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(Securities Code 7164)

June 3, 2026

(Commencement date of measures for electronic provision: May 27, 2026)

**To Shareholders with Voting Rights:**

Yuichi Aoki  
President & Representative Director  
ZENKOKU HOSHO Co., Ltd.  
2-1-1 Otemachi,  
Chiyoda-ku, Tokyo, Japan

**NOTICE OF CONVOCATION OF  
THE 46TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

You are cordially invited to attend the 46th Annual General Meeting of Shareholders of ZENKOKU HOSHO Co., Ltd. (the “Company”). The meeting will be held for the purposes as described below.

In convening this Annual General Meeting of Shareholders, the Company has adopted measures for electronic provision, and has posted information contained in Reference Documents for the General Meeting of Shareholders, etc. (matters subject to electronic provision measures) as the Notice of Convocation of the 46th Annual General Meeting of Shareholders on the following website.

The Company website:

[https://www.zenkoku.co.jp/english/ir/ir\\_library.html](https://www.zenkoku.co.jp/english/ir/ir_library.html)

In addition to the above website, matters subject to electronic provision measures are also posted on the Tokyo Stock Exchange (TSE) website, and can be viewed by accessing the following TSE website (Listed Company Search), entering “Zenkoku Hosho” or “7164” in the issue name (company name) or securities code field, performing a search, and selecting “Basic information,” then “Documents for public inspection/PR information.”

TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

If you are unable to attend the meeting, you can exercise your voting rights in writing by submitting the Voting Rights Exercise Form, or via electromagnetic method (the Internet, etc.). Please review the Reference Documents for the General Meeting of Shareholders and cast your vote by 5 p.m. on Thursday, June 18, 2026 Japan time.

**1.Date and Time:** Friday, June 19, 2026 at 10 a.m. Japan time (reception will open at 9 a.m.)

**2.Place:** JP Tower Hall and Conference, Fourth floor of JP Tower, located at 2-7-2 Marunouchi, Chiyoda-ku, Tokyo, Japan

**3.Meeting Agenda:**

- Matters to be reported:**
1. The Business Report and Consolidated Financial Statements for the Company's 46th Fiscal Year (April 1, 2025 - March 31, 2026), and the Results of Audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
  2. Non-consolidated Financial Statements for the Company's 46th Fiscal Year (April 1, 2025 - March 31, 2026)

**Proposals to be resolved:**

**Proposal No. 1:** Distribution of Surplus

**Proposal No. 2:** Election of Nine (9) Directors

**Proposal No. 3:** Partial Amendments and Continuation of the Performance-based Stock Compensation Plan for Directors

**4. Matters concerning the convocation**

- (1) If there is no indication for or against each proposal on the Voting Rights Exercise Form, the vote will be deemed to be for a proposal.
- (2) In the event that voting rights are exercised multiple times via the Voting Rights Exercise Form, the most recent one to arrive will be deemed valid.
- (3) In the event that voting rights are exercised multiple times via the Internet, etc., the most recent one to arrive will be deemed valid.
- (4) In the event that voting rights are exercised both via the Voting Rights Exercise Form and the Internet, etc., the vote via the Internet, etc., will be deemed valid.

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- ◎ When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
  - ◎ If exercising voting rights via proxy, you may designate one (1) other shareholder with voting rights to act as your proxy and exercise your voting rights. However, please understand that documentation proving agency privileges will be required to be submitted.
  - ◎ Of the matters subject to electronic provision measures, the following items have not been included in the documents to be delivered to shareholders who have requested delivery of documents pursuant to the provisions of laws and regulations and Article 15 of the Company's Articles of Incorporation. The Audit & Supervisory Board Members and the Accounting Auditor have audited the documents subject to audit, including the following matters:
    - Of the Consolidated Financial Statements, the "Consolidated Statement of Changes in Equity" and "Notes to Consolidated Financial Statements"
    - Of the Non-consolidated Financial Statements, "Non-consolidated Statement of Changes in Equity" and "Notes to Non-consolidated Financial Statements"
  - ◎ Any updates to matters subject to electronic provision measures will be posted on the relevant websites.
  - ◎ On the day of the meeting, as a method to conserve electricity, employees will be wearing light clothing ("Cool Biz"). We ask that shareholders attend in light clothing as well.

# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal No. 1: Distribution of Surplus

The Company considers profit distribution to its shareholders as one of the important aspects of its business. Its basic dividend policy is to pay stable, continuous cash dividends based on comprehensive consideration of the entire business, while securing internal reserves to maintain a solid financial foundation as a housing loan guarantee company. Under this policy, the Company proposes the following year-end dividends and distribution of surplus for the fiscal year under review.

1. Matters concerning year-end dividends
  - (1) Type of dividend property  
Cash
  - (2) Matters concerning the allotment of dividend property and the total amount  
75 yen per share of common shares  
Total amount of 9,986,563,125 yen
  - (3) Effective date of distribution of surplus  
June 22, 2026
2. Other matters concerning the distribution of surplus
  - (1) Item and the amount of surplus to be increased  
Reserve for loss on guarantees      13,600,000,000 yen
  - (2) Item and amount of surplus to be decreased  
Retained earnings brought forward      13,600,000,000 yen

## Proposal No. 2: Election of Nine (9) Directors

The term of office of all nine (9) Directors will have expired as of the conclusion of this Annual General Meeting of Shareholders and Director Mr. Eiji Ishikawa will retire at that time. Therefore, the Company hereby proposes the election of nine (9) Directors.


The candidates are as follows:


[Reference] List of candidates for Directors


No.	Name		Current positions and responsibilities at the Company	Attendance at the Board of Directors meetings
1	Yuichi Aoki	Reappointment	President & Representative Director (Responsible for Audit Division)	15/15 (100%)
2	Takashi Yamaguchi	Reappointment	Senior Managing Director (Responsible for Compliance and Risk Management Division, General Affairs Division, Human Resources Division, Accounting Division, and System Division)	15/15 (100%)
3	Keiichi Asada	Reappointment	Director (Responsible for Guarantee Service Planning Division, Sales Management Division, and Head Office and Branches)	15/15 (100%)
4	Noriyoshi Yoneta	Reappointment	Director (Responsible for Operations Management Division, Credit Division, and Credit Management Division)	15/15 (100%)
5	Ko Mizuguchi	Reappointment	Director General Manager, Corporate Planning Division (Responsible for Corporate Planning Division)	14/15 (93.3%)
6	Masahito Kamiyo	Reappointment Outside Independent	Director	15/15 (100%)
7	Yoshiro Nagashima	Reappointment Outside Independent	Director	15/15 (100%)
8	Tomoe Imado	Reappointment Outside Independent	Director	15/15 (100%)
9	Maki Imura	New appointment Outside Independent	—	—

No.	Name (Date of birth)	Past experience and positions at the Company	Number of shares of the Company held
1 Reappointment	 Yuichi Aoki (September 10, 1971) Years in office as Director: 11 years Attendance at the Board of Directors meetings: 15/15 (100%)	August 2002    Joined the Company June 2011    General Manager, Corporate Planning Division June 2013    Executive Officer and General Manager, Corporate Planning Division December 2014    Audit & Supervisory Board Member, Zenkoku Business Partner, K.K. June 2015    Director and General Manager, Management Headquarters, General Manager, Corporate Planning Division, the Company June 2018    Managing Director and General Manager, Management Headquarters, General Manager, Corporate Planning Division February 2020    Managing Director and General Manager, Management Headquarters President & Representative Director, Towa Shinyo Hosho Co., Ltd. (currently MINORI GUARANTEE Co., Ltd.) March 2021    President & Representative Director, Tsukuba Shinyo Hosho Co., Ltd. April 2023    President & Representative Director and General Manager, Management Headquarters, the Company July 2023    President & Representative Director (current position)  [Responsibilities] Responsible for Audit Division	27,568 shares
<Reasons for nomination as a candidate for Director> Mr. Yuichi Aoki has appropriately conducted direction and supervision of management as President & Representative Director, and demonstrates ability as a leader of the management team. Additionally, he serves as President, the responsible person for business execution, directs and integrates all corporate business execution, and contributes to the advancement of the corporate management plan, possessing a wealth of experience and insights in the Company. Due to the above, the Company has judged that he is suitable for continuous growth and improvement of corporate value of the Company, and requests his continued election as Director.			


No.	Name (Date of birth)	Past experience and positions at the Company	Number of shares of the Company held
2 Reappointment	 <p data-bbox="352 745 580 808">Takashi Yamaguchi (January 3, 1970)</p> <p data-bbox="352 842 580 936">Years in office as Director: 15 years</p> <p data-bbox="352 969 580 1126">Attendance at the Board of Directors meetings: 15/15 (100%)</p>	<p data-bbox="598 275 1241 1088"> November 1995 Joined the Company  April 2002 General Manager, Nagoya Branch  June 2006 Executive Officer and General  Manager, Nagoya Branch  April 2007 Executive Officer and General  Manager, Head Office  February 2009 Executive Officer and General  Manager, Corporate Planning Division  April 2010 Audit &amp; Supervisory Board Member,  Zenkoku Business Partner, K.K.  June 2011 Director and General Manager,  Operations Headquarters, the  Company  June 2016 Managing Director and General  Manager, Operations Headquarters  June 2018 Senior Managing Director and General  Manager, Operations Headquarters  December 2018 President &amp; Representative Director,  Yutori Servicer Co., Ltd. (currently  AKEBONO Servicer Co., Ltd.)  (current position)  June 2020 President &amp; Representative Director,  Zenkoku Business Partner, K.K.  July 2023 Senior Managing Director, the  Company (current position) </p> <p data-bbox="598 1122 1241 1339"> [Responsibilities]  Responsible for Compliance and Risk Management  Division, General Affairs Division, Human Resources  Division, Accounting Division, and System Division  [Significant concurrent position]  President &amp; Representative Director, AKEBONO  Servicer Co., Ltd. </p>	56,467 shares
<p data-bbox="188 1350 1407 1532"> &lt;Reasons for nomination as a candidate for Director&gt;  Mr. Takashi Yamaguchi engages in corporate management as Director, and is fulfilling his duties and responsibilities. Additionally, he is contributing to various measures to improve efficiency of operations through system development and increase employee engagement, and possesses a wealth of experience and insights in the Company. Due to the above, the Company has judged that he is suitable for continuous growth and improvement of corporate value of the Company, and requests his continued election as Director. </p>			

No.	Name (Date of birth)	Past experience and positions at the Company	Number of shares of the Company held
3 Reappointment	 <p>Keiichi Asada (August 22, 1961)</p> <p>Years in office as Director: 8 years</p> <p>Attendance at the Board of Directors meetings: 15/15 (100%)</p>	<p>April 1984    Joined The Nippon Credit Trust Bank, Ltd. (currently Aozora Bank, Ltd.)</p> <p>July 2013    Executive Officer and General Manager, Kansai Branch, Aozora Bank, Ltd.</p> <p>April 2014    Executive Officer and Head of Business Banking Group</p> <p>July 2016    Director and Vice President, GLION Co., Ltd. Director and Vice Chairman, Hanshin BMW</p> <p>February 2018    Joined the Company Executive Officer and Deputy General Manager, Sales Headquarters</p> <p>June 2018    Director and General Manager, Sales Headquarters</p> <p>June 2020    Director, Zenkoku Business Partner, K.K.</p> <p>June 2022    Director, Shikoku Sogo Shinyo Co., Ltd. (current position)</p> <p>June 2023    President &amp; Representative Director, Zenkoku Business Partner, K.K. President &amp; Representative Director, MINORI GUARANTEE Co., Ltd. (current position)</p> <p>July 2023    Director, the Company (current position)</p> <p>February 2025    President &amp; Representative Director, Mie Sogo-Shinyo Co., Ltd. (current position)</p> <p>[Responsibilities] Responsible for Guarantee Service Planning Division, Sales Management Division, and Head Office and Branches</p> <p>[Significant concurrent position] President &amp; Representative Director, MINORI GUARANTEE Co., Ltd. President &amp; Representative Director, Mie Sogo-Shinyo Co., Ltd. Director, Shikoku Sogo Shinyo Co., Ltd.</p>	4,203 shares
<p>&lt;Reasons for nomination as a candidate for Director&gt; Mr. Keiichi Asada engages in corporate management as Director, and is fulfilling his duties and responsibilities. Additionally, he is contributing to the expansion of the business base through product planning and development, cultivating new transaction partners, strengthening relationships with existing transaction partners, and fostering growth of sales representatives, and possesses a wealth of experience and insights in the Company. Due to the above, the Company has judged that he is suitable for continuous growth and improvement of corporate value of the Company, and requests his continued election as Director.</p>			

No.	Name (Date of birth)	Past experience and positions at the Company	Number of shares of the Company held
4 Reappointment	 Noriyoshi Yoneta (October 25, 1975)  Years in office as Director: 2 years  Attendance at the Board of Directors meetings: 15/15 (100%)	April 2000    Joined the Company April 2005    General Manager, Accounting Division April 2006    General Manager, Finance Division February 2009 Deputy General Manager, Head Office October 2009 General Manager, Sapporo Branch February 2012 General Manager, General Affairs Division February 2016 General Manager, Operations Planning Division, General Manager, Legal Office Director, Zenkoku Business Partner, K.K. June 2018    Executive Officer and General Manager, Operations Planning Division, General Manager, Legal Office, the Company April 2020    Executive Officer and General Manager, Operations Planning Division October 2022 Executive Officer and General Manager, Operations Management Division June 2024    Director and General Manager, Operations Management Division President & Representative Director, Zenkoku Business Partner, K.K. (current position) April 2026    Director, the Company (current position)  [Responsibilities] Responsible for Operations Management Division, Credit Division, and Credit Management Division [Significant concurrent position] President & Representative Director, Zenkoku Business Partner, K.K.	81,808 shares
<Reasons for nomination as a candidate for Director> Mr. Noriyoshi Yoneta engages in corporate management as Director, and is fulfilling his duties and responsibilities. Additionally, he is contributing to improving efficiency of operations by introducing new technologies and systems of IT and DX, and possesses a wealth of experience and insights in the Company. Due to the above, the Company has judged that he is suitable for continuous growth and improvement of corporate value of the Company, and requests his continued election as Director.			

No.	Name (Date of birth)	Past experience and positions at the Company	Number of shares of the Company held
5 Reappointment	 <p data-bbox="347 577 585 645">Ko Mizuguchi (November 15, 1974)</p> <p data-bbox="347 674 585 770">Years in office as Director: 2 years</p> <p data-bbox="347 799 585 965">Attendance at the Board of Directors meetings: 14/15 (93.3%)</p>	<p data-bbox="598 271 1243 304">February 2006    Joined the Company</p> <p data-bbox="598 309 1243 432">February 2020    General Manager, Corporate Planning Division Director, MINORI GUARANTEE Co., Ltd.</p> <p data-bbox="598 436 1243 504">March 2021        Director, Tsukuba Shinyo Hosho Co., Ltd.</p> <p data-bbox="598 508 1243 598">June 2022        Executive Officer and General Manager, Corporate Planning Division, the Company</p> <p data-bbox="598 602 1243 790">June 2024        Director and General Manager, Corporate Planning Division (current position) President &amp; Representative Director, ChibaKoginCard Service Co., Ltd. (current position)</p> <p data-bbox="598 819 1243 983">[Responsibilities] Responsible for Corporate Planning Division [Significant concurrent position] President &amp; Representative Director, ChibaKoginCard Service Co., Ltd.</p>	14,874 shares
<p data-bbox="178 1010 1407 1191">&lt;Reasons for nomination as a candidate for Director&gt; Mr. Ko Mizuguchi engages in corporate management as Director, and is fulfilling his duties and responsibilities. Additionally, he is contributing to expanding core businesses and entering related businesses through corporate management, M&amp;As and investment at the Group, and possesses a wealth of experience and insights in the Company. Due to the above, the Company has judged that he is suitable for continuous growth and improvement of corporate value of the Company, and requests his continued election as Director.</p>			


No.	Name (Date of birth)	Past experience and positions at the Company	Number of shares of the Company held
6 Reappointment Outside Independent	 <p>Masahito Kamijo (July 12, 1954)</p> <p>Years in office as Director: 8 years</p> <p>Attendance at the Board of Directors meetings: 15/15 (100%)</p>	<p>April 1977      Joined The Kyowa Bank, Ltd. (currently Resona Bank, Limited)</p> <p>June 2006      Representative Director and Managing Executive Officer, Sales Support Headquarters, in charge of Cash Securities Department, Saitama Resona Bank, Limited</p> <p>June 2008      Director and Senior Managing Executive Officer, in charge of Corporate Business Division, Corporate Solutions Sales Division and Public Corporation Division, Resona Bank, Limited</p> <p>June 2009      President &amp; Representative Director, Saitama Resona Bank, Limited Executive Officer, in charge of Group Strategy Division (corporate management of Saitama Resona Bank, Limited), Resona Holdings, Inc.</p> <p>April 2014      Chairman of the Board, Saitama Resona Bank, Limited</p> <p>April 2015      Chairman, Resona Research Institute Co., Ltd.</p> <p>June 2015      Outside Director, Hakuto Co., Ltd.</p> <p>June 2016      Outside Director, Clarion Co., Ltd.</p> <p>June 2018      Outside Director, the Company (current position)</p> <p>March 2021      Outside Audit &amp; Supervisory Board Member, MiraBiologics Inc. (current position)</p> <p>June 2024      Outside Director, AZ-COM MARUWA Holdings Inc. (current position)</p> <p>[Significant concurrent position] Outside Audit &amp; Supervisory Board Member, MiraBiologics Inc. Outside Director, AZ-COM MARUWA Holdings Inc.</p>	3,163 shares
<p>&lt;Reasons for nomination as candidate for Outside Director and outline of expected roles&gt; Mr. Masahito Kamijo possesses a wealth of experience and a high level of insights in finance and corporate management through serving as President &amp; Representative Director of major financial institutions, and he provides recommendations and supervision toward decisions on important matters of the Company's management and oversight of business execution as Outside Director. Due to the above, the Company expects that he will contribute to the further enhancement of the Company's corporate governance, and requests his continued election as Outside Director. Additionally, although Mr. Masahito Kamijo has been the Company's Outside Director since June 2018 and will be in office for approximately eight years as of the conclusion of this Annual General Meeting of Shareholders, the Company proposes his continued election in consideration of the fact that he has maintained independence from the Company.</p>			

No.	Name (Date of birth)	Past experience and positions at the Company	Number of shares of the Company held
<p>7 Reappointment Outside Independent</p>	 <p>Yoshiro Nagashima (April 7, 1952)</p> <p>Years in office as Director: 8 years</p> <p>Attendance at the Board of Directors meetings: 15/15 (100%)</p>	<p>April 1975      Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.)</p> <p>May 2002      Managing Director of Toranomon Branch, The Bank of Tokyo- Mitsubishi, Ltd. (currently MUFG Bank, Ltd.)</p> <p>June 2004      President &amp; Representative Director, Tokyo Diamond Rehabilitation and Servicer Co., Ltd (currently MU Frontier Servicer Co., Ltd)</p> <p>October 2005   Representative Director and Executive Vice President, MU Frontier Servicer Co., Ltd</p> <p>June 2009      Full-time Corporate Auditor, NIPPON CARBIDE INDUSTRIES CO., INC.</p> <p>June 2016      Outside Director, KANADEN CORPORATION (current position)</p> <p>June 2018      Outside Director, the Company (current position)</p> <p>December 2018   Audit &amp; Supervisory Board Member, Yutori Servicer Co., Ltd. (currently AKEBONO Servicer Co., Ltd.) (current position)</p> <p>September 2019   Outside Director, Nakashima Holdings K.K.</p> <p>June 2020      Audit &amp; Supervisory Board Member, Zenkoku Business Partner, K.K.</p> <p>March 2021      Audit &amp; Supervisory Board Member, Tsukuba Shinyo Hosho Co., Ltd. (current position)</p> <p>January 2022      Outside Auditor, NetLearning Holdings, Inc. (current position)</p> <p>[Significant concurrent position] Outside Director, KANADEN CORPORATION (Scheduled to retire on June 23, 2026) Audit &amp; Supervisory Board Member, AKEBONO Servicer Co., Ltd. Audit &amp; Supervisory Board Member, Tsukuba Shinyo Hosho Co., Ltd. Outside Auditor, NetLearning Holdings, Inc.</p>	<p>2,883 shares</p>
<p>&lt;Reasons for nomination as candidate for Outside Director and outline of expected roles&gt; Mr. Yoshiro Nagashima possesses a wealth of experience and wide insights in corporate management through serving as Director and Corporate Auditor of business companies, and he provides recommendations and supervision toward decisions on important matters of the Company's management and oversight of business execution as Outside Director. Due to the above, the Company expects that he will contribute to the further enhancement of the Company's corporate governance, and requests his continued election as Outside Director. Additionally, although Mr. Yoshiro Nagashima has been the Company's Outside Director since June 2018 and will be in office for approximately eight years as of the conclusion of this Annual General Meeting of Shareholders, the Company proposes his continued election in consideration of the fact that he has maintained independence from the Company.</p>			

No.	Name (Date of birth)	Past experience and positions at the Company	Number of shares of the Company held
8 Reappointment Outside Independent	 Tomoe Imado (March 3, 1975)  Years in office as Director: 6 years  Attendance at the Board of Directors meetings: 15/15 (100%)	October 2003 Registered as an attorney Joined Mori Hamada & Matsumoto Law Office  April 2008 Joined Ministry of Foreign Affairs as Assistant Manager, Economic Treaties Division, International Legal Affairs Bureau  July 2010 Joined Okuno & Partners January 2019 Joined Miura & Partners as Partner (current position) July 2019 Outside Statutory Auditor, OneBe, Inc. June 2020 Outside Director, the Company (current position) June 2022 Outside Director, KANADEN CORPORATION (current position)  [Significant concurrent position] Partner, Miura & Partners Outside Director, KANADEN CORPORATION	- shares

<Reasons for nomination as candidate for Outside Director and outline of expected roles>

Ms. Tomoe Imado has been engaged in service at law firms for many years and possesses a wealth of experience and a high level of insights as an attorney, and she provides recommendations and supervision toward decisions on important matters of the Company's management and oversight of business operation as Outside Director. Due to the above, the Company expects that she will contribute to the further enhancement of the Company's corporate governance, and requests her continued election as Outside Director. Although she has no experience of direct involvement in corporate management to date, the Company judges that she is capable of appropriately executing the duty of Outside Director for the reasons above. Additionally, although Ms. Tomoe Imado has been the Company's Outside Director since June 2020 and will be in office for approximately six years as of the conclusion of this Annual General Meeting of Shareholders, the Company proposes her continued election in consideration of the fact that she has maintained independence from the Company.

No.	Name (Date of birth)	Past experience and positions at the Company	Number of shares of the Company held
<p>9 New appointment Outside Independent</p>	 <p>Maki Imura (February 20, 1960)</p> <p>Years in office as Director: -</p> <p>Attendance at the Board of Directors meetings: -/- (-%)</p>	<p>July 1985      Joined Grey Daiko Advertising Inc. (currently Grey WorldWide)</p> <p>April 1989     Joined Dentsu Burson-Marsteller (currently Burson Cohn &amp; Wolfe Japan)</p> <p>July 1998      General Manager of Global Account Department, Dentsu Public Relations Inc. (currently Dentsu PR Consulting Inc. (DPRC))</p> <p>May 2004      Senior Vice President and Head of Corporate Communications, Visa Worldwide Co., Ltd. (currently Visa Worldwide Japan Co., Ltd.)</p> <p>October 2009   Vice President and Director and Head of Corporate Communications, NIHON L'ORÉAL K.K.</p> <p>June 2019      Outside Director (Audit and Supervisory Committee Member), Tanabe Consulting Group Co., Ltd. (current position)</p> <p>June 2021      Outside Director (Audit and Supervisory Committee Member), Fast Fitness Japan, Inc. Auditor, AFJ Project, Inc.</p> <p>[Significant concurrent position] Outside Director (Audit and Supervisory Committee Member), Tanabe Consulting Group Co., Ltd.</p>	<p>- shares</p>
<p>&lt;Reasons for nomination as candidate for Outside Director and outline of expected roles &gt; Ms. Maki Imura possesses a wealth of experience and wide insights in corporate communications and marketing thorough serving in important posts in corporate division and the position of vice president at business companies. The Company has judged that the further enhancement of the Company's corporate governance will be possible by utilizing Ms. Imura's experience and insights in making decisions on important matters of the Company's management and supervising the business execution, and requests her election as a new Outside Director.</p>			

## Directors' Skills Matrix

Name	Attribute	Particularly expected roles						
		Corporate management	Finance	Risk Management	Finance & Accounting	Legal Affairs	Sales	Product Planning
Yuichi Aoki		●	●	●	●			
Takashi Yamaguchi			●	●	●	●		
Keiichi Asada			●				●	●
Noriyoshi Yoneta			●	●				
Ko Mizuguchi			●		●			
Masahito Kamijo	Outside Independent	●	●	●	●			
Yoshiro Nagashima	Outside Independent	●	●		●			●
Tomoe Imado	Outside Independent			●		●		
Maki Imura	Outside Independent						●	●

(Notes)

1. No material conflict of interest exists between the Company and each candidate for Director.
2. Messrs. Masahito Kamijo and Yoshiro Nagashima, Mses. Tomoe Imado and Maki Imura are candidates for Outside Directors.
3. With regard to liability limitation agreements with Directors, in order to invite capable individuals as Directors, and to allow them to adequately fulfill their expected duties, the Company has stipulated in its Articles of Incorporation, pursuant to Article 427, Paragraph 1 of the Companies Act, that the Company may conclude agreements with Directors not involved in the execution of business to limit their liabilities for damages caused by their negligence of duties as Directors within a certain range.  
Accordingly, the Company has concluded the above agreement with Messrs. Masahito Kamijo and Yoshiro Nagashima and Ms. Tomoe Imado. If the reappointment of each candidate is approved, the Company intends to continue the above agreement with each of them. If the appointment of Ms. Maki Imura is approved, the Company intends to conclude the above agreement with her. The agreements stipulate that the liabilities specified in Article 423, Paragraph 1 of the Companies Act will be limited to the higher of 2 million yen or the amount provided by laws and regulations, if they have acted in good faith and without gross negligence in performing their duties.
4. The Company has concluded a Directors and Officers Liability Insurance Agreement provided for in Article 430-3, Paragraph 1 of the Companies Act with an insurance company to cover legal damages and litigation expenses to be borne by the insured parties. Each of the candidates shall be included in the insured parties in the insurance agreement. The Company plans to renew the insurance agreement with the same details at the time of the next renewal.
5. Mr. Yoshiro Nagashima serves as Audit & Supervisory Board Member (current position) of AKEBONO Servicer Co., Ltd. and Tsukuba Shinyo Hosho Co., Ltd., both of which are the Company's subsidiaries. He previously served as Audit & Supervisory Board Member of Zenkoku Business Partner, K.K., the Company's subsidiary, but retired on March 31, 2021.
6. The Company has registered Messrs. Masahito Kamijo and Yoshiro Nagashima and Ms. Tomoe Imado as Independent Directors/Auditors as stipulated by the Tokyo Stock Exchange. If the appointment of Ms. Maki Imura is approved, the Company intends to register her as an Independent Director/Auditor as stipulated by the Tokyo Stock Exchange.
7. The numbers of shares held by the candidates as Director include those held by them under the ZENKOKU HOSHO Officers' Shareholding Association.

### **Proposal No. 3: Partial Amendments and Continuation of the Performance-based Stock Compensation Plan for Directors**

1. Reasons for the proposal and the rationale for the proposed amendments

At the 41st Annual General Meeting of Shareholders held on June 18, 2021, shareholders approved the introduction of a performance-based stock compensation plan using Board Benefit Trust (hereinafter the “Plan”) for Directors (excluding Outside Directors, and the same applies hereinafter) of the Company (that approval resolution is referred to hereinafter as the “Prior Resolution”). The Company has operated the Plan continuously since then.

In the Prior Resolution, as described in the next section, the compensation under the Plan was resolved on the assumption that the period covered by the Company’s medium-term management plan would be within three fiscal years. However, the Company has now formulated a medium-term management plan, “Go for 50,” covering five fiscal years from April 1, 2026 to March 31, 2031. Accordingly, the Company requests your approval to change the compensation under the Plan as described in the next section. The Company also requests that the details of the Plan be delegated to the Board of Directors within the scope set forth in the next section.

The Plan is aimed at raising the awareness of Directors to contribute to enhancing the Company’s business performance on a medium- to long-term basis and improving corporate value, by clarifying the linkage between Directors’ compensation, the Company’s performance, and the value of the Company’s stock, and having Directors share the profits and risks of fluctuations in stock prices with shareholders. The compensation under the Plan remains appropriate to that purpose during the period covered by the new medium-term management plan. The Company therefore considers the content of this proposal to be reasonable.

The Company’s Board of Directors amended a policy on the details of individual Directors’ compensation, etc. at its meeting held on May 18, 2026 (a summary of which appears on page 18). This proposal sets out the terms necessary and reasonable to grant Directors’ compensation in accordance with that policy, and the Company considers it appropriate from this perspective as well.

If Proposal No. 2, “Election of Nine (9) Directors,” is approved as proposed, the number of Directors eligible under the Plan will be five (5).

2. Details of amendments

Under this Plan, the trust established with the money contributed by the Company (already established, hereinafter the “Trust”) acquires shares of the Company, and the number of shares of the Company equivalent to the number of points the Company grants to each Director is issued to each of the Directors through the Trust.

Under the Prior Resolution, the period covered by the Company’s medium-term management plan was defined as the “Applicable Period,” on the premise that it would span no more than three fiscal years (however, at the time of the Prior Resolution, the first fiscal year of the medium-term management plan covering the three fiscal years from April 1, 2020 to March 31, 2023 had already ended. The initial Applicable Period was therefore set as the two fiscal years from April 1, 2021 to March 31, 2023). Following the end of that initial Applicable Period, based on the Prior Resolution, the Company extended the Applicable Period by three fiscal years (corresponding to the medium-term management plan “Next Phase” covering the three fiscal years from April 1, 2023 to March 31, 2026).

Subsequently, as noted above, the Company formulated the medium-term management plan “Go for 50” covering the five fiscal years from April 1, 2026 to March 31, 2031. Accordingly, the Company will amend the definition of the “Applicable Period” so that the Board of Directors may extend it from time to time by a period of up to five fiscal years (corresponding to the fiscal years covered by the Company’s medium-term management plan at the time, the same applies thereafter). Under this amended definition, the Company will extend the Applicable Period by five fiscal years, from April 1, 2026 to March 31, 2031.

Except as described above, the terms approved in the Prior Resolution remain unchanged. The following is an overview of the Plan as amended.

(i) Eligible persons under the Plan	Directors of the Company (excluding Outside Directors)
(ii) Applicable Period (current extension)	For five fiscal years from April 1, 2026 to March 31, 2031 (provided that the Board of Directors may extend this period by determining a duration of up to five fiscal years at a time)
(iii) Maximum amount of contribution by the Company as funds necessary to acquire shares of the Company for issuance to eligible persons in (i) during the extended Applicable Period in (ii) (five fiscal years)	Total of 500 million yen (provided that, if the Applicable Period is extended, for the extended portion, the amount shall be 100 million yen multiplied by the number of fiscal years in that extended portion)
(iv) Method of purchase of the Company’s shares	Disposal of treasury shares or acquisition of shares on a stock exchange (including off-floor trading)
(v) Maximum total amount of points granted to eligible persons in (i)	40,000 points per fiscal year
(vi) Standards for granting points	Points are granted according to the position and achievement of planned values in the medium-term management plan
(vii) Period in which shares of the Company are issued to eligible persons in (i)	As a general rule, at the time of retirement from office

[Summary of details in policies for determining the details of compensation, etc. for individual Directors after the change]

1. Summary of compensation system

(1) Executive Directors

The Company's compensation, etc. for Executive Directors is comprised of basic compensation for each position in accordance with the level of responsibility, and performance-based compensation, etc., that varies depending on business results and other factors. Performance-based compensation, etc., is comprised of performance-based bonuses paid in cash, and performance-based stock compensation paid in shares.

Performance-based compensation, etc. is included as a part of compensation, etc., in order for Executive Directors to share the awareness in profit due to fluctuations in business performance and stock prices with shareholders, and to strengthen their awareness of improving corporate value.

(2) Outside Directors

Compensation, etc., for Outside Directors consists only of basic compensation, from the perspective of judging the appropriateness of business execution from an objective standpoint independent from business execution and ensuring appropriate corporate supervisory functions.

2. Process for determining the compensation system

The process for determining compensation, etc., for Directors shall be determined by the Board of Directors following consultations with the Nomination and Compensation Committee and based on their advice and recommendations, and the Board of Directors has the authority to make such decisions. The Nomination and Compensation Committee is chaired by an independent Outside Director, and is comprised of three members in total, two independent Outside Directors and one internal Director.

3. Linked indicators

The Company places importance on management indicators such as earnings per share (EPS) in a single fiscal year for the short term, and the outstanding guarantee exposure, return on equity (ROE), and employee satisfaction for the medium to long term, for the sustainable development of its business. Consequently, in terms of the linked indicators for performance-based compensation, etc., performance-based bonuses, which by its nature is a short-term incentive compensation, etc., is based on EPS, while performance-based stock compensation, etc., which by its nature is a medium- to long-term incentive compensation, etc., is based on the outstanding guarantee exposure, ROE, and employee satisfaction.

4. Percentage of performance-based compensation, etc. in compensation, etc.

The composition of compensation, etc. for the Company's Directors is as follows.

Officer category	Basic compensation	Performance-based compensation, etc.	
		Bonuses	Stock
Executive Directors	60%	20%	20%
Outside Directors	100%	—	—

(Note) The percentage of compensation, etc. for Executive Directors represents the percentage of the performance-based compensation, etc., when the achievement of the performance indicator plan is 100%.

# **Business Report**

(April 1, 2025 - March 31, 2026)

## **I. Overview of the Corporate Group**

### **1. Business Progress and Results**

#### **(1) Economic Environment and Business Environment**

During the fiscal year ended March 31, 2026, the Japanese economy showed some signs of improvement in employment and income conditions, as well as consumer spending, and continued its gradual recovery trend. Meanwhile, the outlook remains uncertain due to the impact of U.S. trade policies and the unstable international situation.

In the housing market, the number of new housing starts declined year-on-year as high housing prices led to a decline in consumer willingness to purchase houses. On the other hand, the number of used home sales transactions increased year-on-year, particularly in urban areas. The housing loan market was steady due partly to an increase in the amount of borrowings in conjunction with the effects of rising housing prices.

#### **(2) Business Summary**

In such a business environment, as the final year of our medium-term management plan “Next Phase ~ Growth and Value Creation ~” started in FY2023, the Group has been implementing various measures based on the “expansion of core businesses,” “entry into related businesses,” and “enhancement of corporate value,” the basic policies.

[Expansion of core businesses]

In the expansion of core businesses, we worked to expand our guarantee business in the new housing loan market and to acquire outstanding guarantee exposure from the existing housing loan market. With regard to the expansion of the guarantee business in the new housing loan market, we advanced sales activities aimed at providing products tailored to the needs of our affiliated financial institutions such as regional analysis and demand exploration by leveraging the regional system that divides sales bases into eastern and western areas introduced in the current fiscal year. With respect to the acquisition of outstanding guarantee exposure from the existing housing loan market, we have engaged in M&As with other companies in the same industry and ABLs, etc., and we increased our outstanding guarantee exposure through means of ABLs in the current fiscal year.

As a result of these initiatives, the outstanding guarantee exposure exceeded the medium-term management plan target of 19.0 trillion yen, reaching 21.4 trillion yen.

	FY2022	FY2023	FY2024	FY2025
Amount of new guarantees granted	1,573.0 billion yen	1,716.4 billion yen	1,788.9 billion yen	1,919.4 billion yen
Acquisition of outstanding guarantee exposure	137.4 billion yen	854.8 billion yen	1,217.0 billion yen	1,673.6 billion yen
Outstanding guarantee exposure at the end of the period	16,156.0 billion yen	17,688.8 billion yen	19,459.1 billion yen	21,429.4 billion yen

[Entry into related businesses]

In entry into related businesses, as part of acquiring loan contract channels, we collaborated with real estate search sites and real estate companies, and provided a service that allows mortgage applicants to determine borrowing capacity prior to consideration of properties.

In addition, in the current fiscal year, we entered into capital and business alliance agreements with two companies that are expected to generate synergies, and invested in three startup companies through corporate venture capital (CVC).

Furthermore, we continued our efforts to utilize Group companies to expand earnings sources in credit management and collection areas, and concluded an agreement with one institution during the current fiscal year.

[Enhancement of corporate value]

For the enhancement of corporate value, we carried out growth investments aimed at entering into related businesses and gradually increased the payout ratio to 49% as a shareholder return measure as part of our capital policy initiatives. Furthermore, following the previous fiscal year, we conducted share buybacks of 6,900 million yen in the current fiscal year.

Additionally, we made investments in human capital, such as implementation of measures for improving employee satisfaction and initiatives to improve employee health. As a result of these initiatives, the employee satisfaction score reached 4.9 points (out of a maximum of 7), a continued improvement from the previous survey.

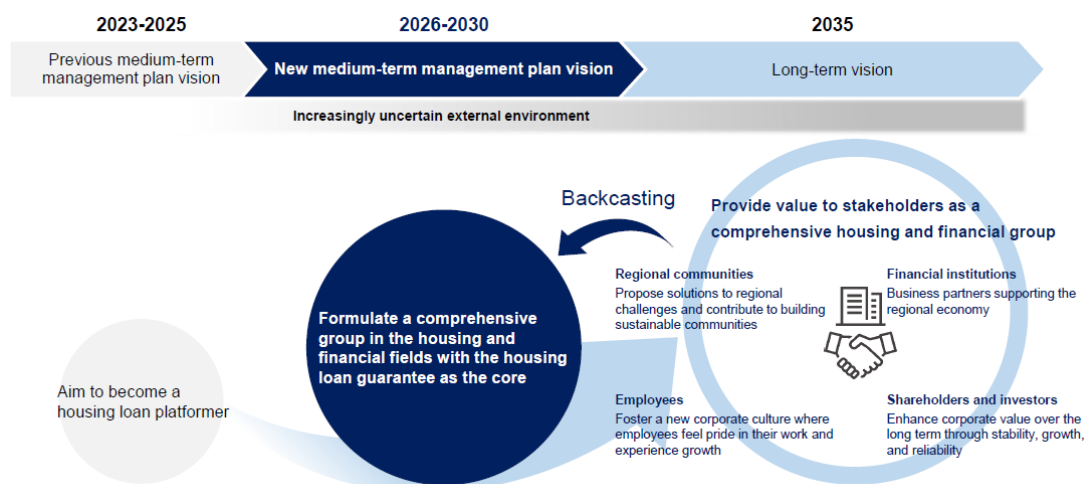
	FY2022	FY2023	FY2024	FY2025
Payout ratio	36%	41%	45%	49%
Purchase of treasury shares	- yen	- yen	6.9 billion yen	6.9 billion yen
ROE	14.6%	13.4%	13.8%	13.4%
Employee satisfaction score	-	4.67	4.75	4.90

As a result of such efforts, we recorded operating revenue of 58,739 million yen (up 3.1% year-on-year), operating profit of 41,382 million yen (down 1.4% year-on-year), ordinary profit of 46,554 million yen (up 4.6% year-on-year), and profit attributable to owners of parent of 32,526 million yen (up 1.4% year-on-year).

### (3) Issues to Be Addressed

Regarding the business environment surrounding the Group, housing affordability has become increasingly severe, with high housing prices, shifting interest rates, and rising living costs in line with inflation. Over the long term, the new housing market is expected to shrink due to a decrease in the number of population and households, representing a significant shift in the environment surrounding the Group.

In this business environment, the Group has formulated the new medium-term management plan, “Go for 50: Open Up the Future with the Power of Guarantees,” covering fiscal years from FY2026 to FY2030, by backcasting from the ten-year vision.



The plan sets out a vision of “Formation of a comprehensive group in the housing and financial fields with the housing loan guarantee as the core,” and establishes four basic principles: Growth and Evolution of Core Businesses; Acquisition of New Revenue Sources; Strengthening of Human Resources, Organization, and Governance; and Capital Policy.

We recognize that achieving this plan will contribute to enhancing our corporate value over the medium- to long-term, and we will pursue the initiatives as follows.

2026-2030  
New Medium-Term Management Plan **Go for 50** **Open Up the Future with the Power of Guarantees**  
ZENKOKU HOSHO will mark its 50th anniversary in February 2031, the final year of the new medium-term management plan  
The new medium-term management plan embodies our commitment to creating new value in the housing field, building on the foundation of the credit guarantee business cultivated to date.

#### Vision

**Formulate a comprehensive group in the housing and financial fields with the housing loan guarantee as the core**

#### Basic policies

I	II	III	IV
Growth and Evolution of Core Businesses	Acquisition of New Revenue Sources	Strengthening of Human Resources, Organization, and Governance	Capital Policy
<ul style="list-style-type: none"> <li>Expansion of scale through solution provision</li> <li>Improvement in EPS through expansion of scale and cost management</li> </ul>	<ul style="list-style-type: none"> <li>Formation of Housing Group</li> <li>Improvement in yields from asset management</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in human capital value and strengthening of organizational capabilities</li> <li>Strengthening of Group governance</li> </ul>	<ul style="list-style-type: none"> <li>Capital utilization and capital efficiency improvement</li> <li>Shareholder returns</li> </ul>

[Growth and evolution of core businesses]

The domestic housing loan market is large, and we believe the Group has further room to grow.

For our core business of loan credit guarantees, we will aim for scale expansion on two fronts: expanding our guarantee business in the new housing loan market and acquiring outstanding guarantee exposure from the existing housing loan market.

In the new housing loan market, we will further enhance relationships with our partner financial institutions and work to resolve their challenges by providing solutions such as products that are aligned with market needs and DX-related services. In the existing housing loan market, we will work to build up outstanding guarantee exposure by utilizing methods such as M&As with other companies in the same industry and ABLs, etc.

In addition, we will work to improve earnings per share (EPS) by expanding earnings in the guarantee business and rigorously managing costs such as credit-related expenses.

[Acquisition of new revenue sources]

Against a backdrop of expected long-term contraction in the housing market, the Group recognizes that diversifying revenue streams is a material issue for achieving sustainable growth.

With this in mind, we will expand our business domain from our core housing loan guarantee into domains related to housing loan, and the housing and financial fields, pursuing new revenue opportunities. Specifically, we will pursue this expansion through M&A, capital and business alliances, investment in startup companies through CVC, and stronger collaboration among Group companies.

We will also build a financial asset portfolio aligned with the nature and risks of funds, and work to improve yields from asset management in response to the transition to a world with interest rates, thereby aiming to strengthen our stable earnings base.

[Strengthening of human resources, organization, and governance]

To achieve formation of a comprehensive housing and financial group, we recognize that strengthening the human resources, organization, and governance that underpin the goal is essential.

On the human resources side, we will create an environment in which each employee can fully apply their abilities, through initiatives such as developing specialized personnel, promoting diverse working styles, and enhancing health promotion programs. On the organizational side, we will review our personnel composition, improve operational efficiency, and optimize the workplace environment.

Furthermore, looking ahead to an increase in Group companies and the expansion of our business domains, we will strengthen our frameworks for compliance, risk management, information security, and personal information protection, and enhance the effectiveness of Group management.

[Capital policy]

We recognize the importance of improving capital efficiency in realizing various initiatives while maintaining a solid financial foundation necessary for our credit guarantee service business. Regarding growth investments, we intend to utilize them for the expansion of our core businesses and investment in housing-related fields. For shareholder returns, we will maintain steady, ongoing dividends while also flexibly implement the acquisition of treasury shares in accordance with the status of growth investments.

Through these initiatives, we will pursue the maintenance and improvement of ROE and the medium- to long-term enhancement of our corporate value, while balancing growth investments with shareholder returns.

The Group has set major KPIs to be targeted for FY2030 in order to quantitatively understand the status of initiatives regarding issues to be addressed.

	Results for FY2025	Plans for FY2026	KPIs for FY2030	Purpose
Outstanding guarantee exposure	21.4 trillion yen	22.5 trillion yen	27.3 trillion yen	Scale of core businesses
EPS	243.70 yen	246.12 yen	298.0 yen	Profitability/growth
ROE	13.4%	14%	12 to 15%	Capital efficiency
Employee satisfaction score	4.9	4.9 or more	4.9 or more	Investment in human capital

Through the steady execution of the new medium-term management plan, “Go for 50: Open Up the Future with the Power of Guarantees,” the Group will work to achieve its primary KPIs and enhance corporate value over the medium- to long-term.

We ask for the continued support of shareholders.

## 2. Trends in Assets and Income

### (1) Status of Assets and Income of the Corporate Group

(Amount: million yen)

Item	FY2022	FY2023	FY2024	FY2025
Operating revenue	50,272	51,638	56,972	58,739
Ordinary profit	41,456	41,581	44,518	46,554
Profit attributable to owners of parent	28,584	28,796	32,089	32,526
Profit per share	207.98 yen	209.54 yen	236.54 yen	243.70 yen
Net assets	205,619	225,082	238,678	245,148
Total assets	442,945	466,618	492,398	500,831

(Notes) 1. Profit per share is calculated using the average number of outstanding shares for the fiscal year, minus treasury shares.

2. The Company has conducted a two-for-one share split, effective April 1, 2025. Accordingly, profit per share has been calculated assuming that this share split occurred at the beginning of FY2022.

3. The Company has applied the “Accounting Standard for Current Income Taxes” (ASBJ Statement No. 27, October 28, 2022), etc. from the beginning of FY2024.

### (2) Status of Assets and Income of the Company

(Amount: million yen)

Item	FY2022	FY2023	FY2024	FY2025
Operating revenue	49,242	50,580	54,806	55,855
Ordinary profit	40,852	40,972	44,981	45,071
Profit	28,180	27,895	31,714	31,546
Profit per share	205.04 yen	202.98 yen	233.78 yen	236.37 yen
Net assets	203,764	222,291	235,493	240,911
Total assets	435,692	458,260	474,570	483,984

(Notes) 1. Profit per share is calculated using the average number of outstanding shares for the fiscal year, minus treasury shares.

2. The Company has conducted a two-for-one share split, effective April 1, 2025. Accordingly, profit per share has been calculated assuming that this share split occurred at the beginning of the FY2022.

3. The Company has applied the “Accounting Standard for Current Income Taxes” (ASBJ Statement No. 27, October 28, 2022), etc. from the beginning of FY2024.

**3. Status of Capital Investments**

Not applicable.

**4. Status of Financing, etc.**

Not applicable.

**5. Status of Business Transfers, etc.**

(1) Status of Business Transfers, Absorption-type Splits, or Incorporation-type Splits

Not applicable.

(2) Status of Acceptance of Business Transfers from Other Companies

Not applicable.

(3) Status of Acquisition or Disposal of Stock, Other Equity, or Share Acquisition Rights, etc., of Other Companies

The status of stock acquisitions and disposals for the fiscal year under review is as follows.

Company name	Number of shares acquired	Ownership	Acquisition date
INTELLEX HOLDINGS Co., Ltd.	2,050,000	20.55%	March 17, 2026

(4) Status of Continuation of Rights Obligations Regarding Business of Other Companies due to Absorption-type Mergers or Absorption-type Splits

[Absorption-type merger between wholly-owned subsidiaries]

Tsukuba Shinyo Hosho Co., Ltd. and Tohoku Guarantee Service Co., Ltd., both wholly-owned subsidiaries of the Company, conducted an absorption-type merger with Tsukuba Shinyo Hosho Co., Ltd. being the surviving company and Tohoku Guarantee Service Co., Ltd. being the disappearing company, effective March 1, 2026.

## 6. Principal Businesses

Business category	Category
Credit guarantee business	Housing loan guarantees Education loan guarantees Card loan guarantees

## 7. Principal Business Locations

Category	Store name / Company name	Location
The Company	Headquarters	Chiyoda-ku, Tokyo
	Sales Division I, Head Office	Chiyoda-ku, Tokyo
	Sales Division II, Head Office	Chiyoda-ku, Tokyo
	Sapporo Branch	Kita-ku, Sapporo-shi, Hokkaido
	Sendai Branch	Aoba-ku, Sendai-shi, Miyagi
	Yokohama Branch	Nishi-ku, Yokohama-shi, Kanagawa
	Niigata Office	Chuo-ku, Niigata-shi, Niigata
	Nagoya Branch	Naka-ku, Nagoya-shi, Aichi
	Kanazawa Branch	Kanazawa-shi, Ishikawa
	Osaka Branch	Chuo-ku, Osaka-shi, Osaka
	Hiroshima Branch	Naka-ku, Hiroshima-shi, Hiroshima
	Takamatsu Office	Takamatsu-shi, Kagawa
	Fukuoka Branch	Hakata-ku, Fukuoka-shi, Fukuoka
	Miyazaki Office	Miyazaki-shi, Miyazaki
Subsidiaries	Zenkoku Business Partner, K.K.	Koto-ku, Tokyo
	AKEBONO Servicer Co., Ltd.	Chuo-ku, Tokyo
	MINORI GUARANTEE Co., Ltd.	Chuo-ku, Tokyo
	Tsukuba Shinyo Hosho Co., Ltd.	Tsukuba-shi, Ibaraki
	ChibaKoginCard Service Co., Ltd.	Chuo-ku, Chiba-shi, Chiba
	Mie Sogo-Shinyo Co., Ltd.	Matsusaka-shi, Mie

## 8. Status of Employees

### (1) Number of Employees of the Corporate Group

Number of employees	Increase or decrease from previous fiscal year-end
378 persons	9 persons (increase)

(Notes) 1. Employees refer to all full-time employees, including six Executive Officers, and the number of employees includes two persons seconded to the Group.

2. Employees do not include 159 contract, part-time, and temporary employees.

### (2) Number of Employees of the Company

Number of employees	Increase or decrease from previous fiscal year-end	Average age	Average years of service
319 persons	14 persons (increase)	38.7 years	11 years and 0 months

(Notes) 1. Employees refer to all full-time employees, including six Executive Officers, and do not include 18 persons seconded to outside the Company.

2. Employees do not include 97 contract, part-time, and temporary employees.

## 9. Principal Counterparties to Borrowings and Amount of Borrowings

Counterparties to borrowings	Loan balance
Syndicated loan	30,000 million yen

(Note) The syndicated loan is a syndicated loan from three banks.

## 10. Status of Significant Parent Companies and Subsidiaries

### (1) Relationship with Parent Company

Not applicable.

### (2) Status of Significant Subsidiaries

Company name	Capital	Ownership	Main businesses
Zenkoku Business Partner, K.K.	9 million yen	100%	Contract, entrustment, and agency of clerical operations
AKEBONO Servicer Co., Ltd.	516 million yen	100%	Claim management and collection based on the Act on Special Measures Concerning Claim Management and Collection Business
MINORI GUARANTEE Co., Ltd.	495 million yen	100%	Credit guarantee business
Tsukuba Shinyo Hosho Co., Ltd.	91 million yen	100%	Credit guarantee business
ChibaKoginCard Service Co., Ltd.	100 million yen	100%	Credit guarantee business and credit card business
Mie Sogo-Shinyo Co., Ltd.	40 million yen	100%	Credit guarantee business

(Note) Tsukuba Shinyo Hosho Co., Ltd. absorbed Tohoku Guarantee Service Co., Ltd. on March 1, 2026.

### (3) Status of Wholly-owned Specified Subsidiaries as of the End of the Fiscal Year

Not applicable.

#### (4) Status of Significant Affiliates

Company name	Capital	Voting rights ratio of the Company	Main businesses
INTELLEX HOLDINGS Co., Ltd.	413 million yen	20.57%	Management and administration of Group companies, and related ancillary activities

(Notes) 1. INTELLEX HOLDINGS Co., Ltd. is a newly established company and has not set a record date as of May 15, 2026. Accordingly, the voting rights ratio is calculated based on the total voting rights of 99,649 units, which is the sum of the 81,649 voting rights units held by all shareholders of INTELLEX Co., Ltd. — its wholly-owned subsidiary — as of November 30, 2025, plus the 18,000 voting rights units to be created by this third-party allotment.

2. Its core Group subsidiary, INTELLEX Co., Ltd., primarily operates a renovation business focused on used condominiums.

#### 11. Other Significant Items Regarding Status of the Corporate Group

Not applicable.

## II. Status of Shares (As of March 31, 2026)

1. **Total number of shares authorized to be issued** 320,000,000 shares
2. **Total number of shares outstanding** 137,743,580 shares
3. **Number of shareholders** 117,463 persons
4. **Major shareholders (Top 10)**

Shareholder name	Number of shares held (shares)	Ownership ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	15,625,600	11.73
Fukoku Mutual Life Insurance Company	12,400,000	9.31
Meiji Yasuda Life Insurance Company	12,400,000	9.31
Custody Bank of Japan, Ltd. (Trust account)	9,801,600	7.36
TAIYO LIFE INSURANCE COMPANY	8,542,000	6.41
STATE STREET BANK AND TRUST COMPANY 505001	3,906,961	2.93
BBH FOR FIDELITY LOW-PRICED STOCK FUND	2,938,904	2.20
The Dai-ichi Life Insurance Company, Limited	2,149,600	1.61
JP MORGAN CHASE BANK 385781	1,936,014	1.45
The Nomura Trust and Banking Co., Ltd. (Investment trust account)	1,674,900	1.25

(Note) The Company owns 4,589,405 shares of treasury stock, which are excluded from the above major shareholders. In addition, the ownership ratio is calculated after eliminating treasury stocks and are rounded down to two decimal places.  
Treasury stocks exclude the 73,660 shares held by the Employee Stock Ownership Plan (J-ESOP) and the 218,800 shares held by the Board Benefit Trust.

5. **Shares Issued to Company Officers as Consideration for Execution of Duties During the Term**  
Not applicable.

### 6. Other Important Items Regarding Stock

#### (1) Performance-based Stock Compensation Plan for Executive Directors

Based on the resolution at the 41st Annual General Meeting of Shareholders held on June 18, 2021, the Company has introduced a performance-based stock compensation plan (hereinafter the "Plan") for Directors (excluding Outside Directors, and the same applies hereinafter), aimed at raising the awareness of Directors to contribute to enhancing the Company's business performance on a medium- to long-term basis and improving corporate value, by clarifying the linkage between Directors' compensation, etc., the Company's performance, and the value of the Company's stock, and having Directors share the profits and risks of fluctuations in stock prices with shareholders.

Under this Plan, the trust established with the money contributed by the Company (hereinafter the "Trust") acquires shares of the Company, and the number of shares of the Company equivalent to the number of points the Company grants to each Director is issued to each of the Directors through the Trust.

The number of shares held by the trust account at the end of the fiscal year is 218,800 shares.

#### (2) Acquisition of Treasury Shares

Based on the resolution of the Board of Directors on May 8, 2025, the Company conducted share buybacks during the period from May 9, 2025 to September 11, 2025. During this period, the Company acquired a total of 2,152,800 shares and the total amount of share acquisition costs was 6,999 million yen.

(3) Performance-based Stock Compensation Plan for employees

Based on a resolution of the Board of Directors meeting held on May 19, 2014, the Company has introduced the Employee Stock Ownership Plan (hereinafter “J-ESOP”), which is an incentive plan where shares of the Company are paid to employees, etc., in order to strengthen the link between the Company’s share price, business performance, and the treatment of employees, etc. (including employees of the Company along with Directors and employees of the Company’s subsidiaries; the same applies below). J-ESOP also aims to increase the morale and desire of employees, etc. to increase the Company’s share price and business performance by sharing the economic effects with shareholders. The number of shares held by the trust account at the end of the fiscal year is 73,660 shares.

In addition to the J-ESOP, the Company decided to introduce the Employee Stock Ownership Plan (hereinafter “J-ESOP-RS”) from April 1, 2026.

Under the J-ESOP-RS, the timing of delivery will be uniformly set during employment, and the shares to be delivered will be subject to transfer restrictions until retirement. By enabling employees themselves to exercise voting rights and receive dividends while employed, the Company aims for employees to stand in the same position as shareholders and to further enhance their awareness of medium- to long-term corporate value enhancement and participation in management.

### **III. Matters Regarding Share Acquisition Rights, etc., of the Company**

- 1. Status of Share Acquisition Rights, etc. Held by Officers of the Company as of the Fiscal Year-end**  
Not applicable.
- 2. Status of Share Acquisition Rights, etc., Granted to Employees, etc., During the Term**  
Not applicable.
- 3. Other Significant Items Regarding Share Acquisition Rights**  
Not applicable.

## IV. Company Officers

### 1. Status of Directors and Audit & Supervisory Board Members

#### (1) Directors and Audit & Supervisory Board Members

(As of March 31, 2026)

Name	Position and areas of responsibility within the Company	Significant concurrent positions
Eiji Ishikawa	Chairman & Representative Director	Chairman & Representative Director, Tsukuba Shinyo Hosho Co., Ltd.
Yuichi Aoki	President & Representative Director Responsible for Audit Division	
Takashi Yamaguchi	Senior Managing Director Responsible for Compliance and Risk Management Division, General Affairs Division, Human Resources Division, Accounting Division, and System Division	President & Representative Director, AKEBONO Servicer Co., Ltd.
Keiichi Asada	Director Responsible for Guarantee Service Planning Division, Sales Management Division, and Head Office and Branches	President & Representative Director, MINORI GUARANTEE Co., Ltd. President & Representative Director, Mie Sogo-Shinyo Co., Ltd. Director, Shikoku Sogo Shinyo Co., Ltd.
Noriyoshi Yoneta	Director General Manager, Operations Management Division Responsible for Operations Management Division, Credit Division, and Credit Management Division	President & Representative Director, Zenkoku Business Partner, K.K.
Ko Mizuguchi	Director General Manager, Corporate Planning Division Responsible for Corporate Planning Division	President & Representative Director, ChibaKoginCard Service Co., Ltd.
Masahito Kamijo	Director (Outside Director)	Outside Audit & Supervisory Board Member, MiraBiologics Inc. Outside Director, AZ-COM MARUWA Holdings Inc.
Yoshiro Nagashima	Director (Outside Director)	Outside Director, KANADEN CORPORATION Audit & Supervisory Board Member, AKEBONO Servicer Co., Ltd. Audit & Supervisory Board Member, Tsukuba Shinyo Hosho Co., Ltd. Outside Auditor, NetLearning Holdings, Inc.
Tomoe Imado	Director (Outside Director)	Partner, Miura & Partners Outside Director, KANADEN CORPORATION
Mamoru Fujino	Full-time Audit & Supervisory Board Member	
Takafumi Sato	Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)	Member of the Supervisory Committee, The Norinchukin Bank

Name	Position and areas of responsibility within the Company	Significant concurrent positions
Yuko Furumoto	Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)	Corporate Auditor, Mynavi Corporation Outside Director, I-ne Co., Ltd. Outside Audit & Supervisory Board Member, UACJ Corporation
Makoto Nakajima	Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)	Standing Outside Audit & Supervisory Board Member, MEDIA DO Co., Ltd. Outside Audit & Supervisory Board Member, CEL Corporation Auditor, NIHONBUNGEISHA Co.,Ltd.

- (Notes) 1. Directors Masahito Kamijo, Yoshiro Nagashima, and Tomoe Imado are Outside Directors.
2. Audit & Supervisory Board Members Takafumi Sato, Yuko Furumoto, and Makoto Nakajima are Outside Audit & Supervisory Board Members.
3. Directors Masahito Kamijo, Yoshiro Nagashima, Tomoe Imado, and Audit & Supervisory Board Members Takafumi Sato, Yuko Furumoto, and Makoto Nakajima have been registered as Independent Directors/Auditors as stipulated by the Tokyo Stock Exchange.
4. Audit & Supervisory Board Member Makoto Nakajima has broad expertise in finance and accounting, gained through experience in public-sector audits at a major audit firm and as the general manager of internal audit office at a listed company.
5. As of April 1, 2026, the positions and responsibilities of Directors have been changed as follows.

Name	After the change in positions and responsibilities	Before the change in positions and responsibilities
Noriyoshi Yoneta	Director Responsible for Operations Management Division, Credit Division, and Credit Management Division	Director General Manager, Operations Management Division Responsible for Operations Management Division, Credit Division, and Credit Management Division

## (2) Summary of Liability Limitation Agreements

The Company's Articles of Incorporation allows for the limitation of liability of Article 423, Paragraph 1 of the Companies Act, for its Directors and Audit & Supervisory Board Members excluding Executive Directors as stipulated by Article 427, Paragraph 1 of the same Act, and the Company has concluded liability limitation agreements with Messrs. Masahito Kamijo, Yoshiro Nagashima, and Takafumi Sato, and Mses. Tomoe Imado, Yuko Furumoto, and Makoto Nakajima.

The limit of liability for Directors and Audit & Supervisory Board Members under the liability limitation agreement is 2 million yen or the lower liability limit stipulated in laws and regulations, whichever is higher.

## (3) Summary of Indemnity Agreement

Not applicable.

## (4) Summary of Directors and Officers Liability Insurance Agreement

The Company has concluded a Directors and Officers Liability Insurance Agreement with an insurance company covering all Directors, Audit & Supervisory Board Members and Executive Officers, etc. of the Company and its six subsidiaries (Zenkoku Business Partner, K.K., AKEBONO Servicer Co., Ltd., MINORI GUARANTEE Co., Ltd., Tsukuba Shinyo Hoshō Co., Ltd., ChibaKoginCard Service Co., Ltd., and Mie Sogo-Shinyo Co., Ltd.) as the insured parties, and the Company bears the entire insurance premium. The agreement covers litigation expenses and compensation for loss or damage to be borne by insured parties that arise from third party litigation, shareholder derivative litigation, and corporate litigation.

However, there are certain exemptions. For example, loss or damage caused by an insured party illegally obtaining private benefits or favors, or loss or damage caused by acts committed by an insured party in the knowledge that the act violates laws and regulations will not be covered.

## (5) Matters Concerning Policies for Determining the Details of Compensation, etc. for Individual

## Directors and Audit & Supervisory Board Members

### 1) Method for determining policies

At the Board of Directors meeting held on June 18, 2021, the Company resolved to adopt policies concerning the determination of the details of compensation, etc. for individual Directors. In addition, at the Board of Directors meeting held on April 17, 2023, the Company partially revised its policies for determining compensation, etc.

The process for determining compensation, etc. for the Company's Directors shall be determined by the Board of Directors following consultations with the Nomination and Compensation Committee and based on their advice and recommendations, and the Board of Directors has the authority to make such decisions. The Nomination and Compensation Committee is chaired by an independent Outside Director, and is comprised of three members in total, two independent Outside Directors and one internal Director, thereby ensuring the fairness, transparency, and objectivity of the procedures regarding decisions on compensation, etc. for Directors. Compensation, etc. for Audit & Supervisory Board Members shall be determined based on discussions among the Audit & Supervisory Board.

### 2) Summary of policy details

The Company's compensation, etc. for Executive Directors is comprised of basic compensation for each position in accordance with the level of responsibility, and performance-based compensation, etc. that varies depending on business results and other factors. Performance-based compensation, etc. is comprised of performance-based bonuses paid in cash, and performance-based stock compensation paid in shares.

Performance-based compensation, etc. is included as a part of compensation, etc. in order for Executive Directors to share the awareness in profit due to fluctuations in business performance and stock prices with shareholders, and to strengthen their awareness of improving corporate value.

A resolution on performance-based stock compensation was adopted at the 41st Annual General Meeting of Shareholders held on June 18, 2021.

Compensation, etc. for Outside Directors and Audit & Supervisory Board Members consists only of basic compensation, from the perspective of judging the appropriateness and legality of business execution from an objective standpoint independent from business execution and ensuring appropriate corporate supervisory and audit functions.

### 3) Linked indicators

The Company places importance on management indicators such as ordinary profit in a single fiscal year for the short-term, and the outstanding guarantee exposure for the medium- to long-term, for the sustainable development of its business. Consequently, in terms of the linked indicators for performance-based compensation, etc., performance-based bonuses, which by its nature is a short-term incentive compensation, etc., is based on ordinary profit, while performance-based stock compensation, which by its nature is a medium- to long-term incentive compensation, etc., is based on the outstanding guarantee exposure, etc.

### 4) Percentage of performance-based compensation, etc. in compensation, etc.

The composition of compensation, etc. for the Company's Directors and Audit & Supervisory Board Members is as follows.

Officer category	Basic compensation	Performance-based compensation, etc.	
		Bonuses	Stock
Executive Directors	60%	20%	20%
Outside Directors Audit & Supervisory Board Members	100%	—	—

(Note) The percentage of compensation, etc. for Executive Directors represents the percentage of the performance-based compensation, etc., when the achievement of the performance indicator plan is 100%.

### 5) Upper limit on compensation

At the 41st Annual General Meeting of Shareholders held on June 18, 2021, the upper limit on compensation for Directors was resolved not to exceed 600 million yen per year (of which, up to 50 million yen for Outside Directors, excluding salary for employees concurrently serving

as Director), and the upper limit on compensation for Audit & Supervisory Board Members was resolved not to exceed 240 million yen per year. The number of Directors at the conclusion of such Annual General Meeting of Shareholders is seven (including three Outside Directors) and the number of Audit & Supervisory Board Members is four (including three Outside Audit & Supervisory Board Members).

Separately, for performance-based stock compensation, it was resolved at the 41st Annual General Meeting of Shareholders held on June 18, 2021, that the maximum amount of contribution as funds to acquire shares of the Company shall be no more than 200 million yen for the applicable period of two fiscal years (if the applicable period is extended, the amount of up to the value derived by multiplying the number of fiscal years of the applicable period for the extended portion by 100 million yen), and the maximum amount of points granted shall be no more than 40,000 points per fiscal year (one point shall be equivalent to one share of the Company; however, if a share split or similar event occurs, the number of shares per point will be adjusted in accordance with the split ratio). In accordance with the resolution of such Annual General Meeting of Shareholders, the Company decided to extend the applicable period to three fiscal years (from FY2023 to FY2025) by the resolution of the Board of Directors on June 16, 2023. Following the two-for-one share split conducted on April 1, 2025, in which each common share was split into two shares, one point shall be equivalent to two shares of the Company. The number of Directors eligible to the performance-based stock compensation plan is six.

6) Method for calculating performance-based bonuses

The method for calculating performance-based bonuses is as follows.

<Eligible persons>

Six Executive Directors

<Amount of individual payments>

Amount of individual payments = bonus base amount by position (\*1) x payment coefficient by performance achievement (\*2)

\*1 Bonus base amount by position

Position	Number of persons	Base amount	Maximum amount
Chairman & Director	1	15,000 thousand yen	18,000 thousand yen
President & Director	1	16,000 thousand yen	19,200 thousand yen
Vice President & Director	0	12,600 thousand yen	15,120 thousand yen
Senior Managing Director	1	10,000 thousand yen	12,000 thousand yen
Managing Director	0	8,000 thousand yen	9,600 thousand yen
Director	3	6,400 thousand yen	7,680 thousand yen

- (Notes)
1. Although no Vice President & Director or Managing Director has been appointed at present, figures are set assuming their appointment in the future.
  2. The base and maximum amounts are amounts per person in each position.
  3. In the event of a change in position during the fiscal year, the new position will be applied.
  4. If a Director is newly appointed during the fiscal year, payments will be made on a monthly basis starting from the following month of the appointment.
  5. No payments will be made if a Director retires or is dismissed during the fiscal year.

\*2 Payment coefficient by performance achievement

Performance achievement	Payment coefficient	Performance achievement	Payment coefficient
Less than 50%	0	95% or more but less than 105%	1.0
50% or more but less than 75%	0.5	105% or more but less than 120%	1.1
75% or more but less than 85%	0.8	120% or more	1.2
85% or more but less than 95%	0.9		

- (Notes)
1. Formula for calculating performance achievement: ordinary profit (actual) ÷ ordinary profit (planned).
  2. The planned value for ordinary profit for the fiscal year ended March 31, 2026 is 48,500 million yen, which is the planned value for the final year of the medium-term management plan.

<Total amount of payments>

Total amount of payments = total of amount of individual payments calculated per Director

7) Performance-based stock compensation

The Company has introduced a performance-based stock compensation plan (hereinafter the “Plan”), aimed at raising the awareness of Executive Directors to contribute to enhancing the Company’s business performance on a medium- to long-term basis and improving corporate value, by clarifying the linkage between Executive Directors’ compensation, etc., the Company’s performance, and the value of the Company’s stock, and having Executive Directors share the profits and risks of fluctuations in stock prices with shareholders. Under this Plan, the trust established with the money contributed by the Company (hereinafter the “Trust”) acquires shares of the Company, and the number of shares equivalent to the number of points the Company grants to each Director is issued to each of the Directors through the Trust. The Plan covers the period of the medium-term management plan (hereinafter the “Applicable Period”). The amount of compensation for the Company’s Directors who are in office during the Applicable Period shall be determined within a range of 0% to 120% depending on their position and the achievement of the planned performance indicator values (outstanding guarantee exposure, etc.) during the Applicable Period, and points shall be granted in accordance with the share issuance rules established by the Board of Directors. The maximum total amount of points granted shall be no more than 40,000 points per fiscal year (one point shall be equivalent to two shares of the

Company).

As a general rule, the Directors receive the shares of the Company according to accumulated points at the time of their retirement from office.

8) Targets and results of evaluation indicators for performance-based compensation, etc.

The fiscal year under review (April 1, 2025 - March 31, 2026)

Evaluation indicator	Planned value	Actual value
Ordinary profit	48,500 million yen	46,554 million yen
Outstanding guarantee exposure, etc.	3,055,095 million yen	5,273,404 million yen

(Note) The planned value for outstanding guarantee exposure, etc. represents the net increase necessary to achieve the target for outstanding guarantee exposure, etc. in the final year of the medium-term management plan (FY2025).

9) Reason for the Board of Directors to have determined that the details of compensation, etc. for individual Directors observe the decision policies

The details of compensation, etc. for individual Directors for the fiscal year under review are discussed by the Nomination and Compensation Committee in consultation with the Board of Directors and advice and recommendations are made to the Board of Directors. The Board of Directors determines compensation, etc. for individual Directors after reviewing the advice and recommendations. Therefore, the Board of Directors has determined that compensation, etc. observes the policies for determining compensation, etc. for individual Directors.

(6) Total Amount of Compensation to Directors and Audit & Supervisory Board Members

Category	Persons	Total compensation, etc. (million yen)	Amount of compensation, etc., by type (million yen)		
			Monetary compensation, etc.		Non-monetary compensation, etc.
			Basic compensation	Performance-based compensation, etc.	
			Bonuses	Stock	
Directors (Of which, Outside Directors)	9 persons (3 persons)	289 (27)	208 (27)	60 (-)	21 (-)
Audit & Supervisory Board Members (Of which, Outside Audit & Supervisory Board Members)	4 persons (3 persons)	45 (22)	45 (22)	- (-)	- (-)
Total (Of which, Outside Officers)	13 persons (6 persons)	334 (50)	253 (50)	60 (-)	21 (-)

- (Notes)
- At the 41st Annual General Meeting of Shareholders on June 18, 2021, a resolution was adopted to establish an upper limit on compensation to Directors of 600 million yen per year (of which, up to 50 million yen for Outside Directors, excluding compensation as employees concurrently serving as Director). However, a resolution regarding performance-based stock compensation was adopted separately as follows.
  - At the 41st Annual General Meeting of Shareholders on June 18, 2021, a resolution was adopted to establish an upper limit on compensation to Audit & Supervisory Board Members of 240 million yen per year.
  - At the 41st Annual General Meeting of Shareholders on June 18, 2021, a resolution was adopted regarding performance-based stock compensation, that the maximum amount of contribution as funds to acquire shares of the Company shall be no more than 200 million yen for the Applicable Period for two fiscal years (if the Applicable Period is extended, the amount of up to the value derived by multiplying the number of fiscal years of the Applicable Period for the extended portion by 100 million yen), and the maximum amount of points granted shall be no more than 40,000 points per fiscal year (one point shall be equivalent to one share of the Company; however, if a share split or similar event occurs, the number of shares per point will be adjusted in accordance with the split ratio). Following the two-for-one share split conducted on April 1, 2025, in which each common share was split into two shares, one point shall be equivalent to two shares of the Company.
  - The number of persons as of March 31, 2026 is nine Directors and four Audit & Supervisory Board Members.

5. In addition to the above, the amount of compensation Outside Officers received from subsidiaries of the Company as Officers was 6 million yen.

## 2. Matters Regarding Outside Officers

### (1) Status of Significant Concurrent Positions of Outside Officers

Name	Position	Significant concurrent positions
Masahito Kamijo	Outside Director	Outside Audit & Supervisory Board Member, MiraBiologics Inc. Outside Director, AZ-COM MARUWA Holdings Inc.
Yoshiro Nagashima	Outside Director	Outside Director, KANADEN CORPORATION Audit & Supervisory Board Member, AKEBONO Servicer Co., Ltd. Audit & Supervisory Board Member, Tsukuba Shinyo Hosho Co., Ltd. Outside Auditor, NetLearning Holdings, Inc.
Tomoe Imado	Outside Director	Partner, Miura & Partners Outside Director, KANADEN CORPORATION
Takafumi Sato	Outside Audit & Supervisory Board Member	Member of the Supervisory Committee, The Norinchukin Bank
Yuko Furumoto	Outside Audit & Supervisory Board Member	Corporate Auditor, Mynavi Corporation Outside Director, I-ne Co., Ltd. Outside Audit & Supervisory Board Member, UACJ Corporation
Makoto Nakajima	Outside Audit & Supervisory Board Member	Standing Outside Audit & Supervisory Board Member, MEDIA DO Co., Ltd. Outside Audit & Supervisory Board Member, CEL Corporation Auditor, NIHONBUNGEISHA Co.,Ltd.

(Notes) 1. AKEBONO Servicer Co., Ltd. and Tsukuba Shinyo Hosho Co., Ltd. are wholly-owned subsidiaries of the Company.

2. There are no significant transactions or other relationships between the Company and other companies at which concurrent positions are held.

### (2) Conflicts of Interest with Outside Officers

The Company does not have any conflicts of interest with Outside Officers concerning personal relationships, capital relationships, transaction relationships, or other relationships. Furthermore, the Company, persons involved in business execution at designated related parties, or Officers (excluding persons involved in business execution) do not have family relationships, transaction relationships, or other relationships that constitute conflicts of interest with Outside Officers.

(3) Principal Activities of Outside Officers During the Fiscal Year Under Review

Name	Position	Status of Comments
Masahito Kamijo	Outside Director	Attended all 15 Board of Directors meetings during the fiscal year under review. Based primarily on his wealth of experience and high level of knowledge in finance and corporate management, he actively asked questions at the Board of Directors meetings and provided suggestions from a specialist perspective, thereby fulfilling his expected role of making decisions on important management matters of the Company and supervising the execution of duties. As Chairperson of the Nomination and Compensation Committee, he also played an important role in the selection of Directors and determining compensation, etc.
Yoshiro Nagashima	Outside Director	Attended all 15 Board of Directors meetings during the fiscal year under review. Based primarily on his wealth of experience and wide range of knowledge in corporate management, he actively asked questions at the Board of Directors meetings and provided suggestions from a specialist perspective, thereby fulfilling his expected role of making decisions on important management matters of the Company and supervising the execution of duties. As a member of the Nomination and Compensation Committee, he also played an important role in the selection of Directors and determining compensation, etc.
Tomoe Imado	Outside Director	Attended all 15 Board of Directors meetings during the fiscal year under review. Based primarily on her wealth of experience and specialized knowledge in judicial affairs, she actively asked questions at the Board of Directors meetings, and provided suggestions from a specialist perspective, thereby fulfilling her expected role of making decisions on important management matters of the Company and supervising the execution of duties.
Takafumi Sato	Outside Audit & Supervisory Board Member	Attended all 15 Board of Directors meetings and 13 Audit & Supervisory Board meetings during the fiscal year under review. At Board of Directors meetings and Audit & Supervisory Board meetings, he made appropriate comments based on his wealth of experience and high level of knowledge acquired through many years of experience at the Ministry of Finance and service in important posts such as Commissioner of the Financial Services Agency. Furthermore, under the audit policies defined by the Audit & Supervisory Board, he conducted audits, etc., of each department, adequately fulfilling audit functions as an Audit & Supervisory Board Member.
Yuko Furumoto	Outside Audit & Supervisory Board Member	Attended all 15 Board of Directors meetings and 13 Audit & Supervisory Board meetings during the fiscal year under review. At Board of Directors meetings and Audit & Supervisory Board meetings, she made appropriate comments based on her wealth of experience and high level of knowledge in corporate legal affairs and compliance acquired through service in important posts in the compliance division of a major company. Furthermore, under the audit policies defined by the Audit & Supervisory Board, she conducted audits, etc., of each department, adequately fulfilling audit functions as an Audit & Supervisory Board Member.
Makoto Nakajima	Outside Audit & Supervisory Board Member	Attended all 15 Board of Directors meetings and 13 Audit & Supervisory Board meetings during the fiscal year under review. At Board of Directors meetings and Audit & Supervisory Board meetings, she made appropriate comments based on her wealth of experience and high level of knowledge in corporate governance, risk management, and accounting, acquired through her experience that includes account auditing in the public sector at a major audit firm and serving as head of the internal audit office at a listed company. Furthermore, under the audit policies defined by the Audit & Supervisory Board, she conducted audits, etc., of each department, adequately fulfilling audit functions as an Audit & Supervisory Board Member.

**3. Other Information Regarding Independence of Outside Officers**

Concerning criteria for assessing independence of Outside Directors, the Company determines, under the Basic Policy on Corporate Governance, that an Outside Directors is independent when he or she does not contravene the requirements of the Independence Standard stipulated by the Tokyo Stock Exchange.

## V. Accounting Auditor

### 1. Accounting Auditor's Name

Grant Thornton Taiyo LLC

### 2. Accounting Auditor's Compensation, etc.

	Amount paid
Compensation, etc., for the Accounting Auditor for the fiscal year under review	38 million yen
Total cash and other profits payable by the Company and its subsidiaries to Accounting Auditor	41 million yen

- (Notes)
1. As a result of confirmation and assessment of the contents of the audit plan for the Accounting Auditor, their performance of duties, and calculation of remuneration estimates, the Audit & Supervisory Board agreed to compensation, etc., for the Accounting Auditor based on their judgment that is reasonable and appropriate in order to maintain and improve audit quality.
  2. Under the audit agreement between the Company and its Accounting Auditor, compensation for audits pursuant to the Companies Act and audits pursuant to the Financial Instruments and Exchange Act are not strictly separated, and otherwise cannot be separated. Consequently, the above amount reflects total compensation.

### 3. Description of Non-Audit Services

Not applicable.

### 4. Policy Regarding Determination of Termination or Nonrenewal of Appointment of Accounting Auditors

In the event that significant doubt is cast upon the ability of the Accounting Auditor to continue to perform its duties, the Company's policy is for a resolution of the Audit & Supervisory Board to present a proposal to a General Meeting of Shareholders to either terminate or not renew the agreement.

### 5. Liability Limitation Agreement

Not applicable.

### 6. Summary of Indemnity Agreement

Not applicable.

## **VI. Company's Systems and Policies**

### **1. System to ensure proper execution of business**

At a meeting held on May 1, 2006, the Board of Directors decided upon a basic policy toward creating systems to ensure proper execution of business, based on Article 362, Paragraph 4, Item 6 of the Companies Act and Article 100, Paragraph 1 and Paragraph 3 of the Ordinance for Enforcement of the Companies Act, and most recently, partially revised the basic policy at a meeting held on March 23, 2026. The contents are as follows.

- (1) System to ensure that Directors' and employees' execution of duties complies with law and regulations and the Articles of Incorporation
  - 1) The Board of Directors and Directors recognize and practice compliance with laws and regulations as a basic principle of all corporate actions based on the Corporate Code of Ethics and Code of Conduct with the basic philosophy of the core principle of compliance with laws and regulations, and ensure officers and employees have a thorough awareness of compliance so that it is established as the corporate culture.
  - 2) The Board of Directors and Directors, in accordance with Compliance Regulations, establish and reinforce compliance systems by means such as the establishment of the General Compliance Department and General Manager in charge of Compliance, and a Compliance Committee, which is a monitoring institution.
  - 3) The Board of Directors and Directors, in accordance with Compliance Regulations, develop a compliance program for each fiscal year, which is a specific implementation plan. In addition, General Compliance Department prepares manuals, etc. for compliance, and enhance effectiveness of compliance by fostering awareness through training, etc.
  - 4) The Board of Directors and Directors, in accordance with the Whistle-blower Regulations, assign third parties as external contact points, in addition to internal contact points. If officers and employees identified material facts concerning compliance, those officers and employees shall take appropriate measures using these contact points.
  
- (2) System for storage and management of information related to Directors' execution of duties
  - 1) In line with Regulations on the Storage of Documents and related detailed regulations, etc., the Company will record information relating to Directors' execution of duties in document form or as electronic media, and store, manage, and utilize such information in an appropriate manner.
  - 2) Directors and Audit & Supervisory Board Members may consult these records in the form of documents and electronic media at any time.
  
- (3) Regulations or any other systems for management of risk of loss (risk management)
  - 1) The Board of Directors and Directors, under Risk Management Regulations, establish and reinforce risk management systems by means such as the General Risk Department and General Manager in Charge of Risk Management, and the establishment of a Risk Management Committee, which is a monitoring institution.
  - 2) In order to address each risk intrinsic to our business operation, the Board of Directors and Directors, striking an appropriate balance with return, etc., conduct risk management by quantifying and integrating credit risks, market risks and operational risks (system risk and administrative risk) to compare them with the operational capacity (risk capital) of the Company.
  - 3) Based on the "Regulations for Crisis Management" and "Regulations for Business Continuity," the Company will strive to strengthen and enrich its crisis management structure by thorough implementation of crisis control and efforts to maintain external credit by early recovery of business operations in case of business interruption.
  
- (4) System to ensure that Directors' execution of duties is efficient
  - 1) In order to establish company-wide targets shared by Directors and employees, the Company clarifies management issues in light of changes in the external and internal environments, and formulates a medium-term management plan for a period of five fiscal years.
  - 2) Based on the medium-term management plan, the Board of Directors and Directors set business results targets and efficient budgets for each business division (branch office) every fiscal year, and in order to make functional a PDCA cycle to advance and achieve these goals, appropriate distribution of management resources will be made to each business division according to the

- basic risks and profitability of operation.
- 3) The status of business execution at each business department (branch office) is reported regularly to the Board of Directors, deliberations are held, and measures are taken as necessary.
  - 4) Regarding monthly business performance, performance against targets is reported to the Board of Directors each month, and in the event that the result differs from the target figure, the reason for the difference is reported and measures to ensure the achievement of targets are discussed.
  - 5) The Director in charge of each business division (branch office) will maintain regulations regarding division of operations and delegation of duties, and while cooperating with each business division (branch office), implement efficient operational management such that control functions are effectively exhibited.
- (5) System to ensure proper business execution within the Company group
- 1) The Company establishes a system concerning reporting to the Company of matters regarding execution of duties by Directors of subsidiaries. Particularly, the Company takes measures to increase the effectiveness of internal control systems at subsidiaries and provides the necessary guidance and support that enable reporting the result of these efforts to the Parent.
  - 2) The Company establishes regulations or any other systems for management of risk of loss at subsidiaries.
  - 3) The Company establishes a system that ensures efficient execution of duties by Directors, etc. of its subsidiaries.
  - 4) The Company establishes a system that ensures execution of duties by Directors, etc. and employees of subsidiaries is in compliance with laws and regulations and the Articles of Incorporations.
- (6) Matters relating to employees assigned to assist Audit & Supervisory Board Members in their duties, in the event that Audit & Supervisory Board Members have requested such employees
- 1) Directors appoint Audit & Supervisory Board Member staff whose duty is to assist Audit & Supervisory Board Members with audits.
  - 2) Employees appointed as Audit & Supervisory Board Member staff focus solely on their duty to assist Audit & Supervisory Board Members with audits.
- (7) Matters relating to the independence of employees assigned to assist Audit & Supervisory Board Members from Directors, and matters relating to ensuring effectiveness of directions to employees assigned to assist Audit & Supervisory Board Members
- 1) Concerning personnel transfers, etc. regarding Audit & Supervisory Board Member staff, the Company hears and respects views of Audit & Supervisory Board Members, and ensure independence from Directors.
  - 2) Audit & Supervisory Board Member staff shall carry out their duties under the direction of Audit & Supervisory Board Member, and do not receive directions from Directors, etc.
- (8) Systems described below and other systems related to reports to Audit & Supervisory Board Members of the Company
- 1) The Company establishes systems to allow Directors and employees to report to Audit & Supervisory Board Members. Especially, a system shall be established that allows matters that have a significant impact on the Company or its subsidiaries and the status of matters that raise suspicions related to compliance to be quickly reported to Audit & Supervisory Board Members.
  - 2) The Company establishes systems to allow Directors, Audit & Supervisory Board Members and employees of subsidiaries or persons that receive reports therefrom to report to Audit & Supervisory Board Members. Especially, a system shall be established that allows Directors or employees of subsidiaries to quickly report to Audit & Supervisory Board Members matters that have a significant impact on the Company or its subsidiaries and the status of matters that raise suspicions related to compliance.
- (9) System to ensure that persons reporting to Audit & Supervisory Board Members not be treated unfavorably because of the report
- 1) In order to assure reliability of the whistle-blower system, the Company prohibits to treat whistle-blowers that made the report unfavorably, and thoroughly inform Directors and employees to that effect.

- (10) Matters concerning a policy with regard to treatment of costs and liabilities incurred on execution of duties by Audit & Supervisory Board Members
  - 1) Audit & Supervisory Board Members, in accordance with Standards for Audits by Audit & Supervisory Board Members, appropriate a budget for costs that are necessary for their execution of duties in advance. However, Audit & Supervisory Board Members may subsequently request reimbursement for costs incurred in emergent or incidental circumstances.
  
- (11) Other systems to ensure Audit & Supervisory Board Members' audits are effective
  - 1) The President & Representative Director regularly holds meetings with Audit & Supervisory Board Members to exchange opinions on matters such as issues that the Company should address, the status of improvement of environment for audit by Audit & Supervisory Board Members, and important audit issues.
  - 2) A three-pronged Auditor Liaison Committee comprised of Audit & Supervisory Board Members, the Audit Division, and the Accounting Auditor is regularly held to exchange opinions on the results of audits and other businesses.
  
- (12) System to ensure reliability of financial reporting and to provide such reporting in an appropriate and timely manner
  - 1) The Company provides reliable financial reporting to all stakeholders including shareholders in an appropriate and timely manner, in response to the internal control reporting system regarding financial reporting under the Financial Instruments and Exchange Act.
  - 2) The Company recognizes importance of the role of internal control over financial reporting, and appropriately establishes and operates basic components of internal control (i.e., control environment, risk assessment and response, control activities, information and communication, monitoring, and response to IT).
  - 3) The Company determines a department in charge of related businesses so that internal control over financial reporting works effectively.
  
- (13) System to eliminate antisocial forces
  - 1) The Company establishes a basic policy and strives to establish an internal consensus for dealing with antisocial forces, in order to prevent the damage caused by so-called antisocial forces, namely groups or individuals that use violence, force, and fraudulent methods in the pursuit of economic gain.
  - 2) The Company ensures Directors and employees have a thorough awareness of the basic policy for dealing with antisocial forces, while also taking a firm stance against antisocial forces and completely forbidding any relationship with such forces.

## **2. Overview of the status of implementation of systems to ensure proper execution of business**

Overview of the status of implementation of systems to ensure proper execution of business is as follows:

- (1) Matters concerning compliance
  - 1) Under the Compliance Regulations, the Company, by developing a compliance program, has held regular internal training sessions, position-based education sessions and periodic testing according to job classes, and has made efforts to ensure thorough understanding and awareness among officers and employees.
  - 2) Compliance Committee has met monthly in principle to monitor the status of implementation of the compliance program, and to discuss and determine important matters concerning compliance to report to the Board of Directors.
  - 3) Under the Whistle-blower Regulations, the Company has set up multiple external contact points such as a law firm, in addition to an internal contact point to reinforce the consulting system.
- (2) Matters concerning risks
  - 1) Risk Management Committee has met monthly in principle to review the status of occurrence of each risk, status of management and status of implementation of risk management system, analyze risks from various viewpoints including an analysis utilizing the comprehensive risk management system, and make reports to the Board of Directors.
  - 2) The Company has formulated Regulations for Crisis Management that stipulate establishment of crisis management headquarters and Regulations for Business Continuity that stipulate the way of business resumption upon the occurrence of events affecting business continuity such as natural disasters, and has established a system for emergency preparedness.
- (3) Matters concerning execution of duties by Directors
  - 1) The Company has appropriately been storing and managing documents related to Directors' execution of duties in accordance with Regulations on the Storage of Documents and related detailed regulations, etc. Such documents have been made available to Directors and Audit & Supervisory Board Members at any time.
  - 2) The Board of Directors has been receiving reports regarding the status of implementation of the business plan for every quarter, and regarding comparison of budget plan and actual results for every month, and has been overseeing efficient execution of duties by Directors. In addition, the Board of Directors has discussed measures to be taken as necessary, in the event that the result differs from the budget plan.
- (4) Matters concerning Audit & Supervisory Board Members
  - 1) In order to facilitate activities of Audit & Supervisory Board Members, the Company has appointed one dedicated Audit & Supervisory Board Member staff whose duty is to assist Audit & Supervisory Board Members with audits. The appointment of the Audit & Supervisory Board Member staff has been decided in consultation with Audit & Supervisory Board Members, and independence has been ensured for such appointment.
  - 2) Full-time Audit & Supervisory Board Members, under the audit policies and plan developed by the Audit & Supervisory Board, have attended important meetings including the meetings of the Board of Directors and the management meetings, and conducted audits of execution of duties by Directors regarding overall management and individual matters, through conducting interviews to, and receiving reports from, each department as necessary. Furthermore, monthly meetings have been held among President & Representative Director, Accounting Auditor and the Audit Division to exchange opinions.

## Consolidated Balance Sheet

(As of March 31, 2026)

(Amount: million yen)

Description	Amount	Description	Amount
<b>Assets</b>		<b>Liabilities</b>	
<b>Current assets</b>	<b>130,927</b>	<b>Current liabilities</b>	<b>41,042</b>
Cash and deposits	72,545	Unearned revenue	19,364
Right to reimbursement	19,880	Income taxes payable	7,934
Securities	44,094	Provision for loss on guarantees	9,181
Other	4,313	Other provisions	1,235
Allowance for doubtful accounts	(9,905)	Other	3,326
<b>Non-current assets</b>	<b>369,903</b>	<b>Non-current liabilities</b>	<b>214,640</b>
<b>Property, plant and equipment</b>	<b>496</b>	Long-term borrowings	30,000
Buildings and structures	416	Long-term unearned revenue	183,985
Accumulated depreciation	(228)	Other provisions	599
Machinery, equipment and vehicles	59	Retirement benefit liability	45
Accumulated depreciation	(42)	Other	8
Tools, furniture and fixtures	985	<b>Total liabilities</b>	<b>255,682</b>
Accumulated depreciation	(702)	<b>Net assets</b>	
Other	8	<b>Shareholders' equity</b>	<b>242,823</b>
<b>Intangible assets</b>	<b>2,446</b>	Share capital	10,703
Software	2,135	Capital surplus	637
Software in progress	290	Retained earnings	246,155
Other	21	Treasury shares	(14,673)
<b>Investments and other assets</b>	<b>366,959</b>	<b>Accumulated other comprehensive income</b>	<b>2,325</b>
Investment securities	309,145	Valuation difference on available-for-sale securities	2,198
Long-term loans receivable	23,544	Remeasurements of defined benefit plans	126
Long-term time deposits	28,000		
Retirement benefit asset	84	<b>Total net assets</b>	<b>245,148</b>
Deferred tax assets	5,022		
Other	1,161	<b>Total liabilities and net assets</b>	<b>500,831</b>
<b>Total assets</b>	<b>500,831</b>		

## Consolidated Statement of Income

(April 1, 2025 - March 31, 2026)

(Amount: million yen)

Description	Amount	
<b>Operating revenue</b>		<b>58,739</b>
<b>Operating expenses</b>		
Provision for loss on guarantees	5,983	
Provision of allowance for doubtful accounts	(433)	
Salaries, allowances and bonuses	2,739	
Other	9,067	17,357
<b>Operating profit</b>		<b>41,382</b>
<b>Non-operating income</b>		
Interest income	4,731	
Dividend income	319	
Share of profit of entities accounted for using equity method	1,193	
Other	74	6,317
<b>Non-operating expenses</b>		
Interest expenses	780	
Loss on investments in investment partnerships	310	
Commission expenses	15	
Other	38	1,145
<b>Ordinary profit</b>		<b>46,554</b>
<b>Extraordinary income</b>		
Gain on sale of investment securities	27	27
<b>Profit before income taxes</b>		<b>46,581</b>
Income taxes - current	14,774	
Income taxes - deferred	(718)	14,055
<b>Profit</b>		<b>32,526</b>
<b>Profit attributable to owners of parent</b>		<b>32,526</b>

## Consolidated Statement of Changes in Equity

(April 1, 2025 – March 31, 2026)

(Amount: million yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
<b>Balance at beginning of period</b>	<b>10,703</b>	<b>637</b>	<b>233,963</b>	<b>(7,691)</b>	<b>237,613</b>
<b>Changes during period</b>					
Dividends of surplus			(20,334)		(20,334)
Profit attributable to owners of parent			32,526		32,526
Purchase of treasury shares				(7,000)	(7,000)
Disposal of treasury shares				18	18
Net changes in items other than shareholders' equity					
<b>Total changes during period</b>	–	–	<b>12,191</b>	<b>(6,981)</b>	<b>5,209</b>
<b>Balance at end of period</b>	<b>10,703</b>	<b>637</b>	<b>246,155</b>	<b>(14,673)</b>	<b>242,823</b>

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
<b>Balance at beginning of period</b>	<b>1,014</b>	<b>51</b>	<b>1,065</b>	<b>238,678</b>
<b>Changes during period</b>				
Dividends of surplus				(20,334)
Profit attributable to owners of parent				32,526
Purchase of treasury shares				(7,000)
Disposal of treasury shares				18
Net changes in items other than shareholders' equity	1,184	75	1,260	1,260
<b>Total changes during period</b>	<b>1,184</b>	<b>75</b>	<b>1,260</b>	<b>6,469</b>
<b>Balance at end of period</b>	<b>2,198</b>	<b>126</b>	<b>2,325</b>	<b>245,148</b>

## Notes to Consolidated Financial Statements

### 1. Notes on Important Matters as Basis for Preparing Consolidated Financial Statements

#### (1) Matters concerning the scope of consolidation

Number of consolidated subsidiaries	Six
Names of consolidated subsidiaries	Zenkoku Business Partner, K.K. AKEBONO Servicer Co., Ltd. MINORI GUARANTEE Co., Ltd. Tsukuba Shinyo Hosho Co., Ltd. ChibaKoginCard Service Co., Ltd. Mie Sogo-Shinyo Co., Ltd.

#### (Change in the scope of consolidation)

Tohoku Guarantee Service Co., Ltd. is excluded from the scope of consolidation since it merged with Tsukuba Shinyo Hosho Co., Ltd., a consolidated subsidiary of the Company, on March 1, 2026.

#### Names, etc. of non-consolidated subsidiaries

##### Non-consolidated subsidiaries

Zenkoku Hosho Innovation Investment Limited Partnership

##### (Reason for exclusion from scope of consolidation)

Non-consolidated subsidiaries are excluded from the scope of consolidation because they are small, and their total assets, net sales, profit and loss (amount commensurate with equity), and retained earnings (amount commensurate with equity), etc. do not materially impact the Consolidated Financial Statements.

#### (2) Matters concerning the application of the equity method

Number of equity-method affiliates	One
Name of equity-method affiliate	INTELLEX HOLDINGS Co., Ltd.

#### (Change in the scope of equity-method application)

INTELLEX HOLDINGS Co., Ltd. has been included among equity-method affiliates since it falls under the category of affiliated companies, due to acquisition of its shares during the fiscal year under review.

#### Names, etc. of non-consolidated subsidiaries not accounted for by the equity method

Zenkoku Hosho Innovation Investment Limited Partnership

##### (Reason for not applying the equity method)

Non-consolidated subsidiaries not accounted for by the equity method are excluded from the application of the equity method because their impact on the Consolidated Financial Statements is minimal and immaterial, even if they are excluded from the application of the equity method in terms of profit and loss (amount commensurate with equity) and retained earnings (amount commensurate with equity), etc.

#### Matters requiring specific disclosure regarding the procedures for applying the equity method

For companies accounted for using the equity method that have different closing dates, their most recent financial statements are used.

### 2. Matters Concerning the Fiscal Year, etc. at Consolidated Subsidiaries

The closing date for consolidated subsidiaries is the same as the consolidated closing date.

### 3. Matters Concerning Accounting Policies

#### (1) Valuation standards and valuation method for material assets

##### Securities

1) Held-to-maturity bonds	Stated at amortized cost (straight-line method).
2) Available-for-sale securities	
Securities other than shares, etc. that do not have a market price	Stated at fair value (with valuation difference wholly included directly in net assets while selling cost determined by the moving-

average method).

Shares, etc. that do not have a market price

Stated at cost using the moving-average method.

Investments in investment limited partnerships and other similar partnerships (which are deemed to be securities pursuant to Article 2, Paragraph 2 of the Financial Instruments and Exchange Act) are recorded at the net amount equivalent to equity based on the most recent financial statements available in accordance with the reporting date specified in the partnership agreement.

(2) Depreciation and amortization methods for material depreciable and amortizable assets

1) Property, plant and equipment

Depreciated using the declining-balance method. However, buildings (excluding building fixtures) acquired on or after April 1, 1998 and building fixtures and structures acquired on or after April 1, 2016 are depreciated using the straight-line method.

Major useful lives are as follows:

Buildings and structures	3 to 22 years
Machinery, equipment and vehicles	2 to 6 years
Tools, furniture and fixtures	2 to 20 years

2) Intangible assets

Depreciated using the straight-line method (software for internal use is amortized using the straight-line method based on their estimated useful lives (5 years)).

(3) Recording standards for material reserves

1) Allowance for doubtful accounts

To provide for losses on bad debts, an allowance for rights to reimbursement is recorded as follows, in accordance with the standard for depreciation and allowances provided in advance.

The allowance for rights to reimbursement receivable from debtors who are legally bankrupt, such as those in bankruptcy or in special liquidation (“bankrupt borrowers”), or debtors in an equivalent state (“substantially bankrupt borrowers”), is recorded at the full amount of the non-secured portion after deducting amounts expected to be recovered from the disposal of collateral, etc., from the amount receivable. In addition, the allowance for rights to reimbursement receivable from debtors who are not currently bankrupt but for whom it is deemed that there is a significant possibility of future bankruptcy (“borrowers in danger of bankruptcy”) is recorded at an estimated loss which is deemed necessary upon a comprehensive assessment of the payment ability of each individual debtor that takes into account factors such as the amount collected over a certain period. The said allowance is calculated by deducting amounts expected to be recovered from the disposal of collateral from the amount receivable.

The above allowances for rights to reimbursement are recorded based on the results of an asset assessment conducted by the sales branch or the Screening Management Department in accordance with the standards for self-assessment of assets, and audited by the Internal Audit Department, which is independent from the Screening Management Department.

With regard to other receivables, to provide for losses on bad debts, an expected unrecoverable amount is recorded at an amount calculated based on the past loan loss ratio for general receivables, and an amount determined in consideration of the recoverability of individual receivables with respect to doubtful accounts and certain other receivables.

2) Provision for loss on guarantees

To provide for losses on guarantees, a provision is recorded as follows, in accordance with the standard for depreciation and allowances provided in advance.

The provision for debt guarantees for bankrupt borrowers and substantially bankrupt borrowers is recorded at the full amount of the non-secured portion after deducting amounts expected to be recovered from the disposal of collateral, etc., from the

amount of debt guarantees. In addition, the provision for debt guarantees for borrowers in danger of bankruptcy is recorded at an estimated loss which is deemed necessary upon a comprehensive assessment of the payment ability of debtors that takes into account factors such as the amount collected over a certain period. The said provision is calculated by deducting amounts expected to be recovered from the disposal of collateral from the amount of debt guarantees.

The provision for debt guarantees other than the above is recorded based on historical rates of losses, etc., over a certain period.

The above provisions for debt guarantees are made based on the results of an asset assessment conducted by the sales branch or the Screening Management Department in accordance with the standards for self-assessment of assets, and audited by the Internal Audit Department, which is independent from the Screening Management Department.

(4) Method of accounting for retirement benefits

1) Method of attributing expected retirement benefits to periods

In the calculation of retirement benefit obligations, the method of attributing estimated retirement benefits to the period up to the end of the fiscal year under review is based on the benefit formula standard.

2) Method of amortizing actuarial differences

Actuarial differences are amortized using the straight-line method over a certain number of years (five years) within the average remaining service period of the employees at the time such differences occur, and allocated proportionately from the fiscal year following the respective fiscal year of the occurrence.

3) Adoption of simplified method by small enterprises, etc.

For some consolidated subsidiaries, in the calculation of retirement benefit liabilities and retirement benefit expenses, the simplified method is applied, using the amount payable at the end of the fiscal year for personal convenience as benefit obligations.

(5) Recording standards for material revenue and expenses

Recording standards for revenue related to credit guarantee service business

With respect to income guarantee fee derived from the undertaking of guarantees, the Group receives, as consideration for the service, guarantee fee from the clients in a lump sum at the time of commencement of guarantee, or in installments in each month of the guarantee period. Revenue in the form of guarantee fee received in a lump sum is recorded as unearned revenue and charged on the declining balance (the method whereby income guarantee fees are calculated using a certain percentage of the estimated balance of debt guarantees) in each year during the guarantee period. For guarantee fees received each month, income guarantee fees are calculated using a certain percentage of the balance of guarantee obligations, etc. at the end of the previous month, and revenues are reported every month.

The Group undertakes guarantee subject basically to each client taking out creditor group life insurance policy. In the event of default due to the client's death or other contingency, the Group makes repayment to the lending financial institution by way of subrogation, using the payment from the creditor group life insurance policy. In this arrangement, the Group is acting as agent to the life insurance company. With respect to the income guarantee fee associated with such agency, the Group receives consideration in the form of specific guarantee fee from the lending financial institution in each month of the guarantee period. In this transaction, insurance is provided by the life insurance company and the Group's performance obligations are to arrange as agent to have the payment of life insurance properly made by the life insurance company. Thus, revenue in the form of income guarantee fee is recorded at an amount of consideration on a net basis.

(6) Amortization method and period of goodwill

Goodwill is amortized using the straight-line method over a reasonably estimated period during which the effect of the goodwill will be realized.

(7) Other important matters for preparing consolidated financial statements

Accounting for non-deductible consumption taxes relating to assets

Of non-deductible consumption taxes relating to assets, those defined as deferred consumption taxes, etc., under the Corporation Tax Act are reported as long-term prepaid expenses (other under investments and other assets) and amortized over a five-year period on a straight-line basis.

#### 4. Notes on Changes in Presentation Methods

##### Consolidated Statement of Income

“Loss on investments in investment partnerships,” which was included under “Other” in “Non-operating expenses” in the previous fiscal year, is presented separately in the fiscal year under review due to an increase in monetary materiality.

#### 5. Notes on Accounting Estimates

##### (1) Detail of provision for loss on guarantees and the estimates

1) The amount recorded for the fiscal year under review 9,181 million yen

2) Other useful information in understanding the estimates

##### (a) Method for calculating the estimates and major assumptions used therein

To provide for losses on guarantees, based on the standards for self-assessment of assets as well as for depreciation and allowances provided in advance, guarantee consignors as debtors of such guarantees are classified into the following five debtor categories, namely, “normal borrowers,” “borrowers requiring caution,” “borrowers in danger of bankruptcy,” “substantially bankrupt borrowers,” and “bankrupt borrowers.” An estimated loss calculated for each such category is recorded as the provision for loss on guarantees.

Debtor category	Definitions
Normal borrowers	Debtors who are making repayment on schedule and deemed to have no particular problems with their financial balance and position.
Borrowers requiring caution	Debtors with unstable financial balance and position, who have a possibility of future delinquency or are already delinquent, or for whom easing of repayment terms is under way.
Borrowers in danger of bankruptcy	Debtors who are not currently bankrupt, but for whom it is deemed that there is a significant possibility of future bankruptcy
Substantially bankrupt borrowers	Debtors who are legally bankrupt, such as those in bankruptcy or in special liquidation, or have excessive debt with no prospects of rehabilitation, and for whom preparations for subrogation are under way.
Bankrupt borrowers	Debtors in an equivalent state as substantially bankrupt borrowers, and for whom requests for the performance of subrogation are under way.

The provision for debt guarantees for normal borrowers and borrowers requiring caution is recorded mainly at an estimated loss for a period of next one year or an estimated loss for a period of next three years, for each debtor category. The estimated loss is calculated based on the balance of debt guarantees, the estimated subrogation rate, and the estimated recovery rate for each debtor category. The estimated subrogation rate is calculated based on the average of the actual subrogation rate for the past five calculation periods, where each calculation period shall be a one-year period or a three-year period, in light of the latest situation. In addition, the estimated recovery rate is calculated based on the accumulated amount recovered from subrogation payments for each product category as well as each category of a similar situation of collateral.

The provision for debt guarantees for borrowers in danger of bankruptcy is recorded at an estimated loss which is deemed necessary based on the past track record, after a comprehensive assessment of the payment ability of guarantee consignors that takes into account factors such as the amount collected over a certain period. The said provision is calculated by deducting amounts expected to be recovered from the disposal of collateral from the amount of debt guarantees. In addition, the provision for debt guarantees for substantially bankrupt borrowers and bankrupt borrowers is recorded at the full amount of the non-secured portion as an estimated loss after deducting amounts expected to be recovered from the disposal of collateral, etc., from the amount of debt guarantees. With regard to the amount expected to be recovered from the disposal of collateral, the appraisal value made by an external expert is used, based mainly on the assumption that the collateral will be sold in the second-hand housing market.

(b) Impact on the consolidated financial statements for the next fiscal year

It is believed that the accounting estimates used for calculating the provision for loss on guarantees as well as the assumption used for preparing such accounting estimates are reasonable, and that a sufficient amount to provide for losses on guarantees has been recorded. However, the assumption used for preparing the accounting estimates is based on figures on the basis of historical subrogation and collection data, involving a certain degree of uncertainty. Accordingly, there is a possibility that the provision for loss on guarantees may be increased or decreased due to factors such as changes in the situation of clients, economic environment, and real estate market condition.

(2) Detail of allowance for doubtful accounts for right to reimbursement and the estimates

1) The amount recorded for the fiscal year under review 9,875 million yen

2) Other useful information in understanding the estimates

(a) Method for calculating the estimates and major assumptions used therein

To provide for losses on bad debts in terms of an allowance for rights to reimbursement, based on the standards for self-assessment of assets as well as for depreciation and allowances provided in advance, debtors are classified into the following three debtor categories, namely, “bankrupt borrowers,” “substantially bankrupt borrowers,” and “borrowers in danger of bankruptcy.” An estimated loss calculated for each such category is recorded as the allowance for doubtful accounts.

Debtor category	Definitions
Bankrupt borrowers	Debtors who are legally bankrupt, such as those in bankruptcy or in special liquidation, but classified as neither borrowers in danger of bankruptcy nor substantially bankrupt borrowers.
Substantially bankrupt borrowers	Debtors who have continued to make partial advanced repayment for a considerable period of time after subrogation, but are expected to require a very long time before the debt is paid off, and for whom it is judged that there is a substantially high possibility that rights to reimbursement will not be recovered in full.
Borrowers in danger of bankruptcy	Debtors who have continued to make partial advanced repayment for a considerable period of time after subrogation, and for whom it is judged that there is a low possibility that rights to reimbursement will not be recovered in full.

The allowance for rights to reimbursement receivable from bankrupt borrowers and substantially bankrupt borrowers is recorded at the full amount of the non-secured portion as an estimated loss after deducting amounts expected to be recovered from the disposal of collateral, etc., from the amount receivable. In addition, the allowance for rights to reimbursement receivable from borrowers in danger of bankruptcy is recorded at an estimated loss which is deemed necessary upon a comprehensive assessment of the payment ability of each individual debtor that takes into account factors such as the amount collected over a certain period. The said allowance is calculated by deducting amounts expected to be recovered from the disposal of collateral from the amount receivable. With regard to the amount expected to be recovered from the disposal of collateral, the appraisal value made by an external expert is used, based mainly on the assumption that the collateral will be sold in the second-hand housing market.

(b) Impact on the consolidated financial statements for the next fiscal year

It is believed that the accounting estimates used for calculating the allowance for doubtful accounts as well as the assumption used for preparing such accounting estimates are reasonable, and that a sufficient amount to provide for losses on bad debts has been recorded. However, the assumption used for preparing the accounting estimates is based on figures on the basis of past loan loss record and collection record, involving a certain degree of uncertainty. Accordingly, there is a possibility that the allowance for doubtful accounts may be increased or decreased due to factors such as changes in the situation of debtors, economic environment, and real estate market condition.

## 6. Additional Information

### (1) Transactions where the Company's shares are issued to employees, etc., through a fund

#### 1) Overview of the transaction

The Company and some consolidated subsidiaries have introduced the Employee Stock Ownership Plan (hereinafter "J-ESOP"), which is an incentive plan where shares of the Company are paid to employees, etc., in order to strengthen the link between the Company's share price, business performance, and the treatment of employees, etc. (including employees of the Company along with Directors and employees of some consolidated subsidiaries; the same applies below). J-ESOP also aims to increase the morale and desire of employees, etc., to increase the Company's share price and business performance by sharing the economic effects with shareholders. In addition, based on a resolution of the Board of Directors meeting held on March 16, 2026, the Company has made amendment to introduce an incentive plan, the Employee Stock Ownership Plan (hereinafter "J-ESOP-RS") from April 1, 2026, alongside J-ESOP. Under J-ESOP-RS, the Company's shares subject to transfer restrictions until retirement and money equivalent to the amount obtained by converting the Company's shares at market value (hereinafter the "Company Shares, etc.") are paid to employees.

J-ESOP and J-ESOP-RS are plans under which the Company and some consolidated subsidiaries will pay shares in the Company to employees, etc., who fulfill certain conditions, based on the Share Payment Regulations and the Share Payment Regulations (for J-ESOP-RS) provided in advance by the Company and some consolidated subsidiaries. Under J-ESOP-RS, when employees receive shares of the Company while employed, such employees shall, prior to the delivery of the Company's shares, enter into a blanket transfer restriction agreement with the Company. Accordingly, with respect to shares of the Company delivered to employees while employed under J-ESOP-RS, disposal by transfer or otherwise will be restricted until the retirement of such employees.

The Company and some consolidated subsidiaries will grant points to employees, etc., based on the Share Payment Regulations and the Share Payment Regulations (for J-ESOP-RS), and pay Company Shares, etc. equivalent to the number of points granted when employees, etc., have acquired the right to receive shares by fulfilling certain conditions. The shares to be paid to employees, etc., including those required in future, are acquired with money held in trust in advance and managed separately as trust assets.

#### 2) Shares in the Company remaining in the trust

Shares in the Company remaining in the trust are reported under net assets as treasury shares, based on their carrying value in the trust (excluding the amount of any associated expenses). The carrying value of these treasury shares and number of shares were 98 million yen and 73,660 shares in the fiscal year under review.

(Note) The Company has conducted a two-for-one share split, effective April 1, 2025.

### (2) Transactions where the Company's shares are issued to officers, etc., through a fund

#### 1) Overview of the transaction

The Company has introduced the performance-based stock compensation plan using Board Benefit Trust (hereinafter the "Executive Plan") for Directors (excluding Outside Directors, hereinafter the same) of the Company, in order to motivate Directors to contribute to enhancing medium- to long-term business performance and corporate value, by clarifying the linkage between Directors' remuneration, etc. and the Company's business performance as well as its equity value, and by having Directors share the benefits and risks of fluctuations in stock prices with shareholders.

The Executive Plan is a stock compensation plan, in which a trust established using the funds contributed by the Company (hereinafter the "Trust") purchases shares of the Company, and the number of shares of the Company equivalent to the number of points the Company grants to each Director is delivered to individual Directors through the Trust.

Remuneration through the Executive Plan covers Directors in office during the period of the medium-term management plan (hereinafter the "Applicable Period").

Such points are granted to Directors of the Company who are in office during the Applicable Period in accordance with the Share Delivery Regulations established by the Board of Directors of the Company, commensurate with their position and the level of achieving the numerical targets under the medium-term management plan. Directors receive a number of shares of the Company commensurate with the cumulative

number of points at the time of their retirement in principle.

2) Shares of the Company remaining held in the trust

Shares in the Company remaining in the trust are reported under net assets as treasury shares, based on their carrying value in the trust (excluding the amount of any associated expenses). The carrying value of these treasury shares and number of shares were 571 million yen and 218,800 shares in the fiscal year under review.

(Note) The Company has conducted a two-for-one share split, effective April 1, 2025.

## 7. Notes to Consolidated Balance Sheet

(1) Amounts related to non-consolidated subsidiaries and affiliates are as follows.

Investment securities (share)	3,277 million yen
Investment securities (paid-in capital)	2,456 million yen

(2) Contingent liabilities

1) Guarantee obligations

The balance of guarantee obligations is as follows. Guarantee obligations for interest in arrears are not included as they cannot be estimated.

Guarantee obligations for housing loans, etc.	18,976,836 million yen
Provision for loss on guarantees	9,181 million yen
Balance	18,967,655 million yen

2) Loss compensation contracts

The balance of subordinated beneficiary rights, etc. to be covered is as follows.

Subordinated beneficiary rights backed by housing loan receivables	56,700 million yen
Specific monetary trusts backed by loan receivables (guarantee limit)	2,000 million yen

## 8. Notes to Consolidated Statement of Income

Share of profit of entities accounted for using equity method of 1,193 million yen, representing an amount equivalent to negative goodwill arising from the acquisition of shares in INTELLEX HOLDINGS Co., Ltd. to make it an equity-method affiliate, was recorded.

## 9. Notes to Consolidated Statement of Changes in Equity

(1) Matters concerning issued shares

Class of shares	Number of shares at beginning of period	Increase during period	Decrease during period	Number of shares at end of period
Common shares	68,871,790	68,871,790	-	137,743,580

(Note) The Company has conducted a two-for-one share split, effective April 1, 2025. The increase in issued shares reflects the share split.

(2) Matters related to treasury shares

Class of shares	Number of shares at beginning of period	Increase during period	Decrease during period	Number of shares at end of period
Common shares	1,371,379	3,524,326	13,840	4,881,865

(Notes) 1. The number of treasury shares at beginning and end of period includes the Company's shares held by J-ESOP of 43,750 shares and 73,660 shares, respectively. The number of treasury shares at beginning and end of period includes the Company's shares held by the Board Benefit Trust of 109,400 shares and 218,800 shares, respectively.

2. Outline of reasons for the changes

Increase owing to share split 1,371,379 shares

Increase owing to the acquisition of the Company's shares by the resolution of the Board of Directors	2,152,800 shares
Increase owing to the purchase of fractional shares	147 shares
Decrease owing to the payment of the Company's shares based on J-ESOP	13,840 shares

(3) Matters concerning dividends

1) Cash dividends paid

Resolution	Class of shares	Total cash dividends (million yen)	Dividend per share (yen)	Record date	Effective date
The Annual General Meeting of Shareholders held on June 20, 2025	Common shares	14,342	212.00	March 31, 2025	June 23, 2025
The Board of Directors meeting held on November 5, 2025	Common shares	5,991	45.00	September 30, 2025	December 8, 2025

(Notes) 1. The total cash dividends approved by resolution at the Annual General Meeting of Shareholders held on June 20, 2025 includes 9 million yen in dividends to the Company's shares held by J-ESOP, along with 23 million yen in dividends to the Company's shares held by the Board Benefit Trust.

2. The total cash dividends approved by resolution at the Board of Directors meeting held on November 5, 2025 includes 3 million yen in dividends to the Company's shares held by J-ESOP, along with 9 million yen in dividends to the Company's shares held by the Board Benefit Trust.

3. The Company has conducted a two-for-one share split, effective April 1, 2025. Accordingly, the dividend per share approved by resolution at the Annual General Meeting of Shareholders held on June 20, 2025, reflects the actual dividend paid before the share split. The dividend per share approved by resolution at the Board of Directors meeting held on November 5, 2025, reflects the actual dividend paid after the share split.

2) Dividends for which the record date falls in the current fiscal year, but the effective date falls in the following fiscal year

The following item is scheduled to be submitted as a proposal at the Annual General Meeting of Shareholders to be held on June 19, 2026.

Resolution	Class of Shares	Dividend resource	Total cash dividends (million yen)	Dividend per share (yen)	Record date	Effective date
The Annual General Meeting of Shareholders to be held on June 19, 2026	Common shares	Retained earnings	9,986	75.00	March 31, 2026	June 22, 2026

(Note) The total cash dividends to be approved by resolution at the Annual General Meeting of Shareholders on June 19, 2026 includes 5 million yen in dividends to the Company's shares held by J-ESOP, along with 16 million yen in dividends to the Company's shares held by the Board Benefit Trust.

(4) Matters concerning share acquisition rights, etc.

Not applicable.

## 10. Notes on Financial Instruments

### (1) Matters relating to the status of financial instruments

#### 1) Policy on financial instruments

The Group engages in a credit guarantee business centered on a housing loan guarantee business. As the Group engages in these businesses, our policy is to manage guarantee fees received as a lump sum from guarantee consignors from a long-term perspective with an awareness of asset preservation, while following the basic principle of highly safe, certain, and liquid management, and not engaging in high risk transactions. The Group also raises funds through borrowings from banks and other financial institutions.

#### 2) Details of financial instruments and related risks

Financial assets held by the Group are mainly cash and deposits received as lump-sum guarantee fees, rights to reimbursement acquired from requests for the performance of debt guarantees, securities, investment securities, and long-term loans receivable. Financial liabilities are long-term borrowings.

Rights to reimbursement are exposed to credit risk from the non-fulfillment of obligations by guarantee consignors, and there is a possibility that obligations may not be fulfilled in accordance with guarantee entrustment agreements owing to a difficult business environment or other factors.

Securities, investment securities and long-term loans receivable are mainly government bonds, public bonds, corporate bonds, equities, investment trusts, and commercial papers, etc. and holdings are divided into held-to-maturity bonds and available-for-sale securities. These assets are exposed to the respective credit risk of the issuer and the risk of fluctuation in market prices.

Long-term borrowings are necessary long-term funds that have been raised in line with the management plan. They are exposed to the risk of fluctuation in interest rates.

#### 3) Structure for managing risks relating to financial instruments

##### (a) Management of credit risks

In the housing loan guarantee business, the Group has developed a structure relating to guarantees, in accordance with Screening Regulations and Guarantee Obligations and Right to Reimbursement Management Regulations.

In screening operations, screening is conducted after a comprehensive evaluation of quantitative and qualitative data by an authorized person or person in charge of screening with the knowledge and experience for an appropriate credit assessment, in accordance with rigorous screening standards. In addition, in cases with high credit risk, screening and approval is conducted by the Credit Division, and thus the Group strives to maintain the soundness of its debt guarantees through the establishment of a screening structure that accommodates the credit risk.

The Group strives to suppress credit costs in credit management operations, and its basic policy is to lower the incidence of subrogation, and shorten collection periods of rights to reimbursement and maximize the amount collected. In lowering the incidence of subrogation, the Group coordinates with partner financial institutions and strives to prevent long-term delinquencies by understanding the reasons for the delinquency of first-time delinquent borrowers and offering appropriate advice. In addition, the Group strives to understand the current status and repayment ability of guarantee consignors at an early stage, and responds to changes in terms after determining that there is a possibility of repayment normalization. As a measure for reducing collection periods of rights to reimbursement and maximizing the amount thereof, the Group quickly disposes of properties pledged as collateral in accordance with the status of individual cases, or encourages the voluntary sale thereof.

Furthermore, to avoid circumstances where there occurs a possibility that the materialization of risk has an unforeseen impact on the management of the Group, the Group strives to maintain the soundness and stability of management by quantifying credit risk and using advanced credit risk management, calculating provisions, and utilizing it in capital management.

The credit risk for securities and investment securities is insignificant, as they are mainly highly rated bonds, etc., in accordance with the Fund Management Regulations. In addition, long-term time deposits and certain investment securities, etc. are investments in issuers with high creditworthiness only, and the risk of loss of principal owing to credit risk is insignificant.

(b) Management of market risks

Market risks for the Group are defined as fluctuations in the value of rights to reimbursement and assets managed, such as securities, which account for a large proportion of assets, as well as the risk of fluctuation of interest payable on long-term borrowings. As the main source of the Group's assets is guarantee fees received as consideration for guarantees on housing loans, the Group strives to preserve assets and minimize losses by reviewing the asset management policy in accordance with circumstances and strictly enforcing the appropriate disposal of real estate pledged as collateral.

Specifically, the Group monitors, analyzes, and verifies the fair value of securities, investment securities, long-term loans receivable, etc., and the trends of interest payable on long-term borrowings on a daily basis. With regard to the status of the disposal of real estate pledged as collateral, the Group analyzes and verifies the methods of disposal for collateral properties by region (voluntary sale, real estate auction) and collection periods, and reports the respective findings to the Risk Management Committee.

(c) Management of liquidity risks relating to fund-raising

The Group manages its liquidity risks by maintaining liquidity on hand, while preparing and renewing financing plans on a timely basis.

4) Supplementary information on matters relating to the fair value of financial instruments, etc.

In calculating fair value of financial instruments, certain assumptions, etc., are used, so the value may differ if different assumptions, etc., are used.

(2) Matters related to the fair value of financial instruments, etc.

Consolidated balance sheet amounts, fair values and their differences as at March 31, 2026 are as follows. Shares, etc. that have no market price are not included in the table below (Please refer to (Note 2)). As for “cash and deposits,” “securities (commercial papers),” and “income taxes payable,” no reference is made as they are cash or otherwise financial instruments settled on short-term basis whose fair values approximate book value.

(Amount: million yen)

	Consolidated balance sheet amounts	Fair value	Difference
(1) Right to reimbursement	19,880		
Allowance for doubtful accounts (*1)	(9,875)		
	10,004	10,004	-
(2) Securities and investment securities			
a. Held-to-maturity bonds			
Government bonds/local government bonds, etc.	10,167	10,098	(69)
Corporate bonds	267,073	251,353	(15,719)
Other	2,000	1,867	(132)
b. Available-for-sale securities			
Shares	6,709	6,709	-
Bonds	952	952	-
Other	22,782	22,782	-
c. Shares of subsidiaries and associates (*2)	3,277	1,912	(1,364)
(3) Long-term loans receivable (*3)	23,731	23,620	(111)
(4) Long-term time deposits	28,000	23,771	(4,228)
Total assets	374,697	353,071	(21,626)
(1) Long-term borrowings	30,000	30,000	-
Total liabilities	30,000	30,000	-

(\*1) The allowance for doubtful accounts corresponding to rights to reimbursement is excluded.

(\*2) Shares of subsidiaries and associates are shares in listed affiliates accounted for by the equity method. The difference reflects the fair value measurement of those shares.

(\*3) Long-term loans receivable include the current portion of long-term loans receivable included in “other” of current assets.

(Note 1) Matters related to securities

Points to be noted regarding securities by purpose of holding are as follows.

- 1) Consolidated balance sheet amounts, fair values and their differences of held-to-maturity bonds are as follows. None of held-to-maturity bonds were sold in the fiscal year under review.

(Amount: million yen)

	Type	Consolidated balance sheet amounts	Fair value	Difference
Those with fair values exceeding consolidated balance sheet amounts	Government bonds/local government bonds, etc.	6,093	6,165	72
	Corporate bonds	983	1,193	210
	Other	-	-	-
	Subtotal	7,076	7,359	283
Those with fair values not exceeding consolidated balance sheet amounts	Government bonds/local government bonds, etc.	4,074	3,932	(141)
	Corporate bonds	266,090	250,159	(15,930)
	Other	2,000	1,867	(132)
	Subtotal	272,164	255,959	(16,205)
Total		279,240	263,318	(15,921)

- 2) In the fiscal year under review, sales of available-for-sale securities amounted to 106 million yen, while profit on sales of available-for-sale securities was 27 million yen. Acquisition costs (or amortized costs), consolidated balance sheet amounts, and their differences of available-for-sale securities by type are as follows.

(Amount: million yen)

	Type	Consolidated balance sheet amounts	Acquisition costs or amortized costs	Difference
Those with consolidated balance sheet amounts exceeding acquisition costs or amortized costs	Shares	6,249	3,383	2,865
	Bonds	-	-	-
	Other	8,089	7,584	504
	Subtotal	14,339	10,968	3,370
Those with consolidated balance sheet amounts not exceeding acquisition costs or amortized costs	Shares	459	521	(61)
	Bonds	952	1,000	(47)
	Other	14,693	15,000	(306)
	Subtotal	16,104	16,521	(416)
Total		30,444	27,489	2,954

(Note 2) Shares, etc. that have no market price

(Amount: million yen)

Categories	Consolidated balance sheet amounts
Unlisted shares	2,553
Investments in investment limited partnerships and other similar partnerships	2,747
Total	5,300

These are not included in “securities and investment securities.”

(Note 3) Guarantee liabilities and other contingent liabilities are not included in the notes on fair value as they have no market price. For the balance of this financial instrument, please refer to “7. Notes to Consolidated Balance Sheet.”

(Note 4) Scheduled redemption amount after the consolidated closing date of monetary claims and securities with a maturity

(Amount: million yen)

	Within 1 year	Over 1 year but 5 years or less	Over 5 years but 10 years or less	Over 10 years
(1) Cash and deposits	72,545	-	-	-
(2) Right to reimbursement (*)	-	-	-	-
(3) Securities and investment securities				
1) Held-to-maturity bonds				
Government bonds/local government bonds, etc.	1,620	5,810	1,900	1,000
Corporate bonds	7,490	31,300	40,200	188,300
Commercial papers	35,000	-	-	-
Other	-	700	1,300	-
2) Available-for-sale securities				
Bonds	-	-	1,000	-
Other	-	-	-	2,592
(4) Long-term loans receivable	181	4,268	19,170	54
(5) Long-term time deposits	-	10,000	-	18,000
Total	116,836	52,078	63,570	209,946

(\*) As the scheduled redemption amount of rights to reimbursement cannot be forecast, it is not stated.

(Note 5) Scheduled repayment amount of long-term borrowings after the consolidated closing date

(Amount: million yen)

	Within 1 year	Over 1 year but 2 years or less	Over 2 years but 3 years or less	Over 3 years but 4 years or less	Over 4 years but 5 years or less	Over 5 years
Long-term borrowings	-	-	-	-	-	30,000

(3) Matters related to the grouping of fair value of financial instruments based on appropriate fair value classification

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

Level 1 fair value: Fair value measured by using (unadjusted) market price in an active market of the identical assets and liabilities

Level 2 fair value: Fair value measured by using directly or indirectly observable inputs other than those used for Level 1 fair value

Level 3 fair value: Fair value measured by using significant but unobservable inputs

In the case involving the use of multiple inputs that have significant impacts on fair value measurement, such fair value is classified into the level with the lowest priority in fair value measurement of all the levels respective inputs belong to.

1) Financial assets and financial liabilities measured at fair value represented by their consolidated balance sheet amounts

(Amount: million yen)

Classification	Fair value			
	Level 1	Level 2	Level 3	Total
Securities and investment securities				
Available-for-sale securities				
Shares	6,709	-	-	6,709
Bonds	-	952	-	952
Other	5,314	17,468	-	22,782
Total asset	12,023	18,420	-	30,444

2) Financial assets and financial liabilities measured at fair value not represented by their consolidated balance sheet amounts

(Amount: million yen)

Classification	Fair value			
	Level 1	Level 2	Level 3	Total
Right to reimbursement	-	-	10,004	10,004
Securities and investment securities				
Held-to-maturity bonds				
Government bonds/local government bonds, etc.	10,098	-	-	10,098
Corporate bonds	-	251,353	-	251,353
Other	-	1,867	-	1,867
Shares of subsidiaries and associates	1,912	-	-	1,912
Long-term loans receivable	-	23,620	-	23,620
Long-term time deposits	-	23,771	-	23,771
Total assets	12,010	300,612	10,004	322,627
Long-term borrowings	-	30,000	-	30,000
Total liabilities	-	30,000	-	30,000

(Note) Explanation regarding the valuation techniques and inputs used for measuring fair value

Right to reimbursement

With respect to recourse receivables, estimated loan loss is determined by estimating the collateral-based collectible amount. Thus the fair value is considered to approximate and deemed to be represented by the consolidated balance sheet amount as at the consolidated closing date less estimated loan loss at present, which is classified into Level 3. For the method for measuring estimated loan loss, please refer to “5. Notes on Accounting Estimates.”

Securities and investment securities

Fair value of listed shares and listed investment trusts is measured in reference to the share price quoted on the stock exchange which is deemed to be a sufficiently active market, thus classified into Level 1. Fair value of bonds and trust beneficiary rights is measured in reference to the price indicated by the correspondent financial institutions, which is deemed to represent a sufficiently active market, thus fair value of government bonds is classified into Level 1. Fair value of bonds and trust beneficiary rights other than the above is classified into Level 2.

Long-term loans receivable

Fair value of long-term loans receivable is measured at present value calculated by discounting the future cash flows reflecting collectability, by using the yield of government bond applicable to the remaining period, which is classified into Level 2.

#### Long-term time deposits

Fair value of long-term deposits is measured in reference to the price indicated by the correspondent financial institutions, which is classified into Level 2.

#### Long-term borrowings

Fair value of long-term borrowings is measured at present value calculated by discounting future cash flows, by using a discount rate reflecting remaining period and credit risk, and classified into Level 2. Practically, fair value of long-term borrowings approximates book value, and thus book value is used as fair value.

## 11. Notes on Revenue Recognition

Since loan guarantee contract is a financial instrument, the transactions related thereto are outside the scope of the “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. Other transactions applicable under this accounting standard, etc. are not material, thus omitted.

## 12. Notes on Per Share Information

Net assets per share	1,845.14 yen
Profit per share	243.70 yen

(Note 1) Profit per share after full dilution are not stated because there were no dilutive shares.

(Note 2) The basis for the calculation of profit per share

Profit attributable to owners of parent on the consolidated statement of income	32,526 million yen
Amount not attributable to common shareholders	- million yen
Profit attributable to owners of parent relating to common shares	32,526 million yen
Average number of common shares outstanding during the period	133,465,210 shares

(Note 3) The Company’s shares remaining in J-ESOP and the Board Benefit Trust reported as treasury shares under shareholders’ equity are included in treasury shares that are excluded from the calculation of the average number of shares outstanding during the period when calculating profit per share. They are also included in treasury shares that are excluded from the calculation of the total number of shares issued at the end of the period when calculating net assets per share.

The average number of these treasury shares during the period that are excluded from the calculation of profit per share was 299,639 shares. The total number of these treasury shares at the end of the period that are excluded from the calculation of net assets per share was 292,460 shares.

(Note 4) The Company has conducted a two-for-one share split, effective April 1, 2025.

## 13. Notes on Significant Subsequent Events

Not applicable.

## 14. Notes on Business Combination, etc.

Finalization of tentative accounting treatment for business combinations

During the previous fiscal year, provisional accounting treatment was applied regarding the business combinations with Mie Sogo-Shinyo Co., Ltd. and Tohoku Guarantee Service Co., Ltd. on February 28, 2025; however, it was finalized during the current fiscal year.

The finalization of the provisional accounting treatment resulted in no changes to previously reported amounts.

(Note) All amounts are rounded down to the nearest integers.

## Non-consolidated Balance Sheet

(As of March 31, 2026)

(Amount: million yen)

Description	Amount	Description	Amount
<b>Assets</b>		<b>Liabilities</b>	
<b>Current assets</b>	<b>115,417</b>	<b>Current liabilities</b>	<b>36,634</b>
Cash and deposits	60,413	Unearned revenue	18,368
Right to reimbursement	18,492	Income taxes payable	7,733
Securities	43,794	Provision for loss on guarantees	7,197
Other	1,803	Other provisions	1,000
Allowance for doubtful accounts	(9,086)	Other	2,335
<b>Non-current assets</b>	<b>368,566</b>	<b>Non-current liabilities</b>	<b>206,437</b>
<b>Property, plant and equipment</b>	<b>431</b>	Long-term borrowings	30,000
Buildings	359	Long-term unearned revenue	175,750
Accumulated depreciation	(193)	Other provisions	687
Vehicles	58	<b>Total liabilities</b>	<b>243,072</b>
Accumulated depreciation	(42)	<b>Net assets</b>	
Tools, furniture and fixtures	862	<b>Shareholders' equity</b>	<b>238,680</b>
Accumulated depreciation	(613)	<b>Share capital</b>	<b>10,703</b>
<b>Intangible assets</b>	<b>2,340</b>	<b>Capital surplus</b>	<b>637</b>
Software	2,047	Legal capital surplus	637
Software in progress	290	<b>Retained earnings</b>	<b>242,012</b>
Other	3	Legal retained earnings	2,055
<b>Investments and other assets</b>	<b>365,795</b>	Other retained earnings	239,957
Investment securities	295,995	Reserve for loss on guarantees	208,300
Shares of subsidiaries and associates	13,054	Retained earnings brought forward	31,657
Long-term loans receivable	23,544	<b>Treasury shares</b>	<b>(14,673)</b>
Long-term time deposits	28,000	<b>Valuation and translation adjustments</b>	<b>2,231</b>
Deferred tax assets	4,085	Valuation difference on available-for-sale securities	2,231
Other	1,114	<b>Total net assets</b>	<b>240,911</b>
<b>Total assets</b>	<b>483,984</b>	<b>Total liabilities and net assets</b>	<b>483,984</b>

## Non-consolidated Statement of Income

(April 1, 2025 - March 31, 2026)

(Amount: million yen)

Description	Amount	
<b>Operating revenue</b>		<b>55,855</b>
<b>Operating expenses</b>		
Provision for loss on guarantees	5,549	
Provision of allowance for doubtful accounts	(199)	
Salaries, allowances and bonuses	2,253	
Other	8,014	15,618
<b>Operating profit</b>		<b>40,237</b>
<b>Non-operating income</b>		
Interest income	4,562	
Dividend income	1,340	
Other	75	5,978
<b>Non-operating expenses</b>		
Interest expenses	780	
Loss on investments in investment partnerships	310	
Commission expenses	15	
Other	38	1,145
<b>Ordinary profit</b>		<b>45,071</b>
<b>Extraordinary income</b>		
Gain on sale of investment securities	27	27
<b>Profit before income taxes</b>		<b>45,098</b>
Income taxes - current	14,302	
Income taxes - deferred	(751)	13,551
<b>Profit</b>		<b>31,546</b>

## Non-consolidated Statement of Changes in Equity

(April 1, 2025 – March 31, 2026)

(Amount: million yen)

	Shareholders' equity								
	Share capital	Capital surplus		Retained earnings			Treasury shares	Total shareholders' equity	
		Legal capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings				
					Reserve for loss on guarantees	Retained earnings brought forward			Total retained earnings
<b>Balance at beginning of period</b>	<b>10,703</b>	<b>637</b>	<b>637</b>	<b>2,055</b>	<b>197,000</b>	<b>31,744</b>	<b>230,799</b>	<b>(7,691)</b>	<b>234,449</b>
<b>Changes during period</b>									
Dividends of surplus						(20,334)	(20,334)		(20,334)
Provision of reserve for loss on guarantees					11,300	(11,300)	–		–
Profit						31,546	31,546		31,546
Purchase of treasury shares								(7,000)	(7,000)
Disposal of treasury shares								18	18
Net changes in items other than shareholders' equity									
Total changes during period	–	–	–	–	11,300	(87)	11,212	(6,981)	4,230
<b>Balance at end of period</b>	<b>10,703</b>	<b>637</b>	<b>637</b>	<b>2,055</b>	<b>208,300</b>	<b>31,657</b>	<b>242,012</b>	<b>(14,673)</b>	<b>238,680</b>

	Valuation and translation adjustments		Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
<b>Balance at beginning of period</b>	<b>1,044</b>	<b>1,044</b>	<b>235,493</b>
<b>Changes during period</b>			
Dividends of surplus			(20,334)
Provision of reserve for loss on guarantees			–
Profit			31,546
Purchase of treasury shares			(7,000)
Disposal of treasury shares			18
Net changes in items other than shareholders' equity	1,187	1,187	1,187
Total changes during period	<b>1,187</b>	<b>1,187</b>	<b>5,418</b>
<b>Balance at end of period</b>	<b>2,231</b>	<b>2,231</b>	<b>240,911</b>

## Notes to Non-consolidated Financial Statements

### 1. Notes on Matters Concerning Significant Accounting Policies

#### (1) Valuation standards and methods for securities

Held-to-maturity bonds	Stated at amortized cost (straight-line method).
Shares in subsidiaries and associates	Stated at cost using the moving-average method.
Available-for-sale securities	
Securities other than shares, etc. that do not have a market price	Stated at fair value (with valuation difference wholly included directly in net assets while selling cost determined by the moving-average method).
Shares, etc. that do not have a market price	Stated at cost using the moving-average method.

Investments in investment limited partnerships and other similar partnerships (which are deemed to be securities pursuant to Article 2, Paragraph 2 of the Financial Instruments and Exchange Act) are recorded at the net amount equivalent to equity based on the most recent financial statements available in accordance with the reporting date specified in the partnership agreement.

#### (2) Depreciation and amortization methods for non-current assets

Property, plant and equipment	Depreciated using the declining-balance method. However, buildings (excluding building fixtures) acquired on or after April 1, 1998 and building fixtures and structures acquired on or after April 1, 2016 are depreciated using the straight-line method. Major useful lives are as follows: Buildings 3 to 18 years Vehicles 6 years Tools, furniture and fixtures 2 to 20 years
Intangible assets	Depreciated using the straight-line method (software for internal use is amortized using the straight-line method based on their estimated useful lives (5 years)).

#### (3) Recording standards for reserves

Allowance for doubtful accounts	<p>To provide for losses on bad debts, an allowance for rights to reimbursement is recorded as follows, in accordance with the standard for depreciation and allowances provided in advance.</p> <p>The allowance for rights to reimbursement receivable from debtors who are legally bankrupt, such as those in bankruptcy or in special liquidation (“bankrupt borrowers”), or debtors in an equivalent state (“substantially bankrupt borrowers”), is recorded at the full amount of the non-secured portion after deducting amounts expected to be recovered from the disposal of collateral, etc., from the amount receivable. In addition, the allowance for rights to reimbursement receivable from debtors who are not currently bankrupt but for whom it is deemed that there is a significant possibility of future bankruptcy (“borrowers in danger of bankruptcy”) is recorded at an estimated loss which is deemed necessary upon a comprehensive assessment of the payment ability of each individual debtor that takes into account factors such as the amount collected over a certain period. The said allowance is calculated by deducting amounts expected to be recovered from the disposal of collateral from the amount receivable.</p> <p>The above allowances for rights to reimbursement are recorded based on the results of an asset assessment conducted by the sales branch or the Screening Management Department in accordance with the standards for self-assessment of assets, and audited by the Internal Audit Department, which is independent from the Screening Management Department.</p> <p>With regard to other receivables, to provide for losses on bad debts, an expected unrecoverable amount is recorded at an amount calculated based on the past loan loss ratio for general receivables, and an amount determined in consideration of the</p>
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recoverability of individual receivables with respect to doubtful accounts and certain other receivables.

Provision for loss on guarantees To provide for losses on guarantees, a provision is recorded as follows, in accordance with the standard for depreciation and allowances provided in advance.

The provision for debt guarantees for bankrupt borrowers and substantially bankrupt borrowers is recorded at the full amount of the non-secured portion after deducting amounts expected to be recovered from the disposal of collateral, etc., from the amount of debt guarantees. In addition, the provision for debt guarantees for borrowers in danger of bankruptcy is recorded at an estimated loss which is deemed necessary upon a comprehensive assessment of the payment ability of debtors that takes into account factors such as the amount collected over a certain period. The said provision is calculated by deducting amounts expected to be recovered from the disposal of collateral from the amount of debt guarantees.

The provision for debt guarantees other than the above is recorded based on historical rates of losses, etc., over a certain period.

The above provisions for debt guarantees are made based on the results of an asset assessment conducted by the sales branch or the Screening Management Department in accordance with the standards for self-assessment of assets, and audited by the Internal Audit Department, which is independent from the Screening Management Department.

(4) Recording standards for revenue and expenses

Revenue related to credit guarantee service business

With respect to income guarantee fee derived from the undertaking of guarantees, the Company receives, as consideration for the service, guarantee fee from the clients in a lump sum at the time of commencement of guarantee, or in installments in each month of the guarantee period. Revenue in the form of guarantee fee received in a lump sum is recorded as unearned revenue and charged on the declining balance (the method whereby income guarantee fees are calculated using a certain percentage of the estimated balance of debt guarantees) in each year during the guarantee period. For guarantee fees received each month, income guarantee fees are calculated using a certain percentage of the balance of guarantee obligations at the end of the previous month, and revenues are reported every month.

The Company undertakes guarantee subject basically to each client taking out creditor group life insurance policy. In the event of default due to the client's death or other contingency, the Company makes repayment to the lending financial institution by way of subrogation, using the payment from the creditor group life insurance policy. In this arrangement, the Company is acting as agent to the life insurance company. With respect to the income guarantee fee associated with such agency, the Company receives consideration in the form of specific guarantee fee from the lending financial institution in each month of the guarantee period. In this transaction, insurance is provided by the life insurance company and the Company's performance obligations are to arrange as agent to have the payment of life insurance properly made by the life insurance company. Thus, revenue in the form of income guarantee fee is recorded at an amount of consideration on a net basis.

(5) Other important matters as basis for preparing non-consolidated financial statements

Accounting for non-deductible consumption taxes relating to assets

Of non-deductible consumption taxes relating to assets, those defined as deferred consumption taxes, etc., under the Corporation Tax Act are reported as long-term prepaid expenses (other under investments and other assets) and amortized over a five-year period on a straight-line basis.

## 2. Notes on Changes in Presentation Methods

Non-consolidated Consolidated Statement of Income

“Loss on investments in investment partnerships,” which was included under “Other” in “Non-operating expenses” in the previous fiscal year, is presented separately in the fiscal year under review due to an increase in monetary materiality.

## 3. Notes on Accounting Estimates

(1) Detail of provision for loss on guarantees and the estimates

1) The amount recorded for the fiscal year under review 7,197 million yen

2) Other useful information in understanding the estimates

Same as described in “Notes to Consolidated Financial Statements, 5. Notes on Accounting Estimates” of the Consolidated Financial Statements.

(2) Detail of allowance for doubtful accounts for right to reimbursement and the estimates

1) The amount recorded for the fiscal year under review 9,086 million yen

2) Other useful information in understanding the estimates

Same as described in “Notes to Consolidated Financial Statements, 5. Notes on Accounting Estimates” of the Consolidated Financial Statements.

## 4. Additional Information

Same as described in “Notes to Consolidated Financial Statements, 6. Additional Information” of the Consolidated Financial Statements.

## 5. Notes to Non-consolidated Balance Sheet

(1) Contingent liabilities

1) Guarantee obligations

The balance of guarantee obligations is as follows. Guarantee obligations for interest in arrears are not included as they cannot be estimated.

Guarantee obligations for housing loans, etc.	17,917,303 million yen
Provision for loss on guarantees	7,197 million yen
<u>Balance</u>	<u>17,910,105 million yen</u>

Apart from the above, the Company is under blanket guarantee contract that provides guarantee for the guarantee exposure related to housing loans at a subsidiary, whose balance is as follows.

MINORI GUARANTEE Co., Ltd.	194 million yen
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2) Loss compensation contracts

The balance of subordinated beneficiary rights, etc. to be covered is as follows.

Subordinated beneficiary rights backed by housing loan receivables	56,700 million yen
Specific monetary trusts backed by loan receivables (guarantee limit)	2,000 million yen

(2) Monetary claims against and monetary liabilities to subsidiaries and associates are as follows.

Short-term monetary claims	27 million yen
Short-term monetary liabilities	53 million yen

## 6. Notes to Non-consolidated Statement of Income

Transactions with subsidiaries and associates are as follows.

Operating transactions (outgoing)	685 million yen
Non-operating transactions (incoming)	1,026 million yen

## 7. Notes to Non-consolidated Statement of Changes in Equity

Type and total number of treasury shares at the end of the fiscal year under review

Common shares 4,881,865 shares

(Note) The Company has conducted a two-for-one share split, effective April 1, 2025.

## 8. Notes on Tax Effect Accounting

Details of deferred tax assets and liabilities by major cause

Deferred tax assets	
Allowance for doubtful accounts	1,692 million yen
Intangible assets	226 million yen
Loss on valuation of investment securities	10 million yen
Loss on valuation of shares of subsidiaries and associates	58 million yen
Loss on investments in investment partnerships	51 million yen
Accrued enterprise tax	382 million yen
Provision for loss on guarantees	2,268 million yen
Other provisions	531 million yen
Other	103 million yen
Deferred tax assets subtotal	<u>5,326 million yen</u>
Valuation reserve	<u>(470) million yen</u>
Total deferred tax assets	4,855 million yen
Deferred tax liabilities	
Valuation difference on available-for-sale securities	<u>(770) million yen</u>
Total deferred tax liabilities	<u>(770) million yen</u>
Deferred tax assets, net	<u>4,085 million yen</u>

## 9. Notes on Transactions with Related Parties

Subsidiaries

Type	Name of company or individual	Holding (held) ratio of voting rights, etc. (%)	Relationship with related parties	Description of transactions	Transaction Amount (Million yen)	Accounting item	Year-end Balance (Million yen)
Subsidiary	MINORI GUARANTEE Co., Ltd.	(Owning) 100% directly	Guarantee of guarantee liabilities Concurrent positions held by officers	Blanket financial guarantee contract	194	-	-

(Note) The Company is under a blanket financial guarantee contract that guarantees whole portfolio of housing loan guarantee exposures.

## 10. Notes on Revenue Recognition

Same as described in “Notes to Consolidated Financial Statements, 11. Notes on Revenue Recognition” of the Consolidated Financial Statements.

## 11. Notes on Per Share Information

Net assets per share 1,813.25 yen

Profit per share 236.37 yen

(Note 1) Profit per share after full dilution are not stated because there were no dilutive shares.

(Note 2) The basis for the calculation of profit per share

Profit on the non-consolidated statement of income 31,546 million yen

Amount not attributable to common shareholders - million yen

Profit relating to common shares 31,546 million yen

Average number of common shares outstanding during the period 133,465,210 shares

(Note 3) The Company’s shares remaining in J-ESOP and the Board Benefit Trust reported as treasury shares

under shareholders' equity are included in treasury shares that are excluded from the calculation of the average number of shares outstanding during the period when calculating profit per share. They are also included in treasury shares that are excluded from the calculation of the total number of shares issued at the end of the period when calculating net assets per share.

The average number of these treasury shares during the period that are excluded from the calculation of profit per share was 299,639 shares. The total number of these treasury shares at the end of the period that are excluded from the calculation of net assets per share was 292,460 shares.

(Note 4) The Company has conducted a two-for-one share split, effective April 1, 2025.

## **12. Notes on Significant Subsequent Events**

Not applicable.

(Note) All amounts are rounded down to the nearest integers.

Independent Auditor's Report  
(English Translation)

May 14, 2026

To the Board of Directors  
ZENKOKU HOSHO Co., Ltd.

Grant Thornton Taiyo LLC  
Tokyo Office  
Certified Public Accountant  
Designated Limited Liability Partner      Masaya Ishii  
Engagement Partner  
Certified Public Accountant  
Designated Limited Liability Partner      Daisuke Noda  
Engagement Partner  
Certified Public Accountant  
Designated Limited Liability Partner      Kana Matsumoto  
Engagement Partner

#### Opinion

Pursuant to Article 444, Paragraph 4 of the Companies Act, we have audited the accompanying consolidated financial statements, which comprise the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in equity, and the related consolidated notes of ZENKOKU HOSHO Co., Ltd. (the "Company") for the fiscal year from April 1, 2025 to March 31, 2026.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the corporate group that consists of the Company and its consolidated subsidiaries as of March 31, 2026, and the results of its operations for the year then ended in conformity with accounting principles generally accepted in Japan.

#### Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under the auditing standards are stated in "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report." We are independent of the Company and its consolidated subsidiaries in accordance with the provisions related to professional ethics in Japan (including provisions applicable to the financial statement audits of public interest entities), and are fulfilling other ethical responsibilities as an auditor. We believe that we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

#### Other Information

Other information consists of the business report and the accompanying supplementary schedules. Management is responsible for the preparation and disclosure of the other information. Those Charged with Governance are responsible for monitoring the execution of Directors' duties related to designing and operating the reporting process for the other information.

Our audit opinion on the consolidated financial statements does not include the other information, and we express no opinion on the other information.

Our responsibility in the audit of the consolidated financial statements is to read through the other information and, in the course of that reading, to consider whether there are material differences between the other information and the consolidated financial statements or our knowledge obtained in the audit, and to pay attention to whether there is any indication of material errors in the other information besides such material differences.

If, based on the work we have performed, we determine that there are material errors in the other information,

we are required to report those facts.

We have no other matters to report in respect to the other information.

## Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements in accordance with the premise of a going concern, and for disclosing matters relating to going concern when it is required to do so in accordance with accounting principles generally accepted in Japan.

Those Charged with Governance are responsible for monitoring the execution of Directors' duties related to designing and operating the financial reporting process.

## Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our responsibilities are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to express an opinion on the consolidated financial statements from an independent standpoint in an audit report, based on our audit. Misstatements can occur as a result of fraud or error, and are deemed material if they can be reasonably expected to, either individually or collectively, influence the decisions of users taken on the basis of the consolidated financial statements.

We make professional judgment in the audit process in accordance with auditing standards generally accepted in Japan, and perform the following while maintaining professional skepticism.

- Identify and assess the risks of material misstatement, whether due to fraud or error. Design and implement audit procedures to address the risks of material misstatement. The audit procedures shall be selected and applied as determined by the auditor. In addition, sufficient and appropriate audit evidence shall be obtained to provide a basis for the audit opinion.
- In making those risk assessments, the auditor considers internal control relevant to the entity's audit in order to design audit procedures that are appropriate in the circumstances, although the purpose of the audit of the consolidated financial statements is not to express an opinion on the effectiveness of the entity's internal control.
- Assess the appropriateness of accounting policies adopted by management and the method of their application, as well as the reasonableness of accounting estimates made by management and the adequacy of related notes.
- Determine whether it is appropriate for management to prepare the consolidated financial statements on the premise of a going concern and, based on the audit evidence obtained, determine whether there is a significant uncertainty in regard to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If there is a significant uncertainty concerning the premise of a going concern, the auditor is required to call attention to the notes to the consolidated financial statements in the audit report, or if the notes to the consolidated financial statements pertaining to the significant uncertainty are inappropriate, issue a modified opinion on the consolidated financial statements. While the conclusions of the auditor are based on the audit evidence obtained up to the date of the audit report, depending on future events or conditions, an entity may be unable to continue as a going concern.
- Besides assessing whether the presentation of and notes to the consolidated financial statements are in accordance with accounting principles generally accepted in Japan, assess the presentation, structure, and content of the consolidated financial statements including related notes, and whether the consolidated financial statements fairly present the transactions and accounting events on which they are based.
- Plan and conduct the audit of the consolidated financial statements to obtain sufficient and appropriate audit evidence on the financial information of the Company and its consolidated subsidiaries, which forms the basis for our opinion on the consolidated financial statements. We are responsible for instructions, supervision, and implementation with regard to the audit of the consolidated financial statements. We are solely responsible for the audit opinions.

We report to Those Charged with Governance regarding the scope and timing of implementation of the planned audit, material audit findings including material weaknesses in internal control identified in the course of the audit, and other matters required under the auditing standards.

We report to Those Charged with Governance regarding the observance of provisions related to professional ethics in Japan as well as matters that are reasonably considered to have an impact on the auditor's independence and any measures that have been taken to eliminate obstacles or safeguards that have been put in place to reduce these obstacles to an acceptable level.

#### Interest

Neither Grant Thornton Taiyo LLC nor any of the Engagement Partners has any interest in the Company or its consolidated subsidiaries which should be disclosed under the provisions of the Certified Public Accountants Act.

Independent Auditor's Report  
(English Translation)

May 14, 2026

To the Board of Directors  
ZENKOKU HOSHO Co., Ltd.

Grant Thornton Taiyo LLC  
Tokyo Office  
Certified Public Accountant  
Designated Limited Liability Partner      Masaya Ishii  
Engagement Partner  
Certified Public Accountant  
Designated Limited Liability Partner      Daisuke Noda  
Engagement Partner  
Certified Public Accountant  
Designated Limited Liability Partner      Kana Matsumoto  
Engagement Partner

#### Opinion

Pursuant to Article 436, Paragraph 2, Item 1 of the Companies Act, we have audited the accompanying non-consolidated financial statements, which comprise the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in equity and the related notes, and the related supplementary schedules of ZENKOKU HOSHO Co., Ltd. (the "Company") for the 46th fiscal year from April 1, 2025 to March 31, 2026.

In our opinion, the non-consolidated financial statements and the related supplementary schedules referred to above present fairly, in all material respects, the financial position of the Company as of March 31, 2026, and the results of its operations for the year then ended in conformity with accounting principles generally accepted in Japan.

#### Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under the auditing standards are stated in "Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements and the Related Supplementary Schedules section of our report." We are independent of the Company in accordance with the provisions related to professional ethics in Japan (including provisions applicable to the financial statement audits of public interest entities), and are fulfilling other ethical responsibilities as an auditor. We believe that we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

#### Other Information

Other information consists of the business report and the accompanying supplementary schedules. Management is responsible for the preparation and disclosure of the other information. Those Charged with Governance are responsible for monitoring the execution of Directors' duties related to designing and operating the reporting process for the other information.

Our audit opinion on the non-consolidated financial statements does not include the other information, and we express no opinion on the other information.

Our responsibility in the audit of the non-consolidated financial statements and the related supplementary schedules is to read through the other information and, in the course of that reading, to consider whether there are material differences between the other information and the non-consolidated financial statements or our knowledge obtained in the audit, and to pay attention to whether there is any indication of material errors in the other information besides such material differences.

If, based on the work we have performed, we determine that there are material errors in the other information, we are required to report those facts.

We have no other matters to report in respect to the other information.

#### Responsibilities of Management and Those Charged with Governance for the Non-consolidated Financial Statements and the Related Supplementary Schedules

Management is responsible for the preparation and fair presentation of the non-consolidated financial statements and the related supplementary schedules in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the non-consolidated financial statements and the related supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements and the related supplementary schedules, management is responsible for assessing whether it is appropriate to prepare the non-consolidated financial statements and the related supplementary schedules in accordance with the premise of a going concern, and for disclosing matters relating to going concern when it is required to do so in accordance with accounting principles generally accepted in Japan.

Those Charged with Governance are responsible for monitoring the execution of Directors' duties related to designing and operating the financial reporting process.

#### Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements and the Related Supplementary Schedules

Our responsibilities are to obtain reasonable assurance about whether the non-consolidated financial statements and the related supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to express an opinion on the non-consolidated financial statements and the related supplementary schedules from an independent standpoint in an audit report, based on our audit. Misstatements can occur as a result of fraud or error, and are deemed material if they can be reasonably expected to, either individually or collectively, influence the decisions of users taken on the basis of the non-consolidated financial statements and the related supplementary schedules.

We make professional judgment in the audit process in accordance with auditing standards generally accepted in Japan, and perform the following while maintaining professional skepticism.

- Identify and assess the risks of material misstatement, whether due to fraud or error. Design and implement audit procedures to address the risks of material misstatement. The audit procedures shall be selected and applied as determined by the auditor. In addition, sufficient and appropriate audit evidence shall be obtained to provide a basis for the audit opinion.
- In making those risk assessments, the auditor considers internal control relevant to the entity's audit in order to design audit procedures that are appropriate in the circumstances, although the purpose of the audit of the non-consolidated financial statements and the related supplementary schedules is not to express an opinion on the effectiveness of the entity's internal control.
- Assess the appropriateness of accounting policies adopted by management and the method of their application, as well as the reasonableness of accounting estimates made by management and the adequacy of related notes.
- Determine whether it is appropriate for management to prepare the non-consolidated financial statements and the related supplementary schedules on the premise of a going concern and, based on the audit evidence obtained, determine whether there is a significant uncertainty in regard to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If there is a significant uncertainty concerning the premise of a going concern, the auditor is required to call attention to the notes to the non-consolidated financial statements and the related supplementary schedules in the audit report, or if the notes to the non-consolidated financial statements and the related supplementary schedules pertaining to the significant uncertainty are inappropriate, issue a modified opinion on the non-consolidated financial statements and the related supplementary schedules. While the conclusions of the auditor are based on the audit evidence obtained up to the date of the audit report, depending on future events or conditions, an entity may be unable to continue as a going concern.
- Besides assessing whether the presentation of and notes to the non-consolidated financial statements and the related supplementary schedules are in accordance with accounting principles generally accepted in

Japan, assess the presentation, structure, and content of the non-consolidated financial statements and the related supplementary schedules including related notes, and whether the non-consolidated financial statements and the related supplementary schedules fairly present the transactions and accounting events on which they are based.

We report to Those Charged with Governance regarding the scope and timing of implementation of the planned audit, material audit findings including material weaknesses in internal control identified in the course of the audit, and other matters required under the auditing standards.

We report to Those Charged with Governance regarding the observance of provisions related to professional ethics in Japan as well as matters that are reasonably considered to have an impact on the auditor's independence and any measures that have been taken to eliminate obstacles or safeguards that have been put in place to reduce these obstacles to an acceptable level.

#### Interest

Neither Grant Thornton Taiyo LLC nor any of the Engagement Partners has any interest in the Company which should be disclosed under the provisions of the Certified Public Accountants Act.

## **Audit Report**

The Audit & Supervisory Board, upon deliberation, prepared this audit report regarding the Directors' execution of their duties during the 46th fiscal year from April 1, 2025 to March 31, 2026, based on the audit reports prepared by each Audit & Supervisory Board Member and hereby reports as follows:

1. Auditing Method Employed by Audit & Supervisory Board Members and the Audit & Supervisory Board and Details Thereof
  - (1) The Audit & Supervisory Board established audit policies, audit plan, etc. and received reports from all the Audit & Supervisory Board Members regarding the execution of audits and the results thereof. In addition, we requested reports, and explanations as necessary, from Directors, etc. and the Accounting Auditor regarding the execution of their duties.
  - (2) In accordance with the audit policies, established by the Audit & Supervisory Board, and pursuant to audit policies, audit plan, etc., we attempted communication with Directors, the Audit Department, and other employees, etc. while utilizing means via the Internet, etc., and worked to gather information and establish an auditing environment, and carried out audits in the following manner:
    - 1) We attended the Board of Directors' meetings and other important meetings, received reports from the Directors and other employees, etc. regarding the execution of their duties, requested explanations as necessary, inspected documents, etc., related to important decisions, and examined the operations and assets at the Company's headquarters and principal offices. With regard to the Company's subsidiary, the Audit & Supervisory Board attempted communication with its Directors, Audit & Supervisory Board Members, etc., and received report as necessary from the subsidiary.
    - 2) With respect to the resolution of the Board of Directors concerning the development of the system to ensure the compliance of Directors with laws, regulations and the Articles of Incorporation in the execution of their duties described in the Business Report and other systems required to ensure the properness of the operations of corporate group consisting of joint stock company (kabushiki-kaisha) and its subsidiaries as stipulated in Article 100, Paragraphs 1 and 3 of the Ordinance for Enforcement of the Companies Act, as well as the system (internal control system) developed based on said resolution of the Board of Directors, we received regular reports regarding the status of implementation and operation thereof from the Directors and other employees, sought explanations as necessary, and expressed opinion thereon.
    - 3) We monitored and verified whether the Accounting Auditor had maintained its independence and conducted audits appropriately, and received reports, and sought explanations as necessary, from the Accounting Auditor regarding the execution of its duties. The Audit & Supervisory Board received notification from the Accounting Auditor to the effect that "systems for ensuring appropriate execution of duties" (matters listed in each item of Article 131 of the Ordinance on Accounting of Companies) has been established in accordance with "Quality Control Standards for Auditing" (Business Accounting Council), etc., and we requested explanations as necessary.

Based on the above, we examined the Business Report and the related supplementary schedules, the non-consolidated financial statements (the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in equity, and the notes to non-consolidated financial statements) and the related supplementary schedules, and the consolidated financial statements (the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in equity, and the notes to consolidated financial statements) for the fiscal year under review.

2. Audit Results
  - (1) Results of Audit of Business Report, etc.
    1. In our opinion, the business report and the supplementary schedules are in accordance with the related laws and regulations and Articles of Incorporation, and fairly represent the Company's condition.
    2. No inappropriate conduct concerning the execution of duties by Directors or material facts in violation of laws, regulations or the Articles of Incorporation were found.
    3. We found that the Board of Directors' resolutions concerning the internal control system are appropriate in content. We also found no matters requiring note with respect to the description of the

- Business Report and the execution of duties by Directors concerning the said internal control system.
- (2) Results of Audit of Non-consolidated Financial Statements and Related Supplementary Schedules  
We found that the methods and the results of the audit conducted by Accounting Auditor, Grant Thornton Taiyo LLC, are appropriate.
- (3) Results of Audit of Consolidated Financial Statements  
We found that the methods and the results of the audit conducted by Accounting Auditor, Grant Thornton Taiyo LLC, are appropriate.

May 15, 2026

Audit & Supervisory Board  
ZENKOKU HOSHO Co., Ltd.

Full-time Audit & Supervisory Board Member	Mamoru Fujino
Outside Audit & Supervisory Board Member	Takafumi Sato
Outside Audit & Supervisory Board Member	Yuko Furumoto
Outside Audit & Supervisory Board Member	Makoto Nakajima