2026

Integrated Report

Premium Group Co., Ltd.

Premium

We contribute to building a richer society by providing the best finance and services to people around the world.

By further improving our financing and services,
and spreading them across the world, we will create a richer society.

We will develop and nurture enriched human capital who consistently approach their work with a positive mindset and diligently build upon every process.

We will not give up before we start by thinking we cannot do something,
or something is not possible.
We will promote innovation with creative ideas and great ambition.

MISSION

Premium Group's vision

Toughness Mind

We aim to become an enterprise and employees that have great ambition
and can take on any challenges

Positive Mind

We aim to become an enterprise and employees
that can work on things with a positive way of thinking and exchange smiles

Gratitude

We aim to become an enterprise and employees
that have altruistic spirits and gratitude

VALUE

Premium Group's underlying principles

Resolved for Change, Proof of Being One of a Kind

Change & Prove 2030

Integrated Report 2026 Edition

“We contribute to building a richer society by providing the best finance and services to people around the world.”

The purpose of this report is to clearly convey our current position and future outlook for accomplishing this mission and creating one-of-a-kind corporate value.
Based on feedback received from our stakeholders, including investors, and our initiatives to address that feedback, we have strived to clearly convey the trajectory we are taking by outlining three key areas of focus.
We hope that this Integrated Report will enhance your understanding of Premium Group, and help to maintain your continued interest and support for the endeavors we take into the future.

Key Points of the Integrated Report

POINT 1
Enhancing the Foundation and Mission of Premium Group

We would like to showcase anew the Group’s mission and team values. The Message from the President, CEO Shibata also provides an overview of our journey so far and shares his vision for future growth in his own words.

POINT 2
Growth Strategy Toward Developing into a Future as a One-of-a-Kind Company

We will provide details on the previous and new Medium-Term Management Plans, and outline Premium Group's growth strategy. We will also outline the path to achieving a sustainable increase in corporate value as we work toward completing the new Auto Mobility Ecosystem that our Group is envisioning.

POINT 3
Sustainable Management and Value Creation Leading to the Next Generation

As part of our efforts to both contribute to a sustainable society and achieve ongoing corporate growth, we will report on the progress of our sustainability management, the robust governance system underpinning it, and our value creation mechanisms leveraging DX and intellectual property.

Editorial Policy

Our Group’s fundamental policy is to ensure accurate, timely, and fair information disclosure to all stakeholders. This Integrated Report aims to present a comprehensive picture of the Group’s journey, strengths, and achievements to date, as well as the strategic story behind our mission, from both financial and non-financial perspectives. We strive to help shareholders, investors, and all other stakeholders gain a full understanding of the Group’s value creation. The report also includes details of our “Sustainability Management” initiatives aimed at achieving sustainable growth for the Company, as well as non-financial information related to environmental, social, and governance (ESG) factors underpinning these initiatives.

Additionally, the scope of this Integrated Report includes all activities consolidated for financial reporting purposes. The reporting period is, in principle, from April 1, 2025 to March 31, 2026, although certain disclosures and business activities also include information as of April 2026 and beyond.
In preparing this report, we have referred to various guidelines, including the IFRS Foundation's "International Integrated Reporting Framework" and the Ministry of Economy, Trade and Industry's "Guidance for Collaborative Value Creation."

カープレミア

CONTENTS

1 About Premium Group
Mission and Values 1
Table of Contents, Editorial Policy 2
Business Overview 3
Premium Group in Numbers 4
Trajectory of Growth and Evolution 5
Value Creation Process 6

2 Messages
Message from the CEO 7
Message from the CFO 11

3 Growth Strategy
Management Capital and Strategy 16
Vision 17
Previous Medium-Term Management Plan 18
New Medium-Term Management Plan 19

4 Sustainability
Sustainability Management 24
Our Group's Materiality 25
Environment 27
Society 30

5 Management Strategy
Human Resources Strategy 34
DX Strategy 40
Overseas Strategy 42

6 Governance
Message from the Chairperson of the Board of Directors 44
Roundtable Discussion with Outside Directors 45
Compliance 48
Corporate Governance 50
Directors and Audit & Supervisory Board Members 54
Stakeholder Communication 56
External Evaluations and Initiatives 58

7 Business Information
Finance Business 60
Automobile Warranty Business 62
Auto Mobility Services Business 64
Financial and Non-financial Data 66
Company Profile 67

Business Overview

Premium Group is an Auto Mobility Company that works with mobility providers (automobile dealers and automobile maintenance facilities) to deliver a richer car life to customers.
With its three core businesses of Finance, Automobile Warranty, and Auto Mobility Services, it is a unique and unprecedented company that provides an integrated range of automobile-related services.

Financial Business

Finance Business

Providing auto credit, allowing customers to pay in installments mainly when purchasing vehicles

Main Businesses
- Auto credit (installment credit)
- Overseas finance

Competitive Advantage
- As an independent company not affiliated with a bank, we are able to cross-sell non-finance services

Non-Financial Business

Automobile Warranty Business

Providing free repair services for purchased vehicles when they break down

Main Businesses
- Automobile warranty
- Overseas automobile warranty

Competitive Advantage
- Leading share in the third-party warranty industry
- Possesses a proprietary cost reduction scheme

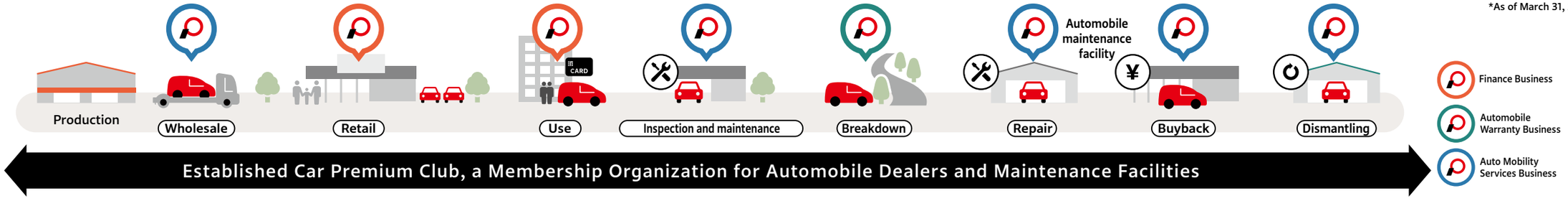
Auto Mobility Services Business

Providing services that are useful for the business operations of mobility providers, and services that support the car lifestyles of general customers

Main Businesses
- Operation of a membership organization (Car Premium Club)
- Automobile wholesale
- Subscription (leasing)
- Software sales
- Operation of automobile maintenance facilities
- Automotive parts sales

Competitive Advantage
- Has a network of mobility providers (approximately 30,000 automobile dealers and approximately 5,000 automobile maintenance facilities) as a sales channel
- Owns a platform to match Car Premium Club members and general customers, centered on the Car Premium website

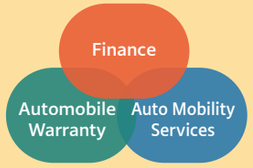
*As of March 31, 2026



Cross-business Synergies

Each business not only stands alone, but also interacts with each other to achieve further growth and expansion.

Car Premium Business Model

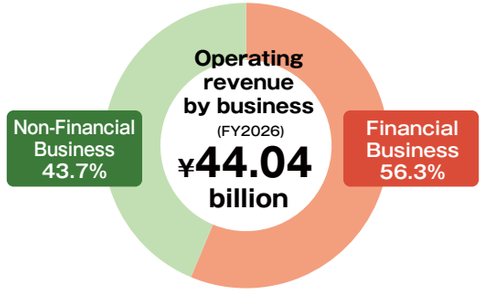


Finance × Automobile Warranty / Auto Mobility Services

- Providing finance services by combining automobile warranty and auto mobility services

Automobile Warranty × Auto Mobility Services

- Create revenue opportunities through handling automobile warranty repairs internally within the Group
- Control costs by supplying repair parts for automobile warranties at low prices
- Create new businesses by combining big data on automobile warranty with mobility expertise



As a one-of-a-kind auto mobility platform company, Premium Group contributes to the growth of the mobility industry and a richer car life for customers through the integrated development of financial and non-financial businesses.

* We position the Finance Business, which primarily involves auto credit, as a financial business, and the combination of the Automobile Warranty Business and the Auto Mobility Services Business as a non-financial business. Non-financial businesses are unaffected by fluctuations in interest rates.

Premium Group in Numbers

Our Group is focusing on further enhancing the Auto Mobility Services Business, by building on the expansion of our existing Finance Business and Automobile Warranty Business that are underpinning our growth.

As of March 31, 2026

Car Premium

[Membership fee revenue]
¥1.8 billion

[Membership]
5,943 stores

[Churn rate]
0.9%

Business Performance

Consolidated operating revenue	Consolidated profit before tax	Future revenue
¥44.04 billion (+21.0% YoY)	¥8.62 billion (+25.8% YoY)	¥67.2 billion (+8.1% YoY)
Annual dividend	**ROE**	**PBR**
¥54 (+¥14 YoY / dividend yield 3.2%)	27.5%	2.6x

Finance

Operating revenue
¥24.8 billion
(+23.1% YoY)

Total volume of new loans
¥355.4 billion
(+0.3% YoY)

Loan receivables
¥887.1 billion
(+13.9% YoY)

Automobile Warranty

Operating revenue
¥8.0 billion
(+14.7% YoY)

Total volume of new warranties
¥8.79 billion
(+16.8% YoY)

Cumulative number of contracts
2.2 million vehicles

Auto Mobility Services

Operating revenue
¥11.07 billion
(+19.6% YoY)

Wholesale vehicle volume
4,125 vehicles
(+0.0% YoY)

Number of software contracts
7,112 contracts
(+27.6% YoY)

External Evaluation	Consolidated subsidiaries + Affiliated companies	Number of employees (consolidated)	Percentage of female managers	Percentage of female Directors
Rating: A- *Japan Credit Rating Agency CDP: B	23 companies (including 7 affiliated companies)	899 persons	14.4% The scope of data collection will be changed starting from FY3/27.	33.3%
		Overseas business expansion: 5 countries	Turnover rate: 6.6%	Percentage of independent Outside Directors: 50.0%

CDP: An international non-profit organization (NGO) that collects, evaluates, and publishes information on the environmental impacts of companies, etc. (climate change, water, forests, etc.).

Trajectory of Growth and Evolution

Our Group has grown and developed as a partner alongside mobility providers.
Going forward, we will strive to achieve further business growth, complete our Auto Mobility Ecosystem, and build the "one-of-a-kind Car Premium Ecosystem."
We will continue to take on the challenge of transformation to prove that we are the one-of-a-kind platform.

2007

Launch of Finance and Automobile Warranty Businesses as our core businesses

2007
- Established G-ONE Credit Services Co., Ltd. (currently Premium Co., Ltd.)

2010
- Became a subsidiary of SBI Holdings, INC., and changed name to SBI Credit Co., Ltd.

2013

Diversified business development and overseas expansion by leveraging our strength as an independent company

2013
- Became a subsidiary of iSigma Capital Corporation, a wholly owned subsidiary of Marubeni Corporation, and changed name to Premium Financial Services Co., Ltd. (currently Premium Group Co., Ltd.).

2016
- Established a local subsidiary in Thailand to promote the Finance Business and Automobile Warranty Business.

2017
- Premium Group Co., Ltd. got listed on the Second Section of the Tokyo Stock Exchange.
- Established PT Premium Garansi Indonesia, a joint venture that provides automobile warranty services in Indonesia.

2018
- Listing of Premium Group Co., Ltd., changed to the First Section of the Tokyo Stock Exchange.

2019

Evolving as an Auto Mobility Company

2019
- L'OPERAIO SOLUTIONS K.K. (Premium Warranty Services Co., Ltd.*), which provides automobile warranties, became a subsidiary.

2020
- Premium Mobility Services Co., Ltd.*, which operates Auto Mobility Services Business, was established.

2021
- Established joint venture Premium Warranty Services Philippines, Inc. in the Philippines to provide automobile warranty services.

2022
- Listing of Premium Group Co., Ltd. changed to the Prime Market of the Tokyo Stock Exchange.
- Launched the "Car Premium for all your car needs" automotive information website.

2023
- Aired first Car Premium TV commercial.

2024

Established the Car Premium Business Model

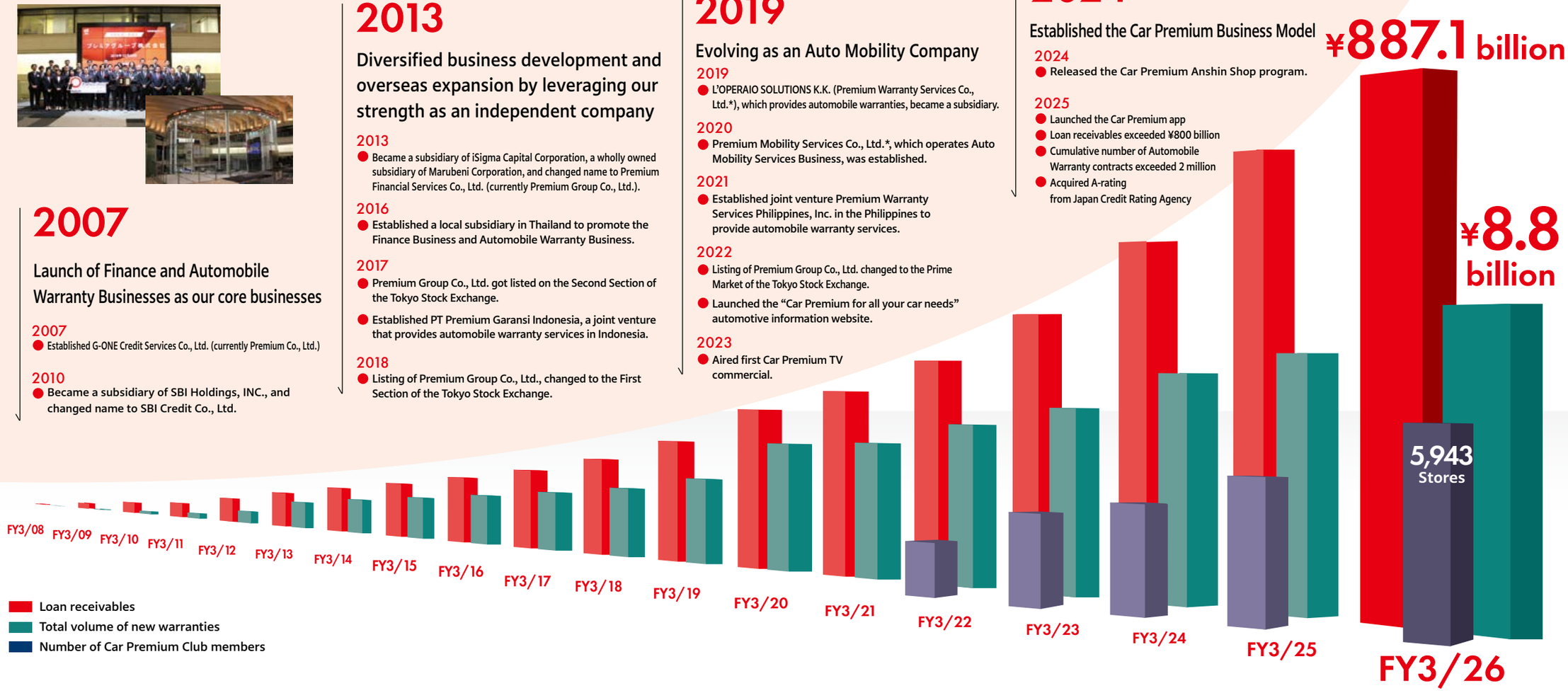
2024
- Released the Car Premium Anshin Shop program.

2025
- Launched the Car Premium app
- Loan receivables exceeded ¥800 billion
- Cumulative number of Automobile Warranty contracts exceeded 2 million
- Acquired A-rating from Japan Credit Rating Agency

2026

Launch of the new Medium-Term Management Plan, "Change & Prove 2030"

- Consolidated major subsidiaries*



* On July 1, 2026, Premium Warranty Services Co., Ltd., Premium Mobility Services Co., Ltd., and Car Premium Co., Ltd. were integrated into Premium Co., Ltd., the surviving company.

Value Creation Process

In order to build a richer society, Premium Group will gain a firm understanding of the external environment and maximize its unique management capital and business model to enhance the value it provides.

MISSION

We contribute to building a richer society by providing the best finance and services to people around the world.
We will develop and nurture enriched human capital who consistently approach their work with a positive mindset and diligently build upon every process.

Input → Business Activity → Output/Outcome

External Environment

- Mobility revolution driven by MaaS and CASE
- Full transition to a rising interest rate situation
- Decline in the working-age population and acceleration of a super-aging society
- Social implementation of innovative technologies
- Climate change
- Structural changes in the labor market
- Participation of diverse human resources
- Lifestyle changes driven by diversifying values
- Economic uncertainty arising from geopolitical risks

Management Capital *As of March 31, 2026

Financial capital
- Total assets：¥199.0billion
- Net assets：¥25.3billion
- Loan receivables：¥887.1billion

Human capital
- "Enriched human capital" that embodies the MISSION, and an autonomous organizational culture
- Expertise in "Automobiles × Finance," and DX human resources to spearhead business evolution
- Percentage of female managers (the Company and core subsidiaries): 14.4%

Social capital
- Car Premium Club: 5,943 stores
- Overseas expansion: 5 countries

Intellectual capital
- Proprietary big data and system foundation accumulated for mobility × finance
- Expertise (screening and debt collection, vehicle procurement and maintenance, etc.) and proprietary on-site operations
- A structured human resources development method that fosters internalization of our MISSION and autonomous growth

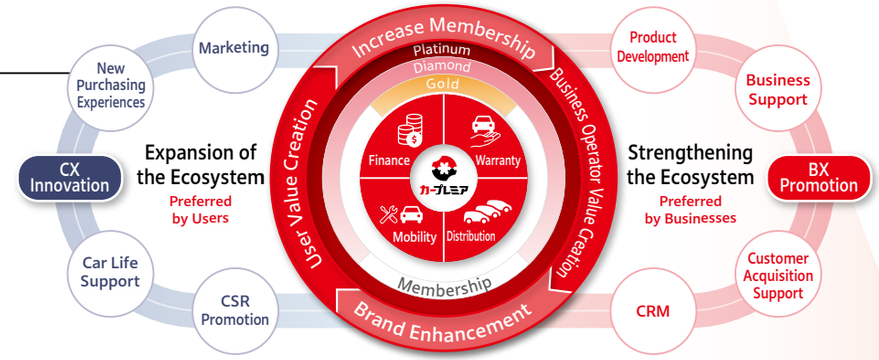
Natural capital
- CO^2 emissions：
  Scope1：1,252 t-CO^2
  Scope2：Location-based 550 t-CO^2, Market-based 375 t-CO^2
  Scope3：68,371 t-CO^2

Business Model

Vision Completing the Auto Mobility Ecosystem

Core Businesses
- Finance Business
- Automobile Warranty Business
- Auto Mobility Services Business

The Car Premium Club membership organization connects each business to create synergies



"Completion of the Auto Mobility Ecosystem"

Materiality		
Foundation of the Ecosystem	Strengthening the Car Premium Club membership organization	Growth in both revenue and services of the membership organization
Source of High Profitability	Essential infrastructure for mobility providers	Supporting businesses with strong customer appeal and service capabilities
Expansion of Distribution Within the Ecosystem	Integrating users into the ecosystem	Becoming a universally recognized and preferred brand
Foundation of Competitiveness	Boosting IT and data strategies underpinning our services	Source of unparalleled differentiation within the industry

Corporate Governance and Risk Management　Strengthening the Compliance System

Value Provision

Outputs

Brand Licensing
- Building trust through Car Premium certification
- Improving advertising effectiveness and driving customer traffic through Car Premium

Product Development
- Increasing average spend per customer through highly competitive finance, warranty, and other products
- Creating opportunities for vehicle procurement and sales within the Car Premium Ecosystem

Boosting Customer Contacts
- Support for building and maintaining relationships with customers by leveraging our maintenance facility network
- Retention of customers on the platform via the Car Premium app, etc.

Consulting
- Providing tools to enhance productivity
- Consulting support for effective utilization of tools

Outcomes

Customers
- Achieving a safe, convenient, and richer car life
- Improving economic environment and financial literacy

Society
- Forming a recycling-oriented society
- Reducing energy consumption and GHG emissions

Affiliated Dealers and Maintenance Facilities and Partners
- Improving management efficiency and IT literacy
- Mutual development among mobility providers

Employees
- Improving job satisfaction and well-being
- Developing each individual's ability and output capabilities

Shareholders
- Returning profits
- Enhancing corporate value and stock price

Further Strengthening of Value Provision

* Based on the calculation definition under the "Act on Promotion of Women's Participation and Advancement in the Workplace," from FY3/27, managers without subordinates are excluded from the scope of managerial positions.

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Never Back Down, Never Give Up

~20 years of steady accumulation and resolve for the next stage of growth ~

We will achieve financial innovation and prove our unique value, backed with a strong will to transform and unwavering determination to act.

We will accelerate transformation of the industry by breaking free from conventional approaches and proposing new value to the market.

And as a one-of-a-kind platform company, we will spearhead further value creation with our sights set on an ecosystem for end users.

To fulfill our mission of delivering the best possible finance and services to people around the world, we will never lose the challenger's stance, and refuse to give up even in the face of adversity.

We will continue pressing ahead over the next four years.

Premium Group Co., Ltd.
Representative Director,
President and CEO
Yohichi Shibata

Looking back on our history from our founding to today

Since our founding in 2007, it has been our unwavering stance to "Never Back Down, Never Give Up." While referring to this as a conviction may be an exaggeration, I believe that staying true to this principle under any circumstances is what has brought us to where we are today.

Having observed the consumer credit industry, to which our Group belongs, for over 40 years—including my time as a corporate employee before founding this company—I have experienced the associated ups and downs firsthand. From the peak of the bubble economy, through the seismic shock caused by the revision of the Money Lending Business Act, which strictly regulated caps to interest rates, and the subsequent downturn brought about by the collapse of Lehman Brothers, long-established companies that once led the industry disappeared one after another. The fundamental cause is thought to be that 'pursuing profit' had become the objective.

Corporate activities are not volunteer work, so generating profit is essential. However, profit is merely a means to achieve our vision, and not an end in and of itself. It is our consistent commitment to this philosophy that has shaped our current corporate culture.

Along the way to the present, we also faced the COVID-19 pandemic. We also went through the major ordeal of a system failure*. Regardless, we never backed down and never gave up for the sake of the mission we are upholding—our track record of 17 consecutive years of revenue growth is nothing less than the culmination of these efforts.

Industry transitions and the reasons behind the creation of Car Premium

In the past, every local community each had its own shopping district. Yet as major supermarkets become the norm, independent shops gradually struggled to survive, leading to an increasing number of so-called "shuttered shopping streets." Customers gravitate toward large businesses, while small and medium-sized enterprises are left to die out. This is a phenomenon that has been seen repeatedly across all industries—

the used car industry is certainly no exception. With the trend of market consolidation by major players advancing steadily, we launched the Car Premium Club out of concerns about a future where small and medium-sized mobility providers would be unable to survive. Just as Rakuten provided small and medium-sized businesses with new life with online sales, the idea behind Car Premium is to create a system where small and medium-sized automobile dealers and maintenance facilities are able to survive by banding together under the Car Premium brand—that is, to create a new ecosystem.

Yet our Group has been working on something that goes beyond merely the creation of a framework.

In the used car industry, automobile dealers have traditionally held significant sway, viewing financial companies like ours in a lower position. Because of this, it was considered the norm for us to provide auto loans and automobile warranties to dealers "free of charge." In fact, it was common practice for sales representatives to plead with dealers to get them to use our services. Naturally, dealers are our customers, but I wanted to bring about change to this very practice.

The reason for this is because a car is an expensive purchase. Even if a dealer has an excellent lineup of cars available, it is rare for end users to purchase them outright using cash. Without our auto loans, used car businesses simply would not be viable. In other words, dealers and financial companies like ours should fundamentally stand on equal footing.

For this reason, we have been working to transition the Car Premium Club to a membership fee-based system. When we first announced this business model, there were likely many in the industry that did not believe it would succeed. Yet by pressing ahead with unwavering conviction, we have built the Car Premium Club into what it is today.

The vision behind the “Change & Prove 2030 Medium Term Management Plan

Our previous Medium-Term Management Plan, "ONE & ONLY 2026," achieved a certain level of success in terms of building a business model centered around the Car Premium Club. Yet our greatest regret is that we fell short of our market capitalization target.

So how did we fall short? Our analysis indicates that this was because the market still perceives our Group as merely a "simple finance company." We believed that we had transformed the industry as a platform provider operating an "Auto Mobility Ecosystem" that brings everyone involved together—from car purchases to maintenance and after-sales support, but this value was not reflected in our stock price. This is a challenge we were unable to fully resolve.

Our new Medium-Term Management Plan, "Change & Prove 2030," is built on this reflection and determination. "Change" signifies continuous transformation. The approach we are taking shifting from a finance company to a platform company remains unchanged from our previous Medium-Term Management Plan. By adding "Prove," we expressed our determination to "prove to the world that we are a one-of-a-kind platform company going forward."

For these reasons, the new Medium-Term Management Plan sets forth an ambitious target of ¥300 billion in market capitalization. When we were first listed, securities firms actually advised us, "Please do not comment on the stock price," and "If asked, reply that the market will determine it." While we followed that advice at the time, we came to believe that, as a listed company, communicating clear figures to our stakeholders is an essential step for building trust. That is precisely why we decided to set that figure explicitly as a target. While we received mixed reactions, my impression is that more people favored this stance.

We also believe that our target of a market capitalization of ¥300 billion is by no means overly ambitious. This marks the fourth Medium-Term Management Plan we have formulated since our founding. We have consistently maintained a high growth rate of over 20% to date, and that provides us with the confidence that we will continue to achieve further growth in the future.

Toward an ecosystem for end users. Full-scale expansion into B2C

Our Group has thus far grown mainly through the B2B business. Yet to advance to the next stage and achieve our goal of a market capitalization of ¥300 billion, we believe it is essential for end users to also play a role in the Car Premium service ecosystem.

Over the past three years, we have built up our brand awareness by running television commercials. However, we have not yet been able to fully convey the range of specific services that we provide.

"What type of brand is Car Premium?" "What services does it provide?" "Where can customers access them?" Going forward, we will work to ensure that end users are made fully aware of these details.

Attracting end users is not solely for achieving our targets. Looking ahead, I foresee a fundamental shift in how used cars will be purchased. The standard process currently involves going to a dealership, inspecting an actual vehicle, and making a purchase, but I believe the day will come when online transactions become the norm.

There are some who may consider such a scenario inconceivable. However, just as an increasing number of people now purchase vegetables and meat online, it is entirely possible that a similar shift will come to be in the used car market. Looking back, just a decade ago, purchasing fresh produce without inspecting it in person was simply "unthinkable."

When such online trading of used cars becomes a reality, I am confident that the Auto Mobility Ecosystem we are currently working on building will serve as the essential infrastructure.

"Infrastructure" will also become a key concept in the B2B sector. Currently, the Car Premium Club network has expanded to encompass approximately 5,000 dealers and 1,000 automobile maintenance facilities. While we will definitely work on continuing to expand this network, our primary focus will be on increasing the "density" of cooperation, more than expansion. Specifically, during this fiscal year, we will focus on providing auto credit services to Car Premium Club members, thereby boosting cooperation with affiliated dealers into deeper partnerships.

In exchange for membership fees, we will enhance exclusive member benefits, such as financial services, warranties, and customer acquisition support, creating a framework that provides a clear incentive for affiliated dealers to join.

A financial company unaffected by interest rates

The strength of our business model comes from the fact it is "independent." As we are not affiliated with any banks, we are able to offer non-finance services. Both our Automobile Warranty Business and the organization of the used car industry are made possible because we are independent. I believe another distinguishing feature is that our revenue composition is split evenly at 50% each between our financial and non-financial businesses.

We also have another strength that is not widely known. We have a structure that makes us almost entirely immune to the risk of interest rate fluctuations, despite being a financial company. This is because our finance business, which accounts for 50% of our revenue, guarantees receivables, and therefore has no borrowings. In other words, we are not exposed to the risk of interest rate fluctuations in this segment.

This strength is also visible in our most recent financial results. With rising interest rates during the previous fiscal year, many of our competitors whose core business also operates on credit services reported a decline in profits. This was caused by rising borrowing costs that put pressure on their profits. In contrast, our Group achieved 20% growth even in such an environment. "A financial company, but unaffected by interest rates"—this is the competitive advantage of our Group as an independent company.

Our new businesses are, however, subject to the risk of interest rate fluctuations. Going forward, we need to set appropriate commissions for each initiative. As Japan has experienced a near-zero interest rate environment for nearly 30 years, many of our employees have no firsthand experience dealing with a "world with interest rates." Having experienced both situations, I recognize this as a crucial management issue that I need to take the lead in addressing.

Sustained growth, sustained soundness, sustained trust

When it comes to sustainability, I find it unnatural to view CSR and ESG merely as "activities that we need to engage in." This is because I think that these activities should inherently be connected to the business itself.

In this sense, our Group's used car-related business itself is directly linked to contributing to the environment. As an example, we contribute to reducing CO_2 emissions through our business activities.

● Finance Business (Reuse)

Reduces vehicle scrapping by providing finance for purchasing used cars.

Avoided emissions**: Approx. 137,798 t-CO_2

● Automobile Warranty Business (Reduce)

Reduces vehicle scrapping through the provision of Automobile Warranties.

Avoided emissions**: Approx. 1,028 t-CO_2

● Recycled Parts Business (Recycle)

Parts recovered from Group companies that own an automobile dismantling plant

are provided to automobile dealers and maintenance facilities through another Group company operating a parts business.

Avoided emissions**: Approx. 1,233 t-CO_2

Reducing vehicle scrapping through Finance and Automobile Warranty services, distributing recycled parts, supplying parts, and performing repairs at our directly operated maintenance facilities—this "4R" business places the development of a recycling-oriented society at the core of our operations.
More than our core business operations, in the fields of sports, culture, and regional revitalization, we are focusing our efforts not merely on charitable activities or support, but also on strategic "community investment" aimed at enhancing our future business foundation and brand value.

●Sports: In 2025, we entered into new sponsorship agreements with five female professional golfers. The uniforms and caps worn by each player are adorned with the "Car Premium" logo. In addition to currently sponsoring seven professional golfers, we also facilitate the development of the future generation of golfers. Golf has a strong affinity with the automotive industry, and when it comes to expanding into the B2C sector in the future, we believe these initiatives have the potential to evolve into new mobility services and membership businesses.

● Culture: We sponsor the professional dance team "LDH SCREAM" (belonging to LDH JAPAN Inc.). This is because our Group's core value of "continuing to take on challenges" resonates strongly with LDH SCREAM's earnest dedication to achieving their goals. Actively engaging with younger generations will also contribute to building a future customer foundation and expanding brand awareness for Car Premium.

● Regional revitalization: In 2024, we signed a cooperation agreement with Ishigaki City in Okinawa Prefecture. Some areas of the city suffered from a low frequency of local bus services, with inconvenient departure and arrival times. When elderly residents needed to travel to the city center for medical appointments or shopping, they utilized mobility support services or relied on neighbors and relatives to drive them.
To tackle this situation, we aim to achieve "sustainable community development" by improving the living environment through the establishment of highly convenient transportation options, increasing opportunities for residents to go out, and encouraging people to relocate from other prefectures. Our Group provides the necessary vehicles as well as our expertise as an automobile provider.

Through such activities, we have come to appreciate the importance of supporting not only mobility, but also local communities and culture. We will continue to develop these initiatives into new business opportunities in cooperation with our partners.
While an increasing number of companies are proudly declaring their CSR and ESG initiatives, there is an even greater level of scrutiny from investors. In addition to what level CO_2 emissions have been reduced or whether the ratio of female Directors has increased, investors are going a step further and asking, "How are these activities linked to financial performance?"
To answer these questions, sustaining corporate growth is absolutely essential. I believe that three forms of continuity—sustained growth, sustained soundness, and sustained trust—form the core of true sustainability.
Overseas expansion is also included within this context. In Thailand, the Philippines and other countries in the ASEAN region, many households have limited income, and the middle class has not yet fully matured. We believe that by providing the financial services our Group has developed to these regions, we can contribute to resolving issues that local communities are facing. The vision behind our overseas expansion is the belief that we are able to achieve both business growth and significance for society, precisely because we are operating in emerging markets rather than developed countries.

To our stakeholders: "Moving Forward with Resolve"

I will be turning 67 years old this year. All of my peers of the same age have already retired, and There are no longer any industry veterans senior to me. As someone who has been watching over this industry for many years, I feel a profound sense of responsibility to pass the industry itself on to the next generation. This is the reason why we are advancing the rejuvenation of our management structure and delegation of authority (such as transitioning to a CxO system and delegating authority to heads of our overseas business in each country). I believe that building a management foundation that does not rely solely on myself is the very embodiment of this resolve.
As I touched on earlier, the industry has been shrinking year after year following the collapse of the bubble economy, the revision of the Money Lending Business Act, and the collapse of Lehman Brothers. Under such circumstances, our continued steady growth will also serve to uphold the industry itself. It is with this sense of awareness that I am addressing management.
The sense of resolve that resides in the word "Prove" is what I seek to reiterate to all our stakeholders. Like I mentioned earlier, the world is steadily shifting to a "world with interest rates." Structural changes are occurring, where competitors are scaling back or withdrawing from the market. It is precisely under these circumstances that we will resolutely prove that we are not merely a simple financial company. I hope you will continue following the progress we achieve.
To those expecting shareholder returns, we remain committed to continuously enhancing measures for shareholder returns while working to improve capital efficiency.
We maintain a consistently forward-looking approach and are building upon our processes diligently —that is our very value and our purpose. It is precisely because we live in an era of rapid change that we will continue to take on challenges without any sense of fear, and we will uphold this conviction over the next four years.

* System failure: The core system upgrade in November 2024 caused delays in transmitting information and incorrect registrations with designated credit information agencies, as well as incorrect billing for some customers. To address this issue, we have already corrected data to reflect the proper information and are individually notifying affected customers. We also completed a full rollback to the previous system in September 2025, and all operations are now running smoothly.(As of September 30, 2026)
** Please refer to the "TCFD report 2026" for more details on the calculation method of avoided emissions. https://ir.premium-group.co.jp/en/library/sustainability.html

Message from the CFO

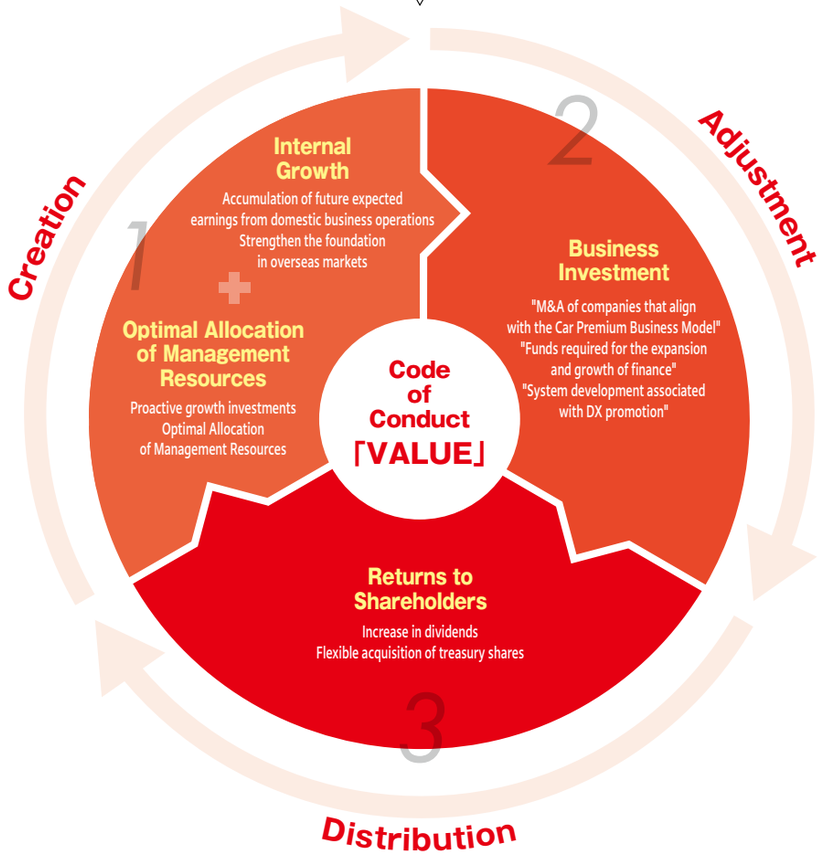
Review of FY2026 financial results

I would like to express my sincere gratitude to our shareholders for their continued support. I will be providing an outline of the Company's recent financial results and its financial and cash allocation strategies based on the new Medium-Term Management Plan.

In the consolidated financial results for FY2026, operating revenue reached ¥44 billion, exceeding our initial plan and achieving the targets of the previous Medium-Term Management Plan, "ONE & ONLY 2026." On the profit front, our ability to absorb temporary impacts, such as the costs for responding to the system failure that occurred in FY2025, and maintain consecutive revenue and profit growth since our listing demonstrates the growth potential and robustness of the business models of each business within our Group.

In contrast, the results also highlighted the remaining challenges we are facing from a capital market perspective. Despite these positive results, we fell short of the market capitalization target that we set in our previous Medium-Term Management Plan, and our P/E ratio also trended downward. We are taking this matter seriously, recognizing it as an indication that we have not yet sufficiently raised market expectations regarding the Company's sustainable growth scenario and capital efficiency.

Capital Policy Cycle



My primary mission is to optimize both "capital creation" from the strong revenue foundation we have built up to date, and "capital distribution" through investments in growth areas and returns to shareholders. By executing the "capital policy cycle" shown in the image above with a sense of discipline and agility, we aim to achieve sustainable profit growth (EPS growth), improve capital efficiency (ROE), and raise market expectations (P/E ratio) simultaneously, thereby establishing the "one-of-a-kind Car Premium Ecosystem" and enhancing corporate value.

Financial and cash allocation strategy in the new Medium-Term Management Plan "Change & Prove 2030"

Our Group has embarked on the new Medium-Term Management Plan, "Change & Prove 2030," which runs through to FY 3/30. This plan sets forth the targets of ¥84 billion in operating revenue and ¥21 billion in profit before tax for the final year. To bridge the gap between achieving these targets and market evaluation, my top priority as the officer in charge of finance is "disciplined cash allocation to accelerate growth." We will optimize our capital policy cycle to maximize corporate value in the future.

<Strong cash generation capabilities (securing investment capital)>

Our Group's greatest strength lies in the robust and highly sustainable earning power generated by our core Finance Business and Automobile Warranty Business, which are primarily based on stock-type models. Drawing on this strong earning power, we will continuously review our business portfolio and boost asset efficiency based on appropriate risk control to generate further investment capital.

<Strategic investments for sustainable growth (capital allocation)>

The cash generated will be allocated primarily to growth areas aimed at accomplishing the "one-of-a-kind Car Premium Ecosystem." The first will be investment in "M&A and Alliances." We will promote partnerships and M&A with companies that align with the Car Premium Business Model, to expand our member network and diversify the services we offer. The second will be investment in "DX Promotion and AI." Starting with the advancement of AI credit screening, we will integrate rapidly evolving AI technology into all aspects of our operations while allocating funds to develop a next-generation system foundation. This will enable us to achieve both operational efficiency and enhanced value provision for our affiliated dealers and customers, ultimately leading to improved profit margins. The third will be "Expansion of Overseas Business." We will strategically allocate funds to strengthen our foundation in the countries where we are expanding, in order to deploy our unique business model, developed through our domestic business operation, in overseas markets, mainly in Southeast Asia.

<Strict adherence to investment discipline>

To make these proactive business investments, we will rigorously enforce financial discipline with a strict focus on return on investment (ROI) and the weighted average cost of capital (WACC), rather than merely seeking an increase in scale. Specifically, we set a hurdle rate for each investment project and have established a framework to conduct regular monitoring after making investments. For businesses and projects that are unlikely to reach the expected results, we apply rules for determining whether to reallocate resources or withdraw from the project. By thoroughly implementing such rigorous portfolio management, we will maintain high levels of capital efficiency and profitability throughout the entire Group.

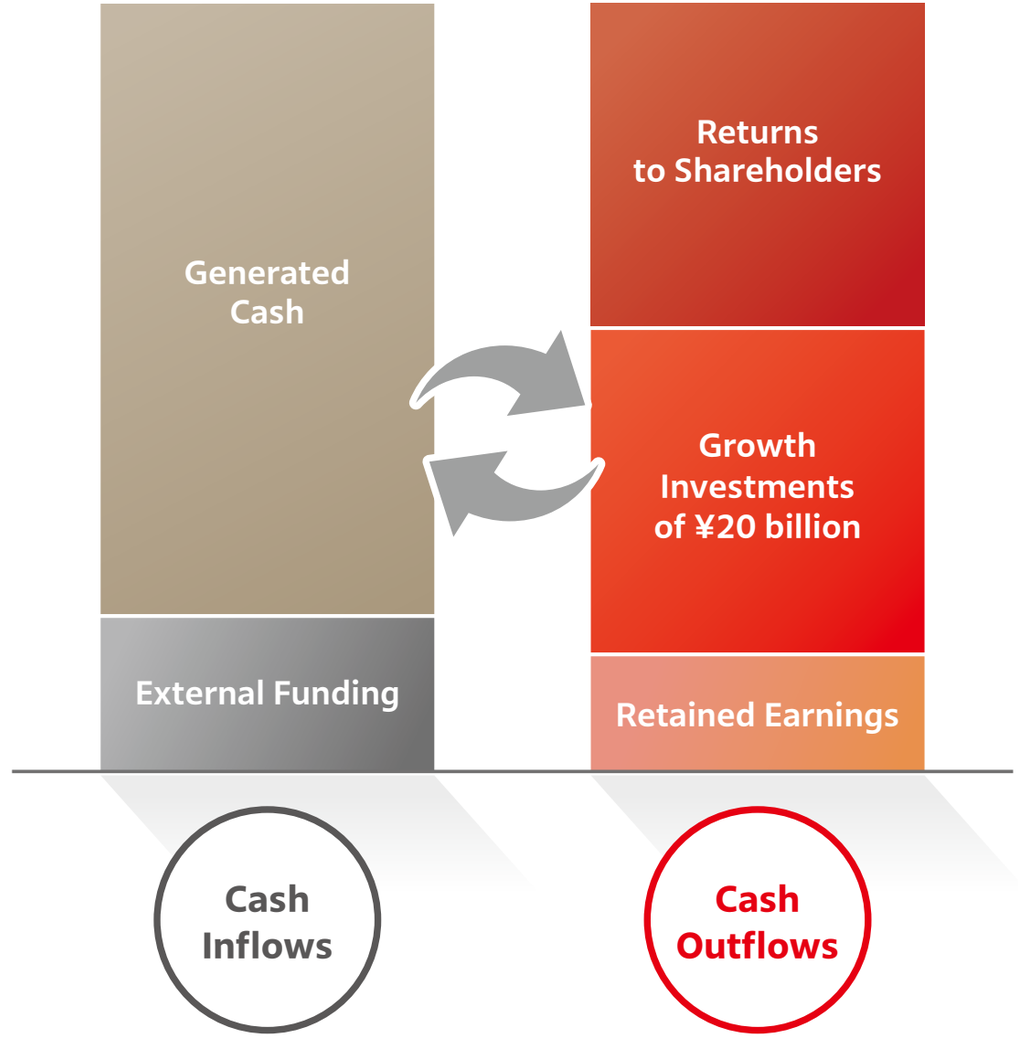
	FY3/25 Results	FY3/26 Results	Year-on-Year (YoY)
Operating revenue	¥36,409 million	¥44,042 million	+21.0%
Operating expenses	¥29,594 million	¥35,644 million	+20.4%
Operating profit	¥6,815 million	¥8,398 million	+23.2%
Profit before tax	¥6,851 million	¥8,619 million	+25.8%
Profit attributable to owners of parent	¥4,651 million	¥6,069 million	+30.5%
Basic earnings per share	¥122.61	¥157.22	+28.2%

	FY3/26 Results	FY3/30 Targets	Change (vs. FY3/26)	Growth Rate (vs. FY3/26)
Operating revenue	¥44.0billion	¥84.0billion	+¥44.0billion	+90.9%
Profit before tax	¥8.6billion	¥21billion	+¥12.4billion	+144.2%
Profit attributable to owners of parent	¥6.0billion	¥14.0billion	+¥8.0billion	+133.3%
P/E ratio*	11x	22x	—	—
Market capitalization*	¥67.8billion	¥300billion	+¥232.2billion	+342.5%

* Actual figures in the table above are rounded down to the nearest hundred million yen.
* P/E ratio and market capitalization are calculated based on the stock price at the end of FY3/26.

Optimizing funding and building a strong financial foundation

To support proactive growth investments, a robust financial foundation capable of withstanding any changes in the macroeconomic environment is essential. Two methods are available with our Group's core Finance Business: the "Advance payment method," where we raise funds ourselves, and the "Bank-partnered loan method," where partner financial institutions provide loans. By conducting business with multiple banks under the bank-partnered loan method, which accounts for the majority of our loan receivables, we have established a balanced transaction structure that is not dependent on any specific financial institution. The Company currently holds an "A-" credit rating, and to further strengthen funding from direct financial markets, we aim to continuously improve our creditworthiness by balancing financial soundness and revenue growth, thereby diversifying funding sources and optimizing costs. We are also controlling risks associated with the current transition to a "positive interest rate environment" through appropriate asset liability management. We have established a long-term and stable funding foundation by primarily raising funds at fixed interest rates. For our assets, namely loan receivables, we also mitigate the risk of defaults through comprehensive credit insurance agreements and set interest rates in accordance with our funding levels. We will maintain and strengthen our balance sheet to ensure a stable spread under any circumstances.
While we also pursue proactive growth investments, we will continuously manage safety indicators such as the equity ratio, liquidity on hand, and the fixed-rate ratio, and work on building a financial foundation capable of responding to sudden changes in the macroeconomic and financial environment.



Management focused on the cost of capital and P/E ratio

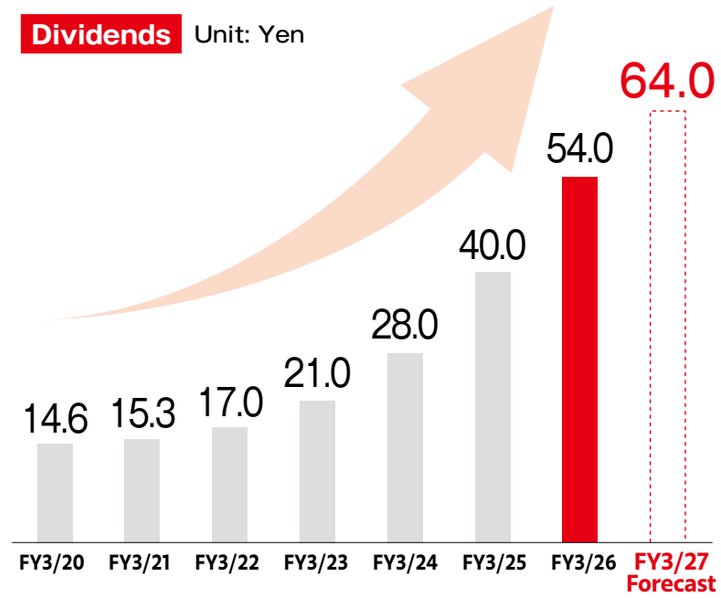
To enhance shareholder value in a sustainable manner, we must not only expand profits but also generate investment returns that exceed the cost of capital. To overcome the challenges I touched on earlier regarding market capitalization and the P/E ratio, we will implement management practices with an even stronger focus on efficiency and market valuation during the period of the new Medium-Term Management Plan. In addition to enhancing return on capital with suitable risk-taking in growth areas, we will ensure highly transparent disclosure of information regarding the effectiveness of our investments in non-financial capital (human capital and DX). We aim to sustainably improve metrics such as the P/E ratio over the medium to long term, by reducing the cost of capital through dialogue with the market and creating value that exceeds the expectations of our investors.
In particular, we recognize that constructive, two-way dialogue with investors is crucial for reducing the WACC. We take the expectations of and critical feedback received from capital markets seriously, share them quickly with the management team, and incorporate them into our business strategies and capital policies, thereby accelerating our management PDCA cycle. We will create corporate value together as one with the market, ensuring its sustainable improvement over the medium to long term.

Returns to shareholders

Returning profits to shareholders is one of our most important management priorities. We will continue seeking to achieve the optimal balance with business investments aimed at sustainable growth.
In terms of our basic dividend policy, we will continue to

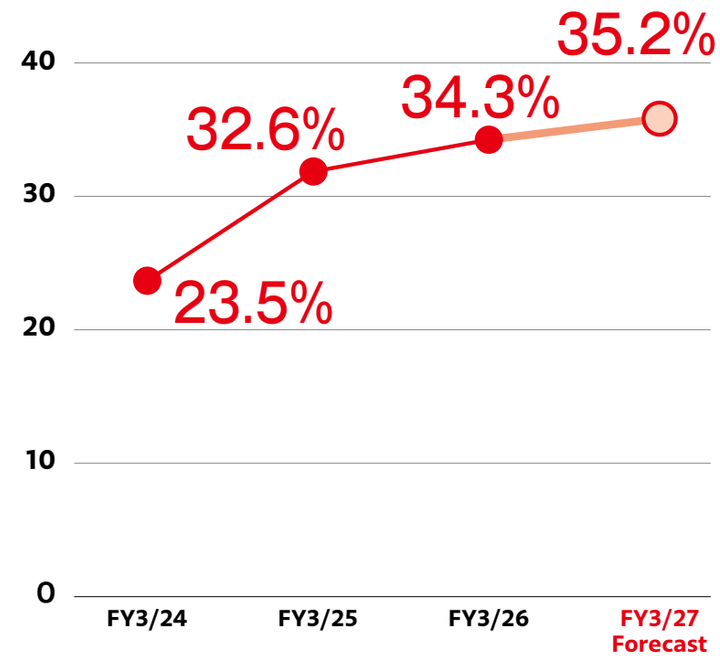
maintain a baseline dividend payout ratio of 30% or more, and aim for sustainable dividend increases in line with business growth. Our dividends have increased consistently, as outlined in the graph on the right. Backed by our robust cash generation capabilities, we will continue to maintain this course of dividend increases throughout the period of the new Medium-Term Management Plan. We will also raise the level of shareholder returns with the flexible acquisition of treasury shares. We will conduct share buybacks in an active manner while taking a comprehensive approach to considering factors such as our current stock price, equity ratio, and financial condition, with the aim of achieving a "total return ratio of 50%" in FY2030, the final year of the plan. When it comes to handling of acquired treasury shares, we have also established a rule for periodically canceling any portion exceeding 5% of the total number of issued shares. This will help dispel any concerns about share dilution in the future. Through this series of dynamic capital policies, that is, "Continuous dividend increases," "Flexible share buybacks," and "Rule-based share cancellations," we will maintain a high level of ROE and strive to achieve sustained improvements in EPS, thereby further enhancing shareholder returns.
These proactive shareholder return strategies are based on our Group's strong cash generation capabilities, and aim to balance "strategic investments for future growth" with "returns to shareholders." Throughout the period of the new Medium-Term Management Plan, we will continuously strive to remain a company that shareholders want to stay invested in over the long term, by steadily improving our ROE and EPS.

Dividends Unit: Yen



* The Company implemented a stock split on September 1, 2022, at a ratio of three shares per common share, based on a resolution held by the Board of Directors on July 20, 2022. For periods prior to FY3/22, dividends are calculated assuming that a stock split was conducted at the beginning of FY3/22.

Dividend Payout Ratio



Conclusion

We view sincere and open dialogue with all our stakeholders as an essential part of our corporate activities. Even amidst the growing changes occurring throughout society and the market environment, we believe that maintaining highly transparent information disclosure and attentive communication is key to building trust with our stakeholders. We will take the feedback and requests that we receive from our stakeholders seriously, and apply them to our management and business operations in order to achieve sustainable growth and enhance corporate value. We sincerely ask for your continued support and guidance.

Growth Strategy

Drawing on the fruits of strengthening our business foundation and improving profitability centered on our Auto Mobility Services Business, we will embark on a new growth stage, aiming to expand our business domains and enhance corporate value in a sustainable manner.

INDEX

Management Capital and Strategy 16

Vision 17

Previous Medium-Term Management Plan 18

New Medium-Term Management Plan 19

Management Capital and Strategy

Premium Group is accelerating the evolution of its business platform, leveraging the human resources that embody our mission and the "Mobility x Finance" data we have built up as a solid foundation. We will maximize synergies with our approximately 6,000 Car Premium Club members around Japan and our overseas sites to address the challenges brought about by diversifying car lifestyles and achieve sustainable growth over the medium to long term.

Human capital

Strengths

- Enhance human resource capabilities with our unique training system
- Develop a sales force with specialized knowledge of the automotive industry
- A corporate culture that embraces challenges and adapts to change

Percentage of female managers **14.4%***

Human capital ROI **1.46%**

Enhancement measures

- Human resource allocation focused on developing next-generation leaders and global expansion
- Develop digital specialists to spearhead DX and AI utilization

Intellectual capital

Strengths

- Accumulated big data on credit
- System infrastructure supporting the mobility platform
- Share expertise and big data in the Warranty and Parts sector

AI screening rate **35.7%**

Paperless rate of auto credit contracts **99%**

Enhancement measures

- Improved screening speed and accuracy through advances in screening AI
- Advanced analysis of platform data and its utilization for developing new services

Social capital

Strengths

- Strong relationships of trust with dealers and partnered facilities nationwide
- Brand strength achieved by providing end users with a safe and secure car ownership experience
- Ongoing dialogue and collaboration with local communities and stakeholders

Number of Car Premium Club members **5,943** stores

Number of countries with overseas operations **5** countries

Number of briefings held for individual investors **8**/year

Enhancement measures

- Improve partnerships through enhanced services for affiliated dealers and maintenance facilities
- Promote social contribution activities aimed at solving social issues

Strengthening Internal Capital

Financial capital

Strengths

- Asset-light, highly efficient financial model based on the bank-partnered loan model
- Stable revenue structure driven by recurring-revenue businesses in Finance and Warranty
- Comprehensive hedging against increases in interest rates and default risks through fixed interest rates and insurance coverage on receivables

Loan receivables **¥887.1** billion

Total assets **¥199.0** billion

Net assets **¥25.3** billion

ROE **27.5%**

Operating revenue **+21%** YoY

Enhancement measures

- Maximize return on equity (ROE) through the promotion of integrated services within the Car Premium Club
- Diversify partner financial institutions and further optimize guarantee costs
- Achieve both lower default rates and higher operational efficiency by enhancing AI credit models

Building a sustainable foundation for society

Natural capital

Strengths

- Reduce the impact on the environment by promoting the distribution of recycled and reused automotive parts
- Develop and provide EV-related warranty services
- Reduce CO_2 emissions and improve resource efficiency across all business activities

Greenhouse gas emissions (CO_2) emissions:

Scope1 : **1,252** t-CO_2
Scope2 : Location-based **550** t-CO_2
Market-based **375** t-CO_2
Scope3 : **68,371** t-CO_2

- Expand finance and services that contribute to the decarbonization of the automotive industry
- Create an environmentally conscious business model and promote the reduction of the impact on the environment throughout the entire supply chain

* Based on the calculation definition under the "Act on Promotion of Women's Participation and Advancement in the Workplace," from FY3/27, managers without subordinates are excluded from the scope of managerial positions.

Growth Vision

Change & Prove

—Resolved for Change, Proof of Being One of a Kind—

Following the strengthening of our core businesses and the establishment of the Car Premium Business Model under the previous Medium-Term Management Plan, our new Medium-Term Management Plan aims to spearhead our transformation into the one-of-a-kind Car Premium Ecosystem, by leveraging our expanded network to complete the Auto Mobility Ecosystem, which provides users with the highest level of peace of mind and mobility providers with essential infrastructure for their business operations.

Founding～2023
Early Stage

Strengthening Core Businesses

Growth of Finance and Warranty Businesses

2024～2026
Previous Medium-Term Management Plan

Building an Automobility Platform

Formation of an "Ecosystem" combining Finance, Automobile Warranty, and Auto Mobility Services

Summary of "ONE & ONLY 2026" Previous Medium-Term Management Plan
▶ P18～

VISION 2030
New Medium-Term Management Plan

Completion of the Auto Mobility Ecosystem

Achieving "essential infrastructure" connecting users and mobility providers

New Medium-Term Management Plan "Change & Prove 2030"
▶ P19～

Expanding Market Share | Established the Car Premium Business Model | Towards a One-of-a-Kind Ecosystem

* The visions for the previous Medium-Term Management Plan (Establishment of the Car Premium Business Model) and the new Medium-Term Management Plan (Completion of the Auto Mobility Ecosystem) are shown on the following pages.
This page presents an overview of our Medium-Term Vision (bridging the gap between the past and the future).

Previous Medium-Term Management Plan - Summary

Achieve significant growth of the three financial indicators to achieve the Medium-Term Vision, "Establishment of the Car Premium Business Model"

Toward Vision outlined in the previous Medium-Term Management Plan: Establishment of the Car Premium Business Model (▶ P17 Vision). This page summarizes the results of the previous Medium-Term Management Plan, "ONE & ONLY 2026," as well as the factors behind the unachieved market capitalization target and countermeasures to address them.

Results — Summary of Financial Performance (quantitative aspects)

Indicators	FY3/23	FY3/26	Change	Growth Rate
Operating revenue	¥25.0 billion	¥44.0 billion	+¥19.0 billion	+ 76.0%
Profit before tax	¥5.3 billion	¥8.6 billion	+¥3.3 billion	+ 62.2%
Profit attributable to owners of parent	¥4.0 billion	¥6.0 billion	+¥2.0 billion	+ 50.0%
ROE	34.7%	27.5%	-7.2pt	—
Market capitalization	¥68.0 billion	¥67.8 billion	-¥0.2 billion	-0.3%

The three revenue metrics achieved significant growth of +50% to +76%

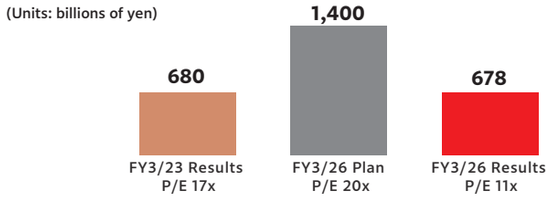
Achieved the Medium-Term Vision, "Establishment of the Car Premium Business Model." Achieved nine consecutive fiscal years of revenue and profit growth since our listing, and steadily expanded our earnings foundation. However, market capitalization fell short of the target, which remains our greatest challenge for the next term.

Results — Review of Key Priority

	Key Priorities of the Previous Medium-Term Management Plan		Results of Key Initiatives
Car Premium	Expansion of Car Premium Club	Excellent	• 5,943 Car Premium Club member stores • Brand awareness: 30% (*According to our own research) • Expansion of product offerings for Car Premium Club members
	Promotion of the Car Premium Brand	Achieved	
	Enhancement of offline and online marketing	Achieved	
Finance	Expanding volume for Car Premium Club members	Achieved	• Share of total volume from Car Premium Club members increased to 70% • Transaction volume per salesperson increased by ¥70 million • Over 99% of finance applications made paperless (fax applications will incur a fee) • Improved efficiency through automated calling, RPA implementation, and other measures
	Release of new core system	Not Achieved	
	Promoting a paperless environment	Excellent	
	Improved collection efficiency through DX promotion	Achieved	
Automobile Warranty	Expansion of sales of proprietary warranties	Excellent	• Over 300% growth in total volume of new Car Premium warranties • Expansion of Premium Auto Parts • Web application rate for Automobile Warranties: 84%
	Promoting in-house production of repair parts	Achieved	
	Automation of adjuster tasks and paperless operation	Achieved	
	Strengthening the product lineup	Achieved	
Auto Mobility Services	Expansion of the used car distribution network	In Progress	• Development and rollout of auto leasing for affiliated dealers • Launched the "Car Premium for all your car needs," website for end users • Released the "Car Premium app"
	Expanding sales of leased products / Developing new subscription products	Achieved	
	Deployment of software for mobility providers	Achieved	
	Establishing the mobility platform	Achieved	

Challenges — Analysis and Countermeasures for Market Capitalization Target Shortfall

Causes of shortfall =
Shortfall in profit target (growth rate) × Contraction of valuation multiple (future growth expectations)



Plan 1,400 → (Profit shortfall -200 / P/E multiple contraction -522) → Actual 678

■ **Recognized Challenges**

- **Insufficient proof of growth potential as a platform company**
  Insufficient proof using proprietary KPIs in the transformation from a "financial company" to a "platform company"
- **Failure to meet profit targets**
  Failure to meet profit targets due to system failure

■ **Countermeasures**

Commitment to numerical targets
Continue to achieve high top-line and profit growth and maintain a high ROE structure

Establish our position as a platform company
Disclose KPIs as a platform company and transition to a revenue structure independent of interest rates

Increase awareness
Strengthen user-oriented initiatives to become a universally-recognized platform provider

New Medium-Term Management Plan - VISION 2030

Four Materialities toward the completion of the One-of-a-Kind Auto Mobility Ecosystem

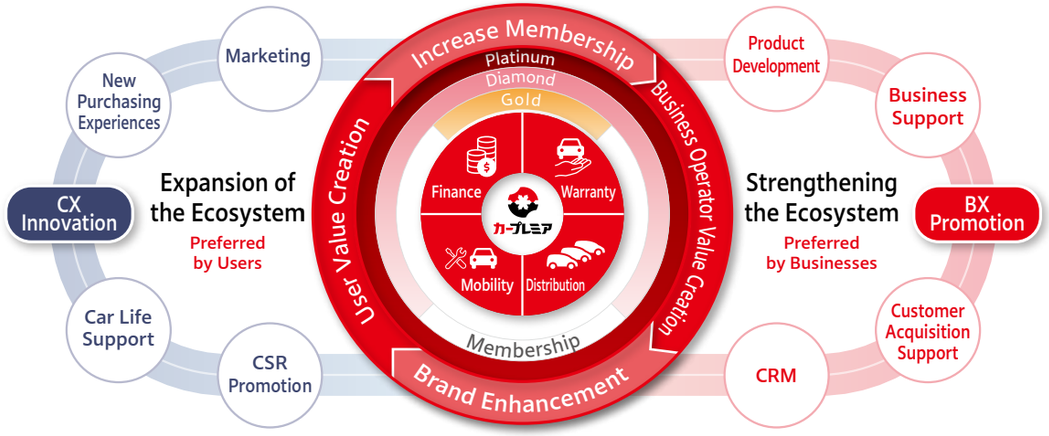
Toward VISION 2030, "Completion of the Auto Mobility Ecosystem," we have established four Materialities that transcend the boundaries of individual businesses and represent "Car Premium as a whole." We aim to dramatically improve corporate value by vigorously pursuing each of the key priority that form the Foundation of the Ecosystem, the Source of High Profitability, the Expansion of Distribution Within the Ecosystem, and the Foundation of Competitiveness.

Materiality

Foundation of the Ecosystem	**Strengthening the Car Premium Club membership organization as the Foundation of the Ecosystem** Growth in both revenue and services of the membership organization
Source of High Profitability	**Essential infrastructure for business operators** Supporting businesses with strong customer appeal and service capabilities
Expansion of Distribution Within the Ecosystem	**Integrating users into the ecosystem** Becoming a universally recognized and preferred brand
Foundation of Competitiveness	**Boosting IT and data strategies underpinning our services** Source of unparalleled differentiation within the industry

VISION 2030

Completion of the Auto Mobility Ecosystem



Change & Prove

Resolved for Change, Proof of Being One of a Kind.

【Key Priority】Expanding the membership base and certified stores by providing a platform that supports the management of small and medium-sized mobility providers

We provide a platform that comprehensively resolves the challenges related to customer acquisition, revenue, CRM, and operational efficiency faced by small and medium-sized mobility providers. It serves as an essential infrastructure where membership directly translates to enhanced competitiveness and increased revenue. Furthermore, we will enhance brand quality by limiting customer traffic to invitation-only Platinum and Diamond members. Concurrently, we will vigorously drive the expansion of our organization of high-quality certified stores by achieving 12,000 member stores, ¥5 billion in membership fee revenue, and a churn rate of 1.0% or less, as well as by deepening engagement with existing members to increase their lifetime value (LTV) to 2.5 times.

Strengthening the Membership Organization

Centered on the Car Premium brand
Customer traffic is limited to invitation-only Diamond members and above.

Platinum
Industry-leading brand stores

Diamond
"Trusted" certified stores

Gold
Car Premium service participating stores

Key indicators through to 2030

Number of Car Premium Club members	12,000 stores
Membership fee revenue	¥5.0 billion
Churn Rate *1	1.0% or lower
Existing member LTV *2	2.5x

*1 Churn rate of Car Premium Club members
*2 LTV (Lifetime Value of Customers) assuming existing Diamond members maintain the current churn rate.

Essential infrastructure

Management challenges for small and medium-sized mobility providers

Customer acquisition
High advertising costs /
Low awareness and brand recognition

Revenue
Dependence on vehicle sales profits
Lost sales opportunities due to insufficient creditworthiness
Inflexible vehicle procurement routes

CRM
Excessive workload in after-sales support
Loss of existing customers to competitors

Operational efficiency
Analog and inefficient management methods

Solving business challenges through (Car Premium) Club membership

Increased sales	Number of users	**Brand Licensing**: Building trust through Car Premium certification Improving advertising effectiveness and driving customer traffic through Car Premium
	Unit price	**Product Development**: Increasing average spend per customer through highly competitive finance, warranty, and other products Creating opportunities for vehicle procurement and sales within the Car Premium ecosystem
×	Repeat purchase rate	**Boosting Customer Contacts**: Support for building and maintaining relationships with customers by leveraging our maintenance facility network Retention of customers on the platform via the Car Premium app, etc.
Cost reduction	Cost	**Consulting**: Providing tools to enhance productivity Consulting support for effective utilization of tools

【Key Priority】 Increase awareness of the "Car Premium" brand and services to drive traffic to member dealerships

We are actively investing in and implementing brand strategies to evolve into a brand that "everyone knows and wants to use," and to bring users into our ecosystem. Through a four-step process ranging from achieving top-of-mind awareness in the industry to creating customer traffic, we will establish Car Premium as the brand preferred by users and maximize customer traffic to our member stores.

Implementing a Brand Strategy to Acquire Users

Promoting Brand	Promoting Greater Service Understanding	Strengthening User Engagement	Creating Customer Traffic
PR Investment in the Culture, Entertainment, and Sports Sectors	Mass Advertising and Social Media Promotions	Enhancing Online and App Services	Expanding Car Premium Brand Stores
Gaining Recognition for Car Premium	Achieving Top-of-Mind Awareness	Promoting Car Premium Usage	Providing Car Premium Services

Establishing カープレミア as the Brand Preferred by Users

【Key Priority】 Service Enhancement

We will promote system development predicated on AI utilization, while accelerating cost reduction and service development through the synergy of "human resources × data × AI". At the same time, we will enhance our human resources and services, and promote the acceleration of core systems, the utilization of big data, and the introduction of AI in an integrated manner, establishing them as the "Foundation of Competitiveness" that underpins our business.

Core Systems × Speed Optimization

- Upgrading the current system foundation and introducing AI agents
  - Rapidly achieving both reliability and high speed
- Introducing a new core system
  - Fundamentally reviewing the system structure to build a highly flexible, scalable, and integrated system.

Update

Big Data × Optimization

- Accelerating decision-making by utilizing a common analytics foundation (BI)
  - Building a data-driven organization
- Cyclical structure of data accumulation and utilization, and service improvement and creation
  - Enhancing the value of data

Data utilization

System Data Value Efficiency

DX Supporting Our One-of-a-Kind Ecosystem

AI × Value Creation

- CX innovation through AI utilization
  - one-of-a-kind services
- Strengthening the framework for creating new initiatives
  - Cultivating DX human resources
  - Promoting in-house development projects

Proactive AI

AI × Resilience

- Equipping all employees with AI
  - Significant reduction in operational tasks
  - Focus on high value-added tasks
- Strengthening risk detection systems to support governance
  - Safe and secure organizational management

Defensive AI

Existing businesses will continue to achieve profit growth at a CAGR of approximately +20%, while aggressive investments will create new revenue opportunities.

Positioning the three businesses of Finance, Automobile Warranty, and Auto Mobility Services, along with overseas and growth areas, as our growth drivers, we aim to achieve operating revenue of ¥84 billion (CAGR of approximately 18%) and profit before tax of ¥21 billion (CAGR of approximately 25%) by FY3/30. We aim to achieve a market capitalization of ¥300 billion by demonstrating our transformation into a platform company and improving our valuation to a P/E multiple of 22x.

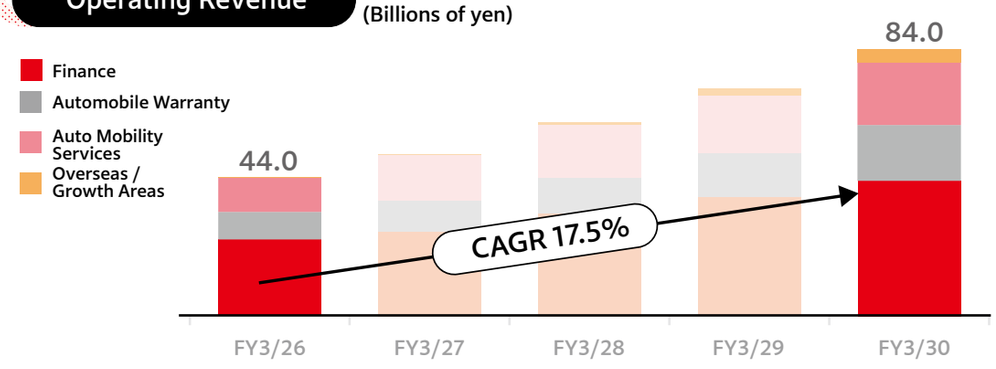
Key figures

	FY3/30 Targets	FY3/30 Targets	Change (vs. FY3/26)	Growth rate (vs. FY3/26)
Operating revenue	¥44.0 billion	¥84.0 billion	+¥40.0 billion	+90.9%
Profit before tax	¥8.6 billion	¥21.0 billion	+¥12.4 billion	+144.2%
Profit attributable to owners of parent	¥6.0 billion	¥14.0 billion	¥8.0 billion	+133.3%
P/E ratio*	11x	22x	—	—
Market capitalization*	¥67.8 billion	¥300 billion	+¥232.2 billion	+342.5%

* Actual figures in the table above are rounded down to the nearest hundred million yen.
* P/E ratio and market capitalization are calculated based on the stock price at the end of FY3/26.

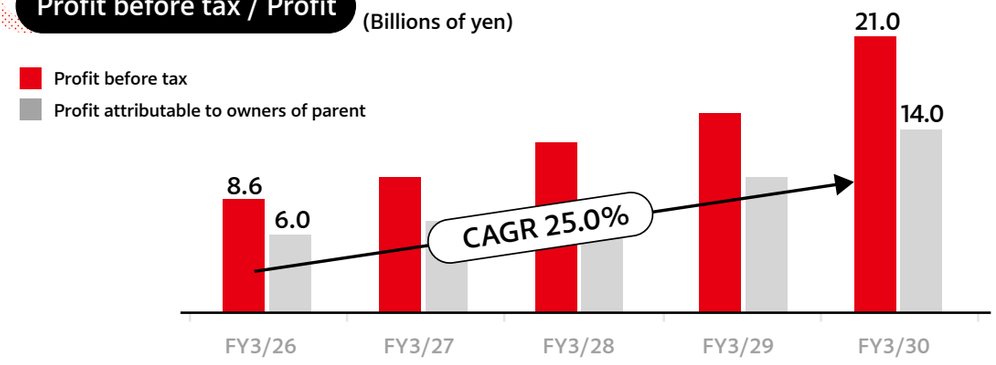
Operating Revenue

(Billions of yen)



Profit before tax / Profit

(Billions of yen)



Sustainability

INDEX

Sustainability Management	24
Our Group's Materiality	25
Environment	27
Society	30

With the aim of helping to realize a sustainable society and enhancing corporate value, we have reorganized the Materiality to be addressed through our business. We will integrate our Environment, Society, and Governance initiatives into our management strategy and promote co-creation with our stakeholders.

Sustainability Management

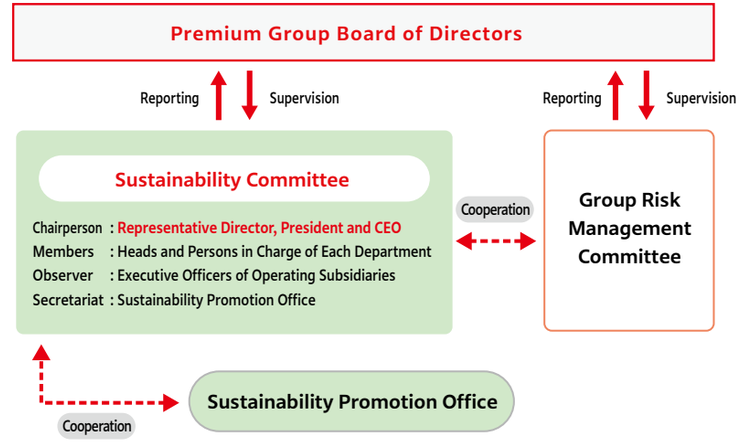
To achieve our mission and realize sustainable growth toward the goals of the new Medium-Term Management Plan, "Change & Prove 2030," our Group has re-examined the Materiality for our entire Group and identified seven Materialities: Trust Foundation / Talent Development / Organization Development / Business Innovation / Environment and Circularity / Contribution to Society / Corporate Governance. Based on the belief that our "Sustainability Strategy" is the very means to enable the continuous enhancement of corporate value, we will cultivate value that connects to the future and contribute to the sustainable growth of the economy and society.

Basic Sustainability Policy

The Group will identify and analyze various risks and opportunities facing the business to ensure financial soundness and appropriateness of its operations, and will strive to promote effective sustainability management. Beyond mere risk management, we view the resolution of social issues through our business as a growth opportunity. By addressing each identified Materiality, we aim to achieve both the realization of a sustainable society and the medium- to long-term enhancement of our Group's corporate value.

Sustainability Promotion System

The Sustainability Committee, chaired by the Representative Director, President and CEO, formulates sustainability policies and strategies, and promotes the implementation of measures in collaboration with executive divisions and Group subsidiaries. Furthermore, to accelerate these efforts, we have established the Sustainability Promotion Office to reflect and implement sustainability in our management from an integrated perspective.



Promotion System: Sustainability Committee

Composition	Chairperson: Representative Director, President and CEO Primarily composed of the heads of respective departments, such as Public Relations, Human Resources, Business Planning, IR, Finance, Legal and Compliance, and Internal Audit. Advised by external experts as needed.
Frequency	Generally four times a year (quarterly). Extraordinary meetings held as needed.
Reporting	Deliberation results are reported to the Board of Directors.
Cooperation	Collaborating with the Internal Audit Department and the Group Risk Management Committee

■Main powers and roles of the committee

- Policy formulation and strategic integration
- Supervision of risks and opportunities
- Setting and monitoring indicators
- Information disclosure and external relations
- Internal promotion and training

Our Group's Materiality

In identifying and reviewing each Materiality, we comprehensively identified future changes in the business environment and the issues society expects us to address, and then reorganized them into priority areas to focus on. Next, we analyzed and evaluated each of the identified issues from the dual perspectives of "risks and opportunities" for the sustainable growth of our Group and "value created for Society and the Environment," while ensuring alignment with the management policies of our new Medium-Term Management Plan, "Change & Prove 2030." Furthermore, taking into account the opinions of external experts and stakeholders, we consolidated these issues into the "Seven Materialities (key priority)" that our Group must truly address, which were subsequently approved by the Board of Directors. Going forward, we will advance these initiatives in close coordination with our business strategy.

Process for Identifying and Reviewing Materiality

STEP 1 Identifying Issues	STEP 2 Discussion and Organization	STEP 3 Incorporating external feedback	STEP 4 Resolution by the Board of Directors
To realize the new Medium-Term Management Plan "Change & Prove 2030" and our envisioned future, we comprehensively re-identified medium- to long-term issues, taking into account rapid changes in the business environment, external ESG evaluation criteria, and requests from stakeholders.	We discussed the identified issues from the dual perspectives of "risks and opportunities" for our sustainable growth and the value created for Society and the Environment, and then organized and prioritized key areas.	Based on dialogues with and evaluations by investors, ESG rating agencies, Outside Directors, and external experts, we objectively verified whether there were any discrepancies with the expectations of Society, and closely examined and updated the significance of each issue.	Following deliberations by the Sustainability Committee, the Board of Directors passed a final resolution on the revision of the "Seven Materialities," and we integrated the identified issues into our management strategy and implemented them.

PDCA Cycle of Sustainability Management

1 Identify opportunities
- Dialogue with stakeholders
- Understanding external scenarios

2 Determine policies
- Develop a program of countermeasures for each individual risk and opportunity
- Report the program to the Board of Directors and reflect it in management plans

3 Execution
- Execute the developed plan
- Review the progress of sustainability promotion program and share the monitoring results with the Group Risk Management Committee

4 Information Disclosure TCFD
- Highly transparent information disclosure through the Integrated Report, the Annual Securities Report, etc.
- Comprehensive and timely information dissemination on the corporate website
- Information disclosure based on international frameworks such as the TCFD recommendations

Positioning and Objectives of the Sustainability Strategy

Realization of the MISSION

Sustainable enhancement of corporate value — Generation of financial and non-financial returns

Achievement of the Medium-Term Management Plan

Change & Prove
-Resolved for Change, Proof of Being One of a Kind-
— Enhancement of corporate value over 4 years (proof to the market)

Increased potential to acquire more management resources ↑

Sustainability Strategy
— Materiality for Each Department —
Foundation of Trust / Talent Development / Organization Development / Business Innovation / Environment and Circularity / Contribution to Society / Corporate Governance

Creating business value and non-financial capital by utilizing management resources, and articulating and disclosing them externally.
The "core" of enhancing corporate value

Acquisition of management resources — Attracting management resources that resonate with the society our Group aims to create

Management Philosophy -MISSION-
We contribute to building a richer society by providing the best finance and services to people around the world.
We will develop and nurture enriched human capital who consistently approach their work with a positive mindset and diligently build upon every process.

The North Star defining the businesses our Group engages in
(what markets to operate in and what to achieve)

Seven Materialities (Key Priority)

We review our sustainability promotion system and each Materiality as needed in response to changes in the business environment and increasing risks and opportunities. We aim to evolve beyond a mere finance and used-car company into a one-and-only platform company that circulates "people, goods, society, and trust," and will accelerate value creation through the promotion of each Materiality.

Materiality	Risks and Opportunities	Value Created for Society and the Environment	Initiatives	Indicators	FY 3/26 (Actual)	FY3/30 (Target)	SDGs to Contribute
Foundation of Trust "Co-creation-based Governance" Transforming Dialogue into Value	■Risks • Discrepancy with market needs due to insufficient communication • Decline in trust and brand value due to information asymmetry • Decline in competitiveness due to the weakening of partnerships ■ Opportunities • Building a framework for utilization in management and business operations • Building partnerships and expanding business opportunities • Sustainable enhancement of corporate value through earning trust	Mitigating uncertainty in capital markets and contributing to the fostering of a highly transparent and sound trading environment	• Transparent disclosure of financial and non-financial information • Conducting constructive and ongoing dialogue with investors and shareholders • Sharing feedback obtained through dialogue with the management team and promptly incorporating it into strategies	Engagement (dialogue) with investors and shareholders	• Individual meetings with institutional investors and analysts: 299 • Small meetings held: 6 • Overseas roadshows held: 4 • Briefings held for individual investors: 8	-	16, 17
				Improvement in external evaluation scores	CDP [B], Rating [A-]	CDP [A], Rating [A+]	
Talent Development Support for Human Resource Advancement and Career Development	■Risks • Decline in business execution capabilities due to skill rigidity and imbalance • human resource drain due to unclear growth opportunities and career paths ■ Opportunities • A virtuous cycle of individual and business growth generated by abundant investment in human resource development and a "culture of continuous learning"	Eliminating disparities in skill development opportunities and contributing to the realization of decent work and the enhancement of individuals' market value	• Standardization of IT literacy and provision of specialized training • Expansion of skills development training and level-specific training • Strengthening the development of next-generation leaders • Continuous development of VALUE training	Human capital ROI	1.46%	2.27%	8
				Training expenses per employee	¥76,118	¥130,000	
Organization Development Well-being・DE&I	■Risks • Loss of innovation due to a lack of diversity • Decline in productivity and human resource drain due to an inadequate working environment ■ Opportunities • Emergence of innovation through the fusion of diverse perspectives • Improvement in productivity through an environment that enables employees to fully leverage their abilities	Preventing the persistence of social inequalities and gender disparities, and promoting the realization of a fair society that embraces diversity	• Identifying issues through engagement surveys and implementing measures to resolve them • Continued fostering the project to promote female advancement (Lean in Premium) • Expanding work-life balance support in response to life stage changes • Implementing measures to create a comfortable working environment and support employees' health	Percentage of female Directors	33.3%	33.0 - 50.0%	5, 10
				Percentage of female managers	14.4%	20.0%	
				Percentage of male employees taking childcare leave	80.0%	100%	
				Gender wage gap	76.8%	85.0%	
				Paid leave utilization rate	77.2%	75.0% or more	
				Turnover rate	6.6%	8.0% or less	
Business Innovation Creating businesses that resolve social issues (CSV management)	■Risks • Deterioration of business conditions due to a decline in corporate value • Decline in competitiveness due to stagnant new business execution capabilities ■ Opportunities • Entry into new growth markets • Enhanced acquisition of management resource through increased corporate value • Improved business execution capabilities through the development of top human resources	Building an ecosystem that resolves service disparities and challenges in the mobility industry, and contributing to the realization of a sustainable foundation of society	• Enhancing the social value of the Car Premium Ecosystem • Human resources based on the premise of AI utilization • Service enhancement • Building a foundation for creating new value through cooperation with external partners	Cumulative number of vehicles covered by automobile warranty	2.2 million units	-	9, 11, 12
				Existing member LTV	Formulation of calculation definitions and commencement of monitoring	2.5x	
				Churn Rate		1.0% or less	
Environment and Circularity Circular Economy	■Risks • Changing customer and investor needs, and loss of support, due to rising environmental awareness • Decline in demand for gasoline-powered vehicles ■ Opportunities • Planning and development of new environment-related businesses • Improved financing capabilities through higher environmental ratings	Appropriately recognizing and managing the challenges of a prolonged decarbonization shift associated with the use of used vehicles, while directly contributing to reducing environmental impact and GHG emissions by promoting the 4Rs	• Promotion of the 4R business (Finance, Automobile Warranty, Parts, Repairs) • Conducting awareness-raising workshops utilizing marine plastic waste and discarded automotive glass	Climate change score	B	A	7, 13, 14, 15
				GHG emissions reduction rate	10.9%	32.1%	
Contribution to Society Promoting "Community Investment" Through Nurturing the Next Generation and Co-creation with Local Communities	■Risks • Loss of "sustainable contact points" with customers and local communities • Falling into price competition and stagnation in brand trust • Stagnation in resonance with the corporate philosophy and culture ■ Opportunities • Deepening of relationships by earning "deep trust" in the brand • Establishment of a co-creation ecosystem • Improving employee engagement	Preventing the exacerbation of regional disparities caused by an overemphasis on specific support, and promoting community revitalization and the creation of training opportunities for the next generation	• Development and support of next-generation human resources • Contribution to local economies and a recycling-oriented society • Volunteer activities by employees	Social contribution activities and implementation of sponsored events	• Signed sponsorship agreements with young professional golfers • Sponsorship of the professional dance team "LDH SCREAM" • Donation to Ishigaki City through the corporate hometown tax donation program • Co-sponsorship of the "Car Premium Yaimakuni-zukuri Festival 2025"	-	3, 4, 17
Corporate Governance Advancement of Group Governance	■Risks • Compliance violations due to the hollowing out of decision-making processes • Occurrence of large-scale system and administrative issues due to person-dependent operations • Insufficient checks and balances due to overlapping/ambiguous roles within the group ■ Opportunities • Increased trust from stakeholders through highly transparent decision-making • Achieving both operational efficiency and safety through automation, monitoring, and other measures	Preventing the disruption of market mechanisms caused by inadequate governance, and contributing to maintaining a fair and clean trading environment	• Redefinition of Group Governance • Standardization and strict enforcement of decision-making processes • Control of the organization through a framework	Record of governance-related meetings held	• Board of Directors meetings held: 18 • Nomination and Remuneration Committee meetings held: 6 • Audit & Supervisory Board meetings held: 14 • Group Risk Management Committee meetings held: 4	-	8, 16, 17
				Compliance training attendance rate	100%	100%	

Environment

Our Approach to the Environment

Decarbonizing greenhouse gas (GHG) emissions from the production of goods is widely considered extremely challenging. However, the key to addressing this issue lies in building a recycling-oriented society.

Our Group primarily operates businesses related to used vehicles, and we believe that expanding our core operations directly contributes to the development of a circular economy. By accelerating initiatives within our main business, we aim to support global efforts to combat climate change.

Furthermore, with the approval of the Board of Directors, we formulated the Basic Environmental Policy, which will become applicable to all Group companies in July 2025. Based on this policy, we have set a target to achieve net-zero greenhouse gas (GHG) emissions across our entire value chain by FY 3/51, and are strongly committed to a phased transition toward 100% renewable energy use and improving energy efficiency. We will continue to enhance our climate change disclosures and further advance our climate change initiatives.

These cutting-edge initiatives in the Environment domain serve as a crucial non-financial foundation underpinning the "Completion of the Auto Mobility Ecosystem" set forth in our new Medium-Term Management Plan, "Change & Prove 2030." Strengthening governance through highly transparent climate-related disclosures in line with international standards (such as attaining a CDP Management Level) will solidify capital markets' confidence in the sustainability of our Group's platform, strongly driving a dramatic enhancement of corporate value.

Premium Group Co., Ltd. Basic Environmental Policy

Key Initiatives

1. Contribution to the formation of an environment-oriented society (utilization of finite resources) Recycling-oriented Society

The Group promotes the use of used cars in the three businesses it operates (Finance business, Automobile Warranty business and Auto Mobility Services business), and promotes reduce, recycle, reuse, and repair (4R business) related to automobiles.

Our Group's 4R Business	
Reduce Business	Reduce automobile disposal by adding automobile warranties and making automobiles serviceable for a longer period of time
Recycled Parts Business	Produce recycled and rebuilt parts at the Group's automobile dismantling shops and provide them to our network of automobile dealers and automobile maintenance facilities through the Group's parts trading company
Reuse Business	Provide used cars repossessed in the debt collection operations of the Finance business to our network of automobile dealers and automobile maintenance facilities
Repair business	Repair broken-down used cars at automobile maintenance facilities

2. Promoting Automobile Warranty Business Emissions reduction

Automobile warranties, which prepare for unexpected breakdowns, enable us to support customers in using their vehicles for as long as possible. By joining our Group's automobile warranty, customers can have their vehicles repaired free of charge for covered parts in the event of a breakdown. It is possible to join not only at the time of purchase but also during vehicle inspection or maintenance.

As of the end of March 2026, the cumulative number of contracts has exceeded 2.2 million. Leveraging this solid business foundation and big data, we aim for further growth by creating added value.

3.Promoting the widespread adoption of EVs Emissions reduction

We support customers in purchasing high-priced EVs by offering our Group's auto credit. In July 2026, we established the "Car Premium Automobile Warranty Imported EV Plan" to reduce anxiety after purchase and support the spread of EVs toward the realization of a decarbonized society. In addition to enabling customers to enjoy a secure car life, purchasing an EV makes the choice of contributing to the SDGs more familiar.

4. Japan Climate Initiative Emissions reduction

Our Group participates in the Japan Climate Initiative (JCI). The Japan Climate Initiative (JCI) is a network in Japan of non-state entities, including companies, municipalities, organizations, and NGOs, that are actively working to combat climate change in Japan, and operates under the declaration that "Japan will join the world at the forefront of decarbonization." We will leverage the insights and information gained through this network to contribute to a sustainable society.

5. Participation in the Carbon Neutral Working Group of Japan Association of New Economy (JANE) Recycling-oriented Society

Since the level of climate change response required of companies, both large and small, is increasing, and an increasing number of companies are working on management and business development in response to a decarbonized society, in order to implement measures based on the latest trends, the Japan Association of New Economy (JANE) has established a new working group as a platform for information sharing and discussion among its members, and we are participating in this working group. As a company primarily engaged in used car-related operations, the Group has voiced its opinions on the formation of an EV recycling-oriented society. We will continue to exchange opinions with other companies to promote carbon neutrality and sustainable management.

6.Participation in JRI's “EV Battery Smart Use Council”

The Japan Research Institute, Limited (JRI) has established the EV Battery Smart Use Council with companies primarily on the demand side of EVs and EV batteries, as well as academics, government ministries, and local governments, aiming to realize a user-centric circular economy for EV batteries in Japan. The Group also participates in this Council. The council works on developing standards and indicators to accelerate circular use of EV batteries and supports demonstrations toward social implementation of related technologies.

7.Strengthening Disclosure to External Rating Agencies

To enhance corporate value over the medium to long term, our Group—under the leadership of the Sustainability Committee— continues to strengthen engagement with external sustainability rating agencies.
As part of these efforts and to further advance climate action, we have endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) beginning in FY 3/24, and disclose relevant information in accordance with these guidelines. To ensure a high level of transparency in our disclosures, we obtain third-party support and assurance for the calculation of CO_2 emissions and CO_2 reduction contributions, striving to provide highly transparent information. In addition, to meet the demands for more sophisticated information disclosure from external rating agencies, we have formalized and published a new "Supply Chain Policy" in conjunction with the formulation of the aforementioned "Basic Environmental Policy." By extending our environmental conservation efforts beyond our own operations and clearly outlining guidelines for building a sustainable value chain in collaboration with our business partners, we are further enhancing the comprehensiveness and transparency of our ESG information.

8.Received a "B" Rating in the CDP 2025 "Climate Change" Category

Our Group received a "B" score in the "Climate Change" category of the 2025 CDP questionnaire conducted by CDP (Carbon Disclosure Project), an international environmental non-profit organization.
The "B" score indicates that we are at the "Management Level," the third highest in CDP's eight-level rating system (A, A-, B, B-, C, C-, D, D-).
Building on this "B" rating, we will continue to strengthen our environmental governance, set greenhouse gas emission reduction targets based on international standards such as SBT, and strive to reduce our environmental impact through innovative business models. Through dialogue and collaboration with our stakeholders, we will further accelerate our sustainability management.

9.Signed the UN Global Compact

Our Group is a signatory to the United Nations Global Compact (UNGC), an initiative advocated by the United Nations. The UNGC is a global framework for companies and organizations to act as good members of Society and achieve sustainable growth by demonstrating responsible and creative leadership. The Company supports the UN Global Compact (UNGC)'s four areas and ten principles: human rights, labor, environment, and anti-corruption. We will put these principles into practice in our daily business activities and continue to contribute to the realization of a sustainable society.

The Four Areas and Ten Principles of the UN Global Compact

Human Rights	Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Environ-ment	Principle 7	Businesses should support a precautionary approach to environmental challenges;
	Principle 2	Make sure that they are not complicit in human rights abuses		Principle 8	undertake initiatives to promote greater environmental responsibility; and
Labour	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;		Principle 9	encourage the development and diffusion of environmentally friendly technologies.
	Principle 4	the elimination of all forms of forced and compulsory labour;			
	Principle 5	the effective abolition of child labour; and	Anti-Corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.
	Principle 6	the elimination of discrimination in respect of employment and occupation.			

Disclosure Based on the TCFD Recommendations

To further advance climate action, we have endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and disclose relevant information in accordance with these guidelines.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Premium Group Co., Ltd.: Information Disclosure Based on the TCFD Recommendations

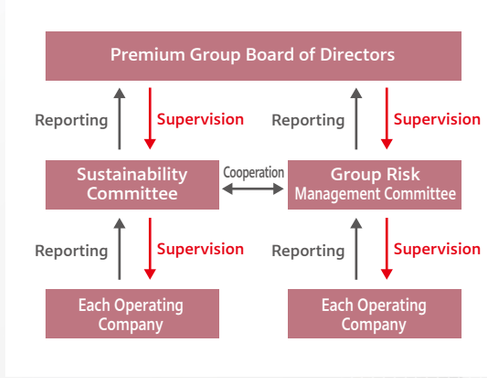
Governance

Establishment of an Implementation Structure

Established the Sustainability Committee in July 2023.

Activities

Led by the committee, the Group will actively disclose climate change information and conduct management reviews based on the environmental management system.



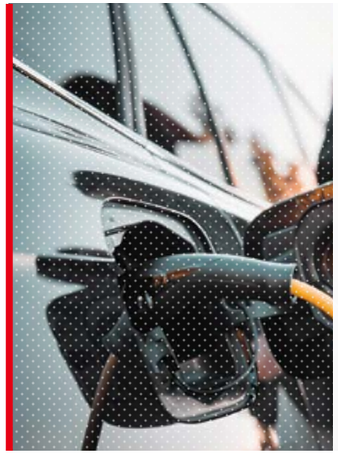
Risk Management

Identification and Assessment Process

Taking into account the impact on management, finances, and business operations, we identify new risks associated with climate change and reassess existing risks. Identified material risks are reported to and managed by the Board of Directors.

Integration into Group-wide Risk Management

The Sustainability Committee and the Group Risk Management Committee, which reviews Group-wide risks, regularly coordinate with each other. For urgent matters, the Group Risk Management Committee assumes responsibility for countermeasures and monitoring.



Strategy

Scenario Analysis

We have identified risks associated with the transition to a decarbonized society and the expansion of the EV market, and quantified the potential financial impact on our business.

Response to Risks and Opportunities

We have identified risks associated with the transition to a decarbonized society and the expansion of the EV market, and consider countermeasures tailored to the estimated scale (large, medium, or small). Furthermore, we have already begun pursuing three opportunities: an EV-specific Automobile Warranty, the installation of solar power generation and EV charging equipment at member stores, and the development of an EV charging network.

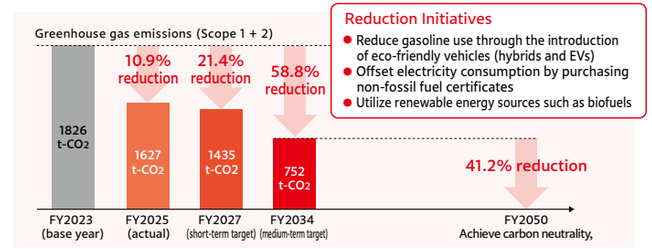
Indicators and Targets

Based on the GHG Protocol, we transparently calculate our greenhouse gas (GHG) emissions.

Targets

We have established greenhouse gas emission reduction targets and are actively working toward realizing carbon neutrality by 2050.

Greenhouse gas (GHG) emission reduction targets to achieve carbon neutrality by 2050



■ Target entities：Premium Group Co., Ltd. and consolidated subsidiaries
■ Target scope：Scope1 (Greenhouse gas emissions from the Group's own fuel use)
Scope2 (Greenhouse gas emissions from the use of electricity, heat, and steam supplied by other companies)
■ Target year ：FY2034
■ Target：58.8% reduction from FY2023

Key Initiatives to Realize a Sustainable and Richer Society

Premium Group, whose mission is outlined as "We contribute to building a richer society by providing the best finance and services to people around the world," aims to build social and human capital in order to cultivate strong relationships with all our stakeholders.

Customers

In order to ensure that our customers can purchase and use our automobiles with peace of mind, the Group has obtained the necessary certifications and registrations, and has established an internal system.

Customer Privacy and Data Protection

Personal information protection	• Obtained Privacy Mark certification by the Japan Institute for Promotion of Digital Economy and Community (JIPDEC) for core subsidiaries in major businesses • Formulated an internal privacy policy and built a system to prevent accidents such as leakage of personal information • Conducted audits by employees of the Internal Audit Department with Privacy Mark internal auditor certification
Data Protection	• Implemented multiple system security strengthening measures to ensure the protection of customer data

AppropriateTransaction and Sales Processes

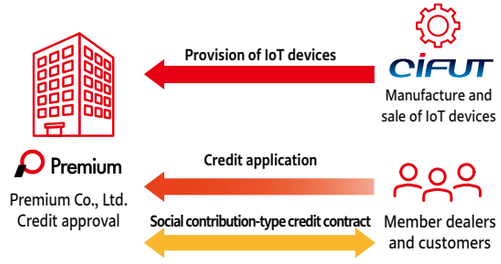
- Obtained and renewed the business registration of the Finance Business as an individual credit purchase broker as stipulated in the Installment Sales Act
- Established various internal rules in accordance with the model rules established by the Japan Consumer Credit Association
- Declared the "Basic Policy on Eliminating Anti-Social Forces" both internally and externally, and established a system for its implementation. Cooperated with external expert organizations such as the National Center for Removal of Criminal Organizations

Local Community

In order to create a richer society where everyone can live in peace, the Group places great importance on its ties with the local community and engages in a variety of support activities through its business and non-business activities.

Social Contribution Credit “CIFUT”

New screening initiatives using IoT technology will contribute to creating a society where everyone can access automobiles. “CIFUT” is an IoT device (remote engine start control system with GPS) provided by CIFUT Co., Ltd., an affiliate of the Company. By installing this device, the purchased vehicle will be connected to the Internet at all times, allowing for real-time location monitoring and remote engine start control. This technology helps us mitigate the risk of late payments and expand purchase opportunities for customers who have previously faced difficulties in purchasing vehicles.



Sponsorship of the "Shigeo Nagashima Memorial Sega Sammy Charity Pro-Am Tournament"

We share the Sega Sammy Group's mission of “Constantly Creating, Forever Captivating -Making life more colorful-,” and we have been sponsoring the tournament since 2023 with the aim of promoting sports and contributing to society and culture. Through this sponsorship, we hope to further enhance the significance of regional revitalization, sports support, and contribution to society in the host city of Chitose.

Initiatives with Ishigaki City toward the Realization of a Sustainable Society

Leveraging our track record of cooperation with Ishigaki City in Okinawa Prefecture, we co-hosted the "Car Premium Yaimakuni-zukuri Festival 2025" with the aim of building a platform for co-creation and resolving issues in society. Furthermore, we made a donation to the city through the corporate hometown tax donation system (local revitalization support tax system). The donation will be utilized for various measures to promote "sustainable urban development."

Volunteer Activities to Support Recovery

We participated in volunteer activities for recovery from the 2024 Noto Peninsula Earthquake. To improve the living environment and ensure the safety of those affected by the disaster, we provided relief supplies such as bottled water and removed disaster debris from houses. We offer our deepest condolences to those who lost their lives in the 2024 Noto Peninsula Earthquake, and extend our heartfelt sympathies to all those affected by the disaster.

Diversity, Equity & Inclusion (DE&I)

Initiatives for Promoting Female Advancement and Supporting the Development of the Next Generation

Following the expiration of the period for the General Employer Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace announced in June 2025, we have formulated a new General Employer Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children as the next phase, effective April 1, 2026.

❶ General Employer Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children

Plan period

April 1, 2026 to March 31, 2030 (4 years)

Numerical targets

Goal 1 | Providing career opportunities for female employees

- Achieve a ratio of at least 20% female employees in management positions

Goal 2 | Creating an employment environment that facilitates balancing work and family life

- Achieve a 100% childcare leave uptake rate for male employees
- Limit average monthly overtime to 20 hours or less

Initiatives

Implementation period: April 2026 to March 2030

Initiative 1 | Supporting the career development of individual female employees and building a pipeline

- Through the activities of the project to promote female advancement "Lean in Premium," we provide opportunities for female employees to improve their career mindset and acquire management skills.
- To build a solid pipeline, we will select management candidates from each department, formulate development plans, and, through cooperation between the management team and the HR department, conduct regular progress checks.

Initiative 2 | Expansion of flexible work styles and work-life balance support systems

- We will proceed with the implementation of the expanded reduced working hours system for childcare (extending the scope of the period to "until graduation from elementary school") to help employees overcome life events such as the so-called "first-grade wall" and create an environment where they can continue their careers with peace of mind.
- To address the expected increase in the need to "balance work and caregiving," we will take measures such as identifying the actual situations and needs of employees regarding caregiving and establishing consultation desks, thereby gradually expanding our caregiving support infrastructure.
- We will build cross-departmental internal communities to provide a forum for information exchange and consultation on balancing work and personal life, enabling employees to support each other and fostering a corporate culture where they can proactively take on career challenges.
- Aiming to reduce overtime work and improve productivity company-wide, we will accelerate operational reviews, process automation, and the promotion of digital transformation (DX) across all departments.

*1 Based on the calculation definition under the "Act on Promotion of Women's Participation and Advancement in the Workplace," from FY3/27, managers without subordinates are excluded from the scope of managerial positions.
*2 Effective from FY 3/27, the scope of formulation, implementation, and data aggregation for the General Employer Action Plan has been changed from the previous individual company basis to the entire Premium Group.

❷ Project to Promote Female Advancement "Lean in Premium"

The Group aims to be a company where everyone can perform at their best and diverse human resources can thrive. As a concrete initiative, we launched the "Lean in Premium" women's advancement project in 2018. We are advancing activities centered on the three core elements of development, systems, and follow-up, aiming to support women who take a step toward realizing their aspirations and to increase the number of female employees striving for career advancement.

❸ Support for Women's Health Challenges

As part of the Group's employee benefits, we collaborate with medical institutions to provide anonymous consultation services and free access to various medical examinations. This initiative aims to help address women's specific health concerns and reduce anxiety. These services are available not only to our employees but also to their family members.

Diversity, Equity & Inclusion (DE&I)

Support for Sports and Culture

As part of our social contribution activities, we support the growth and success of the young generation who will shape the future. Our Group's value of "setting high aspirations and taking on challenges in everything" resonates deeply with the attitude of young athletes and artists who single-mindedly pursue their goals.

① Golf

Through our sponsorship of young professional golfers (currently 7 players), we strongly support their pursuit of their dreams. Furthermore, through the broadcast of our first exclusively sponsored terrestrial television special program, "Hiromitsu Kitayama's Golf: Let's Go for Par!", and other initiatives, we will contribute to the revitalization of the golf industry and the realization of a vibrant society. Furthermore, we will support the development of players capable of competing on the global stage through initiatives such as providing special sponsorship for the 110th Japan Amateur Golf Championship and the 67th Japan Women's Amateur Golf Championship—the premier amateur golf tournaments in 2026 organized by the Japan Golf Association—and launching a next-generation junior development program.

② Dance

Through our sponsorship of LDH SCREAM, a professional dance team competing in D.LEAGUE, a professional dance league originating in Japan, we support young people in pursuing their dreams across diverse fields. We support the development of the next generation by spreading the positive energy generated by dance throughout society and providing new vitality. We contribute to the creation of vitality in society through dance.

③ Motorsports

The Company has signed a sponsorship agreement with racing driver Maaya Orido of the MAX ORIDO Racing Team. Through this agreement, we will support Ms. Orido's further endeavors, co-create enriching car lifestyles, and broaden recognition of the Car Premium brand.

Challenged Hiring (Inclusive Employment)

The Group has established a dedicated hiring framework (Challenged Hiring) to enable people with disabilities to work in ways suited to their individual needs. To deepen understanding of disability employment and expand opportunities for contribution by persons with disabilities, we have introduced a system in which each department can submit task requests through a dedicated form. The hiring team reviews these requests, after which new tasks can be assigned to employees with disabilities. By building a framework that supports a comfortable working environment, the Company is creating a workplace where everyone has the opportunity to thrive.

Expanding Career Autonomy Support using E-learning as a Foundation

Through e-learning introduced in FY 3/25, our Group has steadily advanced the standardization of specialized knowledge according to job title and the construction of a common knowledge foundation across the entire organization. By setting required training curricula for each job level, we promoted efficient knowledge acquisition. Furthermore, visualizing learning progress revealed employees voluntarily delving deeper into courses outside their designated curriculum, providing an opportunity to grasp individual learning motivations and interests.

Currently, based on data obtained from this initiative, such as course participation trends, we are transitioning to an optimal training program designed to enhance employees' engagement. This includes encouraging the acquisition of specialized qualifications tailored to specific operational and departmental needs, and facilitating the acquisition of management skills through level-specific training.

Management Strategy

INDEX

Human Resources Strategy 34

DX Strategy 40

Overseas Strategy 42

We aim to create an environment where diverse human resources can maximize their potential and to promote the transformation of operations and services through the use of digital technologies. The Group will achieve sustainable growth through productivity improvement and the creation of new value, driven by both investment in human resources and DX.

Governance

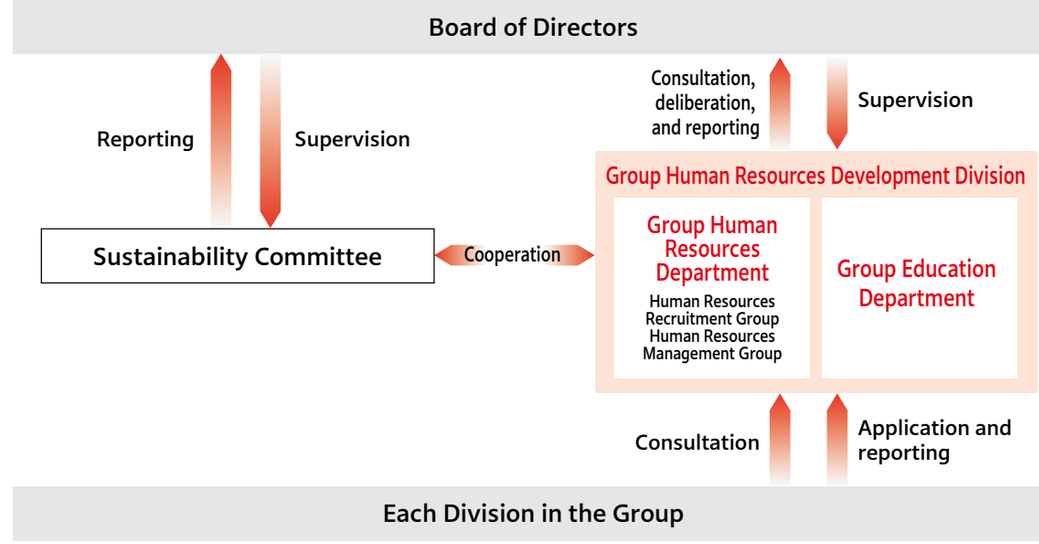
Strategic Talent Development to Expand Human Resources

Our Group's Mission states, "We will develop and nurture enriched human capital who consistently approach their work with a positive mindset and diligently build upon every process." We use the term "human capital" because we believe that it is people who create our business and shape our future.
Together with our well-rounded members (employees), we help build a richer society by providing the best finance and services, and by contributing to the formation of a recycling-oriented society.

Governance

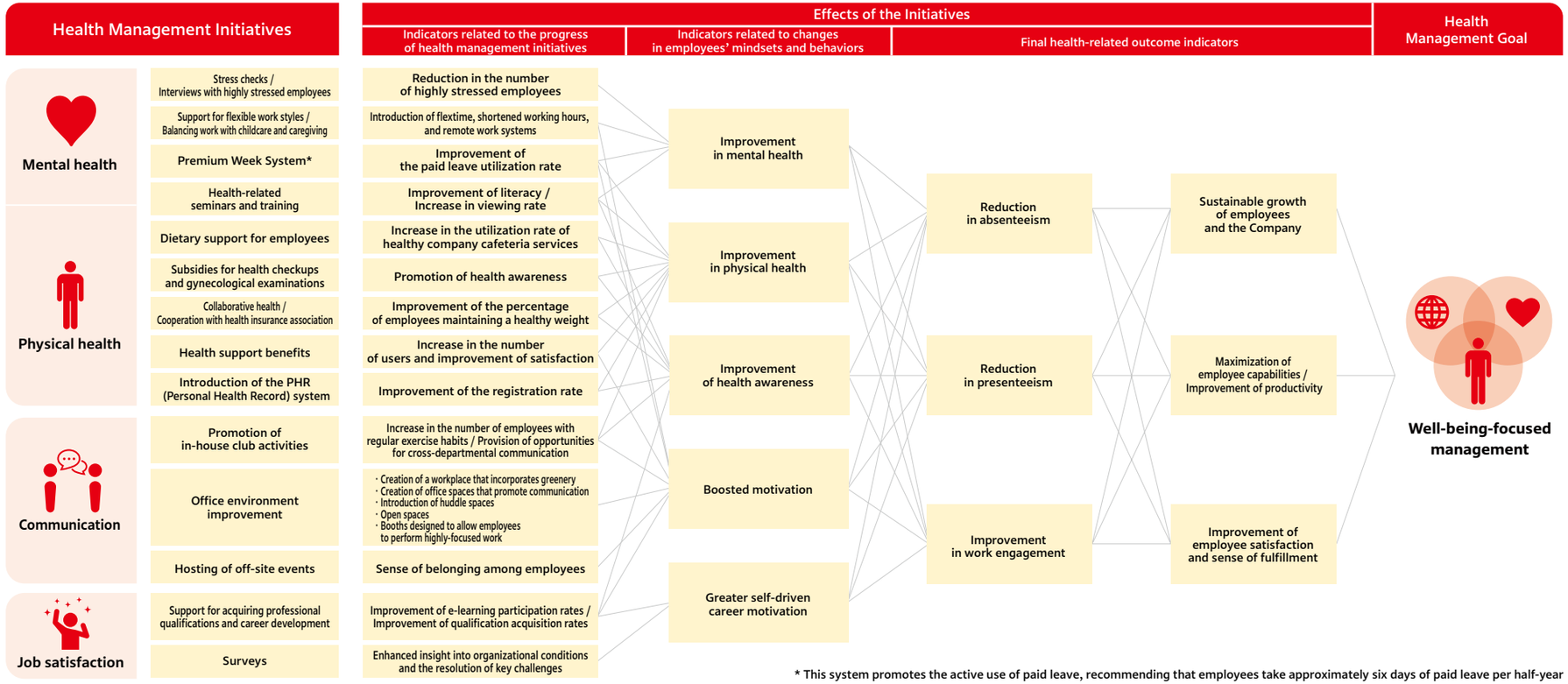
Regarding our human capital management implementation system, we have established a governance structure for personnel affairs by stipulating prior approval and reporting requirements for important personnel assignments and personnel system revisions at Group companies, and by discussing policies from a management perspective.
Our Group's HR framework is structured around three specialized organizations: the Human Resources Recruitment Group, responsible for recruitment; the Group Education Department, responsible for training and development; and the Human Resources Management Group, responsible for labor relations and employee benefits. The officers in charge of organizational development and talent development within each business and function arrange opportunities for discussions and opinion exchanges with the heads of divisions and teams in the Group. These discussions share and focus on assignment policies and issues to revitalize the organizations and to ensure that human resources are placed in the right positions.

Governance Structure for Human Resources Strategy



Health Management

It is human resources that create businesses and the future, and the foundation for maximizing their potential is good health. We provide comprehensive support encompassing mental and physical health, communication, and job satisfaction, thereby contributing to the sustainable growth of both employees and the Company and to the realization of well-being management.



* This system promotes the active use of paid leave, recommending that employees take approximately six days of paid leave per half-year

Message from the Executive Officer CHRO

Executive Officer CHRO
Kumi Kondo

Following our unwavering belief that "people are assets," our Group promotes management that places the vitality of our employees at the core of everything we do. Realizing the well-being of every individual is the ultimate driving force behind our sustainable growth and corporate competitiveness. To maximize the value of our human resources, we are implementing quantitative visualization through engagement surveys and swift organizational culture reforms. Furthermore, to reflect diverse perspectives in management and generate sustainable innovation, we are accelerating Diversity, Equity & Inclusion (DE&I) initiatives company-wide, including promoting female advancement, and focusing on creating an environment where everyone can boldly take on challenges. An organization where employees combine their individual strengths and maximize their potential is the one that will create future value. Moving forward, we will continue to strategically invest in human resources and improve the workplace environment to build an organization where everyone can take a leading role and thrive, thereby enhancing corporate value over the medium to long term.

Recognized as an Outstanding Organization in the 2026 Outstanding Organizations of KENKO Investment for Health Program (Large Enterprise Category)

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門

Premium Group Co., Ltd. has been recognized as an outstanding organization in the 2026 Outstanding Organizations of KENKO Investment for Health Program (Large Enterprise Category) by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi.
This marks the second consecutive year that the Company has received this recognition. Going forward, we will continue to promote health management by working to maintain and improve an environment where our diverse human resources can remain physically and mentally healthy, fully demonstrate their abilities, and thrive.

Targets

①Achieve a paid leave utilization rate of 75% to promote mental and physical refreshment (77.2% in FY3/26)
②Achieve a 100% health checkup participation rate to promote better health (100% in FY3/26)

Key Initiatives

1. Establishment of systems supporting flexible and diverse work styles
- Improving work-life balance through the use of flextime, shortened working hours, and telework roles
- Promoting hourly paid leave and the "Premium Week" extended leave system, which encourages taking up to 10 consecutive days off

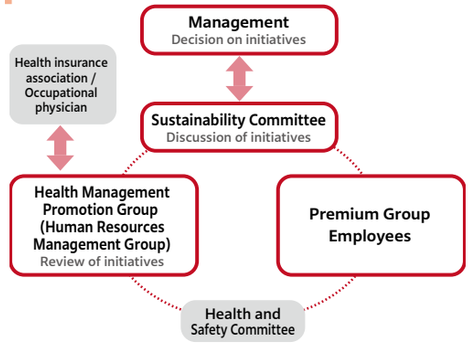
2.Support for maintaining physical and mental health
- Promoting preventive medicine by establishing an environment for infectious disease prevention and subsidizing gynecological checkups and screenings
- Providing healthy company cafeteria services and workplaces equipped with refreshment spaces featuring abundant greenery
- Promoting recovery from fatigue and physical and mental refreshment for employees by introducing acupuncture and massage services in the office

3. Revitalization of communication and strengthening of the organization's human resources
- Improving employee engagement through company newsletters and the holding of events whose scope includes employees and their families
- Subsidizing expenses for club activities to promote internal communication and setting up open spaces

Purpose of Health Management

By promoting health management, we are building a workplace where diverse human resources can fully exercise their capabilities. When employees experience well-being and discover personal purpose in their work, it fosters individual growth, drives business expansion, and ultimately contributes to achieving our Group's mission.

Promotion System



Metrics and Targets

To achieve the Medium-Term Management Plan "ONE & ONLY 2026," which concluded in FY3/26, our Group implemented the following human resources initiatives outlined in "Integrated Report 2025."
This section summarizes the performance indicators and results for FY3/26 for each of the eight performance metrics for human resources initiatives.

Human Resources Measures and Performance Metrics for FY3/26

Items	FY3/26 Target	FY3/26 Result	Causes of Shortfall / Initiatives
Training expenses per employee	¥100,000	¥76,118	Although the target was not met due to the postponement and adjustment of some training programs caused by responses to the system failure and other factors, we plan to re-accelerate our investment in human resources by launching multiple new training programs from the next fiscal year onward.
Percentage of female managers	-	14.4%	Although the actual number of female managers increased slightly, the ratio saw a relative decrease due to an increase in the total number of managerial appointments accompanying business expansion. Going forward, we will strengthen the development of next-generation leaders through the project to promote female advancement.
Percentage of non-Japanese employees	15.0%	10.6%	Experienced a relative decrease in the ratio of non-Japanese employees compared to the overall increase in employees accompanying business expansion.
Percentage of female Directors	33.0-50.0%	33.3%	Target achieved
Number of new graduate hires	50	48	Hiring of new graduate human resources was generally in line with our target.
Turnover rate	8.5%	6.6%	Target achieved
Percentage of male employees taking childcare leave	80.0%	80.0%	The target was achieved by fostering a culture that encourages taking leave and creating an environment where teams cover each other's work, such as establishing a backup system within the sales support department.
Percentage of employees taking paid leave	80.0%	77.2%	The goal was largely achieved from the "Premium Week" system taking root in the company, encouraging employees to take consecutive holidays.

* Since the calculation of management personnel was changed from FY3/27, target values for FY3/26 based on the new standards have not been set.

Towards Achieving the Medium-Term Management Plan "Change & Prove 2030"

Our Group has set the "Completion of the Auto Mobility Ecosystem" as its vision for 2030. To achieve this, we view human resources not as a cost but as "strategic capital for pioneering the future," and therefore are proactively investing in HR. Our growth scenario is to combine each individual's passion and specialized skills and transform them into overwhelming organizational strength. Going forward, we will remain committed to achieving each metric through the implementation of precise measures directly linked to our business strategy, and we will enhance our human capital management to drive sustainable improvements in corporate value.

High-level Goal

Realizing our MISSION

Development of enriched human capital

Medium-Term Management Plan "Change & Prove 2030" Resolved for Change, Proof of Being One of a Kind

Human Resources Initiatives

Talent Development
Individual skill development / Continuous development of enriched human capital

- Standardization of IT literacy and provision of specialized training
- Expansion of skill development training and level-specific training
- Strengthening the development of next-generation leaders
- Continuous development of VALUE training

Organization Development
Establishing well-being / Building an organizational foundation where diverse human resources can thrive

- Identifying issues and implementing solutions through engagement surveys
- Continuous development through "Lean in Premium," a project to promote female advancement
- Expanding work-life balance support tailored to life stage changes
- Implementing measures to create comfortable workplaces and support employees' health

Performance Metrics (Categories)	Target Figures (for FY3/30)
Human capital ROI	2.27%
Training expenses per employee	¥130,000
Percentage of female Directors	33.0-50.0%
Percentage of female managers	20.0%*
Percentage of male employees taking childcare leave	100.0%
Gender wage gap	85.0%
Paid leave utilization rate	Maintaining a rate of 75.0% or higher
Turnover rate	Maintaining a rate of 8.0% or lower
Human rights training participation rate	100.0%

* Based on the calculation definition under the "Act on Promotion of Women's Participation and Advancement in the Workplace," from FY3/27, managers without subordinates are excluded from the scope of managerial positions.

Strategy for Value Creation

We believe that enabling diverse human resources to demonstrate their individual abilities will lead to the growth of each business and the achievement of our mission. With a focus on enhancing employees' well-being, we are creating an environment where each individual can maximize their performance. Thanks to these efforts, our Group's employee turnover rate is 6.6%, significantly lower than the average of 14%*.

* See Summary of Employment Trends Survey Results for 2024

①Diversity, Equity & Inclusion (DE&I) in Recruitment

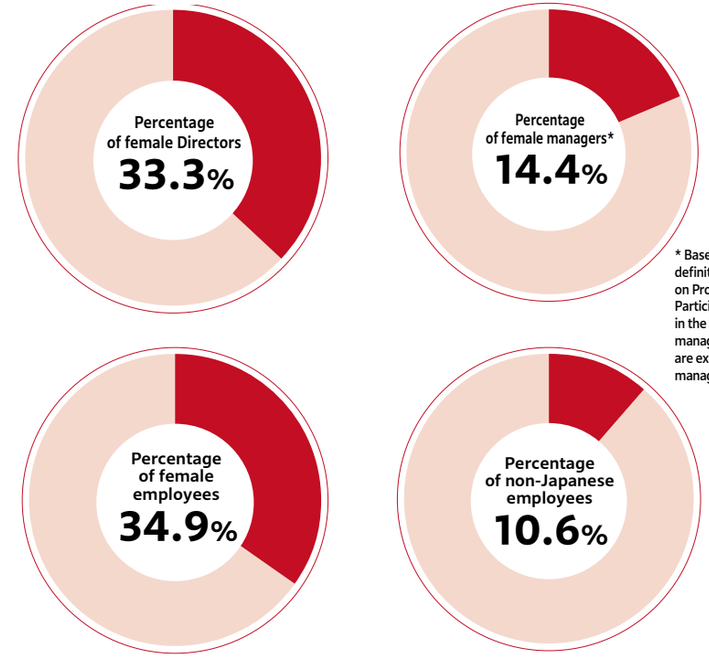
The Group is committed to recruiting individuals who embody the values of "Toughness Mind," "Positive Mind," and "Gratitude," which are common ideals shared by all officers and employees, and who can grow with the Group. By continuing to recruit new graduates and conducting year-round recruitment of experienced hires, we will secure outstanding human resources that align with our values. Furthermore, to enable the rapid launch and steady growth of each business, we are actively recruiting specialists, including global human resources and DX human resources, and establishing a system that enables each individual to make full use of their expertise.

Promoting Diversity Management as a Growth Strategy (DE&I)

Our Group positions diversity management as part of its growth strategy and is promoting the creation of a gender-neutral workplace environment where all employees can find fulfillment in their work and demonstrate their full potential.

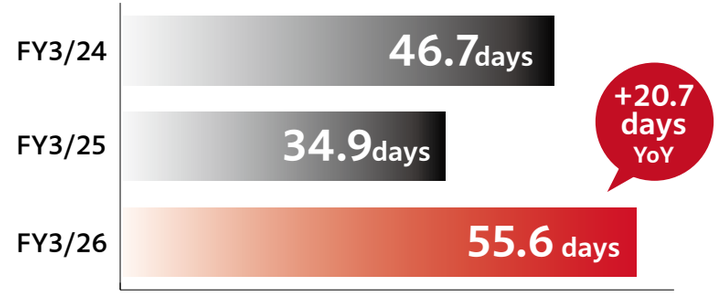
- **Promoting the active participation of diverse human resources:** We are enhancing diversity and creating opportunities for various human resources to excel by continuing the project to promote female advancement called "Lean in Premium," encouraging male employees to take childcare leave, and strengthening the recruitment of foreign national talent.
- **Improving the employment environment for people with disabilities:** In addition to creating a dedicated recruitment category for people with disabilities, we have established a system to recruit from each department for tasks that allow people with disabilities to utilize their abilities, thereby promoting the creation of an organization that can leverage the potential of each individual.

Perspective	Approach	Key Initiatives
Diversity	Securing diverse human resources	Year-round recruitment of new graduates and experienced professionals, recruitment of specialists such as global human resources and DX human resources, and strengthening recruitment of foreign national human resources
Equity	Equitable provision of opportunities and support	Providing opportunities tailored to each individual's situation, establishing a recruitment program for people with disabilities, and creating a system where departments recruit for tasks where people with disabilities can utilize their abilities
Inclusion	A culture where everyone can thrive	Continuation of the project to promote female advancement "Lean in Premium," encouragement of childcare leave for male employees, expansion of the reduced working hours system (available until children reach the sixth grade of elementary school), and creation of a gender-neutral workplace environment



* Based on the calculation definition under the "Act on Promotion of Women's Participation and Advancement in the Workplace," from FY3/27, managers without subordinates are excluded from the scope of managerial positions.

Average number of days of childcare leave taken by male employees



As of March 31, 2026

② Assignments and Transfers

We identify our employees' aspirations, allocate the right human resources to the right positions, and support their autonomous career development.

Initiatives	Self-reporting system	Engagement survey	Encouraging employees to acquire qualifications within their departments	Qualification acquisition bonus system
Description	Continuously identify employees' career aspirations	Introduced in FY3/25 in collaboration with external partners	Clarify the definition of human resource requirements for each department	Financial support and encouragement for obtaining qualifications
Purpose	Respect for each individual's career development	Identify organizational challenges at the company-wide and departmental levels to maximize the potential of our human resources and build a strong organizational foundation	Support for autonomous career development	Foster a culture of taking on challenges and boost motivation

③ Talent Development

In addition to on-the-job training (OJT), we continue to invest in motivated individuals by implementing level-specific training and e-learning programs, primarily through our training company, VALUE Co., Ltd.

Level-specific training

New employees

Values training
Values workshop
We aim to foster human resources who embrace a business-professional mindset and who deeply understand and embody the values shared across all employees

Young employees

Follow-up training
Cultivates human resources who can view situations from multiple perspectives and act proactively for the benefit of the organization

Value musical training
Develops human resources who, through deep introspection on past work processes, mindsets, and attitudes, can set growth challenges to break out of their comfort zones and strive for even greater heights

Next-generation leader training
Develops human resources who understand the roles and missions required of next-generation leaders based on role definitions, and who can implement concrete management actions to drive the growth of their organization

Management candidates

Management training
Develops human resources who deeply understand their expected roles within an increasingly diverse organization, reflect on their own management styles, and continuously update them as necessary

Leadership training
Develops human resources who contribute to the organization and deliver results by exploring how to flexibly adapt their leadership to the environment and situation, and how to act in accordance with their required roles

Executive candidates

Open training
Develops human resources who cultivate a broad perspective unconstrained by existing frameworks through interaction with top talent from other industries, capable of envisioning and executing the future of the Company from a management perspective

Business conflict training
Cultivates human resources capable of confronting complex management challenges faced on the front lines of business and making appropriate decisions based on both empathy and logic, even in situations involving conflict

④ Evaluation and Compensation

Category	Description
Evaluation criteria	Effectiveness indicators and expected performance
Evaluating departments	Comprehensive evaluation by respective departments and the Human Resources Department
Reflection of values	Evaluation of the demonstration of values in daily operations
Link to compensation	Base salary increases and promotion of young talent
Purpose	Improved motivation

- **Base salary increases for five consecutive years (including FY3/27)**
- **Starting salaries will reach the ¥300,000 mark in FY3/27**

⑤ Organizational Development

Through engagement surveys, we assess our current status and identify organizational issues, thereby maximizing the value of our human resources by strengthening human capital management.

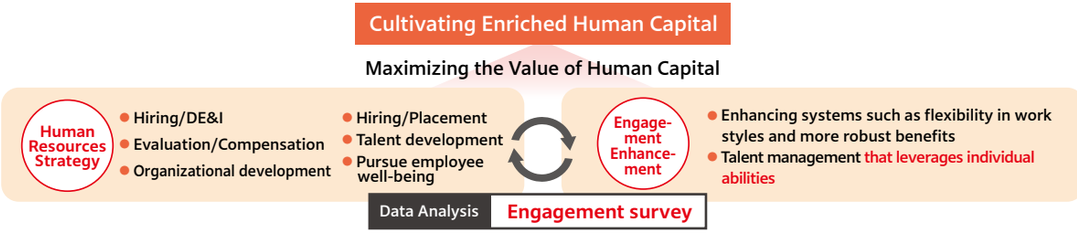
⑥ Pursuit of Employee Well-being

Area	Key initiatives
Promotion of leave utilization	Promotion of the use of paid leave (two extended leave periods per year)
Flexible work styles	Flextime and reduced working hours for childcare (scope extended to "until elementary school graduation" starting April 2026)
Health and work-life balance support	Establishment of a health consultation service and raising awareness of support for balancing work and caregiving
Desired state	An environment where employees can continue to work in good health over the long term

We will develop and nurture enriched human capital who consistently approach their work with a positive mindset and diligently build upon every process.

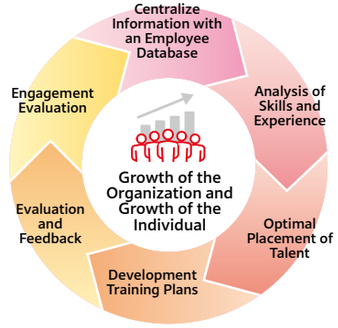
An Initiative toward Developing Enriched Human Capital, which is One of Our Missions

In addition to strengthening human capital development, which is the foundation of our growth, our Group is working to create an environment where individual employees can maximize their abilities and thrive as enriched human capital. As part of this effort, we have begun operating a talent management system that visualizes the diverse abilities and skills of individuals. Currently, we are working to build a foundation for data-driven strategic human resource management, such as integrating information and determining optimal placements using BI tools (aptitude tests). Furthermore, we are planning to replace our engagement system with a new one this fiscal year. This will enable us to go a step beyond previous operations, which were limited to organizational diagnosis and score calculation. By accurately identifying the root causes of organizational issues and establishing a seamless cycle from the implementation of specific measures to the quantitative measurement of their effects, we will more effectively improve employee engagement and ensure the efficient placement of the right people in the right positions.



Technology-Driven Talent Management

The implementation of AI has enabled further optimization of our talent management system. Specifically, we are advancing the integration and visualization of employees' information to enhance the accuracy of decision-making for human resource allocation. We have also begun utilizing AI to assess job suitability and formulate optimal assignment plans. Furthermore, we are contributing to the advancement of human resources management through diverse applications, such as introducing "AI interviews" for new graduate recruitment and "AI training" aimed at improving the literacy of new employees. Going forward, we will continue to promote the strategic and efficient use of technology, aiming to achieve sustainable growth by maximizing the value of human resources, a key corporate asset.



Introduction of Engagement Surveys and Their Impact on the Organization

Through the engagement surveys introduced in FY3/25, we are building a system to quantitatively visualize employee well-being, attitudes, and actual conditions, enabling us to accurately grasp the state of the organization. Through data analysis, we will identify organizational issues at both the company-wide and departmental levels, and implement effective measures to maximize the potential of human resources and build a solid organizational foundation.

High Level of Satisfaction with Management Policies

The engagement surveys introduced in the previous fiscal year have allowed the Company to confirm that employees are very satisfied with management policies. An environment has been cultivated where employees correctly understand their goals and roles through appropriate management and can generate results, contributing to the building of positive relationships.

Identified Issues and Measures to Address Them

In response to the issues identified through the surveys, which are improving understanding of the personnel system and strengthening the feedback system, we are promoting a better understanding of the evaluation system itself and establishing operational processes. We are also continuing to focus on fundamental improvements to the onboarding process.

Key Initiatives for FY3/27

A system replacement is planned to accurately identify the root causes of issues within the organization. We will earnestly address challenges within the organization by implementing cross-departmental measures to resolve discrepancies in survey results among departments, and by promoting initiatives to further revitalize the entire organization. Our Group will achieve further growth for the entire organization through the cultivation of enriched human capital.

DX Strategy

As a platform provider consisting of teams in which every individual shines, we will co-create a “Premium” car life with end users and mobility providers

For details, please visit the Company’s website.

Our Group will strengthen the foundation for promoting DX by cultivating DX human resources, developing the organization, establishing infrastructure for AI utilization, and enhancing information security, with the aim of creating new businesses that respond to next-generation mobility services, including CASE and MaaS. Leveraging our strengths as a platform provider connecting end users and mobility providers both online and in-person, we will co-create a premium car life by providing added value tailored to the needs of both parties.

Our Group’s DX Vision

Overview of DX and the Medium-Term Management Plan

Core Systems × Speed Optimization

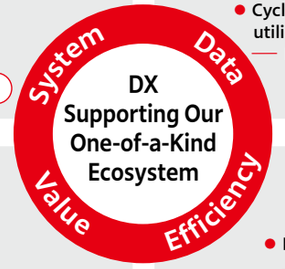
- Upgrading the current system foundation and introducing AI agents
  - Rapidly achieving both reliability and high speed
- Introducing a new core system
  - Fundamentally reviewing the system structure to build a highly flexible, scalable, and integrated system.

Update

Big Data × Optimization

- Accelerating decision-making by utilizing a common analytics foundation (BI)
  - Building a data-driven organization
- Cyclical structure of data accumulation and utilization, and service improvement and creation
  - Enhancing the value of data

Data utilization



AI × Value Creation

- CX innovation through AI utilization
  - one-of-a-kind services
- Strengthening the framework for creating new initiatives
  - Cultivating DX human resources
  - Promoting in-house development projects

Proactive AI

AI × Resilience

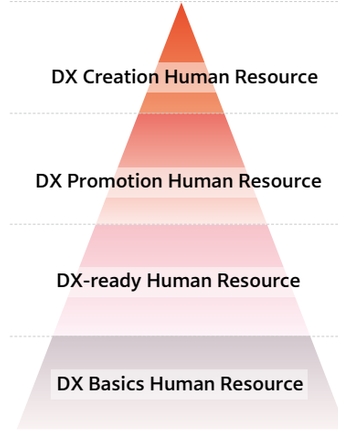
- Equipping all employees with AI
  - Significant reduction in operational tasks Focus on high value-added tasks
- Strengthening risk detection systems to support governance
  - Safe and secure organizational management

Defensive AI

Training for DX Human Resources

Our Group defines the human resources required for its digital transformation (DX) across four levels. We promote talent development by fostering the appropriate mindset, providing training programs to help individuals acquire the skill sets required at each level, enhancing the evaluation system, and building an organizational structure that supports growth.

DX Human Resource Levels Developed by Premium Group



Required Skill Level

DX Literacy Standard

DX Promotion Skill Standard: Data scientist; System engineer; Project manager; System architect; Business architect

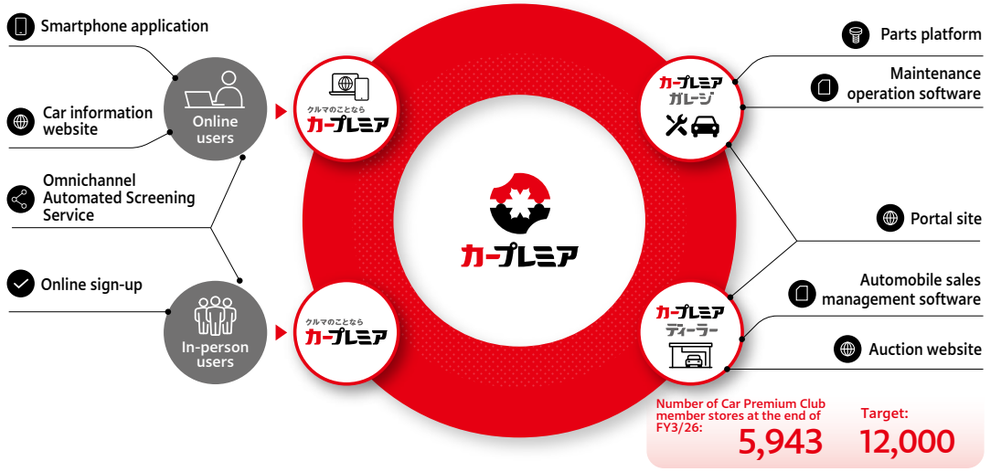
* We referenced the Digital Skill Standard of the Information-technology Promotion Agency (IPA) and partially developed our own company-specific component

Action Guidelines

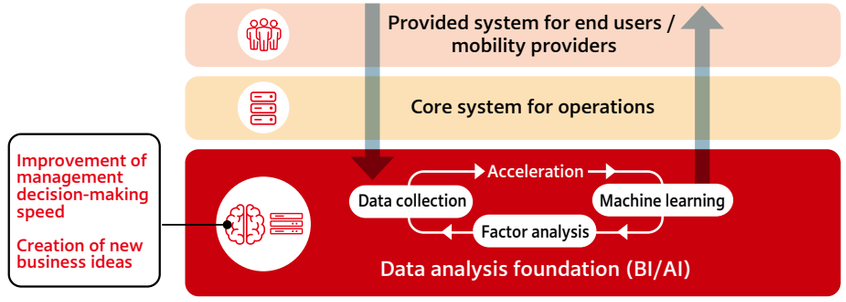
1. Venture into new areas
2. Pursue better services and increased convenience
3. Reevaluate work methods without being bound by current conditions
4. Think positively about failure being inevitable
5. Ensure that no one is left behind

Mobility Platform Concept

We envision an environment where a comprehensive range of mobility services can be enjoyed by reputable mobility providers (hereinafter “B”) and individuals wishing to purchase used cars or seeking repairs and other services (hereinafter collectively “C”) on the mobility platform provided by Car Premium. We will provide a matching mechanism for B and C on the platform, whether in-person or online, with the aim of maximizing transaction opportunities.

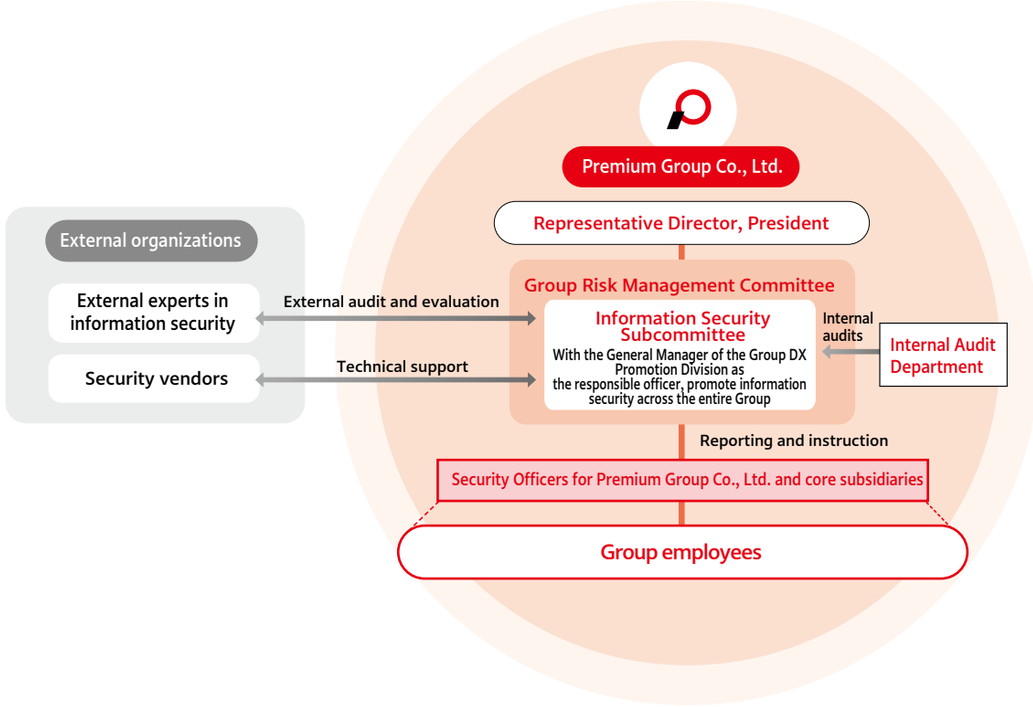


Labor-Saving of Existing Services and Creation of New Businesses



DX Promotion / Information Security Organization Chart

Our Group recognizes it as a critical issue to address ever-changing information security risks, deliver safe and reliable services, and protect the information assets entrusted by customers and partners, as well as our Group’ s own information assets, from various threats in accordance with our Information Security Policy. We are united in implementing organizational and ongoing security measures. In July 2024, we established an Information Security Subcommittee under the Group Risk Management Committee and are conducting discussions to further strengthen cybersecurity risk countermeasures.



Overseas Strategy

Providing the best finance and services to people around the world

Please see page 15 of the securities report for details on the ratio of voting rights and relationship of each company.

While steadily expanding the foundation of our domestic business operations, the Group has positioned global expansion at the core of its growth strategy and is steadily advancing its overseas operations. We view Southeast Asia, where demand for Japanese cars remains strong, as a particularly promising market, and we are striving to establish business models tailored to local needs. As part of this initiative, in February 2025, we strengthened our auto credit business by subscribing to a third-party allotment of shares in EAST*, a Thai company in which we have invested since 2016. Through a joint subscription with ITOCHU Corporation, the two Japanese companies acquired a majority stake in EAST, accelerating the expansion of our finance and Automobile Warranty Business. Furthermore, in August of the same year, we concluded a capital and business alliance with ITOCHU Corporation. While maintaining our strengths as an independent company, we will complement our credibility, brand recognition, and global expansion capabilities through this alliance, and promote collaboration in the auto finance sector and other areas both in our domestic business operations and overseas. This will allow us to build a stable and sustainable revenue foundation overseas and further enhance our corporate value. *Eastern Commercial Leasing p.l.c. (Bangkok, Thailand)

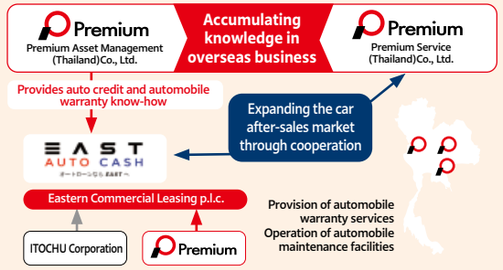
5 Countries of Operation

Status of Market Entries

Thailand — Finance / Automobile Warranty

<3 companies> Year of market entry: 2016

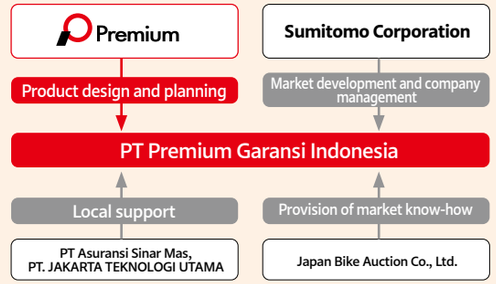
- Eastern Commercial Leasing p.l.c.
  Engages primarily in auto credit financing services
- Premium Service (Thailand) Co., Ltd.
  Operates automobile warranty and automobile maintenance businesses
- Premium Asset Management (Thailand) Co., Ltd.
  Engages in consulting and market research operations



Indonesia — Automobile Warranty

<1 company> Year of market entry: 2017

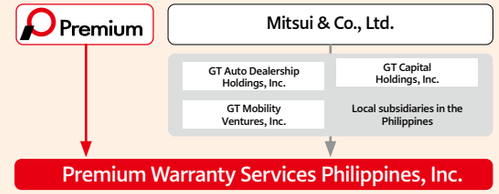
- PT Premium Garansi Indonesia
  Operates a consulting business related to the development and design of automobile warranty products



Philippines — Automobile Warranty / Other

<2 companies> Year of market entry: 2021

- Etomo Financing Corporation: Became a subsidiary in June 2026
- Premium Warranty Services Philippines, Inc.:
  Provision of automotive-related services including automobile warranties, inspections and consulting



Year of market entry: 2024

- Etomo Financing Corporation
  We will invest in Etomo Financing Corporation, which offers unsecured consumer loans via a mobile application, in order to further expand our business development. In 2026, the Company acquired additional shares to make it a consolidated subsidiary (90.8% ownership) and strengthen the consumer finance business in the Philippines under its leadership.

Singapore — Other

<1 company> Year of market entry: 2024

Establishment of Singapore subsidiary to serve as a base for research and information gathering on the Asian market, management of overseas subsidiaries, and strategic activities

Tanzania — Auto Mobility Services

<1 company> Year of market entry: 2021

Exporting recycled parts and operating automobile maintenance facilities We have also expanded into Central and South America and will continue to explore new markets in other countries.

Medium- to Long-Term Strategy

We will advance our business development based on the following basic policy through FY3/30.

Basic Policy

- **Expansion primarily into Southeast Asia**
  - Selection of target markets based on the widespread use of Japanese cars and highly active mobility markets
- **Market entry through M&A and joint ventures**
  - Building a core pillar of overseas revenue while hedging risks
- **Rolling out a combination of the Group's services**
  - Horizontally rolling out successful models from our domestic business operations
- **Securing and developing global and local human resources**
  - Recruiting and developing internationally-minded human resources
- **Exploring new countries for expansion**
  - Gathering information locally, including geopolitical risks, to secure further revenue opportunities, and expanding our business as a unified group
- **Increasing the proportion of profits generated overseas**
  - Preparing for a shrinking domestic market due to population decline
  - Aiming for a 50:50 ratio between the domestic business operation and overseas operations in the ultra-long term, from FY3/30 onwards

Governance

INDEX

Message from the Chairperson of the Board of Directors	44
Roundtable Discussion with Outside Directors	45
Compliance	48
Corporate Governance	50
Directors and Audit & Supervisory Board Members	54
Stakeholder Communication	56
External Evaluations and Initiatives	58

As a foundation supporting the enhancement of corporate value, we promote highly effective corporate governance. Under a Board with diverse expertise, we will achieve highly transparent management and swift decision-making to meet stakeholders' expectations.

Leveraging Diverse Expertise Without Compromising Governance

Serving as a Discussion Partner

Currently, I serve as both President and Representative Director and Chairperson of the Board of Directors. I am fully aware that, from a corporate governance perspective, I must approach this structure, in which I serve as founder, Representative Director, and Chairperson, with a strong sense of vigilance. While I believe this system should be constantly reviewed, including the option of separating the supervisory and executive functions, I have concluded that, at present, we can achieve both agile management decision-making and effective supervisory functions by ensuring that the check-and-balance function of our three Outside Directors, who possess expertise in law, accounting, and business management, respectively, operates effectively. That is precisely why ensuring that this check-and-balance function operates effectively is one of my key responsibilities.

As Chairperson of the Board of Directors, I am strongly committed to ensuring that the Board of Directors does not become merely a forum for reporting. The Board of Directors is a forum for decision-making, which is something that we strictly adhere to. The effectiveness of the Board of Directors is enhanced only when Outside Directors can candidly express their opinions from their respective professional perspectives.

In recent years, trends surrounding the role of the Board of Directors have shifted significantly. While oversight was once primarily the domain of legal and accounting professionals, there is now a growing demand for individuals with a deep understanding of the business to join the Board of Directors. The reason is that the Board of Directors is now expected to go beyond a mere oversight function and enhance the quality of management. It appears that some companies even go so far as to formulate business plans together with their boards.

At present, our Group has three Outside Directors, each bringing different expertise to the Board in the areas of law, accounting, and business management. We ask our Outside Directors to join us not merely in a supervisory capacity, but as “discussion partners” to help the Company achieve further growth. That is my vision of what the Board of Directors should be. In other words, I believe we must never create an atmosphere where Outside Directors are, so to speak, talked into simply going along with management. To this end, I make every effort to foster an atmosphere conducive to in-depth discussion.

For example, as a measure to improve the quality of discussions, we hold web conferences to provide preliminary briefings prior to meetings of the Board of Directors. By having Outside Directors review the materials and raise questions or express opinions during these briefings, we can focus on substantive discussions at the actual meetings of the Board of Directors.

Although they are not Outside Directors, our Group currently has technical experts serving as advisors, who participate in meetings of the Board of Directors as needed. This is because, even without voting rights, engaging in discussions together helps invigorate the Board of Directors as a forum. At the same time, by delegating the advisory function to advisors rather than Outside Directors, the Board of Directors can maintain its inherent governance functions. I should also note that I myself do not serve as an executive officer, including at any of the Group companies. In that sense, I consider myself to be just one member of the Board of Directors.

Last year, we experienced a major issue: a system failure* at one of our subsidiaries. Reflecting on this incident, I frankly admit that authority was excessively delegated to the executive side, and that governance was not functioning adequately in certain areas. I believe that our Outside Directors likely share this view. The entire Board of Directors shares the regret that we should have exercised our check-and-balance function at an earlier stage. The preliminary web conferences held prior to Board of Directors meetings, which were introduced based on this reflection, represent one concrete measure that applies this lesson. By institutionalizing a framework to identify questions and concerns regarding the materials at an early stage, we will prevent the recurrence of similar issues. Now that we have launched our new Medium-Term Management Plan, “Change & Prove 2030,” the role of the Board of Directors is more important than ever. To prove our business transformation, it is essential for the executive and supervisory functions to maintain a healthy tension while moving forward in the same direction. I hope you will continue to follow our progress as we pursue these initiatives.

* System failure: The core system replacement in November 2024 caused delays in transmitting information and incorrect registrations with designated credit information agencies, as well as incorrect billing for some customers. We have already corrected the information to address the deficiency and have individually notified customers affected. We also completed a full rollback to the previous system in September 2025, and all operations are now running smoothly.
(As of September 30, 2026)

Roundtable Discussion with Outside Directors

Outside Director × Inside Director

Moving to the Next Stage of Growth—Four Directors discuss the core characteristics of the Medium-Term Management Plan

Current position and future of Premium Group

— Q.Could you tell us about the vision for the new Medium-Term Management Plan, "Change & Prove 2030," and your respective aspirations?

Mr. Tsuchiya: The main theme of the new Medium-Term Management Plan leading up to 2030 is "Completing the Auto Mobility Ecosystem." In short, it means "becoming a one-of-a-kind platform" that is indispensable to both users and auto mobility providers.

To date, our Group has grown primarily in the B2B domain, centered on services for auto mobility providers such as automobile dealers and maintenance facilities. We are confident in the solid track record and trust we have built in our Finance Business and Automobile Warranty Business. However, to advance to the next stage, it is essential that we also focus on establishing direct touchpoints with our customers, the end users, namely in the B2C domain. There is no doubt that this is a challenge significantly different from our past endeavors.

Mr. Nakagawa: As Mr. Tsuchiya mentioned, I believe that for a brand to truly shine, it must become one that consumers specifically request by name. To achieve this, it is essential to steadily enhance our presence in the B2C domain. Ideally, when the general public hears the phrase "Car Premium for all your car needs," they will associate it with "that company from the TV commercials."

I believe that the key to achieving the goals of our current Medium-Term Management Plan is stabilizing our management foundation. Specifically, this entails stable system operations and the centralization of risk management, internal controls, and compliance across the entire Group. It is only with this foundation in place that the concept of the Auto Mobility Ecosystem can truly become a reality.

Ms. Oshima: The numerical targets in the Medium-Term Management Plan certainly appear challenging to achieve. The target market capitalization of ¥300 billion set in the plan may also seem like an ambitious goal at first glance. However, I also believe that without setting such goals, the Company will not be able to make the next big leap.

What I would like to remind you of is the Company's track record. I understand there was some skepticism when the previous Medium-Term Management Plan was announced three years ago, but in reality, the Company has consistently delivered on its promises, even amidst headwinds such as a system failure*. Looking at this track record, I believe we can expect the Company to achieve its current targets as well. One of Premium Group's strengths is that while aiming for significant growth, it has a firm grasp of its investment capabilities. Instead of taking reckless gambles, it moves forward steadily through a process of small-scale trial and error. This stance is the very basis of my trust in the management team, and looking at the Company's past progress, I am confident that the market capitalization target of ¥300 billion is by no means a pipe dream.

Ms. Horikoshi: Until now, we have focused on providing services to businesses. We take pride in having supported the automotive industry from behind the scenes, so to speak. In this context, I too recognize the challenges of expanding our business from B2B to B2C. However, I believe our Group has the capability to address such challenges. For example, the proactive approach to recruiting new human resources to fill gaps perfectly illustrates this. Even during the system failure, promptly appointing an executive officer and advisors with advanced IT expertise significantly enhanced our confidence in our systems. Venturing into the B2C domain also serves to strengthen our bonds with affiliated stores. Personally, I strongly support the direction of this vision.

B2C, overseas expansion, and overcoming new challenges

— Q. What challenges do you face in this business expansion?

Mr. Nakagawa: Regarding B2B, our Group has already accumulated a wealth of expertise and sales assets. However, as Mr. Tsuchiya also mentioned, we still have few people with a hands-on understanding of the B2C domain. That is why it is crucial to work out the concrete details of how to enhance our business in this domain.

The vision of "Completing the Auto Mobility Ecosystem" is highly appealing. However, there is a significant difference in difficulty between simply envisioning a goal and actually achieving it. What I would particularly like to emphasize is setting KPIs and

* The core system replacement in November 2024 caused delays in information transmission and incorrect registrations with designated credit information agencies, as well as incorrect billing for some customers. We have already corrected the information to address the deficiency and have individually notified customers affected. We also completed a full rollback to the previous system in September 2025, and all operations are now running smoothly.(As of September 30, 2026)

managing their progress. Asking the question "Has Car Premium become a brand that everyone wants to use?" is easy, but establishing the metrics to measure to what extent people want to use it is no simple task. Monitoring on the B2B side is already working well. For the B2C domain as well, going forward, we request metrics that are clear to everyone, and we will continue to verify that steady progress is being made.

Ms. Horikoshi: Going forward, engaging directly with consumers means there will be more situations where the very nature of the Company is tested. The foundation of our B2C expansion lies in broadening the recognition among the general public that we are a trustworthy company. The importance of compliance will become even greater.

Furthermore, as our business expands toward "Completing the Auto Mobility Ecosystem," M&A opportunities will also increase. As the organization grows rapidly, instilling a compliance mindset throughout every corner of the Group is no easy task. It is our role as Outside Directors to monitor these aspects and provide ongoing support.

In addition, Premium Group will also focus on overseas expansion in the future. In overseas business expansion, we may encounter setbacks due to differences in local laws, regulations, and business practices. That is why I believe it is crucial to establish a structure in which local managers and the headquarters management team communicate closely to drive the business forward.

Ms. Oshima: I, too, am not overly concerned about our domestic business operations. Mr. Shibata and the rest of the management team have extensive experience in this industry, and strong adaptability has been cultivated on the front lines. However, overseas expansion requires a different perspective.

With the domestic market expected to shrink in the future, overseas expansion is essential as our next growth engine. However, the know-how we have accumulated in Japan will not necessarily translate directly to overseas operations. We may face challenges initially, and immediate growth is not guaranteed. We will closely monitor whether we can persevere, and whether governance is functioning effectively to prevent compliance risks. Overseas subsidiaries tend to be harder to monitor from the head office. I believe that establishing the corporate capabilities to monitor them is an essential prerequisite for advancing our overseas expansion.

Mr. Tsuchiya: With the B2C domain and overseas expansion, we will be conducting business in a completely different context than before. The past successes we have accumulated in our domestic business operations may even become a hindrance at times. That is why I believe it is crucial to constantly remain mindful of objective external perspectives as we advance our business. We will steadily move forward while constantly examining the true nature of our challenges.

If we aren't convinced, no one else will be: Posing essential questions directly

The strength fostered by healthy tension

— Q. I understand that there is active communication between Inside Directors and Outside Directors at Premium Group. Could you share your candid opinions on this matter?

Mr. Tsuchiya: Within the Company, the accumulation of implicit assumptions and unspoken understandings can sometimes create topics that are difficult to explore deeply. However, those outside the Company are not bound by such contexts. They pose fundamental questions directly, bringing to our attention insights that are difficult to see from within. The questions we receive from Outside Directors at Board of Directors meetings are often based on a purely external perspective, and we are frequently struck by their insights. I believe this is the significant value provided by our Outside Directors.

We hope to continue receiving candid, albeit strict, opinions from objective perspectives, the perspectives of shareholders, and the viewpoints of general consumers.

Ms. Oshima: Our communication is very dynamic. Whenever a new proposal is brought up, we, as Outside Directors, ask, "What is the purpose of doing this in the first place?" Precisely because we are not industry experts, we can ask fundamental questions without preconceived notions. I believe this is our role.

At the same time, I believe that anything we as Outside Directors cannot understand will never be conveyed to investors or external stakeholders. A company should never make a decision that would impede the fulfillment of its responsibility to provide accountability. I am fully aware that I am responsible for this oversight function.

If you ever have the opportunity to observe our interactions, I believe you will see that the Company engages in open discussions.

Ms. Horikoshi: As an Outside Director, I actively ask questions and offer advice to Executive Officers. I feel that I am able to conduct effective monitoring through two-way interactions, rather than merely listening.

Premium Group holds preliminary briefing sessions prior to meetings of the Board of Directors. It is not uncommon for us to request significant revisions to the materials at these sessions. I believe that it is precisely because we thoroughly discuss matters at this preliminary stage that the formal Board of Directors meetings proceed smoothly.

Mr. Nakagawa: The three Outside Directors each have different areas of expertise, which are management, finance, and compliance. Having completely different perspectives leads to in-depth discussions at Board of Directors meetings.

At the same time, Mr. Shibata's own background likely plays a role. I believe that his experience of managing the Company, not

as a typical owner-led enterprise, but by consistently fulfilling his accountability, has taken root in the organization as a stance of "balancing prudence with taking on challenges and never doing anything that cannot be explained." I recognize that this stance of top management forms the foundation for a healthy tension within the Board of Directors.

In July 2026, we also carried out a restructuring of the organization to consolidate the various businesses (Finance, Automobile Warranty, and Auto Mobility Services) previously handled by operating companies, establishing Premium Co., Ltd. as the business division . As a result, we anticipate generating synergies across the entire Group going forward.

To remain a company needed by society, we will continue to ask ourselves, "Have we become a brand that everyone wants to use?"

Fulfilling our respective roles to implement the Medium-Term Management Plan

—Q. How will you support the entire Group in its aim to complete the Auto Mobility Ecosystem?

Ms. Horikoshi: In today's world of advancing digitalization, almost everything can be completed online. In this context, cars are unique in that they offer experiences in the physical world. Customers who purchase a car, often their most expensive purchase after real estate, maintain a relationship with the Company throughout the vehicle's entire lifecycle, from warranty and maintenance to its eventual reuse as parts. In that sense, even as the world becomes increasingly virtual, Premium Group's business remains centered on long-term, real-world relationships with customers.

To ensure that this Auto Mobility Ecosystem is realized as a truly one-of-a-kind entity, we will continue to firmly support it from the foundation of compliance.

Ms. Oshima: I am particularly focused on strengthening our corporate functions. To further expand the Company, we must instill the culture of the organization, cultivated under the President, throughout the entire Group. Elevating the entire Group will be the next step toward growth.

At the same time, the more our business expands, the stronger the centrifugal forces become. Solidifying the organization's foundation is essential to guide each business unit in the right direction. I believe that steadily strengthening this foundation will lead to the next leap forward for Premium Group.

Mr. Nakagawa: From a different perspective, I have high expectations for leveraging AI. At a company I am familiar with, the

organization's productivity improved dramatically in just six months after fully integrating AI into its operations.

Premium Group's business frequently requires processing complex information to make decisions, such as in credit screening and receivables collection, making it highly compatible with AI. To fully unlock the potential for faster screening, expanded processing volumes, and improved operational efficiency, I believe a major theme going forward will be creating an environment where all employees can freely utilize AI.

Mr. Tsuchiya: As a company, we must constantly strive for growth. However, mere expansion in size is not sufficient; the substance of that growth is what truly matters. I believe it is essential to be a company that continuously creates not only economic value but also social value—value that is needed by society.

Underlying this direction are Premium Group's shared values: "Toughness Mind," "Positive Mind," and "Gratitude." I truly believe that we have been able to overcome various obstacles and challenges thus far because these values are deeply ingrained in all our employees. I want to continue fostering a sense of unity within our organization, an organization where individuals do not work in isolation, but rather move in the same direction based on shared values.

We will steadily implement our Medium-Term Management Plan and enhance our corporate value in both economic and social terms. I believe that beyond these efforts lies a company where every employee can proudly tell their family and friends, "I work for Premium Group." We sincerely hope that our external stakeholders will continue to provide us with candid and rigorous feedback, as it is our mission to continuously respond to such input.

Compliance

Our Group positions compliance as one of its key business challenges. We have established the Compliance Regulations and a compliance promotion framework. Furthermore, we conduct various training programs annually to encourage proactive behavior based on our code of conduct, striving to enhance corporate ethics and ensure compliance with all applicable laws and regulations, including the Installment Sales Act.

Compliance Training

Education and Training	Description
Compliance Training	Legal compliance, corporate ethics, avoidance of compliance violation risks, understanding social rules, instilling the corporate philosophy
Insider Trading Prevention Training	Definition of insider trading, legal regulations, concrete cases and their impacts, detection methods and countermeasures, review and thorough implementation of internal rules
Personal Information Protection Training	Basics of the Act on the Protection of Personal Information, safety management measures, response to leakage incidents, key caution points and prevention measures learned from case studies

Tax Policy

To enhance corporate governance in taxes, we have formulated and adhere to a Tax Policy that serves as the code of conduct and decision standard for taxation. The Company complies with the tax laws and regulations of each country and region in which it conducts business, and pays taxes properly without using tax havens for the purpose of tax avoidance. Furthermore, we fulfill our corporate social responsibility through highly transparent information disclosure and sincere dialogue with tax authorities.

Anti-Corruption Initiatives

Our Group recognizes that corrupt practices, such as bribery, embezzlement, fraud, extortion, money laundering, and insider trading, are significant risks that undermine corporate credibility and hinder the sound development of society. Therefore, we prohibit any involvement in corrupt practices involving the abuse of authority or position, and we aim to maintain and develop sound business activities by practicing sincere and fair conduct. To ensure the thorough prevention of corrupt practices, the Company has established the Anti-Corruption Policy. This policy is implemented by the Sustainability Committee under the supervision of the Board of Directors, which regularly monitors its implementation status. Furthermore, we conduct annual Compliance Training and Insider Trading Prevention Training for all officers and employees in accordance with laws, regulations, and internal rules. These policies and initiatives are thoroughly communicated to all officers and employees via the intranet to ensure strict compliance.

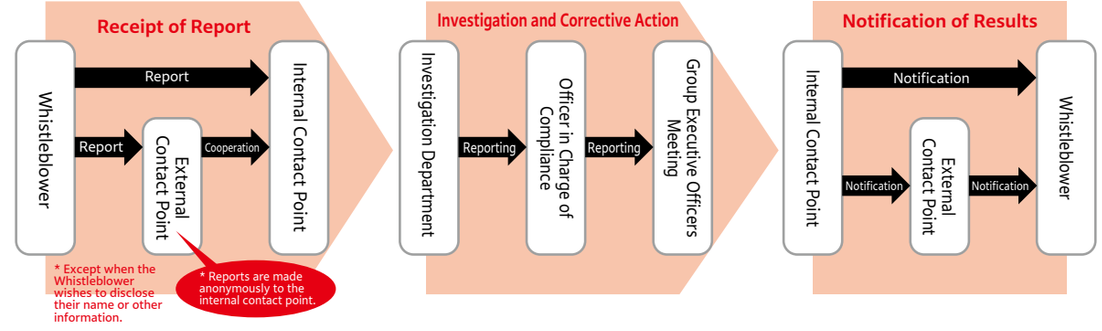
Elimination of Antisocial Forces

In order to prevent damage from antisocial forces, we have declared our policy concerning the elimination of antisocial forces both internally and externally and established an in-house system for actualizing our basic policy (designating a department for managing the response to antisocial forces, and managing and accumulating information on antisocial forces in a unified manner), and we report the results to the management. Furthermore, we cooperate with the National Center for Removal of Criminal Organizations, an external professional organization, and other organizations.

Whistleblowing System

To promote compliance management, prevent violations of laws and internal regulations, and ensure the early detection and correction of incidents, we have established a reporting and consultation channel shared by all Group companies. This channel is available both internally and externally, allowing individuals to report or consult anonymously or under their real names. Furthermore, we have established a system to ensure that individuals who make a report will not be subjected to any adverse treatment as a result of such reporting.

Whistleblowing Process



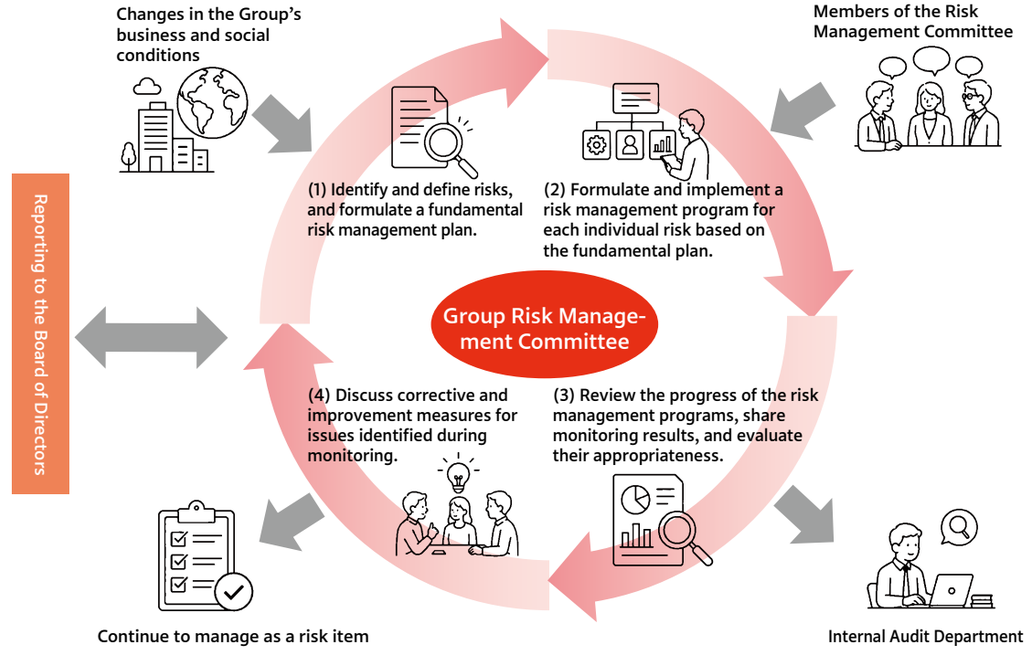
Regulations and Other Systems for Managing the Risk of Loss of the Group

a. The Board of Directors, through the Group Risk Management Committee, etc., will receive reports on the Group's risk management on a regular basis and manage risks appropriately.
Chairperson: Executive Officer and CCO
Members: Two Directors, Eight Executive Officers (including those from subsidiaries), and Head of the Group Management Planning Office
Secretariat: Head of the Business Administration Department

b. To identify the risks that may prevent the Group from achieving its management objectives, and to adequately assess and manage those risks, we appoint a Risk Management Officer and establish a Group Risk Management Committee by a resolution of the Board of Directors, and work actively to mitigate risks and prevent the risk of losses under the Risk Management Regulations.

c. If the risks described in the preceding paragraph materialize, the Corporate Management Division immediately establishes a crisis response policy in accordance with the Unexpected Crisis Response Regulations, investigates the facts, addresses the crisis, and formulates and implements measures to prevent recurrence. In addition, if a particularly serious risk becomes apparent, Representative Directors establish a taskforce, and a system is established to promptly deal with the risk by obtaining advice from outside experts including attorneys at law, and to minimize the deterioration of the situation and the expansion of losses.

Risk Management Process



* Should risks materialize or unforeseen events occur, we promptly conduct a review and take appropriate action.

Business risks

System Risks	• System outages or network disconnections • System malfunctions or unauthorized access • Changes to the system development plans
Funding Risks	• Difficulty in securing ongoing funding due to poor business performance • Deterioration of creditworthiness or turmoil in financial markets • Fluctuations in funding rates
Interest Rate Fluctuation Risks	• Increased funding costs • Decline in profitability in the Finance Business
Market Competition Risks	• Intensified competition, and declines in profitability and market share due to sluggish used car sales • Weakening of small and medium-sized businesses due to the rise of major used car dealerships and manufacturer-affiliated maintenance facilities
Credit Risks	• Economic trends and an increase in personal bankruptcy filings • Bad debt losses exceeding the insurance payout limit
New Business Risks	• Failure of new businesses to achieve business plans, resulting in insufficient future revenue
Overseas Business Risks	• Enactment, amendment, or repeal of laws and regulations, such as changes to the tax system or restrictions on foreign capital • Occurrence of economic or political events, or social turmoil arising from terrorism, conflicts, infectious diseases, and other factors • Rapid changes in the work environment

Countermeasures and other business risks

Fundamental Approach and Organizational Chart

Fundamental Approach to Corporate Governance

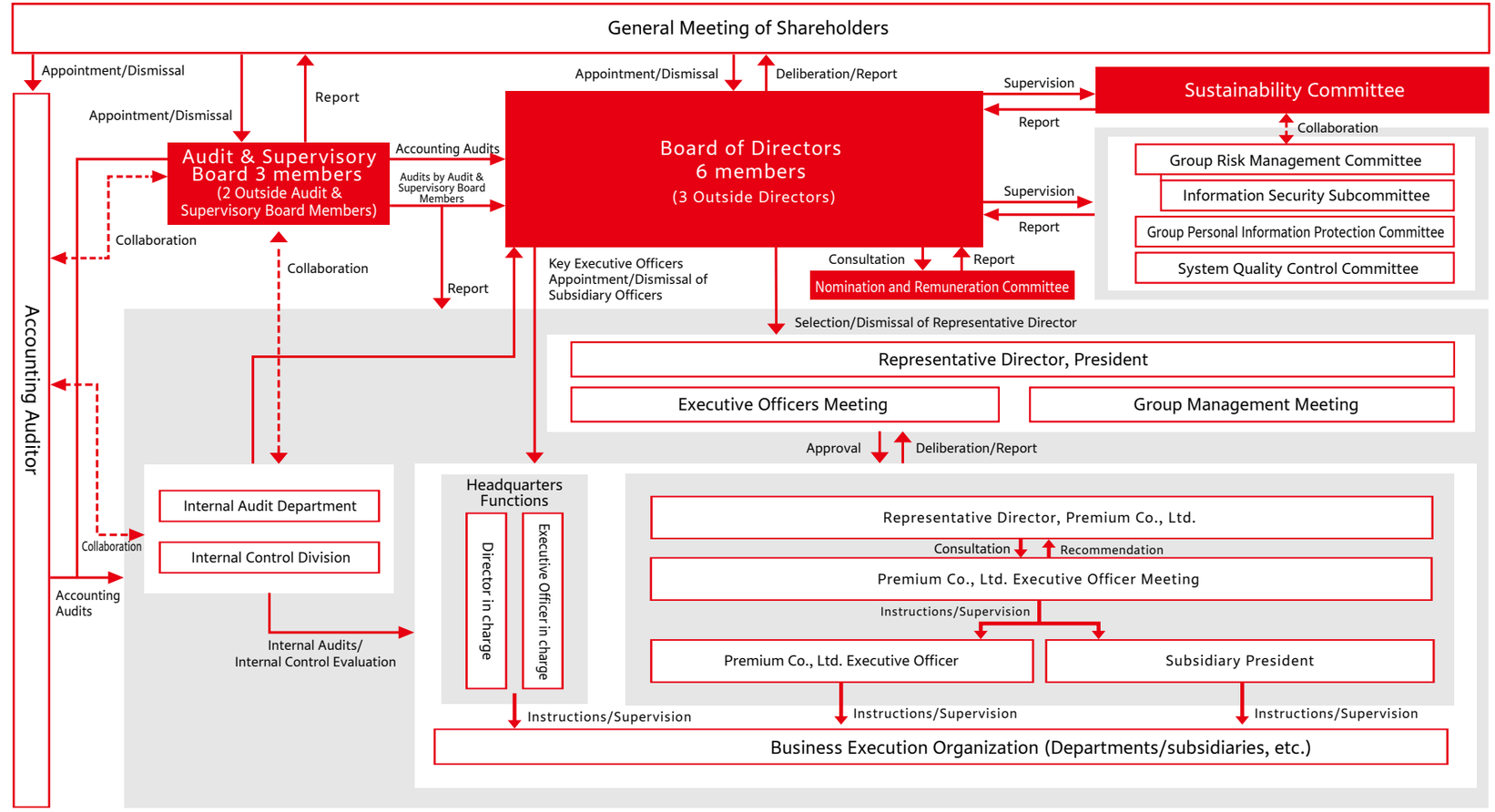
Based on the premise of thorough compliance, in line with changes to the external business environment including revisions to laws, the Group upholds its missions to “contribute to building a richer society by providing the best finance and services to people around the world” and “to develop and nurture enriched human capital who consistently approach their work with a positive mindset and diligently build upon every process” and is determined to make every management decision based on these missions. In order to achieve the Group’s missions, it is essential that we build good relationships with all stakeholders, including shareholders, customers, business partners, employees, and society, and it is indispensable to earn their trust. To that end, we recognize that the enhancement of corporate governance is one of our most important management issues, and strive for corporate management that ensures transparency and soundness, while doing our utmost to ensure the continuous growth and improvement of the profitability of the Group.

The Company implements each principle of the Corporate Governance Code.

Corporate Governance System

Organizational Structure: Company with an Audit & Supervisory Board

Advisory body to the Board of Directors: Nomination and Remuneration Committee



Board of Directors

FY3/26: Held 18 times
Attendance rate of Directors and Audit & Supervisory Board Members: 100%

As a general rule, regular meetings of the Board of Directors are held once a month, and extraordinary meetings are held as necessary. This system facilitates communication among Directors and ensures that members of the Board of Directors, including Outside Directors, supervise the execution of duties by the Representative Director, thereby preventing any violations of laws, regulations, or the Articles of Incorporation. In addition, three Audit & Supervisory Board Members also attend meetings of the Board of Directors. In addition to passing resolutions on individual proposals based on the Company's approval standards, the Board of Directors discusses and makes resolutions on important management matters (such as the Medium-Term Management Plan, investment and capital policies, and sustainability-related matters) and details of reports from the Nomination and Remuneration Committee.

Nomination and Remuneration Committee

FY3/26: Held 6 times
Attendance rate of all committee Members: 100%

The Nomination and Remuneration Committee has been established as an advisory body to the Board of Directors, in order to improve the fairness, transparency, and objectivity of procedures relating to The Nomination and Remuneration of Directors, and to enhance corporate governance. During FY3/26, in addition to discussing the succession plan for the CEO, which was a matter for consultation from the Board of Directors, and considering policies and procedures for nominating senior management (Executive Officers), the Nomination and Remuneration Committee also deliberated and reported to the Board of Directors on the proposal for the election of Directors (including the skills matrix) and the proposal regarding individual remuneration for Directors (excluding Outside Directors) submitted to the Ordinary General Meeting of Shareholders held in June 2026.

Group Executive Officers Meeting

FY3/26: Held 29 times

To expedite the Board of Directors' decision-making and improve its efficiency, the Company has adopted the Executive Officer system and established the Group Executive Officers Meeting, as a body that discusses important matters related to business execution from multiple perspectives. The Group Executive Officers Meeting is composed primarily of the Company's Executive Officers and serves as an advisory body to the Representative Director in making decisions on important matters while also functioning effectively as a forum for information sharing and discussion.

Audit & Supervisory Board

FY3/26: Held 14 times
Held monthly, in conjunction with Board of Directors meetings

The Audit & Supervisory Board determines audit policies and audit plans. It receives reports from each Audit & Supervisory Board Member regarding important matters related to audits, and discusses and adopts resolutions. Based on the Audit & Supervisory Board's Audit Standards and the audit plan, Members audit the status of the execution of duties by Directors and the business execution by Executive Officers. In addition to conducting accounting audits and audits of Group companies, they also audit the appropriateness of the Independent Auditor's accounting audit and report the results of these audits to the Board of Directors. The audit policy, major audit items, and the annual audit plan approved by the Audit & Supervisory Board are also reported to the Board of Directors.

Changes in Initiatives to Strengthen Corporate Governance

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Institutional Design, etc.	●August Formed voluntary Group Risk Management Committee and Group Personal Information Protection Committee	●July Transitioned to a company with an Audit & Supervisory Board		● April Started evaluation of the effectiveness of the Board of Directors (questionnaire for all Directors and Audit & Supervisory Board Members) ●June Established voluntary Nomination and Remuneration Committee	●June Increased number of Outside Directors			●May Conducted third-party evaluation of the effectiveness of the Board of Directors	● July Established the Information Security Subcommittee	
Policy				●June Established Corporate Governance Policy				●November Established tax policy and announced anti-corruption initiatives		●March Formulated and disclosed the Anti-Corruption Policy
Remuneration				●May Introduced the restricted stock remuneration plan						

Evaluation of the Effectiveness of the Board of Directors

The Group regularly evaluates and analyzes the overall effectiveness of the Board of Directors in accordance with the Board of Directors Evaluation Regulations.

Anonymous survey conducted through a third-party organization

Individual questions related to eight major categories, using a five-point rating scale and open-ended responses

A. Approach to the Board of Directors B. Composition and operation of the Board of Directors
C. Management strategy and business planning D. Internal control and risk management
E. Performance of inside and Outside Directors
F. Support system and training for Directors and Audit & Supervisory Board Members
G. Dialogue with shareholders (investors) H. Evaluation of the Nomination and Remuneration Committee

Initiatives in FY 3/26

Past evaluations and issues

- We leveraged third-party expertise to examine and review the validity and comprehensiveness of survey items. By removing items that received high ratings in the previous fiscal year, we refined the content to better highlight challenges. As a result, although the evaluation was slightly lower than the previous fiscal year, a certain degree of success was achieved from the perspective of clarifying challenges.
- Challenges were identified, such as the lack of risk materiality analyses and comprehensive analyses of risks facing the Company (including the Human Resources Strategy) utilizing the results of employee awareness and engagement surveys. Another challenge is insufficient discussions on response policies according to these results.

Initiatives and Progress

Addressing challenges in document provision
- We moved up the deadline for submitting documents and sent them in draft format

Addressing challenges in DX promotion
- Discussions based on risk analysis and monitoring results were enhanced to optimize budget allocation and improve project management capabilities
- We considered appointing an Outside Director who is well-versed in DX. The oversight system was strengthened for initiatives aimed at implementing DX

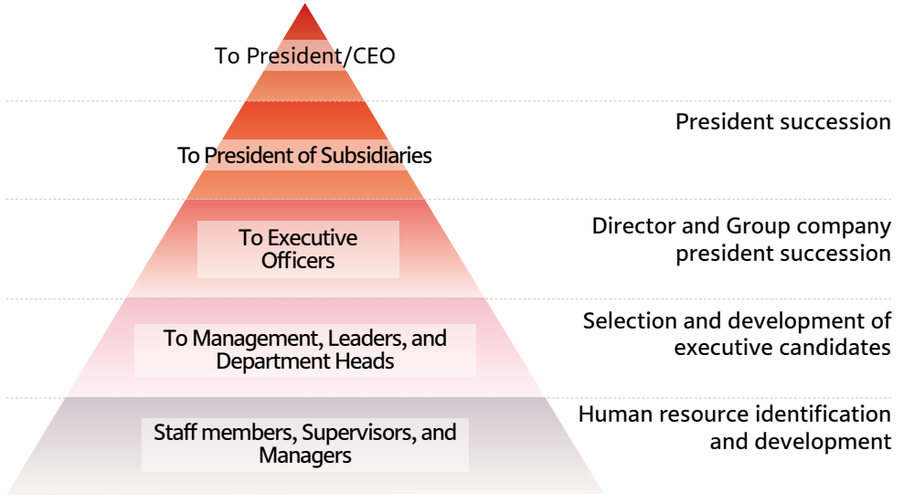
Addressing operational challenges
- Sufficient discussion time was ensured by establishing a schedule for regular meetings of the Nomination and Remuneration Committee
- Meeting operation quality was increased by improving the Secretariat's abilities and enhancing document preparation

Evaluation and Future Issues for FY3/26

- Survey questions were revised by utilizing the expertise of a third-party organization. Evaluations were generally improved for items identified as challenges in the previous fiscal year, resulting in a high rating overall.
- Newly identified challenges include the need to establish compliance mechanisms at subsidiaries and affiliated companies, and for individuals appointed from the parent company as Directors of these companies to take responsibility for strengthening compliance.

Succession Plan

The majority of our Nomination and Remuneration Committee members are independent Outside Directors. This committee continuously considers candidates for the next Chief Executive Officer (CEO). In selecting candidates, we prioritize human resources who possess qualities and capabilities that will help enhance corporate value, who have profound knowledge in their fields of expertise, and who can embody our Group's mission. In addition, we conduct the selection process from a comprehensive perspective, taking into account the balance of skills and expertise across the entire Board of Directors.
Based on sufficient discussions according to our Group's medium- to long-term strategy, we have established clear candidate requirements for the qualities and capabilities required of the next CEO. Based on this, we have selected multiple potential successors and are implementing planned development initiatives so they can systematically acquire the necessary skills and management capabilities. Furthermore, our continuous training programs are developing not only the next generation of human resources, but also the following generations of future leaders. We are aiming to raise the level of management skills and build a sustainable leadership structure.
After thorough deliberation by the Nomination and Remuneration Committee, the final CEO selection is voted on by the Board of Directors and submitted to the General Meeting of Shareholders. In FY 3/26, the Nomination and Remuneration Committee deliberated and reported on matters referred by the Board of Directors concerning the CEO succession plan.



We believe that our Director remuneration system is an important management foundation for the Company's sustainable growth. Regarding the policy for determining individual Director remuneration, etc., the Nomination and Remuneration Committee (an advisory body to the Board of Directors) is consulted in advance, and the Board of Directors makes resolutions based on the recommendations received.

Method for Determining Director remuneration, etc

To enhance the transparency and objectivity of the deliberation process, the remuneration, etc. for each Company Director is determined by the Board of Directors following consultation with and recommendations from the Nomination and Remuneration Committee. This is within the maximum total remuneration limit decided at the General Meeting of Shareholders according to the Articles of Incorporation, based on the remuneration policy, remuneration system, and results of individual performance evaluations for each Director (excluding Outside Directors), which are deliberated in advance by the Nomination and Remuneration Committee. To determine the amounts of remuneration, etc. for each Company Director in FY 3/26, the Director remuneration proposals were deliberated at the May 2025 Nomination and Remuneration Committee meeting based on the aforementioned determination policy. They were decided on at the Board of Directors meeting in June of the same year. After the Director remuneration proposals were deliberated based on the aforementioned determination policy by the Nomination and Remuneration Committee (for which independent Outside Directors comprise a majority of the members), the proposals were resolved by the Board of Directors. Because these proposals include Director remuneration amounts, etc., the Board of Directors has judged that the details are in line with the aforementioned determination policy. The remuneration, etc. for each Company Audit & Supervisory Board Member is determined by the Audit & Supervisory Board—taking into consideration whether they serve on a full-time or part-time basis and their respective duties—within the maximum total remuneration limit decided at the General Meeting of Shareholders according to the Articles of Incorporation.

Fundamental Policy on Director Remuneration

Remuneration for Company Directors is determined based on the following principles.

1. Competitive remuneration system

The remuneration structure and standards must make it possible to attract and retain outstanding human resources who can help realize the Company's mission and medium- to long-term vision.

2. Remuneration system that emphasizes the sustainable enhancement of corporate value and shareholder value

Remuneration must serve as an incentive to sustainably and continuously enhance the Company's corporate value and shareholder value.

3. Fair and equitable remuneration system

The remuneration structure must be highly transparent, fair, and rational to fulfill our accountability to stakeholders, including shareholders.

Director Remuneration Structure

1. Base remuneration

Intended to encourage the execution of duties according to position, functions, roles, etc.

2. Short-term incentives

Intended to encourage the delivery of results to achieve performance targets for each fiscal year.

3. Long-term incentives

Intended to promote management focused on enhancing corporate value and shareholder value over the medium to long term.

Revision of the Restricted Stock Remuneration Plan

The Company offers to its Directors (excluding Outside Directors; the same applies hereinafter) a restricted stock remuneration plan to provide incentives for the sustainable enhancement of corporate value, and also to further promote shared value with shareholders. While reviewing the Director remuneration system, the Company revised this plan to allow for the addition of performance conditions. Our aim is to provide eligible Directors with incentives to improve corporate value and shareholder value over the medium to long term, and to further enhance the management team's commitment to achieving performance targets. The matters regarding this revision were approved following the exercise of voting rights at the 11th Ordinary General Meeting of Shareholders on June 24, 2026.

Remuneration type	Payment method/Fixed or Variable	Performance-based indicators	Remuneration details	Ratio (%)	Directors (excluding Outside Directors)	Outside Director
Base Remuneration	Cash/Fixed	—	• Fixed remuneration to encourage the execution of duties commensurate with position, functions, roles, etc. • Determined according to a basic table based on fixed remuneration by position and whether or not the individual has the right of representation.	35 – 40	◎	◎
Short-term incentives	Cash/ Variable	Consolidated profit before tax for the fiscal year	• Performance-based remuneration intended to encourage results aimed at achieving performance targets for each fiscal year. • The indicators are "consolidated profit before tax," "consolidated profit before tax, excluding spot gains and losses," and "individual performance (company-wide targets for the representative Director/performance targets for the businesses and departments overseen by each Director)." • Determined within the range of 0% to 140% of base remuneration, according to the degree of achievement and other details for each fiscal year. This is calculated by multiplying the base remuneration by coefficients set for each of the above indicators.	35 – 45	◎	—
Long-term incentives	Shares/ Variable	—	• Share-based remuneration intended to promote management focused on enhancing corporate value and shareholder value over the medium to long term.	25 – 45	◎	—

Remuneration, etc. by Director Category (as of March 31, 2026)

Office category	Total amount of Remuneration, etc. (Millions of yen)	Total amount of Remuneration, etc. by type (Millions of yen)			Number of eligible officers (persons)
		Monetary Remuneration		Non-monetary Remuneration	
		Base Remuneration	Short-term incentives	Long-term incentives	
Directors (excluding Outside Directors)	188	58	76	54	4
Audit & Supervisory Board Members(excluding Outside Audit & Supervisory Board Members)	6	6	—	—	1
Outside Directors	26	26	—	—	3
Outside Audit & Supervisory Board Member	9	9	—	—	3

*1. Number of officers as of March 31, 2026: 6 Directors and 3 Audit & Supervisory Board Member.
*2. The table above includes 1 Director and 1 Audit & Supervisory Board Member who retired at the conclusion of the 10th Ordinary General Meeting of Shareholders on June 25, 2025.

Directors and Audit & Supervisory Board Members

As of June 24, 2026

Composition of the Board of Directors

6 Directors (3 Outside, 3 Independent) | 3 Audit & Supervisory Board Members (2 Outside, 2 Independent) | Ratio of women: 33% | Ratio of independent Outside Directors: 50% | Average tenure: Approx. 6 years | The majority of Nomination and Remuneration Committee members are Outside and Independent members

Directors

Yohichi Shibata

Representative Director, President and CEO / General Manager of Group Growth Strategy Division / General Manager of Overseas Business Division
Concurrent positions: Chairperson and Representative Director of Premium Co., Ltd.
Term of office: 10 years
Number of shares held: 790,248 shares
Attendance: 18/18 meetings

Yoshiyuki Tsuchiya

Director
Concurrent positions: Representative Director, President, Executive Officer and COO of Premium Co., Ltd.; etc.
Term of office: 1 year
Number of shares held: 314,134 shares
Attendance: 14/14 meetings

Tomohiro Kanazawa

Director, Executive Officer, CFO
Term of office: 5 years
Number of shares held: 316,950 shares
Attendance: 18/18 meetings

Tsuguhiro Nakagawa

[Outside/Independent]
Outside Director
Concurrent positions: Executive Officer of Synchro Food Co., Ltd.
Term of office: 9 years
Number of shares held: 13,600 shares
Attendance: 18/18 meetings

Yuka Horikoshi

[Outside/Independent]
Outside Director
Concurrent positions: Partner of CHUO SOGO LPC, etc.
Term of office: 7 years
Number of shares held: -
Attendance: 18/18 meetings

Hiromi Oshima

[Outside/Independent]
Outside Director
Concurrent position: Managing Executive Officer, Head of Finance Department of IHI Corporation
Term of office: 6 years
Number of shares held: -
Attendance: 18/18 meetings

Audit & Supervisory Board Members

Toshihiro Kametsu

Full-time Audit & Supervisory Board Member
Term of office: 10 years
Number of shares held: -

Setsuo Higuchi

[Outside/Independent]
Outside Audit & Supervisory Board Member
Concurrent positions: Director of Setsuo Higuchi Certified Public Accountant Office, etc.
Term of office: 9 years
Number of shares held: 7,500 shares

Yukari Narita

[Outside/Independent]
Outside Audit & Supervisory Board Member
Concurrent positions: President of Yukari Narita Certified Public Accountant (CPA) Office, etc.
Term of office: 1 year
Number of shares held: -

Scan here for Director biographies

See page 45 for a roundtable discussion with Outside Directors

*In addition to the above Directors, we have appointed Katsushi Yamashita as an outside advisor with specialized IT knowledge to further strengthen our management structure. He attends Board of Directors meetings and provides advice and recommendations in his areas of expertise.

Skills and Experience Specifically Expected of Company Directors and Audit & Supervisory Board Members

Corporate Management	Solid knowledge, management experience, and management achievements in all aspects of corporate management are required to execute sustainable growth strategies and increase corporate value over the medium to long term.
Industry Familiarity	Solid knowledge and experience in each business are required to recognize industry transitions, forecast trends, and develop strategies that respond to a rapidly changing industry.
Sales and Marketing	Expertise in supervising and promoting effective strategies is required to provide automobile-related services that meet the needs of the market, mobility providers, and consumers.
Global	For long-term corporate value enhancement, overseas business expansion is necessary. Global insight is required, primarily through overseas management experience, extensive knowledge, and an understanding of different cultures and geopolitics.
Finance and Accounting	Solid knowledge and experience in finance and accounting are required for accurate financial reporting, building a firm financial foundation, and formulating financial strategies to sustainably increase corporate value by promoting investment in growth and enhancing shareholder returns.
Legal and Compliance	Solid knowledge and experience in legal and compliance affairs are required to supervise and promote appropriate strategies for sustainably increasing corporate value through legal compliance and risk management.
Internal Control and Governance	Solid knowledge and experience in internal control and corporate governance are required to establish and improve a system that appropriately incorporates management supervision and control functions, ensuring appropriate and efficient business execution.
Sustainability	Extensive knowledge and experience in sustainability are required to understand the impact of social issues and social demands, grasp the essentials of corporate activities related to sustainability, and contribute to the Company's mission of "constructing a richer society."
Human Resources, Organizational Development, and DE&I Promotion	Extensive knowledge and experience in human resources and organization are required to promote human resources development and deepen diversity and inclusion, fostering a corporate culture that embodies the Human Resources Strategy, organizational diversity, and the Company's Code of Conduct values.
M&A	Skills and experience to supervise the execution status related to the formulation of strategies, integration work, and other aspects for M&A and alliances are required to provide comprehensive services in the automobile sector, create new businesses, and realize long-term value creation.

Skill Matrix for Directors and Audit & Supervisory Board Members

As of June 24, 2026

		Attributes	Term of Office	Skills and Experience (Skill Matrix)												
					Industry Familiarity											
				Corporate Management	Finance	Automobile Warranty	Mobility	Sales and Marketing	Global	Finance and Accounting	Legal and Compliance	Internal Control and Governance	Sustainability	Human Resources, Organizational Development, and DE&I Promotion	M&A	Major qualifications, etc.
Directors	Yohichi Shibata		10 years	○	○	○	○	○	○				○	○		
Directors	Yoshiyuki Tsuchiya		1 year	○	○	○	○	○	○				○			
Directors	Tomohiro Kanazawa		5 years		○					○	○	○	○		○	
Directors	Tsuguhiro Nakagawa	Outside Director Independent Director	9 years	○	○	○	○	○								
Directors	Yuka Horikoshi	Outside Director Independent Director	7 years		○						○	○				Lawyer
Directors	Hiromi Oshima	Outside Director Independent Director	6 years						○	○					○	Certified Public Accountant (CPA)
Audit & Supervisory Board Members	Toshihiro Kametsu		10 years		○					○		○				
Audit & Supervisory Board Members	Setsuo Higuchi	Outside Audit & Supervisory Board Member Independent Director	9 years							○		○				Certified Public Accountant (CPA)
Audit & Supervisory Board Members	Yukari Narita	Outside Audit & Supervisory Board Member Independent Director	1 year							○		○				Certified Public Accountant (CPA)

Outside Advisor

The company has appointed Katsushi Yamashita as an Outside Advisor with specialized IT knowledge to further strengthen our management structure.

IT Outside Advisor
Katsushi Yamashita

Biography

1987:
Joined the Research and Development Department of IBM Japan, Ltd.

2007:
Named an IBM Distinguished Engineer. Assumed the position of Technical Director.

2010:
Appointed Chief Technology Officer (cloud technology) at IBM.

2020:
Established YAMASHITA Technology and Engineering Office, LLC.
Appointed Industry-Academia Cooperation Technology Advisor at the Graduate School of Information Science and Technology, The University of Tokyo.
Appointed Technical Advisor to NTT Communications Corporation (currently NTT DOCOMO BUSINESS, Inc.), EXA CORPORATION, NEC Corporation, DENSO CORPORATION, and BFT Corporation.

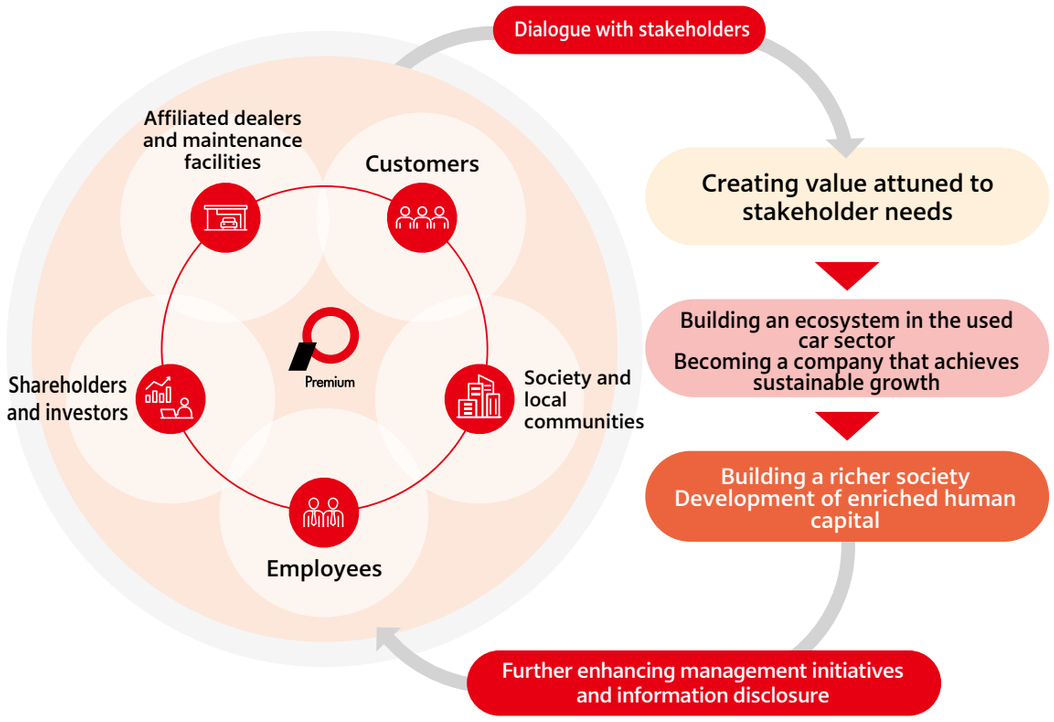
2025:
Appointed Technical Advisor to Premium Group Co., Ltd.

Stakeholder Communication

Basic Approach to Stakeholder Communication

Our Group aims to build strong relationships with all stakeholders—including shareholders, customers, business partners, employees, and society—and to create sustainable value based on trust. To achieve this, we must enhance corporate governance and appropriately disclose business challenges. Our Group will work for continuous growth and improved profitability while practicing transparent and sound corporate management.

Recent dialogue with stakeholders has shown a rapidly growing interest in non-financial information (such as human capital, climate change, human rights, and supply chains) along with financial information. To meet these diverse needs, the Group is developing and strengthening a two-way communication system that utilizes digital technologies and social media.



Stakeholders	Main Responsibilities and Issues	Main Communication Opportunities
Customers	• Providing a safe, convenient, and fulfilling car life • Improving the economic environment and financial literacy • Personalized solutions leveraging DX	• Providing information via the official app and website • Expanding contact points with customers through social media and video content • Contact via the inquiry form
Affiliated dealers and maintenance facilities	• Improving management efficiency, DX, and IT literacy • Mutual development with mobility providers • Building a sustainable network of affiliated dealers and maintenance facilities	• Providing support via regular visits, telephone calls, and other means • Explaining and improving new services and products • Operating membership organizations for mobility providers
Employees	• Promoting human capital investment and carrying out work style reforms • Diversity, equity, and inclusion • Ensuring psychological safety and improving engagement	• Regular employee engagement surveys • Sharing information by publishing company newsletters and using bulletin boards • One-on-one meetings and career development support programs
Shareholders and investors	• Fair, timely, and appropriate information disclosure • Returning profits (dividends, acquiring treasury shares, etc.) • Enhancing corporate value and promoting sustainability management	• Financial results presentations • IR seminars for individual investors and information dissemination via social media • Information disclosure through various documents • ESG/TCFD and other sustainability disclosures
Society and local communities	• Initiatives for decarbonization and GHG emission reductions • Contributing to local communities and society • Focus on human rights and ethical procurement in supply chains	• Volunteering and social contribution activities • Environmental and social reporting (compliance with TCFD, CDP, etc.) • Cooperation with government agencies, NPOs, and local partners

Information Disclosure

We believe cooperation with our stakeholders is indispensable to achieve sustainable growth and enhance our corporate value over the medium to long term. Accordingly, our basic policy is to actively provide information about the Group's businesses and finances, as well as future growth potential and management policies, in a manner that is fair, accurate, timely, and easy to understand.

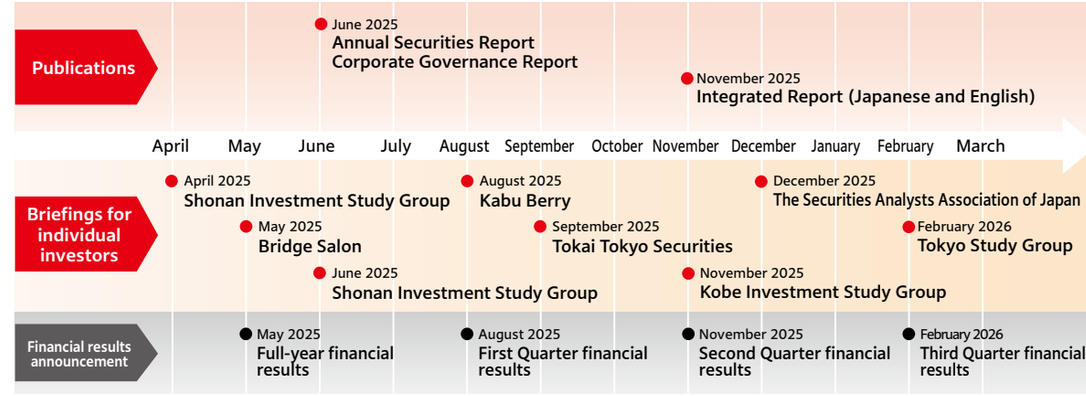
In order to provide timely and appropriate information, we make use of both online and in-person channels. The valuable feedback we receive from stakeholders is also reported to the management team.

Information Disclosure Framework

Financial information	Integration and Dialogue Tools	Sustainability	Digital and Social Media
● Annual Securities Report (Japanese and English)	● Integrated Report (Japanese and English)	● TCFD Report (Japanese and English)	● Official X (formerly Twitter) account
● Financial Summary (Japanese and English)	● Notice of Convocation (Japanese and English)	● Human Capital Disclosure	● YouTube channel
● Financial results presentation documents (Japanese and English)	● Corporate Governance Report (Japanese and English)	● Various policies (Supply Chain Policy, Basic Environmental Policy, Human Rights Policy, Basic Occupational Safety and Health Policy, Tax Policy)	● IR website (Japanese and English)
● Medium-Term Management Plan (Japanese and English)	● Company presentation documents (Japanese and English)		
	● DX Strategy (Japanese and English)		

Major IR Activities for FY 3/26

Target	Activities	Number of Times Conducted
All Shareholders	Conducted Ordinary General Meeting of Shareholders (hybrid format)	1 time
	Distributed financial results presentation videos	4 times
Institutional investors and analysts	One-on-one meetings (total)	299 times
	Small meetings (total)	6 times
	Overseas roadshows	4 times
	Participated in company-hosted conferences	1time
Individual investors	Conducted periodic briefings for individual investors	8 times



Message from the Public Relations and Investor Relations Department

Thank you for reading our Integrated Report 2026. This report details our Group' s financial condition, business strategy, and non-financial information, including initiatives for sustainable growth. In FY 3/26, we were able to present at many briefings for individual investors and focused on increasing opportunities for dialogue with investors. The IR team values trust-based relationships with all stakeholders, including our shareholders, and strives for highly transparent disclosure. We will continue to create value to meet your expectations. We appreciate your continued support. If you have any comments or inquiries, please contact us using the form below.

Scan here for IR inquiry form *in Japanese

External Evaluations and Initiatives

Foundation for Sustainable Growth

Premium Group is committed to enhancing the disclosure of non-financial information (including ESG) and advancing our sustainability management, with the aim of realizing a sustainable society and improving corporate value over the medium to long term. Our initiatives have been recognized by external organizations in the environmental, social, and governance areas, leading to our inclusion in ESG-related indices and the receipt of certifications. Furthermore, by actively endorsing and participating in various domestic and international initiatives, we will help resolve social issues while engaging in ongoing dialogue with stakeholders. We will also work to build a solid management foundation that supports our sustainable growth.

External Evaluation

Inclusion in Indices

JPX/S&P CAPEX & Human Capital Index
This index is designed to measure the performance of Japanese listed companies that are proactively making investments in physical and human capital. The Company has been selected as a constituent.

MSCI Japan ESG Select Leaders Index
This stock index selects companies with high ESG ratings in their industries. The Company has been selected as a constituent.

JPX-Nikkei Mid and Small Cap Index
This stock index is comprised of companies with middle and small market capitalization, which have excellent capital efficiency and financial performance. The Company has been selected as a constituent.

S&P/JPX Carbon Efficient Index
This stock index selects companies that demonstrate higher carbon efficiency than their industry peers and actively disclose environmental information. The Company has been selected as a constituent.

Financial and Market Evaluation

Rating：A−
Received a long-term issuer rating of A- from Japan Credit Rating Agency, Ltd.

Participation in Initiatives for a Sustainable Society

Contributions to a Decarbonized, Recycling-oriented Society

TCFD
We endorse the recommendations of the Task Force on Climate-related Financial Disclosures and strive to enhance our disclosures.

TCFD Consortium
We participate in this forum for discussions among supporting companies and financial institutions.

Japan Climate Initiative (JCI)
We participate in this network of companies, local governments, and other organizations aiming for a decarbonized society.

EV Battery Smart Use Council
We participate with the aim of achieving a circular economy for EV batteries.

Carbon Neutral Working Group, Japan Association of New Economy
We participate in this information-sharing forum for companies engaged in decarbonization management.

External Evaluations and Certifications Linked to Materiality

■Evaluations in the Environmental (E) Area

CDP Score: B (Climate Change)
We received a B score in the Climate Change category of the assessment by CDP, an international organization that evaluates environmental information disclosure.

■Evaluations in the Social (S) and Human Resource Areas

Outstanding Organizations for KENKO Investment for Health (Large Enterprise Category)
We are certified by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi as an outstanding organization that implements employee health management from a business and management perspective.

Social, Governance, and Human Resources

United Nations Global Compact (UNGC)
We signed and support the Ten Principles across the four areas of Human Rights, Labour, Environment, and Anti-Corruption.

Human Capital Management Consortium
We participate in this consortium that promotes the practice and disclosure of human capital management.

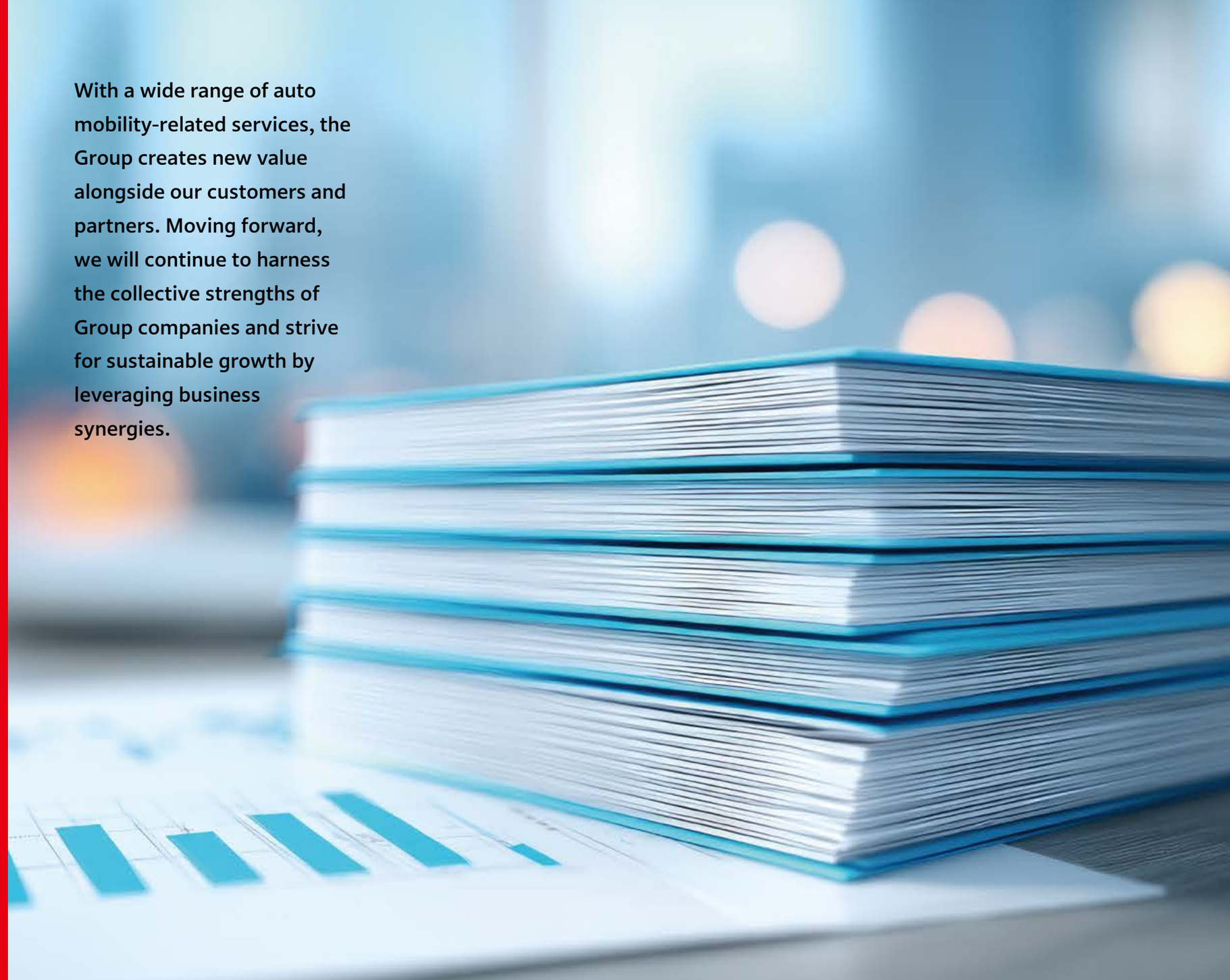
*The evaluations and certifications listed are current as of the end of FY 3/26.
Please visit our sustainability website for the latest information.

Business Information

With a wide range of auto mobility-related services, the Group creates new value alongside our customers and partners. Moving forward, we will continue to harness the collective strengths of Group companies and strive for sustainable growth by leveraging business synergies.

INDEX

Finance Business	60
Automobile Warranty Business	62
Auto Mobility Services Business	64
Financial and Non-financial Data	66
Company Profile	67

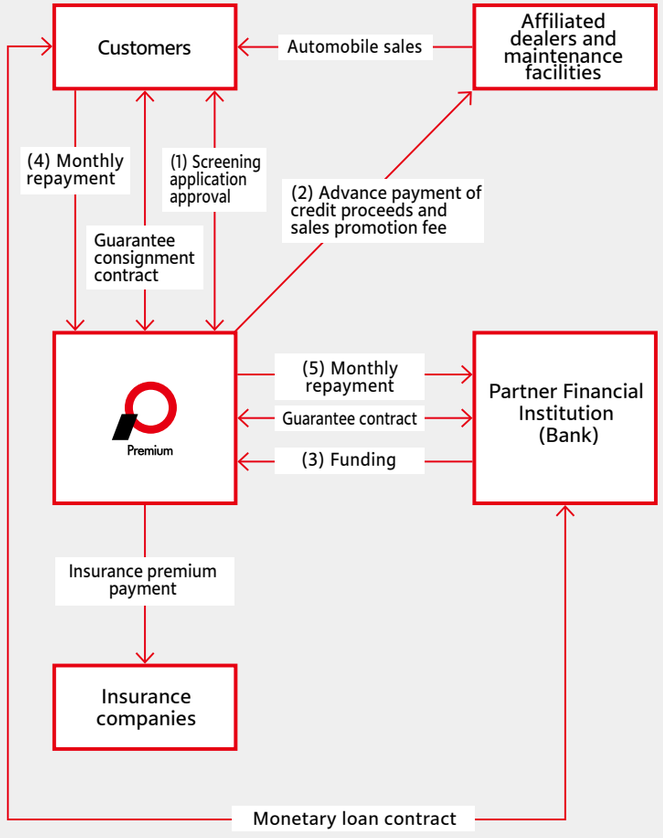


Finance Business

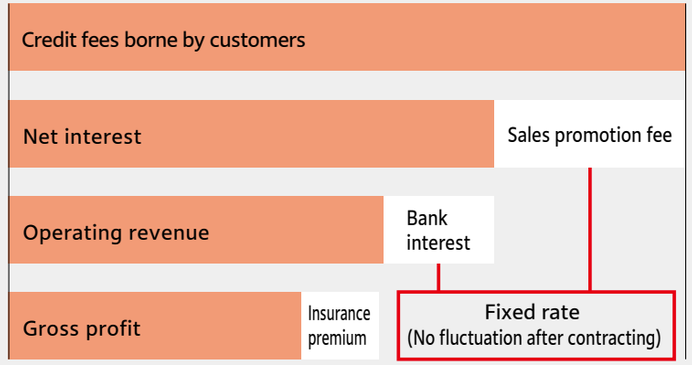
Business Model and Profit Structure

We focus on auto credit, which allows customers to purchase cars in installments. (Other services include: collection of purchased and entrusted receivables, etc.)

Auto credit structure (bank-partnered loan model)

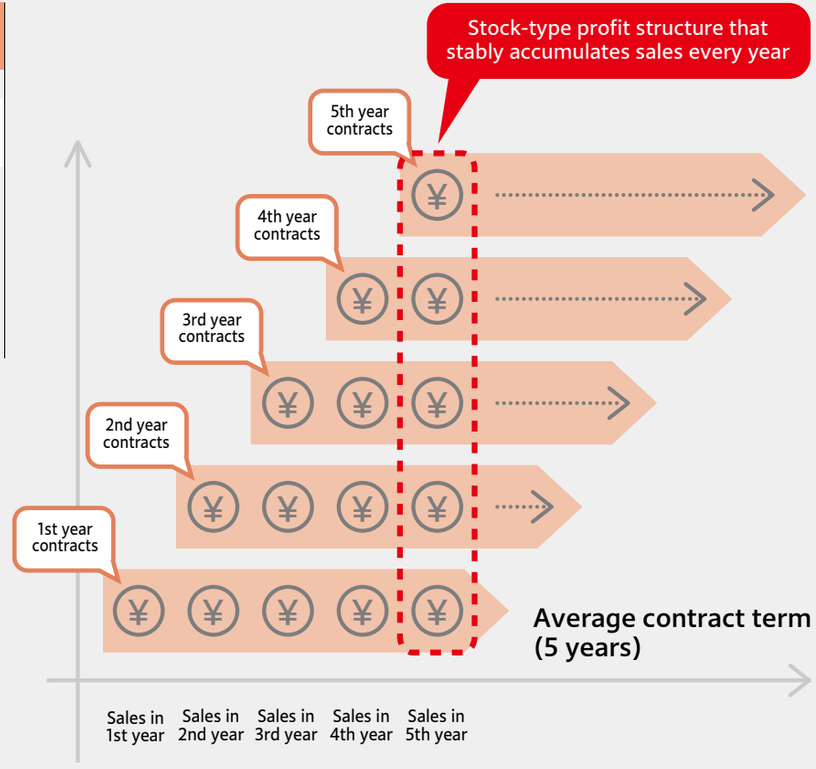


Profit Structure



Note: This is an example of a bank-partnered loan scheme and may differ from actual transactions.

Stock-Type Business Model



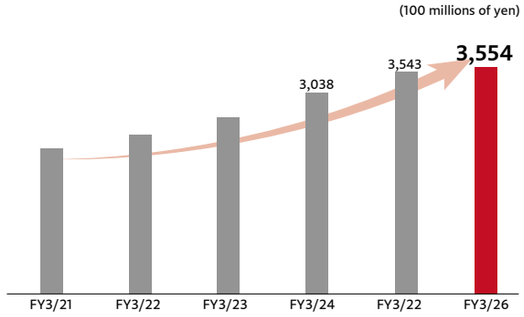
Strengths and Differentiators

- Efficient customer acquisition through Car Premium Club, a membership organization (customer referral abilities for our ecosystem)
- Because we are an independent company that is not affiliated with a bank, we are not bound by laws and regulations (Banking Act) and can provide services other than financing
- We are insured against bad debts, so there is no need to make an allowance for bad debts
- We specialize in auto credit because of our expertise in automobiles
- This stock-type business generates stable future cash flows, with operating revenue recognized over multiple years
- Credit-related bank interest is fixed-rate, providing resistance to interest rate fluctuations
- The auto credit delinquency rate is low due to the small-lot and short-term nature of the loans
- Our servicer subsidiary, CENTRAL SERVICER CORPORATION, has expertise in long-term delinquent collections, which enables us to recover debt

Market Environment and Opportunities

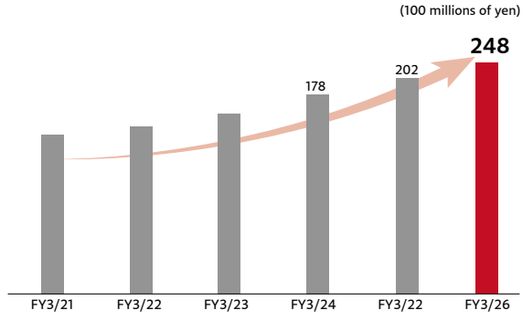
- Demand for automobiles is stable because they are a daily necessity
- High barriers to entry in the auto credit industry make it difficult for new entrants to enter the market
- Among publicly listed companies involved in the auto credit business, our Group holds roughly a 15% share with room for further expansion.

Total volume of new loans



(Note) • Total volume of new loans refers to the total amount of credit and lease contracts newly signed in the period. - The figures are inclusive of the total volume of new loans of products other than auto credit financing (ecology credit, etc.), and are the actual results of Premium Co., Ltd.

Operating revenue



*As of March 31, 2026

Materiality (Key Priority) in the Medium-Term Management Plan / Medium-Term Vision

To achieve the "Completion of the Auto Mobility Ecosystem" from our Medium-Term Management Plan spanning until 2030, we have established the following Key Priority: ecosystem foundation, high profitability sources, expanded distribution within the ecosystem, and core elements for competitiveness. We will promote the Key Policies for each issue.

Key Policies

- Expanding the auto credit market share and systematizing sales
- Enhancing the debt collection system
- Improving operational efficiency and ensuring asset soundness by using DX and AI
- Promoting overseas expansion and creating new revenue streams

What Can Be Achieved in the Finance Business

In the Finance Business, we will expand sales opportunities for automobile dealers and opportunities for customers to purchase cars through auto credit, which is highly convenient. We will also contribute to environmental preservation by promoting paperless contracts.

Consumers

- People who have difficulty paying in cash can purchase a car by paying in installments
- Compared to bank loans, fewer procedures or hassles are required when applying for a loan
- Automatic screening using AI allows for quick and accurate results

Mobility providers

- Expanding sales opportunities to customers

Environment

- Contributing to environmental preservation by promoting paperless contracts
- Contributing to the formation of a recycling-oriented society through the Reuse Business, which recirculates repossessed vehicles as used cars
- Contributing to the realization of a decarbonized society through financial support for the widespread adoption of EVs

Automobile Warranty Business

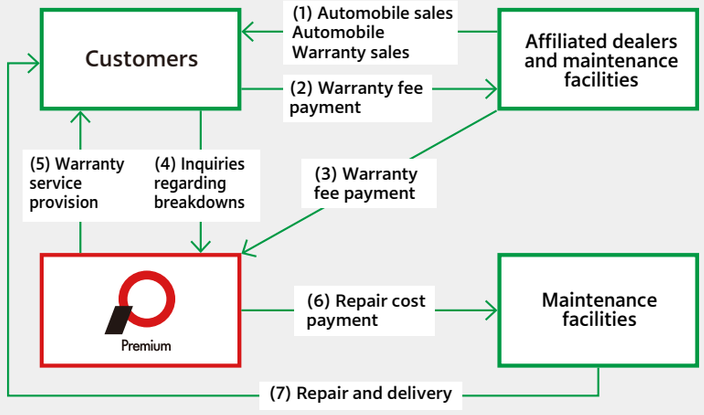
Business Model and Profit Structure

We provide a warranty service for natural breakdowns, which allows customers to use their automobiles for a long time with peace of mind.

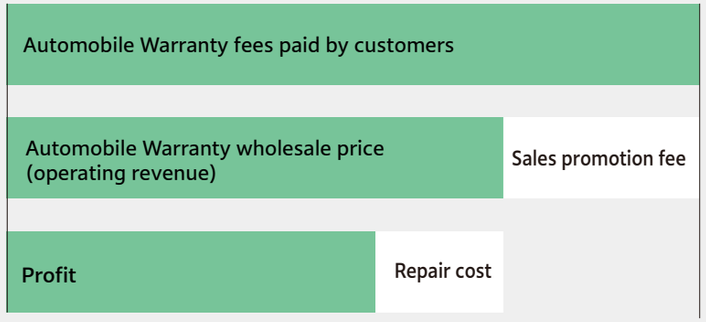
Automobile Warranty System

Unlike automobile insurance (which covers accidents), this warranty covers repairs for natural breakdowns

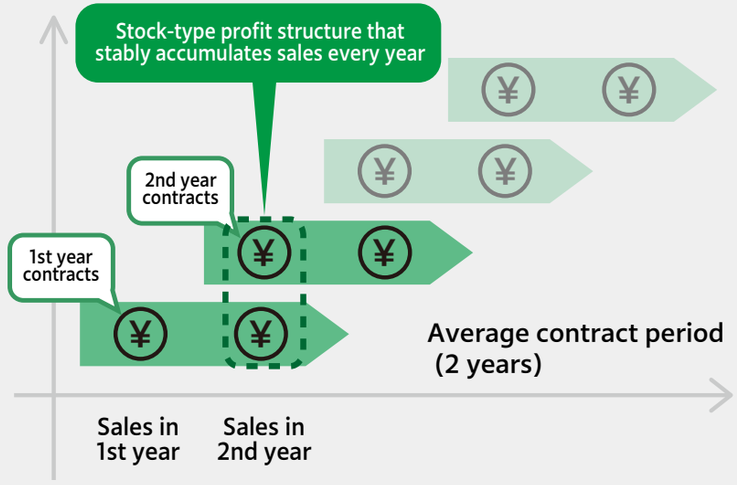
	Automobile Insurance	Automobile Warranty
Target	Damage caused by accidents	Natural breakdowns occurring under normal use
Payment	Monthly payment of insurance premium	Upfront, lump-sum payment of warranty fee
Benefits for Policyholders	Payment of insurance claims	Free repair services are provided



Business Model and Profit Structure



Stock-Type Business Model

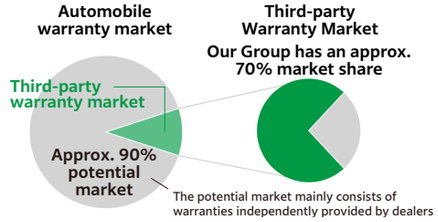


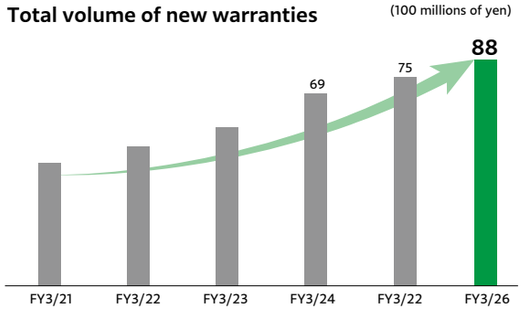
Strengths and Differentiators

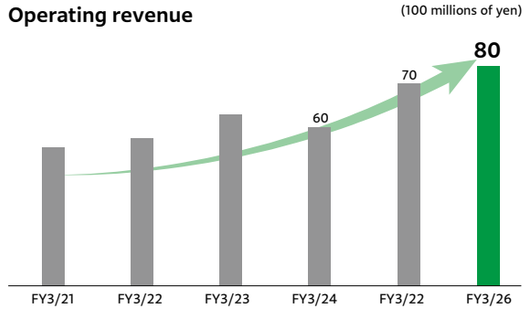
- Achieved a continuous increase in transaction volume and stable stock-type revenue through OEM products, such as the Car Sensor After-Sales Warranty in partnership with Recruit Co., Ltd.
- Benefits for affiliated dealers, maintenance facilities, and customers
  (Affiliated dealers and maintenance facilities) - Can entrust our Group with post-purchase inquiries and repairs
  - Increased sales opportunities by fostering a sense of security among customers, since the warranty is provided by a listed company
  (Customers) - Sense of security regarding costs and support, since the service is provided by a listed company
  - Even if the automobile dealer where they purchased the vehicle goes bankrupt or ceases operations, warranty contracts with our Group remain in effect
- Number one market share: We have the top market share in the third-party warranty industry and possess an extensive volume of data. *Cumulative number of contracts: 2.2 million (as of March 31, 2026)
- By directing repair requests to our Group's maintenance facility network and supplying the necessary parts from our subsidiary, we achieve cost reductions (unique ecosystem)

Market Environment and Opportunities

- Demand for warranties is growing due to higher repair costs resulting from improved automobile functionality and performance, as well as the trend of longer vehicle lifespans
- We can reach new customer segments by expanding our lineup of Automobile Warranty products for EVs and other next-generation vehicles
- The issue of fraudulent insurance claims by a major used car dealer has heightened interest in safety and increased demand for third-party warranties







(Note) Due to a change in segment classification, the automotive parts sales business (which was included in operating revenue from FY 3/24) has been reclassified as the Auto Mobility Services Business.

*As of March 31, 2026

Materiality (Key Priority) in the Medium-Term Management Plan / Medium-Term Vision

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Key Policies

- Market development and increasing awareness
- Increasing the transaction volume for in-house products
- Reducing costs by leveraging Group synergies
- Promoting overseas expansion and monetization

What Can Be Achieved in the Automobile Warranty Business

The Automobile Warranty Business contributes to environmental preservation and reduces the number of scrapped vehicles by letting customers drive them for a long time with peace of mind. Furthermore, this leads to more sales opportunities because customers can use their vehicles without fear of breakdowns.

Consumers
- Providing Automobile Warranty services tailored to changing consumer needs due to growing interest in vehicle safety and more online car sales resulting from digitalization
- Enabling customers to drive used cars with peace of mind and no fear of breakdowns

Mobility providers
- Reaching new customer segments by expanding our lineup of Automobile Warranty products for EVs and other next-generation automobiles
- Expanding sales opportunities to customers

Environment
- Contributing to environmental preservation by promoting paperless warranty documents
- Contributing to environmental preservation by extending the lifespan of automobiles and reducing the number of scrapped vehicles due to breakdowns
- Primarily using recycled parts for repairs after breakdowns

Auto Mobility Services Business

Overview of Services

Operation of Car Premium Club

- The Car Premium Club has two main pillars: Car Premium Dealer, a membership organization for automobile dealers, and Car Premium Garage, a membership organization for automobile maintenance facilities
- Membership fees are collected from Car Premium Club member businesses, and various services are offered to members
- As a measure to create value for mobility providers (B2B), we are strengthening the Car Premium Club and creating Platinum, Diamond, and Gold membership tiers. We provide added value that other companies do not, such as loans backed by strong credit screening capabilities, along with access to high-quality warranties

Vehicle Sales and Maintenance

- By selling repossessed auto credit* vehicles to our Group's membership organization for automobile dealers (Car Premium Dealer), we support vehicle procurement by dealers
  * For customers who have difficulty making auto credit payments, we repossess the contracted vehicle and convert it into cash that is applied to the outstanding debt
- We directly operate automobile dealers and maintenance facilities as model stores for Car Premium Dealer and Garage. We offer the latest services, such as introducing environmentally friendly, water-based paints and providing early access to new products

Automotive parts

- We sell recycled, rebuilt, and new aftermarket parts to automobile dealers and maintenance facilities in our network through our Group's parts trading companies

Software sales

- We sell business management software (GATCH) to mobility providers
- This software improves operational efficiency by letting users easily complete tasks such as issuing quotations, invoices, and purchase orders, and also managing customers, vehicle inventory, and parts

Subscription-based sales

- We offer auto leases to individuals with fixed monthly payments covering the vehicle price, warranty fees, vehicle inspection fees, maintenance costs, and all other expenses

Main Services

"Car Premium for all your car needs" comprehensive automotive website

This comprehensive automotive website offers one-stop support, from purchasing a vehicle to inspections, repairs, and selling

Car Premium App

This app lets users manage essential information on their smartphones, including vehicle warranty cards, inspection dates, and oil change schedules

Car Premium Visa Card

This is the first credit card under the Car Premium brand, and can be applied for at the same time as auto credit

Strengths and Differentiators

- Extensive market based on our established network of mobility providers (5,943 member stores)
- Synergies with the Group's businesses
  (Examples) Automobile wholesale: Utilizing vehicles repossessed from the Finance Business Maintenance facility network and in-house maintenance facilities: Consolidating repairs from the Automobile Warranty Business Etc.
- Platform (centered on the Car Premium website) that matches Car Premium Club members with end users

Number of member stores 5,943

Membership revenue 1.8 billion yen

Churn rate 0.9%

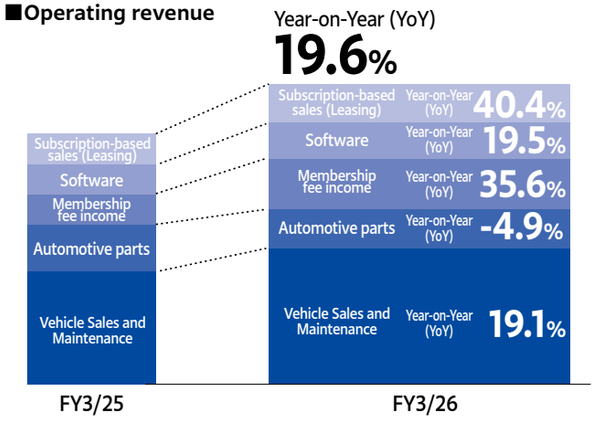
*As of March 31, 2026

Performance

- Profit before tax increased significantly by 91.9% year-on-year
- The growing number of Car Premium Club members has led to a steady increase in membership fee revenue, a key pillar of the New Medium-Term Management Plan

	FY3/25	FY3/26	Year-on-Year (YoY)
Operating revenue	9,254	11,066	+19.6%
Operating profit	1,174	2,243	+91.1%
Profit before tax	1,161	2,228	+91.9%

■Operating revenue



Market Environment and Opportunities

- As the number of non-car owners increases, demand for new ways to use cars will grow (subscription-based sales, car sharing)
- Demand is growing for support to small- and medium-sized enterprises that are unable to keep up with technological advancements
- Overseas EV manufacturers that do not have sales channels in Japan need sales channels in the domestic automobile provider network

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Key measures

- Stable monetization through the platform
- Entering new business areas and expanding services
- Enhancing our ability to offer solutions to mobility providers
- Accelerating cross-selling and maximizing ecosystem value

What Can Be Achieved in the Auto Mobility Services Business

In the Auto Mobility Services Business, we will strive to realize better car lifestyles by offering a wide range of services. We will also actively work for environmental preservation.

Consumers
- Offering varied ways to use automobiles and new car lifestyles that go beyond mere ownership through subscription-based sales and other services
- Providing seamless, long-term experiences through comprehensive after-sales services, including vehicle inspections and maintenance

Mobility providers
- Providing a broad range of one-stop services tailored to the needs of mobility providers
- Helping increase competitiveness as essential infrastructure that underpins improved operational efficiency and IT literacy for small- and medium-sized businesses

Environment
- Contributing to environmental preservation by reducing the number of scrapped vehicles through comprehensive after-sales services that extend vehicle lifespans
- Contributing to the formation of a recycling-oriented society by promoting automobile-related 4R businesses (Automobile Warranty Business [Reduce], Recycled Parts Business [Recycle], Reuse Business [Reuse], and Repair Business [Repair])

Financial and Non-financial Data

Fiscal year	Unit	FY 3/18	FY 3/19	FY 3/20	FY 3/21	FY 3/22	FY 3/23	FY 3/24	FY 3/25	FY 3/26	FY 3/27 (Plan)
Income Statement											
Operating revenue	(Millions of yen)	9,065	10,774	14,043	17,906	20,888	25,465	31,546	36,409	44,042	51,000
Profit before tax	(Millions of yen)	1,979	2,097	2,604	3,463	4,017	5,344	6,241	6,851	8,619	10,600
Profit attributable to owners of the parent	(Millions of yen)	1,293	1,388	1,466	2,383	2,941	3,994	4,608	4,651	6,069	6,900
Basic earnings per share	(Yen)	35.8	38.0	37.4	62.3	76.5	103.2	119.4	122.6	157.2	178.7
Balance Sheet											
Total assets	(Millions of yen)	35,932	43,540	58,203	68,156	81,800	101,431	125,274	184,988	198,965	—
Total equity	(Millions of yen)	5,716	5,529	5,312	7,291	9,814	13,353	15,351	18,948	25,295	—
Equity attributable to owners of the parent	(Millions of yen)	5,710	5,464	5,242	7,211	9,710	13,322	15,310	18,923	25,270	—
Equity attributable to owners of the parent per share	(Yen)	157.1	138.0	137.1	187.7	251.6	342.5	404.1	497.6	649.9	—
Cash flow											
Cash flow from operating activities	(Millions of yen)	1,043	-1,015	-1,246	1,321	1,608	-449	2,489	-7,761	-21,283	—
Cash flow from investing activities	(Millions of yen)	-852	-706	-1,618	-1,172	-1,028	-2,320	-3,093	-2,456	-1,931	—
Cash flow from financing activities	(Millions of yen)	1,790	1,563	2,967	1,617	2,797	6,181	6,892	6,220	32,148	—
Cash and cash equivalents at end of period	(Millions of yen)	6,475	6,186	6,286	8,054	11,433	14,848	21,139	17,147	26,099	—
Key Management Indicators											
Equity attributable to owners of the parent ratio	(%)	15.9	12.5	9.0	10.6	11.9	13.1	12.2	10.2	12.7	—
Return on equity attributable to owners of the parent	(%)	25.9	24.8	27.4	38.3	34.8	34.8	32.2	27.2	27.5	—
Profit before tax to total assets ratio	(%)	6.0	5.3	5.1	5.5	5.4	5.8	5.5	4.4	4.5	—
Share and Shareholder Return Indicators											
Share price	(Yen)	465	639	540	804	1,348	1,695	2,061	2,080	1,667	—
Annual dividend per share (adjusted for stock split)	(Yen)	14.1	14.1	14.6	15.3	17.0	21.0	28.0	40.0	54.0	64.0
Dividend yield	(%)	3.0	2.2	2.7	1.9	1.3	1.2	1.4	1.9	3.2	—
Dividend payout ratio	(%)	39.6	37.3	39.2	24.6	22.2	20.4	23.5	32.6	34.3	—
Price-to-earnings ratio	(Times)	13.0	16.8	14.4	12.9	17.6	16.4	17.3	17.0	10.6	—
Price-to-book ratio	(Times)	3.0	4.6	3.9	4.3	5.4	4.9	5.1	4.2	2.6	—
Core Business KPIs											
Car Premium Club memberships	(Stores)	—	—	—	—	1,776	2,951	3,370	4,326	5,943	—
Membership fee revenue	(Millions of yen)	—	—	—	—	155	413	871	1,328	1,805	—
Total volume of new loans	(Millions of yen)	110,286	135,184	177,430	166,386	202,302	243,799	303,793	354,319	355,390	—
Loan receivables	(Millions of yen)	205,554	250,687	321,349	361,405	422,289	507,830	632,632	778,617	887,104	—
Delinquency rate	(%)	0.84	0.84	0.86	0.91	0.78	0.81	1.00	1.83	2.73	—
Total volume of new warranties	(Millions of yen)	2,501	2,998	4,363	4,493	5,147	5,761	6,891	7,530	8,792	—
Human capital											
Number of employees	(Persons)	324	386	482	627	679	700	740	814	899	—
Average age (Non-consolidated)	(Years)	37.1	36.5	36.4	35.1	36.9	37.5	36.4	37.2	36.7	—
Average years of service (Non-consolidated)	(Years)	5.3	5.4	5.8	6.2	6.2	6.9	7.2	6.8	7.9	—
Average salary (Non-consolidated)	(Yen)	6,391,935	7,473,823	7,197,285	7,114,702	7,041,053	7,147,019	7,905,022	7,571,392	8,020,992	—
Turnover rate	(%)	5.9	3.6	7.3	7.8	6.7	8.3	8.6	7.8	6.6	—
Percentage of female managers	(%)	—	—	—	—	—	—	13.8	11.0	14.4	—
Percentage of male employees taking childcare leave	(%)	—	—	—	—	—	—	50.0	77.8	80.0	—

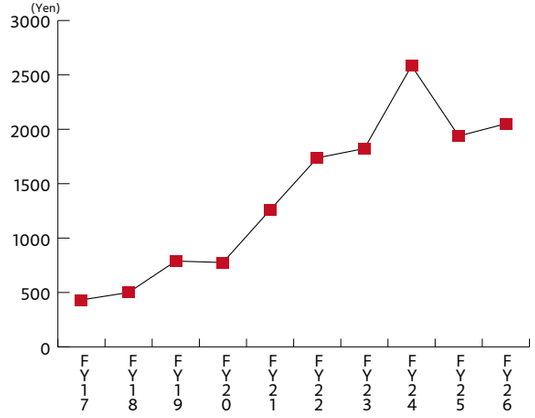
(Notes) 1. Figures reflect retrospective adjustments due to changes in accounting policies and other factors. 2. Figures have been adjusted to reflect past stock splits.

Company Profile

Company Profile *As of July 1, 2026

Company Name	Premium Group Kabushiki Kaisha
Company Name in English	Premium Group Co., Ltd.
Head Office	19th Floor, The Okura Prestige Tower 2-10-4, Toranomon, Minato-ku, Tokyo 105-0001
Established	May 25, 2015 *Premium Co., Ltd. was established in 2007 Former company name: G-One Credit Service Co., Ltd.
Capital	1,827 million yen
Number of Employees	953 (consolidated)
Listed Stock Exchange	Prime Market of Tokyo Stock Exchange
Stock Code	7199
Main Bank	Aozora Bank, Ltd.
Shareholder Registry Administrator	Sumitomo Mitsui Trust Bank, Limited
Accounting Auditor	PricewaterhouseCoopers Japan LLC

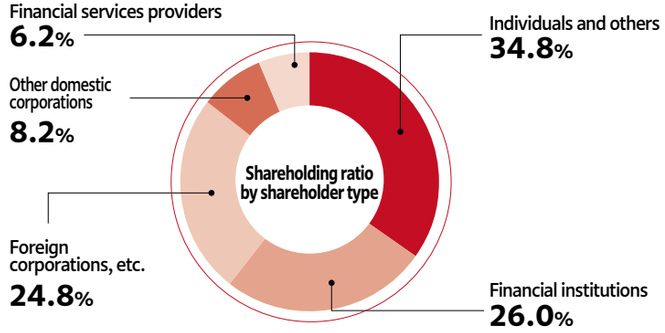
Stock Price Trend (Past 10 Years)



*This data is based on closing prices on the last trading day of December.
*2026 data is based on the August 4 closing price.

Status of shares *As of March 31, 2026

Total number of authorized shares 144,000,000 shares
Number of issued shares 40,710,663 shares
(Note) The total number of issued shares increased by 170,493 shares due to the exercise of stock acquisition rights.
Number of shareholders 8,507

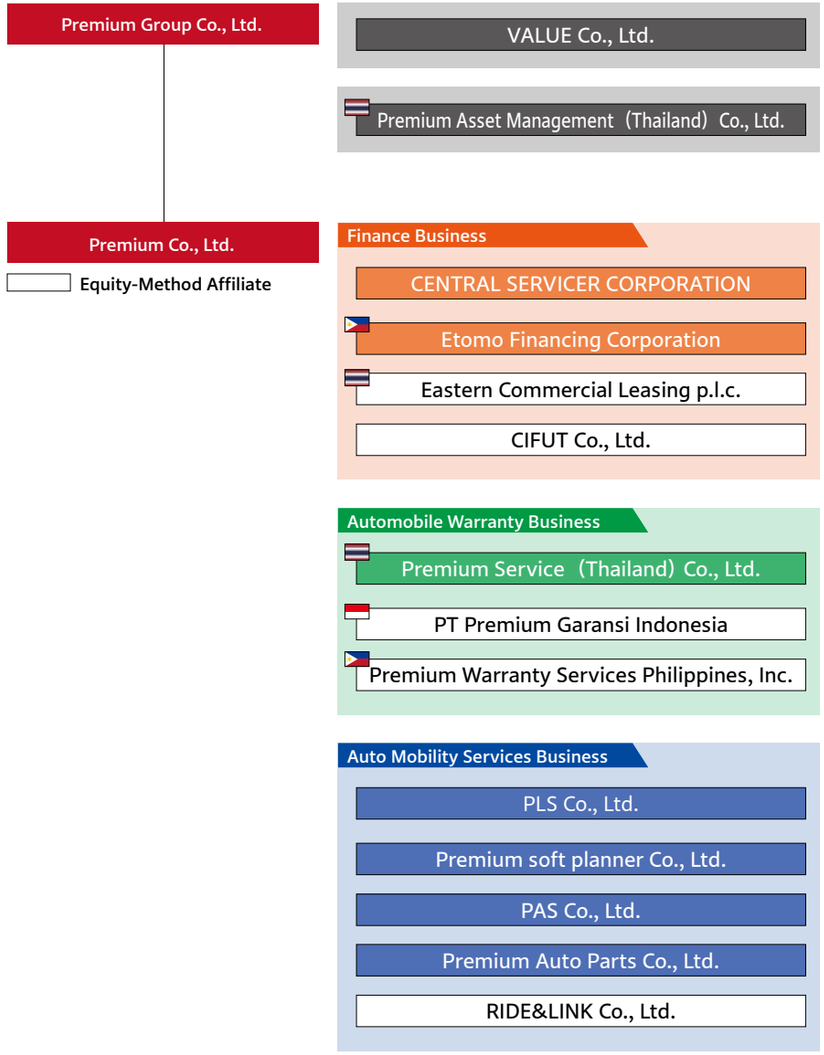


Major shareholders

Name of shareholder	Number of shares held	Shareholding ratio
The Master Trust Bank of Japan, Ltd. (Trust Account)	4,677,700shares	12.03%
Custody Bank of Japan, Ltd. (Trust Account)	3,359,200shares	8.64%
Recruit Co., Ltd.	1,800,000shares	4.63%
GOVERNMENT OF NORWAY	932,000shares	2.40%
STATE STREET BANK AND TRUST COMPANY 505301	931,938shares	2.40%
ITOCHU Corporation	800,000shares	2.06%
Yohichi Shibata	790,248shares	2.03%
Aozora Bank, Ltd.	775,800shares	2.00%
Sompo Japan Insurance Inc.	775,800shares	2.00%
RE FUND 107-CLIENT AC	764,300shares	1.97%

*1. The Company holds 1,825,234 treasury shares. It is excluded from the major shareholders above.
2. The shareholding ratio is calculated by excluding treasury shares.
3. The shareholding ratio is rounded to the second decimal place.

Group company list * As of July 1, 2026



Premium Group Co., Ltd.
19th floor, The Okura Prestige Tower 2-10-4, Toranomon, Minato-ku, Tokyo 105-0001
https://www.premium-group.co.jp/