

Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2026

Note: This document has been translated from the Japanese original for reference purposes only.
In the event of any discrepancy between this translated document and the Japanese
original, the original shall prevail.

February 9, 2026

信用で人をつなぐ
 ジェイリース



証券コード: 7187

Message from the President

Business performance hit record highs, with both sales and profit exceeding the company plan

I am Tsuchi Nakashima, Representative Director and President. I would like to express our sincere appreciation for your continued support. I hereby would like to report our financial results for the third quarter of the fiscal year ending March 31, 2026.

In the third quarter of the fiscal year under review, both sales and profits exceeded the company plan as a result of strong performance in residential rent guarantees and business rent guarantees, our main businesses. This was mainly driven by the success of our community-based services leveraging the largest branch network in the rent guarantee industry (presence in 39 prefectures), as well as our effective sales strategy in the Tokyo metropolitan area.

Amid the Japanese economy transitioning from deflation to inflation, in the real estate industry, rents are rising and there is also a growing preference for rentals, and this is proving a tailwind for expansion of our business performance. We will continue to increase our market share in the Tokyo metropolitan area and steadily advance our branch expansion strategy across all 47 prefectures.

For K-net Co., Ltd., which joined our Group in April 2025, we have been strengthening internal controls and optimize its business including through store consolidation. We will implement the synergy strategy formulated in November and leverage both our strengths ahead of a contribution to business performance from next fiscal year.

Looking ahead, amid the growing popularity of smart homes utilizing AI, we took the initiative by signing an alliance agreement with Mitsubishi Estate Co., Ltd. Leveraging our network of over 30,000 real estate management companies, we will proceed with building a new guarantee platform.

Going forward, we will continue to make every effort to return profits to our shareholders, aiming to further improve our business performance and enhance corporate value through various initiatives. I would sincerely like to request your continued support.

Representative Director and President

(中島 土)



Financial Results for 3Q of the Fiscal Year Ending March 31, 2026

Sales and profit both hit record highs

Net sales

(Millions of yen)

New record highs

15,368 YoY change +28.9%

9,409
11,921

Operating profit

(Millions of yen)

New record highs

2,635 YoY change +17.2%

1,791
2,247

Operating profit margin

19.0%
Excluding K-net (goodwill included)

17.1%

Year ended
March 31, 2024 Year ended
March 31, 2025 Year ending
March 31, 2026
3Q 3Q 3Q

Year ended
March 31, 2024 Year ended
March 31, 2025 Year ending
March 31, 2026
3Q 3Q 3Q

Year ended
March 31, 2024 Year ended
March 31, 2025 Year ending
March 31, 2026
3Q 3Q 3Q

For each item in third quarter of the fiscal year ended March 31, 2025, the figures reflect the retrospective application to the previous third quarter due to changes in presentation in the current third quarter following the establishment of J-Lease Football Club Co., Ltd. (spin-off), and the finalized accounting treatment for the previous third quarter (goodwill amortization amount), resulting from the completion of the provisional accounting related to the business combination at the end of the previous fiscal year accompanying the acquisition of subsidiary AIVS

Summary of Financial Results for 3Q of the Fiscal Year Ending March 31, 2026

Sales, profit, and profit margin all exceeded the company plan

(Millions of yen)	Year ended March 31, 2025 3Q results*	Year ending March 31, 2026 3Q results	YoY change
Net sales	11,921	15,368	+28.9%
Operating profit	2,247	2,635	+17.2%
Operating profit margin	18.9%	17.1%	-1.8pt
Ordinary profit	2,235	2,596	+16.1%
Profit attributable to owners of parent	1,487	1,767	+18.9%

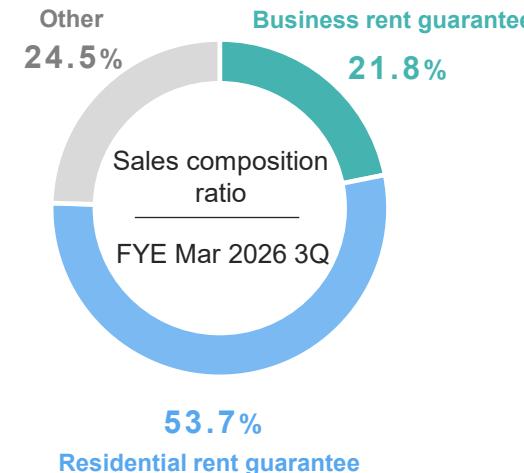
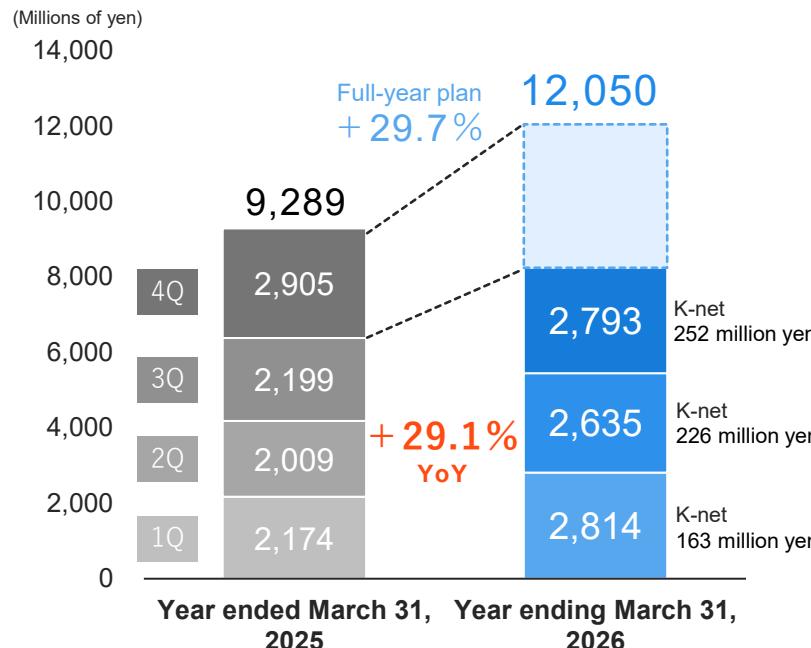
* For items in "Year ended March 31, 2025 3Q results" above, the figures reflect the retrospective application to the previous third quarter due to changes in presentation in the current third quarter following the establishment of J-Lease Football Club Co., Ltd. (spin-off), and the finalized accounting treatment for the previous second quarter (goodwill amortization amount), resulting from the completion of the provisional accounting related to the business combination at the end of the previous fiscal year accompanying the acquisition of subsidiary Alvs.

- ▶ In addition to sales expansion, net sales were boosted by the contribution from K-net, which became a subsidiary in April 2025 (covering sales from May to December 2025), and mainstay residential and business rent guarantees continued to perform well.
- ▶ All profits posted record highs, absorbing higher bad debt-related expenses in line with an increase in the number of contracts, an increase in administrative fees (cost of sales) resulting from intensifying competition, and an increase in goodwill amortization arising from M&As, that were offset by higher sales and cost control.
- ▶ Continuously promoted appropriate risk control and improvements in operational efficiency through credit screening and credit management operations, etc. utilizing AI.

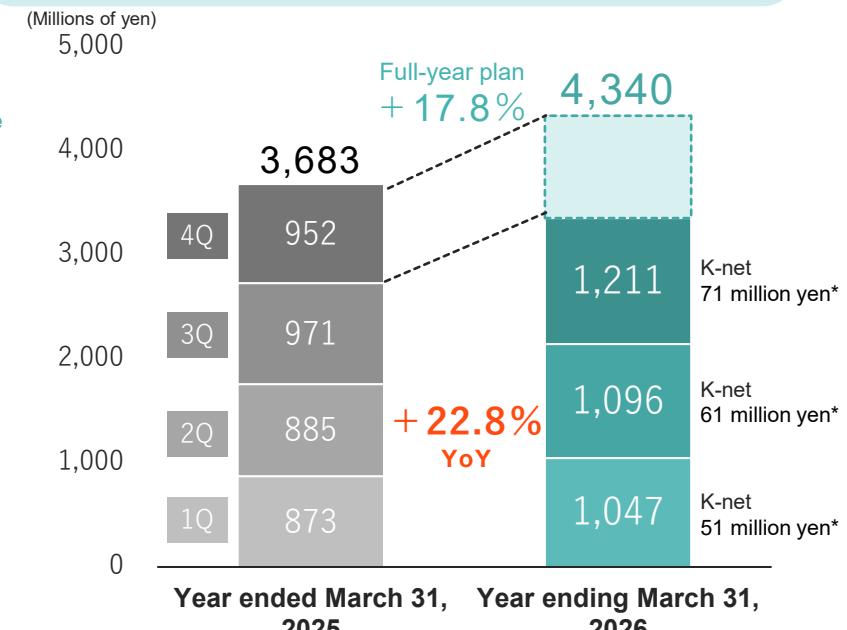
Performance Status of Main Businesses

Business remained strong, on track to achieve record-high full-year net sales

Residential rent guarantee



Business rent guarantee



Residential rent guarantee

Significant growth of +29.1% YoY, contributing also to increased sales at K-net
New transactions increased due to the success of various strategies, including the strengthening of human resources in the Tokyo metropolitan area, human resource development, and the formation of alliances

Further solidified relationships with existing customers by responding to their detailed community-based needs and made progress in acquiring customers in areas where stores were opened

Applications were strong in the busy period (January-March), with the business on track to achieve the full-year plan

Strong performance toward renewing the record-high full-year sales

Further focused on sales activities in the Tokyo metropolitan area, where the market is large, against a backdrop of risk avoidance among real estate owners and the growing use of business rent guarantees

Contract unit prices also increased due to growth in guarantees for high-value properties through sales efforts to large real estate companies

Business rent guarantee

Medical expense guarantees, IT-related business, and real-estate-related business remained strong, exceeding plans

Subrogation fees and collection agency fees also increased in line with an increase in the number of contracts

Contract unit prices also increased due to growth in guarantees for high-value properties through sales efforts to large real estate companies

Main Businesses: Growth Strategy of Residential Rent Guarantee

Significantly outperformed market growth rate

Market environment

- Demand for rentals is increasing due to rising real estate prices and interest rates. With our contract numbers increasing and contract unit prices also rising amid higher rents, our business is enjoying a tailwind.
- Mature market with over 200 competitors but few new entrants (including credit card and consumer credit companies)
- Use of guarantees for leased residential properties is becoming common, and guarantee company utilization rates remain high
- Leveraging our own strengths (see right), we significantly outperformed the market growth rate of 3% and are performing well

(Condominiums, apartments, etc.)



	Year ended March 31, 2024 Results	Year ended March 31, 2025 Results	Year ending March 31, 2026 Plan
Guarantee company utilization rate in the market*	75%	76%	77%
Market sales size (Market growth rate)*	224.0 billion yen (+4%)	230.0 billion yen (+3%)	236.0 billion yen (+3%)
Our Group's net sales (Growth rate)	7.7 billion yen (+19.6%)	9.2 billion yen (+19.3%)	12.0 billion yen (+29.7%)

**3Q results 8.2 billion yen
(+29.1%)**

The Company's strengths in residential rent guarantee

- Listed on the Prime Market of the Tokyo Stock Exchange, with proven track record and high credibility accumulated over 22 years since our establishment
- No. 1 store network in the industry; attentive service through localization
- Continued development of marketing human resources with a high level of expertise and response capabilities
- High-precision credit screening that leverages AI analysis, and strong credit management capabilities through a customer-oriented approach
- Rich services created through co-creation with diverse alliance partners

Residential rent guarantee strategies

- Further expansion of nationwide network by opening stores
- Expansion of sales in the Tokyo metropolitan area, where market share is currently small
- Sales synergy with subsidiary K-net (increase sales of the whole-building guarantee service and grow market share in the Kinki area)
- Engagement in marketing collaborations with partner companies and approaches to large real estate companies through teams of experts selected from across the country

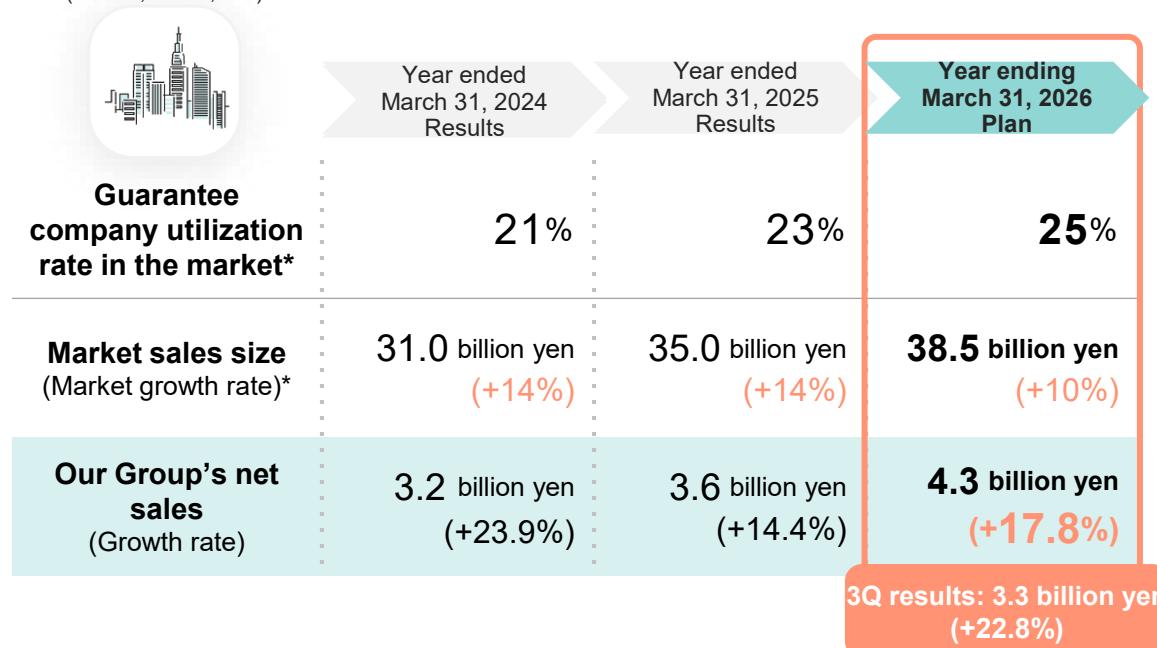
Main Businesses: Growth Strategy of Business Rent Guarantee

Business rent guarantee market continues to expand

Market environment

- Due to **growing risk avoidance** among real estate owners amid rising real estate prices and interest rates, our business performance is benefiting from **growth in customers** and **increased unit contract prices** from higher rents.
- The utilization rate for business rent guarantees remains in the 20% range, which is still low compared with the utilization rate for residential rent guarantees (77%). Thus, **the market will continue to expand**.
- We have expanded the market base through expansion into various sizes and formats including large-scale facilities.

(Offices, stores, etc.)



Potential for expansion in the business rent guarantee market

- Small- and medium-sized offices, stores, restaurants, etc.
→ Guarantee needs remain strong and use continues to expand

- Large offices and commercial facilities
→ Began to be used by some customers and there is great potential for expansion

The current market size for business rent guarantees is estimated at **38.5 billion yen**; the market is expected to expand to approximately **120.0 billion yen** in the future

Business rent guarantee strategies

- Expansion of whole-building guarantee service (K-net) to business properties
- Strategic allocation of human resources to the Tokyo metropolitan area, where needs are expanding
- Approaches to investment properties and large commercial/office complex facilities through engagement in marketing collaborations with partner companies
- Approaches to building owners, investment companies, and general contractors, etc.

Key Performance Indicators (KPI)

Subrogation recovery rate above company plan due to optimal risk controls

Guarantee-related business (J-lease alone)

	Year ended March 31, 2025 3Q results	Year ending March 31, 2026 3Q results	YoY
Number of real estate company agreements (thousands)	28	30	+9.3%
Number of applications (thousands)	196	215	+9.4%
Guaranteed monthly rent (millions of yen)*	55,973	65,696	+17.4%
Subrogation incidence rate	6.3%	6.6%	+0.3pt
Subrogation recovery rate	97.5%	97.5%	-0.0pt
Balance of advance subrogation payments (millions of yen)	6,514	7,808	+19.9%
Number of stores (stores)	40	42	+2 stores
Number of prefectures with stores	37	39	+2 prefectures
Number of employees (persons)	429	447	+18 persons

Full-year plan 6.6%
(-0.0pt versus plan)

Full-year plan 96.8%
(+0.7pt versus plan)

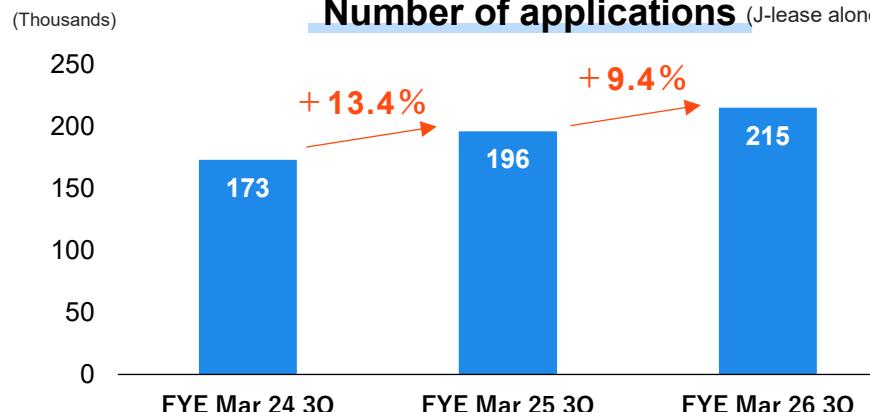
No. 1 store network in the industry

Figures for each indicator are those for J-lease alone, excluding K-net

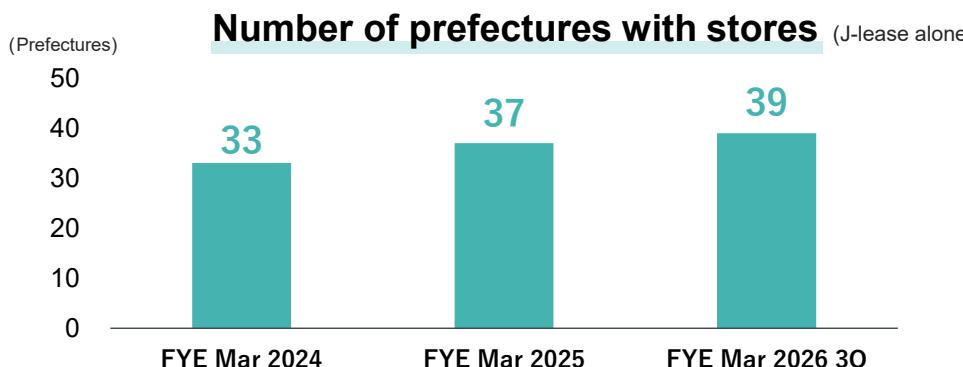
*Guaranteed monthly rent: Amount to be subrogated if the subrogation incident rate were 100% (monthly)

Key Performance Indicators (KPI)

Indicators related to sales and subrogation remained strong

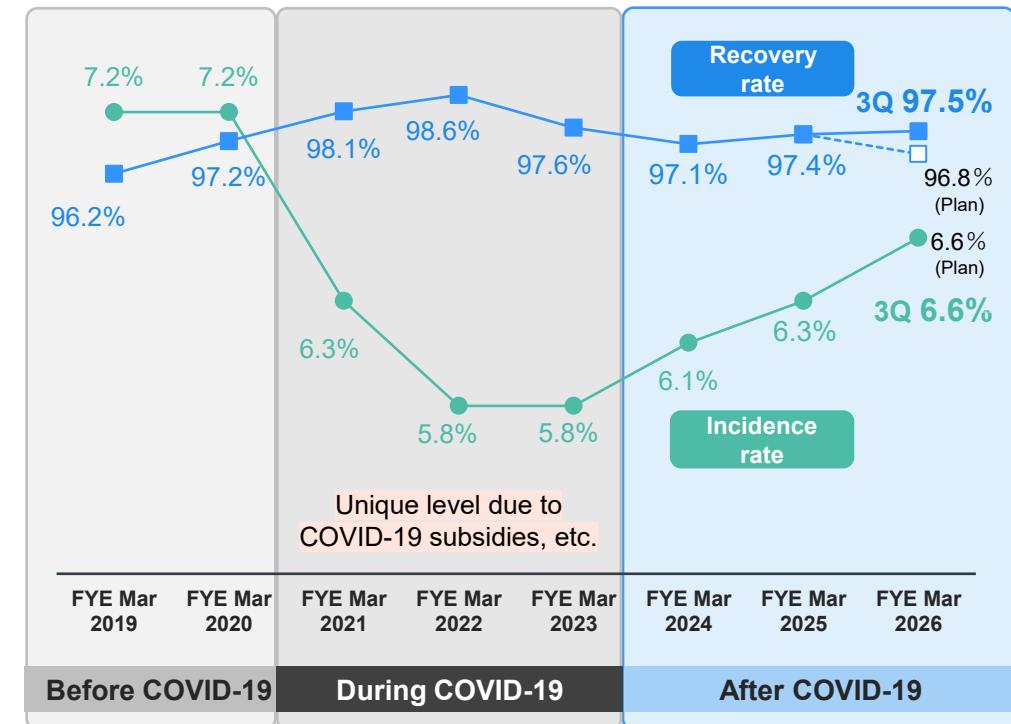


► The number of new applications remained strong



- We aim at opening branches in 47 prefectures, with the Mie Branch opened in June 2025 and the Yamagata Branch in September
- We plan to open new branches in Aomori and Akita in March 2026

Subrogation incidence and recovery rates



- Subrogation incidence rate remained in line with the plan through measures such as credit screening based on AI analysis
- Subrogation recovery rate was brought to a favorable level of 0.7 pt above the full-year plan through attentive customer service and other efforts

Opportunities and Risks

Aiming for further growth by turning risks into opportunities

Occurrence	Details	Impact on our Group
Opportunities	AIX and DX	With demand accelerating for labor-saving technologies, driven by an aging and shrinking population, operational efficiency will be improved through optimizing operations using generative AI and utilizing big data. Improving operational efficiency from electronic applications/contracts Launched AI Solutions Promotion Division → Promote businesses utilizing AI Rising demand for relocation and guarantees due to spread of smart homes → Distributorship agreement for Mitsubishi Estate's smart home HOMETACT (January 5, 2026)
	Awareness of risk aversion	Increase in businesses failing due to labor shortages and the rising costs of food ingredients and materials. Real estate owners will become more risk averse → Greater need for residential and business rent guarantees, and therefore expand our opportunities.
	Preference for rentals	The shift of preference from owner-occupied to rental housing will expand due to rising interest rates and property prices.*1 Expanded base of rental tenants → Greater need for guarantees and increased sales
	Foreign nationals	Due to the increase in the number of foreign students, workers, etc., the number of guarantees for foreign nationals will increase*2 Business opportunities for Asumirai Co., Ltd., a subsidiary engaged in the real estate business for such nationals, will expand.
	Aging population	Due to the advancing aging society, there is a growing issue of a lack of co-guarantors for single elderly people. Expansion in guarantee and monitoring services for the elderly → Improvement in lifetime value
	Rent increases	Rents will be pushed upward by pressures such as the sharply rising costs of construction materials and renovation. Higher average guarantee fee → Sales growth
Risks	Increase in interest rates	Companies to postpone store openings due to higher borrowing costs and curb moves in the wake of an economic downturn. The direct impact is minimal due to the amount of our Group's borrowings, and even though there is likely to be a decline in guarantee applications as moves are curbed, the preference for rentals amid a reluctance to purchase homes will present as an opportunity.
	Price increases	If raw material prices rise due to inflation or economic stagnation deteriorates, it may have a certain impact on the operations of tenant companies such as restaurants. Advance subrogation payments are likely to increase but greater awareness of risk aversion among landlords will present as an opportunity.

*1 According to the "Ownership and Renting Orientation" survey in the 2023 "Survey on Public Awareness of Land Issues" (Ministry of Land, Infrastructure, Transport and Tourism), the percentage of respondents who "do not mind renting or prefer renting" is on an increasing trend to 17.5% from 15.1%.

*2 The Company has expanded its services for foreign visitors to Japan (see "Notice of Expansion of Rent Guarantee Services for Foreign Visitors to Japan" dated January 24, 2024).

Business Expansion

Corporate Philosophy: We pursue the happiness of all employees and everyone involved with us.
Vision: We will create a society in which everyone can live their lives to the fullest.



Rent guarantee business

Oct. 2017 "J-AKINAI" Strategic business rent guarantee plan

April 2025 Made K-net Co., Ltd. a subsidiary
→ Acquired customers by utilizing whole-building guarantee services

May 2025 Made Wellon Solutions Co., Ltd. an equity method company
→ Expanded customer base by utilizing bank network

Businesses in development

June 2012 Established Asumirai Co., Ltd. (Real-estate-related business)
→ Expanded services for foreign nationals

July 2018 Launched the medical expense guarantee service
→ Invested resources as a third earnings pillar

May 2023 Launched the child support guarantee service

New businesses

April 2024 Made AIVS (IT-related business) a subsidiary
→ Strengthened system infrastructure and implemented cross-selling

April 2025 Established J-Lease Football Club Co., Ltd. (company split)
→ Strengthened selling ability through enhanced brand recognition

July 2025 Made AFB Co., Ltd. (advertising-related business) a subsidiary
→ Strengthened marketing and promotion functions

Expanding businesses that solve social issues, aiming to realize our philosophy and vision

K-net Co., Ltd. (Guarantee-related business)

Synergy strategy is underway

Net sales

969 million yen

Full-year plan: 1,580 million yen

Operating profit

7 million yen

Full-year plan: 10 million yen

K-net alone, performance from May to December 2025

K-net's strengths

- K-net's competitive edge in whole-building guarantee services
*See the next page for details
- Partnership agreements with major and mid-size companies that deal in fund properties
- Network in the Kinki area
(partnership agreements with 8,000 companies)

Synergy strategy

Key focus 1

Expansion of whole-building guarantee service leveraging J-lease's nationwide branch network

Example: August 1, 2025 Business alliance with JPMC Finance Co., Ltd. Introduced whole-building guarantee services to properties throughout the country which are operated by JPMC and partner companies

Key focus 2

Sharing of overlapping service areas and appropriate allocation of human resources

Example: Efficient branch reorganization between K-net's Kobe head office and J-lease's Kobe branch, promoting knowledge sharing and exchange of human resources

Key focus 3

Exchange of expertise in sales and credit management and strengthening of human resource development

Example: Secondment from J-lease
Improved figures for credit management indicators

Key focus 4

Formulate a strategy to maximize synergies (November 2025) In addition to the above,

- Upgrade whole-building guarantee products (including switch from free to paid services)
- K-net to specialize in whole-building guarantees
New regular guarantees are to be gradually switched to J-lease agreements
→ Curb bad debt-related costs through improved screening accuracy

- ▶ K-net: Various measures for generating synergy are underway
- ▶ Successful expansion of the whole-building guarantee service with J-lease, with multiple companies in negotiations for its adoption

About Whole-building Guarantee Services



Whole-building
guarantee service
contracts

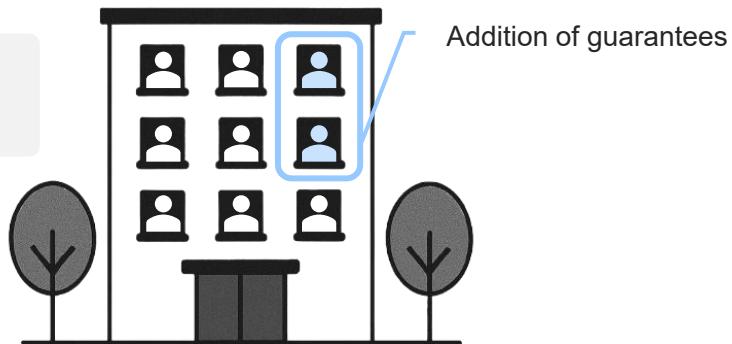


Landlord / Managing company

Guarantees are provided through a two-party contract with the landlord or the management company
(Highly convenient compared to a typical three-party contract involving tenants)

Guarantees are additionally provided to current tenants without
any guarantee

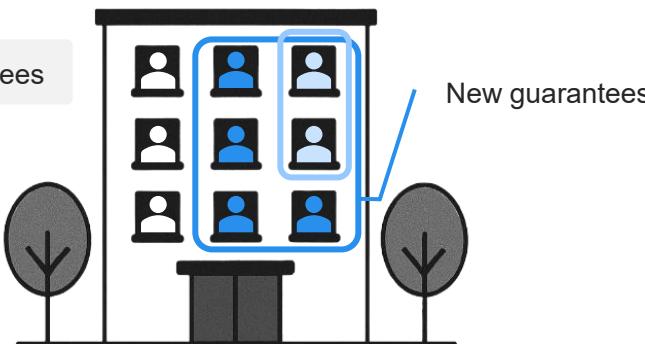
- Guarantees by other company
- Not guaranteed



Note: There are many cases where rent guarantees are cancelled due to a change of owners accompanying the sale or purchase of real estate properties. Therefore, demand for addition of guarantees to current tenants is very high among new landlords (many inquiries from funds and major landlords)

After signing a whole-building guarantee contract, J-lease
provides guarantees for unit replacements

- J-lease guarantees



Points strengthened by joining
the Group

- Residential properties only → Expansion to other types of properties such as those for businesses and housing for the elderly with home-care services
- Mainly in the Kinki area → Nationwide development utilizing the Group's store network
- Provided free of charge → Launched paid services given excellent salability with nationwide development as an opportunity

AIVS (IT-related business)

Operating profit turned profitable, exceeding the company plan

Net sales

948 million yen

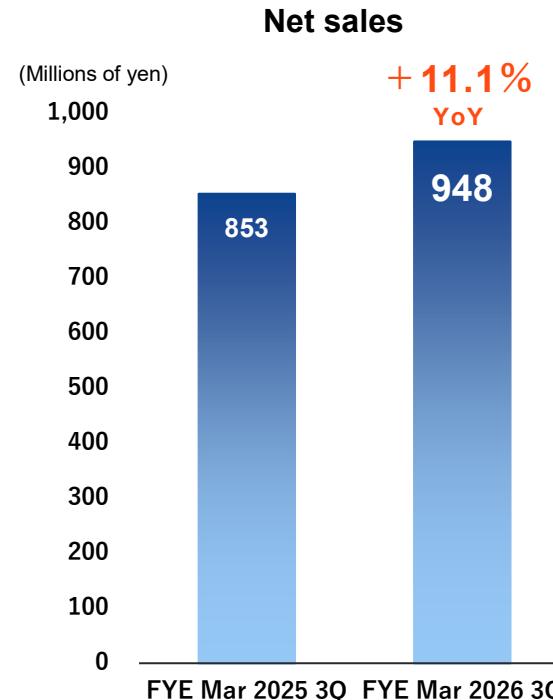
(+11.1% YoY)

Operating profit

95 million yen

(0.7 million yen in operating loss
for the same period of the
previous year)

AIVS alone, consolidated since May 2024



Synergy strategy

Key focus 1

Strengthen the system infrastructure

Example: Joint system project
Participated as a member of the core system renewal project for J-lease

Key focus 2

Strengthen the customer base

Example: Mutual referrals of business partners focusing on medical expenses guarantees
Both parties made progress in acquiring new customers

Key focus 3

Exchange human resources

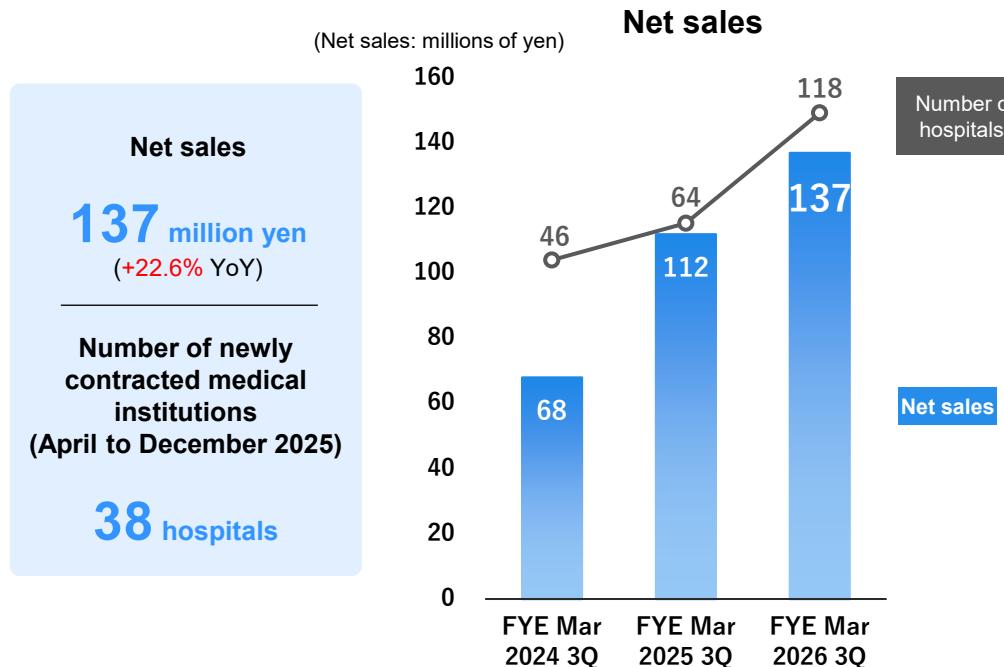
Example: Secondment to J-lease
Improved IT literacy

- ▶ AIVS: Strong business performance, especially for software sales, supported by enhanced creditworthiness after it joined the Group. Making steady headway toward reaching the full-year plan of 140 million yen in operating profit, helped by the busy period of 4Q.
- ▶ Business synergies generated due to system contracting from J-lease, joint system projects, etc.

Performance Status of Businesses in Development

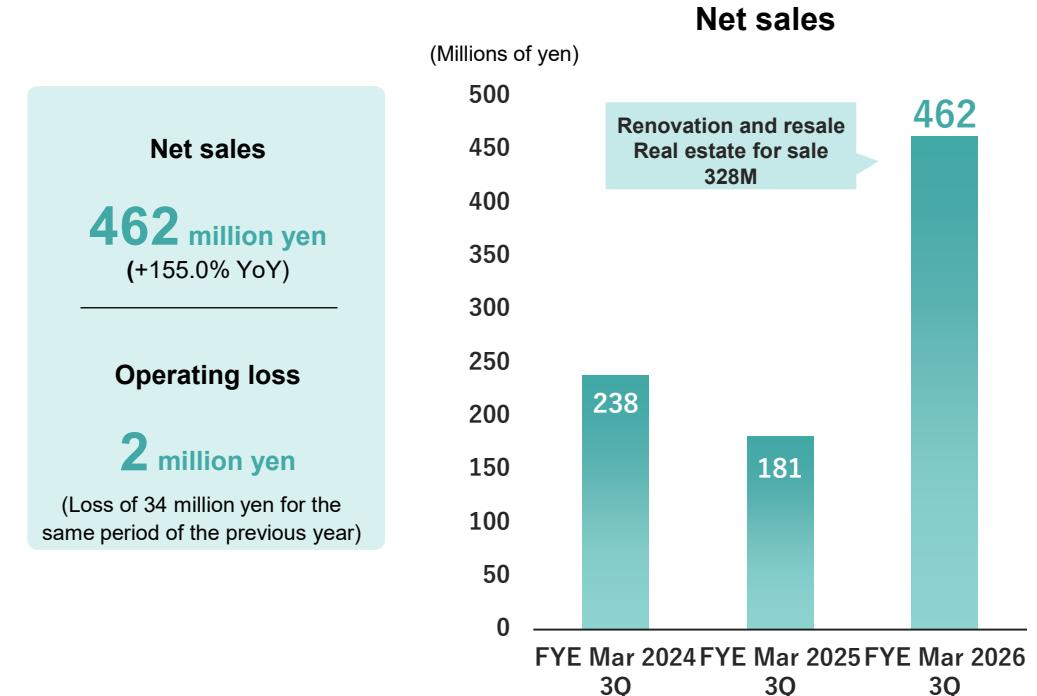
Medical expense guarantees

Exceeded the company plan



Asumirai Co., Ltd. (Real-estate-related business)

Significant growth through renovation and resale, etc.



- ▶ Medical expense guarantees: Number of new contracted medical institutions was expanded owing to expanded recognition through direct sales, in addition to referrals from existing customers and alliance partners
- ▶ Entering into a growth period, sales activities have expanded from specialized departments to all stores nationwide from this term, and the number of negotiations and signed contracts has increased

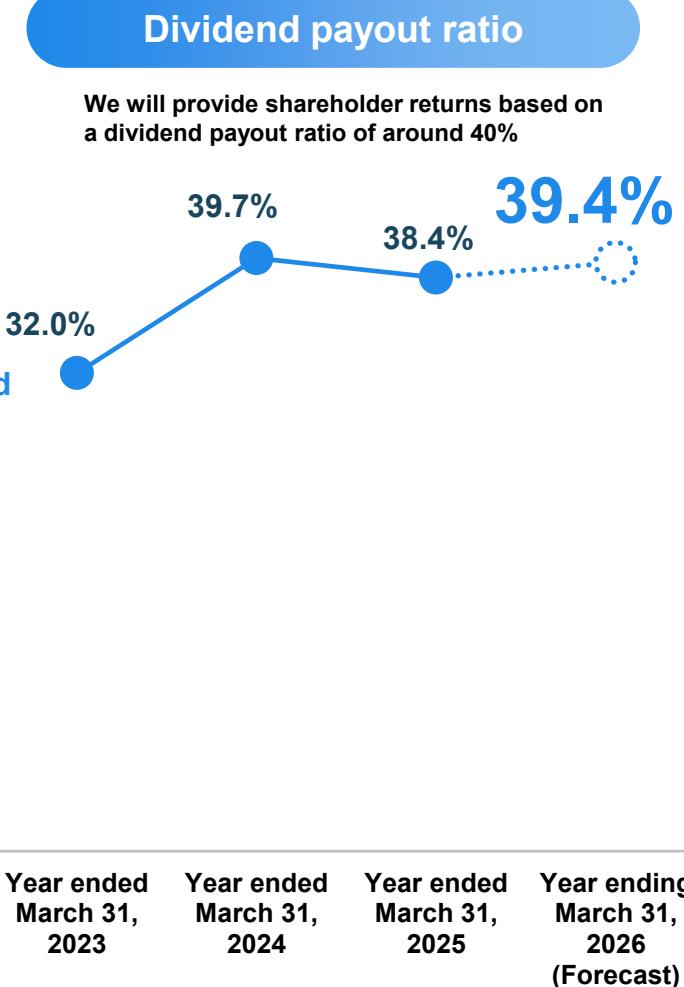
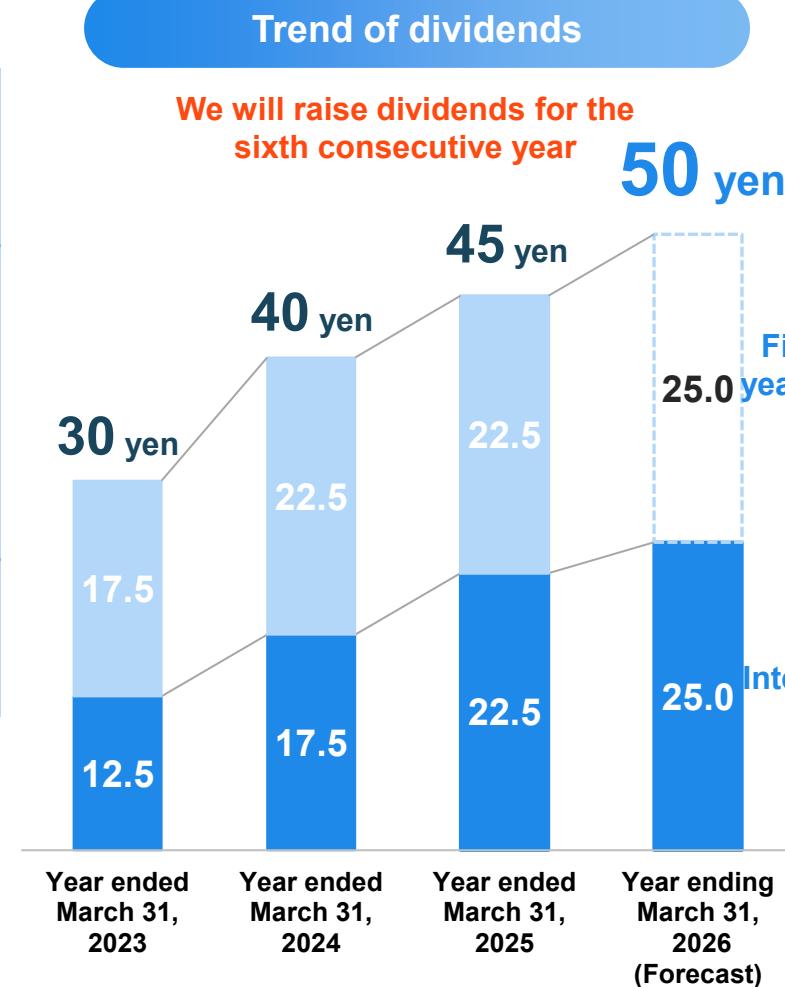
- ▶ Real-estate-related business (subsidiary Asumirai: real estate brokerage for foreign nationals): Sales significantly increased and exceeded the company plan due to strong performance in renovation and resale and real estate for sale
- ▶ Operating profit is on track with the plan, progressing steadily toward full-year profitability

Shareholder Returns (Dividend Forecasts)

We plan to increase interim and year-end dividends

Year ended March 31, 2025 Results		Year ending March 31, 2026
Interim	22.5 yen	25.0 yen
Fiscal year-end	22.5 yen	25.0 yen (Forecast)
Total	45.0 yen	50.0 yen (Forecast)

- ▶ Based on a dividend payout ratio of around 40% (Basic Dividend Policy)
- ▶ Continue Premium Benefit Club for shareholder benefits



* The Company conducted a 2-for-1 stock split of shares of common stock on March 1, 2024, and this stock split is also taken into consideration for past figures.

Consolidation of Financial Results of K-net

As the fiscal year ends were different (March for the Company, October for K-net) through 2Q, financial results for the current fiscal year were consolidated in an irregular manner as follows, but fiscal year ends were unified from 3Q

	1Q			2Q			3Q			4Q		
	April	May	June	July	August	September	October	November	December	January	February	March
1Q (End of Jun.)	J-lease											
	K-net	B/S only										
2Q (End of Sep.)	J-lease											
	K-net				B/S, P/L							
3Q (End of Dec.)	J-lease											
	K-net											
Full year (End of Mar.)	J-lease											
	K-net											

Consolidation of K-net for each financial result

↓

P/L: Not reflected
B/S: End of Apr.

P/L: May to Jul.
B/S: End of Jul.

P/L: May to Dec.
B/S: End of Dec.

P/L: May to Mar.
B/S: End of Mar.

(Quarterly results)

B/S, P/L

(Quarterly results)

(Quarterly results)
B/S, P/L

(Fiscal results)
B/S, P/L

* K-net's fiscal year end was changed from October to March at the general meeting of shareholders held in January 2026.

J-lease Group's specific initiatives for sustainability

Environment

We recognize the impact of our business activities on the environment and climate change and will maintain our efforts to achieve a sustainable society that balances social and economic development with global environmental conservation.

Environmental initiatives

- Changing company vehicles to EVs and hybrid cars
- Indoor temperature control in summer and winter
- Reduction of paper use through various digitization efforts
- Calculation of CO₂ emissions
- Eco-driving while using company vehicles
 - Telematics device is installed in company vehicles to manage driving conditions and control sudden starts, sudden acceleration, sudden deceleration, and idling time and to prevent speeding
- Cleanup activities by J-Lease FC at game venues
- Climate change-related disclosures (CDP score: B)

Environmental analysis support systems

Subsidiary AIVS has developed various systems to support environmental analysis operations such as water quality inspections, air quality inspections, and legal inspections of septic tanks. It has supplied these systems to more than 200 companies and municipalities, including waterworks bureaus and factories.



Environmental analysis support system eaXross series

Social

Initiatives for housing assistance

Efforts under the Revised Act on Promotion of Offering of Rental Housing to Persons Requiring Special Assistance in Securing Housing:

- Corporation for Supporting Housing for Persons Requiring Special Assistance in Securing Housing (20 prefectures)
- Certified by the Minister of Land, Infrastructure, Transport and Tourism as certified rent guarantee company (No. 5)

DE&I promotion

- Hiring of people with disabilities
- Scholarships to support the visually impaired (J-LEASE Scholarship Foundation)
- DE&I training for our executives through collaboration with people with intractable diseases and disabilities
- Promotion of women's advancement (women in management positions)
- Promotion of maternity and childcare leave
- Social gatherings for employees raising children (Iku Cafe)
- Employment of foreign nationals, mainly at subsidiary Asumirai
- Web accessibility support, etc.



Introduced an in-house health keeper system (Tokyo Head Office and Oita Headquarters)

Social contribution through sports

Our corporate-sponsored soccer team J-Lease FC is involved in local volunteer activities and has been approved to enter the Japan Football League from the 2026 season. We will continue to advance urban development through sports.

Governance

Evaluation of the effectiveness of the Board of Directors



To further strengthen the supervisory function of directors, the Company conducts independent and objective questionnaires using a third-party organization for directors to evaluate the effectiveness of the Board of Directors as a whole. Many items received positive evaluations, indicating that the Board of Directors is operating appropriately in accordance with the requirements of the Corporate Governance Code.

Reinforcement of risk-management system



To strengthen our risk-management system, each department is working to analyze, evaluate, and control risk scenarios based on our business characteristics and comprehensive risk assessment.

Ensuring compliance

We regard thorough compliance as our most important management responsibility. We will pursue highly transparent management and further strengthen our compliance system.

Cautionary Statement Concerning Forward-Looking Statements

This document contains forward-looking statements, plans and management objectives related to the Company. These forward-looking statements are based on current assumptions about future events and trends, and there can be no assurance that such assumptions will prove accurate. A number of factors could cause actual results to differ materially from those described in this document.

For IR inquiries, please contact

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Website: <https://www.j-lease.jp>

