Last Update: June 29, 2026

J-LEASE CO., LTD.

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The corporate governance of J-LEASE CO., LTD. (the "Company") is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information

1. Basic Views

The Company aims to achieve continuous business growth while ensuring rigorous management supervision and compliance, and regards the maintenance of transparency and soundness in management for the benefit of all stakeholders, including shareholders, customers, officers, and employees, as a basic view on corporate governance. To this end, the Company strives to clearly define the roles and responsibilities of Directors and Executive Officers, accelerate decision-making and business execution, enhance transparency and the effectiveness of internal controls, and further strengthen its management structure and supervisory functions capable of responding promptly and appropriately to changes in the business and market environment.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code] Updated

[Supplementary Principle 4.10.1 Appropriate Involvement and Advice of Independent Outside Directors through the Establishment of Independent Nomination and Remuneration Committees]

Although the Company has not established voluntary nomination or remuneration committees, the Audit and Supervisory Committee, which consists of three (3) Outside Directors, is able to express its opinions regarding the election of Directors, Director remuneration, etc. The Board of Directors determines proposals concerning the election of Directors and related matters after taking into account the opinions of Directors who are Audit and Supervisory Committee members.

[Disclosure Based on each Principle of the Corporate Governance Code] Updated

[Principle 1.4 Cross-Shareholdings]

(1) Policy for cross-shareholdings

The Company holds cross-shareholdings when it determines that such holdings will contribute to maintaining and enhancing its corporate value, such as strengthening of relationships and alliances with its business partners.

(2) Review of cross-shareholdings

The Board of Directors reviews the purpose and rationale for holding each cross-shareholding and deliberates each year on whether continued ownership is appropriate.

(3) Criteria for exercising voting rights on cross-shareholdings

When exercising voting rights associated with cross-shareholdings, the Company determines whether to approve or oppose a proposal after a comprehensive assessment of factors including the issuing company's management policies, governance, business operations, and based on medium- to long-term economic rationale. When a particular attention is required upon exercising its voting rights, the Company engages in dialogue with the issuer as necessary before determining how to vote.

[Principle 1.7 Related Party Transactions]

Transactions with related parties are subject to deliberation and approval by the Board of Directors, which considers, among other matters, the business rationale behind the transaction. The Board of Directors Rules state that any Director of the Company who has a special interest in a matter may not participate in the relevant resolution, and such Director is excluded from the quorum for that resolution.

[Supplementary Principle 2.4.1 Ensuring Diversity in the Promotion, etc. of Core Human Resources]

As a basic policy for ensuring diversity, the Company evaluates personnel based on their abilities and performance without regard to nationality, gender, or other personal attributes. By appointing a diverse workforce, including mid-career hires, the Company seeks to provide innovative services, and enhance corporate value through the promotion of diverse working styles and career paths.

Indicators relating to workforce diversity at the Company are as follows:

<Percentage of female employees in management positions>

As of March 31, 2026: 21.2% (Target: 25.0%)

<Percentage of male employees taking childcare leave>

As of March 31, 2026: 70.0% (Target: 50.0%)

<Gender pay gap>

As of March 31, 2026: 75.4% (Target: 78.0%)

The Company has not established targets for the proportion of foreign nationals in management positions because the relevant population is small. Nor has it established targets for the proportion of management positions held by mid-career hires, as mid-career recruitment includes employees hired for both management and non-management positions.

The Company's internal policy is to provide education and training opportunities on an equal basis, without regard to nationality, gender, or other personal attributes, thereby ensuring diversity while creating a work environment comfortable for all employees. The Career Development Support Section also conducts interviews, etc. with employees returning from childcare or maternity leave.

[Principle 2.6 Roles of Corporate Pension Funds as Asset Owners]

The Company has introduced a corporate defined contribution pension plan to enhance employee welfare and reduce investment risk associated with retirement benefits. Under the plan, participating employees give investment instructions directly to the plan administrator and the Company is not involved in the management of pension assets, etc. as an asset owner. However, the Company provides employees with education and training on asset management through information sharing, explanatory sessions, financial seminars, and similar initiatives.

[Principle 3.1 Full Disclosure]

i) Company objectives (e.g., business philosophy), management strategies and management plans

Information on the Company's management policies and other related matters is disclosed on the Company's website and in its annual securities reports, summary of financial results, IR materials, etc.

ii) Basic views and policies on corporate governance based on each of the principles of the Code

These matters are described in "I-1. Basic Views" of this report.

iii) Policies and procedures in the determination of the remuneration of senior management and Directors by the Board of Directors

These matters are described in "II-2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, Remuneration Decisions, etc. (Overview of Current Corporate Governance System)" of this report and in annual securities reports.

iv) Policies and procedures in the election and dismissal of senior management and the nomination of Director candidates by the Board of Directors

Candidates for Director (Directors who are not Audit and Supervisory Committee members) are nominated based on a comprehensive assessment of their business achievements, knowledge, capabilities, and other relevant qualifications and are determined subject to the prior approval of the Board of Directors. Candidates for Director who are Audit and Supervisory Committee members are nominated with the consent of the Audit and Supervisory Committee. If concerns arise regarding a director's ability, qualifications, values, or other attributes expected of a Director of the Company, dismissal may be determined following clarification of the grounds for dismissal and prior approval by the Board of Directors.

v) Explanation with respect to the individual election and nominations in the election and dismissal of senior management and the nomination of Director candidates by the Board of Directors, based on (iv) above

Information that serves as the basis for decisions regarding the election and dismissal of individual Director candidates, including their career summary and significant concurrent positions, is disclosed in the Notice of Convocation of the General Meeting of Shareholders and the annual securities report. The Company believes that, in order to eliminate arbitrariness and ensure transparency, it is appropriate for the grounds for dismissal to be specifically explained and resolved at a General Meeting of Shareholders following supervision and substantive deliberation by the Board of Directors.

[Supplementary Principle 3.1.3 Sustainability Initiatives, etc.]

Information regarding the Company's sustainability initiatives, etc. is disclosed on its website (https://www.j-lease.jp/company/csr). Regarding response to climate change, the Company identifies the risks and opportunities related to climate change and works to resolve issues, and discloses information.

The Company regards human capital as a source of growth, respects employee diversity, and supports individual skills development, provides educational opportunities, and strives to improve its working environment. Investments, etc. in intellectual property are made as necessary.

[Supplementary Principle 4.1.1 Outline of Scope of Matters Delegated to Management]

The Board of Directors delegates decision-making authority for business execution, other than matters designated as important matters under the Board of Directors Rules, to Executive Directors in order to ensure agility and flexibility in business operations. The Company has also established Job Authority Rules to clearly define the scope of authority delegated to management and the scope of execution responsibilities.

[Principle 4.9 Independence Standards and Qualification for Independent Outside Directors]
The Company's independence standards for its Independent Outside Directors are in accordance with the independence standards established by the Tokyo Stock Exchange. Candidates for Independent Outside Director are elected from among individuals who have no conflicts of interest with the Company, present no risk of conflicts of interest with general shareholders, and are expected to contribute to the Company's sustainable growth and medium- to long-term enhancement of corporate value through active and constructive participation in deliberations.

[Supplementary Principle 4.10.1 Appropriate Involvement and Advice of Independent Outside Directors through the Establishment of Independent Nomination and Remuneration Committees]
These matters are described in "Reasons for Non-compliance with the Principles of the Corporate Governance Code" of this report.

[Supplementary Principle 4.11.1 Views on the Balance of Knowledge, Experience, and Skills of the Board of Directors as a Whole, and Also on Its Diversity and Size]
The Company seeks to ensure that its Board of Directors is composed of Directors with integrity, sound judgment, high ethical standards, and the knowledge, experience, and capabilities necessary to fulfil their responsibilities. A skills matrix setting out the skills, career backgrounds, and areas of expertise of each Director is disclosed on the Company's website, etc.

[Supplementary Principle 4.11.2 Status of Concurrent Positions of Directors at Other Listed Companies]
The Company believes that Directors should devote the time and effort necessary to fulfil their roles and responsibilities appropriately. Accordingly, the number of directorships held by its directors at other listed companies is limited to a reasonable level consistent with that principle.
The Company considers the current level of concurrent directorships held by its directors at other listed companies to be reasonable. Information regarding Directors' concurrent positions is disclosed annually in the Notice of Convocation of the General Meeting of Shareholders and the annual securities report.

[Supplementary Principle 4.11.3 Evaluation of the Board of Directors]
To further strengthen the supervisory function of Directors, the Company conducts a questionnaire survey of Directors to evaluate the effectiveness of the Board of Directors as a whole. The survey is administered through a third-party organization to ensure independence and objectivity, and the results are analyzed and evaluated by the Board of Directors. A summary of the results of the evaluation conducted in February 2026 is set out below.
The Board of Directors as a whole received generally high evaluations with respect to strategic direction, Board operations, internal controls, relationships with shareholders and investors, etc., and its effectiveness was confirmed.
On the other hand, succession planning, involvement in Director remuneration, and the strengthening of governance across the

Group, etc. were identified as areas requiring further discussion. Taking these results into account, the Company will continue to deepen discussions at the Board of Directors meetings and further strengthen governance.

[Supplementary Principle 4.14.2 Training Policy on Directors]

The Company's policy is to support the professional development of its directors not only by providing internal training and information on system changes, etc., but also by encouraging participation in external seminars, training programs, etc.

[Principle 5.1 Policy for Constructive Dialogue with Shareholders]

The Company responds positively, within reasonable limits, to requests for constructive dialogue, including requests for meetings, from shareholders and other stakeholders, with a view to supporting the Company's sustainable growth and enhancing corporate value over the medium to long term. The Company's policies regarding the system development and initiatives for promoting constructive dialogue with shareholders are as follows.

i) The Director and General Manager of the Management Planning Headquarters, who oversees the planning of the medium- to long-term management strategies and IR activities, is designated as the person responsible for developing the system and initiatives for constructive dialogue with investors.

ii) The Director and General Manager of the Management Planning Headquarters secures positive cooperation among relevant departments, such as by ensuring information sharing among departments that support dialogue with investors, while taking care to prevent the disclosure of insider information.

iii) To promote constructive dialogue with shareholders, the Company seeks to understand its shareholder composition and implements the following initiatives as means of dialogue, while working to further enhance such dialogue.

- Semiannual financial results briefings conducted by the President and the Director and General Manager of the Management Planning Headquarters
- Conducting individual meetings with investors
- Enhanced information disclosure for domestic and overseas investors through the Company's website (including financial results presentation materials and videos)

iv) The Director and General Manager of the Management Planning Headquarters compiles opinions and feedback obtained through dialogue with investors, shares them with the Board of Directors and other relevant bodies in a timely and appropriate manner, and utilizes them in management.

v) The Company exercises the utmost care to ensure that insider information is not disclosed in the course of dialogue with shareholders.

[Action to Implement Management That Is Conscious of Cost of Capital and Stock Price]

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update Updated	June 29, 2026

Explanation of Actions Updated

When formulating and disclosing its management strategies and management plans, the Company explains to shareholders, through its website, financial results announcements, and other means, target figures such as net sales and operating profit margin based on an accurate understanding of its cost of capital. The Company also strives to explain specific measures to be implemented in a clear and logical manner.

In its financial results presentation materials for the fiscal year ended March 31, 2026, the Company disclosed target levels for medium-term capital efficiency and other indicators. By achieving this plan, the Company will seek to maintain financial soundness, provide proactive shareholder returns, and enhance corporate value on a sustainable basis by making growth investments.

Please refer to below for the financial results presentation materials.
https://contents.xj-storage.jp/xcontents/AS02623/fe14cdbe/e4df/49ac/9daf/c3cc9427dc24/140120260513528914.pdf

Status of dialogue with shareholders, etc. (From April 2025 to March 2026)

- Financial results briefings (two occasions, for institutional investors and analysts)
  Participants: Representative Director and President, Director and General Manager of the Management Planning Headquarters
- Individual meetings and interviews (43 occasions; domestic and overseas institutional investors and analysts)
  Participants: Director and General Manager of the Management Planning Headquarters, Executive Officer and General Manager of the Corporate Planning Department, and IR personnel
- Main dialogue topics
  Financial results overview, progress of the medium-term management plan, business and competitive environment, M&A policies, share price performance, and valuation

2. Capital Structure

Foreign Shareholding Ratio	Less than 10%

[Status of Major Shareholders] Updated

Name or Company Name	Number of Shares Owned	Percentage (%)
JL Holdings Co., Ltd.	4,280,000	23.74
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,564,800	8.68
Hiraku Nakashima	807,300	4.48
Custody Bank of Japan, Ltd. (Trust Account)	344,000	1.91
THE HOWA BANK, LTD.	320,000	1.77
THE OITA BANK, LTD.	320,000	1.77
J-LEASE Employee Stock Ownership Association	201,300	1.12
Custody Bank of Japan, Ltd. (Trust Account E)	201,000	1.11
Kenzo Abe	200,000	1.11

Genjiro Otsuka	196,000	1.09

Name of Controlling Shareholder, if applicable (excluding Parent Companies)	—
Name of Parent Company, if applicable	No

Supplementary Explanation Updated

- Information on major shareholders is as of March 31, 2026.

3. Corporate Attributes

Listed Stock Exchange and Market Segment	Tokyo Stock Exchange, Prime Market
Fiscal Year-End	March
Business Sector	Other Financing Business
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year Updated	500 or more but fewer than 1,000
Net Sales (Consolidated) for the Previous Fiscal Year	¥10 billion or more but less than ¥100 billion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	Fewer than 10

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

—

5. Other Special Circumstances which may have a Material Impact on Corporate Governance

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II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight

1. Organizational Composition and Operation, etc.

Organizational Structure	Company with an Audit and Supervisory Committee

Directors

Number of Directors Stipulated in Articles of Incorporation	No upper limit
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board Updated	President
Number of Directors Updated	10
Election of Outside Directors	Elected
Number of Outside Directors Updated	4
Number of Independent Directors Designated from Among Outside Directors Updated	4

Outside Directors' Relationship with the Company (1) Updated

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Hiroko Watanabe	Academic											
Toshiaki Sato	From another company											
Daisuke Indoh	CPA											
Yukiko Maejima	Lawyer											

*Categories for "Relationship with the Company."
(Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

a. Person who executes business for the Company or its subsidiary
b. Person who executes business or a non-executive director of the Company's parent company
c. Person who executes business for a fellow subsidiary
d. Person/entity for which the Company is a major client or a person who executes business for said person/entity
e. Major client of the Company or a person who executes business for said client
f. Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/company auditor
g. Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
h. Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to director him/herself only)
i. Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)
j. Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
k. Other

Outside Directors' Relationship with the Company (2) Updated

Name	Membership of Supervisory Committee	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Hiroko Watanabe		○	—	Ms. Hiroko Watanabe has experience as a professor at Oita University and possesses expertise in the fields of industrial analysis and corporate growth strategies. The Company considers she is well qualified to oversee management from an independent perspective and has appointed her as an Outside Director. In addition, as there is no risk of conflicts of interest with general shareholders and she is independent of the Company, she has been designated as an independent director.
Toshiaki Sato	○	○	Mr. Toshiaki Sato holds 100 shares of the Company's common stock. Other than this shareholding, he has no personal, capital, business, or other interests with the Company.	Mr. Toshiaki Sato worked in financial institutions for many years, and has considerable knowledge of finance and accounting. The Company considers he is capable of properly performing his duty in the Company's audit, and has appointed him as an Outside Director. In addition, as there is no risk of conflicts of interest with general shareholders and he is independent of the Company, he has been designated as an independent director.
Daisuke Indoh	○	○	Mr. Daisuke Indoh holds 2,200 shares of the Company's	Mr. Daisuke Indoh possesses expertise and experience as a

			common stock. Other than this shareholding, he has no personal, capital, business, or other interests with the Company.	certified public accountant. The Company considers he can ensure the validity of audit from an independent and objective perspective as a professional accountant, and has appointed him as an Outside Director. In addition, as there is no risk of conflicts of interest with general shareholders and he is independent of the Company, he has been designated as an independent director.
Yukiko Maejima	○	○	—	Ms. Yukiko Maejima possesses expertise and experience as an attorney. The Company considers that she can provide advice and recommendations from an independent perspective to help ensure the appropriateness and legality of decision-making by the Board of Directors and contribute to the strengthening of corporate governance, and has appointed her as an Outside Director. In addition, as there is no risk of conflicts of interest with general shareholders and she is independent of the Company, she has been designated as an independent director.

Audit and Supervisory Committee

Composition of Audit and Supervisory Committee and Attributes of the Chairperson Updated

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Committee Chair
Audit and Supervisory Committee	3	1	0	3	Outside Director

Appointment of Directors and/or Staff to Support the Audit and Supervisory Committee	Appointed

Matters Concerning Independence of Said Directors and/or Staff from Executive Directors

Employees assigned to support the Audit and Supervisory Committee devote themselves exclusively to such duties and shall perform their duties in accordance with the instructions of Directors who are Audit and Supervisory Committee members. When performing such duties, they do not receive instructions from Directors who are not Audit and Supervisory Committee members or other officers. When conducting personnel evaluations, Directors who are Audit and Supervisory Committee members evaluate the performance of such duties.

Cooperation among the Audit and Supervisory Committee, Accounting Auditors and Internal Audit Department

The Internal Audit Department and the Audit and Supervisory Committee regularly exchange opinions regarding internal audit plans and results and strive to ensure that internal controls function effectively. In addition, the Audit and Supervisory Committee and the Accounting Auditor regularly exchange reports on audit implementation status and opinions in order to share information concerning audit issues, etc. and improve the efficiency and effectiveness of audits.

Voluntary Established Committee(s)

Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Remuneration Committee	Not Established

Matters Concerning Independent Directors

Number of Independent Directors Updated	4

Other Matters Concerning Independent Directors

—

Incentives

Implementation Status of Measures related to Incentives Granted to Directors	Introduction of Performance-linked Remuneration Scheme

Supplementary Explanation for Applicable Items Updated

Since the fiscal year ended March 31, 2023, the Company has implemented a performance-linked stock remuneration plan in order to more clearly align remuneration for Directors (excluding Directors who are Audit and Supervisory Committee members and Outside Directors among other Directors) with the Company's performance and shareholder value.

Persons Eligible for Stock Options	

Supplementary Explanation for Applicable Items

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Director Remuneration

Status of Disclosure (of Individual Director's Remuneration)	No Disclosure for Individual Director's Remuneration

Supplementary Explanation for Applicable Items

Individual remuneration is not disclosed because there are no Directors whose total remuneration, etc. exceeds ¥100 million.

Policy on Determining Remuneration Amounts and Calculation Methods	Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

The Representative Director and Chairman, acting under authority delegated by the Board of Directors, determines the remuneration of each Director within the limits approved by the General Meeting of Shareholders. Remuneration for each Director is determined within the total remuneration amount, taking into consideration factors such as the Director's contributions and ensuring a level appropriate to the Director’s role and responsibilities.

Support System for Outside Directors

Outside Directors (excluding Directors who are Audit and Supervisory Committee members) are supported by the General Affairs Department, while Directors who are Audit and Supervisory Committee members are supported by employees assigned to assist the Audit and Supervisory Committee.

Relevant materials are distributed in advance of the Board of Directors meetings, and opinions are exchanged on important matters, etc. and reports are provided on the Company’s current conditions.

2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, Remuneration Decisions, etc. (Overview of Current Corporate Governance System) Updated

The Company has adopted the governance structure of a Company with an Audit and Supervisory Committee and has established the General Meeting of Shareholders, the Board of Directors, and the Audit and Supervisory Committee as corporate bodies prescribed by the Companies Act.

The Board of Directors of the Company consists of a total of ten (10) Directors: seven (7) Directors, excluding Directors who are Audit and Supervisory Committee members (including one (1) Outside Director) and three (3) Directors who are Audit and Supervisory Committee members (all three (3) of whom are Outside Directors). The Board of Directors meets once each month and additionally as necessary to decide important management matters, in addition to matters required by laws and regulations, and supervise business execution.

The Audit and Supervisory Committee of the Company consists of three (3) Audit and Supervisory Committee members (all three (3) of whom are Outside Directors), and meets at least once each month, in principle. The Audit and Supervisory Committee members attend the Board of Directors meetings and other important meetings and express their opinions. They also audit the appropriateness and legality of the execution of duties by Directors through activities such as exchanging opinions with the Representative Director and hearing reports from Directors and others regarding the status of business execution.

The Company has appointed Akasaka Audit LLC as its Accounting Auditor pursuant to the Companies Act.

The Company has also adopted an Executive Officer system in order to respond flexibly to changes in the business environment and to promote faster and more efficient decision-making and business execution.

Remuneration for the Company's Directors (excluding Directors who are Audit and Supervisory Committee members) is determined individually by the Representative Director and Chairman under authority delegated by the Board of Directors, within the limits approved by the General Meeting of Shareholders. In determining the amount of remuneration, consideration is given to the Director's contributions and other factors, and remuneration is set at a level appropriate to the Director's role and responsibilities. Remuneration for Directors who are Audit and Supervisory Committee members is determined by the Audit and Supervisory Committee within the total remuneration amount.

3. Reasons for Adoption of Current Corporate Governance System Updated

By having Outside Directors who are capable of supervising management from an independent third-party standpoint (including the three (3) Directors who are Audit and Supervisory Committee members) attend the Board of Directors meetings, the Company strengthens its supervisory function over business execution bodies. The Company believes that it has established a system under which an efficient management system and management supervisory functions operate effectively.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize General Meeting of Shareholders and Facilitate Exercise of Voting Rights

	Supplementary Explanation
Early Dispatch of Notice of the General Meeting of Shareholders	The Company strives to accelerate its financial reporting process and to dispatch notices of convocation of General Meetings of Shareholders at an early date.
Scheduling of the General Meeting of Shareholders on a Non-Peak Day	The Company seeks to avoid scheduling its General Meeting of Shareholders on a date when many other companies are expected to hold their meetings, thereby making it easier for many shareholders to attend.
Electronic Exercise of Voting Rights	Voting rights may be exercised via the internet.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	The Company uses the electronic voting platform operated by ICJ, Inc.
Provision of Notice (or Summary of Notice) of the General Meeting of Shareholders in English	English translations of the Notice of Convocation and reference documents are posted on the Company's website.

2. Status of IR-related Activities Updated

	Supplementary Explanation	Explanation by a representative director or a representative executive officer
Formulation and Publication of Disclosure Policies	Information is available on the IR section of the Company's website.	
Regular Investor Briefings held for Individual Investors	The Company participates in briefings held for individual investors hosted by securities firms, at which the Representative Director and President gives explanations.	Held
Regular Investor Briefings held for Analysts and Institutional Investors	Financial results briefings are held regularly following the announcement of second-quarter and full-year financial results.	Held
Online Disclosure of IR Information	The Company maintains an IR section on its website.	
Establishment of Department and/or Placement of a Manager in Charge of IR	The Director and General Manager of the Management Planning Headquarters is the officer in charge of IR, and the Investor Relations Section of the Corporate Planning Department has been established as the dedicated IR department.	

3. Status of Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	In order to fulfil its social responsibilities, the Company's Corporate Philosophy is to provide creative services based on fair and sincere corporate activities.
Implementation of Environmental Preservation Activities and CSR Activities, etc.	Information regarding the Company's sustainability initiatives, etc. is available on its website. https://www.j-lease.jp/company/csr The Group's corporate soccer team (J-Lease FC) also conducts cleanup activities at game venues and visits local facilities to hold soccer clinics and similar activities.
Formulation of Policies, etc. on Provision of Information to Stakeholders	The Company's policy is to provide timely and appropriate disclosure of corporate information in its business activities in order to ensure that stakeholders have an accurate understanding of the Company.

IV. Matters Concerning the Internal Control System

1. Basic Views on Internal Control System and Status of Development

1. System to ensure that the execution of duties by Directors and employees complies with laws, regulations, and the Articles of Incorporation

(1) The Company will establish a Basic Compliance Policy and a Code of Conduct for all officers and employees working in the Group, and strive to disseminate them.

(2) A Compliance Committee and a Risk Management Committee will be established to supervise the Group's compliance and risk management.

(3) A Compliance Officer will be appointed to each department to confirm the status of compliance efforts, promote compliance initiatives, and prevent violations and other misconduct.

(4) The Internal Audit Department, which is under the direct control of the Representative Director and President, will be established to regularly audit the status of business execution and compliance in each department, and report the evaluation to the Representative Director and President and the Audit and Supervisory Committee.

(5) Operate a whistleblowing system in order to detect suspected compliance violations, etc. at an early stage and take corrective measures.

(6) The Company will take a resolute stance against anti-social forces and will not provide any benefits. The Company will also ensure close cooperation with police authorities, the National Center for Removal of Criminal Organizations, lawyers, etc.

(7) In order to ensure the appropriateness of financial reporting, the Company will establish Accounting Rules and other internal rules, and comply with accounting standards and other related laws and regulations.

2. System for storing and managing information related to the execution of duties by Directors

(1) Information related to the execution of duties by Directors shall be recorded in documents or electromagnetic media in accordance with the Document Management Rules, and shall be appropriately stored and managed.

(2) Directors shall be able to view these documents and records in electromagnetic media at all times.

3. Rules and other systems for managing the risk of loss

(1) The Company will establish Risk Management Rules and Compliance Rules that stipulate the risk management system, such as the department and person in charge of various risks, methods for ongoing identification, monitoring, reporting, and the establishment of a Risk Management Committee as a monitoring body.

(2) Risk management is carried out by each department, and the Risk Management Committee manages the entire Group.

(3) The Internal Audit Department regularly conducts audits on the status of risk management in each department that divides operations, and reports the evaluation to the Representative Director and President and the Audit and Supervisory Committee.

4. System to ensure efficient execution of duties by Directors

(1) To ensure that the execution of duties by Directors is carried out efficiently, the Board of Directors meets once a month to determine important matters, supervise the status of business execution by Directors, etc.

(2) The Company will adopt an Executive Officer system to separate management decision-making and business execution, accelerate swift decision-making, and clarify authorities and responsibilities. Those appointed from the Representative Director

and President, Directors in charge of business, and heads of each department shall execute their business as Executive Officers.

(3) Regarding business operations, a medium-term management plan will be formulated in light of the future business environment, and each department will formulate a budget for each fiscal year, and formulate and implement concrete measures toward that goal. In addition, in order to manage the performance against the budget, the Executive Board regularly discusses the difference analysis between the budget and the performance and countermeasures, grasps the progress of management figures and decides appropriate measures.

5. System to ensure the appropriateness of operations in the corporate group consisting of the Company and its subsidiaries

(1) In order to ensure the appropriateness of operations in the Group, the Corporate Planning Department of the Company will be the department in charge of the internal control system, etc. of the entire subsidiary, provide guidance on smooth operation, and instruct subsidiaries to establish and implement various rules, including the Job Authority Rules and Personal Information Management Rules, that are consistent with those of the Company.

(2) The Company shall dispatch Directors and employees of the Company to serve as some of the directors of its subsidiaries to supervise the execution of duties by other directors of such subsidiaries. At the regular Board of Directors meeting held monthly at the Company, the Director in charge of subsidiaries reports on the subsidiaries' performances, management plans, progress in implementing those plans, etc.

(3) If a fact of risk management concern is identified at a subsidiary, the Director in charge of subsidiaries will report to the Board of Directors on the details of the risk of loss, the extent of any loss that may be incurred, the impact on the Company, etc., and the Company will take necessary measures.

(4) While respecting the independence of the management of subsidiaries, important management matters of subsidiaries require the approval of the Company based on the Management Rules of Affiliated Companies, and particularly important matters are approved by the Board of Directors of the Company.

(5) Thorough implementation of the Group's Corporate Philosophy and Code of Conduct will enhance the soundness, legal compliance, and transparency of management, and ensure that the execution of duties by all members of the Group complies with laws, regulations, and the Articles of Incorporation.

(6) The Internal Audit Department of the Company regularly conducts internal audits of subsidiaries.

6. Matters concerning employees to assist the duties of the Audit and Supervisory Committee if the Audit and Supervisory Committee requests the appointment of such employees and matters concerning the independence of such employees from Directors

(1) If the Audit and Supervisory Committee requests employees to assist the duties of the Audit and Supervisory Committee, such employees will be assigned within a reasonable range.

(2) Employees who assist the Audit and Supervisory Committee's duties shall concentrate on the duties of assisting the Audit and Supervisory Committee.

(3) The employees referred to in the preceding item shall, in carrying out such duties, act in accordance with the instructions of Directors who are Audit and Supervisory Committee members and shall not receive instructions from Directors who are not Audit and Supervisory Committee members or other officers in connection with those duties.

(4) When conducting personnel evaluations, Directors who are Audit and Supervisory Committee members will evaluate the

performance of such duties.

7. System for Directors and employees to report to the Audit and Supervisory Committee and other systems for reporting to the Audit and Supervisory Committee

(1) In addition to statutory matters, Directors and employees shall promptly report to the Audit and Supervisory Committee any matters having a material impact on the Company and its subsidiaries, the status of internal audits, and any matters giving rise to concerns regarding compliance. Directors, auditors, and employees of subsidiaries who become aware of facts that have a material impact on the internal control of the Group, as well as persons who receive reports from such persons, shall report such matters to the Audit and Supervisory Committee without delay.

(2) In order to understand important decision-making processes and the status of business execution, Directors who are Audit and Supervisory Committee members shall attend the Board of Directors meetings, the Executive Board meetings, and other meetings deemed necessary. They shall also review major approval documents and other important documents relating to business execution and, when necessary, request explanations from Directors, employees, and other relevant personnel.

(3) Directors and employees who have reported to the Audit and Supervisory Committee shall not be subjected to any disadvantageous treatment by the Representative Director or other managers on account of having made such reports.

8. Other systems to ensure the effectiveness of audits conducted by the Audit and Supervisory Committee

(1) The Audit and Supervisory Committee shall conduct audits in accordance with the Audit and Supervisory Committee's Auditing Standards and shall attend the Board of Directors meetings and other important meetings, maintain coordination, exchange opinions, etc. with the Internal Audit Department.

(2) The Audit and Supervisory Committee shall meet regularly with the Representative Director and President and the Accounting Auditor to exchange opinions on important issues.

(3) When a Director who is an Audit and Supervisory Committee member requests the advance payment of expenses or repayment of obligations for expenses incurred in redemption procedures in connection with the execution of duties, the Company shall promptly process such expenses or obligations unless it is proved that they were not necessary for the execution of duties as a Director who is an Audit and Supervisory Committee member.

9. Basic views for eliminating anti-social forces and the status of related initiatives

(1) The Company will take a resolute stance against anti-social forces and organizations that threaten the order and safety of civil society, and will not provide any benefits.

(2) The Company will establish a Basic Policy for Anti-Social Forces and ensure that it is thoroughly communicated to all officers and employees, and ensure close cooperation with police authorities, the National Center for Removal of Criminal Organizations, lawyers, etc., in order to prevent interference by anti-social forces.

2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development

To put compliance into practice, the Company distributes a Compliance Manual to all officers and employees and ensures awareness of its compliance system, basic compliance policy, Code of Conduct, etc., as well as policies regarding the severance of all relationships with anti-social forces.

In addition to publishing a Declaration of Insulation of Relationships with Anti-Social Forces on its website, the Company includes anti-social forces exclusion provisions in its Guarantee Services Agreements with business partners.
To ensure thorough compliance throughout the Company, the Company provides internal training, etc., appoints Compliance Officers at each location in accordance with its Compliance Rules, and works to strengthen its compliance system, including the development of systems for eliminating anti-social forces.
The Company also works to eliminate anti-social forces through initiatives such as joining the Federation for the Prevention of and Countermeasures against Organized Criminal Activity in the Tokyo Metropolitan Police Department Area and the collection of relevant information.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted

Supplementary Explanation for Applicable Items

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2. Other Matters Concerning the Corporate Governance System

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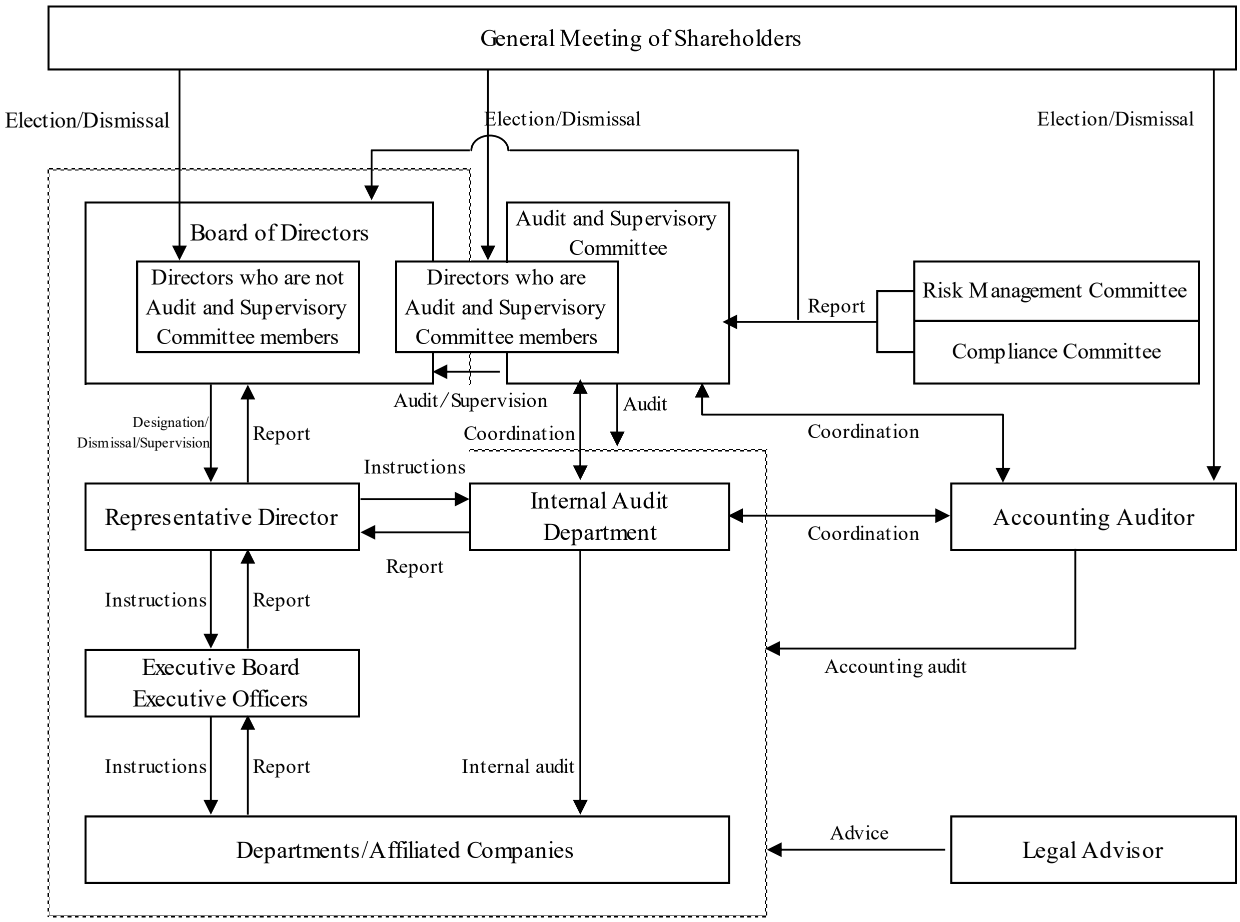

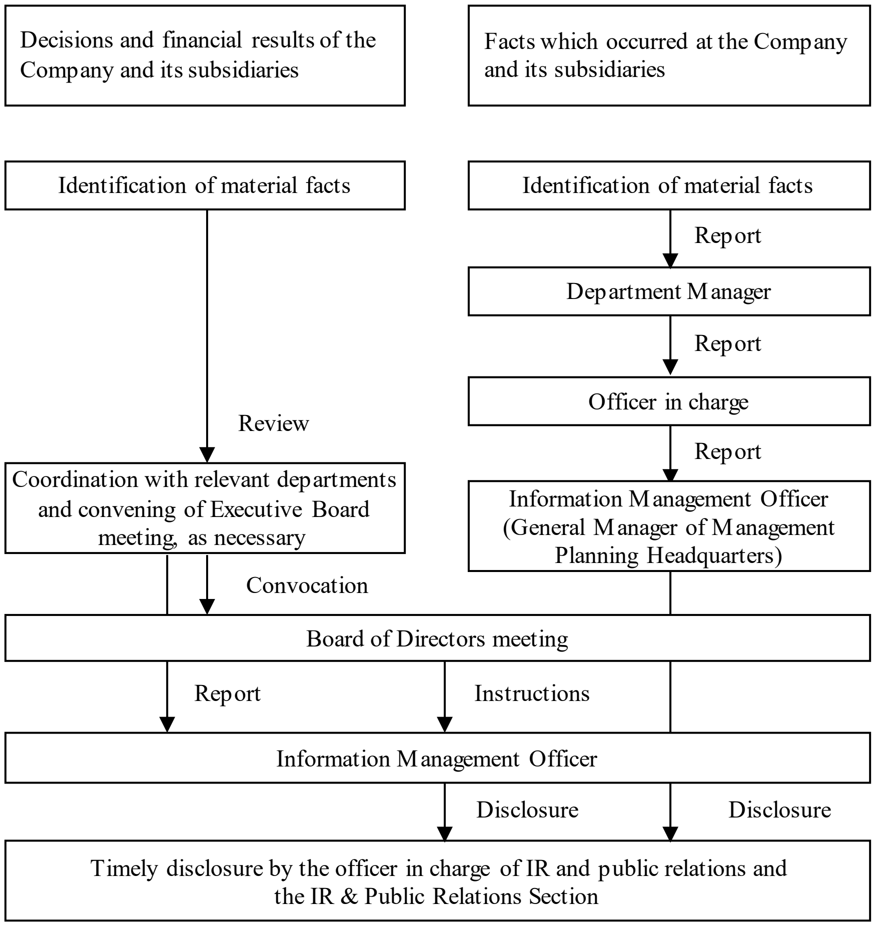
Decisions and financial results of the Company and its subsidiaries
Facts which occurred at the Company and its subsidiaries
Identification of material facts
Identification of material facts
Report
Department Manager
Report
Officer in charge
Report
Review
Coordination with relevant departments and convening of Executive Board meeting, as necessary
Information Management Officer (General Manager of Management Planning Headquarters)
Convocation
Board of Directors meeting
Report
Instructions
Information Management Officer
Disclosure
Disclosure
Timely disclosure by the officer in charge of IR and public relations and the IR & Public Relations Section

END