

# IR Activities

## Policy on Constructive Dialogue with Shareholders and Investors

Executive Officers responsible for administration are in charge of dialogue between the Company and shareholders/investors. Each department within the Company coordinates with the officers accordingly in providing necessary information to promote constructive engagement between them.

In terms of providing opportunities for dialogue, we have established briefing sessions with the presence of the President or Executive Officers responsible for administration and individual meetings, and issue an integrated report and other IR materials and disclose information on the corporate website as well to help our shareholders and investors to understand our management strategy and business environment better.

The opinions and requests received from shareholders and investors through dialogue are reported to the Board of Directors on a quarterly basis, and dialogue records are always shared among Directors including Audit & Supervisory Committee Members. These opinions and requests are valued to further strengthen our dialogue, and relayed to the management and related departments to use for active review of our business strategies.

During the silent period before announcing our financial results, we restrict dialogue with our shareholders and keep the insider information strictly confidential. Information deemed to be a material fact is managed centrally by the Executive Officers responsible for administration to prevent any leaks. We disclose immediately if the information is determined to correspond to information requiring disclosure as well.

### Main topics and concerns of the dialogue, and status of response to them

Topics and concerns (FYE March 2025)	Measures implemented
Improvement of stock price and capital efficiency	Promotion of revolving-type investment business, new investments using interest-bearing debt, and sale of cross-shareholdings
Timeline of the Long-Term Business Plan	Revised the ROE target to attain 7% or more by the final fiscal year of Phase I and 8% or more in the early stage of Phase II
Promotion of new businesses	Conducted five new investments, and recruited personnel for new businesses
Recognition of capital costs	Disclosed capital costs
Reduction of cross-shareholdings	Set reduction targets for cross-shareholdings and sell shares

## Timely and appropriate information disclosure

In order to eliminate the information gap between domestic investors and overseas investors, we have made it a policy to basically disclose information in English as well. Certain information, such as consolidated financial results and briefing session materials for analysts, are disclosed in Japanese and English simultaneously. Disclosure of annual securities report in English is an issue to be considered in the future.

Name of documents	Status of Response
Consolidated financial results	The English version is disclosed simultaneously.
Briefing session materials for analysts	
Corporate Governance Report	
Timely disclosure materials to TSE	
Other disclosure materials	Disclosure of the English version is determined individually based on the policy of disclosing them in English.
Notice of General Meeting of Shareholders	Part of the information is disclosed in English.
Audited financial statements in English (Annual Report)	The English version is prepared and disclosed.
Annual Securities Report	To be considered in the future on the basis of administrative guidance and other companies' trends.
Sustainability Report	The English version is disclosed after the Japanese version.