



Tokyo Kiraboshi Financial Group

Results Briefing for the Fiscal Year Ended March 31, 2025

1. Summary of Business Results for the Fiscal Year Ended March 31, 2025

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1. Summary of Business Results for the Fiscal Year Ended March 31, 2025

Summary of Business Results for the First Quarter Ended June 30, 2025

Tokyo Kiraboshi FG (consolidated)

		(¥100 million)				
		^A 2024/3 (Actual)	^B 2025/3 (Actual)	YoY (B – A)	^C 2025/3 * (Forecast)	Rate of progress (B / C)
1	Ordinary profit	329	416	+86	321	129.7%
2	Profit attributable to owners of parent	256	313	+57	245	128.0%

Ordinary profit

Percent change +26.3% YoY
(¥32.9 billion → ¥41.6 billion)

Net income

Percent change +22.2% YoY
(¥25.6 billion → ¥31.3 billion)

*Based on information published on May 1, 2024. On March 19, 2025, the forecast of the Group's full-year consolidated operating performance was revised (net income revised from ¥24.5 billion to ¥30.5 billion)

Kiraboshi Bank (non-consolidated)

		(¥100 million)				
		A 2024/3 (Actual)	B 2025/3 (Actual)	YoY (B – A)	C 2025/3 * (Forecast)	Rate of progress (B / C)
1	Gross core business profit	919	948	+29	876	108.3%
2	Net interest income	814	852	+37	799	—
3	Interest on loans and discounts	665	715	+50	676	—
4	Interest on securities	197	222	+25	181	—
5	Other interest income	(47)	(85)	(37)	(58)	—
6	Non-interest income	104	96	(8)	77	—
7	Expenses	(531)	(549)	(17)	(530)	—
8	Net core business income	387	399	+11	346	115.3%
9	Credit-related costs	(19)	(29)	(10)	(50)	—
10	Gains (losses) on bonds	(36)	(63)	(27)	6	—
11	Gains (losses) on stocks and other securities	63	99	+35	28	—
12	Other non-recurring profit (loss)	(24)	(2)	+22	(26)	—
13	Ordinary profit	369	402	+32	304	132.3%
14	Extraordinary profit (loss)	(1)	31	+33	24	—
15	Income taxes	(65)	(131)	(66)	(100)	—
16	Net income	303	302	(0)	228	132.7%

Note: For signs used in year-on-year comparison, "+" indicates increase in income, "-" indicates decrease in income

*Based on information published on May 1, 2024.

Highlights of the key points

► Interest on deposits and loans + ¥0.9 billion YoY

	2024/3 (Actual)	2025/3 (Actual)	YoY (B - A)
Interest on loans and discounts	665	715	+50
Interest on deposits, etc.*	(14)	(55)	(41)
Interest on deposits and loans (net)	650	659	+9

Note 1: "Interest on deposits, etc." is a component of "Other interest income" shown in the table on the left

Note 2: Factors behind increases and decreases in the above table include the impact of change in the deposit and loan balances

→ Yield on both deposits and loans increased due partly to policy rate hike.

Loan yield (2024/3: 1.38% → 2025/3: 1.47%)

Yield on deposits, etc. (2024/3: 0.02% → 2025/3: 0.09%)

→ The effect of interest rate increases will be limited to a few hundred million yen in FY2024 because the impact of higher interest rates on ordinary and term deposits appears ahead of others partly due to the timing of interest rate revision on loans.

* Please refer to p12 for estimation of the impact in the event the policy rate is raised in FY2025 or later

Ordinary profit

Percent change +8.8% YoY
(¥36.9 billion → ¥40.2 billion)

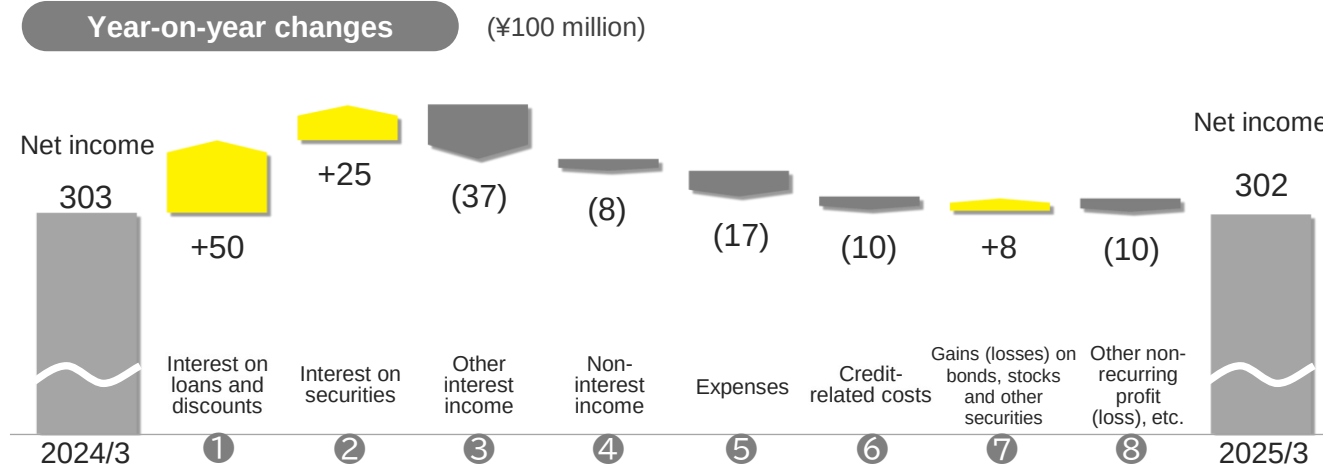
Net income

Percent change (0.0)% YoY
(¥30.3 billion → ¥30.2 billion)

Factors Affecting Net Income (Kiraboshi Bank)

	Main Items	YoY	Points
①	Interest on loans and discounts	+¥5.0 billion	+¥5.0 billion YoY reflecting continued increase in loan balances resulting largely from promotion of transactions for main bank relationship building and efforts in strengthening customer relations, combined with rising yields
②	Interest and dividends on securities	+¥2.5 billion	+¥2.5 billion YoY due largely to an increase in fund income despite a decrease of ¥3.5 billion in dividend from an equity method affiliate (*1)
③	Other interest income	¥(3.7) billion	¥(3.7) billion YoY due largely to an increase in deposit interest (¥(4.1) billion) accompanying rise in interest rates
④	Net non-interest income	¥(0.8) billion	¥(0.8) billion YoY due largely to an increase in foreign currency funding costs and a decrease in commission income from corporate customers (¥(0.9) billion)
⑤	Expenses	¥(1.7) billion	¥(1.7) billion YoY due largely to an increase in non-personnel expenses (¥(3.0) billion) .
⑥	Credit-related costs	¥(1.0) billion	¥(1.0) billion YoY due largely to a decrease in reversal of allowance for loan losses due to an increase in the historical credit loss rate
⑦	Gains (losses) on bonds, stocks and other securities	+¥0.8 billion	+¥0.8 billion YoY due largely to an increase in gain on sale of REITs and on sale of cross-held shares, despite an increase in loss from sale of bonds (Sold ¥70.1 billion of yen bonds, primarily super long-term bonds, and posted ¥(9.5) billion of realized gain (loss))
⑧	Other non-recurring profit (loss) Total of extraordinary income (loss) and income taxes	¥(1.0) billion	¥(1.0) billion YoY due largely to an increase in total income taxes (+¥6.6 billion) reflecting an increase in taxable income and a decrease in the decline rate of valuation allowance, despite ¥1.7 billion in reversal of retirement benefit expenses, a decrease in fund costs (+¥0.7 billion), and posting of ¥3.3 billion as extraordinary income from sale of land
	Total	¥(0.0) billion	

*1: Dividend received from an equity-method affiliate sourced from sale of real estate by the said equity-method affiliate
(¥3.5 billion in 24/3 → none in 25/3)



Diff. b/w consolidated and non-consolidated

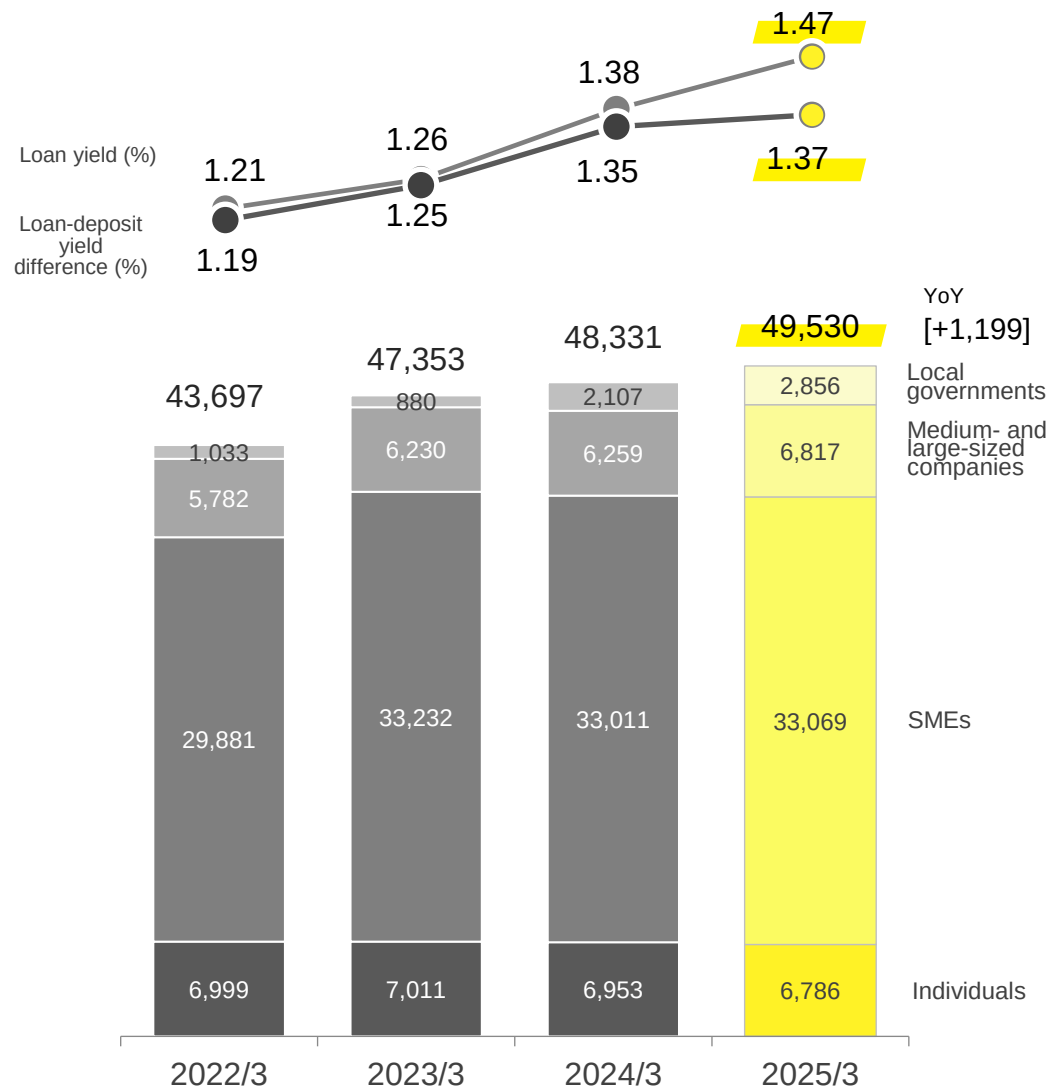
Kiraboshi Bank (non-consolidated) net income	302
Group consolidated net income (of which, effects of start-up deficit of newly established companies, etc.: ¥(1.4) billion)	+14
Elimination of internal transactions between consolidated Group companies, etc.	(3)
Tokyo Kiraboshi FG (consolidated) net income	313

Loans and Trust Assets (Kiraboshi Bank)

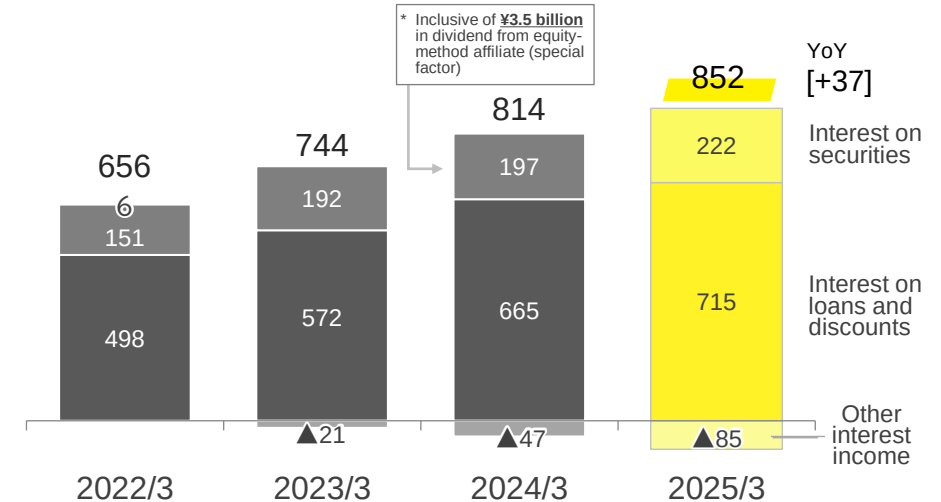
Increases in loan balance and yield due to efforts in strengthening customer relations, including promotion of main bank relationship building

As a result, interest on loans and discounts increased steadily, and overall net interest income continued on the rise

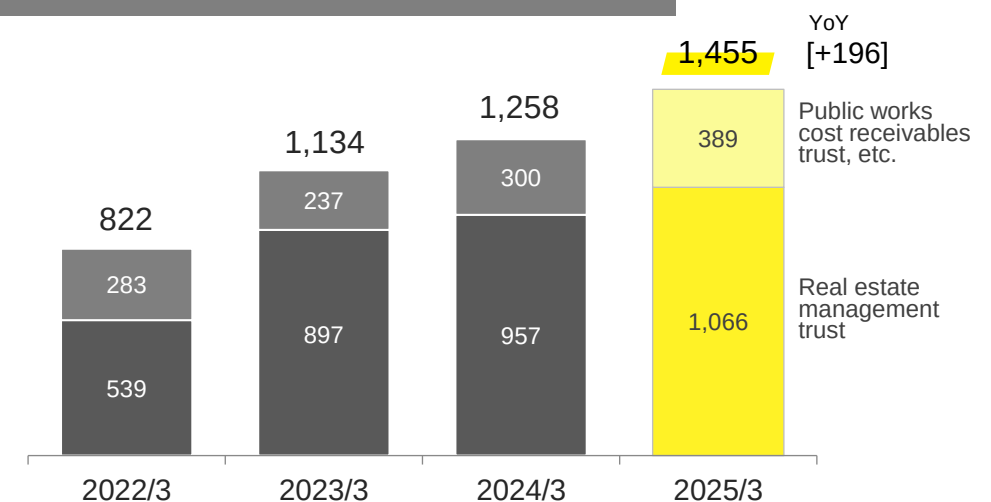
1. Loan balance by type of customer (¥100 million)



2. Net interest income (¥100 million)



3. Balance of trust assets (¥100 million)

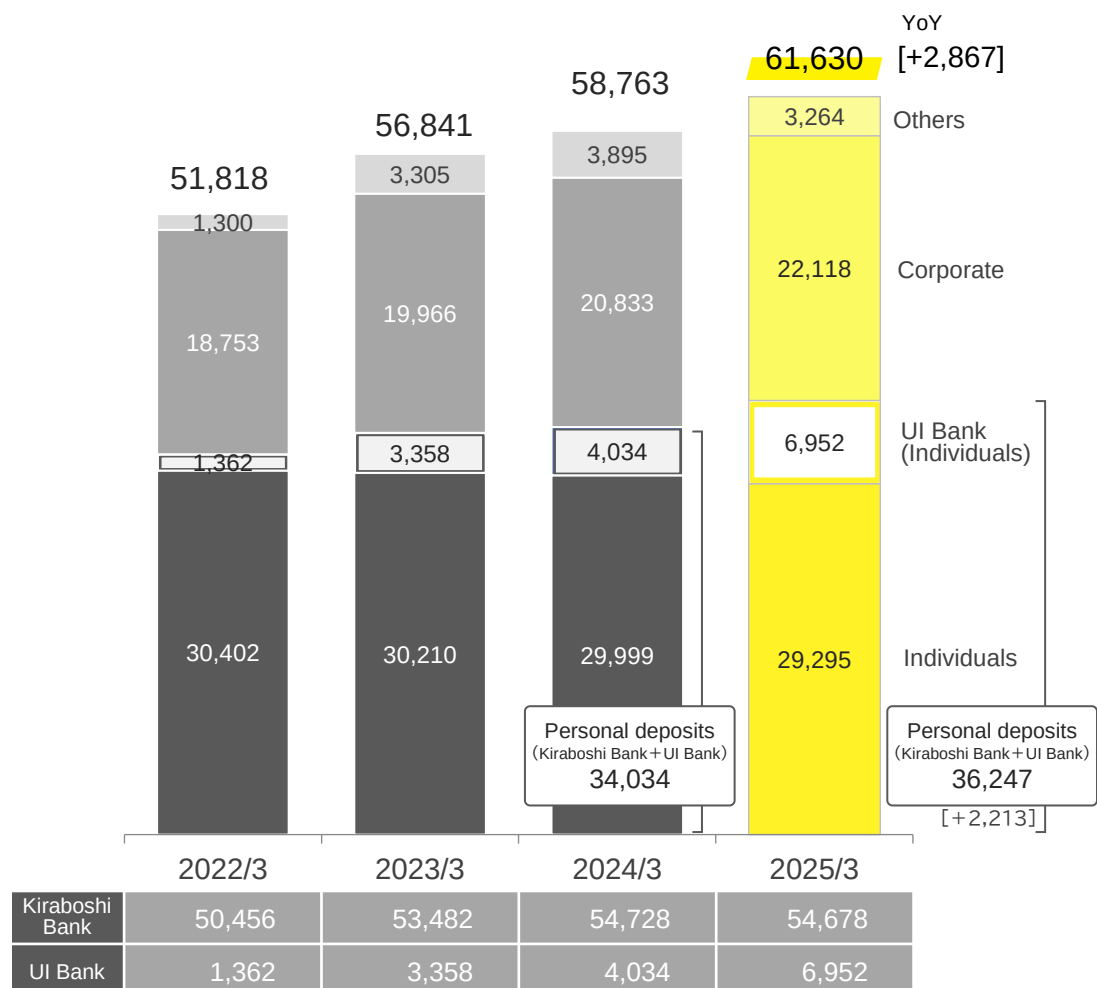


Balance of Deposits and Assets under Management (Kiraboshi Bank + UI Bank + KLD Securities)

The Group's combined deposit balance increased by ¥286.7 billion YoY notably in personal deposits even in a rising interest rate environment

Balance of assets under management continued to increase in KLD Securities, but for the Group as a whole, the combined balance was more or less unchanged

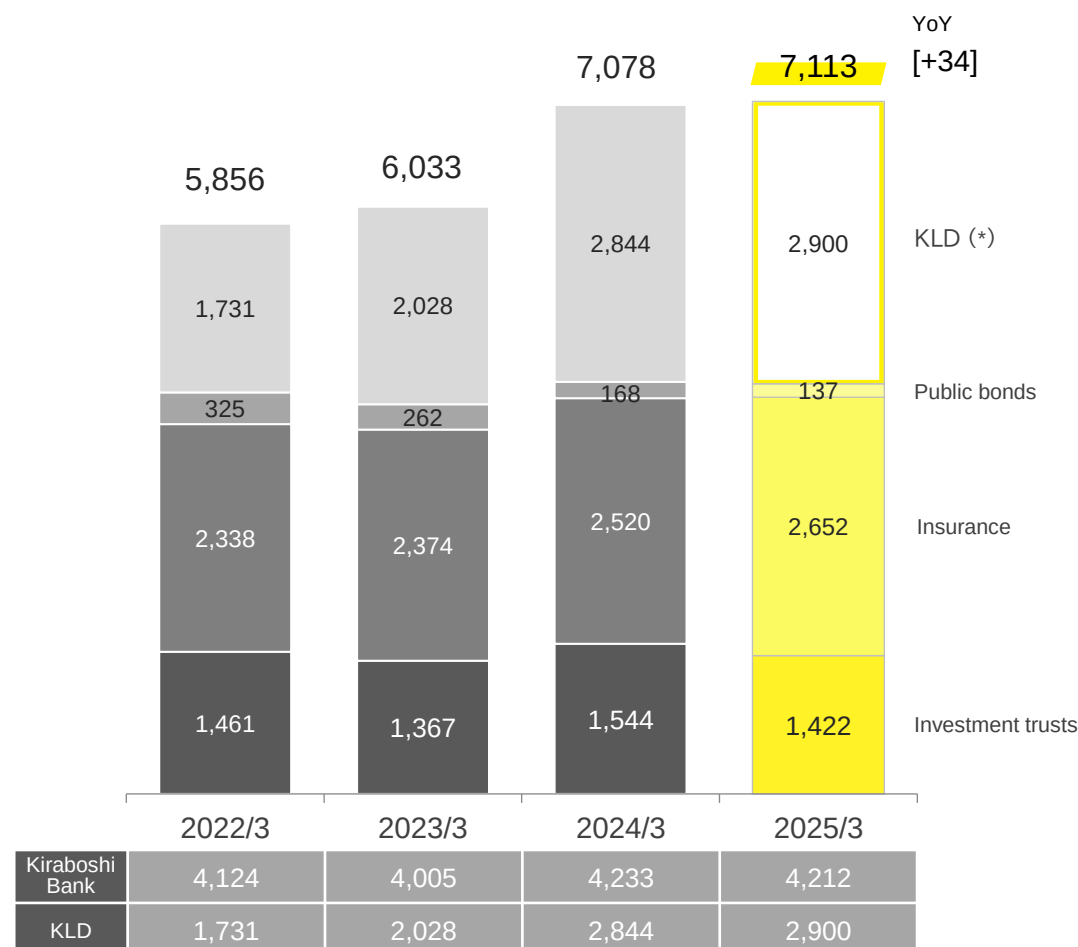
1. Deposit balance by type of customer (Kiraboshi Bank + UI Bank) (¥100 million)



* Negotiable certificates of deposit not included

* UI Bank started operation in January 2022

2. Balance of assets under management by item (Kiraboshi Bank + KLD) (¥100 million)

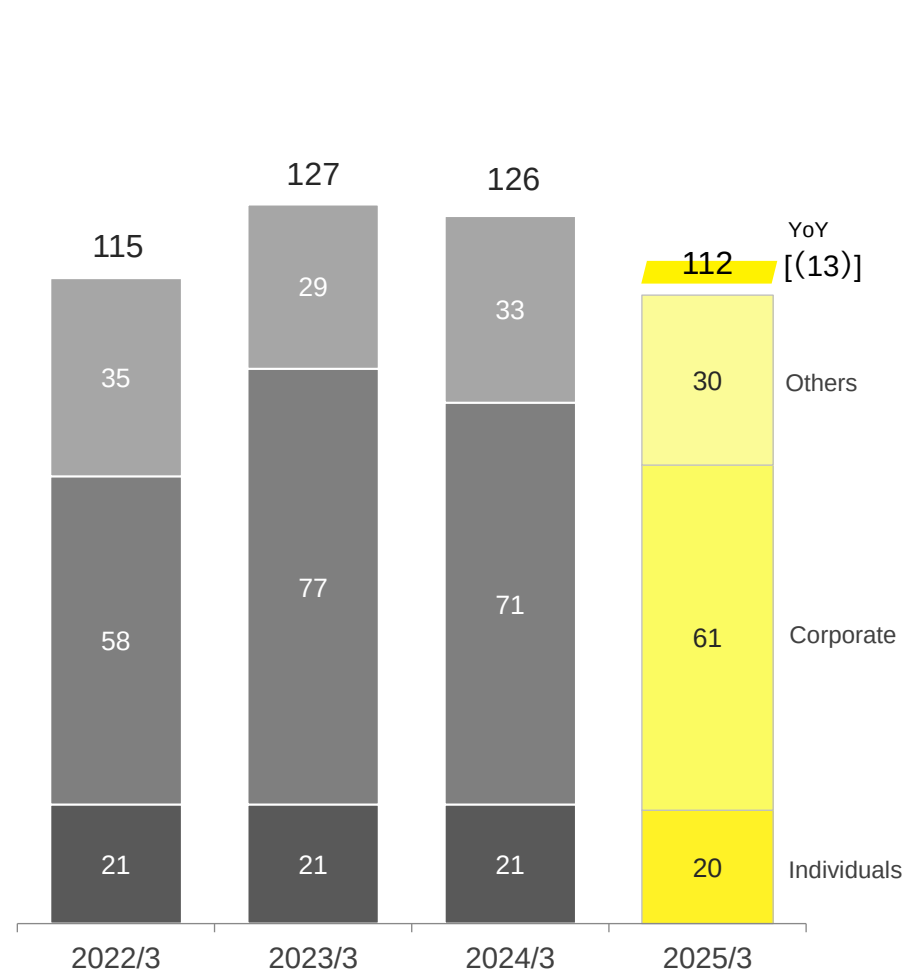


* KLD: Kiraboshi Life Design Securities Co., Ltd.

Income from Fees and Commissions (Kiraboshi Bank)

Commission income from corporate customers declined in comparison with the previous fiscal year when revenues grew significantly due to business financing, etc.
While commission income from retail customers was generally flat, commission income in KLD Securities continued to rise steadily

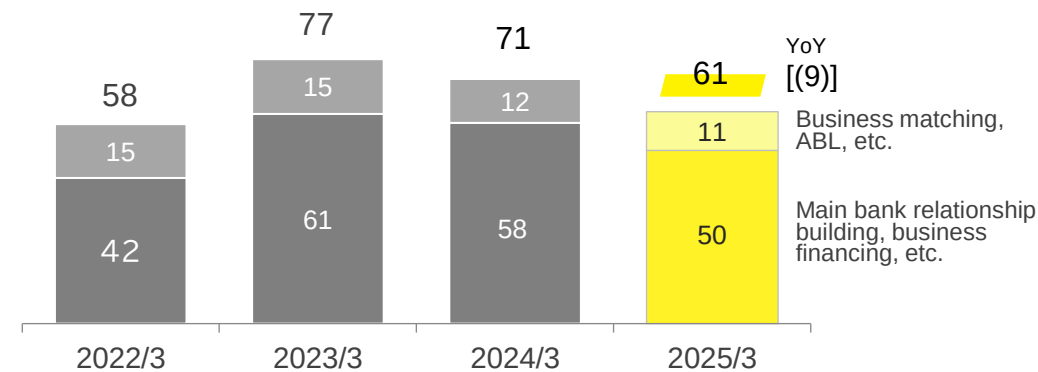
1. Income from fees and commissions (¥100 million)



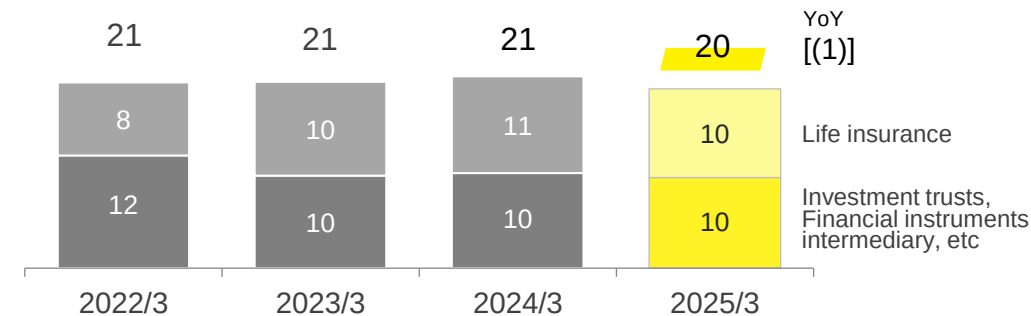
* Trust fees included

2. Commission income from corporate customers (¥100 million)

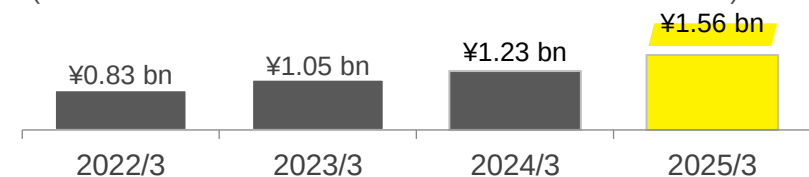
* Breakdown for "2." and "3." is based on management accounting figures



3. Commission income from retail customers (¥100 million)



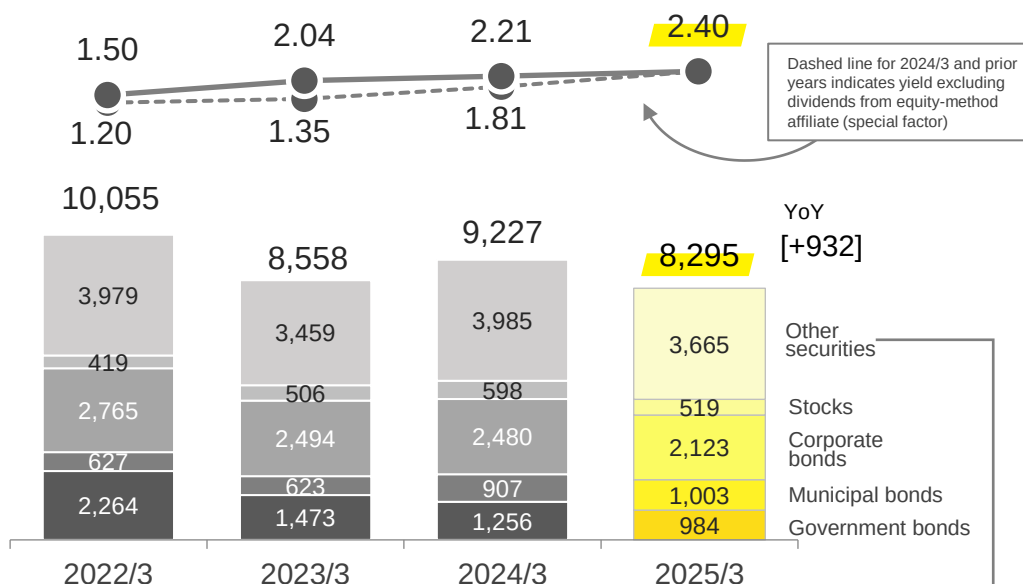
[Ref] Kiraboshi Life Design Securities' commission income
(* not included in commission income from retail customers above)



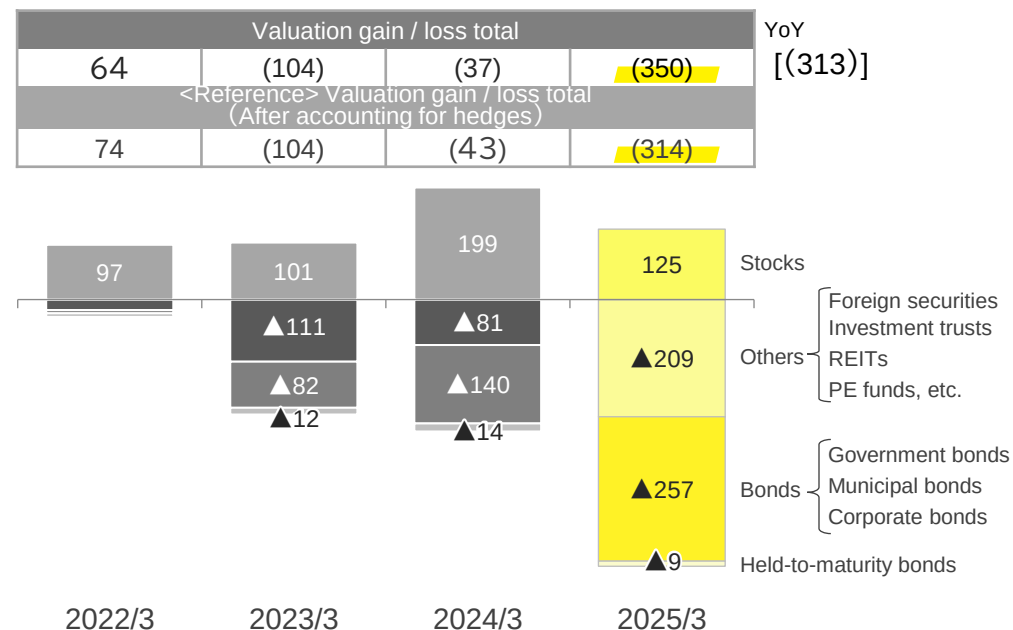
Securities (Kiraboshi Bank)

Shortened duration of yen bonds and reduced interest rate risk with disposal of super long-term bonds
Sold ¥70.1 billion of yen bonds in FY2024 and posted ¥(9.5) billion of realized gain (loss). Also, implemented risk control through hedge operation to prepare for further interest rate hikes

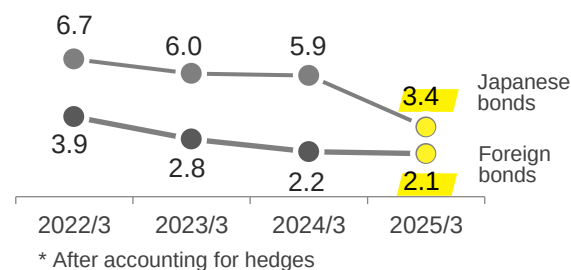
1. Securities balance / yield (¥100 million, %)



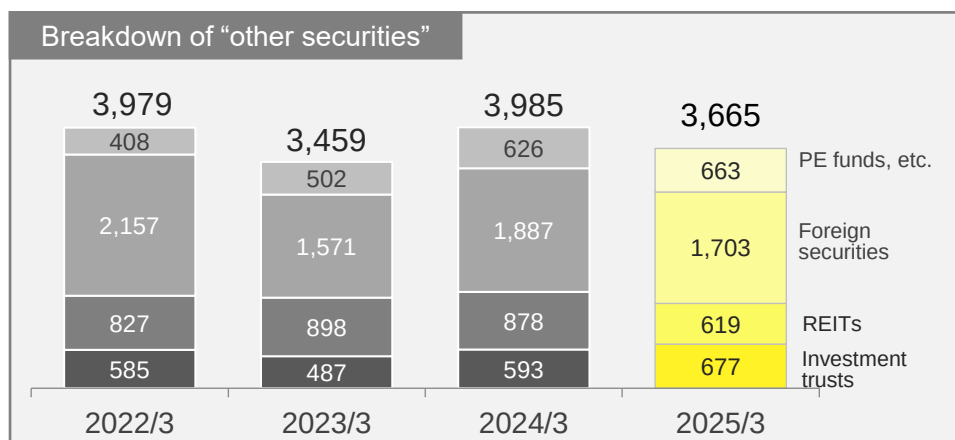
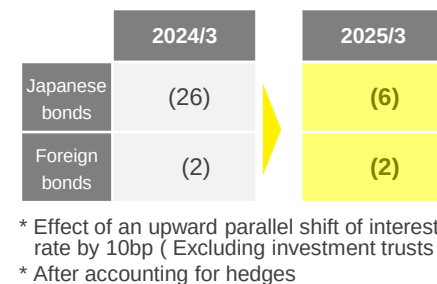
2. Valuation gain/loss on securities (¥100 million)



3. Duration (years)



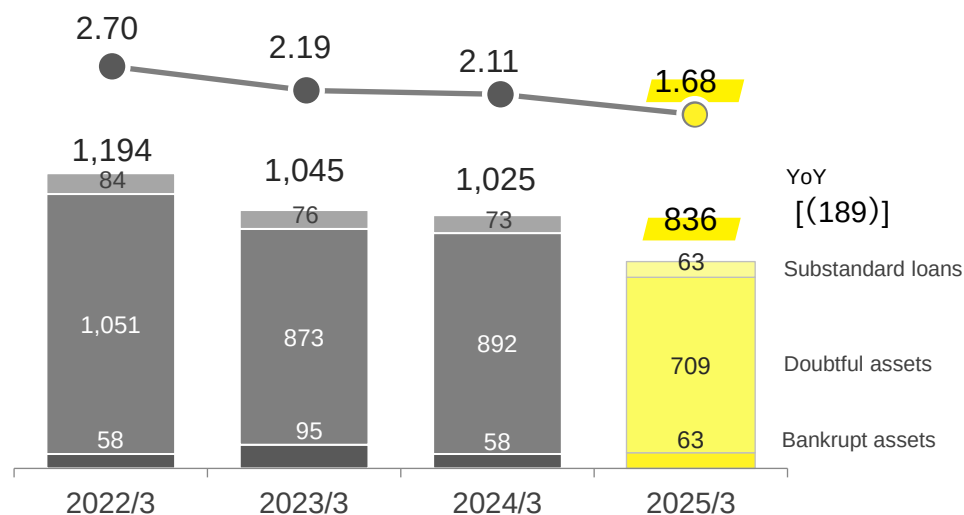
4. Interest rate sensitivity (¥100 million)



Problem Assets Subject to Disclosure under the Financial Reconstruction Act and Capital Ratio

While risk-weighted assets increased, equity capital increased due to accumulation of profits, and the capital ratio rose in comparison with the previous fiscal year

1. Value and ratio of problem assets subject to disclosure (Kiraboshi Bank) (¥100 million, %)

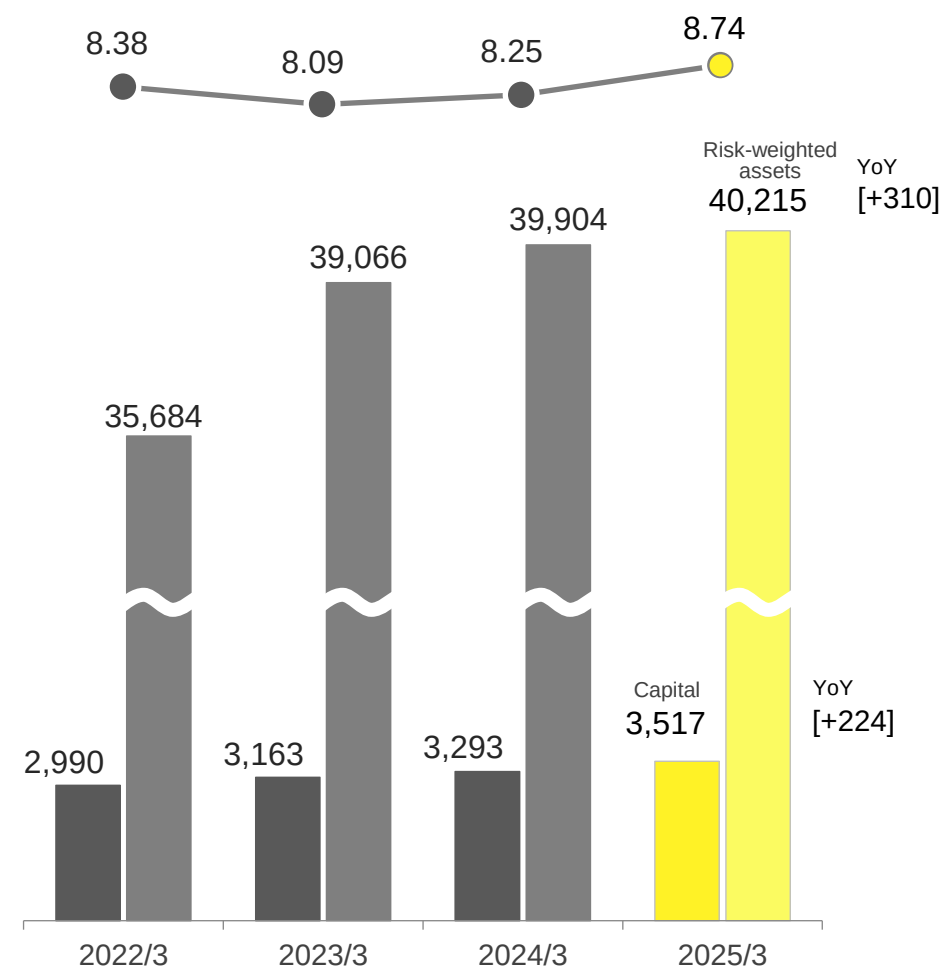


* Figures are after partial direct write-offs.

2. Credit-related costs (¥100 million)

	2024/3	2025/3	YoY
A Provision of general allowance for loan losses	(29)	(10)	+18
B Disposal of non-performing loans	48	40	(8)
Of which, provision of allowance for individual loan losses	41	34	(6)
C Reversal of allowance for loan losses	—	—	—
Credit-related costs (A+B-C)	19	29	+10

3. Capital ratio (Tokyo Kiraboshi FG consolidated) (¥100 million, %)



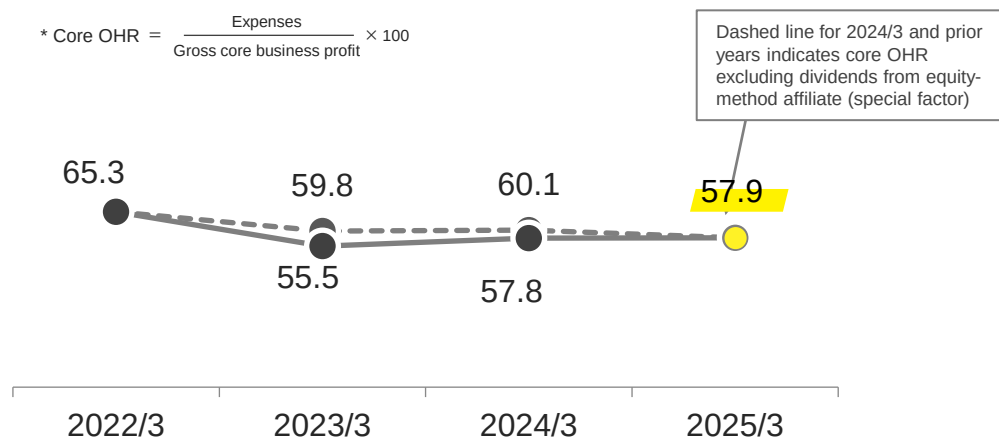
Core OHR/ROE/Dividends

OHR was more or less flat YoY as a result of an increase in gross core business profit and a rise in non-personnel and other expenses

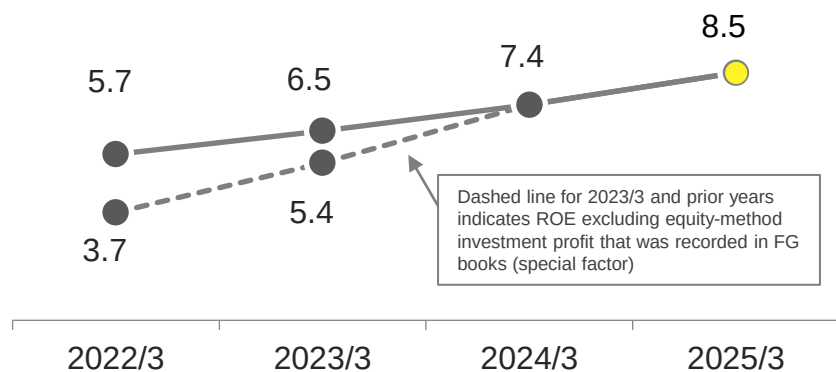
ROE remained on the rise due to continued accumulation of profits, up 1.1 %pt YoY to 8.5% in FY2025/3

1. Core OHR (Kiraboshi Bank) (%)

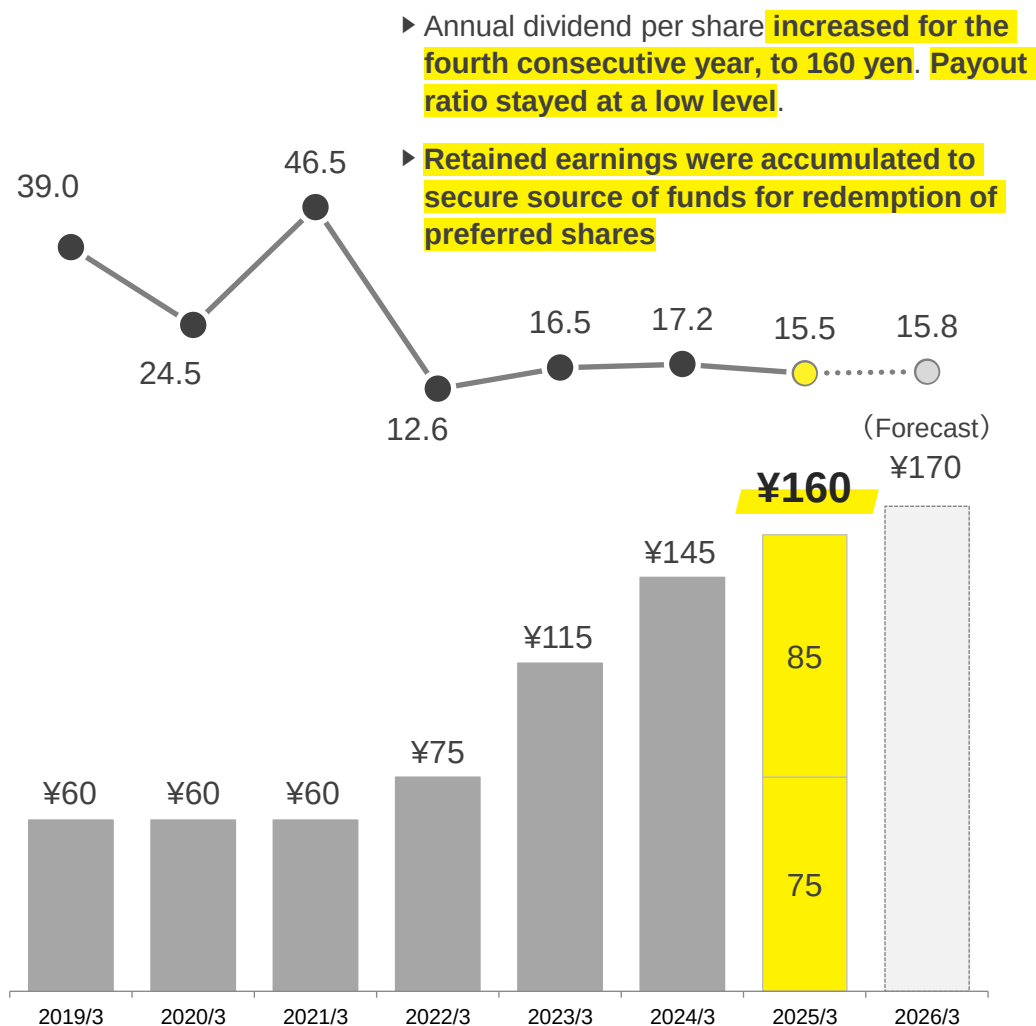
$$\text{Core OHR} = \frac{\text{Expenses}}{\text{Gross core business profit}} \times 100$$



2. ROE (Tokyo Kiraboshi FG consolidated) (%)



3. Annual dividend per share / Payout ratio (Tokyo Kiraboshi FG) (yen, %)



Plan for the Fiscal Year Ending March 31, 2026

Tokyo Kiraboshi FG (consolidated)

(¥100 million)

	A	B	
	2025/3 (Actual)	2026/3 (Plan)	YoY (B - A)
1 Ordinary profit	416	470	+54
2 Profit attributable to owners of parent	313	330	+16

Kiraboshi Bank (non-consolidated)

(¥100 million)

	A	B	
	2025/3 (Actual)	2026/3 (Plan)	YoY (B - A)
1 Gross core business profit	948	950	+1
2 Net interest income	852	880	+28
3 Interest on loans and discounts	715	857	+142
4 Interest on securities	222	204	(18)
5 Other interest income	(85)	(181)	(96)
6 Non-interest income	96	70	(26)
7 Expenses	(549)	(549)	+0
8 Net core business income	399	401	+2
9 Credit-related costs	(29)	(50)	(20)
10 Gains (losses) on bonds	(63)	11	+75
11 Gains (losses) on stocks and other securities	99	60	(39)
12 Other non-recurring profit (loss)	(2)	(1)	+1
13 Ordinary profit	402	421	+19
14 Extraordinary profit (loss)	31	(2)	(33)
15 Income taxes	(131)	(128)	+2
16 Net income	302	291	(11)

Note: For signs used in this page, "+" indicates increase in income, "(" indicates decrease in income

Key points in the plan for FY2026/3

Note: Figures in () are YoY

Tokyo Kiraboshi FG (consolidated)

■ Net income ¥33.0 billion (+¥1.6 billion)



Of which, ¥3.0 billion in profit of Group companies (+¥1.5 billion)

- ▶ Work on increasing Group companies' contribution to profit through such measures as expansion of customer base and creation of income-generating opportunities by enhancing collaboration among Group companies
- ▶ UI Bank expected to turn profitable for the full year with the loan business, which was launched in the previous fiscal year, contributing to income throughout the year

Kiraboshi Bank (non-consolidated)

■ Interest on loans and discounts **¥85.7 billion** [+¥14.2 billion]

Other interest income **¥(18.1) billion** [¥(9.6) billion]

→ Of which, interest on deposits, etc. **¥(14.5) billion** [¥(9.0) billion]

Anticipating a rise in yield on deposits and loans given full-year contribution of the impact of the gradual increase in the policy rate during FY2024

* Calculated assuming policy rate of 0.50% in FY2026/3 No further impact of rate hike is factored in.

■ Interest on securities **¥20.4 billion** [¥(1.8) billion]

Reflecting absence of the large fund income (¥(2.6) billion) posted in FY2025/3

■ Credit-related costs **¥(5.0) billion** [¥(2.0) billion]

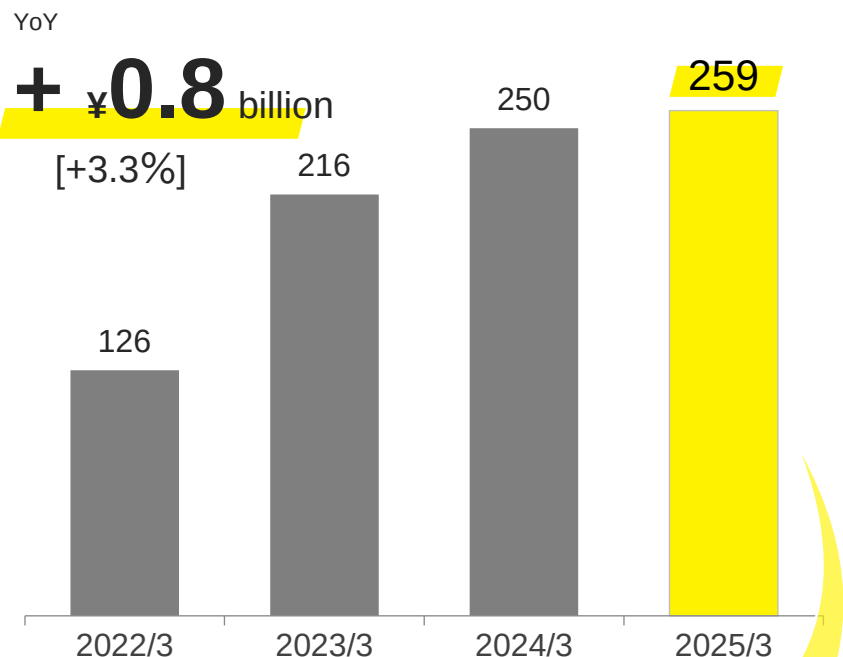
Loan balance of approximately ¥5 trillion is estimated conservatively at a 10bp level

■ Extraordinary profit (loss) **¥(0.2) billion** [¥(3.3) billion]

Reflecting absence of ¥3.3 billion gain on sale of land posted in FY2025/3

<Reference> Profit from Customer Business / Estimation of the impact of increases in interest rates

Profit from customer business*1 (¥100 million)



Main change factors

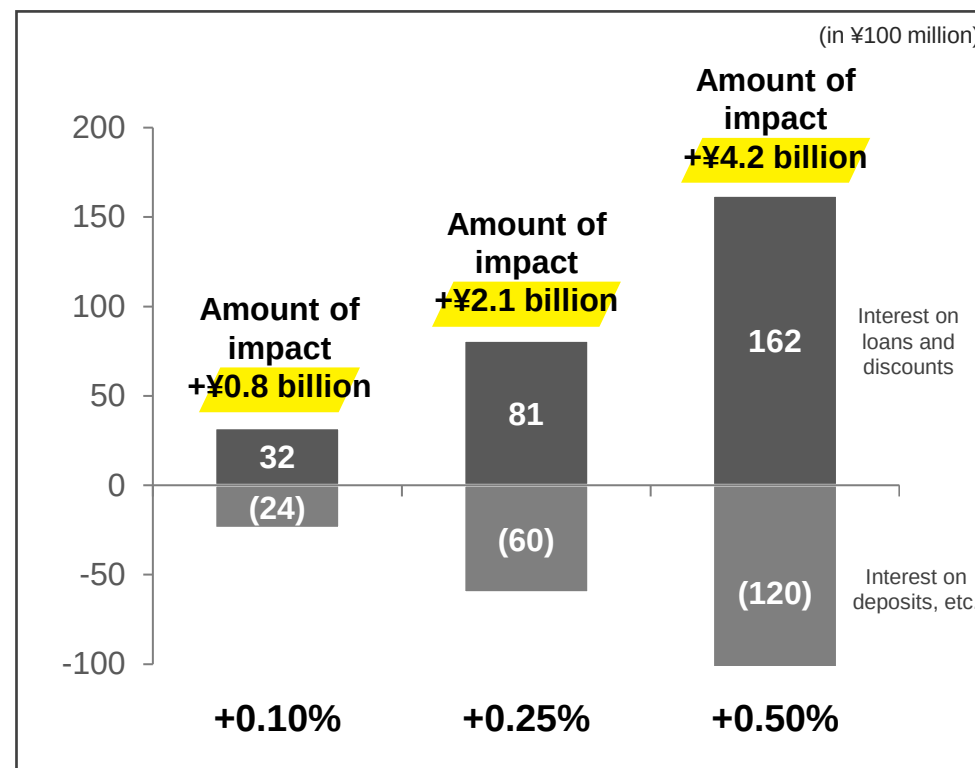
- Increase:** Loan balance [¥119.9 billion YoY]
Loan-deposit yield difference [+0.02 %pt YoY]
- Decrease:** Income from fees and commissions [¥(1.3) billion YoY]
 ➔ Decrease in commission income from corporate customers [¥(0.9) billion YoY]

*1 Calculation method: (loan balance x loan-deposit yield difference) + income from fees and commissions - general and administrative expenses

*2 Income from fees and commissions includes trust fees

Estimation of the impact of increases in interest rates (in 100 million yen)

Impact on deposits and loans in the event of policy rate hike



[Assumptions]

- Annual estimates (12 months) in the event of a 0.1% increase in the policy rate
- Impact on Kiraboshi Bank non-consolidated (impact on UI Bank deposits and loans is not taken into account)
- Loan and deposit balances are estimates of FY2025 ending balances

<Reference> Approach to Preferred Shares

Approach to preferred shares

After assessing the Company's business environment and with consideration for the status of internal reserve accumulation and capital ratio,

- with respect to **First Series Class I preferred shares***1

Redeem the shares over the period from FY2026 to FY2029, and aim to complete redemption

- with respect to **Class II preferred shares***2

Redeem the shares in FY2026 and FY2028, and aim to complete redemption

Consider completing redemption ahead of schedule depending on market environment

*1 Sumitomo Mitsui Trust Bank, Limited ¥15 billion

*2 Tokyo Metropolitan Government ¥40 billion

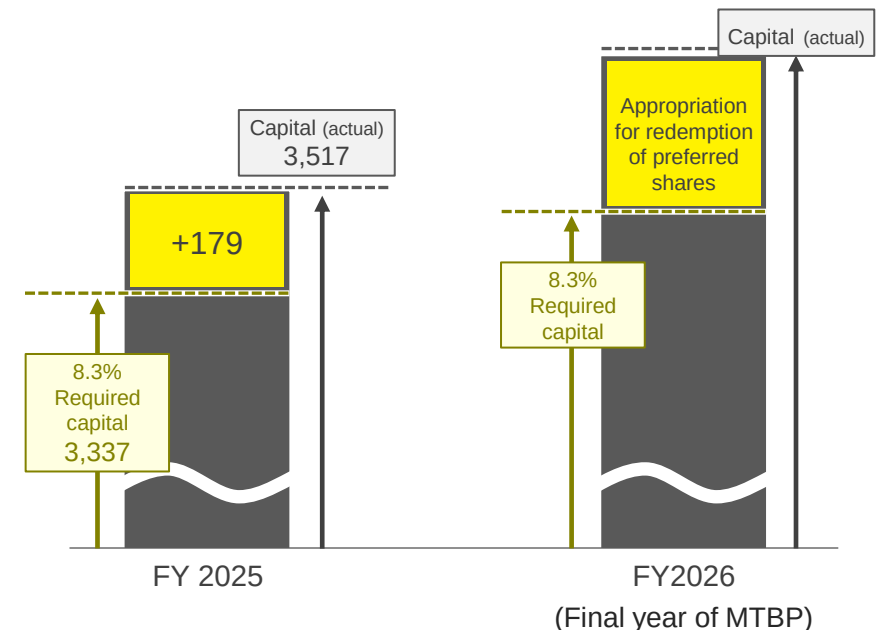
Medium-Term Business Plan Management Targets

Goals

Capital ratio 8.3% (FY2026)



Out of accumulated capital, **excess** of “required capital over capital ratio of 8.3%” **will be appropriated for future redemption of preferred shares** (in ¥100 million)



TOKYOに、つくそう。



Giving our all, for TOKYO.

2. Progress in the Medium-Term Business Plan

Changes in Management Targets of the Medium-Term Business Plan

- Aim for FG consolidated profit of ¥30 billion and FG consolidated ROE in the upper 7% range in FY2026 by improving the Group's profitability
- Accumulate internal reserves and aim for capital ratio of 8.3% after redemption of preferred shares

	March 2024	March 2025			March 2027 (Targets of the final year of the MTBP)
Net income (FG consolidated)	¥25.6 billion	¥31.3 billion	YoY +¥5.7 billion	...	¥30.0 billion
Profit of Group companies (FG consolidated) * Excluding Kiraboshi Bank	¥(0.3) billion	¥1.4 billion	YoY +¥1.8 billion	...	¥5.0 billion
ROE (FG consolidated)	7.4%	8.5%	YoY +1.1%	...	High 7% range
Core OHR (Kiraboshi Bank non-consolidated)	57.8%	57.9%	YoY +0.0%	...	Mid-50% range
Capital ratio (FG consolidated)	8.2%	8.7%	YoY +0.4%	...	8.3%

Kiraboshi Group Companies

Company name		Description	
		(As of March 31, 2025)	
1	 Tokyo Kiraboshi Financial Group, Inc.	Location of head office Capital Total assets	3-10-43 Minami Aoyama, Minato-ku, Tokyo ¥27.5 billion ¥7,094.5 billion

Company name		Description	
		(As of March 31, 2025)	
2	 Kiraboshi Bank, Ltd.	Location of head office Capital Total assets	3-10-43 Minami Aoyama, Minato-ku, Tokyo ¥43.7 billion ¥6,764.1 billion

(Group companies)

Company name		Business Description
3	Kiraboshi Credit Guarantee Co., Ltd.	Guarantee operations
4	Yachiyo Credit Guarantee Co., Ltd.	Guarantee operations
5	Kiraboshi Business Service Co., Ltd.	Centralized administrative services
6	Kiraboshi Business Consulting Shanghai Co., Ltd.	Consulting
7	KIRABOSHI BUSINESS CONSULTING VIETNAM CO., Ltd.	Consulting
8	Kiraboshi Servicer Co., Ltd.	Claim management and collection business

(Equity-method affiliate)

9	Kiraboshi Insurance Agency CO., LTD.	Insurance agency business
10	StarBridge business consulting (Beijing) Co., Ltd.	Consulting

(Group companies)

Company name		Business Description
11	UI Bank Co., Ltd.	Banking business
12	Tokyo Kiraboshi Lease, Inc.	General leasing business
13	Kiraboshi System, Inc.	System processing outsourcing

14 ITC Co., Ltd.

Outsourced systems development

15	Kiraboshi Consulting Co., Ltd.	Consulting
16	Kiraboshi JCB Co., Ltd.	Credit card business
17	Kiraboshi Tech, Inc.	Fintech services
18	Kiraboshi Capital Co., Ltd.	Structuring and administration of funds
19	Kiraboshi Life Design Securities Co., Ltd.	Securities business
20	Kiraboshi business office service, Inc.	Payroll operations, etc.
21	Be.Brave, Inc.	Advertising planning and production business

(Equity-method affiliate)

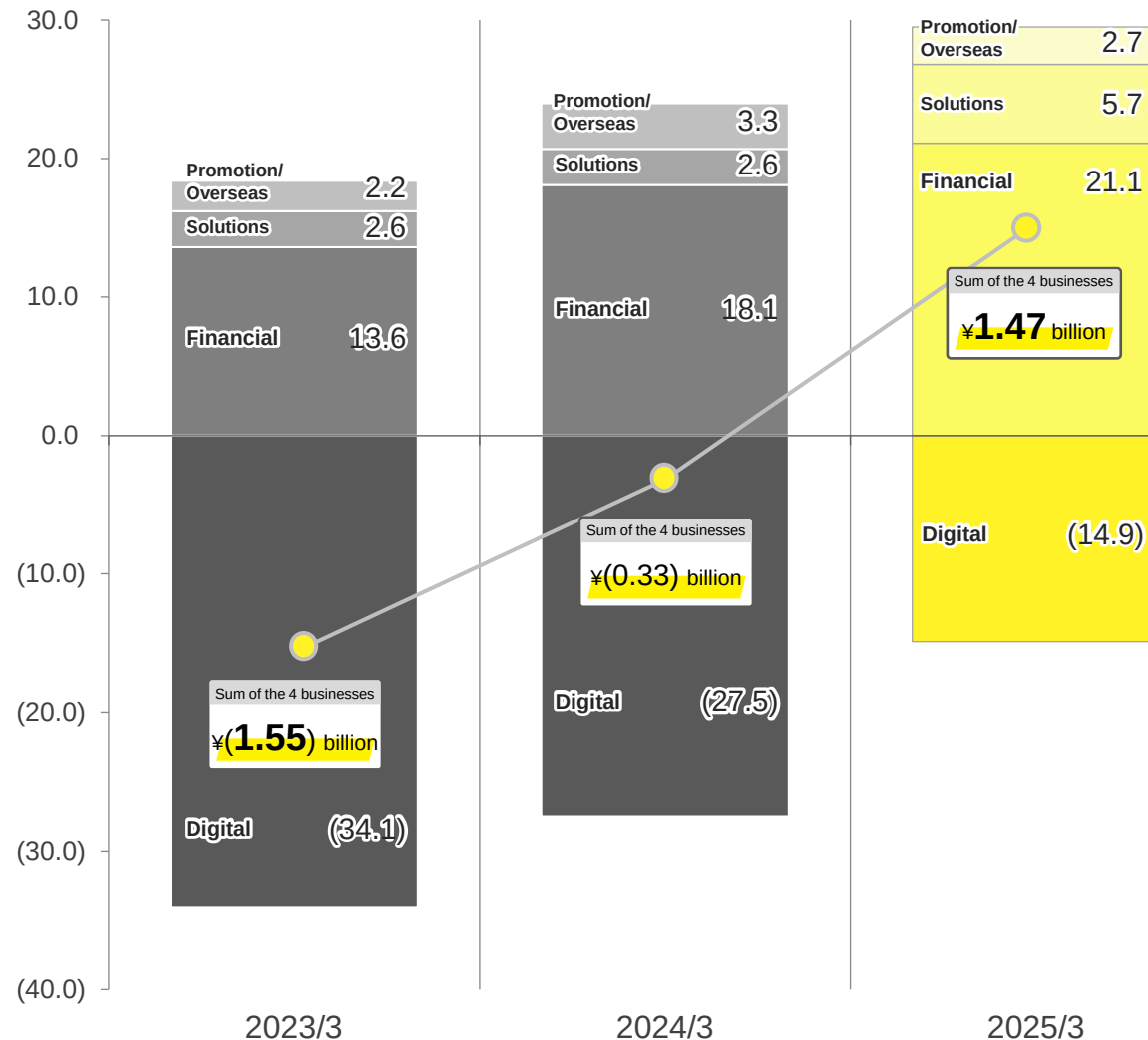
22	Sky Ocean Asset Management Co., Ltd.	Commissioned investment trust services
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Initiatives for Enhancing Group Corporate Value

- Deficit in digital business decreased as Kiraboshi Tech turned profitable for the full year. Challenge remains to make UI Bank profitable
- Aim is to make UI Bank profitable for the full year by building up portfolio of residential and investment real estate loans and thereby increasing earnings

Changes in Group profit by business

(¥100 million)



Challenges to further enhancing corporate value, and how we are responding

Promotion/Overseas Business		
Challenge	▶ Establishing system to support brand value enhancement ▶ Responding to needs for overseas expansion	Response ▶ Building a promotion and marketing business ▶ Building an overseas network to partner with companies expanding overseas
■ Be.Brave, Inc. ■ Kiraboshi Business Service Co., Ltd. ■ Kiraboshi Business Consulting Shanghai Co., Ltd. ■ StarBridge business consulting (Beijing) Co., Ltd. ■ KIRABOSHI BUSINESS CONSULTING VIETNAM CO., Ltd.		
Solutions Business		
Challenge	▶ Responding to business partners' business succession needs ▶ Establishment of system for DX support	Response ▶ Development of specialized personnel for solutions and digital business
■ Kiraboshi Consulting Co., Ltd. ■ Kiraboshi System, Inc. ■ ITC Co., Ltd. ■ Kiraboshi business office service, Inc.		
Financial Business		
Challenge	▶ Responding to highly specialized customer needs	Response ▶ Establishment of a system to increase customer satisfaction through collaboration among banks, securities firms, and other businesses
■ Tokyo Kiraboshi Lease, Inc. ■ Kiraboshi Capital Co., Ltd. ■ Kiraboshi Life Design Securities Co., Ltd. ■ Kiraboshi Servicer Co., Ltd. ■ Kiraboshi Insurance Agency CO., LTD. ■ Kiraboshi JCB Co., Ltd. ■ Kiraboshi Credit Guarantee Co., Ltd. ■ Yachiyo Credit Guarantee Co., Ltd.		
Digital Business		
Challenge	▶ Offering competitive loan and deposit products that take advantage of the Group's features ▶ Contributing to the Group's income	Response ▶ Developing both face-to-face and non-face-to-face customer service ▶ Using low costs to build up portfolio of residential and investment real estate loans
■ UI Bank Co., Ltd. ■ Kiraboshi Tech, Inc.		

- UI Bank narrowed its loss (FY2025/3), but challenge remains to make UI Bank profitable for the full year
- Have been building up our portfolio of residential and investment real estate loans, and we expect to achieve profitability for the full year in FY2026/3 with the increase in commission and interest income

UI Bank performance summary

(in ¥100 million)

		2024/3 (Actual)	2025/3 (Actual)	YoY
1	Gross core business profit	13	24	+10
2	Net interest income	13	16	+2
3	Of which, loan interest	27	31	+3
4	Of which, deposit interest	(13)	(18)	(4)
5	Net non-interest income	(0)	9	+9
6	Expenses	(33)	(39)	(5)
7	Net core business income	(20)	(15)	+5
8	Credit-related costs	(0)	(0)	+0
9	Ordinary profit	(21)	(14)	+7
10	Net income	(22)	(14)	+7

Changes in quarterly net income

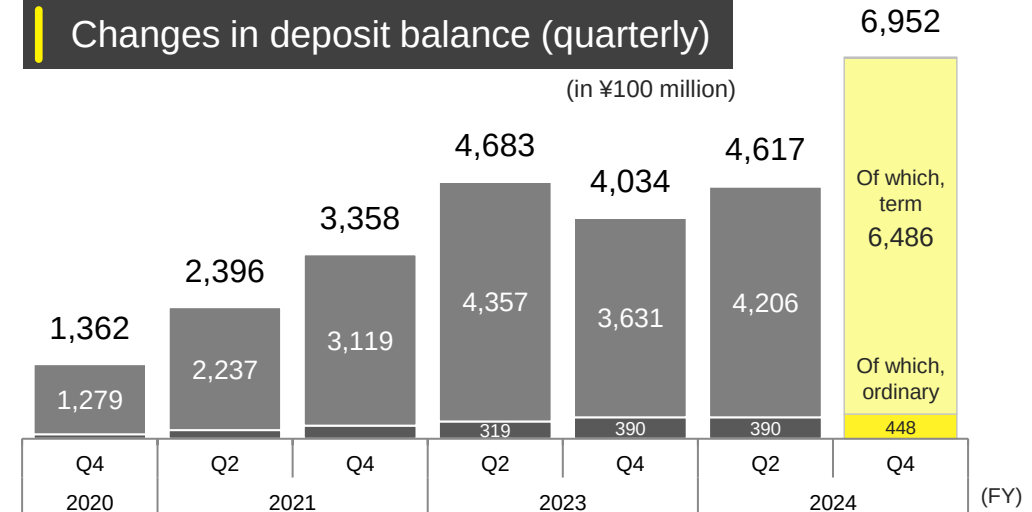
2024/3		
¥(2.2) billion	Q1-Q2 (11)	Q3-Q4 (10)
↓		
2025/3		
¥(1.4) billion	Q1-Q2 (10)	Q3-Q4 (4)

Since Q3 of 2025/3, an increase in commission income and interest income due to execution of secured loans and increase in the balance thereof

FY2026/3 Anticipating full-year profitability

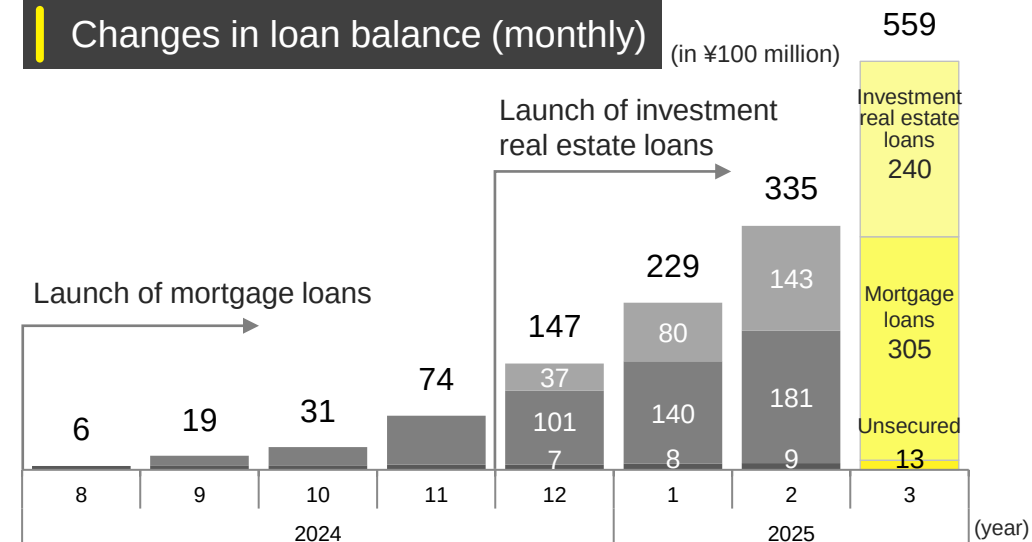
Changes in deposit balance (quarterly)

(in ¥100 million)



Changes in loan balance (monthly)

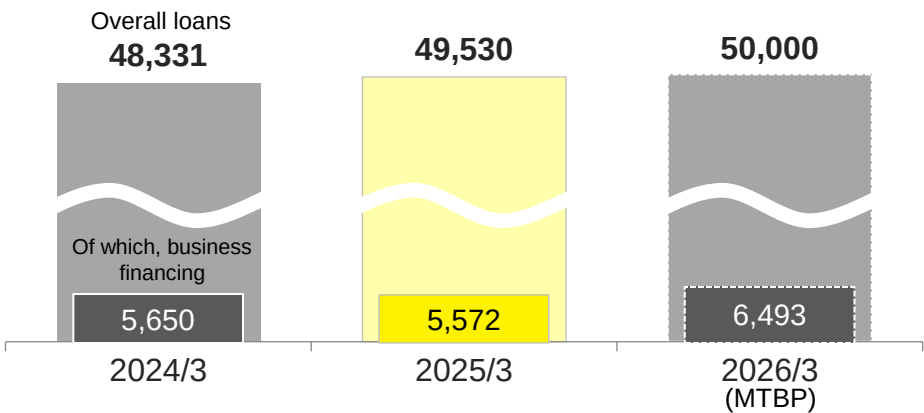
(in ¥100 million)



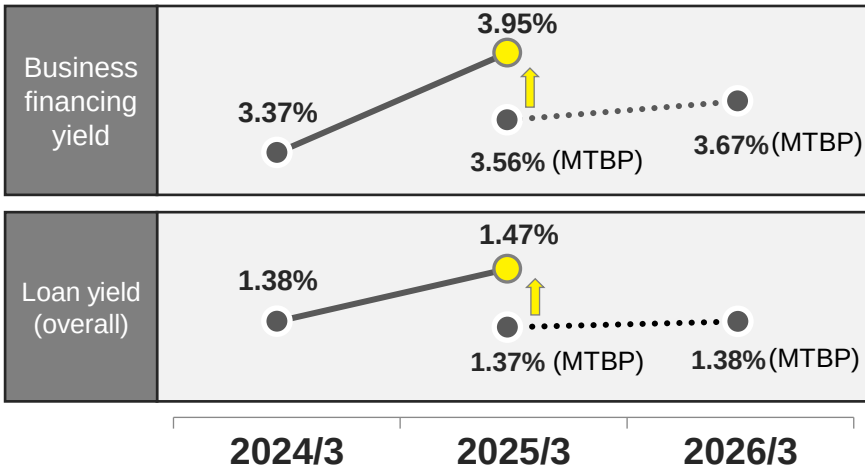
Corporate Customer Strategy 1: Loans (Kiraboshi Bank)

- Loan yield and profitability to improve as policy emphasizing RORA takes effect
- Aiming to increase commission income from corporate customers Group-wide by increasing consulting and M&A fees at Group companies

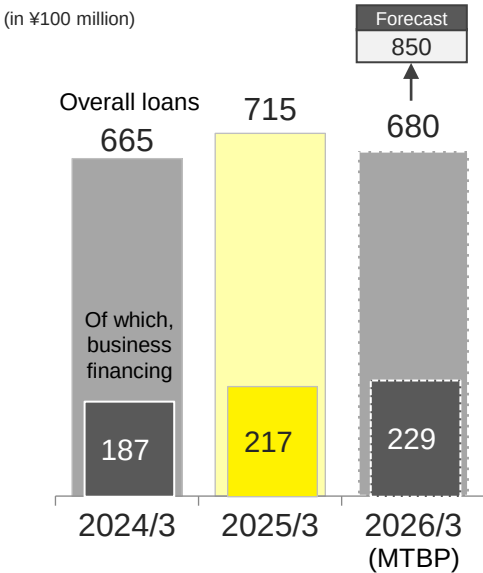
Balance of loans (Kiraboshi Bank) (in ¥100 million)



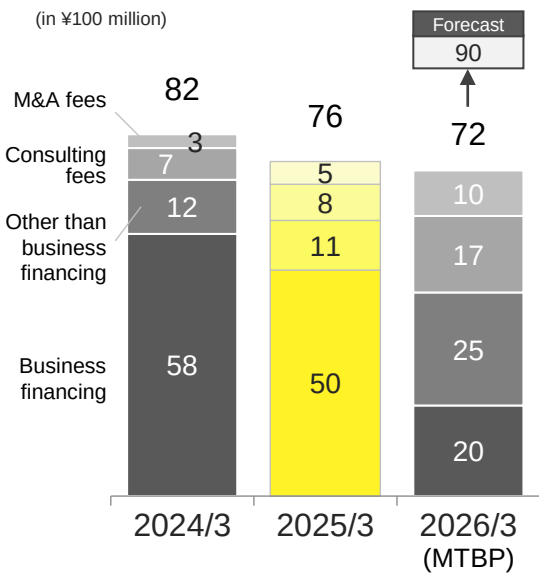
Kiraboshi Bank Loan balance and yield



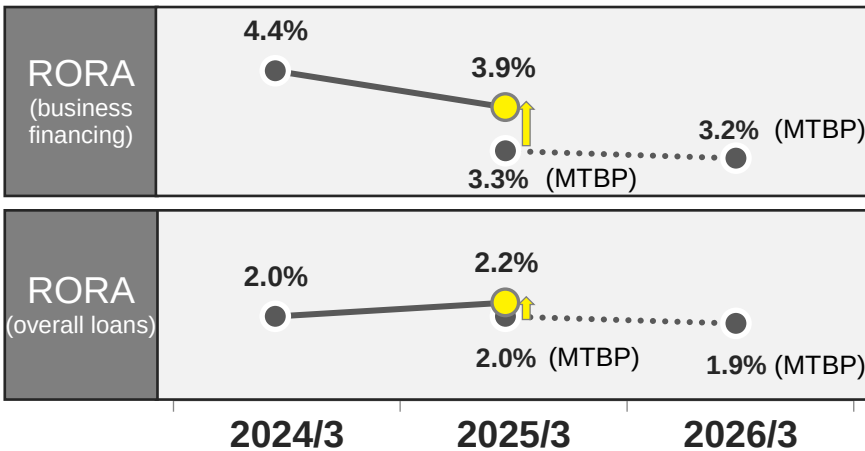
Interest on loans (Kiraboshi Bank) (in ¥100 million)



Commission income from corporate customers (Kiraboshi Bank) + Group earnings (in ¥100 million)



Kiraboshi Bank Changes in RORA

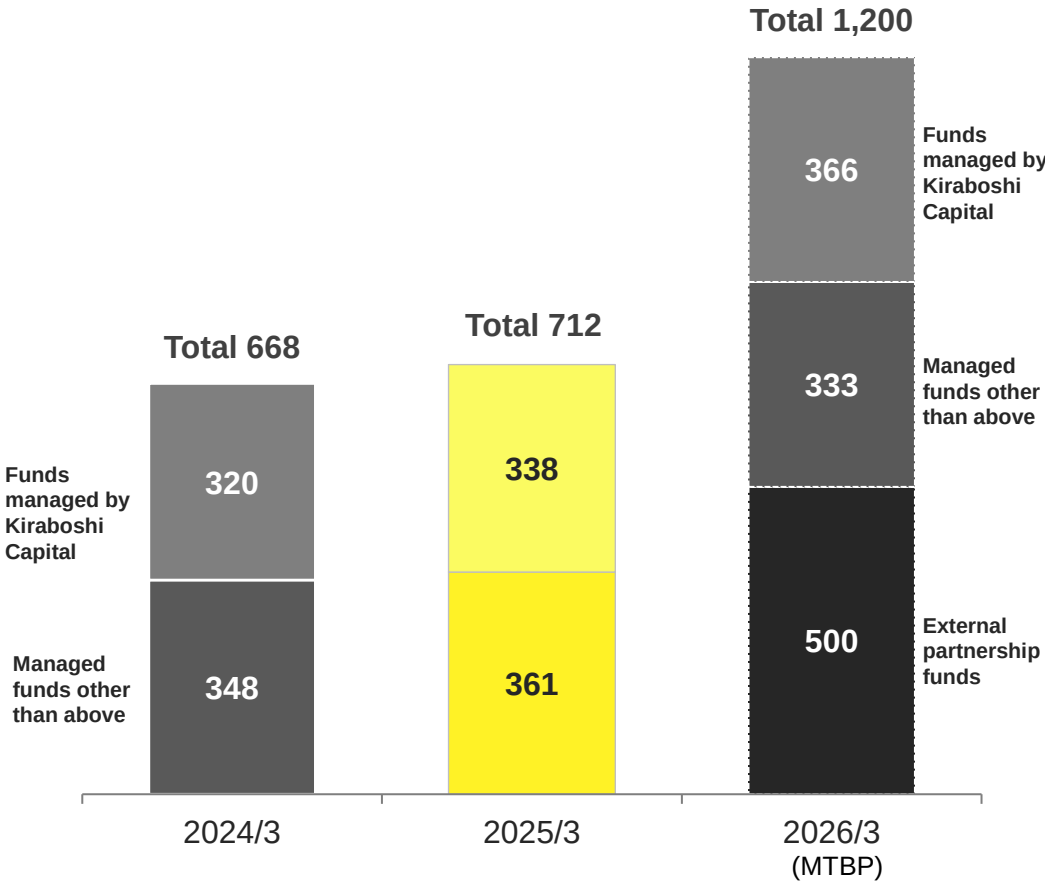


Corporate Customer Strategy 2: Equity Investment Business 1

- Progress with the external partnership funds initially envisioned has been delayed, but we aim to launch as soon as possible
- Exits of investees of funds managed by Kiraboshi Capital are starting to happen and are expected to continue contributing to FG profits

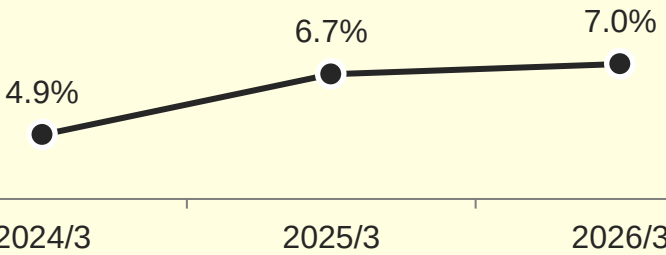
Kiraboshi Bank PE fund investment amount (LP)

(in ¥100 million)

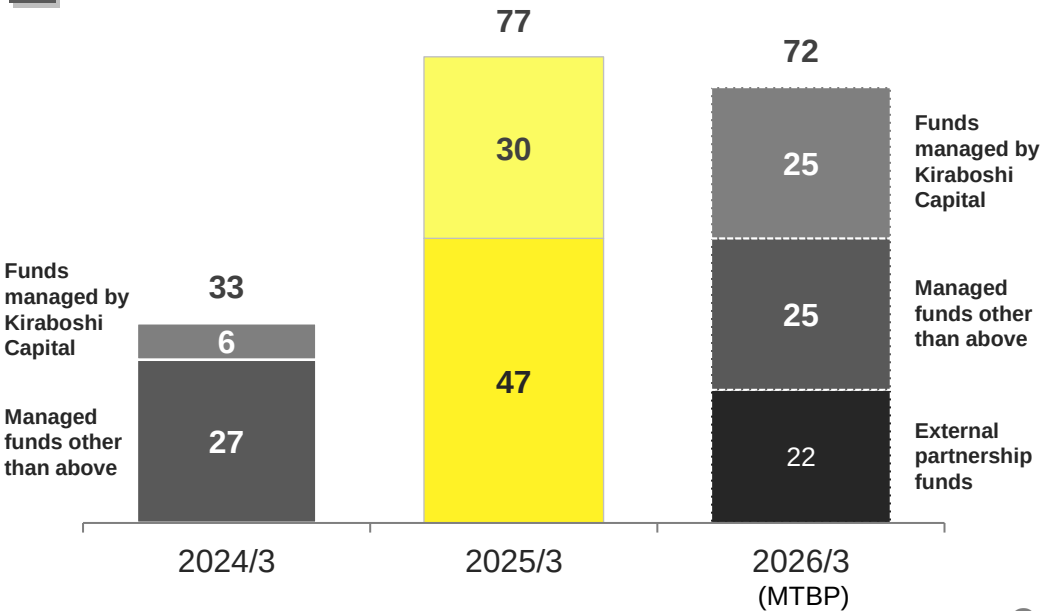


PE fund yields

[3-year average yields]



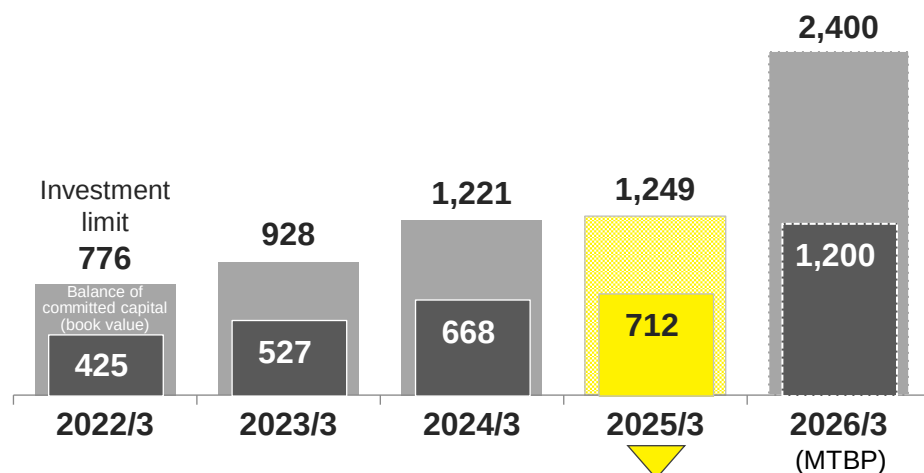
PE fund income (in ¥100 million)



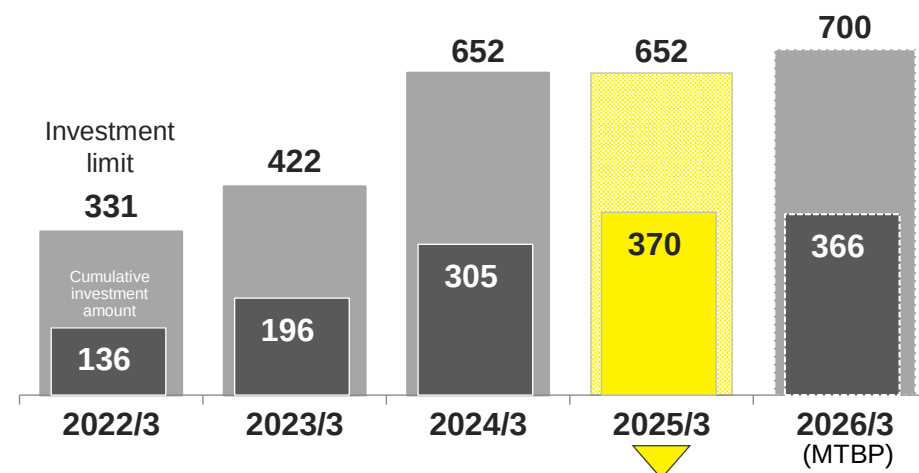
Corporate Customer Strategy 3: Equity Investment Business 2

- Fund investment balance to increase, reflecting strong needs for equity financing associated with business succession
- Aim for corporate value enhancement of Kiraboshi Capital's investee companies by providing them with hands-on support

Kiraboshi Bank PE fund investment amount (LP) (in ¥100 million)



Funds administered by Kiraboshi Capital (in ¥100 million)



Funds with investments as of March 2025

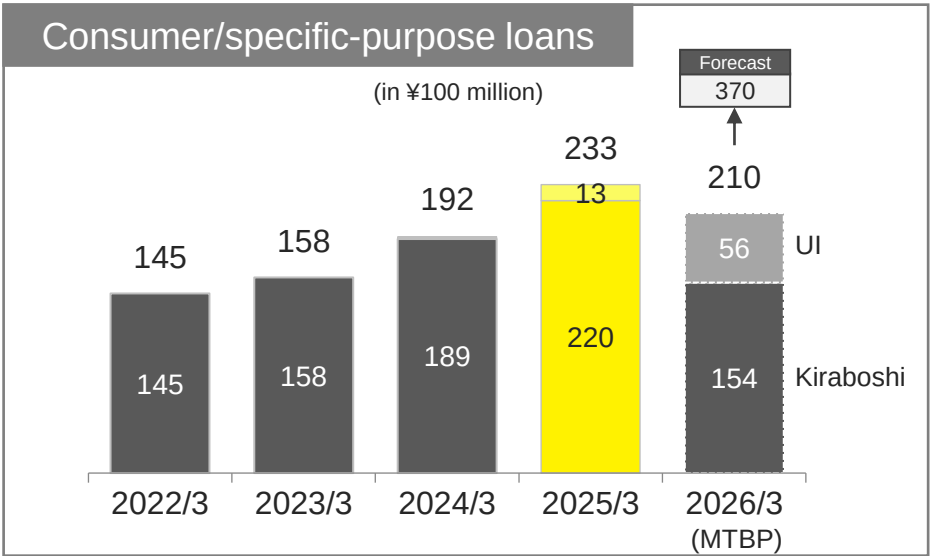
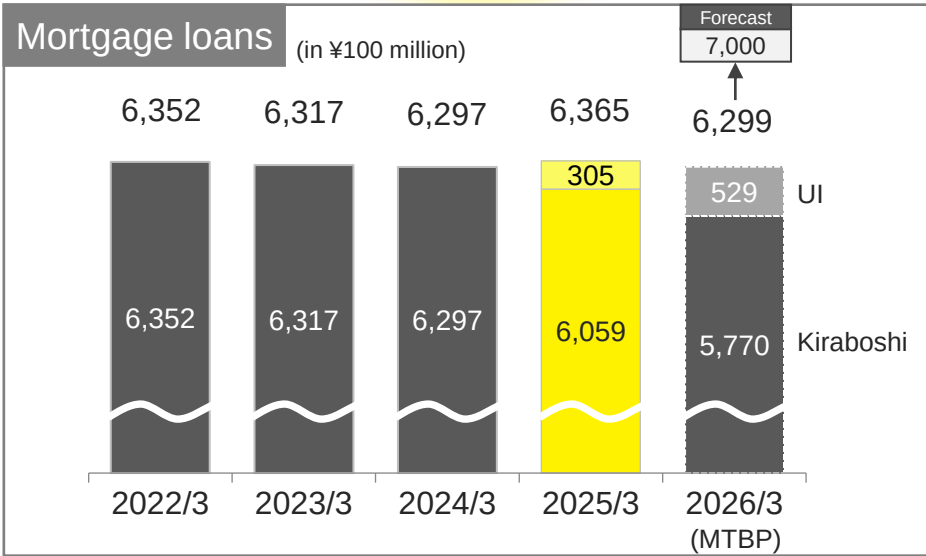
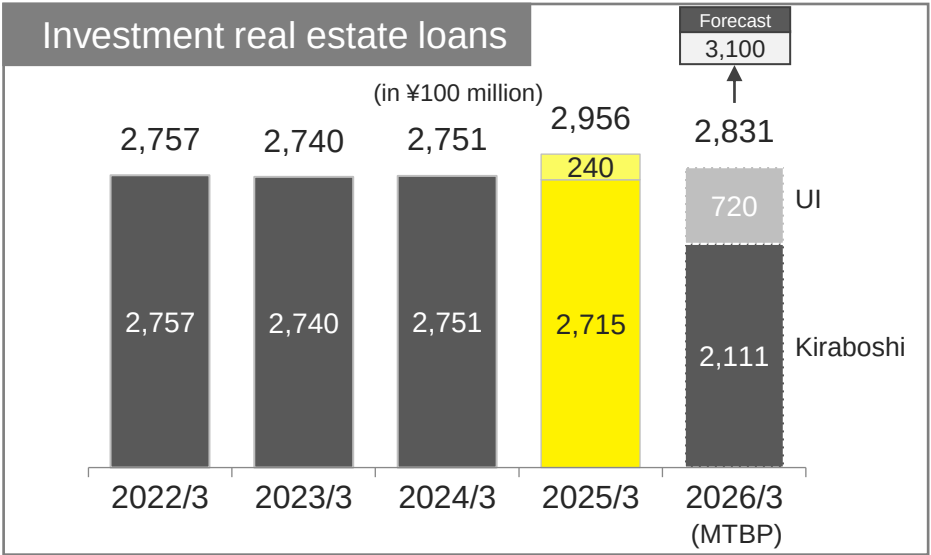
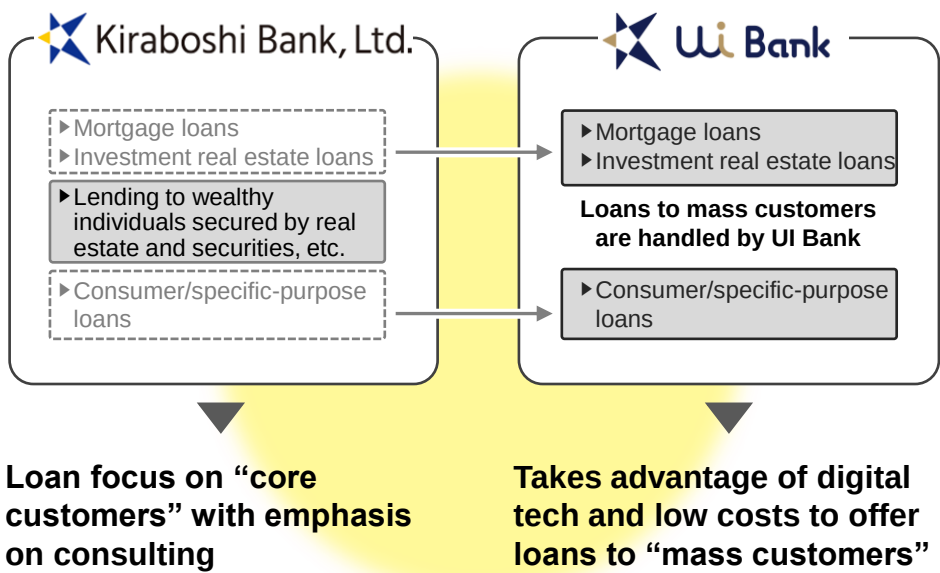
Breakdown of funds invested	Number of funds	Investment limit
● Venture fund	7	¥1.5 billion
● Reconstruction and debt funds	5	¥2.3 billion
● Buyout fund	72	¥41.1 billion
● Others (infrastructure, etc.)	5	¥2.2 billion
● Others (Kiraboshi Capital Co., Ltd. Kiraboshi Consulting Co., Ltd.)	9	¥63.9 billion
● Other (based outside Japan)	6	¥6.9 billion
● Others	22	¥6.7 billion
	Total 126 funds	Total ¥124.9 billion

Funds managed as of March 2025

Name	Description	Investment limit
● Yume Kagayaki Fund 1	Buyout investment	¥2.6 billion
● Yume Habataki Fund 1	Start-up investment	¥2.0 billion
● A&KC Mezzanine Finance 1	Mezzanine finance	¥22.5 billion
● Tokyo Sparkle	Engagement investing	¥20.0 billion
● A&KC Medical No. 1	Medical fund	¥3.0 billion
● KCP Equity Assist No. 1	Equity investment (minority)	¥8.0 billion
● Yume Habataki Fund 2	Start-up investment	¥4.0 billion
● KCP Buyout No. 1	Buyout investment	¥3.0 billion
	8	Total ¥65.2 billion

Retail Customer Strategy: Personal Loans

- Personal loans within the Group are mainly handled by UI Bank. We are building up the balance, mainly in mortgage loans and investment real estate loans.
- As of FY2025/3, the balance exceeded the mid-term plan for the following fiscal year, and is expected to contribute to income in the future

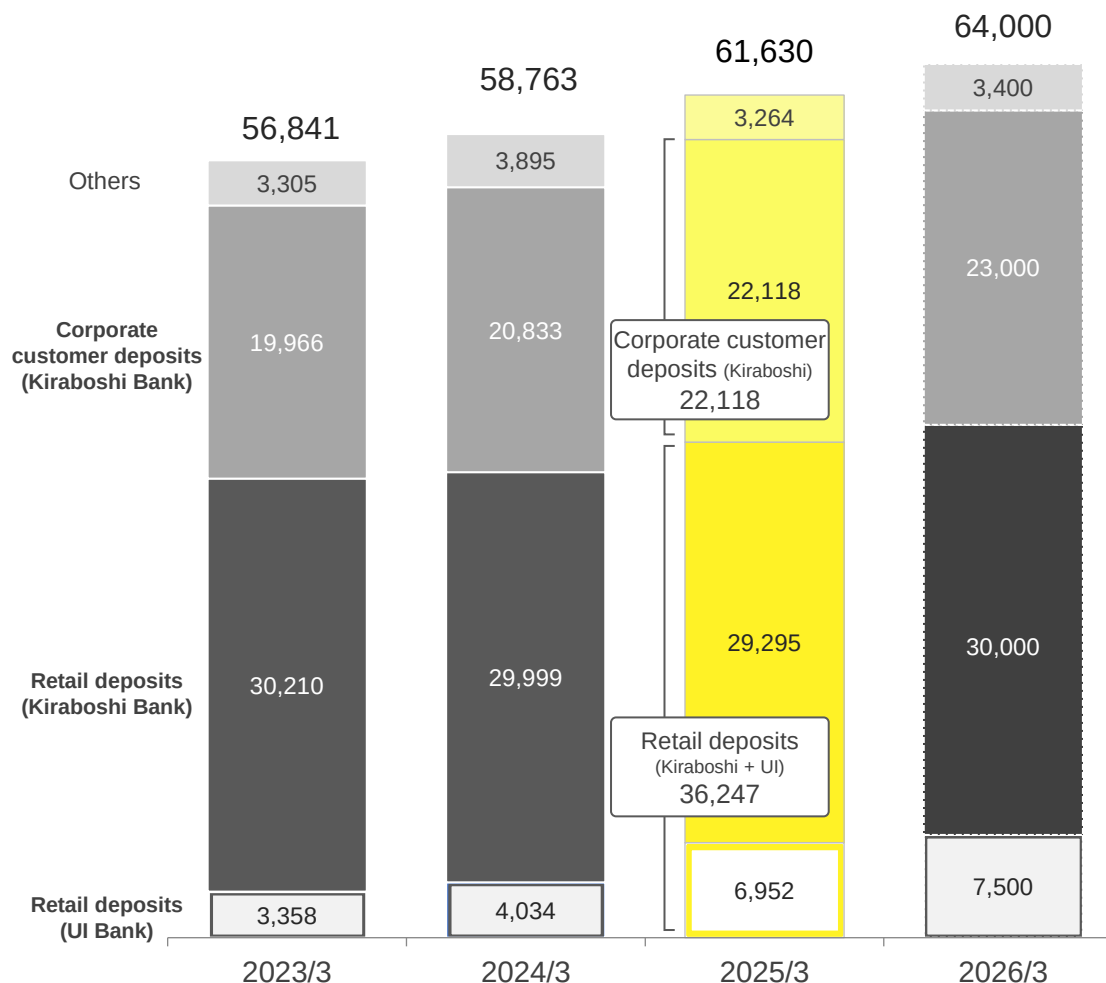


Policy on Initiatives to Get Deposits

- Efforts to get corporate customer deposits include getting settlement deposits with a focus on main bank relationship building activities
- We are working to get retail deposits at both Kiraboshi Bank and UI Bank with an approach using both digital and real contacts

Deposit balance by type of customer

(in ¥100 million)



Corporate customer deposits (Kiraboshi Bank)

- ▶ Getting settlement deposits from users targeted by main bank relationship building activities
- ▶ Getting deposits commensurate with loan share
- ▶ Increasing the number of general and payroll transfer originators and recipients

Retail deposits (Kiraboshi Bank)

- ▶ Strengthening approach to ultra-wealthy individuals and corporate owners
- ▶ Accelerating cross-selling, such as getting accounts for receiving pension or salary benefits, card debiting, and NISA accounts

Approach "core customers" with consulting as the starting point

Integrate real and digital to create customer contacts and opportunities

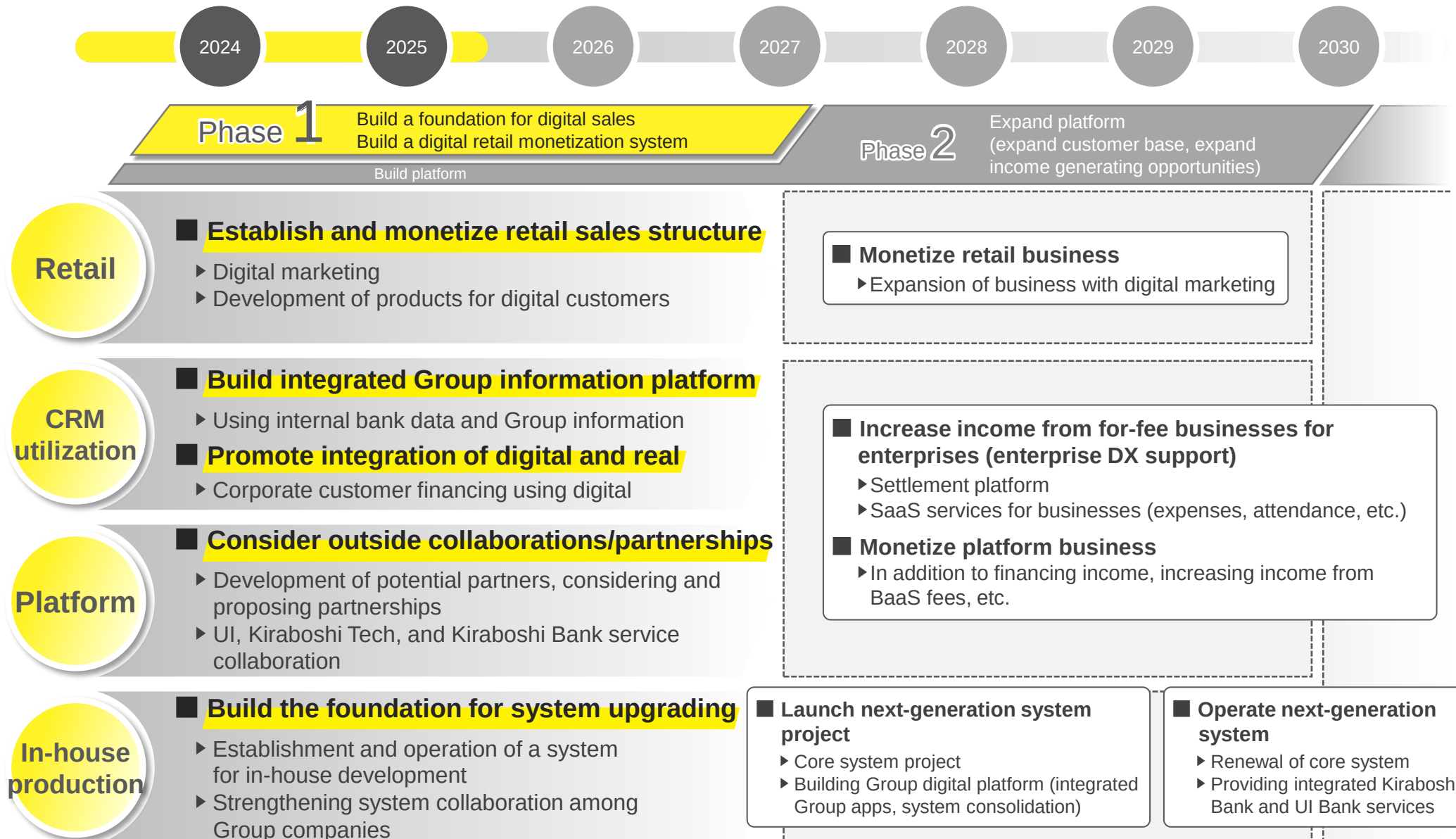
Approach mass customers with digital as the starting point

Retail deposits (UI Bank)

- ▶ Getting receiving accounts for Kiraboshi Bank payroll transfer originator and recipient employees (appeal to them with high interest, no fees, and preferential loans for workplace)
- ▶ Getting deposits from BaaS users

Digital Strategy Road Map

- Pursue digital strategies across the FG in four areas: retail, CRM utilization, platform, and in-house production
- During the current MTBP period, build a foundation for digital sales and build a digital retail monetization system



Start-up Support

- Start-up support loans and sales offices' business start-up financing: 874 loans worth ¥20.2 billion in FY2024
- 31 start-up support measures taken, including creation of business matching opportunities for start-up companies (KPI)

Objective of start-up (SU) strategy

Contribution to industrial development and resolution of social issues in Tokyo

Rebuild customer base by cultivating start-ups

Growth support

1. Reverse Pitch

Match SU companies with leading companies and SMEs, etc.

2. Accelerator Program

Program supporting the commercialization and growth of SU companies

3. PoC (proof of concept) support

Early-stage demonstrations of SU companies' products and services within the Kiraboshi Group

4. Finance support

Start-up support financing

FY2024 results

Financing for business establishment:

874 loans worth ¥20.2 billion

(of which, 83 loans worth ¥1.83 billion were start-up loans)

Amount of investment

6 investments worth ¥300 million

Network building

1. Participate in SusHi Tech Tokyo 2025, Asia's largest SU conference, sponsored by Tokyo Metropolis

Introduction of domestic and overseas SU companies and Kiraboshi's efforts to support SUs and overseas expansion



2. Participation in STATION Ai, largest SU facility in Japan, in Nagoya

Aiming to match promising Tokyo-area SU companies with large corporations in the Chubu area



3. "Kiraboshi Summit" in collaboration with Ota City

Open innovation summit bringing together domestic and foreign start-ups, large companies and SMEs, VC/CVC, government agencies, etc.

Branding

1. Continue to hold Kiraboshi Pitch

Holding a pitch event every month using "KicSpace Haneda" under the slogan of creating unicorn companies from Tokyo

Total events held since FY2021: 37

(Presentations by 179 start-ups, attended by 2,342 people)

Start-up support measures

Results for FY2024: 31 projects
(annual target: 30 projects)

- ▶ Creation of business matching opportunities for SU companies as an event co-hosted with large corporations with which the bank does business (e.g., "Pitch and Experience Event by Logistics Tech Companies")
- ▶ Commercialization support including PoC support and business matching support for development of sales channels, and other support

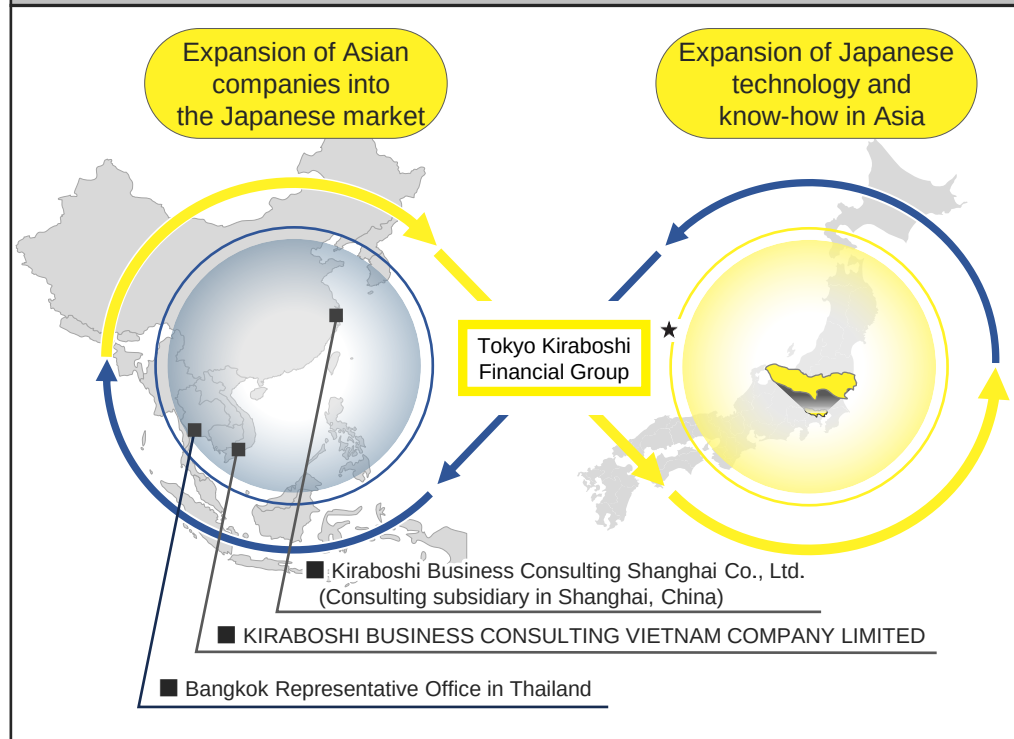
Overseas Strategy

- Collaboration with overseas local companies, particularly in Vietnam, is progressing; establishing a support system for both outbound and inbound
- Supporting overseas start-ups entering the Japanese market and Japanese start-ups entering overseas markets through collaboration with overseas financial groups

What Kiraboshi Aims to Be

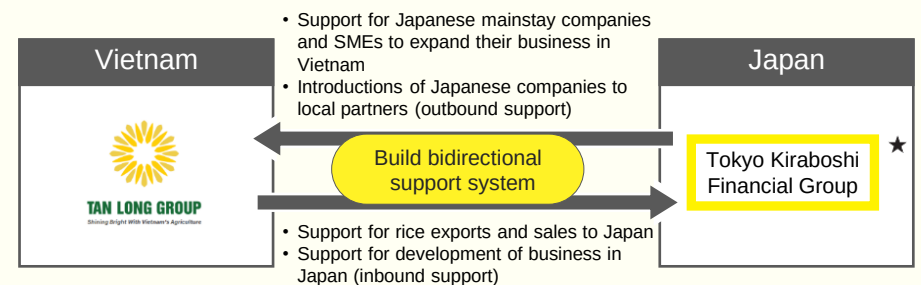
- Providing both outbound and inbound support using our network in Japan and Asia

Seeking to function as a hub for Japanese and Asian companies

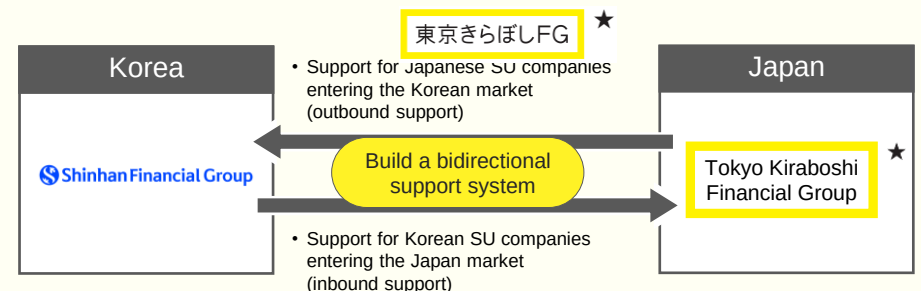


Specific Initiatives in Overseas Strategy

Support for expansion into Japan and Vietnam in collaboration with local Vietnamese companies



Support for Japan-Korea start-ups in partnership with a Korean financial group



Thailand

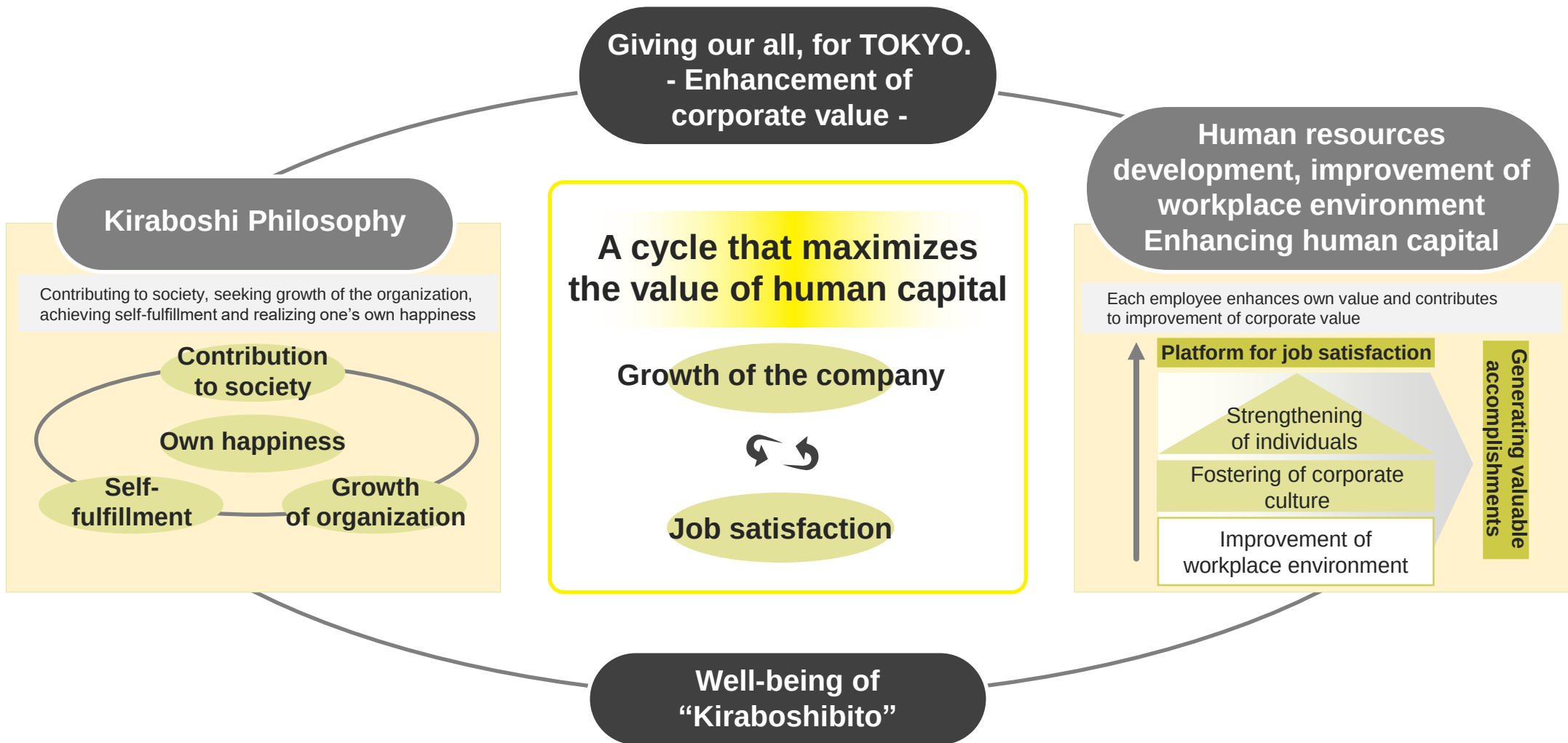
Support for overseas manufacturing and sales channel development in ASEAN in collaboration with Nissin Electric's Thailand base

China

In collaboration with a Chinese partner, provide a wide range of support for business restructuring in China, from business exit verification to business divestiture

Well-being and Human Capital Management 1

- The Kiraboshi Group takes seriously support of the well-being of its employees, or “Kiraboshibito,” to create a virtuous cycle that maximizes the value of our human capital
- We achieve customer, community, and employee well-being by “giving our all, for TOKYO”



* “Kiraboshibito” are people who have a spirit of self-interest and altruism, think and act based on certain action guidelines, and put the “Kiraboshi Philosophy” into practice

Well-being and Human Capital Management 2

- We conduct surveys periodically to visualize the well-being of each employee
- By the fostering of corporate culture and improvement of the workplace environment, we aim to earn higher survey scores each fiscal year

Well-being management KPI

Questions that are seen as particularly important as elements for achieving well-being are identified from the survey and used as KPIs.

● Elements for achieving well-being “PERMA”

P	Positive Emotion	Positive feelings	*
E	Engagement	Focus on one's work	
R	Relationships	Good personal relationships	
M	Meaning	Work that feels meaningful	*
A	Accomplishment	Feeling a sense of growth	

FY2024 survey results

3.38 pt /5.00 pt

Conduct surveys periodically
Aim to earn higher survey scores each fiscal year

* Items with issues in the 2024 Survey

Specific initiatives to achieve well-being

Platform for job satisfaction

Fostering of corporate culture

Pervasiveness of purpose

- “Giving our all, for TOKYO” awards given to seven departments & branches
- Young persons projects, online salons held four times

Stimulating communication

- 1-on-1 meetings/“Like” cards
- Kiraboshi Festival bringing together all executives and employees

Enhancing opportunities to challenge oneself

- SR (self-recommendation) system

Improvement of workplace environment

Promoting flexible work styles

- Encouraging employees to take childcare leave (women/men) 100%
- Encouraging employees to take paid vacation

Supporting healthy habits

- Increase subsidies for full medical checkup expenses/get health checkups

Financial wellness

- Increase base, revise starting salary, grant RS
- Incentivize shareholding, provide income compensation insurance

Well-being and Human Capital Management 3

- Enhance initiatives aimed at “strengthening the individual” to develop professional human resources who can increase their own value and contribute to a rise in corporate value
- Establish a system that can recruit, develop, and deploy specialists in each field, and actively invest in human resource development

Initiative to strengthen the individual

Recruiting

Actively recruit professional human resources

Development

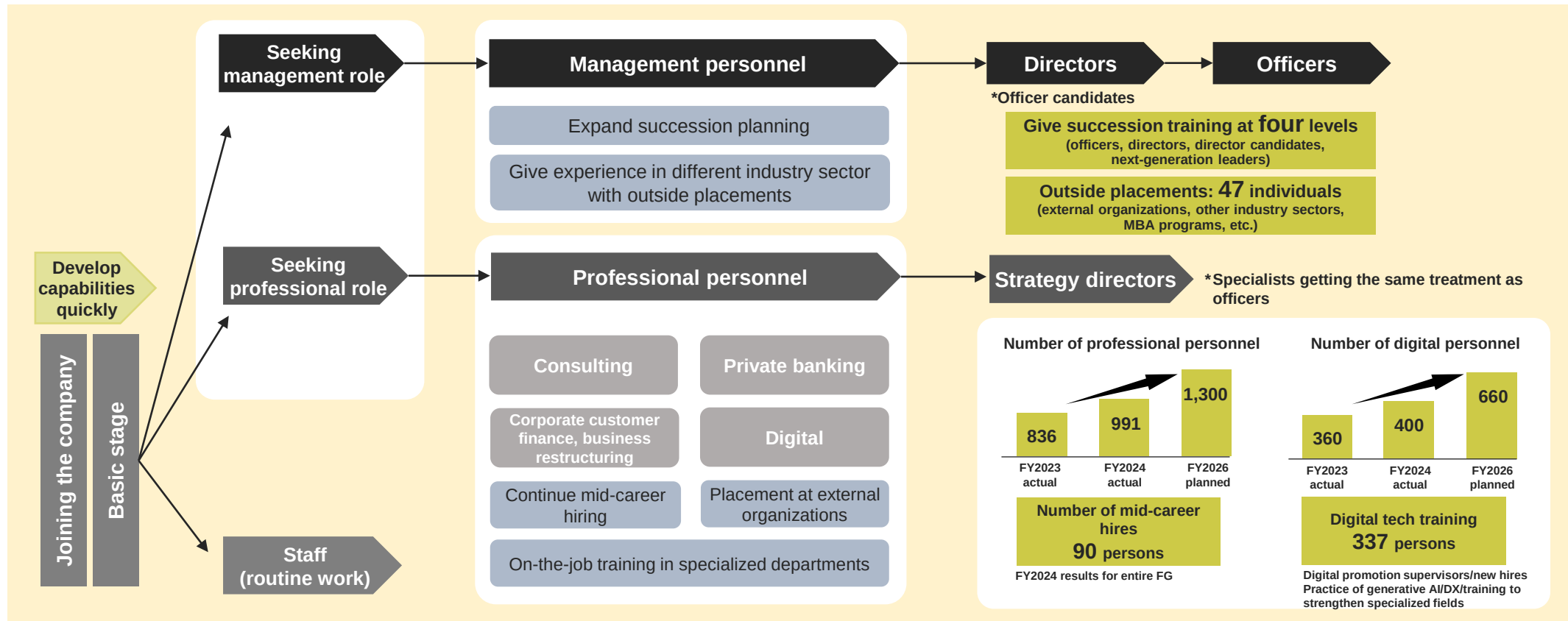
Strategically deploy them to specialized units, train them internally and externally

Investment in human resources development

FY2023 results
¥330 million

FY2024 actual
¥410 million

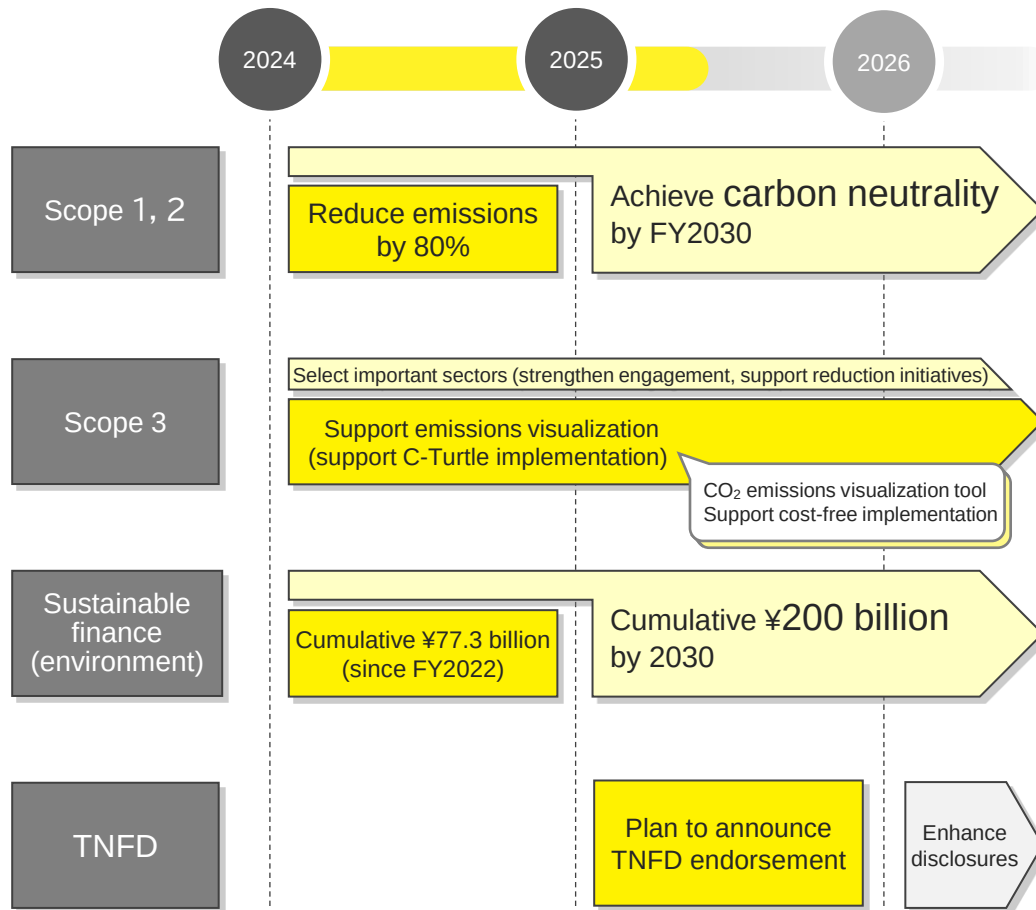
FY2026 planned
¥640 million



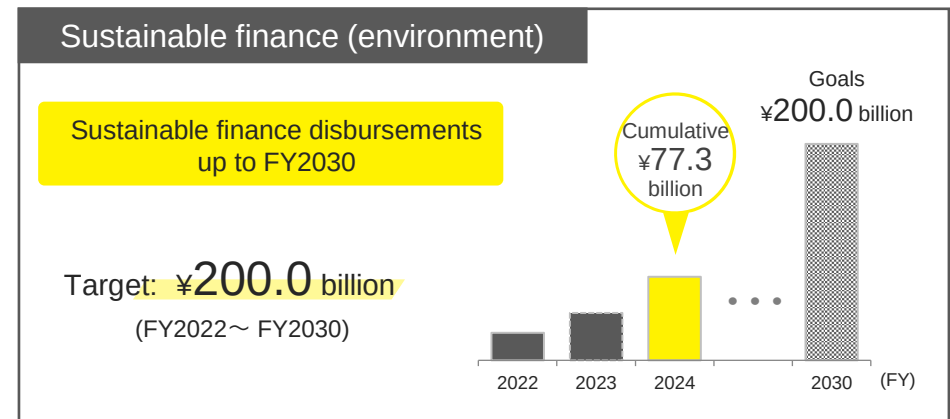
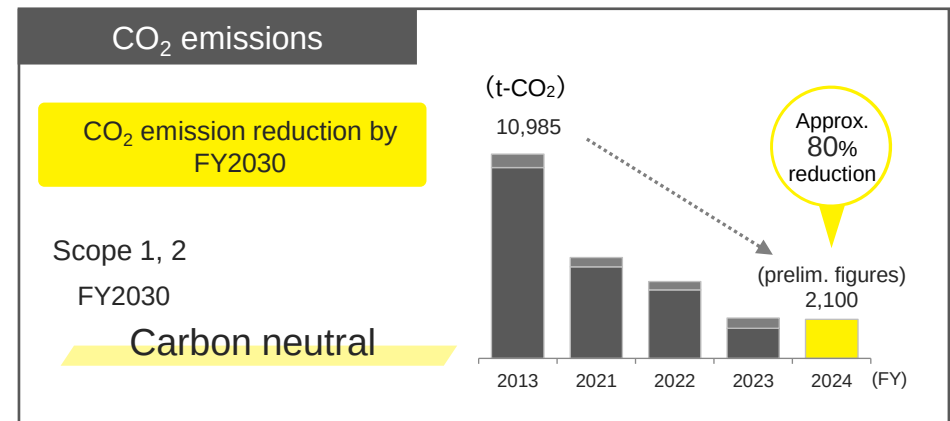
Initiatives for Carbon Neutrality (Medium- to Long-term Targets)

- Plan to announce endorsement of TNFD during FY2025
- For Scope 1 and 2, aim to achieve carbon neutrality by FY2030

Support for SMEs in their decarbonization efforts



Kiraboshi Group's sustainability targets



TOKYOに、つくそう。



Giving our all, for TOKYO.

3. Corporate Value Enhancement Measures, Capital Policy

Corporate Value Enhancement Measures 1: Initiatives for Improving PBR

■ Aim to improve ROE by strengthening profitability and controlling risk-weighted assets, as well as to improve PBR by reducing the cost of equity, etc.

Breakdown of PBR

PBR

=

ROE

×

PER

Breakdown of ROE

ROE

=

RORA

×

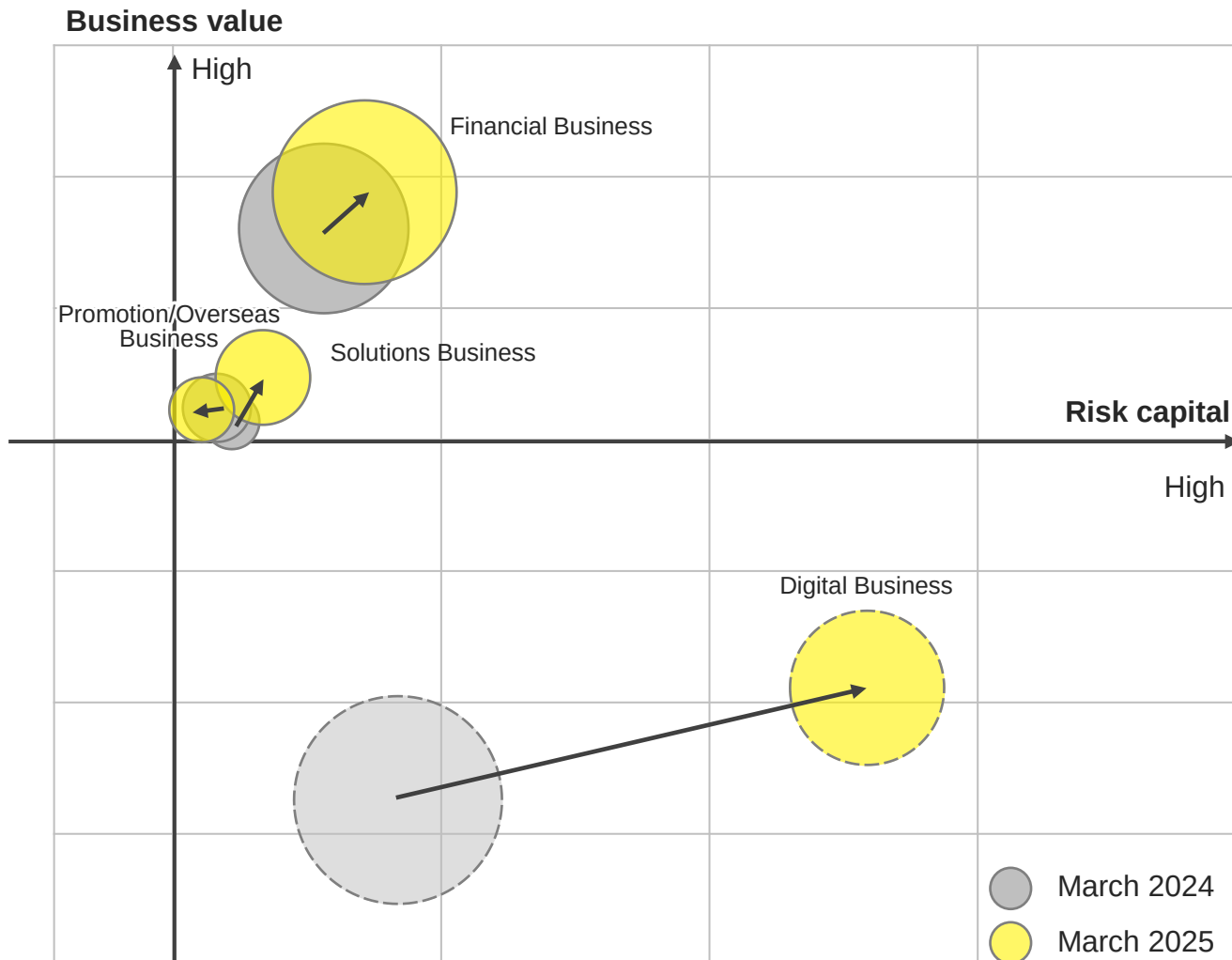
Financial leverage

Logic tree for PBR improvement

							2024/3	2025/3 (first year of MTBP)	...	2027/3 (Final year of MTBP)		
PBR	ROE	RORA	Strengthening profitability (See (1) at right)	(1) Business portfolio evolution • Optimally allocating management resources • Ensuring appropriate balance of risk and return	Net income (FG consolidated)	¥24.5 billion	¥31.3 billion	...	¥30.0 billion			
			Cost control (See (2) at right)	(2) Cost control • Reducing base costs • Allocating necessary DX investments and expenses in growth areas	OHR	57.8%	57.9%	...	Mid-50% range			
			Risk-weighted asset control (See (3) at right)	(3) Risk-weighted asset control • Switch from low profitability to high profitability assets • Allocating assets to community revitalization projects	RORA	0.6%	0.7%	...	0.6%			
		Financial leverage	Enhancing shareholder returns (See (4) at right)	(4) Capital policy and enhancing shareholder returns • Accumulating internal reserves, capital allocation • Striking a balance between capital soundness, shareholder returns, and preferred share redemption	Capital ratio	8.2%	8.7%	...	8.3%			
			Optimal risk capital allocation (See (1) and (4) at right)									
	PER	Cost of equity	Reducing cost of equity	✓ Diversification and evolution of the business portfolio ✓ Sustainable and stable earnings (reduced beta) ✓ Reducing business risk through asset control	Capital costs	6-7%						
		Expected growth rate	Increase in expected growth rate	✓ Contributing to local communities and evolving sustainability management ✓ Disclosing growth strategies ✓ Enhancing human capital management	PER	Approx. 5x						

Corporate Value Enhancement Measures 2: Business Portfolio Evolution (Excluding Kiraboshi Bank)

- Introducing a business valuation indicator reflecting the cost of equity: $\text{Business value} = \text{Profit} - (\text{Allocated risk capital} \times \text{Cost of equity})$
- Develop digital around UI Bank to enhance Group value
- Build a business that integrates digital and real across the entire Group through synergies notably of digital, finance, and solution businesses



*1 Circle size represents size of profit by business (dashed circles of digital business indicate negative profit values)

Digital Business

- ▶ Improving income, increasing business value
- ▶ Projecting profitability in FY2025, aiming for business value to turn positive

■ UI Bank Co., Ltd. ■ Kiraboshi Tech, Inc.

Financial Business

- ▶ Increasing business value by promoting main bank relationship building transactions that integrate the financial business with non-financial businesses such as consulting

■ Tokyo Kiraboshi Lease, Inc. ■ Kiraboshi Capital Co., Ltd.
 ■ Kiraboshi Life Design Securities Co., Ltd. ■ Kiraboshi Servicer Co., Ltd.
 ■ Kiraboshi Insurance Agency CO., LTD. ■ Kiraboshi JCB Co., Ltd.
 ■ Kiraboshi Credit Guarantee Co., Ltd.
 ■ Yachiyo Credit Guarantee Co., Ltd.

Solutions Business

- ▶ Increasing profits and improving business value by providing management consulting and DX solutions through Group collaboration

■ Kiraboshi Consulting Co., Ltd. ■ Kiraboshi System, Inc. ■ ITC Co., Ltd.
 ■ Kiraboshi business office service, Inc.

Promotion/Overseas Business

- ▶ Providing detailed support for customers' overseas expansion and development of marketing strategies

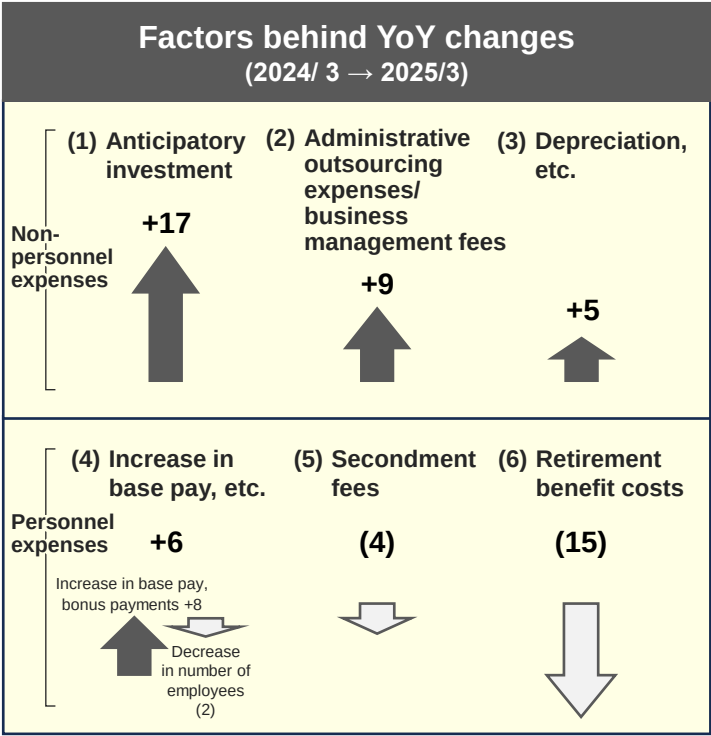
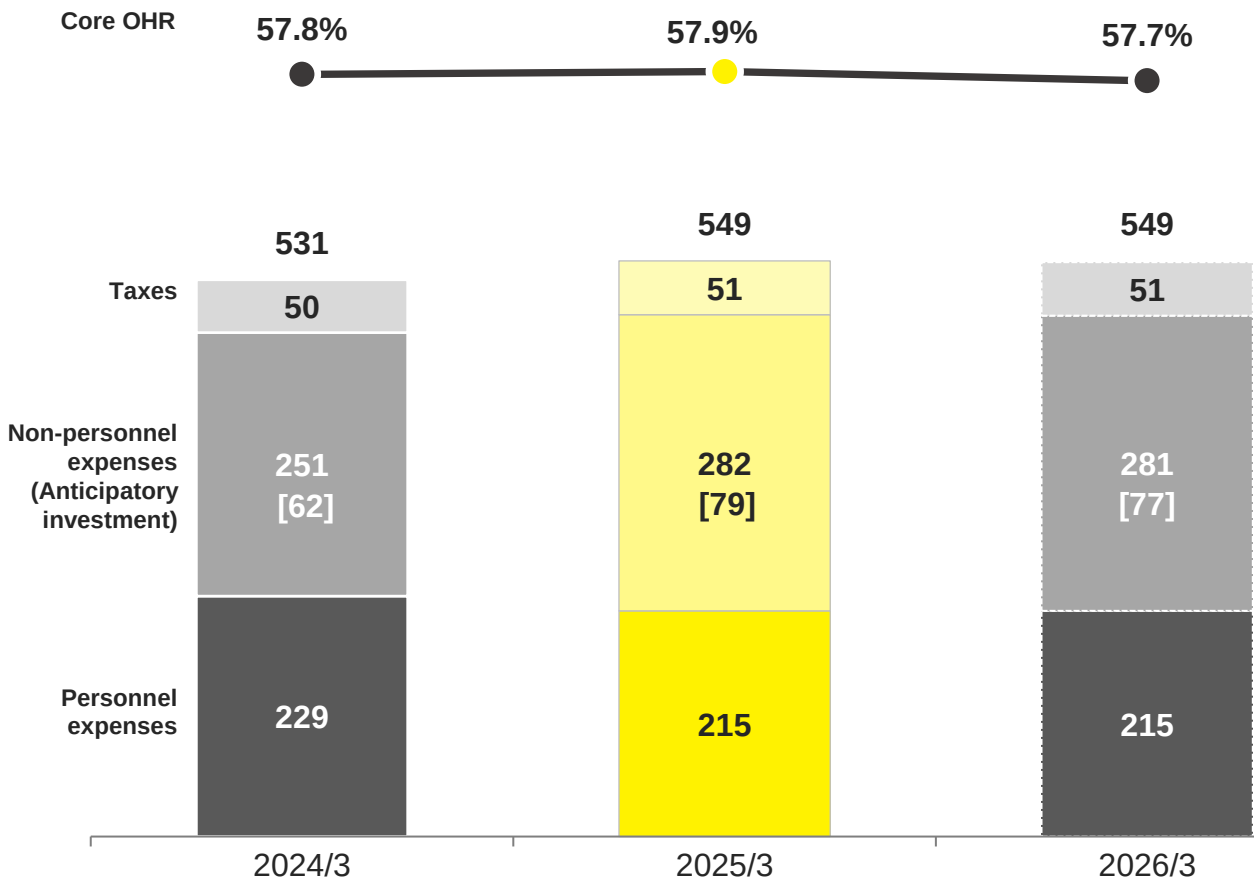
■ Be.Brave, Inc. ■ Kiraboshi Business Service Co., Ltd.
 ■ Kiraboshi Business Consulting Shanghai Co., Ltd.
 ■ StarBridge business consulting (Beijing) Co., Ltd.
 ■ KIRABOSHI BUSINESS CONSULTING VIETNAM CO., Ltd.

Corporate Value Enhancement Measures 3: Cost Control

- Promoting efficiency and productivity improvements while raising personnel expenses to a higher base
- Core business gross profit increased, but non-personnel expenses also increased due largely to increases in investment in IT systems, as well as in administrative outsourcing expenses and business management fees in line with Group strategy
- Continuing to improve branch efficiency, while selecting needed growth area investments and responding accordingly

Core OHR/costs

(in ¥100 million)

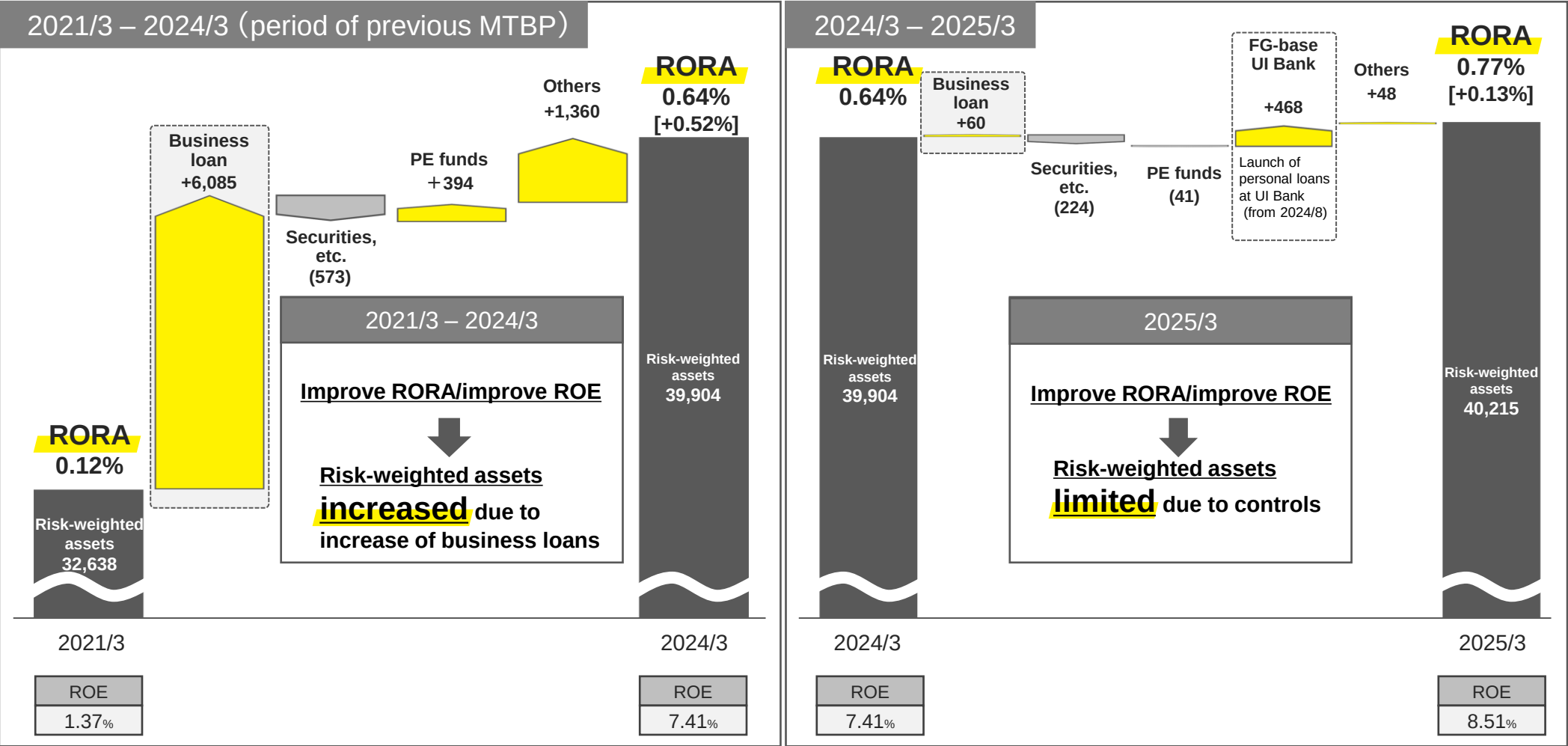


Corporate Value Enhancement Measures 4: Risk-Weighted Asset Control (Overview)

- Conduct risk-weighted asset control based on current situation, to improve RORA
- In business financing such as LBOs, secure a certain level of disbursements and fees while also making distribution to other firms

Changes in risk-weighted assets

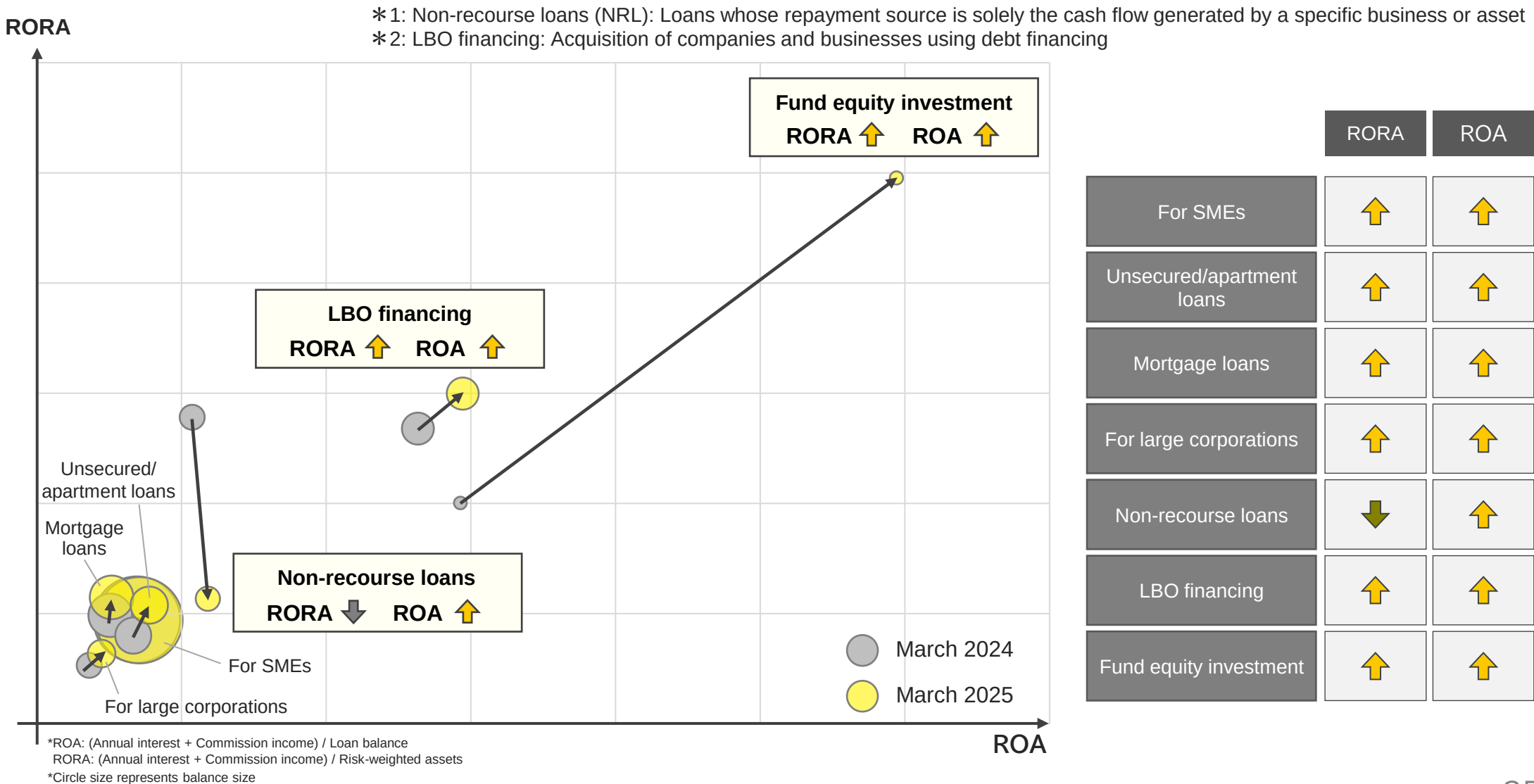
(in ¥100 million)



*1 "FG-base UI Bank" is UI Bank's non-consolidated credit risk-weighted assets less risk-weighted assets of loans to and deposits with Kiraboshi Bank.
*2 Business loans and securities, etc., do not include risk-weighted assets of UI Bank.

Corporate Value Enhancement Measures 5: Risk-Weighted Asset Control (By Category)

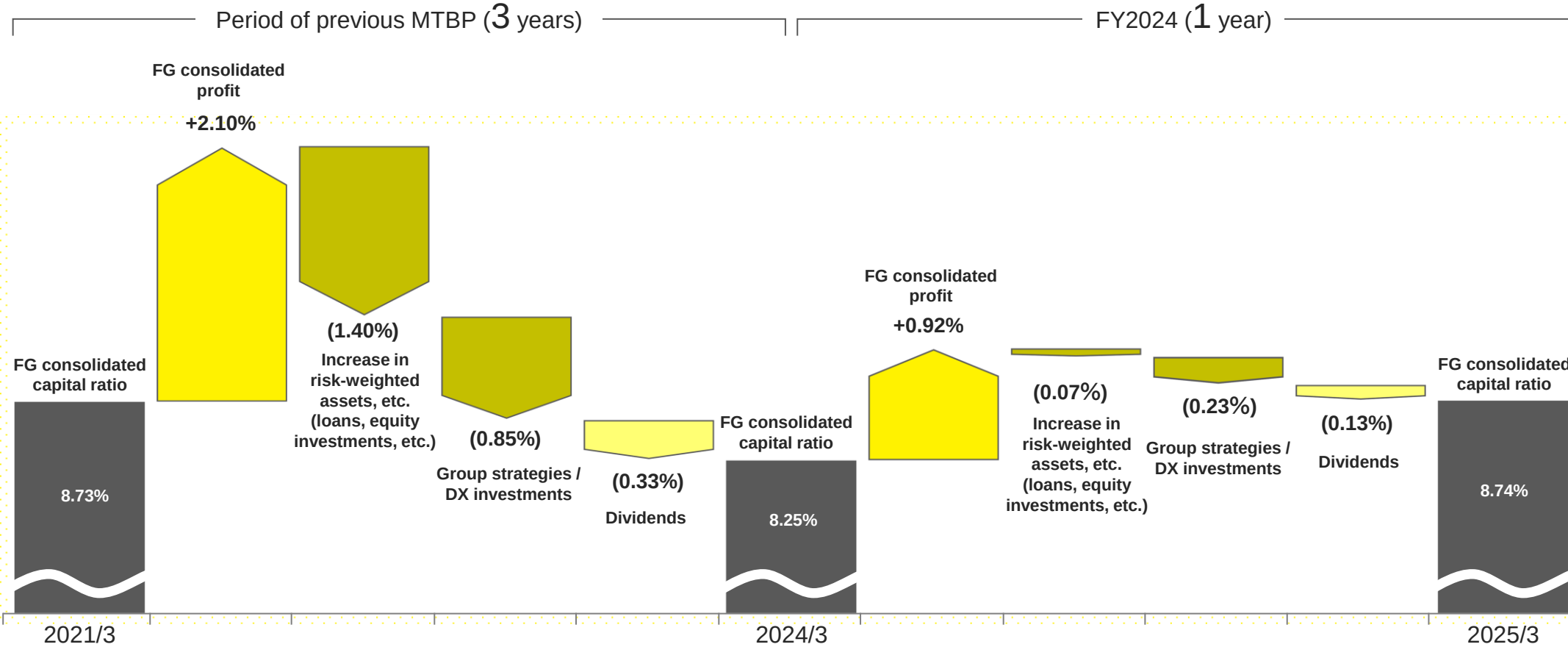
- Examine level of risk return for each asset category and build asset portfolio that increases RORA
- Improve RORA of fund equity investments and LBO financing that meets business succession needs
- Non-recourse loans have lower RORAs due to higher risk weights since Basel III



Corporate Value Enhancement Measures 6: Basic Capital Policy

- Basic policy: Ensure a “sound capital ratio” and maintain a strong balance between “use of capital to enhance profitability” and “return of profits to shareholders”
- Capital ratio improved to 8.7% on the back of profit and asset control; accumulated internal reserves will be appropriated for future redemption of preferred shares

Sound capital ratio	Utilizing capital to improve profitability	Shareholder returns and preferred share redemption scenarios
Accumulation of internal reserves Appropriately allocating capital and optimizing business portfolio	Controlling and replacing assets while being mindful of RORA Earning capital gains from hands-on support for equity investees	Targeting payout ratio of around 20% after redemption of preferred shares



Shareholder Returns and Cross-Shareholdings

Policy on shareholder returns

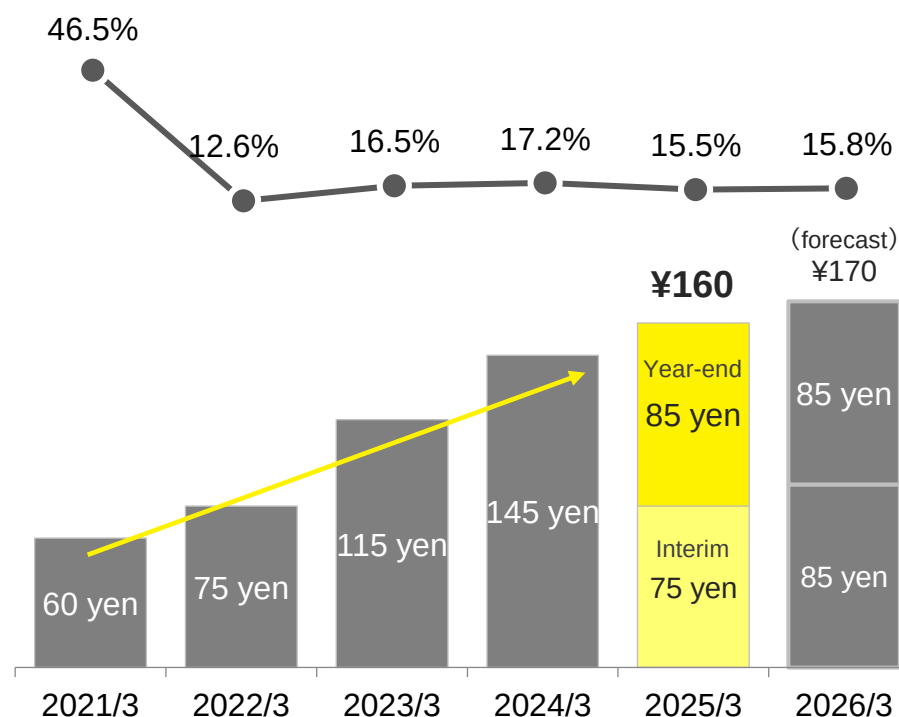
Basic policy is to make continuous and stable dividend payments. For the period covered by the current Medium-Term Business Plan (FY2024 to FY2026), target **payout ratio is set at around 20%** even after redemption of preferred shares, and capital ratio of 8.3% is to be secured.

Policy on reducing in cross-shareholdings (listed shares)

During the period covered by the current Medium-Term Business Plan (FY2024 to FY2026), aim to **reduce cross-shareholdings by around 40% in terms of book value**

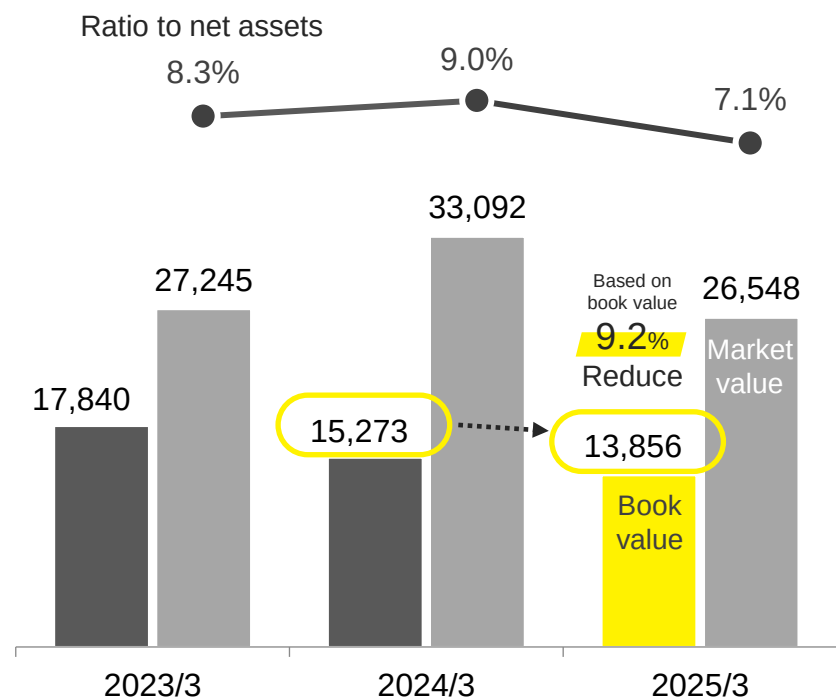
(March 2024: approx. ¥15 billion → March 2027: approx. ¥9 billion)

Annual dividend per share/payout ratio



Balance of cross-shareholdings (listed shares)

(Millions of yen)



* Balance of cross-shareholdings held by Kiraboshi Bank

* Ratio to net assets is the ratio of cross-shareholdings to FG's consolidated net assets

Social issues to be addressed, and our responses	KPIs for achieving our management targets (cumulative targets for FY2024–FY2026)	Progress in FY2024
Achieving a sustainable society	30 FA projects (M&A)	 32 projects
	Finance for business succession and turnaround, 120 projects worth ¥180 billion	 68 projects  ¥70.6 billion
	Reduce Scope 1 and 2 emissions by 80% by end of FY2026	 Approx. 80% reduction
	Sustainable finance disbursements ¥100 billion	 ¥27.0 billion
	4,000 users with financial assets of ¥50 million or more	 4,186 users
Creation of new social values and industries	¥5 billion in factoring for SMEs and micro businesses	 ¥0.38 billion
	100 start-up support measures (create new businesses, commercialization support, etc.)	 31 projects
	Support for start-ups' overseas expansion: 30 users	 23 users
	Support for Japanese companies' overseas expansion: 300 users	 188 users
	Support for overseas companies' expansion in Tokyo: 30 users	 53 users
Responding to challenges associated with increased digitization	UI Bank: Deposits: 700,000 users / ¥780 billion	 169,000 users  ¥695.2 billion
	UI Bank: Loans: 6,000 users / ¥220 billion	 2,453 users  ¥55.9 billion
	UI Bank: Annual income from BaaS users: ¥0.85 billion (collaboration with Kiraboshi Tech)	 ¥0.0 billion