Financial Results For the Three Months Ended June 30, 2026 Supplementary Briefing Materials

Net Sales and Profit were in line with plan.
Sales capabilities were steadily strengthened through the expansion of sales resources and improved operational efficiency, further enhancing the business foundation for future growth.

eGuarantee,Inc. (TSE Prime: 8771)

- August 7, 2026

Executive Summary

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Sales personnel is increasing through strengthened recruitment. By leveraging AI and digital systems to improve sales efficiency, we are accelerating the cultivation of the blue ocean market for accounts receivable guarantee services.

Financial Results

	Three Months Ended June 30, 2025	Three Months Ended June 30, 2026	YoY Rate of Change
Guarantee Liabilities (Billion Yen)	**847.6**	**931.7**	**+9.9%**
Net Sales (Million Yen)	**2,741**	**2,800**	**+2.1%**
Gross profit (Million Yen)	**2,031**	**2,074**	**+2.1%**
Ordinary profit (Million Yen)	**1,294**	**1,412**	**+9.1%**

Q1 Highlights

Expansion of Sales Resources	【Increase in Sales Personnel】 • The largest increase in the Company's history, with more than 30 additional sales personnel. Sales personnel at the end of the fiscal year are expected to increase by approximately 30% year on year.
	【Operational Efficiency Improvement】 • Established a quotation review meeting framework between Sales and Credit Assessment personnel to develop junior employees and prepare for future growth in contract volume. └Improved meeting efficiency through the introduction of AI systems. └Established a remote meeting environment for sales personnel while away from the office. • Appointed three AI specialists, including external personnel.
	【Sales Channel Expansion】 • Formed new business alliances with Tama Shinkin Bank and Kyoto Chuo Shinkin Bank.
Leverage Strategy	• Partnerships with “Sales-Type Partners” exceeded 10 companies.

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01

Financial Results for the First Quarter of FY 2027

Guarantee Liabilities and Guarantee Obligations Trends

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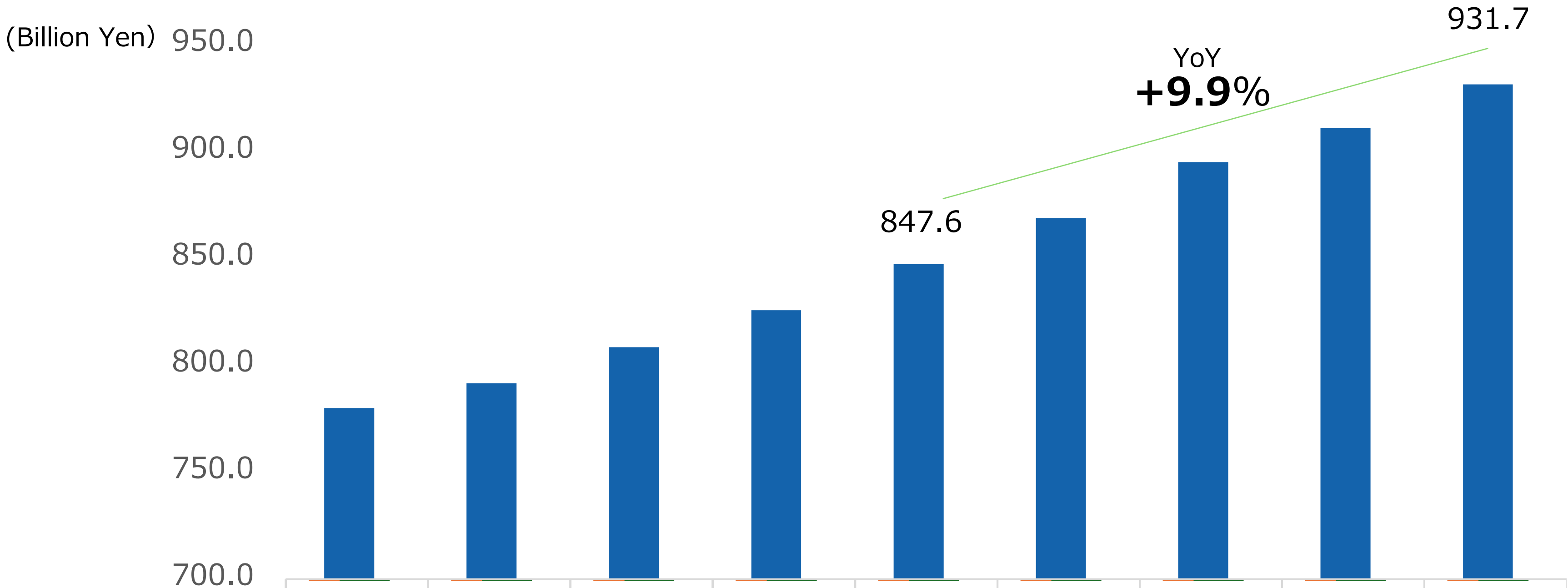
Guarantee liabilities reached 931.7 billion yen, hitting a record high. The guarantee market is a large-scale market exceeding 200 trillion yen, and we expect further room for growth through the expansion of sales resources.

(Guarantee Obligations)
Total amount of guarantee limits established for each guaranteed client

■ Guarantee Liabilities
For contracts where outstanding receivables are identified, the amount represents the total receivables balance for each guaranteed company. For contracts where outstanding receivables are not identified, the amount represents the total guarantee limits established for each guaranteed company.

※Net sales=Guarantee Liabilities × Guarantee fee rate

Guarantee Liabilities and Guarantee Obligations trends



	FY 2025 1Q	FY 2025 2Q	FY 2025 3Q	FY 2025 4Q	FY 2026 1Q	FY 2026 2Q	FY 2026 3Q	FY 2026 4Q	FY 2027 1Q
Guarantee Liabilities (Quarterly increase)	28.4	11.5	16.9	17.4	21.6	21.4	26.3	16.0	20.4
Guarantee Liabilities (Cumulative)	780.2	791.7	808.6	826.0	847.6	869.0	895.3	911.3	931.7
YoY	11.6%	8.2%	5.0%	9.9%	8.6%	9.8%	10.7%	10.3%	9.9%
Guarantee Obligations (Cumulative)	1,512.0	1,613.1	1,703.0	1,885.2	2,105.7	2,312.8	2,451.7	2,644.3	2,760.5

P&L: Financial Results (YoY)

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Net sales reached a record high of 2.8 billion yen as of the end of the first quarter, driven by an increase in new contracts while maintaining a renewal rate of over 90%.

Net Sales
Increased due to the accumulation of new contracts. However, the year-on-year growth rate remained modest, primarily because average contract price declined among management-level sales personnel during the second half of the fiscal year ending March 2026 as they devoted more resources to training junior employees.

Gross Profit Margin
Gross profit margin remained at the same level as the previous fiscal year, supported by a stable bankruptcy environment.

Operating Profit Margin
Improved by 1.6 percentage points year on year.
Personnel expenses decreased by 37 million yen year on year due to differences in bonus payment timing, despite higher salaries resulting from increased headcount and base salary increases.(Bonuses were paid in Q1 FY2026 and Q2 FY2027.)

Ordinary Profit
Interest income increased due to higher interest rates and other factors.

	Three Months Ended June 30, 2025	Three Months Ended June 30, 2026	YoY Rate of Change
Guarantee Liabilities (Billion Yen)	847.6	931.7	+9.9%
Net sales (Million Yen)	2,741	2,800	+2.1%
Gross Profit (Million Yen)	2,031	2,074	+2.1%
Gross Profit Margin	74.1%	74.1%	0.0pt
SG&A (Million Yen)	▲768	▲740	-3.6%
Operating Profit (Million Yen)	1,262	1,334	+5.7%
Operating Profit Margin	46.1%	47.6%	+1.5pt
Ordinary Profit (Million Yen)	1,294	1,412	+9.1%

P&L: Progress Toward Full-Year Forecasts

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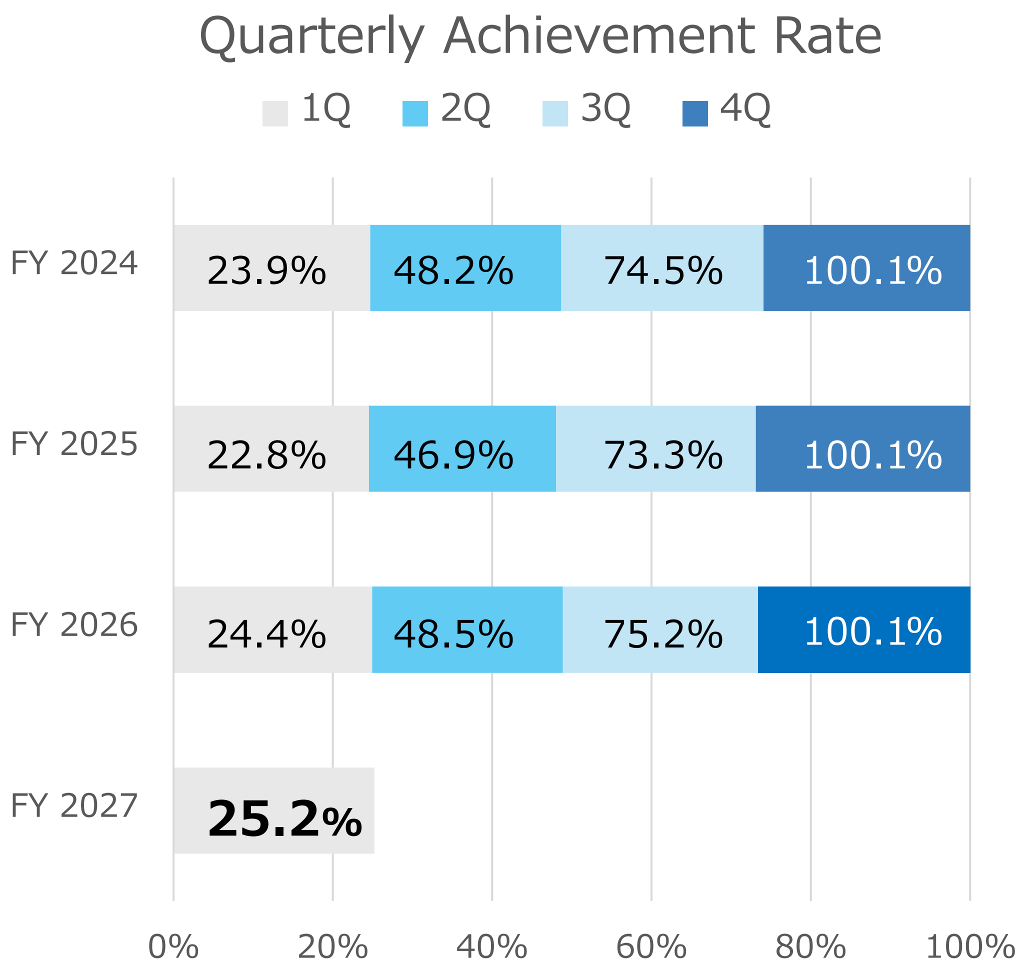
Ordinary profit progressed steadily, reaching 25.2% of the full-year financial results forecast. The Company expects to achieve its initial ordinary profit forecast for the 20th consecutive fiscal year.

Units(Million Yen)	Fiscal Year Ending March 31, 2027 Initial Forecasts	Three Months Ended June 30, 2026	Achievement Rate
Net Sales	**11,900**	**2,800**	**23.5%**
Operating Profit	**5,500**	**1,334**	**24.3%**
Ordinary Profit	**5,600**	**1,412**	**25.2%**
Profit	**3,800**	**953**	**25.1%**



Consolidated Balance Sheet

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Current Assets
- Cash and deposits decreased due to the payment of dividends and taxes.
- As the Japanese government bonds recorded under investment securities reached maturity within one year, 2 Billion yen was reclassified to securities.

Shareholders' Equity
- Treasury shares decreased by 116 million yen due to the exercise of stock options.

Units(Million Yen)

Assets	End of March 2026	Three Months Ended June 30, 2026	Rate of Change
Current Assets	15,124	15,485	+2.4%
Cash and deposits	12,713	11,104	-12.7%
Prepaid expenses	1,290	1,191	-7.6%
Securities	0	2,000	-
Others	1,120	1,188	+6.1%
Non-current assets	14,273	12,303	-13.8%
Property, plant and equipment	1,974	1,966	-0.4%
Intangible assets	145	169	+16.4%
Investment securities	11,297	9,299	-17.7%
Others	855	867	+1.4%
Total assets	29,398	27,789	-5.5%

Liabilities	End of March 2026	Three Months Ended June 30, 2026	Rate of Change
Current liabilities	6,858	6,328	-7.7%
Provision for guarantee obligations	562	559	-0.6%
Advances received	5,030	4,854	-3.5%
Income taxes payable	978	443	-54.7%
Others	286	471	+64.7%
Non-current liabilities	115	111	-3.4%
Long-term accounts payable	115	111	-3.4%
Total liabilities	6,973	6,440	-7.7%
Net assets			
Shareholders' equity	20,223	19,474	-3.7%
Capital stock	3,991	3,991	0.0%
Capital surplus	3,401	3,401	0.0%
Retained earnings	14,319	13,453	-6.0%
Treasury stock	Δ1,488	Δ1,372	-7.8%
Stock acquisition rights	156	156	0.0%
Non-controlling interests	2,044	1,718	-16.0%
Total net assets	22,424	21,349	-4.8%
Total liabilities and net assets	29,398	27,789	-5.5%

Progress on Key Initiatives

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Expanding sales resources by hiring a record number of new graduates. Leveraging systems to improve sales efficiency and enable faster ramp-up of new hires.

		Initiatives	Evaluation and Comments	
Expansion of Sales Resources and Strengthening AI- and Data-Driven Marketing	**Increase in headcount**	・ Strengthening recruitment	◎	・Record increase of more than 30 sales personnel. Sales personnel are projected to increase by approximately 30% year on year by the end of the current fiscal year.
	Faster ramp-up	・Streamlining KPI management through system utilization. ・Standardizing highly replicable sales processes across the organization. ・ Enhancing consulting capabilities of junior sales staff through the use of AI	△	・Established a quotation review meeting framework between Sales and Credit Assessment personnel to develop junior employees and prepare for future growth in contract volume. └Improved meeting efficiency through the introduction of AI systems. └Established a remote meeting environment for sales personnel while away from the office. ・Appointed three AI specialists, including external personnel. ・Full-scale deployment of the Sales KPI management system ・Established an on-demand training environment ・Continued training for junior sales personnel to improve contract prices.
	Expansion of sales channels	・Continuously expanding the network of matching partners.	○	・ Formed new business alliances with Tama Shinkin Bank and Kyoto Chuo Shinkin Bank.
Building a High-Leverage Model	Enhancing the Growth Model	・Full-scale launch of the “Sales-Type Partner” network.	○	・ Partnerships with “Sales-Type Partners” exceeded 10 companies. ・The system is scheduled to be implemented by the end of the current fiscal year.
	Expanding Business Reach into New Domains (Medium-to-Long Term)	・ Advancing strategic projects for loan guarantees ・ Exploring and evaluating into overseas markets.	△	・Multiple projects are currently underway, primarily with corporate card businesses and early funding providers.

Expansion of Sales Resources

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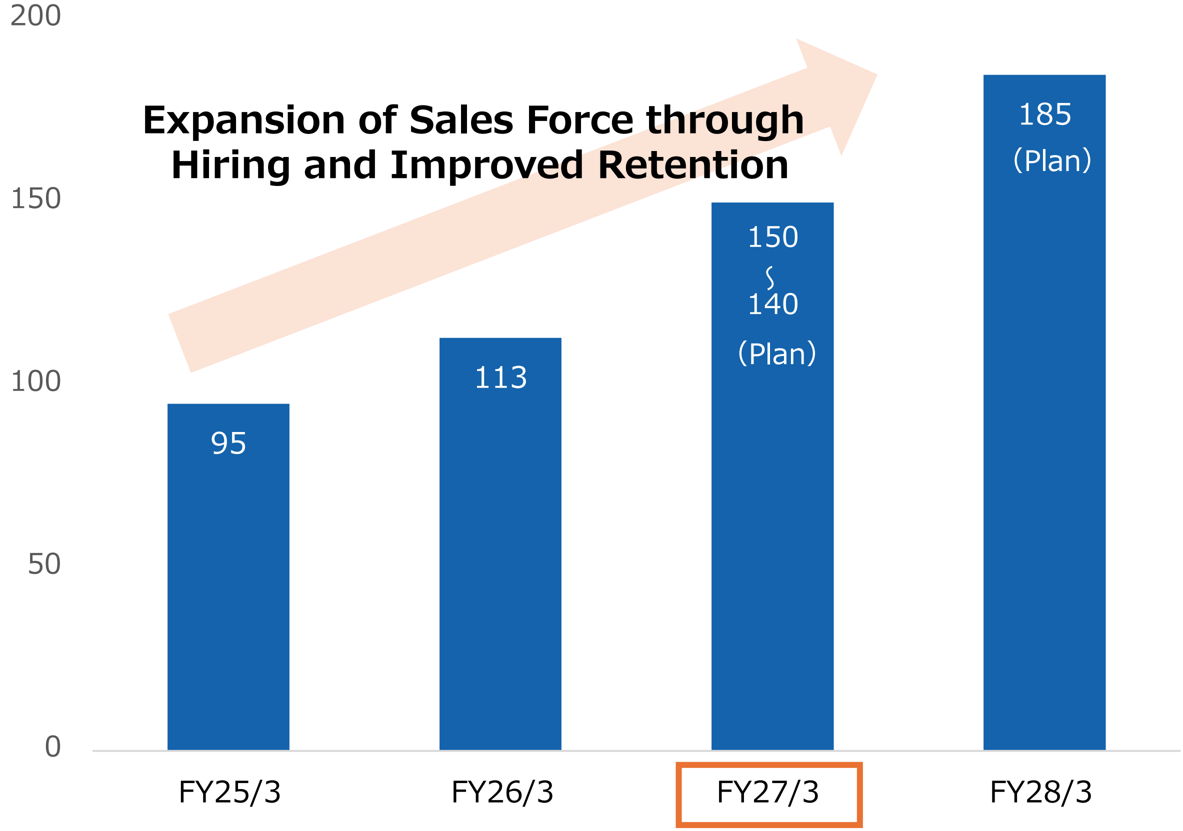
The pace of workforce expansion is progressing as planned due to improved employee retention. Although second-year employees who recently joined the Company are acquiring contracts at a level comparable to employees with three or more years of experience, challenges remain in increasing contract price.

Increase in sales personnel



Sales Channel Expansion

- Partnership (May 1) 多摩信用金庫
- Partnership (June 15) 京都中央信用金庫

Faster Ramp-up

	Quotation request rate		Conversion Rate		Pricing	
	2nd Year	3rd to 10th year employees.	2nd Year	3rd to 10th year employees.	2nd Year	3rd to 10th year employees.
As of the end of April 2026 ※Included in the Financial Results For the Fiscal Year Ended March 31, 2026 Supplementary Briefing Materials	26.3%	24.7%	15.6%	16.0%	350K Yen	750K Yen
As of the end of June 2026	27.5%	22.7%	20.6%	17.7%	390K Yen	900K Yen

Reference: Trends in Bankruptcy Cases and Guarantee Fee Rates

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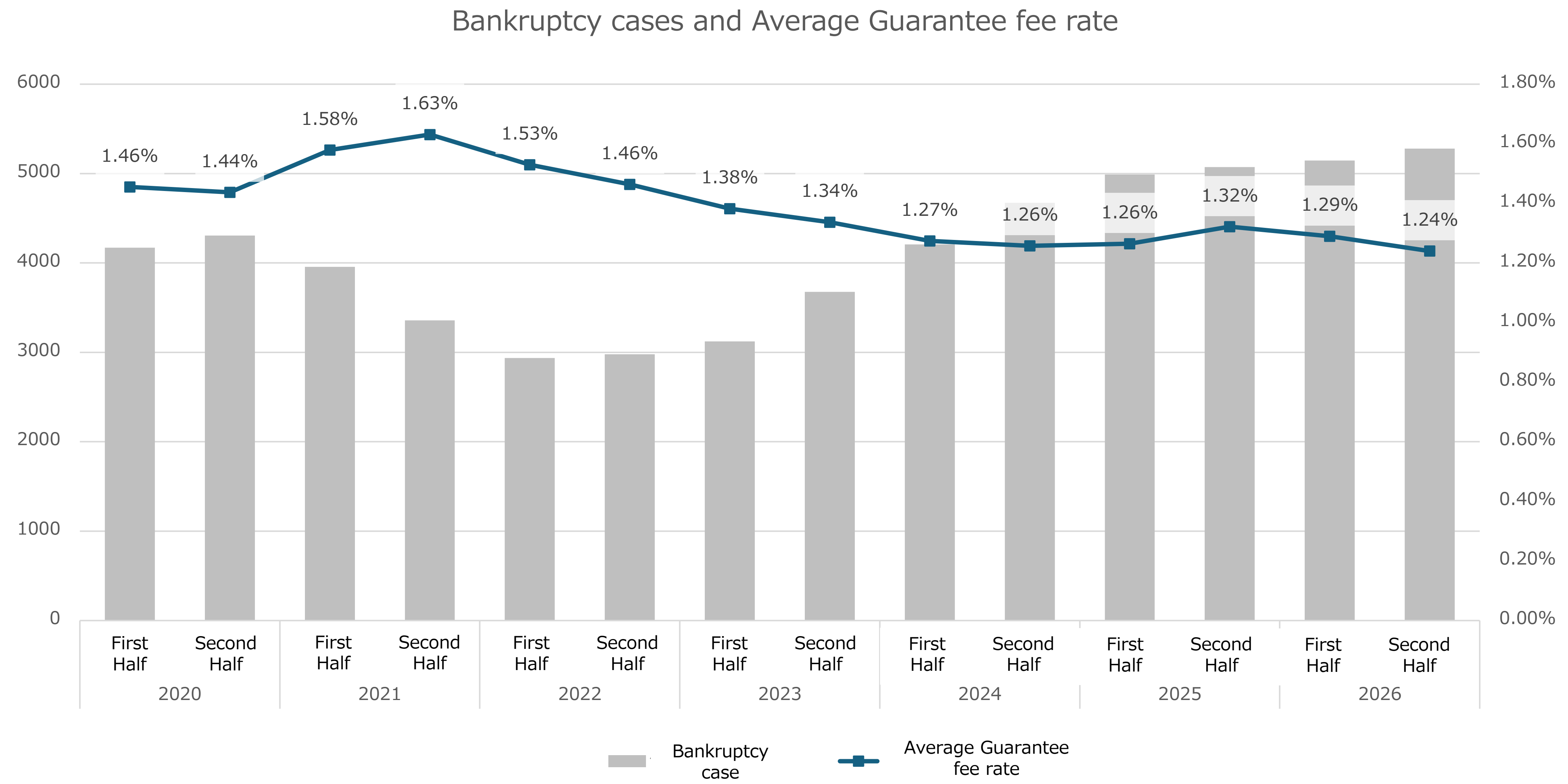
Following the stabilization of the business environment after the COVID-19 pandemic, guarantee fee rates, which had remained stable, have shown a slight downward trend due to the increasing proportion of younger employees in the workforce. In the current fiscal year, guarantee fee rates are expected to remain broadly flat, maintaining the level at the end of the previous fiscal year.



(According to Teikoku Databank)

02

Reference ：Market Size

Market Size of Accounts Receivable Financing

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The market size of accounts receivable transactions is approximately JPY 219 trillion. In comparison, the Company's Guarantee Liabilities of 931.7 billion Yen highlight the significant scale of the addressable market, indicating substantial room for growth through improved awareness and penetration of the service. We are also advancing initiatives in the loan guarantee business, which addresses a market exceeding ¥500 trillion.

Market Size of Accounts Receivable Financing

TAM
Total Addressable Market
c.219 Trillion Yen*

SAM
Serviceable Addressable Market
c.22 Trillion Yen

If guarantee usage were to reach a level comparable to Europe (circa 10%),

Market Size of Indirect Financing (Loans, etc.)
c.543 Trillion Yen*

Credit risk guarantees are already highly penetrated in Europe.
- UK: 12-14%
- France: 30-35%
- Germany: Over 40%

eGuarantee
Guarantee Liabilities
931.7 Billion Yen

*Source: Bank of Japan, Flow of Funds Accounts (Japan's Financial Accounts Statistics), time-series data (as of 2024).

Generating Net Sales Without Internal Sales Resources ― Sales Partner Model ―

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While traditional sales processes were constrained by the number of sales personnel, limiting the scope of customer outreach, the Company is building a structure that enables sales-oriented partner companies to handle closing. This will be developed as a second pillar of a scalable customer acquisition model.

Current Sales process (Continue)

1. eGuarantee: The Company markets to matching-type partners →
2. Customer referrals from partners →
3. eGuarantee: Initial proposal to customers →
4. eGuarantee: Credit Assessment →
5. eGuarantee: Detailed proposal to customers →
6. eGuarantee: Closing of deals by the Company

⇨ **Continuously expanding matching-type partner companies, including credit unions.**

＋

Sales Partner Model (New)

1. eGuarantee: The Company markets to sales-type partners →
2. QR codes are provided to customers via sales-type partners. ⇨ Customers scan the QR code on their smartphones to receive product details. →
3. eGuarantee: **AI-powered credit assessment** →
4. Detailed proposal to customers from sales-type partners ⇨ AI-driven proposal generation →
5. Closing of deals by the sales-type partners ⇨ Key information explained via video

FY 2026 Alliance with **Sales-Type Partners**

ストライク / Toma / イデア総研税理士法人* / 新都心エージェンシー / 保険SHOP PARTNER / marble / etc.

*A group company of Idea Soken Tax Accountant Corporation

⇨ The model drives growth through a multiplication effect of the number of agents and customers per agent, resulting in higher scalability than direct sales.

03

Reference ：Shareholder Return Policy

Capital Allocation Policy

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We achieve stable growth in operating cash flow on an annual basis. Due to the nature of our business model, which requires only modest capital expenditures to support growth, cash accumulates on our balance sheet. While making growth investments for the future, we aim to enhance corporate value through a high level of shareholder returns.

Achieve both growth and capital allocation simultaneously

Capital Required for Growth Investment

Capital Required as a Risk Buffer

(Guarantee Liabilities— Amounts re-insured by financial institutions, etc.)
×8～12%

Operating Cash Flow *1

C.4 Billion Yen／Year

+

Cash on Hand

C.12 Billion Yen

Enhancement of Corporate Value

Growth Investment

Human Capital Investment
AI Investment
Peripheral Businesses
Loan Guarantee Business

Shareholder Return

Target Payout Ratio 100%

Progressive Dividend

18th Consecutive Year of Dividend Increase (Expected)

Buy Backs

Remaining capacity:
approx. ¥4.0 billion(Cumulative ¥10.0 billion acquired for FY2026–FY2028)

Forecast for FY27/3
Approx. 4.6% Dividend Yield *2

Fundamental Policy

・Positioning profit distribution to shareholders as one of its key management priorities while making forward-looking growth investments, the Company is continuously working to strengthen shareholder returns.

・Implementing dividends aiming for a dividend payout ratio of approximately 100%, taking into account the amounts required for growth investments and as a provision against risks in the credit risk guarantee business.

Financial Targets

ROE 20%

ROIC 20%

Continuous Improvement of DOE

*1 As this is a business with minimal capital expenditure, operating cash flow is approximately equal to free cash flow.

*2 Based on the closing price as of July 31, 2026

Dividend Policy

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Recognizing that it is currently possible to provide further returns to shareholders, we will implement dividends with a target payout ratio of 100%. In order to enhance opportunities for shareholder returns, we will change our dividend frequency from once a year to twice a year.

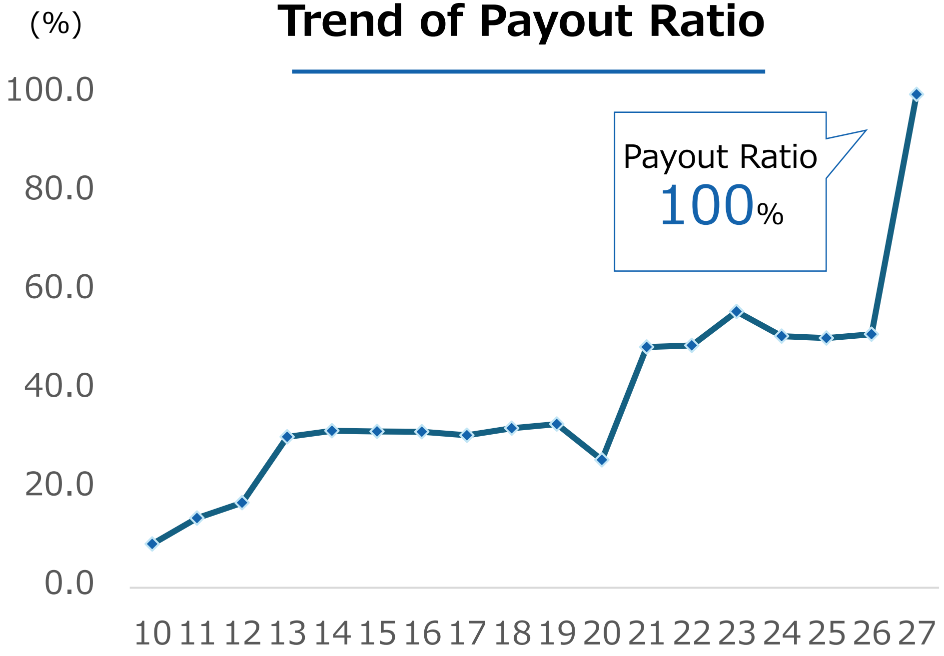
Shareholder Return Policy

Payout ratio **100%**

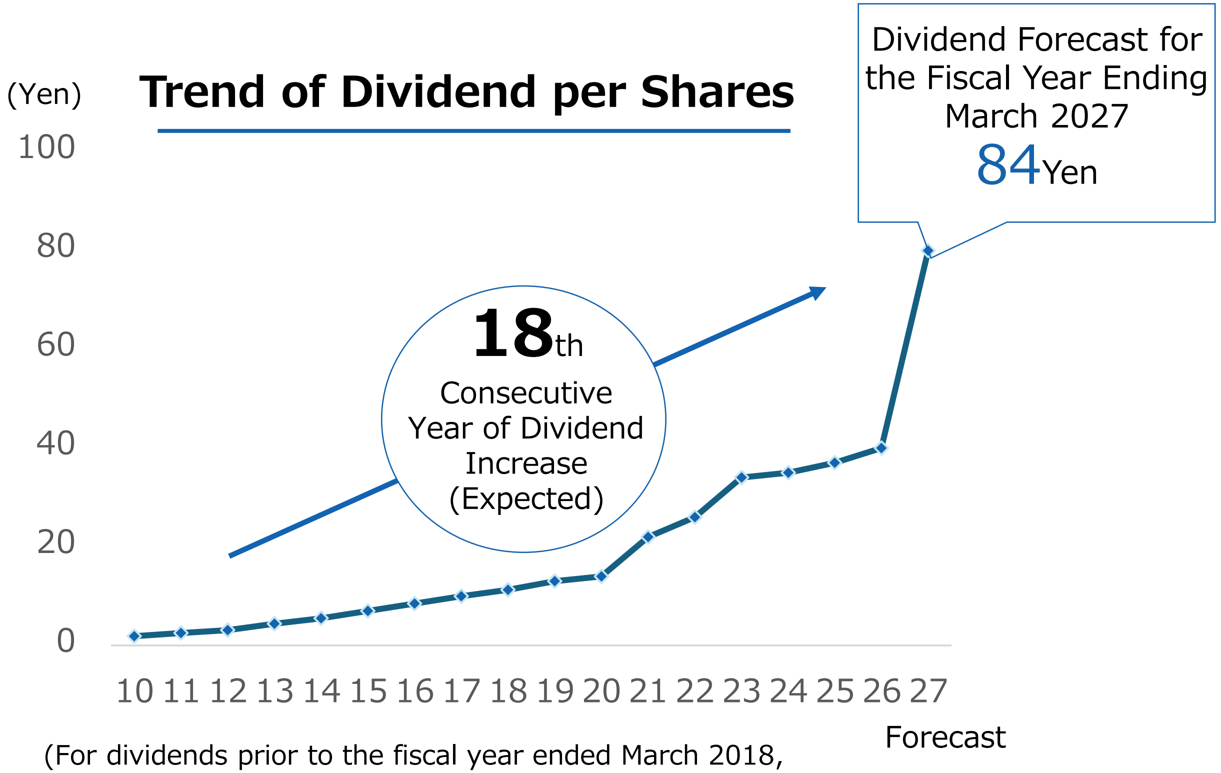
Shareholder Return Policy

Progressive dividends
(no dividend cuts)

Trend of Payout Ratio



Trend of Dividend per Shares



(For dividends prior to the fiscal year ended March 2018, amounts are stated on a post-stock split basis.)

Shareholder Returns（Acquisition of Treasury Shares）

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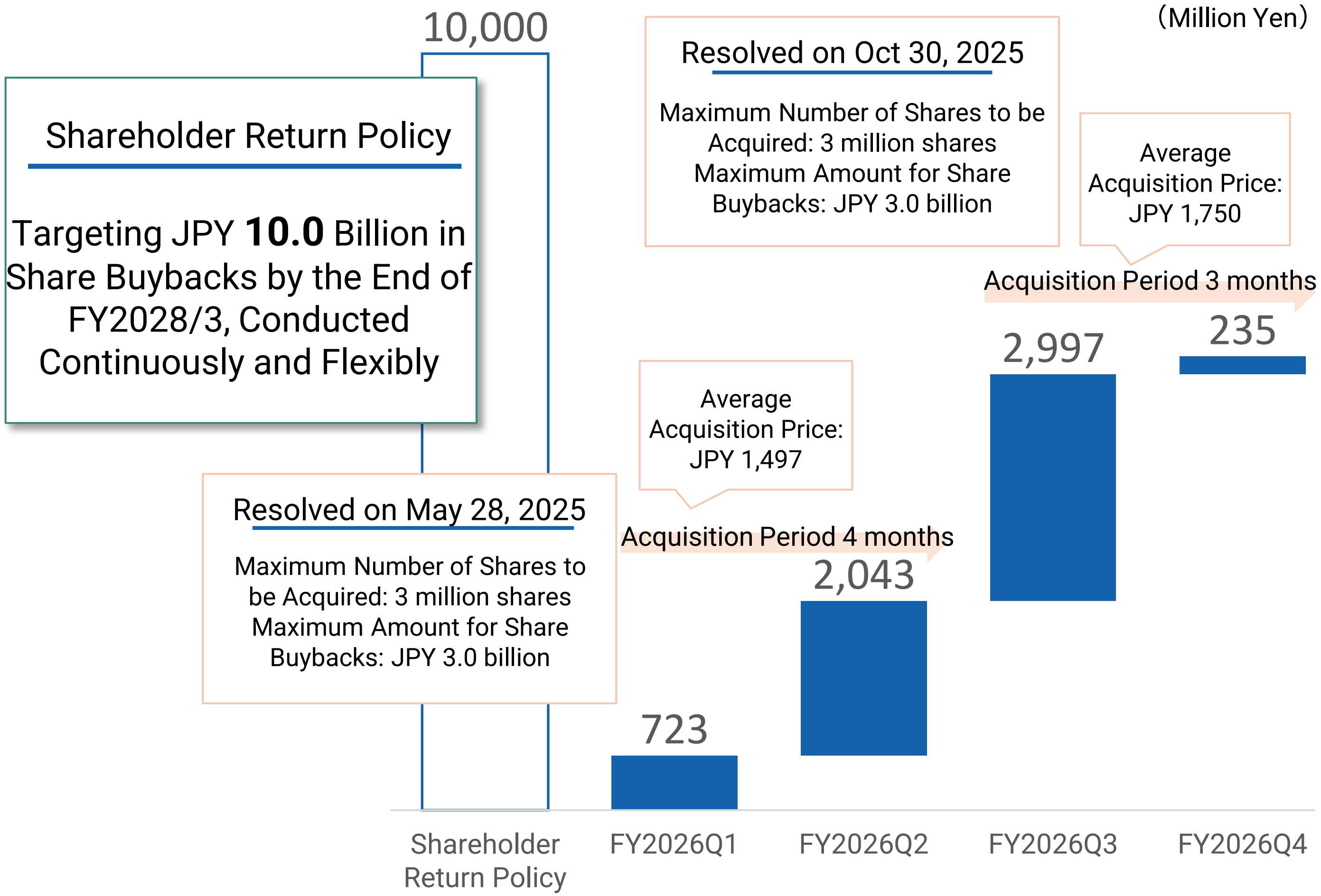
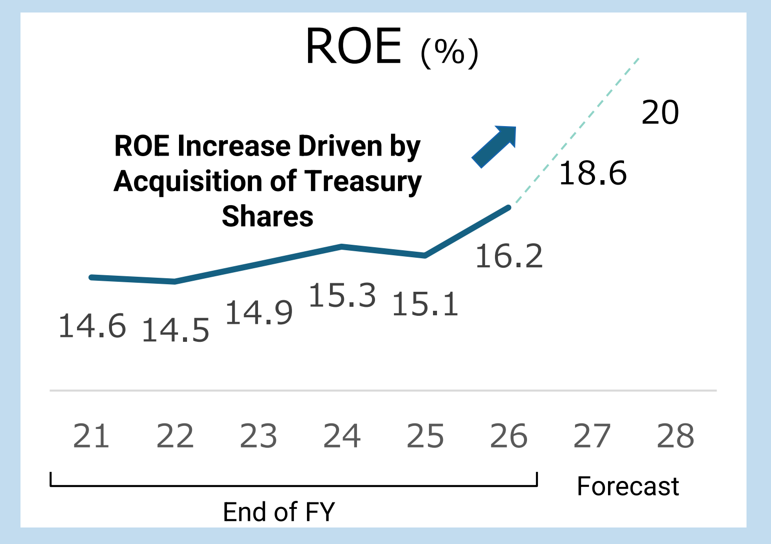
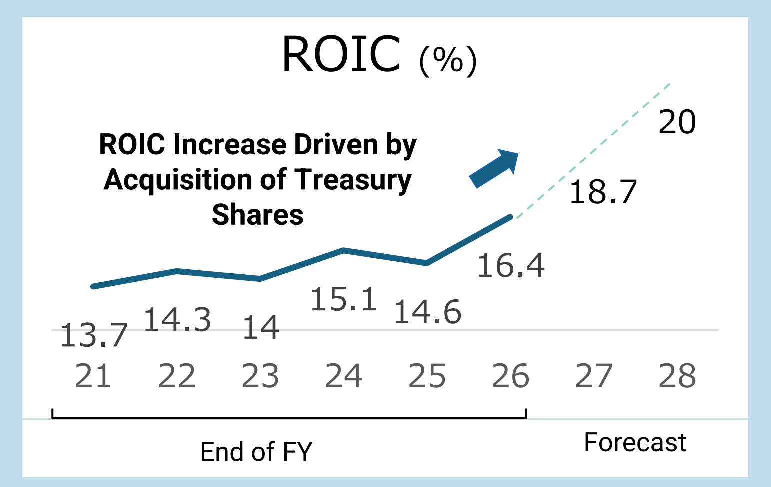
On May 28, 2025, the Company resolved to continuously implement the flexible purchase of treasury shares, and as of January 2026, approximately 6.0 billion yen of treasury shares have been purchased. The Company aims to purchase a total of 10.0 billion yen of treasury shares by the end of the fiscal year ending March 31, 2028. ROE and ROIC forecasts for the current fiscal year are expected to rise toward the target of 20% set in the medium-term business plan.







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04

Reference ： About eGuarantee

Company Overview

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Company Information	
Name	eGuarantee, Inc.
Date of Establishment	September 8, 2000
Representative	Masanori Eto, President and Chief Executive Officer
Address	Akasaka BizTower 5-3-1 Akasaka, Minato-ku Tokyo 107-6337, Japan
Capital	3.99 Billion Yen (As of March 31, 2026)
Number of Employees	194 employees (As of March 31, 2026)
Stock Change Registration	Prime Market of the Tokyo Stock Exchange(8771)
Major Business Areas	Underwriting and securitizing credit risks

President and CEO
江藤　公則

Masanori Eto

Vision

Visualize Credit and Driving The Economy

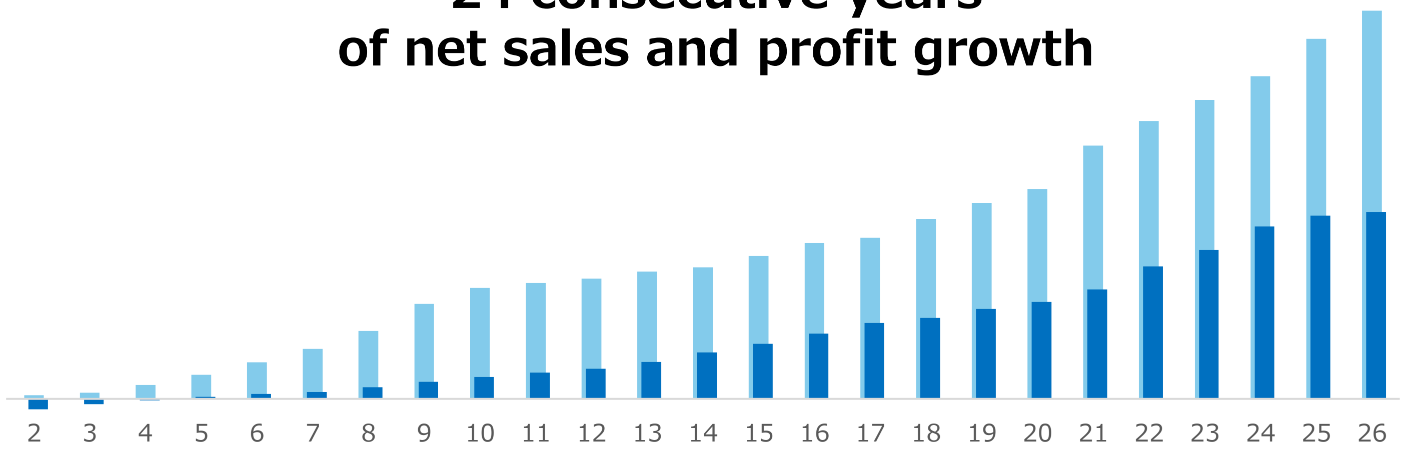
Management Philosophy

We support new corporate initiatives and the growth of a vibrant society by granting credit through credit risk underwritings and distributing social resources appropriately.

We always create financial services that are advanced and help build dreams by going beyond our management resources, cooperating with trusted partners and leveraging in-house expertise.

We strive to be a company that values free thinking, nurturing talented and trusted employees who can think and act independently.

24 consecutive years of net sales and profit growth



Vision

Visualize Credit and Driving The Economy

Guarantees have the power to significantly transform both business-to-business transactions and corporate lending.

If there is big data on transactions, it is quicker and easier to search for the better aspect of a company.

And if the risk is shared among all of us, we can underwrite large risks. Both large and small companies can take on more challenges without being tied down by more risks.

Guarantees will certainly become a major field of finance sector.

We have faith in this and we will continue to push forward.

Profile of eGuarantee

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The only publicly listed company in Japan specializing in credit guarantee services, with the No.1 domestic market share. Leveraging a highly productive business model, the Company has achieved 24 consecutive years of revenue and profit growth. Beginning with the fiscal year ending March 2027, the Company has revised its shareholder return policy to target a dividend payout ratio of 100%.

Market Share in Japan for Accounts Receivable Guarantee Services

No.1

Japan's Only Listed Company Dedicated Solely to Guarantee Services

Guarantee Obligation

2.7T yen

Number of Companies Covered by eGuarantee's Services

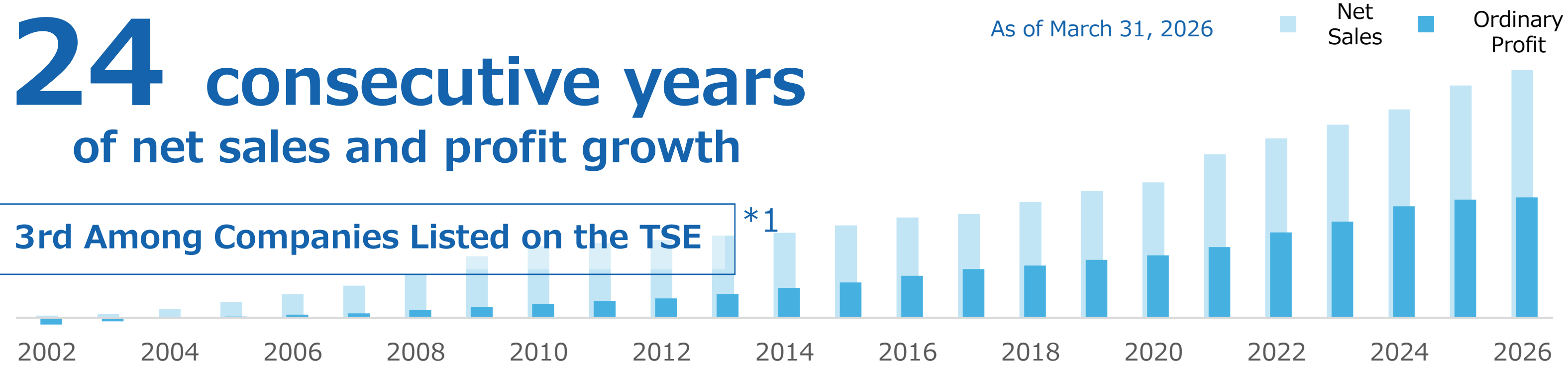
580K companies

As of March 31, 2026

24 consecutive years
of net sales and profit growth

As of March 31, 2026

3rd Among Companies Listed on the TSE *1



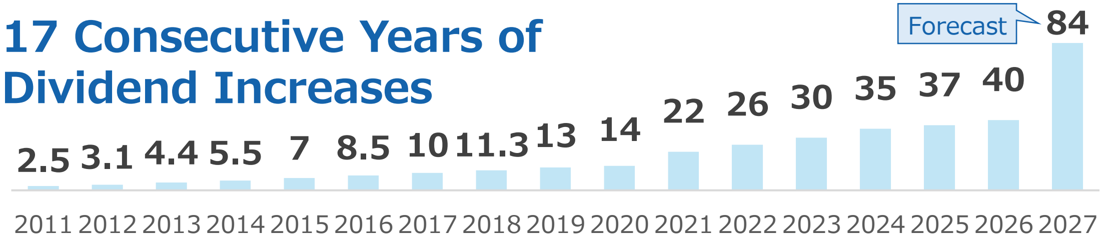
Average of past 3years
Operating profit margin
c.50% *2
15th Among TSE Prime Market Companies

Ordinary Profit per Employee
c.24M Yen
As of March 31, 2026

Interest-bearing debt 0 yen
Debt-Free Management

Dividend Payout Ratio Policy
100%

17 Consecutive Years of Dividend Increases

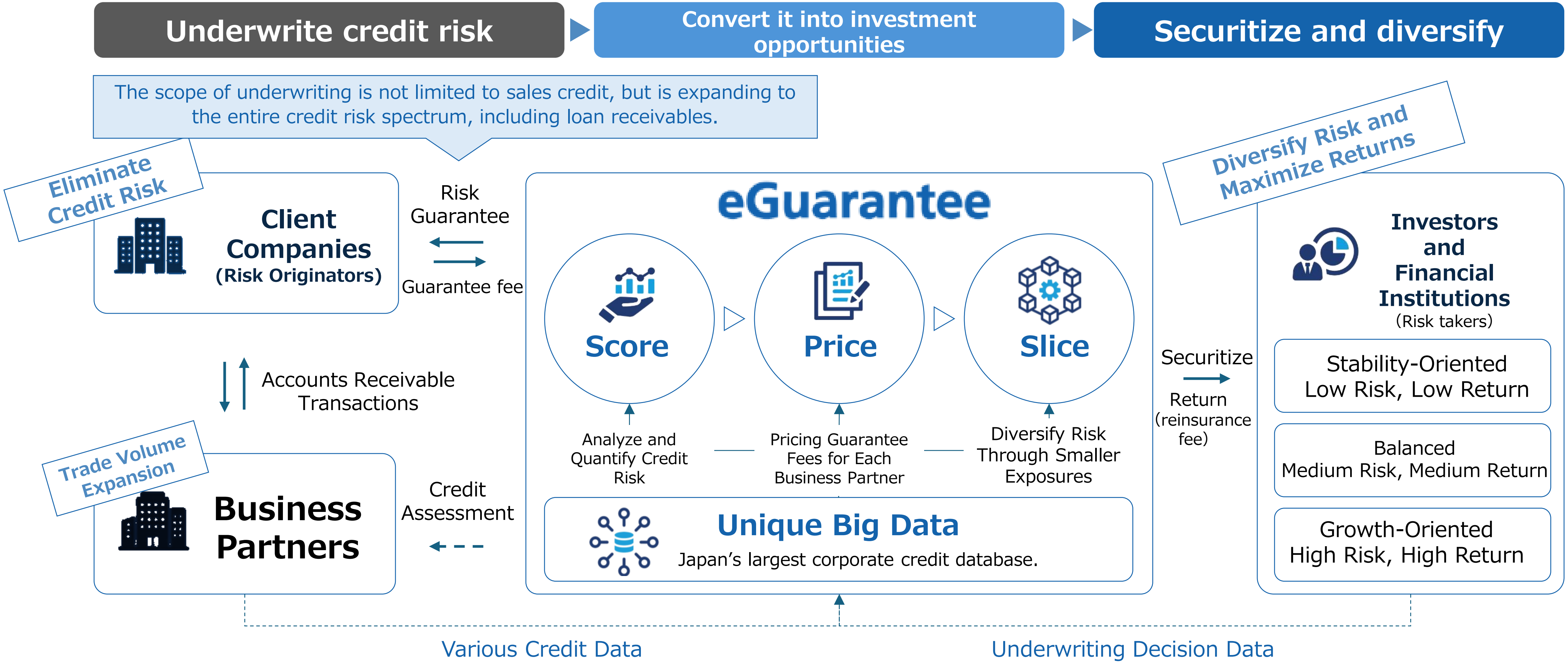


Ranked 4th in Dividend Yield Among Listed Companies with Six or More Consecutive Years of Dividend Increases *3

*1 Source: Diamond Zai Online, "Consecutive Revenue and Profit Growth Ranking [2026 Edition]: Pan Pacific International Holdings Ranked No.1 with 34 Consecutive Years — 45 Long-Term Stable Growth Stocks with Continued Revenue and Profit Growth" (published on February 23, 2026). *2 Source: EDINET DB, "Operating Margin Ranking — Top 100 Listed Companies" (as of May 13, 2026). *3 Source: Kabutan, "38 Consecutive Dividend Increase Stocks with Dividend Yields Above 3% (Part 2)," published on July 20, 2026. The list includes companies with market capitalizations of JPY 80 billion to JPY 250 billion as of July 16, 2026.

A credit risk platform that converts transaction risks into investment opportunities.

We underwrite the 【risk associated with uncollectible sales credit】 held by companies, appropriately assess and diversify it, and convert it into 【risk from which profit can be earned】 for institutional investors and financial institutions to distribute. A mechanism that connects risk originators with risk takers. The source of our competitiveness is Japan's largest big data on corporate credit risk.



Revenue structure: A high-margin recurring revenue model built on accumulating guaranteed liabilities

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A recurring revenue model where guarantee liabilities continue to accumulate steadily, driven by high contracts renewal rates.
Achieved an average operating profit margin of 50% over the past three fiscal years.

*1 Key components

Net Sales

Guarantee fee rate 1.24%

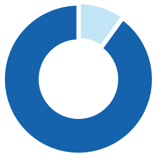
Guarantee Liabilities

Sales Personnel

×

Acquired liabilities per Sales personnel

Over90%is driven by renewal demand



×

Guarantee Fee Rate

Calculate bankruptcy possibilities for each underwritten company to set guarantee fee rates.

Example
Company A's Bankruptcy possibility **0.9%**
×
At a certain multiple
▽
Company A's Guarantee Fee Rate **1.8%**

−

Costs

Cost ratio c.24%

Securitization Costs*

Cost to Securitize Risks

Securitized Guarantee Liabilities
×
Re-insurance Fee rate

Risks retained within the Group.

Guarantee Liabilities Underwritten by eG
×
Default Rate

Referral Fee paid to business partners

Guarantee Fee from referral × 10%

*Cost ratio and SG&A ratio are based on the average of the past three fiscal years.

−

SG&A

SG&A Ratio c.26%

Sales personnel costs*

Sales Personnel
×
Personnel cost per employee

Other expenses (office rent, etc.)

=

Operating Profit

Operating profit margin c.50%

*2
Ranked 15th among companies listed on the Tokyo Stock Exchange.

Once implemented, the guarantee service becomes embedded in customers' credit management processes, resulting in a recurring business model with a contract renewal rate of over 90%.

*2 Source: EDINET DB, "Operating Margin Ranking — Top 100 Listed Companies" (as of May 13, 2026).

Sources of Competitive Advantage： Unique Credit Big Data

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Accumulated credit data on intercompany transactions supports pricing, securitization, and customer acquisition, creating entry barriers that strengthen as more risk is underwritten.

Sources of Competitive Advantage

One of Japan's largest big data on corporate credit risk

Number of Companies Assessed per Year **360K** Companies	Number of Guaranteed Companies **580K** Companies
Daily Data Acquisition Volume **2.6M** Data Items	Guarantee Obligation **2.7** Trillion Yen

Intercompany transaction data continues to expand through growth in both the customer base and the number of credit assessment requests.

Reinvest → Increase in B2B Transaction Data → Assessment Capabilities improve → Product enhancement → Customer increase → Profit Increase → Reinvest

Utilization of Data

Data accumulation expands the scope of under writable risks

Calculation of Bankruptcy Possibilities and Appropriate Pricing

Calculates the bankruptcy Possibilities of each company based on accumulated data. Determines prices for risk underwriting on statistical grounds.

Risk securitization and product structuring by risk/return profile

Diversifies large risks into small portions and provides them to over 20 securitization partners (including 12 funds) as products matching their risk appetite.

Customer acquisition for both sellers (clients) and buyers (investors)

Supported by data-backed pricing, the Company attracts a large number of clients and institutional investors, driving continued market expansion.

Further Accumulation of Transaction Data

Collected transaction and financial data strengthen our unique Big Data, further improving the accuracy of risk estimation.

Improving data precision

The accuracy of bankruptcy possibility estimation improves as the number of credit assessment increases

Examples of Proprietary Data

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Instead of the traditional quantitative and static corporate credit assessments based on financial statements conducted by financial institutions, we perform qualitative and dynamic corporate credit assessments using big data, such as inter-company payment status. This expands the base of companies eligible for credit guarantees and supports the challenges of many enterprises.

Example 1:Infrastructure and Transaction Data

- Delays in payment of utility bills (electricity, gas, etc.)
- Information on deteriorating cash flow across the industry
- Change in payment method
- Industry-Wide Deterioration in Funding Conditions
- Requests for changes to payment terms (payment sites)
- Industry reputation
- Payment delays to other companies
- Guarantee requests from multiple companies

Example 2: On-Site Survey Data

- Types of Vehicles Parked in the Parking Lot
- Perceived affluence and positivity of the environment.
- On-Site Images via Google Maps
- Workplace Conditions(e.g., Broken Windows)

Daily Data Acquisition and Registration Volume
2.6M Data Items

Guarantee Obligation
2.7T Yen

Number of Companies Assessed per Year
360K Companies

Example 3: Digital & Open Data

- Changes in Online Ratings and Review Volumes
- Executive Social Media Activity and Posting Frequency
- Recruitment Information and Employee Reviews
- Corporate Website Update Frequency and Advertising Activity
- Number of YouTube Uploads and Views
- Media and News Coverage

Example 4: Management & Organizational Data

- CEO Age and Successor Availability
- CEO–Successor Relationship
- CEO Succession History
- Value Chain and Company Strengths
- Changes in Key Assets of the Representative
- Customer Feedback on Products

A one-of-a-kind market positioning

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While leveraging our unique 'Personnel-Linked' model, in which highly productive human resources generate earnings combined with a recurring revenue (stock-based) structure, we are adding a 'leverage-type' engine utilizing our agent network and AI. These two growth drivers will accelerate the expansion of our earnings.

■ Business Model Characteristics

Recurring × Leverage

Mature SaaS Model	Subscription × 0 Marginal Cost
Post-Breakeven SaaS Model	Similar Model, Lower Profitability
Content IP Model	Recurring Hit Content Sales
Platform Investment-Led Model	Investment-Driven Losses

Transaction x Leverage

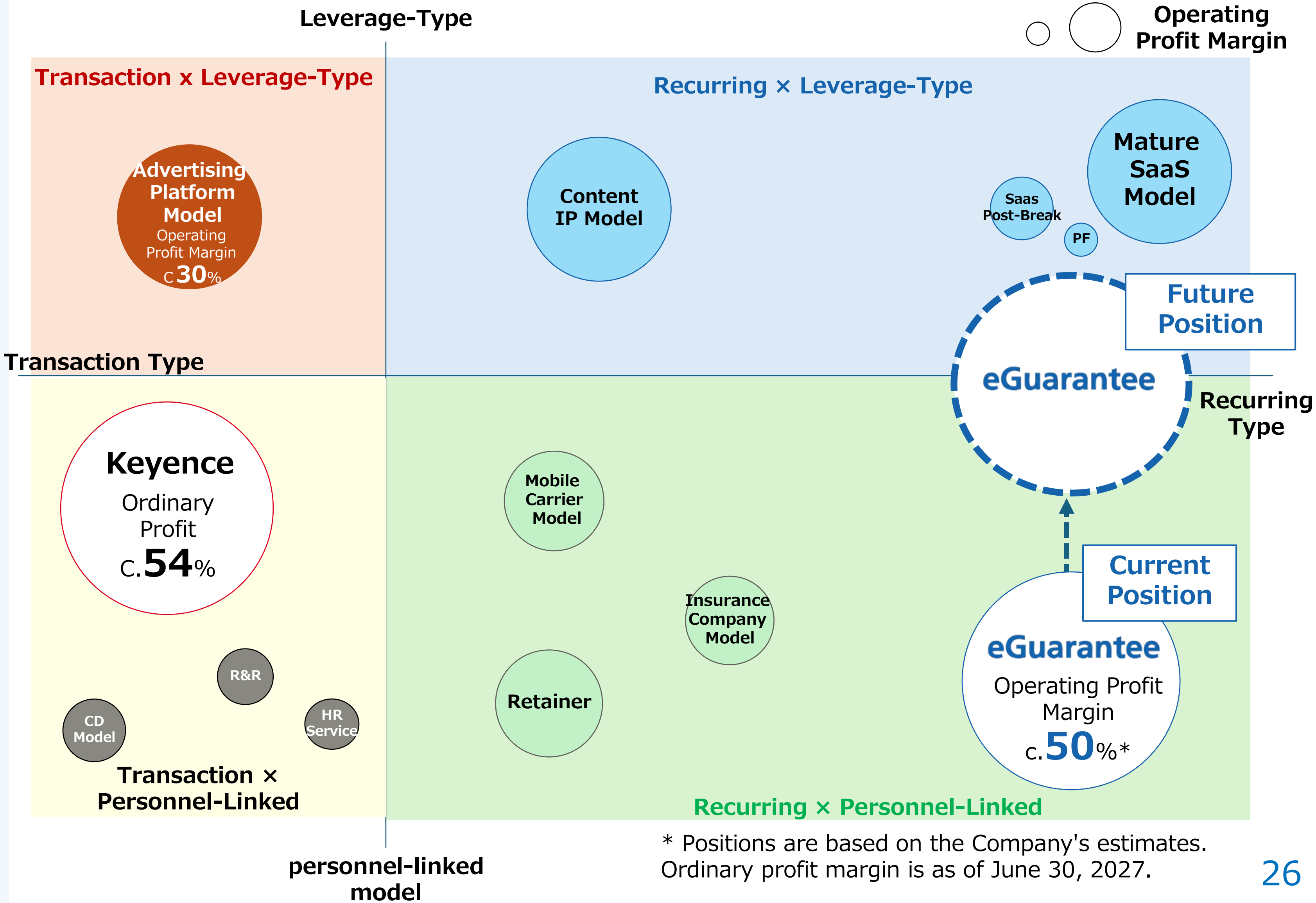
Advertising Platform Model	Ad Volume × Fixed Infrastructure

Recurring × Personnel-Linked

Current Position of eGuarantee	
Mobile Carrier Model	Stable Revenue × Heavy Capex
Insurance Company Model	Annual Renewal × Agency Reliance
Retainer-Based Model	Contracts × Headcount (Time)

Transaction × Personnel-Linked

Keyence Model	In-house Development × Direct Sales
Restaurant & Retail Chain Model	Store Expansion × Labor Costs
Human Resources Services Model	Matches × Staff Utilization
Contract Development Model	Projects × Man-Months



* Positions are based on the Company's estimates. Ordinary profit margin is as of June 30, 2027.

List of Business Partners (As of the end of June 2026)

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Local Banks ※Sorted by prefecture (and by bank code within the same 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 / 八十二長野銀行
福井銀行 / 滋賀銀行 / 広島銀行 / 京都銀行 / 関西みらい銀行 / 池田泉州銀行 / 南都銀行 / 四国銀行
紀陽銀行 / 鳥取銀行 / 山陰合同銀行 / トマト銀行 / 山口銀行 / 阿波銀行 / 百十四銀行 / 伊予銀行
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

Shinkin banks (regional cooperative banks) and credit unions ※in Japanese syllabary order

大阪商工信用金庫 / 大阪信用金庫 / 岡崎信用金庫 / 金沢信用金庫 きんしん / 亀有信用金庫 / 京都中央信用金庫 / ぐんまみらい信用組合 / さわやか信用金庫 / 城北信用金庫 / 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 / 多摩信用金庫 / 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 / 平塚信用金庫 / 碧海信用金庫

Other banks ※in Japanese syllabary order

商工中金 / SBI新生銀行 / りそな銀行

Securities companies ※in Japanese syllabary order

いちよし証券 / SBI証券 / 岡三証券 / 大和証券

Leasing Companies ※in 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

Tax accountants and CPAs ※in Japanese syllabary order

イデア総研税理士法人 / Toma

Insurance Agencies ※in Japanese syllabary order

●商社系

KJS / 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 / H∧B 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

●銀行・メーカー系

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 / ジェイアンドエス保険サービス
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 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

●その他

新都心エージェンシー / 保険SHOP PARTNER / marble / MEIS保険サービス株式会社

Others ※in Japanese syllabary order

ストライク

Corporate Value Creation Process

Vision Visualizing Credit and Driving the Economy

Leverage corporate activity data to visualize credit, unlocking new financial opportunities and fostering business growth.

Input

Business Capital

- Strong creditworthiness demonstrated by holding the industry's leading guarantee obligations (**¥2.774trillion** as of June 31, 2026).
- Product strength reinforced by a unique business model (Ordinary profit margin of Approx. **50%**)
- Significant growth potential in the B2B transaction market, currently holding an untapped market rate of **98.6%**. (In addition, we target indirect financing of Approx. **¥543 trillion** and direct financing of Approx. **¥245 trillion**.)
- Stock-based business model with a renewal rate of over **90%**.

Intellectual Capital

- Corporate and transaction data obtained from guaranteeing over **580,000** companies is utilized for risk assessment.
- Acquiring and recording **2.6 million** B2B transaction data points daily.
- More than **360,000** companies are assessed annually.

Human Capital

- The company employs **194** employees dedicated to the single business of guarantees, including 113 sales personnel and 21 assessing personnel.
- A diverse and skilled workforce, ranging from young professionals to experienced veterans.

Social and Network Capital

- Over **100** affiliated partners, including regional banks, with Approx. 40,000 sales personnel.
- Expanding number of risk securitization destinations (the number of funds has tripled over the past five years.)

Financial Capital

- Stable profitability demonstrated by 24 consecutive periods of increased net sales and profits.
- ROE(**16.2%**), DOE(**8.3%**)
- A business model that does not rely on its own financial capital by mitigating risk through securitization.
- A solid financial foundation with debt-free management and stable cash flow.

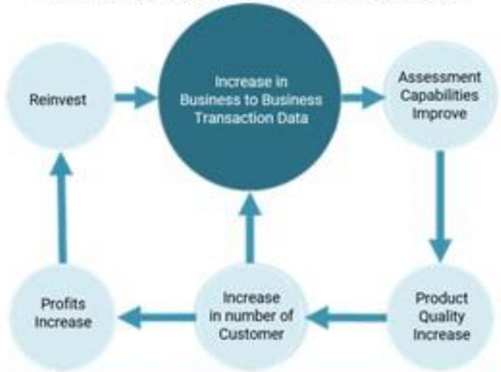
Growth Strategy

eGuarantee " Marketplace" of Business-to-Business credit risk

A platform that facilitates trade
and provides the necessary information to
« Companies that want their risk to be underwritten »
and
« Companies looking to underwrite risk in exchange for profit »

The source of competitive advantage lies in enhancing risk assessment by leveraging the increasing qualitative data from business expansion.

The business-to-business transaction data continues to expand as the number of customers and number of credit requests.



Materiality

- Focusing on the 'credit' demonstrated by a company's actions, we create new corporate value.
- Supporting businesses in their challenges and driving an active economy.
- Building a Made-in-Japan Business-to-Business credit risk marketplace and expanding it globally.
- Helping create sustainable value for both the environment and society through actions that focus on long-term goals, rather than just making quick profits.

Social Challenge	Stagnant Japanese Economy	Risk-averse stance of financial institutions Insufficient number of risk-taking entities

Output

Guarantee the credit risk of B2B transactions and provide an environment in which companies can focus on business expansion.

- We underwrite transaction risk by providing guarantees for SMEs with limited credit management capabilities. Additionally, for large corporations and financial service providers, we offer tailored outsourcing solutions for credit risk management and collections.

Offer financial institutions and fund investors the opportunity to gain income through risk underwriting

- Provides institutional investors without expertise in corporate assessments with the opportunity to invest in CDS of SMEs that do not have external ratings.(Fund yields average more than 10%).

Contribute to stakeholders

Shareholders
Promoting a stock-type business model, maintaining a dividend payout ratio above 50%, and ensuring stable returns for shareholders.

Clients
The company is working to realize market expansion by broadening the scope of guarantee services and offering many clients risk-appropriate pricing for risk management solutions.

Employees
We will foster a community in which employees and the company mutually support each other, allowing employees to feel their contributions to society through their own growth and the company's growth.

Market size

Beyond the domestic market, to explore the Asian market.

Outcome

Towards a "Society Open to Challenges" that enables companies to drive social change.

Demonstrating 'credit' through the company's actions and generating new corporate value.

- By leveraging extensive transaction data to understand the actual status of corporate activities (business attitude, client evaluations, payment history, etc.), we aim to expand corporate credit evaluation not dependent on financial statements or collateral, thereby enhancing our capacity to provide funding.
- Contribute to fostering a social culture that values the honest conduct of B2B transactions.

Financial solutions made in Japan that drive societal change.

- We are working to create a financial model developed in Japan that facilitates a market for trading among numerous SMEs, separating 'risk' from 'credit itself,' and providing essential data for predicting default rates to support investment decisions. This project aims to expand investment opportunities while addressing the demand for low-cost risk hedging, focusing solely on managing risk rather than transferring credit.

Providing sustainable value to the environment and society by motivating companies to take on new challenges.

- We provide an environment that allows companies and financial service providers to focus on creative work by reducing the burden of debt collection and transaction risk assessment, enabling them to expand new transaction opportunities and conduct ongoing corporate activities both domestically and internationally.
- We are building a foundation for risk underwriting that provides credit to diverse new businesses aiming to create a sustainable society, while increasing society's tolerance for risk and encouraging businesses to take on new challenges.

* All figures (including the number of companies covered by the guarantee) are as of the end of March 2026.
* "securitizing"-subdivide and diversify a company's credit risks to provide it to those looking to underwrite risks and gain income.

Sustainability

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Sustainability Policy

Since its establishment, eGuarantee, Inc. has focused its management resources on the assumption of credit risk and securitization businesses, with the aim of building a vibrant and prosperous society through the provision of credit across industries and the efficient allocation of social resources.

We believe that continuing our role as a market maker for risk—by engaging in the assumption and securitization of credit risk—contributes to the resolution of social issues. Through our business activities, we will promote sustainability initiatives by appropriately allocating social resources to areas such as renewable energy and social businesses.

● Initiatives on the Environment

Advancement of Renewable Energy Business

We support renewable energy-related commercial transactions, including solar, biomass, and wind power, through our guarantee services.

By assuming the credit risk associated with installation contractors when purchasing equipment from manufacturers, we facilitate smoother procurement and thereby contribute to the broader adoption and expansion of renewable energy projects.

Contribution to the Sustainable Use of Marine Resources

We support transactions related to aquaculture through our guarantee services and contribute to the sustainable use of marine resources.

By assuming the credit risk between feed suppliers and aquaculture operators, we help create an environment in which aquaculture operators can procure feed in a stable manner, thereby supporting the expansion of the aquaculture industry.

Response to Climate Change

GHG emissions for the fiscal year ended March 31, 2026, were 93t (indirect emissions from electricity consumption, Scope 2).

We have set a target to achieve net-zero Scope 2 emissions by the fiscal year ending March 31, 2031 (FY2030). We aim to realize a decarbonized society through thorough energy conservation, electricity saving, and the utilization of renewable energy.

● Initiatives on the Society

Support for start-ups

Through our guarantee services, we provide start-ups and sole proprietors with underwriting capabilities and risk-taking capacity comparable to those of large corporations.

By enabling businesses to obtain credit support, we help facilitate smoother business-to-business transactions, thereby supporting further growth of start-ups and the sustainable business operations of sole proprietors.

Promotion of Health and Welfare

We support transactions with hospitals and social welfare corporations through our guarantee services, thereby contributing to the resolution of social issues such as long-term care and elderly welfare.

By assuming credit risk and extending payment terms for equipment and other purchases, we help improve the cash flow of small and medium-sized long-term care providers, supporting the stable continuation of welfare services.

Contribution to Regional Revitalization

With the widespread adoption of the internet, direct transactions between regional companies and firms in urban areas or other prefectures have increased; however, the inability to properly assess counterparty credit risk has led to a rising risk of payment defaults.

Through our guarantee services, we assume such credit risk, thereby expanding the range of business transaction options available to local companies and contributing to regional development.

Section	Guarantee Liabilities (Billion Yen)
Guarantee liabilities related to solutions to environmental issues (E)	26.7
Guarantee liabilities related to solutions to social issues (S)	36.8
Guarantee liabilities related to regional revitalization (S)	339.0
Guarantee liabilities related to start-ups, etc. (S)	96.8
Total	499.3

05

Reference ：Key Performance Indicators and Financial Performance

Key Performance Indicators and Financial Performance

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	Fiscal Year Ended March 31, 2024				Fiscal Year Ended March 31, 2025				Fiscal Year Ended March 31, 2026				FY 2027
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q
Sales personnel				109				95				113	
Guarantee Liabilities (Billion yen)	6,993	7,318	7,699	7,518	7,802	7,917	8,086	8,260	8,476	8,690	8,953	9,113	9,317
Guarantee fee rate	-	1.27%	-	1.26%	-	1.26%	-	1.32%	-	1.29%	-	1.24%	-
Net sales (Million yen)	2,240	4,501	6,821	9,165	2,406	4,878	7,493	10,224	2,741	5,488	8,253	11,029	2,800
Gross profit (Million yen)	1,855	3,688	5,601	7,368	1,849	3,761	5,838	7,818	2,031	3,979	6,030	8,072	2,074
Gross Profit Margin	82.81%	81.95%	82.13%	80.39%	76.82%	77.10%	77.91%	76.47%	74.10%	72.51%	73.06%	73.19%	74.06%
SG&A (Million yen)	▲704	▲1,340	▲1,970	▲2,518	▲681	▲1,381	▲2,096	▲2,715	▲768	▲1,467	▲2,157	▲2,871	▲740
Operating profit (Million yen)	1,150	2,348	3,631	4,850	1,168	2,380	3,741	5,103	1,262	2,512	3,872	5,201	1,334
Operating profit margin	51.38%	52.18%	53.24%	52.92%	48.53%	48.78%	49.93%	49.92%	46.07%	45.78%	46.92%	47.16%	47.64%
Ordinary profit (Million Yen)	1,169	2,360	3,652	4,902	1,187	2,438	3,812	5,203	1,294	2,568	3,984	5,302	1,412
EPS (yen)				68				73				77	

Important Notice Regarding This Document

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This document is provided solely for the purpose of offering information regarding management strategy and is not intended as a solicitation for investment in securities issued by the Company.

This document contains forward-looking statements, including forecasts, plans, and targets related to the Company. These statements are based on information currently available to the Company and assumptions deemed reasonable at the time of preparation.

Accordingly, such statements are subject to uncertainties, and actual results may differ materially from those expressed or implied herein due to various factors, including changes in underlying assumptions or the emergence of unforeseen circumstances.

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