Financial Results For the Six Months Ended September 30, 2025 Supplementary Briefing Materials

Nov 6, 2025 eGuarantee, Inc.
（TSE Prime 8771）

Handling Precautions for This Presentation Material

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Fiscal year ending March 31, 2026 – Second Quarter
Executive summary

Rate of change in Results

(Million yen)	YoY comparison (as of the end of Sep. 2024)	Results (as of the end of Sep. 2025)	Rate of change
Guarantee liabilities (Billion yen)	791.7	869.0	+9.8%
Net sales (Million yen)	3,761	5,488	+12.5%
Ordinary profit (Million yen)	2,438	2,568	+5.3%
ROE* (%)	15.3	15.9	+0.6pt

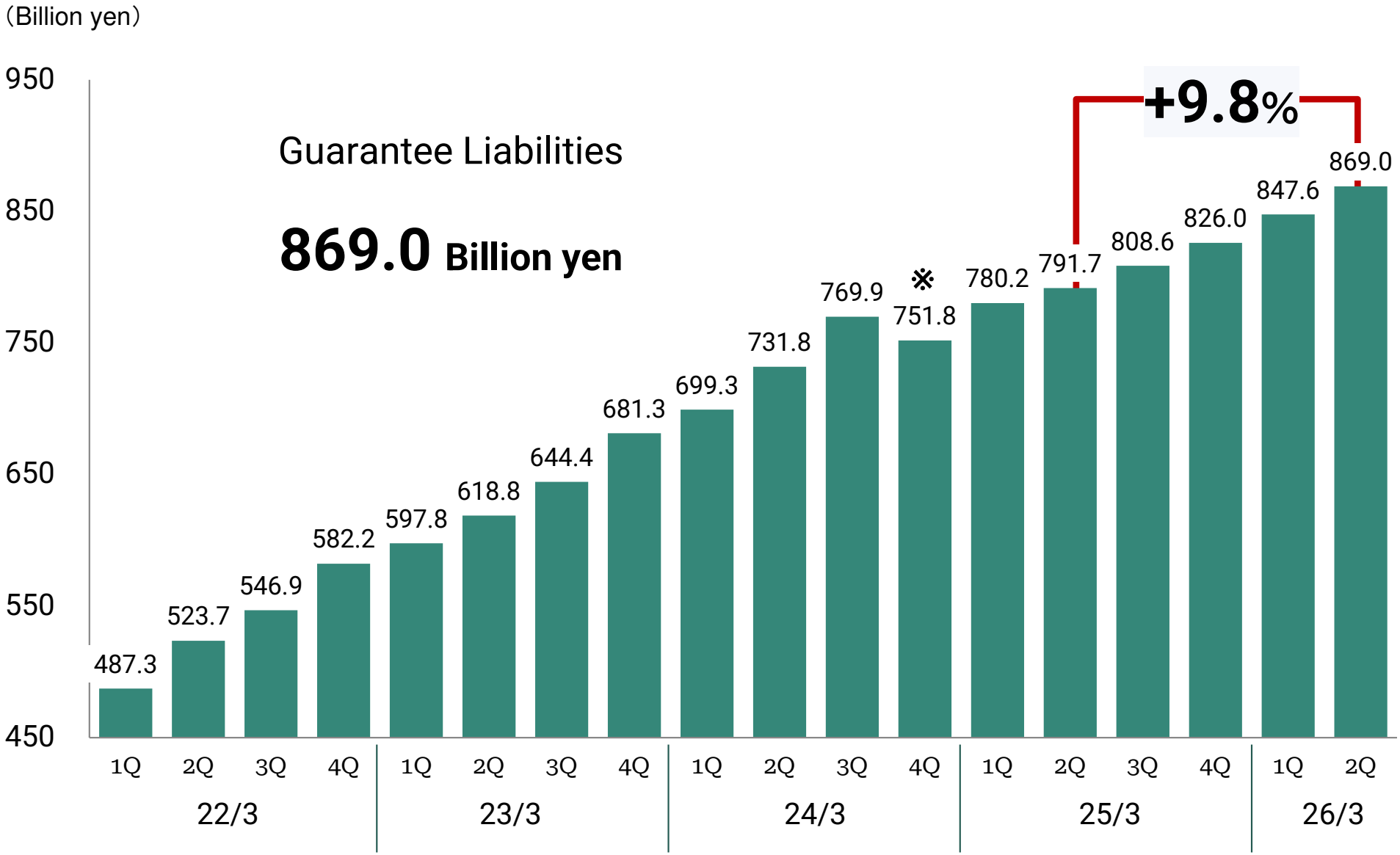
Highlights in 2Q

Human Capital	・Initiatives to improve employee retention have been implemented, supporting the stable increase of our workforce.
Sales front	・We are implementing a new system to improve the efficiency of sales operations and to establish a data-driven marketing database.
Shareholder Returns	・ We have initiated a share repurchase program to further enhance shareholder returns. ・ The Company continues to uphold its progressive dividend policy.
others	・We are promoting the diversification of our partnerships and have formed alliances with insurance agencies and M&A advisory firms.

***ROE is calculated using the following formula:**
Quarterly net income attributable to owners of the parent as of the end of September 2025 × 2 /
{ (Shareholders' equity as of the end of September 2024 + Shareholders' equity as of the end of September 2025) ÷ 2 }

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Trends of guarantee liabilities

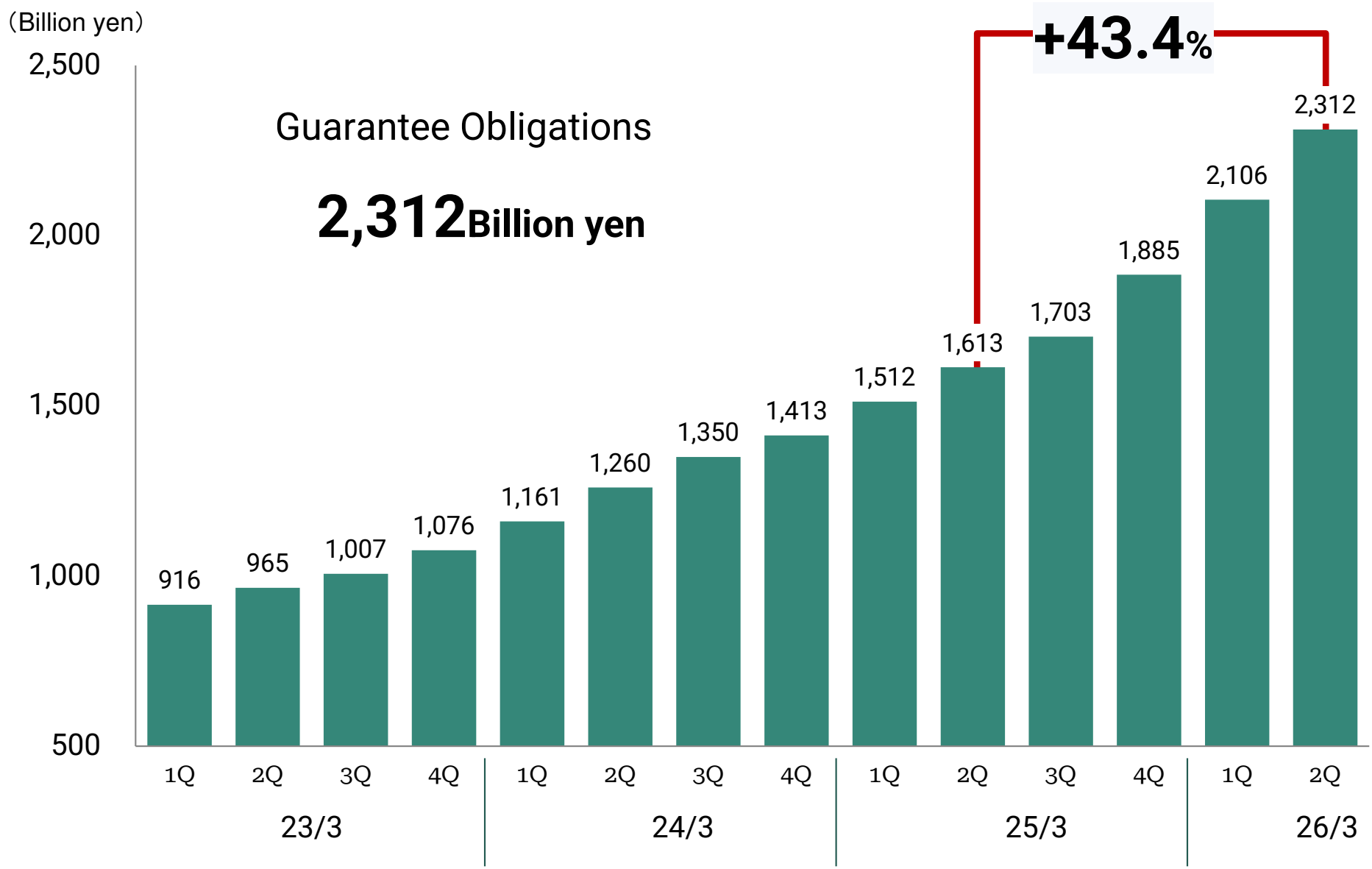


※ In the fourth quarter of fiscal year 2024, guarantee liabilities decreased as a result of reviewing the risk portfolio and reevaluating low-profit contracts.

・ Guarantee liabilities are calculated as follows: for contracts where the outstanding debt balance is known, the total amount is the sum of the outstanding debt balances per guaranteed party; for contracts where the outstanding debt balance is not known, the total amount is the sum of the guarantee limits per guaranteed party.

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Trends of guarantee obligations



・ *Guarantee obligations* represent the total amount of guarantee limits set for each guaranteed party.

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FY2026 Q2 business results

(Million yen)	① End of Sep. 2024	② End of Sep. 2025	①→② Rate of change	①→② Amount of change	Comments
Net sales	4,878	5,488	12.5%	+610	・Net sales increased by 12.5% year on year, driven by growth in new contracts.
Gross profit	3,761	3,979	5.8%	+ 218	・The cost ratio deteriorated, reflecting an increase in guarantee payments associated with a rise in the number of bankruptcies.
Operating profit	2,380	2,512	5.6%	+132	・The growth rate decreased, reflecting a decline in the gross profit margin and higher personnel expenses.
Ordinary profit	2,438	2,568	5.3%	+130	—
Profit attributable to owners of parent	1,636	1,740	6.4%	+104	・The increase in corporate bankruptcies led to higher guarantee executions by funds, which in turn resulted in a decline in profit attributable to non-controlling interests.

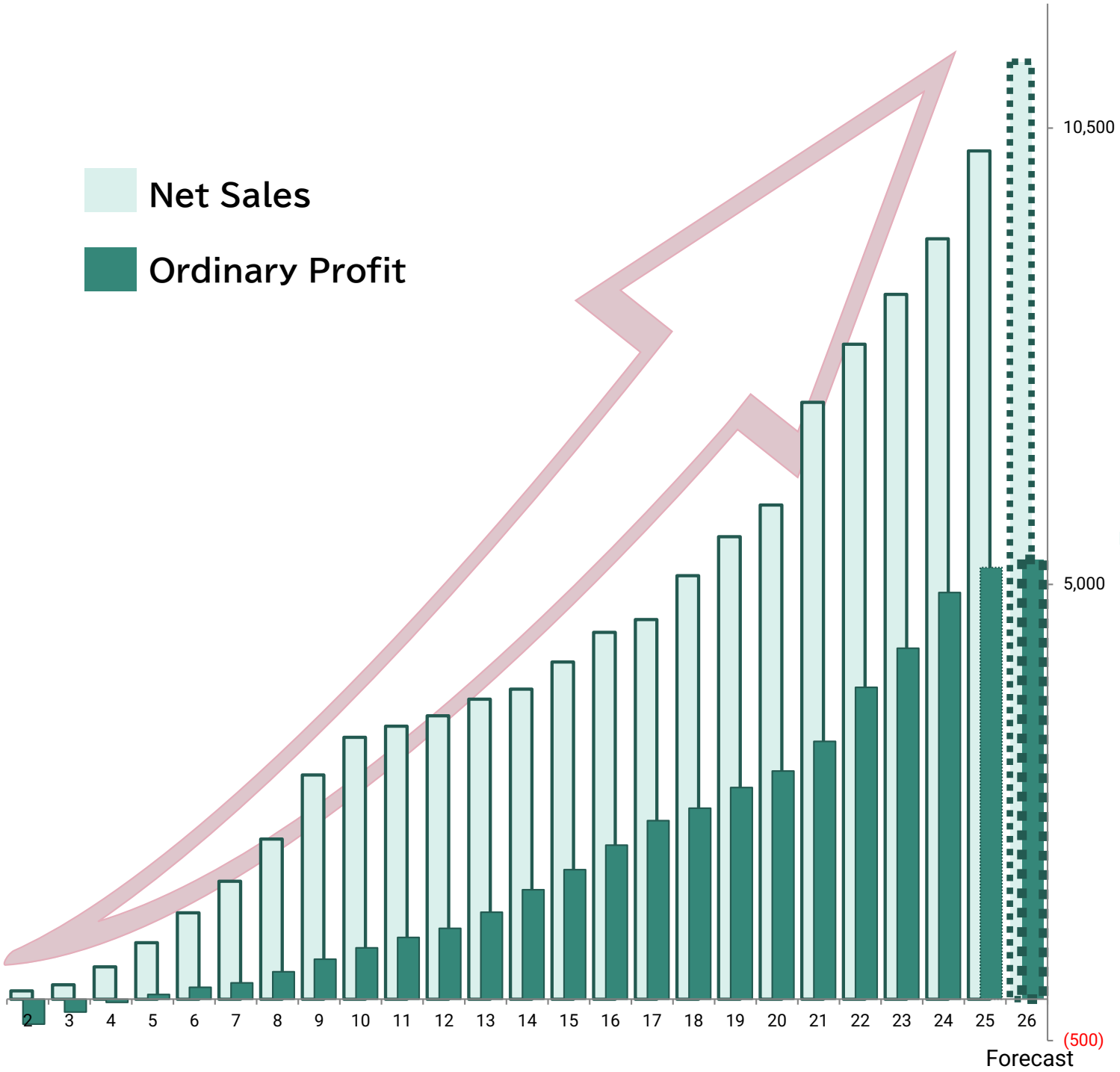
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FY2026 Q2 performance relative to the initial forecasts

(Million yen)	2Q cumulative initial forecast	2Q cumulative actual results	Achievement status (Achievement rate)
Net sales	5,400	5,488	Achieved (101.6%)
Operating profit	2,500	2,512	Achieved (100.5%)
Ordinary profit	2,550	2,568	Achieved (100.7%)
Profit attributable to owners of parent	1,650	1,740	Achieved (105.5%)

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Performance trends



Achieved

23 consecutive terms of Net sales and Ordinary profit growth

Expecting continued growth in Net sales and Ordinary profit for FY2026.

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Consolidated balance sheet

Current assets: Decreased by 15.9% from the end of the previous fiscal year, mainly due to a ¥3,537 million decrease in cash and deposits resulting from the acquisition of treasury shares.
Current liabilities: Decreased by 4.7% from the end of the previous fiscal year, primarily due to a ¥218 million decrease in advances received.
Net assets: Decreased by 10.3% from the end of the previous fiscal year, mainly due to a ¥2,669 million increase in treasury shares.

（Million yen）

Assets	① End of Mar. 2025	② **End of Sep. 2025**	①→② Rate of Change
Current assets	**18,907**	**15,893**	**-15.9%**
Cash and deposits	**16,315**	**12,778**	**-21.7%**
Prepaid expenses	**1,569**	**1,623**	**+3.4%**
Securities	**300**	**300**	**+0.0%**
Others	**722**	**1,192**	**+65.2%**
Non-current assets	**14,107**	**14,106**	**-0.0%**
Property, plant and equipment	**1,976**	**1,990**	**+0.7%**
Intangible assets	**117**	**138**	**+18.1%**
Investment securities	**11,288**	**11,293**	**+0.0%**
Others	**724**	**685**	**-5.5%**
Total assets	**33,014**	**30,000**	**-9.1%**

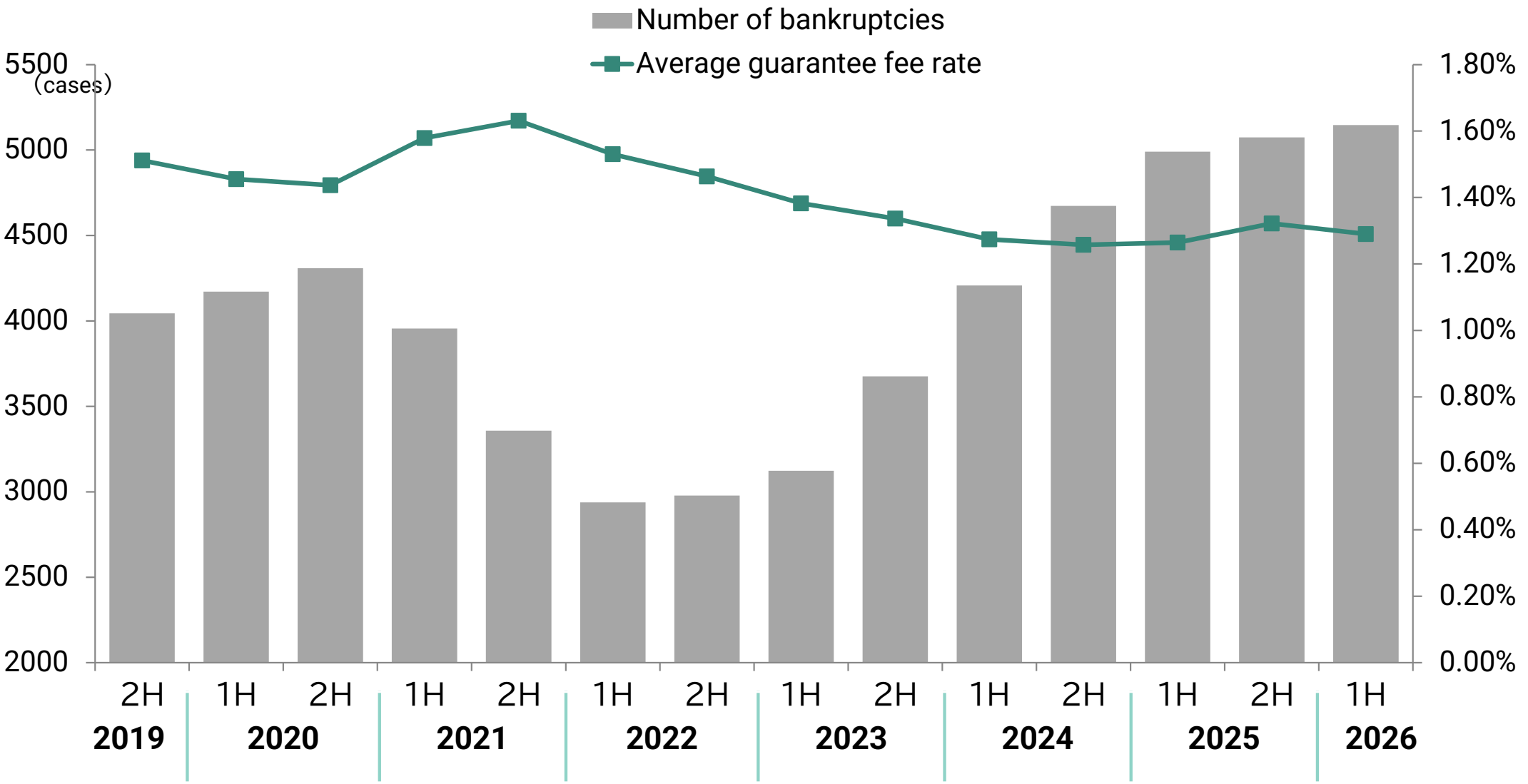
Liabilities	① End of Mar. 2025	② **End of Sep. 2025**	①→② **Rate of Change**
Current liabilities	**6,507**	**6,202**	**-4.7%**
Provision for guarantee obligations	**413**	**494**	**+19.7%**
Advances received	**4,748**	**4,529**	**-4.6%**
Income taxes payable	**1,018**	**840**	**-17.5%**
Others	**328**	**339**	**+3.0%**
Non-current liabilities	**115**	**115**	**+0.0%**
Long-term accounts payable	**115**	**115**	**+0.0%**
Total liabilities	**6,622**	**6,317**	**-4.6%**

Net assets	① End of Mar. 2025	② **End of Sep. 2025**	①→② **Rate of Change**
Shareholders' equity	**24,206**	**21,504**	**-11.2%**
Capital stock	**3,975**	**3,975**	**+0.0%**
Capital surplus	**3,385**	**3,385**	**+0.0%**
Retained earnings	**16,846**	**16,814**	**-0.2%**
Treasury stock	**0**	**-2,670**	**-**
Stock acquisition rights	**157**	**157**	**+0.0%**
Non-controlling interests	**2,027**	**2,020**	**-0.3%**
Total net assets	**26,391**	**23,682**	**-10.3%**
Total liabilities and net assets	**33,014**	**30,000**	**-9.1%**

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Average guarantee fee rate and Bankruptcy trends

Although the number of corporate bankruptcies has surged in recent periods, the Company has maintained a cautious stance toward high-risk underwriting with higher guarantee fee rates since the second half of the previous fiscal year.

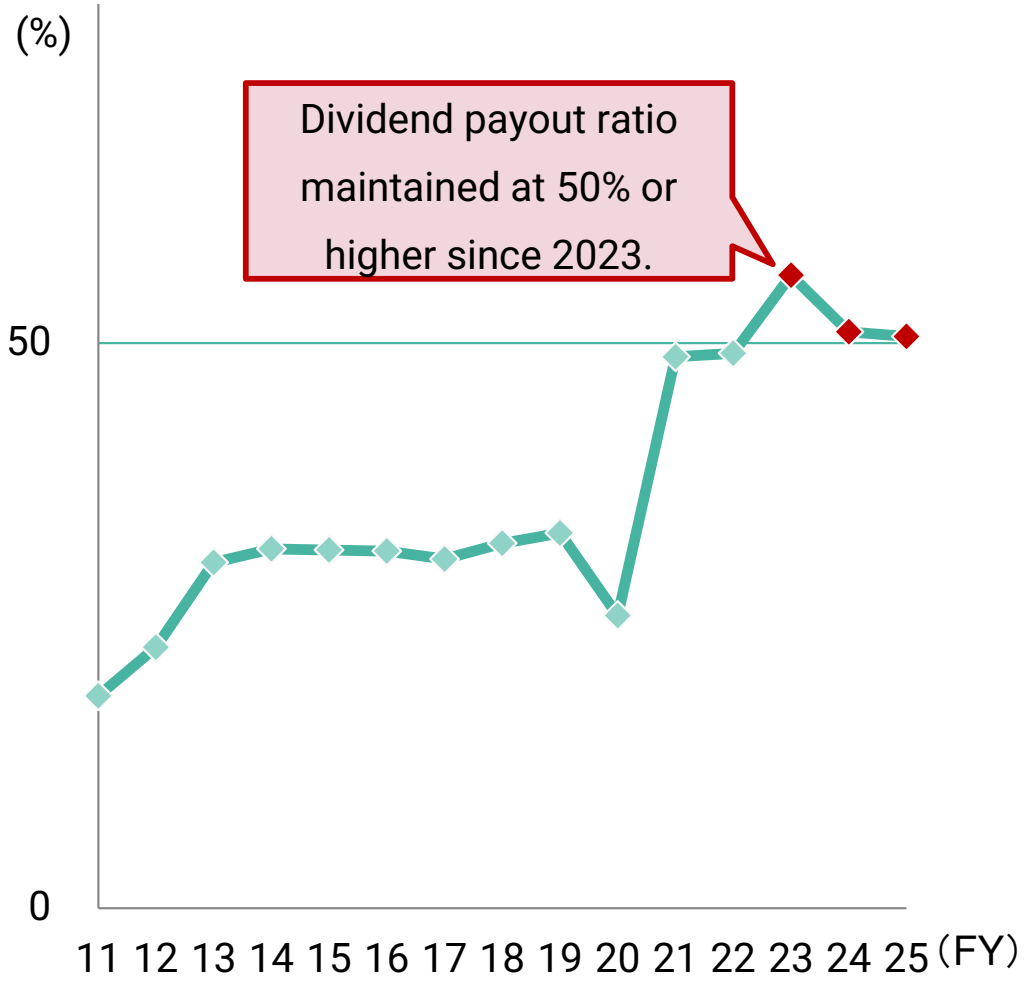


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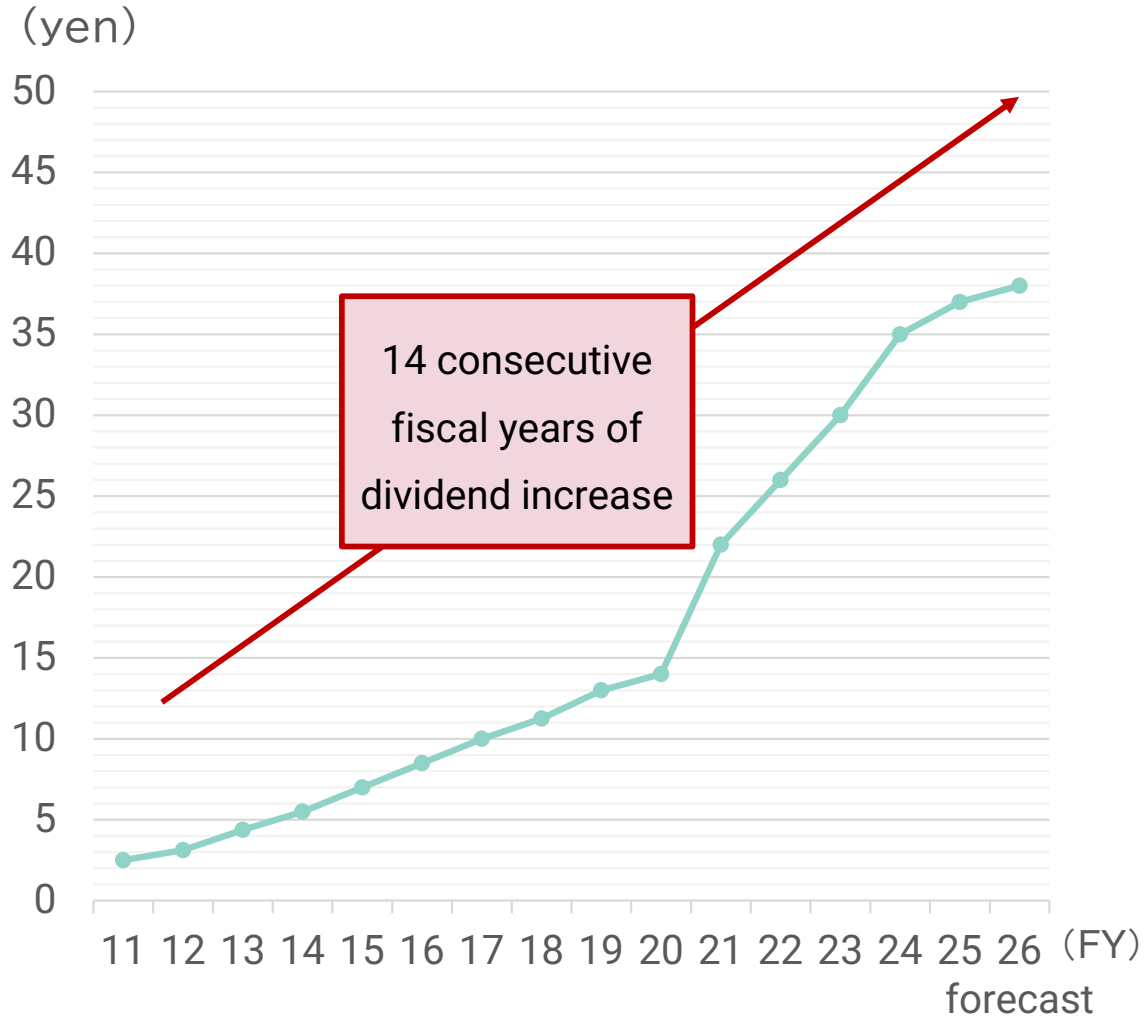
Status of Shareholder Return Initiatives (as of September 2025) 1/2

- The Company continues to uphold its progressive dividend policy.
- Fiscal Year 2025 DOE7.6%. DOE has remained above 7% for the past three consecutive years.

Trend in Dividend Payout Ratio



Trend in Dividends per Share

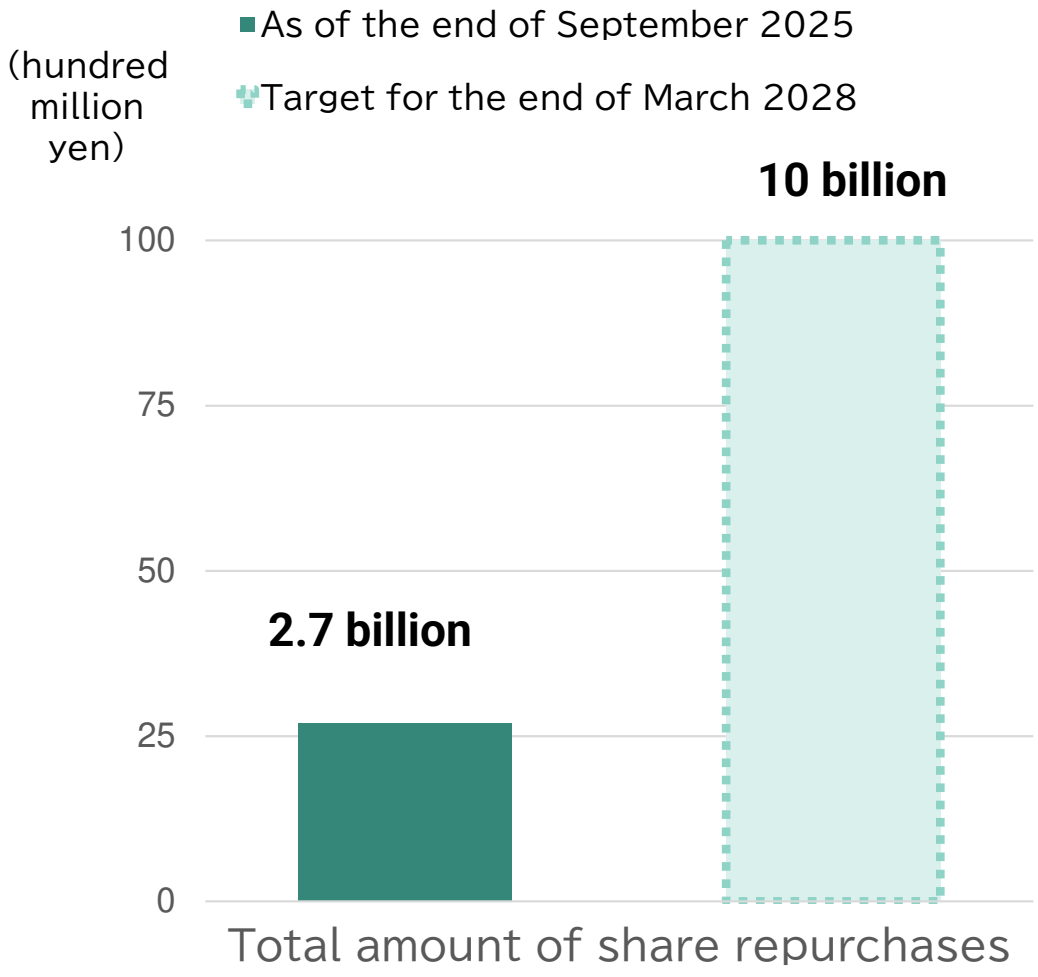


***Dividends prior to the fiscal year ended March 2018 are presented after adjustment for stock splits.**

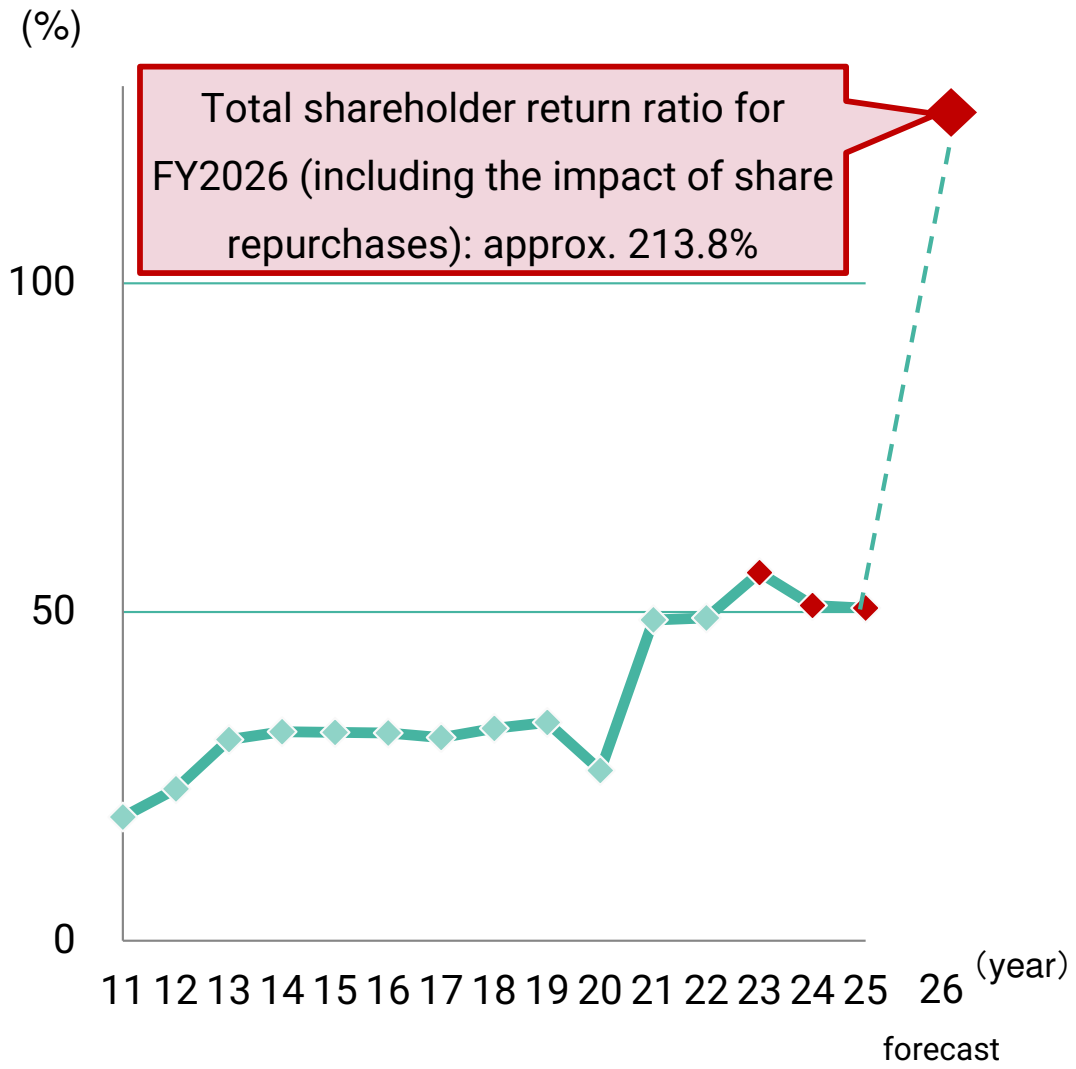
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Status of Shareholder Return Initiatives (as of September 2025) 2/2

Status of Share Repurchase



Trend in Total Shareholder Return Ratio (including dividends and share repurchases)

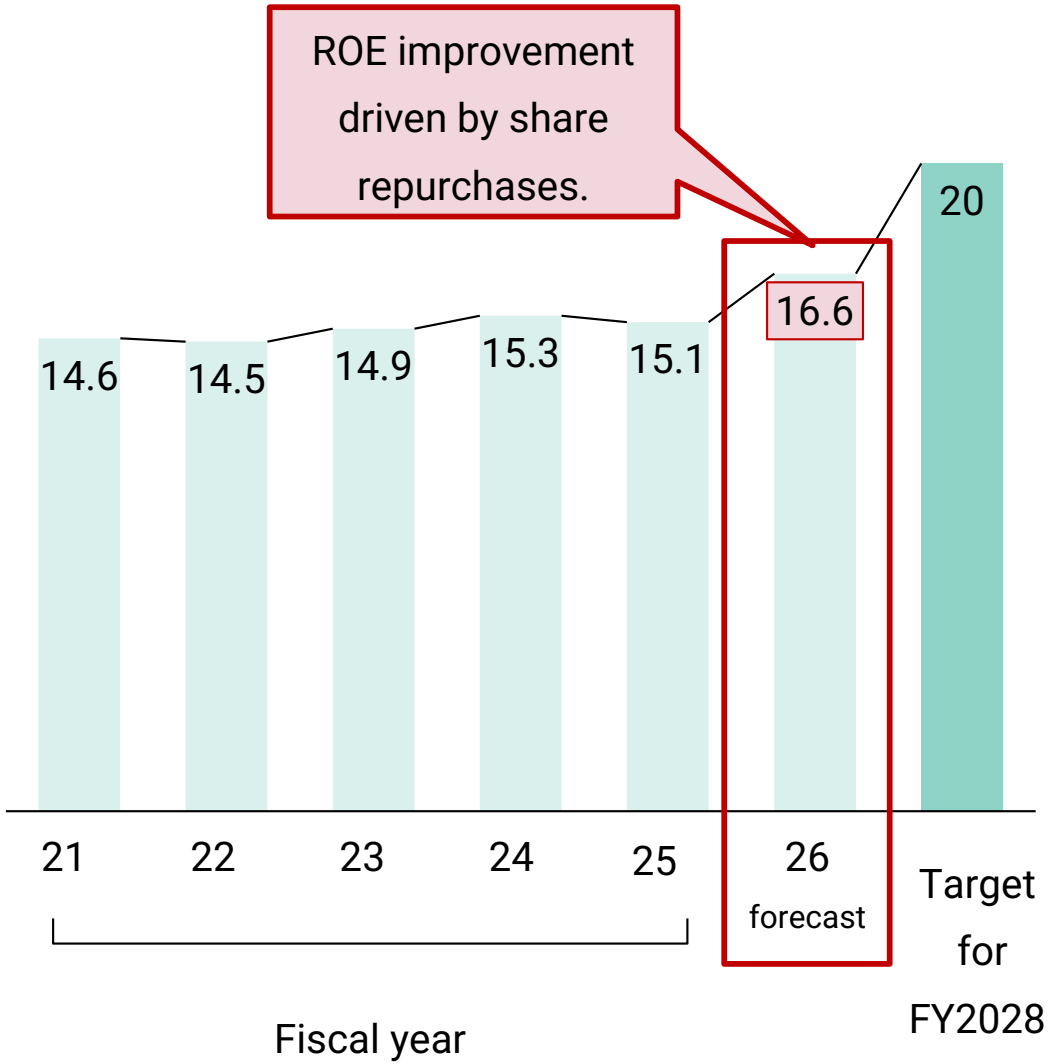


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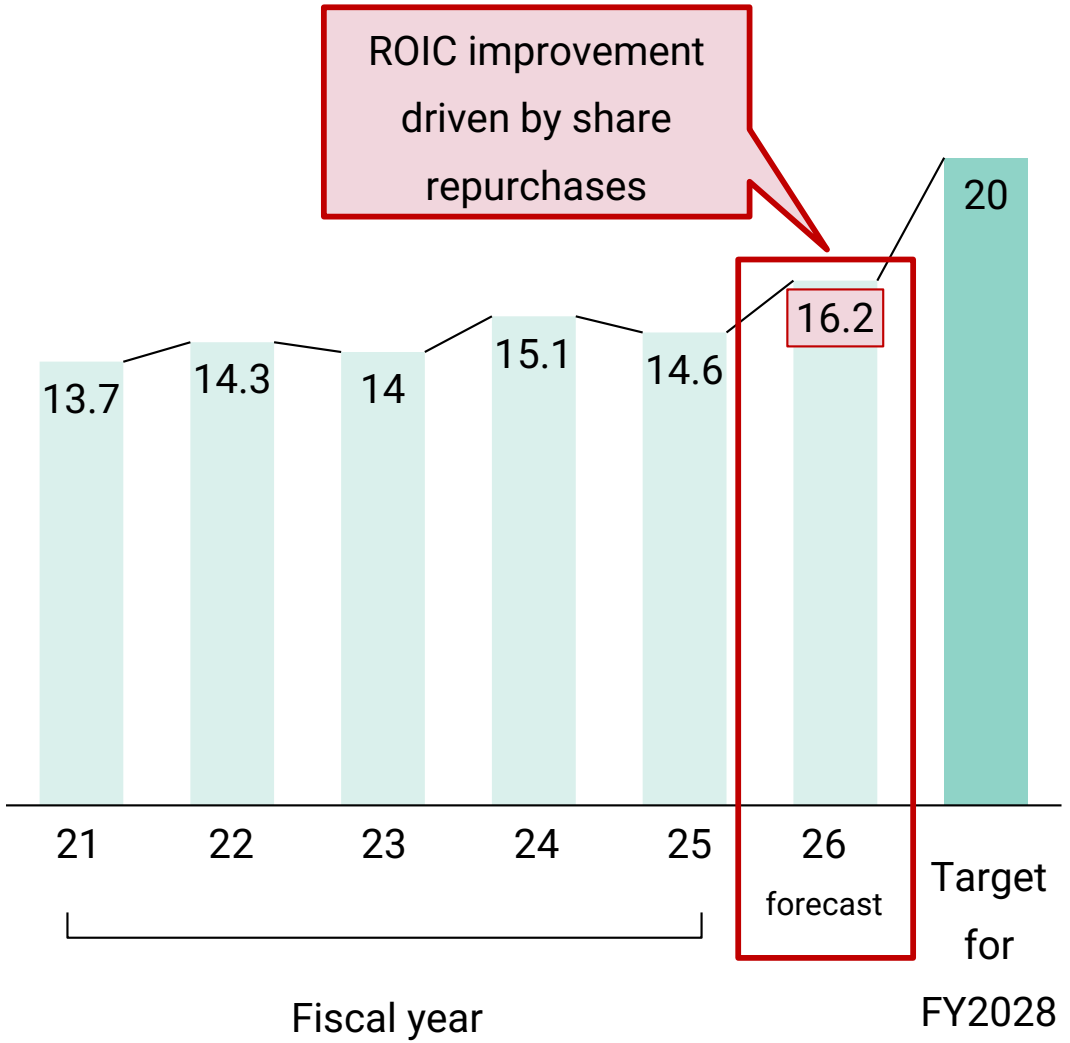
Financial Indicators

- As a result of the share repurchase, both ROE and ROIC are expected to increase.
- In line with the targets outlined in the Medium-Term Management Plan, ROE and ROIC are projected to reach 20% by the fiscal year ending March 2028.

Trend in ROE (%)



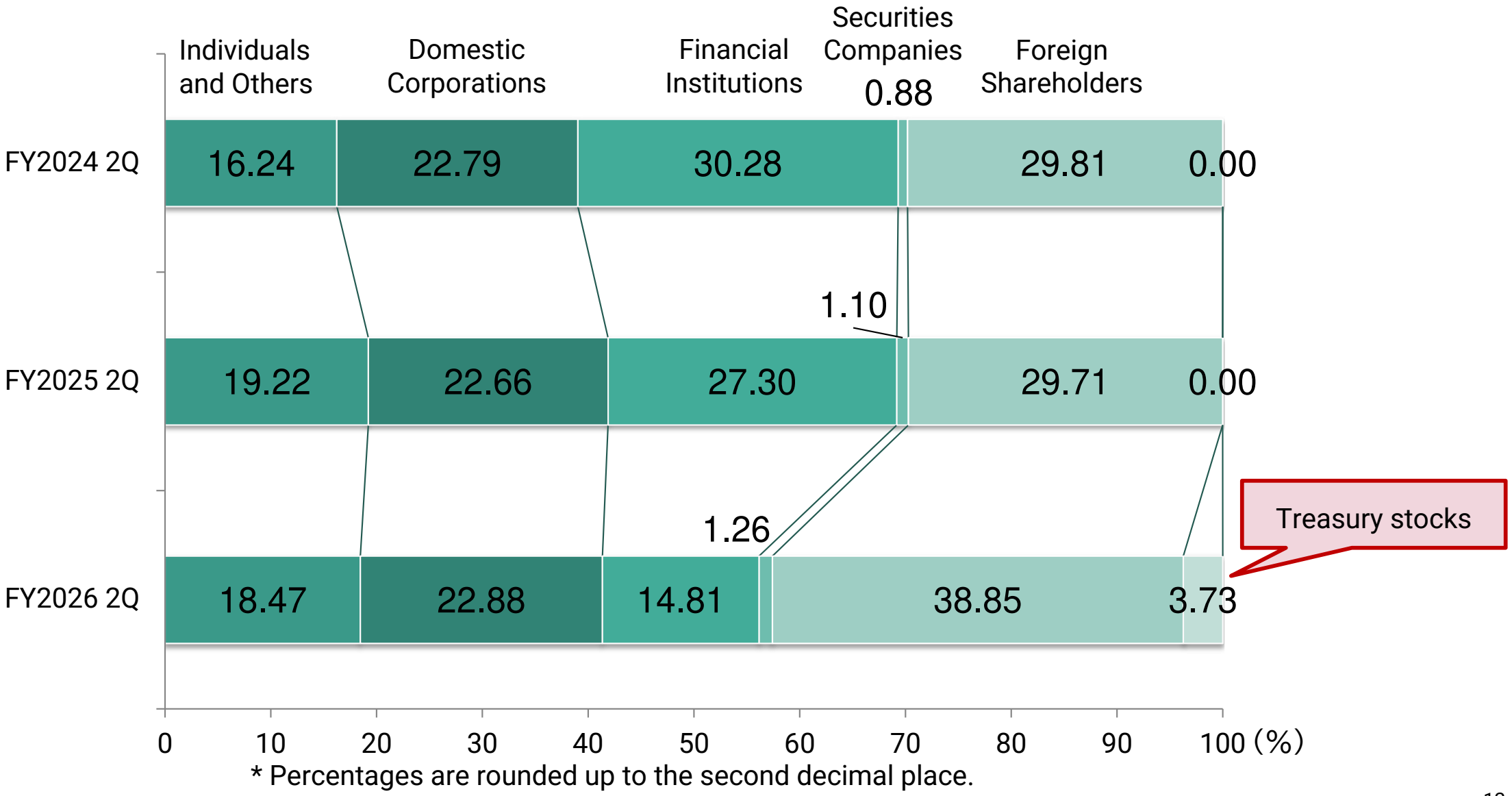
Trend in ROIC (%)



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Shareholder Composition

• There were certain changes in the shareholder composition compared with the same period of the previous year. The shareholding ratio of Financial institutions decreased by 12.49%, while that of foreign corporations and others increased by 9.14%.

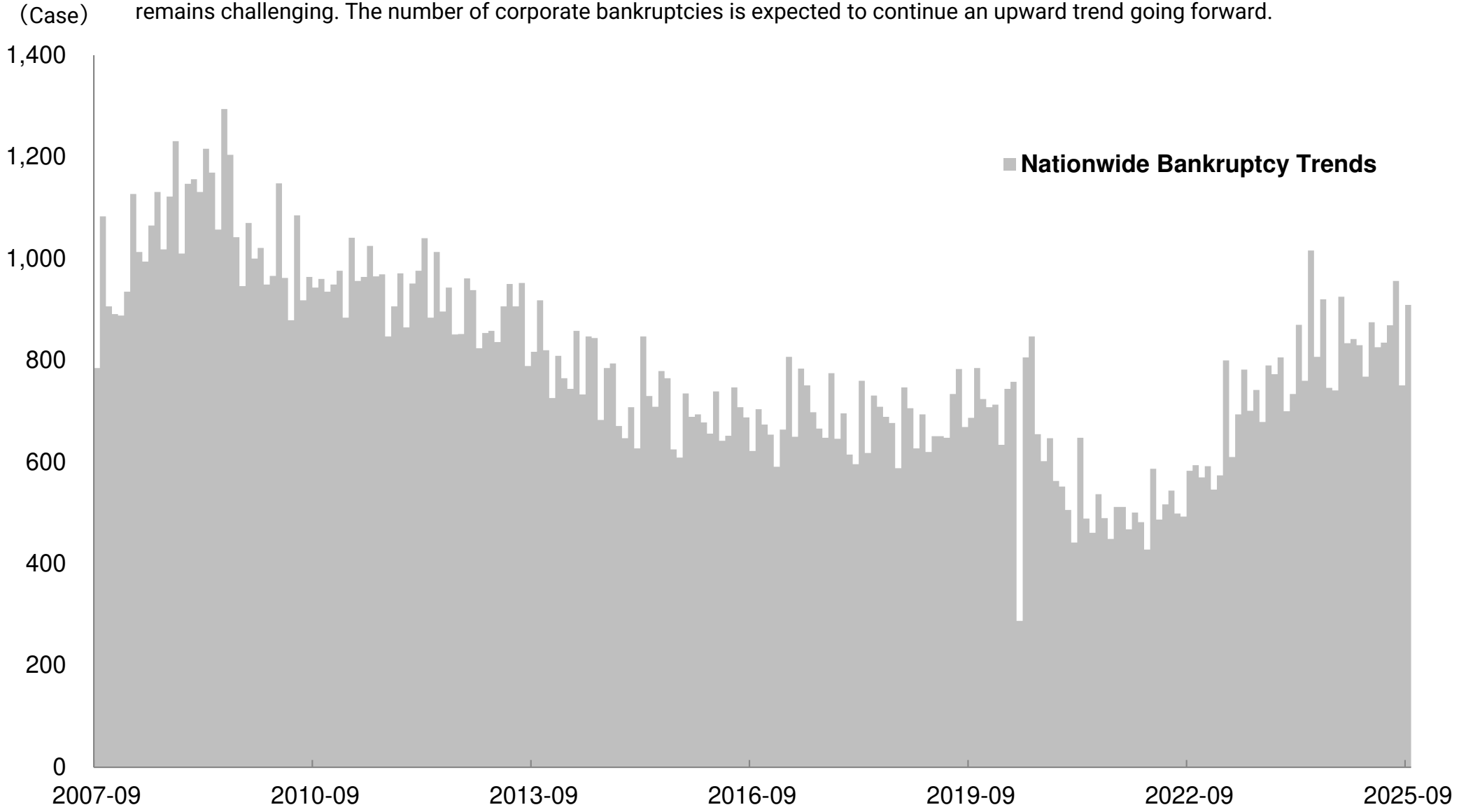


* Percentages are rounded up to the second decimal place.

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Nationwide Bankruptcy Trends

During the six months ended September 30, 2025, the number of corporate bankruptcies in Japan totaled 5,146, an increase of 3.1% year on year (source: Teikoku Databank). This marked the eighth consecutive half-year increase since the second half of 2021—the longest such streak since fiscal 2000—and the number exceeded 5,000 for the first time in twelve years, since fiscal 2013. Bankruptcies caused by rising prices and labor shortages reached record highs, indicating that the business environment for small and medium-sized enterprises remains challenging. The number of corporate bankruptcies is expected to continue an upward trend going forward.



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Recent Activities

Implementation of five initiatives to improve employee retention and sales efficiency

2Q Initiatives	Details
1 President's Roundtable Meeting	● Once a year, employees are given the opportunity to meet with management to ask questions about the Company's management policies and areas for improvement. This meeting also provides a forum where employees can freely share their opinions and requests regarding compensation, benefits, and various allowances.
2 1on1 MTG	● The Company holds one-on-one meetings between employees and senior management twice a year. These meetings are designed to encourage open dialogue not only on transfer preferences and work-related challenges, but also on long-term career visions, reflecting our commitment to supporting individual growth.
3 Free Agent System	● Through our Free Agent system, the Company conducts internal recruitment programs that respect employees' preferences for transfers. We are also fostering an environment that enables employees to take on new challenges in different departments, even in areas where they have no prior experience.
4 Introduction of Sales Reporting System	● **Visualization of Sales Activities** : Sales staff can record activity logs anytime and anywhere via smartphone, which is expected to reduce communication costs across various levels—between supervisors and subordinates, among departments, and during handovers. In addition, it is expected to improve the efficiency of KPI management. ● **Database Development** : To strengthen marketing capabilities, we are aggregating data from sales activities and digitalizing the entire approach process leading up to contract acquisition.

Improvement of Employee Retention Rate

Enhancement of Sales Efficiency

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Appendix 1

Medium-Term Management Plan “Accelerate 2028” (Reposted)

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Accelerate 2028

Shifting from stable growth for the purpose of database development to accelerated growth by improving risk underwriting capabilities and investing in resources

FY2028 Target （consolidated）

Net sales	ROE	Dividend payout ratio
20 billion yen	20 % or more	50 % or more
Ordinary profit	**ROIC**	**DOE**
10 billion yen	20 % or more	Sustainable Improvement

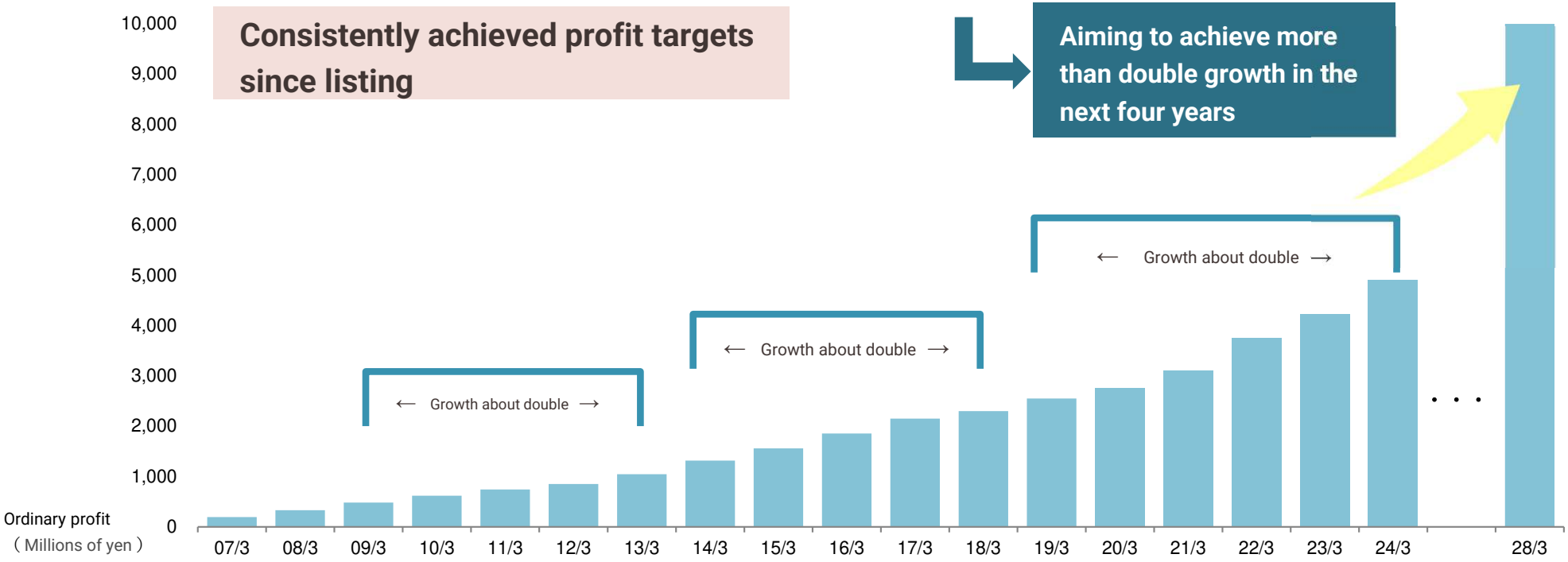
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Changes in Target and Results

In the past, the Company has achieved approximately double growth over a five- or six-year period

Consistently achieved profit targets since listing

Aiming to achieve more than double growth in the next four years



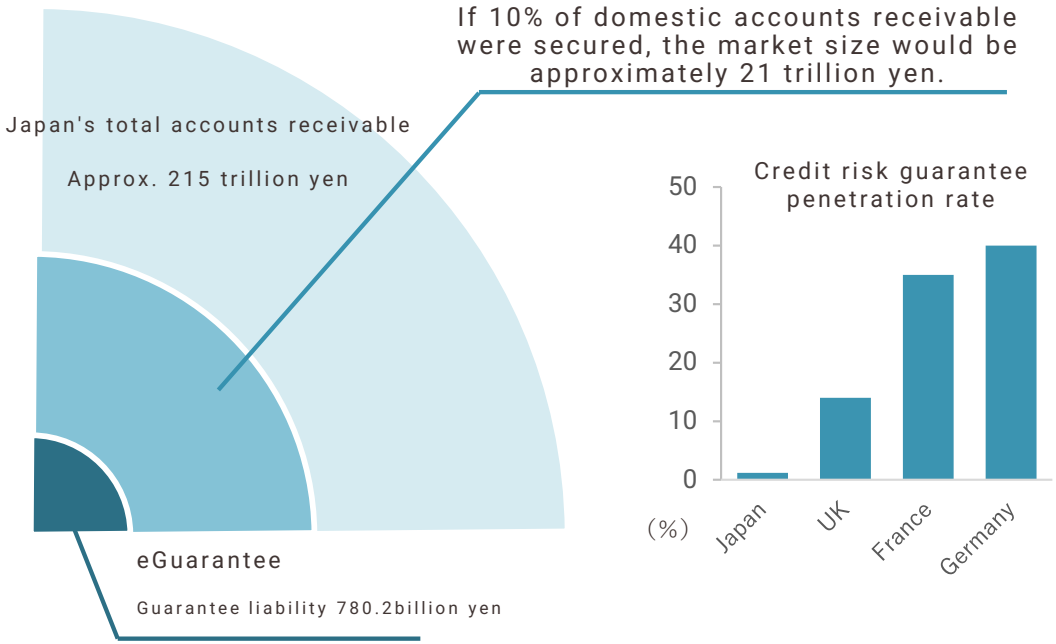
	07/3	08/3	09/3	10/3	11/3	12/3	13/3	14/3	15/3	16/3	17/3	18/3	19/3	20/3	21/3	22/3	23/3	24/3	28/3
Ordinary profit Target	172	300	440	610	710	840	1,000	1,300	1,550	1,850	2,150	2,300	2,550	2,750	3,000	3,750	4,200	4,900	10,000
Ordinary profit Result	196	331	482	619	744	854	1,048	1,319	1,562	1,857	2,152	2,302	2,552	2,751	3,108	3,760	4,231	4,902	-
Target Achievement Rate	114.0%	110.3%	109.5%	101.5%	104.8%	101.7%	104.8%	101.5%	100.8%	100.4%	100.1%	100.1%	100.1%	100.0%	103.6%	100.3%	100.7%	100.0%	-

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Japan and Asian markets are a Blue Ocean

Growth potential of the domestic market

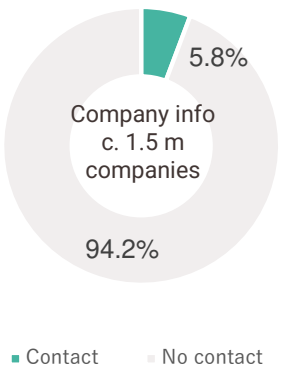
The amount of Japanese accounts receivable covered by some form of guarantee or insurance is estimated to be approx.1.3% of the total amount of accounts receivable in Japan. In Europe, on the other hand, credit risk guarantees have a high penetration: 12-14% in the UK, 30-35% in France, and over 40% in Germany. If 10% of Japan's accounts receivable (approx. 215 trillion yen) were secured, the market size would be approximately 21 trillion yen,. This makes it a blue ocean market with significant potential for expansion.



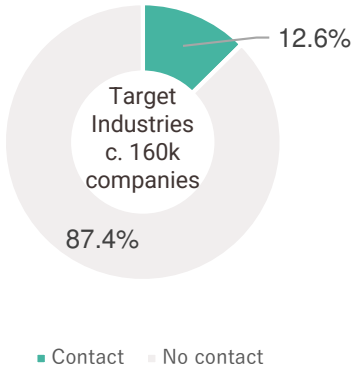
Currently we are unable to approach due to lack of personnel

- Of the approx. 1.5 million companies in the research firm's corporate information, 5.8% have had contact with us in the past 10 years.
- By industry, as well, there are many uncontacted companies in the wholesale industry (12.6%), where accounts receivable are more likely to be generated.

Percentage of companies that have had contact with us in the past 10 years.



Percentage of companies that have had contact with us in the past 10 years when narrowed down to wholesale industry.



* Penetration rate in Europe and the U.S.: Refer to Sept. 2022 : https://www.insurancebusinessmag.com/uk
* Japan's total accounts receivable: Refer to the Balance of Financial Liabilities of Business-to-Business and Trade Credit/Private Nonfinancial corporation Financial liabilities in the Flow of Funds Statistics (FY2022, Bank of Japan).
* Amount of accounts receivable covered by some form of guarantee or insurance: Estimated based on information published on Jan. 17, 2023 by the Nihon Keizai Shimbun Inc.

*Company Information and Industry: Refer to Teikoko Databank COSMOS
**Contact history: Refer to the Company's internal database.

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The credit risk market for companies with a broad base

Current income areas

Business-to-business credit
Approx. 215 trillion yen

Expansion of credit risk underwriting

Expansion of target areas to include indirect financing, etc.

Expansion of income by directly undertaking credit risks

Indirect financing
Approx. 491 trillion yen

Direct financing
Approx. 251 trillion yen

Expansion of utilization methods

Expansion into peripheral businesses such as capitalization, etc.

We will create value by meeting funding needs, etc., through cooperation with a variety of companies, including existing financial institutions and invoice issuing agencies.

Addressing outsourcing needs

We will make decisions on transactions and loan availability in real time, receive outsourcing orders for payment management and payment reminders, and manage transaction amounts by linking to systems, etc.

Overseas markets

Expansion of credit risk underwriting not only in Japan but also overseas

Expansion of guarantee business overseas and intermediary in the exchange of risk undertakings between countries. We are leveraging our strength of being founded by a general trading company, and are developing the business.

Today → **Future**

※Amount of business-to-business credit, direct financing, and indirect financing: from Flow of Funds Statistics (FY2022, Bank of Japan)

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Medium-term Management Plan
FY2024-2028

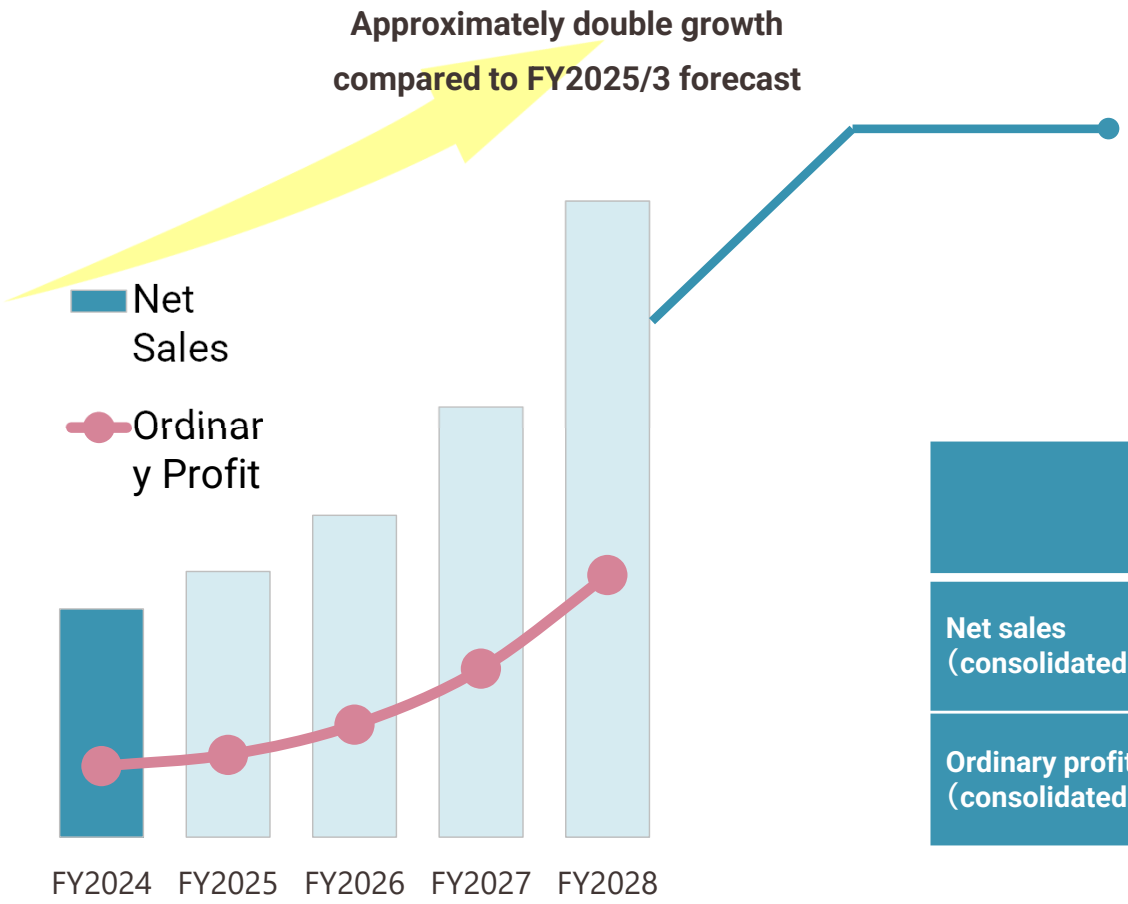
Accelerate 2028

Shifting from stable growth for the purpose of database development to accelerated growth by improving risk underwriting capabilities and investing in resources

Management centered on vision	We will expand “Guarantee" into a new financial business field that differs from conventional finance by utilizing big data and securitization
Active risk underwriting	Active risk underwriting based on our extensive proprietary corporate database and securitization
Sales resource expansion	Efficient sales growth through increased investment in sales resources and the promotion of digitalization
Strengthening of marketing	Expand customer base through the introduction of new channels and new products, and by strengthening marketing
Increase retention rate and rate of guarantee increase	Further increase the retention rate and the rate of guarantee increase by enhancing services, etc., for existing customers.
Improve value of products	Increase the value of products for customers by strengthening cooperation with companies conducting peripheral businesses

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Management Targets in the Medium-Term Management Plan (Net sales, Ordinary profit)



FY2028 Target

Net sales (consolidated) **20 Billion yen**

Ordinary profit (consolidated) **10 Billion yen**

	FYE March 31, 2025 Forecasts	FYE March 31, 2028
Net sales (consolidated)	10.1 Billion yen	20.0 Billion yen
Ordinary profit (consolidated)	5.2 Billion yen	10.0 Billion yen

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Appendix 2

Key Initiatives (Reposted)

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Key Initiatives for the Fiscal Year Ending March 2026

As the first year of monetizing prior human capital investments, FY2026 will focus on enhancing sales enablement and training to accelerate employee ramp-up. The goal is to drive a sharp increase in contract volume and strengthen marketing efforts beginning in the second half.

- **Continued Human Capital Investment Based on Operational Efficiency**
  - We will continue investing in human capital and strengthen training programs to support monetization. At the same time, we plan to improve the efficiency of recruitment activities.
- **Organizational Reinforcement to Accommodate Accelerated Growth in Contract Volume**
  - To accommodate the accelerated increase in contract volume, we will strengthen sales support functions, enhance the sales framework through IT utilization, and implement system-based support for client proposals.
- **Enhancing Back-Office Functions for Proactive Risk Acceptance**
  - We will reinforce our back-office operations to support proactive risk acceptance and contract expansion.
    This will include improving our capacity to collect information on issues such as payment delays, refining credit screening logic, adjusting guarantee fees based on risk levels, and further promoting the digitalization of back-office functions.
- **Improvement of marketing**
  - Improving marketing strategies to enhance the renewal rate of existing contracts and acquire new business.We provide services to help companies address challenges in risk management operations, driven by clients' growing demand for outsourcing and workload reduction.
  - Promote the introduction of products designed for companies dealing with non-payment issues, introduce products that can be easily integrated into daily operations, and expand new sales channels, such as through shinkin banks.
  - Preparatory steps will be taken for adjacent businesses such as financial receivables guarantees and overseas operations.

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Appendix 3

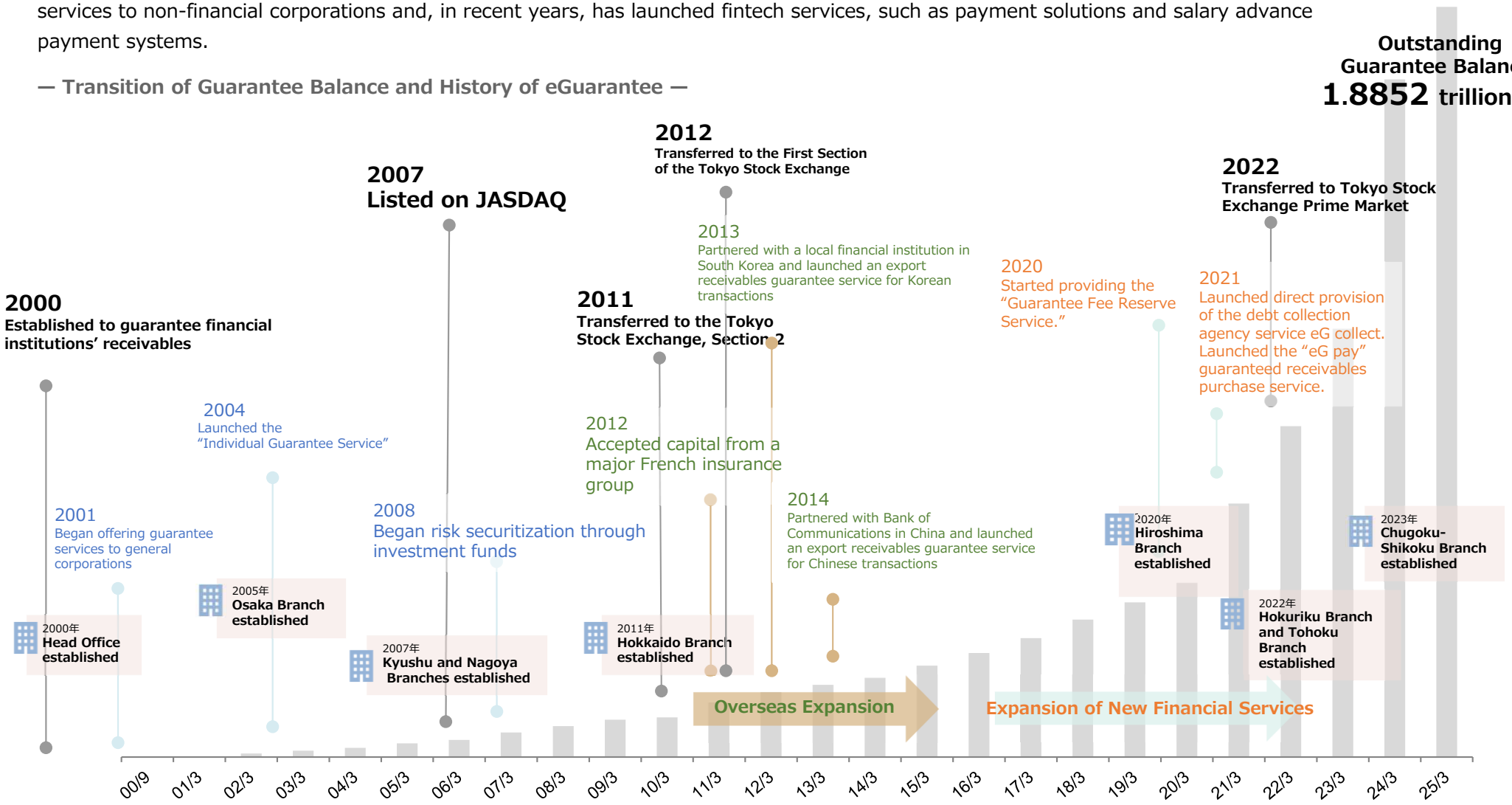
About eGuarantee, Inc.

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Established as a subsidiary of ITOCHU Corporation to guarantee financial institutions' credit risks. Now Japan's largest guarantee company, providing guarantee and fintech services.

eGuarantee was founded in 2000 to underwrite the credit risks of financial institutions. Since then, the Company has expanded its guarantee services to non-financial corporations and, in recent years, has launched fintech services, such as payment solutions and salary advance payment systems.

— Transition of Guarantee Balance and History of eGuarantee —



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Creating a "Market for Risk" by Accepting and Securitizing Risks

eGuarantee accepts the risks faced by companies in the form of "guarantees," subdivides these risks, and then transfers them to risk takers, thereby securitizing them. Previously, large risks that could not be underwritten are now credit-enhanced through eGuarantee's marketplace, making them attractive and investable for multiple risk takers.



Guarantee Contract Holders (Clients)

・Regardless of their own creditworthiness or collateral availability, they can transfer large risks at a low cost.

・They can hedge financial receivable risks freely through single-entity underwriting.

Risk Takers (Investors)

・Can selectively underwrite subdivided risks according to their preferences.

・Gain stable and predictable returns.

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The Three Core Functions of eGuarantee

Customer Acquisition

Customer

"I want to find a market where many risks can be accepted."



Risktaker

"I want to join a market where many risks are gathered."

Because eGuarantee operates Japan's largest risk market (outstanding guarantee balance: approx. ¥885.2 billion), numerous companies seeking to transfer risks and institutional investors seeking to take them on gather in this market.

Valuation

Details on the next page



Using proprietary big data accumulated through underwriting activities, eGuarantee calculates the default probability for each company. The amount of risk underwritten is determined based on these probabilities.

Distribution

Customer



Risktaker

Rather than assuming all the risk internally, eGuarantee subdivides and diversifies it across more than 20 risk takers.

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Details of the Valuation Function

Information accumulated through the risk underwriting process. Using proprietary big data centered on payment information, eGuarantee calculates the probability of default for each individual company.



eGuarantee Database

- 2.6 million data entries registered per day
- 300,000 annual credit review requests
- Outstanding guarantee balance: ¥1.8852 trillion(※)
- Over 300,000 corporate data updates every month

(※) as of March 2025

During a given period, data includes patterns such as guarantee application concentrations, payment delays, utility payment history, changes in personal assets, management history, changes in company representatives, financial institutions' risk appetite, mortgage repayment status, lease payment conditions, sales declines or increases, reviews on business rating sites, and website updates, etc.

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Sales Partners

※ 2025年9月末現在

To deliver the latest financial services to companies across Japan, we are building a sales network in collaboration with regional financial institutions and leading corporations.

Regional Banks

In order of prefectures (and by bank code within each prefecture)

北海道銀行 / 青森みちのく銀行 / 北都銀行 / 岩手銀行 / 七十七銀行 / 仙台銀行 / 荘内銀行 / 山形銀行
きらやか銀行 / 東邦銀行 / 大東銀行 / 常陽銀行 / 足利銀行 / 群馬銀行 / 武蔵野銀行 / 千葉銀行
きらぼし銀行 / 東日本銀行 / 神奈川銀行 / 山梨中央銀行 / OKB 大垣共立銀行 / 静岡銀行 / あいち銀行 / 名古屋銀行
百五銀行 / 第四北越銀行 / 北陸銀行 / 北國銀行 / 八十二銀行 / 長野銀行 / 福井銀行 / 福邦銀行
滋賀銀行 / 京都銀行 / 関西みらい銀行 / 池田泉州銀行 / 南都銀行 / 紀陽銀行 / 鳥取銀行 / 山陰合同銀行
BANK トマト銀行 / 広島銀行 / 山口銀行 / 阿波銀行 / 百十四銀行 / 伊予銀行 / 四国銀行 / 西日本シティ銀行
佐賀銀行 / 十八親和銀行 / 肥後銀行 / 大分銀行 / 宮崎銀行 / 鹿児島銀行 / 琉球銀行



Credit Unions and Credit Associations

※In alphabetical order (Japanese syllabary order)

大阪商工信用金庫 / 大阪信用金庫 / 岡崎信用金庫 / きんしん / 亀有信用金庫 / ぐんまみらい信用組合 / さわやか信用金庫 / 城北信用金庫 / SUGAMO SHINKIN 巣鴨信用金庫
西武信用金庫 / 瀬戸信用金庫 / 第一勧業信用組合 / 知多信用金庫 / 東京シティ信用金庫 / 東濃信用金庫 / 浜松いわた信用金庫 / TRIbankHiratsuka 平塚信用金庫 / 碧海信用金庫

Other Banks

※In alphabetical order (Japanese syllabary order)

商工中金 / 新生銀行 / りそな銀行

Securities Companies

※In alphabetical order (Japanese syllabary order)

いちよし証券 / SBI証券 / 岡三証券 / 大和証券

Leasing Companies

※In alphabetical order (Japanese syllabary order)

JA三井リース / 昭和リース / 浜銀ファイナンス / FUYO LEASE 芙蓉総合リース株式会社
みずほ丸紅リース株式会社 / MIZUHO みずほリース / りそなリース

Insurance Agencies

※In alphabetical order (Japanese syllabary order)

● Trading Companies

sojitz 双日インシュアランス株式会社 / 豊通インシュアランスマネジメント / HAB 株式会社阪和アルファビジネス / Marubeni Safenet 丸紅セーフネット株式会社
三井物産 インシュアランス株式会社

● Bank- and Manufacturer-Affiliated Companies

MSTエムエスティ保険サービス株式会社 / クボタ総合保険サービス株式会社 / 三泉トラスト保険サービス株式会社 / 昭和電工グループ 昭光通商保険サービス株式会社
トータル保険 / NIPPON STEEL 日鉄保険サービス株式会社 / 日本製紙グループ NIPPON PAPER GROUP 日本製紙総合開発リスクマネジメント / 株式会社 日立保険サービス

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Service Lineup

For Corporate Clients

eG Guarantee Service
Provides risk guarantee for accounts receivable held by financial institutions and corporations. Offers customized solutions based on transaction characteristics.

RG Guarantee
Guarantee service that provides protection for transactions with specific counterparties, allowing tailored risk coverage for each company.

Minimal DX
A subscription-based guarantee service that can be applied for completely online. Starts at ¥8,000 per month.

eG Collect DX
Enables collection of receivables and early monetization through optional guarantee functions and integrated payment collection tools.

eG Pay DX・BNPL
A deferred payment (BNPL) service enabling transactions within corporate networks, supporting efficient B2B settlements.

eG前払い For Partner Companies DX
A support service enabling advance payments via a mobile app upon approval.

eG前払い For Employees DX
A support service enabling advance payments via a mobile app upon approval.

Guaranteed Receivables Purchase Service
Guarantees receivables and allows eGuarantee Group to purchase them.

Bill Purchase Network
A network-based bill purchase service provided by the eGuarantee Group.

For Financial Institutions

Reinsurance for Receivables Guarantee
Provides reinsurance for receivables guaranteed by factoring and similar transactions.

Lease Receivables Guarantee Service
Covers default risks related to lease receivables.

Loan Receivables Guarantee Service
Guarantees credit risks of loan receivables held by financial institutions.

Securitized Receivables Guarantee Service
Provides guarantees for securitized receivables portfolios.

Receivables Collection Enhancement Guarantee Service
Supports receivables recovery and collection efficiency for financial institutions.

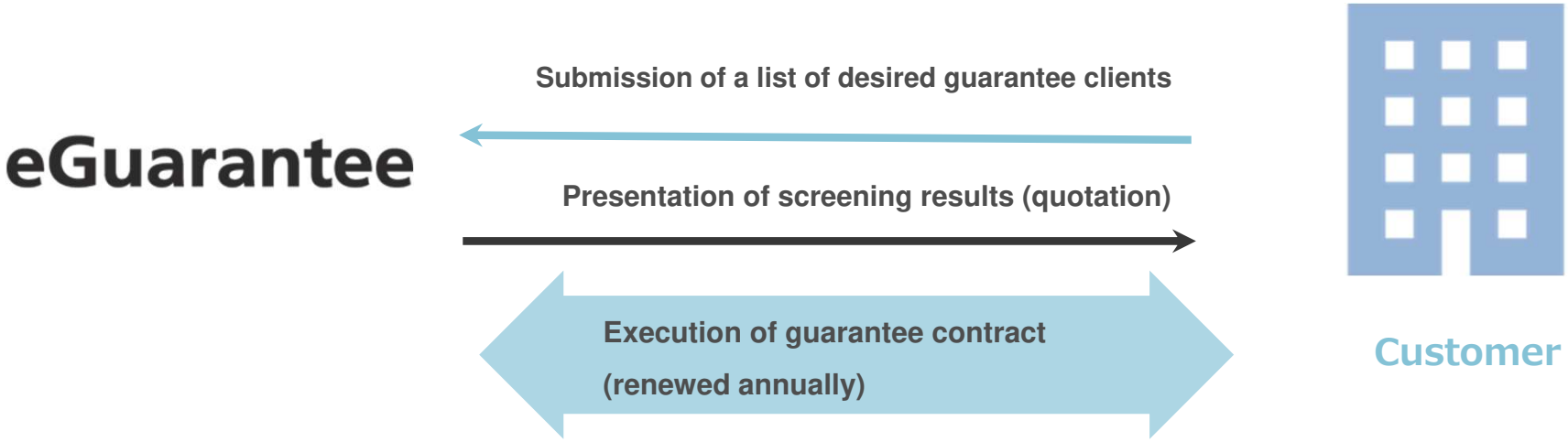
Advance Payment Receivables Guarantee Service
Guarantee service for receivables arising from payment settlements, such as card or platform-based payments.

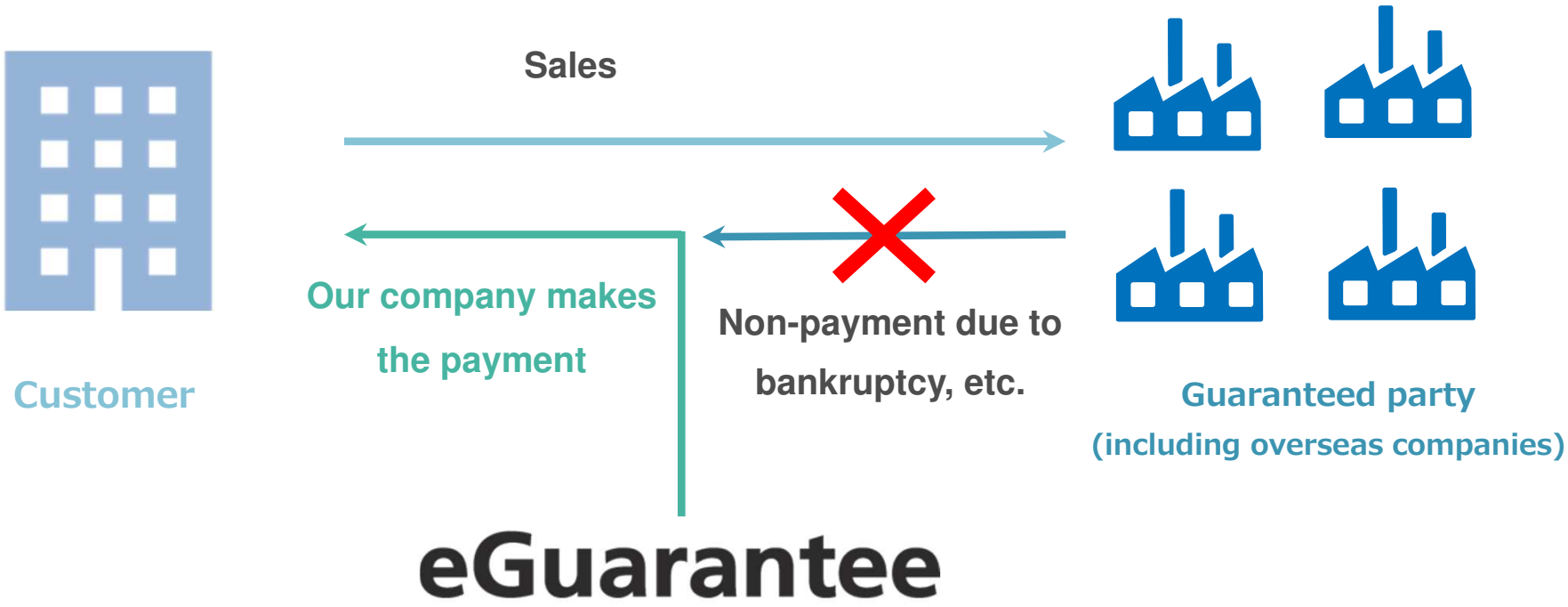
Corporate Investment Guarantee Service
Provides support to investment companies by assessing the asset value of accounts receivable for investment evaluation.

DIP Finance Support Service
Offers assistance for funding arrangements using accounts receivable as collateral.

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Mechanism of Guarantee Services





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eGuarantee is everywhere you might not expect

When businesses are unable to trade due to concerns about risk or low creditworthiness, eGuarantee's services solve these challenges — enabling many familiar services in our daily lives. eGuarantee is there, behind the scenes of everyday life.



Behind the rice ball you had this morning!
Farmers can now sell rice directly without going through agricultural cooperatives. The reason they can sell to supermarkets and wholesalers nationwide is because of eGuarantee's guarantee.



Behind resort hotel services!
Linens, food ingredients, and other supplies are stably delivered to hotels. Behind that stability, too, is eGuarantee's guarantee.



Behind the lights illuminating the city!
With full liberalization of electricity retail, new power suppliers have rapidly entered the market. Their ability to venture into new sectors is also supported by eGuarantee's guarantee.



Behind renewable energy!
Large-scale facilities are being installed to generate long-term returns from solar panels. Thanks to guarantees, they can be set up nationwide.



Behind the latest apps!
Fintech ventures that take on new systems and ideas can secure funding because guarantees provide assurance to investors.



Behind overseas product exports!
When expanding abroad, companies face challenges managing credit as they do domestically. Guarantees make it possible to deliver products safely across borders.



Behind life-saving medical devices!
As the types of viruses in circulation change, the need for the latest medical equipment can arise suddenly. Guarantees are used even in these situations.



Behind working environments!
Guarantees allow staffing agencies to stably dispatch personnel to various workplaces.



Behind your dream home!
Guarantees ensure that materials used in your home are supplied, and that subcontractors are able to complete their work.

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Behind employee benefits for valued workers!
This service ensures that salaries paid monthly can always be processed, even if employers face delays. The same mechanism is used in corporate-to-corporate transactions.



Behind a company's stock market listing!
Even after preparing for an IPO, unexpected troubles can occur. Guarantees support companies in the process of going public to prevent such setbacks.



Behind companies that provide guarantee services!
Some companies wish to expand into the guarantee business but lack the credibility to be trusted. eGuarantee assumes their risks behind the scenes.



Behind the logistics that deliver goods nationwide!
From highway toll systems (ETC) to nationwide distribution, guarantees ensure that convenient products reach destinations quickly and reliably.



Behind construction equipment leasing!
Guarantees make it possible for small and medium-sized enterprises, which are often not eligible for direct leasing services, to lease equipment through added credit support.



Behind the expansion of beauty salons!
Newly established ventures in the beauty industry can advertise online or in print thanks to credit guarantees that support their promotional activities.



Behind your favorite Japanese sake!
Breweries can focus on brewing without worrying about credit risk, ensuring that delicious sake reaches consumers across Japan — thanks to credit guarantees.



Behind post-payment settlements in online shopping!
When companies sell products online, they can safely offer "buy now, pay later" options because of eGuarantee's payment guarantee services.



Behind your favorite clothes!
Fashion retailers can confidently trade in fast-changing items like seasonal trends and apparel thanks to the support of credit guarantees.

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Appendix 3

Initiatives Related to Sustainability

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- Environment -



The Company promotes solutions to environmental issues indirectly by guaranteeing commercial transactions related to renewable energies such as solar, biomass, and wind power.
For example, a company seeking to install solar panels may be unable to take on the manufacturer's credit risk themselves when purchasing the panels from the manufacturer, thereby causing such company to hold off on making the purchase. In this case, the Company will undertake the manufacturer's credit risk, making it easier for the installing company to purchase the solar panels, in turn helping to promote the solar power generation business.



The Company contributes to the sustainable use of marine resources by guaranteeing commercial transactions related to aquaculture.
For example, a company selling feed may be unable to sell feed to an aquaculture business operator because it is unable to determine the credit risk of such operator when doing so. In such a case, the Company will undertake the aquaculture business operator's credit risk, enabling it to purchase the feed, thus contributing to the expansion of aquaculture.



Our GHG emissions in FY2023 were 113 tons (indirect emissions from electricity consumption).
In order to reduce GHG emissions, we will strive to achieve a decarbonized society by saving energy and electricity within the Company, and by utilizing renewable energy sources that do not use fossil fuels.

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- Society -





Through our guarantee services, we give start-ups the same ability to determine credit risk and risk tolerance as large companies. We also guarantee and provide credit to start-ups and sole proprietors. In such ways, we make it easier for start-ups and sole proprietors to do business smoothly with other companies, supporting the further growth of start-ups and the sustainable business activities of sole proprietors.



The Company promotes solutions to social issues, including nursing care and elderly welfare issues, by guaranteeing commercial transactions with hospitals and social welfare corporations.
Local small and medium-sized companies play a central role in the social welfare business. For example, the nursing care business is a relatively easy sector to enter, despite its high costs and low profit margins. These factors have made large companies reluctant to engage in this business, which has resulted in small and medium-sized companies becoming the central players in the sector. Small and medium-sized companies undertaking nursing care operations face financing pressures in areas such as the initial costs mainly consisting of purchasing buildings and fitting out their interiors, as well as running costs such as the personnel costs of frontline care workers. The Company assists these small and medium-sized companies by undertaking their credit risks and extending their usance for payment of supplies, etc. that they procure.



Regional companies are doing more and more business with companies in urban areas or other prefectures. Shifts in sales channels have been a major reason behind this trend. Namely, whereas in the past, large companies, such as the trading companies, functioned as intermediaries in these kinds of transactions, buying from and selling to companies in urban areas and other prefectures, the rise of the internet in recent years has given regional companies a direct connection to those urban and out-of-prefecture companies, allowing them to buy and sell directly. However, these regional companies have difficulty investigating the credit risk of these other parties outside their own prefecture, making the cost of collecting outstanding debts a major burden.
The Company undertakes those credit risks in the form of guarantees, which reduces such collection costs and gives the regional companies more options for commercial transactions. In this way, we are contributing to the growth and development of regional communities.

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- Governance -

Diagram of Corporate Governance Structure (as of March 31, 2025)



Corporate Governance Structure at a Glance (as of June 27, 2025)

Number of Directors (of which, number of Outside Officers)	9 (4)
Number of Audit & Supervisory Board Members (of which, number of Outside Audit & Supervisory Board Members)	3 (3)
Directors' term of office	1 years
Number of Outside Directors designated as independent officers	4
Existence of optional committee(s) equivalent to nomination committee or remuneration committee	None (*)

* As three (4) of the Company's seven (8) Directors are Independent Outside Directors, and the number of Independent Outside Officers constitutes a majority of the Board of Directors, the Company has not established an optional committee in which main members consist of Independent Outside Directors.

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Indices for Sustainability Initiatives

(As of March 31, 2025)

Category	Guarantee liabilities (Billions of yen)
Guarantee liabilities related to solutions to environmental issues (E)	24.2
Guarantee liabilities related to solutions to social issues (S)	25.1
Guarantee liabilities related to regional revitalization (S)	300.5
Guarantee liabilities related to start-ups, etc. (S)	90.2
Summary	440.0

* Separate confirmation of whether or not individual guaranteed transactions pertain to their corresponding categories has not been performed. The above figures are the aggregation of guarantee contracts in which the name of the guaranteed product or service or the guaranteed company, etc., contains specific wording.

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