

INTEGRATED
REPORT
2026

JAFCO

Fueling perpetual growth; investing in bold visions

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Frequently Asked Questions from Stakeholders

What are the views of and business policies of JAFCO's senior management?

CEO's Message

In this section, the CEO discusses the direction JAFCO intends to take going forward and the strategies it will pursue in response to major changes in the business environment, including those driven by AI technologies.



What are JAFCO's venture investment and buyout investment businesses?

Messages from the General Managers of the Venture and Buyout Investment Businesses

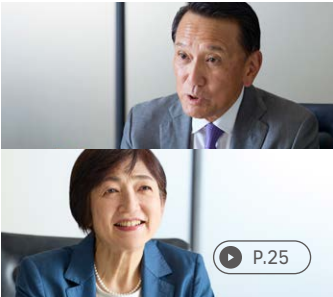
In this section, the leaders of JAFCO's venture investment and buyout investment businesses discuss what they aim to achieve through their respective investment activities.



What are the roles of and the skills, expertise, and mindset possessed by the independent directors?

Interviews With Two Independent Directors

In this section, the two newly appointed independent directors answer questions on how they intend to contribute to enhancing JAFCO's corporate value going forward, drawing on their respective experience and insight.



Note on Future Outlook

Information in this report relating to current plans, the future outlook, strategies, etc., has been determined based on the information available at the time that the report was prepared. Various factors may cause actual results to differ significantly from the future outlook presented in this report. Risks and variables that may affect results include macroeconomic trends surrounding the Company's business environment, market competition, exchange rates, tax and various other regulations and systems, and internal and external factors.

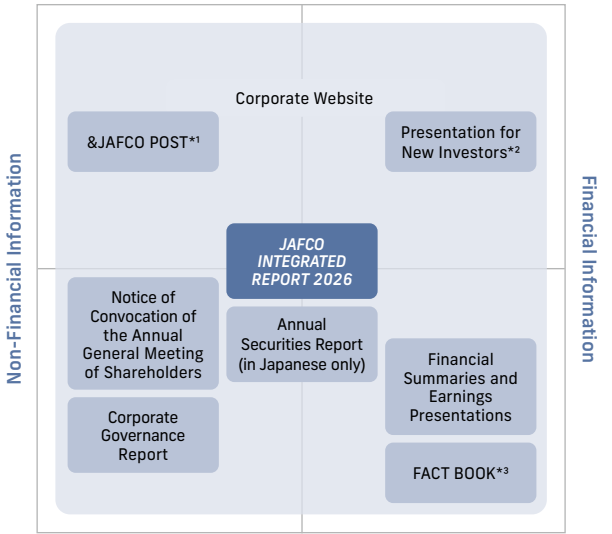
Scope of Report

Scope: JAFCO Co., Ltd.
Reporting period: From April 1, 2025 to March 31, 2026

Note: Some information is based on activities that took place before or after this reporting period.

Overview of JAFCO's Information Disclosure

Growth Story and Value Creation



Performance and Detailed Data

*1 & JAFCO Post: JAFCO's owned media that introduces such information as examples of support provided to startups
*2 Presentation for new investors: Provides an overview of JAFCO and its performance as well as its vision and path to realizing that vision
*3 FACT BOOK: Provides a comprehensive summary of the Company's disclosure data, including the results of previous fiscal years and degree of achievement of management indicators

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Section 1

JAFCO’s Value Creation



CEO'S MESSAGE

Even in this era of rapid change, we will not shy away from bold, risk-taking initiatives as we refine our unique strengths by focusing on domestic investment. In this way, we will achieve meaningful growth and enhance our corporate value.

Keisuke Miyoshi
President & CEO

Shifting Our Strategy to Maximize Our Competitive Edge

In January 2026, we completed the transfer of our overseas subsidiaries and transitioned to a structure under which we will focus our management resources on domestic investment. In Japan, we have long cultivated a competitive edge by enhancing our investment performance through highly selective, intensive investment, carefully choosing portfolio companies based on our extensive engagement with entrepreneurs. Simultaneously, we have conducted overseas investment activities for approximately 40 years. However, it has been difficult to replicate our domestically cultivated success models overseas due to the highly local nature of the venture investment business. In pursuit of our medium- to long-term financial target for a return on equity (ROE) of 15% to 20%, it was most important for us to consider where we should concentrate our management resources and how to achieve higher capital efficiency. The right path forward was shifting our focus to domestic investment.

As JAFCO's business centers on long-term investment, we have devoted considerable time and effort to determining the level of management resources to allocate to each region and to assessing regional growth rates and organizational capabilities from short-, medium-, and long-term perspectives. Additionally, in recent years, there have been dramatic changes in the macroeconomic environment and an intensification of geopolitical risks, making these efforts more difficult with each passing year. With more than half a year passing since completing the transfer of the overseas subsidiaries, our discussions have increasingly focused on realizing growth in our domestic investment business. In terms of both management and governance, we believe that this shift in focus is undoubtedly the right course of action in order to realize the further growth of JAFCO.

Unlike our shift in investment focus, our growth strategy remains unchanged from that which we adopted under the Basic Policy for Enhancing Corporate Value. Under said strategy, we will further emphasize the development of our two domestic businesses: venture investment and buyout investment. The domestic market holds tremendous potential, which is why we aim to achieve our medium- to long-term financial targets therein by enhancing investment performance and expanding the size of our funds in line with market growth.

Achieving High Performance Through Bold Risk-Taking

In the fiscal year ended March 31, 2026, our ROE stood at 4.8%, a level of achievement with which we are certainly not satisfied. JAFECO's business is impacted greatly by the market environment, and our performance is thus subject to a certain degree of fluctuation. For this reason, rather than evaluating our performance based on a single year alone, we believe it vital to judge how we achieve a high level of performance and maintain it over the medium to long term, even amid fluctuations in the market environment. With that said, we take very seriously the fact that our ROE has remained below our perceived cost of shareholders' equity of roughly 7%. Looking ahead, we will steadily improve our level of ROE by concentrating management resources on domestic investment and promoting shareholder returns.

Meanwhile, we have been steadily achieving results in other areas. For example, JAFECO led five out of the 10 largest VC-backed IPOs in terms of market cap over the past two years. Such an accomplishment reflects the genuine upside of the highly selective, intensive investment approach that we have been promoting since 2010. At that time, market conditions dramatically changed in the wake of the global financial crisis, forcing many venture capital firms to adopt a more cautious approach to risk-taking. Under such an environment, we made the decision, ahead of our competitors, to pursue bold risk-taking, and this decision has steadily led to the robust investment management capabilities that we possess today.

In the near term, we expect to continue facing challenging market conditions. In the fiscal year ended March 31, 2026, the number of IPOs on the TSE Growth Market declined significantly to 32, compared with 59 in the previous fiscal year, owing in part to the impact of the new criteria for remaining listed. Of the IPOs executed in the fiscal year under review, only two were our portfolio companies. The market is becoming increasingly more selective toward newly listed companies, and the decline in the number of listings may impact JAFECO's performance as well. However, framing this negative trend in positive terms, the stricter approach to selection could lead to the TSE being recognized, both domestically and internationally, as a stock market with strong growth potential. Such an evaluation would align well with our approach of carrying out



highly selective, intensive investment targeting large-scale IPOs. Whether we can achieve strong results or not will come down to our ability to realize large-scale IPOs, and this is where our investment management capabilities truly make a difference. For this reason, we will remain committed to our investment policy of highly selective, intensive investment.

Consistently Delivering High-Level Performance Through Diverse Exit and Investment Options

As the IPO market becomes more selective, we believe M&A will garner greater importance as an attractive option for exits. In fact, M&A are being increasingly regarded as such by entrepreneurs. JAFECO has two priorities when it comes to M&A. The first is increasing the number of M&A deals that can deliver returns on a par with those generated via an IPO. The second is to position M&A as an effective means of achieving growth and ensuring business continuity for companies that had pursued an IPO but for which a public listing is not necessarily the optimal path or that are unable to meet the listing requirements. Accordingly, we will continue to build an M&A track record so that entrepreneurs can choose to pursue either an IPO or M&A deal, whichever option best suits their needs.

As the number of M&A exits increases, the nature of our investment performance will also evolve. The average holding period from our initial investment in a portfolio company to its IPO is approximately 6.7 years, a period that tends to lengthen as companies pursue larger-scale IPOs.

Meanwhile, M&A enable relatively early exits and can generate returns more quickly, including on our capital commitments to funds. As a result, M&A are expected to contribute to more stable earnings.

Another key initiative for stabilizing our performance is the expansion of our buyout investment. Buyout investment is a method that generates more stable returns than venture investment. Excluding our continued holdings in overseas funds following the transfer of the overseas subsidiaries, our current investment portfolio consists of roughly 70% venture investment and 30% buyout investment. Going forward, we plan to expand the size of our funds in line with market growth while gradually increasing the proportion of buyout investment. Larger buyout funds will enable investments in larger companies, with the potential to generate higher returns per deal.

In these ways, by combining diverse exit and investment options, we aim to enhance the Company's overall investment performance while achieving more stable earnings.

Expanding the Size of Our Funds Based on a Foundation of Trust

Expanding the size of our funds is an important aspect of improving our ROE. The SV7 Fund Series, established in 2022, achieved a size of ¥97.8 billion and a ratio of external capital commitments of 80%, exceeding its targets. Building on this success, we aim to grow the SV8 Fund Series, established in December 2025, to a scale of ¥100 billion. While stagnation continues in the domestic IPO market and the fundraising environment is not exactly favorable, we aim to get as close to achieving this target as possible. One lesson we have learned throughout our history is how taking bold risks in the face of challenging market conditions, the likes of which we are experiencing today, ultimately leads to a strong performance. For this reason, we are prepared to make every effort possible to achieve our targeted fund size.

Our greatest strength in terms of fundraising is the trust placed in us by external investors. By establishing an appropriate operating structure for navigating both good and bad market environments and continuing to deliver returns, we have garnered a high level of trust from investors. Underlying this trust are the frameworks and foundations that allow us to uphold our key policies while continuing our investment management activities. In recent years, we have increasingly welcomed both new graduates and mid-career hires with diverse backgrounds and values. As we become more diverse, we need to consider the values we hold dear as a company.

Accordingly, our greatest task is to evolve our core values at JAFCO for the next generation without losing sight of their essence, and we are pursuing a wide range of initiatives to succeed in this undertaking.

Maintaining High Expectations for Startups and Promoting Talent Mobility That Supports Market Expansion

Today, we are faced with a broad range of uncertainties and issues, including geopolitical risks. Such uncertainties and issues are long term in nature, and we are entering a new global economic phase in which we must consider and reflect geopolitical risks, including those that impact the supply chain. Against this backdrop, Japan's economic scale and industrial foundation create opportunities for growth, and we expect more companies to seek market expansion not only globally but also domestically, supported by Japan's economic security. These developments present new growth opportunities for startups and companies targeted for buyout investment.

From a medium- to long-term perspective, we predict that the startup market will achieve significant growth, even as it goes through ups and downs. We believe so because of the proven ability of startups to realize innovation and create new markets, which has been demonstrated through their accomplishments and recognized by people around the globe. The ability of startups is becoming more recognized in Japan as well. Japan is thus concentrating talent and capital into startups, and alliances between companies are becoming more active. The increasingly prevalent role played by startups has given rise to the emergence of various new industries. Furthermore, IPOs continue to be completed at a certain scale, which we regard as evidence that social trust in startups is steadily rising.

Looking ahead, one major factor that will underpin market expansion in Japan is greater talent mobility. It is becoming more commonplace to see people pursue startups as a career option, even among those who have worked at large companies. As this trend continues, more capital will flow into emerging industries. For large corporations as well, investing their resources in promising startups and participating in their growth will become an increasingly important management priority. As such changes continue to occur, we will see the startup market grow at an accelerated rate.

Embracing the Changes Brought About by AI and Looking Ahead to What's Next

It goes without saying that AI is bringing about major changes in every industry and becoming a part of social infrastructure. For startups taking on the challenge of creating new industries, the rapid advancement of AI provides tremendous opportunities. However, the rising prominence of AI is not without risks. What held value yesterday may not possess the same value today. This



kind of disruption is unfolding at an unprecedented pace. In response, we constantly maintain an awareness of global AI developments and actively incorporate AI into our day-to-day investment activities, carefully assessing what it can enable and where it can drive optimization. Looking ahead, it will be crucial for us to establish new, unique methods for increasing the efficiency of fund management and enhancing investment performance. As we do so, our greatest strengths will be the abundance of data we have accumulated throughout our history and our proven track record. Such data represents a proprietary asset of JAFCO, one that cannot be obtained from external sources regardless of how much capital is invested.

Going forward, the adoption of AI across society will likely accelerate further, potentially reducing the relative value placed on certain human capabilities. However, I believe that the pendulum will eventually swing back, and society will once again reaffirm the value that only people can provide. AI can readily identify potential candidate companies for private equity investment. However, whether an entrepreneur chooses to accept such an investment offer is an entirely different question. For entrepreneurs, choosing which venture capital firms to work with is of paramount importance. Ultimately, such decisions come down to people, and the passion and mindset essential for a startup are uniquely human qualities. For this reason, even as we look ahead to the next phase of the AI era, we still prioritize the development and recruitment of talent. The talent we seek, the values we uphold, and the approach to human resource development we take cannot be developed overnight. They must be cultivated over time.

To that end, in October 2025 we established the new Organization & Human Capital Division (currently the People & Culture Division). This new entity is responsible for our most fundamental areas, including the Company's corporate culture, value system, recruitment, and talent development. As the number of mid-career hires with diverse values joining JAFCO increases, we will further promote the sharing of our corporate culture and values going forward. With significant changes occurring, such as the advancement of AI, it will become more essential for us to consider the kind of values we ought to uphold and the vision we should pursue as an organization. Such considerations are also closely related to the foundation of trust we have in terms of fundraising, which I mentioned earlier.

Continuing to Pursue Investment with a View Toward Realizing Meaningful Growth and Fulfilling Our Purpose

The world today is undergoing changes at an unprecedented speed and scale, including the rise of geopolitical risks, the advancement of technologies, and changes to social infrastructure. For a company such as JAFCO, which engages in long-term investment, said changes may bring about headwinds that we have never experienced before. Yet it is precisely in such times that the purpose and value of our business become most evident. The challenge that lies ahead of us is how we can stay true to our convictions and remain committed to our course for growth, even in the face of adversity.

Under these circumstances, we must remain consistent with our approach of leveraging our strengths to continue boldly taking risks and executing investments, without being swayed by changes in the operating environment. To date, JAFCO has ceaselessly taken on the challenge of exploring uncharted territory and creating new business models. While doing so, we have achieved many successes but also experienced numerous failures. However, we have learned from our failures, avoided making the same mistakes twice, and enhanced our ability to repeatedly achieve success by comparing our past failures with our past successes. By continuously seeking out and taking on challenges while heeding the lessons learned along the way, we have developed a willingness to take risks without the fear of failure, which has become a part of our DNA. Through this DNA, we have developed strengths that allow us to achieve success via our long-term investment activities. Looking ahead, we will continue to sustainably enhance our investment performance by further refining our ability to replicate success.

In time, the market environment is sure to transition to a more favorable phase characterized by tailwinds that stimulate new growth. With that momentum, we will work to achieve the future that we envision as JAFCO. To realize our Purpose—"fueling perpetual growth; investing in bold visions"—we will continue to pursue new challenges as a one-of-a-kind investment management company that combines the strengths of venture investment and buyout investment.

October 2026

Keiuke Mizoshi

JAFCO's

Corporate Philosophy

JAFCO has been operating for over half a century, since a time when investing in unlisted companies was still a relatively unexplored practice in Japan. During this time, we have consistently maintained our stance of boldly investing in and committing to visions that create as-yet-unknown value to fuel perpetual growth and contribute to the realization of a sustainable society.

Cumulative number of portfolio companies

4,247

Years of investment

53

Cumulative funds under management

¥1.2 trillion

Total number of IPOs

1,041

Note: All figures are as of March 31, 2026.

Purpose

Fueling perpetual growth; investing in bold visions

Based on its many years of investment experience, JAFCO has held the conviction that continuing to invest through good times and bad will lead to the realization of a sustainable society. We aim to fuel perpetual growth in society and markets by continuing to invest in companies and entrepreneurs as they take on new challenges.

Mission

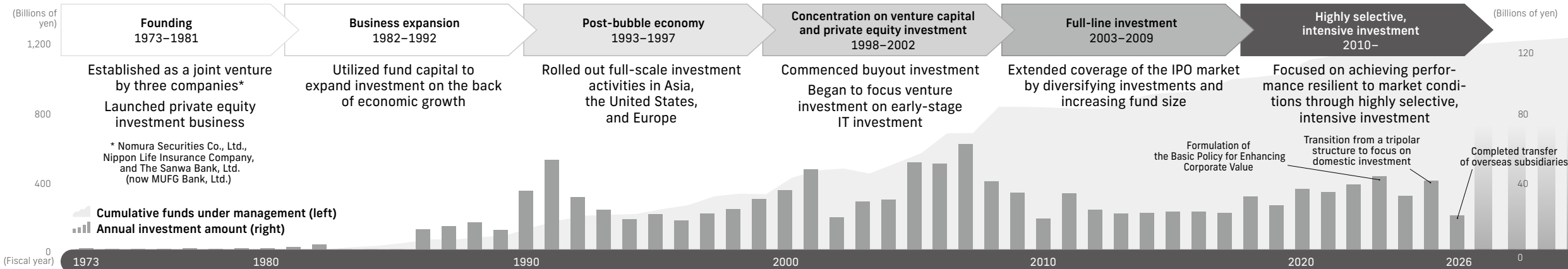
Commit to new business creation and jointly shape the future

Since its founding, JAFCO has created a variety of innovative products and services in collaboration with companies and entrepreneurs. We will work together with stakeholders to pave the way for a new era by committing to the creation of new businesses that are essential to society and by helping companies achieve renewed growth.

Purpose / Mission / Values

JAFCO's History of Continuing to Invest Through Good Times and Bad

History of JAFCO



JAFCO's

Business Model

Our Three Sources of Income

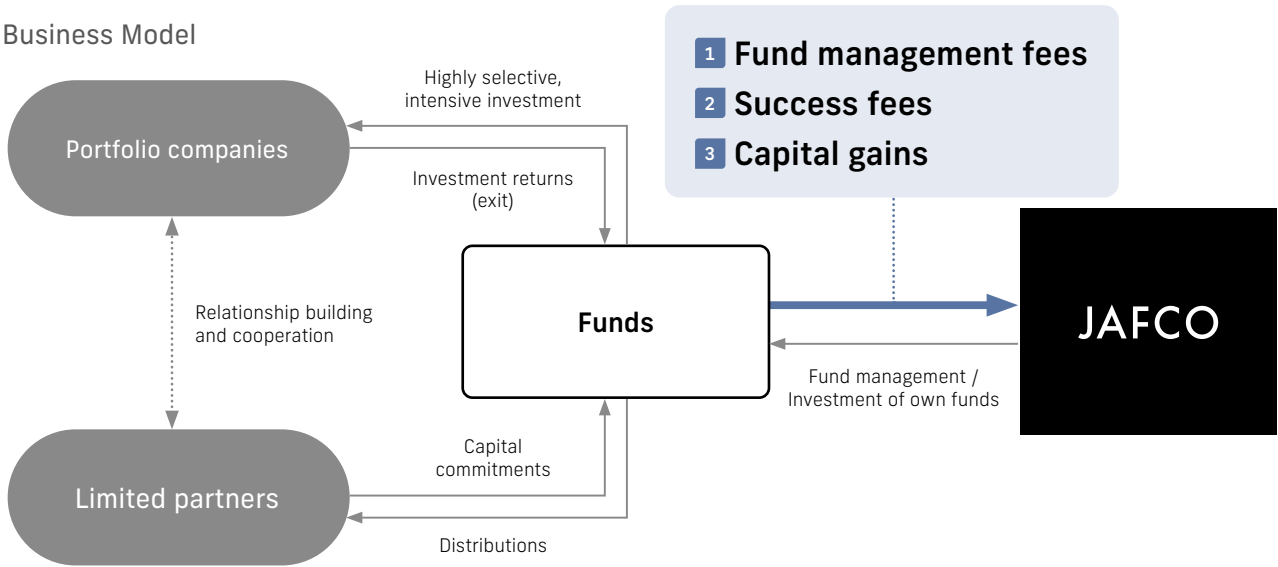
JAFCO engages in venture investment and buyout investment through fund management. We invest in unlisted securities by channeling capital gathered from investors into funds. Based on our policy of highly selective, intensive investment, we aim to improve investment performance (MOIC*) by continuously seeking out and investing in promising companies. After investment, we enhance management involvement and increase the corporate value of our portfolio companies to achieve exits (investment returns) through IPOs or trade sales such as M&A.

Our three sources of income are fund management fees and success fees derived from fund operations and capital gains on direct investment in funds. We aim to maximize profits by expanding the size of our funds in line with the market and achieving high MOIC.

By improving our investment management and fundraising capabilities, we will achieve high profitability while realizing our Purpose: “Fueling perpetual growth; investing in bold visions.”

* MOIC (multiple on invested capital) = Revenue from operational investment securities + Cost of sales of operational investment securities

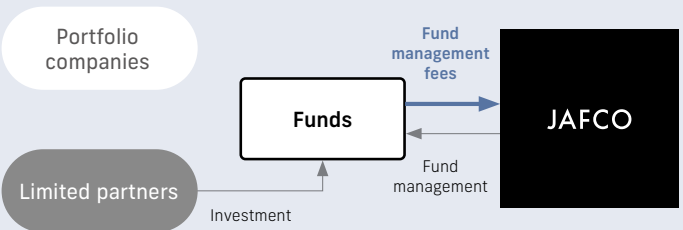
Business Model



1

Fund management fees

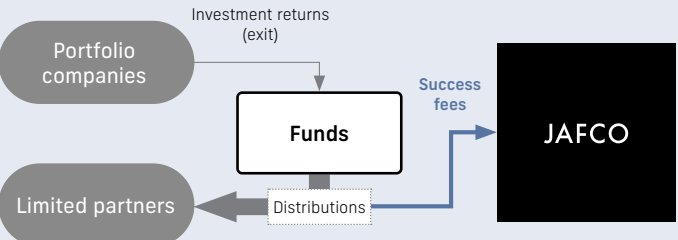
- Fixed fees for the management of funds
- Capital commitments from limited partners × Average of 2% per annum
- Key driver: External capital commitments



2

Success fees

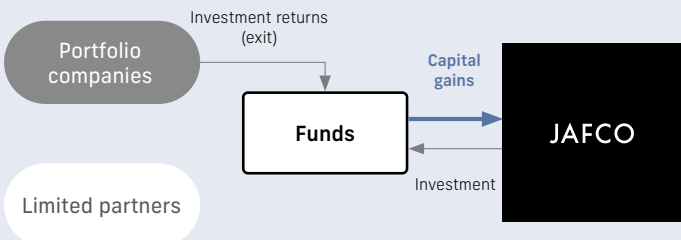
- Performance-linked compensation for funds
- Profit from funds × Rate of limited partners' interests × 20%
- Key driver: MOIC



3

Capital gains

- Investment returns obtained by investing our own capital in funds
- Key driver: MOIC



Results for the Fiscal Year Ended March 31, 2026

JAFCO at a Glance

Financial Performance (Non-Consolidated)



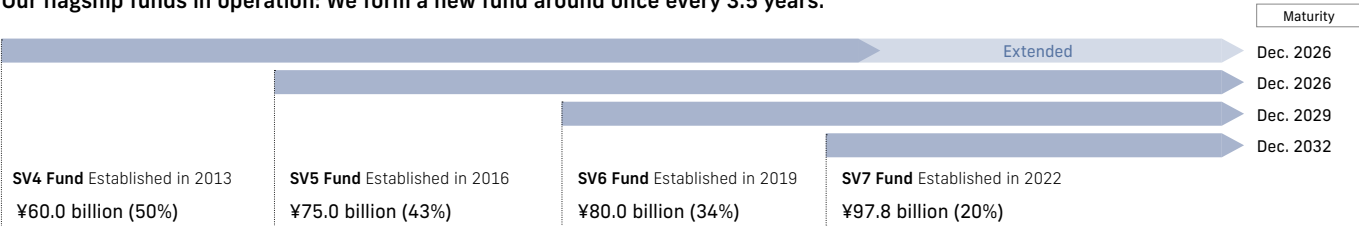
Our Three Sources of Income

Funds



* Including ¥30.3 billion in external capital commitments to funds under extension, which are not subject to management fees

Our flagship funds in operation: We form a new fund around once every 3.5 years.



Notes: 1. The maturity period of funds is 10 years. A two-year extension is possible by JAFCO's decision and additional extension is possible with the consent of investors.
2. Numbers in parentheses indicate JAFCO's investment ratio.

MOIC (domestic)

Average over the past five years
2.4 x

» Average MOIC

Average over the past 10 years
2.7 x

Number of Team Members (domestic)*

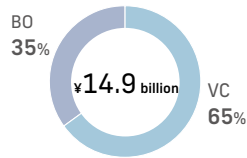


* As of April 1, 2026

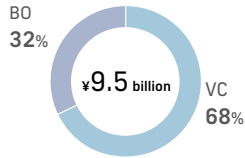
Comparison of Venture Investment and Buyout Investment

Our investment areas consist of two types: venture investment, which is the founding business of JAFCO, and buyout investment, which we have established as our second business pillar. The breakdown of results for the fiscal year ended March 31, 2026 is as follows.

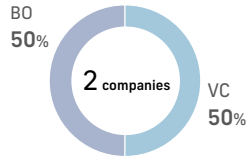
Revenue from operational investment securities (domestic)



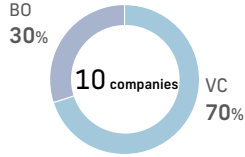
Gain on sale (listed and unlisted) (domestic)



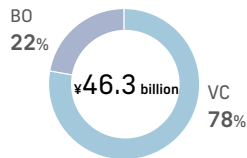
IPOs (domestic)



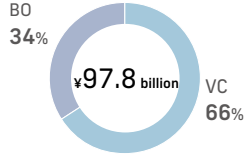
Exits*1 (domestic)



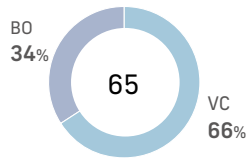
Balance of operational investment securities (unlisted) (domestic)



Fund size (SV7 Fund)



Number of investment professionals



*1 The number of exits by sale of all owned shares or by IPO

See pages 13–16 for the strengths and characteristics of each investment business domain.

Business Model

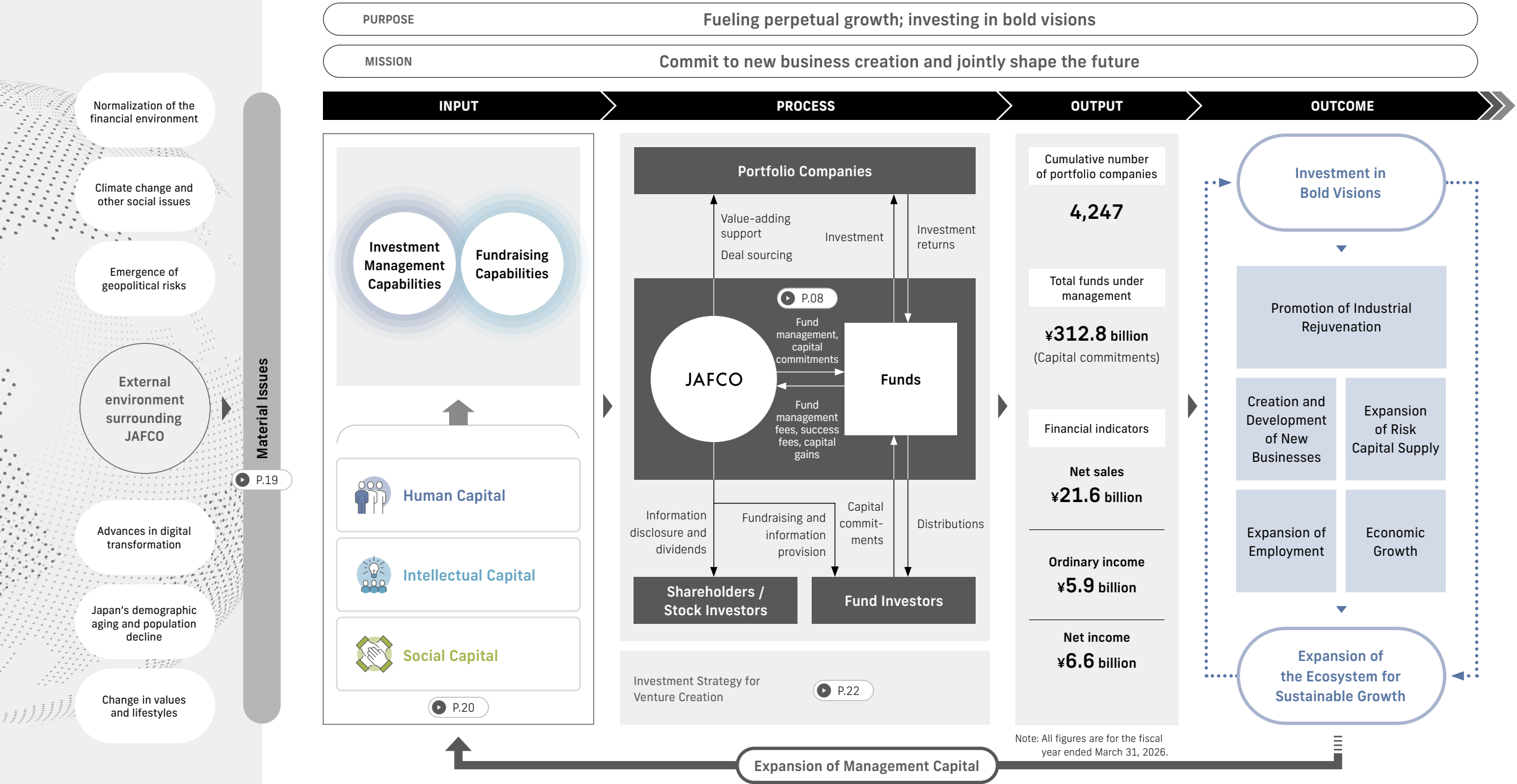
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Section 2

**JAFCO’s Growth Story for
Corporate Value Enhancement**

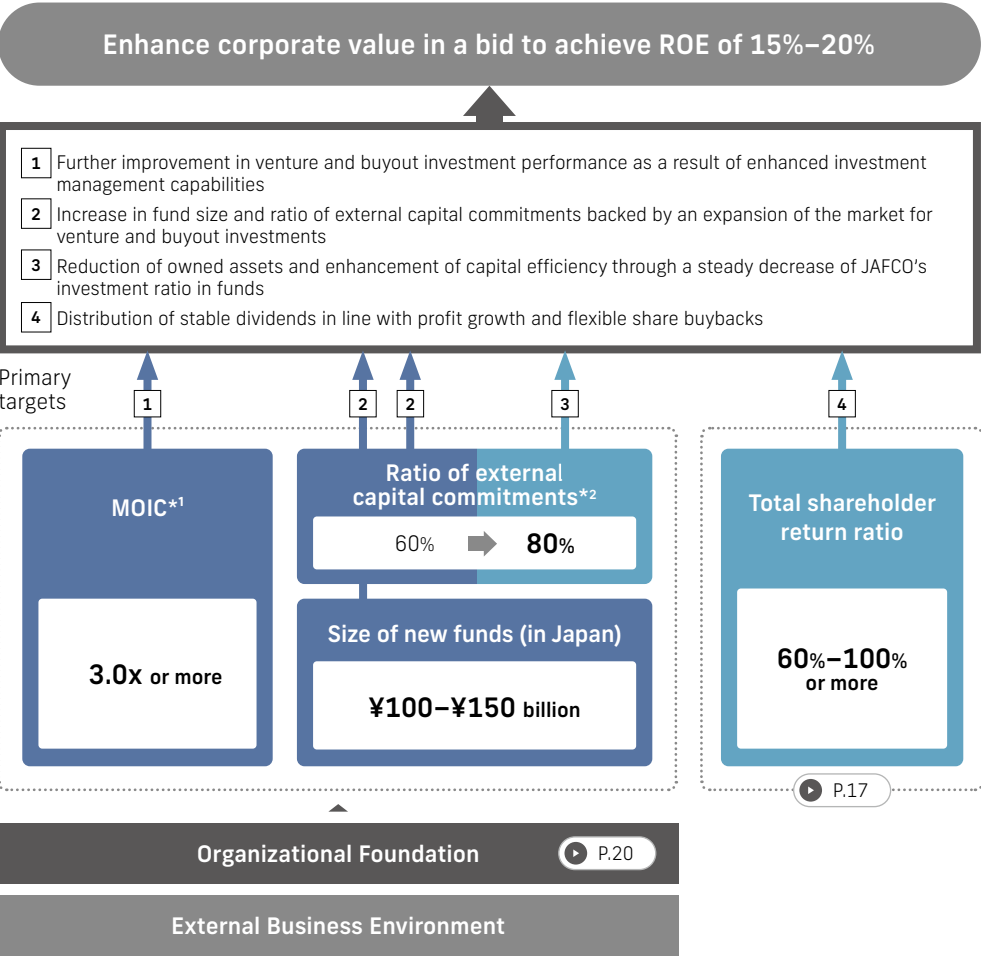


Value Creation Process



Basic Policy for Enhancing Corporate Value

(Updated April 2026)



Concentrating on domestic investment increases the likelihood of achieving our target ROE of 15%–20%. We will achieve this target by expanding the size of new funds and external capital commitments in line with market growth and by continuing our efforts to improve investment performance.

Overview of Financial Targets and Management Indices

- 1
- In accordance with our fund formation cycle of roughly three and a half years, we will continue to steadily implement initiatives aimed at achieving medium- to long-term targets. External capital commitments to the new funds will drive increases in annual management fees.
 - We completed the transfer of consolidated subsidiaries in Asia. As a result, core income (management fees – SG&A expenses) has improved.
- 2
- Necessary funds will decrease as investments will only target domestic funds from FY March 2026 onward. Net assets will also decrease.
 - We will maintain our interests in Asian and U.S. funds under management.
- 3
- We raised the target for MOIC of domestic funds to 3x. MOIC of overseas funds is expected to remain at 1.6x.
- 4
- We will implement stable, profit-based dividends by paying out the greater of either 6% DOE (ratio of annual dividends to shareholders' equity at end of previous period) or a 50% payout ratio.
 - Any funds exceeding those necessary for conducting business operations will be used to flexibly acquire treasury shares.

	Results			▶	Medium-term targets	Long-term targets
(Billions of yen)	2024.03	2025.03	2026.03		2028.3–2030.3	2031.3–2033.3
Ordinary income	9.4	13.2	5.9		20	26
Net income	8.3	9.6	6.6		14	18
Net assets	133.5	137.5	134.1		130	115
Balance of operational investment securities in Japan*3	55.9	57.5	55.6		60	55
Interests held in overseas funds*4	32.2	32.5	34.9		20	10
Effective total payout ratio*5	50%	102%	108%		60–100% or more	60–100% or more
ROE	6.4%	7.1%	4.8%	▶	10–15%	15–20%
Total capital commitments*6 (AUM)	312.8	312.8	312.8		320	370
External capital commitments*7	169.3	173.8	173.8		250	290
Annual management fees	3.8	3.3	3.1		3.9	4.2
Annual SG&A expenses (excl. business tax)	3.3	3.6	3.6		3.5–4.0	3.5–4.0
MOIC*1	2.1×	2.2×	2.8×		3×	
	5-year average: 2.4×				or more	

*1 MOIC (multiple on invested capital): Revenue from operational investment securities ÷ Cost of sales of operational investment securities

*2 Ratio of external capital commitments: The ratio of limited partners' total amount of capital commitments in funds established about once every three and a half years

*3 Includes listings; Valuations after markdowns

*4 Prior to March 2025, recorded as operational investment securities

*5 Effective total payout ratio: Ratio of total amount of dividends paid and share buybacks (buybacks approved during the earnings announcement in the fiscal year under review are treated as buybacks for that fiscal year) against net income

*6 Total capital commitments: The total amount of capital commitments to all JAFCO-managed funds

*7 External capital commitments: JAFCO's interests as well as funds under extension are excluded. Amounts subject to fund management fees

Messages from the General Managers of the Venture and Buyout Investment Businesses



VENTURE INVESTMENT

Maintaining a Keen Awareness of Unprecedented Changes and Keeping the Cycle of Success in Motion

Atsushi Fujii
Partner (SV6/V7/V8)
General Manager of Venture Capital Division

Domestic Startup Market Promising Tremendous Growth

The startup market in Japan is entering a phase of major growth. Advancements in AI technologies are driving unprecedented changes across society and industry. In deep tech, which has the expressed intention of addressing social issues, expectations are growing for the commercialization of technologies once considered difficult to bring to market. In fields such as AI and deep tech, public sector investment appetite has been providing an additional tailwind, and substantial capital is being invested in these fields from

around the world. While economic conditions in Japan's TSE Growth Market and IPO market remain sluggish, they have substantial medium- to long-term growth potential amid such unprecedented changes.

Additionally, greater talent mobility is expected to drive market growth going forward. When one startup achieves major success, it inspires a new wave of entrepreneurs to follow, fueling a virtuous cycle in which one generation of innovators gives rise to the next. These cycles were set into motion during major periods of change in the past, including the IT revolution around 2000 and the global financial crisis that occurred in 2008. Recently, there has been an increase in people moving from large corporations to startups, as well as a rise in the number of student entrepreneurs and serial entrepreneurs. We expect that this trend will accelerate moving forward. The mission of our venture investment business is to fuel another virtuous cycle of one generation of innovators inspiring the next generation.

Deal-Sourcing Capabilities Underpinning Highly Selective, Intensive Investment

We place great importance on investing as a lead investor, as this allows us to be proactively involved in supporting portfolio companies following investment. Central to this approach is our highly selective, intensive investment strategy, under which we source a broad range of investment candidates and carefully select which companies to invest in. We engage with more than 4,000 prospective portfolio companies each year, thoroughly assess their potential, and ultimately invest in just 15 to 25. Our approach of only investing in a tiny fraction of the myriad companies we assess—with the Company's rate of investment execution being less than 1%—represents a competitive strength of JAFCO, in other words, the ability to extensively interact with and assess numerous entrepreneurs on our own terms and rigorously pursue investment opportunities thereamong.

This competitive strength stems from our commitment to maintaining a keen awareness of changes in society and continuously sourcing new entrepreneurs through our own network. Rather than focusing on just a few specific sectors, we monitor developments across all sectors, accurately identify emerging changes, and narrow down investment candidates accordingly. For example, even if we meet with 100 companies and invest in only one, we can still utilize the information and insight gained through said meetings in our subsequent deal-sourcing and investment activities. In fact, 60% to 70% of the companies in which we invest originate from "proprietary sourcing," whereby we independently gather information, formulate an investment thesis, and then proactively approach the company.

Investment Strategies and the Foundation Supporting Long-Term Investments

A distinctive feature of venture investment is that fund performance depends heavily on successfully achieving exits on behalf of a small number of portfolio companies. That is to say, our ability to realize large-scale exits is directly linked to overall fund performance. At the same time, because it generally

Messages from the General Managers of the Venture and Buyout Investment Businesses

takes five to 10 years from initial investment to exit, in terms of important aspects of our day-to-day investment activities, we emphasize the monitoring of the status of our level of engagement with management teams of portfolio companies and of the progress of our investments versus our plans.

Meanwhile, two fields currently attracting our attention are AI and deep tech, as mentioned earlier. Rather than focusing solely on companies developing specific technologies or tools, we select portfolio companies based on the degree to which these technologies can transform society and industry, with particular attention to the underlying rationale and potential applications.

In addition to our fiduciary duties as a fund manager and compliance with laws and regulations, what we value most in making an investment is the self-discipline and ethical commitment to “do the right thing.” There are cases in which startups are pursuing entry into business domains in which laws and regulations have yet to be established. Therefore, we believe that sound investment decision-making based on high ethical standards provides the necessary foundation to support long-term investment.

Support for Growth Through M&A and the Maximization of Investment Performance

Considering factors such as the stricter criteria for continued listing on the TSE Growth Market, we expect that more companies will view both M&A and IPOs as attractive options for growth. The former can realize returns on investments in a shorter period than the latter. Thus, we believe M&A will contribute to more stable investment performance.

In recent years, an increasing number of startups have been using M&A as an efficient means for acquiring the management resources they need. Unlike the conventional approach of gradually recruiting personnel and building a customer base through successive rounds of fundraising, M&A allows companies to acquire essential management resources, including customer bases, talent, software, and intellectual property, in a single transaction, thereby having the potential to significantly accelerate business growth.

By supporting the growth of our portfolio companies through the active utilization of M&A, we aim to stabilize and enhance our investment performance.

Creation of a Cycle of Success

We aim to create a society where a cycle of success is created through which each new success acts as a wellspring for countless others to follow, leading to success for society as a whole.

In baseball, Hideo Nomo’s achievements in the Major League in the 1990s inspired players such as Ichiro Suzuki and Hideki Matsui to follow in his footsteps. Today, thanks to these trailblazers, Japanese players are even winning MLB home-run titles. Even though success in business does not depend on physical attributes as it does in sports, given the successes built up over more than a quarter century, there is no reason why Japan cannot one day produce companies similar to Google, Amazon, or SpaceX.

To that end, we will keep this cycle of success in motion so that world-leading mega-startups can emerge from Japan while supporting the development of organizations and passionate talent capable of sustaining such momentum. We believe that is the ultimate mission of the venture investment business.

Venture Investment

JAFCO invests in companies that create social value for the future, services that capture emerging trends, and promising entrepreneurs pursuing ambitious ventures. By doing so, we contribute to the creation and growth of innovative new businesses.

Major New Portfolio Companies in FY March 2026

Investments anticipating changing and growing needs and advances in industries and sectors as well as investments driving the transformation of existing industries

 Atransen Pharma Co., Ltd. Development of anti-cancer drugs	 OPeRe, Inc. Development and provision of hospital-patient communication tools	 Aixtal Corporation Offering of consulting services for the manufacturing industry using process informatics
 Arrowsmith Inc. Research and development of phage therapy	 SolvifAI Inc. Provision of SolvifAI, an AI SaaS tool that supports requirements definition and project management in IT and digital transformation projects	 Smart Shuzen Co., Ltd. Provision of condominium renovation estimates and contractor matching services

Investments anticipating changing values across the globe

 Skygate Technologies Inc. Development and offering of defense and security products	 QREATION Co., Ltd. Planning, production, and management of short video social media accounts
 Oceanic Constellations Inc. Development and manufacture of unmanned surface vehicles	 Yokohama Vanilla Inc. Operation of a retail brand business involving the gift sweets brand Yokohama Vanilla

IPO Result

**Mirrativ, Inc.**
Operation of Mirrativ, a communication service centered on smartphone game streaming and live broadcasting

Initial investment: February 2019
Exit: December 2025

Messages from the General Managers of the Venture and Buyout Investment Businesses



Remaining Committed to Helping Companies Achieve a Second Founding Amid a Rapidly Changing Market Environment

Ko Minamikurosawa
Partner (SV6)
Managing Director (B07/B08)
General Manager of Private Equity Division
Senior Corporate Officer

The Society We Aim to Create Through Buyout Investment

All companies go through a life cycle, from their founding and growth to maturity and, ultimately, decline. Many companies that have reached maturity, however, become stagnant, unable to chart a path to renewed growth for a variety of reasons.

Since its establishment in 1998, JAFCO's Private Equity Division, which is responsible for buyout investments, has operated with the mission of "committing to helping companies achieve a second founding and jointly shaping the future." Guided by this mission, the division has worked closely with portfolio companies, directly addressing the management issues they face in pursuit of renewed growth. We provide risk capital through buyout investments to help companies pursue reforms. In this way, we put maturing businesses back on a growth track. By fulfilling this mission, on behalf of one company at a time, we believe we can help Japan break free of its prolonged period of economic stagnation, often referred to as the "lost 30 years" or even "lost 40 years."

Enhancement of Corporate Value Through Close Collaboration with Portfolio Companies

The fulfillment of the Private Equity Division's mission hinges upon enhancing the corporate value of portfolio companies. Vital in doing so is the ability of the buyout investment business to closely collaborate with portfolio companies. The division comprises personnel boasting proven track records in venture investment as well as talent with diverse backgrounds in financial institutions and consulting firms. At the Private Equity Division, we adopt a comprehensive investment approach based on which a single team manages the entire process, from deal sourcing and investment execution to PMI and exit. Following an investment, our investment professionals are stationed on-site at portfolio companies for one to two years, working closely with management and employees of said companies to execute business plans. During this time, our investment professionals engage in ongoing collaboration and dialogue with management and frontline employees and make a genuine commitment to realizing business growth on behalf of our portfolio companies. Through such efforts, our investment professionals build strong trust-based relationships with the management and employees of portfolio companies and contribute to the achievement of their business plans. This kind of hands-on approach, through which we enhance the corporate value of portfolio companies and pursue exits through IPOs and M&A, is a defining characteristic of our buyout investment business.

Investment Approach Based on Rigorous Financial Discipline

In terms of our investment focus moving forward, we take into account the rise of AI and the speed of its advancement. The Private Equity Division intends to avoid industries that may be displaced by AI and businesses at risk of commoditization; instead, it will concentrate on industries and businesses where AI can significantly enhance productivity as well as businesses where physical environments, regulatory requirements, and customer touchpoints remain important.

For buyout investment, internal rate of return (IRR) is a key metric of investment performance, and we target an IRR of 25% or higher. Assuming a five-year holding period, an IRR of 25% translates to a multiple on invested capital (MOIC) of 3.0x. To stably achieve IRR at this level, we rigorously manage

Messages from the General Managers of the Venture and Buyout Investment Businesses

cash flows and carefully determine the timing of exits based on our assessment of a given portfolio company's business performance. Furthermore, even when total capital gains are the same, IRR can differ significantly based on the timing of investment and return. Accordingly, we will continue to diversify our methods for exits.

An Increasingly Competitive Market Environment

The buyout market in Japan remains strong, supported by business successions, carve-outs, and going-private transactions as well as by an influx of capital from overseas. Business succession is a primary focus of our buyout investment activities, as opportunities for business succession are expected to continue expanding, owing mainly to the aging of owners of small and medium-sized enterprises. At the same time, private equity funds are playing an increasingly important role in addressing issues related to business succession. We therefore expect market expansion to continue over the next five to 10 years.

Considering the current market environment and the capacity for market growth going forward, we foresee an intensification of competition for seizing investment opportunities and a rise in the price of acquiring shares. Under these circumstances, there will be an increasing onus on private equity funds to generate added value. Leveraging our comprehensive investment approach founded upon rigorous financial discipline, as well as our unique perspective rooted in JAFCO's origins as a venture capital company, we aim to generate returns by driving growth-focused corporate transformations, including improvements in the profitability and cash flows of portfolio companies.

Support for Corporate Growth Utilizing Our Unique Position

In an increasingly competitive market, we believe that the unique strengths of the buyout investment business, which speak to our origins as a venture capital company, will become even more important as a catalyst for the creation of added value. Looking ahead, we will continue to maximize these unique strengths to their full potential across the entire investment process, including deal sourcing, team formation, and fundraising.

Companies do not have a predetermined lifespan. Thus, our role is to support companies as they mature, helping them avoid a decline and evolve into highly productive enterprises capable of achieving further growth and prolonging their lifespan. To continue to fulfill our role as a private equity fund, we will actively invest in companies seeking further growth beyond their maturity phase.

Buyout Investment

JAFCO executes growth investments at all stages of a company's development, not limited only to traditional buyout investment domains, with a focus on increasing the business scale of portfolio companies and improving their performance.

Major New Portfolio Companies in FY March 2026



カシオヒューマンシステムズ株式会社

Casio Human Systems Co., Ltd.
Development, sale, and maintenance of the human-resources management system ADPS, talent-management system Hito-Compass, sales management system Rakuichi, and order-processing system BC Order



DGF Group Co., Ltd.
Recruitment and dispatch of non-Japanese workers



MAX ENGINEERING INC.
Soil and groundwater investigation, consulting, and remediation work

Major Exit Results



Izawa Towel Co., Ltd.
Planning, manufacture, and sale of towel products

IPO

Initial investment: August 2021
Exit: June 2025



PAPABUBBLE JAPAN Inc.
Operation of several brands of sweets stores including PAPABUBBLE

M&A

Initial investment: October 2017
Exit: August 2025



Waterfront Co., Ltd.
Design, manufacture, and wholesale of umbrellas

M&A

Initial investment: June 2020
Exit: December 2025

Strengthening of Shareholder Returns

(Updated in April 2026)

Shareholder Returns for the Fiscal Year Under Review

FY March 2026

Total shareholder return ratio

107.6%

Dividend per share

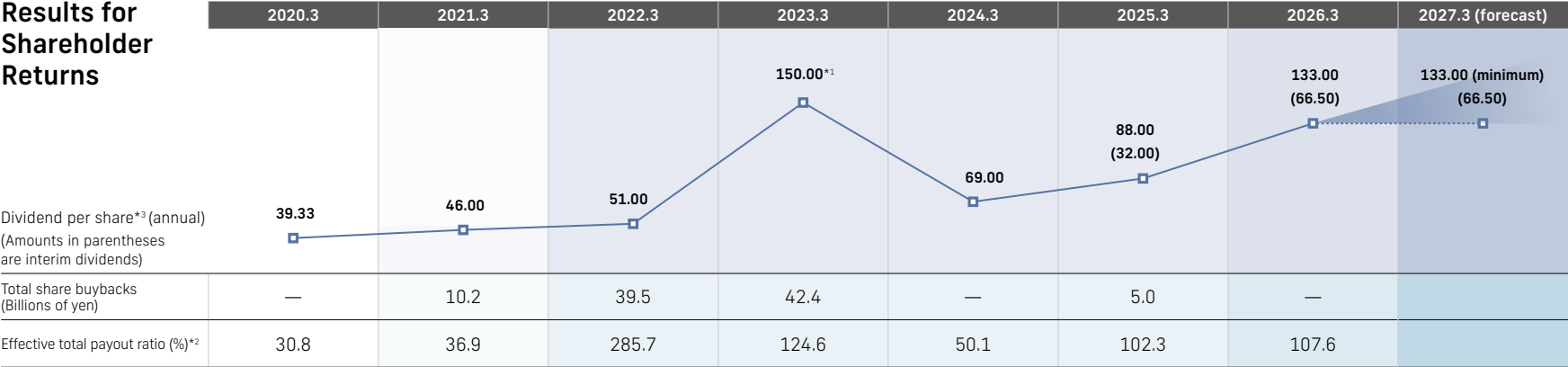
Interim dividend: ¥66.5

Year-end dividend: ¥66.5

Annual dividend: ¥133.0

JAFCO has worked to strengthen shareholder returns on a continuous basis. Under the Basic Policy for Enhancing Corporate Value, announced in December 2022, we clarified the level of necessary funds and stated that we will consider the allocation of excess cash to share buybacks in order to reduce net assets and improve capital efficiency.

Results for Shareholder Returns



*1 For the fiscal year ended March 31, 2023, the greater of (a) or (b), where (a) = ¥150 and (b) = Amount calculated by dividing net income in the fiscal year ended March 31, 2023, including the gain on the sale of shares of Nomura Research Institute, Ltd., and after deducting the amount of the share buyback through tender option bonds (TOBs), by the number of the Company's shares outstanding on the record date of the dividend (excluding treasury shares then held by the Company.)

*2 Effective total payout ratio: Ratio of total amount of dividends paid and share buybacks (buybacks resolved at the earnings announcement in the next fiscal year are treated as buybacks for the current fiscal year.) against net income.

*3 Figures have been adjusted to reflect a 3-for-1 stock split conducted in the fiscal year ended March 31, 2022.

Shareholder Return Policy

		Up to FY March 2016	From FY March 2017	FY March 2024	FY March 2025	From FY March 2026
Dividends	Policy / target	Flexible distribution with a focus on continuity	3% DOE	The greater of 3% DOE*1 or 50% of net income		The greater of 6% DOE*2 or a 50% payout ratio
	Dividend per share		Refer to table above for dividend results by year		Pay out 50% of net income Year-end dividend: ¥56 Annual dividend: ¥88	For FY March 2027, the projected minimum annual dividend is ¥133 (interim dividend: ¥66.5; year-end dividend: ¥66.5)
	Frequency		Dividends implemented once a year (year-end dividend)		Dividends implemented twice a year (started interim dividends)	Interim dividends continued Dividends implemented twice per year
	Forecast		No dividend forecast disclosed			Minimum dividends to be disclosed at start of fiscal year as dividend forecast
Share Buybacks		Refer to table above for share buyback results by year			Share buybacks totaling ¥5 billion resolved on April 23, 2025 With this, the effective total return ratio for FY March 2025 was 102%	Continue to consider additional shareholder returns, taking into account progress in exits and the fundraising environment for funds

*1 Calculated based on ratio of annual dividends to initial and term-end average of shareholders' equity *2 Ratio of annual dividends to shareholders' equity at end of previous fiscal year

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 Independent Directors

Section 3

Source of JAFCO’s Value Creation and
Business Foundation for Sustainable Growth



Material Issues

Purpose Fueling perpetual growth; investing in bold visions	Material Issues	Vision	Results for FY March 2026
	1. Creation of new businesses that lead the way in fulfilling social needs	Innovation is essential for the sustainable development of society and economic growth. We will accelerate the creation of new businesses by increasing the number of entrepreneurs while capturing actual and future social demand.	Number of companies newly interviewed 4,028 Number of new venture investments 16
	2. Growth of companies with social value and succession to the next generation	Amid a lack of business successors, ongoing technological innovation, and diversifying competition, the operating environment around companies is becoming increasingly complex. We will enhance companies' capacity for renewed growth and continue to protect employment by passing on high-potential technologies and assets to the next generation to maintain and increase their social value.	Number of new buyout investments 3 Number of companies under buyout investment 19
	3. Expansion of risk capital supply in Japan	Creating new industries and enhancing companies' capacity for renewed growth are vital to Japan's medium- to long-term growth, and risk capital is essential for supporting these efforts. As Japan continues to lack a sufficient supply of risk capital, we are committed to expanding the number of both domestic and overseas fund providers in Japan's private equity market.	Total funds under management ¥312.8 billion ↳ External funds raised ¥204.1 billion
	4. Establishment of an ecosystem that supports business creation and growth	Creating new businesses and reinvigorating corporate growth require a structure supported by not only specific companies but also wider society. We will establish an ecosystem in which professionals with expertise can work together to create a framework for supporting enterprising personnel and form networks for boosting corporate growth.	Number of companies supported in resolving organizational/HR issues 74 Number of business matching cases facilitated 403 Number of companies assisted in preparing for listing 42
	5. Continuous organizational development to promote active roles of diverse human resources	A combination of diverse perspectives and wide-ranging strengths is essential for the sustainable development of society. We will create an environment in which diverse personnel can work together and continue to play active roles, regardless of their age, gender, or nationality, to boost the creativity of society as a whole.	Number of new graduate hires 2 Number of mid-career hires 17 Turnover rate 9.1% Average training hours 23.5
	6. Reduction of business and management risks through strengthening of governance	As social issues become more complex, stakeholder expectations and the need for corporate responsibility will increase. In this environment, we will contribute to a sustainable society by strengthening governance and actively promoting sustainability initiatives.	GHG emissions (Scope 1 and 2) 37.4 t-CO ₂ Ratio of independent directors 66.7% Number of whistleblowing reports received 3

Process for Identifying Material Issues

In identifying material issues, we conducted surveys and interviews with stakeholders about the significance of our existence and their requests for JAFCO. Specifically, we conducted in-depth interviews with five major institutional investors about the material issues we identified in the fiscal year ended March 31, 2022, and they gave our efforts and approach to materiality their solid approval. Then, in the fiscal year ended March 31, 2023, based on the advice of experts, we examined our materiality from a medium- to long-term perspective with the aim of realizing our Purpose and once again identified issues from a broad viewpoint. We identified the same material issues as those in the fiscal year ended March 31, 2022, based on the axes of internal issues and external needs. We have also identified the relationship between material issues and key business plan indicators, referencing the press release titled “Notice Regarding Shifting Focus to Domestic Investment and Strengthening Shareholder Returns for Enhancing Corporate Value” announced in April 2025.

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

Conducting interviews and surveys with each stakeholder group

Identifying issues from external and internal perspectives

Assessing issues

Identifying material issues

Setting indicators for material issues

In the fiscal year ended March 31, 2023, we set targets for the fiscal year ending March 31, 2030. We then created links between material issues and key indicators, identifying MOIC, fund size, and external investment as key indicators for business planning, and environmental, social, and governance matters as key indicators for company management.

Management Capital
Underpinning Corporate Value

Investment management capabilities and fundraising capabilities have been indispensable to the Company's growth. These capabilities have been supported by our organizational foundation, which comprises human, intellectual, and social capital. By strengthening these three types of capital, which have been passed down for many years, we work to continuously enhance corporate value amid changes in the operating environment.

JAFCO's Strengths

Investment
Management
Capabilities

We promote highly selective, intensive investment while continuously refining both our organizational ability to share, gather, and complement the experience of individuals and the ability of our investment professionals to contribute to the growth of portfolio companies.

Fundraising Capabilities

In fundraising and fund management, we will work to enhance our regular reports and offer support tailored to the individual needs of investors. By continuously raising our level of discipline and transparency, we will deepen our relationships of trust with existing investors while working to attract new ones.

Important Management Capital at JAFCO



Human
Capital

- Our employees, or human capital, are the greatest source of value creation at JAFCO. The underlying foundation of our human capital is our investment professional recruitment and development model, which nurtures new graduates and young talent with high potential into full-fledged investment professionals. Through this model of cultivating strong talent, our new graduate hires go on to build robust careers as investment professionals.
- Another one of our strengths is that many members of our middle- and back-office divisions have investment experience. By thoroughly considering the value of private equity investment on a companywide basis, we have maintained a corporate culture that places the highest priority on creating value for portfolio companies.
- Recently, we have also been recruiting mid-career professionals, bringing in experienced personnel who can make an immediate contribution to the organization and respond to important issues at our portfolio companies. By taking on seasoned professionals with significant experience in corporate domains, we are building a hybrid organization made up of new graduates and mid-career hires with a diverse range of expertise.



Intellectual
Capital

- While the private equity investment industry is expected to grow significantly in the future, it is also an industry with high levels of uncertainty. We believe we can boost our rate of success in the industry by accumulating knowledge from our many investment successes and failures and sharing this knowledge across the organization. Our investment professionals pass on tacit knowledge to each other, and we are working to compile such knowledge into databases. By doing so, we are converting this know-how into explicit knowledge.
- Regarding our efforts to enhance corporate value and our exit approach, our robust track record of investing in a large number of companies and realizing IPOs for many of them includes several successes and failures. Through these experiences, we have accumulated a wealth of insight into effective participation in the management of portfolio companies and the pursuit of IPOs and M&A. In addition to investment activities, we are working to turn our know-how on fund formation and management into explicit knowledge, and we are accumulating insight into providing people with the information they need. Looking ahead, we will strive to compile and proactively apply the insight we gain through our various business processes and thereby enhance our ability to repeat successes.



Social
Capital

- When pursuing private equity investments, it is important to collaborate closely with a range of stakeholders. The success of portfolio companies leads to enhanced fund performance, which enables us to return a significant amount of profit back to our fund investors and shareholders. This in turn boosts the appeal of our funds as financial instruments, setting in motion a cycle that allows us to raise more risk capital and contribute to the growth of new portfolio companies.
- The relationships we have with business firms, including large corporations, are also important in opening up sales channels for portfolio companies and offering them greater opportunities for business collaboration and fundraising. Furthermore, we view our interactions with external business partners that support startups and with personnel who go on to pursue careers at startups as an important source of value that accelerates the growth of portfolio companies. Private equity investment is a long-term, collaborative business based on close relationships with our stakeholders. Accordingly, we will further our efforts to strengthen relationships with stakeholders throughout the startup and private equity investment industries and to expand the startup ecosystem.

Results for FY March 2026

Number of investment
professionals with 10+ years
of experience

21

Number of "most influential
venture capital investors in
Japan" (over past 9 years)*

16 (cumulative total)

Cumulative number of
portfolio companies

4,247

Total funds managed
(cumulative)

¥1.2 trillion

Number of investors in funds
under management

Approx. 300

Number of business contacts

5,883 companies

* Based on Forbes Japan's Midas List of most influential venture capital investors in Japan (top 10), 2018 to 2026
Note: The above figures are as of March 31, 2026.

Human Resource Strategy



Shintaro Kanazawa

General Manager of Project Management Division and General Manager of People & Culture Division

- Enhancing Human Capital
- Establishing a Sustainable Organizational Foundation

Cultivating Strong Talent and Establishing a Robust Organizational Foundation—Essential Elements for Ongoing Corporate Value Enhancement

Cultivating Strong Talent and Establishing a Robust Organizational Foundation

JAFCO's business is characterized by its heavy reliance on the individual capabilities, experience, and networks of investment professionals and other personnel. For this reason, it is imperative that we continuously cultivate strong talent capable of delivering outstanding results in a rapidly changing market environment, if we are to maintain and enhance our competitiveness. At the same time, overreliance on any particular individual can pose a risk to the Company as it seeks to realize its Purpose and carry out sustainable investment activities going forward. From a medium- to long-term standpoint, establishing a robust organizational foundation grounded in the perspectives of investors is essential to enhancing our ability to replicate success. We thus believe that simultaneously addressing the "cultivation of strong talent" and the "establishment of a robust organizational foundation"—two seemingly conflicting priorities—will allow us to achieve a truly competitive organizational foundation underpinning strong and capable talent that cannot easily be replicated by other companies. By drawing on the individual capabilities of our people to the greatest extent possible while refining our comprehensive strengths as an organization, we will strive to enhance corporate value in a sustainable manner going forward.

Scenario for Sustainable Corporate Value Enhancement

Cultivating strong talent and establishing a robust organizational foundation are essential to the ongoing enhancement of our corporate value, and we have taken steps to strengthen them as the twin pillars of the Company's growth.



Background of the Establishment of the People & Culture Division and the New Initiatives Thereof

The name "People & Culture Division" encompasses our strong desire to further reinforce our organizational capabilities. In the past, we built a strong culture centered on a relatively homogeneous workforce, primarily through the recruitment of new graduates. In recent years, however, the ratio of mid-career hires with diverse backgrounds has increased significantly, while the widespread adoption of remote work has reduced opportunities for face-to-face interaction. These circumstances have weakened the corporate culture shared by employees within the Company and led to other related issues.

As our workforce becomes more diverse, we need to establish a corporate culture for the new generation rather than relying on our past homogeneous corporate culture. We are now in an era when outstanding talent can work from any location, and this is precisely why we aim to build a highly unique organization where all members take pride in working at JAFCO and feel that it is the right place for them. To that end, we will foster a new corporate culture in which diverse individuals are highly engaged, organically connected, and capable of leading transformations.

- Values as Individuals
- Own it and see it through

- Draw on differences to ignite creativity

- Move faster, dive deeper, reach higher

- Be pioneers, stand for integrity

Values

Holding Interactive Town Hall Meetings with the President and All Employees



Following the widespread adoption of teleworking, there are fewer opportunities for us to share in person the Company's approach and vision. In addition, concerns are growing that employee perspectives may become fragmented, owing to differing stakeholder engagement among divisions. To address these issues, we have been holding interactive town hall meetings, each with participation by President Keisuke Miyoshi and six to seven employees at a time, involving all employees across the Company. In addition to sharing our approach and vision, these meetings provided an opportunity to communicate employee perspectives and stakeholder feedback internally, helping foster a stronger sense of unity.

Investment Strategy for Value Creation

JAFCO establishes funds every few years combining venture and buyout investments. In addition to achieving high investment performance, we build robust, trust-based relationships with investors and respond to their diversifying needs. By doing so, we have focused on continuous investment through good times and bad.

In venture investment, we conduct highly selective, intensive investment, centered on startups in their seed and early stages. Under this approach, we adopt a “selective” stance by identifying promising investment targets from among the many startups we engage with and become “intensively” involved in the management thereof by holding an influential stake in these companies. For buyout investment, we target small and medium-sized companies using traditional buyout approaches. In addition, we leverage our venture investment expertise through our proprietary “venture buyout” strategy that aims to add value to our portfolio companies, thereby actively accelerating their growth. Furthermore, our dedicated Value Add Division plays an important role in supporting the business growth of portfolio companies. In these ways, we provide robust support for portfolio company growth by leveraging the skills of our personnel specializing in areas such as talent recruitment, customer acquisition, and back-office infrastructure.

Fund Formation and Management

We build robust, trust-based relationships with investors grounded in highly disciplined and transparent fund management.

Fund Management 

► Strengths

- Proven expertise in fund management as a pioneer of venture capital in Japan
- Trust-based relationships with investors built by putting our fiduciary duty first, including ensuring transparent fund management
- Extensive network with investors cultivated through more than 40 years of fund management experience

Venture Investment

Through a selective approach via which we leverage the close relationships that we have with startup companies to identify high-potential investments, we intensively involve ourselves in the management of portfolio companies.

Venture Investment ↗

► **Strengths**

- Know-how for ascertaining market and business potential backed by over 50 years of investment experience
- External network and human resources in the startup market
- Unique investment professional development model cultivated through the ongoing recruitment of new graduates

Buyout Investment

In addition to traditional buyout investment, we actively promote the corporate growth of portfolio companies through a “venture buyout” strategy that leverages our expertise in venture investment.

Buyout Investment ↗

► **Strengths**

- Personnel with diverse expertise and insight who can maximize the corporate value of portfolio companies
- Optimized team structure that provides comprehensive support from deal sourcing to exit
- Personnel development cycle that generates a growth curve in line with post-merger integrations with and exits from portfolio companies

Value Add

We actively support efforts to improve the corporate value of our portfolio companies at each stage of their growth, drawing on our specialized expertise to do so.

Value Add

► Strengths

- Understanding of the key ingredients for startup success, focusing on a highly reproducible road map tailor-made with the entrepreneur in mind, and dedication to imparting our extensive IPO experience and know-how to portfolio companies for boosting their corporate value and achieving IPOs
- Robust network of startup companies and large corporations built up through many years of investment experience

Recruitment and Organization Building

Business Alliances

Back-Office Infrastructure

Results for the Fiscal Year
Ended March 31, 2026

Fund Management

Total capital commitments..... **¥312.8 billion**
Note: Total of SV4 through SV7

Start of fundraising for SV8

Venture Investment

Number of companies sourced domestically	4,028
Number of new venture investments	16
Investment amount ----	¥13.4 billion
IPOs	1

Buyout Investment

Number of new buyout investments **3**
Investment amount **¥6.0 billion**
IPOs **1**

Capital gains (domestic) **¥9.5 billion**

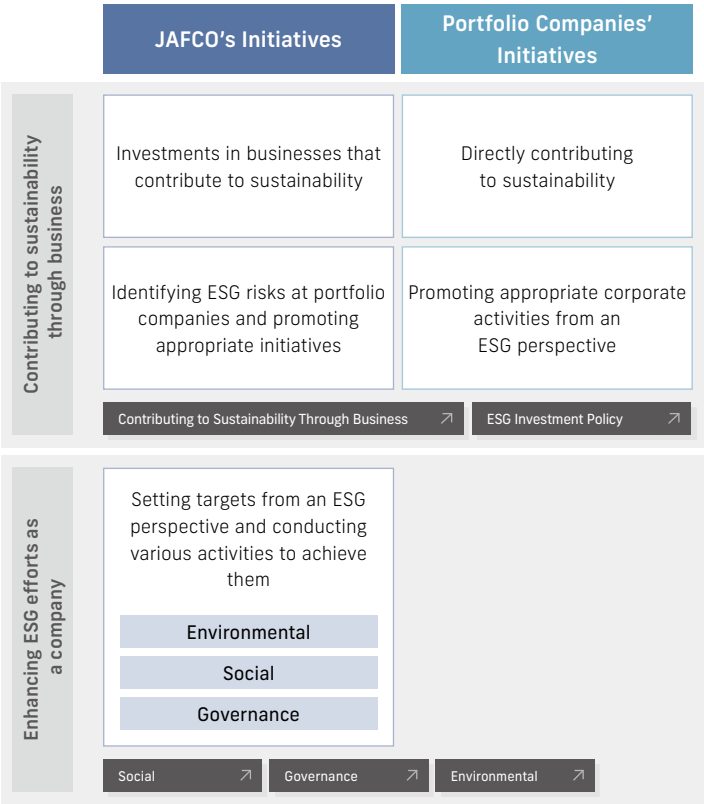
Value Add

Number of executive-level hires assisted	74
Number of business matching cases facilitated	403
Number of companies assisted establishing back-office infrastructure and preparing for listing	42

Sustainability

Sustainability at JAFCO

JAFCO's approach to sustainability is divided into two main categories: contributing to sustainability through business and enhancing ESG efforts as a company. Through our private equity investment business, we not only provide management support to enhance the sustainability of our portfolio companies but also actively participate to ensure that their businesses contribute to the sustainability of society at large.



Guided by the Basic Policy on Sustainability, we are dedicated to realizing our Purpose of “Fueling perpetual growth; investing in bold visions” and building a sustainable society through investment, an approach that has remained unchanged since our founding, even amid substantial shifts in the global environment and social systems.

We incorporate ESG considerations throughout the investment process, identifying promising companies that address social issues and supporting their growth through post-investment dialogue to the eventual exit. Through the growth of our portfolio companies, we aim to contribute to sustainability while enhancing our competitiveness and corporate value.

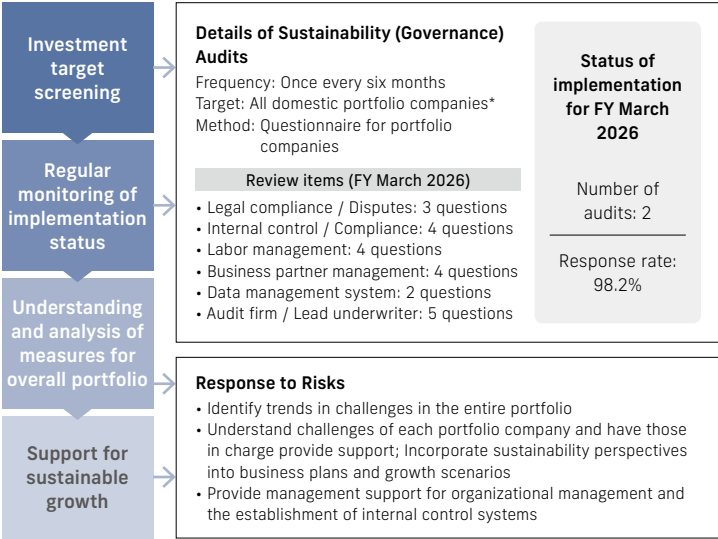
[Sustainability](#)

[Basic Policy on Sustainability](#)

JAFCO's Initiatives ▶ Contributing to Sustainability Through Business

The core aim of our investment activities is strongly aligned with the concept of ESG investment. In the initial stage of investment activities, which involves selecting promising companies, social needs and risks from various ESG perspectives are important factors in evaluating business potential. Based on this evaluation, we also discuss the challenges faced in achieving sustainable growth with the management teams of potential portfolio companies and use these discussions as part of the decision-making process for executing investments.

The next stage in our investment activities is to resolve issues through dialogue and support the growth of portfolio companies through management involvement. In addition to monitoring business progress, we regularly determine how well portfolio companies are managing funds and confirm their compliance with relevant laws and regulations. While prioritizing the launch of their businesses, we also emphasize the importance of developing robust management systems in parallel. As companies grow, we support the establishment of sales, development, and administrative frameworks, as well as the talent acquisition necessary to fulfill these roles. Through such efforts, we aim to foster companies that will generate significant social impact in the future and contribute to achieving sustainability.



* Portfolio companies expecting an exit (IPO, M&A, or other liquidity event) in the near future or that were invested in shortly before the timing of sustainability (governance) audits (about a month before the standard date) are excluded from the scope of the audit.

Portfolio Companies' Initiatives ▶ Contributing to Sustainability Through Business

We believe that all JAFCO portfolio companies contribute to sustainability through their businesses. In identifying promising candidates, we consider whether their businesses have social significance and whether they can contribute to resolving social issues, as we believe achieving such social significance contributes to a sustainable society.

Economic Sphere:
Contributions to Industrial Innovation and Development



ATOM Inc.
Research, development, and sale of humanoid robots
[Corporate Website](#)

Social Sphere:
Contributions to the Resolution of Social Issues



Arrowsmith Inc.
Research and development of phage therapy
[Corporate Website](#)

ATOM aims to develop and mass-produce humanoid AI robots. The company views its dual-armed, bipedal humanoid AI robots, which are capable of adapting to diverse environments to assist and replace human labor, not merely as industrial machinery but as entities that work alongside people to expand human potential. By driving the evolution of AI and robotics, ATOM will contribute to the advancement of human society.

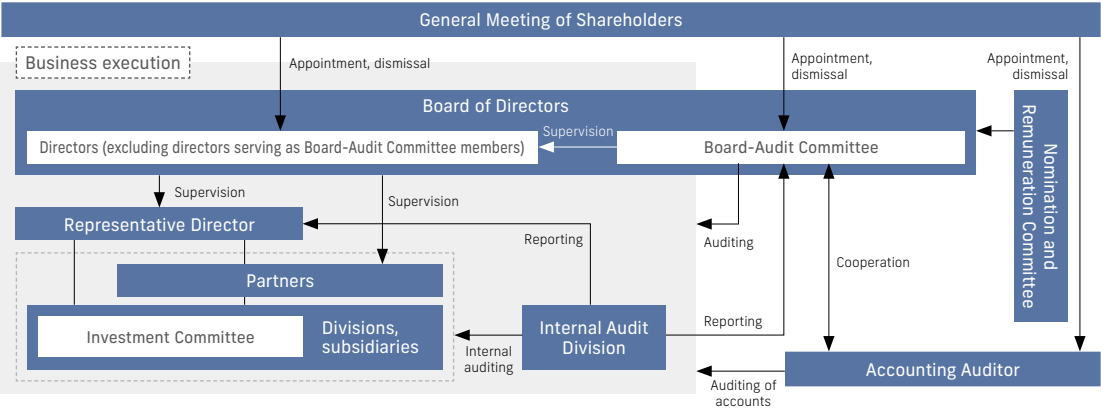
Arrowsmith is a drug discovery startup developing “phage therapy,” an innovative treatment utilizing bacteriophages—the natural predators of bacteria—to treat antimicrobial-resistant (AMR) bacterial infections that are unresponsive to conventional antibiotics. While advancing the clinical trials of its lead development candidate, ARW001, which utilizes a genetically modified phage via synthetic biology to target *Pseudomonas aeruginosa*, the company is simultaneously moving forward with the research and development of multiple pipeline projects. Arrowsmith is committed to overcoming drug-resistant bacteria and contributing to a future free from the anxiety of bacterial infections.

Strengthening of Corporate Governance

Directors		Independent Directors						
								
Shinichi Fuki Chairman	Keisuke Miyoshi President & CEO (Representative Director)	Shigeru Tamura Director (Board-Audit Committee Member, Full-Time)	Yoshie Kajihara Director (Board-Audit Committee Member)	Kanako Muraoka Director (Board-Audit Committee Member)	Toshinori Doi Director (Board-Audit Committee Member)	Eiji Enomoto Director (Board-Audit Committee Member)	Keiko Hayashi Director (Board-Audit Committee Member)	
Senior Corporate Officer		Corporate Officers		Partners				
Ko Minamikurosawa General Manager of Private Equity Division	Hiroaki Matsuda In Charge of Corporate Operations and People & Culture	Sueko Matsumoto In Charge of Fund Management	Naoki Sato General Manager of Value Add Division	Atsushi Fujii General Manager of Venture Capital Division	Tomotake Kitazawa In Charge of Venture Investment	Mizuki Takahara General Manager of the West Japan Branch, in Charge of Venture Investment	Yutaro Saka In Charge of Venture Investment	Haruyoshi Onuma In Charge of Venture Investment
Career Profiles of Directors		Standards for Independence of Independent Directors		Policy on the Selection of Director Candidates		Experience and Expertise of Directors		
Notice of Convocation of the 54th Annual General Meeting of Shareholders Pages 7–15		Notice of Convocation of the 54th Annual General Meeting of Shareholders Pages 14–15		Corporate Governance Report (submitted on June 17, 2026) Pages 6–7		Notice of Convocation of the 54th Annual General Meeting of Shareholders Page 17		

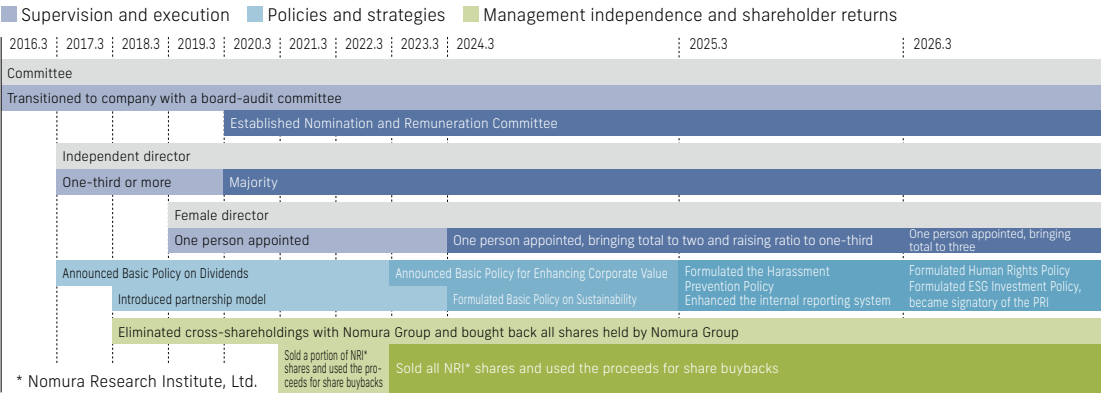
Corporate Governance Structure

JAFCO is a company with a board-audit committee, where both the Board of Directors and the Board-Audit Committee make important management decisions and audit and supervise business execution by directors.



Governance Initiatives

To further ensure fair and prompt decision-making, the Company is working each year to gradually improve governance, focusing on such issues as the independence of management, sharing of value with shareholders, improvement of capital efficiency, and promotion of the growth strategy.



Reasons for Adoption of Corporate Governance System	Annual Securities Report (in Japanese only) for the fiscal year ended March 31, 2026 Page 54	Basic Views on Corporate Governance	Corporate Governance Report (submitted on June 17, 2026) Annual Securities Report (in Japanese only) for the fiscal year ended March 31, 2026, Page 52
		Policy for Determination of Directors' Remuneration	Notice of Convocation of the 54th Annual General Meeting of Shareholders Pages 42–47

Interviews With Two Independent Directors



Eiji Enomoto
Independent Director
(Board-Audit Committee
Member)

As an independent director, I will help bolster the business execution capabilities of JAFCO’s management and contribute to the success of its “third founding.”

Q. What are your impressions of JAFCO?

I have built a career spanning some 20 years in asset management in the real estate industry, working extensively under business structures that require balancing the interests of shareholders and fund investors. While JAFCO operates in a different asset class—namely, private equity investments—I believe its business structure is very similar to that of the real estate company I worked for, and there are many commonalities in terms of industry knowledge and practical expertise. In addition, based on my experience working with startups as a venture client,* I can get fully behind and contribute to JAFCO’s initiatives aimed at promoting co-creation with startups.

From my perspective, I feel that JAFCO is approaching its “third founding” as it shifts gears to focus on domestic investment. JAFCO’s

first founding occurred when it established itself as Japan’s first venture capital firm. The Company’s second founding was when it shifted from investing through its own capital to becoming an asset manager that invests and manages capital on behalf of investors. JAFCO’s third founding is represented by its transitioning to a business model focused on domestic fund management. As technology continues to transform society as a whole, Japan’s technological capabilities are once again coming under the spotlight. For this reason, I view JAFCO’s strategic shift to be extremely important, as it will help refocus attention on promising Japanese startups and small and medium-sized enterprises seeking transformation, thus generating social and economic value.

I believe that JAFCO’s unique ability to invest according to a company’s stage of development, whether through venture investments or buyout investments, will be vital in ensuring the success of its strategic shift. In particular, JAFCO not only has many investment professionals who are well versed in a wide range of fields but also possesses an organizational structure backed by the know-how and experience of providing multifaceted support to the businesses of portfolio companies. When it comes to the private equity asset class, I believe the ability to comprehensively support the enhancement of the value of JAFCO’s portfolio companies is crucial to driving growth. Said ability is the very source of JAFCO’s corporate value creation as well as its greatest strength.

* The venture client model is a corporate innovation strategy in which a company adopts a startup’s technologies or products as a customer, enabling both parties to grow.

Q. How will you leverage your experience to contribute as an independent director?

The foremost priority of the Board of Directors is to enhance corporate value, giving consideration to the perspectives of various stakeholders. To this end, as an independent director, I intend to not only provide oversight of business execution but also facilitate future-oriented discussions and contribute to the formulation of JAFCO’s future strategies and direction. Specifically, I recognize that my role consists of the following three responsibilities.

The first is to work closely with the executive side in considering how best to enhance corporate value and facilitate such discussions at meetings of the Board of Directors and other venues. The second is to support succession planning for key positions, including the CEO, by aiding in the development and, when necessary, recruitment of successor candidates. The third is to help JAFCO fulfill its responsibility as a public institution while supporting the efforts of the executive side to foster a strong corporate culture that allows JAFCO’s investment professionals to demonstrate their full capabilities.

In fulfilling these responsibilities to help the Company achieve such goals as an independent director, I must on occasion encourage risk-taking. Defining the Company’s strategic direction and building frameworks for executing initiatives to make headway in said strategic direction cannot be performed in isolation; strategy and execution need to be carried out in alignment with one another. If, over time, gaps emerge between the two, I believe it is part of our responsibility to encourage JAFCO to correct its course and, at times, give management the confidence to move forward decisively.

Under the Basic Policy for Enhancing Corporate Value, JAFCO clearly signals its future direction and the issues it must address. Accordingly, the Board of Directors ought to dedicate more time to discussing matters regarding business execution. To support JAFCO’s business execution, I intend to contribute to meaningful discussions by fulfilling the above-mentioned three responsibilities and leveraging my practical experience as a corporate executive and my experience in the fund management business.

To steadily enhance the Company’s corporate value and communicate its growth trajectory to the market, in addition to supporting JAFCO in raising ROE above its current level—which cannot be described as satisfactory, a sentiment shared by President Keisuke Miyoshi—I will prioritize identifying any gaps between strategy and execution and, where appropriate, encouraging more risk-taking. In this manner, I will strive to help the Company achieve success with its third founding.

Interviews With Two Independent Directors



Keiko Hayashi
Independent Director
(Board-Audit Committee
Member)

Drawing on my long-cultivated insight and experience, I will help promote offensive corporate governance to ensure the further growth of JAFCO.

Q. What are your impressions of JAFCO?

About 30 years ago, shortly after joining an audit firm as a certified public accountant, I had the opportunity to support audits of venture capital firms and the funds they managed, as well as assist in the development of valuation standards. It was through this work that I first became familiar with JAFCO. At that time, venture capital firms were relatively unheard of in Japan, so I quite admired and respected how JAFCO steadily provided support to startups. Since then, I have always hoped to become involved in the support of startups, and I am therefore deeply honored to have the opportunity to now serve as an independent director of JAFCO.

When I first joined the Board of Directors, I was honestly surprised at the high ratio of independent directors. At Board meetings, members of the executive side provide the independent directors with thorough explanations of the

status of management, and I have found our discussions to be extremely open and lively. I personally have opportunities to speak with institutional investors, and from an outside perspective, the internal operations of a company can sometimes appear to be like a black box. Accordingly, investors can often harbor a certain degree of uncertainty and concern about a company. For this reason, I believe it is extremely important for independent directors, who have access to the internal information of a company, to engage in monitoring activities from the same external perspective as institutional investors, in order to give such investors greater confidence in the company. At the same time, our presence on the Board provides JAFCO with an opportunity to hone its ability to provide explanations to external audiences. The words and actions of President Miyoshi demonstrate to me JAFCO's strong commitment to fulfilling its accountability to all its stakeholders. As a member of the Board, I will provide further support to the Company in this regard moving forward.

Following JAFCO's transition in 2025 to a business model that focuses on domestic investment, I feel that the Company's organizational structure and internal controls have become much simpler. Against this backdrop, I would like to contribute by not only fulfilling defensive governance roles, such as monitoring internal controls, but also supporting offensive initiatives that will help JAFCO pursue its next stage of growth, now that its strategic direction has become clear.

Q. How will you leverage your experience to contribute as an independent director?

I have been an independent director of numerous companies and possess over 30 years of experience as a certified public accountant and auditor. Drawing on this experience, I want to contribute primarily from two perspectives.

The first is engaging in monitoring and audit activities that draw on my knowledge and expertise as a certified public accountant. While serving as an executive board member of the Japanese Institute of Certified Public Accountants, I was involved in investigating and reviewing cases of audit-related fraud, and I have seen and heard of numerous cases in which accounting fraud came to light after a company's listing. I believe this experience can be leveraged in supporting and evaluating portfolio companies.

In addition, private equity valuation inherently involves estimates and judgments regarding future cash flows based on forward-looking assumptions, making it a fundamentally challenging undertaking. For this reason, I believe it

is important to collaborate with audit firms to monitor whether JAFCO has robust investment valuation processes and governance frameworks in place and whether mechanisms exist to revise valuation methodologies and criteria as circumstances change.

Furthermore, for the startups and small and medium-sized companies that JAFCO engages with on a daily basis, the acquisition of appropriate accounting practices and an understanding of internal controls from an early stage of growth help build the foundation for further growth in the future. That being said, many of JAFCO's portfolio companies have limited resources, and there is thus a tendency to prioritize business initiatives over the establishment of administrative and management systems. JAFCO works closely alongside its portfolio companies, and because of this I would like to explore how we can help contribute to strengthening governance and compliance at these companies as well.

The other perspective from which I would like to contribute is that of an external shareholder, raising questions from that standpoint. The essence of governance lies not in establishing organizational structures and regulations but rather in whether they are operating effectively in practice. Many Japanese companies already have the necessary structures in place, but what really matters is whether they can continue to allocate resources, assign capable personnel, and ensure that corporate structures continue to function effectively over time. Through my experience as an accounting auditor and independent director at multiple companies, I have seen cases where, even after structures were put in place, resources were not allocated at an appropriate pace, so these structures could not function as intended. Based on this experience, I believe it is important to continue to ask questions from an external, shareholder perspective on whether the processes and structures JAFCO has in place are actually functioning on the front lines.

JAFCO's business extends beyond just supporting the growth of domestic startups to also contributing to business succession at small and medium-sized companies struggling with a lack of successors. In this context, I believe that JAFCO's business has a tremendous social significance in that it helps pass on the technologies and businesses cultivated over many years in Japan to the next generation. In order for the Company to fulfill its social responsibility, I will help ensure transparent disclosure and accountability to shareholders and other investors. At the same time, I will draw on my expertise and external perspective to contribute to the growth of JAFCO and its portfolio companies.

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Section 4

Data Section



11-Year Summary

	Consolidated										Non-consolidated (Millions of yen)
	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Operating results											
Net sales	41,155	27,857	29,470	25,878	29,855	21,512	27,677	14,073	24,443	29,685	21,619
Revenue from operational investment securities	32,376	20,774	23,470	23,291	23,697	16,164	20,257	9,665	19,013	23,790	17,973
Income from fund management	8,688	7,062	5,987	2,586	6,155	5,340	7,410	4,402	5,425	5,885	3,639
Other	90	20	12	0	1	6	9	4	4	8	7
Operating income (loss)	19,226	12,324	14,252	12,239	14,970	8,964	16,876	(4,414)	8,175	12,520	5,607
Operating margin (%)	46.7	44.2	48.4	47.3	50.1	41.7	61.0	(31.4)	33.4	42.2	25.9
Ordinary income	19,808	13,666	15,554	13,410	17,045	11,707	18,360	(3,048)	8,822	13,205	5,905
Net income* ¹	17,018	11,073	24,235	10,162	11,839	38,504	15,080	40,571	7,494	9,576	6,576
Net profit margin (%)	41.4	39.8	82.2	39.3	39.7	179.0	54.5	288.3	30.7	32.3	30.4
Cash flows											
Cash flows from operating activities	12,788	15,117	7,425	(1,350)	12,177	8	(12,958)	(7,245)	(9,570)	10,442	5,587
Cash flows from investing activities	11,768	(1,580)	24,732	213	(277)	49,154	748	69,640	(100)	134	3,846
Cash flows from financing activities	(14,092)	(5,817)	(69,046)	(3,923)	(3,581)	(13,944)	(43,474)	(46,225)	6,836	(5,447)	(11,613)
Cash and cash equivalents at end of period	99,302	107,179	70,086	63,878	72,040	107,517	52,603	69,481	67,606	72,486	61,183
Financial position											
Total assets	214,245	237,902	191,550	184,213	222,059	262,383	233,024	159,847	165,540	169,970	157,856
Net assets	189,501	207,855	160,299	163,215	188,366	215,237	197,390	130,745	137,639	141,126	134,113
Total capital commitments	432,912	434,772	348,506	359,103	433,939	451,475	332,251	419,237	465,648	458,399	312,800
Balance of investment loss reserves* ²	15,176	12,332	10,351	9,501	8,229	10,917	8,969	14,490	13,754	13,468	8,940
Major indicators											
Return on equity (ROE) (%)	9.0	5.6	13.2	6.3	6.7	19.1	7.3	24.7	5.6	6.9	4.8
Return on assets (ROA) (%)	7.9	4.7	12.7	5.5	5.3	14.7	6.5	20.7	4.6	5.7	4.1
Equity ratio (%)	88.5	87.4	83.7	88.6	84.8	82.0	84.7	81.8	83.1	83.0	85.0
Dividend payout ratio (%)	26.1	40.1	15.6	34.1	30.8	11.0	26.5	25.6	50.1	50.1	107.6
Total investment balance* ³	128,839	119,596	120,879	133,424	144,227	164,146	190,046	225,029	241,867	259,549	154,785
Number of existing portfolio companies* ³	378	327	279	266	235	251	269	294	307	322	215
Per share information											
Earnings per share (EPS) (¥)	127.9	83.2	229.0	109.5	127.6	416.5	192.5	586.9	137.6	175.6	123.7
Book value per share (BPS) (¥)	1,423.7	1,561.6	1,727.5	1,758.9	2,030.0	2,438.7	2,769.2	2,404.1	2,526.3	2,586.3	2,548.7
Annual dividend per share (¥)	33.3	33.3	35.7	37.3	39.3	46.0	51.0	150.0	69.0	88.0	133.0
Stock price indices											
Closing stock price at fiscal year-end (¥)	1,153.3	1,246.7	1,680.0	1,321.7	938.7	2,193.3	1,875.0	1,893.0	1,880.5	2,072.5	2,260.0
Market capitalization* ⁴ (¥ billion)	153.5	165.9	155.9	122.6	87.1	193.6	133.7	102.9	102.4	113.1	118.9
Price earnings ratio (PER)	9.0	15.0	7.3	12.1	7.4	5.3	9.7	3.2	13.7	11.8	18.3
Price-to-book ratio (P/B ratio)	0.8	0.8	1.0	0.8	0.5	0.9	0.7	0.8	0.7	0.8	0.9
Investment amounts / Number of companies by region*⁵											
Japan	12,195/36	15,180/33	18,057/37	11,379/26	24,883/35	21,491/35	23,216/56	27,873/47	22,573/45	28,014/52	19,371/45
United States	5,008/10	3,938/12	7,101/19	10,753/19	8,425/24	7,637/18	7,775/16	8,630/16	4,046/14	7,283/13	—
Asia	4,236/16	1,786/10	5,063/11	3,014/11	1,459/12	3,684/13	6,060/21	5,286/22	4,070/10	4,080/10	—

Notes: 1. The Company conducted a 3-for-1 stock split of common shares as of February 1, 2022. For the purposes of comparison, figures prior to the fiscal year ended March 31, 2022 have been retroactively adjusted.

2. The Company's U.S. subsidiary is excluded from the scope of consolidation from the fiscal year ended March 31, 2019.

*1 As figures are based on consolidated financial results through the fiscal year ended March 31, 2025, the amounts represent profit attributable to owners of parent.

*2 Balance of investment loss reserves: Other funds are excluded from the fiscal year ended March 31, 2020.

*3 Figures for total investment balance and number of existing portfolio companies are for overall funds, including listed portfolio companies.

*4 Market capitalization excludes treasury shares.

*5 Figures for investment amounts and number of companies by region are for overall funds.

ESG Data

Environmental

		Unit	2022.3	2023.3	2024.3	2025.3	2026.3
Greenhouse gas emissions	(Scope 1 and Scope 2)	t-CO ₂	81.5	90.5	38.2	38.2	37.4
Energy consumption	Electricity consumption	Thousand kWh	77.5	82.1	80.4	79.6	80.1

Social

		Unit	2022.3	2023.3	2024.3	2025.3	2026.3
Employees							
Number of employees (non-consolidated)		Headcount	108	117	126	131	133
	Male		76	82	91	95	97
	Female		32	35	35	36	36
Average years of service		Years, months	16 y, 3 m	14 y, 11 m	14 y, 0 m	13 y, 6 m	13 y, 8 m
	Male		15 y, 6 m	13 y, 11 m	12 y, 10 m	12 y, 6 m	12 y, 9 m
	Female		18 y, 1 m	17 y, 4 m	17 y, 2 m	16 y, 2 m	15 y, 11 m
Average age		Age	44 y, 0 m	42 y, 11 m	42 y, 6 m	42 y, 5 m	43 y, 3 m
	Male		43 y, 5 m	42 y, 2 m	42 y, 1 m	42 y, 3 m	43 y, 2 m
	Female		45 y, 5 m	44 y, 9 m	43 y, 7 m	42 y, 10 m	43 y, 5 m
Turnover rate*1		%	6.7	8.9	13.6	12.4	9.1
Average annual working hours		Hours	2,144	2,128	2,142	2,101	2,136
Annual paid leave utilization rate		%	40.9	47.3	50.8	51.6	52.7
Recruitment and Diversity							
Number of new hires (new graduates)		Headcount	1	4	6	5	2
	Male		1	3	3	3	—
	Female		0	1	3	2	2
Number of new hires (mid-career)		Headcount	11	16	17	15	17
	Male		6	12	14	11	11
	Female		5	4	3	4	6
Ratio of women among new hires		%	0.0	25.0	50.0	40.0	100.0
Ratio of female employees		%	29.6	29.9	27.8	27.5	27.1
Front office (VC and PE divisions and WJ Branch)			10.9	10.2	14.0	15.9	11.5
	Middle/back office (Other than the above)		43.5	44.1	39.1	38.2	40.3
Ratio of female managers		%	16.2	16.9	15.4	13.8	11.4
Front office (VC and PE divisions and WJ Branch)			9.4	6.1	7.7	11.9	4.9
	Middle/back office (Other than the above)		22.2	26.3	23.1	15.8	18.4
Childcare leave utilization rate*2	Male	%	25.0	25.0	40.0	50.0	25.0
	Female		—	100.0	100.0	100.0	—
Human Resource Development							
Average hours for training and human resource development		Hours per employee	13.8	17.6	20.3	23.2	23.5

Governance

		Unit	2022.3	2023.3	2024.3	2025.3	2026.3
Corporate Governance							
Number of directors	Inside	Persons	3	2	2	2	2
		Male	3	2	2	2	2
		Female	0	0	0	0	0
	Independent	Persons	4	4	4	4	4
		Male	3	3	3	2	2
		Female	1	1	1	2	2
Average term of office for directors		Years, months	8 y, 9 m	8 y, 9 m	9 y, 9 m	9 y, 3 m	8 y, 7 m
Number of Board of Directors' meetings held		Times	13	17	14	13	13
Average attendance rate for Board of Directors' meetings		%	100	100	100	100	98.7
Ratio of independent directors		%	57.1	66.7	66.7	66.7	66.7
Ratio of female directors		%	14.3	16.7	16.7	33.3	33.3
Number of Board-Audit Committee members	Inside	Persons	0	0	0	0	0
	Independent		4	4	4	4	4
Number of Board-Audit Committee meetings held		Times	14	14	13	13	13
Average attendance rate for Board-Audit Committee meetings		%	100	100	100	100	98.1
Number of Nomination and Remuneration Committee members		Persons	5	5	5	5	5
	Inside		1	1	1	1	1
		Independent	4	4	4	4	4
Number of Nomination and Remuneration Committee meetings held		Times	5	3	5	5	8
Attendance rate for Nomination and Remuneration Committee meetings		%	100	100	100	100	100
Director remuneration (excludes directors serving as Board-Audit Committee members)		Millions of yen					
	Basic compensation		90	94	83	85	87
	Extraordinary compensation		92	46	55	58	54
	Transfer-restricted share remuneration		—	52	72	61	80
	Total		183	193	211	205	221
Remuneration of directors serving as Board-Audit Committee members		Millions of yen					
	Basic compensation		75	76	78	73	70
Remuneration of independent directors*3		Millions of yen					
	Basic compensation		75	76	78	73	70
Number of whistleblowing reports received via reporting system			1	0	0	2	3

Note: Figures are calculated on a non-consolidated basis unless marked with an asterisk.
*1 Figures include employees who retired at the mandatory retirement age.
*2 Instances where there are no eligible employees for childcare leave are indicated with “—”. Instances where there are eligible employees but none who have made use of childcare leave are indicated with “0.0”.
*3 The remuneration of independent directors is included in the remuneration of directors who are Board-Audit Committee members.

Company Profile and Shareholder / Investor Information (As of March 31, 2026)

Company Profile

Trade name JAFCO Co., Ltd.
*The trade name has been changed as of October 1, 2026.

President & CEO Keisuke Miyoshi

Address of head office ... Toranomon Hills Mori Tower 24F, 1-23-1
Toranomon, Minato-ku, Tokyo 105-6324, Japan

Established April 5, 1973

Capital ¥33,251 million

Number of employees .. 133

Financial instruments
business operator Director-General of Kanto Local Finance Bureau
(Kinsho) No. 1693

Industry organization
membership Investment Management Association of Japan
Type II Financial Instruments Firms Association

Stock Information

Authorized number of shares 240,000,000

Number of shares issued 54,250,000

Number of shareholders 17,306

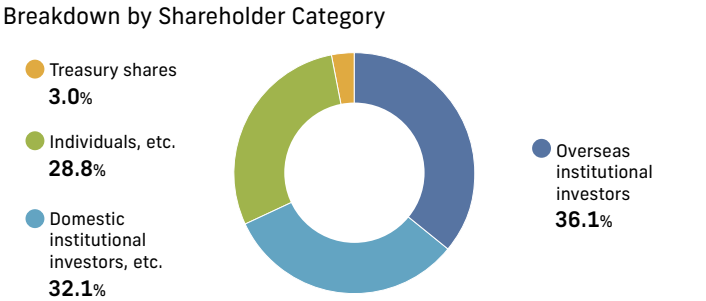
Listed market TSE Prime Market

Securities code 8595

Administrator of shareholders'
register and banking corporation Mitsubishi UFJ Trust

Fiscal year April 1 to March 31 of the
following year

Shareholder Composition



Total Shareholder Return (Compared with March 31, 2021)

	2022.3	2023.3	2024.3	2025.3	2026.3
JAFCO	87.8%	95.5%	98.0%	110.8%	125.4%
Reference: TOPIX Net Total Return	102.0%	107.9%	152.5%	150.2%	202.2%

Share Price and Trading Volume



Major Shareholders

Name	Number of shares held (thousand shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,298	12.0
STATE STREET BANK AND TRUST COMPANY 505018	2,775	5.3
Custody Bank of Japan, Ltd. (Trust Account)	2,569	4.9
JPMorgan Securities Japan Co., Ltd.	2,251	4.3
Yoshiteru Akita	2,178	4.1
Nippon Life Insurance Company	1,158	2.2
Hikari Tsushin KK Investment Limited Partnership	970	1.8
GOLDMAN SACHS INTERNATIONAL	877	1.7
BNYM SA/NV FOR BNYM FOR BNYM GCM CLIENT ACCTS M ILM FE	862	1.6
NORTHERN TRUST CO. (AVFC) RE IEDU UCITS CLIENTS NON TREATY ACCOUNT 15.315 PCT	801	1.5

Notes: 1. The Company holds 1,629 thousand treasury shares, which are excluded from the above list of major shareholders.
2. The shareholding ratio is calculated after deducting the number of treasury shares.