Introduction

Editing Policy

To ensure that a broad range of stakeholders gain an accurate understanding of the AIFUL Group, we actively engage in timely and fair information disclosure.

This Integrated Report is based on our Medium-Term Management Plan 2024 and aims to clearly communicate how we create sustainable corporate value. It highlights changes in the AIFUL Group's business model, management strategies, and sustainability initiatives through a visual and accessible format to enhance understanding.

Target readers	All stakeholders of AIFUL Group
Period of report	Fiscal year ended March 2025 (Apr 1, 2024 - Mar 31, 2025) (Some information includes periods before and after the reporting period.)
Scope of report	AIFUL CORPORATION, and its domestic and international group companies
Referred guideline	"International Integrated Report Framework", IFRS Foundation

Disclaimer

All statements regarding plans, policies, and other forward-looking information in this report are based on information available to the AIFUL Group at the time of publication.

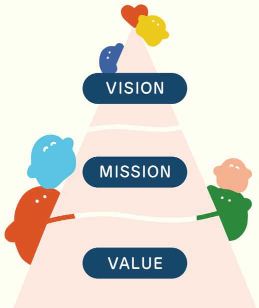
Such statements are subject to risks and uncertainties. Actual results may differ materially from the outlook due to changes in the economic environment, market trends, and other factors.

Introduction

AIFUL's Corporate Philosophy

Earn the trust of society through corporate activity based in integrity

The AIFUL Group has upheld the corporate philosophy: “Earn the trust of society through corporate activity based in integrity” as an unalterable underlying philosophy, and in April 2021, we defined our Vision, Mission, and Value as concrete goals suited for the present age for redeveloping the system of our philosophy.



VISION	
For Colorful Life.	For realizing a society where each person can play an active role

MISSION	
Go beyond	We go beyond customers’ expectations.
Step forward	We work towards a better tomorrow.
Be unique	We respect each other’s individuality.

VALUE			
Be honest	Sincerity	Try harder	Effort
Build relationship	Trust	Be grateful	Grateful

For Colorful Life.

自分の色が輝く社会に

We believe that when each person brings their own unique colors
to the world, society becomes brighter and more vibrant.
To create a future where everyone can live authentically,
we honor and celebrate the individuality of every person.

About the Design of this Integrated Report

CONCEPT

“Excitement that Brings New Encounters”

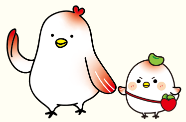
This expresses the sense of "expansion" and "anticipation for the future embodied" by the AIFUL Group as it continues to take on new challenges.

Designed and produced by our internal design team.

AIFUL Group’s friends

Chiisakimono

Characters that symbolize the AIFUL Group's "Vision Mission Value".Symbols of diversity and a positive image, where each individual shines in their own way.

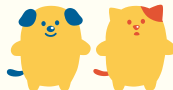


(left) (righ)
Poppo-kun/Pomame-kun

Official AIFUL characters. Being the elder of these two brothers, Poppo-kun is laid back while Pomame-kun is a bit shy.

Yell-kun

Official LIFECARD character. An honest and diligent character, looking up to sophisticated adults.



(left) (righ)
Lon-kun/Lai-chan

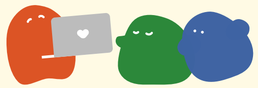
Official characters of FPC, the pet insurance company. Lon-kun is calm and carefree. Lai-chan is independent and sensitive.

Links

AIFUL Group website
https://www.aiful.co.jp/group/en/about/

IR Information
https://www.aiful.co.jp/group/en/ir/

Sustainability
https://www.aiful.co.jp/group/en/sustainability/



Top Message

AIFUL Group's Vision For The Future

President and Representative Director
AIFUL

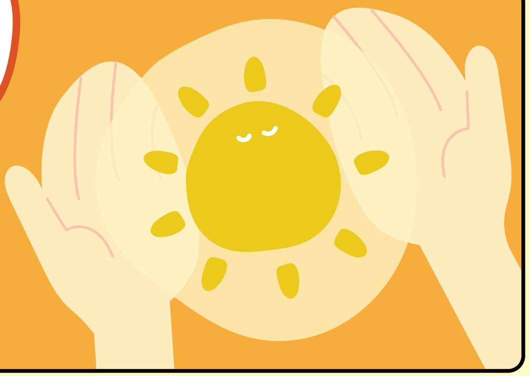
Mitsuhide Fukuda

Profile

2003/4 Joined Daiwa Securities Co., Ltd.
2009/4 Joined OGI Capital Partners, Ltd.
2011/3 Joined AIFUL
2011/6 Executive Officer
2012/6 Director and Executive Officer
2020/6 President and Representative Director (Current)

A company like the Sun

in Aesop's fable "The North Wind and the Sun"— I want our company to be warm and inspiring, not forceful and cold.



First and foremost, we want AIFUL to be a company where **our employees genuinely enjoy working.**

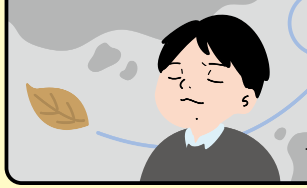
The most important mindset we hold is this:
If the people who work here feel happy and energized, then naturally—

I want to join AIFUL!

I want to work with them!

—those are the kinds of thoughts we want others to have when they see us.

A company that tries to control its employees like the harsh North Wind will eventually hit a wall.



That's why···

We aspire to be a company that **values individuality** and **continues to shine with its own light, like the Sun.**

To do so,
we must be a company that we ourselves feel is cool and exciting

Ultimately, it is society that decides how we are seen and perceived.

What matters most is not others' judgments, but **staying true to who we are.**

Most important of all is that we ourselves can feel:

This is fun!
This is cool!

And of course, we want our people's lives to be richer —We want to
increase everyone's salaries and make life more fulfilling.

To achieve this, we must be a company capable of generating steady profits.

Which means—We need to build **excellent services** and **products with our own hands,** and deliver them with pride to society.

In the end, it's all about this:
We grow as a company, so our employees can live better lives.

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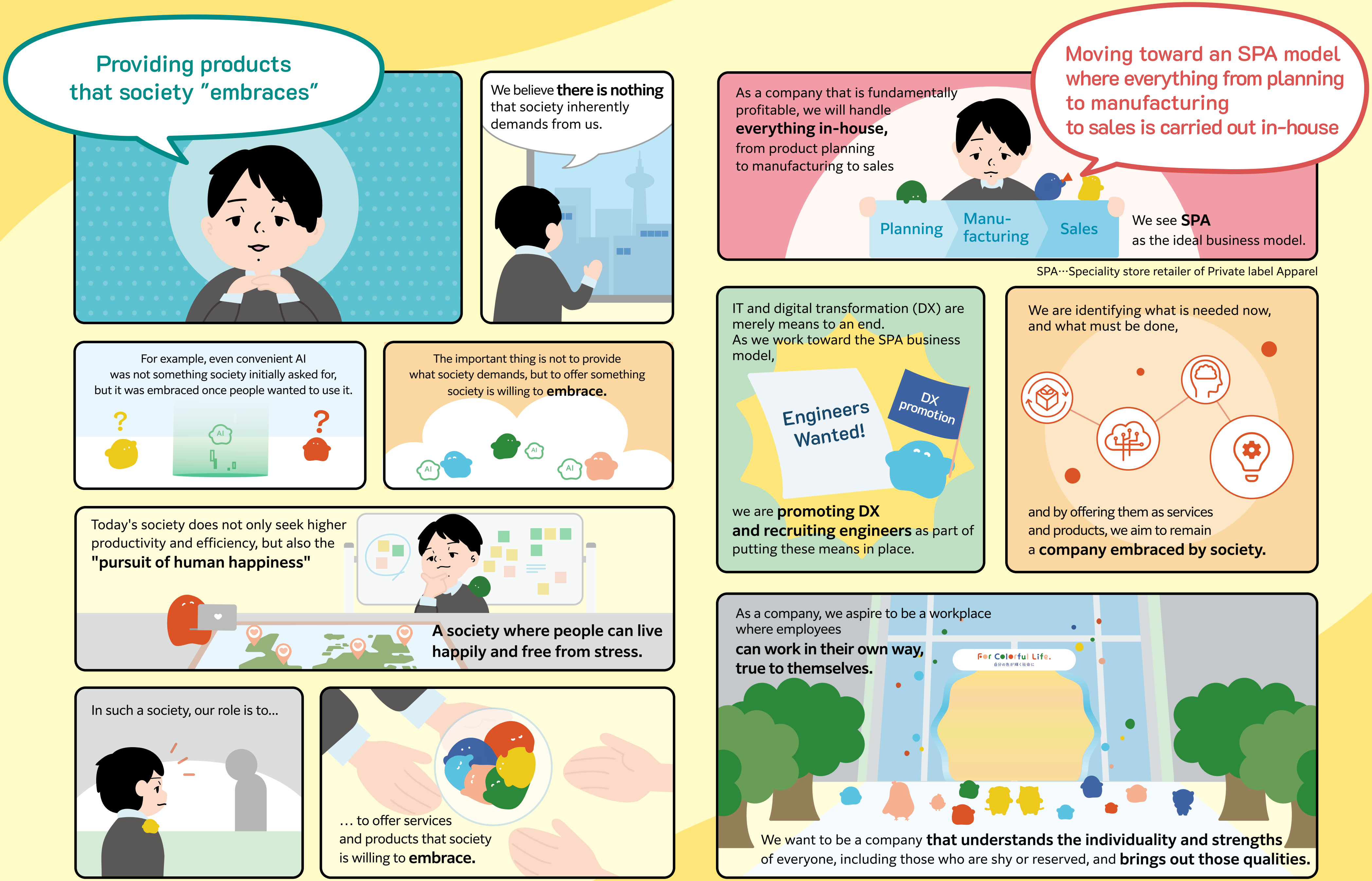
02 The Value Creation Story
03 Business Strategy
04 Management Foundation

AIFUL Group's Goals and Future Business Strategy

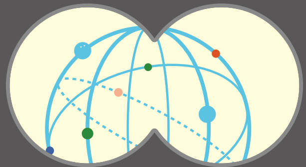


Changes from Transitioning to a Holding Company

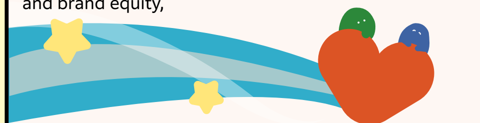
From "Financial AIFUL" to a New Identity —Expectations for the Future

With the transition to a holdings structure, each operating company will be positioned **in parallel,** while the holding company will drive **group-wide management** with an optimal, big-picture perspective.

As our group's organizational structure evolves, so too will the way society perceives us.

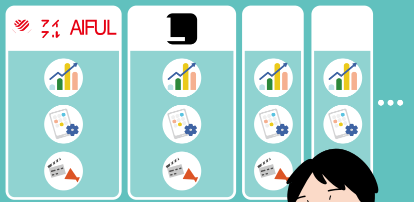


While maintaining our existing recognition and brand equity,

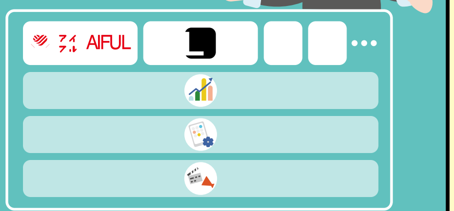


we believe a transition to a holdings structure, unbound by a finance-centric image, will create a more flexible environment—especially from the standpoint of **recruitment, business expansion,** and **M&A activity.**

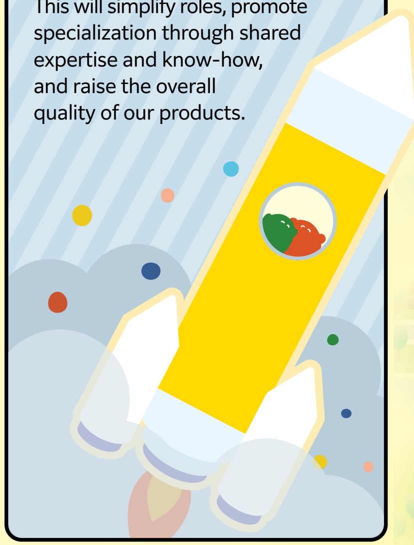
Rather than managing the group on a company-by-company basis,



we are shifting to a function-based structure—across areas like marketing and analytics.



This will simplify roles, promote specialization through shared expertise and know-how, and raise the overall quality of our products.



The name "Muninova Holdings" reflects our belief in meaning and intention.

"Muni" comes from "unique" or "one and only," expressing our vision to build **a new core for the group.**

"Nova" refers to a **"new star"** in astronomy,

it refers to a phenomenon where a typically unnoticed star suddenly emits brilliant light and appears in the night sky.

We believe in and respect the **the natural brilliance** each individual possesses.

For Colorful Life.

自分の色が輝く社会に

This phrase captures our vision, which we are committed to making a reality.

-Five Key Goals We Aim to Achieve-

① Balance Domestic and Overseas Profits
→ 50:50 split

② Develop All Systems from Scratch

③ Achieve Operating Profit of at Least ¥100 Billion

④ Become a Cool, Sensible Company
→ Where people are proud to work

⑤ Create a Campus-Style Office
→ A lush, riverside, low-rise environment with a university-like atmosphere

Interview with Outside Director

I'm a big fan of
Nagoya Grampus Eight!

Outside Director
AIFUL
Shinichiro Maeda

Profile

1992/4	Joined Nomura Research Institute, Ltd.
2004/1	Head Researcher, Senior Analyst of Financial & Economic Research Center of Nomura Securities Co., Ltd
2015/4	Professor of Department of International Business Management, Faculty of Business Management, Meijo University
2022/6	Outside Director of AIFUL (Audit and Supervisory Committee Member) (Current)
2025/3	Associated Professor of Faculty of Economics, Kyushu University (Current)

Interviewer

General Manager
Operation Management Department
AIFUL
Ikumi Abe

Abe
What were your motivations and background to become an outside director?

Maeda
It goes way back to 1993 when I first came across this company. At the time, I was a securities analyst, and I participated in a non-bank stock listing.

As an analyst, I remember working very hard to explain the situation to investors from Japan and overseas, in order to cover the gap between the reality of non-banks and their views of them.

After that, I pursued an academic career, but a valuable encounter with the founding family of AIFUL led to an opportunity, and I was honored to accept the position of outside director at AIFUL.

Abe
How has your perception of AIFUL changed between the past and the present?

Maeda
I was surprised by the

changes in its business model.

In the 1990s, the company expanded its business by establishing numerous stores and automated contract machines, supported by extensive advertising. In those times, its brand and branches were its sources of competitive power.

Now, 97% of customers are engaged through online transactions.

The ability to produce information is still the foundation of operations, but

it is transforming into a company that utilizes IT.

Before

After

Abe
In your opinion, what are the strengths and competitive advantages of AIFUL Group ?

Maeda
Our strengths and competitive advantages are in our

information production capabilities.

AIFUL Group has the history and experience of collecting, analyzing, and assessing the information of repayment abilities of debtors.

Looking into the history of retail finance of America, we realize that companies with strong credit assessment capabilities have been the ones to survive in the end.

Our group has internalized IT to improve the capabilities of data analysis. Obtaining

the independence of management

is the basis of having freedom in making such management decisions.

Interview with Outside Director

Abe: In your opinion, what is expected of you as an outside director?

Maeda: As an outside director, my role is to oversee business execution from a broad perspective that reflects changes in society as a whole.

Through my experience as a securities analyst, I have been deeply involved in the world of investment. I also bring a background of working not only in Japan, but also in the United States.

I hope to contribute to the company's pursuit of globally minded management by incorporating dialogue with the capital markets.

To that end, I intend to continuously gather information on my own initiative, enhance my ability to assess risks, and deepen my insights to better grasp the essence of management.

Abe: Could you tell us what you have observed or felt through your engagement in investor relations activities?

Maeda: According to our mid-term management plans, we outline our capital policy based on the required capital adequacy ratio, specifying the allocation of capital for growth investments and shareholder returns.

Once again, AIFUL Group is in the growing stage, making growth investments, but we are also expanding shareholder returns.

It is necessary to improve performance in line with the medium-term management plan and deepen dialogue with the market.

We are committed to IR activities with an eye to the future so that we can rebuild not only short-term but also long-term trust.

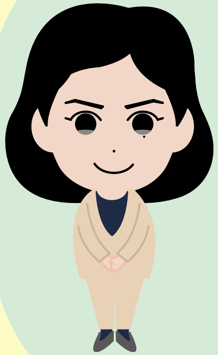
Abe: Could you tell us your thoughts on how you see our business evolving and growing in the future?

Maeda: I suppose it is achieving AIFUL Group's growth beyond the boundaries of the financial industry.

The financial industry has continued changed with the development of IT. From 2026, we will be transitioning to a holding company structure. As a group working in the financial industry for a long time, I hope we can represent a group that grows with collecting information out of the current financial industry.

I'm sure there is a path that only AIFUL Group can show to the world.

Message from the Newly Appointed Director



Outside Director
AIFUL
Ayako Kitazawa

Profile

1997/4	Joined Lehman Brothers Securities Co., Ltd.
2000/3	Joined Merrill Lynch Japan Securities Co., Ltd. (current BofA Securities Co., Ltd.)
2012/2	Joined Simplex Advisors Co., Ltd. Managing Director (current)
2025/6	Outside Director of AIFUL (current)

My name is Kitazawa, and I have recently been appointed as an outside director of AIFUL.

M&A is an extremely important strategy for the sustainable growth and enhancement of AIFUL Group's corporate value. The true value of M&A lies in the post-acquisition PMI※, namely the integration process with new talent and organizations.

Our strength lies in a corporate culture that, while grounded in the strict discipline of a regulated industry, enables each employee to fully realize their potential and transform diverse values into organizational vitality.

I am confident that making full use of this unique corporate culture and executing a smooth PMI will create business synergy and ensure the success of this M&A.

As an external director, I will continue offering constructive ideas to help our organization shine with diverse characteristics, in addition to ensuring the success of our M&A strategy.

※PMI stands for Post-Merger Integration and refers to the management integration process that takes place after the completion of a merger or acquisition.

Our Journey of Value Creation

START

1967

Yoshitaka Fukuda(current chairman), established a sole proprietorship as a consumer finance company (currently AIFUL CORPORATION).

1985

Introduced the Scoring System (automated credit check system).

1994

Opened current Contact Center.

1995

Installed "Ojidousan", an automated loan agreement machine.

2000

Listed on First Section, Tokyo Stock Exchange

2001

SMEs Loan Current AG BUSINESS SUPPORT Corporation was established.

Credit Card LIFE Co., Ltd. became wholly owned subsidiary.※

Servicer Current AG Servicer Corporation was established.

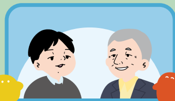
※LIFECARD CO.,LTD. was newly established in 2010, took over part of LIFE Co., Ltd. business in July 2011.

2014

Installment Sale Current AG Payment Service CO.,LTD commenced operations.

Overseas (Kingdom of Thailand) AIRA & AIFUL Public Company Limited was established.

2020



Mitsuhide Fukuda,was appointed as president.

Medical Fee Receivables-Backed Loan AG Medical Corporation was established.

2022

Transferred to the Prime Market of the Tokyo Stock Exchange.

Renewal group Visual Identity.

2023

Insurance FPC Co., Ltd.,

SES Seven Seas Co., Ltd. and

SES Liblock Inc. became wholly owned subsidiaries.

Total receivable exceeded ¥1 trillion for the first time in 12 years.

External credit rating upgraded to A category (JCR: A−).

2024

Announced Medium-term Management Plan 2024.

SES Salop, Inc. became wholly owned subsidiaries.

Issuance/Settlement of Prepaid Electronic Money Bitcash Inc., became wholly owned subsidiaries.

2025

SES Template co., ltd.

SES Smart Link co., ltd. became wholly owned subsidiaries.

2026～

Scheduled to establish Muninova Holdings Inc.