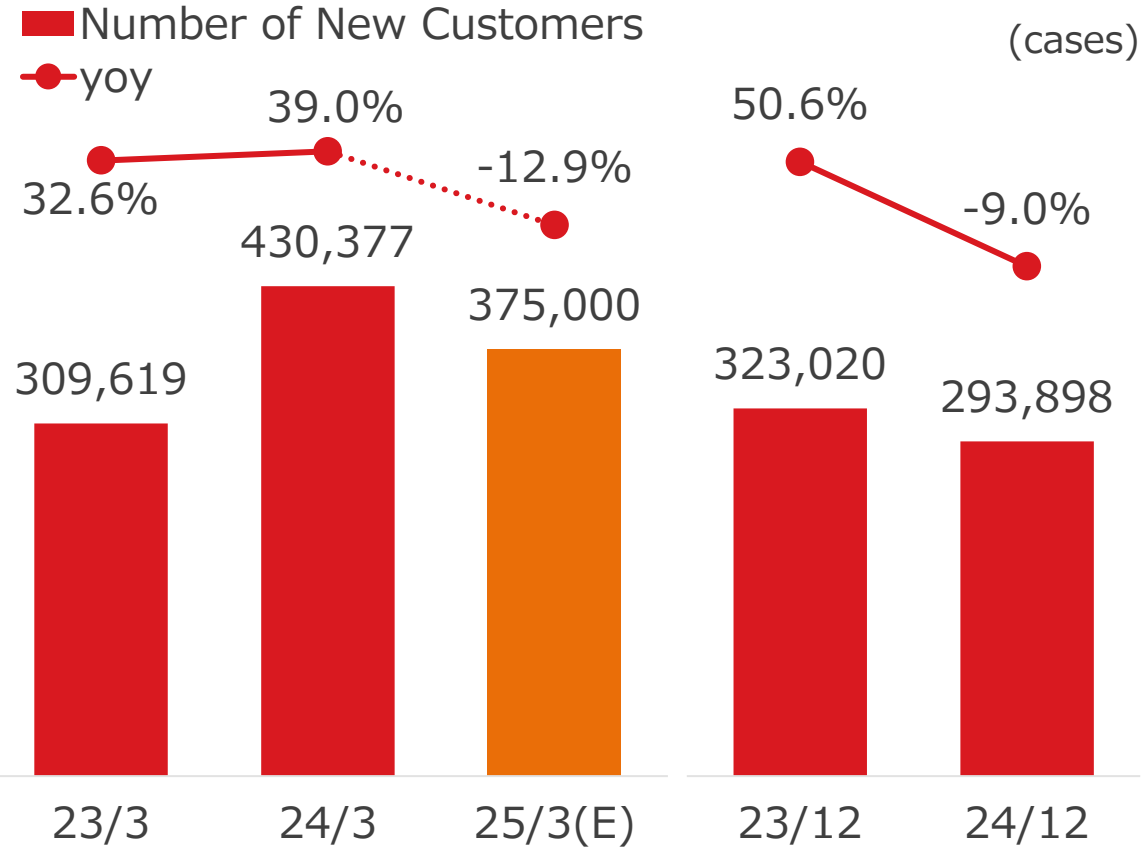
## ■ Operating Profit



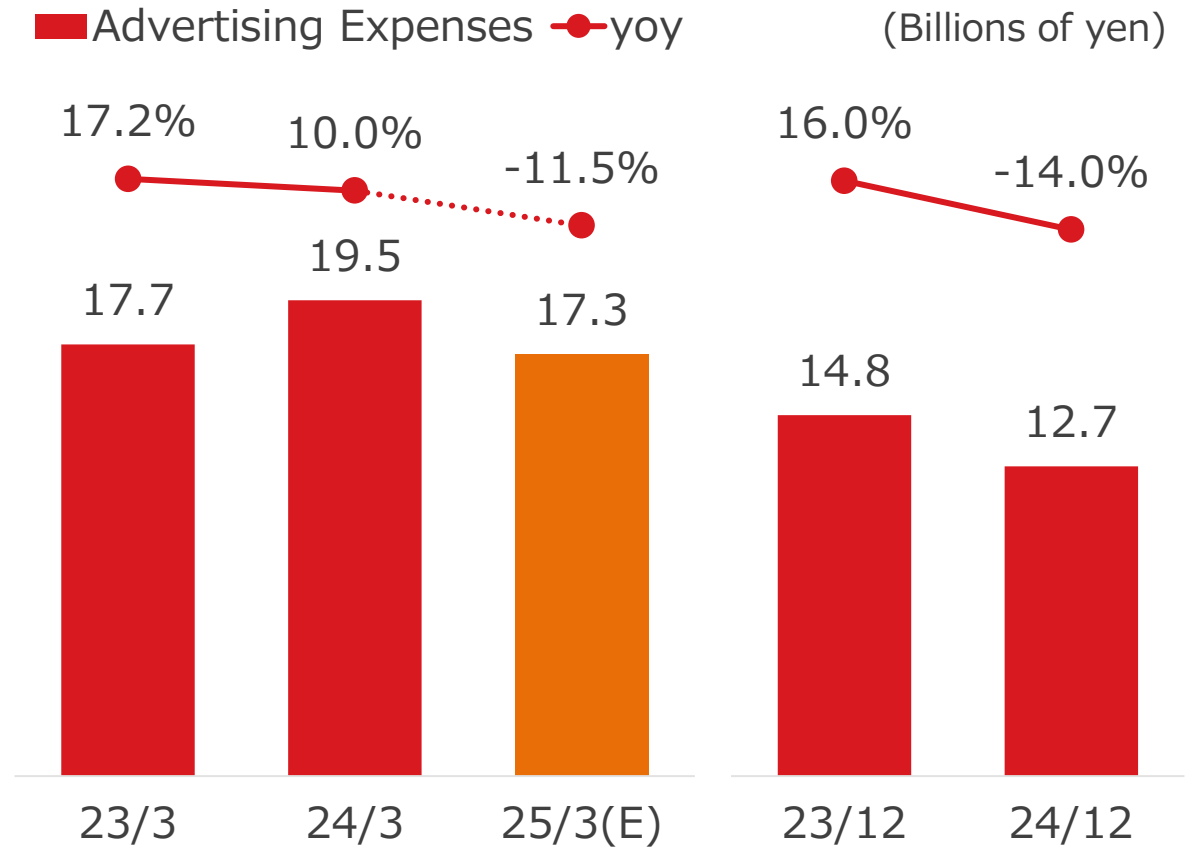
# Loan and Credit Card Business | No. of New Customers

- Number of New Customers decreased by 9.0% yoy to 293,898.
- Advertising Expenses decreased by 14.0% yoy to ¥12.7 billion.

## ■ Number of New Customers (Unsecured)



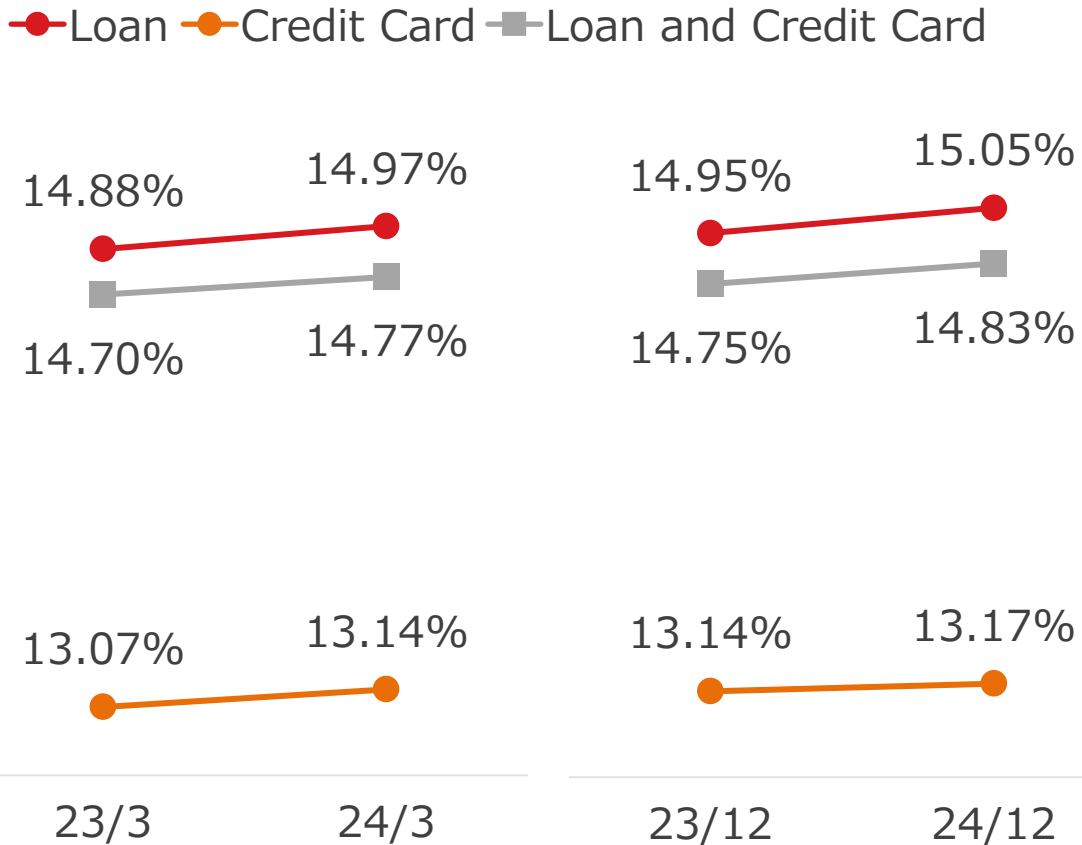
## ■ Advertising Expenses (ACOM)



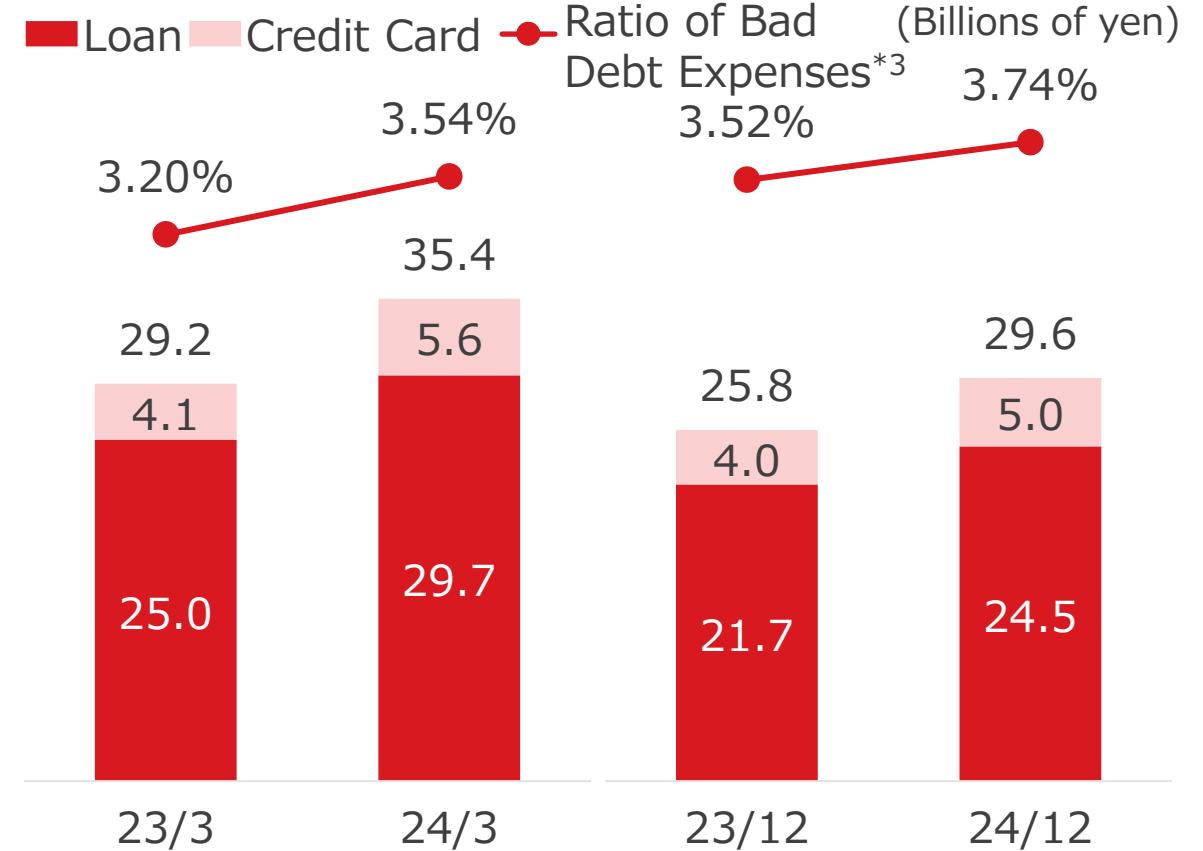
# Loan and Credit Card Business | Yield·Bad Debt Expenses

- Average Loan Yield in L.C. Business increased by 8 basis points yoy to 14.83%.
- Ratio of Bad Debt Expenses increased by 22 basis points yoy to 3.74% due to the expansion of business scale.

## ■ Average Loan Yield \*1



## ■ Amount and Ratio of Bad Debt Expenses\*2



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

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

\*3 The ratios of bad debt expenses for 23/12 and 24/12 are recalculated into annual basis.



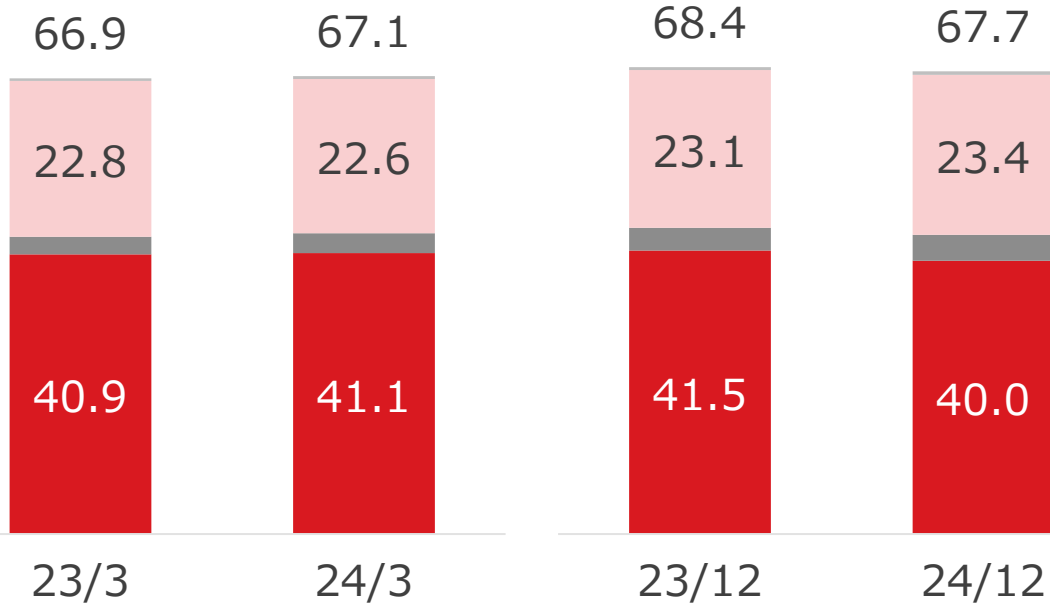
# Loan Business | Non-performing Loans

- NPLs decreased by ¥0.7 billion to ¥67.7 billion.
- Ratio of NPLs decreased by 59 basis points yoy to 7.38%.

## ■ Non-performing Loans

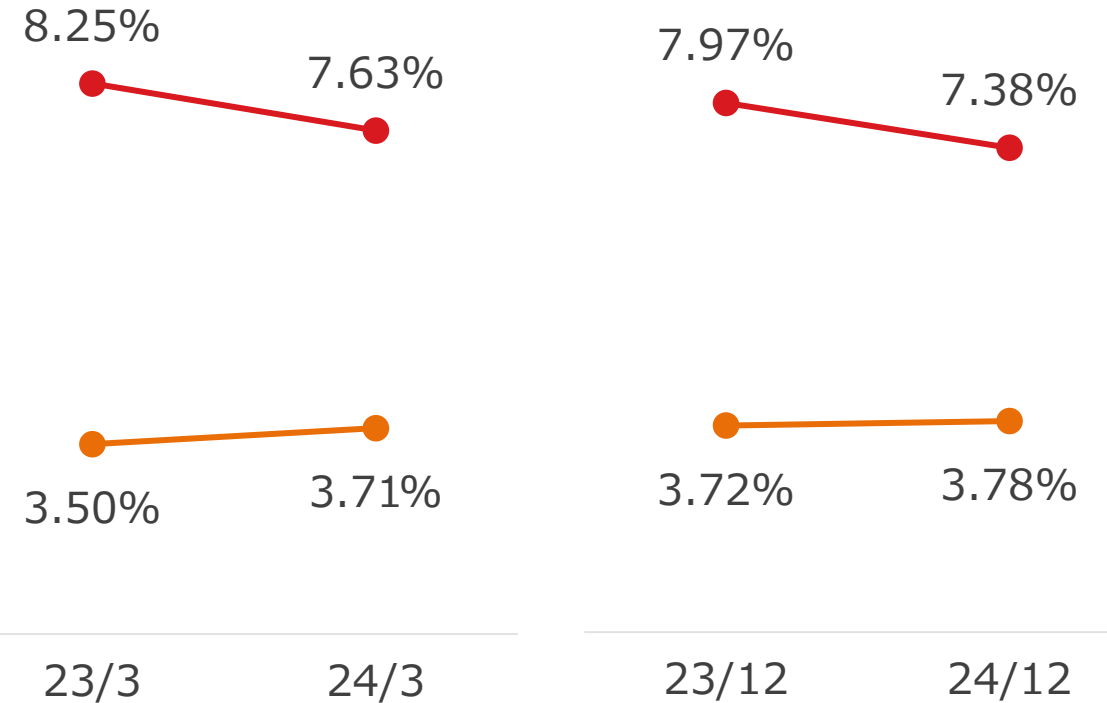
(Billions of yen)

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



## ■ Ratio of NPLs and Bad Debt Expenses\*1

- NPLs
- Bad Debt Expenses (Loan) \*2



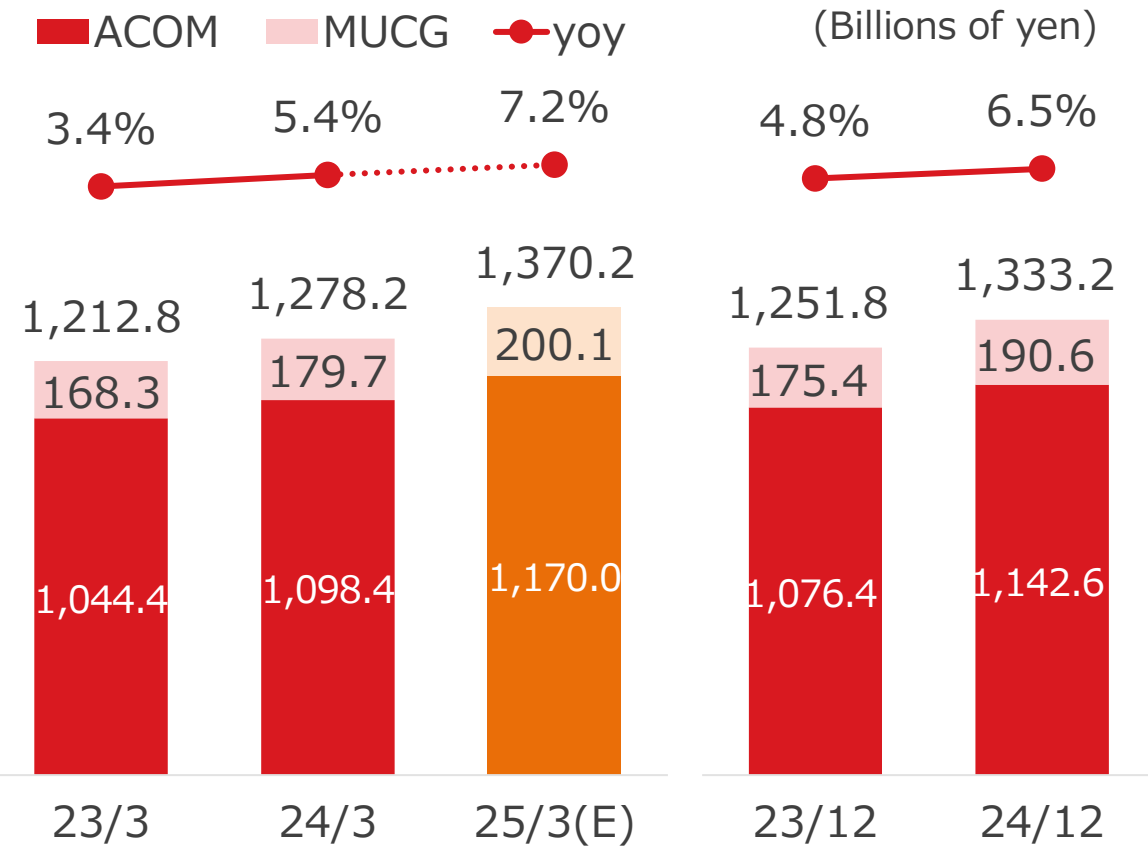
\*1 Ratio of bad Debt Expenses include waiver of repayments accompanying requests for interest repayment.

\*2 The ratios of bad debt expenses for 23/12 and 24/12 are recalculated into annual basis.

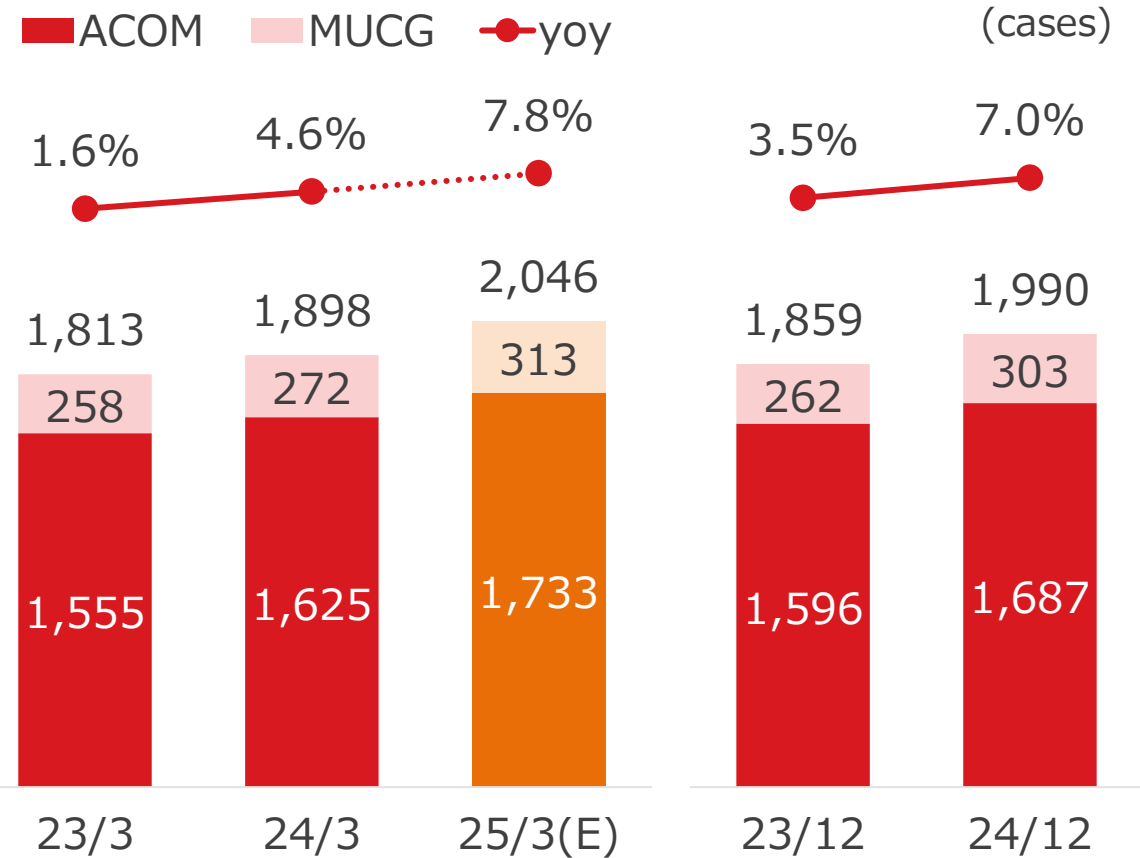
# Guarantee Business | Business Scale

- Guaranteed Receivables increased by 6.5% yoy to ¥1,333.2 billion owing to favorable trend in borrowings by new and existing customers.
- The Number of Customer Accounts increased by 7.0% yoy to 1,990 thousands.

## Guarantee Receivables



## Number of Customer Accounts

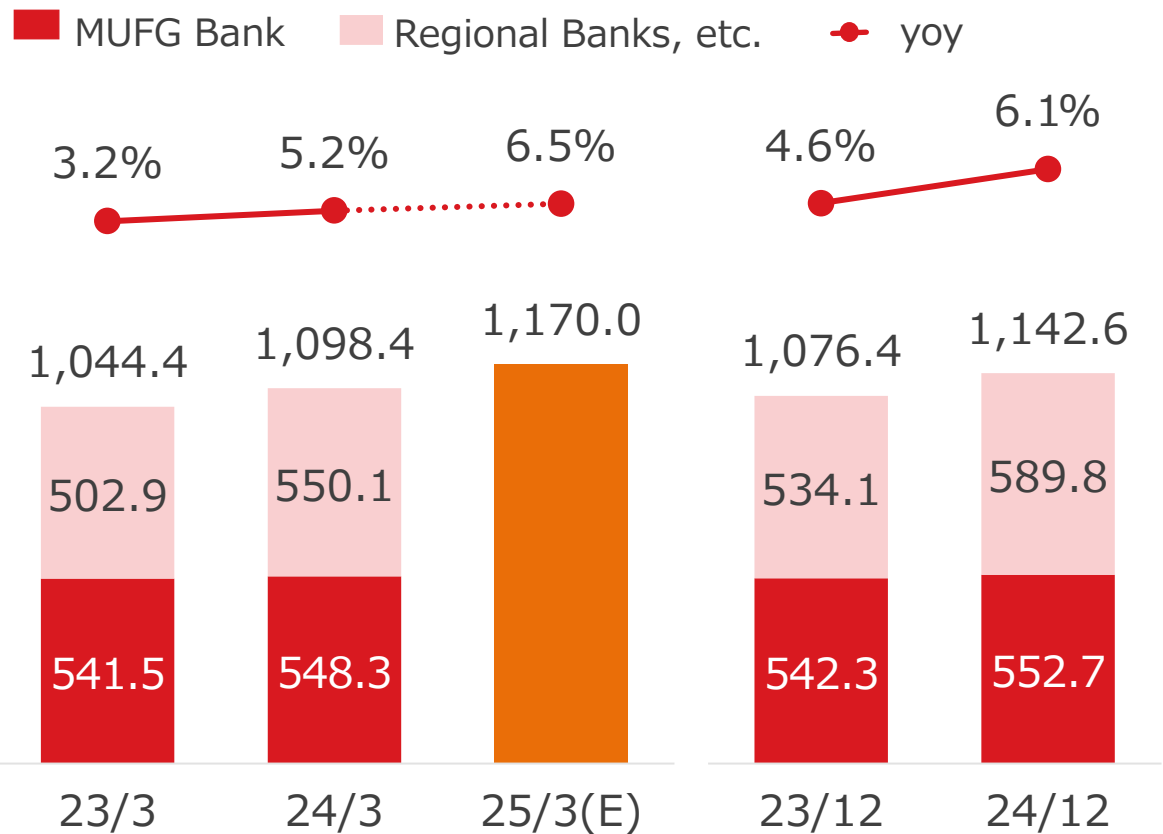


# Guarantee Business | Business Scale (ACOM)

- Guaranteed Receivables increased by 6.1% yoy to ¥1,142.6 billion.
- The Number of Customer Accounts increased by 5.7% yoy to 1,687 thousands.

## Guaranteed Receivables

(Billions of yen)



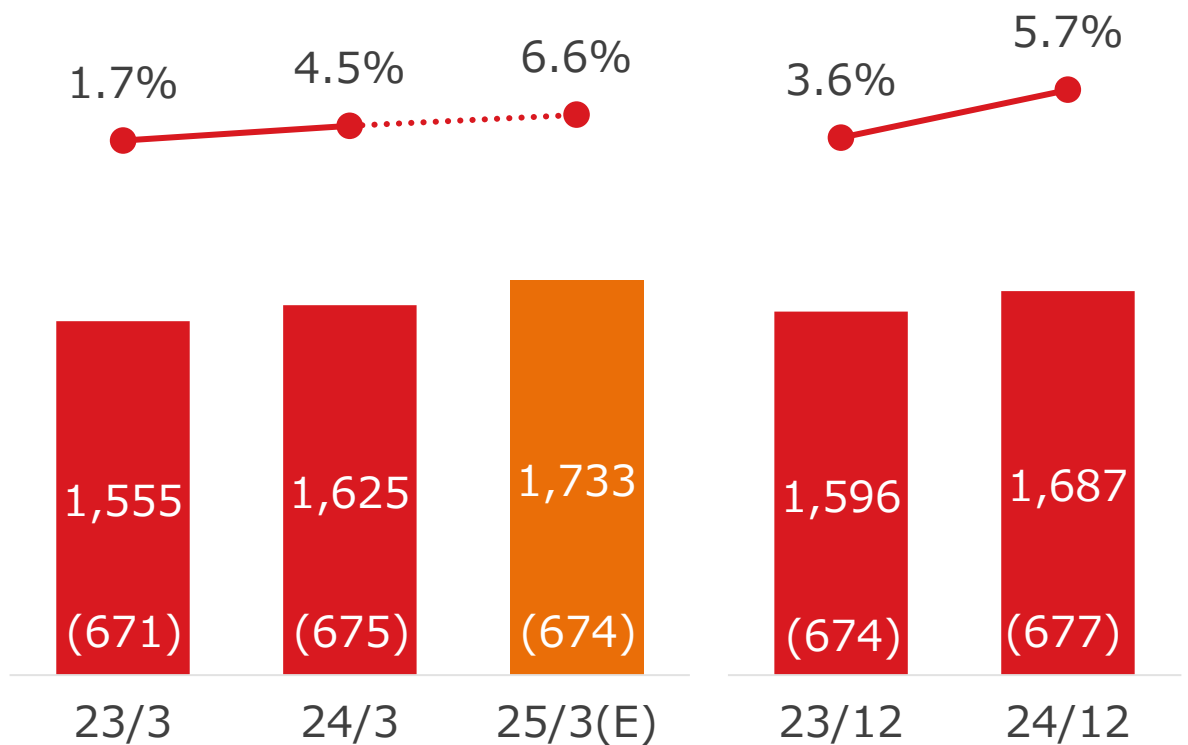
## Number of Customer Accounts

(Thousands)

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

Number of Customers Accounts

yoy



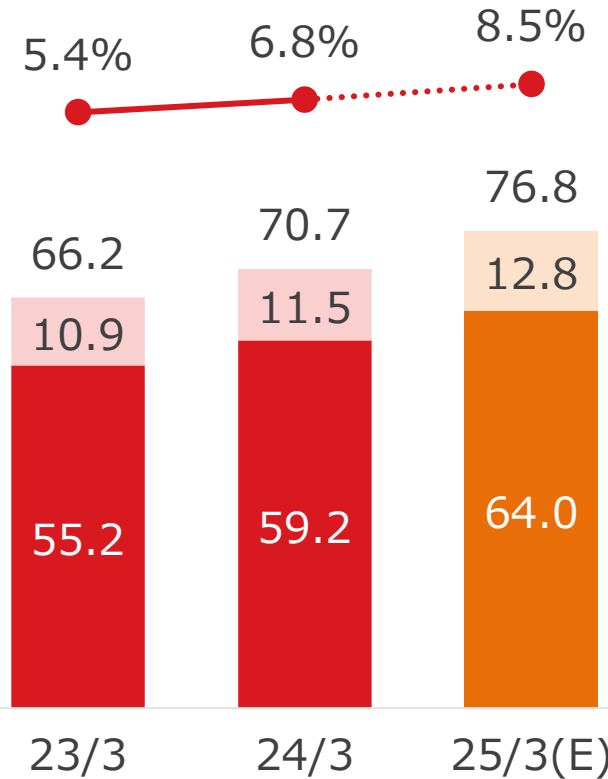
# Guarantee Business | Business Performance

- Operating Revenue increased by 7.6% yoy to ¥56.4 billion owing to both expansion of business scale and revision of guaranteed fee rates.
- Operating Profit increased by 2.3% yoy to ¥18.0 billion.

## Operating Revenue

(Billions of yen)

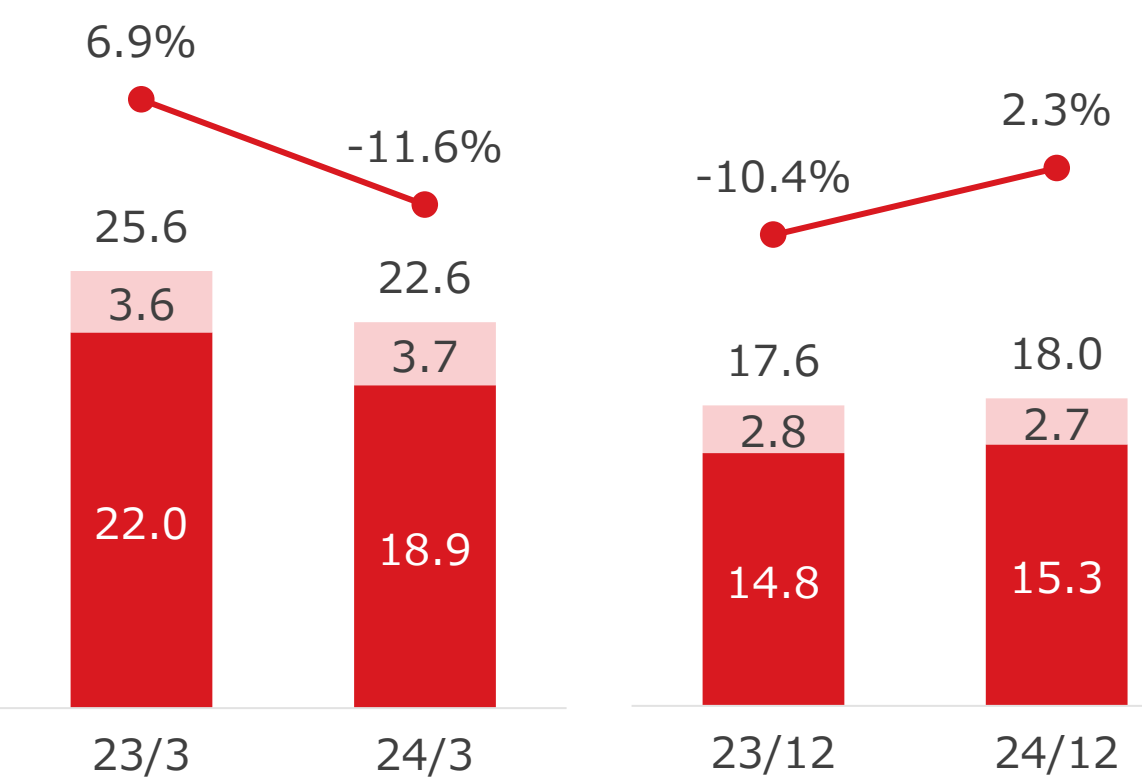
■ ACOM ■ MUCG ● yoy



## Operating Profit

(Billions of yen)

■ ACOM ■ MUCG ● yoy

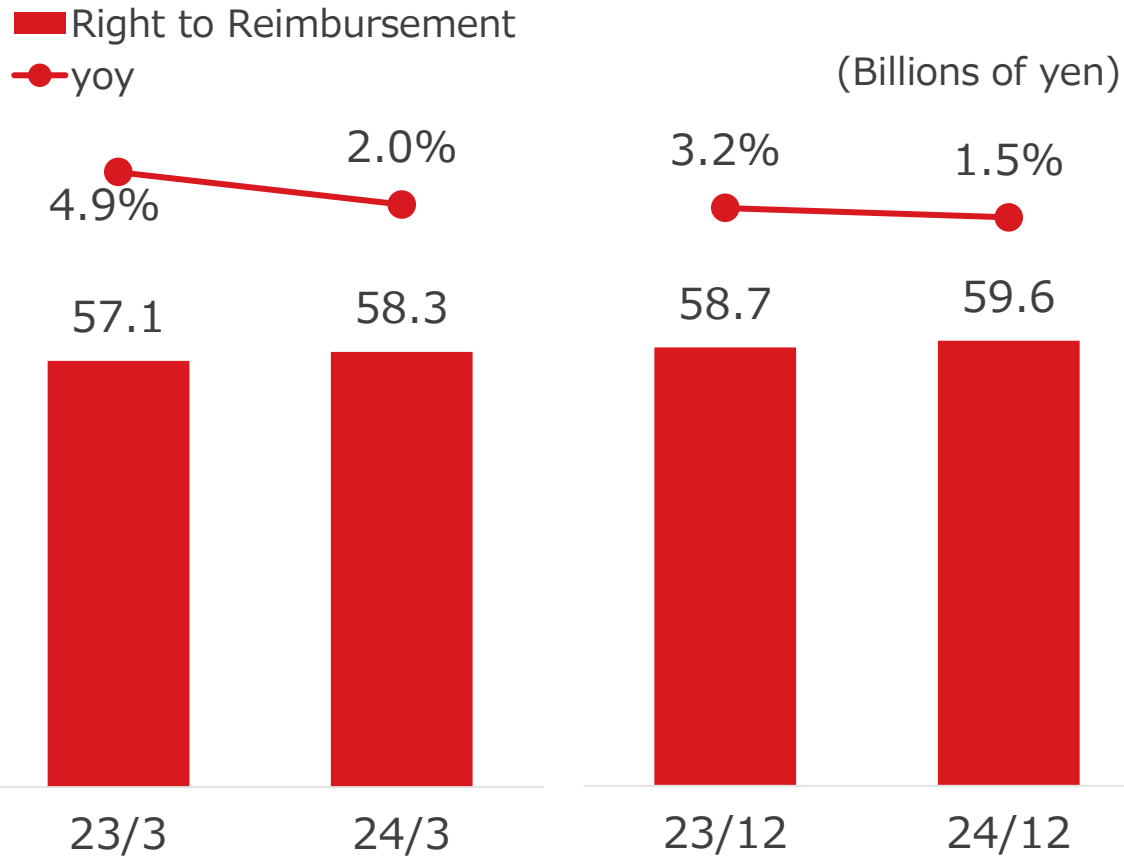




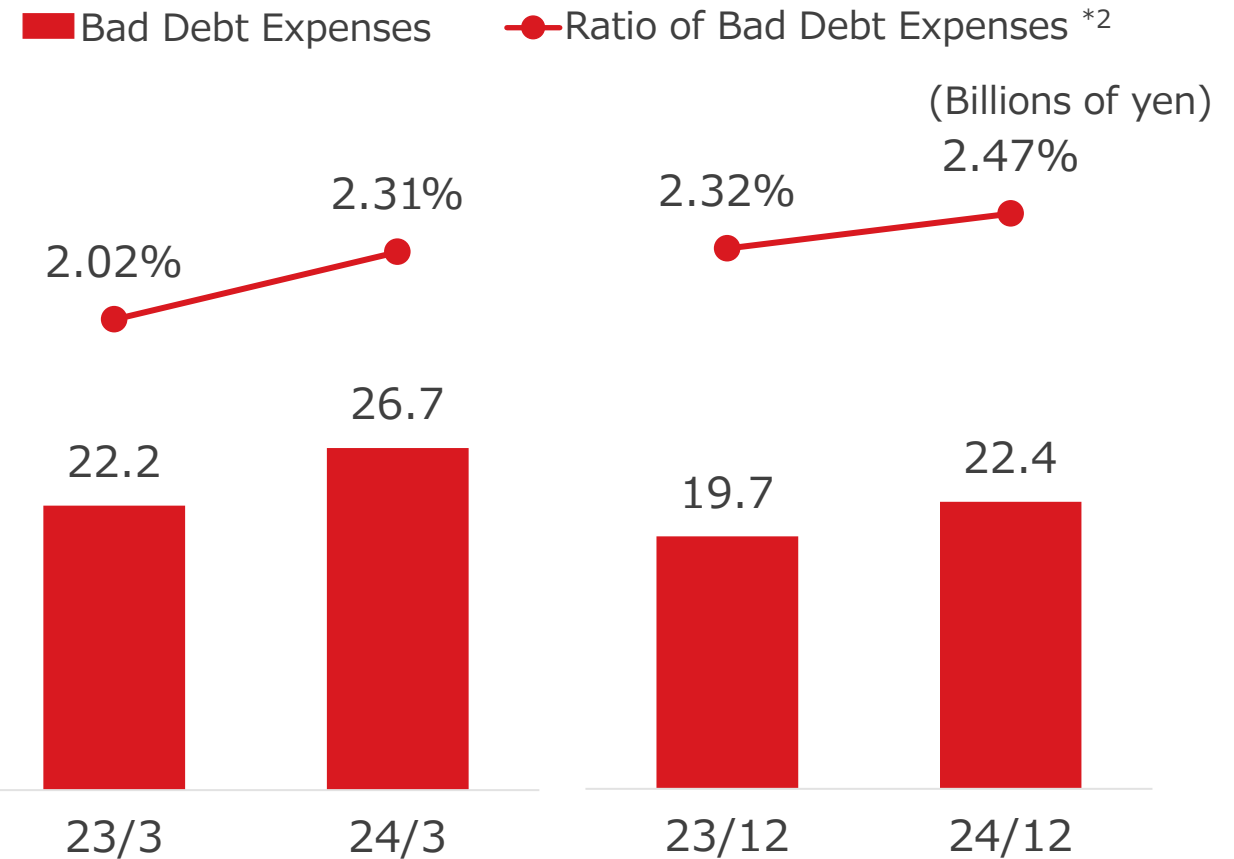
# Guarantee Business | Right to Reimbursement·Bad Debt Expenses (ACOM)

- Right to reimbursement increased by 1.5% yoy to ¥59.6 billion.
- Ratio of bad debt expenses increased by 15 basis points yoy to 2.47%.

## ■ Right to Reimbursement \*1



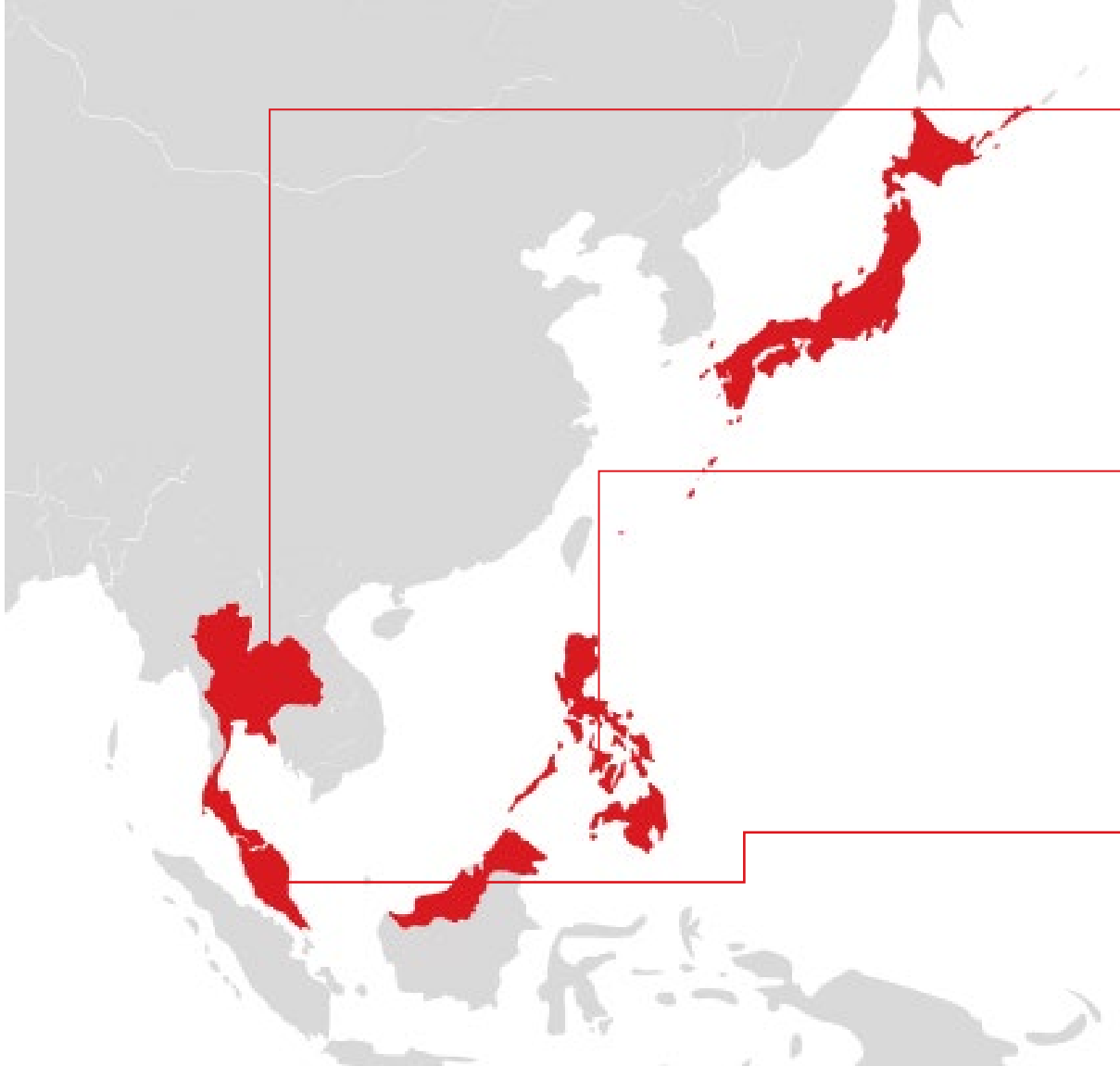
## ■ Amount and Ratio of Bad Debt Expenses



\*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 23/12 and 24/12 are recalculated into annual basis

# Overseas Financial Business | Base of Global Business



## 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%

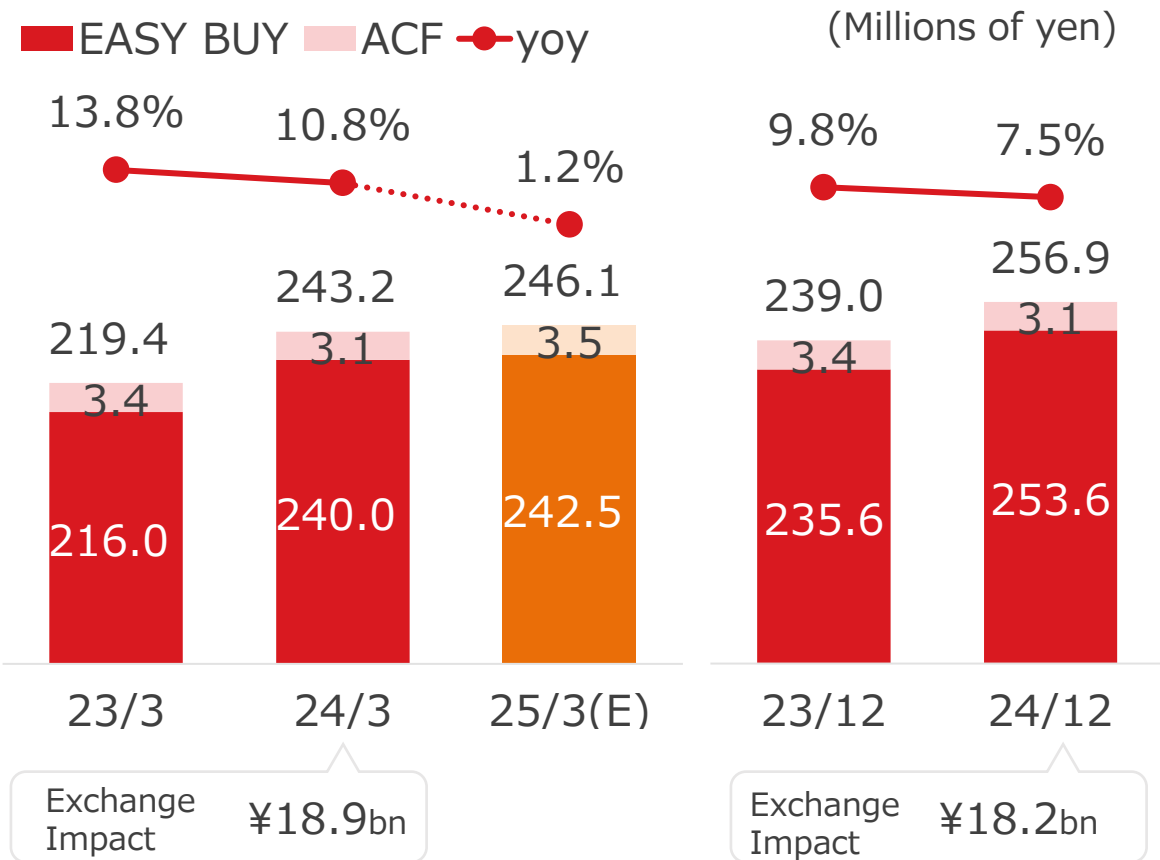
Incorporated : July 2021

Business Outline : Unsecured Loan

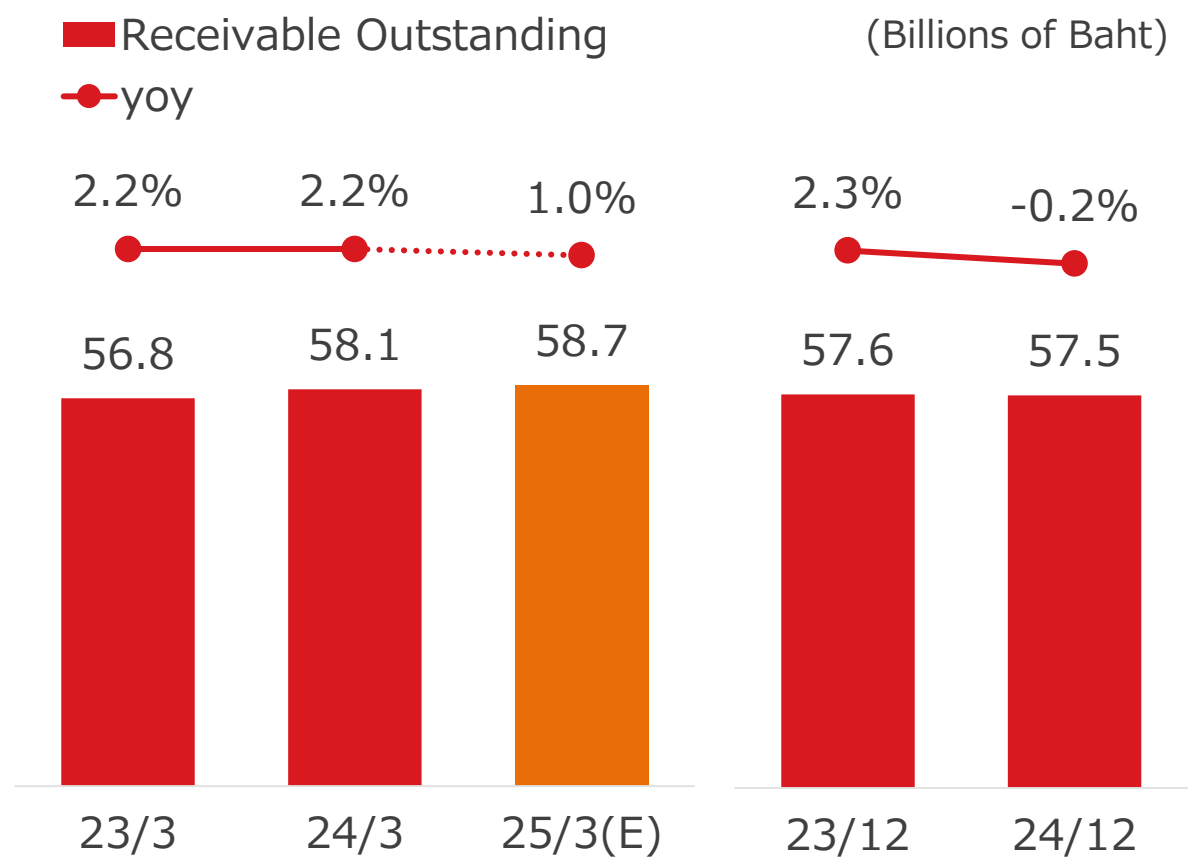
# Overseas Financial Business | Receivables Outstanding\*1

- Receivables Outstanding(Yen Basis) increased by 7.5% yoy to ¥256.9 billion owing to the impact of the depreciation of yen against baht.
- Receivables Outstanding(Local Currencies Basis) at EASY BUY in Thailand decreased by 0.2% yoy to 57.5 billion baht.

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



## EASY BUY(Local Currencies Basis)



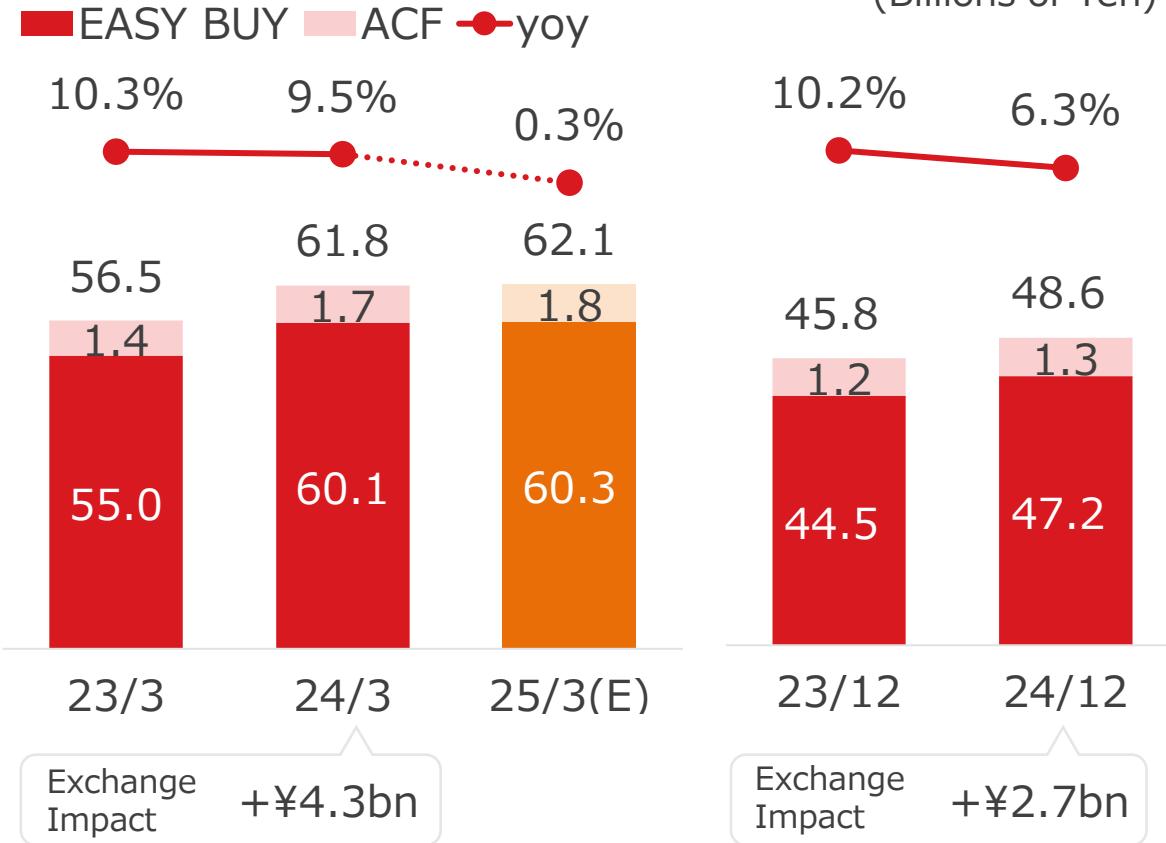
\*1 Receivables outstanding = "accounts receivable - operating loans" + "accounts receivable - installment"

\*2 Exchange rates : Baht ¥4.09(23/12), ¥4.41(24/12) Exchange fluctuation : +¥0.32

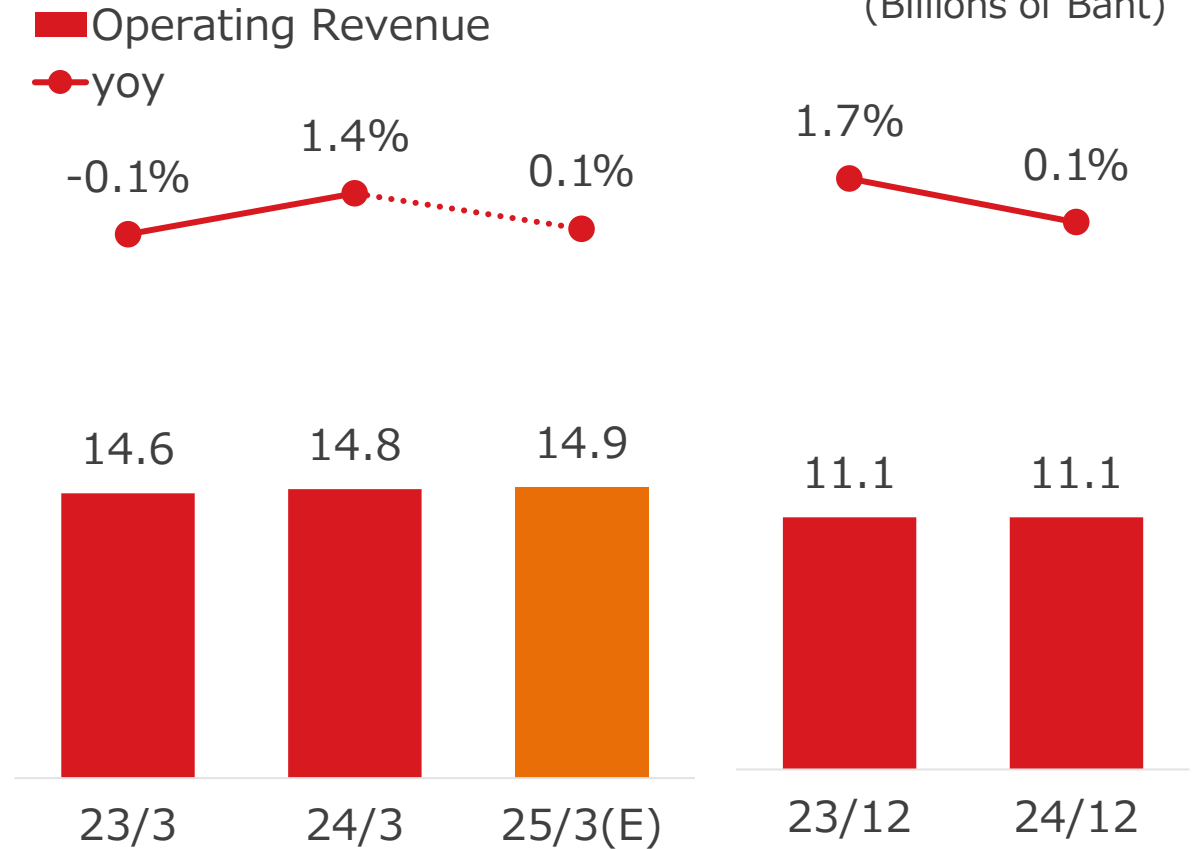
# Overseas Financial Business | Operating Revenue

- Operating Revenue (Yen Basis) increased by 6.3% yoy to ¥48.6 billion owing to the impact of the depreciation of yen against baht.
- Operating Revenue (Local Currencies Basis) at EASY BUY increased by 0.1% yoy to 11.1 billion baht.

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



## EASY BUY(Local Currencies Basis) (Billions of Baht)



\*1 Revenue by segments

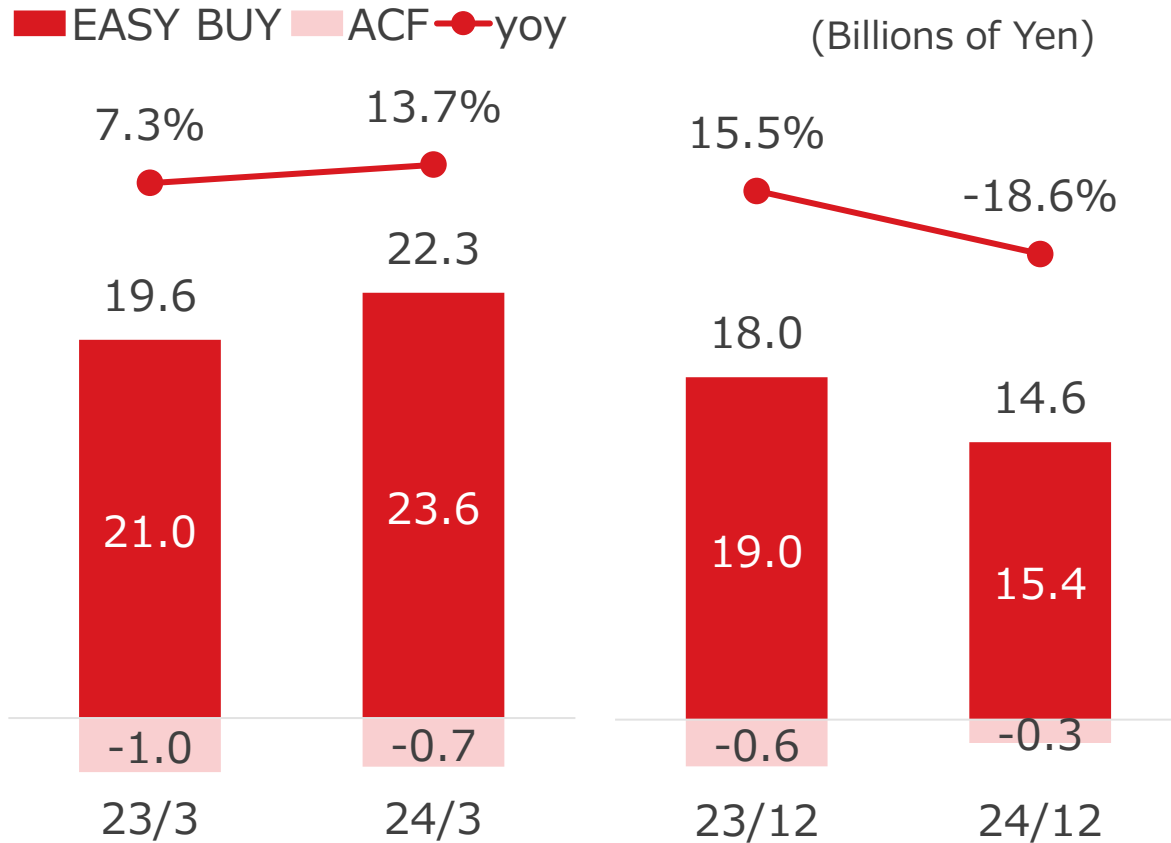
\*2 Exchange rates : Baht ¥4.00(23/12)、¥4.24(24/12)、Exchange fluctuation : +¥0.24



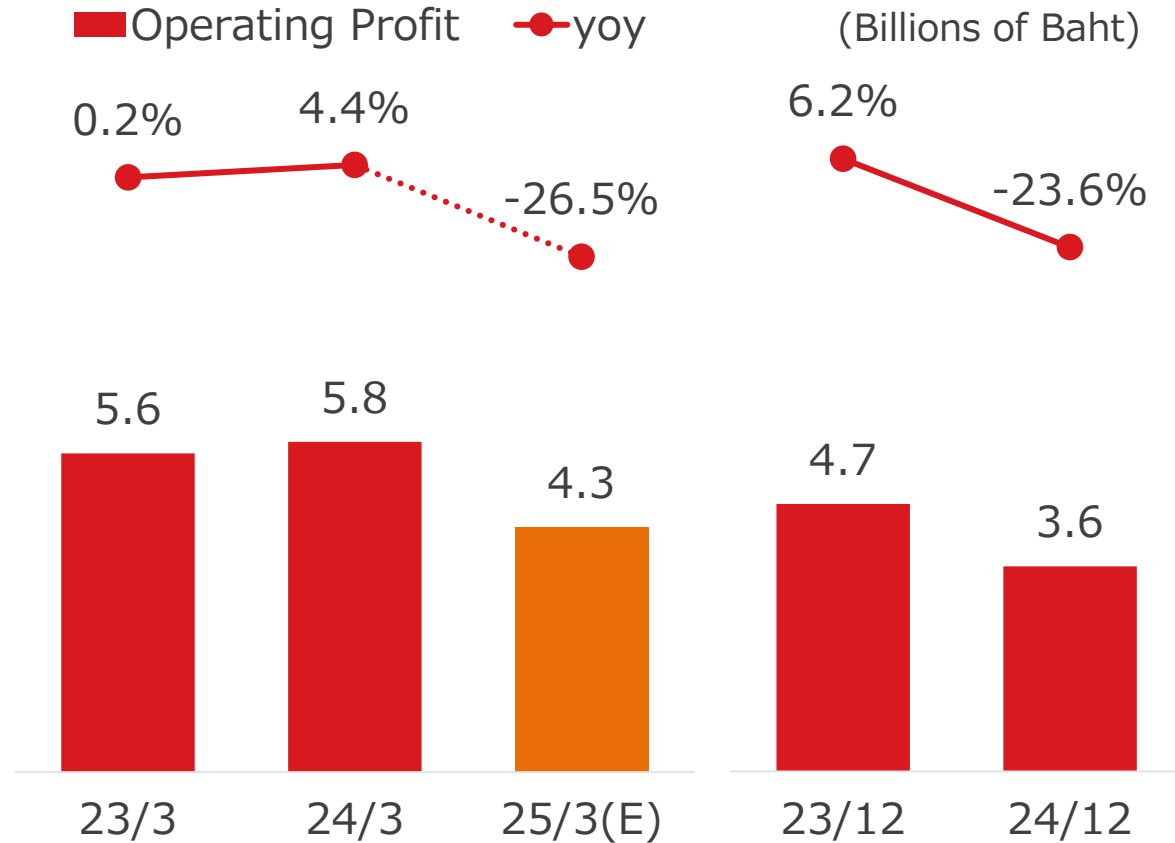
# Overseas Financial Business | Operating Profit

- Operating Profit (Yen Basis) decreased by 18.6% yoy to ¥14.6 billion.
- Operating Profit (Local Currencies Basis) at EASY BUY decreased by 23.6% yoy to 3.6 billion baht due to increase in provision for bad debts.

## Overseas Financial Business(Yen Basis)\*



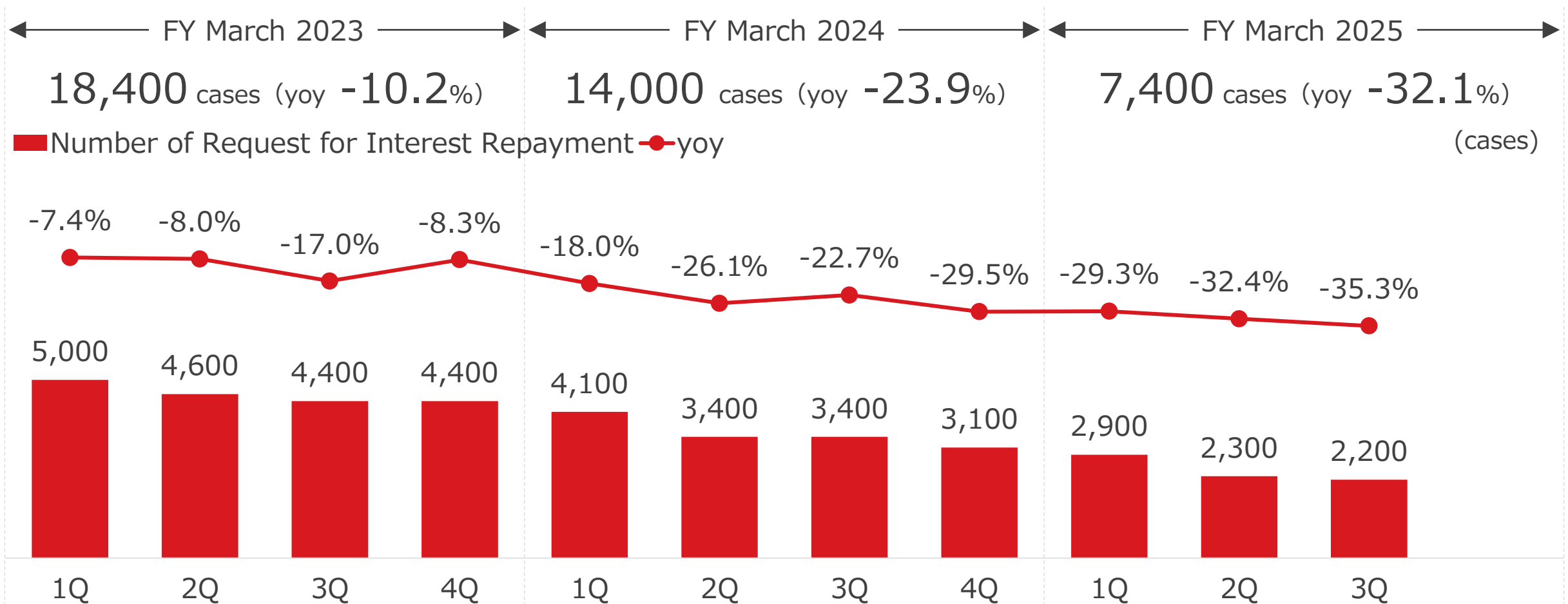
## EASY BUY(Local Currencies Basis)



\* Segment Profit

# No. of Requests for Interest Repayment\*

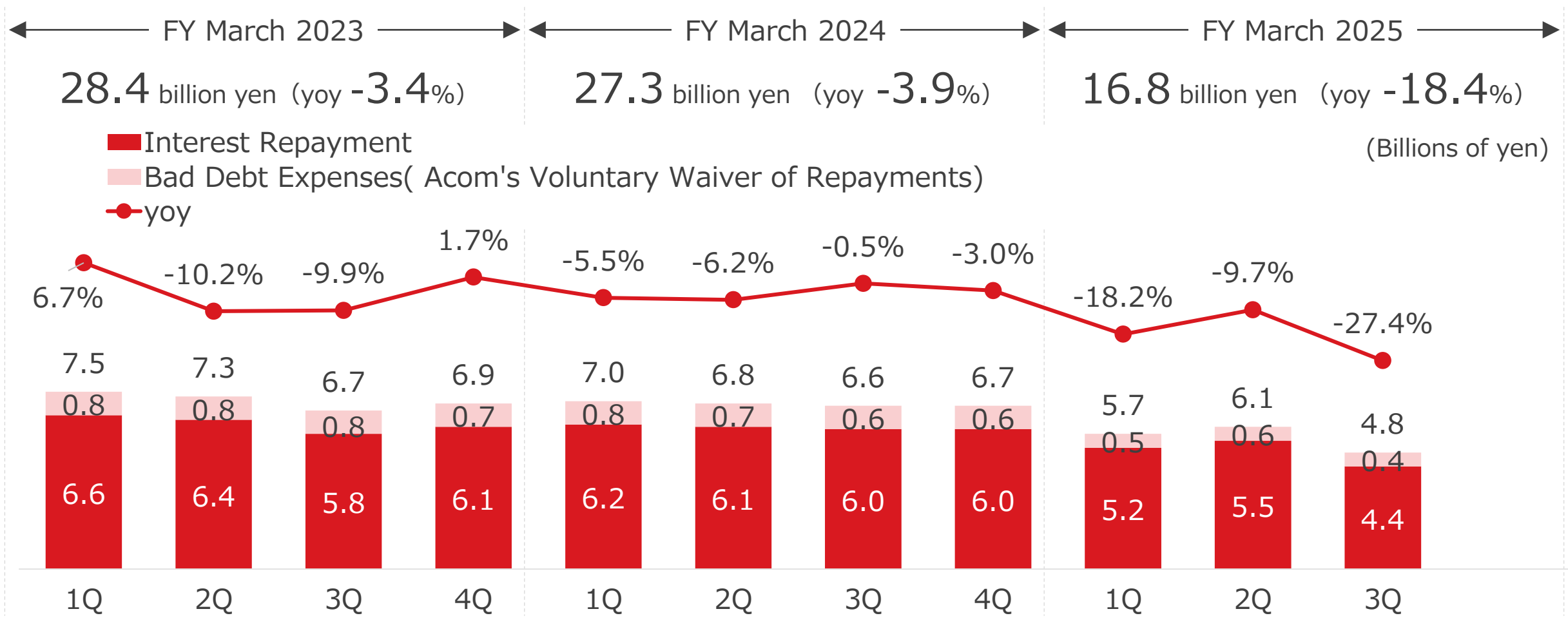
- The number of requests for 3Q decreased by 32.1% yoy to 7,400.
- The number of requests for FY March 2025 is expected to decrease around 25% yoy.



\* \*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

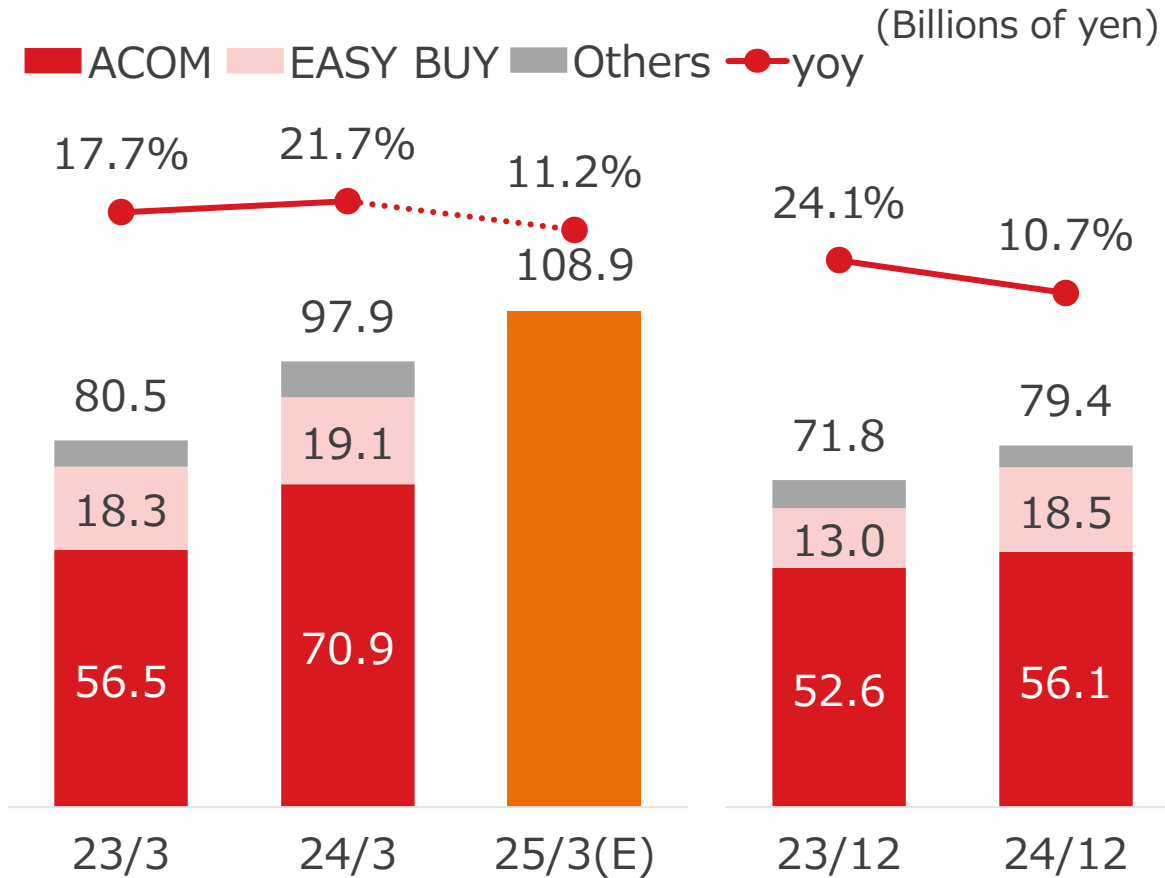
- Amount of drawdown in 3Q decreased by 18.4% yoy to ¥16.8 billion.
- There was no addition to provision in 3Q. Balance of provision is ¥13.5 billion.
- Estimate amount of drawdown to decrease around 15% yoy in FY March 2025.



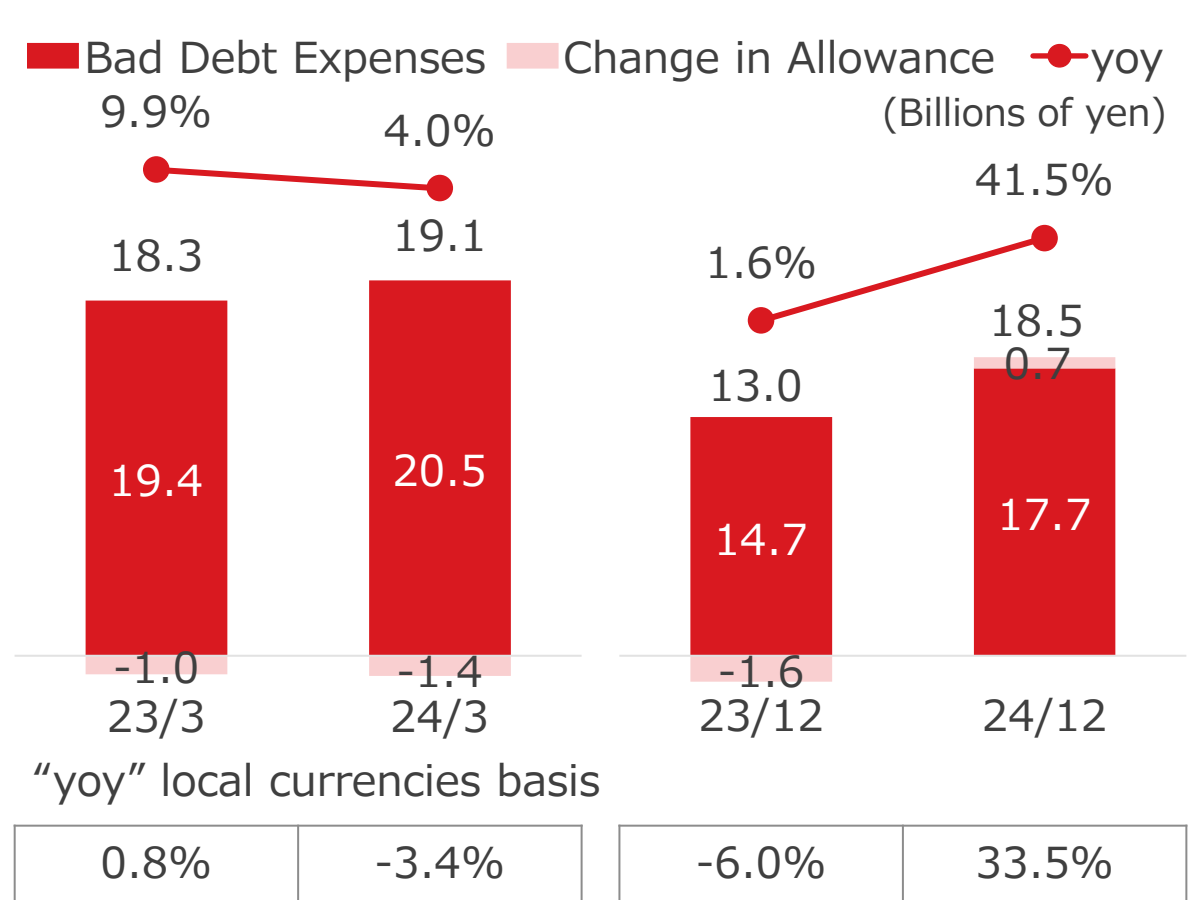
# Q Provision for Bad Debts

- Provision for Bad Debts (Consolidated) increased by 10.7% yoy to ¥79.4 billion due to an increase in ACOM and EASY BUY.
- Provision for Bad Debts at EASY BUY increased by 41.5% yoy to ¥18.5 billion.

## ■ Provision for Bad Debts (Consolidated)



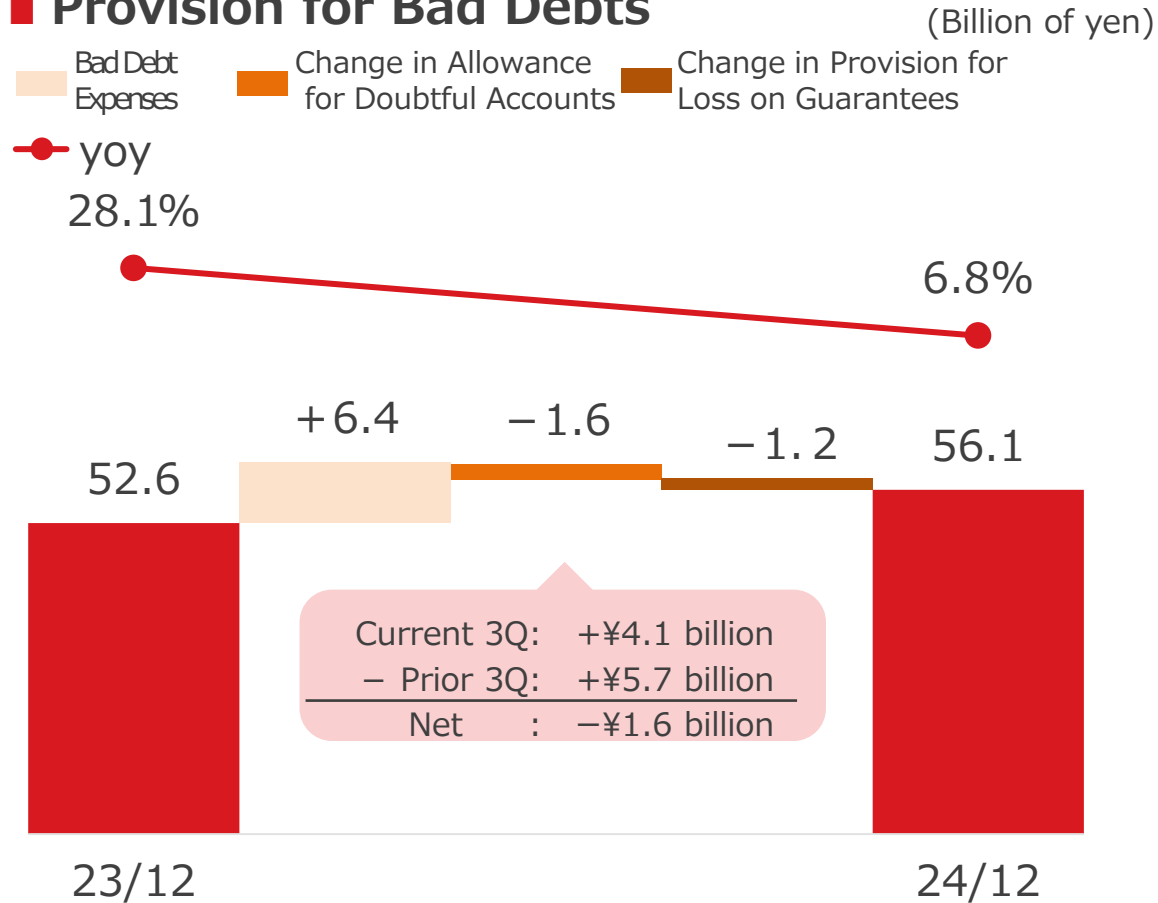
## ■ Provision for Bad Debts (EASY BUY)



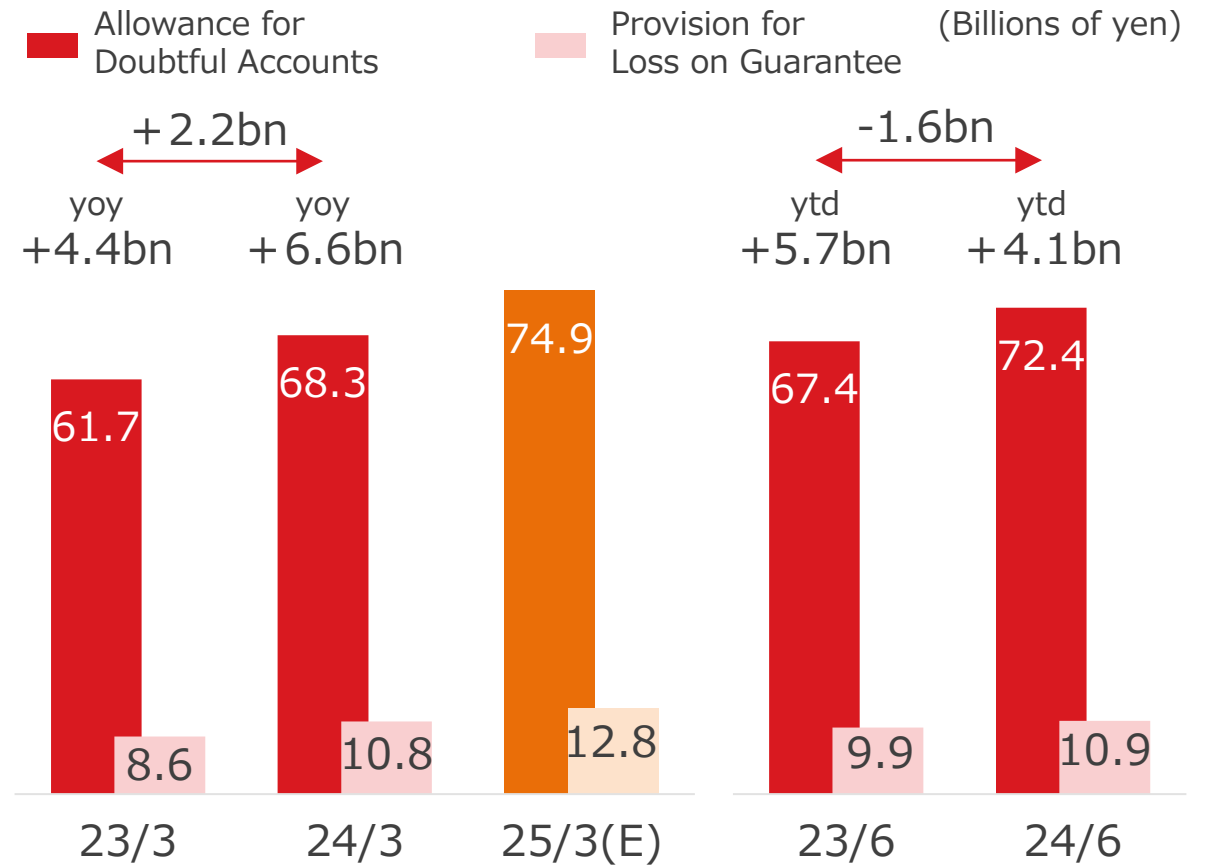
# Provision for Bad Debts (ACOM)

- Provision for Bad Debts increased by 6.8% yoy to ¥56.1 billion, mainly due to the expansion of business scale.

## Provision for Bad Debts



## Reserves for Loan and Guarantee

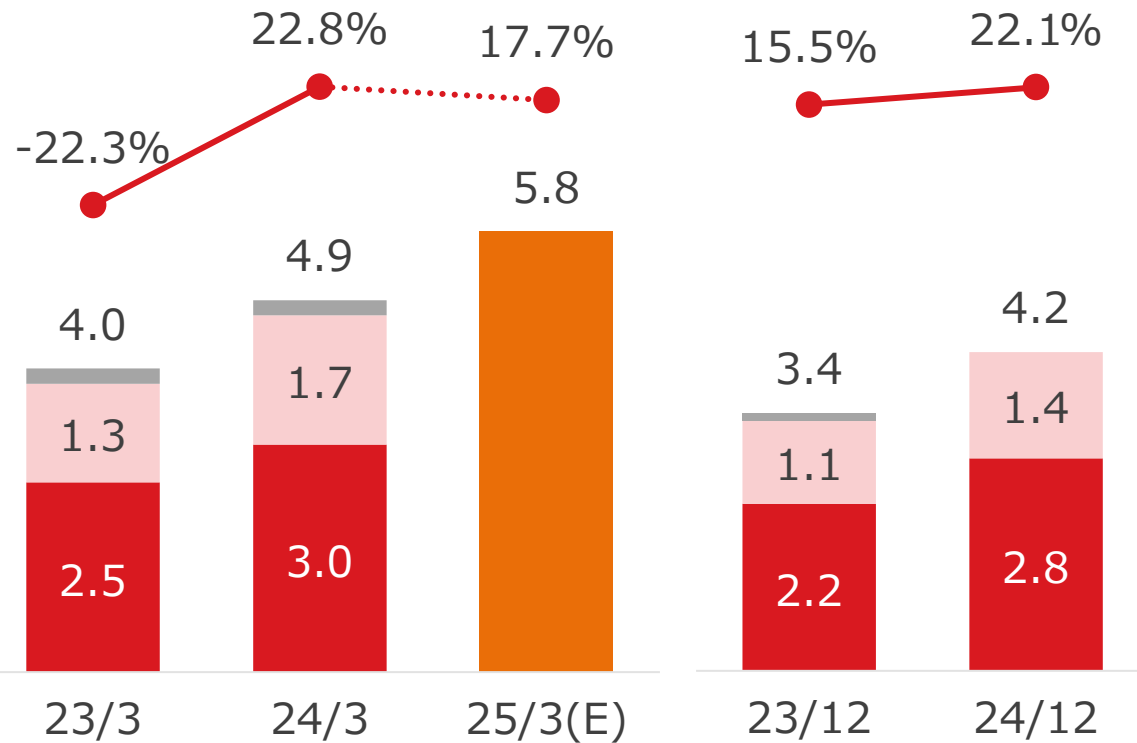


# Financial Expenses

- Financial Expenses (Consolidated) increased by 22.1% yoy to ¥4.2 billion.
- Financial Expenses (ACOM) increased by 27.6% yoy to ¥2.8 billion.

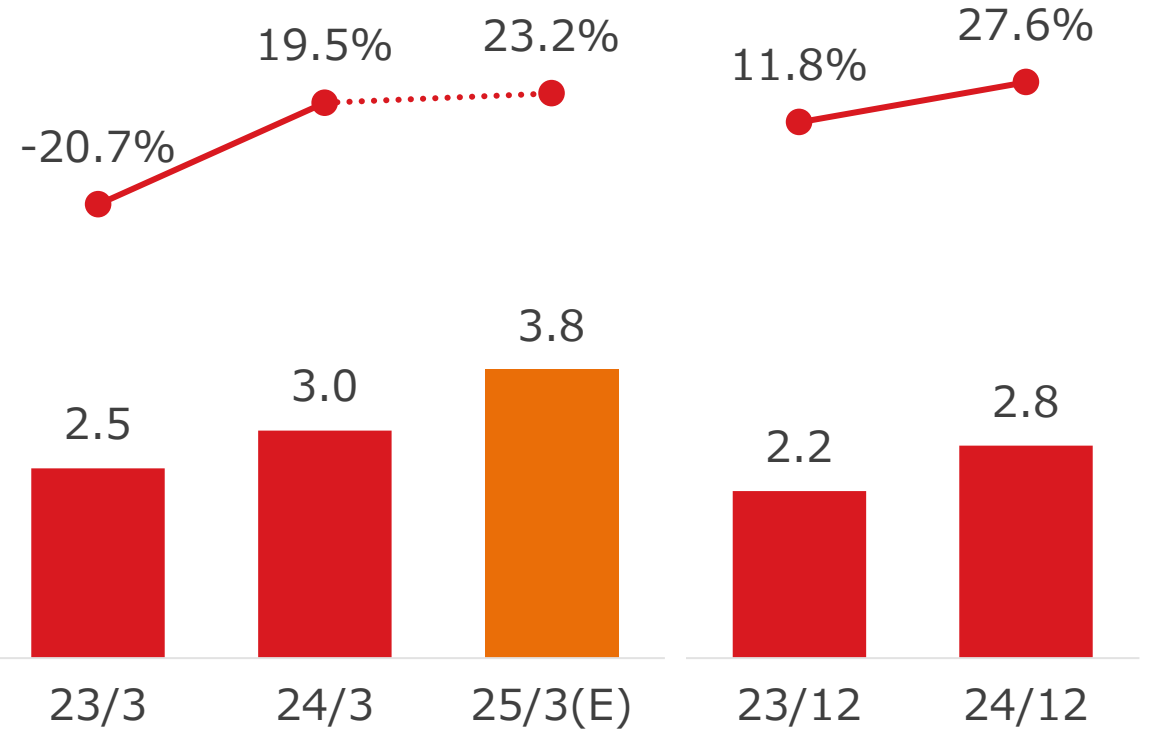
## Financial Expenses (Consolidated)

ACOM EASY BUY Others yoy (Billions of yen)



## Financial Expenses (ACOM)

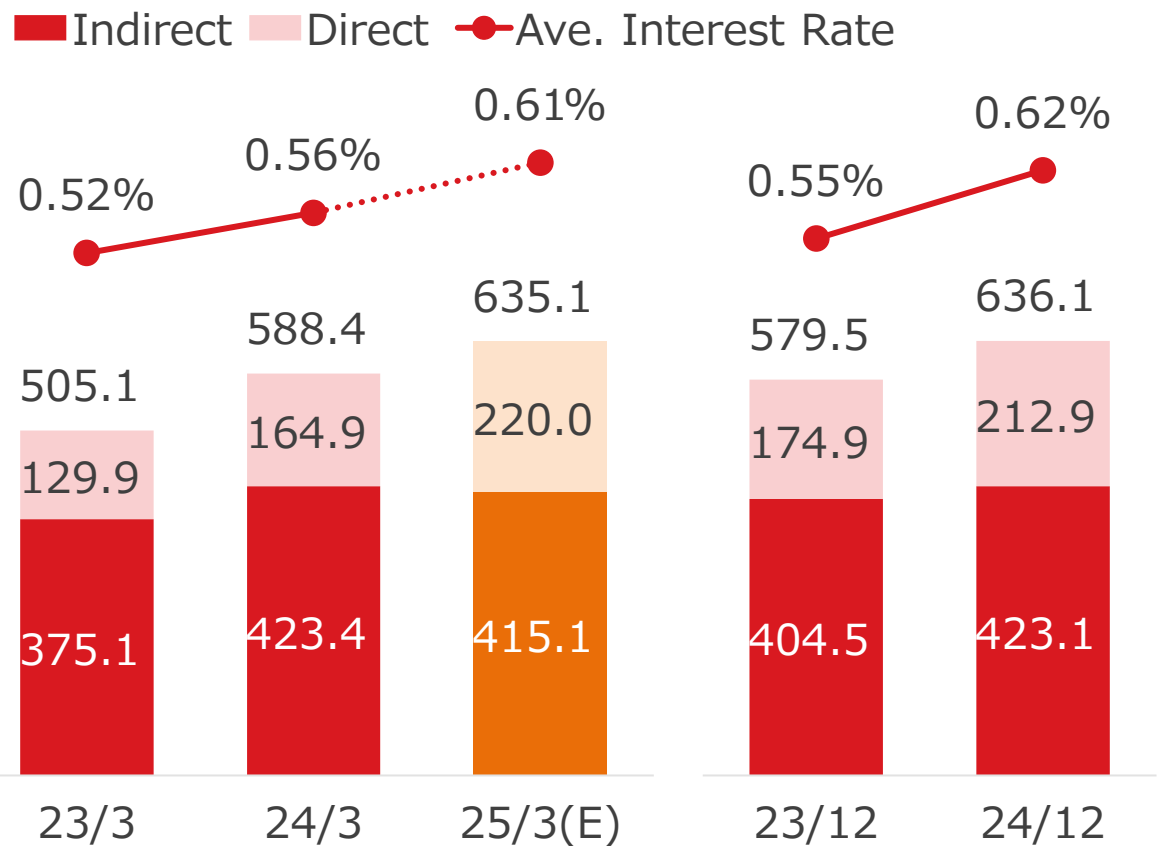
Financial Expenses yoy (Billions of yen)



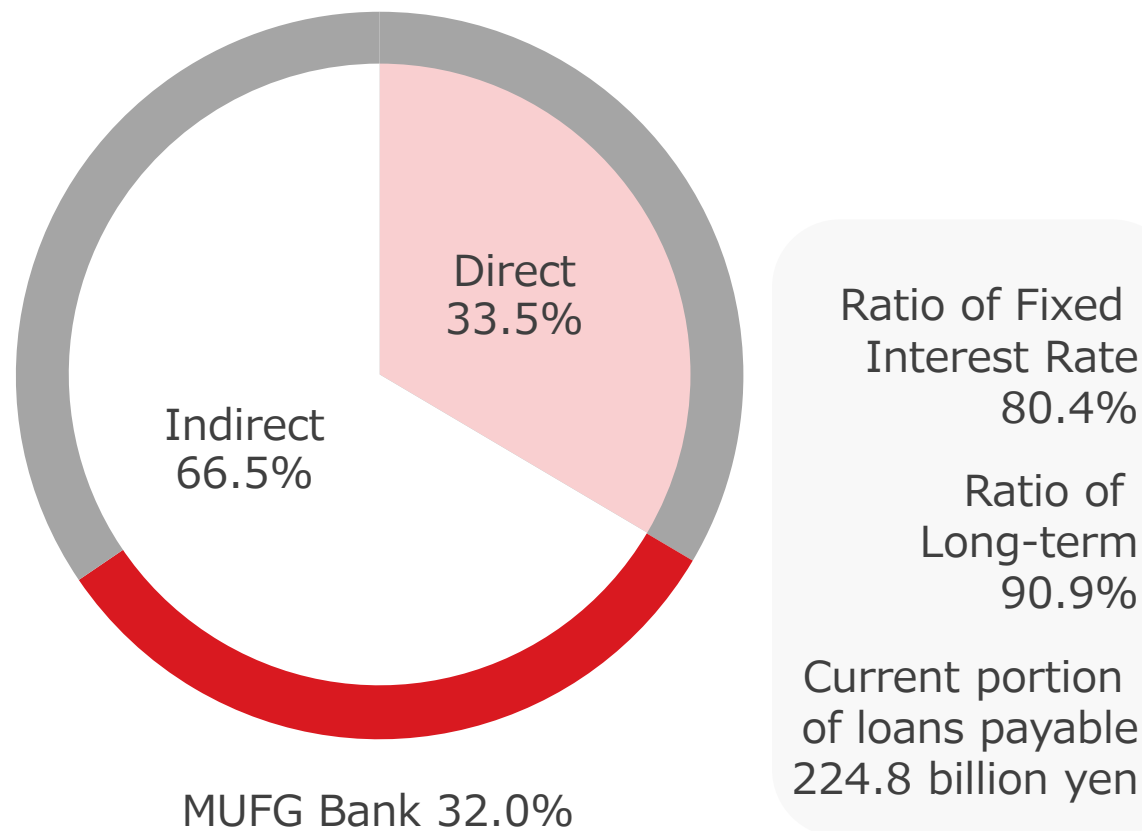
# Financial Expenses | Borrowings(ACOM)

- Borrowings increased by ¥56.6 billion yoy to ¥636.1 billion.
- Average interest rate increased by 7 basis points yoy to 0.62%.

## Borrowings



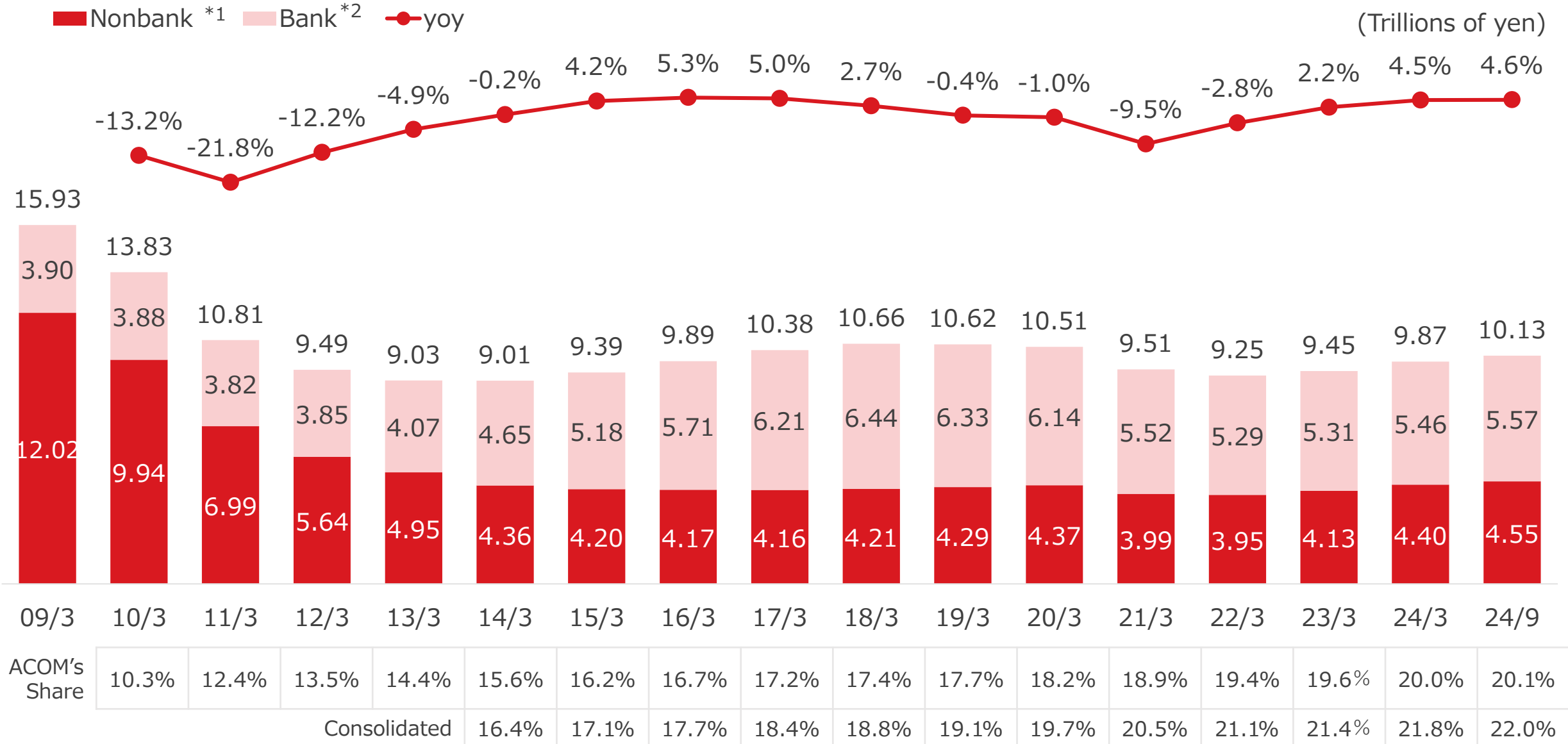
## Composition Ratio by Funding Sources



# Appendix



# Market Volume of Domestic Personal Card Loan

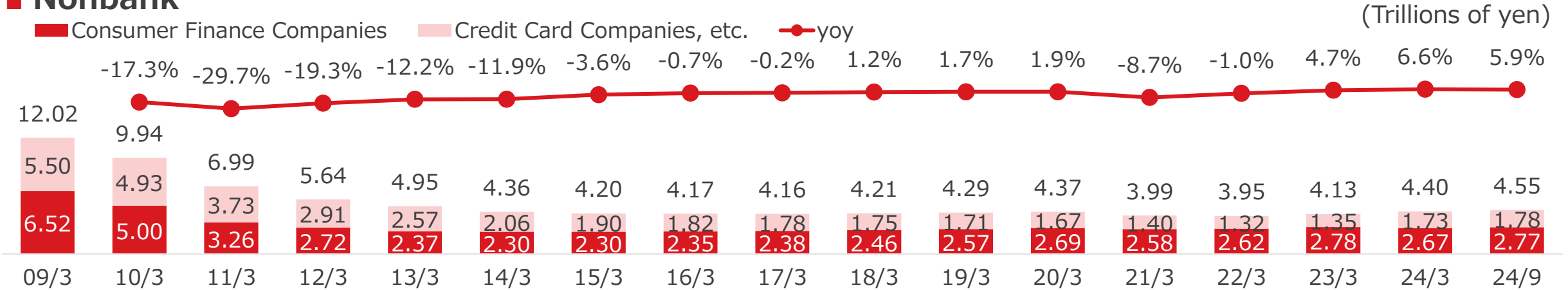


\*1 Nonbank refers to receivables outstanding (include loan on deeds) in statistics by Japan Financial Services Association (JFSA). JFSA's figure for 2024/9 is preliminary

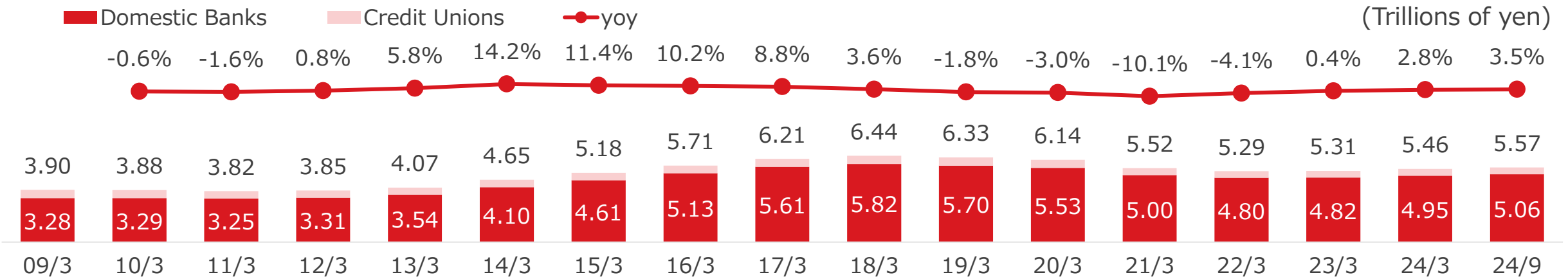
\*2 Bank refers to the volume of personal card loans provided by domestic banks and credit unions in statistics by The Bank of Japan

# Market Volume of Personal Card Loan by Business Type

## Nonbank\*1



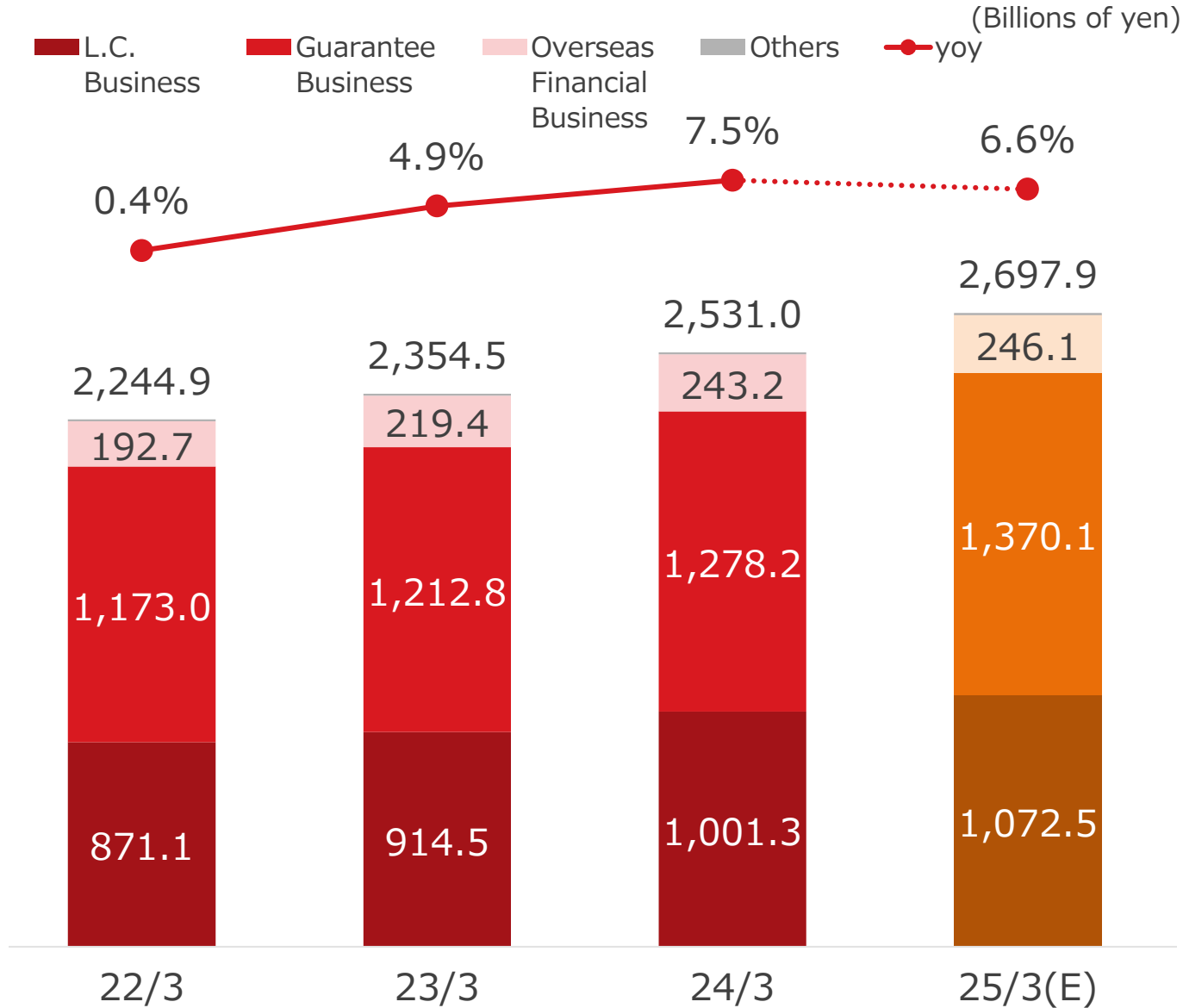
## Bank\*2



\*1 Nonbank refers to receivables outstanding (include loan on deeds) in statistics by Japan Financial Services Association (JFSA). JFSA's figure for 2024/9 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 2025(Business Scale)



Consolidated  
Receivables  
Outstanding

**¥2,697.9bn**  
(yoy + 6.5%)

L.C. Business

**¥1,072.5bn**  
(yoy + 7.1%)

Guarantee  
Business

**¥1,370.1bn**  
(yoy + 7.2%)

Overseas  
Financial  
Business

**¥246.1bn**  
(yoy + 1.2%)

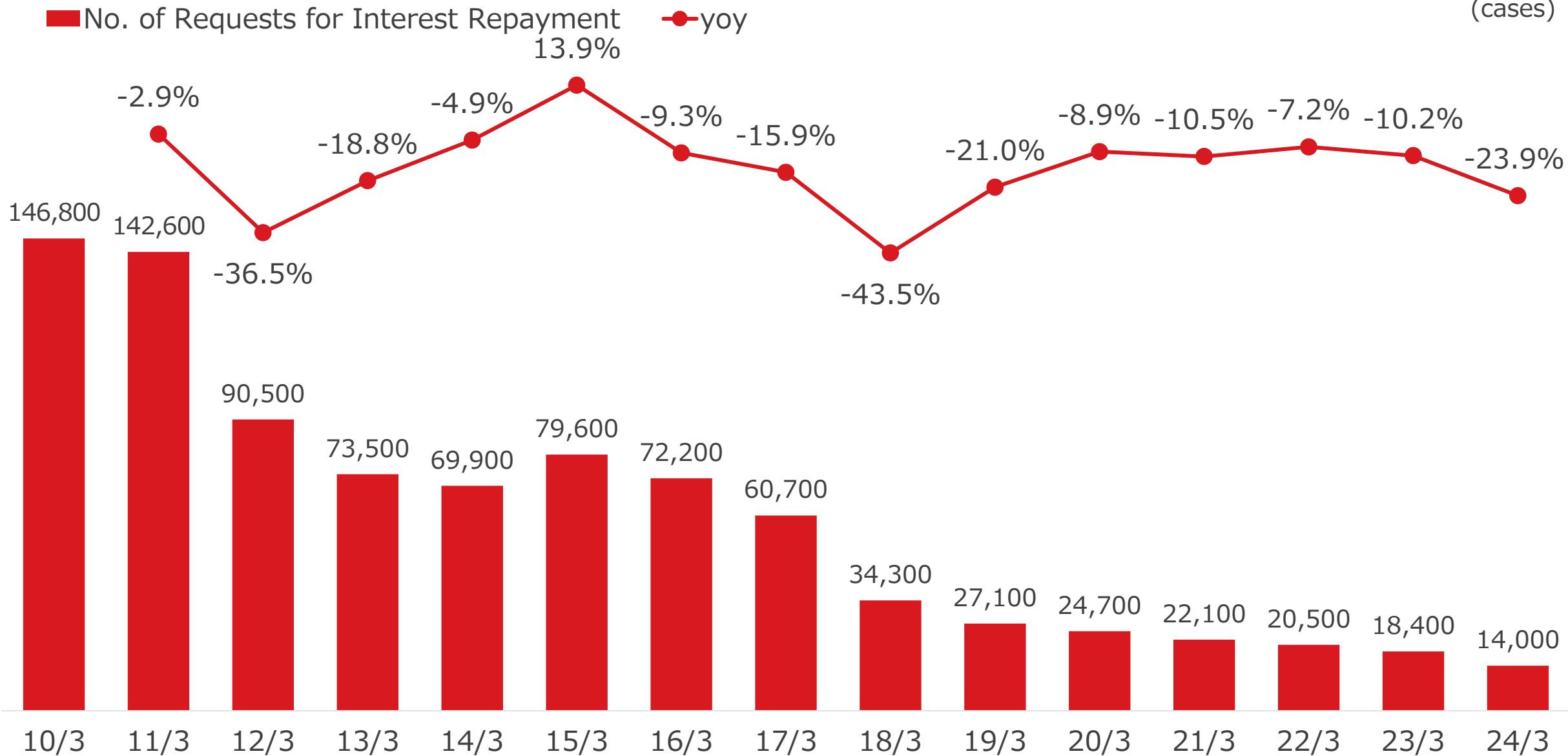


# Annual Forecast for the FY March 2025(Performance) (Millions of yen, %)

	2024/3		2025/3	
	Results	yoy	Forecast	yoy
1 Operating Revenue	294,730	7.6	313,500	6.4
2    Loan and Credit Card Business	156,036	7.5	168,500	8.0
3    Guarantee Business	70,787	6.8	76,800	8.5
4    Overseas Financial Business	61,892	9.5	62,100	0.3
5 Operating Expenses	208,383	11.7	226,400	8.6
6    Financial Expenses	4,927	22.8	5,800	17.7
7    Provision for Bad Debts	97,952	21.7	108,900	11.2
8    Provision for Loss on Interest Repayment	-	-	-	-
9    Other Operating Expenses	105,502	3.5	111,700	5.9
10 Operating Profit	86,347	-1.1	87,100	0.9
11 Ordinary Profit	86,715	-0.9	87,500	0.9
12 Profit Before Income Taxes	86,736	2.3	87,300	0.7
13 Profit	57,825	-2.8	59,400	2.7
14    Profit Attributable to Owners of Parent	53,091	-3.3	55,600	4.7

# Trend of No. of Requests for Interest Repayment

(cases)

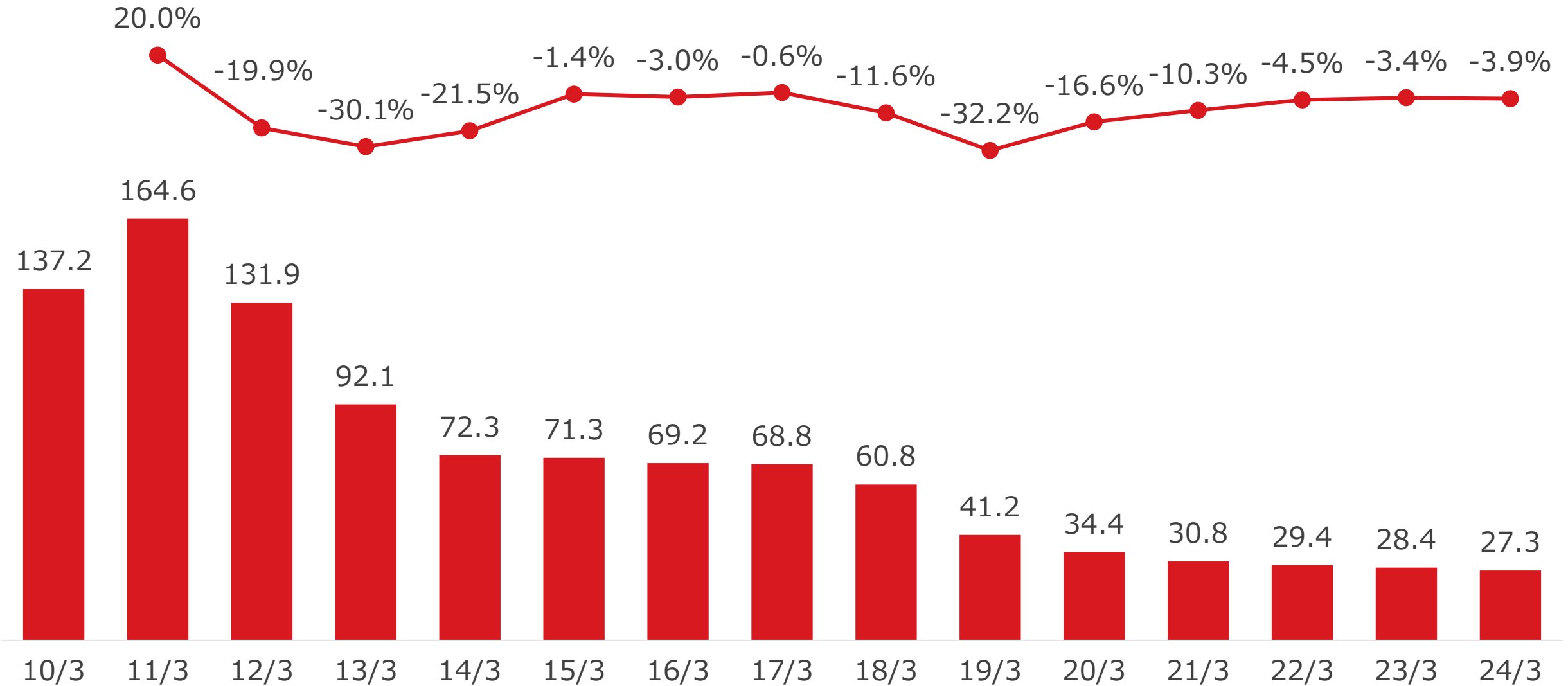


\* No. of requests which interest repayment occurs as a result of ACOM's recalculation based on the interest ceiling as specified in Interest Rate Restriction Act from claims which lawyers or judicial scriveners accept debt consolidation. (including reaccepted requests)

# Trend of Loss on Interest Repayment

■ Provision Drawdown ● yoy

(Billions of yen)

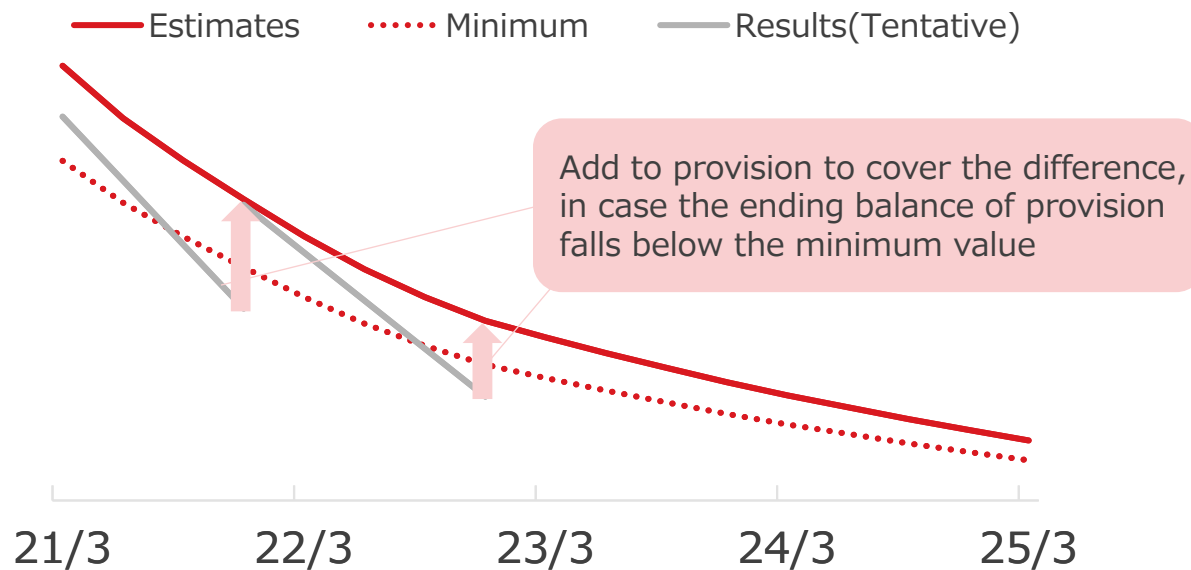


# Key Points for Provision

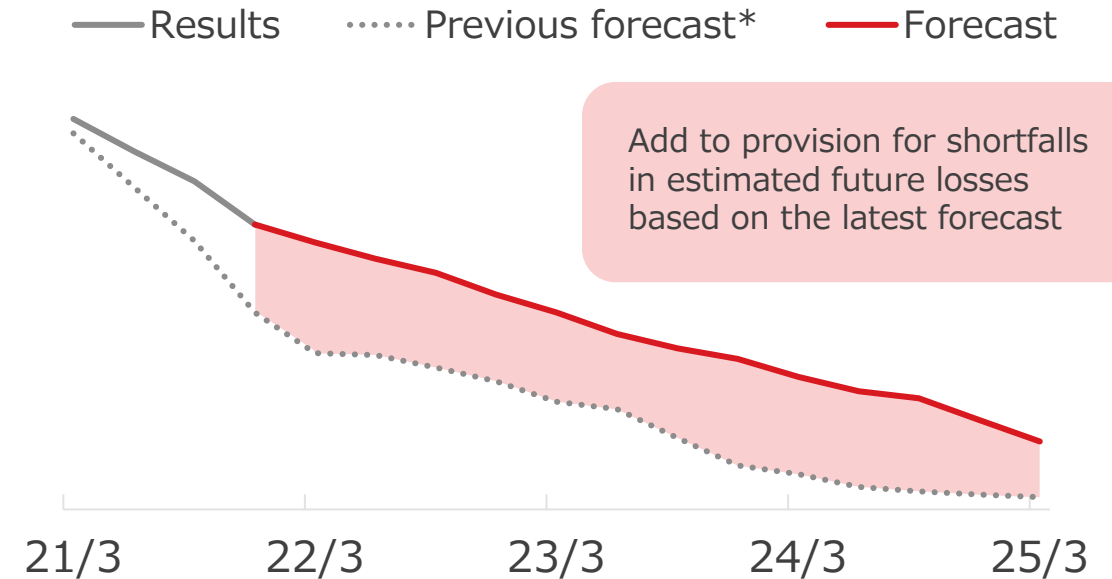
## Evaluation method of Provision for Loss on Interest Repayment

- 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

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



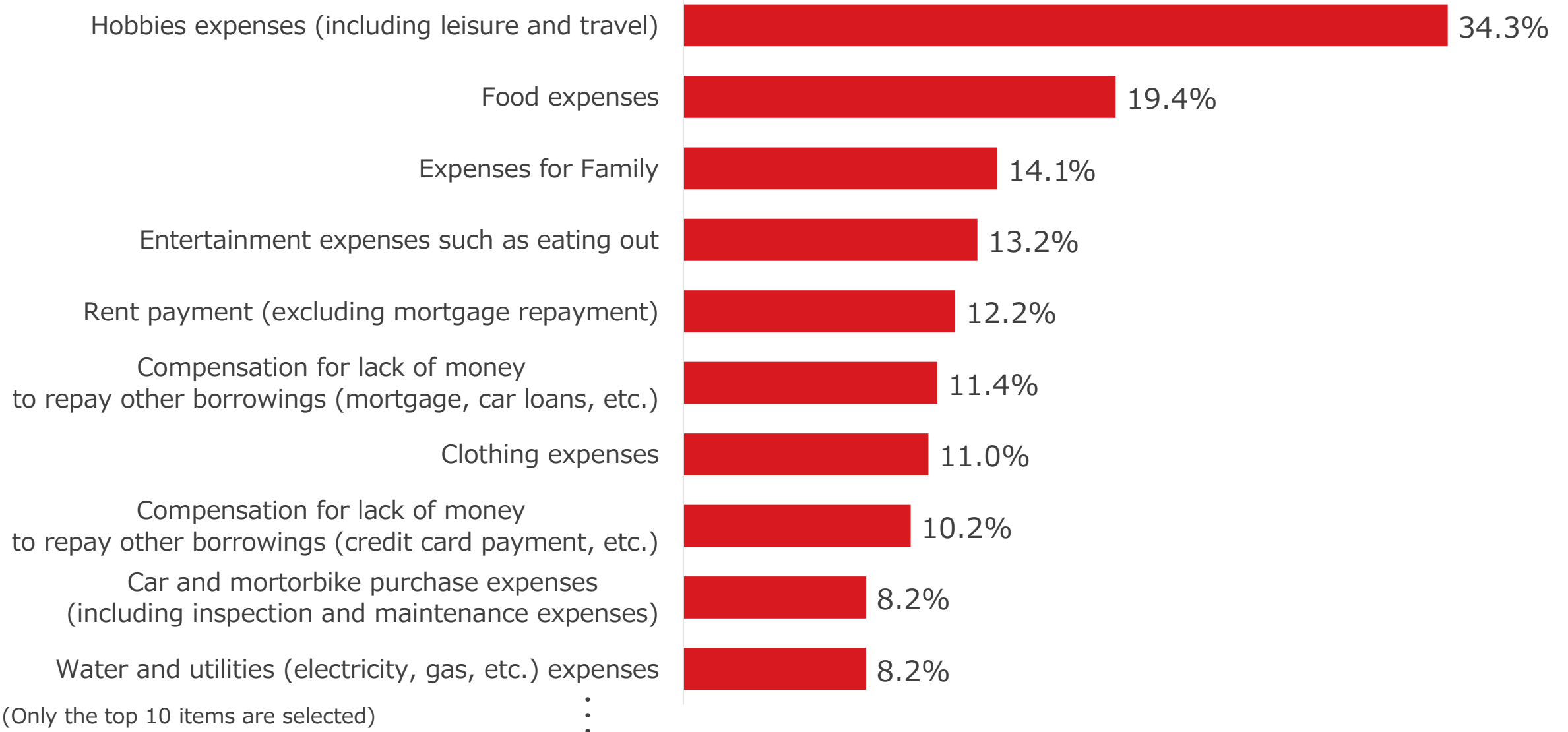
### ■ Method of addition to Provision (above②)



\*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)



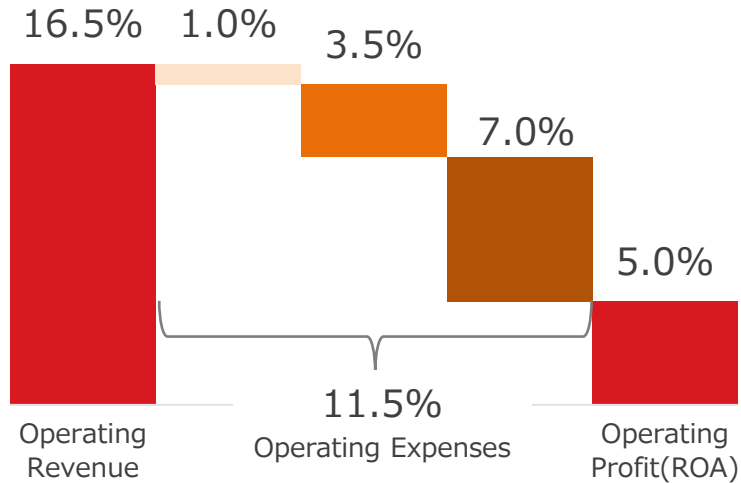
\*"The survey results report on borrowing awareness and borrowing behavior of fund demanders" dated October 31, 2023, by Japan Financial Services Association (JFSA).



# Yardstick of Return on Assets (ROA) by Business Segments

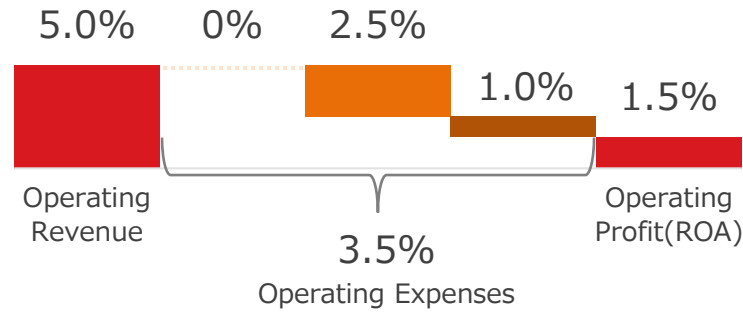
## L.C. Business

Financial Expenses Provision for Bad Debts Other Operating Expenses

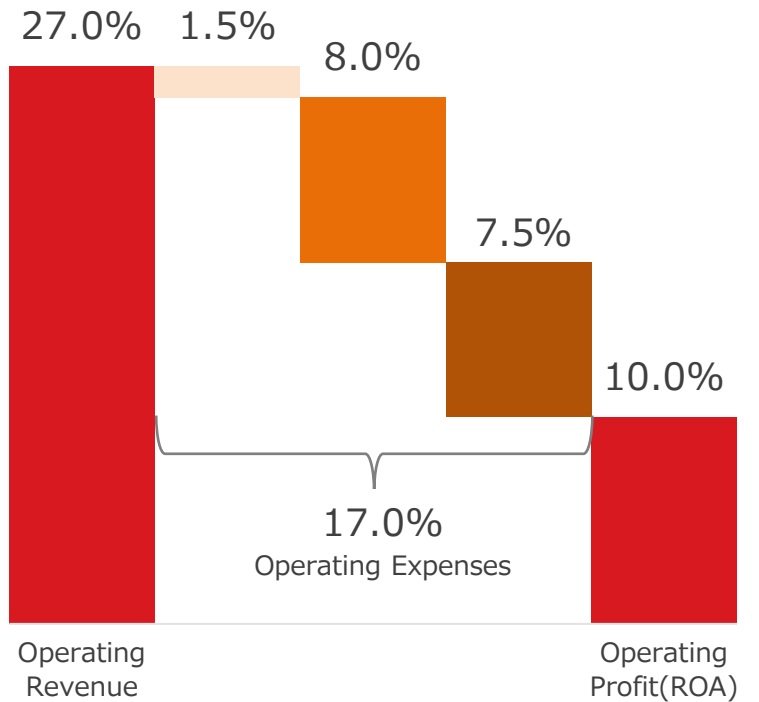


## Guarantee Business

Financial Expenses Provision for Bad Debts Other Operating Expenses



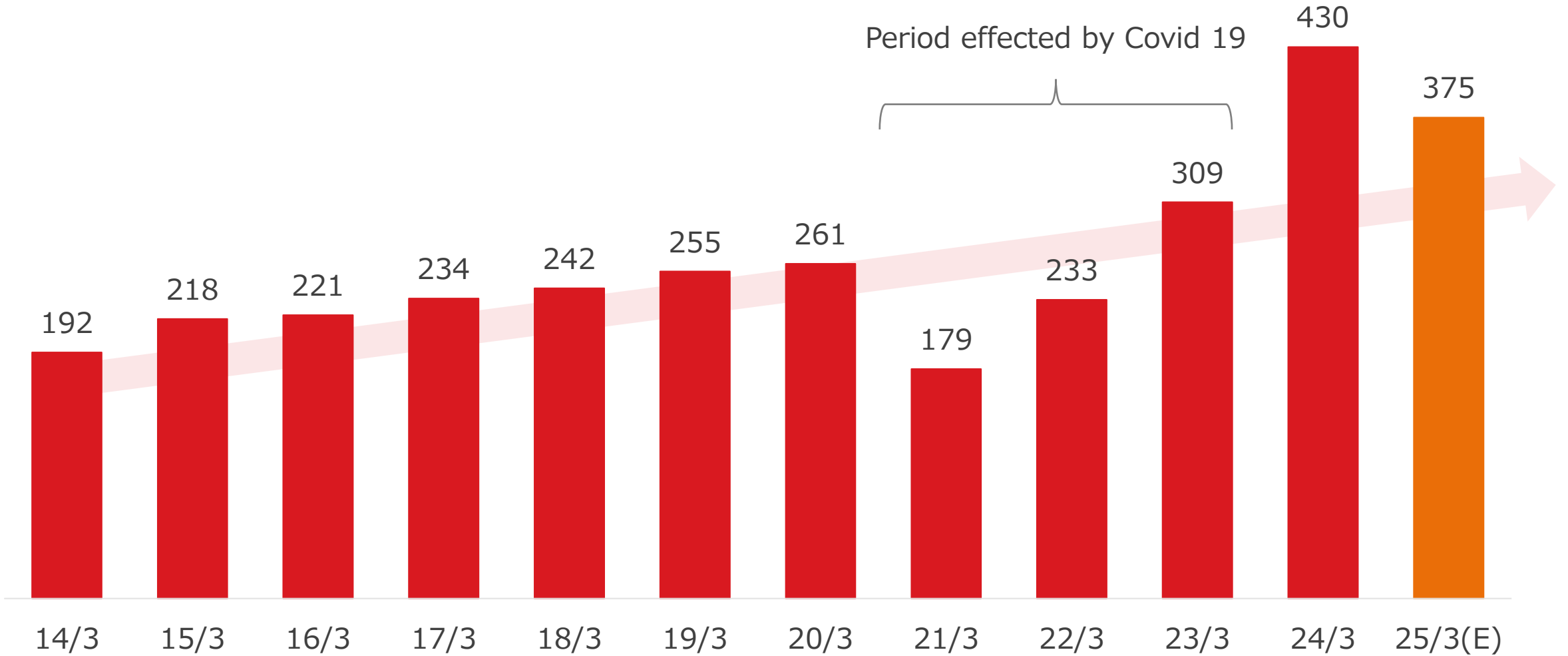
## Overseas Financial Business



# Trend of New Customers

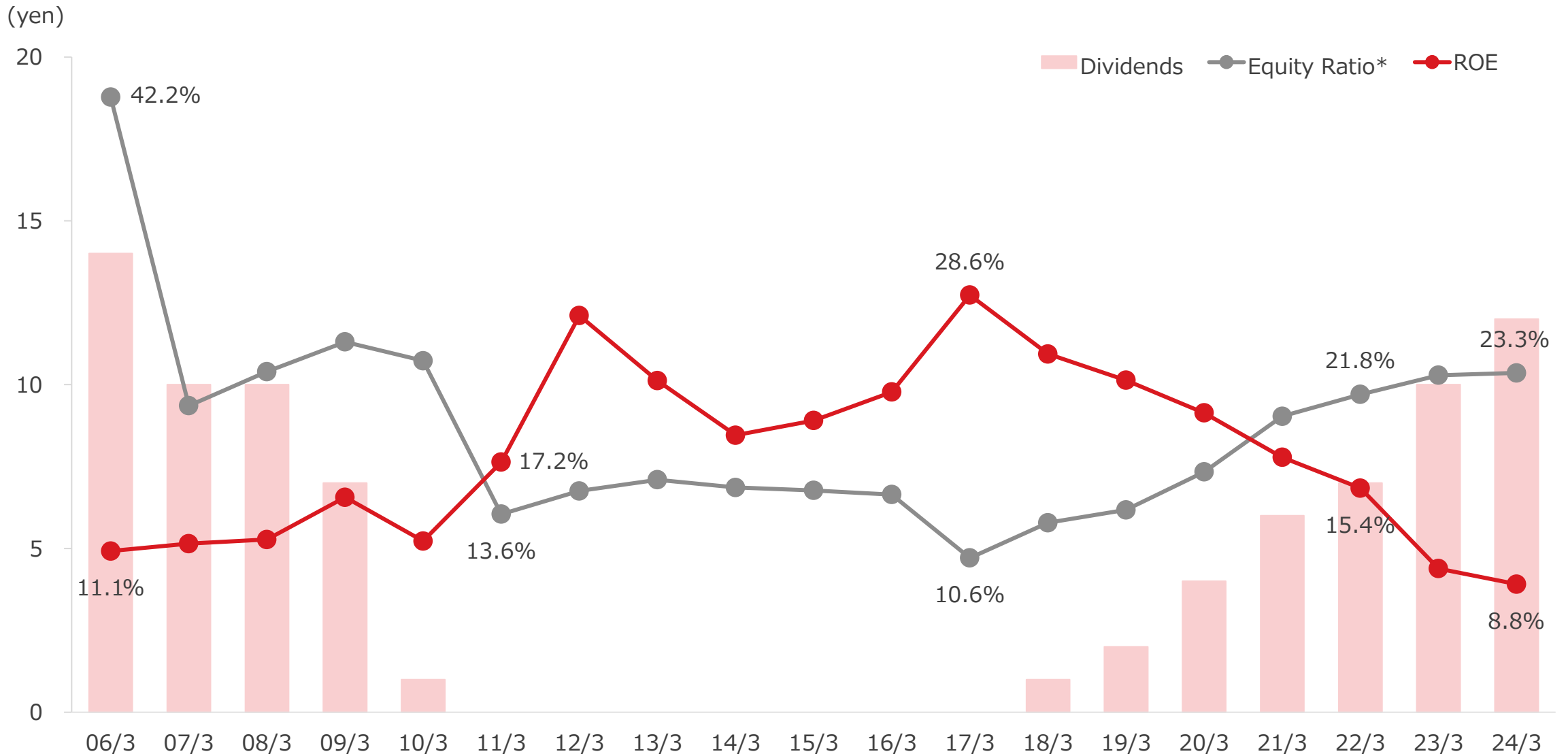
(Thousands cases)

Period effected by Covid 19



# Trend of Equity Ratio, ROE and Dividends

## Excluding Provision for Loss on Interest Repayment



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

# Vision

- 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

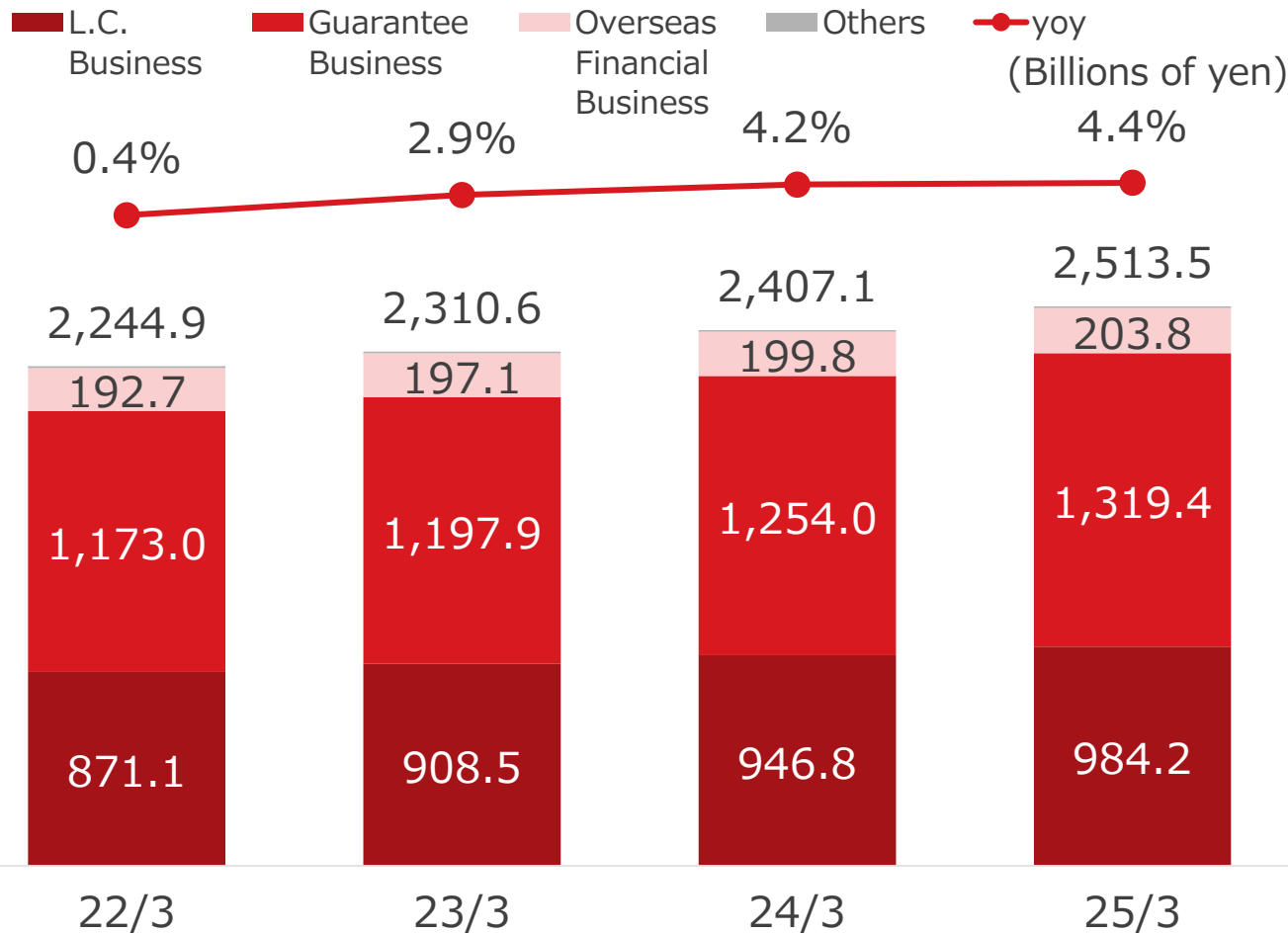
- As a member of society, actively work to resolve environmental and other social issues.

## 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.



Consolidated  
Receivables  
Outstanding

**¥2,513.5bn**  
(CAGR 3.8%)

L.C. Business

**¥984.2bn**  
(CAGR 4.2%)

Guarantee  
Business

**¥1,319.4bn**  
(CAGR 4.0%)

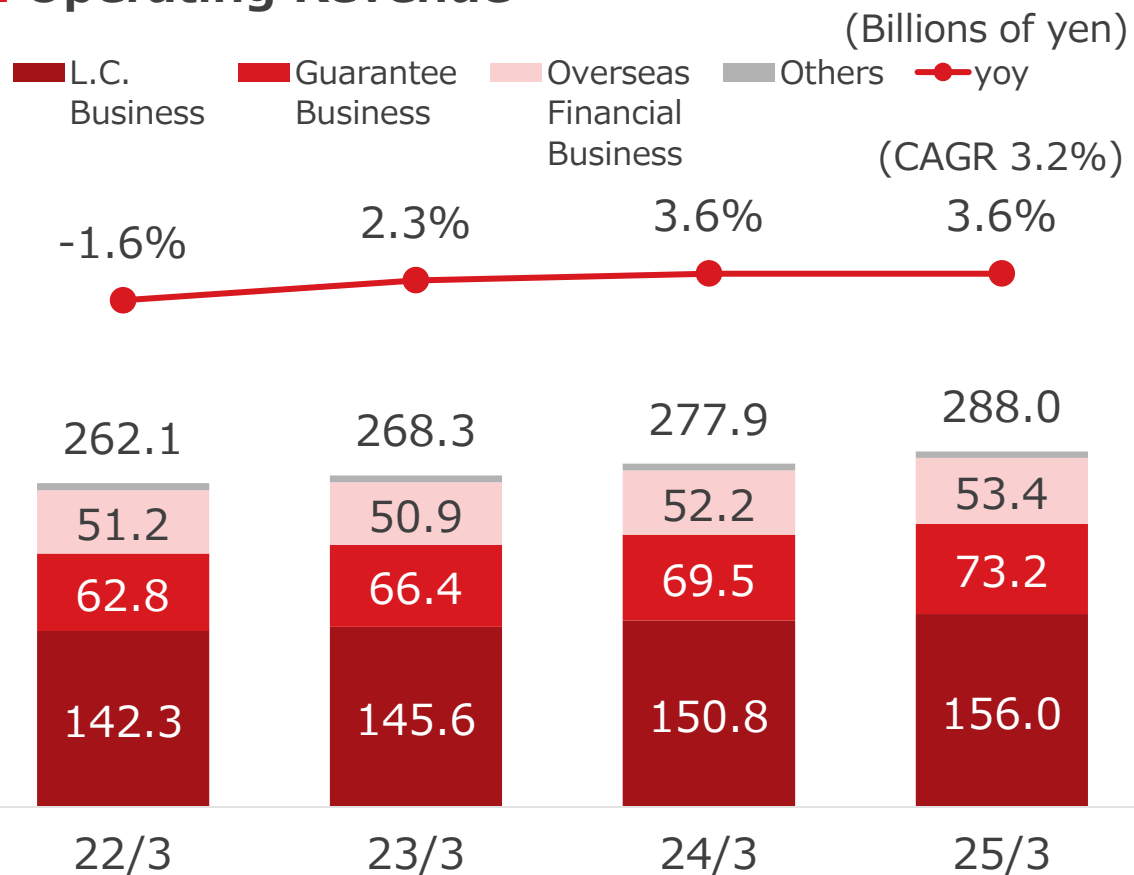
Overseas  
Financial  
Business

**¥203.8bn**  
(CAGR 1.9%)

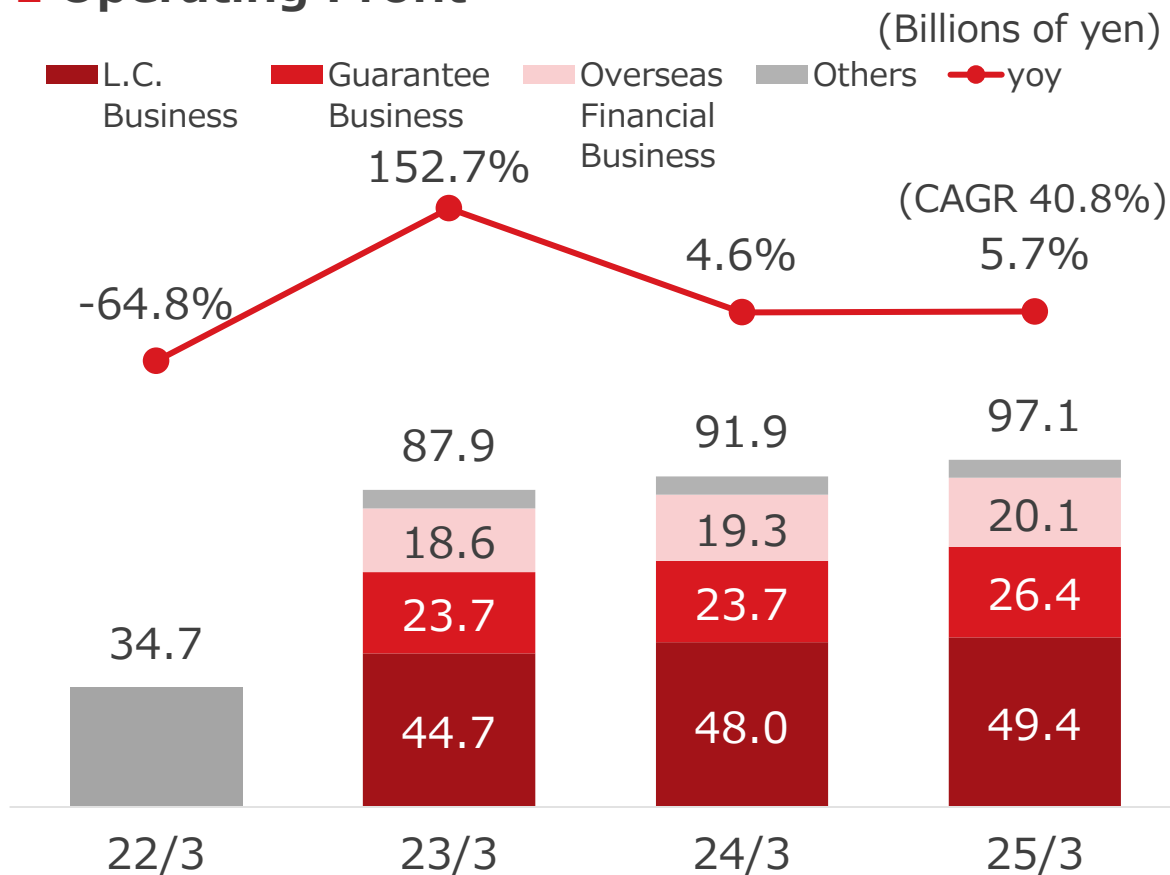
# Mid-Term Management Plan | Business Performance

- Operating revenue is expected to increase steadily with the expansion of business scale.
- Aiming 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.



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

- To start Embedded Finance, GeNiE Inc. was established in April 2022.
- Completed the system development and started the operations in June 2024, promoting business alliances.



Providing various financial functions to a range of companies

We allow partners to incorporate financial functions in their own services without acquiring their own financial license

Customers can benefit from value-added, seamless financial services

# Mid-Term Management Plan | Realization of Guarantee Partnerships with Business 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 business companies.

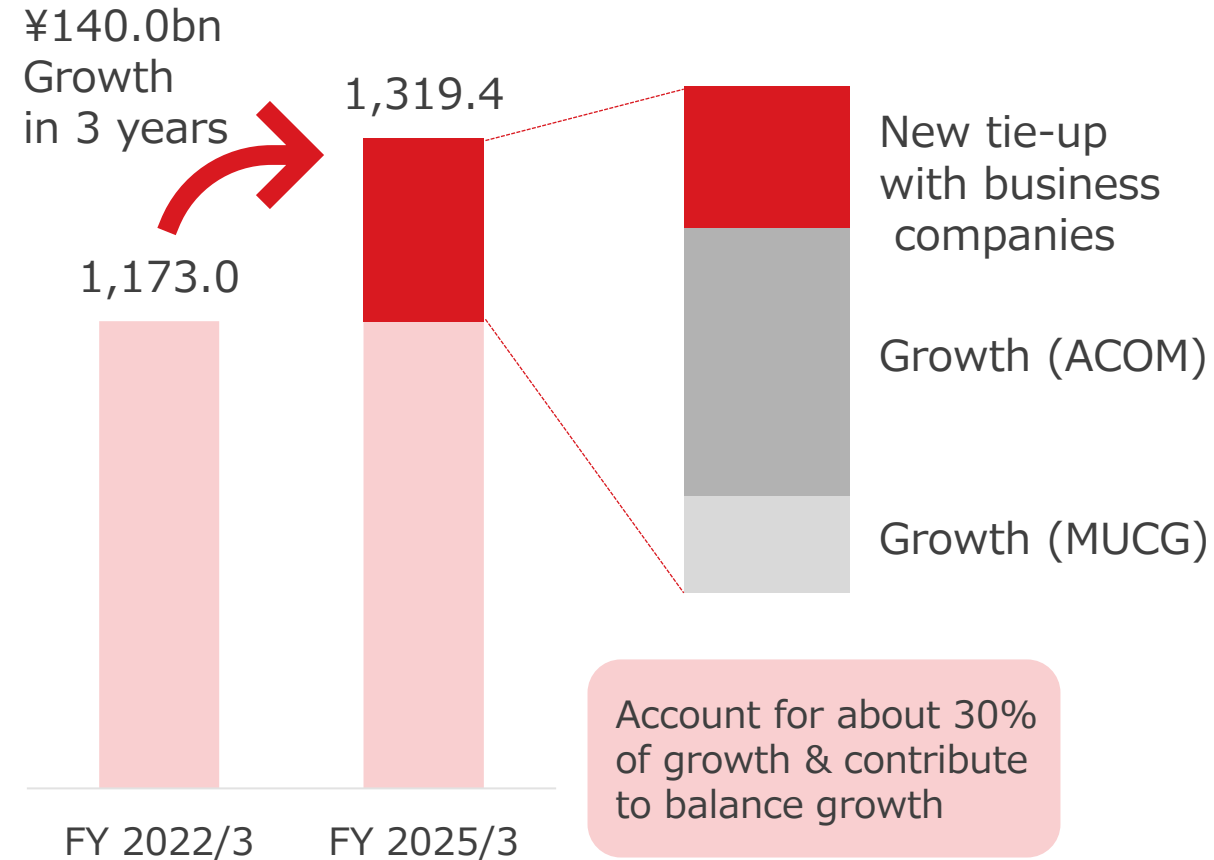
## ■ Guarantee Partnerships with Companies

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



## ■ Guarantee Balance (Plan)

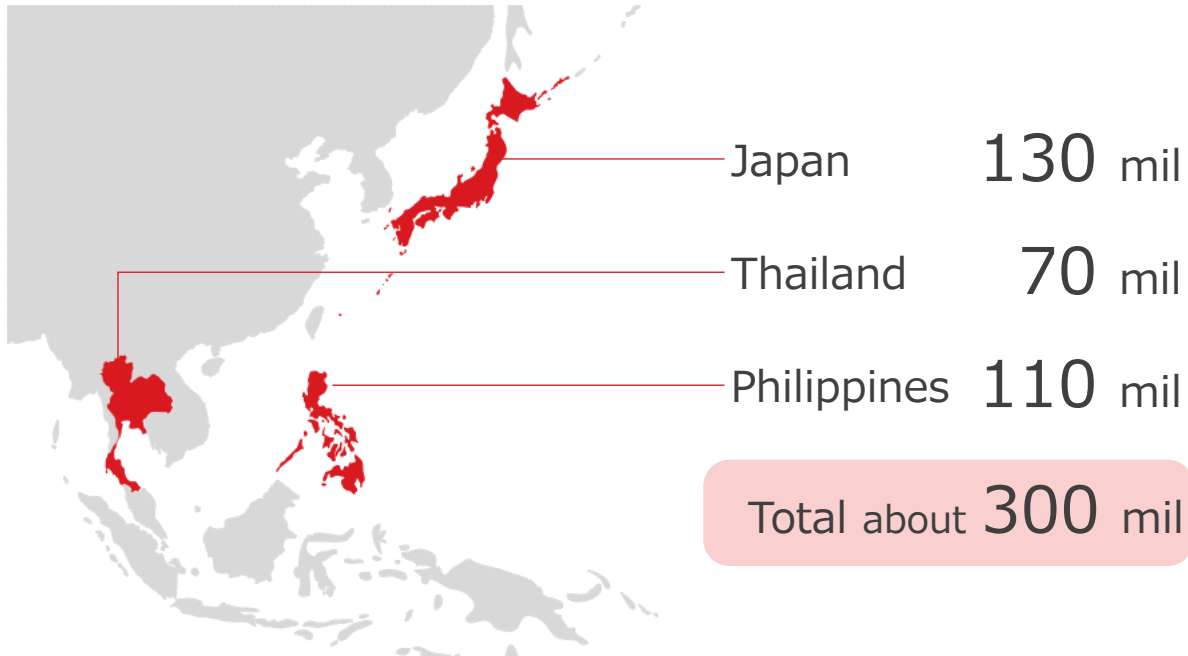
(Billions of yen)



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

- ACOM (M) SDN. BHD. in Malaysia started its business in September 2023 and online contracts from March 2024.
- 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



## Market Demography(Malaysia)



**300 mil** ▶ **600 mil**  
**Total 7,900 mil**



# 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

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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

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- 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



## Environmental conservation

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



## Pursuit of creative and innovative management utilizing digital

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



## Governance

- Corporate Governance
- Compliance



## 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.



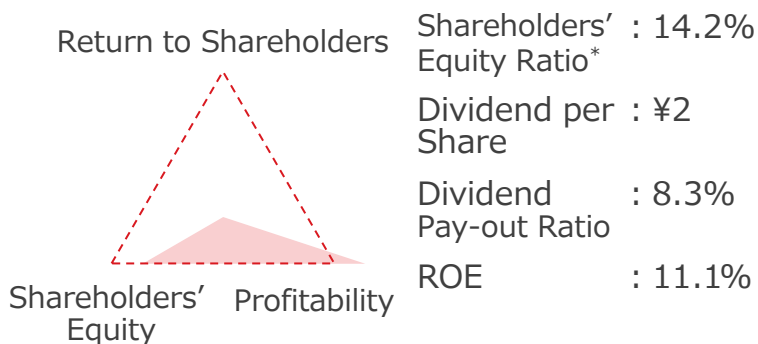
► We launched a sustainability website in September 2022 to actively disclose information on our initiatives.

# Mid-Term Management Plan | Capital Policy

## Basic Policy on Capital Policy

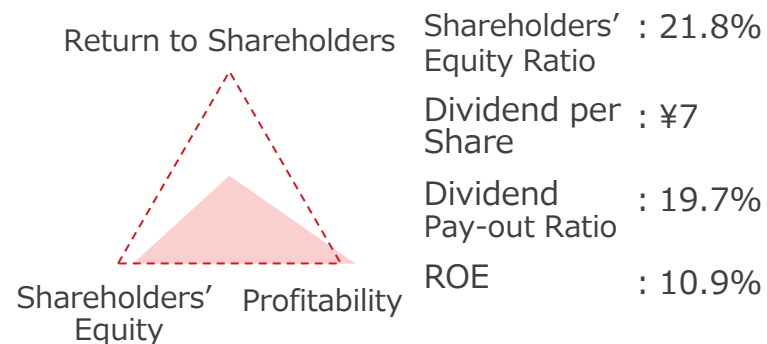
Maintain and improve financial soundness and increase shareholder returns

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



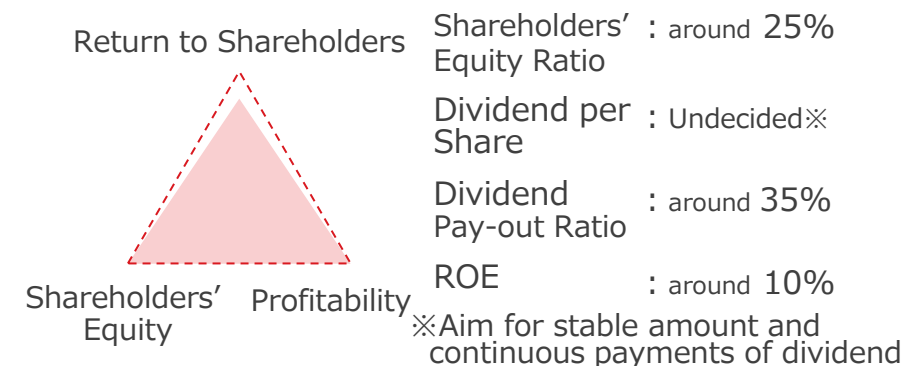
Expansion of capital adequacy is a top priority, Aiming to "resume dividend payments" once concerns about the future due to interest repayment claims are resolved.

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



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

### Current 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 2023		FY March 2024		FY March 2025	
Dividend per Share	Interim ¥5	Year-end ¥5	Interim ¥6	Year-end ¥6	Interim ¥7	Year-end ¥7 (Estimate)
	Total ¥10		Total ¥12		Total ¥14	
Dividend Pay-out Ratio	28.5%		35.4%		39.4%	

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

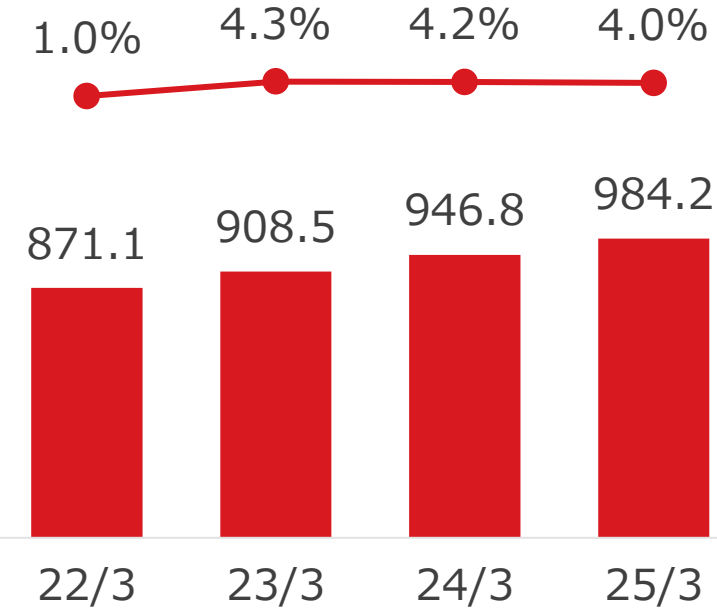
# Mid-Term Management Plan | Business Scale and Performance by Segments (L.C. Business)

- 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.

## Receivables Outstanding

(Billions of yen)

Receivables Outstanding ● yoy

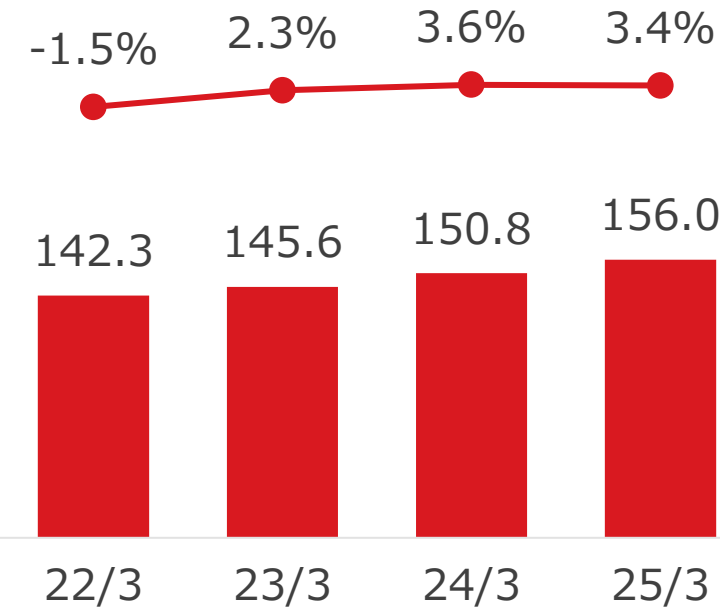


CAGR 4.2%

## Operating Revenue

(Billions of yen)

Operating Revenue ● yoy

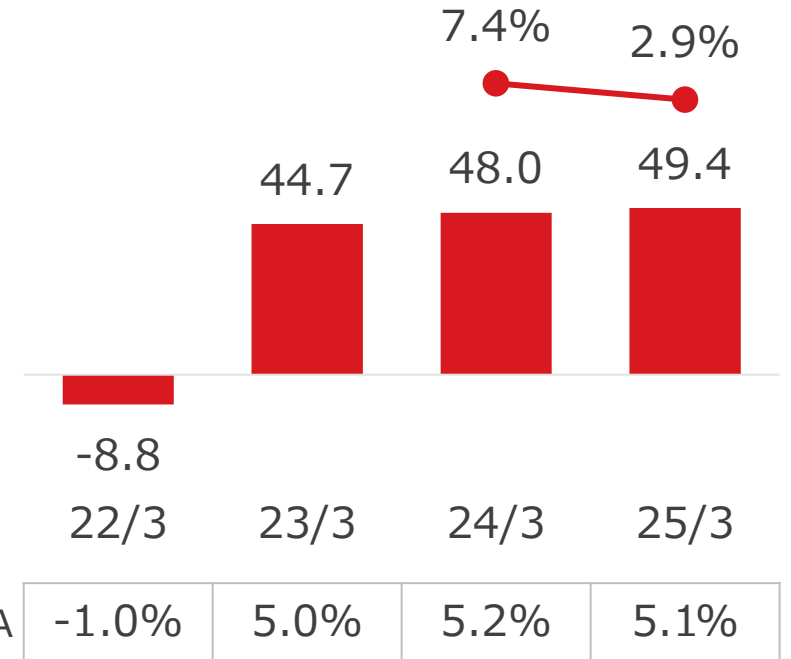


CAGR 3.1%

## Operating Profit

(Billions of yen)

Operating Profit ● yoy



CAGR - %

ROA

-1.0%	5.0%	5.2%	5.1%
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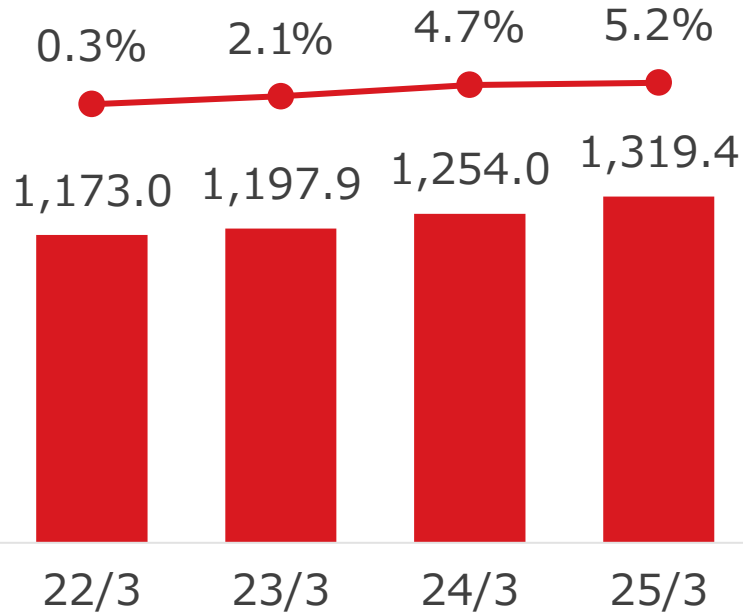
# Mid-Term Management Plan | Business Scale and Performance by Segments (Guarantee Business)

- 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.

## Guaranteed Receivables

(Billions of yen)

Guaranteed Receivables yoy

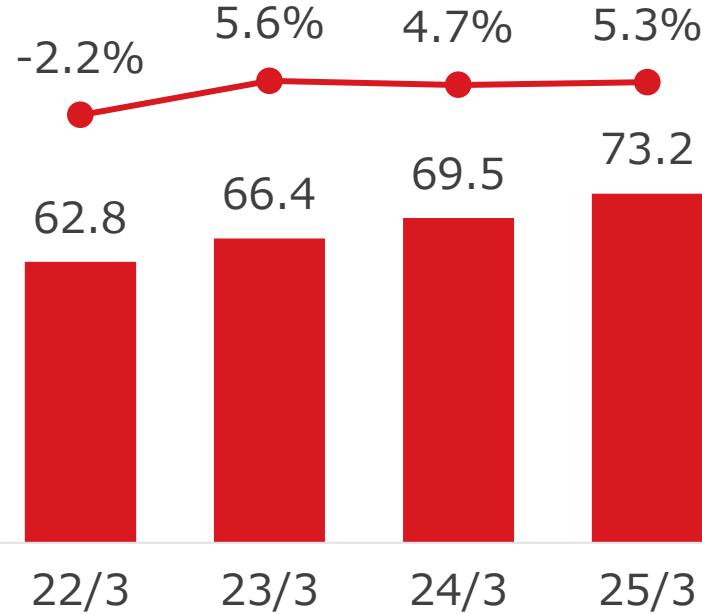


CAGR 4.0%

## Operating Revenue

(Billions of yen)

Operating Revenue yoy

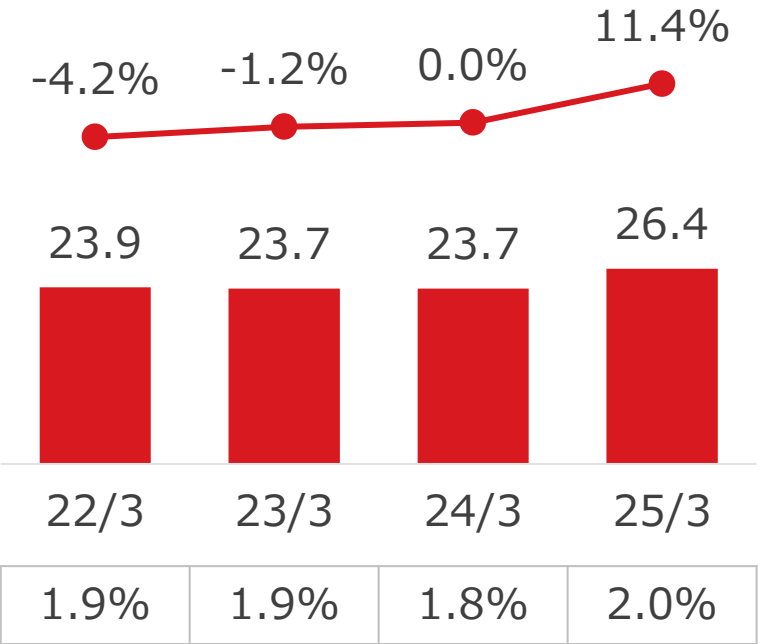


CAGR 5.2%

## Operating Profit

(Billions of yen)

Operating Profit yoy



ROA 1.9% 1.9% 1.8% 2.0%

CAGR 3.2%



# 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.

## Receivables Outstanding

(Billions of yen)

Receivables Outstanding yoy

-0.5% 2.2% 1.4% 2.0%

192.7 197.1 199.8 203.8

22/3 23/3 24/3 25/3

CAGR 1.9%

## Operating Revenue

(Billions of yen)

Operating Revenue yoy

-1.7% -0.7% 2.6% 2.3%

51.2 50.9 52.2 53.4

22/3 23/3 24/3 25/3 ROA

CAGR 1.4%

## Operating Profit

(Billions of yen)

Operating Profit yoy

-7.7% 1.4% 3.8% 4.1%

18.3 18.6 19.3 20.1

22/3 23/3 24/3 25/3

9.5% 9.5% 9.7% 10.0%

CAGR 3.1%